

To: Leader and Members of the Executive Board

(Councillors D Wright, Bell, Clews, Dirveiks, Gosling, Parsons, H Phillips, Reilly, Ridley, Simpson, Symonds and Whapples)

For the information of other Members of the Council

For general enquiries please contact the Democratic Services Team on 01827 719237 or via e-mail – democraticservices@northwarks.gov.uk

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

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

EXECUTIVE BOARD AGENDA

12 FEBRUARY 2024

The Executive Board will meet in The Chamber, The Council House, South Street, Atherstone on Monday, 12 February 2024 at 6.30pm.

The meeting can also be viewed on the Council's YouTube channel at NorthWarks - YouTube.

AGENDA

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

4 **Public Participation**

Up to twenty minutes will be set aside for members of the public to put questions to elected Members.

Members of the public wishing to address the Board must register their intention to do so by 9:30am two working days prior to the meeting. Participants are restricted to five minutes each.

If you wish to put a question to the meeting, please register by email to democraticservices@northwarks.gov.uk or telephone 01827 719221 / 01827 719237.

Once registered to speak, the person asking the question has the option to either:

- a) attend the meeting in person at the Council Chamber;
- b) attend remotely via Teams; or
- c) request that the Chair reads out their written question.

If attending in person, precautions will be in place in the Council Chamber to protect those who are present however this will limit the number of people who can be accommodated so it may be more convenient to attend remotely.

If attending remotely an invitation will be sent to join the Teams video conferencing for this meeting. Those registered to speak should dial the telephone number and ID number (provided on their invitation) when joining the meeting to ask their question. However, whilst waiting they will be able to hear what is being said at the meeting. They will also be able to view the meeting using the YouTube link provided (if so, they made need to mute the sound on YouTube when they speak on the phone to prevent feedback).

- 5 **Minutes of the Executive Board held on 27 November 2023** – copies herewith, to be approved as a correct record and signed by the Chairman.

ITEMS FOR DISCUSSION AND DECISION (WHITE PAPERS)

- 6 **Public Spaces Protection Order - Dog Fouling** – Report of the Chief Executive

Summary

This report asks members to consider the results from consultation on the Public Spaces Protection Order, (PSPO) to control dog fouling issues within the borough of North Warwickshire and request that the order be made.

The Contact Officer for this report is Sharon Gallagher (719292).

- 7 **Safeguarding Update** - Report of the Director of Leisure and Community Development

Summary

This report briefly updates Members on the Authority's progress in respect of its safeguarding responsibilities, further to the adoption of its Safeguarding Policy and Procedure (2022 to 2025) in June 2023.

The Contact Officer for this report is Becky Evans (719346).

- 8 **Water Orton Conservation Area Designation** - Report of the Chief Executive

Summary

The report seeks the Board's support for the designation of an extension to the Conservation Area for the village of Water Orton, and Water Orton Conservation Area Boundary Map, Appraisal and Management Plan be approved for adoption.

The Contact Officer for this report is Jennifer Leadbetter (719475).

- 9 **Residents Survey 2023** - Report of the Interim Corporate Director (Streetscape)

Summary

This paper reports the results of the latest Residents' Survey 2023, highlighting key messages and findings.

The Contact Officer for this report is Cath James (719295).

- 10 **The Proposed 3 Year Capital Programme 2024/25 to 2026/27** - Report of the Interim Corporate Director – Resources (Section 151 Officer)

Summary

This report puts forward proposals for the Three Year Capital Programme and outlines the availability of capital resources to fund the programme. The report recommends the options available.

The Contact Officer for this report is Nigel Lane (719371)

- 11 **General Fund Revenue Budget – 2023/24 Revised and 2024/25 Estimates** – Report of the Interim Corporate Director – Resources (Section 151 Officer)

Summary

This report covers the revised budget for 2023/24 and an estimate of expenditure for 2024/25, together with forward commitments for 2025/26, 2026/27 and 2027/28.

The Contact Officer for this report is Alison Turner (719374).

- 12 **General Fund Revenue Estimates Summary – 2023/24 Revised and Tax Set 2024/25** - Report of the Interim Corporate Director – Resources (Section 151 Officer)

Summary

This report presents the General Fund revenue estimates for revised 2023/24 and original 2024/25 as presented to the individual boards and the overall Tax Set Summary for 2024/25 along with the recommendations to support the figures presented.

The Contact Officer for this report is Alison Turner (719234).

- 13 **Pay Policy Statement 2024/25** – Interim Corporate Director – Resources (Section 151 Officer)

Summary

There is a requirement under Section 38 of the Localism Act 2011 for Councils to have and to publish a Pay Policy Statement, agreed by full Council, which will be subject to review at least annually. This report details the purpose for and the areas to be covered in the Pay Policy Statement.

The Contact Officer for this report is Alison Turner (719374).

- 14 **External Auditors Annual Report 2020/21** - Report of the Interim Corporate Director – Resources (Section 151 Officer)

Summary

This report presents the Annual Audit Report received from the Councils external auditors, Ernst & Young LLP.

The Contact Officer for this report is Alison Turner (719374).

- 15 **Safer Warwickshire Partnership Serious Violence Strategy 2024-30** – Report of the Chief Executive

Summary

This report sets out the progress in the development of the Strategic Needs Assessment and the Safer Warwickshire Partnership Serious Violence Strategy 2024-30. The report seeks Executive Board to endorse the Strategy, thereby meeting the Council's Serious Violence Duty set out under the Police Crime Sentencing and Courts Act 2022.

The Contact Officers for this report are Julie Taylor (719437) and Steve Maxey (719438).

- 16 **Electoral Review – Future Council Size** - Report of the Chief Executive
- Summary**
- Following the meetings of the Electoral Review Advisory Committee held on 9 November 2023 and 10 January 2024, Members are asked to consider a draft Council Size Report for submission to the Local Government Boundary Commission (LGBCE).
- The Contact Officer for this report is Martyn Harris (719222).
- 17 **Warwickshire Fire and Rescue Service – Proposed Service Model consultation** - Report of the Chief Executive
- Summary**
- Members will be aware that the Warwickshire Fire and Rescue Service (WFRS) is currently consulting on a new service model.
- The Contact Officer for this report is Steve Maxey (719438).
- 18 **Minutes of the Safer Communities Sub-Committee** held on 20 November 2023 – copies herewith.
- 19 **Minutes of the Senior Management Recruitment Sub-Committee** held on 27 November 2023 – copies herewith.
- 20 **Exclusion of the Public and Press**
- To consider, in accordance with Section 100A(4) of the Local Government Act 1972, whether it is in the public interest that 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.**
- 21 **Staffing Matter** – Report of the Chief Executive
- The Contact Officer for this report is Steve Maxey (719438).
- 22 **Exempt Extract of the Minutes of the Executive Board** held on 27 November 2023 – copies herewith, to be approved as a correct record and signed by the Chairman.
- 23 **Exempt Extract of the Minutes of the Senior Management Recruitment Sub-Committee** held on 27 November 2023 – copy herewith.

STEVE MAXEY
Chief Executive

NORTH WARWICKSHIRE BOROUGH COUNCIL

MINUTES OF THE EXECUTIVE BOARD

27 November 2023

Present: Councillor D Wright in the Chair

Councillors Bell, Clews, Dirveiks, Gosling, Parsons, H Phillips, Reilly, Ridley, Simpson and Symonds.

Apologies for absence were received from Councillor Whapples

Councillor Melia was also in attendance.

Maria Grindley and Suyash Maharaj from EY (External Auditors) were also in attendance.

37 **Declarations of Personal or Prejudicial Interest**

Councillor Ridley declared a non-pecuniary interest in Minute No 41 (Adoption of Dordon Neighbourhood Plan), by reason of being a Member of Dordon Parish Council and Dordon Neighbourhood Plan Working Group and took no part in the discussion and voting thereon.

Councillor Reilly declared a non-pecuniary interest in Minutes No 41 (Adoption of Dordon Neighbourhood Plan), by reason of being Clerk to Dordon Parish Council.

38 **Minutes of the Executive Board held on 18 September 2023**

The minutes of the meeting of the Board held on 18 September 2023, copies having been circulated, were approved as a correct record and signed by the Chairman.

39 **External Auditors' Report**

The Interim Corporate Director - Resources presented the Audit Planning Report and Audit Results Annual Report for year ended 31 March 2021, received from the Council's external auditors, Ernst & Young LLP.

Recommended:

- a **That the contents of the Audit Planning report attached at Appendix A to the report of the Interim Corporate Director – Resources be noted; and**
- b **That the Audit Results report presented at Appendix B, to the report of the Interim Corporate Director –**

Resources, be approved, subject to any changes required as a result of the updated IAS 19 report, which takes account of the Pension Fund 2020/21 Triennial Review and the Section 151 Officer, in consultation with the Chair of the Executive Board, be given delegated authority to sign off the Letter of Representation when the audit is complete.

40 Financial Statements 2020/21

Following completion of the Financial Statements for 2021, the Interim Corporate Director – Resources highlighted the position on the General Fund and Housing Revenue Account, compared with the estimated position previously reported and advised that the audit was complete apart from the review of the IAS19 Pension report, which might lead to changes to the pension figures.

Resolved:

That, subject to any changes from the review of the IAS19 Pension report, the 2020/21 Financial Statements be approved.

41 Adoption of Dordon Neighbourhood Plan

The Chief Executive informed Members of the progress of the Dordon Neighbourhood Plan and sought approval to adopt in accordance with section 16 of the Neighbourhood Planning (General) Regulations 2012.

Recommended:

That the Dordon Neighbourhood Plan be adopted and form part of the Development Plan for North Warwickshire.

42 Budgetary Control Report 2023/24 Period Ended 31 October 2023

The Interim Corporate Director – Resources reported on the revenue expenditure and income for the period from 1 April 2023 to 31 October 2023. The 2023/24 budget and the actual position for the period, compared with the estimate at that date, were given, together with an estimate of the out-turn position for services reporting to the Board.

Recommended:

That the report be noted.

43 Medium Term Financial Strategy 2023 - 2028

The Interim Corporate Director – Resources summarised the Authority's Medium Term Financial Strategy, which projected forward the Authority's General Fund budgets to 2027/28 and suggested a budget approach for the 2024/25 General Fund Budget.

Recommended:

- a That the Medium Term Financial Strategy, attached at Appendix A to the report of the Interim Corporate Director – Resources, be approved.;**
- b That the General Fund budget projections for 2023/24 to 2027/28 be noted;**
- c That the approach for balancing the Medium Term Budget, set out in section 6 and Table 2 of the report of the Interim Corporate Director – Resources, be adopted;**
- d That a supplementary estimate of up to £300,000 be approved for Agency/interim staff;**
- e That a supplementary estimate of up to £100,000 be approved for progressing the invest to save work on Asset Management;**
- f That the strategy for increasing the council tax to the maximum level, approved by the Government, be approved; and**
- g That the guiding principles for setting and reviewing fees and charges, detailed in Appendix A, section 9.5.2, of the report of the Interim Corporate Director – Resources, be adopted.**

44 Financial Inclusion

The Chief Executive and Interim Corporate Director – Resources provided information, further to the motion to Council on 27 September 2023.

Recommended:

- a That the update on the Financial Inclusion work of the Council be noted;**
- b That the criteria for the Financial Hardship Fund, attached at Appendix A to the report of the Chief Executive and Interim Corporate Director – Resources, be adopted;**
- c That the actions suggested in the confidential paper at item 17 of the agenda be approved.**

(The Chief Executive has subsequently received a notice signed by Councillors Dirveiks, Gosling, H Phillips and Whapples under Standing Order No 30(1)(b) (Minority Report) with regard to the decision of the Board on this matter and it is therefore referred to Council for confirmation).

45 **Calendar of Meetings 2023/24 and 2024/25**

The Chief Executive sought approval for changes to dates of meetings in March and May 2024 and a calendar of meetings for 2024/25.

Recommended:

- a **That the revised calendar of meetings for 2023/24, as submitted at Appendix A to the report of the Chief Executive be approved; and**
- b **That the draft calendar of meetings for 2024/25, as submitted at Appendix B to the report of the Chief Executive, be approved.**

46 **Atherstone Public Spaces Protection Order**

The Chief Executive asked Members to consider consulting on a Public Spaces Protection Order in Atherstone.

Resolved:

That the draft Public Spaces Protection Order, as set out in the report to the Safer Communities Sub-Committee, attached at Appendix A to the report of the Chief Executive, be consulted upon.

41 **Income Manager Upgrade**

The Chief Executive provided Members with an update regarding the income management system and sought approval from Members to host the system externally and support the additional revenue cost in 2024/25 of £12,999 and in the following two years an additional £16,801 per annum.

Resolved:

- a **That the report be approved;**
- b **That the revenue growth for 2024/25 at £12,999 and the following two years at £16,801 per annum, be approved.**

42 **Minutes of the Safer Communities Sub-Committee held on 3 July 2023**

The minutes of the meeting of the Safer Communities Sub-Committee held on 3 July 2023, were received and noted.

43 **Exclusion of the Public and Press**

Resolved:

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

44 **Staffing Matter**

The Chief Executive sought approval for staffing changes as detailed in his report.

Resolved:

That recommendation (a) and (b), as set out in the report of the Chief Executive, be approved.

45 **Staffing Matter**

The Chief Executive sought approval for an appointment, as detailed in his report.

Recommended:

That the recommendation set out in the report of the Chief Executive be approved.

46 **Commercial Housing Company Feasibility Study**

The Chief Executive asked the Board to approve the commissioning of work to consider the feasibility of establishing a commercial housing company, as set out in this report.

Recommended:

That the recommendation, set out in the report of the Chief Executive, be approved.

47 **Exempt Extract of the minutes of the Executive Board held on 18 September 2023**

The exempt extract of the minutes of the Executive Board held on 18 September 2023, copies having been previously circulated, were approved as a correct record and signed by the Chairman.

D Wright
CHAIR

Agenda Item No 6

Executive Board

12 February 2024

Report of the Chief Executive

**Public Spaces Protection Order-
Dog Fouling**

1 Summary

- 1.1 This report asks members to consider the results from consultation on the Public Spaces Protection Order, (PSPO) to control dog fouling issues within the borough of North Warwickshire and request that the order be made.

Recommendation to the Board

- a That the Board considers the results from the consultation; and**
- b The Board makes the Public Spaces Protection Order as set out in the report.**

2 Background

- 2.1 The previous order was issued under the The Dog Control Orders (Prescribed, Offences and Penalties, Etc.) Regulations 2006, this order expired in October 2020. In October 2017 Dog Control Orders automatically converted to Public Space Protection Orders PSPOs, under the requirements of the Anti-Social Behaviour, Crime and Policing Act 2014.

- 2.2 The consultation has now ended and based on the responses received, members are requested to make the order. The maximum duration of a PSPO is three years. The Draft order can be found at Appendix A.

3 Public Consultation and Engagement.

- 3.1 The consultation on the order was made available on the Council's website, via social media, Gov Delivery, Flyers/Posters and sent to Town and Parish Councils, we received 423 responses in total.

- 3.2 A summary of the responses can be found at the following link.

<https://forms.office.com/Pages/AnalysisPage.aspx?AnalyzerToken=ubOCD6Uehj7WyrpjGqtJqixq6Qowr8dB&id=B55DB4ThdEWI27dNcUbEEX-8EgxEStRLluwa97qjFohURUNJM1Y1R1YzQkhHTzRUNkNONTgxVThBRC4u>

A chart summarising the most common areas/concerns from residents can be found at Appendix B. The detailed responses can be provided if required.

4 **Report Implications**

4.1 **Financial Implications**

Once the order is made then signage and leaflets will be produced to inform residents and visitors to the borough that there is a PSPO in place. These costs will be met from existing budgetary provision.

4.2 **Safer Communities Implications**

4.2.1 These are set out in the report.

4.3 **Legal and Human Rights Implications**

4.3.1 There are no human rights implications. The Act supports human rights.

4.4 **Risk Management Implications**

4.4.1 None relating to this report.

4.5 **Equality Implications**

4.5.1 The Council will need to consider whether there is potential for a PSPO relating to dog fouling to impact negatively on those who rely on an assistance dog in relation to a disability which is a protected characteristic under the Equality Act 2010. In that respect, Members should consider whether the savings in paragraph 7 of the proposed PSPO sufficiently mitigate any potential negative impact. It is further suggested that any consultation expressly invites the views of any body or persons which represent those having such disabilities within the Council's area or more broadly support those persons.

4.6 **Health Implications**

4.6.1 Failure to remove dog faeces from land can lead to several negative effects, increasing nitrogen and phosphorus levels, which may alter plant diversity and has the potential to reduce biodiversity, dogs may also deposit roundworm(*toxocara canis*) eggs onto the land which can lead to infection of people, and in rare cases lead to blindness.

The Contact Officer for this report is Sharon Gallagher (719292).



North Warwickshire
Borough Council

**ANTI-SOCIAL BEHAVIOUR, CRIME AND POLICING ACT 2014
SECTION 59
PUBLIC SPACES PROTECTION ORDER-DOG FOULING**

NORTH WARWICKSHIRE BOROUGH COUNCIL ORDER 2024

North Warwickshire Borough Council (“the council”) makes the following Order:

This order shall come into force onfor a period of three years.

North Warwickshire Borough Council (“the Council”) being satisfied that the conditions set out in Section 59(2) of the Anti-Social Behaviour, Crime and Policing Act 2014 (“the Act”) have been met in relation to this order, namely that failure to remove dog fouling and incorrect disposal of dog foul bagged or otherwise, is an issue in North Warwickshire, frequently reported and seen across the borough. Accordingly, this behaviour has had a detrimental effect on the quality of life of those in the locality, or it is likely that the behaviour will be carried out in the area and have such an effect. The Council is also satisfied that the effect, or likely effect, of the behaviour is, or likely to be, of a persistent or continuing nature, and these activities are unreasonable and justify the restrictions imposed by the notice, and that it is in all circumstances expedient to make this order for the purpose of reducing crime and/or anti-social behaviour in a public place.

The council in exercise of its powers under Sections 59,60,61 and 72 of the Act and under all other enabling powers, hereby makes the following Order:

General provisions:

1. This Order applies to all land in the administrative area of the Council to which the public or any section of the public has access, on payment or otherwise, as of right or by virtue of express or implied permission namely
 - a) All streets and pavements throughout the Borough
 - b) All Council owned land including parks, gardens, recreation and sports grounds, cemeteries, open spaces, car parks and parking places
 - c) All land belonging to County and Parish Councils to which the public have access
 - d) All rights of way that cross land owned by the County, Borough, Town and Parish Councils.
2. A person who fails to comply with any obligation imposed by this Order is guilty of a criminal offence by virtue of section 67(1) of the Anti-social Behaviour Crime and Policing Act 2014 and liable to a fine on summary conviction not exceeding level 3 on the standard scale (currently £1000).

Obligations on persons with dogs:

3. Fouling

If a dog defecates at any time on land to which this Order applies a person who is in charge of the dog at the time must remove the faeces from the land forthwith unless

- (a) He has reasonable excuse for failing to do so; or
- (b) The owner, occupier or other person or authorities having control of the land has consented (general or specifically) to his failing to do so

4. Exclusion

A person in charge of a dog must not take it into or keep it within a children's play area which are within the administrative area of the Borough of North Warwickshire or any school land which is controlled by the Warwickshire County Council unless

- (a) He has reasonable excuse for failing to do so; or
- (b) The owner, occupier or other person or authorities having control of the land has consented (general or specifically) to his failing to do so

5. Means to pick up

A person in charge of a dog on land to which this order applies must have with him an appropriate means to pick up dog faeces deposited by that dog unless

- (a) he has reasonable excuse for failing to do so: or
- (b) the owner, occupier or other person or authority having control of the land has consented (generally or specifically) to his failing to do so.

The obligation is complied with if, after a request from an authorised officer, the person in charge of the dog produces an appropriate means to pick up dog faeces

6. Fixed Penalty Notice

An authorised person may issue a fixed penalty notice to anyone he or she believes has committed an offence. You will have 14 days to pay the fixed penalty of £100 discounted to £75 if paid within 10 days.

7. Appeals

Any challenge to this order must be made in the High Court by an interested person within six weeks of it being made. An interested person is someone who lives in, regularly works in, or visits the restricted area. This means that only those who are directly affected by the restrictions have the power to challenge. The right to challenge also exists where an order is varied by the Council.

Interested persons can challenge the validity of this order on two grounds: that the Council did not have power to make the order, or to include particular prohibitions or requirements; or that one of the requirements of the legislation, for instance consultation, has not been complied with.

When an application is made the High Court can decide to suspend the operation of the order pending the Court's decision, in part

8. Exemptions

Nothing in this Order shall apply to a person who –

- (a) Is registered as a blind person in a register compiled under section 29 of the National Assistance Act 1948; or
- (b) A person with a disability affecting their mobility, manual dexterity or ability to lift, carry or move everyday objects and who relies upon a dog trained by a prescribed charity for assistance.

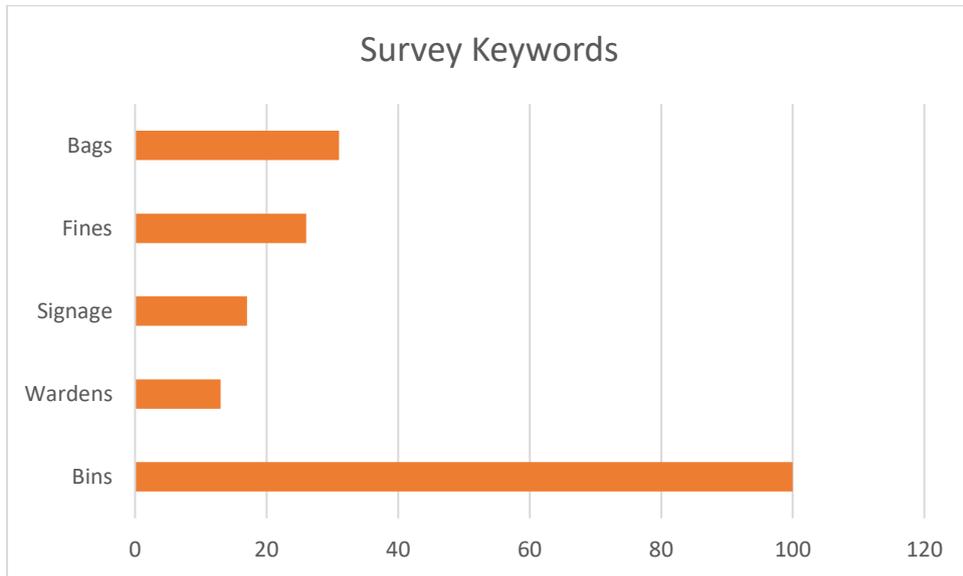
For the purpose of this Order:

- A person who habitually has a dog in his possession shall be taken to be in charge of the dog at any time unless at that time some other person is in charge of the dog.
- Placing the faeces in a receptacle on the land, which is provided for the purpose, or for the disposal of waste, shall be sufficient removal from the land;
- Being unaware of defecation (whether by reason of not being in the vicinity of otherwise), or not having a device for or other suitable means of removing the faeces shall not be a reasonable excuse for failing to remove the faeces
- “an authorised officer of the Council” means an employee, partnership agency or contractor of the Council who is authorised in writing by the Council for the purposes of giving directions under the Order

The order shall come into operation on (date to be agreed) and shall have effect for a period of 3 years thereafter, unless extended by further orders under the council’s statutory powers.

The Common Seal of North Warwickshire)
Borough Council was hereunto affixed)
The day of 2024 in the)
presence of:-)

Consultation feedback



Agenda Item No 7

Executive Board

12 February 2024

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

Safeguarding Update

1 Summary

- 1.1 This report briefly updates Members on the Authority's progress in respect of its safeguarding responsibilities, further to the adoption of its Safeguarding Policy and Procedure (2022 to 2025) in June 2023.

Recommendation to the Board

That Members note the Authority's progress in respect of its safeguarding responsibilities, further to the adoption of its Safeguarding Policy and Procedure (2022 to 2025) in June 2023.

2 Consultation

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

3 Introduction

- 3.1 Safeguarding is everyone's responsibility. The Council seeks to ensure that its elected Members, employees and everyone associated with providing its services take reasonable steps to protect and safeguard children, young people and vulnerable adults from harm, discrimination or degrading treatment and that their rights, wishes and feelings are respected.

- 3.2 In 2019, the Council adopted its first "integrated" Safeguarding Policy, which incorporated provisions for protecting children, young people and vulnerable adults. With guidance from Warwickshire Safeguarding, of which the Borough Council is an active partner ("Relevant Agency"), this Policy was updated and a revised Safeguarding Policy and Procedure (2022 to 2025) adopted by the Executive Board in June 2023. A copy of the revised Policy and Procedure, which is reviewed at least annually, is attached at Appendix A.

...

- 3.3 The Council provides a wide range of services to the local community, many of which involve employees and Members coming into direct contact with children, young people and vulnerable adults. The public has the right to expect high standards of conduct and integrity from the Authority in the provision of these services. The Council has a related responsibility to

conduct its affairs with the highest possible standards of care for all concerned.

4 Policy Updates

- 4.1 Anecdotally, in recent months, it has become apparent that the Borough Council is in receipt of a heightened number of telephone calls in which residents are threatening suicide. Whilst the number of such calls is still relatively low, it has been considered to be appropriate to include a procedure within the Policy to support both residents and the staff in receipt of such calls. Accordingly, Section 8 of the Policy now outlines a referral process for Officers to follow, which enables appropriate signposting for people who are struggling to cope in order to ensure that they get the support that they need.
- 4.2 Appendix A of the Policy provides advice and guidance on how to hold the difficult conversations regarding suicide, and the follow-up correspondence to send to individuals following any such conversation.
- 4.3 To support the work of the Warwickshire Suicide Prevention Partnership, Public Health is awarding each borough and district council £6,000 for related suicide prevention activity. The Community Development Manager is currently working with Public Health to explore the options to fund Case Reviews to help better understand the reasons for dying by suicide and how the Borough Council can better support its communities.

5 Training

- 5.1 In previous years, the Borough Council has offered all of its employees and Members training related to the safeguarding of children, young people and vulnerable adults. The training was delivered as two separate courses, with child protection training being delivered by internal staff, and vulnerable adults training delivered through a neighbouring authority. Focused training and development needs, for staff with particular responsibilities for safeguarding, have invariably been met through Warwickshire Safeguarding's multi-agency training programme.
- 5.2 The Authority has committed to provide safeguarding training to all of its employees on a regular (once every three years) basis. Due to the restrictions imposed during the Coronavirus pandemic, and the capacity to deliver the training through the internal staff resource, training had not been delivered according to the provisions of the corporate Training Plan. Given the importance of this undertaking, arrangements have been made for an external provider to deliver safeguarding training to employees. The associated programme has started and is being delivered as a single course covering both child protection and vulnerable adults training.
- 5.3 In accordance with the provisions of the Safeguarding Policy and Procedure, training is also provided for all elected Members once during each four-year political cycle. Specific training for Members was delivered by in-house staff

in October 2023. Members who were unable to attend this session will be invited to attend a staff training session.

6 Warwickshire Safeguarding

6.1 Warwickshire Safeguarding has just concluded a review of its existing Information Sharing Agreement to reflect changes impacted by the United Kingdom's departure from the European Union (in reference to GDPR), the formation of the new Integrated Care Boards (replacing former CCGs) and the introduction of Child Safeguarding Practice Reviews (formerly known as Serious Case Reviews).

6.2 The Authority has signed up to the appended Agreement (Appendix B), which provides a comprehensive framework within which the partnership will operate and share information to support the safeguarding of children, young people and vulnerable adults.

7 Report Implications

7.1 Finance and Value for Money Implications

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

7.1.2 The Borough Council also makes a financial contribution of £4,145 per annum to support the activity of Warwickshire Safeguarding.

7.2 Safer Communities Implications

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

7.3 Legal, Data Protection and Human Rights Implications

7.3.1 The Council has a duty under Section 11 of the Children Act 2004 (as amended in 2017) to ensure that it considers the need to safeguard and promote the welfare of children and young people when carrying out its functions, including the need to work with other agencies to achieve this.

7.3.2 The duties to safeguard adults with care and support needs are set out in Part 1 of the Care Act 2014. Further obligations are set out in the Domestic Abuse Act 2023. The Mental Capacity Act 2005 provides the legal framework for acting and making decisions on behalf of people (aged 16 or over) who lack the mental capacity to make particular decisions for themselves.

7.3.3 The appended Safeguarding Policy and Procedure set out the steps that the Council takes to protect children, young people and vulnerable adults from

harm, discrimination and/or degrading treatment. It also ensures that the Council is taking appropriate action in line with its duties as a “Warwickshire Safeguarding Relevant Agency”. As with all such policies, the Council must ensure that the content is kept under review and updated to reflect any changes to legislation, guidance, or arrangements for delivery of services, and to incorporate learning from this and other authorities in implementing the duty.

7.4 Environment, Climate Change and Health Implications

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

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

7.5 Human Resources Implications

7.5.1 The Safeguarding Policy and Procedure seeks to protect all staff and Councillors that work or engage with vulnerable people. Members of staff who are engaged in “regulated activity” will be subjected to a DBS check prior to their formal appointment. All North Warwickshire Borough Council employees and Members, regardless of their role, are required to undertake the Authority’s safeguarding training to ensure that they are alert to abuse, know how to respond to any perceived concerns and understand that safeguarding is everyone’s responsibility.

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

7.6 Risk Management Implications

7.6.1 There are no direct risks consequent upon the services identified within this report.

7.7 Equalities Implications

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

7.7.2 People who have committed offences towards children, young people or vulnerable adults will only be considered for employment or volunteering opportunities in accordance with the Rehabilitation of Offenders Act, 1974.

This will require a risk assessment and a Disclosure and Barring Service check to be undertaken in order to ensure that ex-offenders are not considered for work or activities that would pose a risk of harm to vulnerable people.

7.8 Links to Council's Priorities

7.8.1 The Safeguarding Policy and Procedure has direct and positive links to the following corporate priorities:

- Safe, liveable, locally focused communities
- Prosperous and healthy
- Efficient organisation

7.8.2 Additionally, the Policy and Procedure contributes directly to the attainment of the priorities of the Sustainable Community Strategy to:

- Raise aspirations, education attainment and skill levels
- Develop healthier communities
- Improve access to services

The Contact Officer for this report is Becky Evans (719346).

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	Director of Leisure and Community Development	Report to Executive Board (Safeguarding Policy and Procedure)	June 2023

Safeguarding Policy and Procedure

April 2022 to March 2025



North Warwickshire
Borough Council

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Appendix A Saying the Right Thing

1 Introduction

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

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

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

- Working Together to Safeguard Children 2018
- Children and Social Work Act 2017
- The Care Act 2014
- Mental Capacity Act (Including Deprivation of Liberty Safeguards) 2005
- Children Act 2004
- Human Rights Act 1998
- Warwickshire Safeguarding Strategic Plan
- Warwickshire Safeguarding Exploitation Strategy

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

2 Definitions

2.1 Child Protection

Safeguarding and promoting the welfare of children is defined as:

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

(Source: Working Together 2018 and the Children and Social Work Act 2017)

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

2.2 Adult Safeguarding

This involves people and organisations working together to stop abuse and neglect occurring and intervening effectively in situations where there is risk of abuse or neglect, or where abuse is seen to be taking place. The Care Act 2014 sets out a clear legal framework for how local authorities and other parts of the system should protect adults at risk of abuse or neglect. An “adult at risk” is any adult, aged 18 years or over, who:

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

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

When supporting an adult at risk it is essential that their wishes are understood and acknowledged. This is critical to ensuring that the approach that an Officer or an organisation takes is the right one. This is called “making safeguarding personal”. Making safeguarding personal is about talking people through the options they have and what they want to do about their situation. Before deciding what needs to be done, the views of the adult at risk need to be explored and understood.

3 Responsible Officers and Partnership Arrangements

Whilst safeguarding is everyone's responsibility, the Authority has named Responsible Officers who undertake specific corporate roles:

Officer	Responsibility
Director of Leisure and Community Development	<p>Ensures that the organisation deals with allegations relating to children in accordance with the Warwickshire Safeguarding and the Borough Council's policies</p> <p>Attendance at the Warwickshire Safeguarding meetings and lead on related partnership working</p> <p>Liaison with Warwickshire Safeguarding regarding allegations made against staff</p>
Director of Housing	<p>Ensures that the organisation deals with allegations relating to adults in accordance with the Warwickshire Safeguarding and the Borough Council's policies</p> <p>Attendance at the Warwickshire Safeguarding meetings and lead on related partnership working</p> <p>Liaison with Warwickshire Safeguarding regarding allegations made against staff</p>
Community Development Manager	<p>Responsible for leading on the internal delivery of Child Protection training for all employees and elected Members</p> <p>Monitor child safeguarding referrals and provide advice and support to staff making a referral</p>
Housing Strategy and Development Officer and Housing Services Manager	<p>Provide briefings and, where appropriate, training on safeguarding arrangements for the Council's own staff and elected Members</p> <p>Monitor adult safeguarding referrals and provide advice and support to staff making a referral</p>

Elected Members

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

3.1 Safeguarding Partnership Boards

The countywide arrangements for safeguarding adults and children are overseen by the Warwickshire Safeguarding Partnership. This is an integrated arrangement for children and adults within a single model to allow for a family focussed approach to working across the safeguarding landscape. The Partnership's strategic priorities are effective Safeguarding, Prevention and Early Intervention and Exploitation.

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

3.2 Warwickshire Children and Families Front Door (Front Door)

In Warwickshire, a new integrated "Front Door" has replaced the Multi Agency Safeguarding Hub (MASH) as the first point of contact for safeguarding concerns for children and young people.

This brings together Early Help and Children's Social Care to ensure that children and young people receive the right support at the right time. The "Front Door" incorporates the MASH function and is a partnership between the County Council, Warwickshire Police, Health and other key partners.

Referrals can be made by telephone or using the Multi Agency Contact Form (MAC), which should be sent to TriageHub@Warwickshire.gov.uk

Information is available at safeguardingwarwickshire.co.uk

Contact details for Front Door referrals:

01926 414144 (Monday to Thursday 8.30am to 5.30pm, Friday 8.30am to 5.00pm)
01926 886922 (out of hours)

3.3 Relevant Legislation

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

The Borough Council has a duty under Section 11 of the Children Act 2004 to ensure that it considers the need to safeguard and promote the welfare of children when carrying out its functions and that it will act as part of the Warwickshire Safeguarding arrangements.

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

4 Types of Abuse

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

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

4.1 Physical Abuse

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

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

4.2 Emotional Abuse

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

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

It may involve seeing or hearing the ill-treatment of another. It may involve humiliation, harassment, verbal abuse, serious bullying (including cyber bullying), causing someone to frequently feel frightened or in danger, or exploitation or corruption.

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

4.3 Sexual Abuse

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

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

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

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

4.4 Neglect

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

Neglect may involve a parent or carer failing to:

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

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

4.5 Institutional Abuse

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

4.6 Discriminatory Abuse

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

4.7 Financial Abuse

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

4.8 Child Sexual Exploitation (CSE), Missing Persons

Child sexual exploitation is a form of child abuse. It occurs where an individual or group takes advantage of an imbalance of power to coerce, manipulate or deceive a child or young person under the age of 18 into sexual activity in exchange for something the victim needs or wants, and / or for the financial advantage or increased status of the perpetrator or facilitator. The victim may have been sexually exploited even if the sexual activity appears consensual. Child sexual exploitation does not always involve physical contact; it can also occur through the use of technology.

Sexual exploitation often involves a grooming stage. Grooming describes the variety of methods that are used to manipulate and control victims, including:

- the giving of gifts or presents
- the giving of rewards, such as like mobile phone top-ups or games credits
- false promises of love and / or affection
- the supply of alcohol and / or drugs

It is common for the grooming of children and young people to take place online. Children and young people can make themselves vulnerable through their online activities, which abusers are quick to exploit. Victims may have been persuaded or coerced into posting indecent images or performing sexual acts on a webcam. Online grooming can also progress to meeting face-to-face.

As a result of the grooming process, children and young people will rarely recognise the coercive and abusive nature of the relationship in which they are involved and they will often prioritise their attachment or loyalty to the offender over their own safety.

The perpetrators of sexual exploitation are skilled at driving a wedge between a child and their family and they will also isolate them from their usual friends and support networks.

Sexually exploited children also suffer physical, psychological, behavioural and attitudinal changes, all of which present severe challenges to their parents and carers.

Remember that:

- Boys and girls are equally vulnerable to becoming victims of child sexual exploitation
- Coercers and perpetrators are usually adults, of either gender, in a position of power, but can be other children and young people
- Young people may exchange or sell sex as a result of constrained circumstances, such as poverty, isolation and historic abuse
- Parents / carers may be involved in the sexual exploitation of their children, or fail to prevent / protect their children from abuse
- Groups of children and young people and multiple perpetrators may be involved
- No child under 13 years of age nor a child with a learning disability will be assessed as low risk if their behaviours indicate involvement in CSE
- Children and young people with additional needs, up to and including those aged 24 years, will require special consideration
- Disclosure of information may take time and evident risks may only emerge during an on-going assessment, support and intervention with the young person and / or their family.

If you suspect a child is a victim of CSE, you should contact the Front Door (see 3.2).

4.9 County Lines

County Lines is the name given to drug dealing where organised criminal groups use phone lines to move and supply drugs, usually from cities into smaller towns and rural areas.

The criminal groups exploit vulnerable people, including children and those with mental health or addiction issues, by recruiting them to distribute the drugs, often referred to as "drug running".

There are several signs to look out for that may indicate that someone is involved in County Lines activity:

- Repeatedly going missing from school or home and being found in other areas
- Having money, new clothes or electronic devices and they cannot explain how they paid for them
- Getting high numbers of texts or phone calls, being secretive about to whom they are speaking
- Decline in school or work performance
- Significant changes in emotional or physical wellbeing

Organised criminal groups often use high levels of violence and intimidation to protect the County Line and control those involved. One of these forms of control exploits vulnerable people by using their home as a base for dealing drugs, a process known as "cuckooing". Dealers often convince the vulnerable person to let their home be used for drug dealing by giving them free drugs or offering to pay for food or utilities.

Often the criminal groups target people who are lonely, isolated, or have addiction issues. It is common for them to use a property for a short amount of time, moving address frequently to reduce the chance of being caught.

There are several signs to look out for that may indicate that someone is a victim of cuckooing:

- Frequent visitors at unsociable hours
- Changes in household daily routines
- Unusual smells coming from a property
- Suspicious or unfamiliar vehicles outside an address

If you have any suspicions or information that could help in identifying any form of County Lines activity they should be reported to the Police on 101.

4.10 Harmful Practices

Harmful practices include Female Genital Mutilation (FGM), Honour Based Violence (HBV) and Forced Marriage.

Female Genital Mutilation

FGM involves the partial or total removal of the external female genitalia or other damage to the genital organs for supposed cultural, religious or non-medical reasons. FGM, also known as female circumcision (cutting or sunna), can affect females from birth to pregnancy. It inflicts severe physical and psychological damage, which can last a lifetime. While there is intelligence to suggest that FGM is being physically performed in the UK, most victims are usually taken abroad, commonly on flights in the holiday periods of Easter, summer and Christmas.

If it suspected that a child has been a victim of FGM, or there are concerns that a child is at risk of FGM, contact Warwickshire Police on 101. In an emergency call 999.

Honour Based Violence

HBV is a crime or incident that has or may have been committed to protect or defend the honour of the family and / or community. If this is suspected, no contact should be made with the family. HBV has the potential to be both a domestic abuse and child abuse concern. There are specific behaviours, attitudes and actions that may constitute dishonour and they are wide ranging. Individuals, families and communities may take drastic steps to preserve, protect or avenge their honour, which can lead to substantial human rights abuses.

If it is suspected that a child or adult has been a victim of HBV, it should be reported to Warwickshire Police on 101. In an emergency call 999.

Forced Marriage

Unlike an arranged marriage, where the prospective spouses may choose whether or not they wish to accept the partnership, a forced marriage is an arrangement in which one or both spouses do not consent to the marriage, or when consent is extracted through duress. From June 2014, forcing someone to marry against their will is crime and anyone found guilty can face up to seven years in prison.

If it is suspected that a child or adult has been a victim of forced marriage, it should be reported to Warwickshire Police on 101. In an emergency call 999.

4.11 Modern Slavery and Human Trafficking

Modern slavery or human trafficking is the movement of a person(s) from one place to another (this could be country to country, town to town, or even as simple as one room in a building to another) into conditions of exploitation, using deception, coercion, abuse of power or the abuse of the person's vulnerability. It can include slavery, servitude and forced or compulsory labour. Even if a victim consents and is willing to be moved, trafficking could still be taking place. It involves either the threat of harm or actual harm to the person themselves or their family.

National Referral Mechanism (NRM)

There is a national framework, known as the National Referral Mechanism, to assist in the formal identification of modern slavery victims and to help co-ordinate their referral to appropriate services. Certain public bodies, such as local authorities, have a statutory duty to refer potential victims to the NRM.

In England and Wales, a "First Responder" organisation is a body that is authorised to refer a potential victim of modern slavery into the National Referral Mechanism. As a Local Authority, the Borough Council is a First Responder organisation.

First Responder organisations have the following responsibilities:

- To identify potential victims of modern slavery and recognise the indicators of modern slavery
- To gather information in order to understand what has happened to potential victims
- To refer victims into the NRM (in England and Wales, this includes notifying the Home Office if an adult victim does not consent to being referred)
- To provide a point of contact for the Single Competent Authority (SCA) to assist with decisions and to request a reconsideration, where a First Responder believes it is appropriate to do so

The Borough Council has various considerations within its procurement processes that help to prevent spending with, and thus supporting, slavers and human traffickers. The Authority has also signed up to the Charter Against Modern Slavery. The Charter relates specifically to local authorities' approach to preventing modern

slavery and exploitation in their procurement practices, by their suppliers and in the supply chain.

If it is suspected that a child or adult is a victim of Modern Slavery, it should be reported to Warwickshire Police on 101. In an emergency call 999. Alternatively, advice can be sought from the Council's Director of Housing.

4.12 Domestic Abuse

The Domestic Abuse Act 2021 states that the behaviour of a person towards another person is domestic abuse if they are personally connected to each other and the behaviour is abusive. Behaviour is defined as abusive if it consists of physical or sexual abuse, violent or threatening behaviour, controlling or coercive behaviour, economic abuse or psychological, emotional or other abuse.

Local authorities and the Police have duties to protect and support individuals who experience domestic abuse. They provide these duties both as individual organisations and collaboratively. They include ensuring that safe accommodation is available for households.

Controlling behaviour is defined as:

"A range of acts designed to make a person subordinate and / or dependent by isolating them from sources of support, exploiting their resources and capacities for personal gain, depriving them of the means needed for independence, resistance and escape and regulating their everyday behaviour".

Coercive behaviour is defined as:

"An act or a pattern of acts of assault, threats, humiliation and intimidation or other abuse that is used to harm, punish or frighten their victim".

Threatening behaviour includes threats of violence, threats of suicide or threats to take the children from the abused person.

Domestic abuse affects people of all ages, social backgrounds, gender, religion, sexual preference or ethnicity, and in a range of relationships: married, separated, divorced, living together, dating, heterosexual, gay or lesbian, and includes child on parent abuse and elder abuse. Domestic abuse that causes serious physical injury is mainly committed by men against women. Male victims of domestic abuse may find it harder to seek help. Domestic abuse affects children who witness the abuse and may require safeguarding action to be taken.

If you have any concern that a person may be at risk from domestic abuse, either directly or indirectly (in the case of children and young people), you should ring 101.

4.13 Prevent

Warwickshire is a relatively safe place to live and most crime types are continuing to reduce. We also live in a global community, however, which means that we are affected by trends and events that occur at an international level. At present, there is a need to consider the international threat of terrorism and those people who are pulled into groups that support extremist causes.

In Warwickshire, authorities and communities are working together to deliver the Government's Prevent Strategy. Prevent is one of four objectives that make up the Government's Strategy for Countering Terrorism – CONTEST.

The Prevent Strategy has three key objectives:

- 1) Respond to the ideological challenge of terrorism and the threat faced from those who promote it
- 2) Prevent people from being drawn into terrorism and ensure that they are given appropriate advice and support
- 3) Work with sectors and institutions where there are risks of radicalisation that need to be addressed

The Strategy challenges all forms of terrorism, including the influence of far right and far left extremists. It defines extremism as “vocal or active opposition to fundamental British values, including democracy, the rule of law, individual liberty and mutual respect and tolerance of different faiths and beliefs”.

Prevent operates in a pre-criminal space, providing support and re-direction to vulnerable individuals at risk of being groomed into terrorist activities before any crimes are committed. Radicalisation could be comparable to other forms of harm and abuse. It is, therefore, considered to be a safeguarding issue and is considered alongside the wider safeguarding agenda.

If you require support from the Local Authority Prevent Officer, telephone 01926 412432. If you are unable to make contact with the Prevent Officer, telephone 01926 412338 to contact the Administrator for the Community Safety Team. In an emergency, call 999.

5 Equality

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

Additional guidance is available in the procedures manual for children at <https://www.safeguardingwarwickshire.co.uk/safeguarding-children/i-work-with-children-and-young-people/interagency-safeguarding-procedures> and in the policy and procedures manual for adults at

6 Good Practice for Staff, Members and Volunteers

6.1 Duty of Care

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

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

6.2 Professional Curiosity

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

6.3 Safe Working Practices

- When working with children and adults at risk, avoid situations where you and an individual are alone and unobserved
- Do not take children or adults with needs for care and support alone on a car journey, however short
- Children or young people should never be left unattended. For example, it is the parent / carer's responsibility to supervise any children in their care when they are visiting the Council offices, or when any member of staff, elected Member, volunteer or contractor is carrying out a home visit
- Children and adults with need for care and support have the right to privacy, respect and dignity. Respect the individual and provide a safe and positive environment
- If supervision in changing rooms or a similar environment is required, ensure staff work in pairs and never enter opposite sex changing rooms without appropriate warning
- With mixed groups, supervision should be by a male and female member of staff, where possible

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

- Engage in rough physical games, including horseplay
- Engage in sexually provocative games
- Allow or engage in inappropriate touching of any form

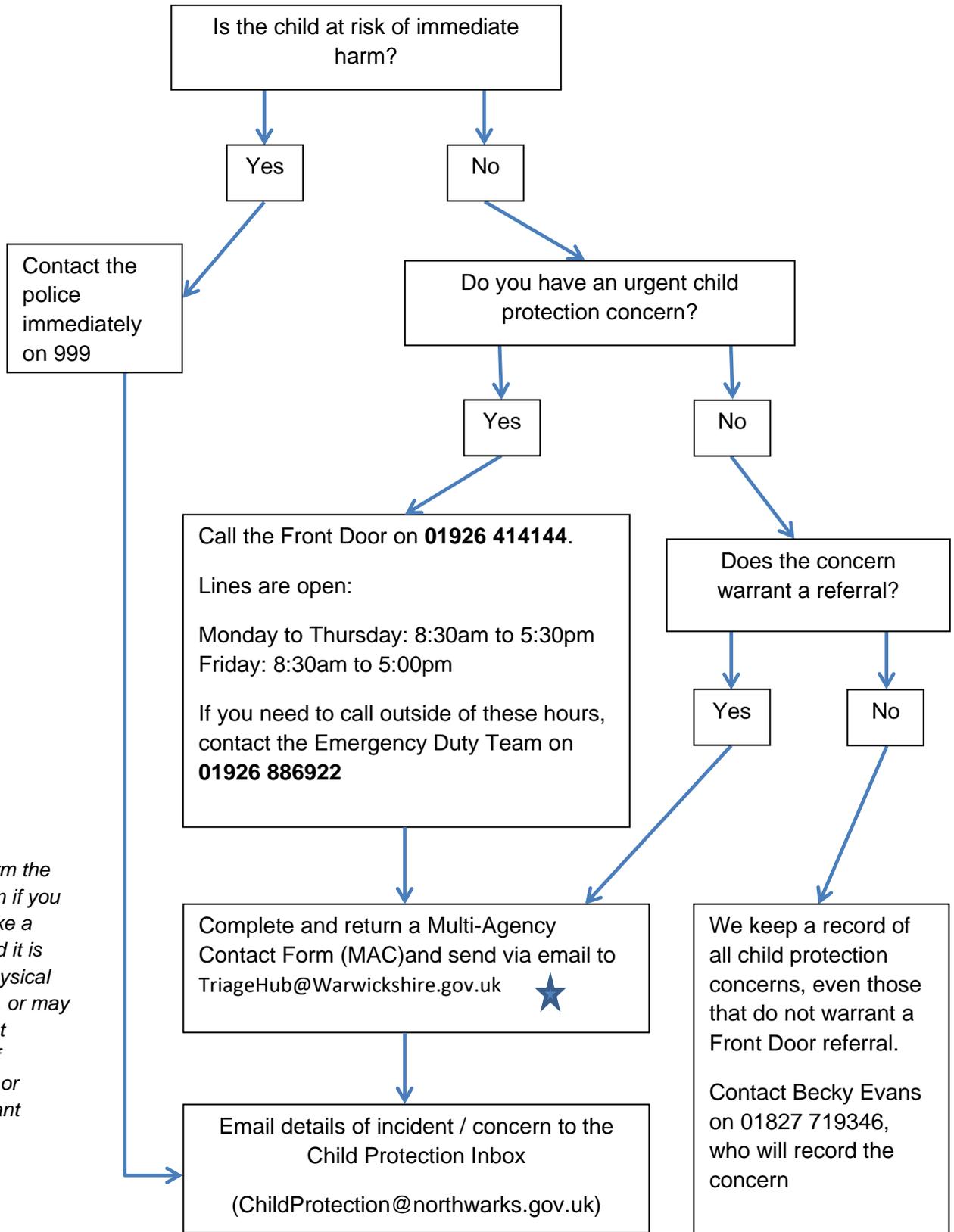
- Allow children or adults to use inappropriate language unchallenged, or use it yourself
- Make sexually suggestive comments about or to a child or adult with needs for care and support, even in fun
- Let any allegation a child or adult makes be ignored or go unrecorded
- Do things of a personal nature for children or adults that they can do for themselves, e.g. assist with changing
- Take a child or adult to the toilet, unless this is an emergency and a second, same-sex member of staff is present
- Use a mobile phone, camera or other recording device in any changing area or other single sex location, such as toilets, when the area is occupied

7 Reporting Procedures

7.1 Child Protection

Below is the Borough Council's Child Protection Referral Process.

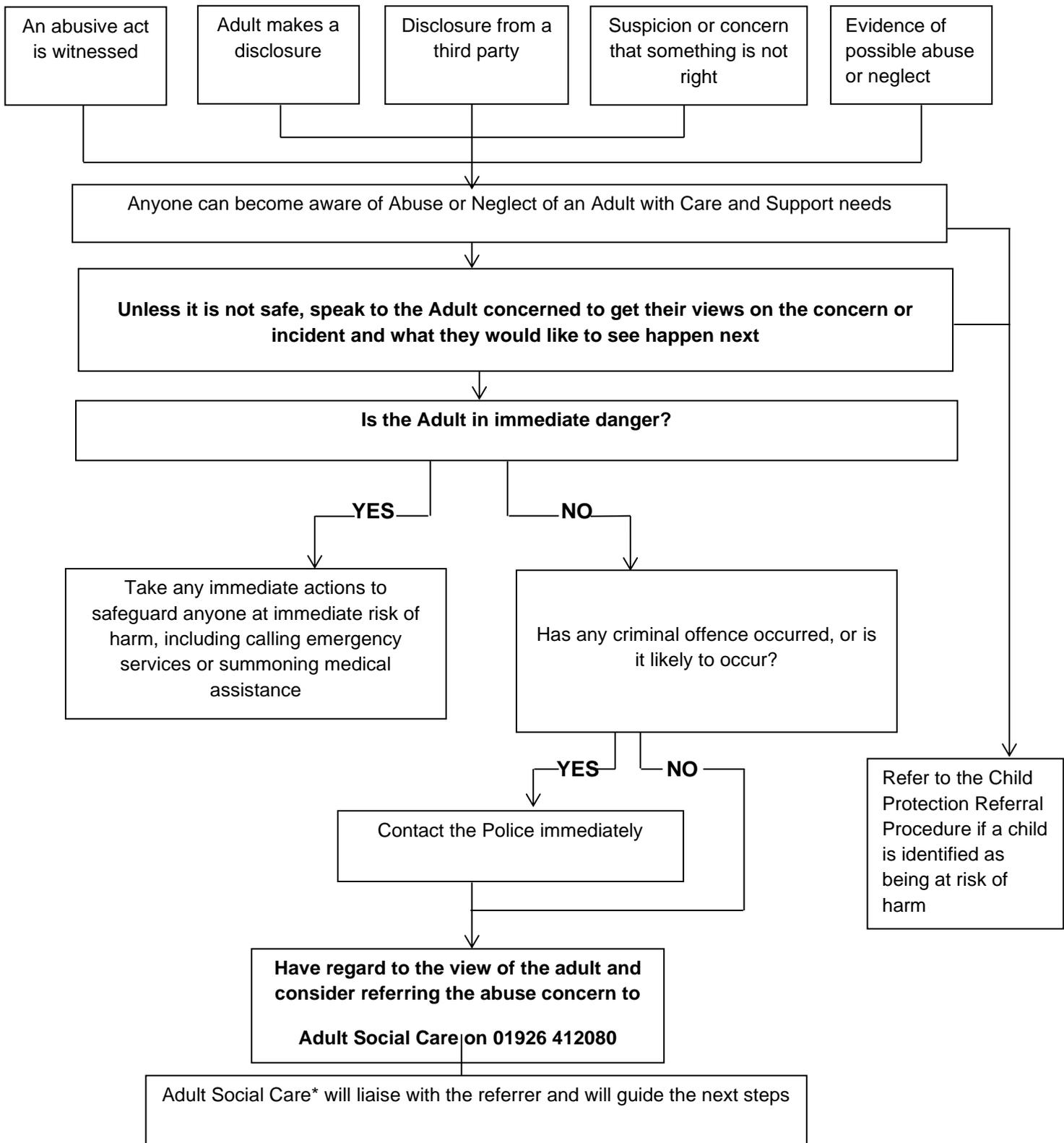
Child Protection Referral Procedure



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

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

7.2 Safeguarding Adults at Risk Referral Procedure



*For certain groups of adults with mental health needs, the Coventry and Warwickshire NHS Partnership Trust integrated Mental Health Service will lead the response to adult safeguarding concerns

Once a referral has been made you should send the details to adultsafeguarding@northwarks.gov.uk

7.3 Escalation Procedure

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

If a member of staff has an issue about how a safeguarding concern about a child has been dealt with internally they should contact the Director of Leisure and Community Development. If the issue relates to a decision made by the Director of Leisure and Community Development, they should seek advice from the Front Door referral service directly on 01926 414144. If a member of staff has an issue about how a safeguarding concern has been dealt following a Front Door referral, they should follow the Warwickshire Safeguarding Partnership Escalation Process at https://www.proceduresonline.com/covandwarksscb/files/escalation_warks.pdf

If a member of staff has an issue about how an adult safeguarding concern has been dealt with internally they should contact the Director of Housing. If the issue relates to a decision made by the Director of Housing, they should contact the Manager of Warwickshire County Council's Safeguarding Team on 01926 412080. If a member of staff has an issue about how a safeguarding concern has been dealt with externally, by the Safeguarding Team, they should contact the Director of Housing, who will take action to escalate it if appropriate.

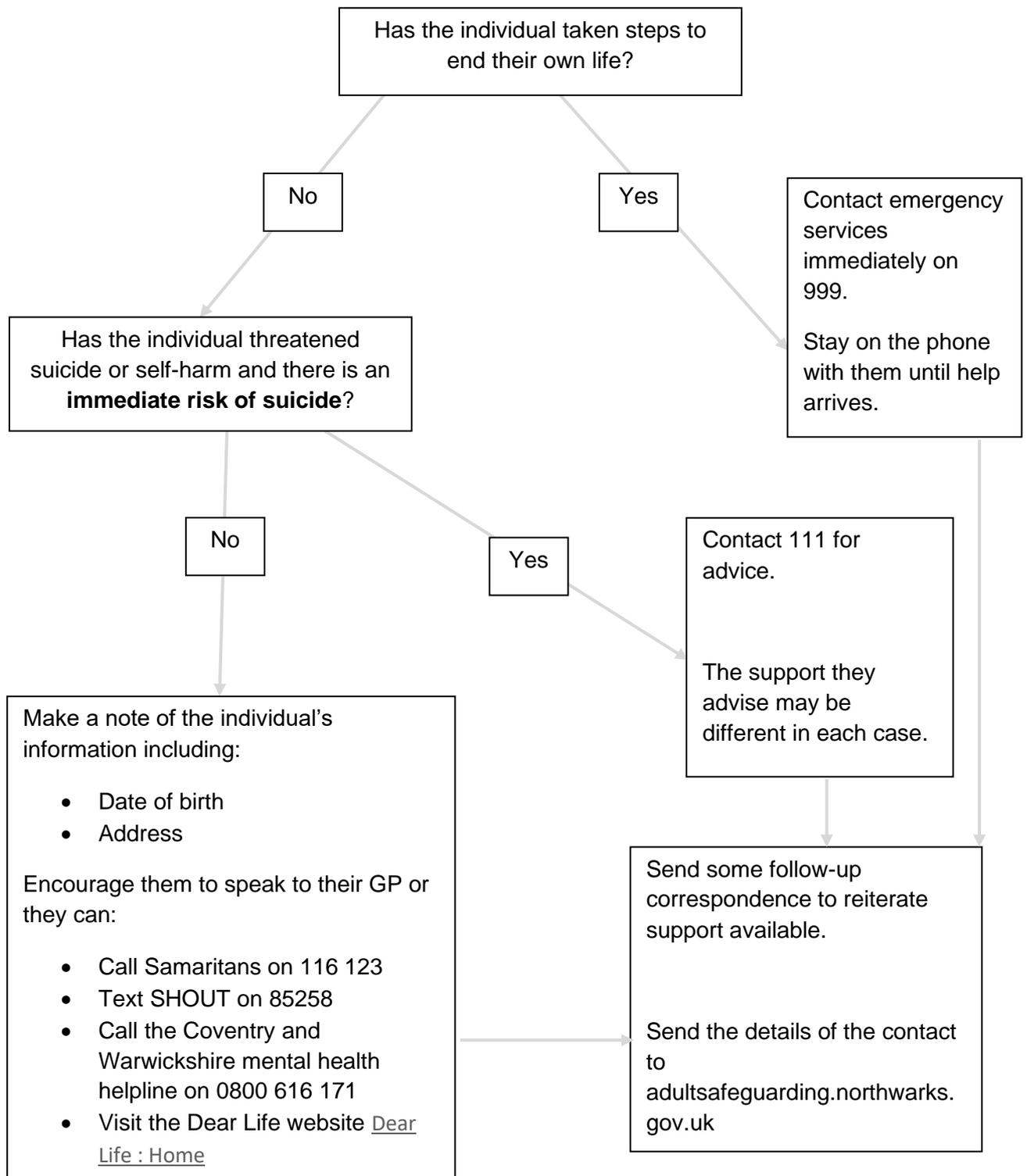
8 Suicides

8.1 Responding to Threats of Suicide and Other Forms of Self-Harm

On occasion, during contact with the Borough Council, a member of the public may claim that they are considering suicide or self-harm. This can be distressing, both for the member of the public and the member of staff in receipt of the contact.

Anyone can be affected in a way that makes them threaten suicide or self-harm. Often, they have experienced something in their life that has increased the likelihood of this behaviour, such as a relationship breakdown, financial difficulties, bereavement, being in a controlling or abusive relationship or homelessness.

Upon receipt of such information, the following flowchart should be used by staff when they are helping to signpost someone to the most appropriate form of support:



Please note that even if you think the individual is not serious about dying by suicide, you must take their threat seriously.

8.2 Saying the Right Thing

Not every member of staff is expected to deal with these conversations. You should only continue to speak to someone who is threatening suicide or self-harm if you feel confident to do so. If you are not confident or comfortable, and you have not completed suicide awareness training, you should pass the call on to your line manager or a safeguarding lead as soon as possible.

Once the individual has been signposted appropriately, following the flowchart above, correspondence should be sent via text, email or post.

Guidance on the conversations, and wording for the correspondence, can be found at Appendix A.

Dealing with these conversations can be very distressing. Following a contact, call or visit, Officers can contact any of the following for support:

- Line Manager
- Human Resources
- Corporate Mental Health First Aiders
- Corporate Safeguarding Leads

All contacts relating to threats of suicide or self-harm should be recorded and the information emailed to adultsafeguarding@northwarks.gov.uk. As with all safeguarding concerns, all contacts are logged internally.

8.3 Death of an Employee

Following notification of a death by suicide of an employee, the Borough Council will take into account the wishes of the deceased employee's family/next of kin regarding how the announcement of the death is made to employees and what is announced. No sensitive information about the employee's death, or information that is contrary to the family/next of kin's wishes or instructions, will be announced.

The Human Resources team will offer advice and support, including a referral to an external counselling service, to any grieving employees/managers who need it following a death by suicide of an employee.

9 Safer Recruitment

9.1 Recruitment and Selection

All of the Borough Council's staff will be appointed in line with the Authority's Recruitment and Selection Policy and procedures to ensure that all of the necessary checks are carried out on individuals expected to work with children and vulnerable adults.

Pre-selection checks must include the following:

- Completion of an application form, including a self-disclosure about criminal records
- Where appropriate, consent to obtain information from the Disclosure and Barring Service in order to assess an applicant's suitability to work with children and adults at risk in accordance with legislation
- Receipt of two relevant references, one of which, where possible, must be from a previous employer engaged in work with children, young people and / or adults at risk
- Confirmation of qualifications
- Confirmation of identity

9.2 Disclosure and Barring Service (DBS)

In line with the Borough Council's Recruitment and Selection Policy, Disclosure and Barring Service (DBS) checks will be carried out on all staff involved in 'Regulated Activity' relating to children and adults at risk. Guidance for managers is available from Human Resources.

The following Elected Member roles will be subject to a Basic DBS check:

- Spokesperson and Shadow Spokesperson for Health, Wellbeing and Leisure
- Young Persons Champion and Shadow Champion
- Lead Councillor on CCTV and Shadow Lead
- Mayor and Deputy Mayor

9.3 Supervision and Appraisal

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

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

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

9.4 Induction and Training

It is important that the recruitment and selection process is followed up by relevant induction and training in order to further protect children, young people and adults at risk from possible abuse. Appropriate training will enable individuals to recognise

their responsibilities with regard to their own good practice and the reporting of suspected poor practice and concerns or allegations of abuse.

A Training and Skills Development Record will be kept and monitored by the Human Resources Section to ensure that training is undertaken and refreshed as necessary by staff and Councillors across the Authority.

All members of Borough Council staff, regardless of whether or not they come into contact with children, young people or adults at risk during the normal course of their duties, must attend the Authority's Safeguarding training course(s) within three months of commencing their employment and on a regular (minimum of once every three years) basis thereafter. All Councillors will be trained during each four-year political term.

All members of staff must understand their responsibilities towards protecting children and adults at risk and must be aware of the procedures to follow should they have a related concern.

9.5 External Clubs / Organisations Using Borough Council Facilities

All clubs and organisations working with children and young people that use Borough Council facilities will be expected to have appropriate arrangements in place to safeguard and protect children, young and other vulnerable people. These arrangements may include, for example and where relevant, formal compliance with the safeguarding requirements of the governing body for the sport or activity concerned. If a club or organisation does not have its own policy, (or evidence of formal compliance with the safeguarding requirements of an appropriate governing body), a copy of this Policy will be distributed with the Terms and Conditions of Hire. The club / organisation will then be required to commit to adhere to the provisions of this Policy and the standards of care outlined herein. Given the Borough Council's statutory safeguarding duty to take reasonable steps to ensure that the bodies or persons hiring its facilities have suitable arrangements in place, the Manager of any such facility will then make arrangements to monitor the standards of care implemented by the club / organisation during its activities undertaken on Borough Council premises and will make appropriate reports or referrals under this Policy should it have any concerns about the activity or arrangements of the club / organisation in question.

9.6 Use of Contractors

The Council and its staff, Members and volunteers should exercise reasonable care to ensure that contractors undertaking work on behalf of the Authority are appropriately supervised and monitored.

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

Where there is potential for contact with children or adults at risk, it is the responsibility of the manager who is using the services of the contractor to check

that a policy is in place and any necessary Disclosure and Barring Service checks have been satisfactorily completed.

10 Allegations Against a Member of Staff

10.1 Allegations Against People Who Work with Children / Young People

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

Any concerns should be raised immediately with the Director of Leisure and Community Development. In the absence of the Director of Leisure and Community Development, the Chief Executive should be informed. It is the responsibility of the Director of Leisure and Community Development to inform the Local Authority Designated Office (LADO) within **one working day**.

Referrals to the Local Authority Designated Office (LADO) should be made where there are concerns that someone who works with children may have:

- Behaved in a way that has harmed, or may have harmed, a child
- Possibly committed a criminal offence against, or related to, a child
- Behaved towards a child or children in a way that indicates that they may pose a risk of harm to children

These behaviours should be considered within the context of the four categories of abuse (physical, sexual and emotional abuse and neglect). These include concerns relating to inappropriate relationships between members of staff and children or young people, for example:

- Having a sexual relationship with a child under 18 years of age if in a position of trust in respect of that child, even if it is consensual
- 'Grooming', i.e. meeting a child under 16 years of age with intent to commit a relevant offence
- Other grooming behaviour giving rise to concerns of a broader child protection nature (e.g. inappropriate text / email messages or images, gifts, socialising, etc.)
- Possession of indecent photographs / pseudo-photographs of children

If concerns arise about a person's behaviour towards her / his own children, the standard Child Protection Referral Process identified within this Policy should be followed.

The accused member of staff should:

- Be treated fairly and honestly and helped to understand the concerns expressed and processes involved
- Be offered appropriate sources of support
- Be kept informed of the progress and outcome of any investigation and the implications for any disciplinary or related process

These referrals should be made on the Position of Trust Multi-Agency Contact Form (POT MAC) and emailed to the LADO at their direct email address, which is lado@warwickshire.gov.uk. Direct contact with the LADO Support Officer should also be made on 01926 743433.

If an allegation is substantiated and the person is dismissed or the employer ceases to use the person's service, or the person resigns or otherwise ceases to provide his / her services, the LADO should discuss with the employer whether a referral should be made to the Disclosure and Barring Service (DBS).

Allegations of historical abuse should be responded to in the same way as contemporary concerns.

10.2 Allegations Against People Who Work with Adults at Risk

All concerns should be reported to the Director of the service in which the Officer works and to the Human Resources Manager.

If the allegation is against an Officer in the Council's employment:

- Once information of the allegation has been clarified, the Director will consult with Human Resources
- Once Human Resources has been notified, a safeguarding referral must be made to Warwickshire County Council and / or the Police

11 Dealing with a Disclosure

11.1 How to Respond

Listening to a disclosure can be difficult, and although it is not expected that employees will actively seek or probe people for disclosures, if someone does disclose information about abuse you should:

- Listen carefully
- Take the person seriously
- Write down, as soon as you can, what has been said (using their words) and any extra information about their actions whilst giving the information (for example, if someone said "they hurt my arm" but pointed to their leg you would need to record both elements)
- Follow the safeguarding procedures outlined within this Policy
- Tell the person what you are going to do next
- Do not promise to keep anything a secret. Remember, it is a statutory duty to report safeguarding concerns
- Do not ask leading questions

If you do not feel comfortable, confident or the situation is having a negative impact on your emotional wellbeing, seek support from an Officer with a responsibility for safeguarding (Section 3).

11.2 Looking After Yourself

Receiving a disclosure can have a significant impact on your emotional wellbeing. If you are affected by anything you have read or heard with regard to safeguarding, you can:

- Inform your line manager (without disclosing any of the details regarding the disclosure)
- Access counselling through the Authority (which Human Resources will need to authorise)
- Talk through the issue with any of the Officers responsible for safeguarding (see Section 3)
- Access local mental health services (see <https://www.warwickshire.gov.uk/mentalhealth> for details)

12 Uncollected Children

If there are any uncollected children at the end of a structured session at a leisure facility the following action should be taken:

- 15 minutes after the child should be collected call the emergency contact details provided at registration
- If contact is made, establish a collection time
- If no contact is made, try second contact if one has been given
- If no one is answering the emergency contact number(s), continue to try every five minutes
- If contact has not been made within half an hour after the time the child should have been collected, the Operations Officer should be made aware
- Continue to try emergency contact number(s) every five minutes
- If the children have not been collected within one hour and no contact has been established with a parent / guardian, call 101

The uncollected child / children should be supervised by the Duty Officer until they are collected

13 Marketing and Promotion

13.1 General Data Protection Regulations (GDPR)

The General Data Protection Regulations (GDPR) and the Data Protection Act 2018 supersede the Data Protection Act 1998. Practitioners must have due regard to the relevant data protection principles that allow them to share personal information.

The GDPR and Data Protection Act 2018 place greater significance on the need for organisations to be transparent and accountable in relation to their use of data. All organisations handling personal data must ensure that they have in place

comprehensive and proportionate arrangements for collecting, storing and sharing information. This also includes arrangements on informing service users about the information that they will collect and how this may be shared.

The GDPR and Data Protection Act 2018 **does not** prevent, or limit, the sharing of information for the purposes of keeping children and young people safe.

To effectively share information:

- All practitioners should be confident of the processing conditions that allow them to store and share the information that they need to carry out their safeguarding role. Information that is relevant to safeguarding will often be data which is considered to be “special category personal data”, meaning that it is sensitive and personal
- Where practitioners need to share special category personal data, they should be aware that the Data Protection Act 2018 includes 'safeguarding of children and individuals at risk' as one of conditions that allows practitioners to share information with others without consent
- Information can be shared legally without consent, if a practitioner is unable to, or cannot be reasonably expected to gain consent from the individual, or if to gain consent could place a child at risk
- Relevant personal information can also be shared lawfully if it is to keep a child or individual at risk safe from neglect or physical, emotional or mental harm, or if it is protecting their physical, mental or emotional wellbeing

Practitioners looking to share information without consent should consider which processing condition in the Data Protection Act 2018 is most appropriate in the particular circumstances of the case. This may be the safeguarding processing condition or another relevant provision.

The Borough Council will use personal data for a limited number of purposes and always within the rules set out in the GDPR and Data Protection Act 2018. The Authority will process data to protect individuals from harm or injury.

13.2 Photographs

With regard to the taking photographs of children or adults at risk:

- Avoid taking pictures if individuals can be identified
- To take pictures of children you need written permission from their parent / guardian
- To take pictures of adults you need to get verbal permission
- A photograph should be retained for no longer than is necessary for the purpose of which it was taken, otherwise for a maximum of twelve months
- Images should be stored on Content Manager and under no circumstances should images of children or adults at risk be stored on an employee's personal or work mobile / other handheld device

At any Authority–led event in a public area, it would be deemed unreasonable to request consent from everyone present. The taking photographs of children / adults at risk at a public event, therefore, is acceptable. These images can only be used in promotional material relating to the event and must not be passed to third parties.

The Borough Council is not responsible for collating consent for external organisations or individuals (e.g. journalists) who are not employed by the Authority when they are taking photographs at Borough Council run events.

13.3 Social Media and Website Articles

Even without the use of photographs, if an article or social media post includes a child’s full name, verbal consent must be sought from the parent / guardian.

Appendix A: Saying the Right Thing

Asking someone if they are considering suicide can be a daunting question, but it is safe to ask. For many people, asking the direct questions makes them feel that they have permission to talk honestly and that they will be listened to. Questions may include:

- Have things got so bad that you are thinking about suicide?
- Sometimes when people talk about the feelings/situations you've been describing, they're thinking about suicide. Are you thinking about suicide?
- The things you've been saying make me wonder if you're thinking about suicide. Is that how you're feeling right now?

Listen without judgement.

Seek to gather some more information as you will need to log the concern and you may need to make a referral. Details such as:

- Name
- Date of birth
- Address
- Contact telephone number

If they have taken steps to harm themselves, whilst seeking emergency help for them, try to establish:

- Where they are
- What they have done
- Are they alone or is someone with them
- Have they taken any drugs or consumed alcohol

The following text should be used in the follow-up correspondence:

* * * * *

Dear xxx

Following on from our conversation on xxx I would like to reiterate some support you can access to help with your mental health and wellbeing.

In our conversation you expressed that you were struggling with your mental health, and had thoughts about suicide and / or self-harm.

*If you are thinking about suicide or have harmed yourself, you should **call 999 or go straight to A&E***

*If you can keep yourself safe for now, but still need urgent advice you should **call 111.***

If you need to talk to someone about how you are feeling you could:

Call the Samaritans for free on 116 123

Text SHOUT for free on 85258

Call the Coventry and Warwickshire mental health helpline on 0800 616 171

Visit the Dear Life website at: www.dearlife.org.uk

FOLLOW WITH SPECIFIC INFORMATION REGARDING THEIR ORIGINAL REASON FOR CONTACTING YOU I.E. HOUSING / BENEFITS.

* * * * *



Warwickshire
Safeguarding

Information Sharing Agreement

Published: September 2023

1. Introduction

1.1 Warwickshire Safeguarding is Warwickshire's integrated model for safeguarding children and adults in the county.

1.2 Warwickshire Safeguarding is comprised of:

1.2.1 Warwickshire Safeguarding Executive Board, the accountable body for safeguarding children and adults which will assume the role of the Safeguarding Adults Board;

1.2.2 Four subgroups being Education, Safeguarding Reviews, Exploitation, and Prevention and Early Intervention, which report to the Executive Board;

1.2.3 Warwickshire Safeguarding Children's Partnership Group and Warwickshire Safeguarding Adults Partnership Group.

2. Parties to the Agreement

2.1 Warwickshire Safeguarding is a multi-agency partnership between:

2.1.1 Warwickshire County Council;

2.1.2 Warwickshire Police;

2.1.3 Warwickshire Fire and Rescue Service;

2.1.4 Coventry and Warwickshire Integrated Care Board

2.1.5 NHS England;

2.1.6 Care Quality Commission;

2.1.7 West Midlands Ambulance Service;

2.1.8 Coventry and Warwickshire Partnership NHS Trust;

2.1.9 George Eliot Hospital NHS Trust;

2.1.10 University Hospitals Coventry and Warwickshire NHS Trust;

2.1.11 South Warwickshire NHS Foundation Trust;

2.1.12 North Warwickshire Borough Council;

2.1.13 Nuneaton and Bedworth Borough Council;

2.1.14 Rugby Borough Council;

2.1.15 Stratford-on-Avon District Council;

2.1.16 Warwick District Council;

2.1.17 Healthwatch Warwickshire;

2.1.18 National Probation Service;

2.1.19 Warwickshire Age UK;

2.1.20 Barnardo's;

2.1.21 Children and Family Court Advisory and Support Service (CAFCASS);

2.1.22 Office of the Warwickshire Police and Crime Commissioner ("OPCC");

2.1.23 Warwickshire Community and Voluntary Action (WCAVA); and

2.1.24 Other strategic partnerships and organisations that have responsibilities to address issues relevant to safeguarding children and adults,

together the “**Partner Agencies**”.

2.2 Warwickshire Safeguarding has agreed to this Information Sharing Agreement to ensure that information is shared effectively between the Partner Agencies in order to protect children and adults from harm.

3. Agreed Purpose

3.1 The “**Agreed Purpose**” of this Information Sharing Agreement is to provide a framework to facilitate the appropriate sharing of information between the Partner Agencies in order to safeguard and promote the welfare of children and adults in Warwickshire and to protect them from harm.

3.2 This Information Sharing Agreement recognises that the UK General Data Protection Regulation (“**GDPR**”) and the Data Protection Act 2018 (together, the “**Data Protection Legislation**”) are not barriers to justified information sharing but rather ensure that information sharing is necessary, proportionate, relevant, adequate, accurate, timely and secure.

3.3 This Information Sharing Agreement recognises that information sharing decisions should be recorded by the disclosing Partner Agency.

3.4 In relation to children and young people, this Information Sharing Agreement:

3.4.1 Recognises that nothing is more important than children’s welfare;

3.4.2 Recognises that information sharing is essential for effective safeguarding and promoting the welfare of children and young people;

3.4.3 Recognises that Child Safeguarding Practice Reviews (formerly known as Serious Case Reviews (“**SCRs**”)) carried out following the death or serious injury of a child have repeatedly highlighted that missed opportunities to record, understand the significance of and share information in a timely manner can have severe consequences for the safety and welfare of children;

3.4.4 Recognises that the timely and effective sharing of information can improve decision-making and protect the best interests of a child;

3.4.5 Has regard to the seven golden rules to sharing information set out in HM Government’s Information Sharing Advice to practitioners providing safeguarding services to children, young people, parents and carers July 2018 which are:

- 3.4.5.1 The Data Protection Legislation and human rights laws are not barriers to justified information sharing but a framework to ensure it is shared appropriately;
- 3.4.5.2 Be open and honest with the individual (and/or their family where appropriate) from the outset about why, what, how and with whom information will, or could be, shared, and seek their agreement, unless it is unsafe or inappropriate to do so;
- 3.4.5.3 Seek advice where in any doubt about sharing the information concerned;
- 3.4.5.4 Where possible, share information with consent and, where possible, respect the wishes of those who do not consent to share confidential information unless it is in the interests of safety or in the public interest;
- 3.4.5.5 Consider safety and wellbeing: base information-sharing decisions on considerations of the safety and wellbeing of the person and others who may be affected by their actions;
- 3.4.5.6 Necessary, proportionate, relevant, accurate, timely and secure: ensure that the information shared is necessary for the purpose for which it is shared, is shared only with those people who need to have it, is accurate and up to date, is shared in a timely fashion, and is shared securely and
- 3.4.5.7 Keep a record of the decision and the reasons for it – whether it is to share information or not. If information is shared, then record what was shared, with whom and for what purpose.

3.5 In relation to children and young people, the Agreed Purposes of this Information Sharing Agreement are:

- 3.5.1 To facilitate the collaboration between Partner Agencies to achieve improved outcomes for vulnerable children;
- 3.5.2 To facilitate the identification and analysis of new safeguarding issues and emerging threats;
- 3.5.3 To facilitate the promotion and embedding of learning;
- 3.5.4 To facilitate the commissioning and publication of child safeguarding practice reviews; and
- 3.5.5 To facilitate rapid reviews of cases, local and national child safeguarding practice reviews, and any other reviews to aid local learning and improvement in safeguarding services; and
- 3.5.6 To conduct Multi-Agency Audits.

3.6 In relation to adults who have needs for care and support and who are experiencing or at risk of abuse or neglect, this Information Sharing Agreement:

- 3.6.1 Recognises the six key principles which underpin safeguarding adults work, being:

- 3.6.1.1 Empowerment - the presumption of person-led decisions and informed consent;
- 3.6.1.2 Prevention – taking action before harm occurs;
- 3.6.1.3 Proportionality – the proportionate and least intrusive response appropriate to the risk presented;
- 3.6.1.4 Protection - support and representation for those in greatest need;
- 3.6.1.5 Partnership - local solutions through services working with their communities. Communities have a part to play in preventing, detecting and reporting neglect and abuse; and
- 3.6.1.6 Accountability - accountability and transparency in delivering safeguarding; and
- 3.6.1.7 Recognises that information sharing is essential to adult safeguarding and protecting vulnerable adults from harm, including identifying and preventing abuse and neglect.

3.7 In relation to adults who have needs for care and support and who are experiencing or at risk of abuse or neglect, the Agreed Purposes of this Information Sharing Agreement are:

- 3.7.1 To share information to enable or assist the Warwickshire Safeguarding Executive Board to do its job as the Safeguarding Adults Board;
- 3.7.2 To share information when it is in the interests of an adult at risk;
- 3.7.3 To facilitate the referral to Partner Agencies for immediate action to protect an adult;
- 3.7.4 To facilitate the prevention, detection and prosecution of crime;
- 3.7.5 To facilitate the provision of advice;
- 3.7.6 To facilitate adult safeguarding investigations;
- 3.7.7 To facilitate the identification of patterns or low-level concerns that may reveal an adult to be at risk of abuse;
- 3.7.8 To facilitate referrals to Partner Agencies or other organisations for adults at risk of abuse or neglect or those suspected of perpetrating abuse or neglect;
- 3.7.9 To conduct Safeguarding Adult Reviews (“**SARs**”) and any other reviews to aid local learning and improvement in safeguarding services;
- 3.7.10 To facilitate notification and referrals to the Disclosure and Barring Service, to the organisations who may need to take action, and to service providers; and
- 3.7.11 To conduct Multi-Agency Audits.

3.8 The parties shall not process the personal data in a way that is incompatible with the Agreed Purposes.

4. Legislative Framework and Legal Basis for Sharing Information

4.1 The lawful basis for processing the Shared Personal Data is set out in Article 6(1)(e) of the UK GDPR (processing is necessary for the performance of a task carried out in the public interest or in the exercise of official authority vested in the controller).

4.2 The condition for processing any Shared Personal Data that comprises of special category data is set out in Article 9(2) (c), (g) and (h) of the UK GDPR:

4.2.1 processing is necessary to protect the vital interests of the data subject or of another natural person where the data subject is physically or legally incapable of giving consent.

4.2.2 processing is necessary for reasons of substantial public interest, on the basis of domestic law and which shall be proportionate to the aim pursued.

4.2.3 processing is necessary for the purposes of the provision of health or social care or treatment or the management of health or social care systems and services on the basis of domestic law.

4.3 The Information Sharing Agreement is underpinned by the following legislation, statutory and policy guidance:

4.3.1 The Children and Social Work Act 2017, under which the local authority, the Chief Officer of Police for an area, any part of which falls within the local authority area and an Integrated Care Board (formerly known as a Clinical Commissioning Group) for an area, any part of which falls within the local authority area health have an equal and shared duty to work together (in partnership with other relevant agencies) to make arrangements to safeguard and promote the welfare of all children in a local area.

4.3.2 The Children Act 2004, sections 11 and 16E.

4.3.3 The Care Act 2014 (including statutory guidance to the Care Act 2014) which requires the establishment of a Safeguarding Adults Board (SAB) comprising the local authority, the Integrated Care Board (formerly known as the Clinical Commissioning Group) in the local authority's area and the Chief Officer of Police in the local authority's area, to assure itself that local safeguarding arrangements and partners act to help and protect adults in the locality.

4.3.4 The Data Protection Act 2018.

4.3.5 The UK General Data Protection Regulation.

4.3.6 Crime and Disorder Act 1998, section 115

4.3.7 The Human Rights Act 1998.

- 4.3.8 The Criminal Justice Act 2003, section 325.
 - 4.3.9 Domestic Violence, Crime and Victims Act 2004.
 - 4.3.10 Working Together to Safeguard Children statutory guidance July 2018
 - 4.3.11 Information Sharing Advice to practitioners providing safeguarding services to children, young people, parents and carers July 2018.
 - 4.3.12 Caldicott Review of Information Governance 2013.
- 4.4 The Partner Agencies have a range of statutory duties between them and typically will be able to lawfully share personal data based on (but not limited to) the legal gateways set out above.

5. Data Protection

- 5.1 This Information Sharing Agreement sets out the framework for the sharing of personal data between the Partner Agencies as controllers (within the meaning of the Data Protection Legislation). The Partner Agencies acknowledge that each Partner Agency will regularly disclose to another Partner Agency or the other Partner Agencies personal data for the Agreed Purpose of this Information Sharing Agreement (“**Shared Personal Data**”).
- 5.2 Each Partner Agency shall comply with all the obligations imposed on a controller under the Data Protection Legislation.
- 5.3 Each Partner Agency shall:
- 5.3.1 process Shared Personal Data fairly, lawfully and transparently;
 - 5.3.2 process the Shared Personal Data only for the Agreed Purpose of this Information Sharing Agreement;
 - 5.3.3 ensure that personal data to be shared is accurate and up-to-date;
 - 5.3.4 ensure that it has in place appropriate technical and organisational measures to protect against unauthorised or unlawful processing of Shared Personal Data and against accidental loss or destruction of, or damage to, Shared Personal Data. Without limitation to this clause 5.3.4, this shall include ensuring that any information shared via email is shared in an encrypted attachment, shared between secure email domains or shared using an encrypted email service;
 - 5.3.5 ensure that its staff members are appropriately trained to handle and process the Shared Personal Data in accordance with the technical and organisational security measures set out in 5.3.4;
 - 5.3.6 ensure that individuals are informed about the collection and use of their personal data and are provided with the privacy information required by the Data Protection Legislation;

- 5.3.7 respect its obligations to comply with data subject access requests under the Data Protection Legislation and information requests under the Freedom of Information Act 2000 (or Environmental Information Regulations 2004 as applicable) and provide reasonable assistance to each other Partner Agency to comply with their obligations;
 - 5.3.8 not transfer any Shared Personal Data received from another Partner Agency outside the European Economic Area;
 - 5.3.9 notify the other Partner Agencies without undue delay on becoming aware of any breach of the Data Protection Legislation and provide reasonable assistance to each other Partner Agency as is necessary to facilitate the handling of any personal data breach in an expeditious and compliant manner;
 - 5.3.10 provide the other Partner Agencies with contact details of at least one employee as a single point of contact (“**SPoC**”) and responsible manager for all issues arising out of the Data Protection Legislation;
 - 5.3.11 keep a record of what Shared Personal Data has been shared, with which Partner Agency(Agencies) and the reasons or Purpose why it was shared and keep a record of decisions not to share information and the reasons why it was not shared; and
 - 5.3.12 keep the Shared Personal Data for no longer than is necessary for the Agreed Purpose or that Partner Agency’s statutory functions.
- 5.4 The Partner Agencies acknowledge that the Shared Personal Data will regularly be special category data within the meaning of the Data Protection Legislation. Special category data will be shared only where there is an additional special category condition within the meaning of the Data Protection Legislation. That special category condition is likely to be one of those defined in clause 4.2.

6. Monitoring, review and indemnity

- 6.1 Each Partner Agency shall ensure that its lead officer or SPoC maintains oversight of this Information Sharing Agreement.
- 6.2 The content of this Information Sharing Agreement will be reviewed initially after six months and thereafter annually by the Partner Agencies to ensure compliance with legislation and to review the effectiveness of this data sharing initiative.
- 6.3 Any changes to this Information Sharing Agreement must be agreed in writing by all the Partner Agencies.

6.4 Where a Partner Agency has decided not to share information that has been requested by another Partner Agency, that Partner Agency will provide its record of the reasons for the decision not to share the information, including the consideration of the safety and well-being of the affected individual.

6.5 Each Partner Agency undertakes and agrees to pursue a positive approach towards resolving any dispute which maintains a strong working relationship between the Partner Agencies. Each Partner Agency's SPoC or lead officer will use all reasonable endeavours to identify a mutually acceptable solution.

6.6 Each Partner Agency will keep each of the other Partner Agencies fully indemnified against any and all costs, expenses and claims arising out of any breach of this agreement.

Partner Agency	
Name of Member (Print)	
Signature of Member	
Date	

Agenda Item No 8

Executive Board

12 February 2024

Report of the Chief Executive

Water Orton Conservation Area Designation

1 Summary

- 1.1 The report seeks the Board’s support for the designation of an extension to the Conservation Area for the village of Water Orton, and Water Orton Conservation Area Boundary Map, Appraisal and Management Plan be approved for adoption.

<p>Recommendation to the Full Council</p> <p>That Members approve the designation of the extended Water Orton Conservation Area, associated Appraisal and Management Plan.</p>

2 Consultation

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

3 Introduction

- 3.1 Please refer to the following appendices for background information regarding this report:

- Appendix A contains the relevant Appendix of the Water Orton Conservation Area Appraisal (WO CAA) which summarises the history of Water Orton Conservation Area; including its 1983 adoption, subsequent review, followed by re-evaluation and recent consultation.
- Appendix B contains the relevant section of the Appendix within WO CAA which sets out the key legislation pertaining to Conservation Areas.
- Appendix C contains a summary of the most recent consultation responses.
- Appendix D is a boundary plan of the Conservation Area.
- Appendix E is a copy of the updated Appraisal and Management Plan.

- 3.2 The statutory definition of a Conservation Areas is, ‘an area of special architectural or historic interest, the character or appearance of which it is desirable to preserve or enhance’. There is a statutory duty under the Planning (Listed Buildings and Conservation Areas) Act 1990 that requires local planning authorities to consider designating new conservation areas “from time to time” and review current designations.

- 3.3 Conservation Area designation protects the special architectural and historic interest of a place through provision of documentation setting out the area's significance (Conservation Area Appraisal) and proposals for its preservation and enhancement (Management Plan).
- 3.4 Officers request that the Conservation Area Appraisal incorporating the Management Plan be recommended to Full Council for formal adoption with the Boundary Plan that delineates the extent of the Area.

4 Background

- 4.1 The proposal to amend the Water Orton Conservation Area arises from an assessment undertaken in 2022 as part of the Council's obligation to review Conservation Areas from time to time, as set out in section 69(2) of the Planning (Listed Buildings and Conservation Areas) Act 1990.
- 4.2 When preparing a proposal concerning the extent of a Conservation Area the Council must follow criteria set out in paragraph 197 of the NPPF which states: 'When considering the designation of conservation areas, local planning authorities should ensure that an area justifies such status because of its special architectural or historic interest, and that the concept of conservation is not devalued through the designation of areas that lack special interest.' This means that the extent of the boundary has to be carefully drawn to focus on what makes the area unique. This usually reflects how and why a place has developed over time and incorporates features that have historic significance and offers an understanding of past times through the existing built environment. Further information regarding the criteria for designation can be found within the WO CAA appendices.
- 4.3 The Council considers that the extended Conservation Area meets this test because it includes notable surviving examples of urban fabric, including historic buildings and street layout, that provide links to important characteristics of the settlement and its development.
- 4.4 The historic environment is extensively recognised for the contribution it makes to our cultural inheritance, economic wellbeing and enhancement to quality of life. Public support for the conservation and enhancement of areas with architectural and historic interest is well established. Such areas provide a familiar and cherished local sense of distinctiveness and contribute to preserving the historic environment which shapes the character of North Warwickshire.
- 4.5 Restrictions and opportunities presented by the designation of a Conservation Area are discussed below in paragraph/section 4.6. However, should it be felt that further protection to identified assets of historical and architectural value be needed then the Heritage and Conservation Officer would recommend that a selection of buildings in Water Orton be considered for Local Listing and discrete characteristics of the settlement within the proposed boundary, be considered **in future** for inclusion in an Article 4 Direction. Where an Article 4 Direction is in effect, a planning application will be required for development that would otherwise have been permitted development, it does not prevent the development to which

it applies, but instead requires that planning permission is first obtained from the Council. Article 4 Directions are used to control works that could threaten the character of an area of acknowledged importance such as a Conservation Area. Local Listing enables the registering of evidence pertaining to the historic and architectural merit of buildings, or other structures, and helps inform decision makers in how to best undertake maintenance or propose changes to the asset. Local Listing should help raise awareness of traditional methods of construction and also protect the built environment from inappropriate works. This is achieved by providing tailored advice to owners of heritage assets and guiding proposals to implement conservation principles as set out by the Government and expert authorities such as Historic England.

4.6 In exercising Conservation Area controls, local planning authorities are required to pay special attention to the desirability of preserving or enhancing the character or appearance of the Conservation Area. Therefore, within a Conservation Area we have extra controls over the following:

- Demolition: Planning permission is usually needed for demolition or substantial demolition of a building within a Conservation Area,
- Minor developments: In a Conservation Area, you may need planning permission for changes to buildings which would normally be permitted without the necessity to seek consent from the Council first. Changes requiring consent include: cladding a building, making changes to the roof, adding some types of extension, putting up a satellite dish/flue/chimney or solar panels visible from the highway,
- Trees: Anyone proposing to cut down, top or lop a tree in a conservation area, whether or not it is covered by a tree preservation order has to give six weeks notice to the Council,
- Changes of use and commercial uses: some types of changes of use and various works to a non-residential building, including extension and change of use.

5 The proposed Conservation Area boundary

5.1 A plan of the proposed Water Orton Conservation Area can be found in Appendix D.

5.2 The 1983 extent of the Boundary Plan enclosed a smaller area in the north of the village, and has been extended in line with review and reassessment as noted above and in Appendix A. Two sets of public consultation have been undertaken. After review of comments it was agreed that the final amendment was in accordance with the NPPF.

5.3 In the 2024 consultation period 13 comments were received from ten different people. A summary of these comments can be found in Appendix C. Most comments were positive or raised procedural points but one resident submitted objections.

6 The Conservation Area Appraisal and Management Plan

6.1 Section 71 of the Planning (Listed Buildings and Conservation Areas) Act 1990 states the duty upon local planning authorities when formulating proposals for the

preservation and enhancement of any parts of their area which are conservation areas. These proposals are contained within the Management Plan. However, the legislation does not obligate the Council to consult members of the public on the actual designation of a conservation area, only the proposals for the preservation and enhancement of it. In this case, North Warwickshire consulted members of the public within the proposed amended boundary in 2022 and 2024 with documents including the extended boundary plan, amended appraisal and a management plan.

- 6.2 On this occasion the Management Plan forms part of the Appraisal document. There is no duration for consultation periods stipulated in legislation. The consultation documents were issued to Water Orton Parish Council and discussed (following circulation) at their full Council meeting on the 25.01.24. Feedback from the discussion was submitted by the Clerk on the morning of the 26.01.24.
- 6.3 Officers considered the draft documents to be largely satisfactory and outcomes from consultation process to have been accommodated within the remit set out in National Policy where appropriate. Small amendments were requested to the Appraisal to aid clarity and now these changes have been incorporated Officers recommend approval of the documents in order to take them for designation.

7 Report Implications

7.1 Legal and Human Rights Implications

7.1.1 The legal process which must be followed when designating or extending a Conservation Area is largely addressed above. The process followed and detailed in the report complies with the relevant provisions. There is no express statutory consultation requirement in relation to the Conservation Area boundary however, there is a legitimate expectation to consult when it is the Council's established practice of doing so. Any consultation process should contain sufficient information to make any proposed amendment clear, explain the effect if the variation is made, and allow a reasonable period for responding.

8.1.2 The decision to proceed with the extension of the Conservation Area will have an impact on the rights of residents affected by the extension as prescribed in the Human Rights Act 1998 and in particular article 8 of the ECHR – the right to respect for private and family life, home and correspondence where the decision must be justified on the basis of public interest.

7.2 Financial Implications

7.2.1 The review of the 1983 designation was undertaken by the Heritage & Conservation Officer and assisted by members of the Forward Planning Team, during standard working hours and within the roles' accepted scope.

7.3 Environment, Climate Change and Health Implications

7.3.1 A wider number of buildings protected from inappropriate development is likely to have environmental and climate change benefits by ensuring that existing

embodied carbon is prioritised over replacement with new structures which require CO2 consumption in their creation, transportation and management. Utilising and improving existing buildings is intrinsically a sustainable policy of action. Furthermore, extension of the conservation area and resultant protection of trees is likely to have environmental and climate change benefits.

7.4 Human Resources Implications

7.4.1 The Heritage & Conservation Officer has been assisted during the process by members of the Forward Planning Team. Advice for owners of properties affected is available on the Council’s website and is being updated regularly to reflect best practise and user needs.

7.5 Risk Implications

7.5.1 Subject to following the legal process as referred to above, there is minimal risk to the Borough Council in supporting the proposed Conservation Area Boundary, Appraisal and Management Plan. The requirement upon owners of the buildings within a Conservation Area is limited to their requirement to submit a planning application for development set out in paragraph 4.6.

The Contact Officer for this report is Jennifer Leadbetter (719475).

Background Papers

Background Paper No	Author	Nature of Background Paper	Date

APPENDIX A

EXECUTIVE BOARD: 12.02.24

DESIGNATION PROCESS AND TIMELINE

- Water Orton Conservation Area first designated: June 1983.
- Review of Conservation Area: 2022
- Extension to 1983 designation public consultation: 16.06.22 to 27.07.22
- Review of feedback and reassessment of boundary, appraisal and management plan: January 2023
- Planning and Development Committee consider amended extension: 06.02.23
- Draft consultation documents prepared: 2023
- Councillor feedback on draft consultation documents: 15.12.23
- Public consultation on amended extension to Water Orton Conservation Area: 05.01.24 to 26.01.24
- Executive Board consideration: 12.02.24
- Possible Full Council consideration: 21.02.24

APPENDIX B

EXECUTIVE BOARD: 12.02.24

KEY LEGISLATION PERTAINING TO CONSERVATION AREAS

National legislation

The Civic Amenities Act, 1967 introduced legislation that recognises buildings and areas of historic interest and as such made provisions for the protection of that special interest.

In more recent years the Act has been incorporated into the Planning (Listed Building and Conservation Areas) Act, 1990, which specifically makes the provisions for the designation of “areas of special architectural or historic interest, the character and appearance of which it is desirable to preserve or enhance”

Section 71 of the 1990 Act places a duty on local authorities to “formulate and publish proposals for the preservation and enhancement of any parts of their area which are conservation areas”.

National policy

The desire to preserve and enhance the significance of conservation areas is likewise reflected in the National Planning Policy Framework (NPPF).

Amongst other things the NPPF also requires local authorities to look for opportunities to enhance or better reveal their significance [paragraph 212] and to recognise that historic assets are an irreplaceable resource that should be conserved in a manner appropriate to their significance so that future generations are able to appreciate them too [paragraph 195].

The contribution of the historic environment to place making is further recognised in the Government’s supplementary National Design Guide where it directs new development to be *responsive to local history, culture and heritage* [paragraph 39].

Local policy

The North Warwickshire Local Plan (adopted 2021) sets out the Authority’s policy position on the importance of the historic environment.

The Authority aims to preserve and where possible enhance the character or appearance of Conservation Areas by the prevention of harmful development under Local Plan Policy LP15.

It is recognised in the Local Plan that Conservation Area Appraisals support applicants in preparing development proposals that contain sufficient information to demonstrate how a proposal would contribute to the conservation and enhancement of the Conservation Area.

APPENDIX C

EXECUTIVE BOARD: 12.02.24

SUMMARY OF 2024 CONSULTATION

13 Comments from 10 individuals.

Comprising:

- 4 residents – 3 support /1 objection
- 4 internal comments from 2 individuals – missing links and contact updates
- Cllr Reilly – support
- Water Orton Heritage and Culture Group – support
- Stakeholder (Carter Jonas) – no objection in principle
- Parish Council – no comments

Generally feedback has been very positive however a resident did raise objections summarised as: Extensive comments picking up issues with both the distributed leaflet and the consultation document. They also note that they were not previously notified of the 2022 consultation. They do not support the expansion of the CA and believe 21 days for feedback is too short. They state there is no address to submit written comments and the leaflet has insufficient or incorrect information on it to make an informed decision. Comments on the consultation document are extensive and are noted on a paragraph by paragraph basis. General queries are regarding the procedure of the proposed expansion including financial implications. Many comments on grammar. Some misspelling mentioned and non-working links. Issue found with omitted appendices. Questioned benefits of Conservation Areas - particularly with reference to link given to London School of Economics findings.

Response from Officer:

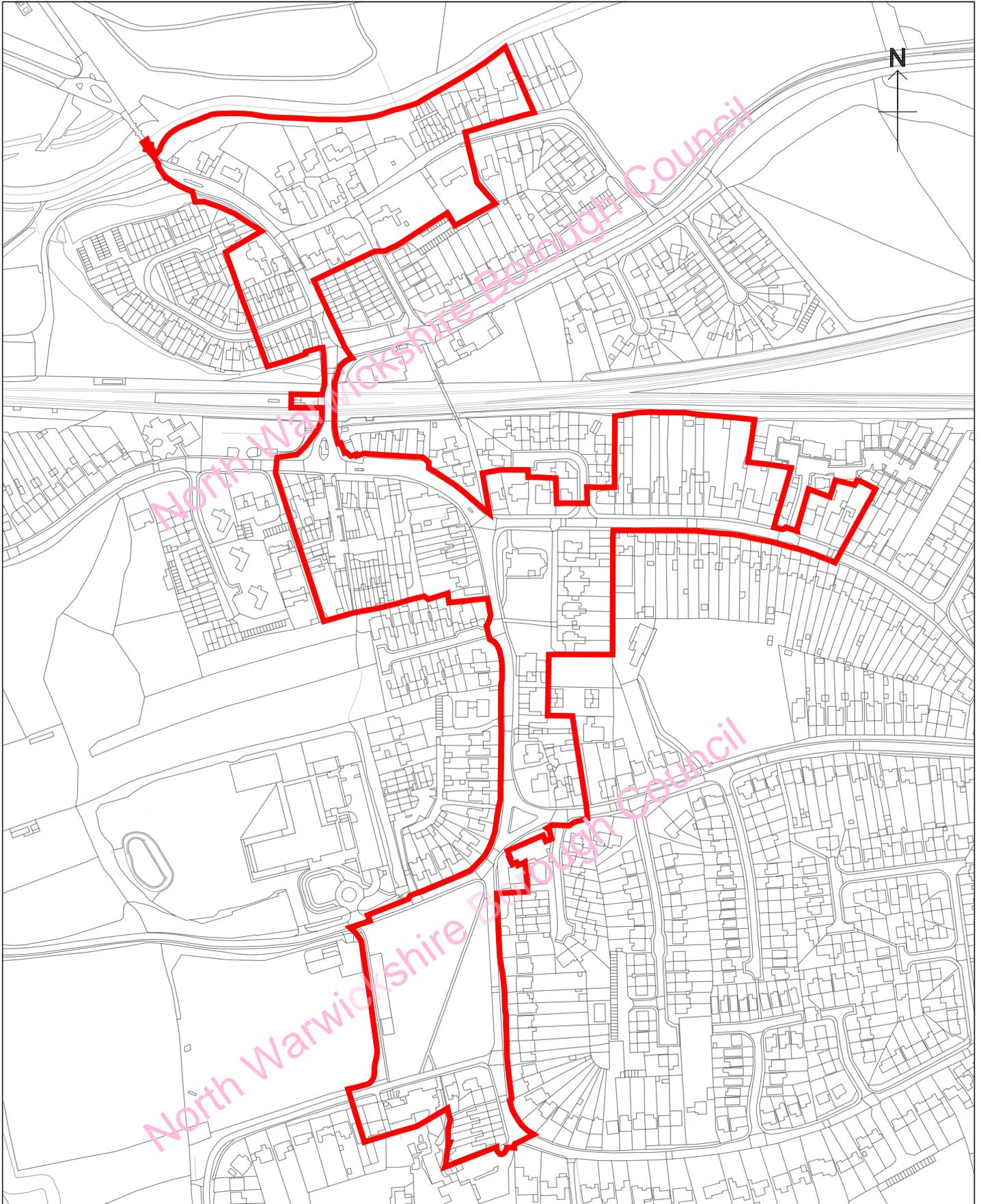
The author is grateful for the time the objector has taken to bring genuine errors to our attention. Furthermore some points will lead to more investigation which will enhance future assessments while other points are outside of the scope of the consultation document. Below is a shortened summary of main points and replies indicating the position taken towards them. This is not exhaustive and if the full objection is required please inform the Heritage and Conservation Officer on 01827 179 475

- It is acknowledged that a misspelling on the leaflet was not picked up till the morning of distribution but it was felt that to delay the consultation for the mistake would lead to an unacceptable time delay and also a waste of resources in the reprinting of the leaflets – it was agreed that if contacted in relation to the spelling mistake then an apology would be made.
- Several points were made that are outside the scope of the consultation document referring to a development in the village.
- Many instances of grammatical errors were noted and some errors in spelling. I can only apologise for my grammatical or spelling errors, I have taken some considerable time to proof the consultation document but inevitably human error occurs.

- The point regarding the consultation period is covered within the body of the report – there is no specification for consultation duration advised within the legislation and as this was a second round of consultation it was considered that sufficient time was given for a person to contact the department for further information should clarification be required.
- It was noted that no address was given for written comments, however a direct number was provided to allow people to make enquiries for additional information, such as an address, if needed. Leaflets were distributed to each property within the amended extended conservation area and also several left at Water Orton Library.
- A question was raised as to why the objector had not been previously notified in 2022 of the proposed extension but in this case, the objector's residence had not been included in the previous extension proposal, however after review of the boundary in 2023 it was included, hence the consultation in 2024 only.
- Several questions were raised regarding the costs of creating or amending the conservation area and its ongoing cost. The report outlines the legislative duty upon the local planning authority to review their areas regularly for areas of architectural and historic interest and designate accordingly, therefore cost implications cannot be deemed a restrictive factor in the consideration of promoting heritage in the Borough.
- Reference to London School of Economics findings (as quoted in Historic England's guidance on the designation of conservation areas) was questioned and stated to be misleading. This reference source is widely presented in support of heritage designations and although research focuses on an area not including Water Orton, it still has relevance in Historic England's view (and therefore the Government's view). I believe we are not in a position to disagree with the findings in the referenced report especially as most feedback from residents in North Warwickshire is that they would like to see heritage assets and historic environments supported (see any neighbourhood plan) and evidence of detrimental impacts on the value of houses has not been made available as far as the author is aware.
- Impact upon the value of property was raised and questions regarding the ability to sell their property subsequent to being included within a conservation area – also questions if the Council will guarantee an increase in value or pay towards additional costs arising from extra work due to the responsibilities on residents in a conservation area. This is outside the scope of the consultation document. Updated evidence from Historic England regarding property value and benefits of inclusion within a conservation area will be sought as a result of these points. Additional planning applications are not required as a result of inclusion in a Conservation Area, however, inclusion does increase the onus on property owners to ensure that proposals enhance or preserve the identified character of the conservation area – no cost implication is made on owners as a result of inclusion. Extra costs for workmanship and materials is relevant regardless of inclusion in the Conservation Area.

Amendments to the document have been made where comments have been made on grammatical errors or mistakes in spelling, but assessment of comments which are found to fall outside of the aims of the document have been discounted. General misunderstandings and responses to comments will be forwarded to the objector in due course.

New Conservation Area Boundary Water Orton



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Conservation Area Boundary

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North Warwickshire
Borough Council



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WATER ORTON CONSERVATION AREA APPRAISAL AND MANAGEMENT PLAN

NORTH WARWICKSHIRE BOROUGH COUNCIL





Document prepared by North Warwickshire Borough Council

January 2024

Initial document FW/DB

Updates JL

Proofed AL

Adopted TBC

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SECTION 1



SUMMARY

1.1 Purpose of this document

- This document will help residents, investors and decision makers better understand the unique character of Water Orton and therefore ensure future development is considerate of the character and appearance of the Conservation Area.
- It is not intended to detail the history of the village or the surrounding areas but instead bring together key information about the settlement, including its history, location, development, architecture, layout and green spaces.
- The following document firstly discusses what a Conservation Area is, describes the Area proposed and then through character analysis highlight the special interest of the area. This is followed by a Management Plan.

1.2 Defining Characteristics of historic Water Orton

- Historical road layouts still form major routes around the village.
- Medieval settlement in the north of the village close to ancient river crossing.
- Later development responded to the introduction of the railway line in 1842 and again during expansion in 1908.
- The building material palette is mainly one of red brick and plain clay roof tiles. However, there are also good examples of timber framed houses and rendered buildings.
- Green spaces around key buildings and historic buildings often indicate status and contain important community focused activities.
- Rural character enhanced by mature trees and scale of green spaces.

See more detailed information in section 4

1.3 Conservation Area implications

Designation of an area also introduces some restrictions on what you can and cannot do without planning permission, including:

- Demolition of any building within the Conservation Area
- Control over partial demolition
- Control over works to trees
- Changes to permitted development rights
- Limitations on the type of advertisements that do not require consent

The Council also has the option to introduce Article 4 directions to further restrict specific permitted development rights should it be deemed necessary to protect specific features or characteristics of the settlement.

See more detailed information in section 2

WHAT IS A CONSERVATION AREA?

1.4 Policy and Legislation

The first steps to recognise areas of historic interest resulted in The Civic Amenities Act, 1967 and was followed by the Planning (Listed Building and Conservation Areas) Act, 1990, which specifically made provisions for the designation of “**areas of special architectural or historic interest, the character and appearance of which it is desirable to preserve or enhance**”

The 1990 Act places a duty on local authorities “from time to time” to review any parts or any further parts of their area, for consideration to be designated as conservation areas and then “formulate and publish proposals for the preservation and enhancement of any parts of their area which are conservation areas.”

See more detailed information in Appendix A.

1.5 Why extend the area of designation?

When meeting the requirements of the Act in reviewing the extent of Conservation Areas in the Borough, it was acknowledged that there is great public support for sustaining and enhancing the significance of heritage assets in Water Orton.

Further assessment of the village and feedback from residents has secured the opportunity to extend the former coverage of the designation to include further important buildings and green spaces.

See more information about the timeline for this designation in Appendix G.

1.6 How is a Conservation Area managed?

Methods of shaping development in a Conservation Area to preserve or enhance it include:

- **restrictions** (outlined above and detailed in section 2).
- **guidance** in the Conservation Area Appraisal looking at key characteristics of the village that may be used as good examples of local distinctiveness.
- **Management Plan** that sits alongside the Appraisal and steers proposals to preserve or enhance the character and appearance of the area by identifying buildings or features that may have a positive or negative impact on the area and highlight potential improvements or opportunities.

See section 7 for the full Management Plan.

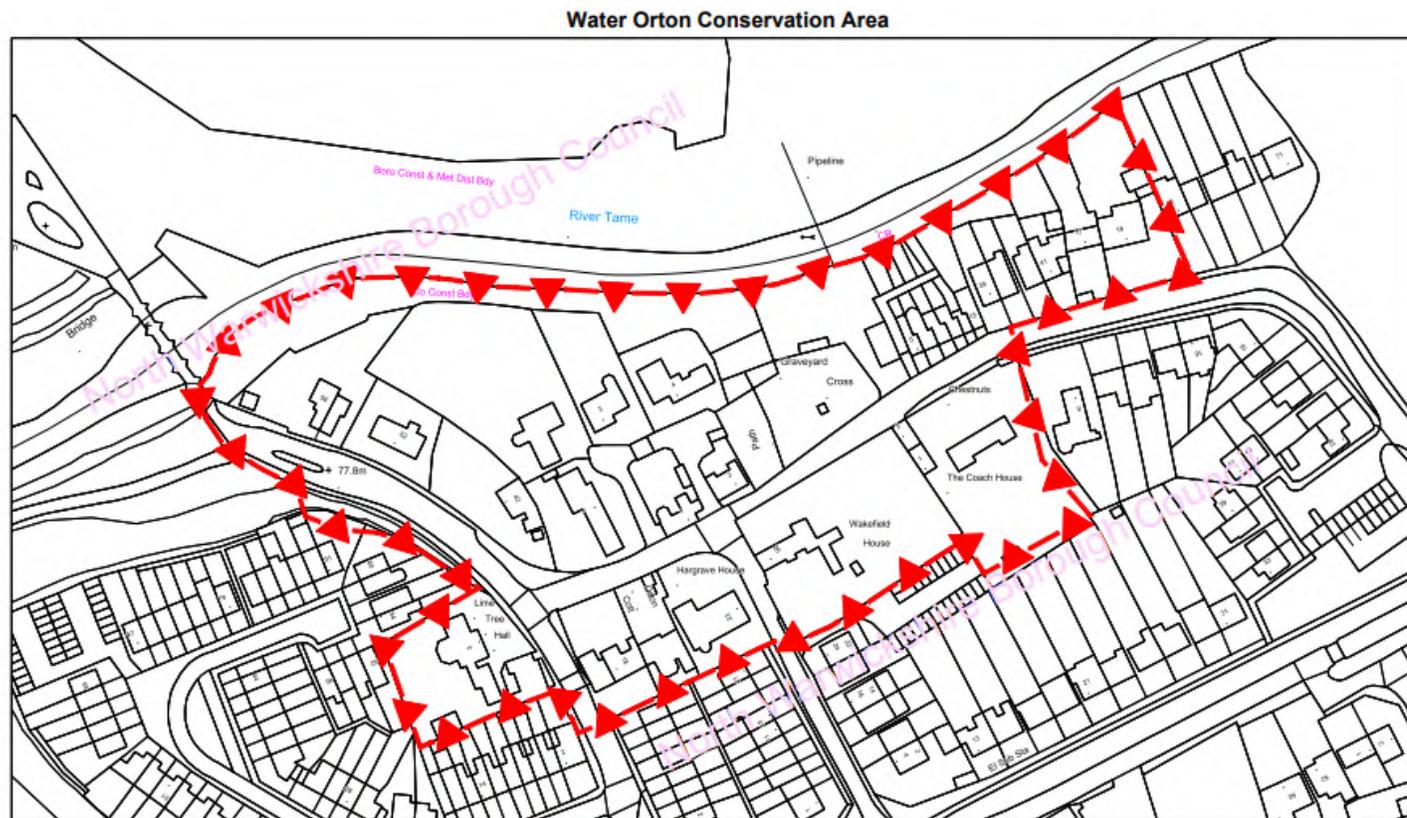
THE CONSERVATION AREA – 1983 DESIGNATION

1.7 Historic Conservation Area

Originally designated in July 1983, the area covers the oldest remaining part of the village and the original site of the medieval settlement of Overton.

The designation of this part of Water Orton recognised these historic associations and the attractiveness of this remaining group of older properties in the village. The boundary of the area was drawn to reflect these characteristics.

The extended Conservation Area will incorporate the original designation and this document includes assessments of the area taken from the 1983 Appraisal.



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THE CONSERVATION AREA – 2024 DESIGNATION

1.8 Extended Conservation Area

The extension to the 1983 Conservation Area contains key buildings and green spaces, **aligning** with government guidance¹ which requires an area merit designation because of its special architectural or historic interest. This ensures the concept of conservation is not devalued through the designation of areas that lack special interest.

The extended Conservation Area incorporates the medieval heart of the settlement and extends to include areas that best show the significant stages of development since the introduction of the railway through the area.

A larger scale plan can be found in Appendix B

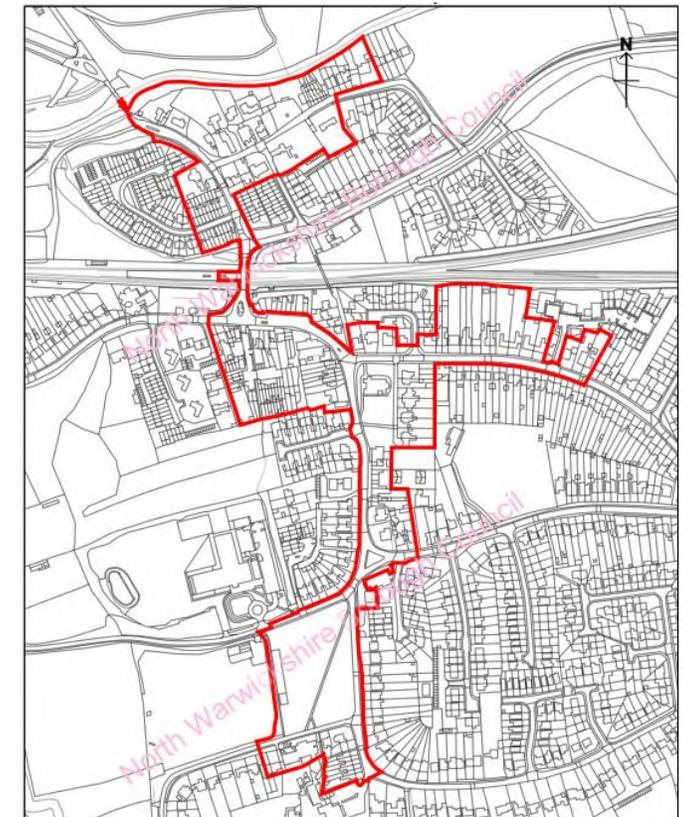
Further information about designation criteria can be found in Appendix C

1.9 Key facts of the 2024 designation Conservation Area

The total extent of the proposed Conservation Area is approximately 25 acres; including Vesey Bridge (also known as Water Orton Bridge) spanning the River Tame in the north of the village to the Victorian former Primary School facing The Green and the Edwardian brick terrace off Vicarage Lane in the south of the village.

The Area is distinct from the settlement as a whole in that it forms the heart of the village containing historic buildings central to residents' way of life since the earliest occupation of the land.

The extended Conservation Area therefore acknowledges the rich history of the village including the varied architectural styles and high-quality areas of townscape.



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WATER ORTON – THE LOCATION OVERVIEW

1.10 Location overview

Water Orton is located east of Birmingham suburbs, south of Curdworth, south-east of Minworth and north-west of Coleshill.

The existing Conservation Area is sited just south of the River Tame. The river is spanned by a Grade 2* listed bridge of single access width which forms the main route to the settlement from nearby Minworth.

Water Orton railway station is located in the centre of the settlement near to a parade of shops. The village also has medical services, primary school, two places of worship, a public house and pub/hotel.

1.11 Geology and topography

Water Orton lies on the bank of the Tame in a broad and gently sloping river valley. Geologically it is underlain by Sidmouth Mudstone, sedimentary bedrock with river terrace deposits of sand and gravel.

The geology of the area dictates the source of early building materials. In Water Orton the predominant building material is red brick utilising the local mudstone. Almost all vernacular buildings are built from red brick, however, the Church of St. Peter and St. Paul is constructed in rock faced ashlar in keeping with its status. Though this building material was likely to have been sourced further afield.

The landscape in the wider periphery of Water Orton played a significant role in terms of how the settlement originated; predominantly a rural farming community to one based on farming for industry by the mid 1800's – mainly cattle and livestock markets serving the new industrial settlement of Birmingham.

1.12 Archaeological context

A brief review of Warwickshire County Councils Historic Environment Record (HER) and Heritage Gateway, focusing on the Conservation Area reveals that the area would have been farmland with a small medieval settlement. Finds of shards of medieval pottery support HER information on the likely extent of the medieval settlement. Other finds in the vicinity of Water Orton recorded on the HER include a coin of Aethelred II (AD978-1016) and a Saxon brooch.

[Heritage Gateway – Results](#)



Axe head found on site of current Primary School
Page 82 of 371

SECTION 2



CONSERVATION AREA CONTROLS

2.1 Legislation

As development within Conservation Areas is controlled by the Planning (Listed Buildings and Conservation Areas) Act 1990 and the Town and Country Planning (General Permitted Development) Order 2015, then certain development is restricted to ensure that the pleasant historic environment, character and distinctiveness is preserved.

Conservation Area controls apply to residential and commercial properties and are most likely to affect owners who wish to undertake works to the outside of their building or trees on their property.

Restrictions arising from national designation (Listed Buildings) apply regardless of their location within a Conservation Area.

2.2 Demolition

If you wish to demolish a building within a Conservation Area you will need planning permission **If the building is listed you will need to apply for Listed Building Consent also.** The Local Planning Authority can be approached for advice.

Trees

If you wish to cut down, top or lop any tree over 75mm in diameter at 1.5m above ground, you must inform North Warwickshire Borough Council six weeks before work begins. This allows the Authority to assess the contribution the tree makes to the character of the area and if necessary create a Tree Preservation Order to protect it.

2.3 Other works

Some works within conservation areas require planning permission and/or relevant consents:

- cladding the exterior of a house,
- any side extensions or rear extensions of more than one storey,
- alterations to roofs, including dormer windows,
- limitations on the types of advertisements which can be displayed with deemed consent,
- the installation of satellite dishes and antennae, and
- demolition or erection of walls, gates and fences over 1m in height adjacent to a public highway.

CONSERVATION AREA CONTROLS- CONTINUED

2.4 Permitted development

Some minor works remain as 'permitted development' within Conservation Areas.

It is strongly recommended that advice on permitted development be sought from the Council's Planning team prior to undertaking works to make sure enforcement proceedings are avoided on unauthorised development.

2.5 Previous decisions?

Has your property had previous planning permissions?

Some Decision Notices contain conditions that restrict activity so it is always wise to check previous permissions on your property to ensure that there have been no restrictions (such as withdrawal of permitted development rights) stipulated.

2.6 Permitted development controls

When it is considered appropriate the Council can introduce special controls, known as Article 4 Directions, which withdraw particular permitted development rights.

The result is that planning permission is required for changes stipulated in the Direction. Common subjects of Article 4 Directions are changes to elevations or roofs of buildings fronting a highway/open space, or alterations to boundary features, installation of renewable-energy microgeneration equipment or erection of outbuildings.

Link [here](#) to Warwickshire Borough Councils' Article 4 Direction webpage

Further information about Article 4 Directions can be found in Appendix D

These restrictions are in place so that planning permission is required to enable appropriate consideration of the proposal development to prevent harmful works which could impact on the wider conservation area.

CONSERVATION AREA CONTROLS - CONTINUED

2.7 The value of controls

Latest research² into wide ranging benefits of our historic environment can be found on 'Heritage Counts' pages of Historic England's website. Research shows that heritage conservation helps to sustain and/or enhance the value of properties within designated areas.

Often it is found that when a resident is informed of the importance of the area where they live it is possible to find ways of making desirable changes to their homes or workplaces that fit with the important characteristics of the Conservation Area.

Many people in historic areas are keen to preserve their towns and villages because that is one of the reasons they felt attracted to those places as desirable places to live.

Advice

Seeking clarification if your property is impacted by Conservation Area controls is recommended prior to undertaking works that change the way it looks, either to your building or the areas around it such as boundaries or trees.

You can contact the Council's planning team on 01827 715341 or email us on: planningcontrol@northwarks.gov.uk

SECTION 3



HISTORIC DEVELOPMENT OVERVIEW (HISTORIC ENVIRONMENT RECORD RESEARCH)

3.1 Pre-Roman, Roman (up to the 5th century)

No finds or evidence dating from these periods have been identified within the Conservation Area.

Saxon (5th century to the 11th century)

Findings relating to this period are of relevance to the wider setting of the Conservation Area.

3.2 Medieval (11th century to the 16th century)

Water Orton was first documented in an Assize Roll of 1262 as Overton³ and then in 1329 when: "Richard de Clodeshale settled 30 acres of land, 10 acres of meadow, and 60s. rent in 'Overton by Coleshill' and Water Ouerton is used in the Parish register of Aston in 1546⁴. Medieval pottery shards have been found in three locations in the Area.

It is likely that the current roads in the Conservation Area follow the medieval pattern. The oldest building is The Chestnuts, a 15th century timber framed example.

3.3 Post-medieval and early modern (16th century to the beginning of the 20th century)

The village of Water Orton expanded during these periods to encompass the area south of the railway line some of which is now proposed to be included within the Conservation Area.

Buildings remaining from this period include Wakefield House dating from the 16th century and 13 Coleshill Road probably also having 16th century origins.

Water Orton was part of a large parish known as Aston Juxta Birmingham but became an ecclesiastical parish in 1871 and a civil parish in 1894. The new Church of St Peter and St Pauls, built in the 19th century replaced the original medieval example formerly sited on land to the north of Old Church Road.

3.4 Modern (1915 AD to the present)

The Victorian and Edwardian period saw the building of many distinctive houses now considered some of the appealing in the village.



Wakefield House



The Chestnuts



13 Coleshill Road

HISTORICAL MAPPING SURVEYED: 1886, PUBLISHED: 1887



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3.5 Village layout 1886

This map is the oldest map available for the area and shows the newly completed primary school and the Parish Church of St. Peter and St. Paul.

The map extract shows two distinct areas of occupation (northern section and southern section) and the relationship between the settlement to the River Tame, the railway and the roads.

In the northern section of the village the map still shows the location of the previous church, but it was also home to the manor house. Although these have now gone surviving early timber frame buildings provide a direct link with the medieval settlement.

Older buildings in the north of the village are laid out in large plots and cluster between the medieval stone bridge and church (now gone).

In the southern part of the village small groups of 17th and 18th century buildings can be seen. They are of a size and style common to rural villages that relied upon farming for its primary living.

The Victorian buildings developed in response to population increases as a result of the railway, usually face the highway and have long narrow plots. They also are often arranged in semi-detached pairs or terraces.

Apart from New Road, the pattern of roads appears to follow a historical form and respect the medieval field network.

Open space in the south was a focus of community gatherings and celebrations.

HISTORICAL MAPPING SURVEYED:1901 TO 1902, PUBLISHED: 1905



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3.6 Village layout 1901

This map extract shows a relatively small increase in the number of houses in the village considering the opportunity for commuting to Birmingham. Where development is seen it is in the form of smaller dwellings including two rows of Victorian terraces at Mercer Avenue and a row set back off Birmingham Road known as Albion Terrace.

However, several larger houses have been added to New Road displaying rich Victorian architectural detailing, indicating dwellings of some status.

Large buildings adjacent to Mercer Avenue are nurseries and probably sited in that location to utilise water of the Tame, proximity to the railway sidings and fertiliser.

Field and plot size remains similar from the 1886 map but density of housing increases where terraces are newly built.

In the northern section the church is now demolished after years of degradation.

Land to the north of the Tame, outside of the Conservation Area, is annotated for use as a sewerage farm. Using an early filtration system, sewerage was pumped over fields and when dried out was broken up for sale as a fertiliser. New processes were needed to manage the large quantities produced in the rapidly expanding city and eventually bacterial beds took over from the huge filtration systems which had been in place for decades. The canal to the north of the sewerage farm transported sewerage, but trains on the Water Orton line also played their part in the movement of waste. The increase in the size of the sewerage works could be a factor in the limitation on growth of Water Orton during a period of huge expansion elsewhere.

HISTORICAL MAPPING

REVISED: 1913, PUBLISHED: 1925



3.7 Village layout 1913

The main change to the village is the removal of the first train station (which had two platforms accessed by a footbridge) and the construction of the Edwardian building in 1908 that stands today. Accessed off the road bridge spanning the lines, the building stands in a prominent location between the oldest part of the settlement and the heart of the village to the south.

The number of sidings serving the train line had increased dramatically by 1913 and Water Orton is also now the site of a 'cut off' to Kingsbury with an increased number of lines. This results in a significant increase in connectivity and trains.

The only other significant buildings newly constructed in the Conservation Area is the terrace of six dwellings facing Vicarage Lane and those along New Road.

Land to the south of the train line remained in use as farmland till the building of the motorway network and the dramatic expansion of Castle Bromwich in the second half of the 20th century.

Only a small stretch of fields are remaining from this period and those that survive are under pressure from recent and imminent development. This means that remaining green spaces are an important characteristic that links the current village to its rural past visible in this map.

The current character of the wider landscape has changed dramatically but as can be seen here, many buildings shown on this map still exist in the village. These direct architectural links with important periods of time in the village's history play a central role in preserving the historic character of Water Orton.

SECTION 4



DEFINING CHARACTERISTICS OF WATER ORTON

4.1 Different townscapes

As noted in section 4.4, the amended Conservation Area contains distinct areas.

These distinctions add to the sense of a village with history yet moving with the times, and the similarities provide a visual harmony that link the areas to each other.

The size of buildings and their plots varies throughout the village partly due to the piecemeal development timeline and partly in response to the varied occupants needs. Often the plot reflected the wealth and/or importance of the resident.

The smaller the dwelling the more dense the settlement became, with examples throughout the Conservation Area of terraces on small plots built for railway workers rather than farm workers as previously seen.

Where New Road was inserted a decisive change in architectural form is also found.

4.2 Unique relationships

In addition to distinct areas arising from diverse visual, architectural and spatial characteristics, the core of the village is also physically divided by the railway that runs through it from east to west.

This visually and physically separates the northern part of the settlement from the south, with only one road bridge and one footbridge spanning the lines.

This restriction focuses movement through a small area – making it the ideal location for the commercial and religious heart of the settlement in the 19th century.

Before the arrival of the train line the village would have been one cohesive unit with a consistent rural character similar to many others in the region. The railway changed that permanently and differentiates it from many small settlements.

4.3 Shared characteristics

Medieval layout – development in the Conservation Area largely follows the medieval road and field pattern.

Building material – brick and tiles made locally using local materials are visible in all the traditionally built houses in the village.

Farming community – village name in 1262⁵ was *Overton*: ‘ofer’ meaning by the bank or edge [of water] and ‘ton’ which can mean hamlet or farm: likely indicates in this case, that the earliest medieval settlement would have relied upon farming for its primary living.

Expansion due to the railway – Each section of the Conservation Area saw Victorian and Edwardian construction coinciding with the development of the railway.

ARCHITECTURAL INTERESTS

4.4 Distinctive sections of the Conservation Area

The Conservation Area in Water Orton has distinctive sections within it. The areas are distinctive visually, architecturally and spatially.

These are:

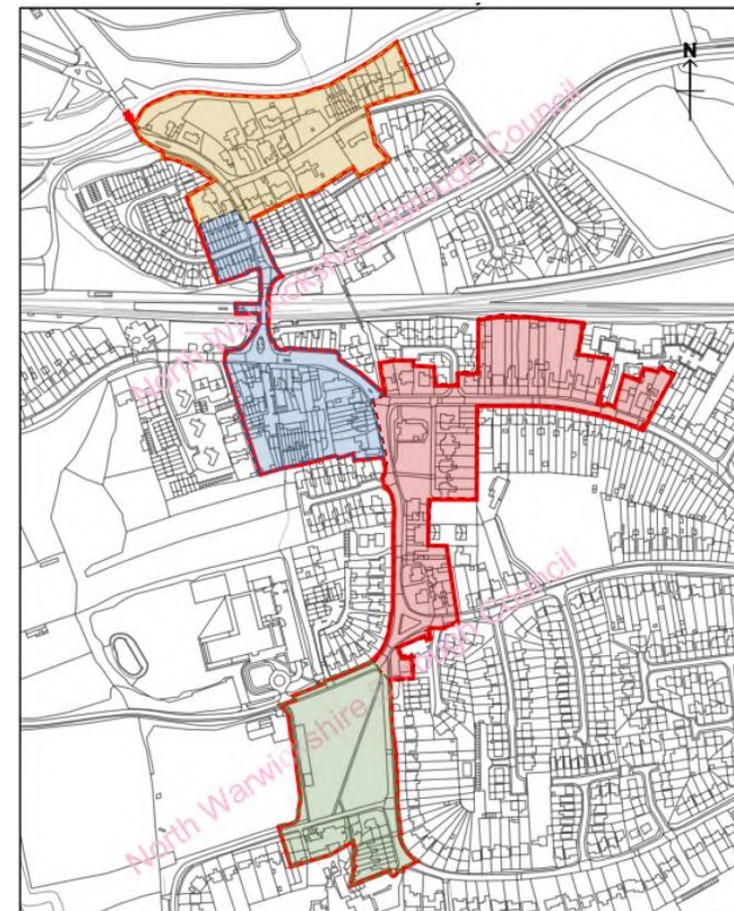
- Northern Section (pale yellow): The original Conservation Area first designated in June 1983.
- Mid/East Section (pale blue): An area of higher density spanning the railway with the commercial centre of the village.
- Mid/West Section (pale red): Largely Victorian/Edwardian dwellings with St Pauls and St Peters at its heart.
- Southern Section (pale green): An area dominated by The Green and open space.

4.5 Summary

Materials - Although the Conservation Area contains distinct places with different 'town scape' styles, they have a consistent material use of red brick and plain clay tiles. Variety is found in the use of render and timber frame buildings and intermittent use of slate roof coverings.

Styles - Timber frame vernacular architecture tends to have interesting silhouettes, consistent window and door sizes and unusual chimney designs. Older brick dwellings are plain in style with rectangular openings, often with segmented brick arches and few other details. Victorian and Edwardian buildings have architectural detailing varying widely depending on the status of the dwelling rather than age.

Scale – Apart from several key buildings (section 5.5) the scale of most buildings is domestic; two stories or two stories with rooms in the roof. The size of gardens varies in line with age and status of the building.



HISTORIC INTERESTS

4.6 The crossing of the River Tame

The stone bridge, built in 1520, crossing the Tame is one of the oldest surviving structures in the area, slightly later than the Grade II listed building 'The Chestnuts' and Grade II listed stone cross in the old church yard. It is likely that a previous bridge existed and was replaced. The type and number of very old structures indicates the importance of the area to movement of goods and is a natural location for early habitation sites.

The ground to the north of the river tends to flood so the southern banks were settled. The soil in the area is not highly fertile but would have supported arable grassland and woodland, both of which are useful for timber buildings and cattle grazing.

As a medieval settlement with existing 15th, 16th and 17th century structures, the settlement has a long history which is unmistakable in the village now.



Vesey Bridge built in 1520, one of the oldest structures in the Conservation Area

HISTORIC INTERESTS - CONTINUED

4.7 The train line and stations

The village entered a new phase of development with the opening of a new railway line in 1842 which linked Birmingham with the Tame Valley.

New houses and facilities were built to accommodate the railway and many workers settled there during its construction.

These new dwellings are evidence of the modernisation of the village and gave it a new status as an important point for bringing goods in to be sent on to Birmingham, and ultimately a much wider area as connectivity was improved.

The Victorian buildings made a huge visual impact on the village at a time when previously timber frames or plain brick vernacular architecture were the norm.

The significant increase in capacity of the railway resulted in a new train station in 1908 but only a modest expansion of the **settlement**.

The railway directly influenced the historic growth and success of the village, the associated architecture it brought remains an important characteristic of the village today.



4.8 Longevity of layout and structures

Convergence of roads in Water Orton from surrounding settlements is partly a result of its location at the medieval bridge crossing of the Tame. It is noteworthy in that a similar (or alternative settlement) was not founded at Curdworth Bridge just over $\frac{3}{4}$ mile ('as the crow flies'), indicating that Water Orton had other features in its favour that took precedence over the other crossing place.

Unlike modern suburban development which gives no consideration to the historic landscape, the layout of the roads in the Conservation Area largely follows the medieval field pattern⁶.

The combination of the medieval structures, roads and field network all still in evidence today, adds extra historic interest to the village and despite the introduction of the train line, the village retains the rural feel because of these distinctive features.

SUMMARY OF DEFINING CHARACTERISTICS

4.9 Settlement patterns

- Medieval street pattern is little changed
- Oldest roads meander and followed medieval field pattern and landscape
- New roads are straight or geometric, cul-de-sacs are common
- Medieval village pattern north/south
- Modern village orientation east/west
- Commercial centre has minimal public realm
- Oldest buildings have larger plots
- Victorian and Edwardian plots tend to be long and narrow
- Modern housing usually has smaller geometric plots

4.10 Rural characteristics

- Mature trees line highways and green spaces
- Trees form the backdrop to many buildings or longer views
- Large size of The Green and high number of mature trees gives a rural feel
- Narrow meandering streets enhance rural atmosphere
- Infrastructure encircling the village adds to the sense of remoteness from other settlements

4.11 High quality buildings

- Consistent use of materials adds harmony to street scenes
- Well preserved examples of medieval, Victorian and Edwardian buildings
- Three storey buildings in commercial centre, elsewhere usually one or two storeys
- Largest buildings are or were, community amenities
- Medieval buildings lacked a formal arrangement on their plot, but 19th century development related to the street frontage according to the status of the house – with building lines adding formality to the street scene

SETTING

4.12 What is a setting?

Setting is not a heritage asset, nor a heritage designation but its importance lies in what it contributes to the significance of the heritage asset.

A visual or physical link between the asset and the space or buildings around it does not in itself result in a meaningful and beneficial association, but when they do, these surroundings may be considered to enhance the significance of the asset.

Often the setting is considered of value to the heritage asset, such as a Conservation Area, when a historic relationship between the two can be found, for example how a network of fields or barns may be linked to a listed farmhouse.

In the case of Water Orton, the surrounding countryside is key to some characteristics of the Conservation Area. However, man-made structures also influence the character of the Area and provide meaning to how the settlement has developed.

4.13 The Tame Valley

The river sits in a largely undeveloped landscape which forms the backdrop of the northern section of the village. The route of the river shaped the layout of the medieval settlement and the gentle slopes of the sides of the valley supported the farming of the land and early expansion of the village. This close interrelationship results in the landscape forming part of the setting of the Conservation Area.

Vesey Bridge is part of the extended Conservation Area and the river is intrinsic to its setting by contributing to its significance as an early crossing point linking local settlements.

Surrounding fields that have survived are all that remain of the agricultural heritage of the village and therefore their importance to the significance of historic links with the land is high.

Mature trees that surround the Area largely exclude views to modern infrastructure and therefore help retain the rural character of the village.

4.14 The train line

The Conservation Area passes over the train line and views of its length are found on the road bridge next to the train station. Although the line is a man-made feature in the landscape it also is home to a green belt of land which contains trees along its sides. The expansion of the village in the 19th century is largely due to the coming of the train line and station, therefore it has historic interest and is part of the setting of the Conservation Area.

SECTION 5



SPATIAL QUALITIES OF WATER ORTON

5.1 Development pattern and layout

Principle routes through the village are from Lichfield Road, linking Coleshill in the east to Castle Bromwich (an outer suburb of Birmingham) in the west along the B4118. A junction in the village centre adds a further route northwest towards Minworth, also a suburb of Birmingham.

Water Orton is separated from its neighbours by transport infrastructure and a narrow strip of agricultural land. Limited routes in and out of the village result in a sense of separation from other settlements.

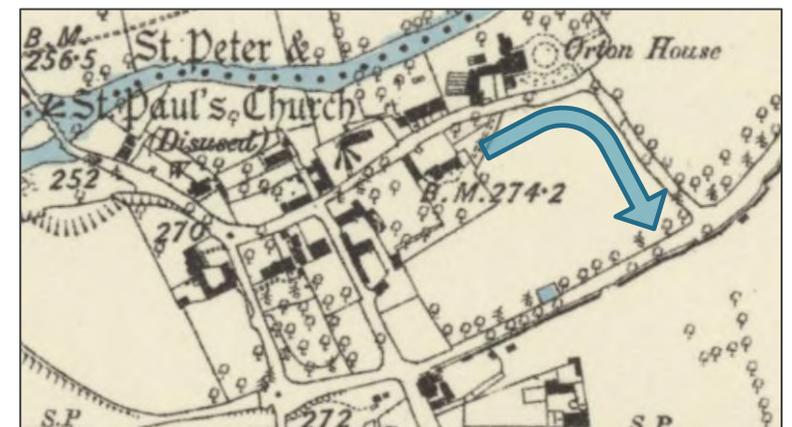
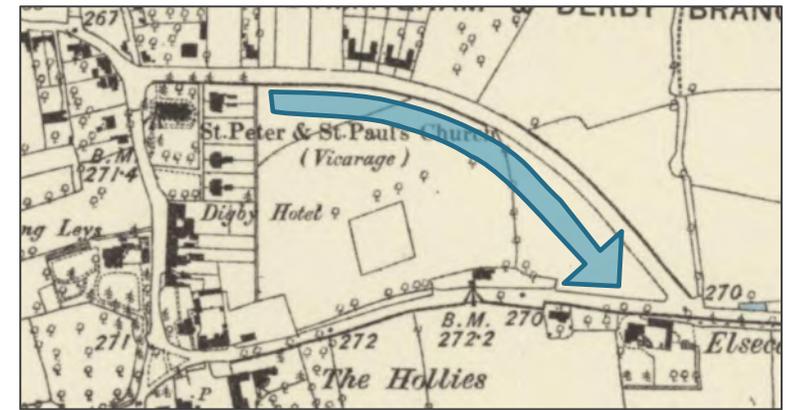
Post-war development gives the village an east/west orientation; differing from the original north/south alignment of the early layout. New road layouts depart from the medieval road pattern which had reflected the field network more closely.

As you can see from the Water Orton 1886 maps curving streets such as New Road (top right) are more fitting to motor vehicles and do not follow the traditional 'dog-leg' layout found on Old Church Road (bottom right) or Plank Lane which often reflected historic field shapes.

Cul-de-sacs became the most common housing layout from the mid 20th century and terraced housing was generally avoided or were staggered to break up building lines.

Cul-de-sacs reduce the space needed for highways and ignore the distinctive connectivity of medieval villages.

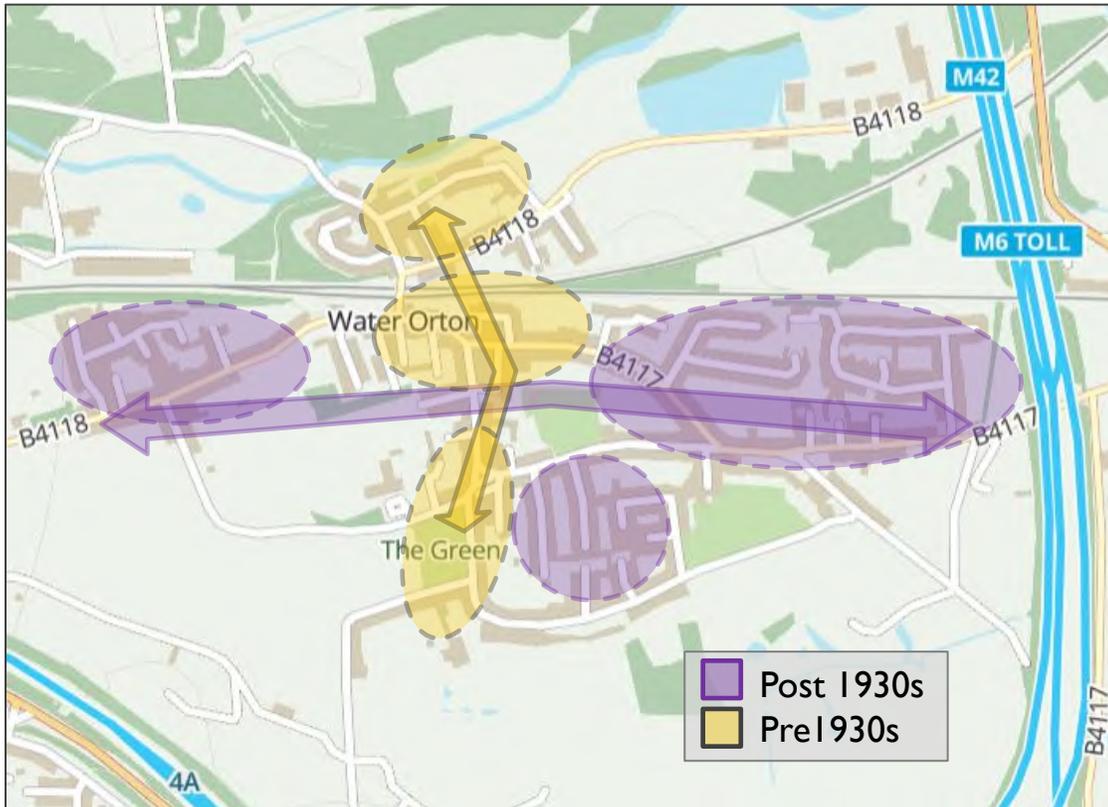
In the later part of the 20th century detached dwellings were favoured again, but in contrast to the medieval examples in the village, tended to have smaller gardens.



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SPATIAL QUALITIES OF WATER ORTON - CONTINUED

Development pattern and layout - continued



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Post 1930s housing examples near the Conservation Area: little architectural detailing and generally wider window orientations used.



Pre 1930s housing usually has more detailing at windows and doors, using stone and timber.

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SPATIAL QUALITIES OF WATER ORTON - CONTINUED

5.2 Grain and density

Expansion of the village instigated by the railway led to an increase in density of housing especially where terraces were introduced.

At this time most new houses were built following existing street patterns, or behind other buildings in clusters focused on village amenities. This continued a more random pattern of housing. However, as infill spaces were used up streets were built to provide fresh development plots.

Long narrow gardens of Victorian and Edwardian housing tended to follow a building-line fronting the highway and this is a feature still used widely, albeit with shorter gardens as houses were built in a more compact form. This modern housing layout has a regular 'grain', disregarding historic fields, roads and richness of variety in form.

Mapping to show increase in density in the core of the Conservation Area



1886 map shows Victorian development



1913 map shows increased densities arising from population increase



Current map shows extent of infill and redevelopment

Examples: Grain and form of housing



Current map shows the cul-de-sac layouts with smaller gardens popular in the mid 20th century and the long narrow plots of the Victorians and Edwardian houses.

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SPATIAL QUALITIES OF WATER ORTON - CONTINUED

5.3 Movement and Activity

The Conservation Area of Water Orton includes some subdued areas, particularly in the northern section, however to the south of the train line the experience is of a busy village. As well as several community buildings which successfully provide a solid core of amenities serving local needs there is a good variety of shops adding to the village's vitality.

The train station provides opportunities for sustainable travel and the road transport links offer direct routes to Birmingham and other employment areas.

Due to the traffic infrastructure the footpath and bridleway network does not significantly extend to other settlements through rural landscape, however, options in the village for sports and recreation are excellent.

5.4 Green space quality

The Green and cricket ground are common elements in each of the historic maps (section 5). As key green spaces that have been a focus of village life for at least 140 years they have fundamental importance to residents. Their scale impacts the layout of Water Orton and their permanence adds to the village's rural atmosphere.



Trees surrounding The Green

A significant number of mature trees visually link together spaces through the historic core of the village and help soften the built forms adding interest to street scenes and vistas.



Tree cover at the graveyard at St Peter and St Paul
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SPATIAL QUALITIES OF WATER ORTON - CONTINUED

5.5 Scale

The buildings within the Conservation Area have a consistent scale between one and a half to two storeys in height, with some variation in eaves and ridge heights.

However, there are exceptions. One prominent building within the mid-section on account of its height, is the two and a half storey Digby Hotel. Its scale announces its presence in the street scene at Coleshill Road as a public building with a historic communal role.

Elsewhere, it is the Parish Church and former Primary School that dominate the wider views around the Area, utilising height and prominent locations overlooking key areas of the village to attract attention to their public function and importance to the community.



The increase in scale of The Digby Public House probably dates from the 1920s or 30s when a Regency revival style was adopted. It went up in height forming a half storey in place of dormer windows, which you can see in the photograph above. The style is classical and was fashionably thought to be of higher quality compared to the more commonplace Victorian frontage that it replaced. Sadly, further modern alterations have lost the subtle detailing of the original refurbishment.



SPATIAL QUALITIES OF WATER ORTON - CONTINUED

5.6 Important Views – key buildings

Our movement through a village is made up of recognisable views that break up the journey into smaller parts. These familiar views enable us to find our way easily and assist us, almost unconsciously, to feel comfortable in a place.

Memorable places give us signposts in our journey and makes it easier to move without constant checking. Change in our built environment can jar or cause disquiet as memories are challenged and routes are doubted.

Water Orton Conservation Area centres on the medieval layout of the village and therefore holds centuries old vistas. Many generations have shared experiences of the village and hold memories from times past which link them to historical events and people .

In Water Orton some of these memorable views are focused on buildings which dominate a scene or significant landscape features such as mature trees.

Although there are many examples of replacement buildings which have changed the views around the village, many have been retained which maintain sufficient consistency of age and importance to form a distinct character. This is one way the extent of a Conservation Area is selected.

Within the enlarged Conservation Area there are several key buildings which add to status of views and act as place markers for people in a way most modern development does not.

The Train Station at Water Orton is different to many key buildings in that it is not as visible as other important buildings in the Conservation Area. This is because it sits on the rise of the road bridge over the train lines and partly obscured by trees lining the embankment. It does dominate the bridge crossing however, on a road that plays an important connectivity role in the village.



SPATIAL QUALITIES OF WATER ORTON - CONTINUED

5.7 Vistas and views

The medieval village layout is sinuous and although some roads have been slightly straightened here and there, an informal arrangement still exists.

Key views in the oldest part of the village are considered to be:

1. Views between the village and Vesey Bridge – green and enclosed, small scale domestic buildings and a sense of something beyond the current view.
2. Old Church Road has a variety of building arrangements: enclosure from high brick walls and buildings fronting the road contrasts with larger houses set back in small clusters. This variety of layout and the enhancement of mature trees gives a special character to this part of the village.



1



2



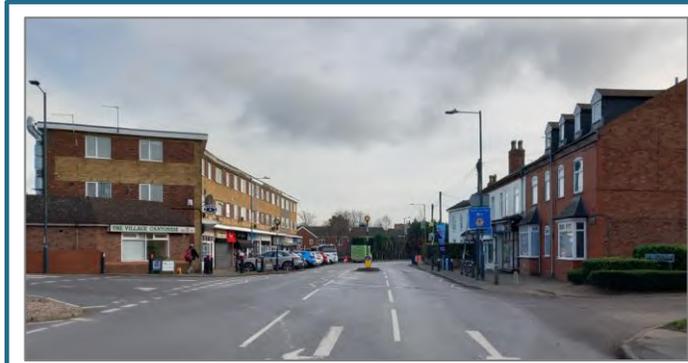
SPATIAL QUALITIES OF WATER ORTON - CONTINUED

Vistas and views - continued

The core of the Conservation Area is elongated. It stretches from the shops, past the churches to The Digby.

Key views in the core are considered to be:

3. The view encompassing the current main shopping area – contrast in styles shows progression of the village but keeps the traditional location of the commercial centre.
4. The proximity of the Methodist Church and the Parish Church connect the core with New Road and lead the viewer towards Coleshill Road, a major route through the village.
5. The Digby and adjacent terrace face Coleshill Road and have seen many changes since their construction. They still have a strong visual presence and reveal their historic ties in their architectural detailing and scale.



3



4



5



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SPATIAL QUALITIES OF WATER ORTON - CONTINUED

Vistas and views - continued

The Green is still central in its community importance, but the openness of the views and lack of enclosure gives it a different character to the more built-up townscape of the community hub.

Key views in the south of the Conservation Area are considered to be:

6. Views into The Green from Coleshill Road show a complete change to the landscape of the village. The open space just visible in this connecting and unimpeded view.
7. Views across The Green are expansive and benefit from a margin of mature trees and hedging; though this is unlikely to have been the case historically it is of value now that surrounding wooded areas have gone.
8. The former Primary School and playground situated on The Green are intrinsic to the character of the area and are important focal points anchoring the open space to the community.



SECTION 6



PHYSICAL QUALITIES OF WATER ORTON

6.1 Materials

The local geology is rich with many types of bedrock, including Sidmouth mudstone which can be used to make a red bricks and roof tiles.

Red brick with the use of sandstone is the most common building material found in the older buildings. The majority of boundary walls are also of red brick, but there are walls using blue brick scattered throughout the Conservation Area also.

To a lesser degree timber, faience and metals can be found within the Conservation Area and in key buildings nearby.

However, the widespread use of red brick brings a coherence to the visual character of Water Orton.

The use of red brick in the Victorian houses such as Albion Terrace brings consistency to the whole and fine detailing adds interest. The use of coloured bricks at the Methodist Church lends status.



Albion Terrace



The Methodist Church

Timber framework is found in many of the oldest buildings but is also used decoratively in bay windows and porches with some beautiful examples along New Road and Church Avenue.



Wakefield House



New Road

PHYSICAL QUALITIES OF WATER ORTON

Materials - continued

Vesey Bridge and the 'Cross' in the old church graveyard on Old Church Road are amongst the oldest structures in the Conservation Area. Elsewhere, the use of stone tends to be more decorative. Good examples are lintels of Victorian and Edwardian houses. The Church of St Peter and St Paul is built from stone befitting of its status as a Parish Church.



Good examples of stone window lintels at New Road.

Copings and finials of terracotta can be found and are particularly conspicuous in the 1908 train station building.

Roofs in general are in a plain clay tile with the some use of slate. Decorative ridge tiles top roofs of high-quality buildings.



Faience (glazed terracotta) used in the Train Station as a decorative, but affordable material.

6.2 Surfaces

Apart from The Green the public realm is generally surfaced with tarmac. Church Avenue and some private drives are surfaced with block paving. Unfortunately, there is no evidence of historic surfaces treatments such as cobbles or stone flags.

The Green remains a large open area which is grassed over. It is maintained as a cut informal park with a range of children's play equipment. Footpaths over The Green are tarmacked.



Tarmac is common in public spaces in the centre of the village.

PHYSICAL QUALITIES OF WATER ORTON - CONTINUED

6.3 Boundary treatments

As noted in section 6.1, many boundary treatments are brick walls. They vary in height greatly but tend to be taller in the oldest section of the Conservation Area and shorter when formed from new brick and adjacent to highways. In many cases modern brick walls are topped with modern mild steel railings. Sadly, few examples of traditional wrought iron railings can be found.

Evergreen hedging is common throughout the Conservation area and adds interest to the street scene, visually softening the built environment, which is important in a village with rural characteristics.

Some sections of timber fencing can be seen in the Conservation Area but often found within gardens rather than facing a highway.



Tall brick wall on Old Church Road, incorporating a doorway and using a blue brick coping.



An old example of a blue brick wall with matching coping.



Privet used well at Church Avenue, creating a private, but welcoming space when well maintained.

PHYSICAL QUALITIES OF WATER ORTON - CONTINUED

Boundary treatments - continued

Metal palisade type fencing encloses land owned by Network Rail and the commercial unit adjacent to the road bridge. This does not enhance the Conservation Area, see the Management Plan for more information.



Galvanised steel fencing at the heart of the Conservation Area does not compare well to other boundary treatments in the village.

The Green is encircled with a low metal tubular fence on its north and eastern sides with short concrete posts on its south edge. Hedging and intermittent trees form the edge of the Conservation Area on the west boundary.

Inconspicuous boundaries retain the openness of The Green



6.4 Street furniture

There is limited street furniture except for the lamp posts and street signage in the settlement. However, a red GR VI post box is worthy of note and adds historic interest.



Post box dating from King George VI, dating from 1936 to 1952.

PHYSICAL QUALITIES OF WATER ORTON - CONTINUED

6.5 Landscaping and green spaces

Green spaces are an essential component of this type of rural village. Part of the special interest of the Conservation Area lies in its pleasant green spaces.

The green spaces within the settlement are quiet areas of reflection and important for health and wellbeing. In Water Orton they include the old and current graveyards, The Green, the area to the front of the Library and several paths and roads lined with hedging and trees (such as Church Avenue and Old Church Road).

The churchyard makes a significant contribution to the overall character and appearance of the Conservation Area, particularly as it contains some notable specimen trees which contribute greatly to the visual setting of the Church.



An area of seating outside the Library is a pleasant resting area to enjoy the trees in the highway verge and graveyard opposite.



Blue Atlas Cedar trees frame the view of the Parish Church.

The relatively unchanged open spaces to the west (south of Plank Lane) and east (north off Marsh Lane) contribute by revealing the link between the existing field network and the history of rural farming that supported the village for centuries.



Views to the east across fields form a rural backdrop to the Conservation Area.

PHYSICAL QUALITIES OF WATER ORTON - CONTINUED

Landscaping and green spaces - continued

The extensive tree cover and landscaping within gardens, along with fields and green spaces outside of the Conservation Area provide a natural backdrop to the built elements within the Area and provide a green approach on entry to the settlement from the main routes.

The tree belt along the train line and River Tame also contribute significantly to the overall character of the settlement.



The Green is a large public space which is found on the earliest maps. At just over 3 acres in size it is slightly bigger than the Cricket pitch but likely to be older.

It has been important to the community for decades and is a very popular destination for children and adults alike. It has a long history of supporting public events including co-hosting celebrations for the Silver Jubilee of King George V in 1935 and the Coronation of King George VI in 1937.

The openness of the space contrasts with the built-up areas in the village and as it adjoins open fields to the west it brings the space associated with the countryside into the settlement; a valuable reminder of the rural context that the village enjoys.



SECTION 7



MANAGEMENT PLAN AND PROPOSALS

7.1 Purpose of this document

- This document will help residents, investors and decision makers better achieve sympathetic changes in the extended Conservation Area to preserve or enhance the special characteristics set out in section 4.
- It will note the general condition of buildings and structures in the Conservation Area and list buildings considered to have a negative impact.
- It will outline potential areas for improvement and also provide guidance to ensure that development avoids harming the character of the Conservation Area.
- Lastly, the Management Plan will list proposals for moving forward to the next steps in the preservation of the Conservation Area.

7.2 Why it is important to aim for better

Historic buildings contribute to our economy, cultural identity and our sense of place.

Our historic environment is constantly under threat from deterioration in the same way as modern buildings or structures, but it is valued because it is a resource that cannot be replaced.

It also provides the most sustainable solution because repairing and maintaining existing buildings requires less resources than building new ones. Furthermore, materials used were often high quality and were able to be repaired or reused unlike many modern building components.

Because changes to our historic structures can have serious impacts on their life span it is important that we understand their key or defining characteristics so any works can be designed and managed to preserve or enhance rather than harm or destroy.

7.3 Summary of defining characteristics of historic Water Orton

- Historical road layouts still form major routes around the village.
- Medieval settlement in north of the village close to ancient river crossing.
- Later development responded to the introduction of the railway line in 1842 and again during expansion in 1908.
- The building material palette is mainly red brick and plain clay rooftiles. However, there are also excellent examples of timber framed houses and rendered buildings.
- Green spaces around or near key buildings often denote status and has supported important community focused activities.
- Rural character enhanced by mature trees, scale of green spaces and setting of the Conservation Area.

MANAGEMENT PLAN AND PROPOSALS - CONTINUED

7.4 Condition of structures

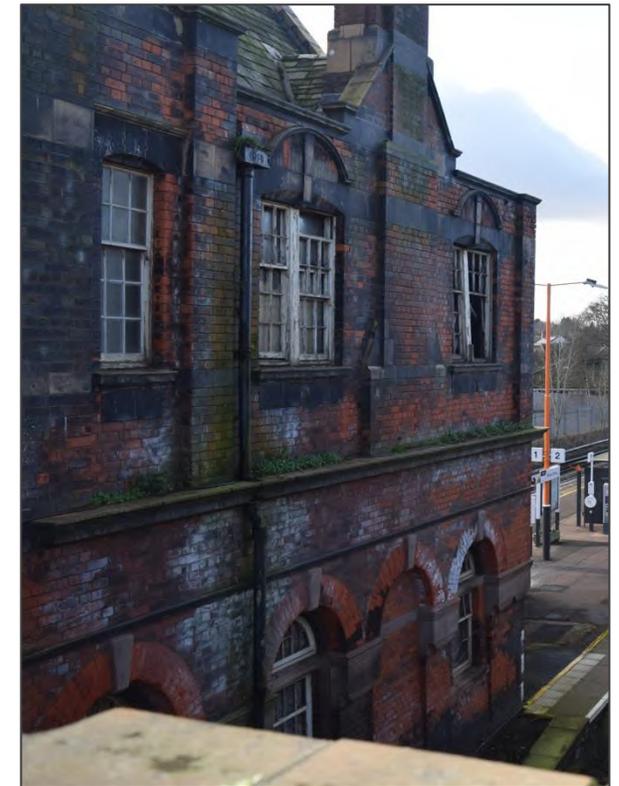
The structures within the Conservation Area boundary are generally in good condition and utilised well. This is not an exhaustive list, but includes two of the most important items:

- Vesey Bridge: a Grade II* listed stone bridge built in 1520, replacing a previous river crossing. New traffic controls appear to be successful in limiting impacts and damage to the stone-work. The stone itself is in good condition and has been periodically repaired.
- Stone 'cross': a Grade II pier on a tapering square base raised by three stone steps in the old graveyard. Deterioration of the stone has been slowed by regular maintenance clearing vegetation away and careful grass cutting in the vicinity.

7.5 Condition of buildings

The buildings within the boundary extension are generally in good condition and are mostly occupied. However, some key buildings are vacant and under-used giving rise to risk of harm from vandalism and uncontrolled deterioration. There are some issues to note which should be acted upon if the opportunity arises. In some cases enhancement may not be achievable. Set out below are some key buildings which are most susceptible to harm:

- The Train Station building: a non-designated heritage asset of three storeys in red brick with detailing in faience (glazed terracotta). The building is in a parlous state and undergoing survey for future basic repairs in advance of finding an appropriate use.



Side elevation of the Train Station showing serious decline in the historic fabric.

MANAGEMENT PLAN AND PROPOSALS - CONTINUED

Condition of buildings - continued

- Former Primary School: a non-designated heritage asset of two storeys in red brick. Now empty, awaiting redevelopment as part of a wider proposal for the school grounds. The building is suffering from vandalism despite security measures in place. The structure is currently sound but at risk.
- Parish Church of St Peter and St Paul: stone built Grade II listed Victorian building with new additions. The building is augmented by a modern church hall which hosts an active schedule. Apart from localised replacement of sandstone carved embellishment the building is in good order with no major adverse impacts on the character of the Conservation Area.



Former Primary School now boarded up, still being entered by vandals causing damage to the interior and roof.



Sandstone detailing eroding at St Peter and St Paul Church

MANAGEMENT PLAN AND PROPOSALS - CONTINUED

Condition of buildings - continued

- The Methodist Church: a non-designated heritage asset of single storey in red brick with polychrome brickwork (bricks of different colour) highlighting architectural elements such as windows. The building has been extended and appears in good condition and well used.
- Timber framed buildings: including Wakefield House, The Chestnuts and 13 Coleshill Road. No reports or visual concerns arising. Buildings appear in good order considering their considerable age.
- Terraces at Mercer Avenue, Albion Terrace, 3-11 Coleshill Road and 2-12 Vicarage Lane: deterioration noted in some houses from general lack of maintenance and repair otherwise in good condition. Loss of historic fabric and detailing is concerning.



New openings and materials at Mercer Avenue



Replacement materials and style at 3-11 Coleshill Road



Ivy growth at Albion Terrace

Each issue noted has a negative impact on the historic fabric and/or the character of the buildings, and wider Conservation Area.



Raised ground levels at 2-12 Vicarage Lane

MANAGEMENT PLAN AND PROPOSALS - CONTINUED

7.6 Condition of public realm

- Loss of boundary treatments, especially historic walls, leading to the opening of road facing gardens to footpaths alters the physical enclosure of the highway and therefore the proportions of the street-scene. This harms an identified rural characteristic of the Conservation Area which contributes to the Conservation Area's architectural and historic interest as set out in section 4.
- Loss of green spaces, trees and gardens. Poorly designed infill development may lead to a loss of character that harms the rural feel of the Area, especially if it also leads to a loss of mature trees and historic garden layouts. Loss of garden frontage of housing to hard standing for parking also promotes an urban scene rather than rural one and is harmful to views throughout the Conservation Area (section 5).
- Existing spaces such as The Green, graveyards and seating area to the front of the Library are generally in good order. However, street furniture in these areas is not coordinated or chosen for their wider impact on the Conservation Area.
- Most areas of car parking are practical and basic. Whilst it is accepted that they need to be mindful of vehicular and safety requirements they do not currently enhance the Conservation Area by being sympathetic to its setting; an exception to this is the car park to The Link, off New Road which has combined hard standing areas of tarmac and 'grasscrete', successfully reducing visual and environmental impacts.



Examples of hard standing and loss of boundary treatments which have stripped the frontages of important traditional walls and gardens.

MANAGEMENT PLAN AND PROPOSALS - CONTINUED

7.7 Discordant buildings

The Conservation Area has many buildings which follow a consistent design or age within it, but there are buildings which do not and may be seen as discordant or negative features in the Area. These include modern houses infilling gaps between existing houses or where they replace buildings. Generally these do not dominate the street scene and usually they use a considerate palette of materials and scale of development. This shows that new buildings can sit within a Conservation Area without harming its special character.

Buildings not within the Conservation Area but are part of views into or out of it have an impact on the setting of the Area. Examples of possible 'negative' buildings are: the industrial unit on Marsh Lane/Minworth Road junction, the row of shops off Birmingham Road and flats at Long Leys. However, these and others are also part of the history of the village and will need to be carefully assessed when options for their development or repair are considered.



Modern dwellings at St Pauls Court



Modern shops on Birmingham Road



Modern extension to the Methodist Church



Industrial unit at Marsh Lane

MANAGEMENT PLAN AND PROPOSALS - CONTINUED

7.8 Improvements and opportunities

Change through development in the Conservation Area should enhance or preserve the special interests identified in section 4. Without proper consideration development can harm its special character, so basic steps to comply with requirements should be followed.

- Changes to appearance have to be carefully considered and not harm the character of the Area. The following can have big impacts as we have seen:
 - Windows and doors – existing openings should be retained and the pattern of framing be consistent with the historic character of the building.
 - Boundaries – historic walls should be retained as far as possible or compromises made to ensure that justifiable harm is minimised.

- Scale – the height of buildings should follow the Conservation Area's norms unless compelling justifications are made.
- Green spaces – as a rural village, residents of Water Orton especially want to see its green spaces preserved. Loss of gardens and trees to development and hard surfacing should be avoided or appropriate action taken to balance loss with justified and acceptable replacement green spaces.
- Materials – traditional materials are best used in older buildings as they work sympathetically with the existing fabric being repaired and maintained. New development also has to be mindful of the local material palette during design.

7.9 General recommendations for householders

- When replacing doors and windows seek out traditional materials and design.
- Where buildings have not lost their traditional windows and doors it is beneficial to reinstate traditional detailing which promotes a consistent appearance in the Area, important features often lost first are:
 - Door and window furniture
 - Gutters and down pipes
- Avoid the use of Portland cement as it can disfigure traditional materials and will speed up their decay.
- Get advice from the Planning Department (details on page 10) or conservation specialist before undertaking works and look at expert guidance that can be found online at the IHBC's website – [IHBC Accredited Practitioners](#)

MANAGEMENT PLAN AND PROPOSALS - CONTINUED

7.10 Proposals going forward

The aim is to enhance the special character of the Conservation Area for future generations and provide a thriving community with what it needs in order to make the most of opportunities whilst preserving its rich heritage.

These proposals are not a fixed or final list and should be reviewed periodically to maintain their relevance and to ensure that focus on what is important to people is considered.

Proposals may be implemented by individuals, community groups, Parish Council or Local Planning Authority. In each case it would be advisable to establish coordination with the Heritage and Conservation Officer at the earliest opportunity to maximise progress.

1. Work proactively with the community to find appropriate uses for underused buildings, particularly the Train Station.
2. Undertake a condition survey in the Conservation Area to gain more information on vulnerable buildings, structures and the public realm. Offer tailored advice based on best practise to reduce harm and preserve special characteristics.
3. Following survey, prepare a succession and management plan to ensure that natural loss of mature trees does not substantially harm the long-term rural character of the Area.
4. Continue the assembly of the Local List in the Borough and review periodically for relevance and deterioration of subjects.
5. Investigate the potential to develop design guidance that builds upon the 2003 Water Orton Village Design Statement to support and guide residents and prospective developers.
6. Consider the use of Article 4 Directions to stem further loss of features that front the public highway or important spaces. Please see section Appendix D for further information about Article 4 Directions.
7. Maintain an up-to-date Management Plan for the Conservation Area and periodically review its boundary so that these remain relevant and of use as guidance and a planning tool.

APPENDIX A

POLICY AND LEGISLATION

A.1 National legislation

The Civic Amenities Act, 1967 introduced legislation that recognises buildings and areas of historic interest and as such made provisions for the protection of that special interest.

In more recent years the Act has been incorporated into the Planning (Listed Building and Conservation Areas) Act, 1990, which specifically makes the provisions for the designation of “areas of special architectural or historic interest, the character and appearance of which it is desirable to preserve or enhance”⁷

Section 71 of the 1990 Act places a duty on local authorities to “formulate and publish proposals for the preservation and enhancement of any parts of their area which are conservation areas”⁸.

A.2 National policy

The desire to preserve and enhance the significance of conservation areas is likewise reflected in the National Planning Policy Framework (NPPF⁹).

Amongst other things the NPPF also requires local authorities to look for opportunities to enhance or better reveal their significance [paragraph 212] and to recognise that historic assets are an irreplaceable resource that should be conserved in a manner appropriate to their significance so that future generations are able to appreciate them too [paragraph 195].

The contribution of the historic environment to place making is further recognised in the Government’s supplementary National Design Guide¹⁰ where it directs new development to be *responsive to local history, culture and heritage* [paragraph 39].

A.3 Local policy

The North Warwickshire Local Plan¹¹ (adopted 2021) sets out the Authority’s policy position on the importance of the historic environment.

The Authority aims to preserve and where possible enhance the character or appearance of Conservation Areas by the prevention of harmful development under Local Plan Policy LP15.

It is recognised in the Local Plan that Conservation Area Appraisals support applicants in preparing development proposals that contain sufficient information to demonstrate how a proposal would contribute to the conservation and enhancement of the Conservation Area.

APPENDIX A (CONTINUED)

POLICY AND LEGISLATION

A.4 Neighbourhood Plan ¹²

Adopted in 2022 the Plan is a substantial document with strong aspirations and policies for its historic character based on six Character and Heritage Objectives [summarised]:

1. Protect and improve local character and heritage.
2. Protect and improve conservation area.
3. Identify and protect non-designated buildings.
4. Adopt the ethos of the Village Design Statement and Supplementary Planning Guidance 2003 (SPG).
5. Maintain and improve cultural activities.
6. Maintain and improve green open spaces.

Implementing these objectives are set out in 12 policies [summarised]:

1. Any future development should respect and enhance existing character.
2. Any development in the village should refer to the Village Design SPD.
3. Pre 1920s buildings should be preserved where possible.
4. Alterations and extensions should complement original features.
5. New build development and extensions should improve rather than detract from the character and heritage of the Village.
6. The Conservation Area should be preserved and where possible enhanced.
7. The Parish Council (PC) shall survey the village for buildings or structures that need to be considered for listed status.
8. Work proactively to ensure there is the right mix of new homes in terms of type size and tenure.
9. Landscape character should be preserved as much as possible by respecting the Green belt, retaining green verges for residents and visitors.
10. The PC and Warwickshire County Council shall enhance the Gateway entrances to the village.
11. The PC shall maintain existing green spaces within the Village.
12. The PC shall review and encourage development of culture within Water Orton as referred to in other policies in this plan.

APPENDIX A - CONTINUED POLICY AND LEGISLATION

A.5 Village Design Statement ¹³

Adopted in 2003 the Statement states “*The heritage public buildings of Water Orton are much valued and appreciated for their traditional Victorian appearance, as well as their important function in the community. The residents reaction to 20th Century modern extensions and buildings suggests that wherever possible, the pre 1900 buildings should be preserved. Alterations or new extensions should complement original features to ensure consistency with the design of important buildings through the village.*”

It goes on to list “admired” characteristics:

Neighbouring buildings in similar proportion and style to each other. Red brick or light coloured render predominant. Slate or pantile roof preferred. “Victorian” design finishes. Off road parking to the side of buildings. Wall and hedge boundaries within village.

The Statement also provides summaries of design guidelines and principles to protect the character of the village, for example when proposals involve “heritage older buildings”:

1. Renovate and repair rather than demolish
2. Identify and replicate original features and design details, for example, window design, decorative ridge tiles, fancy blue brickwork, chimney pots.
3. Respect listed and pre 1900 buildings and old settlement patterns across the village. Boundary walls, fences and hedges should be retained intact.
4. Good design promotes rural heritage and identity.

Further to these four points, several more are given in regard to new build expectations, green infrastructure and open spaces.

A clear suite of proposals are listed to improve the appearance of the village also, including controls on street furniture and signage.

APPENDIX C

WHAT IS THE CRITERIA FOR DESIGNATION?

C.1 Procedure

As noted in paragraph 2.1 the planning authority undertakes reviews of their area, from time to time, to identify if existing Conservation Areas need to be reconsidered or if new designations would be appropriate.

Following a review process to establish if the area meets the criteria (set out in paragraph 3.2) successful candidates are assessed and an Appraisal prepared for consultation.

A Management Plan does not have to be prepared simultaneously but can be, making the consultation process one that considers both documents at the same time.

In this case North Warwickshire Borough Council decided to present a document that combines the two parts and take them to public consultation, followed by amendments if necessary then presentation to Councillors for consideration and adoption.

C.2 Assessment of special interest

Conservation areas are designated for both special architectural and historic interest and most areas worthy of designation will have both, though the levels may vary and one may be considered more important than another. Key elements in defining the special interest set out in Historic England's guidance¹⁴ are likely to be:

- the still-visible effects/impact of the area's historic development on its plan form, townscape, character and architectural style and social/ historic associations,
- architectural quality and built form,
- the contribution to the special interest made by the setting on the area, that is what the setting can contribute to the significance of a heritage asset,

- local distinctiveness and a sense of place which make the area unique, including the influence of sources of building materials and historic industries that have come to contribute significantly to the area's present identity,
- how the places within it are experienced by the people who live and work there and visitors to the area,
- the design, planting or past use of open spaces, green areas, parks and gardens, and trees,
- designated and other heritage assets, their intrinsic importance and the contribution they make to the townscape.

APPENDIX D

ARTICLE 4 DIRECTIONS

D.1 Article 4 Directions

An Article 4 Direction would help stem further loss of features that front public highways or important spaces, as well as provide additional protection for those features that survive well and make an important contribution to the character of the conservation area.

It may be an option to consider an Article 4 Direction for Water Orton that includes restrictions to changes set out in D.2

D.2 Options for restrictions

- Any alterations to roofs, including changes to the design, profile or materials, or installation of rooflights.
- The construction of porches or other extensions.
- Rendering or painting of previously non-rendered and unpainted elevations.
- The alteration of guttering or rainwater goods and installation of fascia boards.
- The construction, alteration or demolition of a chimney.
- Alterations to the finish, material, style, sizing, proportions, positioning and method of opening of doors and windows.
- The erection, alteration or removal of boundary treatments and gates.

D.3 Public consultation and requirements

Any Article 4 Direction must be subject to its own public consultation to determine what forms of permitted development it would be subject to, and which dwellings would be affected by it.

An Article 4 Direction should generally only be introduced where there is a threat to the character and appearance of the conservation area through alterations made through permitted development rights and there is local support for introducing this control.

APPENDIX E

LISTED BUILDINGS AND NON-DESIGNATED HERITAGE ASSETS

E.1 Heritage assets terminology.

A listed building is a designated heritage asset and as such is registered on The National Heritage List for England (NHLE).

The glossary of the National Planning Policy Framework states the meaning of a designated heritage asset is:

A World Heritage Site, Scheduled Monument, Listed Building, Protected Wreck Site, Registered Park and Garden, Registered Battlefield or Conservation Area designated under the relevant legislation.

It also states that a heritage asset is:

A building, monument, site, place, area or landscape identified as having a degree of significance meriting consideration in planning decisions, because of its heritage interest. It includes designated heritage assets and assets identified by the local planning authority (including local listing).

E.2 Listed buildings in the extended Conservation Area

1. **Grade II Church of St Peter and St Paul:** St Peter and St Paul Church, Coleshill Road, Water Orton, North Warwickshire, B46.
2. **Grade II Cross** at SP 1760 9121: Old Church Road, Water Orton, North Warwickshire, B46.
3. **Grade II The Chestnuts,** Old Church Road, Water Orton, North Warwickshire, B46.
4. **Grade II Wakefield House,** Old Church Road, Water Orton, North Warwickshire, B46.
5. **Grade II* Water Orton Bridge** [Vesey Bridge]: Water Orton Lane and Minworth, Water Orton, North Warwickshire, Warwickshire, B46.

E.3 Non-designated heritage assets

Buildings of Special local interest recommended to be included on a Local List of Non-Designated Heritage Assets: Methodist Church, Birmingham Road.

- Nos. 1,3 and 5 Birmingham Road
- Water Orton Station ticket office and waiting rooms.
- Digby Hotel, Coleshill Road.
- Former Village School, Attleboro Lane.
- Pedestrian Footbridge, Station Drive.
- Nos 21-23 Birmingham Road.
- Nos. 2, 3, 4, 5, 6, 7, 8 Church Avenue
- No. 2 New Road
- 13 Coleshill Road
- 18 Coleshill Road
- Nos. 3, 5a, 5, 7, 9 and 11 Coleshill Road.
- The Dog Inn, Marsh Lane
- Nos. 2,4,6,8,10,12 and 14 Coleshill Road.
- The Cottage, New Road.
- No. 3 New Road.
- Solus, Station Drive

Others to be considered located on New Road and Attleboro Lane at a later date.

APPENDIX F

PICTURE SOURCES

Cover picture and section pages: The Green – Water Orton Picture Book (WOPB)

Page 6: Axe Head – Network Archaeology

Page 12: Wakefield House, The Chestnuts - WOPB. 13 Coleshill Road. – North Warwickshire Borough Council Officer (NWBC)

Page 19: Vesey Bridge – Water Orton Neighbourhood Plan

Page 20: Train station (B/W) – Reproduced from the “Our Warwickshire” website © WARWICKSHIRE COUNTY RECORD OFFICE. Train station – Marc Burden Photography

Page 25: Marsh Lane, Mickle Meadow, New Road and Vicarage Lane – NWBC

Page 27: The Green and ariel view of Water Orton – WOPB

Page 28: B/W Digby Hotel - Reproduced from the “Our Warwickshire” website © WARWICKSHIRE COUNTY RECORD OFFICE. Colour picture Digby Hotel - NWBC

Page 29: Train station – NWBC

Page 30: Minworth Road looking south and north, Old Church Road looking east – NWBC

Page 31: Birmingham Road looking east – NWBC. Birmingham Road looking south – WOPB. Coleshill Road looking south and north – NWBC

Page 32: Coleshill Road looking south – NWBC. The Green looking north – NWBC. The Green looking south - Marc Burden Photography

Page 34: Albion Terrace, The Methodist Church, Wakefield House and New Road – NWBC

Page 35: New Road, Train station and Birmingham Road – NWBC

Page 36: Old Church Road, Coleshill Road and Church Avenue – NWBC

Page 37: Minworth Road, The Green and Post Box at Attleboro Lane – NWBC

Page 38: Land adj. The Library – Google Street View. St Peter and St Paul Church and Old Church Lane looking east – NWBC

Page 39: View from railway bridge – WOPB. The Green - Reproduced from the “Our Warwickshire” website © WARWICKSHIRE COUNTY RECORD OFFICE.

Page 42: Train station – NWBC

Page 43: Former primary school – NWBC. St Peter and St Paul Church – Quinquennial Inspection Report 2022.

Page 46: St Pauls Court, shops at Birmingham Road, The Methodist Church and industrial unit on Marsh Lane - NWBC

APPENDIX G

DESIGNATION PROCESS AND TIMELINE

- Water Orton Conservation Area first designated: June 1983.
- Review of Conservation Area: 2022
- Extension to 1983 designation public consultation: 16.06.22 to 27.07.22
- Review of feedback and reassessment of boundary, appraisal and management plan: January 2023
- Planning and Development Committee consider amended extension: 06.02.23
- Draft consultation documents prepared: 2023
- Councillor feedback on draft consultation documents: 15.12.23
- Public consultation on amended extension to Water Orton Conservation Area: 05.01.24 to 26.01.24
- Executive Board consideration: 12.02.24
- Possible Full Council consideration: 21.02.24

APPENDIX H

SOURCES OF INFORMATION

H.1 Sources

- Ministry of Housing, Communities and Local Government (revised Sept 2023): National Planning Policy Framework.
- Historic England (2019) Conservation Area Designation, Appraisal and Management Historic England (2016) Local Heritage Listing Historic England (2008)
- Conservation Principles, Policies and Guidance Historic England (2017) Warwickshire Historic Environment Record
- The Town and Country Planning (General Permitted Development) Order, 2015 (as amended)
- Pevsner, N, Pickford, C, The Buildings of England: Warwickshire, (2016), 466

H.2 Internet sources noted in text

- 1.NPPF Dec 2023: [National Planning Policy Framework \(publishing.service.gov.uk\)](https://www.gov.uk/government/publications/national-planning-policy-framework)
2. Historic England
<https://historicengland.org.uk/research/heritage-counts/>
3. Nottingham University Survey of British Placenames:
[Water Orton :: Survey of English Place-Names \(nottingham.ac.uk\)](https://www.nottingham.ac.uk/research/heritage-counts/)
4. Nottingham University Survey of English Place-Names
[Water Orton :: Survey of English Place-Names \(nottingham.ac.uk\)](https://www.nottingham.ac.uk/research/heritage-counts/)
5. Nottingham University Survey of English Place-Names
[Water Orton :: Survey of English Place-Names \(nottingham.ac.uk\)](https://www.nottingham.ac.uk/research/heritage-counts/)

6. Chapter 3. Network Archaeology Trial Trench Evaluation

[Water Orton Primary School: archaeological trial trench evaluation \(publishing.service.gov.uk\)](https://www.gov.uk/government/publications/water-orton-primary-school-archaeological-trial-trench-evaluation)

7. Section 69 of the Planning (Listed Buildings and Conservation Areas) Act 1990

[Planning \(Listed Buildings and Conservation Areas\) Act 1990 \(legislation.gov.uk\)](https://www.legislation.gov.uk/ukpga/1990/9/section/69)

8. Section 71 of the Planning (Listed Buildings and Conservation Areas) Act 1990

<https://www.legislation.gov.uk/ukpga/1990/9/section/71>

9. NPPF Dec 2023: [National Planning Policy Framework \(publishing.service.gov.uk\)](https://www.gov.uk/government/publications/national-planning-policy-framework)

10. National Design Guide, January 2021

<https://www.gov.uk/government/publications/national-design-guide>

APPENDIX H

SOURCES OF INFORMATION

H.2 Internet sources noted in text - continued

11. North Warwickshire Borough Council adopted local plan Sept 2021

https://www.northwarks.gov.uk/downloads/download/2682/adopted_local_plan_2021

12. Water Orton Neighbourhood Plan 2021

https://www.northwarks.gov.uk/downloads/download/2707/neighbourhood_development_plan_for_water_orton

13. Water Orton Village Design Statement 2003

https://www.northwarks.gov.uk/download/downloads/id/3474/design_guidance_for_water_orton_2003.pdf

14. Historic England Advice note 1: Conservation Area Appraisal, Designation and Management

<https://historicengland.org.uk/images-books/publications/conservation-area-appraisal-designation-management-advice-note-1/>

H.3 Other internet sources

Historic England

<https://historicengland.org.uk/research/heritage-counts/>

Birmingham Conservation Trust at:

www.birminghamconservationtrust.org.

British Geology Society at:

<https://www.bgs.ac.uk/discovering-geology/map-and-resources/maps>.

Historic England images and books:

<https://historicengland.org.uk/images-books/publications/conservation-area-appraisal-designation-management-advice-note-1/heag-268-conservation-area-appraisal-designation-management/>

Historic Environment Record

<https://timetrail.warwickshire.gov.uk>.

Listed Buildings and other assets designated at national level can be found via the National Heritage List for England (NHLE):

<https://historicengland.org.uk/listing/the-list/map-search>

Local Plan for North Warwickshire, 2021:

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National Library of Scotland:

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APPENDIX H

SOURCES OF INFORMATION

H.3 Other internet sources - continued

'Parishes: Water Orton', in A History of the County of Warwick: Volume 4, Hemlingford Hundred, ed. L F Salzman (London, 1947), pp. 262-263. British History Online

<http://www.british-history.ac.uk/vch/warks/vol4/pp262-263>.

Tame Valley Wetlands

www.tamevalleywetlands.co.uk/wp-content/uploads/2014/04/TVWLPS-LCAP-Section04.pdf

The Planning (Listed Building and Conservation Areas) Act, 1990

<https://www.legislation.gov.uk/ukpga/1990/9/section/71>

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H.4 Acknowledgements

With thanks to the Historic Environment Record, and the Museum Services at Warwickshire County Council for providing information and advice.

Agenda Item No 9

Executive Board

12 February 2024

**Report of the
Interim Corporate Director (Streetscape)**

Residents Survey 2023

1 Summary

- 1.1 This paper reports the results of the latest Residents' Survey 2023, highlighting key messages and findings.

Recommendation to the Board

That the Executive Board discuss and comment on the results of the North Warwickshire Residents Survey 2023.

2 Report

- 2.1 It was agreed at Executive Board in September 2023 to undertake a resident's survey to provide an insight into resident satisfaction and priorities to inform the development of the council's new Corporate Plan, Medium Term Financial Strategy, and future transformation work.
- 2.2 DJS Market Research was commissioned in November 2023 to deliver a new survey. The aim of which was to gauge residents' opinions on a variety of topics to establish benchmarks to inform the Council and its decision making. It has been some time since the Council last carried out this type of survey, making the need for this study particularly important.
- 2.3 The survey fieldwork was carried out through November 2023 to January 2024 (20 November 2023 – 7 January 2024). In total 1,012 residents aged 16+ were interviewed across the borough using a mix of telephone and face to face interviews. A total of 545 surveys by telephone and 467 surveys face to face. To achieve a representative sample of residents across North Warwickshire, quotas were set by age, gender, disability, ethnicity and working status using the latest population statistics available.
- 2.4 Several Ward clusters were used in order to provide more local analysis at a meaningful level. The clusters are:
- **EAST** – Atherstone Central, Atherstone North, Atherstone South and Mancetter, Hartshill
 - **WEST** – Curdworth, Hurley and Wood End, Kingsbury North Warwickshire, Water Orton

- **SOUTH** – Arley and Whitacre, Coleshill North, Coleshill South, Fillongley
- **NORTH** – Baddesley and Grendon, Dordon, Newton Regis and Warton, Polesworth East, Polesworth West

3 HIGHLIGHTS FROM THE 2023/24 RESULTS

3.1 Overall satisfaction levels remain high and generally above the LGA benchmark, with particularly positive feedback on North Warwickshire as a place to live. The most notable results were:

- The vast majority of NWBC residents are **satisfied with their local area as a place to live** (88%). This is substantially higher than both the LGA national (75%) and regional benchmark (80%)
- Most residents (94%) say that **they feel safe in their local area during the day**. This is in line with the LGA national benchmark (93%) but above the regional benchmark (89%). Less positively, the figure for **feeling safe after dark** (62%) underperforms both LGA comparators (72% national and 67% regional).
- Three-quarters (76%) of residents express satisfaction with **the way the council runs things**. NWBC outperforms the LGA's benchmarks comfortably (56% national; 59% regional). To drive satisfaction improvement, the council should focus on street cleaning and getting things right first time.
- Most residents believe that **the Council acts on their concerns** (58%), and this figure is slightly above the LGA's results (52% national; 55% regional).
- Two-thirds (66%) of residents agree that the **Council provides good value for money**, and only 9% support **discretionary services** being stopped or reduced rather than being paid for by council tax.
- 58% feel either very or fairly well **informed by the council**. This is in line with the LGA's results. The most common way residents find out about the Council's activities is through the website (37%), word of mouth (29%), letters (22%) and Facebook (21%).
- There is strong demand for the council to allow residents to undertake **services** such making a payment (70%), arranging a bulky waste collection (69%), applying for a new green waste bin (68%), and applying for planning permission (59%) **online**.
- Around two in five (38%) say that they use at least one of the **Council's leisure/swimming facilities**, with a further two in five (37%) saying that they would consider doing so. Younger age groups are particularly price sensitive, while both current and potential users say they could be enticed to use the facilities more if new activities were available.
- Most residents state that they participate in the **kerbside recycling collection service** (92%), and most say that they **use housing recycling centres** (77%). Most residents say that they are using these as much as possible, while a minority report being deterred from recycling centres due to having to book online (13%).
- The **top priorities for households** are the cost-of-living crisis (41%) and energy costs (40%), and the **biggest changes they would like to**

see to improve the area are high street investment (11%) and lower crime/safer streets (9%).

4 LGA QUESTIONS

4.1 Several questions have been taken from the LGA 'Are you being served?' Question set so local comparisons can be made. These are set out in the table below.

Question	NWBC % positive	LGA % positive
Satisfaction with the local area	88%	75%
Satisfaction with the way the council runs things	76%	56%
Agree the council provides value for money	66%	-
Council acts on the concerns of local residents	58%	52%
Informed about council services and benefits	58%	58%
Feel safe after dark	62%	73%
Feel safe during the day	94%	93%

For reference, the LGA figures can be accessed using the following link:

<https://www.local.gov.uk/sites/default/files/documents/Resident%20Satisfaction%20Polling%20Round%2036%20JH%20accessibility%20edits.pdf>

4.2 In terms of cluster wards, residents of East (91%) and North (89%) NWBC are most likely to be satisfied with their local area and those in the West (88%) and South (82%) least likely to be satisfied.

4.3 Satisfaction with the way that the Council runs things compares favourably to the LGA benchmarking. There is some variation in scores with residents in the East scoring (82%) and in the rest of the borough scores range between 75 (North and South) and 73% in the West.

4.4 DJS has conducted a key driver analysis to show which views or services have the greatest impact on overall satisfaction with the Council. The three most important drivers of satisfaction where North Warwickshire Borough Council is making the local area a better place for people to live, Recycling and Waste collection and the extent that North Warwickshire Borough Council acts on the concerns of local residents.

Street cleaning, as well as the council's ability to resolve things fully and get things right first time, are very influential drivers with regards to satisfaction, but have low performance. Improvements here would likely increase satisfaction.

4.5 Two thirds of people (66%) agree that the Council provides value for money. In terms of cluster wards. This is higher in the North (73%), similar in the South (66%), slightly lower in the East (65%) and lowest in the West at (57%).

4.6 More than half (58%) agree that the Council acts on their concerns, 6% higher than the LGA benchmark.

- 4.7 More than half (58%) agree that they feel informed about council services and benefits. Only 10% of respondents felt very well informed with 48% feeling fairly well informed. 37% of residents did not feel very well informed/at all.
- 4.8 A large percentage of residents living in the borough feel safe during the day (94%), however this score drops significantly when compared to how safe people feel at night (62%). A majority of residents say that they feel safe after dark, but older people, those with a disability and females are less likely to report feeling safe at this time.
- 4.9 Recycling, parks playgrounds and open spaces, and environmental health services are all deemed as important by residents, and the council's performance is well regarded for these. However, the performance for community safety is relatively poor despite its importance, indicating that this should be a priority for the council going forward.

5 Image of the Council and services

- 5.1 Two-thirds of residents (66%) agree that NWBC provides good value for the services it provides. 34 – 44-year-olds and renters are significantly more likely to agree, than those aged 65+ and homeowners.
- 5.2 Only a small proportion (9%) of residents indicate a preference for stopping or reducing discretionary services. Of that minority, more than half do not know which services should be stopped or reduced.
- 5.3 Residents are most positive about the attitude and behaviour of NWBC's staff (70%), followed distantly by the Council making the local area a better place to live (55%) and the council being easy to contact (54%). Less positively, only three in ten agree that the Council involves residents when making decisions (29%).
- 5.4 Just under three in five residents feel informed by NWBC. This is broadly in line with the regional and national LGA figures. The Council website and word of mouth communications are the most common methods of finding out about what the council is doing and the services it provides.
- 5.5 Online Services – 90% of residents access the internet weekly, with 2% monthly/quarterly/yearly with 8% saying that they do not have internet access. 23% among residents aged 65+.
- 5.6 When asked as to what services residents prefer to do online the top three responses were 70% of residents wanted to make a payment online, 69% arranging a bulky waste collection, 68% applying for a new green waste bin.

6 Leisure Facilities

- 6.1 38% of residents currently use one or more of the existing leisure facilities at Atherstone, Polesworth, and Coleshill. 37% would consider using the facilities

in the future and 24% of respondents said that they would not consider using the facilities in the borough.

- 6.2 Of those that do not use the facilities, 23% state a lack of interest and no motivation to do so.

Younger age groups indicate that they prefer to exercise in different ways (16-34 18%; 35-44 24%) or go elsewhere for these types of facilities (29% and 30% respectively). The youngest age group (16-34) is significantly more likely to indicate facilities are too expensive/they can't afford it (30%) than those aged 45+.

Poor health (13% 45-65; 23% 65+), the location being inconvenient (21% 45-54; 20% 65+), and old age (23% 65+) are the key reasons for older age groups to not use the facilities.

Economically active residents also indicate a preference in exercising in a different way (16%) or prefer to go elsewhere (21%), while economically inactive residents either hold no interest (21%), the location is inconvenient (18%) or suffer from poor health (23%).

- 6.3 When unprompted, residents responded to say that while lower cost and better programming could entice them to use facilities more, almost half do not feel that there is anything that could encourage them to use them.

- 6.4 When prompted, over half of the younger age groups indicate an interest in new activities at leisure facilities, women show interest in a café, and inclusion of a health centre is seen as enticing to residents with health concerns and the 65+ age group.

- 6.5 The prospect of new activities is particularly welcomed by current users, as well as potential ones. Meanwhile, six in ten (58%) of those who previously said that they wouldn't consider using any of the facilities maintain this stance.

Age is the biggest influencing factor with facilities being used more by younger people (49% use) than older people (22% use).

Recreational walking is by far the most popular method of exercise amongst the North Warwickshire residents.

7 **Recycling and the Environment**

- 7.1 92% of residents report using the borough kerbside recycling collection service, 77% the household recycling centre and only 4% use none of the above.

- 7.2 Use of household recycling centres is significantly lower in the South cluster, and significantly higher in the East cluster. Those who are aged 65+ are significantly less likely to use the household recycling centres.

- 7.3 79% of residents say that I recycle as much as possible using the kerbside recycling scheme with 61% of residents saying that I recycle as much as possible using the household waste recycling centres.

- 7.4 Barriers to kerbside collections include I need another bin 6%, frequency of collections 4% and certain items can't go in the bin/food recycling 2%.
- 7.5 Only 11% of residents report that having to use the online booking system prevents them from using the household waste recycling sites as they shouldn't have to book.
- 7.6 When asked their views on the importance of reduction of impact of climate change the vast majority of residents feel that it is important to mitigate the impacts of climate change (86%). This view is consistently held across subgroups.

8 **Top Priorities for North Warwickshire residents**

- 8.1 Managing the cost-of-living crisis and energy cost increases are seen as the priorities for North Warwickshire households. These are followed by access to local health facilities (28%) and affordable housing (19%).
- 8.2 Younger age groups are significantly more likely to see increasing energy costs (16-34 61%, 35-44 48%) and cost of living (16-34 68%, 35-44 50%) as a priority than comparator groups. This is also the case for renters (Energy costs 58%; Cost of living crisis 65%) versus owners (33% for both).

Affordable housing is significantly more of a priority to 16–34-year-olds (42%), minority ethnic groups (33%), the economically active (27%) and renters (40%).

Access to local health facilities is significantly more of a priority to 35-44 group (37%) and minority ethnic groups (37%).

Those aged 65+ (15%) and the economically inactive (11%) are significantly more likely to not have a household priority.

- 8.3 When asked about the biggest changes to improve the area, there are a wide variety of changes desired by residents, but investment on the high street (11%) is the most common, followed closely by lower crime/safer streets (9%) and affordable housing (8%).
- 8.4 68% of residents regularly give help to their neighbours, and just over a third frequently give to charity.

9 **Honouring the life of service by Queen Elizabeth II**

- 9.1 Residents were asked to rank their top three preferences for ways to honour the late Queen Elizabeth II. A memorial garden or woodland is by far the most popular suggestion, but it should be noted around one in twelve do not support any initiative of this type.

10 Next Steps

- 10.1 Following discussion at this meeting the results of the residents' survey will be used to develop a new Corporate Plan for the council, which will be presented to Executive Board in March 2024.

This is a living document where residents views can be used to shape future priorities and service delivery to make North Warwickshire an even better place to live.

- 10.2 Members are also invited to review the survey results and use this information to finalise future budgetary considerations.
- 10.3 Officers are also keen to explore some deep dive work and additional consultation with residents to understand in full some of the concerns raised e.g., safety after dark, getting it right first time, keeping residents informed, street cleaning performance and acting on residents' concerns.
This work will be used to look at ways we can improve service delivery in these areas going forward and to continue to make North Warwickshire Borough Council a listening and responsive council.
- 10.4 The results of this survey will be used to develop an ongoing consultation strategy and will enable future benchmarking from this baseline.

11 Report Implications

11.1 Finance and Value for Money Implications

- 11.1.1 The cost of conducting the survey work was £36,692 Ex Vat and has been funded from reserves that were specifically earmarked for future consultation work.

11.2 Links to Council's Priorities

- 11.2.1 The survey results will be used to develop the new Corporate Plan and priorities for the future.

The Contact Officer for this report is Cath James (719295).

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

North Warwickshire Borough Council Residents Survey

January 2024

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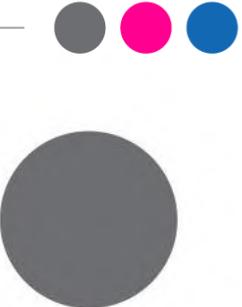
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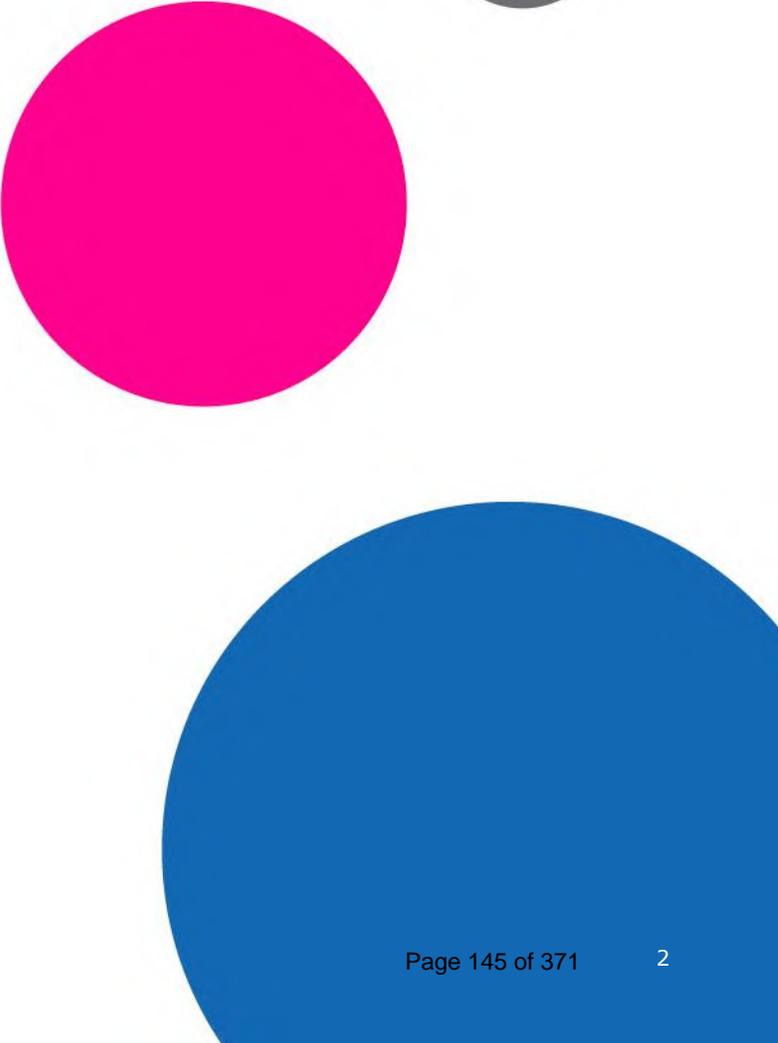


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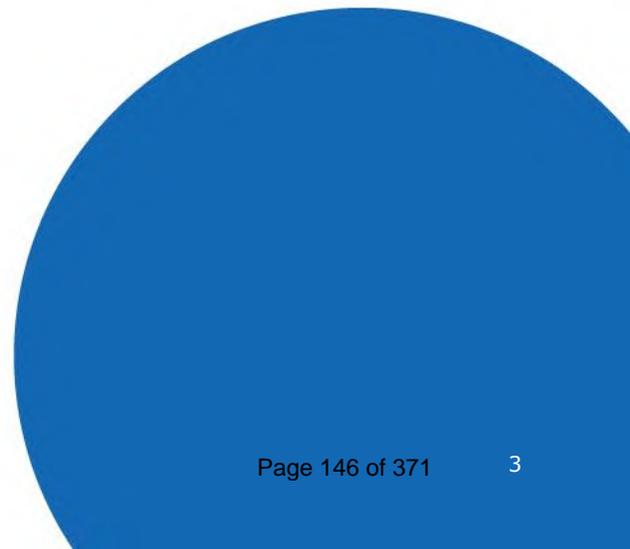
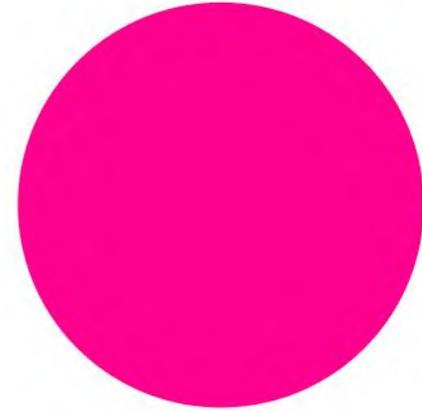


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Background & methodology





Background & methodology

North Warwickshire Borough Council (NWBC) commissioned DJS Research to deliver its 2023 residents survey.

The aim of the research was to gauge residents' opinions on a variety of topics to establish benchmarks to inform the Council and its decision making. It has been some time since the Council last carried out research of this type, making the need for this study particularly important.

In total, 1,012 residents aged 16+ were interviewed across the borough (20th November 2023 – 7th January 2024) using a mix of telephone (CATI - Computer Assisted Telephone Interviewing) and face-to-face interviews (CAPI – Computer Assisted Personal Interviewing). A total of 545 CATI and 467 CAPI interviews were conducted.

In order to achieve a representative sample of residents across North Warwickshire, quotas were set by age, gender, disability, ethnicity and working status using the latest population statistics available. To correct for any imbalances in the sample population, the data were weighted by these factors and ward to ensure the representativeness of the results.

Statistical reliability

A sample size of 1,012 gives a confidence interval of +/-3.1% based on a statistic of 50% at the 95% confidence interval. ~ This means we can be 95% confident that this figure lies between 46.9% and 53.1% had we interviewed every resident in the borough.

Ward cluster	No. interviews
North (Baddesley and Grendon, Dordon, Newton Regis and Warton, Polesworth East, Polesworth West)	208
East (Atherstone Central, Atherstone North, Atherstone South and Mancetter, Hartshill)	261
South (Arley and Whitacre, Coleshill North, Coleshill South, Fillongley)	320
West (Curdworth, Hurley and Wood End, Kingsbury North Warwickshire, Water Orton)	223



Understanding the report

Rounding

Throughout the report, the results are presented as whole numbers for ease of interpretation, with rounding performed at the final stage of processing for maximum accuracy. Due to rounding, there may be instances where the results do not add up to 100%. In such instances, the difference should not be more than 1% point either way – so 99% or 101%.

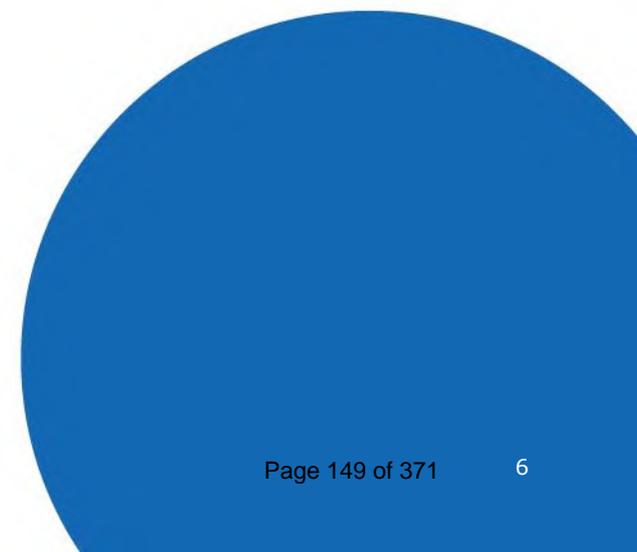
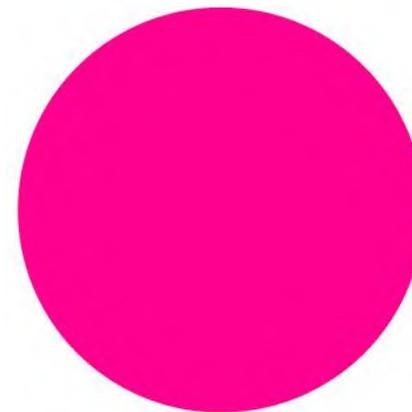
Significance Testing

Unless otherwise stated, for subgroup analysis where two categories are displayed (e.g. economically active vs. economically inactive), testing of one category versus the other is displayed. In cases where there are three or more subgroup categories displayed, testing versus the total is displayed.

Benchmarking

Where possible, benchmarking against the LGA's latest resident satisfaction polling is displayed. At the total level, this has been taken from round 36 of the survey, conducted in October 2023, and at a regional level the latest available data is from the 2021-2022 financial year. Please note, comparisons are indicative only due to methodological differences.

Key Findings





Key findings (I)

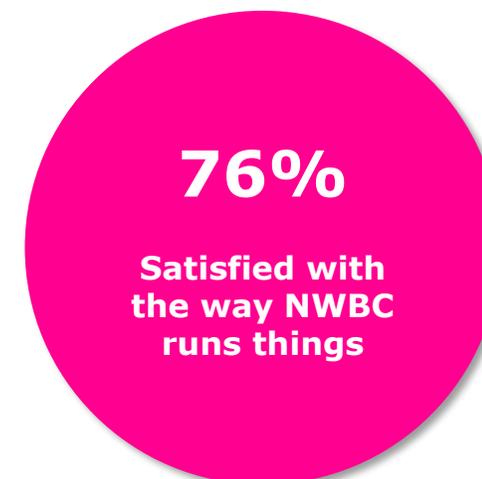
Just under nine in ten (**88%**) residents are **satisfied with their local area**. This is substantially higher than both the LGA national (75%) and regional benchmark (80%).

The vast majority of residents (94%) say that they **feel safe in their local area during the day**, and this is in line with the LGA national benchmark (93%) but above the regional benchmark (89%). Less positively, the figure for **feeling safe after dark** (62%) underperforms both LGA comparators (73% national and 67% regional).

Three-quarters (76%) of residents express satisfaction with **the way the council runs things**. NWBC outperforms the LGA's benchmarks comfortably (56% national; 59% regional). To drive satisfaction improvement, the council should focus on street cleaning and getting things right first time.

Most residents believe that **the Council acts on their concerns** (58%), and this figure is slightly above the LGA's results (52% national; 55% regional).

Two-thirds (66%) of residents agree that the **Council provides good value for money**, and only 9% support **discretionary services** being stopped or reduced rather than being paid for by council tax.





Key findings (II)

58% feel either very or fairly well **informed by the council**. This is in line with the LGA's results. The most common way residents find out about the Council's activities is through the website (37%), word of mouth (29%), letters (22%) and Facebook (21%).

There is strong demand for the council to allow residents to undertake **services** such making a payment (70%), arranging a bulky waste collection (69%), applying for a new green waste bin (68%) and applying for planning permission (59%) **online**.

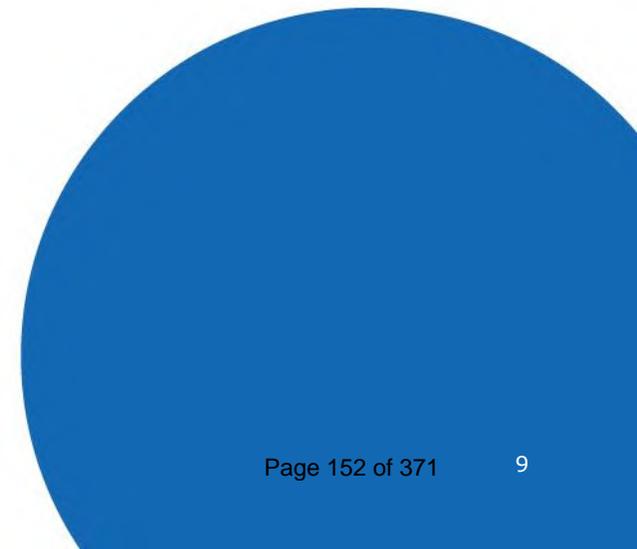
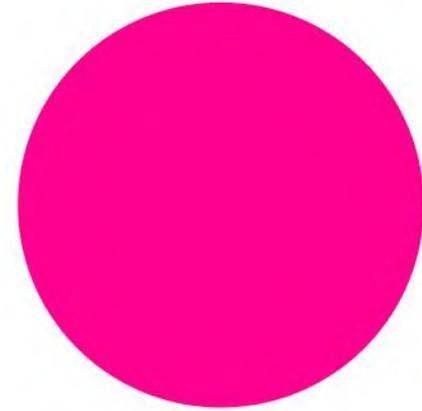
Around two in five (38%) say that they use at least one of the **Council's leisure/swimming facilities**, with a further two in five (37%) saying that they would consider doing so. Younger age groups are particularly price sensitive, while both current and potential users say they could be enticed to use the facilities more if new activities were available.

The vast majority of residents state that they participate in the **kerbside recycling collection service** (92%) and most say that they **use housing recycling centres** (77%). Most residents say that they are using these as much as possible, while a minority report being deterred from recycling centres due to having to book online (13%).

The **top priorities for households** are the cost of living crisis (41%) and energy costs (40%), and the **biggest changes they would like to see to improve the area** are high street investment (11%) and lower crime/safer streets (9%).



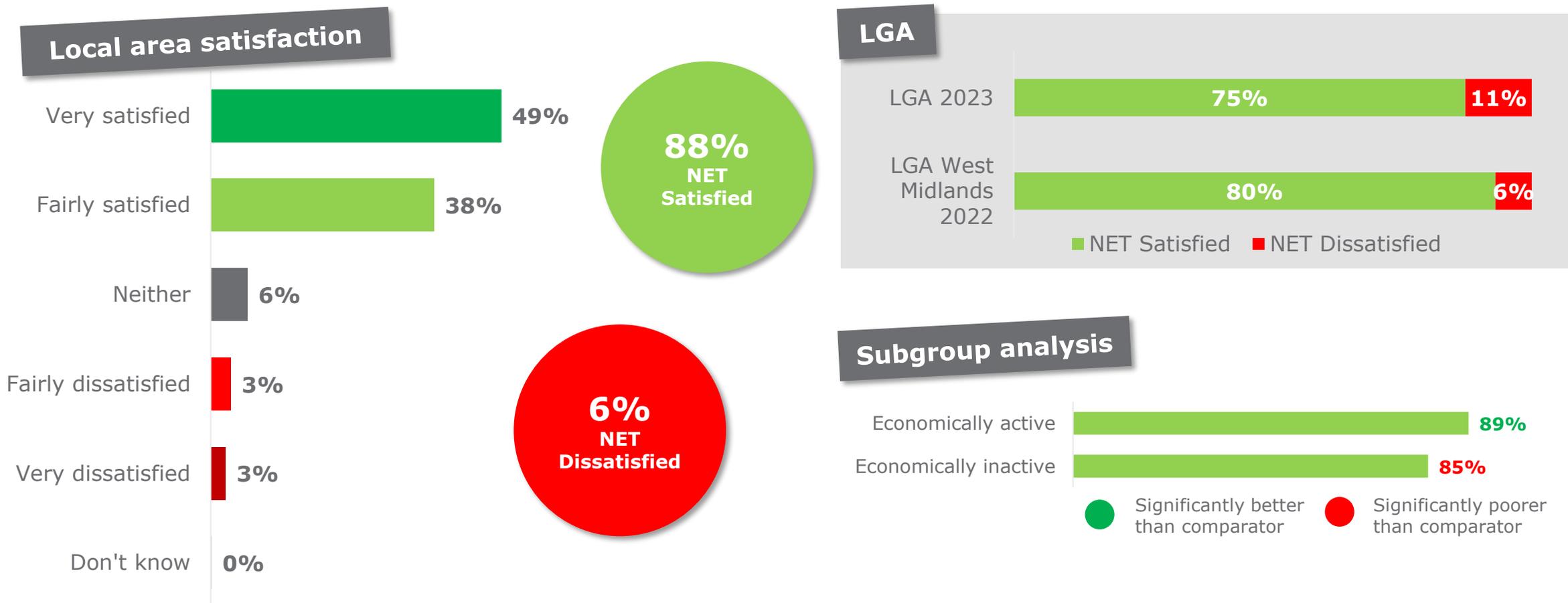
Local Area Perceptions





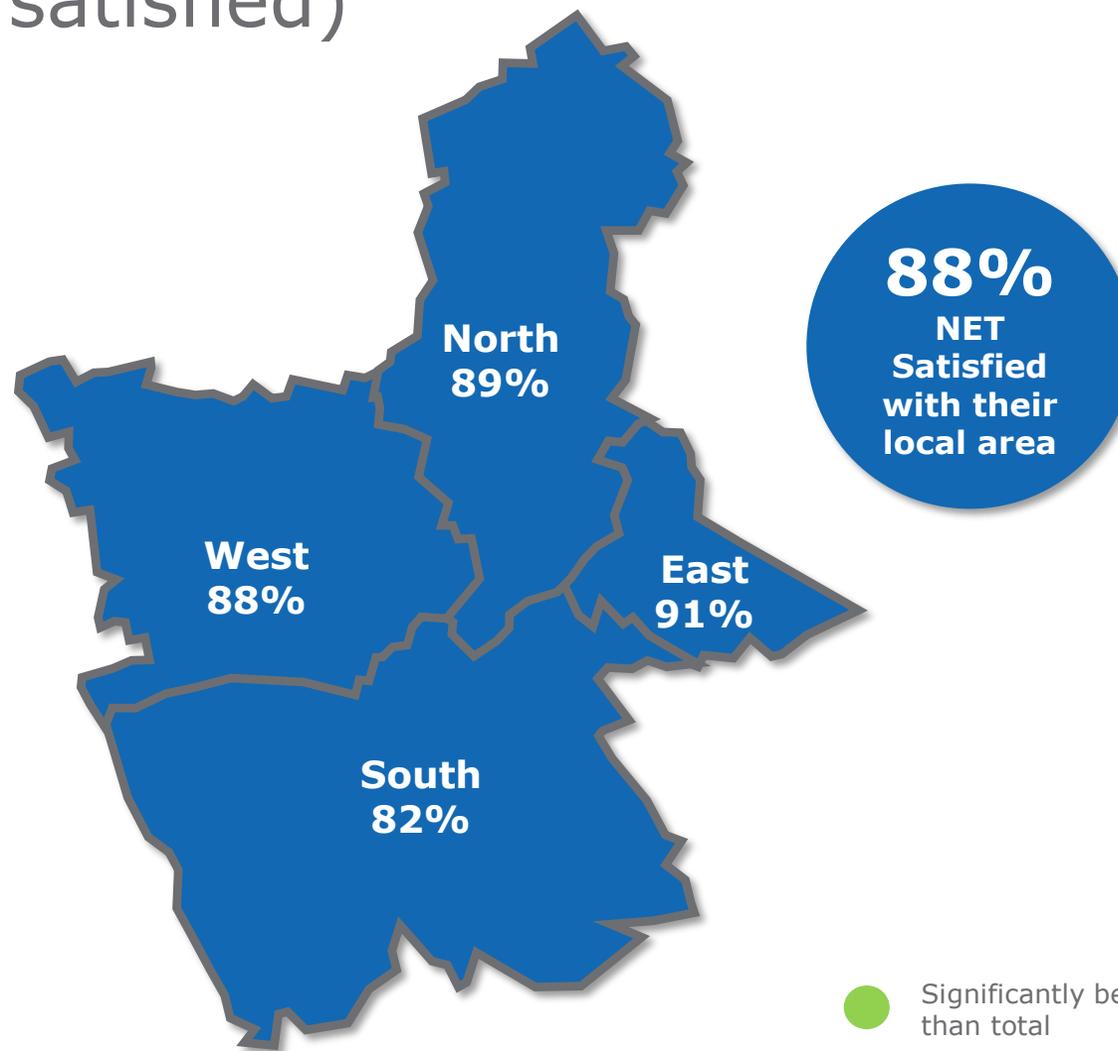
Satisfaction with the local area

Resident satisfaction with the local area is high, performing 13% points higher than the LGA benchmark and 8% points higher than West Midlands average. Economically active residents report higher satisfaction than those who are inactive, but there are no other real subgroup differences of note.





Satisfaction with the local area: by ward cluster (% satisfied)



Significantly better than total

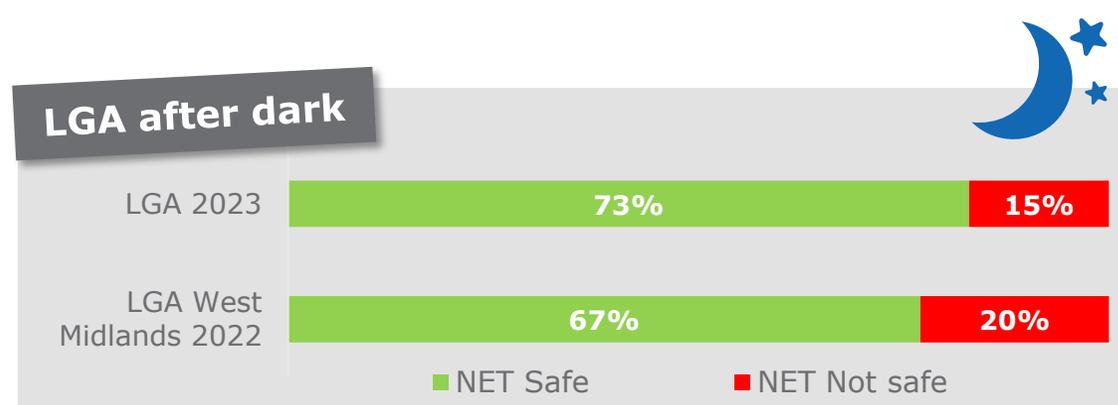
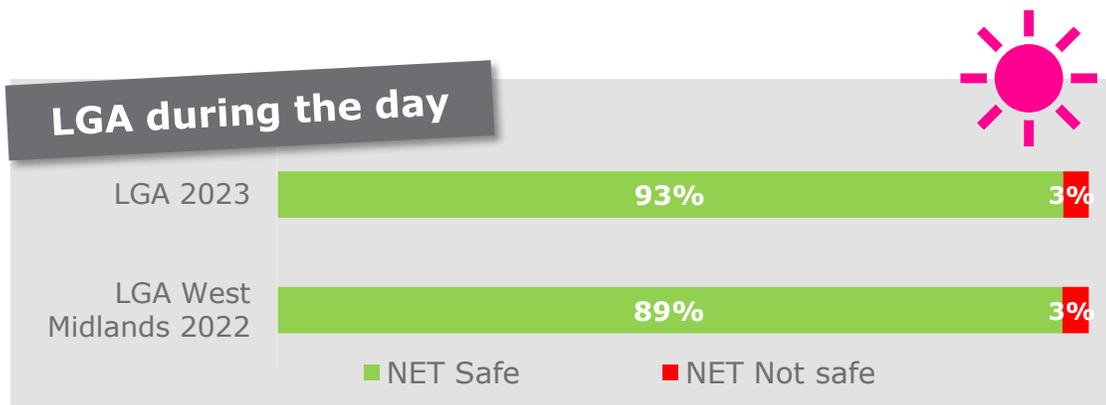
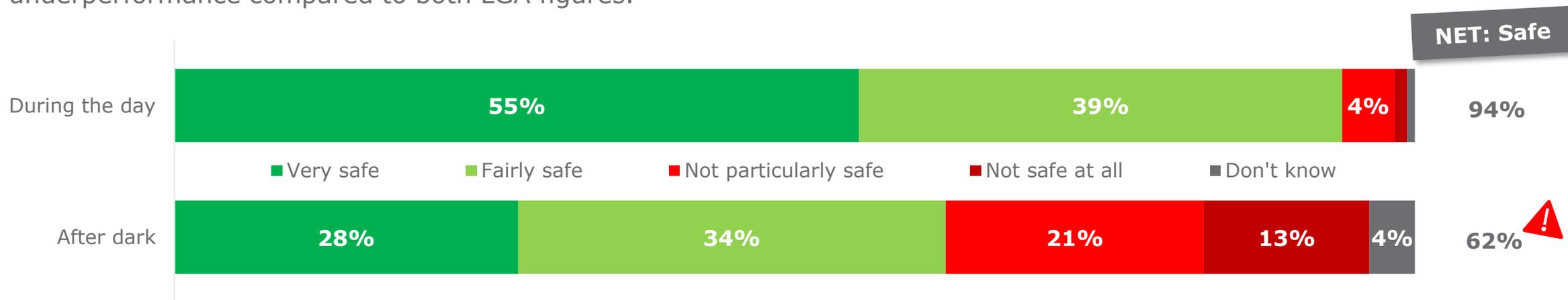


Significantly poorer than total

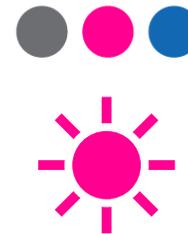


Safety

Nearly all residents (94%) feel safe during the day, with more than half stating that they feel very safe (55%). After dark, these figures drop substantially, as only around three in five feel safe (62%) and this represents an underperformance compared to both LGA figures.



Base: All Respondents (1,012) Q012 How safe or unsafe do you feel when outside in your local area...
* Labels for data below 3% hidden for neatness

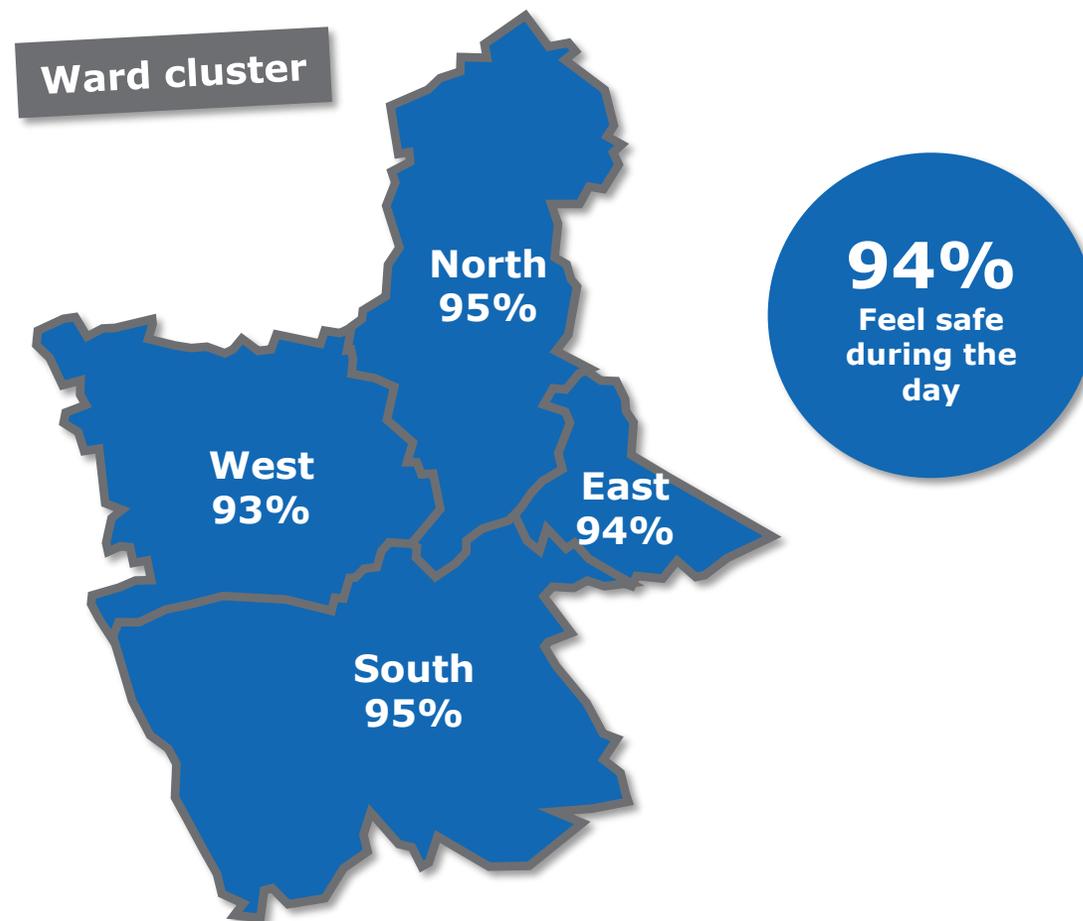


Safety during the day: subgroups (% safe)

The vast majority of all residents say that they feel safe during the day, and there are only minor subgroup variations.



● Significantly better than comparator/total
● Significantly poorer than comparator/total





Safety after dark : subgroups (% safe)

A majority of residents say that they feel safe after dark, but older people, those with a disability and females are less likely to report feeling safe at this time.

Age



Disability / condition impacting health

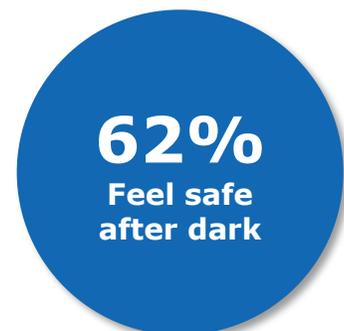
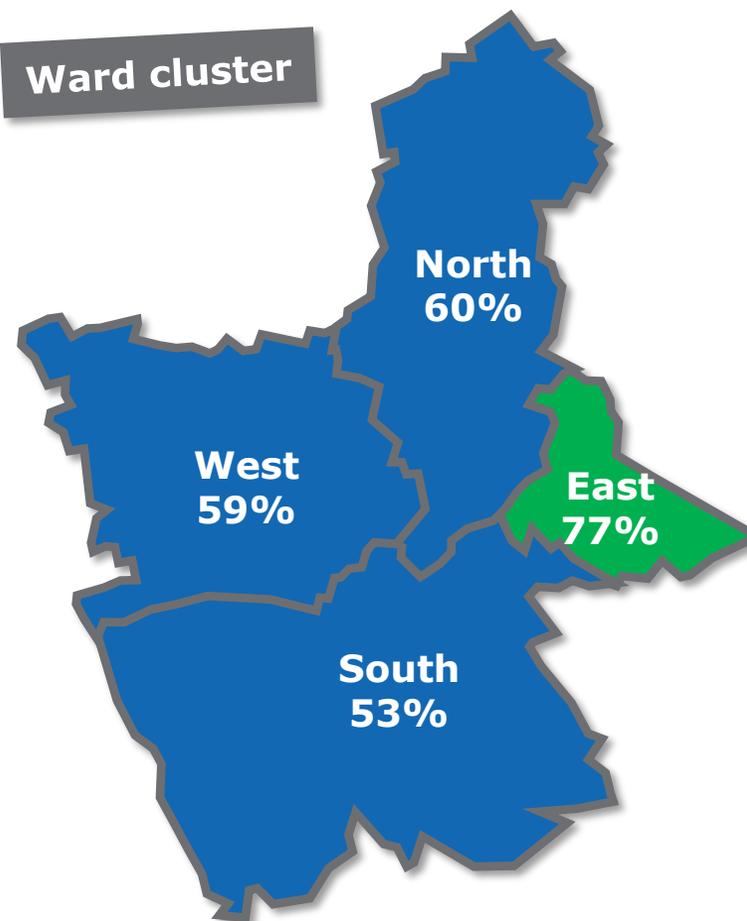


Gender

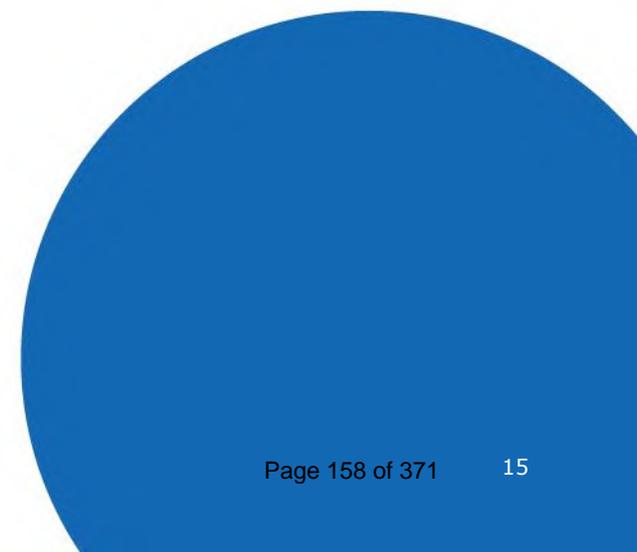
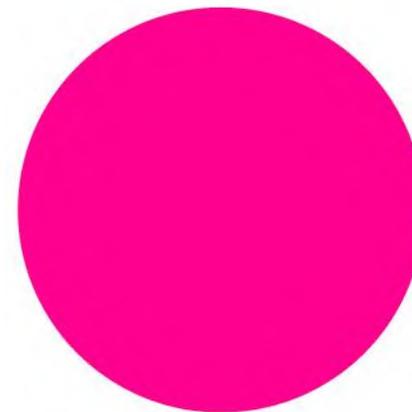


● Significantly better than comparator/total
● Significantly poorer than comparator/total

Ward cluster



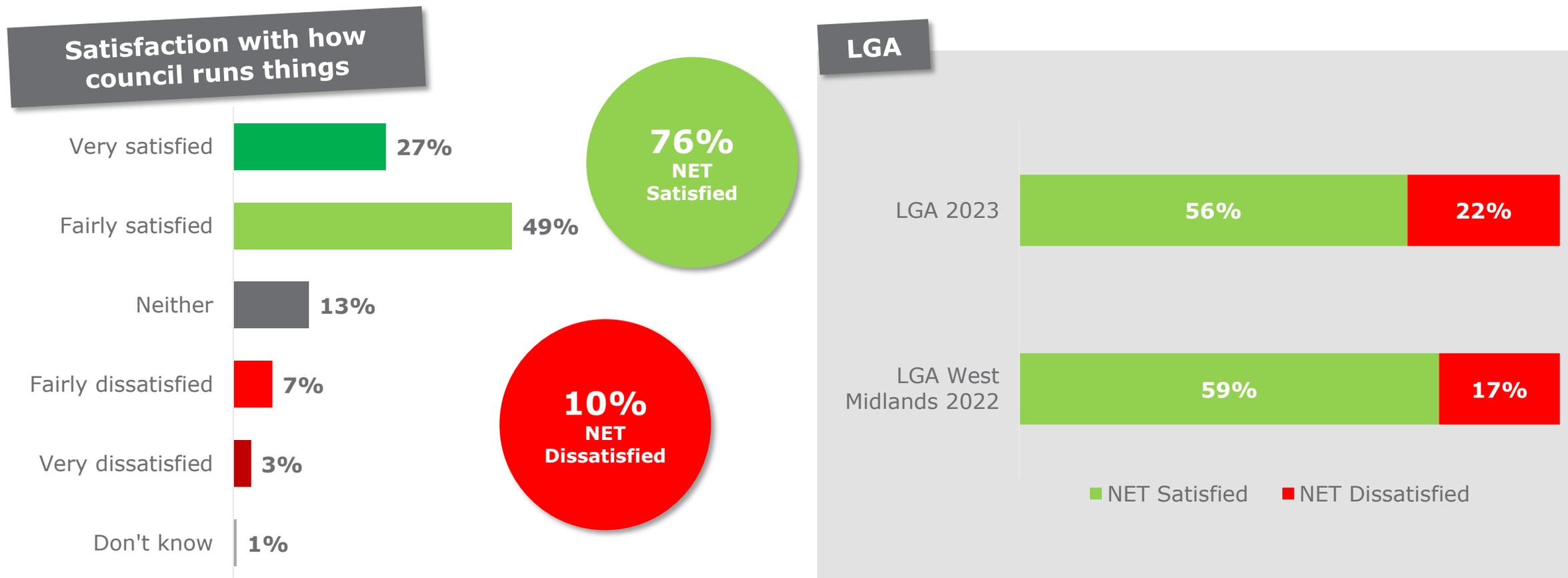
Satisfaction with North Warwickshire Borough Council Services





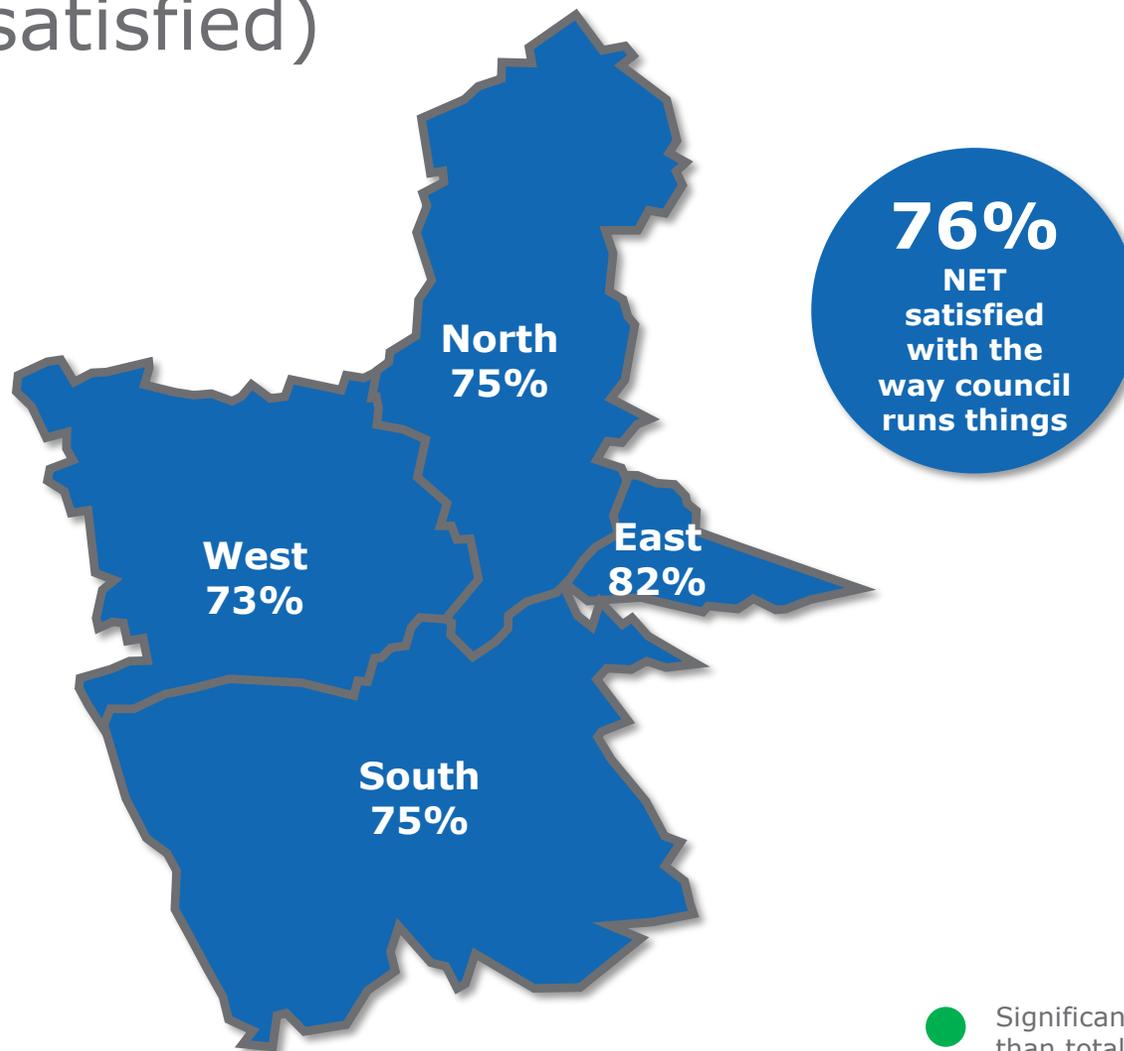
Satisfaction with the way the Council runs things

76% of residents are satisfied with the way North Warwickshire Borough Council runs things which is considerably higher than the LGA scores.





Satisfaction with how the Council runs things: by ward cluster (% satisfied)



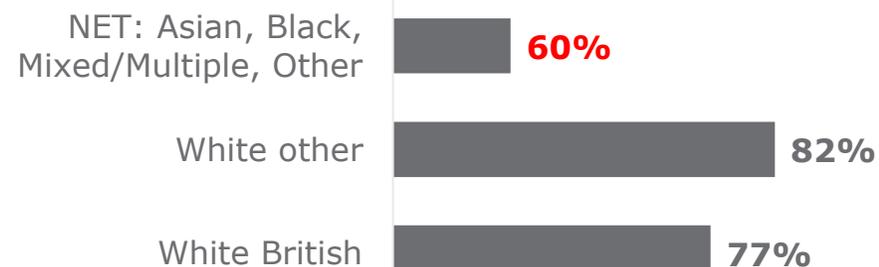
● Significantly better than total ● Significantly poorer than total



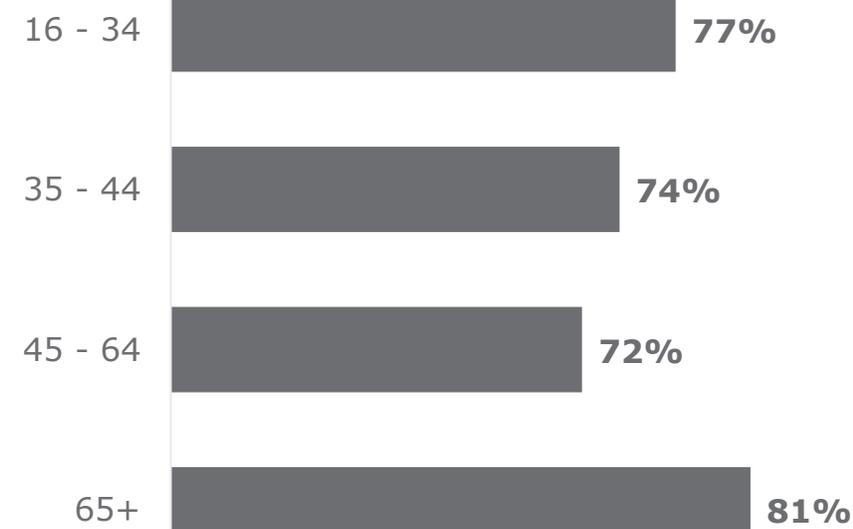
Satisfaction with the way council runs things: subgroups (% satisfied)

Those who identify as a non-white ethnicity and those who are owner-occupiers are less likely to be satisfied.

Ethnicity



Age



Tenure



Base: All Respondents (1,012) Q02 Overall, how satisfied or dissatisfied are you with the way North Warwickshire Borough Council runs things?



Significantly better than comparator/total



Significantly poorer than comparator/total



KDA Analysis: How NWBC runs things

Regression analysis was undertaken to identify the items in the questionnaire which have the greatest influence on **satisfaction with how NWBC runs things**. The overall goodness of fit of this model is strong with R-square=0.663 (which means that the 13 key drivers listed below together explain **66.3%** of the variance in Overall Satisfaction).

Rank	Item	Relative importance	Performance (positive)
1	North Warwickshire Borough Council is making the local area a better place for people to live	0.199	55.0%
2	Recycling and waste collection – performance rating	0.157	50.9%
3	To what extent do you think that North Warwickshire Borough Council acts on the concerns of local residents?	0.132	57.5%
4	Feeling of safety during the day	0.127	94.1%
5	Street cleaning/grass cutting – performance	0.113	34.7%
6	North Warwickshire Borough Council resolves things fully and gets things right first time	0.108	33.0%
7	Do you think the £229 represents good value for the services provided by North Warwickshire Borough Council?	0.104	65.7%
8	Rating safety...After dark	0.089	62.2%
9	North Warwickshire Borough Council is difficult to get through to on the phone	0.079	47.1%
10	Affordable housing – priority for my household	0.069	19.0%
11	Access to local health facilities– priority for my household	0.058	28.0%
12	If NWBC did just one thing - More housing	0.048	4.0%
13	Overall, how well informed do you think North Warwickshire Borough Council keeps residents about the services and benefits it provides?	0.046	58.2%

The top driver of satisfaction, 'North Warwickshire Borough Council is making the local area a better place for people to live', has an importance score of 0.20 which means it is twice as important as 'VFM' (ranked 7th) which has an importance score of 0.104. and four times as important as the 13th driver 'keeps us informed'.

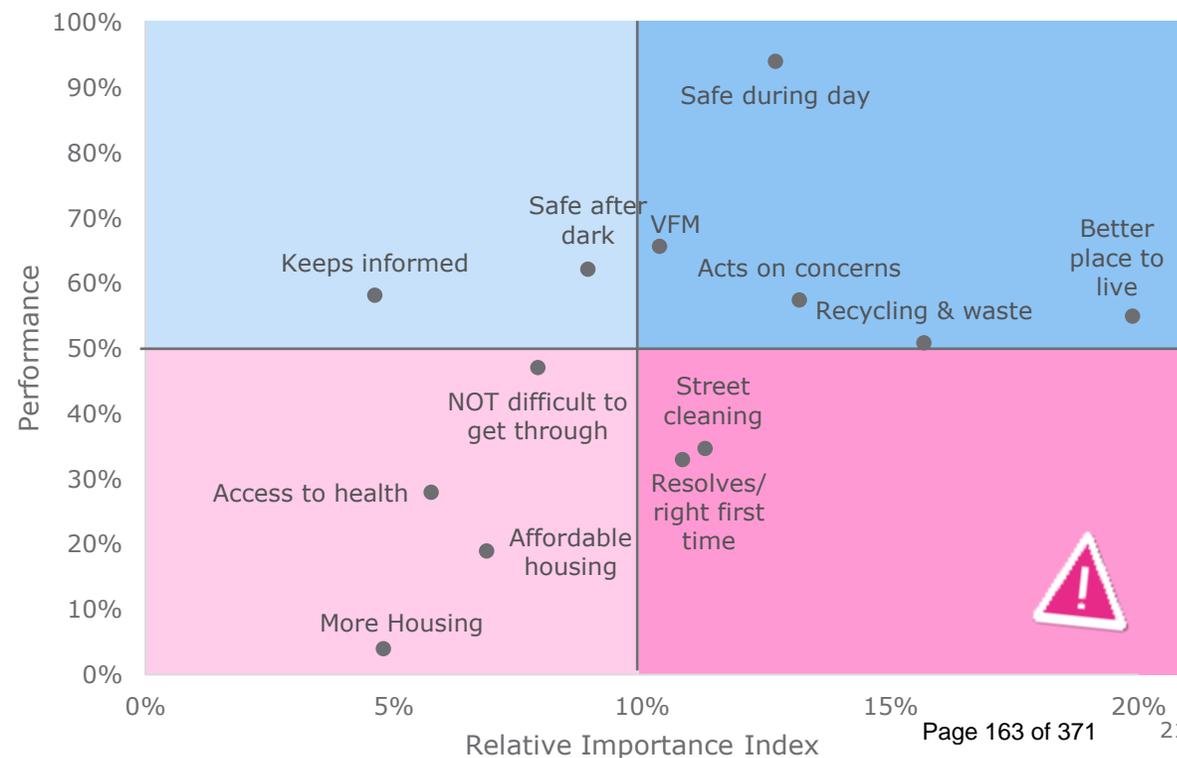


Priorities to improve satisfaction with how North Warwickshire Council runs things

By cross-referencing the relative importance score (how much influence the variable has on council satisfaction) with the performance score (the average positive score achieved in the survey), the priorities for action can be identified.

Street cleaning, as well as the **council's ability to resolve things** fully and get things right first time, are **very influential** drivers with regards to satisfaction, **but have low performance**. Improvements here would likely increase satisfaction.

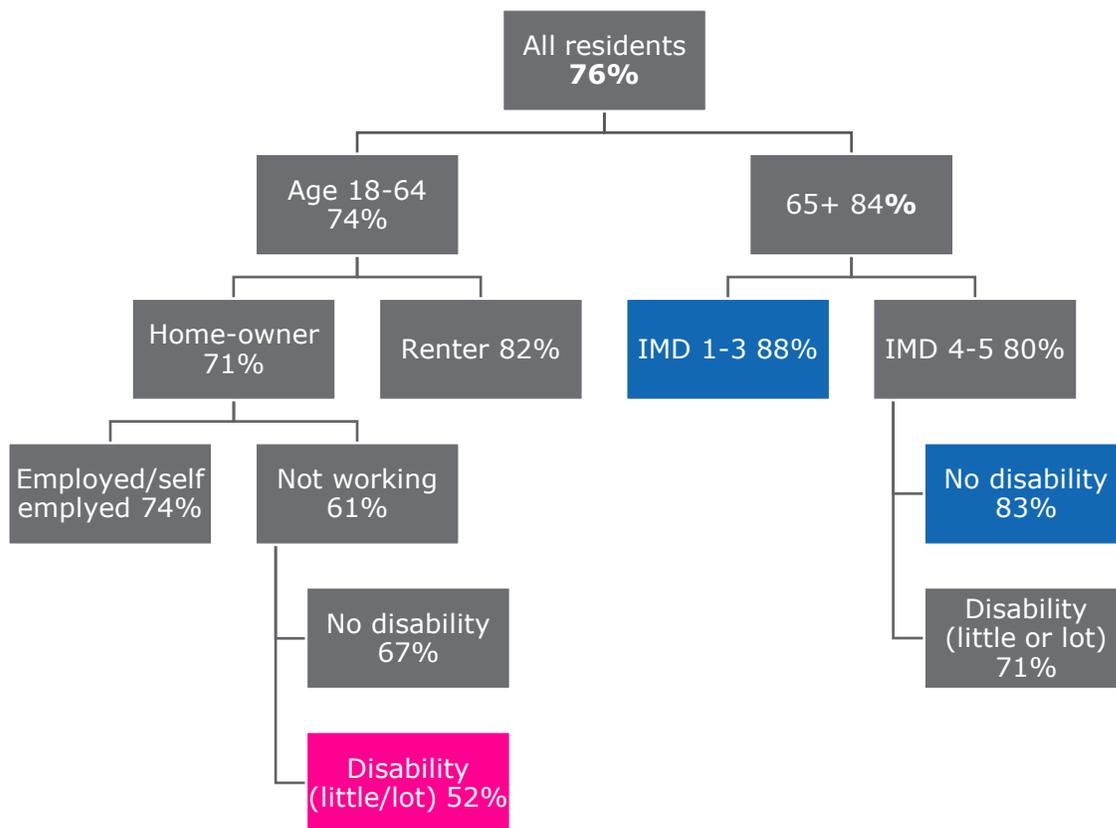
<p>Hidden Drivers (Maintenance)</p> <ul style="list-style-type: none"> Safe after dark Keeps us informed 	<p>Visible Drivers (Promote)</p> <ul style="list-style-type: none"> Safe during day Acts on concerns Makes local area a better place to live Value for money Recycling performance
<p>Weak Drivers (Monitor)</p> <ul style="list-style-type: none"> Not difficult to get through to More housing – priority Affordable housing – priority Access to local health facilities - priority 	<p>Key Drivers (Action)</p> <ul style="list-style-type: none"> Street cleaning performance Resolves things fully and gets things right first time





CHAID Analysis: How NWBC runs things

Chi-square automatic interaction detection (CHAID) analysis was also conducted. This looks at the demographics/factors that lead to the highest/lowest satisfaction levels. This can help identify groups of residents who are reporting the lowest/highest levels of satisfaction.



The CHAID process divides the total sample by the factor which has the greatest difference in net satisfaction – the first branch divides the residents by age – with **84%** of those who are 65+ satisfied compared to just **74%** of younger residents.

The CHAID process continues to further divide each branch by the next factor which has the biggest difference – for older residents the next factor is IMD with those who are 65+ AND living in areas with IMD 1-3 having the highest levels of satisfaction with **88%**. Those who are 65+ AND live in the more affluent areas (IMD 4-5) AND have no disability report **83%** satisfaction.

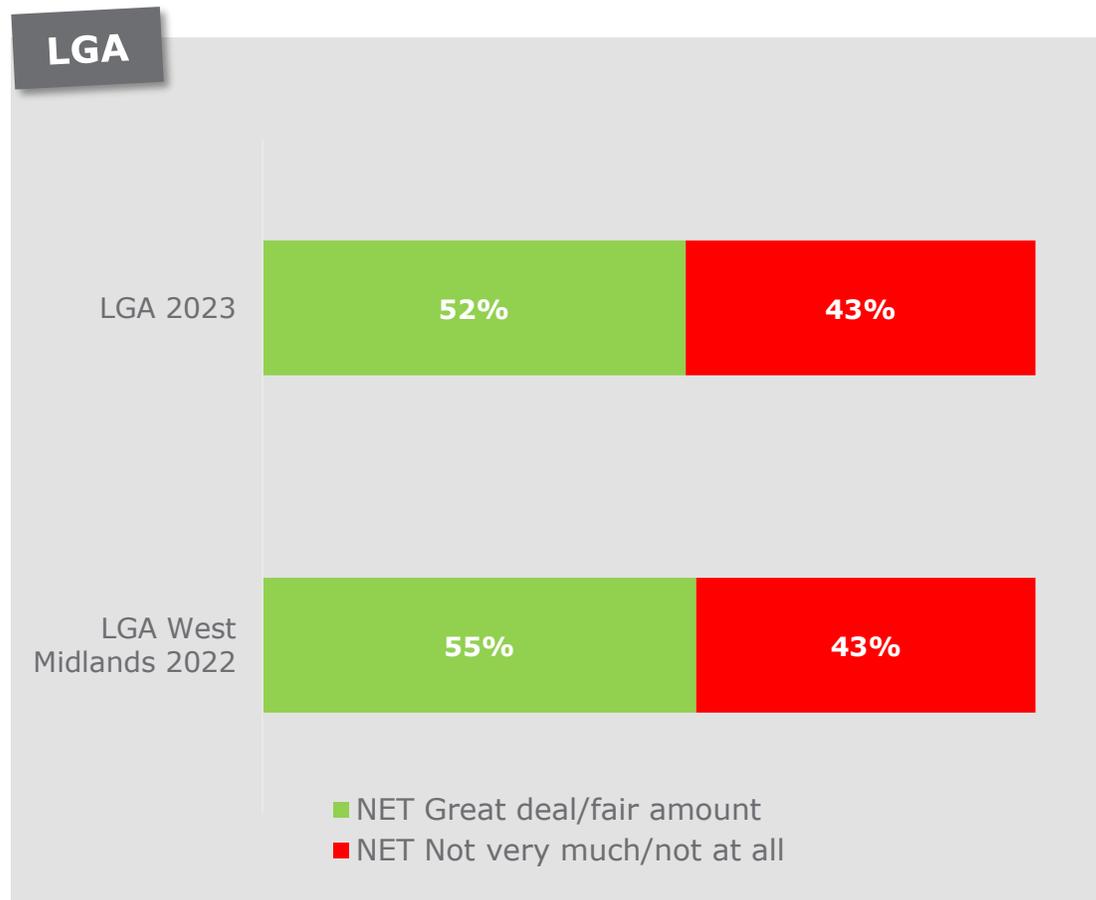
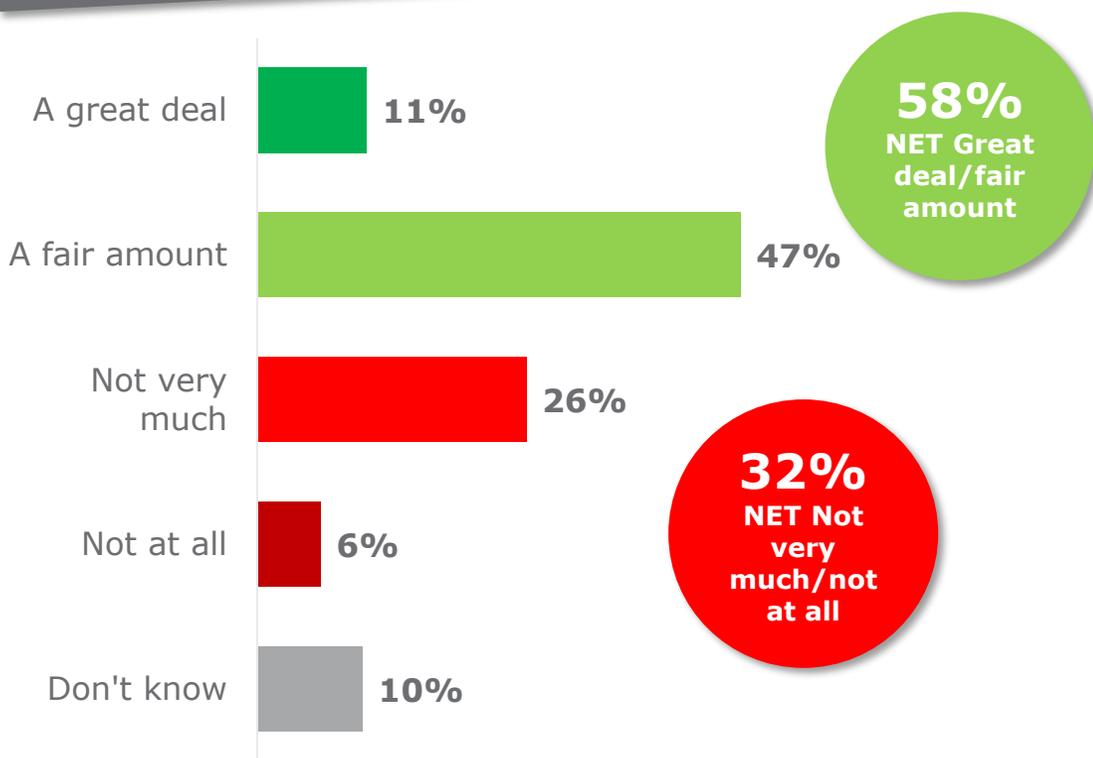
On the other branch, younger residents who own their home AND are not working AND have a disability report **52%** satisfaction. This is the lowest % of any subgroup.



Acts on concerns of residents

58% of residents feel that North Warwickshire Borough Council acts on their concerns, which is slightly above the LGA results.

To what extent NWBC acts on concerns of residents

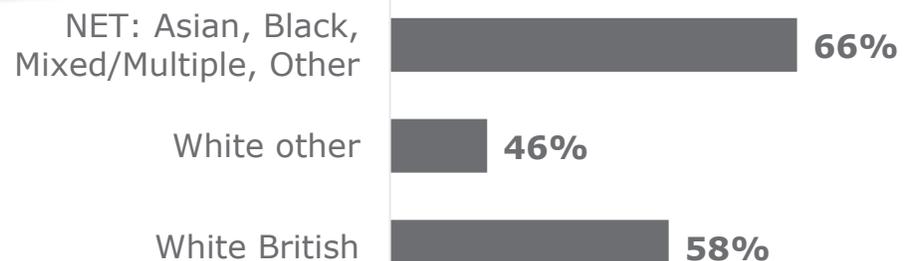




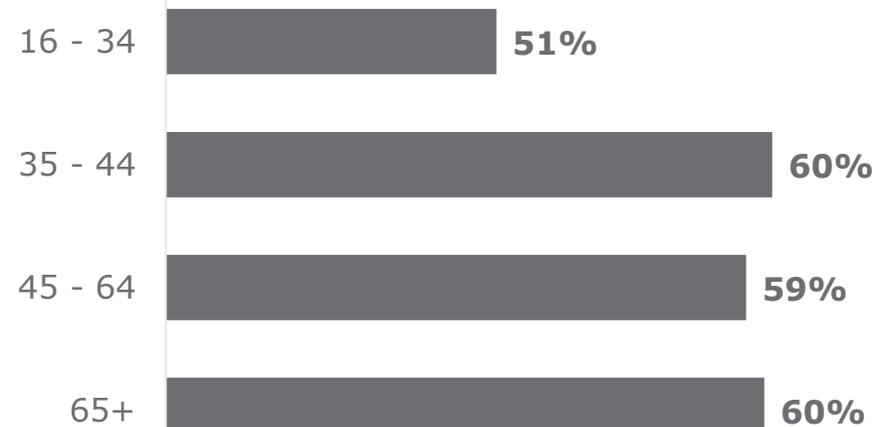
Acts on concerns: subgroups (% great deal/fair amount)

There are few significant differences of note, but those who own their own home are 8% points less likely to say that NWBC acts on the concerns of local residents, compared to those who rent.

Ethnicity



Age



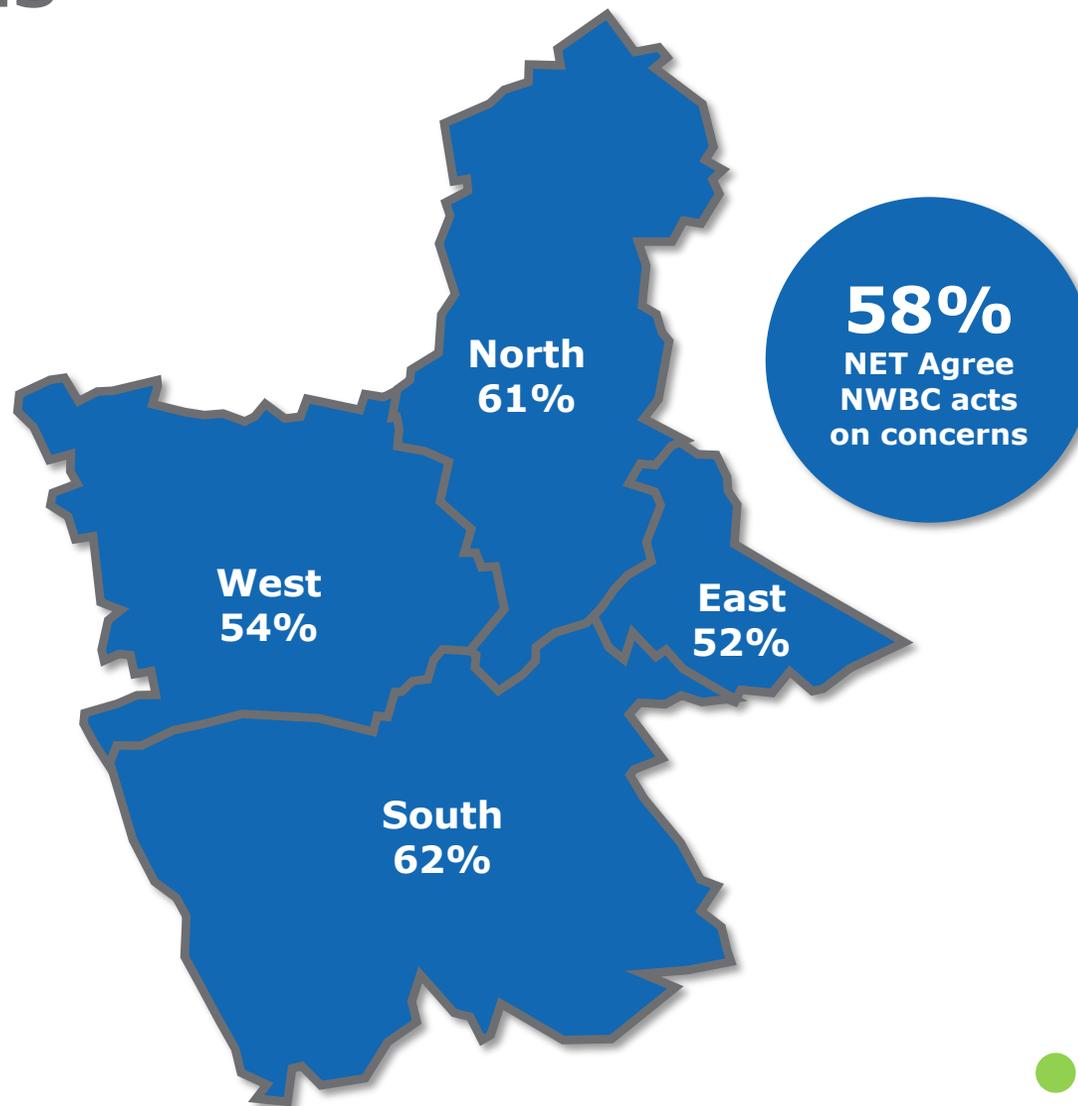
Tenure



 Significantly better than comparator  Significantly poorer than comparator



Acts on concerns of residents: by ward cluster (% great deal/ fair amount)

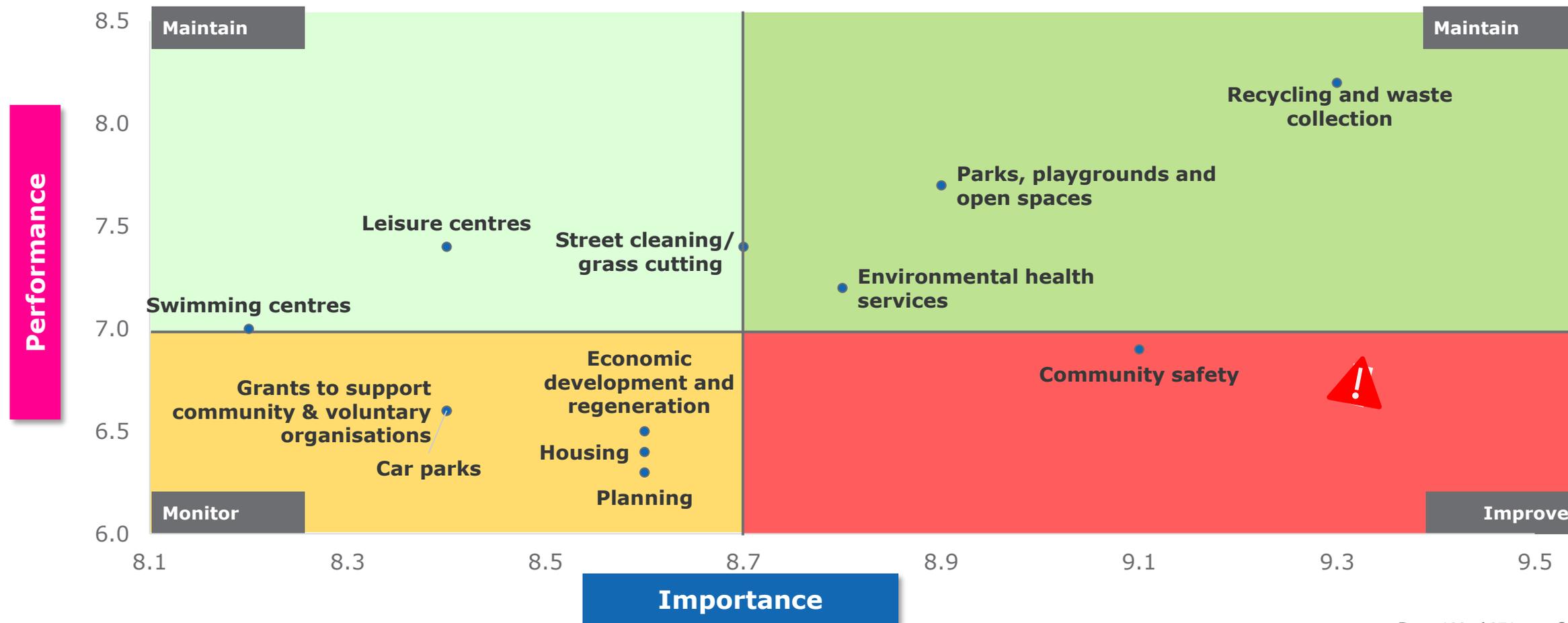


● Significantly better than total ● Significantly poorer than total



Council Services: Importance vs. Performance

Recycling, parks playgrounds and open spaces, and environmental health services are all deemed as important by residents, and the council's performance is well regarded for these. However, the performance for community safety is relatively poor despite its importance, indicating that this should be a priority for the council going forward.



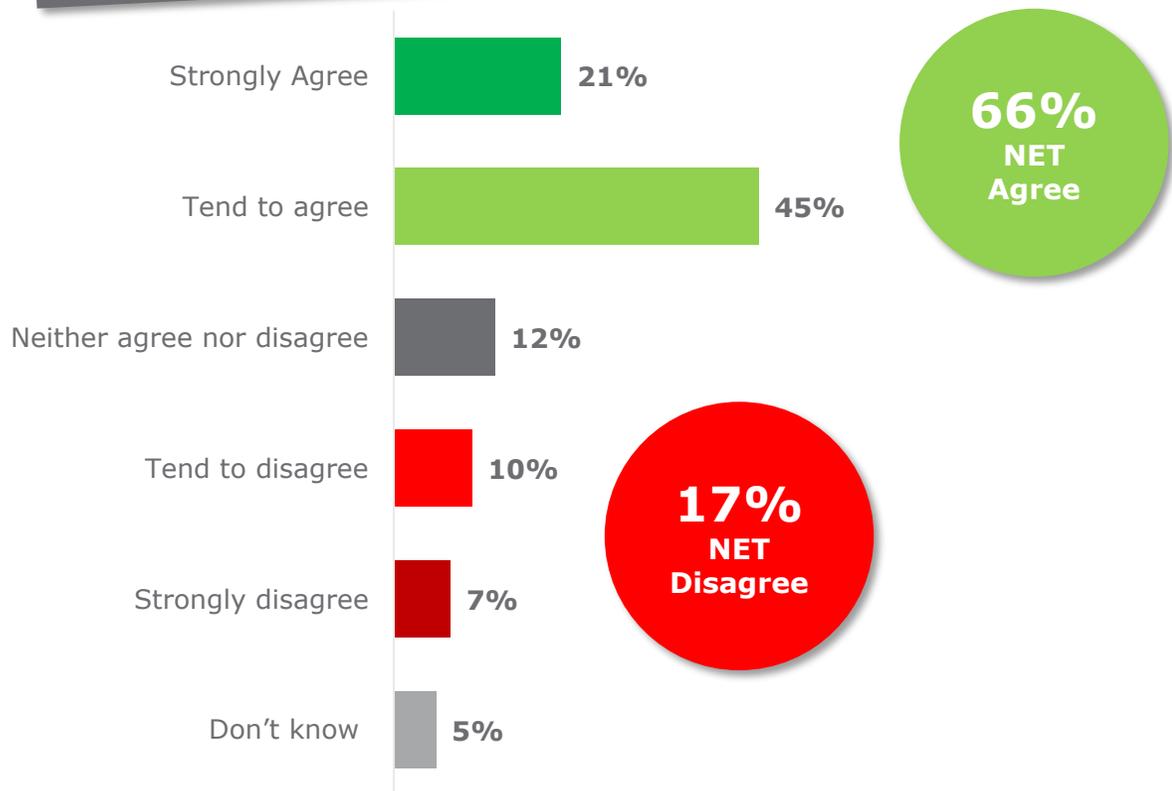
Base: All respondents (1,012); Q03 How important do you feel each of the following council services is? Please answer on a scale of 0 to 10, when 0 is not at all important and 10 is very important. Q04. And how would you rate the performance of each of these services? Again, please answer on a scale of 0 to 10, when 0 is very poor and 10 is very good.



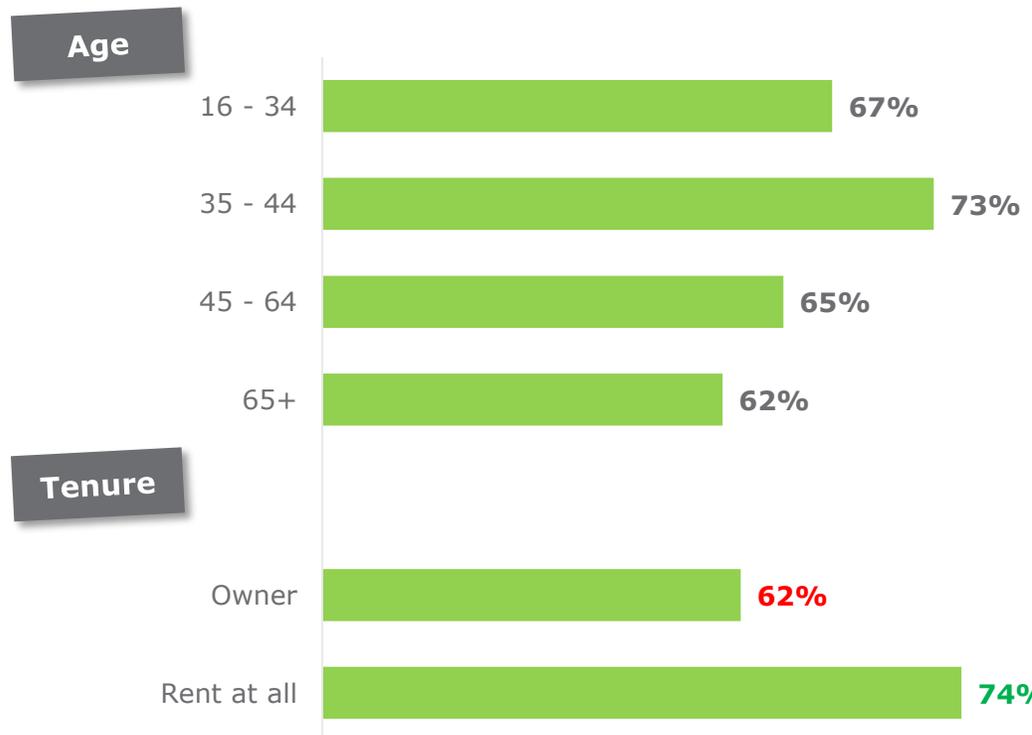
Value for service

Two-thirds of residents (66%) agree that NWBC provides good value for the services it provides. 34 – 44-year-olds and renters are significantly more likely to agree, than those aged 65+ and homeowners.

£229 represents a good value for service



Subgroup analysis

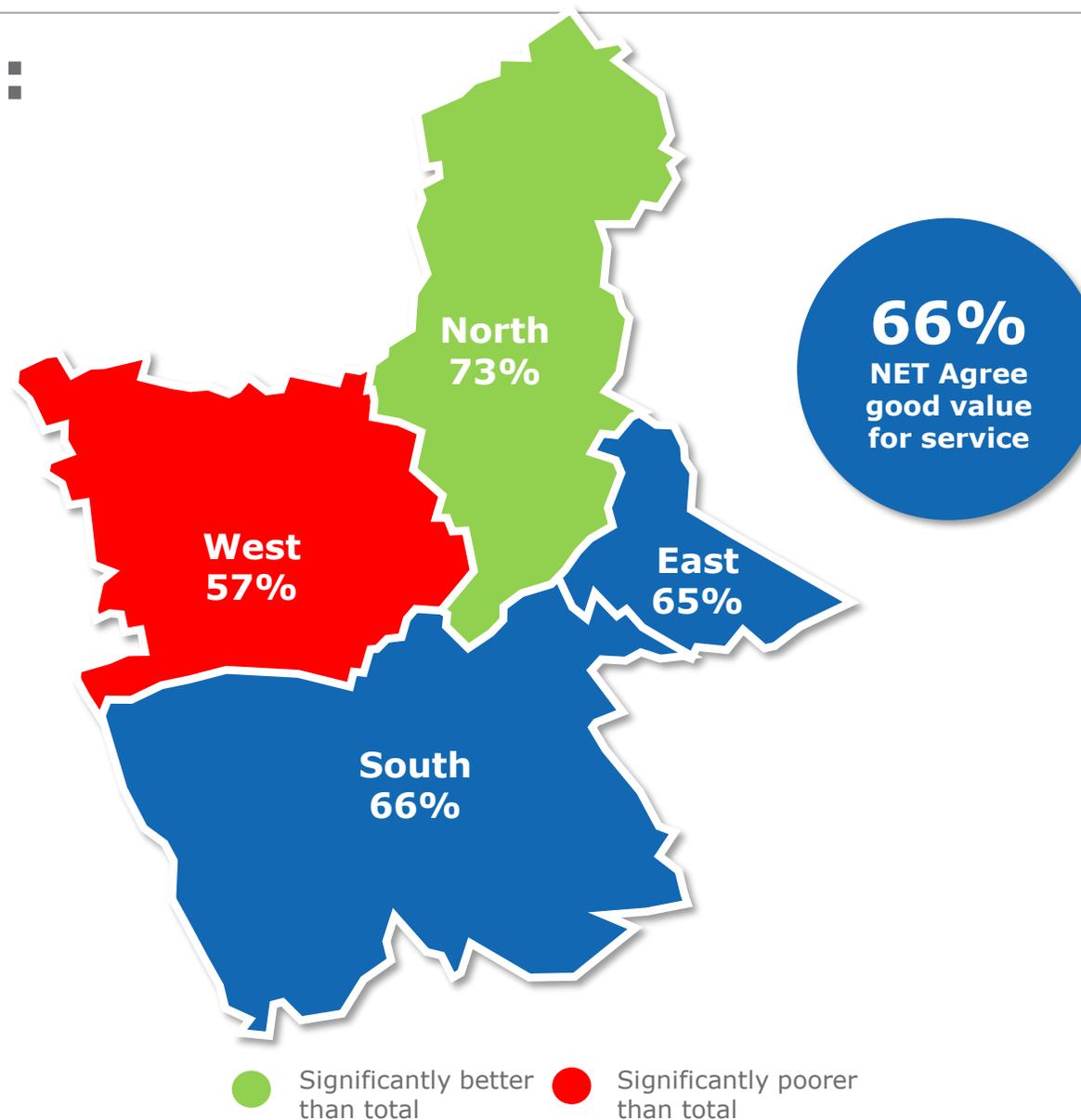


● Significantly better than comparator
 ● Significantly poorer than comparator

Base: All Respondents (1012) Q05 Do you think the £229 represents good value for the services provided by North Warwickshire Borough Council?



Value for service: by ward cluster (% agree)



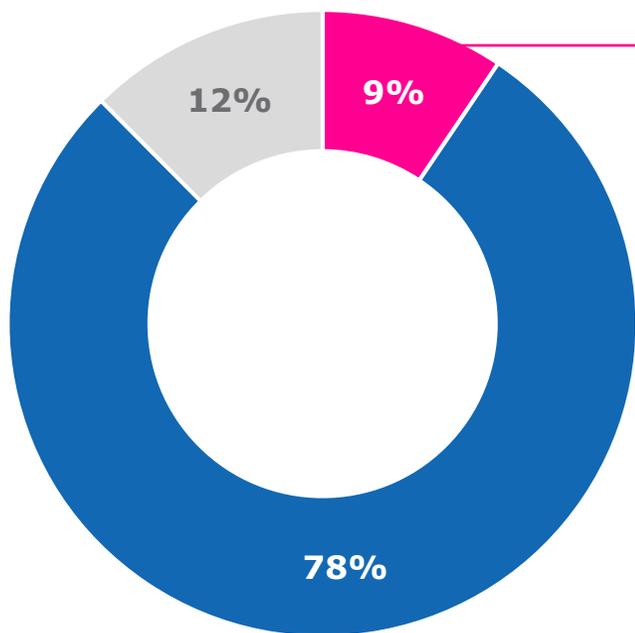
Base: All Respondents (1012) Q05 Do you think the £229 represents good value for the services provided by North Warwickshire Borough Council?



Discretionary services

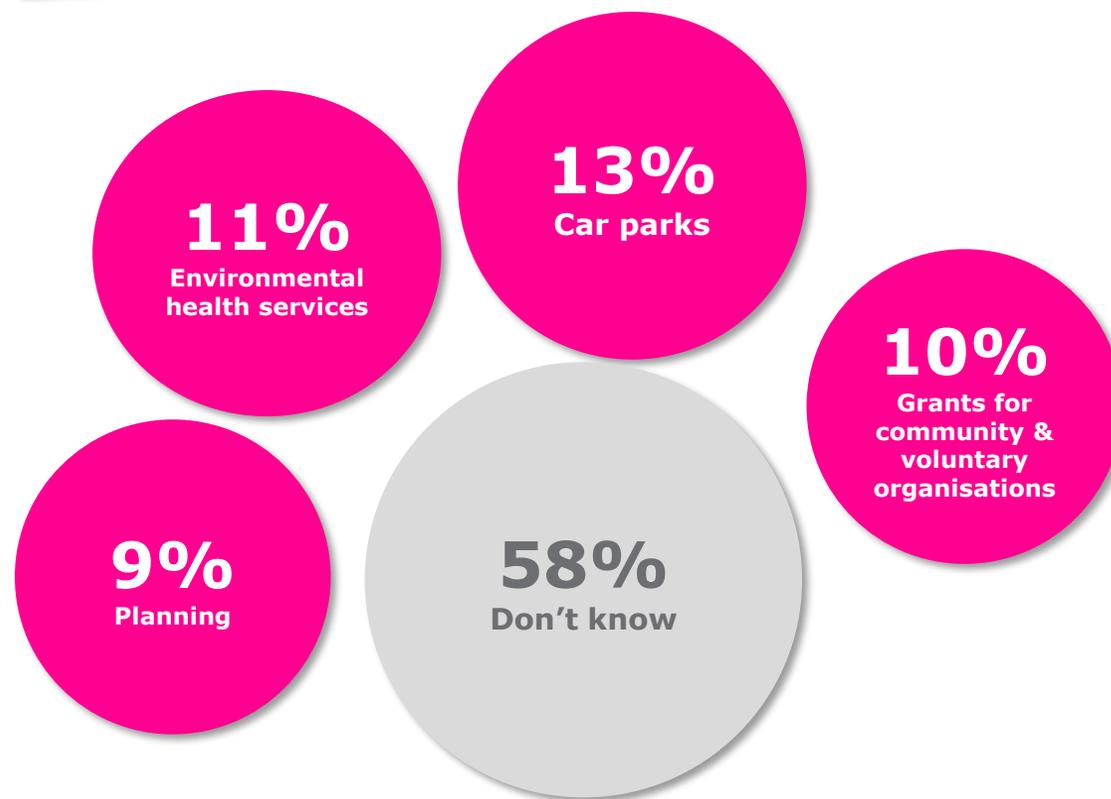
Only a small proportion (9%) of residents indicate a preference for stopping or reducing discretionary services. Of that minority, more than half do not know which services should be stopped or reduced.

Discretionary services preference



- Stopped or reduced rather than being paid for by council tax
- Continue at their current level funded by council tax
- Don't know

Services to be stopped or reduced



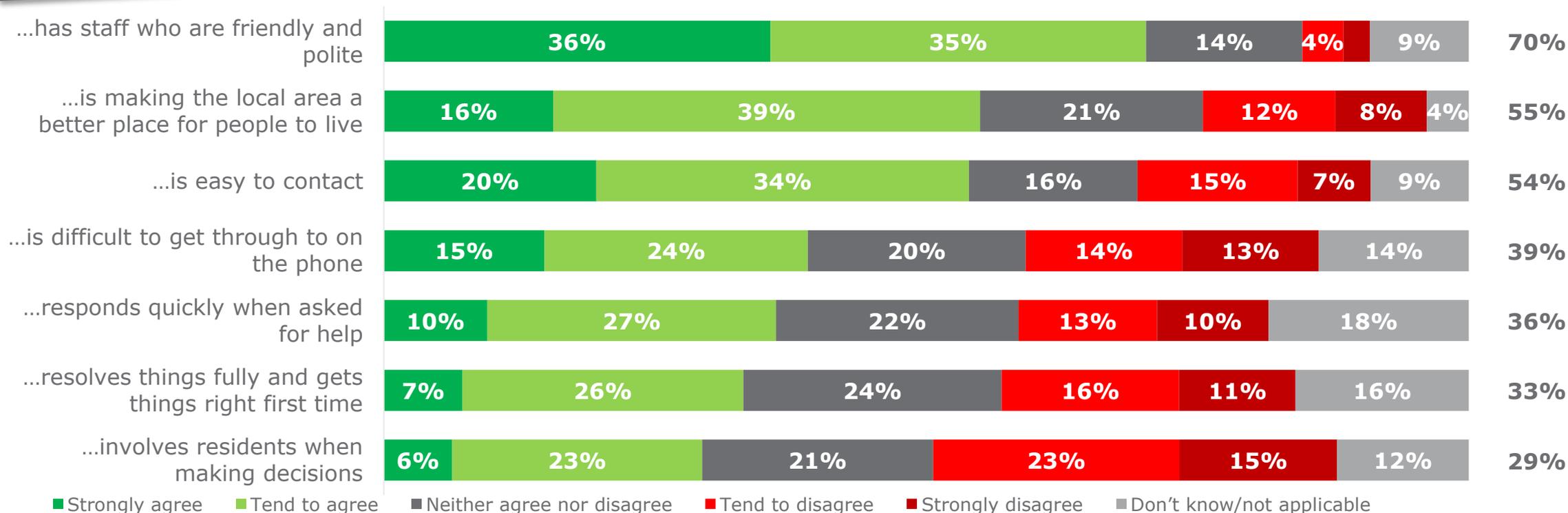


Views on aspects of council services

Residents are most positive about the attitude and behaviour of NWBC's staff (70%), followed distantly by the Council making the local area a better place to live (55%) and the council being easy to contact (54%). Less positively, only three in ten agree that the Council involves residents when making decisions (29%).

North Warwickshire Borough Council...

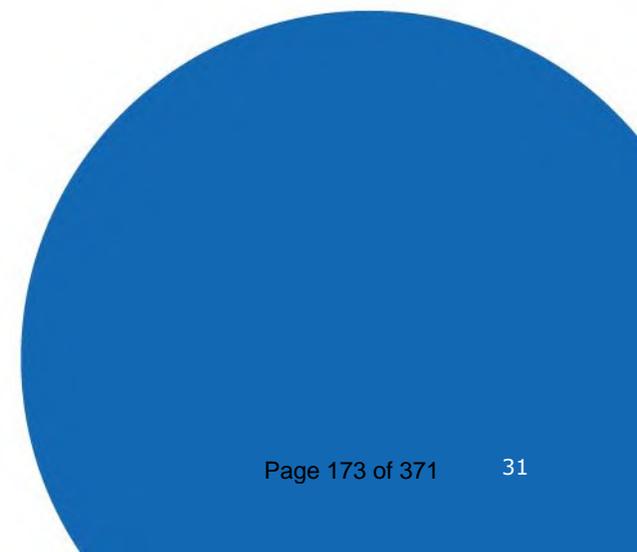
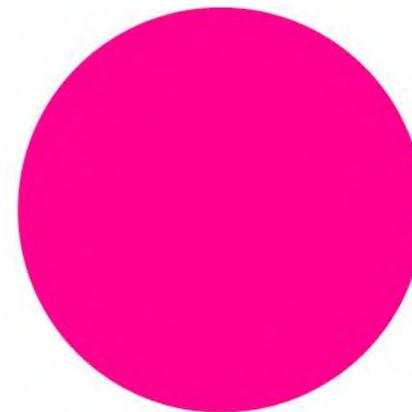
NET agree



Base: All Respondents (1,012) Q011 To what extent do you agree or disagree that these statements apply to North Warwickshire Borough Council? North Warwickshire Borough Council...

* Labels for data below 3% hidden for neatness

North Warwickshire Borough Council Communications

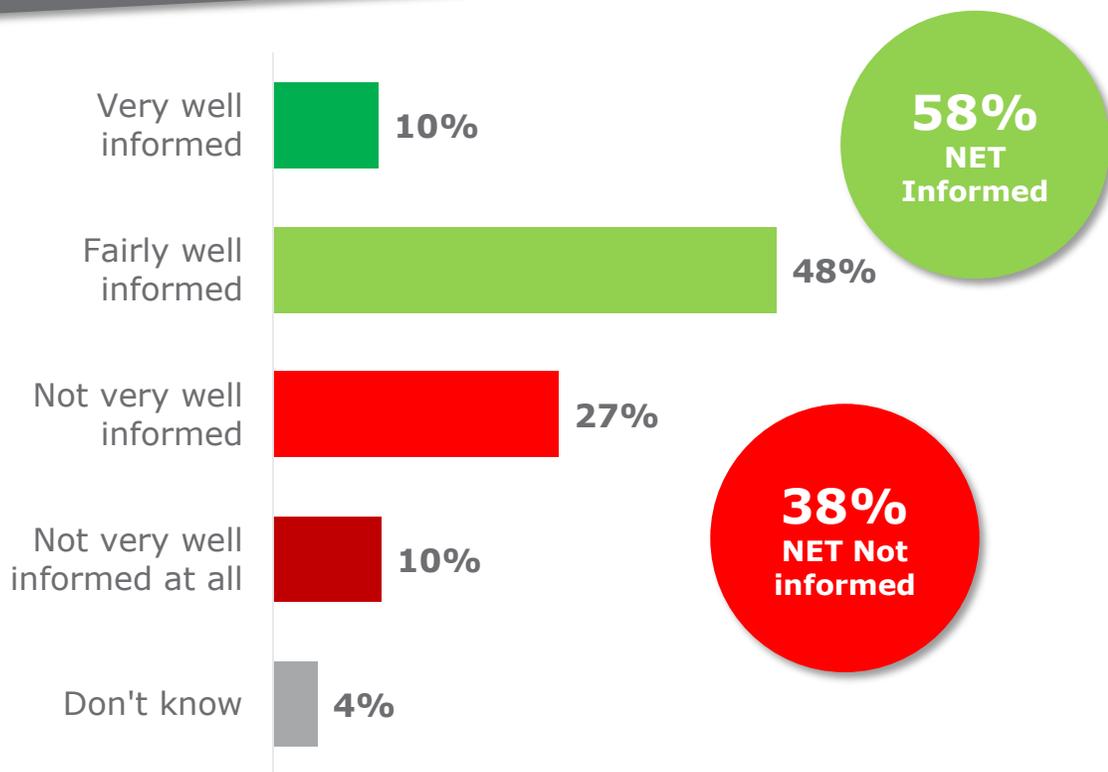




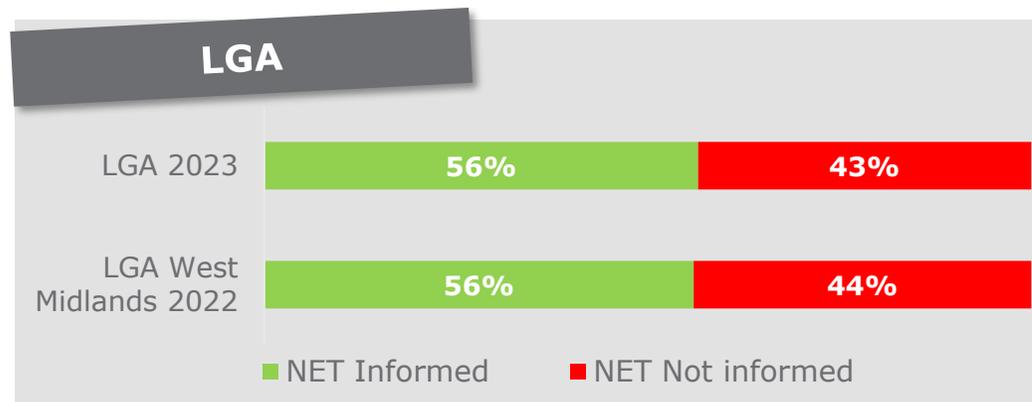
Resident informed

Just under three in five residents feel informed by NWBC. This is broadly in line with the regional and national LGA figures.

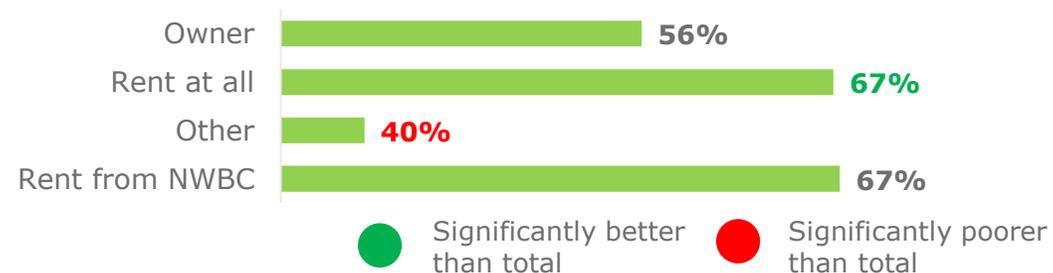
How well informed....



LGA

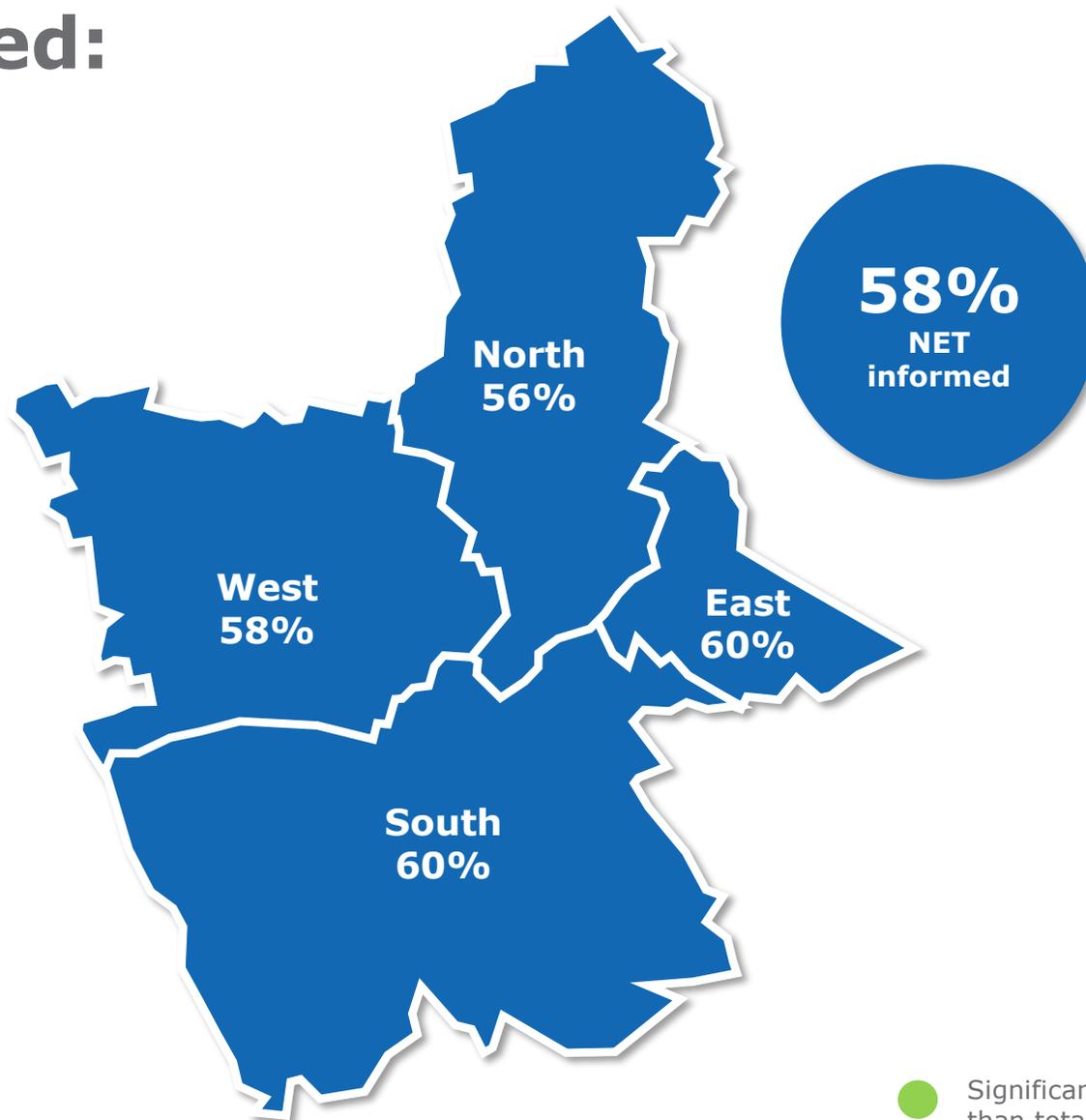


Subgroup analysis





Residents informed: by ward cluster (% NET informed)



Significantly better than total



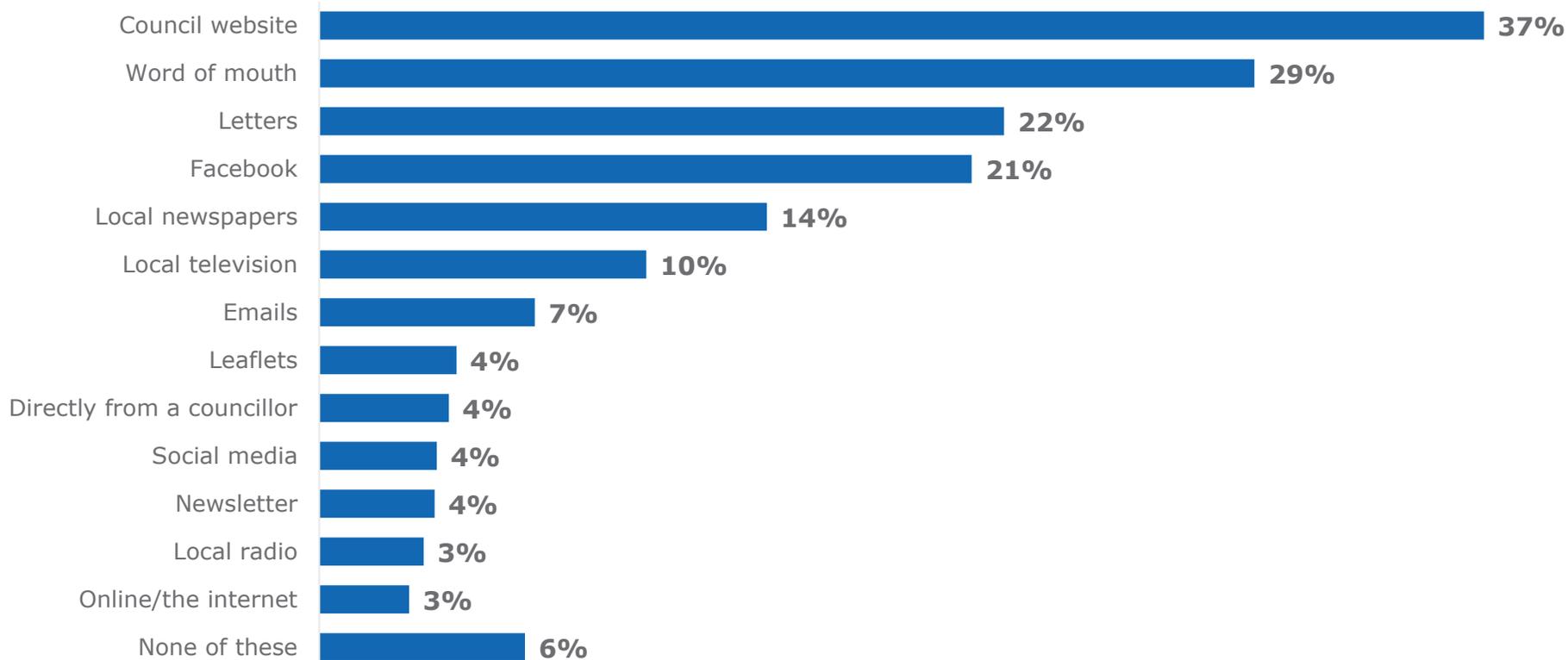
Significantly poorer than total



Method of information

The Council website and word of mouth communications are the most common methods of finding out about what the council is doing and the services it provides.

Find out about council doing through...



Base: All Respondents (1,012) Q09 How do you usually find out about what the council is doing and the services it provides?

* Labels for data below 3% hidden for neatness



Online services

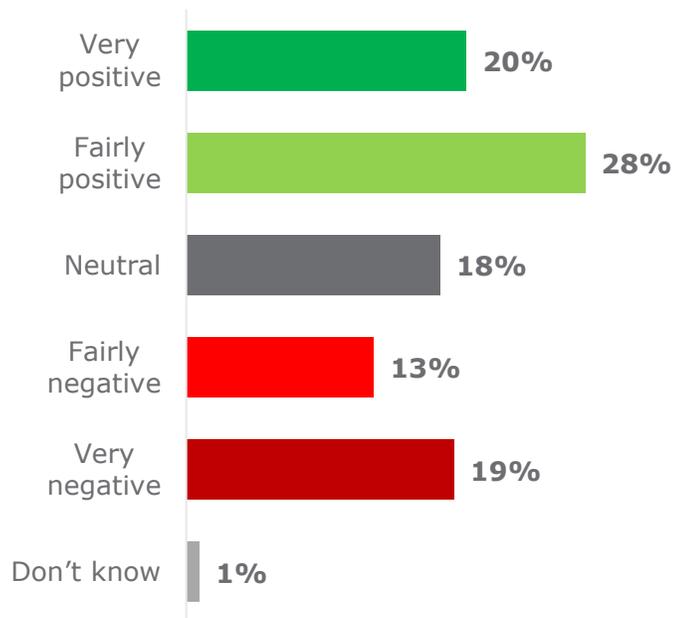
There is clear scepticism regarding the wider transition to online services, but in the context of the council there is strong demand for expanding these to include payments, bulky waste collection, green waste collection and applying for planning permission. However, with 8% of residents not having internet access and the aforementioned scepticism regarding increasingly online services, it is important for the council to safeguard non-online methods for these services.

Internet Access

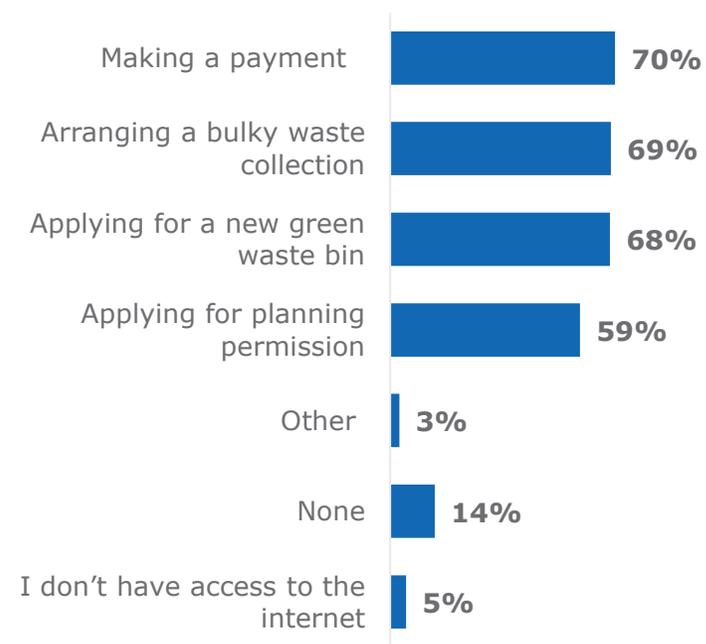


23% among residents aged 65+

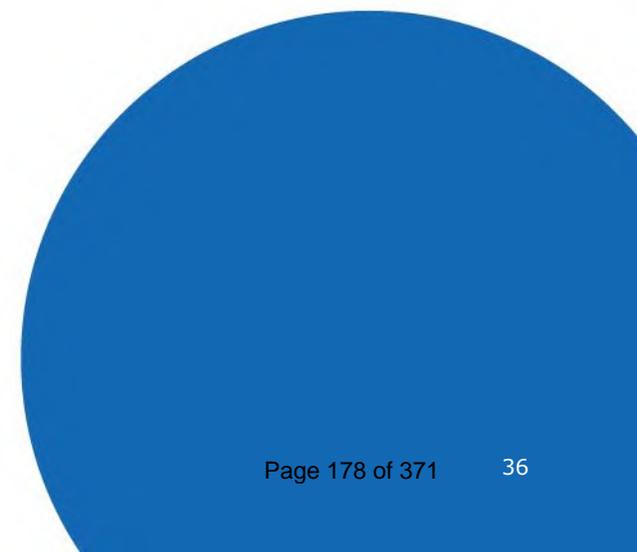
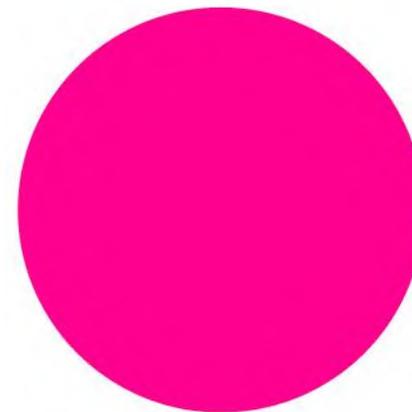
Services moving online is viewed as (not council specific)...



Services preferred to do online



North Warwickshire Borough Council Leisure Facilities

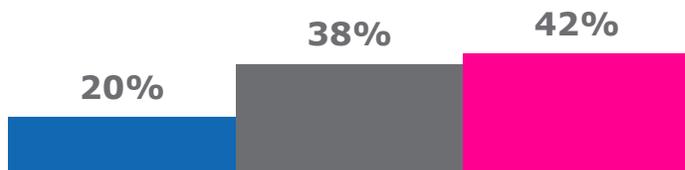




Leisure facilities use

Almost a quarter of residents would not consider using leisure facilities in the borough. Polesworth Sports Centre is the least used leisure centre, while the Atherstone facilities are used most.

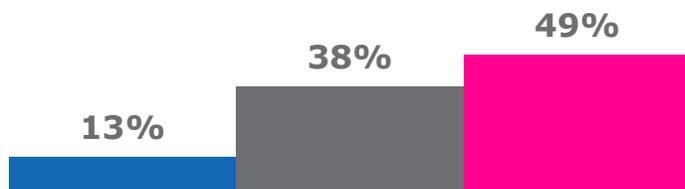
Atherstone Leisure Centre



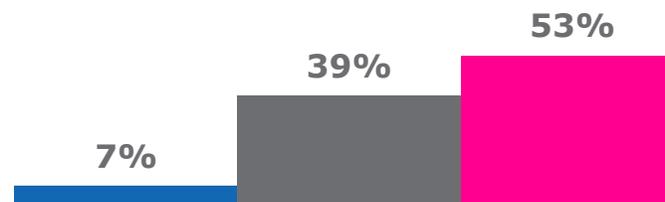
Atherstone Swimming Pool



Coleshill Leisure Centre



Polesworth Sports Centre



Overall use

38%
Use any facilities...

...**37%**
would consider...

...**24%**
would not use.

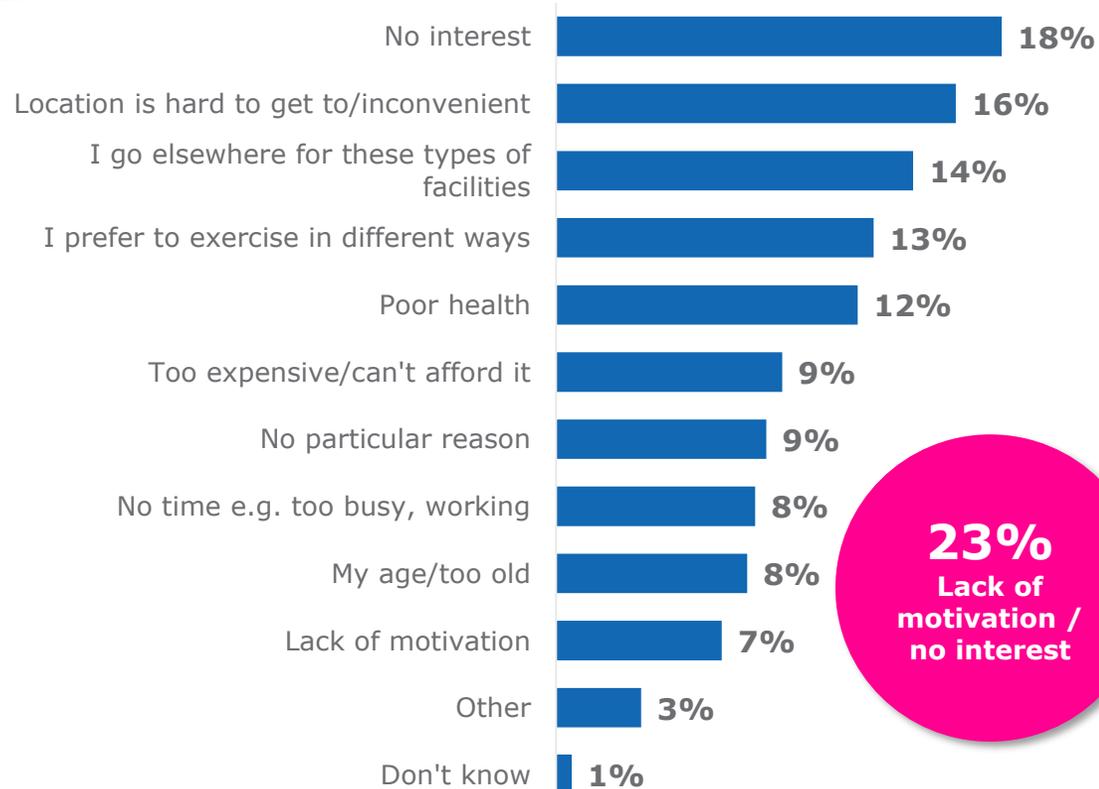
- Yes, I already use this
- No, but I would consider using it
- No, I wouldn't use this



Those who do not use the facilities

Lack of interest and inconvenient location of the facilities are the driving causes for lack of leisure centre use.

Reasons for not using the facilities



23%
Lack of motivation / no interest

Subgroup analysis

Younger age groups indicate that they prefer to exercise in different ways (16-34 **18%**; 35-44 **24%**) or go elsewhere for these types of facilities (**29%** and **30%** respectively). The youngest age group (16-34) is significantly more likely to indicate facilities are too expensive/they can't afford it (**30%**) than those aged 45+.

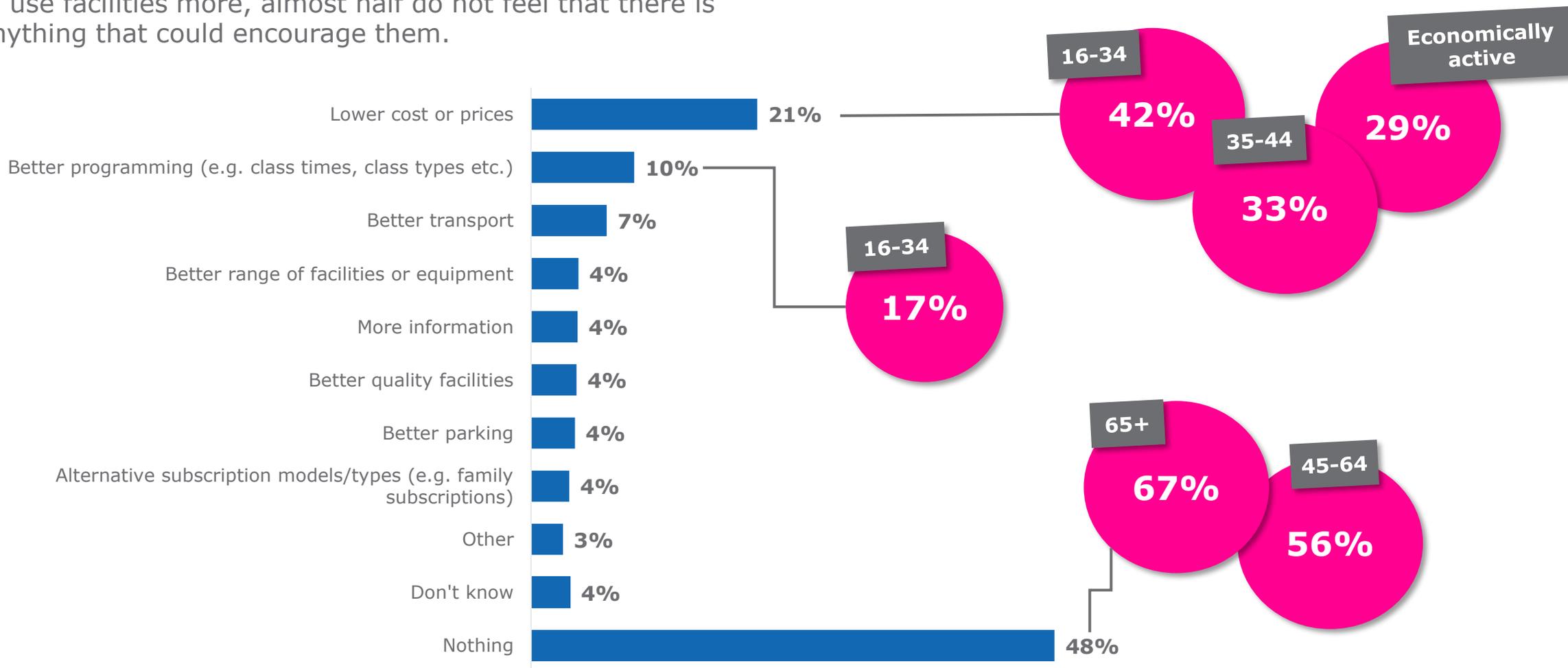
Poor health (**13%** 45-65; **23%** 65+), the location being inconvenient (**21%** 45-54; **20%** 65+), and old age (**23%** 65+) are the key reasons for older age groups to not use the facilities.

Economically active residents also indicate a preference in exercising in a different way (**16%**) or prefer to go elsewhere (**21%**), while economically inactive residents either hold no interest (**21%**), the location is inconvenient (**18%**) or suffer from poor health (**23%**).



Encouragement to use the facilities: unprompted

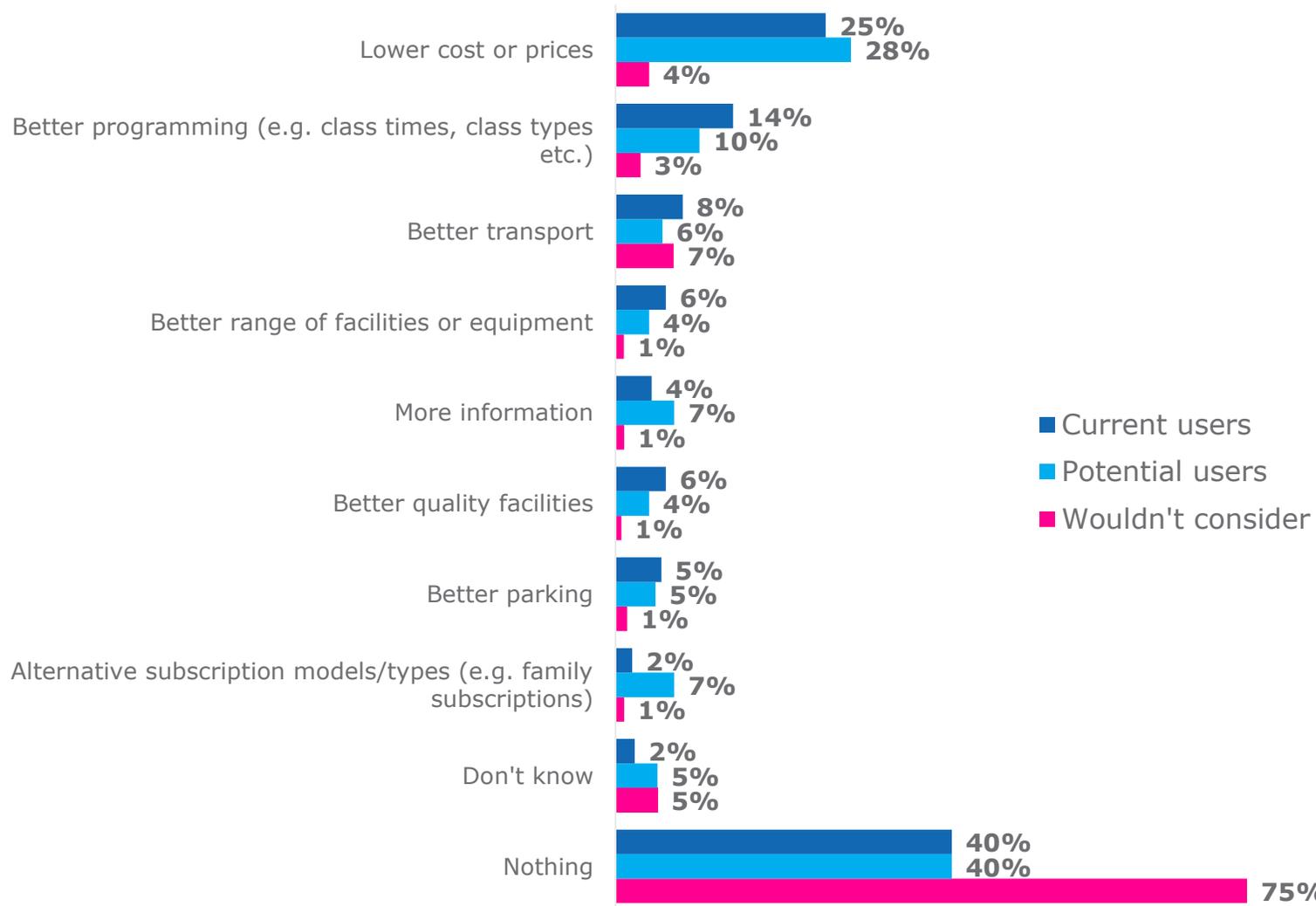
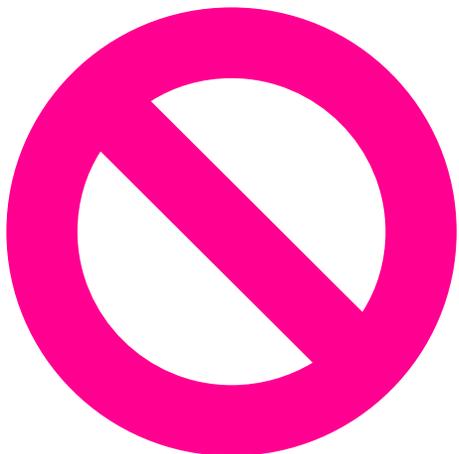
While lower cost and better programming could entice residents to use facilities more, almost half do not feel that there is anything that could encourage them.





Encouragement to use the facilities: unprompted

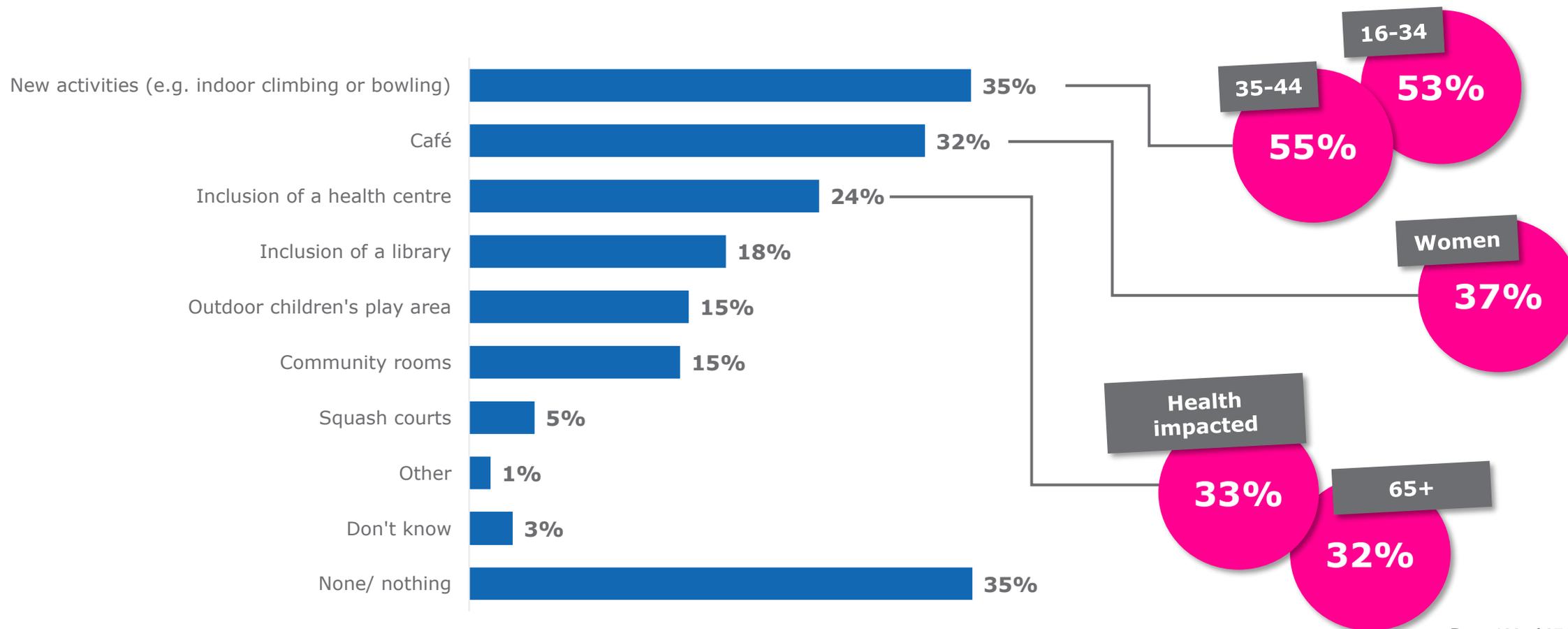
Three-quarters of those who said they wouldn't consider using any of the leisure facilities maintain that there is nothing that would encourage them to do so.





Encouragement to use the facilities: prompted

When prompted, over half of the younger age groups indicate an interest in new activities at leisure facilities, women show interest in a café, and inclusion of a health centre is seen as enticing to residents with health concerns and the 65+ age group.

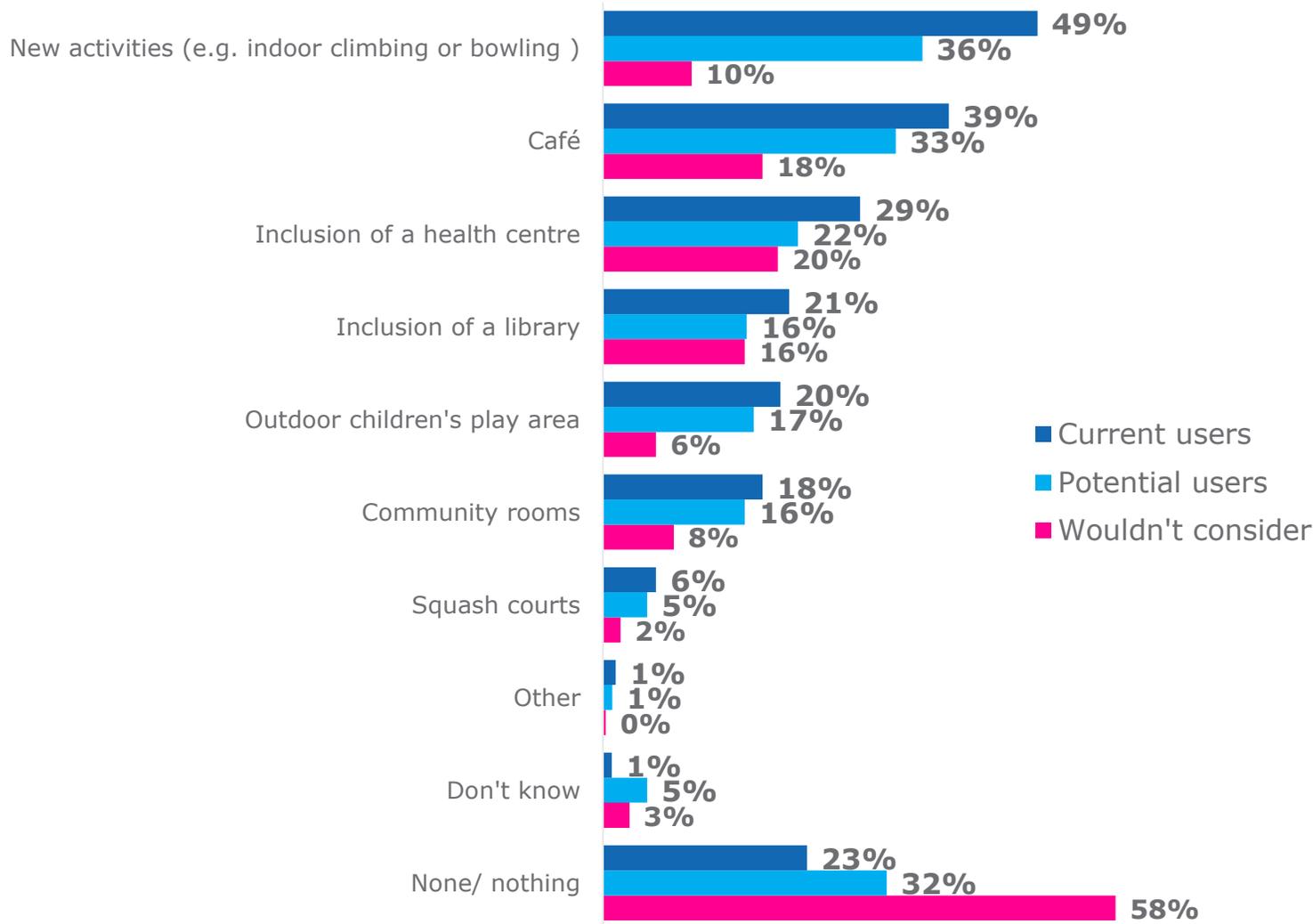


Base: All Respondents (1012) Q019 Which, if any, of the following would encourage you to use the previously mentioned leisure facilities more often?
* Labels for data below 3% hidden for neatness



Encourage to use the facilities more: prompted

The prospect of new activities is particularly welcomed by current users, as well as potential ones. Meanwhile, six in ten (58%) of those who previously said that they wouldn't consider using any of the facilities maintain this stance.





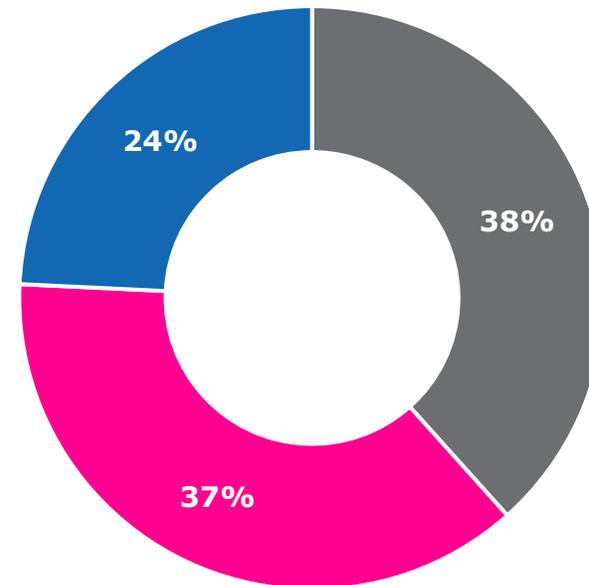
CHAID Analysis: Leisure centre use

This set of CHAID analysis/path diagrams looks at residents' use of council run leisure facilities.

We classify respondents as a leisure user if they currently use any of the four listed facilities, a potential user if they would consider using any of the four and a non-user if they would not use or consider any of the four.

The analysis was conducted on those currently using (38% of the sample) and then repeated for current and potential users (76% of the sample). Each CHAID analysis was conducted twice, firstly with demographics only and secondly with demographics and attitudinal variables.

Leisure centre use

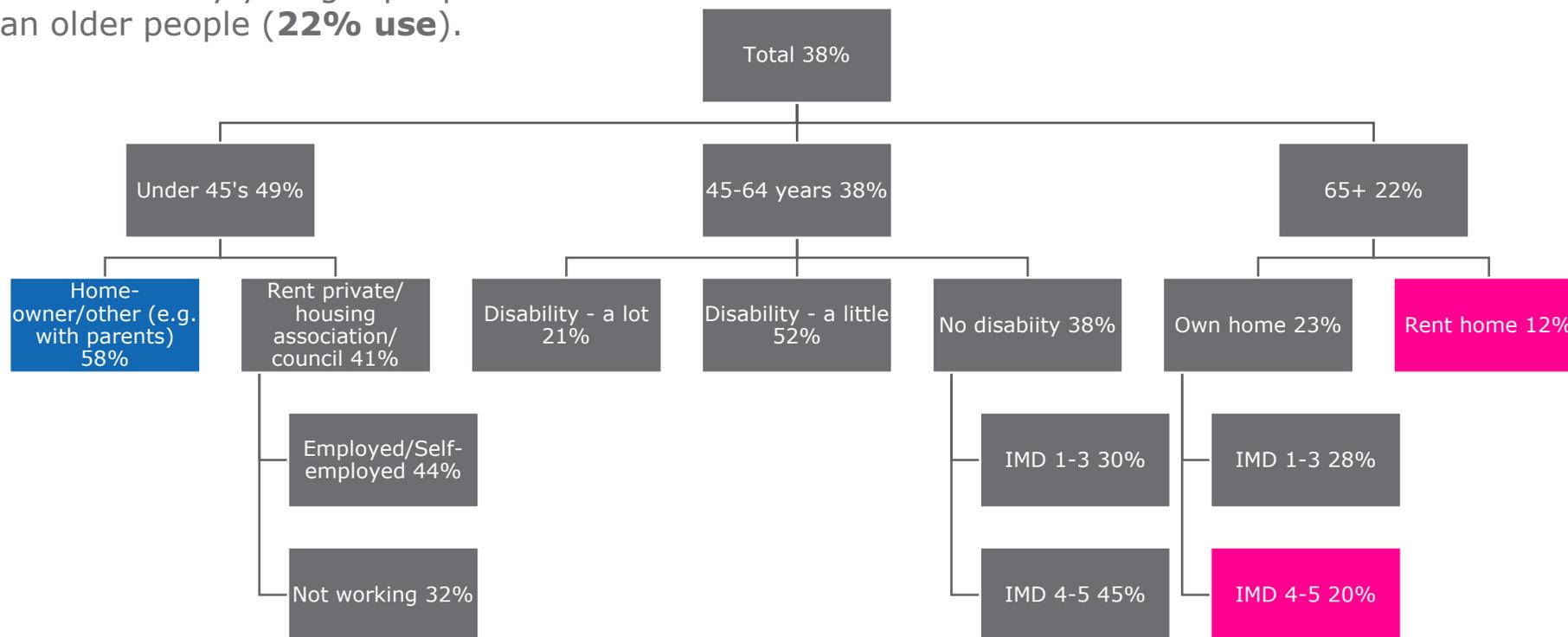


■ Current user ■ Potential user ■ Non user



Demographic: Current usage

Age is the biggest influencing factor with facilities being used more by younger people (**49% use**) than older people (**22% use**).



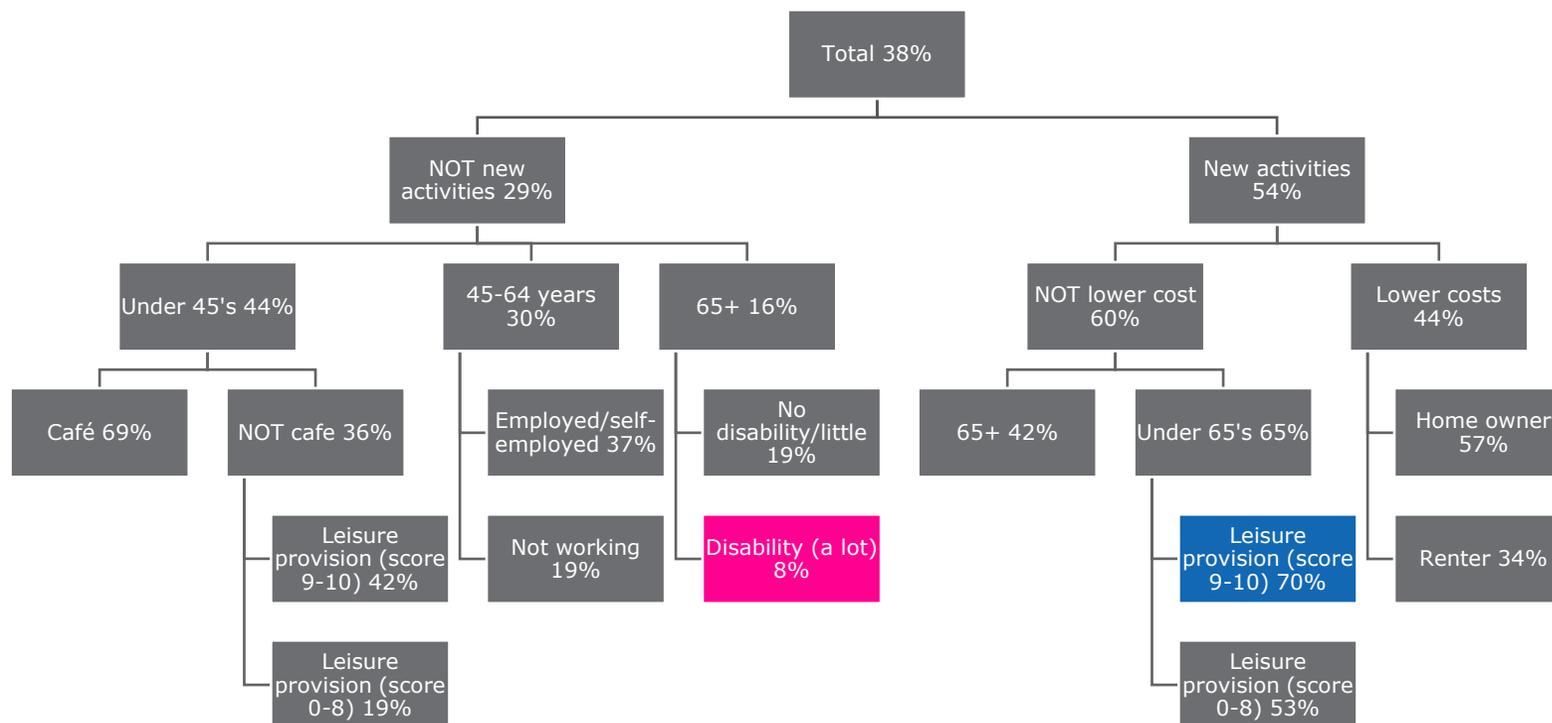
Younger owner occupiers (or those who live with parents) have a high usage of 58% (that's nearly five times as likely to use than the older residents in rented accommodation).

Older residents who rent have the lowest usage (just 12% use one of the facilities) – Older people who own their home AND live in more affluent areas have lower usage (20%).



All variables: Current usage

The biggest factor on use across all variables is preference for leisure centres offering new activities. **54%** of those who say they would like to see new activities on offer are current users, compared to **29%** who are current users and do not indicate a need for new activities.



Those who **DON'T** want new activities **AND** are **65+** **AND** have a disability have low usage, at just **8%**.

Those who want new activities **AND** do **NOT** choose lower costs (Q19) **AND** are under 65 **AND** give a leisure provision a score of 9 or 10 at Q3 – **70%** of this group are users.

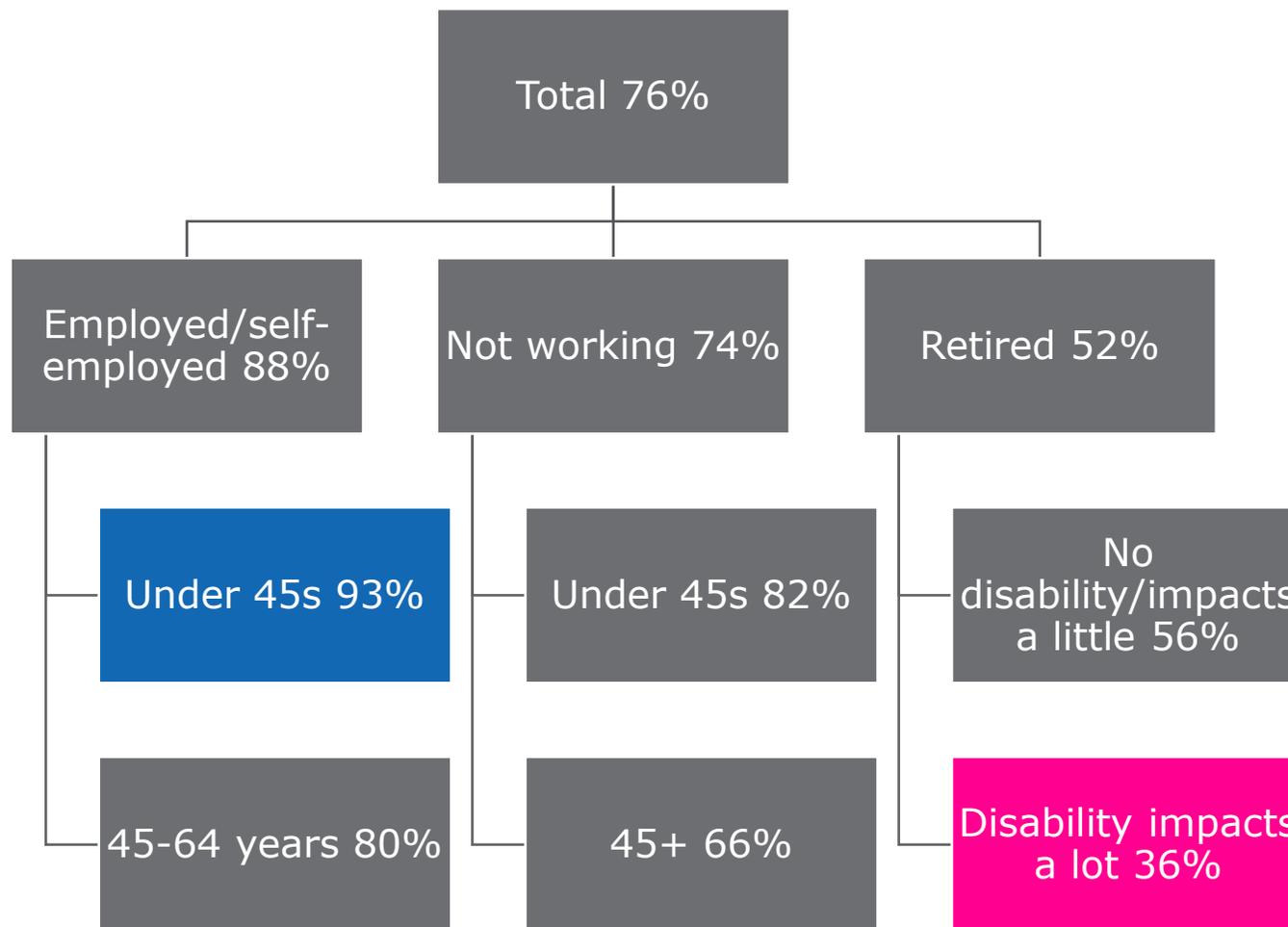


Demographic: Current and potential use

Work status is the biggest influencing factor with current/potential usage more likely among the employed (88%) than the retired (52% use).

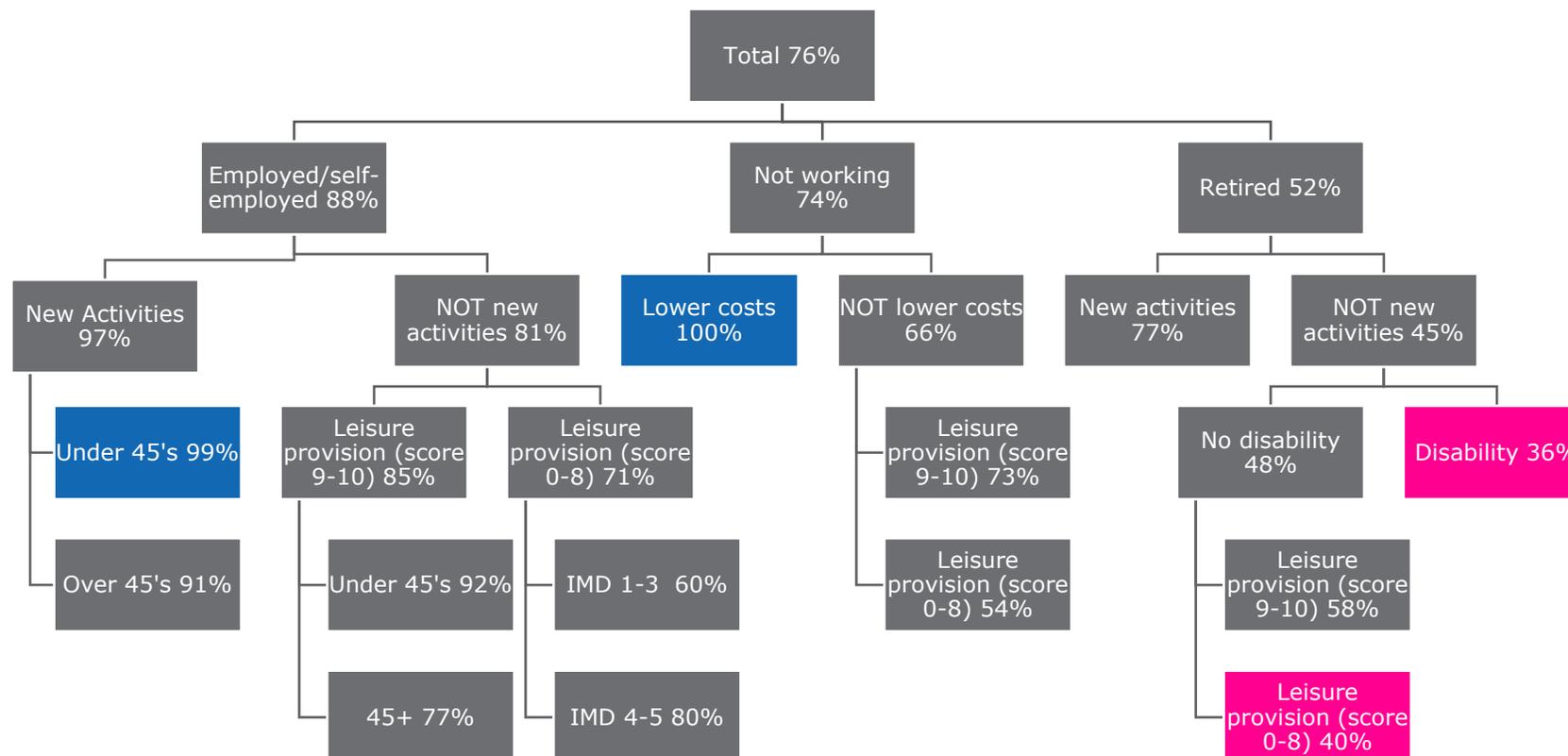
Those who are employed AND under 45 have the highest usage (93%).

Those who are retired AND have a disability with a large impact on their life have the lowest percentage of current/potential users (36%).





All variables: Current and potential use



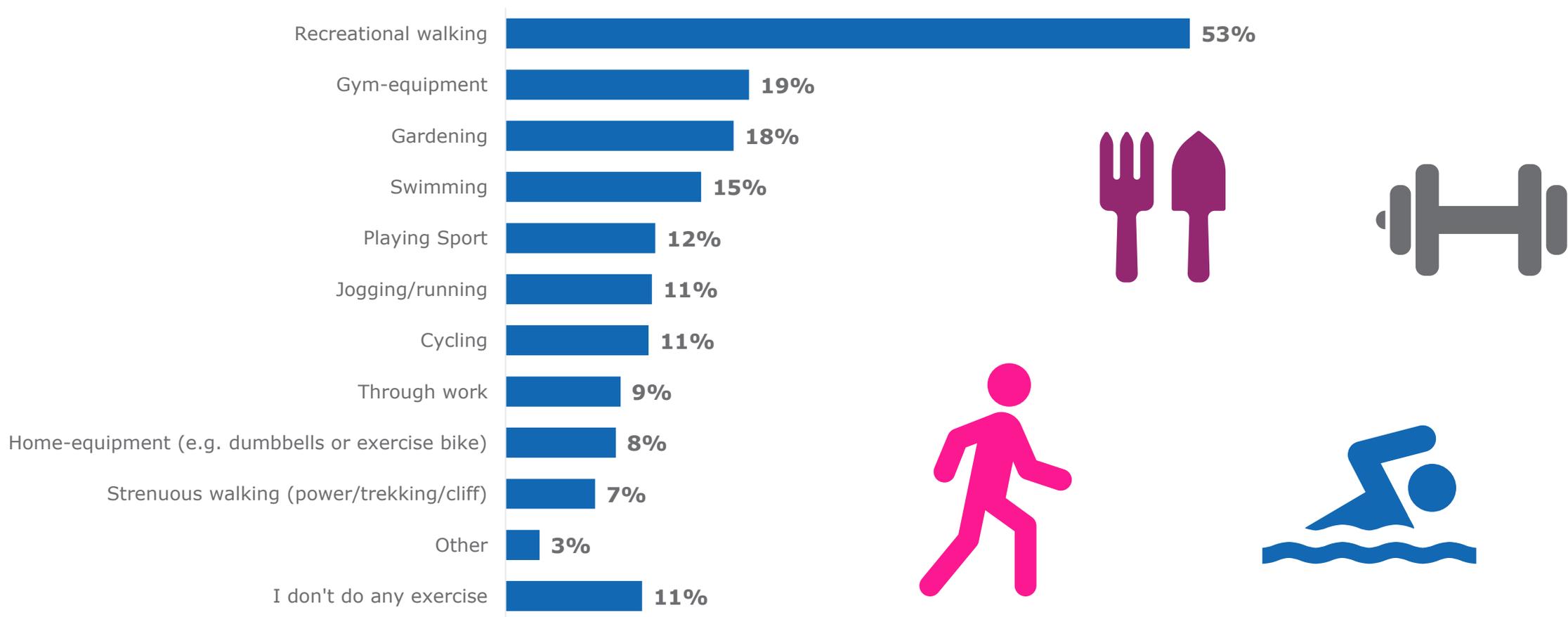
Those who are not working AND think lower costs would encourage them OR are employed AND want new activities AND are under 45 have higher likelihoods of usage.

Retired people who do not think new activities will encourage them to use more AND have a disability (or don't have a disability AND give a low rating for leisure provision) have low likelihood of usage

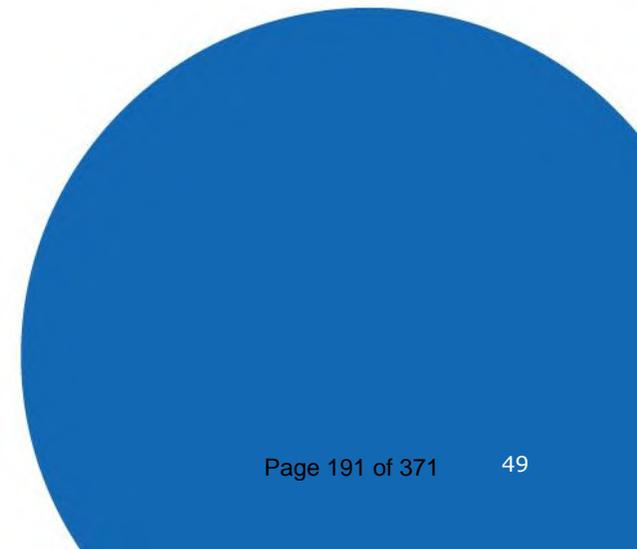
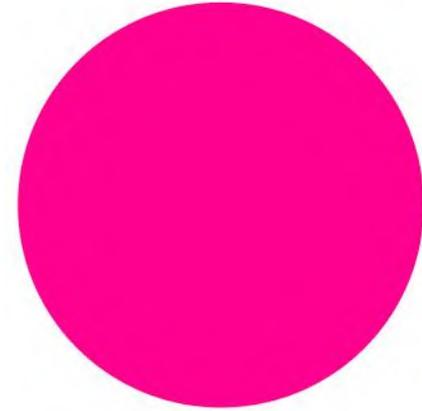


How do residents exercise?

Recreational walking is by far the most popular method of exercise amongst the North Warwickshire residents.



Recycling and environmental perceptions

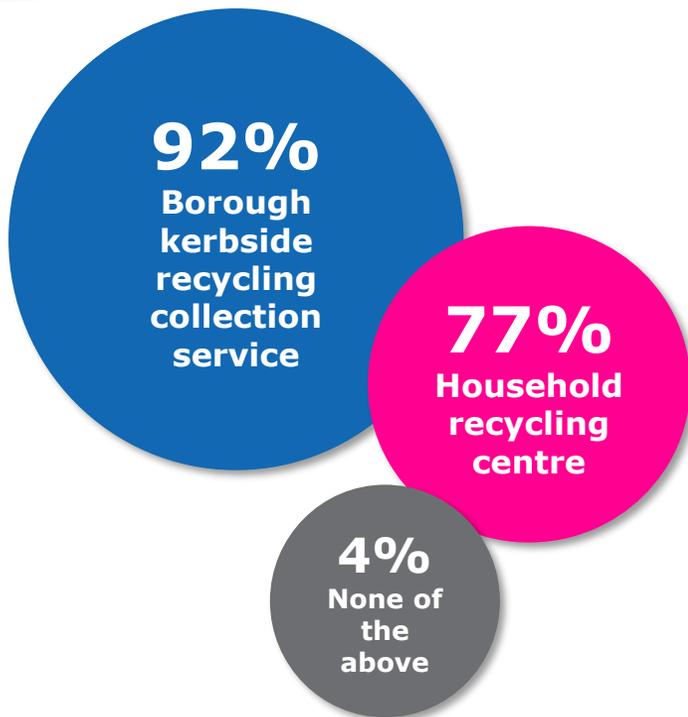




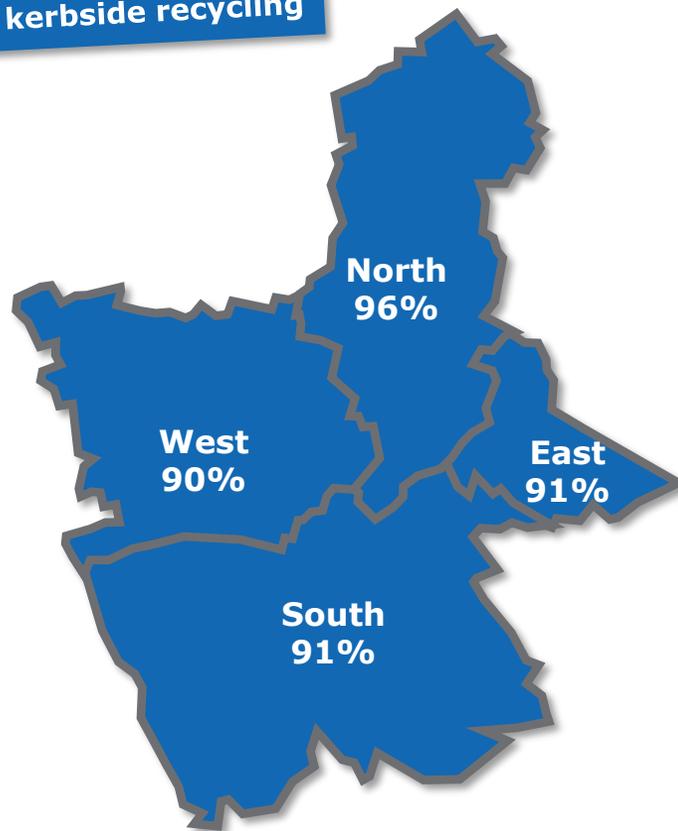
Recycling

Use of household recycling centres is significantly lower in the South cluster, and significantly higher in the East cluster. Those who are aged 65+ are significantly less likely to use the household recycling centres.

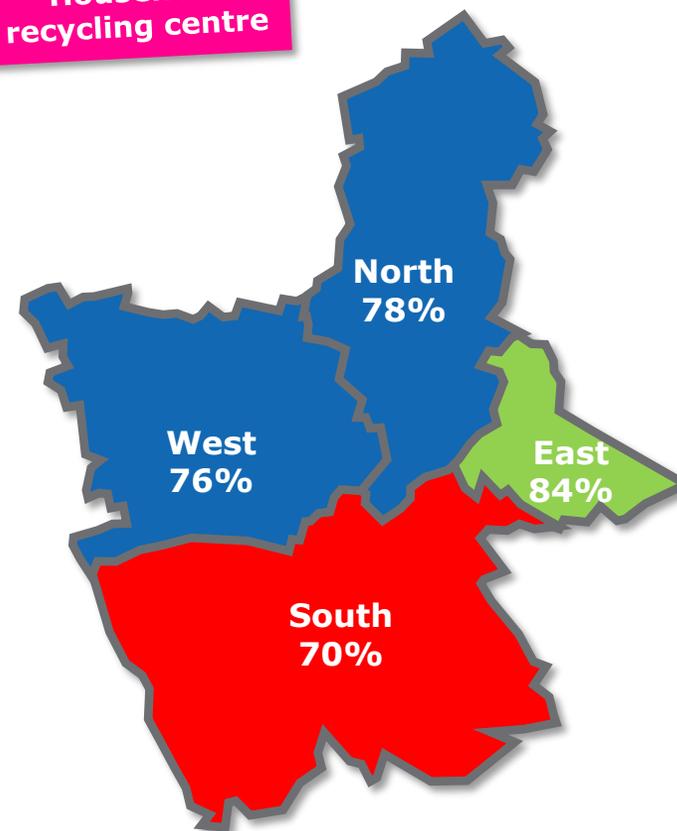
Do you recycle in any of the following ways?



Ward Borough kerbside recycling



Household recycling centre

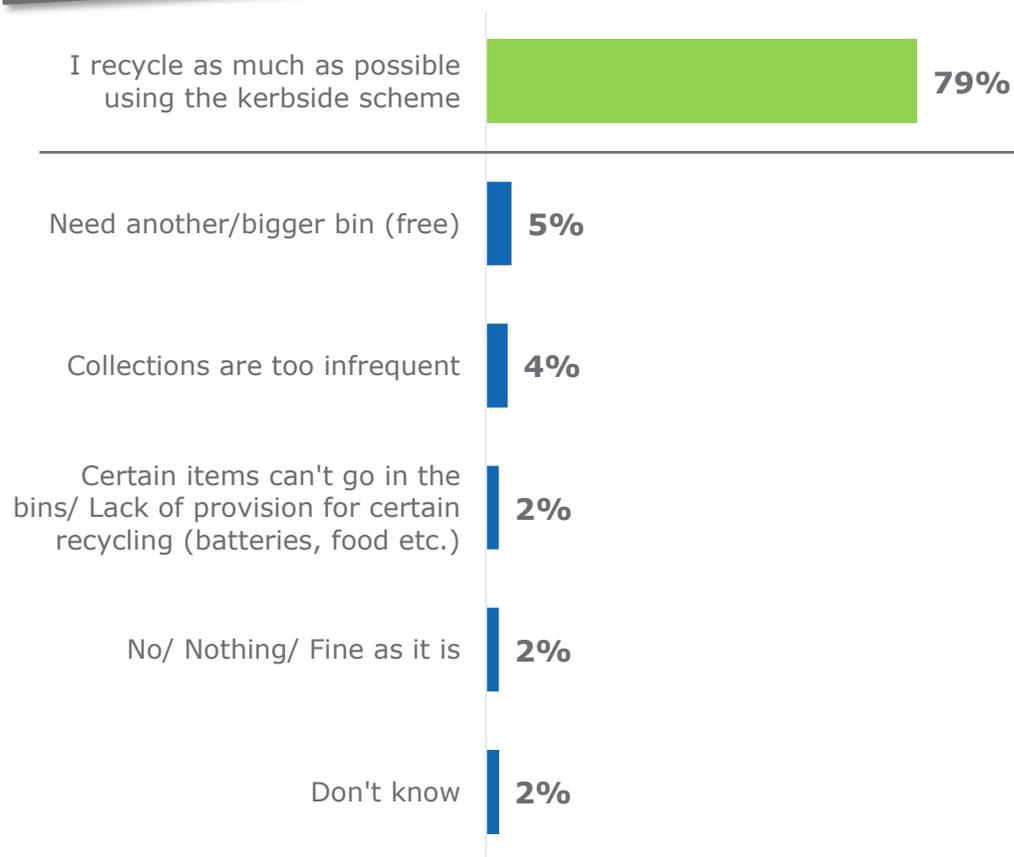


● Significantly better than total
 ● Significantly poorer than total

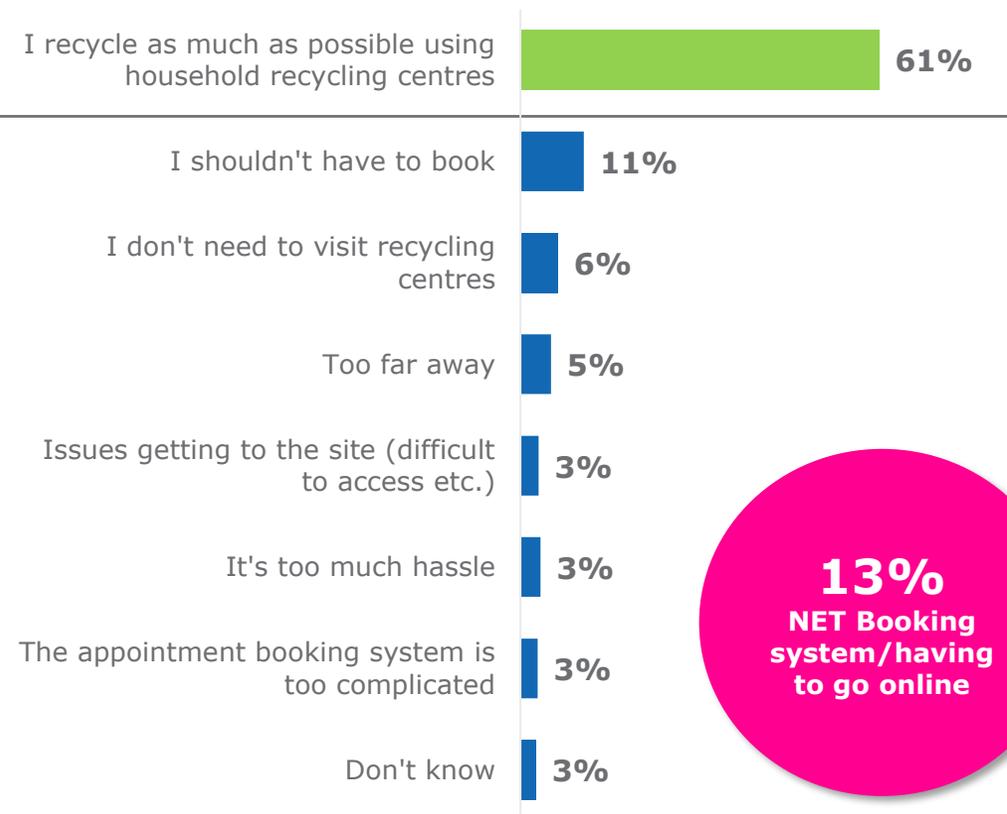


Factors preventing residents from using recycling facilities

Preventing from using the kerbside collection



Preventing from using the recycling centres



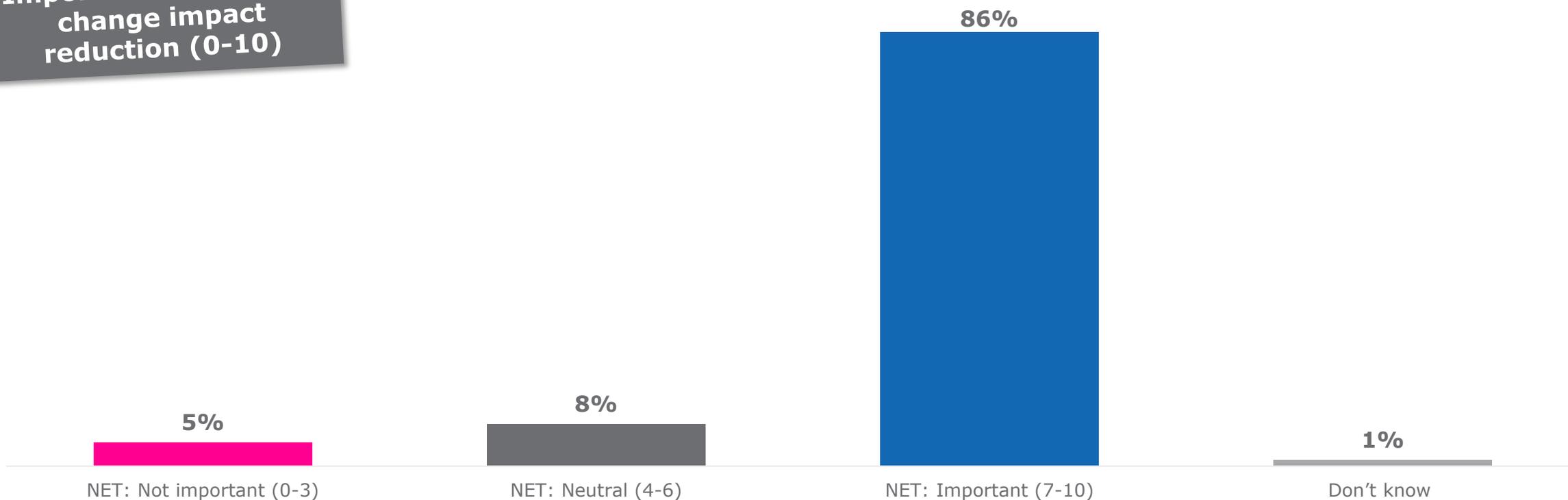
13%
NET Booking system/having to go online



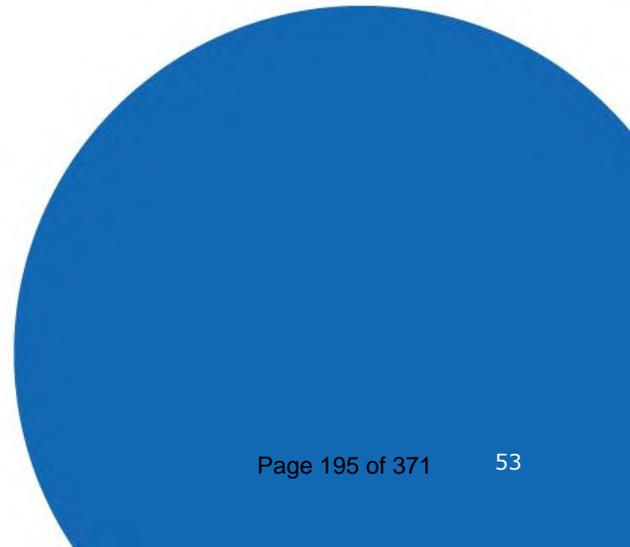
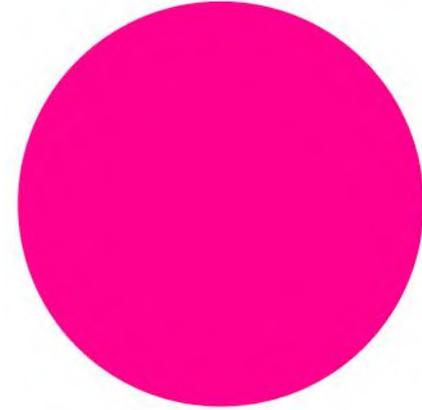
Residents' view on importance of reduction of impact of climate change

The vast majority of residents feel that it is important to mitigate the impacts of climate change (86%). This view is consistently held across subgroups.

Importance of climate change impact reduction (0-10)



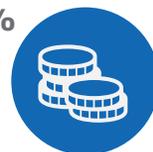
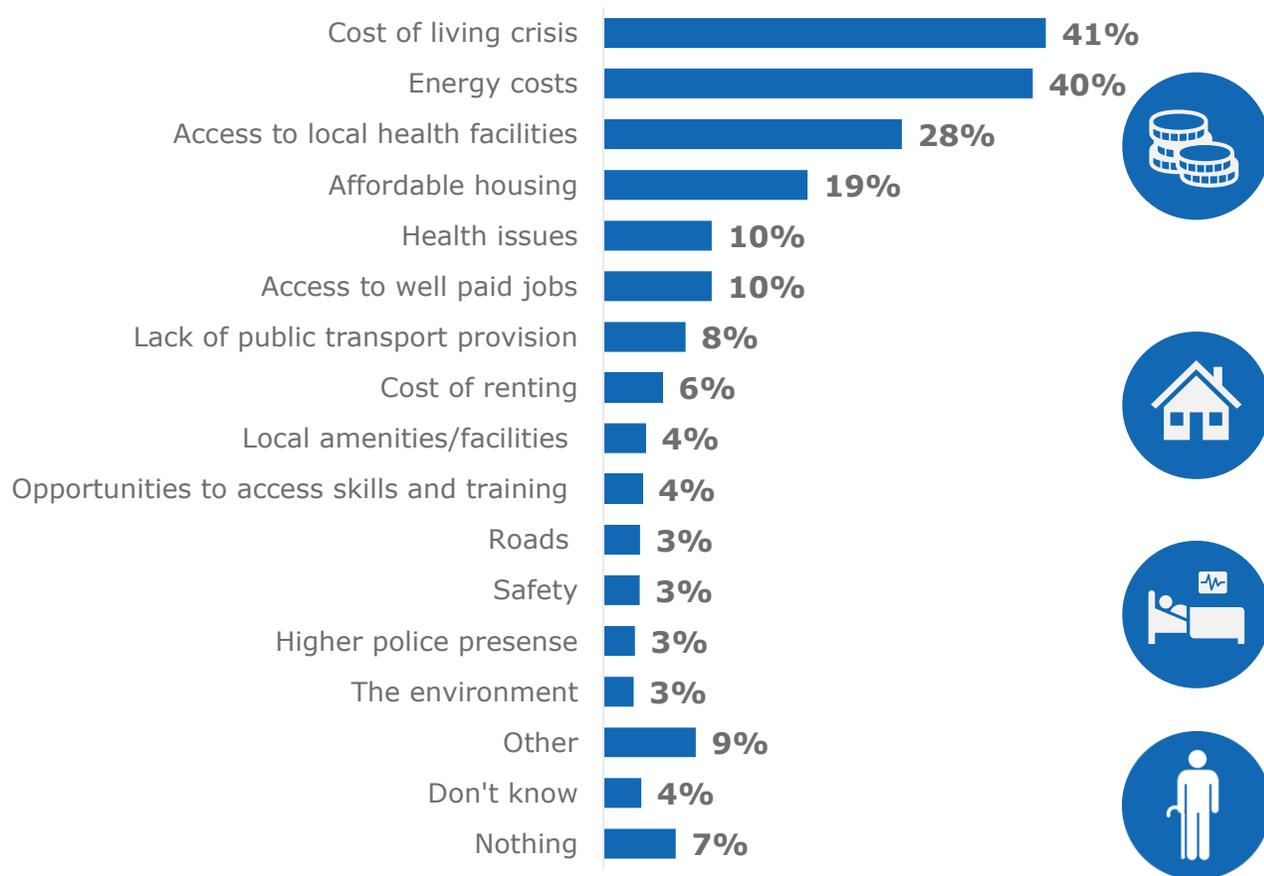
Top priorities for North Warwickshire residents





Household priorities

Managing the cost-of-living crisis and energy cost increases are seen as the priorities for North Warwickshire households. These are followed by access to local health facilities (28%) and affordable housing (19%).



Younger age groups are significantly more likely to see increasing energy costs (16-34 **61%**, 35-44 **48%**) and cost of living (16-34 **68%**, 35-44 **50%**) as a priority than comparator groups. This is also the case for renters (Energy costs **58%**; Cost of living crisis **65%**) versus owners (**33%** for both).



Affordable housing is significantly more of a priority to 16-34 year olds (**42%**), minority ethnic groups (**33%**), the economically active (**27%**) and renters (**40%**).



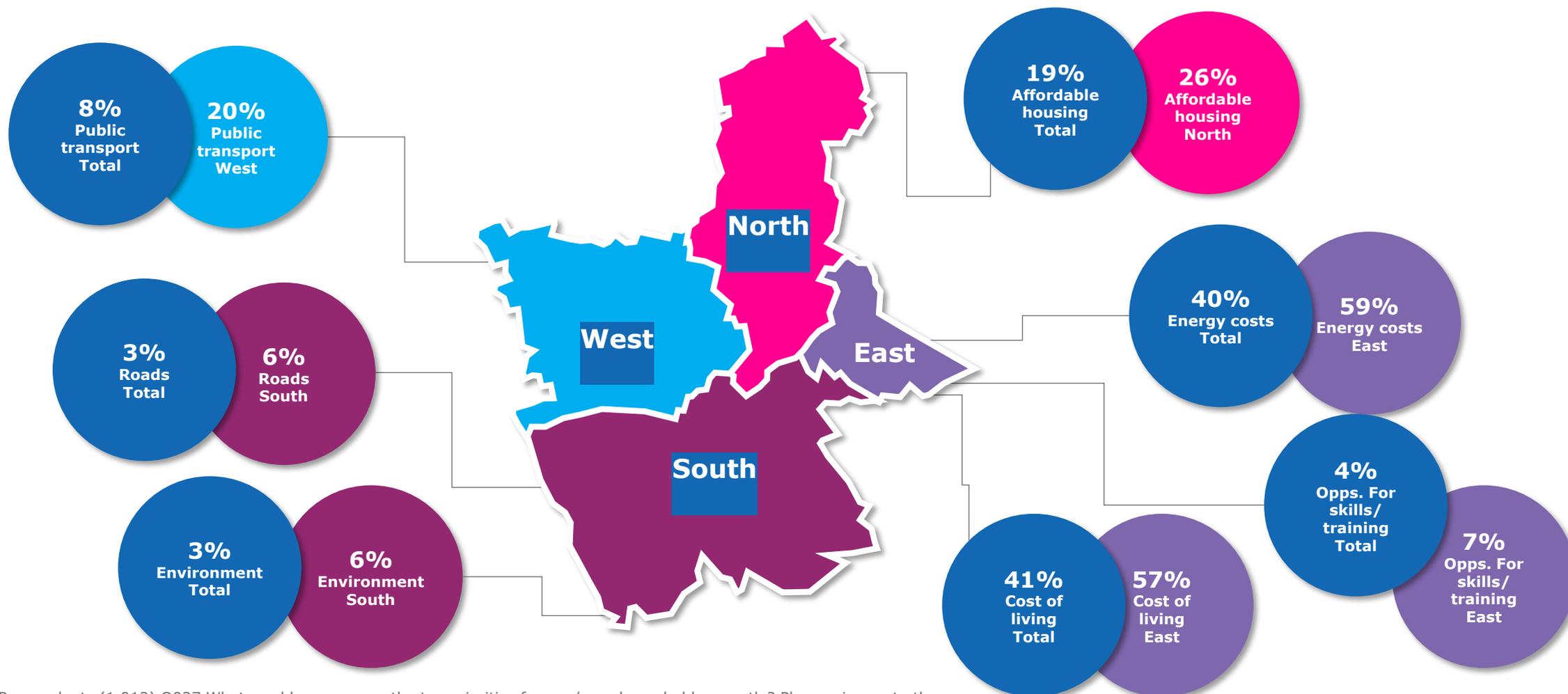
Access to local health facilities is significantly more of a priority to 35-44 group (**37%**) and minority ethnic groups (**37%**).



Those aged 65+ (**15%**) and the economically inactive (**11%**) are significantly more likely to not have a household priority.



Household priorities: priorities by ward cluster



Base: All Respondents (1,012) Q027 What would you say are the top priorities for you/your household currently? Please give up to three. Significant differences shown.



Biggest changes to improve the area

There are a wide variety of changes desired by residents, but investment on the high street (11%) is the most common, followed closely by lower crime/safer streets (9%) and affordable housing (8%).

Top 6



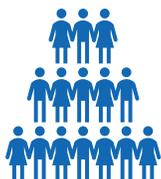
11%
High street investment



9%
Lower crime/
safer streets



8%
Affordable housing



6%
Community facilities



6%
Activities for young people



4%
Better public transport

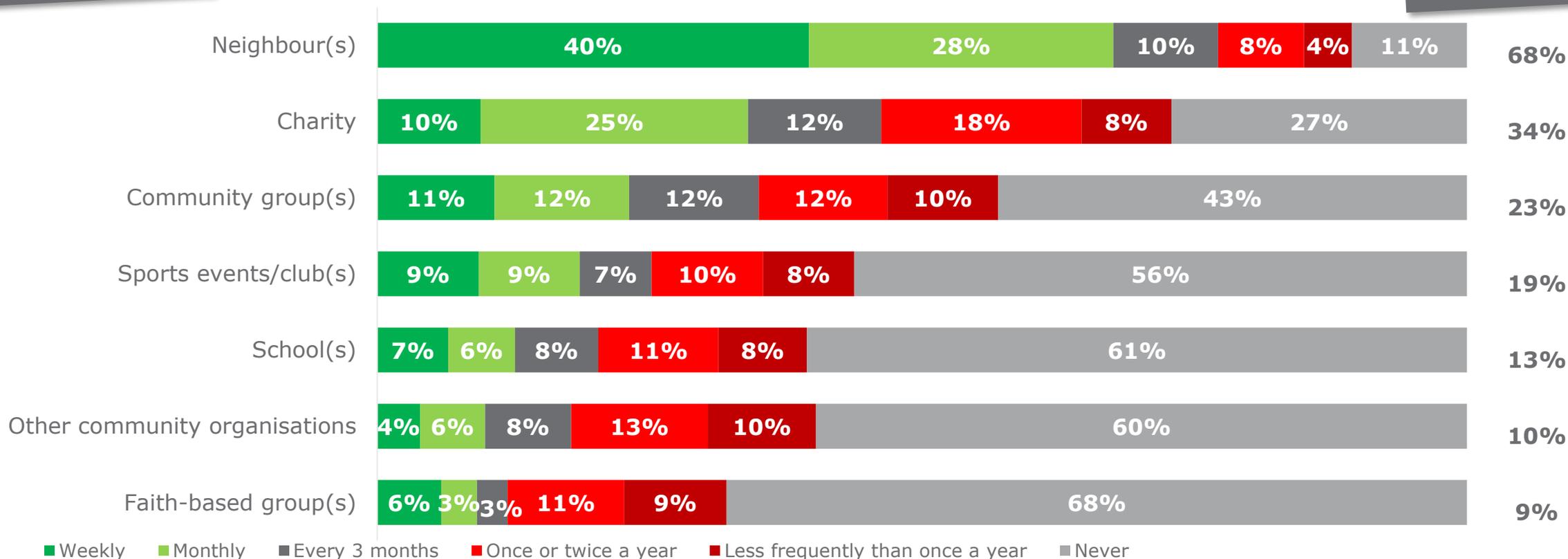


How North Warwickshire residents help out

68% of residents regularly give help to their neighbours, and just over a third frequently give to charity.

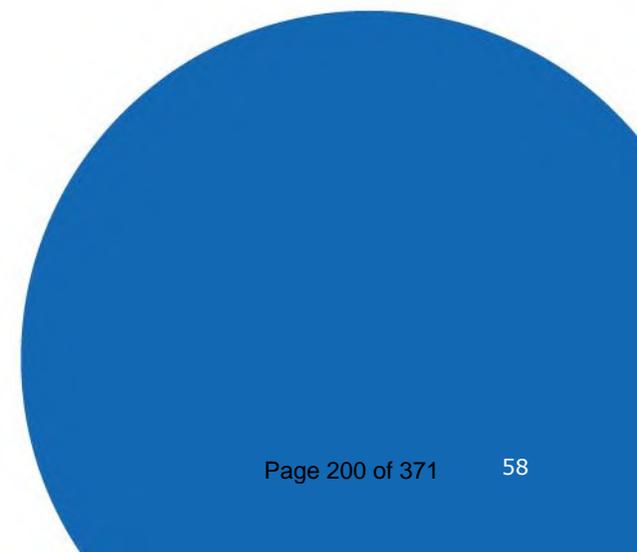
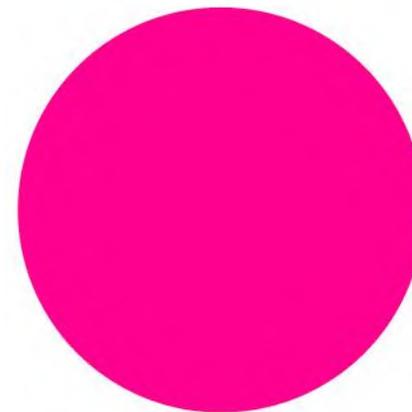
Give help to...

NET At least monthly



Base: All Respondents (1012) Q014. How often do you typically give help to...
* Labels for data below 3% hidden for neatness

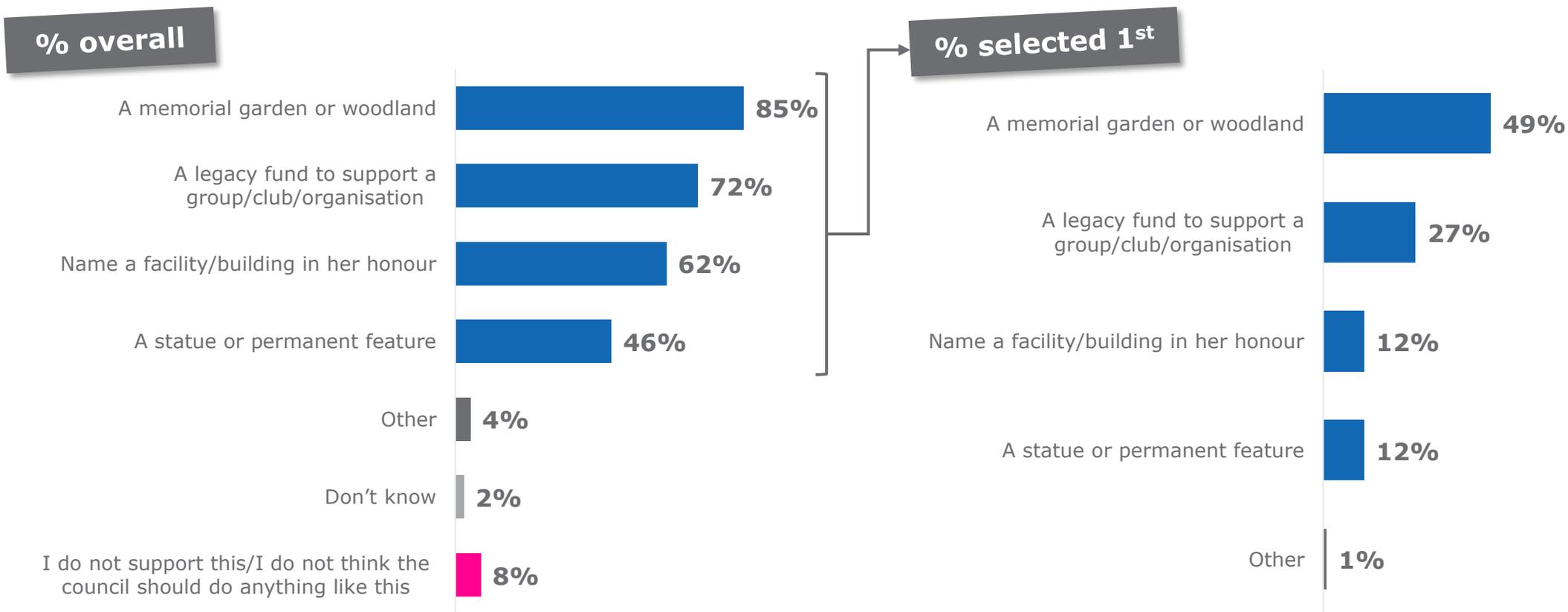
Honouring the life of service by Queen Elizabeth II



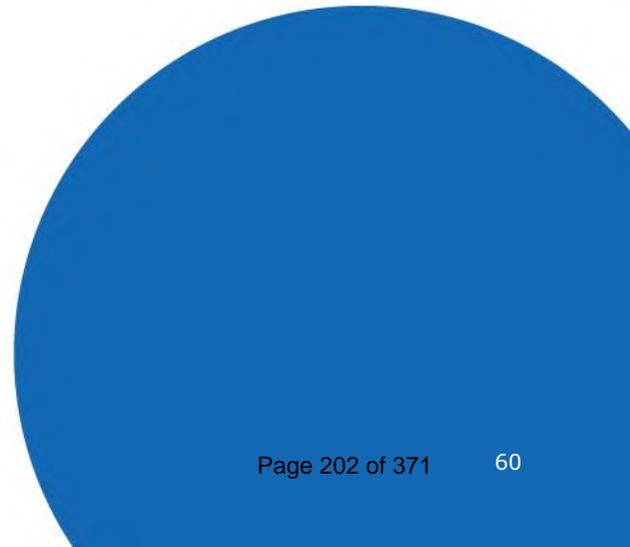
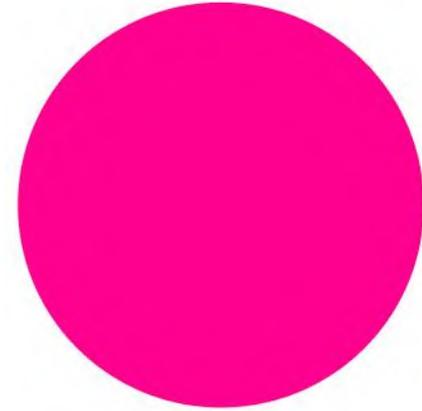


Honouring the life of service of Queen Elizabeth II

Residents were asked to rank their top three preferences for ways to honour the late Queen Elizabeth II. A memorial garden or woodland is by far the most popular suggestion, but it should be noted around one in twelve do not support any initiative of this type.

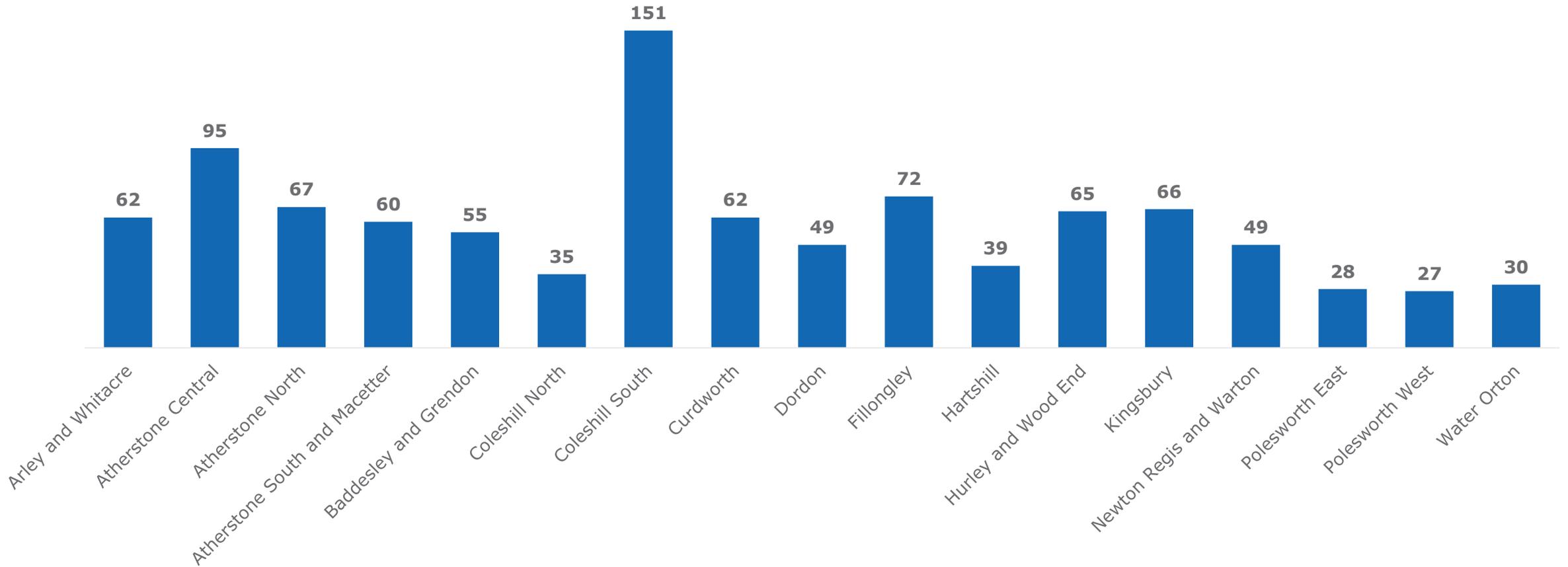


Demographics





Number of responses by ward (unweighted)

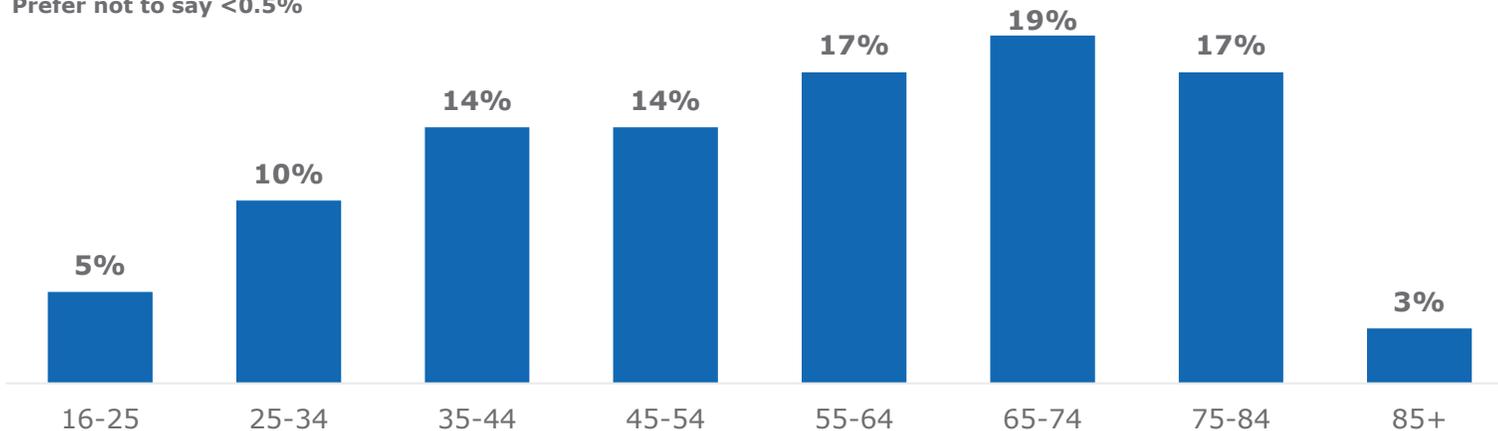




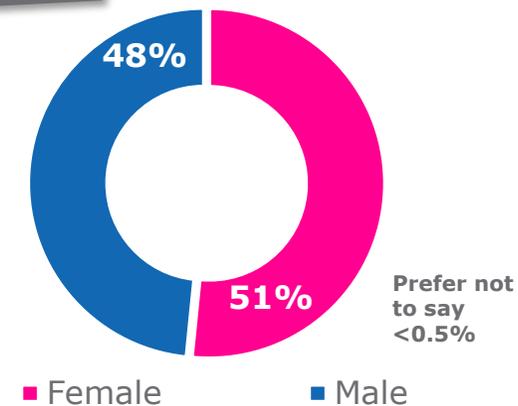
Demographic (I)

Age

Prefer not to say <0.5%

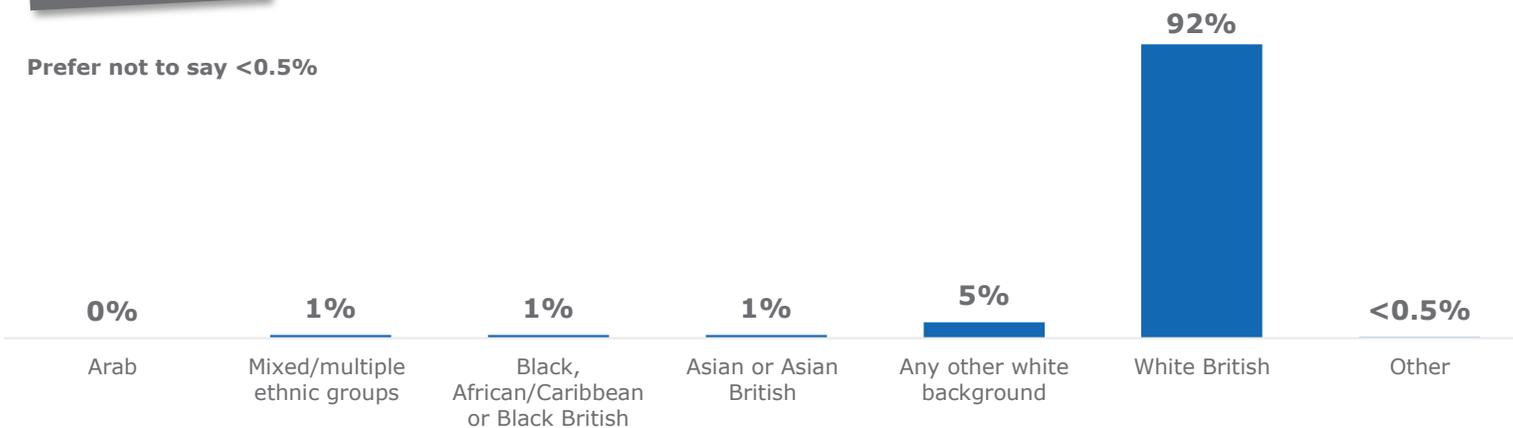


Gender

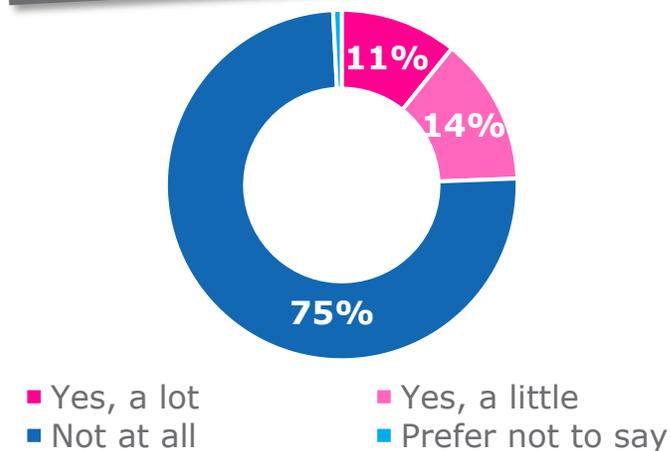


Ethnicity

Prefer not to say <0.5%



Health condition impacted?

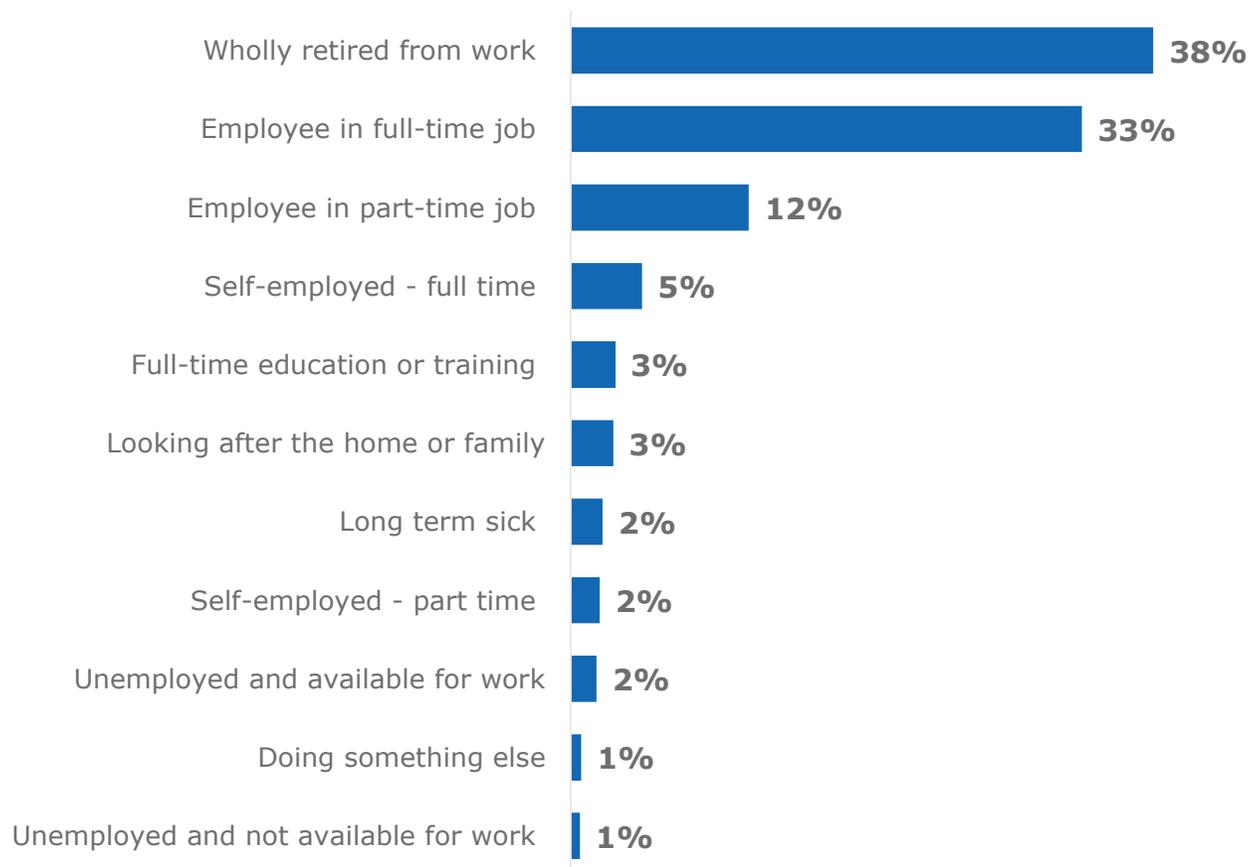


Note: All figures shown here are unweighted (before the weighting was applied)

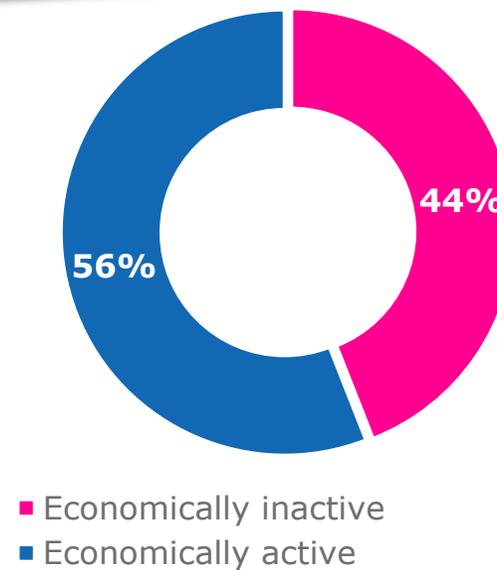


Demographic (II)

Working status

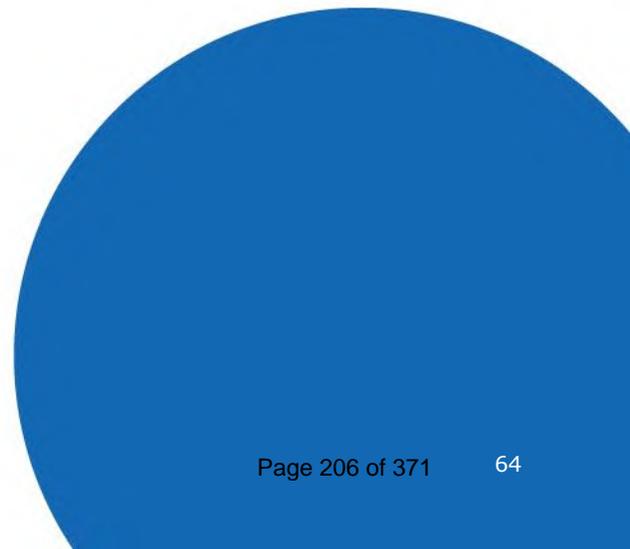
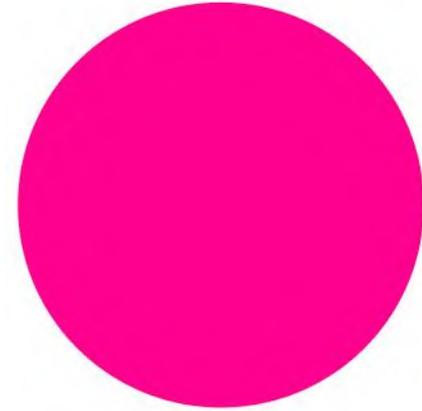


Economic activity



Note: All figures shown here are unweighted (before the weighting was applied)

Appendix I



For more information



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1 Summary

- 1.1 This report puts forward proposals for the Three Year Capital Programme and outlines the availability of capital resources to fund the programme. The report recommends the options available.

<p>Recommendations to the Board</p> <p>a That the Board adopts the Revised Capital Programme for 2023/24 as set out in Appendix A;</p> <p>b That the Board adopts the Three Year Capital Programme for the period 2024/25 to 2026/27 as set out in Appendix B, subject to the transfer of funding from the Business Rate Fluctuation Reserve totalling £1,553,580 to fund vehicle purchases. This recommendation is in the General Fund Summary report also on this agenda but also includes vehicles in years 2023/24 and 2027/28 therefore the figure is higher at £2,611,310; and</p> <p>Recommendation to Council</p> <p>c That the prudential indicators set out in Section 9 are approved, subject to any changes that may be required as a result of decisions taken during this meeting.</p>

2 Background

- 2.1 The Council is permitted to borrow to fund capital expenditure, but no longer receives government support for any new borrowing. The Council has the ability to undertake unsupported borrowing if the business case for the project is affordable. Currently the General fund has no external borrowing but does have internal borrowing of £4.7m.
- 2.2 The majority of housing capital spending is funded from the revenue generated through the Housing 30 Year Business Plan. In addition, borrowing is used as needed.
- 2.3 Other sources of finance are required to enable the Council to fund the Capital Programme and we will continue to be dependent on the use of capital receipts

from the sale of Council Houses and land, together with external sources, such as specific grant funding.

- 2.4 The Council has benefited from additional business rates above its baseline funding level and is able to retain a proportion of these. Whilst some are held in case of successful future appeals by ratepayers, the level of business growth achieved has been above expectations and put into a business rate fluctuation specific reserve as this income stream is volatile and difficult to predict with certainty, plus the Government will be resetting the current system which will see the income for this Council reduce significantly as built into the Medium Term Financial Strategy (MTFS). The additional income for 2023/24 and 2024/25 has been built into the base budget figures but earlier years income was put into the specific reserve, and it is recommended that this is used where appropriate to support the General Fund capital programme, reducing the need to borrow.

3 **2023/24 Revised Capital Programme**

- ...
- 3.1 In relation to capital expenditure, Appendix A shows the originally approved programme for 2023/24 alongside the in-year movements. The revised position is £7,355,090 less than the approved programme.
- 3.2 The revised budget for the HRA housing programme has increased by £390,000 as additional budgets were needed to sufficiently upgrade the electrics of the councils housing stock and to remedy a structural issue at a 3-bed property.
- 3.3 Within the General Fund programme, provisions for the LUF Bid, Replacement leisure facility at Polesworth, and the Artificial grass pitch at Royal Meadow Drive have been pushed back into 2024/25. Provisions for both the Coleshill Car Park project and the Structural maintenance of car parks programme have also been pushed back into 2024/25. The Vehicle Replacements have taken place with some still yet to be delivered.
- 3.4 Within Information Services, the additional work involved in implementing the environmental health, planning and finance systems have had an impact on other planned work. Allocations for the planning system has been carried forward into 2024/25.
- 3.9 The final actual expenditure out-turn for 2023/24 could still differ to the revised position shown. It is difficult to predict when some work will be completed, like the Multi Trade for Private Sector Housing are reliant on the timing of various works over which the Council has no control. In line with normal practice, the Executive Board may be asked to approve the carry over of some of these budgets into 2024/25, once the final spend for 2023/24 is established.

4 **Formulating the Capital Programme**

- 4.1 The Council needs to control its capital programme carefully, firstly to ensure that available resources are targeted effectively towards meeting corporate

targets and secondly, to take into account the effect that capital expenditure has on revenue budgets.

- 4.2 The capital programme, by its nature, is long term and therefore the initial programme drawn up is for a ten year period to 2033/34. However, as both expenditure and funding are difficult to predict so far in advance, a more detailed three-year programme has also been developed. The programme is kept under review and revised as new projects, service requirements are needed.

5 10-Year Capital Resource Forecast - 2024/25 to 2033/34

- 5.1 The resources for 2024/25 to 2033/34 have been estimated using the following assumptions:

- Capital receipts will be received from Right to Buy sales. The Council has entered into an agreement with the government which allows the retention of a greater proportion of these receipts. The additional receipts retained must be used for the construction/purchase of new affordable properties within 5 years of receipt;
- Future year estimates of the Disabled Facility Grant have not been included on the basis that all government funding in relation to this grant will be transferred from the Council to the Heart project;
- The use of revenue contributions to fund HRA expenditure, together with increases in borrowing where needed;
- Transfer of funding from the Business Rate Fluctuation Reserve totalling £1,553,580 to fund future vehicle purchases between 2024/25 to 2027/28
- Borrowing will also be used for the purchase of General Fund vehicles amounting to £4,657,160 from 2028/29 to 2033/34

- 5.2 The expected resources for the period 2024/25 to 2033/34 are shown in the table below:

	HRA £'000	Gen Fund £'000	Total £'000
Resources b/fwd	(4,096)	(6,099)	(10,195)
Revenue Contributions to capital schemes	(40,687)	(1,787)	(42,474)
Borrowing/Leasing	(16,450)	(7,800)	(24,250)
Capital receipts	-	-	-
Capital receipts – New Build	(7,155)	-	(7,155)
Total	(68,388)	(15,686)	(84,074)

- 5.3 This gives a total of £84.074 million available resources over the ten-year period to 2033/34. HRA resources include an expected £7.155 million that will be limited to use on new build schemes, for up to 40% of the scheme cost. In the event that these cannot be used in the required timeframe, they will have to be returned to the government.

5.4 General Fund resources include the proposed transfer of £1.554 million from the Business Rate Fluctuation Reserve set out elsewhere on the agenda.

5.5 It must be emphasised that figures for 2024/25 onwards are indicative only, and firmer figures will only be available a few months ahead of the relevant year.

6 Ten Year Capital Expenditure Forecast – 2024/25 to 2033/34

6.1 An initial forecast of all potential capital projects has been collated covering the next 10 years, including both HRA and GF schemes. This followed an analysis of the general fund building maintenance requirements and a detailed breakdown of the key components needed to maintain the Decent Homes Standard within the Council's housing stock in the future.

6.2 Given the constraints on available funding, a draft 10-year capital programme commencing in 2024/25 has been compiled based on the approved schemes from 2023/24. The opportunity has been taken to assess any new schemes and review schemes previously classed as non-essential, to assess whether this classification is still valid. The review also gave the opportunity to reconsider the timing of existing schemes.

6.3 A number of General Fund schemes were moved back into 2024/25, relating to IT schemes and maintenance work at the car parks. Along with the replacement Leisure Facility schemes and the Artificial Grass Pitch.

6.4 The draft programme is summarised below, and the details are shown in Appendix B:

Initial Forecast 2024/25 to 2033/34	£000
HRA	(60,747)
General Fund	(17,013)
TOTAL	(77,760)

6.5 As shown in the previous section, the total estimated resources for the ten-year period are £84.074 million compared with the expenditure bids of £77.760 million. This expenditure reflects the total bids put forward for consideration that have been identified to ensure the continuity of current services.

6.6 This leaves a surplus of £6.314 million in overall terms, although each Fund needs to be considered separately. Whilst the HRA funds exceed the draft programme by £7.640 million, £7.155 million of this is subject to possible return to the Government. With regards to the General Fund, there is an expected deficit of £1.326 million in the General Fund programme over the ten-year period. The shortfall in resources is expected to start in 2027/28, as available funding will be used in 2026/27. The transfer of funding from the Business Rate Fluctuation Reserve is essential to enable the full capital programme for 2024/25 to proceed.

7 Unallocated Schemes

- 7.1 The level of schemes required for inclusion in the capital programme outweighs the General Fund resources available. As a consequence, some projects which have been assessed as non-essential or unaffordable have not been included in the proposed programme. These include improvement works at existing pavilions owned by the Council. Only limited funding has been included for the replacement of Atherstone Leisure complex, as external funding will be needed to progress this scheme.
- 7.2 In addition, over the coming years there are also some IT systems that will need to be reviewed, to assess whether they still meet user needs, both corporate and service specific.

8 Three-Year Capital Spend and Resources to 2026/27

- 8.1 As well as the long term programme, it is prudent to ensure that the Council can afford the capital schemes required in the medium term. As such, schemes included in the next 3 years have been assessed in more detail.
- 8.2 The table below highlights that there is an overall surplus generated over the 3 year period. However, looking at each Fund separately highlights a particular issue for the General Fund.

Potential 3 year programme	HRA £'000	Gen Fund £'000	Total £'000
Resources b/fwd	(4,096)	(6,099)	(10,195)
Total 3 year resources	(14,785)	(3,919)	(18,704)
Total 3 year expenditure	16,604	9,835	26,439
Total	(2,277)	(183)	(2,460)

- 8.3 If resources come in as expected, there will be just enough resource to fund the General Fund 3 year capital programme. Resources for the longer term programme will need to be found.

9 Prudential Indicators for Capital Investment

- 9.1 The introduction of the Local Government Act 2003 resulted in a change in the capital finance system for Local Authorities and established a prudential framework for capital investment. Under this system, Councils are free to determine the affordability of their capital investment proposals and of any borrowing required to finance those proposals.
- 9.2 A prudential code was developed in 2011, which required the Council to consider the affordability of its proposals, their prudence and sustainability, value for money, asset management planning, practicality and service objectives. The prudential code was updated in September 2018, and then again in December 2021.
- 9.3 In addition to the information already provided within this report, the Council is required to set and review regularly a range of indicators that have been developed as part of the Code, which will be used to support capital investment

decision-making. As risk and uncertainty form a key part of capital investment planning, the Code requires a minimum three year integrated capital and revenue spending plan to determine the indicators. These need to be set as part of the overall budget-setting process. The Code requires a number of indicators to be set and these are set out below.

- 9.4 **External Debt Indicators** – these include the Authorised Limit and the Operational Boundary. The Operational Boundary links to the Authority’s plans for capital spending and borrowing requirement, with some provision allowed for cash flow requirements. The Authorised Limit is higher than the Operational Boundary as it provides additional headroom to allow for unusual cash movements.

	2023/24 £000	2024/25 £000	2025/26 £000	2026/27 £000
Authorised Limit for External Debt	76,323	78,320	76,907	75,354
Operational Boundary	69,235	71,152	69,656	68,016

- 9.5 **Capital Expenditure Indicators** – the Council is required to make a reasonable estimate of the capital expenditure it plans to incur in each of the next three years, and report actual expenditure incurred at year-end. Using the proposals contained within this report, these are set out below, together with the actual position for 2022/23 and the revised position for 2023/24.

	Actual 2022/23 £'000	Revised 2023/24 £'000	Original 2024/25 £'000	Forecast 2025/26 £'000	Forecast 2026/27 £'000
HRA	9,518	8,871	4,090	4,175	4,262
HRA - New Build	729	1,511	1,332	1,359	1,386
General Fund	4,238	3,137	8,796	676	362
Total	14,485	13,519	14,218	6,210	6,010

- 9.6 **Capital Financing Requirement Indicators** – these indicators measure the Council’s underlying need to borrow to fund capital expenditure, which is the normal level of borrowing expected. The actual capital financing requirement as at 31 March 2023, the revised estimate for 2023/24 and estimates for the next three years are set out below. The method of calculation is set out as Appendix C.

	Actual 2022/23 £'000	Revised 2023/24 £'000	Original 2024/25 £'000	Forecast 2025/26 £'000	Forecast 2026/27 £'000
HRA	46,453	51,201	50,274	49,048	47,671
General Fund	12,188	11,947	14,710	14,356	14,006
Total	58,641	63,148	64,984	63,404	61,677

- 9.7 **Capital Financing Cost Indicators** – an indicator of affordability is the estimated ratio of financing costs to net revenue stream in percentage terms. If the ratio is increasing rapidly over time, then a larger proportion of revenue resources are being taken up by financing costs, which could be used to fund direct service delivery. This indicator is calculated for both the General Fund and the Housing Revenue Account, and these are shown below. The calculation of both is shown in more detail in Appendix D.

...

	Actual 2022/23	Revised 2023/24	Original 2024/25	Forecast 2025/26	Forecast 2026/27
HRA	(8.55%)	(20.87%)	17.04%	27.91%	19.59%
General Fund	(5.31%)	(7.84%)	(4.60%)	(3.51%)	(2.09%)

- 9.7.1 HRA financing costs reflect both the scheduled repayment of the debt taken out by the Council as part of the move to self financing and the new loans required to fund the capital programme. The movement in the General Fund amount reflects the expected changes in investment rates and the use of borrowing to fund vehicle replacements and the new leisure facility in Polesworth.

- 9.7.2 The indicators required by the Code may need to be amended, depending on the decisions on the capital programme taken by this Board.

- 9.8 **Net debt and the capital financing requirement** – an indicator of prudence. In order to ensure that over the medium term debt will only be for a capital purpose, the Authority must ensure that external debt does not exceed the total capital financing requirement for the preceding year and the estimates for the next two financial years. Current external borrowing is £41.979 million, well below the Capital Financing Requirement projections shown in Appendix C.

10 Conclusion

- 10.1 Some sources of funding are specific to particular types of expenditure. The proposed programme takes this into account, so Members need to be mindful of this should they wish to vary the proposed programme.
- 10.2 Only those schemes that either meet a statutory duty or which score highly against the Council priorities and risk assessment are included in the Capital Programme.
- 10.3 The proposed 3 Year Programme has a level of unallocated balances for the HRA which is felt prudent as there are certain risks to some income streams

and potentially unforeseen costs that may be unavoidable. However, all balances are allocated for the General Fund, leaving the 3 year programme at risk if estimated resources are not achieved.

11 Report Implications

11.1 Finance and Value for Money Implications

11.1.1 The financial implications of this 3 Year Capital programme, in terms of the cost of funding, are given below.

GENERAL FUND	2023/24 £	2024/25 £	2025/26 £
Financing costs	556,740	22,660	10,880

Not all of the financing costs are additional, as some relate to the replacement of existing vehicles. The maintenance costs of the vehicles are included with the existing revenue allocations.

HRA	2023/24 £	2024/25 £	2025/26 £
Financing costs	2,996,450	3,029,170	3,176,270

The majority of the financing costs for the HRA are funded through revenue contributions to capital expenditure, although borrowing has also been used.

11.2 Environment and Sustainability Implications

11.2.1 Continuing to follow the capital strategy when setting a capital programme will ensure that the Council continues to achieve its priorities within the available capital resources.

11.3 Equality Implications

11.3.1 The proposals for the capital programme will need to be equality assessed for impact and needs and some of the schemes highlighted in the report will have positive impacts including the housing developments and improvements to Leisure facilities.

11.4 Safer Communities

11.4.1 The identified schemes would have positive implications for the development of safer communities, in that the provision of good quality leisure opportunities reduces the likelihood of criminal and/or anti-social behaviour.

11.5 Risk Management Implications

11.5.1 There are a number of risks associated with setting a capital programme, as assumptions are made on the type and level of available resources, as well as the required level of expenditure. To minimise the risks, decisions on these have been taken using past experience and knowledge, informed by current forecasts and trends. Risk will be managed through the production of regular budgetary control reports, assessing the impact of variances and reporting on the need to take any further action.

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

Expenditure Proposals	Approved Budget	In Year Virements	Moved to future year	Other Changes	Revised 2023/24
HRA Assets					
Staffing	309,580	-	-	-	309,580
Electrics	600,000	340,000	-	400,000	1,340,000
Kitchens and Bathrooms	600,000	-	-	(200,000)	400,000
Heating	500,000	-	-	-	500,000
Windows and Doors	450,000	-	-	(350,000)	100,000
Energy Saving Measures	250,000	-	-	(150,000)	100,000
Disabled Facilities Adaptations	200,000	-	-	-	200,000
Roofing	400,000	-	-	-	400,000
Improvement works to blocks of flats - external and common areas	250,000	-	-	-	250,000
Improvement works to blocks of flats - Drayton court	148,810	-	-	300,000	448,810
Improvement works to blocks of flats - Abbey Green Court	4,000,000	-	-	-	4,000,000
Replacement of DLO vehicles	429,710	-	-	-	429,710
Replacement of Housing Inspectors vehicles	43,260	-	-	-	43,260
Replacement of Neighbourhood Warden vehicles	-	-	-	-	-
Multi Trade Contract	300,000	50,000	-	-	350,000
New Build	1,510,960	-	-	-	1,510,960
New Build	-	-	-	-	-
HRA TOTAL	9,992,320	390,000	-	-	10,382,320
General Fund Assets					
Decent Homes Grants & Works (Private Sector)	20,000	-	-	-	20,000
Financial Management System Replacement	181,094	-	-	-	181,094
Computer Hardware and Software	40,416	-	-	-	40,416
ICT Infrastructure Development	75,739	-	-	-	75,739
Backing Up	30,000	-	-	-	30,000
Network Infrastructure Replacement	25,600	-	-	-	25,600
Uninterruptible Power Supply	10,000	-	-	-	10,000
Mobile Devices	10,000	-	-	-	10,000
Web Development	50,000	-	-	-	50,000
Payment Management System Upgrade	15,000	-	-	-	15,000
Planning System Replacement	27,920	-	(27,920)	-	-
Environmental Health System Replacement	65,494	-	-	-	65,494
Innage Park Admin Unit	30,000	-	-	-	30,000
External Works on Industrial Buildings	470,000	-	-	-	470,000
Refurbishment of Council Owned Buildings	45,000	-	-	-	45,000
Disabled Discrimination Adaptations	120,000	-	-	-	120,000
Car Parks - Structural Maintenance	345,000	-	(345,000)	-	-
Car Parking - Coleshill	1,000,000	-	(1,000,000)	-	-
Depot Works	30,600	-	-	-	30,600
Replacement Of Council Building Firedoors	225,000	-	-	-	225,000
Materials Recycling Facility	373,625	-	-	-	373,625
Replacement of Street Cleaning Vehicles	384,008	-	-	-	384,008
Replacement of Grounds Maintenance Vehicles	487,908	-	-	-	487,908
Replacement of Leisure Services Vehicles	17,810	-	-	-	17,810
Replacement of Cesspool Vehicles	139,000	-	-	-	139,000
Replacement of Pool Vehicles	29,000	-	-	-	29,000
Play Area Development	176,938	-	-	-	176,938
Playing Pitch Maintenance	5,570	-	-	-	5,570
LUF Bid	3,000,000	-	(3,000,000)	-	-
Replacement Leisure Facility - Polesworth	3,000,000	-	(3,000,000)	-	-
Artificial Grass Pitch	372,170	-	(372,170)	-	-
Atherstone Leisure Complex - Gym Equipment	37,095	-	-	-	37,095
Leisure Equipment	23,717	-	-	-	23,717
Capital Salaries - Management	19,090	-	-	-	19,090
GENERAL FUND	10,882,794	-	(7,745,090)	-	3,137,704
OVERALL TOTAL	20,875,114	390,000	(7,745,090)	-	13,520,024

Draft Capital Programme - HRA Housing

Name of the Scheme	Basic Details of the Scheme	Year 1	Year 2	Year 3	Year 4 - 10	Total
		2024/25	2025/26	2026/27	2027/28 to 2033/34	10 Year Programme
Electrics	A scheduled programme to replace consumer units and to bring wiring in Council properties up to date.	309,000	315,180	321,480	2,437,780	3,383,440
Staffing	Housing officers who deliver the capital programme to Council properties.	330,590	340,970	350,770	2,682,960	3,705,290
Kitchens and Bathrooms	Replacement programme to ensure these facilities meet the Decent Homes Standard.	618,000	630,360	642,970	4,875,670	6,767,000
Heating	To replace heating systems which are at the end of their component life time, can't be repaired or to provide for controllable systems to meet the Decent Homes Standard.	515,000	525,300	535,810	4,063,050	5,639,160
Windows	Programmes of window and door replacements to address older installations that are not energy efficient and those that are defective.	257,500	262,650	267,900	2,031,520	2,819,570
Fire Doors	Replacement of outdated and unsafe Fire Doors in the Housing Stock	206,000	210,120	214,320	1,625,200	2,255,640
Energy Saving Measures	External Wall Insulation & Loft Insulation programmes will be required to ensure properties meet the necessary levels for energy usage.	257,500	262,650	267,900	2,031,520	2,819,570
Adaptations	Undertake adaptations to properties to improve accessibility in accordance with recommendations from social care assessors.	206,000	210,120	214,320	1,625,200	2,255,640
Roofing	To replace roofs (flat or pitched) which do not meet the Decent Homes Standard and cannot be repaired to extend their use.	412,000	420,240	428,640	3,250,340	4,511,220
Improvement works for blocks of flats - external and common areas	In 2019 we started a rolling priority programme of remedial works to blocks of flats. The works deal with blocks of flats that require extensive structural repairs.	618,000	630,360	642,970	4,875,670	6,767,000
Replacement of DLO Vehicles	Replacement as per the vehicle replacement schedule.	-	-	-	788,000	788,000
Replacement of Housing Inspectors Vehicles	Replacement as per the vehicle replacement schedule.	-	-	-	264,000	264,000
Replacement of Neighbourhood Warden Vehicles	Replacement as per the vehicle replacement schedule.	-	-	-	240,000	240,000
Multi Trade Contract	To cover a range of capital works including remedial work following fire risk assessments and schemes for garages and sheltered scheme communal rooms as well as external works and structural works.	360,500	367,710	375,060	2,844,030	3,947,300
New Build Schemes	To cover a range of new build schemes from acquisitions to construction.	1,331,890	1,358,530	1,385,700	10,507,690	14,583,810
HRA TOTAL		5,421,980	5,534,190	5,647,840	44,142,630	60,746,640

Draft Capital Programme - General Fund

Name of the Scheme	Basic Details of the Scheme	Year 1	Year 2	Year 3	Year 4 - 10	Total
		2024/25	2025/26	2026/27	2027/28 to 2033/34	10 Year Programme
Decent Homes Grants and Works (Private Sector)	Assistance with repairs and replacements targeted at vulnerable households on a means tested basis to prevent deterioration and associated health effects.	20,000	20,000	20,000	140,000	200,000
Computer hardware and software, purchase and replacement	To continue to provide PC's that meet the requirements of the increasingly complex software that is used to deliver Council services and back office functions. This budget includes the renewal of the Microsoft Software licenses.	35,000	35,000	35,000	245,000	350,000
Replacement of scanner/plotter	Replacement of the existing separate scanner and plotter with a single solution.				10,000	10,000
ICT Infrastructure Development	To further develop the network and hardware structures to ensure that the Council's aspirations of home and mobile working and self service delivery are possible.	20,000	20,000	20,000	140,000	200,000
Network Infrastructure	Replacement of the existing network infrastructure.	50,000	-	-		50,000
Telephone System	Replacement of the existing telephone system.	20,000	-	-	20,000	40,000
Server Virtualisation	Replacement of the existing virtual server.	-	50,000	-	-	50,000
Backing Up	Primarily used at two levels; the day to day use of the recovery of lost data or damaged systems that need to be rolled back to a previous state. The major use is in the event of fire or theft where the backups we hold would be used to restore systems.	-	-	25,000	-	25,000
Mobile Devices	Due to Covid the Council has greatly increased the use of mobile devices over and above the use of PC's and laptops. 100 devices will have to be replaced on a 4 year cycle. This will also be used to replace the Housing direct works equipment.	5,000	5,000	5,000	45,000	60,000
Replacement Planning and Enforcement and Local Land Charges Systems	To review and assess system to ensure it still meets user needs and replace if required.	27,920	-	-	-	27,920
Web Development (Internet, Intranet and Extranets)	To review and assess systems to ensure they still meet user needs and replace if required.	-	-	-	100,000	100,000
Payment Management System Upgrade	Upgrade to Payment Management System to meet new encryption standards and introduce contact less payments.	15,000	15,000	15,000	45,000	90,000
Refurbishment of Council Owned Buildings	To carry out improvements to all council owned property.	50,000	-	-	200,000	250,000
Replacement Of Firedoors In Council Premises	Replacement of Firedoors in council premises that are not up to the current legislation.	106,100	175,400	-	-	281,500
Structural Maintenance Programme of Car Parks and Unadopted Roads	A detailed analysis of the councils car parks and unadopted roads has been carried out and has identified that the thickness of many of the surfaces is below the required levels.	345,000	-	-	-	345,000
Car Parking in Coleshill		1,000,000	-	-	-	1,000,000
Replacement of Pool Vehicles	Replacement as per the vehicle replacement schedule.	-	-	-	36,000	36,000
Replacement of Refuse Vehicles	Replacement as per the vehicle replacement schedule.	375,000	-	-	3,845,000	4,220,000

Draft Capital Programme - General Fund

Name of the Scheme	Basic Details of the Scheme	Year 1	Year 2	Year 3	Year 4 - 10	Total
		2024/25	2025/26	2026/27	2027/28 to 2033/34	10 Year Programme
Replacement of Cesspool Vehicles	Replacement as per the vehicle replacement schedule.	-	-	-	171,000	171,000
Replacement of Street Cleaning Vehicles	Replacement as per the vehicle replacement schedule.	171,670	-	64,000	662,950	898,620
Replacement of Horticulture Vehicles	Replacement as per the vehicle replacement schedule.	46,340	8,370	40,480	768,030	863,220
Replacement of Leisure Services Vehicles	Replacement as per the vehicle replacement schedule.	-	-	-	21,900	21,900
LUF Bid	atherstone Leisure Complex	3,000,000	-	-	-	3,000,000
New Leisure Facility	Polesworth	3,000,000	-	-	-	3,000,000
Artificial Grass Pitch	Provision for a Leisure scheme at Royal Meadow Drive Road	372,170	-	-	-	372,170
Leisure Equipment	To replace the equipment used in the execution of various activity programmes in each of the leisure centres that conforms to industry and market standards relating to customer needs and safety requirements. The proposed investment protects significant levels of income. Whilst fitness equipment has been replaced over the last few years, there is other sports equipment that is in need of renewal.	20,000	30,000	20,000	140,000	210,000
Leisure Centre Fitness Suite Equipment Replacement	Planned full replacement of the fitness centre equipment at the three leisure centres in the Borough. This replacement will take place once the fund has built up sufficient funding for the work to take place.	-	250,000	-	250,000	500,000
Play Area Replacement Programme	Main Road, Baxterly	50,000	-	-	-	50,000
Play Area Replacement Programme	Royal Meadow Drive	50,000	-	-	-	50,000
Play Area Replacement Programme	Ridge Lane, Mancetter	-	50,000	-	-	50,000
Play Area Replacement Programme	Sycamore road, Kingsbury	-	-	50,000	-	50,000
Play Area Replacement Programme	Old Arley	-	-	50,000	-	50,000
Play Area Replacement Programme	Various	-	-	-	200,000	200,000
Capital Salaries - Management	General Fund staffing.	17,120	17,640	18,120	138,500	191,380
General Fund Total		8,796,320	676,410	362,600	7,178,380	17,013,710
Overall Total		14,218,300	6,210,600	6,010,440	51,321,010	77,760,350

Capital Financing Requirement

APPENDIX C

	HRA (£)	GF (£)	Grand Total
Actual CFR as at 31-3-23	46,452,685	12,188,504	58,641,189
Repayment of HRA borrowing	(2,350,000)	-	(2,350,000)
Repay Principal - Kingsbury Link	-	(2,682)	(2,682)
Repay Principal - Vehicles	-	(4,547)	(4,547)
Repay Principal - Lower House Farm	-	(9,117)	(9,117)
Repay Principal - Coleshill LC	-	(40,914)	(40,914)
Repay Principal - Recycling Containers	-	(1,939)	(1,939)
Repay Principal - Office Accommodation	-	(80,735)	(80,735)
Repay Principal - Play Areas	-	(17,905)	(17,905)
Repay Principal - Vehicles	(38,345)	-	(38,345)
New prudential borrowing	7,136,830	-	7,136,830
MRP	-	(84,088)	(84,088)
Estimated CFR as at 31-3-24	51,201,170	11,946,577	63,147,747
Repayment of HRA borrowing	(2,350,000)	-	(2,350,000)
Repay Principal - Kingsbury Link	-	(2,682)	(2,682)
Repay Principal - Vehicles	-	(4,547)	(4,547)
Repay Principal - Lower House Farm	-	(9,117)	(9,117)
Repay Principal - Coleshill LC	-	(40,914)	(40,914)
Repay Principal - Office Accommodation	-	(80,735)	(80,735)
Repay Principal - Play Areas	-	(17,905)	(17,905)
Repay Principal - Vehicles	(76,690)	-	(76,690)
New prudential borrowing	1,500,000	3,000,000	4,500,000
MRP	-	(80,725)	(80,725)
Estimated CFR as at 31-3-25	50,274,480	14,709,952	64,984,432
Repayment of HRA borrowing	(2,450,000)	-	(2,450,000)
Repay Principal - Kingsbury Link	-	(2,682)	(2,682)
Repay Principal - Vehicles	-	(4,547)	(4,547)
Repay Principal - Lower House Farm	-	(9,117)	(9,117)
Repay Principal - Coleshill LC	-	(40,914)	(40,914)
Repay Principal - Office Accommodation	-	(80,735)	(80,735)
Repay Principal - Play Areas	-	(17,905)	(17,905)
Repay Principal - Vehicles	(76,690)	-	(76,690)
Repay Principal - Polesworth LC	-	(120,000)	(120,000)
New prudential borrowing	1,300,000	-	1,300,000
MRP	-	(77,494)	(77,494)
Estimated CFR as at 31-3-26	49,047,790	14,356,558	63,404,348
Repayment of HRA borrowing	(2,600,000)	-	(2,600,000)
Repay Principal - Kingsbury Link	-	(2,682)	(2,682)
Repay Principal - Vehicles	-	(4,547)	(4,547)
Repay Principal - Lower House Farm	-	(9,117)	(9,117)
Repay Principal - Coleshill LC	-	(40,914)	(40,914)
Repay Principal - Office Accommodation	-	(80,735)	(80,735)
Repay Principal - Play Areas	-	(17,905)	(17,905)
Repay Principal - Polesworth Leisure Centre	-	(120,000)	(120,000)
Repay Principal - Vehicles	(76,690)	-	(76,690)
New prudential borrowing	1,300,000	-	1,300,000
MRP	-	(74,396)	(74,396)
Estimated CFR as at 31-3-27	47,671,100	14,006,262	61,677,362

Capital Financing Costs Indicator

Appendix D

	Actual 2022/23 £000	Revised 2023/24 £000	Original 2024/25 £000	Forecast 2026/27 £000	Forecast 2026/27 £000
HRA					
Interest and Investment Income	(51)	(139)	(122)	(98)	(95)
External Interest Costs	1,406	1,556	1,747	1,797	1,784
Repayment of Borrowing	2,260	2,350	2,350	2,450	2,600
New Borrowing	(4,700)	(6,600)	(1,500)	(1,300)	(1,300)
Total	(1,085)	(2,833)	2,475	4,149	2,989
Net Revenue Stream	12,695	13,574	14,526	14,868	15,258
Ratio	-8.55%	-20.87%	17.04%	27.91%	19.59%
General Fund					
External Interest Costs	12	17	15	15	15
Investment Income	(687)	(1,300)	(1,094)	(795)	(652)
Repayment of Borrowing	154	158	364	364	364
MRP	88	84	81	78	74
Total	(433)	(1,041)	(634)	(338)	(199)
Council Tax	4,784	4,986	5,155	5,632	5,605
New Homes Bonus	723	519	192	-	-
RSG/Service/Funding Guarantee	219	471	840	897	793
NDR Multiplier	0	340	375	386	393
NDR	2,422	6,960	7,225	2,710	2,753
Net Revenue Stream	8,148	13,276	13,787	9,625	9,544
Ratio	-5.31%	-7.84%	-4.60%	-3.51%	-2.09%

Agenda Item No 11

Executive Board

12 February 2024

**Report of the Interim
Corporate Director – Resources (Section
151 Officer)**

**General Fund Revenue Budget –
2023/24 Revised and 2024/25
Estimates**

1 **Summary**

- 1.1 This report covers the revised budget for 2023/24 and an estimate of expenditure for 2024/25, together with forward commitments for 2025/26, 2026/27 and 2027/28.

Recommendation to the Board	
a	To approve the revised budget for 2023/24; and
b	To approve the 2024/25 estimates, as presented in this report for inclusion in the overall Tax Set 2024/25 report also on this agenda.

2 **Introduction**

- 2.1 In consultation with the budget officers and Directors this report presents the Executive Board estimates for 2024/25 along with the revised budgets for 2023/24, the detailed figures are in Appendix A and B.

...

- 2.2 At its meeting in November 2023, the Executive Board approved the Medium Term Financial Strategy (MTFS) for 2024-2028, which required savings of £2 million over a four-year period. This required budget savings of £500,000 in 2025/26 with additional savings of £500,000 in 2026/27 and £1 million in 2027/28. Only limited growth was built into the strategy therefore any additional expenditure will impact on the funding position.

- 2.3 The figures for the revised 2023/24 and the estimates for 2024/25 are presented in Table 1. The summary figures for the Executive Board are presented at subjective level. Appendix A and B provide a more detailed breakdown of the figures. (The detailed cost centre pages are available but are not included as part of this report).

Table 1 - A Summary of the Boards budgets at subjective analysis level.

	Approved Budget 2023/2024	Revised Budget 2023/2024	Original Budget 2024/2025
	£	£	£
Employee Costs	281,820	272,570	240,790
Premises	430	430	450
Supplies and Services	133,500	75,040	133,190
Earmarked Reserves	(5,000)	(21,370)	(21,370)
Gross Expenditure	410,750	326,670	353,060
Income	(3,060)	-	-
Net Controllable Expenditure	407,690	326,670	353,060
Departmental Support	145,500	145,500	127,170
Central Support	102,140	102,140	88,390
Capital Charges	-	-	-
Net Expenditure	655,330	574,310	568,620

3 **Comments on the 2023/24 Revised Budget**

3.1 The revised budget for 2023/24 is estimated to be £574,310 a reduction of £81,020 on the original budget. The main reasons for variations are set out below.

3.3 **Supplies & Services**

3.3.1 There was a reduction of £60,190 due to lower professional fees on the North Warwickshire Development Plan.

3.4 **Earmarked Reserves**

3.4.1 The contribution into the revenue cost centre from the specific reserve was higher by £16,370 due to use of the fund for Teen Tech.

4 **Comments on the 2024/25 Estimates**

4.1 The 2024/25 estimates have been prepared, taking into account the following assumptions:

- A 4% pay award from 1 April 2024;
- An inflationary increase of 3% on supplies and services.

4.2 The estimated budget for 2024/25 is £568,620 a reduction of £5,690 compared to the revised 2023/24 budget. The main variations from the revised budget are set out below:

4.3 **Employee Costs**

4.3.1 The reduction on salaries is due to changes in the Community Strategy recharged salaries of £47,710 which are offset in part from the pay award increase on all salaries.

4.4 **Supplies and Services**

4.4.1 There is an increase of £73,140 in the budget for the Local Development Framework to match the anticipated work programme, it's difficult to predict the timing of this work.

4.5 **Departmental and Central Support Services**

4.5.1 The reduction in both departmental and central support of £31,650 is due to the reallocation of staff time away from the Outreach and Access to Service budget.

5 **Income – Fees and Charges**

5.1 There are no fees and charges for services under the responsibility of this Board.

6 **Risks to Services**

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

The Local Plan requires regular analysis and updating in line with changing circumstances and changes in national guidance.

The Emergency Planning budget may be insufficient to cover the costs of any major local emergency.

7 Future Year Forecasts

7.1 In order to assist with medium-term financial planning, Members are provided with budget forecasts for the three years following 2024/25. The table below provides a subjective summary for those services reporting to this Board:

	Forecast Budget 2025/2026 £	Forecast Budget 2026/2027 £	Forecast Budget 2027/2028 £
Employee Costs	248,420	256,290	264,410
Premises Related	460	470	480
Supplies and Services	135,860	138,580	141,350
Earmarked Reserves	(21,370)	(21,370)	(21,370)
Gross Expenditure	363,370	373,970	384,870
Income	-	-	-
Net Controllable Expenditure	363,370	373,970	384,870
Departmental Support	130,510	133,810	137,230
Central Support	89,890	92,400	94,980
Capital Charges	-	-	-
Net Expenditure	583,770	600,180	617,080

7.2 The forecasts given above have used several assumptions, which include pay awards of 4% in 2025/26 and 3% in 2026/27 and 2027/28, increases in contracts and general increases in supplies and services of 3%. In total, net expenditure is expected to increase by 2.66% in 2025/26, by 2.82% in 2026/27, and by 2.81% in 2027/28. These movements mainly relate to the varying nature of spend on the Local Development Framework budget.

7.3 These forecasts are built up using current corporate and service plans. Where additional resources have already been approved, these are also included. However, these forecasts will be amended to reflect any amendments to the estimates, including decisions taken on any further corporate or service targets.

8 Report Implications

8.1 Finance and Value for Money Implications

8.1.1 As detailed in the body of the report.

8.2 Environment, Climate Change & Health Implications

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

8.2.3 The council has committed to reach net-zero operational emissions by 2030. This will require significant changes to services including, but not limited to replacement of heating systems, replacement of fleet vehicles and improvement

on energy efficiency. Should external funding not be secured, these requirements will put increased pressure on budgets, however, considerable operational cost savings are expected once completed.

8.3 Risk Management Implications

8.3.1 There are several risks associated with setting a budget, as assumptions are made on levels of inflation and demand for services. To minimise the risks, decisions on these have been taken using experience and knowledge of the past, informed by current forecasts and trends. However, the risk will be managed through the production of regular budgetary control reports, assessing the impact of any variances and the need for any further action.

The Contact Officer for this report is Alison Turner (719374).

Background Papers

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

Background Paper No	Author	Nature of Background Paper	Date

	Approved Budget 2023/2024	Revised Budget 2023/2024	Original Budget 2024/2025	Variance Revised to Original Budget	Variance approved to Revised Budget
	£	£	£	£	£
Employee Costs	281,820	272,570	240,790	(9,250)	(31,780)
Premises Related	430	430	450	-	20
Supplies and Services	133,500	75,040	133,190	(58,460)	58,150
Transport	-	-	-	-	-
Miscellaneous Expenditure	-	-	-	-	-
Earmarked Reserves	(5,000)	(21,370)	(21,370)	(16,370)	-
Gross Expenditure	410,750	326,670	353,060	(84,080)	26,390
Income	(3,060)	-	-	3,060	-
Net Controllable Expenditure	407,690	326,670	353,060	(81,020)	26,390
Departmental Support	145,500	145,500	127,170	-	(18,330)
Central Support	102,140	102,140	88,390	-	(13,750)
Capital Charges	-	-	-	-	-
Net Expenditure	655,330	574,310	568,620	(81,020)	(5,690)

Angela Coates

Housing

	Approved Budget 2023/2024	Revised Budget 2023/2024	Original Budget 2024/2025	Variance Revised to Original Budget	Variance approved to Revised Budget
	£	£	£	£	£
Employee Costs	-	-	-	-	-
Premises Related	-	-	-	-	-
Supplies and Services	-	-	-	-	-
Transport	-	-	-	-	-
Miscellaneous Expenditure	-	-	-	-	-
Earmarked Reserves	-	-	-	-	-
Gross Expenditure	-	-	-	-	-
Income	-	-	-	-	-
Net Controllable Expenditure	-	-	-	-	-
Departmental Support	37,550	37,550	36,810	-	(740)
Central Support	1,320	1,320	2,280	-	960
Capital Charges	-	-	-	-	-
Net Expenditure	38,870	38,870	39,090	-	220

Trudi Barnsley

Corporate

	Approved Budget 2023/2024	Revised Budget 2023/2024	Original Budget 2024/2025	Variance Revised to Original Budget	Variance approved to Revised Budget
	£	£	£	£	£
Employee Costs	57,580	48,330	55,200	(9,250)	6,870
Premises Related	-	-	-	-	-
Supplies and Services	8,870	2,520	1,800	(6,350)	(720)
Transport	-	-	-	-	-
Miscellaneous Expenditure	-	-	-	-	-
Earmarked Reserves	-	-	-	-	-
Gross Expenditure	66,450	50,850	57,000	(15,600)	6,150
Income	(3,060)	-	-	3,060	-
Net Controllable Expenditure	63,390	50,850	57,000	(12,540)	6,150
Departmental Support	-	-	-	-	-
Central Support	8,600	8,600	8,480	-	(120)
Capital Charges	-	-	-	-	-
Net Expenditure	71,990	59,450	65,480	(12,540)	6,030

Steve Maxey ENV

Environment

	Approved Budget 2023/2024	Revised Budget 2023/2024	Original Budget 2024/2025	Variance Revised to Original Budget	Variance approved to Revised Budget
	£	£	£	£	£
Employee Costs	224,240	224,240	185,590	-	(38,650)
Premises Related	430	430	450	-	20
Supplies and Services	124,630	72,520	131,390	(52,110)	58,870
Transport	-	-	-	-	-
Miscellaneous Expenditure	-	-	-	-	-
Earmarked Reserves	(5,000)	(21,370)	(21,370)	(16,370)	-
Gross Expenditure	344,300	275,820	296,060	(68,480)	20,240
Income	-	-	-	-	-
Net Controllable Expenditure	344,300	275,820	296,060	(68,480)	20,240
Departmental Support	107,950	107,950	90,360	-	(17,590)
Central Support	92,220	92,220	77,630	-	(14,590)
Capital Charges	-	-	-	-	-
Net Expenditure	544,470	475,990	464,050	(68,480)	(11,940)

**NORTH WARWICKSHIRE BOROUGH COUNCIL
EXECUTIVE BOARD SUMMARY
SUMMARY OF GENERAL FUND REVENUE ESTIMATES**

Appendix B

Code	Description	Actual 2022/2023 £	Approved Budget 2023/2024 £	Revised Budget 2023/2024 £	Original Budget 2024/2025 £
2001	Outreach and Access to Services	121,710	-	-	-
	Net Expenditure Community	121,710	-	-	-
2002	Corp Communication	55,968	71,990	59,450	65,480
	Net Expenditure Corporate	55,968	71,990	59,450	65,480
2000	Housing Strategic Service Review	34,670	38,870	38,870	39,090
	Net Expenditure Housing General Fund	34,670	38,870	38,870	39,090
2003	Community Strategy	125,590	143,010	126,640	66,260
2007	Emergency Planning	38,978	58,370	66,450	27,730
2009	North Warwickshire Local Development Framework	262,741	339,960	279,770	366,450
5050	Support to Parishes	(12,208)	3,130	3,130	3,610
7700	Stronger & Safer Communities	-	-	-	-
	Net Expenditure Environmental	415,101	544,470	475,990	464,050
	Net Expenditure TOTAL	627,450	655,330	574,310	568,620

Agenda Item No 12

Executive Board

12 February 2024

**Report of the Interim
Corporate Director – Resources (Section
151 Officer)**

**General Fund Revenue Estimates
Summary – 2023/24 Revised and
Tax Set 2024/25**

1 Summary

- 1.1 This report presents the General Fund revenue estimates for revised 2023/24 and original 2024/25 as presented to the individual boards and the overall Tax Set Summary for 2024/25 along with the recommendations to support the figures presented.

Recommendation to the Council

- a The revised budget for 2023/24, as set out in Appendices A & B;**
- b The revenues estimates for 2024/25, in Appendices A & B;**
- c To note the Council Tax base for 2024/25, in Appendix C;**
- d To approve a Council Tax increase of 2.99% £6.84 per annum (13p per week) on a Band D property for 2024/25;**
- e To approve the transfer of £2,611,310 from the Business Rates Fluctuation Reserve to fund the vehicles capital programme from 2023/24 to 2027/28;**
- f To approve minimum general fund balances of £1.2m as risk assessed by the Section 151 Officer, in Appendix E;**
- g To approve a review of the revenue and capital specific reserve funds; and**
- h To approve preparation of the Council Tax resolution for consideration by the Council using the recommendations agreed by this board.**

2 The Council's Budget Requirement

- 2.1 This report summarises all Board budgets which have been presented to members of each individual board and looks at the overall expenditure requirements of the Council. It should be noted that the Executive Board figures are in a separate report on this agenda and Planning and Development Board are considering their figures on 5 February after this report was published, so

these figures could alter. In addition, further minor variations could be made to these forecasts before the final version for approval at Executive Board and Council, to reflect any further changes that may be needed as circumstances continue to evolve.

The final figures presented to Council will include the final settlement figures and all of the parish precepts.

3 The Council's Budget Requirement

- 3.1 The Council's budget requirements are summarised below. Details of individual Board requirements are shown in Appendix A.

	Approved Budget 2023/24	Revised Budget 2023/24	Original Estimate 2024/25
Community & Environment	7,369,240	7,330,270	7,686,370
Planning & Development	320,280	395,570	293,250
Resources	3,227,670	3,521,790	3,845,750
Executive	655,330	574,310	568,620
Licensing	45,290	48,480	56,370
Net Service Expenditure	11,617,810	11,870,420	12,450,360
Invest to Save Initiatives	0	0	1,000,000
Use of Earmarked Reserves	(40,000)	(40,000)	0
Contingencies	257,430	146,870	(51,300)
Financing Adjustment	(766,420)	(1,006,210)	(780,570)
Investment Interest Income	(1,000,000)	(1,300,000)	(1,000,000)
Investment Income – MRF	(160,000)	0	(94,030)
Net Expenditure Requirement	9,908,820	9,671,080	11,524,460

- 3.2 The figures in this table are also summarised in Appendix B along with the external funding figures.

4 The Council's 2023/24 Estimated out-turn

- 4.1 The Council's revised net expenditure requirement for 2023/24 amounts to £9,671,080 which is £ 237,740 less than the approved estimate. The major changes in Board expenditure are set out below.
- 4.2 Leisure & Community - Premises costs have decreased by £175,420 of which £137,870 is due to lower-than-expected utility costs at the leisure centres, combined with the effect of original budgeting based on exceptionally high unit pricing as advised by ESPO. Supplies and Services costs have increased by £106,460 this is due largely to increased costs relating to play equipment and chemicals. Overall income has increased by £213,460 of which £198,000 is due to one-off grant received by Atherstone leisure centre to help with the costs of utilities and chemicals.

- 4.3 Streetscape - Employee costs have increased by £96,810 mainly due to the pay award settlement being above the budgeted rate, plus the use of agency staffing to cover staff absences. Supplies and Services expenditure has increased by £215,000 in the revised budget but reduced back for 2024/25. This is largely due to the delays in gaining the financial benefits from the new recycling facility. It's important to note that the full year cost in 2022/23 was £675,000 for disposal under the old arrangements, the full year budget for 2024/25 with the Sherbourne Recycling Facility is £455,000 - a significant reduction. It was anticipated that the council would receive a basket receipt in the order of £174,000 in 23/24. It is now acknowledged that this is unlikely to materialise in this financial year. We have been assured that the basket receipt is on track to deliver the 2024/25 target. The plant is now fully commissioned and operational.
- 4.4 The housing general fund services including homelessness have increased employee costs by £88,820 due to the additional staff employed to deal with the Government schemes such Ukraine asylum seekers, these costs are funded by Government and show income to negate the overall impact.
- 4.5 Housing Benefits - The increase in miscellaneous expenditure is largely due to the reduced recovery of rent allowance and rent rebates overpayments, as recovery was put on hold during the pandemic. Recovery work is now underway, but only a part year's recovery has been undertaken and therefore the impact will not be reflected in the figures.
- 4.6 Corporate and Democratic Core - Additional costs above budget have incurred totalling £129,180 for partner contributions towards Sherbourne recycling facility company valuation report, plus the additional external audit fees.
- 4.7 There is a reduction of £60,190 in the Executive Board supplies and services due to lower professional fees on the North Warwickshire Development Plan.
- 4.8 Increases in the bank base rate during the year have led to improved interest rates available for investments, enabling additional investment income of £300,000 however this can be partly offset with the delay in interest payments from the Loan to Sherbourne MRF.
- 4.9 Financing of capital has reduced as the vehicles are being funded from a transfer from the Business rates revenue reserve fund.

5 The Council's 2024/25 Expenditure Requirement

- 5.1 The Council's net expenditure requirement for 2024/25 amounts to £11,524,460, which is £1,853,380 more than the revised estimate. The £1m for invest to save initiatives is included to fund projects which will deliver future reductions/increased income as part of the MTFs. The other main variations between the 2024/25 original budget and the 2023/24 revised budget are set out below.

- 5.2 Leisure & Community - Employee costs have increased by £206,000 due to pay award, increments and associated costs for employers' oncosts. Premises costs have increased by £67,350 mainly due to inflationary increases. Overall income has gone down by £135,130 made up of the £198,000 grant for Atherstone leisure centre being removed in 2024/25 budgets, and an increase of £28,540 income across all the leisure centres.
- 5.3 Streetscape - Employee costs have increased by £276,700 largely due to effect of pay award and increments. Additional funding has been included for covering absences and vacancies as these services are frontline and therefore the appropriate level of staffing needs to be always maintained to ensure the service can be delivered. Supplies and Services expenditure has reduced by £366,520 primarily due to the full year impact of the new Sherbourne Materials Recycling facility. Transport expenditure has increased by £34,550 due to inflation on vehicle costs.
- 5.4 Non-Domestic Rates and Council Tax Collection has increased by £152,030 due to inflation on supplies and services, and revisions to support costs including pay awards.
- 5.5 Housing Services – Homelessness this increase is due to a reduction in the income. A number of the costs are funded from Government schemes and the expenditure is balanced by the income, but the net difference is a loss of income £53,700. In addition, there is an increase cost with Private Sector Housing Assistance of £55,500 due to loss of contribution from of Warwickshire County Council.
- 5.6 The planning fee budget is set at the higher rate due to the new price increases set by the central government, despite the reduction in income in last year the fee increase at 35% from December 2023 has had a positive impact on income in next years budget.
- 5.7 Central Support charges have increased across the services as the majority of these costs are salary related, they have increased by the 4% pay award.

6 **Budget Projections**

- 6.1 In addition to preparing the 2024/25 budget, the three following years have been forecast.
- 6.2 Specific areas of increase are considered separately and individual rates of increase used to reflect prevailing market conditions, where they are significantly different to the general rate of inflation. These are assessed on an annual basis and depending on economic conditions, may include:
- Employee costs – pay awards and pension costs;
 - fuel and energy costs;
 - investment rates.
 - income

- 6.3 The pay award for the current financial year was approved on 1 November 2023 at 3.88% which will be backed dated to 1st April. The figures in the plan assume a pay award of 4% in 2024/25, reducing to 3% for the following 3 years. This is the largest element of expenditure and will have a significant impact on the Council's budgets.
- 6.4 The revenue implications of the proposed capital programme, covered in a separate report on the agenda, have been included for all years.
- 6.5 The forecast has been summarised and is shown below.

	2024/25 £000	2025/26 £000	2026/27 £000	2027/28 £000
Net Expenditure Requirement	11,524,460	11,083,246	11,087,768	10,487,634

7 Summary of the 2024/25 Finance Settlement

- 7.1 The Government's calculation of an authority's Core Spending Power includes the Settlement Funding Assessment, together with an assumed level of council tax and some other grant income. The Settlement Funding Assessment is made up of two elements: Revenue Support Grant (RSG) and Business Rates (NDR).
- 7.2 An authority's settlement funding assessment is added to their Council Tax and then reduced by a given percentage to keep within the national control total. From this total the Council's Business Rates baseline and Council Tax income are deducted to arrive at the level of RSG. In years where an authority's entitlement to RSG is zero, increases to business rate tariffs were planned in order to reduce the amount of income retained by an authority.
- 7.3 The figures presented are still the provisional settlement, they will be updated for the final figures as part of the updated report to Council. The Government announced on 24 January 2024 that there will be additional funding in the final figures for 2024/25. The majority of this funding will go to Counties and Unitaries for social services but LG futures have estimated potentially an additional £83,000 funding guarantee allocation, this will not be included until the final figures are available. Based on provisional settlement figures:

	2023/24 £'000	2024/25 £'000
NDR Baseline Funding	1,993	2,106
RSG	81	86
Sub-total - SFA	2,074	2,192
Assumed Council Tax	4,984	5,196
S31 Grant – Business rates multiplier	340	375
New Homes Bonus	519	192
Lower tier Grant	-	-
Services Grant	75	12
Funding Guarantee Grant	315	742
Total Core Spending Power	8,307	8,709

- 7.4 The Government's calculation of core spending power assumes that all District Councils will increase their Band D Council Tax in line with the referendum limit for 2024/25, by whichever is the greater of £5 or 3%. No information around potential Council Tax increases from 2024/25 onwards is currently available.
- 7.5 Notification of New Homes Bonus of £192,000 has been received for 2024/25. This a one-year allocation and is significantly lower than in 2023/24 which is due to the impact the economic climate is having on house building in the Borough. As the New Homes Bonus scheme is being withdrawn and no indications around a potential alternative have yet been provided, no income has been assumed for 2025/26 onwards.
- 7.6 The minimum Funding Guarantee was new in the 2023/24 settlement and has continued for 2024/25. It has been assumed that the Funding Guarantee funding streams will not continue from 2025/26 as the funding review will reset the funding streams and business rates baseline.
- 7.7 The settlement provided only limited indications of funding after 2024/25. Whilst overall resources for local government have increased, individual allocations are uncertain, due to the lack of progress on the Fair Funding Review and Business Rates reset. The reset is still assumed for 2025/26 as the Government have not changed the date, although it is looking more uncertain with a general election in the current year which will impact on timescales.

8 Council Tax

- 8.1 As part of the budget setting process, the tax base for the Borough is updated each year to reflect new properties, demolitions and changes to the valuation bands of existing properties. Allowances are also made for properties which are exempt from Council Tax, or where the residents receive discounts. The tax base has been updated for 2024/25 and is attached as Appendix C.
- 8.2 A review of potential new build in the tax base has taken place, along with a review of exemptions and discounts. Balancing the growth in properties against an expected increase in exemptions and discounts, a low growth rate of 0.38% in the tax base has been used in projecting Council Tax income for 2024/25, which is based on the housing building in the Borough. The economic climate with cost of living and high interest rates has really impacted on house building as this can be seen in the growth projections for next year, 1% has been assumed for 2025/26 and then 1.5% assumed each year after as it is hoped with inflation reducing and in turn interest rates potentially going down the house building will start again.
- 8.3 The Authority has estimated the Council Tax position that will be brought forward from 2023/24, which is an expected deficit. All major precepting authorities have been notified of the amounts they will receive. North Warwickshire Borough Council will pay a sum of £13,480 for 2024/25.
- 8.4 In general terms, an inflationary increase in Council Tax is built into the budget on an annual basis. Given the significant pressure on the Council's budget, this

budget forecast has used a permitted increase of 2.99% in 2024/25 and has assumed a further 2.99% increase each year in subsequent years.

- 8.5 A Council Tax increase of 2.99% per annum for ratepayers gives the Council an additional £149,584 in income in 2024/25. It increases the Band D council tax by £6.84 per annum (13p per week) The Council could choose to opt for a different Council Tax increase; however, a lower tax increase would not be sustainable. Previous decisions to freeze Council Tax have had an ongoing and cumulative effect on the Council's financial position, reducing council tax income by around £1 million per annum. The table below illustrates the loss of revenue if the tax does not increase for 2024/25 and in line with the assumptions in the MTFs. This decision would have a cumulative impact of £1.6m.

Year	Tax Base	2.99% Increase	Council Tax Income £	0% Increase	Council Tax Income £	Loss of Income £
2024/25	21,869.06	235.70	5,154,537	228.86	5,004,953	149,584
2025/26	22,087.75	242.75	5,361,801	228.86	5,055,003	306,799
2026/27	22,419.07	250.01	5,604,991	228.86	5,130,828	474,163
2027/28	22,755.35	257.48	5,859,048	228.86	5,207,790	651,258
TOTAL			21,980,378		20,398,573	1,581,805

- 8.6 The Government wants to ensure that Council Taxpayers are protected against authorities that impose excessive Council Tax rises. A referendum will be required for any District/Borough that proposes a Council Tax increase over 2.99%.

9 Expected Resources

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

Funding	2024/25	2025/26	2026/27	2027/28
Council Tax	(5,155)	(5,362)	(5,605)	(5,859)
National Non Domestic Rates (NDR) – Baseline	(2,106)	(2,710)	(2,753)	(2,808)
NDR – Gain estimated above baseline	(5,119)	0	0	0
Section 31 Grant – business rate multiplier	(375)	0	0	0
Revenue Support Grant (RSG)	(86)	(89)	(90)	(92)
New Homes Bonus	(192)	0	0	0
Lower Tier Grant	0	0	0	0
Services Grant	(12)	(59)	(59)	(59)
Funding Guarantee Grant	(742)	0	0	0
Collection Fund (Surplus)/Deficit	13	(25)	(27)	(29)
TOTAL	(13,774)	(8,245)	(8,534)	(8,847)

Note: The figures are based on Business Rates reset being in 2025/26.

9.2 The figures are based on the Government finally implementing business rates reset with no transitional arrangements in 2025/26, which as illustrated by the table above has a significant impact on income for this Council. It is possible with the election this year that reset will be pushed out to 2026/27 but at this stage the Government have not updated their guidance therefore the assumption has not been changed within the medium term projections.

10 Reductions and Increased Income

10.1 To deliver a medium term sustainable budget reductions are required from 2025/26 onwards and therefore it is essential that this Council adopts a strategy of a managed use of balances to ensure the projects/initiatives to deliver reductions/increased income can be developed and implemented but the budget is still balanced, see Appendix D and the Balancing the Medium Term Budget table;

	2023/24 Estimate £000	2024/25 Estimate £000	2025/26 Estimate £000	2026/27 Estimate £000	2027/28 Estimate £000
Net Service Expenditure	9,909	10,524	11,583	11,588	11,488
Invest to Save Fund	0	1,000	0	0	0
	0	0	-500	-500	-1,000
Total Expenditure	9,671	11,524	11,583	11,588	11,488
Total Income	13,350	13,774	8,245	8,534	8,847
Reductions/Increased Income Target		0	500	500	1,000
Net Expenditure	-3,679	-2,250	2,838	2,554	1,641
Use of/ (Contribution to)Balances	-3,679	-2,250	2,838	2,554	1,641
Balances at the Year End	-6,065	-8,315	-5,477	-2,923	-1,282

10.2 Members approved the strategy to delivering a balanced medium budget, as detailed in the Table a programme for Reductions/Increased Income over the medium term will need to be developed to deliver the target figures. Listed below is the initial list of projects:

- Transformation projects – New IT systems improved efficiency
- Invest to save – Asset Management
- Service redesign – Waste & Recycling Service
- Income Generation – Fees and Charges review, Rent review
- Commercialism – Leisure Services, Housing Development
- Structure Fit for Purpose – sustainable structure to deliver corporate plan priorities and excellent service to customers.
- Treasury Management – Review Investments.
- Agree tax rise strategy
- Review specific reserve funds – release funding for specific projects such as Asset Management and increase general balances.

In order to keep the level of balances at the minimum level of £1.2m, reductions/increased income of £500,000 is required for 2025/26, a further £500,000 for 2026/27 and an additional £1m in 2027/28.

11 Risks to the Council's Financial Position

- 11.1 As with all types of forecasting, there are certain inherent risks that may affect the financial position of the Council over the forthcoming periods. These risks require that the Council maintains a sufficient level of general reserves. The individual estimate reports to each Board have included a range of potential risks that could impact upon the budgetary position of services. In addition to these specific service risks, there are a number of risks that could impact more generally on the Council's financial position. The major risks to the Council's budget are highlighted below.
- 11.2 **Business Rates** - the Council has risks it cannot currently quantify, around the retention of business rates in place of revenue support grant and the impact of appeals against valuations. We currently anticipate collecting more business rates than assumed in our baseline funding level. This means that we will retain a proportion of any additional rates collected.
- 11.3 Projections include significant income above baseline for 2023/24 and 2024/25. Plans to reset business rates have been delayed but are still expected, and this could remove the growth mentioned above. In this event, the Volatility Reserve will be used to provide an additional funding to prevent an immediate revenue impact.
- 11.4 Any major changes to the Council's tax base through successful appeals, or removal of premises from the rating list over and above those allowed for, could impact on the additional rating income figures mentioned above. Given the increased valuations resulting from the 2022 valuation and the current economic uncertainty, this risk has increased.
- 11.6 **Fair Funding Review** – a national review is planned, which may adversely change the assumed spending need of the council, and therefore the level of government support that is received.
- 11.7 **New Homes Bonus scheme** – although a scheme for 2024/25 has been announced, there is no detail for further years. The indications seem to be that if it continues, funding will be allocated using a different mechanism.
- 11.8 **Growth in the Borough** – currently the growth has slowed down, however if new homes and estates are delivered in line with expectations in future years, there will be a significant impact on some Council services, for example, refuse and recycling and grounds maintenance.
- 11.9 **Other Risks** – the current economic position could increase demand for services such as benefits and homelessness could increase, whilst reducing demand in income generating areas. Unexpected changes in the remuneration of the workforce could impact on the financial position, as could any significant

loss of employees which required additional resources to complete statutory functions.

11.10 An overall risk assessment for 2024/25 has been completed to determine the minimum level of general reserves that the Section 151 Officer considers it is appropriate for the Authority to hold, and this is shown in Appendix E. This is based on the expected or 'most likely' position and the assumption that not all risks will occur within the next year.

11.11 As can be seen, the balance between future risks and the adequacy of general reserves held by the Council is a key part in establishing a medium-term financial strategy. Provided that expenditure is reduced in line with the targets identified, the level of balances is expected to remain around £1.2 million over the next four years, although careful monitoring of this will still be necessary.

11.12 As already mentioned, there is the potential for the Council to benefit from any additional rates collected, but there is also the risk that if rating income falls, there will be a direct impact on the Council's finances. There is a lot of uncertainty around the collection of business rates and the impact of appeals and refunds.

11.13 However, if a general reserve of £1.2 million is held, it is felt that this amount, together with other provisions, reserves and balances held by the Council, is adequate to protect the Council's financial position for both the forthcoming year and in the medium-term.

11.14 Although not all risks are likely to occur in 2024/25, there is a real possibility that the position could be worse than that anticipated. It could also be better. The Authority would need to adjust its financial strategy, and manage any changes required in 2024/25. Budgets are monitored throughout the year, with the budgetary position reported to Boards on a regular basis, so the Authority is in a good position to identify risks as they occur.

12 Availability of Reserves

12.1 The Local Government Act 2003 requires the Section 151 Officer to make an annual statement on the adequacy of financial reserves. General reserves or balances are held to provide a general contingency for unavoidable or unforeseen expenditure, and also give stability for longer term planning. The level of general reserves held is based on an assessment of the financial risks attached to the budget, and this is covered in section 11.

12.2 In addition to its general financial reserves, the Council holds a number of earmarked reserves, for both revenue and capital purposes. It also holds some reserves on behalf of other organisations.

12.3 General Council policy has been not to use earmarked reserves to fund ongoing service activity, so that the base budget position is not understated. An exception to this was made with regards to the pandemic and has also been needed in 2022/23 due to the significant pressures brought about by the current economic position. However, going forward, further use will not be assumed. So, for example, external grant received in advance for specific projects will be

held in an earmarked reserve until the activity takes place and the grant is spent. Timing differences on particular activities will also be dealt with through earmarked reserves, to remove unnecessary fluctuations in the base budget, whilst ensuring sufficient budget provision is available.

- 12.4 The Council will use earmarked reserves to set aside funding for capital schemes and projects. The Business Rate Volatility Reserve has been used to fund the capital vehicle replacement programme over the next 3 years.
- 12.5 Where earmarked reserves are used for revenue activities, the expenditure is included within the appropriate service budget, together with the contribution from the reserve to offset this. These movements are highlighted in the budget reports considered by Members.
- 12.6 The expected position on earmarked reserves at the end of 2023/24 relating to the General Fund is outlined below. A new reserve for the fluctuations in the price of recyclables has been approved as part of this budget process, £250,000 is approved from the Business Rates fund.

Earmarked Reserves	Expected Balance 31 March 2024 £000
Capital	4.878
Revenue	14.920
Total	19.798

Some of the reserves set aside for capital are for specific equipment replacement and are not yet due to be spent.

- 12.7 For the majority of earmarked reserves, there is little or no risk to the financial standing of the Council. Reserves set up to manage timing differences or hold funding received in advance match expenditure to the income available. Reserves held to allow risks to the base budget to be managed are estimated using the best available information. A review of earmarked reserves is planned, so that previous priorities can be reassessed in light of the current financial position and if the fund is no longer required the balance will be transferred to the general fund balance.

13 **Budget Consultation**

- 13.1 The residents survey completed in Dec/Jan included financial questions and is detailed in a separate report on this agenda.

14 **Council Tax Resolution**

- 14.1 A Council Tax resolution will be prepared for consideration at the Council Meeting, using the recommendations agreed by this Board and final figures for the settlement and parish precepts.

15 **Delivering Value for Money**

15.1 All Councils will be looking for reductions/increased income in net expenditure within their MTFs, to sustain their financial position. Efficiencies will be introduced wherever possible to minimise the impact on service provision.

16 **Conclusion**

16.1 It is clear that even with Council Tax increases of 2.99%, there is an imperative need to reduce the net expenditure of the Council. Reductions of around £2.0m over the period of the MTFs. However, if these expenditure reductions can be achieved, current forecasts indicate that reserves will remain around the minimal acceptable level of £1.2 million by the end of 2027/28, although this is subject to the uncertainties inherent in budgetary forecasting, and subject to the level of Council Tax increase agreed.

16.2 There are a number of factors that could affect these forecasts. The major factors are set out in section 11. In addition:

- The Council may struggle to deliver the necessary reductions in the required timeframe.
- The General Fund currently has no external borrowing. However, there is an underlying borrowing requirement, which may increase costs in the future.
- The ability to earn income from investments is expected to increase significantly, particularly in the short term. This has been taken into account in the budget forecast, along with assumptions on future movements. Any difference in actual experience will affect the financial projections; this could be beneficial or detrimental and will be reliant on how the economy performs.

16.3 The options available to the Council to meet these future pressures are restricted: increases in Government funding, higher increases in Council Tax (subject to a referendum) and reductions in service costs. As service delivery pressures increase, the options for reducing expenditure whilst maintaining existing service levels decrease.

17 **Report Implications**

17.1 **Financial Implications**

17.1.1 As detailed in the body of the report.

17.2 **Legal Implications**

17.2.1 As referred to at section 12 above, the Section 151 Officer has a statutory duty to prepare a report to the council including information about the robustness of the estimates provided for calculating the budget and the adequacy of proposed financial reserves. In turn, the legislation concerned requires the Council to have regard to the content of the report when making the budget calculations concerned.

17.3 **Safer Communities Implications**

17.3.1 The Council provides services and takes part in initiatives that work to improve Crime and Disorder levels within the Borough, and provision is included within the budgets for this.

17.4 **Environment and Sustainability Implications**

17.4.1 The financial strategy is linked to the delivery of targets and actions identified in the Corporate Plan and service plans. Continuing the budget strategy will allow the Council to manage its expected shortfall in resources without disruption of these targets and without disrupting essential services.

17.4.2 Parts of the corporate and service plans directly support the climate change agenda, for example, recycling and the green space strategy.

17.5 **Equality Implications**

17.5.1 Equality Assessments should be undertaken when making financial decisions to determine what the adverse impact on individuals or communities will be.

The Contact Officer for this report is Alison Turner (719234).

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

Community & Environment Board: Total

	Approved Budget 2023/2024 £	Revised Budget 2023/2024 £	Original Budget 2024/2025 £
Employee Costs	4,597,520	4,677,480	5,190,750
Premises Related	1,123,100	946,670	1,015,620
Supplies and Services	1,794,220	2,215,470	1,709,020
Transport	746,880	718,950	754,120
Miscellaneous Expenditure	1,320	820	840
Earmarked Reserves	(3,420)	(34,560)	1,350
Gross Expenditure	8,259,620	8,524,830	8,671,700
Income	(3,373,870)	(3,677,540)	(3,437,640)
Net Controllable Expenditure	4,885,750	4,847,290	5,234,060
Departmental Support	838,170	838,170	765,840
Central Support	755,560	755,050	796,710
Capital Charges	889,760	889,760	889,760
Net Expenditure	7,369,240	7,330,270	7,686,370

Executive Board: Total

	Approved Budget 2023/2024 £	Revised Budget 2023/2024 £	Original Budget 2024/2025 £
Employee Costs	281,820	272,570	240,790
Premises Related	430	430	450
Supplies and Services	133,500	75,040	133,190
Transport	-	-	-
Miscellaneous Expenditure	-	-	-
Earmarked Reserves	(5,000)	(21,370)	(21,370)
Gross Expenditure	410,750	326,670	353,060
Income	(3,060)	-	-
Net Controllable Expenditure	407,690	326,670	353,060
Departmental Support	145,500	145,500	127,170
Central Support	102,140	102,140	88,390
Capital Charges	-	-	-
Net Expenditure	655,330	574,310	568,620

Licensing Board Alcohol & Gambling: Total

	Approved Budget 2023/2024 £	Revised Budget 2023/2024 £	Original Budget 2024/2025 £
Employee Costs	-	-	-
Premises Related	-	-	-
Supplies and Services	1,360	1,360	1,400
Transport	-	-	-
Miscellaneous Expenditure	-	-	-
Earmarked Reserves	-	-	-
Gross Expenditure	1,360	1,360	1,400
Income	(64,870)	(65,900)	(65,900)
Net Controllable Expenditure	(63,510)	(64,540)	(64,500)
Departmental Support	39,650	39,650	44,700
Central Support	6,170	6,170	3,740
Capital Charges	-	-	-
Net Expenditure	(17,690)	(18,720)	(16,060)

Licensing Board Tax & General: Total

	Approved Budget 2023/2024 £	Revised Budget 2023/2024 £	Original Budget 2024/2025 £
Employee Costs	14,790	14,790	17,410
Premises Related	-	-	-
Supplies and Services	5,240	6,230	5,430
Transport	6,260	3,400	3,400
Miscellaneous Expenditure	-	-	-
Earmarked Reserves	-	-	-
Gross Expenditure	26,290	24,420	26,240
Income	(35,490)	(29,400)	(32,760)
Net Controllable Expenditure	(9,200)	(4,980)	(6,520)
Departmental Support	64,860	64,860	71,390
Central Support	7,320	7,320	7,560
Capital Charges	-	-	-
Net Expenditure	62,980	67,200	72,430

Planning & Development Board: Total

	Approved Budget 2023/2024 £	Revised Budget 2023/2024 £	Original Budget 2024/2025 £
Employee Costs	636,630	636,630	669,500
Premises Related	-	-	-
Supplies and Services	144,420	137,320	157,130
Transport	-	-	-
Miscellaneous Expenditure	-	-	-
Earmarked Reserves	-	-	-
Gross Expenditure	781,050	773,950	826,630
Income	(770,380)	(687,990)	(859,500)
Net Controllable Expenditure	10,670	85,960	(32,870)
Departmental Support	148,130	148,130	163,050
Central Support	145,090	145,090	146,680
Capital Charges	16,390	16,390	16,390
Net Expenditure	320,280	395,570	293,250

Resources (Recharged) Board: Total

	Approved Budget 2023/2024 £	Revised Budget 2023/2024 £	Original Budget 2024/2025 £
Employee Costs	8,772,700	8,750,570	9,225,760
Premises Related	686,360	686,230	630,340
Supplies and Services	1,059,670	1,058,990	1,301,580
Transport	713,210	755,600	732,690
Miscellaneous Expenditure	-	-	-
Earmarked Reserves	(46,920)	(46,920)	(41,500)
Gross Expenditure	11,185,020	11,204,470	11,848,870
Income	(250,490)	(250,490)	(242,160)
Net Controllable Expenditure	10,934,530	10,953,980	11,606,710
Recharged to Other Services	(13,146,490)	(13,165,940)	(13,946,590)
Departmental Support	30,320	30,320	32,250
Central Support	1,760,380	1,760,380	1,886,370
Capital Charges	421,260	421,260	421,260
Net Expenditure	-	-	-

Resources (Remaining) Board : Total

	Approved Budget 2023/2024 £	Revised Budget 2023/2024 £	Original Budget 2024/2025 £
Employee Costs	1,331,940	1,423,370	1,407,910
Premises Related	203,110	206,860	210,350
Supplies and Services	662,040	806,210	697,110
Transport	12,050	12,270	12,360
Miscellaneous Expenditure	8,597,930	8,664,370	8,675,600
Earmarked Reserves	(189,740)	(50,920)	(215,190)
Gross Expenditure	10,617,330	11,062,160	10,788,140
Income	(9,501,280)	(9,627,800)	(9,251,430)
Net Controllable Expenditure	1,116,050	1,434,360	1,536,710
Departmental Support	1,030,710	1,131,590	1,187,500
Central Support	851,420	851,420	1,036,930
Capital Charges	229,490	104,420	84,610
Net Expenditure	3,227,670	3,521,790	3,845,750

SUMMARY OF REVENUE REQUIREMENTS

Revised Budget

2023/2024 Gross Expenditure	2023/2024 Gross Income	2023/2024 Net Expenditure		2024/2025 Gross Expenditure	2024/2025 Gross Income	2024/2025 Net Expenditure
£	£	£		£	£	£
11,007,810	3,677,540	7,330,270	Community and Environment	11,124,010	3,437,640	7,686,370
1,083,560	687,990	395,570	Planning and Development	1,152,750	859,500	293,250
143,780	95,300	48,480	Licensing	155,030	98,660	56,370
13,500,080	9,878,290	3,621,790	Resources	13,139,340	9,493,590	3,645,750
574,310	-	574,310	Executive	568,620	-	568,620
13,338,790	13,338,790	-	Council Housing	14,152,870	14,152,870	-
46,870	-	46,870	Contingencies	148,700	-	148,700
-	-	-	Invest to Save	1,000,000	-	1,000,000
-	1,300,000	(1,300,000)	Interest on balances	-	1,094,030	(1,094,030)
-	1,046,210	(1,046,210)	Financing adjustment	-	780,570	(780,570)
39,695,200	30,024,120	9,671,080		41,441,320	29,916,860	11,524,460
3,678,930	-	3,678,930	Use of balances	2,248,600	-	2,248,600
43,374,130	30,024,120	13,350,010		41,441,320	29,916,860	13,773,060
1,188,554.08	-	1,188,554.08	Special items - Parish precepts	-	-	-
44,562,684.08	30,024,120	14,538,564.08		41,441,320	29,916,860	13,773,060
		(6,960,420)	Business Rates			(7,225,000)
		(339,580)	S31 Grant - Business Rate Multiplier			(375,000)
		(518,900)	New Homes Bonus			(192,000)
		(78,000)	Services Grant			(12,000)
		(312,000)	Funding Guarantee			(742,000)
		(80,840)	RSG			(86,000)
		(74,140)	(Surplus) / Deficit on Collection Fund			13,480
		6,174,684.08				5,154,540

North Warwickshire Borough Council Tax Base 2024/25

Appendix C

	Band A disabled	Band A	Band B	Band C	Band D	Band E	Band F	Band G	Band H	Total
No. of dwellings		6738	7486	6474	4041	2574	1381	776	81	29551
Plus additions		16	40	33.29	47.75	27.25	8	8	0	180.87
Less reductions		0	0	-9	-1	0	-3	-5	0	-18
Less exemptions	0	-162	-157	-96	-53	-37	-22	-12	-2	-541
Less orig. band for disabled		-28	-59	-54	-51	-38	-20	-14	-4	-268
Plus new band for disabled	28	59	54	51	38	20	14	4		268
(a) Chargeable dwellings	28	6623.1	7364.48	6399.29	4021.75	2546.25	1358	757	75	29172.87
25% discounts	4	3398	2856	1967	945	479	224	110	13	9996
50% discounts - Adjusted due to annexe disc	1	22	10	8	5	5	5	7	7	70
Total discounts	6	3442	2876	1983	955	489	234	124	27	10136
(b) Discount deduction	-1.50	-860.5	-719	-495.75	-238.75	-122.25	-58.5	-31	-6.75	-2534.00
Former A exemptions (25%)		5	12	6	4	6	0	1	1	35
Former C exemptions (2 weeks)		2	2	3	0	1	1	0	0	9
Total former exemptions (single equivalent)		1.33	3.08	1.62	1.00	1.54	0.04	0.25	0.25	9.10
Long Term Empty Premium		26	17	11	10	9	8	7	0	88
Council Tax Support	8.17	1173.69	816.53	357.85	111.05	46.16	26.79	7.69	0.86	2548.79
Band D equivalent	4.54	782.46	635.08	318.09	111.05	56.42	38.70	12.82	1.72	1960.87
(c) Adjustments	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
(a)-(b)+(c) Net dwellings	18.33	4600.58	5834.37	5549.57	3675.95	2380.80	1276.67	721.56	67.14	24124.98
Band D equivalents	10.18	3067.06	4537.85	4932.96	3675.95	2909.87	1844.08	1202.60	134.28	22314.83
Total Band D		22314.83								
Collection rate		98.00%								
Taxbase		21869.06								

APPENDIX D

UPDATED MEDIUM TERM FINANCIAL FORECAST

	2023/24 Revised £000	2024/25 Estimate £000	2025/26 Estimate £000	2026/27 Estimate £000	2027/28 Estimate £000
Net Service Expenditure	11,977	13,399	13,020	13,388	13,705
Investment Income	(1,300)	(1,094)	(642)	(652)	(547)
Financing Adjustment	(1,006)	(781)	(795)	(648)	(670)
Requirement to reduce expenditure - 25/26	0	0	(500)	(500)	(500)
Requirement to reduce expenditure - 26/27	0	0	0	(500)	(500)
Requirement to reduce expenditure - 27/28	0	0	0		(1,000)
Net Expenditure	9,671	11,524	11,083	11,088	10,488
Council Tax	(4,986)	(5,155)	(5,362)	(5,605)	(5,859)
NDR - Baseline	(1,994)	(2,106)	(2,710)	(2,753)	(2,808)
NDR - Additional rates	(4,967)	(5,119)	0	0	0
Section 31 Grant - business rate multiplier	(340)	(375)	0	0	0
RSG	(81)	(86)	(89)	(90)	(92)
New Homes Bonus	(519)	(192)	0	0	0
Services Grant	(78)	(12)	(59)	(59)	(59)
Funding Guarantee Grant	(312)	(742)	0	0	0
Collection Fund (Surplus) / Deficit	(74)	13	(25)	(27)	(29)
Use of / (Contribution to) Balances	(3,679)	(2,249)	2,838	2,553	1,640
Balances at the Year End	(6,064)	(8,313)	(5,475)	(2,921)	(1,281)

COUNCIL WIDE - RISK ANALYSIS

	Likelihood	Provision
Income Generation – decrease in fees and charges of 10%	High	350,000
Lower vacancies than expected (provision for vacancies = £200k)	Medium	100,000
Investment Income – loss of cash flow 10%	Medium	100,000
Further Public Inquiries (potential £100k)	High	100,000
Housing Benefit – reduction in reimbursement	Low	50,000
Possibility of overspending the agreed budget	Medium	150,000
Housing Benefit – Local Authority error & overpayments	Medium	50,000
Increased cost of maintaining corporate buildings	Medium	50,000
General Contingency		250,000
Total		1,200,000

Likelihood of Risk

High	100%
Medium	50%
Low	0 –10%

Agenda Item No 13

Executive Board

12 February 2024

**Report of the Interim
Corporate Director (Resources)
(Section 151 Officer)**

Pay Policy Statement 2024/25

1 Summary

- 1.1 There is a requirement under Section 38 of the Localism Act 2011 for Councils to have and to publish a Pay Policy Statement, agreed by full Council, which will be subject to review at least annually. This report details the purpose for and the areas to be covered in the Pay Policy Statement.

Recommendation to Council

To adopt the Pay Policy Statement 2024/25.

2 Introduction

- 2.1 The purpose is to provide transparency by identifying
- The methods by which the salaries of all employees are determined;
 - The detail and level of remuneration of the Council's most senior staff.
- 2.2 The policy has been reviewed in line with the requirements and is attached at Appendix A.
- 2.3 Since the policy was adopted at Full Council on 4 July 2012, it has been reviewed and updated on an annual basis.

3 Report Implications

3.1 Human Resources Implications

- 3.1.1 As detailed in the report.

3.2 Links to Council's Priorities

- 3.2.1 This policy statement ensures that the Council meets its obligation under Section 38 of the Localism Act 2011 for Councils and therefore ensuring compliance with legislation.

The Contact Officer for this report is Alison Turner (719374).

Background Papers

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

Background Paper No	Author	Nature of Background Paper	Date

North Warwickshire Borough Council

PAY POLICY STATEMENT 2024/25

Introduction and Purpose

Under section 112 of the Local Government Act 1972, the Council has the “power to appoint officers on such reasonable terms and conditions as the Authority thinks fit”. This Pay Policy Statement (the ‘statement’) sets out the Councils approach to pay policy in accordance with the requirements of Section 38 of the Localism Act 2011. The purpose of the statement is to provide transparency with regard to the Council’s approach to setting the pay of its employees by identifying;

- the methods by which salaries of all employees are determined;
- the detail and level of remuneration of its most senior staff i.e. ‘chief officers’, as defined by the relevant legislation;
- the Group/Board responsible for ensuring the provisions set out in this statement are applied consistently throughout the Council and recommending any amendments to the full Council.

This policy statement is subject to review on a minimum of an annual basis in accordance with the relevant legislation prevailing at that time.

Legislative Framework

In determining the pay and remuneration of all of its employees, the Council will comply with all relevant employment legislation. This includes the Equality Act 2010, Part Time Employment (Prevention of Less Favourable Treatment) Regulations 2000, The Agency Workers Regulations 2010 and where relevant, the Transfer of Undertakings (Protection of Earnings) Regulations. With regard to the Equal Pay requirements contained within the Equality Act, the Council ensures there is no pay discrimination within its pay structures and that all pay differentials can be objectively justified through the use of equality proofed Job Evaluation mechanisms which directly relate salaries to the requirements, demands and responsibilities of the role.

Pay Structure

Based on the application of the Job Evaluation process, the Council uses the nationally negotiated pay spine as the basis for its local grading structure. This determines the salaries of the large majority of the workforce, together with the use of other nationally defined rates where relevant. The Council remains committed to adherence with national pay bargaining in respect of the national pay spine. No pay award has yet been agreed for 1 April 2024 onwards.

All other pay related allowances are the subject of either nationally or locally negotiated rates, having been determined from time to time in accordance with collective bargaining machinery and/or as determined by Council Policy. In determining its grading structure and setting remuneration levels for all posts, the Council takes account of the need to ensure value for money in respect of the use of public expenditure, balanced against the need to recruit and retain

employees who are able to meet the requirements of providing high quality services to the community, delivered effectively and efficiently and at times at which those services are required.

New appointments will normally be made at the minimum of the relevant grade, although this can be varied where necessary to secure the best candidate. From time to time, it may be necessary to take account of the external pay market in order to attract and retain employees with particular experience, skills and capacity. Where necessary, the Council will ensure the requirement for such is objectively justified by reference to clear and transparent evidence of relevant market comparators, using appropriate data sources available from within and outside the local government sector.

Senior Management Remuneration

For the purposes of this statement, senior management means 'chief officers' as defined within S43 of the Localism Act. The posts falling within the statutory definition are set out below, with details of their basic salary as at 31 January 2024;

- a) Chief Executive
The current salary of the post is £116,658. The salary falls within a range of four incremental points between £108,591 rising to a maximum of £116,658.
- b) Corporate Director (Resources)
The post is currently vacant. The salary falls within a range of four incremental points between £76,674 rising to a maximum of £82,287. The Corporate Director (Resources) is the Council's Section 151 Officer and this was included in the evaluation of the role.
- c) Corporate Director (Streetscape)
The post is currently vacant. The salary falls within a range of four incremental points between £74,018 rising to a maximum of £78,033.
- d) Directors
The salaries of posts designated as Directors fall within a range of four incremental points between £68,812 rising to a maximum of £73,866.

Chief Officers' roles are subject to job evaluation under the JNC Job Evaluation Scheme and are paid a salary, which is considered a market rate within districts in the local government sector.

Employment of Chief Officers is in accordance with collective agreements negotiated from time to time by the Joint Negotiating Committee for Chief Officers of Local Authorities for Local Government Services, those set out in the National Agreement on Pay and Conditions of Service (currently known as The Blue Book) and as supplemented by:-

- local collective agreements reached with trade unions recognised by the Council
- the rules of the Council

Recruitment of Chief Officers

When recruiting to all posts the Council will take full and proper account of its own Equal Opportunities, Recruitment, and Redeployment Policies. Where the Council is unable to recruit to a post at the designated grade, it will consider the use of temporary market forces supplements.

Where the Council remains unable to recruit Chief Officers under a contract of employment, or there is a need for interim support to provide cover for a vacant substantive Chief Officer post, the Council will, where necessary, consider and utilise engaging individuals under 'contracts for service'. These will be sourced through a relevant procurement process ensuring the Council is able to demonstrate the maximum value for money benefits from competition in securing the relevant service. The Council currently has one Chief Officer engaged under such arrangements.

Elected Members appoint all Chief Officers. The pay level offered, on recruitment is typically the bottom point of the salary grade. In situations, however, where the individual recruited has a high level of knowledge or skills, and/or previous relevant experience, a higher salary, up to the maximum salary for that post, may be authorised, by the Chief Executive and the Elected Member recruitment panel. The recruitment panel would authorise this for an appointment of a Chief Executive.

Additions to Salary of Chief Officers

The Council does not apply any bonuses or performance related pay to its Chief Officers.

In addition to basic salary, set out below are details of other elements of 'additional pay' which are chargeable to UK Income Tax and do not solely constitute reimbursement of expenses incurred in the fulfillment of duties;

- All Chief Officers were entitled to a lease car. Following consultation this was phased out by April 2015. There is some protection in that when the car was returned the Chief Officer received the 'spot value' less 10% as a travel allowance so long as he/she remains in the role. The 'spot value' depends on the officer's grade. The 'spot values' for each grade are detailed at Appendix 1.

Newly appointed Chief Officers will use their own vehicle, and receive an Essential User Allowance. Employees who are not Chief Officers may also receive the Essential User allowance. Essential User Allowances are also detailed at Appendix 1.

The Chief Executive is the Council's Returning Officer and the Electoral Registration Officer (who also manages the elections service) and receives an Election Allowance. The relevant bodies set this allowance. It varies each year depending on the number and type of elections in each year. There are the Police and Crime Commissioner election and a General election during 2024/25.

A Chief Officer may be awarded an honorarium when they 'act up' in a role. The Special Sub Group of Executive Board can authorise these. An honorarium either is a one off payment or can be a monthly allowance for a temporary period. The Council does not currently have any Chief Officers receiving an honorarium.

Payments on Termination

In the case of redundancy, a redundancy payment would be made to a Chief Officer in line with the Council's Retirement Policy & Procedure, and the Redundancy Policy & Procedure, which applies to all staff.

In the case of termination due to ill health, then there would be no termination payment but a higher pension benefit may be approved by the Warwickshire local government pension scheme. The pension benefit may include a lump sum in addition to an on-going pension payment.

On termination of employment, if it is not possible or desirable for the Chief Officer to serve their contractual or statutory notice period, then a payment may be made in lieu of the notice period not worked.

Any contractual payments such as outstanding annual leave are usually included in payments on termination of employment. Similarly, any monies owing to the Council would be deducted from payments made on termination.

The Council may choose to make a payment under a Settlement Agreement to protect against compensation claims that could be expensive or bring the Council into disrepute. The Special Sub Group of the Executive Board would approve any such payment.

Where a Section 151 Officer or Monitoring Officer cease carrying out these statutory roles, then the post would be re-evaluated to exclude these duties.

Increases to Pay

Any cost of living increases agreed through JNC are applied to Chief Officers pay. This is typically on 1st April each year.

Chief Officers appointed on a salary scale will receive an incremental increase to their pay as follows:

Chief Officers appointed between 1st October and 31st March will receive an increment after six months service.

Chief Officers appointed between 1st April and 30th September will receive an increment on the following 1st April.

Thereafter, all Chief Officers will receive increments annually on 1st April.

Chief Officers' pay will be measured against the market, normally on a three to five yearly basis, to ensure we maintain consistency with peer local authorities. Where there are significant changes in market rates then a pay benchmarking

assessment will be carried out for Chief Officers. The last full pay benchmarking on Chief Officers was completed in 2018 as part of the review of the senior management structure. Salary increases were made at this time to all Chief Officer posts, with the exception of the Chief Executive post. In October 2019, a pay benchmarking assessment was carried out on the revised Corporate Director role.

As a full pay benchmarking assessment was due during 2023/24, West Midlands Employers (WME) were approached in September 2023 to conduct a pay benchmarking assessment for the Chief Executive and Chief Officers posts. The analysis report received is currently being considered as part of a review of the senior management structure. The Council's Executive Board approves increases to Chief Officers pay.

Publication

Upon approval by the full Council, this statement will be published on the Councils Website. In addition, for posts where the full time equivalent salary is at least £50,000, the Councils Annual Statement of Accounts will include a note setting out the total amount of

- salary, fees or allowances paid to or receivable by the person in the current and previous year;
- any sums payable by way of expenses allowance that are chargeable to UK income tax;
- any compensation for loss of employment and any other payments connected with termination;
- any benefits received that do not fall within the above

This policy will be available on our website www.northwarks.gov.uk

Lowest Paid Employees

Our lowest paid employees' salary is determined by the grade for their post, which is underpinned by a job evaluation scheme, rather than being paid a market rate for their job. Market supplements are given to some posts where there are recruitment and retention difficulties. Currently none of our lowest paid employees receives a market supplement on their salary to bring it up to market rates.

Whilst we may employ apprentices on a lower wage, i.e. the minimum wage, during their apprenticeship they do have a structured training plan leading to a qualification.

With regard to other aspects of remuneration policy, there is equity across all our employees. The same policies set out above apply to our lowest paid employees.

Relationship Between Remuneration of our Chief Officers and Other Employees

Currently the average (mean) of our Chief Officers pay is 2.48 times that of the rest of our employees. Our top earning Chief Officer earns 3.92 times the mean of the rest of our employees.

Currently the average (mean) of our Chief Officers pay is 3.30 times that of our lowest paid employees. Our top earning Chief Officer earns 5.22 times the mean of our lowest paid employees.

Currently the median Chief Officers pay is 2.61 times that of the rest of our employees. Our top earning Chief Officer earns 4.13 times the median salary of the rest of our employees.

These figures are as at 31 January 2024 and do not include travel allowances or essential car user allowances.

Our policy for 2024/25 is to maintain Chief Officers pay within the following maximums:

Ratio of mean pay (Chief Officers: rest of employees) = 3.31

Ratio of median pay (Chief Officers: rest of employees) = 3.67

And not to exceed the following multipliers for our top earning Chief Officer:

5.5 X mean pay of other employees

5.5 X median pay of other employees

Accountability and Decision Making

In accordance with the Constitution of the Council, the Special Sub Group and the Executive Board are responsible for decision making in relation to the recruitment, pay, terms and conditions and severance arrangements in relation to employees of the Council.

RELATED DOCUMENTS

Retirement Policy & Procedure
Redundancy Policy & Procedure
Recruitment Policy
Disciplinary Procedure
JNC Job Evaluation Scheme Outline

Date of this review	February 2024
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Appendix 1

Annual Spot Value Less 10%

Chief Executive	£3,456
Corporate Director (Resources)	£3,456
Corporate Director (Streetscape)	£3,456
Directors	£3,456

Annual Essential Car User Allowance

451-999cc	£846
1000-1199cc	£963
1200cc & above	£1,239

Agenda Item No 14

Executive Board

12 February 2024

Report of the Interim
Corporate Director – Resources (Section
151 Officer)

External Auditors Annual Report
2020/21

1 Summary

- 1.1 This report presents the Annual Audit Report received from the Councils external, Ernst & Young LLP.

Recommendation to Council

That the report presented in Appendix A is noted.

2 Introduction

- 2.1 The Councils External Auditors, Ernst & Young LLP, have summarised the work undertaken as part of the audit of year ending 31 March 2021. The information contained in the report has already been presented to members of the Executive Board 27 November 2023. Therefore, the Annual Report attached at Appendix A is for note only.

3 Report Implications

3.1 Finance and Value for Money Implications

- 3.1.1 The external audit fees are within the Councils budget, as detailed in the report the fee was significantly more than the original quote due to a number of issues detailed in Appendix A on page 21 As detailed in the body of the report.

- 3.1.2 The report includes the auditors assessment of value for money achieved by the Council and there are no issues raised in the report.

3.2 Risk Management Implications

- 3.2.1 The External Audit process is essential to ensure that the Council has appropriate and robust assurance, governance and internal controls all of which are audited as part of the work completed by EY. The conclusions and recommendations from this work are presented to officers and members for approval to ensure any areas for improvement are addressed.

The Contact Officer for this report is Alison Turner (719374).

Background Papers

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

Background Paper No	Author	Nature of Background Paper	Date

**North Warwickshire
Borough Council
Auditor's Annual
Report**

Year ended 31 March 2021

Contents

01 Introduction



02 Audit of the financial statements



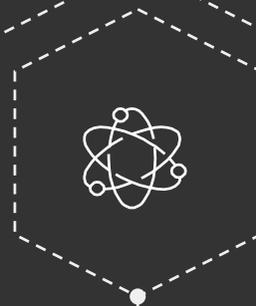
03 Value for Money



04 Appendix A - VfM - Summary of arrangements



05 Appendix B - Fees



Public Sector Audit Appointments Ltd (PSAA) issued the "Statement of Responsibilities of Auditors and audited bodies". It is available from the PSAA website (<https://www.psa.co.uk/audit-quality/statement-of-responsibilities/>). The Statement of responsibilities serves as the formal terms of engagement between appointed auditors and audited bodies. It summarises where the different responsibilities of auditors and audited bodies begin and end, and what is to be expected of the audited body in certain areas.

The "Terms of Appointment and further guidance (updated July 2021)" issued by the PSAA sets out additional requirements that auditors must comply with, over and above those set out in the National Audit Office Code of Audit Practice (the Code) and in legislation and covers matters of practice and procedure which are recurring.

This report is made solely to the Executive Board and management of North Warwickshire Borough Council in accordance with the statement of responsibilities. Our work has been undertaken so that we might state to the Executive Board and management of North Warwickshire Borough Council those matters we are required to state to them in this report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the Executive Board and management of North Warwickshire Borough Council for this report or for the opinions we have formed. It should not be provided to any third party without our prior written consent.



Section 1 - Introduction

Purpose

The purpose of the auditor's annual report is to bring together all of the auditor's work over the year. A core element of the report is the commentary on value for money (VFM) arrangements, which aims to draw to the attention of the Council, or the wider public, relevant issues, recommendations arising from the audit and follow-up of recommendations issued previously, along with the auditor's view as to whether they have been implemented satisfactorily.

Responsibilities of the appointed auditor

We have undertaken our 2020/21 audit work in accordance with the Audit Plan that we previously issued. We have complied with the National Audit Office's (NAO) 2020 Code of Audit Practice, other guidance issued by the NAO, and International Standards on Auditing (UK).

As auditors, we are responsible for:

Expressing an opinion on:

- The 2020/21 financial statements;
- Conclusions relating to going concern; and
- The consistency of other information published with the financial statements, including the narrative statement.

Reporting by exception:

- If the governance statement does not comply with relevant guidance or is not consistent with our understanding of the Council;
- If we identify a significant weakness in the Council's arrangements in place to secure economy, efficiency, and effectiveness in its use of resources; and
- Any significant matters that are in the public interest.

Responsibilities of the Council

The Council is responsible for preparing and publishing its financial statements, narrative statement, and annual governance statement. It is also responsible for putting in place proper arrangements to secure economy, efficiency, and effectiveness in its use of resources.



Section 1 - Introduction (continued)

2020/21 Conclusions

Financial statements	Unqualified - the financial statements give a true and fair view of the financial position of the Council as at 31 March 2021 and of its expenditure and income for the year then ended. We issued our auditors report on 28 th November 2023.
Going concern	We have concluded that the Director - Corporate Service's use of the going concern basis of accounting in the preparation of the financial statements is appropriate.
Consistency of the other information published with the financial statement	Financial information in the narrative statement and published with the financial statements was consistent with the audited accounts.
Value for money (VFM)	We had no matters to report by exception on the Council's VFM arrangements. We have included our VFM commentary in Section 3 of this report.
Consistency of the annual governance statement	We were satisfied that the annual governance statement was consistent with our understanding of the Council.
Public interest report and other auditor powers	We had no reason to use our auditor powers.
Whole of government accounts	We have performed the procedures required by the National Audit Office (NAO) on the Whole of Government Accounts submission. We had no issues to report.
Certificate	We issued our certificate at the same time as the auditor's report and this report, and it is included as an appendix to this report.

Section 2 - Audit of the financial statements

Key findings

The Narrative Statement and Accounts is an essential tool for the Council to show how it has used public money and how it can demonstrate its financial management and financial health.

On 28th November 2023, we issued an unqualified opinion on the financial statements. We reported our detailed findings to the 27 November 2023 Executive Board meeting. We outline below the key issues identified as part of our audit, reported against the significant risks, and other areas of audit focus we included in our Audit Plan. We did not report any internal control recommendations and areas for improvement in the control environment in the Audit Results Report.

Significant risk

Conclusion

Misstatements due to fraud or error

Our work did not identify any material weaknesses in the design and operation of controls or evidence of material misstatements, whether due to fraud or error, related to the inappropriate capitalisation of revenue expenditure. Our work did not identify any instances of inappropriate judgements being applied.

Our work did not identify any other transactions during our audit which appeared unusual or outside the Council's normal course of business.

Risk of fraud in revenue and expenditure recognition

We did not identify any significant issues in relation to this risk area.

Valuation of Council Dwellings, Other land and buildings and Investment Property

Based on our procedures, we have identified the following errors:
Factual misstatement - £390k overstatement of investment properties;
Projected misstatement 1 - £708k overstatement of Property, Plant and Equipment; and
Projected misstatement 2 - (£404k) understatement of Property, Plant and Equipment
The net effect of the above two projected misstatements is £304k.

Management have indicated that the differences above are not material to the users of the financial statements and will not be making an adjustment for these given they are estimates. We had assessed the impact on the overall audit and have concluded that this does not have a material impact on the audit opinion.

Audit delays, working papers and responses to audit

The audit has been delayed for a number of reasons and there were issues with working papers and responses to audit due to Council staff capacity. We set out more detail in our Audit Results Report which was presented to the Executive Board on 27th November 2023.

We are pleased that we have managed to work through these issues with the Council, however they have resulted in significant additional audit work and we recommend that the Council ensures that it has sufficient resource in place to respond to future audits.



Section 3 - Value for Money

We did not identify any risks of significant weaknesses in the Council's VFM arrangements for 2020/21.

Our VFM commentary highlights relevant issues for the Council Authority and the wider public.

We have no matters to report by exception in the audit report.

Scope

We are required to report on whether the Council has put in place proper arrangements to secure economy, efficiency, and effectiveness in its use of resources. We have complied with the guidance issued to auditors in respect of their work on value for money arrangements (VFM) in the 2020 Code of Audit Practice (2020 Code) and Auditor Guidance Note 3 (AGN 03). We presented our VFM risk assessment to the 27 November 2023 Executive Board meeting, which was based on a combination of our cumulative audit knowledge and experience, our review of Council committee reports, meetings with the Finance Services Manager and Director of Corporate Services and evaluation of associated documentation through our regular engagement with Council management and the finance team.

Reporting

We completed our risk assessment procedures in August 2023 and did not identify any significant weaknesses in the Council's VFM arrangements. We have also not identified any significant risks during the course of our audit. As a result, we had no matters to report by exception in the audit report on the financial statements.

Our commentary for 2020/21 is set out in the following pages of this report. The commentary summarises our conclusions over the arrangements at the Council in relation to our reporting criteria (see below) throughout 2020/21. Appendix A includes the detailed arrangements and processes underpinning the reporting criteria.

In accordance with the NAO's 2020 Code, we are required to report a commentary against three specified reporting criteria as follows:

Reporting criteria	Risks of significant weaknesses in arrangements identified?	Actual significant weaknesses in arrangements identified?
Financial sustainability: How the Council plans and manages its resources to ensure it can continue to deliver its services	No significant risks were identified	No significant weaknesses were identified
Governance: How the Council ensures that it makes informed decisions and properly manages its risks	No significant risks were identified	No significant weaknesses were identified
Improving economy, efficiency and effectiveness: How the Council uses information about its costs and performance to improve the way it manages and delivers its services	No significant risks were identified	No significant weaknesses were identified



Section 3 - Value for Money (continued)

Financial Sustainability: How the Council plans and manages its resources to ensure it can continue to deliver its services

Through the development of the MTFS (Medium Term Financial Strategy) and the General Fund Budget, the Council conducts review meetings with its directors, including the management team, to identify any service-related pressures over the medium term. The MTFS provides the framework for revenue and capital spending decisions over a four-year period.

In the event of potentially significant changes to the Council's financial position being identified, the Corporate Director - Resources will assess whether there is a need for additional updates to the financial strategy.

Specifically for the Council's review of the 2019-2024 MTFS, pressures stemming from the COVID-19 impact were identified. Some include additional service costs, reduction in investment income, and increase in pay costs. These were incorporated into the medium-term plan and the budgets for the upcoming year.

The Council has also developed a budget sustainability programme to identify savings and efficiencies and income generation opportunities to help address future financial pressures and budget gaps. The savings target identified for the financial year 2020/21 was £800k. The actual level of savings achieved through the reduction in expenditure budgets or additional income totalled £789k. The Council achieved this by reviewing the budgeted spending across each service area and identifying savings through reducing the respective expenditure budgets or identifying additional income.

Budget monitoring is completed each month and is reported to Management. Demand data or key performance data support any budget variations, and this information is used as the starting point for the following year's budget. The Council produces an outturn report detailing FY 2020/21 financial performance and monitoring reports following the outbreak of COVID-19. The Council has also considered the ongoing implications of COVID-19 on future financial resilience and sustainability through reports on the budgets in the future and whether adequate reserves and balances are in place to support.

The Council closely monitors its finances with routine reports; the Resource Board reviews these and then with the Executive Board on a timely basis, and remedial action is taken when required to offset emerging budget pressures. All saving proposals are also regularly reviewed for deliverability and are risk-assessed by management throughout the year.

Conclusion: Based on the work performed, the Council had proper arrangements in place in 2020/21 to enable it to plan and manage its resources to ensure it can continue delivering its services.



Section 3 - Value for Money (continued)

Governance: How the Council ensures that it makes informed decisions and properly manages its risks

The Council operates using a committee system. This structure involves several Service Boards and Committees, each responsible for their specific areas of activity, ultimately reporting back to the full Council. This meeting cycle of Board and Council meetings typically runs five times throughout the year. The remit and responsibilities of the Boards and Committees are set out in the Constitution of the Council and include the Executive Board, the Resources Board, the Community and Environment Board, the Planning and Development Board, and the Licensing Committee. The Council ensures that those making decisions, whether for the Council or the partnership, are provided with information that is fit for the purpose - relevant, timely, and clearly explains technical issues and their implications. Also, the Council ensures that professional advice on matters with legal or financial implications is available and recorded well in advance of decision-making and used appropriately.

All key decisions taken are discussed with the Executive Board during these meetings. All decisions taken are recorded as minutes and posted on the Council's website for all to access. The Council has several ways that employees can raise concerns of any kind, Members of the Council or the public. These include confidential reporting arrangements and complaint procedures.

All reports presented to members have a straightforward review process to ensure directors sign off before finance reviews to ensure reports are appropriately scrutinised. When presented to members, all relevant documentation and information is included.

The Council maintains and regularly reviews its Strategic Risk Register and reports to its members for corrective actions. The strategic risk register shows the various risks facing the Council, its likelihood, impact, score, and the responsible officer. The risk management system of the Council involves an annual review of strategic risks by the Senior Management Team and an annual review by senior managers of operational risks in their service areas. This enables all Senior Managers to complete Annual Statements of Assurance and identify actions needed to manage risk in the coming year, including identifying new threats.

Conclusion: Based on the work performed, the Council had proper arrangements in place in 2020/21 to enable it to make informed decisions and properly manage its risks.



Section 3 - Value for Money (continued)

Improving economy, efficiency and effectiveness: How the Council uses information about its costs and performance to improve the way it manages and delivers its services

The Council Committees receive performance-based reports yearly to monitor performance continuously. The Annual Report and Governance Statement set out the performance review for the year. Additionally, the CIPFA resilience index is used to identify themes that the Council should consider concerning its financial sustainability and health.

The Narrative Report sets out a review of achievements against the corporate plan. Furthermore, services continually review performance, which is reported on the annual corporate performance and outturn report. In addition, all services use internal audit reports, external inspections, and formal and informal benchmarking.

The Corporate plans are approved before the start of each year and identify the headline targets for the coming year, which are supported by greater detail within individual service plans. Services are monitored and discussed monthly at extended management team meetings. All senior management team members contribute actively to cross-organizational issues and corporate decision-making to match resources to the authority's objectives. Usually, progress against corporate plan targets is generally reported to senior managers, management teams, and service boards quarterly, along with performance indicator information.

The monthly and quarterly performance monitoring process tracks progress against the Council's priorities and highlights any potential risks and issues in achieving these priorities. Performance management information about key objectives is regularly provided to the Executive Board. Variances are analysed and reasons are provided against each indicator, any resulting actions agreed are then put into place by the respective department responsible for the indications in question. Adverse indicator variances are dealt with promptly by the appropriate officer/service line head before reporting to Members.

Conclusion: Based on the work performed, the Council had proper arrangements in place in 2020/21 to use information about its costs and performance to improve how it manages and delivers services.

Appendices



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Appendix A – Summary of arrangements

Financial Sustainability

Reporting Sub-Criteria

How the body ensures that it identifies all the significant financial pressures that are relevant to its short and medium-term plans and builds these into them

Findings

Through the development of the MTFS (Medium-term Financial Strategy) and the General fund budget, the Council conducts review meetings with its directors and management team to identify any service-related pressures over the medium term for the authority. The MTFS provides the framework for revenue and capital spending decisions over four years. The MTFS is reviewed and updated annually to consider all significant changes in the financial environment.

Financial information is generally provided monthly to the Executive Management team from the respective departments and at least thrice a year to each Service Board. The boards would scrutinise the indicative financial performance against the forecasted information for all the Council's spending through periodic review of these financial reports. Given the pressures arising from the COVID-19 year, these financial updates were discussed much more regularly, with the output being that the MTFS was updated in September in line with the usual practice.

In the event of potentially significant changes to the Council's financial position, the Corporate Director - Resources will assess whether additional updates to the financial strategy are needed.

Specifically for the Council's review of the 2019-2024 MTFS, pressures stemming from the COVID-19 impact, such as additional service costs, reduction in investment income, and increase in pay costs, were identified and incorporated into the medium-term plan, and the budgets for the upcoming year.

How the body plans to bridge its funding gaps and identifies achievable savings

The Council has developed a budget sustainability programme to identify savings/efficiencies and income generation opportunities to help address future financial pressures and budget gaps. Increased efficiency, streamlining the provision of services and some income generation has enabled the impact on front line services to be minimised.

The MTFS was updated yearly due to the political turbulence around Brexit and the COVID-19 pandemic. The savings targets within the Strategy were also updated to reflect the expected funding and spending pressures. Within the review, the Council sought out opportunities for specific savings before setting the budget for the following year. The savings target identified for 2020/21 is £800k.

The actual level of savings achieved through the reduction in expenditure budgets or additional income totalled £789k.

The Council achieved this by reviewing the budgeted spending across each service area and identifying savings through reducing the respective expenditure budgets or identifying additional income.

Appendix A – Summary of arrangements

Financial Sustainability

Reporting Sub-Criteria

How the body plans finances to support the sustainable delivery of services in accordance with strategic and statutory priorities

Findings

The Council sets its budget in line with its corporate priorities to ensure that spending aligns with its priorities. The Council aims to establish a balanced budget. The current policy for the Council is to maintain a minimum working balance of £1.4 million in the General Fund Reserve. The risk assessments, which support these requirements, are updated annually as part of the budget process and included in the Corporate Plan.

The Corporate Plan set out the Council's seven priorities for achieving this Vision through engagement and partnership with local communities and businesses, the County, and the town. It also outlines the key actions to deliver on those priorities. In arriving at these priorities, external influences are considered, including the Local Strategic Partnership's (LSP) aims. Other factors, such as legislative changes and reward incentives, are also considered. The Corporate Plan and associated Financial Strategy are reviewed and updated annually before each new financial year starts.

One of the examples of a priority set by the Council is on responsible financial and resource management by identifying the resources needed to deliver the Council's plan to provide high-quality services to their communities and maximising their use by balancing the need to keep Council Tax and debt as low as possible. The Council set 13 targets with responsible officers in the corporate plan for 2020-21 in relation to responsible financial and resource management. Targets set include the following:

- To achieve the savings required by the Medium-Term Financial Strategy, including a £5 annual rise in Council Tax;
- To continue to ensure that all debts due to the Council, wherever possible, are recovered efficiently in accordance with the Council's Corporate Debt Framework;
- To review the Local Council Tax Reduction Scheme to ensure that it remains affordable and fit for purpose by December 2020; and
- To ensure that the Council is prepared for emergencies and has suitable Emergency and Business Continuity Plans, as required by the Civil Contingencies Act, and to review both the Emergency and Business Continuity Plans, reporting quarterly to the Board.

Appendix A – Summary of arrangements

Financial Sustainability

Reporting Sub-Criteria

How the body ensures that its financial plan is consistent with other plans such as workforce, capital, investment, and other operational planning which may include working with other local public bodies as part of a wider system

Findings

All plans are developed and linked to corporate intends to ensure a golden thread. All plans with financial elements such as the capital strategy, capital programme, investment and other operating planning have revenue implications flow in the Summary of General Fund Revenue Estimates.

The Boards are presented with a Progress Report on the achievement of the Corporate Plan and Performance indicator targets, which show and track progress for each board over the quarters of the year and the direction of achievement of the target set.

These are all combined in a medium-term business and financial planning process to deliver the Council's strategic objectives. These objectives are:

- A 30-year Business Plan for the Council's housing stock to ensure ongoing viability, which is reviewed annually;
- A Medium-Term Financial Strategy to ensure sustainable finances for all other Council services, updated twice a year, in February and September;
- A Capital Strategy, which is updated annually;
- A 3-year capital programme and a 10-year capital projection are updated annually;
- A Treasury Management and Investment strategy, which is updated annually; and
- Monitoring process that enables this to be delivered.

As seen above, the process incorporates different plans across the Council into the financial planning process.

How the body identifies and manages risks to financial resilience, e.g. unplanned changes in demand, including challenge of the assumptions underlying its plans

The Council has a risk management strategy to manage all its risks, including financial ones. A risk management system has been established and operated by all services. This ensures that if there are significant changes in the level of risk to the Council from new legislation or policy changes, they are considered and reported to the Board. Therefore, any significant increase in financial troubles will be addressed during the year if necessary. In addition, the financial risks of individual services are considered during the budget preparation process by Service Boards, along with the related budgets.

Annual risk assessments are undertaken on the level of balances for the General Fund and the Housing Revenue Account and are considered simultaneously as the budgets. This ensures that all current issues are included. To highlight the impact of the potential risks, the significant risks are assessed on differing risk levels, which are included in reports to the Board.

Appendix A – Summary of arrangements (continued)

Governance

Reporting Sub-Criteria

How the body monitors and assesses risk and how the body gains assurance over the effective operation of internal controls, including arrangements to prevent and detect fraud

Findings

Risk Management

The Council maintains and regularly reviews its Strategic Risk Register and reports to its members for corrective actions. The strategic risk register shows the various risks facing the Council, its likelihood, impact, score and the responsible officer. The risk management system of the Council involves an annual review of strategic risks by the Senior Management Team and an annual review by senior managers of operational risks in their service areas. This enables all Senior Managers to complete Annual Statements of Assurance and identify actions needed to manage risk in the coming year, including identifying new threats.

Internal Audit

The Council has in place its constitution, which details roles and responsibilities, rules and procedures for the Council and committees, including codes of conduct and protocols. North Warwickshire Borough Council has a professional Internal Audit service. It helps the Council accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control and governance processes.

Internal audit's work programme is set out in an Annual Risk Based Audit Plan. The plan is prepared in consultation with the Council's senior managers and is designed to ensure the highest-risk areas. The plan is approved annually by the Resources Board, which then receives regular progress reports on progress against the plan and a summary of the outcomes of internal audit's work.

Fraud

The Council has zero tolerance for all forms of fraud and corruption. It employs a counter-fraud officer who works closely with the Revenues, Benefits and Housing teams to identify, deter and prevent fraud. The Council has used the current Counter Fraud Officer since June 2018; this is a shared role with Nuneaton and Bedworth Borough Council (NBBC). On average, the Officer spends 40% of his time investigating fraud allegations at NWBC and 60% at NBBC. The Council also have a joint working agreement with the Department for Works and Pensions.

The Council has in place specific other mechanisms which help in the prevention and detection of fraud, such as an effective anti-fraud and corruption policy, Swift dealing by senior managers of those who attempt to defraud the Council, a register of interests maintained and promoted amongst members, and a whistleblowing policy is currently in place.

Appendix A – Summary of arrangements (continued)

Governance

Reporting Sub-Criteria

Findings

How the body approaches and carries out its annual budget setting process

The Council has comprehensive forecasting and budget procedures. A medium-term business and financial planning process delivers the authority's strategic objectives. It is updated twice a year in February and September. The Council also prepares a capital strategy, which is updated annually. The authority develops the medium-term financial framework, which shows the authority's financial strategy and projects forward the authority's General Fund budget each year. The budget process operates throughout the year. The financial forecast produced in September provides the context for the more detailed four-year budget approved in February as part of the Council Tax Setting process. In the event of potentially significant changes to the Council's financial position, the Corporate Director - Resources will assess whether additional updates to the financial strategy are needed.

Before the start of each financial year, the senior officers prepare estimates of income and expenditure on General Fund Revenue accounts in consultation with the Corporate Director - Resources for submission to the appropriate Board. The forecast should agree with the financial plans approved by the Council. They consider all financial implications, including any impact upon Prudential Indicators set by the Council, so that each Board may report on its budget requirement after the budget is prepared and presented to the Executive Board for scrutiny and approval.

How the body ensures effective processes and systems are in place to ensure budgetary control; to communicate relevant, accurate and timely management information (including non-financial information where appropriate); supports its statutory financial reporting requirements; and ensures corrective action is taken where needed

All financial information is generally provided monthly to the Management Team and to each Service Board thrice during the year. Periodic and annual reviews of financial reports indicate financial performance against forecasts for all the Council's spending.

Quarterly general fund budgetary control is provided to the resource board and the executive to track actual revenue and expenditure to budgets. Performance levels/service levels are monitored with the budget, and any necessary action is taken to align service outputs and budget.

The Council has adequate budgetary controls in place. The senior officers are responsible for maintaining fiscal control within their departments according to the agreed-upon principles and ensuring that all income and expenditures are properly recorded and accounted for. They monitor expenses and revenue against budgets for which they have responsibility and ensure that budget heads are not overspent by taking appropriate corrective action where variations from the approved budget are forecast. Additionally, they provide that a monitoring process is in place to review performance levels/ levels of service in conjunction with the budget, that it is operating effectively, and that an accountable budget manager is identified, as appropriate, for income and expenditure under their control.

Appendix A – Summary of arrangements (continued)

Governance

Reporting Sub-Criteria

Findings

How the body ensures it makes properly informed decisions, supported by appropriate evidence and allowing for challenge and transparency. This includes arrangements for effective challenge from those charged with governance/Executive Board

All reports presented to members have a straightforward review process to ensure directors sign off before finance reviews to ensure reports are appropriately scrutinised. When presented to members, all relevant documentation/information is included.

The Council operates using a committee system. This involves several Service Boards/Committees responsible for specific areas of activity, which report back to the full Council. This meeting cycle of Board and Council meetings usually runs five times throughout the year. The remit and responsibilities of the Boards and Committee are set out in the Constitution of the Council and include the Executive Board, the Resources Board, the Community and Environment Board, the Planning and Development Board and the Licensing Committee. The Council ensures that those making decisions, whether for the Authority or the partnership, are provided with information that is fit for the purpose – relevant, timely and clearly explains technical issues and their implications. Also, the Council ensures that professional advice on legal or financial implications is available and recorded well before decision-making and used appropriately.

All key decisions taken are discussed with the Executive Board during these meetings. All decisions taken are recorded as minutes and posted on the Council's website for all to access. The Council has several ways that employees can raise concerns of any kind, Members of the Council or the public. These include Confidential Reporting arrangements and complaint procedures.

How the body monitors and ensures appropriate standards, such as meeting legislative/regulatory requirements and standards in terms of officer or member behaviour (such as gifts and hospitality or declarations/conflicts of interests)

The Council has a constitution setting out its arrangements and the governance code. These safeguard members and employees against conflicts. At the beginning of each meeting, all participants must declare any interests related to the matters to be discussed.

Members of the Council are required to:

- comply with the statutory requirements to register, disclose and withdraw from participating in any matter in which they have a disclosable pecuniary interest.
- ensure that their register of interests is kept up to date and notify the Monitoring Officer in writing within 28 days of becoming aware of any change regarding their disclosable pecuniary interests.
- Make a verbal declaration of the existence and nature of any disclosable
- pecuniary interest at any meeting at which they are present at which an item of business which affects or relates to the subject matter of that interest is under consideration, at or before the consideration of the object of business or as soon as the interest becomes apparent.
- Members are required to, within 28 days of receipt, notify the Monitoring Officer in writing of any gift, benefit or hospitality with a value over £100 that they have accepted as a member from any person or body other than the authority. The Monitoring Officer will place their notification on a public register of gifts and hospitality.

Appendix A – Summary of arrangements (continued)

Improving economy, efficiency and effectiveness

Reporting Sub-Criteria

Findings

How financial and performance information has been used to assess performance to identify areas for improvement

Financial and service performance is regularly reported to members and the management team at the Resources Board to enable areas of concern to be highlighted and addressed. The Corporate Plan is approved before the start of each year and identifies the headline targets for the coming year, which are supported by greater detail within individual service plans. Services are monitored and discussed monthly at extended management team meetings. All senior management team members contribute actively to cross-organisational issues and corporate decision-making to match resources to the authority's objectives. Normally, progress against corporate plan targets is reported to senior managers, management teams and service boards every quarter, along with performance indicator information. A final position is collated at the end of the year, which is again reported to Members and published on the Council's website. On an annual basis, the Council issues a performance plan, giving information on the Authority's vision, strategy, plans and financial statements and information about its outcomes, achievements and the satisfaction of service users in the previous period.

Variances against outturn are reported and monitored through monthly and quarterly performance reviews. Reasons for variances (both positive and adverse) are provided against each indicator, and any resulting actions agreed upon are then put into place by the respective department responsible for the indications in question. Adverse indicator variances are dealt with promptly by the appropriate officer/service line head before reporting to Members.

How the body evaluates the services it provides to assess performance and identify areas for improvement

The monthly and quarterly performance monitoring process tracks progress against the Council's priorities and highlights potential risks and issues in achieving these. Performance management information about critical objectives is regularly provided to the Executive Board. The Council also prepares a Corporate Plan that sets out the vision for the Council and its priorities. It includes what the Council will do over the next three years to deliver the vision.

The MTFS links to the Corporate Plan, and the Corporate Plan drives the spending priorities that inform the MTFS. This will include allocating the overall expenditure budgets for Local Areas. The Corporate Director-Resources is responsible for producing the MTFS with Senior Officers and recommends measures to the Executive Board to support the Corporate Plan. This will be supported by policy options, savings and efficiencies, and both financial and non-financial information to assist decision-making.

The various boards meet monthly to review and discuss the different Council service offerings, including assessing progress against mandates, noting areas of improvement and establishing remedial actions. Depending on the gravity of the matter(s) discussed, the Council will discuss further and implement appropriate measures as guided by the Constitution.

Appendix A – Summary of arrangements (continued)

Improving economy, efficiency and effectiveness

Reporting Sub-Criteria

How the body ensures it delivers its role within significant partnerships, engages with stakeholders it has identified, monitors performance against expectations, and ensures action is taken where necessary to improve

Findings

The Council has undertaken resident surveys in the past, which are to be repeated regularly to identify the direction of travel; the Council is active with several key partners, from countywide partnerships to local groups and stakeholders. The Council has formally adopted a Board approved 'Partnership Framework & Significance Scorecard' protocol guiding partnerships and shared services. There is a comprehensive and up-to-date Register of partnerships and shared services.

Regular reporting is made to the Executive Board and resources board on the performance of partnerships during Council meetings. The annual budget includes allocated revenue and expenditure to the Council's partnerships. The governance arrangements in relation to the following shared service partnerships are adequate and operating effectively in practice:

- Home Environment Assessment & Response Team [HEART];
- North Warwickshire Community Safety Partnership (NWCSP);
- Coleshill School - Joint Indoor Leisure Provision Partnership; and
- Building Control - Local Authority Partnership.

Senior Officers must maintain a record of all contracts with external bodies. They should ensure that a risk management appraisal has been carried out and that any such partnership arrangement does not adversely impact the services the Council provides. The Director of Corporate Services - Resources should be promptly informed of any such contracts. The Deputy Chief Executive role extends into the Council's partnerships and joint ventures. He advises on adequate controls to ensure that resources are not wasted and that accounting procedures are satisfactory.

Appendix A – Summary of arrangements (continued)

Improving economy, efficiency and effectiveness

Reporting Sub-Criteria

How the body ensures that commissioning and procuring services is done in accordance with relevant legislation, professional standards and internal policies, and how the body assesses whether it is realising the expected benefits

Findings

The Council has a procurement team responsible for coordinating and advising on the procurement processes throughout the Council and establishing contracts and framework agreements for commonly used works, goods and services. The team continually seeks to improve its operations and achieve the best value and actively seeks opportunities for joint working with other local governments. The team also ensures that all procurement practices are carried out in accordance with the Council's standing orders and statutory obligations. The Procurement Strategy is a tool used to provide a consistent basis for procurement decisions. This strategy is intended to be reviewed regularly to ensure that it is current and encompasses any changes to EU or local regulations.

The Council publishes its Procurement opportunities using CSW-JETS (Coventry, Solihull, and Warwickshire Joint E-Tendering System). Suppliers register on the portal. This allows the suppliers to express interest in any of the Councils'/Authorities' opportunities. Registered suppliers may also be invited to tender when the Council has a requirement. The Procurement Team will advise and guide suppliers on the Council's processes and systems (CSW-Jets) potential or small suppliers. There are principles in the Council's constitution that apply to all contracts and procurements. The body also prescribes the procurement rules that must be followed for all warranties.

The Council's Tendering Procedures are based on Legislation Public Procurement rules, regarded as good practice. Whenever possible, an Open or Restricted Tender Procure should be used. The primary open tender process of the Council involves the procuring officer producing an advert, notice or tender briefing firms of the Council's requirements. The procuring officer then advertises for firms to submit an expression of interest or respond to an invitation to tender by a specified date. The procuring officer can contact firms and invite them to respond, and all firms that express an interest will be invited to submit a response to an invitation to tender.

Appendix B - Fees Relationships, services and related threats and safeguards

The FRC Ethical Standard requires that we provide details of all relationships between Ernst & Young (EY) and the Council, and its members and senior management and its affiliates, including all services provided by us and our network to the Council, its members and senior management and its affiliates, and other services provided to other known connected parties that we consider may reasonably be thought to bear on the our integrity or objectivity, including those that could compromise independence and the related safeguards that are in place and why they address the threats.

There are no relationships from 1 April 2020 to the date of this report, which we consider may reasonably be thought to bear on our independence and objectivity.

Services provided by Ernst & Young

The next page includes a summary of the fees that you have paid to us in the year ended 31 March 2021 in line with the disclosures set out in FRC Ethical Standard and in statute. We confirm that none of the services listed in the audit fee table have been provided on a contingent fee basis.

As at the date of this report, we can confirm that we have been contracted by North Warwickshire Borough Council to perform agreed upon procedures engagements on the Council's Pooling of Housing Capital Receipts return for the year 2019/20 with a proposal to complete this work for each year to 2022/23.

We have adopted the necessary safeguards in our completion of this work and complied with Auditor Guidance Note 1 issued by the NAO in May 2020.

Appendix B - Fees

Fees

We carried out our audit of the Council's financial statements in line with PSAA Ltd.'s "Statement of Responsibilities of Auditors and Audited Bodies" and "Terms of Appointment and Further Guidance (updated April 2018)". As outlined in the Audit Results Report, we were required to carry out additional audit procedures to address audit risks about the valuation of property, plant and equipment and Investment. As a result, we have calculated an additional fee, which must be discussed with management and remains subject to approval by PSAA Ltd.

Our fee for 2020/21 is in line with the audit fee agreed and reported in our 2020/21 Annual Results Report.

Description	Planned Fee 2020/21 £	Final Fee 2019/20 £
Total Fee - Code work	32,618	32,618
Scale fee variation	TBC	52,528
Total Fee - Audit work	TBC	85,146
Pooling of Housing Capital Receipts engagement	9,500	9,500
Total fees	TBC	95,146

We have adopted the necessary safeguards in our completion of this work and complied with Auditor Guidance Note 1 issued by the NAO.

Note 1 - The proposed additional fees for 2020/21 comprise:

- Fees to address the changes in work required to meet changes in professional and regulatory requirements and the scope associated with the risk profile of the Council since the PSAA originally set the scale fee.
- Additional procedures to consider the estimation risk in the valuation of Pension Fund assets disclosed in the Council financial statement.
- Additional fees due to delays in the provision of audit evidence in the format needed to support an efficient audit process.
- Additional procedures to audit property, plant and equipment valuations, including the engagement of EY Real Estate experts to assess the impact of land and building valuations.
- Additional procedures to consider the Council's going concern assessment.
- Additional procedures relating to assessing the recognition of Covid 19 grants accounting.
- Additional procedures to consider the Council's arrangements for securing Value for Money

As of the date of this report, we have been engaged by the Council to perform an agreed-upon procedures engagement over the Council's Pooling of Housing Capital Receipts return for the 19/20 year. Based on discussions, this engagement will likely continue until the 22/23 engagement is completed.

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ED None

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Agenda Item No 15

Executive Board

12 February 2024

Report of the Chief Executive

Safer Warwickshire Partnership Serious Violence Strategy 2024-30

1 Summary

This report sets out the progress in the development of the Strategic Needs Assessment and the Safer Warwickshire Partnership Serious Violence Strategy 2024-30.

The report seeks Executive Board to endorse the Strategy, thereby meeting the Council's Serious Violence Duty set out under the Police Crime Sentencing and Courts Act 2022.

Recommendation to the Board

- a That the Council approve the Safer Warwickshire Partnership Serious Violence Prevention Strategy 2024-30 and to include it in the Council's Constitution in the list of Council Plans and Strategies;
- b That the Council note the lead role of Warwickshire County Council in its development and future delivery; and
- c Support the involvement of key services across the council to implement the delivery plan to meet the outcomes as set out in the strategy.

2 Report

2.1 The Police Crime Sentencing and Courts Act 2022 introduces a new statutory requirement referred to as the Serious Violence Duty.

2.2 In summary, the above Act places a duty on specific organisations known as the 'specified authorities' to plan and collaborate to prevent and tackle serious violence in their local area. Specified Authorities are:-

- Police - Chief Officers of police for police areas in England and Wales
- Justice - Probation Services and Youth Offending Teams
- Fire and rescue authorities operating in England and Wales
- Health - Integrated Care Boards including Public Health
- Local authorities – District/Borough and County Councils

- 2.3 There is also a requirement that educational authorities (schools, colleges, independent educational establishments and approved premises) and secure estates (prisons and youth custody), must collaborate with specified authorities to prevent and reduce serious violence in the area. These are referred to as Relevant Authorities.
- 2.4 The legislation allows two or more specified authorities to collaborate to prevent and reduce serious violence in a “local area”. This means that authorities are permitted to work across local government boundaries and in doing so, collaborate on strategies which cover areas greater than that which they primarily provide services in. It has been agreed by all of the Specified Authorities that the local area is Warwickshire.
- 2.5 In addition the Home Office has amended the Crime and Disorder Act 1998, to require Community Safety Partnerships to prepare strategies to prevent people from becoming involved in serious violence in the area and reducing instances of serious violence in that area.
- 2.6 To fulfil the Serious Violence Duty, the Home Office has set out a series of mandatory requirements:-
- Partnership Agreement - Specified authorities are required to produce partnership agreement to demonstrate that all the specified authorities under the legislation are included in the local delivery of the Duty, and that decision making is being shared between them. A Partnership Agreement was produced in March 2023 and has been signed by all Specified Authorities.
 - Strategic Needs Assessment – There is a requirement to produce a Strategic Needs Assessment setting out the profile of serious violence within the local area. A Serious Violence Strategic Needs Assessment for Warwickshire has been produced using a wide range of partnership data as well as qualitative case study analysis of individuals engaged in the Warwickshire Youth Justice, or Probation Service, due to serious violent offences. The Strategic Needs Assessment is available on request.
 - Serious Violence Strategy – To produce and publish a strategy setting out how Specified Authorities will work together to prevent and reduce serious violence in the local area.
- 2.7 The Safer Warwickshire Partnership is well ahead of the government timetable. Serious Violence Prevention Strategy was adopted by the Safer Warwickshire Board in December 2022. This strategy was presented to Corporate Board in February 2023.
- 2.8 Based on the findings from the Strategic Needs Assessment the Strategy has been refreshed and has been formally adopted by the Safer Warwickshire Partnership Board, on behalf of all Specified Authorities, on 5 December 2023.
- 2.9 This is a partnership strategy and has been a strong partnership involvement in shaping and approving the content across all of the Specified Authorities and internal county council services.

2.10 A short public facing summary document has been produced and will be published on the Safe -in Warwickshire website.

3 Strategic Needs Assessment analysis

3.1 The Strategic needs assessment set out the detailed analysis that has been produced and shaped the final version of the Safer Warwickshire Partnership Board Serious Violence Prevention Strategy.

3.2 Based on the evidence gathered through the Strategic Needs Assessment the key recommendations are:-

- Whilst Warwickshire is a safe place to live, with relatively low levels of serious violence, the causal factors that can lead to violent conflict are just as prevalent in the County as in other areas of the Country.
- The case study analysis identifies a series of impact factors or “triggers” which can lead to an escalation of risk-taking behaviour in childhood and adolescence. Developing interventions to address these triggers, at the times when they occur the most, provides the best opportunity to prevent this escalation.
- Intergenerational domestic abuse, particularly where children witness domestic abuse on multiple occasions, is a key contributing factor to violence and conflict. There is an opportunity for partnership agencies and educational providers to work together to better identify and support children who are impacted by domestic abuse.
- Street based serious violence, particularly where weapons are used, is driven by personal conflict and feuds that have built up over time. There is an opportunity for partner agencies to use a wide range of intelligence, including social media intelligence to intervene and prevent conflict escalating.
- There are specific local areas in the county which are at higher risk of being impacted by serious violence. Focusing on these areas is a priority all partner agencies.

3.3 As part of the assessment process an Equalities Impact Assessment has been completed (Appendix B).

...

4 Report Implications

4.1 Finance and Value for Money Implications

4.1.1 The Home Office is providing funding over the period January 2023 – March 2025 for specified authorities in the local area to meet the above requirements. The funding is divided into two distinct cost areas:

- Labour Costs - This includes the costs associated with preparing and developing the SNAs and local strategies. It includes familiarisation costs, training, meeting costs, analysis, and strategy development.
- Non-Labour Costs – This includes the costs associated with implementing the specified authorities' local strategy to reduce serious violence (the interventions). This can include the salary costs for delivering these interventions.

4.1.2 The Home Office has been quite prescriptive in aligning monies between labour and non-labour costs. Funding for Warwickshire is as follows:

- 2022/23 £30,000 (Labour Costs only)
- 2023/24 £263,506.30 (Labour: £180,000, Non-labour: £83,506.30)
- 2024/25 £311,679.57 (Labour: £77,041.71, Non-labour: £234,637.86)

4.1.3 Home Office funding will be provided through the Office of Police and Crime Commissioners who are required to ensure that specified authorities are taking appropriate steps to meet their duty.

4.1.4 It has been agreed with specified authorities across Warwickshire that the Warwickshire County Council Community Safety Team will take the lead in developing countywide intervention programmes and Home Office funding will be allocated as appropriate.

4.1.5 It is the intention that interventions will align with exiting service provision and aimed at developing sustainable programmes by maximising partnership resources. There will be a particular focus on programmes that brings together multi agency teams in order to maximise skills that can respond to the triggers of violence and thereby reduce the risk of escalation into high-cost service provision. Examples include:-

- Youth Justice Prevention Team
- 17-25 Youth Justice/Probation transition team
- Alignment of existing health care and early help provision to respond to children who repeatedly witnesses domestic abuse.
- Alignment with Levelling Up priority programmes.

4.2 Safer Communities Implications

4.2.1 These are set in the report and the appendices.

4.3 Legal, Data Protection and Human Rights Implications

- 4.3.1 Community Safety Partnerships are regulated by the Crime and Disorder Act 1998 (the 1998 Act) as amended. The 1998 Act requires the Council to work with the police, the fire and rescue authority and the county council to implement a strategy for the reduction of crime. The recommendations in this report and the revised partnership plan contribute to the discharge of that requirement.
- 4.3.2 The Council is required to have a committee that scrutinises the crime and disorder work of various organisations within the Borough. The Council has decided that the Safer Communities Sub Committee fulfils that requirement.
- 4.3.3 Statutory guidance is issued under section 84 of the Domestic Abuse Act 2021 which requires persons exercising public functions, to whom the guidance relates, to have regard to the guidance in the exercise of those functions to safeguard victims of domestic abuse.

4.4 Environment, Climate Change and Health Implications

- 4.4.1 By working to reduce crime and disorder, the partnership is contributing towards improving the quality of life for residents, businesses, and visitors to North Warwickshire.

4.5 Health Implications

- 4.5.1 The work of the partnership has several synergies with contributing towards healthier communities. These include tackling violent crime, supporting victims of domestic abuse, tackling alcohol and drug misuse, and reducing anti-social behaviour.

4.6 Risk Management Implications

- 4.6.1 The Community Safety Partnership Strategic Assessment includes risk analysis of risk and harm. The analysis uses an adapted Association of Chief Police Officers' Model (ACPO 3 PLEM). This is a basis scoring matrix for levels of harm. The assessment also includes consideration of a Management of Risk in Law Enforcement (MORILE) matrix. The key risks for the partnership are identified within the strategic assessment prepared each year.

4.7 Equality Implications

- 4.7.1 The work of the partnership includes several activities which contribute towards equality objectives. These include support services for victims of domestic abuse, reducing repeat victimisation, monitoring of hate crimes and rehabilitation of offenders.

4.8 **Links to Council's Priorities**

4.8.1 The Council has a priority for creating safer communities.

The Contact Officers for this report are Julie Taylor (719437) and Steve Maxey (719438).

Safer Warwickshire Serious Violence Prevention Strategy

2024 - 2030



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Warwickshire is one of the safest places to live, work and visit in the country. Our cases of serious violence, particularly those involving a weapon, remain low for the region and nationally.

But we cannot be complacent.

As a county we are not immune from the impacts of serious violence, be that as a result of Organised Criminality and County Lines, as a result of local Street Gangs, or linked to the violence in a public place.

Despite the considerable efforts of policing and community safety partners in Warwickshire, rates of violence with injury continue to increase in the county. There is also real concern about the rate of knife-related violence, as well as the number of individuals found by police to be carrying knives and other weapons.

And we cannot ignore the impact of Violence Against Women and Girls. As highlighted in the Strategy, domestic abuse continues to be some of the most under-reported and most impactful crimes in Warwickshire. Yet despite being under-reported, over a third of all violence with injury reports to Warwickshire Police relate to domestic violence.

The physical and psychological damage that Serious Violence can cause to individuals, families, our communities and wider society, is immeasurable. Even one death or life-changing injury in Warwickshire as a result of Serious Violence, is one too many. Together, we should have a collective ambition of zero incidents of Serious Violence in the county.

And preventing Serious Violence does require a collective and collaborative approach. No one agency alone can prevent Serious Violence. It is everyone's responsibility. Police action alone will not solve the societal problems that underpin the causes of Violent Crime. It requires a long-term, whole-system, multi-agency solution.

This means a combined, sustained effort by all key organisations. We need to make this effort, not only to protect our communities today, but to make a generational change that will protect the communities of tomorrow.



Philip Secombe
Police and Crime
Commissioner for
Warwickshire

But if we want to prevent Serious Violence from occurring in the first place and make a difference over the long-term, we need to understand the causes of Serious Violence in Warwickshire; and what we can do individually, together, and with our communities, to remove those causes, and prevent the cycle of reoccurrence.

This will not be an easy task, but it is a most important one. It requires a step-change in approach from all of us. This strategy sets the framework and direction in which we can achieve this goal and will help bring about real and lasting change.

Foreword

The Warwickshire Serious Violence Prevention Strategy sets out a long-term commitment by partner agencies to tackle violence and the causes of violence.

The Police Crime, Sentencing and Courts Act 2022 sets out a Statutory Duty for partner agencies and educational establishments to work together to develop plans to prevent and reduce violence. However, as portfolio holder I want this strategy to be much more than a response to the Duty. If we are going to address the causes of violence, we have to fundamentally shift the conversation to what can we do to prevent violence, challenging the very concept that violence has any place in our society.

This is ambitious. Our strategy is ambitious. We should be ambitious because we already know that experience of violence restricts choice, limits opportunity and creates the very environment for those who intimidate, coerce, threaten and inflict violence to act with impunity.

I hope that in reading this strategy you will recognise steps that you, your school, organisation or community can take that can help prevent violence. Importantly, you will not be alone. We have provided links where you can get help and advice.

Finally, I would like to pay tribute to the families of loved ones who have tragically lost their lives to serious violence. These are not statistics, these are sons, daughters, brother, sisters, fathers and mothers. They are friends to many, and they are part of our communities. No family should ever have to face such a tragedy and my heart goes out to them. I hope this strategy will bring renewed commitment to do everything in our power to prevent violence and its devastating impact.



Cllr Andy Crump
Warwickshire County
Council Portfolio Holder
– Fire and Rescue and
Community Safety & Chair
of the Safer Warwickshire
Partnership Board

Executive Summary

The Police, Crime, Sentencing and Courts Act (PCSC) 2022 sets out a Statutory Duty for specified authorities in a local government area to work together and plan to prevent and reduce serious violence. It should include identifying the kinds of serious violence that occur, the causes of that violence and to prepare and implement a strategy for preventing and reducing serious violence in the area.

The Duty requires partner agencies to develop a Strategic Needs Assessment and Serious Violence Strategy. Warwickshire has developed a Serious Violence Prevention Strategy with the following vision:-

“To make Warwickshire a place where people recognise the causes of violence, break the cycle and prevent further serious violent crime occurring, thereby reducing serious violent crime rates in the county”.

The duty provides an opportunity for agencies to work collaboratively to prevent and reduce serious violence.

However, addressing serious violence and its causes was already a priority for the Safer Warwickshire Partnership. Local communities across Warwickshire have been experiencing an increasing impact from serious violence, particularly through county lines illegal drug supply and the personal conflict that this creates, and there has been a collective focus on domestic abuse which has been a priority for partner agencies across the county.

In Warwickshire we have defined serious violence as including domestic abuse where violence is occurring (referred to as “domestic violence”), weapon related violence, violence against the person, county lines and violence driven through social media as well as the causes of violence.

Domestic abuse is defined in the Domestic Abuse Act 2021 and describes the behaviour of one person towards another if they are aged over 16, are personally connected to each other, and the behaviour is abusive. The act also defined children who have witnessed or experienced domestic abuse as victims in their own right.

Based on the evidence gathered through the Strategic Needs Assessment, the key findings and recommendations are:-

- Warwickshire is a safe place to live, with relatively low levels of serious violence. However, the causal factors that can lead to violent conflict are just as prevalent in the county as in other areas of the country.
- The case studies analysis identifies a series of impact factors or “triggers”, as set out in detail below, which can lead to a sense of lack of belonging and an escalation of risk-taking behaviour in childhood and adolescence. Developing interventions to address these triggers, at the times when they occur the most, provides the best opportunity to prevent this escalation and serious violence.

Intergenerational domestic abuse, particularly where children witness domestic abuse on multiple occasions, is a key contributing factor to social and emotional challenges in later life. There is an opportunity for partnership agencies and educational providers to work together to better identify and support children who are impacted by domestic abuse

Street based serious violence, particularly where weapons are used, is often driven by personal conflict and feuds, that have built up over time. There is an opportunity for partner agencies to use a wide range of intelligence, including social media intelligence, to intervene and prevent conflict escalating.

There are specific local areas in the county which are at higher risk of being impacted by serious violence. Focusing on these areas is a priority for all partner agencies.

In light of the findings, our approach is based on three key Public Health priorities to violence prevention:-

- Preventing violence before it happens
- Responding to the immediate risk
- Taking a long-term approach.

The strategy sets out a Warwickshire Serious Violence Prevention Framework, based on national best practice approaches to tackle violence and the causes of violence. Our intention is to work collaboratively to embed this framework across our partners, schools, community and voluntary organisations so that their staff can recognise the early signs or triggers, know how and where to seek support and play a part in co-producing interventions.

A multi-agency Serious Violence Delivery Group reporting to the Safer Warwickshire Partnership Board will oversee the delivery of the outcomes. These are set out in a jointly developed Theory of Change Model which forms part of the Strategy.



The Safer Warwickshire Partnership Board will produce an Annual Report, setting out the progress in delivering the outcomes and recommendations from the strategy.

Information and advice, or where to seek support on any of the areas covered in the strategy is available and can be found on the Safe In Warwickshire website. <https://safeinwarwickshire.com/contact-us/>

Our Vision

“Warwickshire is a place where people, recognise the causes of violence, break the cycle and prevent further serious violent crime occurring, thereby reducing serious violent crime rates in the county”

Our Definition of Serious Violence

We have adopted the World Health Organisation definition of violence as follows:-

“The intentional use of physical force or power, threatened or actual, against oneself, another person, or against a group or community, that either results in or has a high likelihood of resulting in injury, death, psychological harm, maldevelopment, or deprivation.”

Krug et al, ed. World report on violence and health. 2002, World Health Organisation: Geneva

(A whole-system multi-agency approach to serious violence prevention HM Government Oct 2019¹)

However, our definition will include coercive and/or controlling behaviour and financial abuse which are part of the underlying causes of violence, as set out in this strategy. This will ensure our approach aligns with other key strategies which address other forms of violence, such as Domestic Abuse and Violence Against Women and Girls.

¹https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/862794/multi-agency_approach_to_serious_violence_prevention.pdf

Why do we need a Serious Violence Prevention Strategy?

A Statutory Duty to Prevent Serious Violence

The Police, Crime, Sentencing and Courts Act (PCSC) 2022 sets out a Statutory Duty for specified authorities in a local government area to work together and plan to prevent and reduce serious violence. It should include identifying the kinds of serious violence that occur, the causes of that violence and to prepare and implement a strategy for preventing and reducing serious violence in the area.

The Duty states that the following Specified Authorities should and will be accountable for their activity and co-operation:

- Chief Officer of Police.
- Local Authorities in the defined local area, for Warwickshire this includes, Warwickshire County Council, North Warwickshire Borough Council, Nuneaton and Bedworth Borough Council, Rugby Borough Council, Warwick District Council and Stratford-on-Avon District Council
- Fire and Rescue Authority, including the Fire and Rescue Service.
- Integrated Care Boards (for Warwickshire we have included NHS Trusts and Public Health).
- Probation Service and .
- Youth Offending Services.



The Act also provides that educational authorities must collaborate with specified authorities to prevent and reduce serious violence in the area, if their involvement is requested. In Warwickshire, we recognise the vital role that our educational providers have in preventing violence. Our ambition is to create a framework across our schools and colleges where we can share best practice, embed programmes and interventions that can prevent violence.

In addition, Prisons and the Children and Young People Secure Estate are required to actively

participate when requested to do so by the specified authorities for the area.

Local policing bodies, being Police and Crime Commissioners, the Mayor's Office for Policing and Crime (MOPAC) and the Common Council of the City of London in its capacity as a police authority, are not specified authorities under the Duty. However, they are strongly encouraged to take on a role as lead convener for the local partnership arrangements for the Duty in order to support the development and implementation of Serious Violence Duty

The Duty is intended to create the right conditions for authorities to collaborate and communicate regularly, to use existing partnerships to share information and take effective coordinated action, in their local areas.

Whilst the duty does not specify a lead authority, the Safer Warwickshire Partnership Board will take the lead on behalf of all of the named Specified Authorities, working collaboratively with the Health and Wellbeing Board and Local Criminal Justice Board.



Why is Serious Violence Prevention a priority for Warwickshire?

Warwickshire is a safe place to live compared to many other areas across the country. Our levels of serious violence and weapon related violence remain well below the national averages.

However, similar to other local authorities, the underlying causes of violence are just as significant in Warwickshire, meaning that the risk of violence escalating is as relevant to our families, schools and communities as elsewhere in the country.

Our evidence, based on the quantitative analysis and in-depth case analysis, sets out the key causal factors including:-

- **The intergenerational impact of domestic abuse.**
- **The key triggers that can impact on an escalation into violence.**
- **The triggers are most likely to occur in the age ranges of 0-3, 7-11, 13-16 and early adulthood.**
- **The lack of a sense of belonging can lead into personal conflict, feuds and other harmful behaviour.**

Preventing serious violence is everyone's business. Our strategy sets out what partner agencies, schools, local community and voluntary organisations can do to prevent violence and reduce its impact. Serious Violence is preventable, not inevitable. By working together we can make a real difference.

The key areas of serious violence covered in our strategy

In line with the government's 2018 Serious Violence Strategy², our strategy includes:

- **Domestic Abuse** – Domestic abuse is defined in the Domestic Abuse Act 2021 and describes the behaviour of one person towards another if they are aged over 16, are personally connected to each other, and the behaviour is abusive. Based on the evidence set out below, we will include a focus on the impact of intergenerational domestic abuse with a priority on children as victims.

Behaviour is abusive if it consists of any of the following

- physical or sexual abuse
- violent or threatening behaviour
- controlling or coercive behaviour
- financial abuse (which is behaviour that substantially affects a person's ability to either acquire, use or maintain money or other property, or obtain goods and services)
- psychological, emotional, or other abuse.

For the purpose of this strategy, reference has been made to "domestic violence". This is domestic abuse where a violent crime has occurred.

- **County Lines** – The exploitation of individuals, families or groups, through a network of drug supply from one area to another.
- **Violence involving a weapon** - Including knife crime, gun crime and corrosive substances..

- **Personal conflict and group on group violence** - Including feuds, disrespect, territory-based violence.
- **Serious violent acts driven through social media** – Using threats or coercion or using social media to promote serious violent conflict.
- **The causal factors of serious violence** – The underlying factors that directly impact on serious violence. These factors are set out in detail in our Warwickshire Transition and Influence section..

Warwickshire does not have town centre or night-time economy violence issues. However, the town centres of Nuneaton and Leamington Spa feature in the local profiles.

What the data tells us

Warwickshire is one of the safest places to live in the country. Our cases of serious violence involving a weapon remain low within the West Midlands region and compared nationally.

In the year ending March 2023, the rate of police recorded crimes of violence with injury in Warwickshire was 792 offences per 100,000 population. This can be compared to the highest national rate of 1,353 offences per 100,000 population in the West Midlands Police Force area.

²https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/698009/serious-violence-strategy.pdf

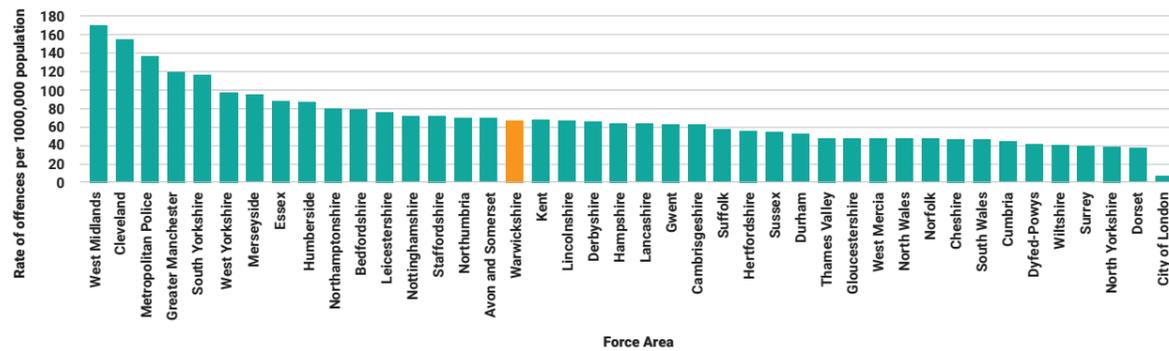
Warwickshire compared to National and Regional Trends

Knife crime

In the period April 2022 to March 2023, the highest rate for Knife Crime offences recorded in England and Wales was in the West Midlands Police area with 169.3 offences per 100,000 population. West Midlands Police area is consistently the force with the highest rate of these offences in England and Wales and has had an increase of 23.4% since the previous year.

During this period, Warwickshire Police recorded 67.8 offences per 100,000 population for offences involving a knife or sharp instrument, an increase of 5.5% on the previous year.

Figure 1 Police recorded crime offences involving knives and sharps per 100,000 population by Police Force Area, April 2022 to March 2023



Source: HMICFRS Digital Crime and Performance Pack

Violence with injury

In the period April 2022 to March 2023, the highest rate for violence with injury offences recorded in England and Wales was in West Midlands Police area with 1,352.5 offences per 100,000 population (a decrease of 2.2% from the previous year). Warwickshire Police recorded 792.0 offences per 100,000 population from April 2022 to March 2023 (an increase of 5.5% from the previous year).

Figure 2 Police recorded crime – violence with injury offences per 100,000 population by Police Force Area, April 2022 to March 2023

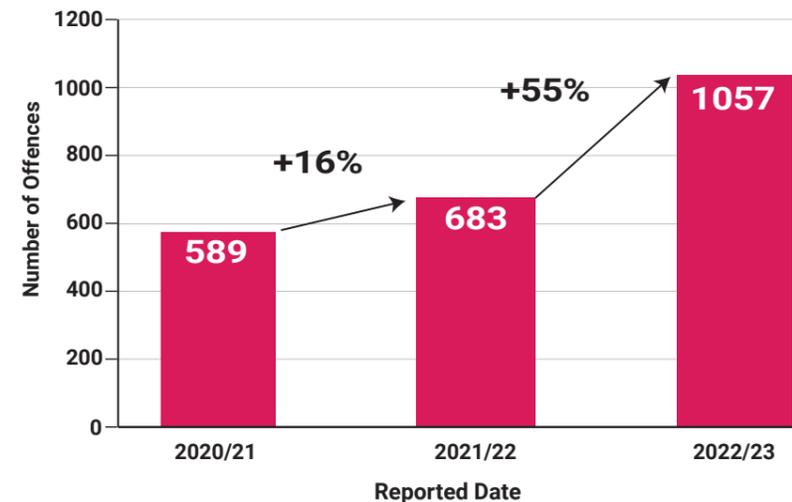


Source: HMICFRS Digital Crime and Performance Pack

Violence without injury

Violence without injury offences include harassment and common assault, as well as violence driven through social media. In Warwickshire, violence driven through social media offences have almost doubled between 2020/21 and 2022/23.

Figure 3 'Sending Letters with Intent to Cause Distress or Anxiety including social media messages and posts' (Intimidation only) Offences in Warwickshire, April 2020 to March 2023, with proportional increases.



Source: SAP Bi Warwickshire Police

Domestic Related Violence with Injury

Over a third of violence with injury offences in Warwickshire are domestic violence.

Although Warwickshire has lower rates of domestic violence compared to the national average, reported offences to Warwickshire Police have increased by 11% in the county over the last financial year (amounting to 159 extra offences in 2022/23). There was a 6% increase in referrals to the commissioned support service for domestic abuse in Warwickshire (177 more referrals in 2022/23), and a 16% increase in cases (117 more cases) discussed at the Multi-Agency Risk Assessment Conference (MARAC) which receives referrals for high and medium risk domestic abuse cases.

County Lines

County lines often involves the exploitation of people through couriers drugs from one area to another, by involving people in the operating of the local market, exploiting vulnerable people and taking over their home, or coercing or controlling people so that they are forced into a criminal or violent lifestyle.

It has been estimated that there are around 2,500 county lines operating across England. The majority of county lines originate from large metropolitan areas, with those orchestrating lines running routes in multiple areas.

In Warwickshire, there are usually around 12-15 known county lines operating at any one time. The vast majority of these county lines originate from Coventry, Birmingham and the wider West Midlands region. However, there are county lines from other metropolitan areas operating in Warwickshire, such as London and Manchester. Warwickshire Police work closely with the Regional Organised Crime Unit for the West Midlands, to disrupt county lines activity and, since 2020, a series of successful police operations has contained the number of lines.

How county lines operate

There are three ways that county lines tend to operate:-

- **Direct supply** – Illegal drugs are brought into an area through a series of organised “drops” by individuals involved in running the line. Once the delivery is made they move to the next location.
- **Hybrid model** – County Lines operators identify local vulnerable adults, often with substance misuse or other vulnerabilities to help supply illegal drugs in the local area. This can include taking over an address or addresses in the local area. This can be referred to as cuckooing.
- **Recruitment and Grooming** – a network of local people, often young people, are recruited to both courier illegal drugs, be responsible for the line by holding the phones, collecting payments and enforcing when monies are owed, or there are potential threats from other illegal drugs supplies. These lines can be overseen by “olders”, often young adults who are part of a wider organised criminal network, who

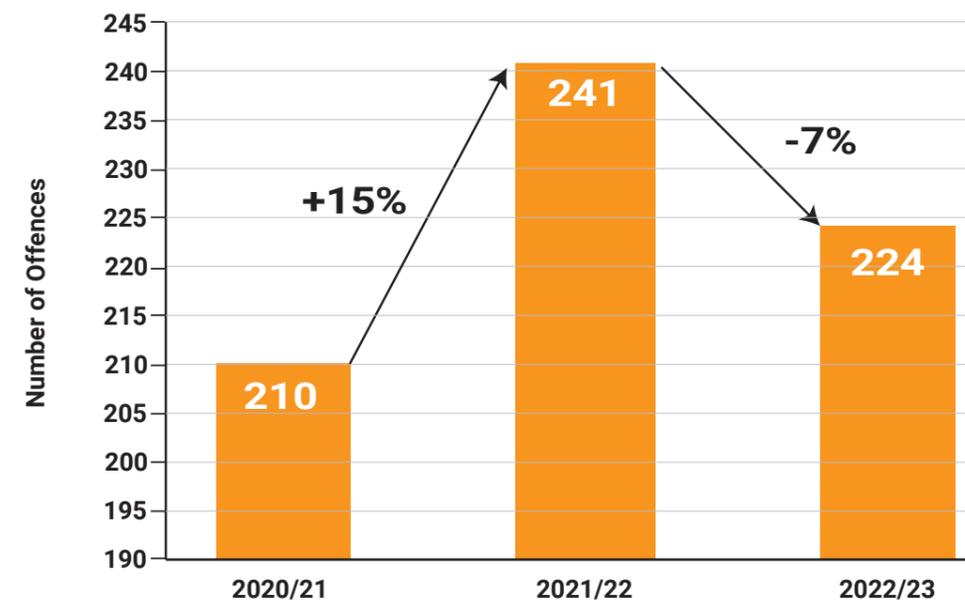
enforce against those local people trusted to run the line. This model is based on grooming people into the drug supply market, holding them in that lifestyle through a series of exploitation and threats of severe violence, extortion, disrespect, feuds or personal conflict.

The Safer Warwickshire Partnership has established a multi-agency Serious and Organised Crime Tactical Group, reviewing county lines and how they operate in Warwickshire and the local region. The group includes representatives from the West Midlands and designs a series of interventions, from disruption tactics, to support for vulnerable people being exploited through County Lines.

Knife Crime

Knife related violence with injury offences in Warwickshire has reduced in 2022/23 since 2021/22, following a rise the previous year. Over the three year period from April 2020 to March 2023, 5% of all violence with injury involved a knife (675 offences). Over half of these offences in Warwickshire occurred in a home address, 21% occurred in the street and 5% occurred in a licensed premises. Over one third of all knife related violence with injury offences during the three year period were domestic related.

Figure 4 Knife related Violence with Injury Offences in Warwickshire, April 2020 to March 2023, with proportional increases.



Source: SAP Bi Warwickshire Police.

The highest volumes and rates of violence with injury offences involving a knife over the three-year period have been in Nuneaton & Bedworth Borough followed by Rugby Borough. The rates of offences in these areas are well above the county average of 1.12 offences per 1,000 population for April 2020 to March 2023.

During the three-year period there were 366 offences of violence with injury in schools, with 18 offences involving a knife. Volumes of these knife related offences have remained the same for the last two years. However, suspensions and permanent exclusions relating to ‘Use or threat of use of an offensive weapon or prohibited item’ have increased year on year since 2020.

Between October 2021 and November 2023 Trading Standards undertook 45 test purchase visits using underage volunteers to target traders across the county. Knives were sold on 12 occasions with no sales being made in 9 visits made in November 2023.

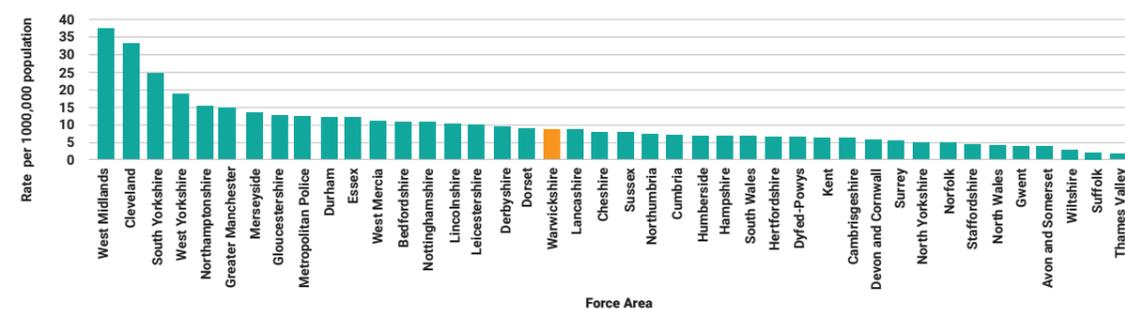
Firearm Offences

The National Crime Agency (NCA) states that levels of firearms crime in the UK remain amongst the lowest in the world; however, criminals continue to engage in firearms enabled crime.

Firearm offences in the UK, April 2021 to March 2022

Nationally the use of a firearm (whether it has been fired, used as a blunt instrument against a person, or used as a threat) increased by 0.6% (35 offences) to 5,750 in April 2021 to March 2022 compared to the previous 12 months.³ For the year ending March 2023, the highest rate of offences was in the West Midlands Police Force area, with 37.3 offences per 100,000 population.

Figure 5 Police recorded crime - Firearms offences per 100,000 population by Police Force, April 2022 to March 2023



Source: HMICFRS Digital Crime and Performance Pack

Warwickshire has low rates of both volumes of firearm offences and the number of offences per 100,000, when compared nationally and to the West Midlands area. The number of recorded offences in Warwickshire during a 12-month period decreased by 16 in April 2022 to March 2023, from 70 to 54 offences.

³<https://nationalcrimeagency.gov.uk/nsa-firearms> accessed 15th November 2023

Serious Violence Risk Profiling Tool

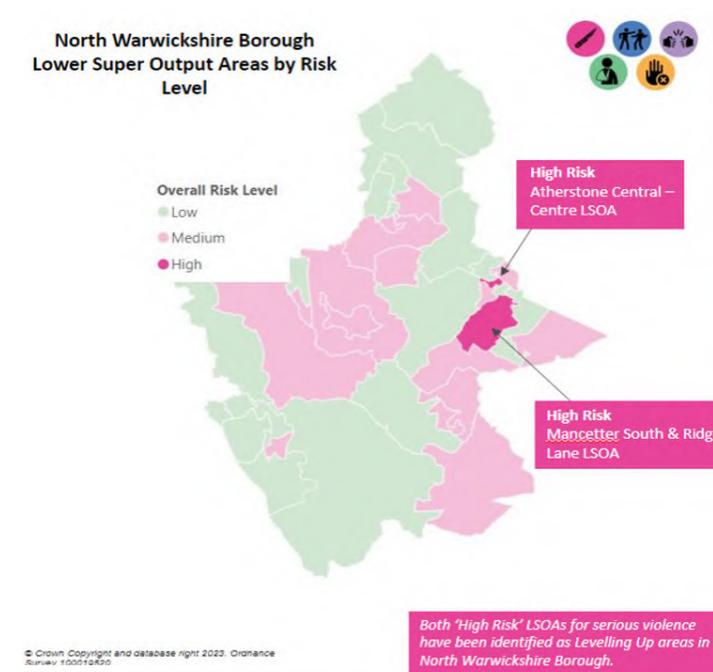
Warwickshire's Serious Violence Risk Profiling Tool has been created to sit alongside the Strategic Needs Assessment to help prioritise prevention activity at a local level. It provides a statistical risk analysis across 13 indicators at a low geographical level across Warwickshire. A total risk score for each Lower Level Super Output Area (LSOA) has been calculated, and each LSOA has been given a risk level of "Very High", "High", "Medium", "Low" or "Very Low" overall for each measure. Maps showing the LSOAs that are "High" or "Very High" are included in the local district and borough profiles available in the tool.

Local Profiles across Warwickshire

North Warwickshire Borough

Risk areas in North Warwickshire Borough are shown in the infographic below.

Figure 6 Risk Profile – North Warwickshire Borough



The Warwickshire Serious Violence Needs Assessment has identified the following priorities for North Warwickshire Borough:

⁴“non-domestic” is used to describe crime that is not flagged as “domestic” in Police data

□ **Domestic Violence with injury** – North Warwickshire Borough has the second highest rate of reported domestic violence with injury offences per 1,000 population, between April 2020 to March 2023 (8.31).

□ **Domestic Abuse** – particularly repeat victims. North Warwickshire Borough has a rate of 24.6 children per 1,000 affected by domestic abuse, higher than the Warwickshire average.

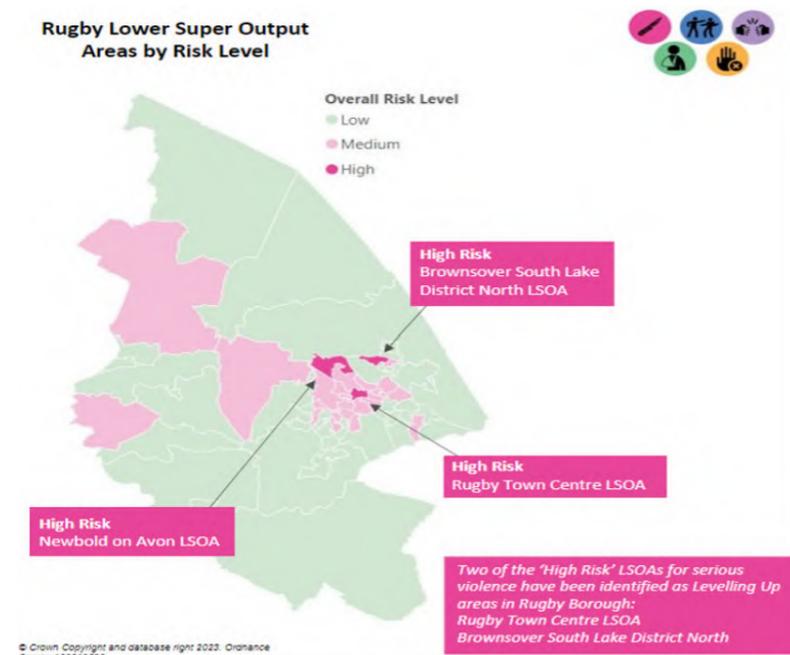
□ **School pupils, focusing on exclusions, persistent absence and attainment at GCSE** – North Warwickshire Borough has the lowest levels of attainment at GCSE of all the districts and boroughs in Warwickshire.

□ **Serious Violence Profiler Tool findings** – Mancetter South and Ridge Lane LSOA has a ‘High’ risk score in the borough. Analysis of non-domestic violence with injury⁴ showed the main area as Atherstone Town Centre LSOA although the figures are very low. There were a total of 50 recorded offences in the town centre in the three year period.

Rugby Borough

Risk areas in Rugby Borough are shown in the infographic below.

Figure 8 Risk Profile: Rugby Borough



The Warwickshire Serious Violence Needs Assessment has identified the following priorities for Rugby Borough:

- **Domestic Abuse** – there were 603 children were recorded as being linked to a Police recorded Domestic Violence with injury offences in the three year period (with 93 linked to two or more offences).
- **Public place violence** - Rugby town centre is a key location for non-domestic violence. Victims were most likely to be males aged 10 to 29 years old.
- **Controlling and Coercive behaviour** - the second highest volume and rate of offences occurred in Rugby Borough (200 offences, 1.74 offences per 1,000 population).

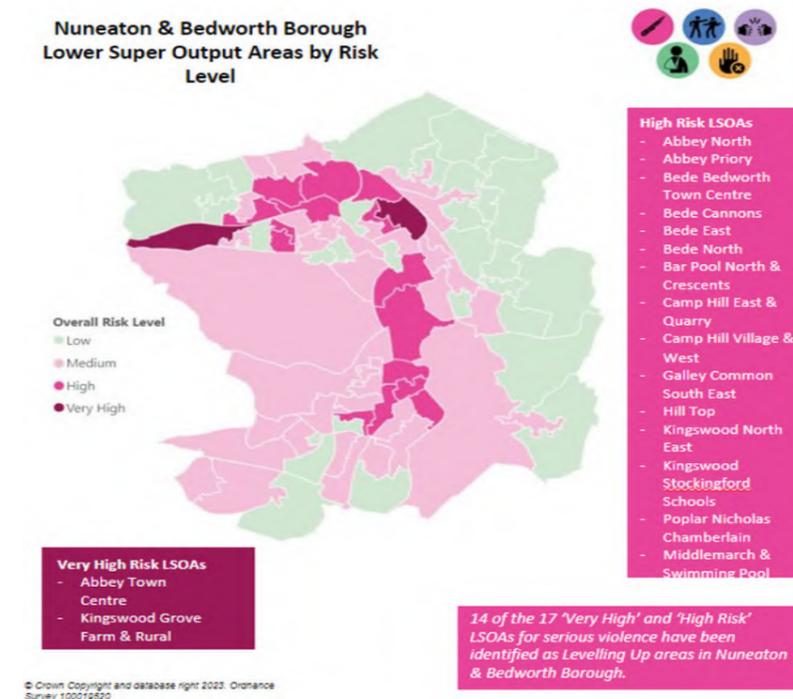
- **Serious Violence Profiler Tool** – Brownsover South LSOA, Lake District North LSOA and Newbold on Avon LSOA were areas with 'High' risk scores based on the findings of the profiler tool.

Analysis of non-domestic violence with injury showed the main areas as the Rugby Town Centre and Caldecott North West LSOAs, although the figures are relatively low compared to other town centre areas. Over the three year period there were a total of 100 offences in each location.

Nuneaton and Bedworth Borough

Risk areas in Nuneaton and Bedworth Borough are shown in the infographic below.

Figure 7 Risk Profile: Nuneaton and Bedworth Borough



The Warwickshire Serious Violence Needs Assessment has identified the following priorities for Nuneaton and Bedworth Borough:

- **Domestic Abuse** – Police recorded rates of domestic violence incidents in Nuneaton and Bedworth Borough were the highest in the county – 10.8 per 1,000 population for April 2020 to March 2023.
- **Non-domestic violence** – Nearly a third (30%) of non-domestic violence with injury offences in Warwickshire occurred in Nuneaton and Bedworth Borough.
- **Public place violence** – One of the main hotspots for public place violence in the county was in Nuneaton, in the Abbey town centre LSOA. This area had the highest number of offences in Warwickshire.

- **Knife related offences** – Nuneaton and Bedworth Borough recorded the highest rates of reported Knife related Violence with Injury Offences per 1,000 population between April 2020 to March 2023, at 1.75 offences.

- **Hospital admissions for assaults** – Nuneaton and Bedworth Borough has the highest rate for admissions for assaults (184 per 100,000 population).

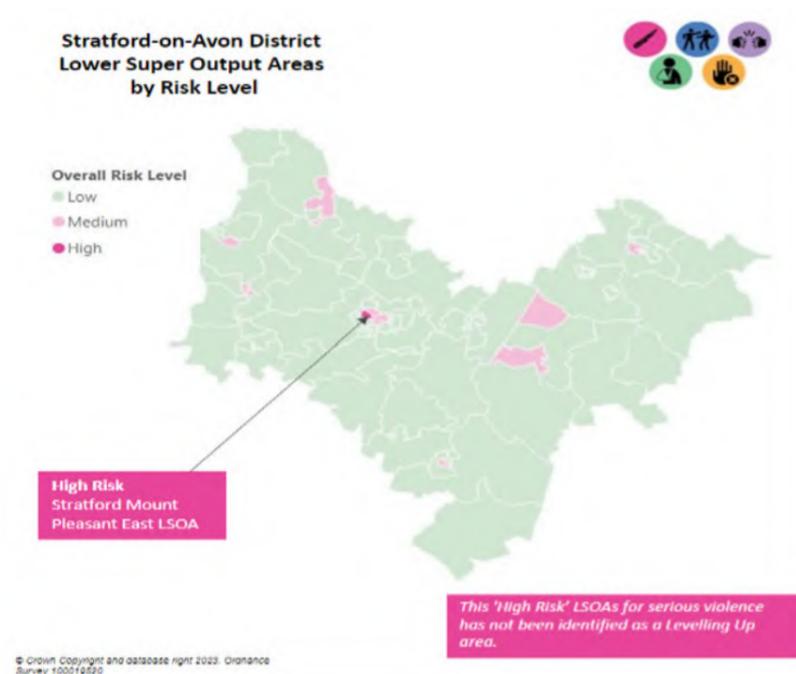
- **Children not in education, employment or training and children in care** – the rate of Children in Care is 36.8 per 1,000 children in Nuneaton and Bedworth Borough, a much higher rate than in all other Warwickshire districts and boroughs.

- **Serious Violence Profiler Tool** – there were two areas that recorded 'Very High' risk scores and 15 areas that recorded 'High' risk scores based on the profiler tool. The two 'Very High' risk areas were Kingswood Grove Farm and Rural LSOA and the Abbey Town Centre LSOA. It is important to note that 14 of the 17 areas align with the Levelling Up areas for the Borough.

Stratford-on-Avon District

Risk areas in Stratford-on-Avon District are shown in the infographic below.

Figure 10 Risk Profile: Stratford-on-Avon District



The Warwickshire Serious Violence Needs Assessment has identified the following priorities for Stratford-on-Avon District:

- **Rural domestic violence** – the rate of domestic violence offences is much lower in rural locations in Stratford-on-Avon District than in urban areas, suggesting less reporting of these offences.

- **Access to services such as alternative provision for education** - Stratford-on-Avon District had the highest number of children accessing alternative provision in March 2023. This equates to 75 children.

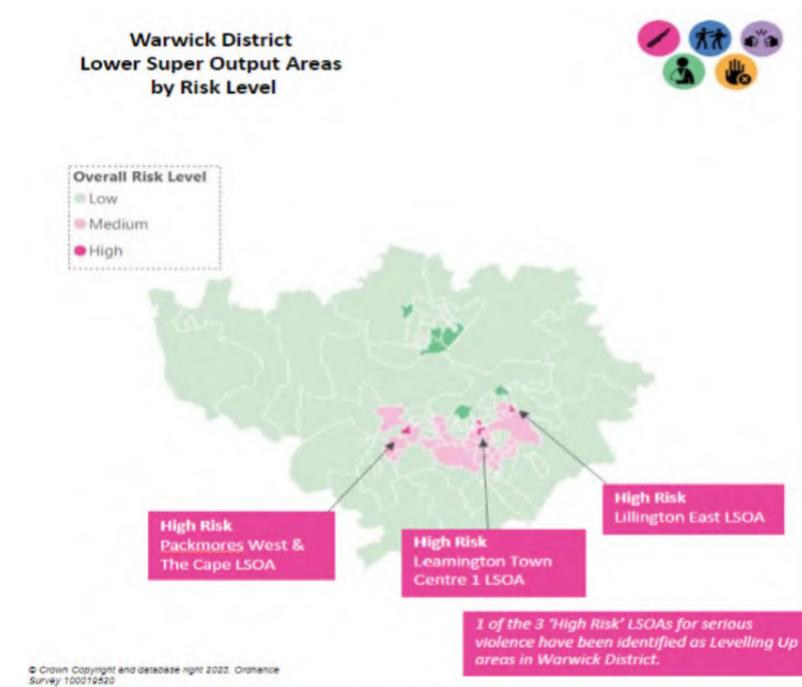
- **Findings from the Serious Violence local profiler tool** – the area of Stratford Mount Pleasant East LSOA has a 'High' risk score for serious violence.

Analysis of non-domestic violence with injury showed the main area reporting the highest number of offences as the Stratford Old Town LSOA and Town Centre South LSOA, although the figures are relatively low.

Warwick District

Risk areas in Warwick District are shown in the infographic below.

Figure 9 Risk Profile: Risk Profile: Warwick District



The Warwickshire Serious Violence Needs Assessment has identified the following priorities for Warwick District:

- **Public place violence** – particularly weapons related – focusing on Leamington Town Centre, which saw the second highest number of non-domestic violence with injury offences in the county.

- **Violence and homicide with links to county lines** – Leamington Spa was reported as being the most impacted area for county lines.

- **Educational attainment at GCSE (disadvantaged children)** - Warwick District has the largest percentage gap between those achieving a strong pass in Maths and English who are disadvantaged (24.0%) and those who are not (64.3%).

- **Serious Violence Profiler Tool** – Lillington East LSOA and Packmores West and The Cape LSOAs are the two areas which recorded 'High' risk scores based on the findings of the profiler tool.

Good practice case study – Rugby Youth Intervention Programme

Over the summer of 2022 Rugby Borough Council (RBC) saw a rise in youth ASB in the town centre and in parks and open spaces. Through the Community Safety Partnership there was a change in approach to dealing with youth ASB. This focused on direct intervention, identifying vulnerability and providing diversionary activity to individuals and groups of young people at risk of participating in or instigating ASB rather than focusing on punitive measures.

The youth intervention meeting refers young people to agencies for specialist support, including referrals to Compass (for young people who have drug issues); referrals to 'Ontrack' (part of RBC sports and recreation) for one-to-one support, or diversionary activities such as hair and beauty or art placements at local training centres. Referrals are made to Warwickshire Youth Justice Service for young people who are at risk of becoming being drawn into criminality, exploitation, or county lines. Other interventions are aimed at making young people or their parents responsible for their actions and provide support to steer them away from adverse behaviour.



Good Practice Case Study Warwick Community Impact Operations Group CIOG

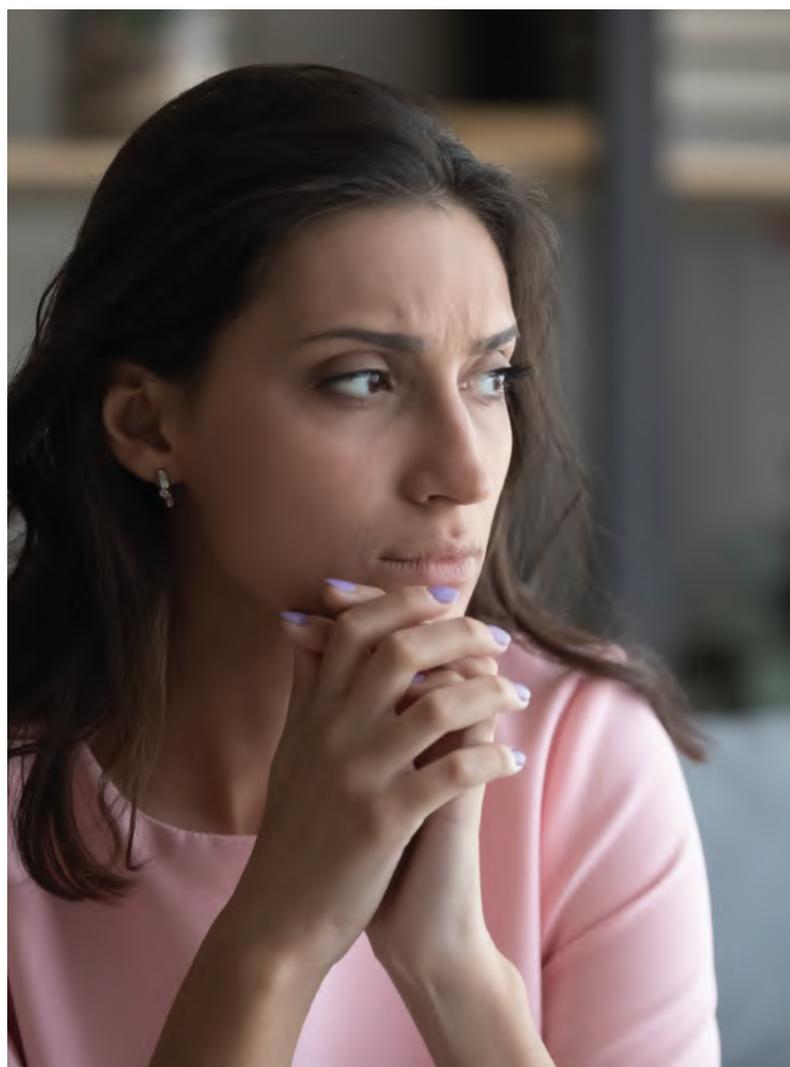
Following two county lines related murders in 2020, the South Warwickshire Community Safety Partnership established a partnership to identify those most vulnerable to exploitation through county lines and also develop a range of local disruption tactics to prevent criminal networks establishing drug supply networks in local areas.

Since the group was established 309 individuals have been identified, many of which received positive partnership interventions.

One example of the success of the group relates to a vulnerable male who was being exploited by a County Lines network from Coventry. His flat was taken over by drug dealers, using a combination of violence and the promise of free drugs. Warwickshire Police made a number of arrests at the property and support services were able to engage with the victim, supporting him to access a 12 month rehabilitation placement out of area. As a result, this person has relocated and now volunteers at the hospital where he recovered.

Summary and Local Context

In light of the findings of the above local profiling, it is recommended that an in-depth consultation in the high-risk areas in each District and Borough should be undertaken. The consultation will aim to understand the local challenges and develop a strong community consensus on programmes that can prevent violence in the long term. Where possible, this should take place as part of the Warwickshire Levelling Up delivery programme.⁵



⁵<https://www.warwickshire.gov.uk/strategies-policies-legislation/levelling>

⁶<https://www.childfriendlywarwickshire.co.uk/>

What our communities told us

Safer Warwickshire Partnership Board and its partner agencies have undertaken extensive consultation on priorities of serious violence.

Key headlines are:-

□ **As part of our focus on Domestic Abuse (DA), 108 residents from across all five Districts and Boroughs responded to an online survey undertaken as part of the Domestic Violence and Abuse Joint Strategic Needs Assessment in October 2021. Over two thirds (71%) of respondents had experienced, or were currently experiencing, domestic abuse, and 75% knew someone else experiencing domestic abuse.**

□ **Respondents provided information on their experience of domestic abuse, experience of accessing support and what they would want from a support service.**

□ **As part of our focus on the impact of drugs and substance misuse, in-depth interviews were conducted with 132 individuals with lived experience and 52 professional stakeholders as part of the Warwickshire Drugs Needs Assessment in September 2022.**

□ **A key priority that emerged was breaking drug supply chains through county lines.**

□ **Consultation undertaken by Child Friendly Warwickshire⁶ with 40 young people and 15 Members/Officers from Warwickshire County Council made a number of recommendations to improve confidence and feeling safe, including:-**

- Young people want to see Police preventing crime rather than reacting to incidents.
- They would like to see more police on the streets and Safer Neighbourhood Team officers out in the community for reassurance.
- They would like to see Police officers going into schools to talk about county lines, knife crime and youth violence.

As part of our consultation with young people on serious violence, the Safer Warwickshire Partnership Board undertook a series of in-depth focus groups during 2023 with 42 young people, aged 13-19 years, across the county.

Common themes highlighted by the young people which they recognise as challenges include:

- Use of drugs including cannabis and an attraction to dealing drugs.
- Gangs/drug nominals either relocating or being relocated into Warwickshire and educating young people in gang life and drug dealing.
- Use of parks for gathering.
- There is a belief that children are often treated as offenders rather than victims.
- A perception that agencies focus more on the criminal behaviour of young people rather than the perceived more serious criminal behaviour of adults.
- A perception of not receiving good enough careers advice, therefore having little understanding of what opportunities exist, leading to low aspirations.
- Inconsistent experiences with services and professionals.

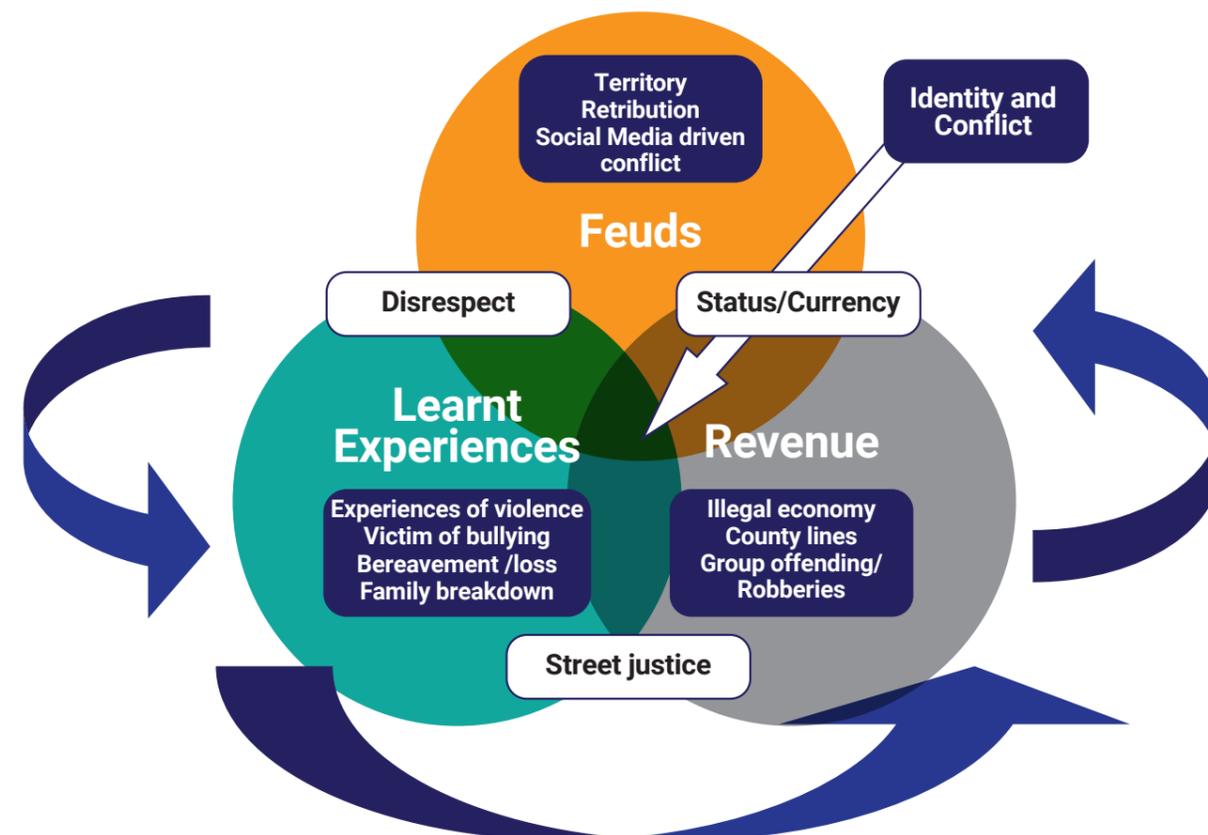
Analysis of serious violence incidents

As part of our in-depth analysis, we undertook a review of the most serious violence offences that were recorded as street based or in a public place. They included two homicides of Warwickshire residents, conflict between known groups in Nuneaton and Bedworth Borough and Leamington Spa, and a number of Wounding with Intent offences across the County.

There were a number of common factors that featured across the cases reviewed. These included connections to other criminal activity, or group on group conflict, as set out in the figures and diagram below. Threats and intimidation were often a feature in the build-up to the violent incident. However, there were two consistent themes:-

- In each of the cases there was a clear escalation of conflict. In several cases the conflict escalated and continued over months, resulting in a rise in the severity of violence.
- In every case, the conflict was between people who were known to each other. The incidents related to feuds or disrespect between individuals. Status within peer groups was a common reference in all of the group related serious violence incidents.

Figure 11 The dynamics of street based violence



Key Recommendations

- Warwickshire Police and Warwickshire Community Safety Team to co-produce a predictive analytical tool that can identify the early stages of escalating conflict in order that partner agencies can take action to intervene.
- Local Community Safety and Police leads to work with schools, local community and voluntary sector organisations to share information to identify potential violent conflict and prevent it from escalating.

Causal Factors

Alongside the crime data, we have taken the opportunity to look deeper into the underlying factors that create an environment where violent conflict can become established. These causal, or risk factors, fall under four headings:-

□ **Determining factors** – these are the experiences in early years that have a long term, physical, emotional, relationship or societal impact on the individual. For example, homelessness, neglect, parental substance misuse, experiences of violence or abuse. There is health research that strongly indicates that prenatal experiences can have a negative impact on the development of the child due to the stress experienced by the mother.⁷

□ **Impact factors** – these can be described as the experiences that impact on a person’s individual choices, consciously, or subconsciously. For example, alcohol or substance misuse within the family may impact on a child or young person through living in an unstable home environment, resulting in a lack of belonging. These experiences can also be seen as “triggers”. They may appear minor in isolation but trigger early years experiences and vulnerabilities that impact on their emotional, social and relationship development through adolescence and into adulthood.

□ **Escalation factors** – these are experiences that re-enforce the interpretation of self-worth, self-value, or a lack of belonging. For example, being temporarily excluded from school, reinforces the view that opportunities are limited in later life; being bullied or being a victim of crime re-enforces the sense of having a lack of belonging and the need for respect or status; or being involved in low level offending, increases risk taking behaviour and potentially, violent conflict.

□ **The intergenerational impact of Domestic Abuse** - We have included a section on the impact of Domestic Abuse including children witnessing domestic abuse as a key causal factor for Warwickshire.

⁷<https://www.nhs.uk/pregnancy/support/domestic-abuse-in-pregnancy/#:~:text=Domestic%20abuse%20during%20pregnancy%20puts,the%20development%20of%20the%20baby>
<https://www.bath.ac.uk/announcements/domestic-abuse-in-pregnancy-linked-to-structural-brain-changes-in-babies/#:~:text=A%20new%20study%20suggests%20psychological,can%20shape%20baby%20brain%20development.&text=Domestic%20abuse%20against%20women%20during,according%20to%20a%20new%20study>

Causal factors – Case Analysis

As part of the Warwickshire Serious Violence Prevention Strategic Needs Assessment, a detailed case review was undertaken of individuals involved in the criminal justice system for violent offences – 14 anonymised cases from Warwickshire Probation Service and 20 cases from Warwickshire Youth Justice.

- ❑ Of the 34 cases reviewed, there was evidence in 18 cases of a history of domestic abuse. In 27 cases there was direct reference from experiences of family breakdown.
- ❑ In 21 cases there was a record of missing episodes in childhood with the most common age range of 14 to 16 years.
- ❑ In 50% of cases there was evidence of parental substance misuse. These experiences were from birth to 16, with the most common age range being 0-5 years old.
- ❑ In 21 cases the offender had been excluded from school with the youngest age being 9. The most common age range at the point of exclusion was 13-14 years old.
- ❑ Peer pressure, either from friends or family members was a consistent feature in the case studies. In 28 of the 34 cases reviewed peer pressure was referenced in the history of offending.
- ❑ In 14 cases there was a reference to bereavement in early years. The age range varied from 0-14 years old.

Understanding the importance of Influence and Transition

Based on the case reviews set out above, Figure 12 is a summation of the key casual factors and when they most commonly occur, from birth into adulthood.

The colour coding relates to the three factors as set out in the diagram.

It highlights the value of Warwickshire’s investment in Early Help and supporting families and aligns with the approach set out in the Director of Public Health’s 2023 Annual Report, “Breaking the Silence- Working together to prevent domestic abuse.

The diagram also identifies the key age ranges where the impact factors or triggers are most common. The age ranges of 3-5, 8-11 and 13-16 years are the most critical, where there are multiple impact factors. These age ranges also correspond with the key transition periods in a person’s life; the transition between pre-school and primary school, from primary to secondary school and importantly the emotional, physical and biological transitions through the adolescent years.

We know through neurological studies there is a further transition period, in early adulthood. For those individuals who have faced multiple determining and impact factors, the age range of 19-25 years is a critical time in processing the emotional effect of these experiences and where specialist, structured support, can play a key role.

Summary

It is clear from the Transition and Influence diagram that there is need to continue to focus on early help services across our partner agencies, through early years provision and front-line health agencies focused on the 0-5 age range.

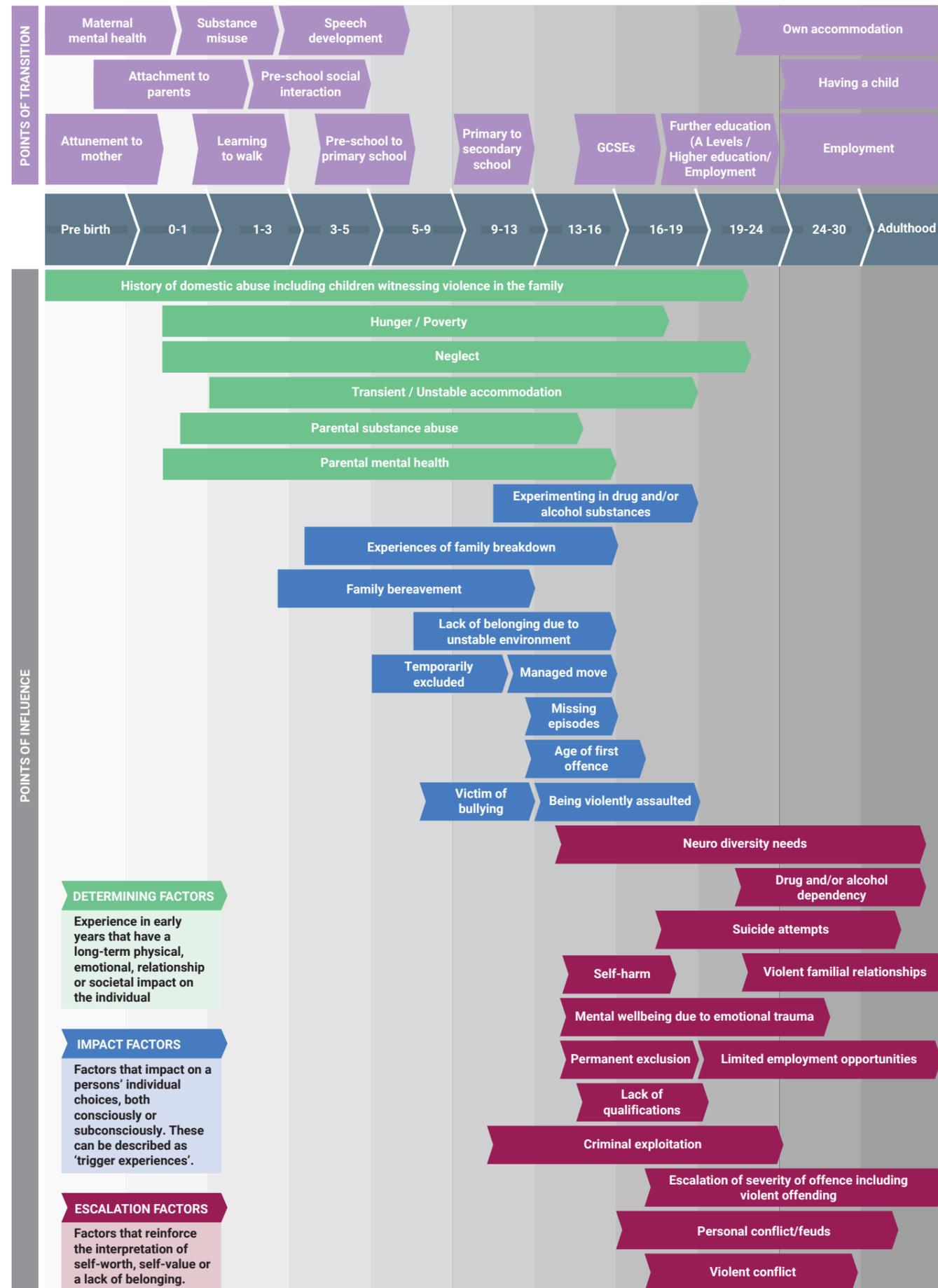
However, there is also a strong Warwickshire evidence base to develop a partnership approach to support the earlier identification of the impact factors, or triggers, particularly for 8-11 year olds and 13-16 year olds. These factors are key reachable moments at critical developmental age ranges.

Key Recommendations

Using the contextual safeguarding approach set out in Figure 12, schools, children and families services and criminal justice services should develop a common framework to identify and address these triggers and codesign interventions before they escalate.

All front-line agencies supporting children and families should be trained to recognise the triggers and where to refer to seek support. This training should include Trauma Informed Practice as a key foundation of a consistent partnership response.

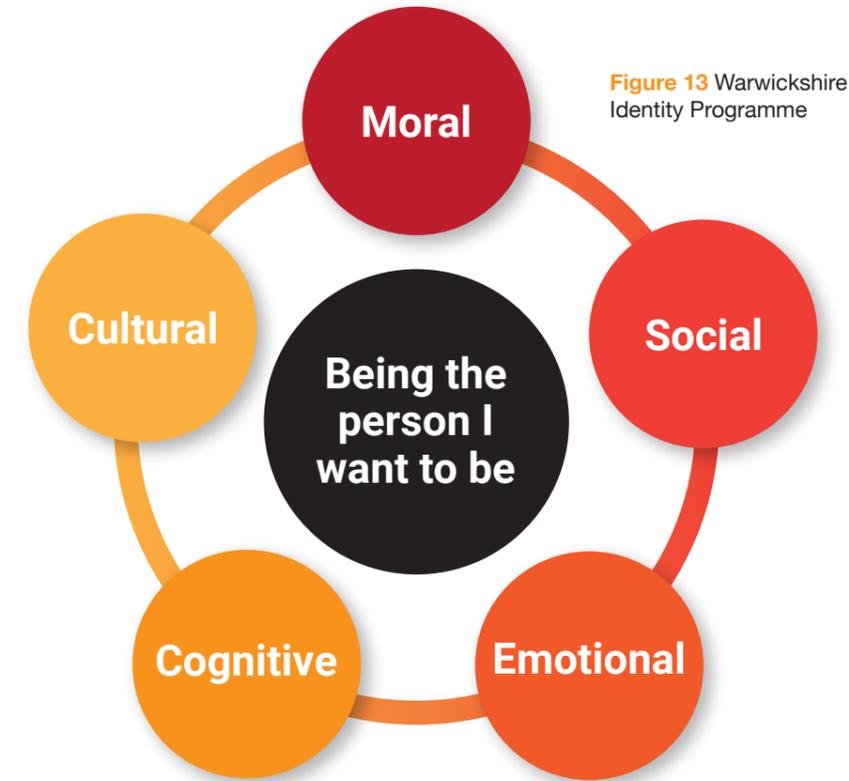
Figure 12 Transition and Influence Diagram for Warwickshire



Good Practice Case Study – Warwickshire Identity Programme

The Warwickshire Identity Model has been designed to both assess and challenge young people on five dynamics which shape their identity. It can also be delivered to parents to help them in understanding how difference experiences can shape identity.

Importantly it has been designed at addressing the challenge of a "sense of a lack of belonging", which has been highlighted in our analysis.



The 5 dynamics are:-

- Moral** – Understanding the Moral Values they have and why they are important.
- Social** – Exploring how current social issues shape and influence them.
- Emotional** – Understanding what influences our emotions, recognising the importance of those influences and how to channel them in positive ways.
- Cognitive** – Reflecting on how their actions or perceptions impact on others creates the opportunity for changing their approach to confrontational or challenging situations
- Cultural** – Exploring their cultural journey and how their journey is different to that of their parents, siblings and peers.

The intergenerational impact of Domestic Abuse

We have included a dedicated section on Domestic Abuse including a focus on the impact of children witnessing domestic abuse as a key causal factor for serious violence in Warwickshire.

What the data tells us

- Over a third of recorded violence with injury offences were domestic related between partners, ex-partners and family members (4,698 offences).
- Over half of the total number of offences took place within the home (57%).
- 5% of all domestic violence with injury in the three year period (April 2020 to March 2023) involved a knife, which equates to over a third (244) of all knife related violence with injury offences.
- 72% of victims were female with the prominent age range being 26-35 years.
- 76% of suspects were male with the most prominent age range being 26-35 years followed by 36-45 years.
- 11 domestic homicide reviews were adopted in Warwickshire during the three-year period of April 2020 to March 2023 and over the last 12-month period, the number of reviews has nearly doubled.

Children as victims of Domestic Abuse

The Domestic Abuse Act 2021 makes it clear that “children of domestic abuse victims who have seen, heard or experienced the effect of that abuse are victims in their own right”. The potential impact of domestic abuse can cause many problems such as withdrawn and detached behaviour, difficulty in school, substance abuse and ‘acting out’ violence and aggression they have witnessed themselves.

The key findings data in relation to children as victims is set out in the below bullet points. The word “linked” means that they may or may not have been present at the time of the offence but are a dependent of at least one of the parties involved.

- In the 3 year period from April 2020 to March 2023, there were a total of 13,447 children under 18 linked to a reported domestic abuse offence to Warwickshire Police.

- 12% of domestic abuse offences where children were recorded as being linked to the offence were violence with injury offences (1,803). In total 2,800 children were linked to the offence being responded to.
- One third (36.5%) of children were aged under 5 years (1,023) at the time of the first recorded violence with injury incident. The average age is just over 7 years old.
- Overall, two thirds of these children (1,862, 66.5%) were linked to at least one violence with injury and one other offence.
- 454 of these children (16.2%) were linked to more than one violence with injury offence within the time period.
- Research undertaken by Refuge⁸, one of the leading national charities for supporting women and children against domestic abuse, highlights that around 20% of women accessing their services are pregnant or have recently given birth.
- There was an average of 78 days per child between the first domestic abuse offence that was not violence with injury, and the first violence with injury offence. This suggests that there is an opportunity to intervene before the level of violence escalates.
- The age ranges of 0-3, 7-9, 11-13 appear to be more prevalent in relation to children being impacted by domestic violence with injury incidents.

⁸<https://refuge.org.uk/what-is-domestic-abuse/the-facts/>

It should be highlighted that the most prominent age range varied by each district and borough, as follows:-

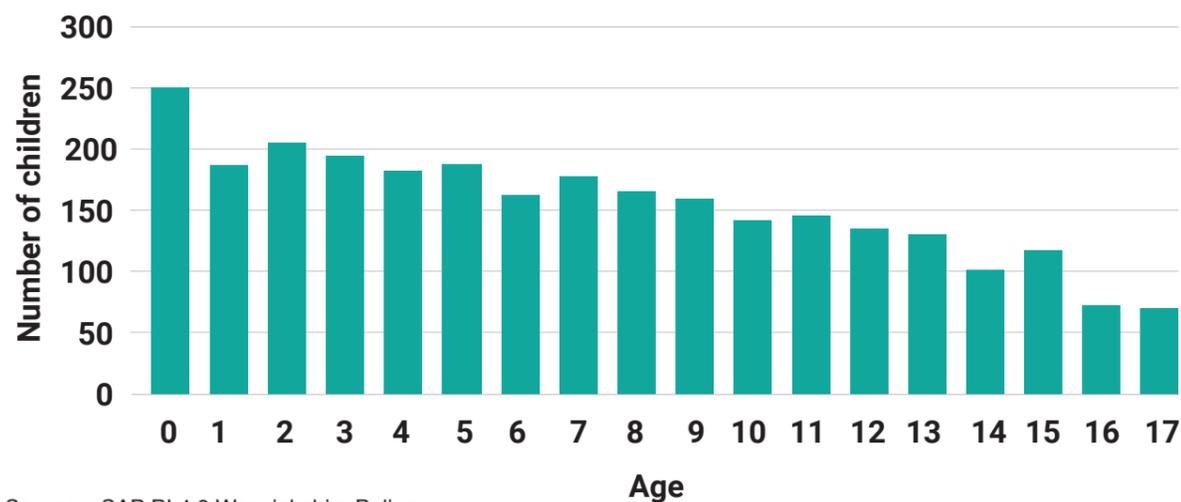
- North Warwickshire Borough – the peak recorded age range is 3 years of age.
- Nuneaton and Bedworth Borough – nearly 12% of children were aged 0-1.

- Rugby Borough – the data indicates the peak age range being 7-9
- Warwick District – recorded the highest proportion of children who were linked to more than one violence with injury offence (18%). There is

a noticeable increase in incidents in the age range of 11-13 years.

- Stratford-on-Avon District – There was a noticeable downward trend from the age of 9 rather than from birth.

Figure 14 Age of child at first Violence with injury offence in Warwickshire, April 2020 to March 2023



Source: SAP BI 4.3 Warwickshire Police

Domestic Abuse as a causal factor for serious violence

It is well documented that the exposure to domestic abuse in early years through to adolescence is a key casual factor for emotional, social and relationship challenges in later life.

It is important to note that the relationship between witnessing abuse as a child and becoming a perpetrator or victim later in life is not always totally causal; protective factors such as trusted adult relationships can reduce the

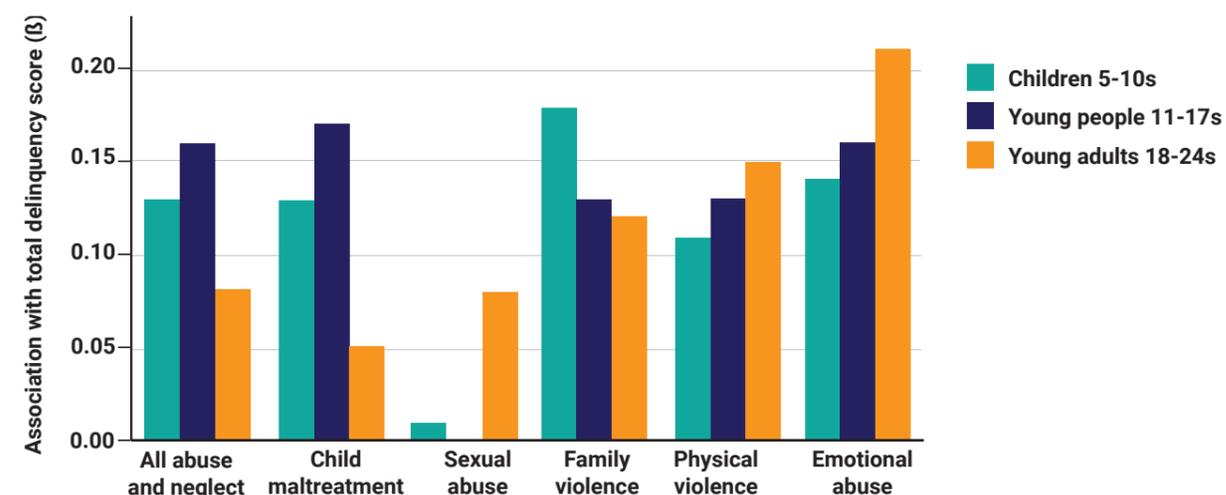
risk. Nevertheless, the risk exists, and we need to do more to identify the causes, so we are better equipped to provide early intervention. Failure to address the impact and trauma experienced by children who witness domestic abuse, can result in negative outcomes for children.

The report [Child abuse and neglect in the UK today \(nspcc.org.uk\)](https://www.nspcc.org.uk) looked at this impact of exposure

to domestic and family abuse on delinquent behaviour, including “acts such as violence to others, skipping school, running away and taking drugs”.

The report highlights that across all age groups, exposure to physical violence, emotional abuse and witnessing domestic or family violence were associated with significantly higher levels of delinquent behaviour. This is highlighted in the following table.

Figure 15 Impact of aggregated lifetime maltreatment by parents or guardians on delinquent behaviour for each age group



Source: Child abuse and neglect in the UK today (nspcc.org.uk)

This corresponds with the findings of our qualitative case studies. In 13 of the 20 cases known to the Youth Justice Service in Warwickshire, experiences of domestic abuse and family breakdown were prevalent. Cases reviewed through the Probation Service highlighted that 43% had early years experiences of domestic abuse and of these, 50% had a history of abusive relationships with their partner(s).

Based on the qualitative research carried out in Warwickshire, it is evident that early exposure to family breakdown, domestic abuse, and connected adverse childhood experiences directly contributes to the normalisation of abusive relationships, long-term emotional and mental wellbeing challenges. This includes the ability of adolescence and young adults to recognise abusive behaviours in relationships.

As part of the Warwickshire Serious Violence Prevention Strategic Needs Assessment a series of focused sessions

were carried out with young people on the edge of school exclusion or with behavioural challenges. Of the 42 cases, a quarter were female. All of the females referenced family breakdown and half made direct reference to experiences of domestic abuse.

Those young people who were interviewed referenced the impacts on their behaviour or attitudes as being, anger, self-harm, suicidal ideation and increased sexualised behaviour. In addition, there was a consistent reference to the impact on their ability to maintain healthy and safe relationships.



Key Recommendations

It is recommended that partner agencies across the health sector, children centres and early years provision, establish a task and finish group to recognise and agree the opportunities to identify children affected by domestic abuse and co-design interventions. This will be co-ordinated by Warwickshire County Council Early Help and Targeted Support.

It is recommended that the above task and finish group ensures there are clear, joined up, multi-agency pathways for children and young people witnessing domestic abuse, from the first recorded offence. In addition it is recommended that:-

- ❑ **All front-line agencies involved in early years emotional support are Trauma Informed Trained. This will better equip agencies to provide sufficient support and prevent other adverse experiences or “triggers” from further impacting on future wellbeing.**
- ❑ **To explore creating a forum to identify high risk cases where there is evidence that a child has witnessed violent incidents.**
- ❑ **Use the Safe and Well visits carried out by Warwickshire Fire and Rescue as an opportunity to identify risks of domestic abuse or other vulnerabilities in the home.**
- ❑ **Partner agencies involved in delivering the Serious Violence Duty to adhere to recommendations from the county Violence Against Women and Girls strategy and included in the Director of Public Health’s 2023 Annual Report, “Breaking the Silence- Working together to prevent domestic abuse**
- ❑ **To explore opportunities for Adolescent to Parent Violence and Abuse programme to support and intervene with families where children’s behaviour is escalating.**
- ❑ **Continue to work with perpetrators of domestic abuse, to enable them to understand the impact of their abuse.**
- ❑ **In line with our findings of causal factors of serious violence, partner agencies should focus resources on transition periods. A focus on transition periods for children to adult services should be a priority.**

Summary of findings from the Warwickshire Serious Violence Prevention Strategic Needs Assessment

Warwickshire is a safe place to live, with relatively low levels of serious violence. However, the causal factors that can lead to violent conflict are just as prevalent in the County as in other areas of the Country.

The case study analysis identifies a series of impact factors or “triggers” which can lead to a sense of a lack of belonging and the potential escalation of risk-taking behaviour in childhood and adolescence. Developing interventions to address these triggers, at the times when they occur the most, provides the best opportunity to prevent this escalation.

Intergenerational domestic abuse, particularly where children witness domestic violence on multiple occasions, is a key contributing factor to violence and conflict. There is an opportunity for partnership agencies and educational providers to work together to better identify and support children who are impacted by domestic abuse.

Street based serious violence, particularly where weapons are used, is driven by personal conflict and feuds that have built up over time. There is an opportunity for partner agencies to use a wide range of intelligence, including social media intelligence to intervene and prevent conflict escalating.

There are specific local areas in the county which are at higher risk of being impacted by serious violence. Focusing on these areas is a priority all partner agencies.

Our multiagency approach to Serious Violence Prevention in Warwickshire

Our core principles – A Trauma Informed Approach to Preventing Serious Violence

Public Health England, in its publication, “A whole system multi-agency approach to violence prevention” sets out three levels of violence prevention, shown in Figure 16 below.

Figure 16 The three Pillars of Violence Prevention

Primary	Prevent Serious Violence before it happens	Developing a series of universal, targeted, and intensive interventions that prevent people becoming involved in county lines, group, or gang violence, carrying, or using a weapon, or becoming involved in social media that leads to violent conflict.
Secondary	Respond to emerging or immediate risks of serious violence	Co-ordinating a response led by criminal justice, safeguarding, education and community safety leads to reduce the immediate threat of county lines, personal conflict, or group violence and weapon related violence.
Tertiary	Long Term Support	Co-produce a series of interventions that offer routes out of violent conflict; strengthen communities to create an environment where serious violence is challenged; and collaborate with health colleagues to embed violence prevention at the core of the long-term approach to improve health and wellbeing.

Source: https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/862794/multi-agency_approach_to_serious_violence_prevention.pdf

In summary, these principles are at the foundations of our approach to preventing serious violence and the partnership model that we have developed

The Warwickshire Serious Violence Prevention Framework

The Warwickshire Serious Violence Framework is based on well researched Public Health approaches to violence reduction, combined with current safeguarding principles.

Our model is described in the following diagram and is based on:

- **The 5 C's approach**
 - Collaboration; co-production; co-operation in data intelligence and sharing; a counter narrative; and embedded in a community consensus approach are recognised by Public Health England as core elements to any violence prevention approach.
- **Transition and Influence factors** – Led by Public Health Wales, there is strong evidence of the association between childhood adversity and poorer physical and mental well-being across a person's life through childhood, adolescence, and into adulthood. As set out above, our deep dive case studies have looked in more detail on how these factors interrelate.

- **Understanding Risk and Protective factors**
 - Alongside causal factors, risk and protector factors enable agencies to recognise the risks in a person's life and the positive elements that can be built on. This approach acts as a counter narrative to the issues that a person affected by serious violence may present, building on the positive abilities, or relationships, that can keep them safe.
- **Contextual Safeguarding**
 - Looks beyond the individual and family dynamics by exploring their peer, school and wider community relationships. Each context is weighted for each individual, looking at the risks and protective characteristics.
- **Capricorn Framework** – developed by Public Health England, the Capricorn Framework recognises the opportunities for collaborative approaches by looking at the root causes that can prevent offending by children, as well as interventions that can reduce reoffending.

At the core of our Model is a Trauma Informed Approach to Serious Violence Prevention. Trauma-informed is a strengths-based framework that is grounded in an understanding of and response to, the impact of trauma. It emphasises physical, psychological, and emotional safety for those affected by Serious Violence, and creates opportunities to rebuild a sense of control and empowerment.

The following two diagrams illustrate how we have combined these approaches to create our Warwickshire Serious Violence Prevention Model. The first diagram (Figure 17) sets out the common risk factors identified through the Warwickshire Serious Violence Prevention Strategic Needs Assessment and Qualitative case studies. It should be highlighted that our analysis has highlighted the “Lack of identity and belonging” as a key risk factor as well as the lack of a suitable place to live.

Figure 17 Warwickshire Serious Violence Contextual Safeguarding Risk Factors



Figure 18 Public Health Approaches to Violence Prevention



Figure 17 sets out the common risk factors identified through the Safer Warwickshire Serious Violence Strategic Needs Assessment and qualitative case studies. Figure 18 defines how we've combined all of the approaches and risk factors to create our Warwickshire Serious Violence Prevention Model.

Partnership Commitments

- For all partner agencies involved in serious violence prevention to understand and adopt the Warwickshire Serious Violence Prevention Framework.
- Partners agencies to create pathways of support that are available at the reachable moment for a person affected by violence, whenever that is.
- Safer Warwickshire Partnership Delivery Group to establish a community and voluntary sector network forum to support the delivery of the strategy, its recommendations and outcomes.

Setting out our long-term Strategic Approach

Warwickshire partners want this strategy to be different. We want to bring it to life so those that read it recognise the importance of a preventative approach and the role they can have in delivering it.

In order to do that we have taken a series of real-life case studies of people affected by serious violence and merged them into one life journey. Each chapter sets out a part of that journey from early years to adulthood. Each chapter uses the Warwickshire Serious Violence Prevention Framework to identify the opportunities and what we will do to make a difference, collaboratively.

We fully recognise that a number of the challenges we face are both generational and societal. By basing them on a real life journey, we can start to see how we can affect change by defining the problem, identifying the causes, and delivering interventions at the right time with the maximum impact. This will allow us to scale up our successes, for the benefit of communities across Warwickshire.

Recommendation

Deliver an awareness raising training programme with key partners across health, criminal justice, police, educational providers, children and families and community organisations so they can recognise the crucial role they play in violence prevention.

The journey in the life of...

0-5 My early years

"My early years? To be honest you are the first people to ask me that.

It's a bit like a jigsaw puzzle. I've heard what people have said about my first few years. My mum was young when she had me, 17 I think, she had lots of issues, mostly drugs and alcohol. When she was up she was like really up, but there were lots of dark times, I remember them. My dad, well I can't say much about him. I had an older sister and my grandmother. I remember being safe with them.

What I do remember is being cold and hungry, I remember being frightened when we weren't

allowed in the house. I remember being frightened when my dad came round, the fights and the beatings. I remember being beaten when I wet the bed and I remember when the front door was smashed in by the police and crying when social workers came to take us away. I remember the times we were evicted, not all of them, but I remember my sister crying and being scared at night in the places we lived. They were never a home.

I cannot see these things clearly, but I still feel them, being cold, frightened and hungry, unwanted. I suppose that's why I did what I did to survive."

What we will do to make a difference

Countywide

Train all front-line family health providers to recognise Aversity and Trauma and Contextual Safeguarding.

Ensure that those residing in Domestic Abuse Safe Accommodation are supported with financial, practical, social and emotional support.

Commission an all-age drug and alcohol service that focuses on early intervention, prevention and appropriate treatment provision.

Engage front line health care support with other early years services to provide a co-ordinated programme of support for those families with significant determining factors (Figure 12) in key local areas as identified in the strategic needs assessment.

Local

Create locally based emotional support programmes for extended family carers.

Assess local community assets to ensure there are accessible facilities offering social, practical, and emotional support for young parents and carers

5-11 My primary years

"I remember my first day at school. Yeah, that was special. It felt like an escape. My sister took me cos she was a few years older and my mum was having one of her dark times. I tried real hard to make friends, I wanted to be someone people liked; that wanted to be my friend. It was important. Yeah I was physical, but not violent.

I did well in my first year. I loved art and I was told I was gifted. That was a big thing, I still remember it. It was in the second year when I started to get bullied. It was my clothes to start with, then people said I smelled. That hurt. After a while it got the better of me, so I started to deal with it, to fight back. I got

labelled, but I also got different friends, more loyal. Some of them are still my friends now. My Gran got called in, like every few weeks. Then I got suspended. I stopped doing art cos it didn't fit with the image I had....I wanted.

My Gran died when I was 9. I don't want to talk about that.

Mum had a new boyfriend and he was good for her. She started getting straight and we stopped having lots of different people in our house, night and day. Her boyfriend? I didn't like him and after a while my sister starting to stay out, stayed at friends, even though he would go searching for her. I missed her but she had her life and I couldn't protect her."

What we will do to make a difference

Countywide

Develop a training and awareness toolkit for all educational providers to recognise the signs associated with adverse experiences which can harden trauma and the impact of trauma.

Establish an advice and support service for schools and college staff to discuss emerging trends and issues.

Co-produce an assessment framework that can identify the impact factors or "triggers", to ensure that the opportunity to deliver early intervention programmes is recognised and responded to.

Define an accessible emotional support programme for young people and families affected by bereavement or loss.

Work with Street Doctors to introduce First Aid, Knife Awareness sessions for Year 6 and Year 7 groups.

Encourage referrals from all agencies for fire safety intervention where fire setting has been identified in children and young people between the ages of 4 and 18.

Collaboration between schools, children, families and health providers to ensure that emotional support for young people affected by trauma is accessible at the point of need.

Local

Ensure that practical support for families is easily accessible and does not create stigma.

Local intelligence sharing across early years and primary education, local authorities and children and family services so that practical and emotional support can be provided by local services.

Create local Serious Violence Prevention Community Forums, engaging with community and voluntary sector organisation to develop and deliver local intervention programmes.

11-16 Shaping my identity

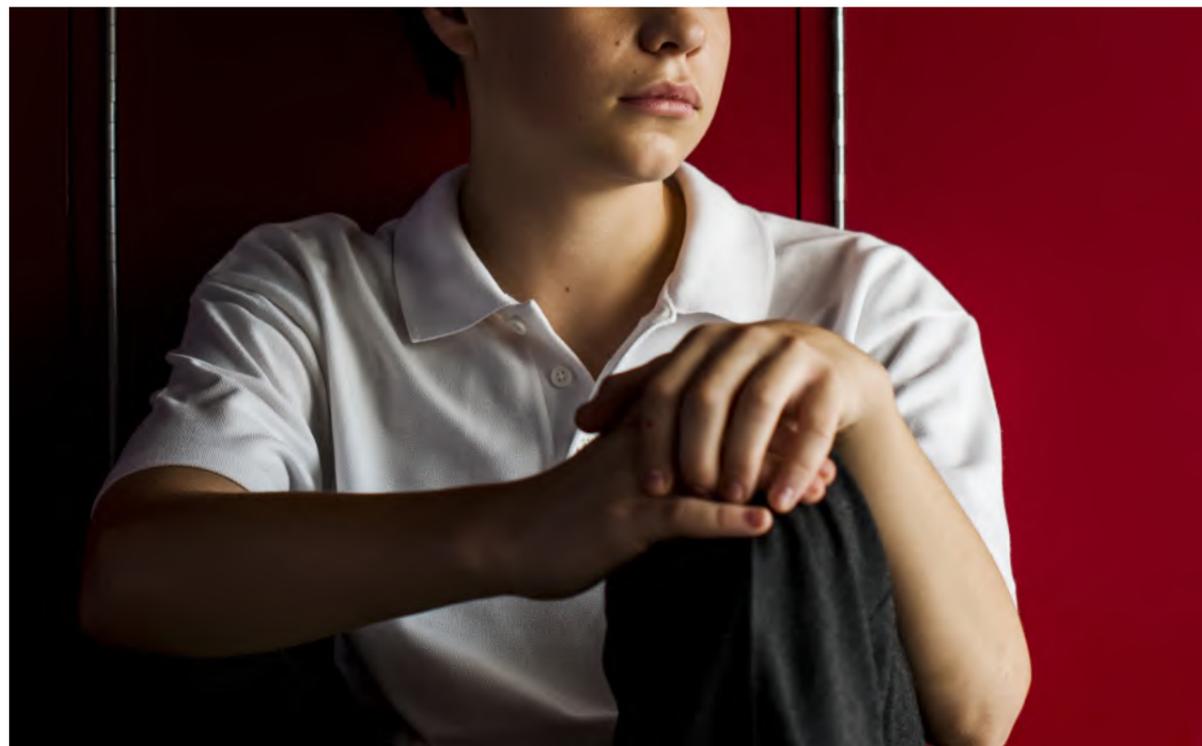
"My first year at secondary school was tough, bit of an initiation I suppose. I got bullied to start with, dirt rubbed into my face and mouth. Then I got robbed, school bag, money, my shoes. Mum got angry and reported them at first, to the school and the Police. Nothing changed. I wasn't the only one.

By the second year me and my friends started forming our own alliances with some of the older kids. They got me a bike and I did some work for them to pay them back, nothing heavy. We looked out for each other. Yeah, there were a group of us, boys and girls. That's one thing you lot have got wrong you know. You always focus on the boys when its often the girls that bring things on.

By 14 I had a rep. I did a few things I won't lie. But I was earning money and I was current. That's something else you lot need to understand; what it means to be current.

By the time I was 15 I had a plan. I stayed at school. I could of got expelled but I'm not stupid. I made sure school worked for me.

My mum? She had two other kids with her man. I was close to the oldest. He was 5 or 6 by the time I was in year 10. He looked up to me and I looked out for him. Then mum got cancer. Her man said I should take care of her, but I wasn't invested in her like that. My sister moved back in to help out. She was 18 then, had a kid on the way. But she moved back for mum. She told me what mum's boyfriend did to her. That's when things really turned. I got my friends over, even some of the olders, we dragged him out the house and beat him, in the middle of the street. Police got called. But no one said anything, not even my mum. What did I feel? An adrenaline rush, that's what's I felt. I got fixed on it, for the first time in my life I felt alive.



What we will do to make a difference

Countywide

Embed the Warwickshire Whole School Approach to Violence Prevention across all Secondary Schools in the County

Expand the Warwickshire "Identity Programme" for both parents and young people (Figure 13).

Review the commissioned provision of Mental Health and Emotional Support Services for children and young people to ensure it is accessible and responsive to those most at risk of becoming involved of serious violence.

Embed the Warwickshire Violence Prevention Model across agencies and expand the attendees at SOCJAG interventions to include schools and key health providers.

Review our social media and cyber educational programmes to ensure they focus on violence prevention and risks of exploitation.

Encourage all secondary schools to take up the Warwickshire Fire and Rescue Arson awareness programme.

Local

Establish local forums between schools, children and families, police and community safety to share low level intelligence on incidents that could lead to an escalation in risk, including violence through social media.

Carry out a review of local community and voluntary provision that young people and parents with complex health needs can be signposted to.

Identify local community and voluntary sector providers that would run sessions within the school environment.

16-21 Becoming an adult?

To be honest, once I finished school things got mad. I got my GCSE's, including Maths and English. I got signed up for college. But, in reality, it was all about my friends, what we did on the road, the parties, earning money, staying current. Yeah, we smoked and took stuff. But we weren't like those nitties. We carried stuff, set up houses, carried phones, got paid for all sorts of work. Feds were all over us, but there we were a crew so they couldn't pin anything.

I first got stabbed when I was 16. I was dumb. Wrong place with the wrong people. But it helped my rep. I posted selfies of me in the hospital with the stiches in leg. Yeah I've been stabbed three times, but back then it's like I was invincible. When we got to about 18-19 some of my friends wanted out. There was a lot of beef over that. Some of the olders stepped in. One of my friends was called out. He got stabbed by others in our group. He was lucky to survive. That's when it all started to fall apart then. We didn't know who to trust. So we kept it tight, between 3 or 4 of us and started to recruit our own youngers.

Arrested? Yeah I got arrested lots of times. Most of them just go NFA'd. I had a number of people who worked with me, from social services I think or the youth offending team . Most of them were busy and they changed every few months. Some of them described me as being "exploited"! Like seriously, who do you think has exploited me? There was one worker, she was good but then when I got to over 18 that all stopped. Seems that being 18 changes you. By then I had left home. I was mainly sofa surfing and if I didn't have anywhere to stay I paid for a hostel. I learnt to drive, bought a car and some nights slept in that. When I was 20, I got arrested on the M1 with a kilo of coke and £5,000 in cash. I had a younger in the car, 14, 15 years old. He took the main rap. But I still got time.

Prison? Yeah prison was hard. Too much time locked in a cell. I wasn't ready for that. That's when I got into drugs, not like addicted, just to get through the days so I didn't have to think much.



What we will do to make a difference Countywide

Establish a Community Violence Prevention Navigators Programme that can be rolled out in local areas affected by serious violence.

Establish a Warwickshire based programme linked to NHS Trusts to support any young person, aged 14-25 years, who have suffered a serious violence injury. This will be part of the proposed Community Navigators approach.

Youth Justice Service and Warwickshire Probation Service to work together to co-produce an intensive support programmes for 17-24 year olds who are affected by serious violence and motivated to change. The programme will include practical, social and emotional support, including access to vocational and employment opportunities.

Establish a sustainable Countywide Serious Violence Exit programme based on the principles of the Boston Ceasefire Model (see Warwickshire Interventions Programmes Page 44).

Expand our Fair Chance employability and skills offer for young people affected by serious violence so that they are both work ready and successful in seeking employment opportunities.

Take the learning from the Warwickshire Fire and Rescue Service work with Warwickshire College and the Princes (Kings) Trust programme to deliver fire safety and arson awareness

Local

Establish a local employment opportunities scheme or employment placements for young people at risk of becoming involved in serious violence.

Identify local funding opportunities for training programmes for young adults.

Train community-based Violence Interrupters in key local areas affected by serious violence.

21 plus Moving on?

I did just over 2 years. By the time I came out my friends had moved on. Seems I wasn't current anymore. I got put into an AP, cos I refused to go home. I did some work, nothing heavy, just to earn some money. I got arrested few times, returned to prison and re-released. By the time I was 23-24 I had enough. So, I got some night work on the railways. It was alright until they did a random drugs test, then I was let go. I got my CSAS card through my Probation Worker. Respect to her. I'm back at college now training to be a painter/decorator and working for a construction company. Seems I'm quite good at it. My Probation Worker said she would get some counselling, but turns out I'm not eligible. I'm not bothered.

Did I mention I had a kid? Yeah, he's 5 now. That changed a lot. My sister has helped bring him up so I didn't lose touch. She's got her own place now, she's training to be a nurse. I'm also seeing someone, its good, we

argue but I don't know any relationship where there isn't some heat every now and then.

Mum? Her man left her just after she got sick. But she's clean, she's been clean for a few years. She works in a home supporting older people. She's doesn't get paid much but she's got a new man, whose got his own kids and he's good for her. I don't go round.

My younger brother? I still keep an eye out for him. He's between schools right now, but he needs to make his own choices.

I still see some of my friends, we meet up for a smoke. Most have moved on but those that haven't we still stay close to. You cannot just walk away you know! When you think about it, there a lot you cannot just walk away from.

What would I change in my life? I don't know, no one ever asked me that before. I don't know how to answer. What would you change?

What we will do to make a difference

Countywide

Use the Warwickshire Community Based Navigators Programme to train local people to become skilled mentors to provide long-term support.

Establish a countywide Business Entrepreneurs programme directly focused on young adults affected by serious violence.

Establish a dedicated support service to support employers who are willing to offer employment or volunteering opportunities for young people affected by violence.

Establish a Warwickshire Conflict Mediation Service with the aim of reducing the conflict between group or within groups to enable people to exit safely.

Embed the Caring Dads programme across the county.

Local

Work with local Business Improvement Districts and Growth Hubs to expand the employment and skills opportunities as a pathway for those looking to exit serious violence lifestyles.

Working with local colleges to review the vocational educational courses so they are accessible to young adult offenders.

How we will know that we have made a difference

Theory of Change

Lead practitioners across the Specified Authorities participated in a Theory of Change workshop, facilitated by the National Council for Voluntary Organisations (NCVO), to co-produce the Theory of Change model for serious violence prevention, which is described in the map set out in Figure 19 below.

The Theory of Change map describes:

- Impact – the big change that our work will contribute towards.
- Outcomes – the specific change that results from our activities.
- Activities – the things we do to achieve those outcomes.
- Assumptions – the things that need to be in place to make the theory work; necessary conditions.

Our Strategic Needs Assessment (SNA) analysis has highlighted the significance for Warwickshire of identifying and addressing the causes of violence and of breaking the cycle of violence. The intergenerational impact of domestic abuse is recognised as a key challenge.

Activities and target groups

The Theory of Change highlights different types of activities and interventions for individuals, families, schools, peers, practitioners, communities, and wider society. These activities range from skills programmes, home visits, family therapy, specialised and structured one-to-one support, group interventions and employment schemes, and will target localities which will have the most impact.

Outcomes

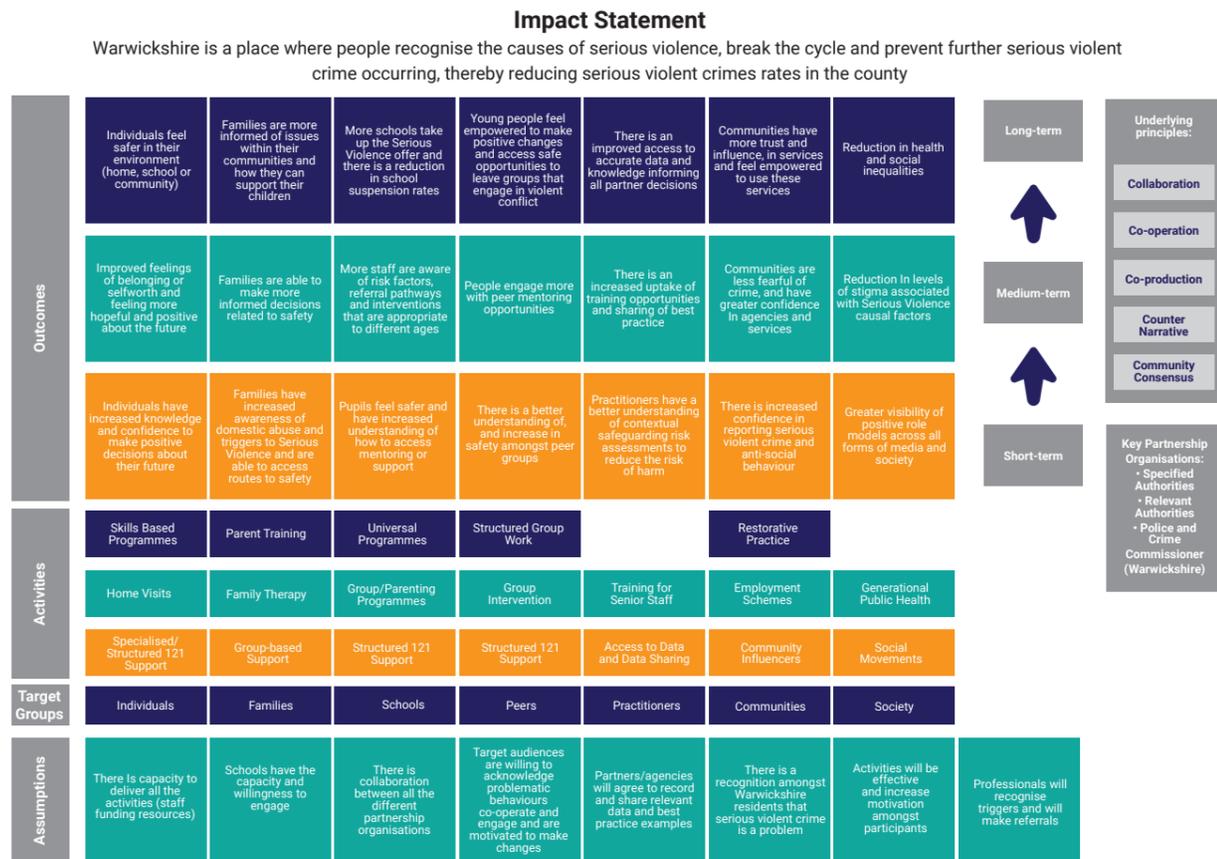
As a result of these activities, it is anticipated that communities and individuals will benefit in several ways. For example, through structured support and skills-based programmes, individuals will be more confident in accessing support to meet their needs and increase their stake in their community.

Similarly, there are range of highly knowledgeable practitioners involved in the delivery of activities in different settings, who have a range of different skills and expertise. The continued and increasing sharing of data and best practice amongst this group will further inform interventions and strategy.

Assumptions

Developing a consistent long-term approach, using the Warwickshire Serious Violence Prevention Model based on collaboration, co-operation, co-production, counter narrative and community consensus is key, and this is reflected in the assumptions described.

Figure 19 Warwickshire's Theory of Change Map



Overarching Outcomes

The outcomes for this strategy are set out in the above Theory of Change Model. They are based on a series of short term (12-18 months), medium term (within 3 years) and long-term ambitions, aimed at influencing wider social issues that impact local areas most affected by serious violence. These outcomes will be aligned with the Warwickshire Levelling Up approach to ensure these outcomes can be sustained.

Delivering our Outcomes Countywide

As part of the delivery of the outcomes set out within this strategy, we have developed a delivery action plan. The action plan includes the activities set out in the above Theory of Change.

The action plan will be overseen by the Serious Violence Partnership Delivery Group and will report to the Serious Organised Crime and Serious Violence Executive.

Locally

In addition, each of the local Community Safety Partnerships will develop a local action plan to focus on the serious violence priorities most relevant to their area. Whilst these will be managed locally, the Serious Violence Partnership Delivery Group will monitor progress as part of its overall responsibility of ensuring the outcomes are being achieved and the Serious Violence Duty is being met.

An annual report will be produced setting out the progress that has been made and the highlighting emerging challenges.

Partnership Commitments

The following is a summary of the partnership commitments set out above and which will form part of the overall delivery plan.

The table links these commitments to the three pillars of Preventing Violence before it happens, responding to immediate risk and long-term support

We have broken these recommendations into two headings.



Actionable - on track to be delivering in the next 18 months

Partnership Commitments	Related Theory of Change Outcomes	Relationship to the three Pillars
Each Community Safety Partnership to develop an action plan based on the Serious Violence Profile as part of their local strategic priorities.	Communities are less fearful of crime and have greater confidence in agencies and services.	Long Term Support
Undertake in-depth consultation in the high-risk areas in each District and Borough. Where possible this should take place as part of the Warwickshire Levelling Up delivery programme.	There is increased confidence in reporting serious violent crime and anti social behaviour.	Long Term Support
Local Community Safety and Police leads to work with schools, local community and voluntary sector organisations to share information to identify potential violent conflict and prevent it from escalating.	There is an improved access to analytical data and knowledge improving all partners. Individuals feel safer in their environment (home school or community).	Responding to Immediate Risk
Warwickshire Police and Warwickshire Community Safety Team to co-produce a predictive analytical tool that can identify the early stages of conflict before it escalates in order that partner agencies can take actions to intervene.	Practitioners on the front line have a better understanding of contextual safeguarding assessments to reduce the risk of harm.	Preventing violence before it happens
Establish a multi- agency Task and Finish group to identify children affected by domestic abuse and co-design interventions.	There is an improved access to analytical data and knowledge improving all partners.	Preventing violence before it happens
Use the Safe and Well visits carried out by Warwickshire Fire and Rescue as an opportunity to identify risks of domestic abuse or other vulnerabilities in the home.	Families are able to make more informed decisions related to safety.	Preventing violence before it happens
Partners agencies involved in delivering the Serious Violence Duty to adhere to recommendations from the Warwickshire Violence Against Women and Girls Strategy.	Reduction in health and social inequalities.	Long term support

Partnership Commitments	Related Theory of Change Outcomes	Relationship to the three Pillars
Continue to work with perpetrators of domestic abuse, to enable them to understand the impact of the abuse.	Individuals have increased knowledge and confidence to make positive decisions about their future.	Long term support
Partners agencies to create pathways of support that are available at the reachable moment for a person affected by violence, whenever that is.	Improve feelings of belong or self-worth and feeling more hopeful and positive about the future.	Preventing violence before it happens
Deliver an awareness raising training programme with all partners so that they can recognise the crucial role they play in violence prevention.	There is an improved access to accurate data and knowledge, informing all partner's decisions.	Preventing violence before it happens
Train Early Help, Targeted Support and Youth Justice Prevention Teams on the Warwickshire "Identity Programme".	More staff are aware of risk factors, referral pathways and interventions that are appropriate to different ages.	Responding to immediate risk
Review current social media and cyber educational programmes to ensure they focus on violence prevention and risks of exploitation.	There is a better understanding of, and an increase in, safety amongst peer groups. Greater visibility of positive role models across all forms of media and society.	Preventing violence before it happens
Establish a Community Violence Prevention Navigators Programme that can be rolled out in local areas affected by serious violence.	People engage more with peer mentoring opportunities. Families are more informed of issues within their communities and how they can support their children.	Long term support
Youth Justice and Warwickshire Probation Service to work together to co-produce an intensive support programme for 17-24 year olds who are affected by serious violence.	Individuals have increased knowledge and confidence to make positive decisions about their future	Responding to immediate risk
Establish a sustainable Countywide Serious Violence Exit programme based on the principles of the Boston Ceasefire Model.	Young people feel empowered to make positive changes and access safe opportunities to leave groups that engage in violent conflict.	Responding to immediate risk

Partnership Commitments	Related Theory of Change Outcomes	Relationship to the three Pillars
Expand the existing Serious Violence Prevention Delivery Plan to include the outcomes set out in the Theory of Change and recommendations above.	There is an improved access to analytical data and knowledge improving all partners.	Long term support
Safer Warwickshire Partnership Delivery Group to establish a community and voluntary sector network forum to support the delivery of the strategy, its recommendations and outcomes.	Communities have more trust and influence in services and feel empowered to use these services There is an improved access to analytical data and knowledge improving all partners.	Long term support
Produce an Annual Report on the progress made in delivering the strategy and emerging trends.	Communities are less fearful of crime and have greater confidence in agencies and services.	Long term support



Aspirational - to be developed or delivered within the lifetime of the strategy

Partnership Commitments	Related Theory of Change Outcomes	Relationship to the three Pillars
Using the contextual safeguarding approach, children and families and criminal justice services should develop a common framework to identify and address causal impacts or triggers of serious violence and co-design interventions before they escalate.	Families have increased awareness of domestic abuse and triggers to serious violence and are able to access routes to safety	Preventing Violence before it happens
All front-line agencies involved in early years emotional support are Trauma Informed Trained.	There is an increased uptake of training opportunities and sharing of best practice.	Long term support
To explore creating a forum to identify high risk cases where there is evidence that a child has witnessed violent incidents.	Practitioners on the front line have a better understanding of contextual safeguarding assessments to reduce the risk of harm.	Respond to the immediate risk
Partner agencies should focus resources on periods of transition, to reduce the risk of violence in later life.	Reduction in health and social inequalities.	Preventing violence before it happens
For all partner agencies involved in serious violence prevention to understand and adopt the Warwickshire Serious Violence Prevention Framework.	Practitioners on the front line have a better understanding of contextual safeguarding assessments to reduce the risk of harm.	Long term support
Embed the Warwickshire Whole School Approach to Violence Prevention across all Secondary Schools in the county.	More schools take up the serious violence offer and there is a reduction in school exclusion rates. Pupils feel safer and have increased understanding of how to access mentoring and support.	Long term support
Work with Commissioners to ensure Mental Health and Emotional Support Services for children and young people is responsive to those most at risk of becoming involved of serious violence.	Reduction in levels of stigma associated with serious violence causal factors.	Long term support

Warwickshire Interventions and Programmes

The following section sets out a series of partnership programmes that are designed to meet our recommendations and outcomes. We have aligned them with the three pillars of serious violence prevention.

<p>Preventing Violence Before it Happens Navigators Programme</p>	<p>Navigators are people from the community, voluntary or front-line services who have a connection to a local area. They work in settings to help develop opportunities for those involved in violent conflict to find routes away from this lifestyle.</p> <p>In Warwickshire, our intention is to develop a Community Navigators Programme as part of our Community Powered approach. Working in partnership with voluntary and community organisations, the aim is to train identified local people who either have lived experiences or are committed to making a difference in preventing violence, so they have the skills to navigate a pathway at key reachable moments for those affected by violence.</p>
<p>Preventing Violence Before it happens Multi agency criminal justice intervention teams</p>	<p>Warwickshire is bringing together skills from Youth Justice, Probation, targeted youth support, employment and skills and specialist mentors, to support those already engaged with the criminal justice system. The aim is to prevent them from either reoffending, or reduce their risks of an escalation in offending.</p> <p>Examples of this innovative approaches include:-</p> <p>Youth Justice Prevention Team – the team aims to work with young people who are identified as being at risk of becoming involved in offending. It offers a series of interventions to reduce those risks. The team lead on delivering the Warwickshire Serious Violence Whole Schools programme, described below.</p> <p>17-25 year old Transitions Service – combining the skills of Youth Justice workers, Probation officers, employment and skills and 121 mentoring, the service will work with those already in the youth justice system and transitioning to adult provision. It is designed to work with those clients who are motivated to change, offering intensive support, pre and post release, to prevent them from reoffending.</p>

<p>Responding to Immediate Risk – Warwickshire Family and Adolescence Support Team (FAST)</p>	<p>FAST is a multi-agency team made up of Social Workers, Family Support Workers, a Youth Worker, Homeless Prevention Worker, Children and Young People drug and alcohol Worker and Trauma Informed Practitioners. FAST are part of children’s services and are co-located with the Police, Barnardo’s and Youth Justice, and work within a contextual safeguarding framework.</p> <p>FAST works with children and young people aged 11+ years where the over-riding risk is harm outside of the home, or extra-familial harm.</p> <p>FAST practitioners are trained in solution focused brief therapy, which is a trauma informed model, motivational interviewing and mediation techniques. The team work with the child/ young person and their family to increase safety, utilising a range of disruption techniques and interventions.</p>
<p>Responding to Immediate Risk Boston Ceasefire Model</p>	<p>The Boston Ceasefire Model was originally designed to reduce gun violence in the US city of Boston. The Model was based on two strategic approaches: to co-ordinate enforcement agencies to maximise every opportunity to disrupt those involved in gun violence; to develop interventions that deter violence. The approach:-</p> <ol style="list-style-type: none"> 1. Target gangs/groups directly involved in violence. 2. Reaches out to those involved, as a group or individuals, with an offer of help to move away from a lifestyle of violence. 3. Involve community leads to re-enforce the message that violence will not be tolerated. 4. Co-ordinate enforce against those who chose to continue with violent conflict. <p>In the UK, this approach was delivered by a series of “Call-In’s” involving partnership organisations, key community influencers and the voice of those affected by violence.</p> <p>In Warwickshire, we will embed the Boston Ceasefire Model as part of part of a sustained multi-faceted intervention programmes to address serious violence or organised criminality, including Clear Hold Build.</p>

Responding to Immediate Risk
Clear Hold Build

Clear Hold Build is a Police led initiative which has been developed in West Yorkshire. Through a series of police and partnership activities it aims to:

- tackle organised crime groups (OCGs) acting in the neighbourhood
- build community resilience
- improve confidence and trust in the police
- make the area a safer place to live

Clear - The police and partners use all powers and levers to impact to target those involved in organised crime, their networks, business interests, criminality, and spheres of influence.

Hold - involves consolidating and stabilising the initial phase to stop remaining or others capitalising on the vacuum created. The phase aims to improve community confidence by ensuring spaces remain safe.

Build – focuses on a multi-partnership approach to deliver community-empowered interventions that tackle drivers of crime, exploitation of vulnerabilities and hotspots of harm. The build phase should be planned from the beginning of the initiative.

The aim is to reduce the activity of organised crime and serious violence, improve community safety and confidence in the police.

Long Term Support
Warwickshire Serious Violence Prevention Whole Schools Approach

The Warwickshire Whole Schools approach works with the Senior Leadership Team of a school, College or Trust to design a structured programme that supports teachers, students and parents, based on the issues that the school is facing.

Led by the Warwickshire Youth Justice Service in collaboration with the Warwickshire Community Safety Team, the programme can be delivered through a universal offer, aimed at groups of students and parents who are affected by gangs, knife crime or county lines, or through bespoke one to one support. Where the opportunity allows, the programme directly involves local community organisations and businesses with the aim of developing local interventions, or pathways out.

Long Term Support
Offensive Weapon Homicide Reviews

The Police Crime Sentencing and Courts Act 2022 has introduced Offensive Weapon Homicide Reviews. The Reviews consider the circumstances of certain homicides where the victim was aged 18 or over and the events surrounding their death involved, or were likely to have involved, the use of an offensive weapon.

These reviews will focus on the involvement of key agencies and the lessons learnt that could prevent similar tragic deaths occurring.



How we will deliver the Strategy

The Safer Warwickshire Partnership Board is the strategic board which sets the ambitions and priorities for the county to reduce crime and the fear of crime. However, as we have highlighted above, delivering a long-term approach to serious violence prevention requires collaboration across other strategic partnerships and the co-production of programmes.

The Health and Wellbeing Board is a crucial strategic partnership. Our intention will be for these two boards to co-design our approach, maximising the resources available and, importantly, to use their influence across partner organisations to deliver the Warwickshire Serious Violence Prevention Model set out in this strategy.

In 2021 the Safer Warwickshire Partnership set out three long term strategic ambitions:-

- Addressing the causes of violence
- Safe, Healthy and Empowered Communities
- Tackling discrimination in all its forms

Preventing serious violence is a key priority for the Safer Warwickshire Partnership and this Strategy is critical in achieving these ambitions.

The following structure sets out our partnership approach.

- **Safer Warwickshire Serious Organised and Serious Violence Executive** – Sets the partnership priorities and delivery plan to ensure that the Warwickshire Serious Violence Prevention Model is delivered.
- **Serious Violence Delivery Group** – The multi-agency partnership body has responsibility to oversee the delivery of the strategy, performance and action plan.
- **Safer Warwickshire Serious Violence Tactical Group** – Fortnightly partnership meetings to assess the most up to date threat and harm from county lines or group violence. The meeting reviews the impact of county lines operating across Warwickshire, those involved and the partnership disruption tactics.
- **Local Community Safety Partnership Violence Prevention Operational Groups** – Each of the 4 Community Safety Partnerships across the County have established local operational groups based on the local challenges related to serious violence. These vital operational groups use a Problem Solving approach to identify those most at risk of county lines or group conflict, develop a series of disruption tactics and develops locally based interventions, or routes out.

Figure 20 Safer Warwickshire Serious Violence Prevention Delivery Structure



Where to get help and advice

If you would like further help or advice in preventing serious violence or you are concerned about someone becoming affected by violence you can find support through:-

County lines, gang or knife crime

You can get help and advice through:-

Safe in Warwickshire at <https://safeinwarwickshire.com/contact-us/>

Crimestoppers at <https://crimestoppers-uk.org> 0800 555 111 or

Fearless at <https://www.fearless.org/>

If you are concerned about a child or young person becoming involved in crime contact Warwickshire Youth Justice Service for an informal discussion on North 02476 482900 and South 01926 682650

Sexual Abuse and exploitation

If you want to report child abuse concern or would like advice in relation to child safety, please visit <https://www.warwickshire.gov.uk/childrens-social-care> or call 01926 414144

Something's Not Right website provides helpful advice and support if you are concerned about exploitation <https://www.somethingsnotright.co.uk>

For support on sexual abuse you can find helpful advice and contact details at https://www.safeguardingwarwickshire.co.uk/images/downloads/ID10815_WCC_SAAS_Directory_For_Service_Users_V5.pdf

Domestic Abuse

If you or someone you know is experiencing Domestic Abuse or Violence Against Women and Girls (VAWG).

If you or someone else is in immediate danger, ring or text 999. If you are deaf, hard of hearing or have any speech impairment, please dial Minicom/Textphone 18001

If you're worried a friend, family member, neighbour or colleague might be a domestic abuse victim you can report your concerns anonymously to Crimestoppers online here: <https://crimestoppers-uk.org/keeping-safe/personal-safety/domestic-abuse>

We know this can be daunting but the services below will support you every step of the way.



Warwickshire Domestic Violence Service - - If you are experiencing domestic violence in Warwickshire, Refuge's domestic violence service can support you and your children to keep safe. Refuge is a county-wide service that provides support to women, men and children experiencing domestic violence in Warwickshire.

T: **0800 408 1552**

W: <https://www.refuge.org.uk/our-work/our-services/refuge-warwickshire-domestic-violence-service/>



Rights of Women - Rights of Women aims to increase women's understanding of their legal rights and improve their access to justice enabling them to live free from violence and make informed, safe, choices about their own and their families' lives by offering a range of services including specialist telephone legal advice lines, legal information and training for professionals.

T: **020 7251 6577** (family law helpline – other numbers are available on the website)

W: <https://rightsofwomen.org.uk/>



Galop – Galop is a charity offering advice and support to LGBT+ people who have experienced violence or domestic abuse.

T: **0800 999 5428**

W: <http://www.galop.org.uk/>



ManKind – A confidential helpline is available for male victims of domestic abuse and domestic violence across the UK as well as their friends, family, neighbours, work colleagues and employers.

T: **01823 334 244**

W: <https://www.mankind.org.uk/>



RoSA - RoSA is an independent charity working throughout Warwickshire, offering free confidential support for anyone who has experienced rape, sexual abuse, or sexual violence.

T: **01788 551151**

W: <http://www.rosasupport.org>



Safeline - Safeline is a specialist charity providing a range of services across Warwickshire to support all survivors of rape and sexual abuse.

T: **01926 402498** (or text **07860 027573**)

W: <https://www.safeline.org.uk/>



The Blue Sky Centre

(Sexual Assault Referral Centre) –

The Blue Sky Centre is a SARC where any victim of rape or sexual assault will receive medical care, police intervention (if they wish to report the crime), and various other support services.

T: **01926 507805**

W: <https://blueskycentre.org.uk/>



Respect Phonenumber - Is your abusive behaviour costing you your relationship? Help is available.

T: **0808 802 4040**

W: <https://respectphonenumber.org.uk/>

A full range of support options are available at:

<https://www.talk2someone.org.uk/>

Or check out the Safe In warwickshire website at:

<https://safeinwarwickshire.com/support/>.

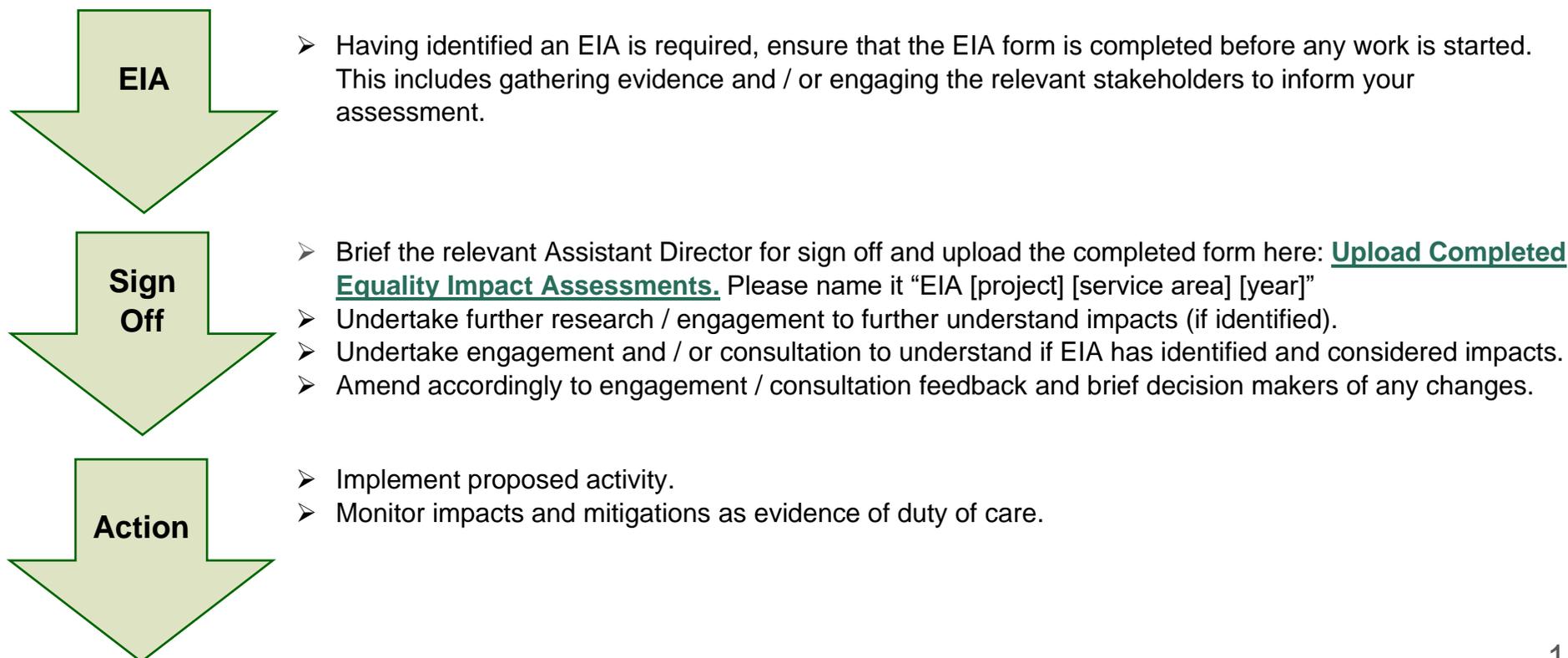


Warwickshire County Council (WCC) Equality Impact Assessment (EIA) Form

The purpose of an EIA is to ensure WCC is as inclusive as possible, both as a service deliverer and as an employer. It also demonstrates our compliance with Public Sector Equality Duty (PSED).

This document is a planning tool, designed to help you improve programmes of work by considering the implications for different groups of people. A guidance document is available [here](#).

Please note that, once approved, this document will be made public, unless you have indicated that it contains sensitive information. Please ensure that the form is clear and easy to understand. If you would like any support or advice on completing this document, please contact the Equality, Diversity and Inclusion (EDI) team on 01926 412370 or via equalities@warwickshire.gov.uk, or if it's relating to health inequalities, please contact Ruby Dillon via rubydillon@warwickshire.gov.uk.



Section One: Essential Information

Service / policy / strategy / practice / plan being assessed	Safer Warwickshire Partnership Board – Warwickshire Serious Violence Prevention Strategy 2024-30
Business Unit / Service Area	Trading Standards and Community Safety 2024-30
Is this a new or existing service / policy / strategy / practice / plan? If existing, please state date of last assessment.	New
EIA Authors N.B. It is best practice to have more than one person complete the EIA to bring different perspectives to the table.	Jonathon Toy Ben Hudson Nick Coleman
Do any other Business Units / Service Areas need to be included?	Youth Justice Service – children and families Warwickshire Fire and Rescue Public Health FAST Strategy and Commissioning – Peoples Group

	Community Partnerships Early Help and Targeted Support Corporate Policy Unit
Does this EIA contain personal and / or sensitive information?	no
Are any of the outcomes from this assessment likely to result in complaints from existing services users, members of the public and / or employees?	No

1. Please explain the background to your proposed activity and the reasons for it.

The Police, Crime, Sentencing and Courts Act (PCSC) 2022 sets out a Statutory Duty for specified authorities in a local government area to work together and plan to prevent and reduce serious violence. It should include identifying the kinds of serious violence that occur, the causes of that violence and to prepare and implement a strategy for preventing and reducing serious violence in the area.

The Duty states that the following Specified Authorities should and will be accountable for their activity and co-operation:

- Chief Officer of Police.
- Local Authorities in the defined local area, for Warwickshire this includes, Warwickshire County Council, North Warwickshire Borough Council, Nuneaton and Bedworth Borough Council, Rugby Borough Council, Warwick District Council and Stratford-on-Avon District Council.
- Fire and Rescue Authority, including the Fire and Rescue Service.
- Integrated Care Boards (for Warwickshire we have included NHS Trusts and Public Health).
- Probation Service and
- Youth Offending Services.

The Act also provides that educational authorities must collaborate with specified authorities to prevent and reduce serious violence in the area, if their involvement is requested. In Warwickshire, we recognise the vital role that our educational providers have in preventing violence. Our ambition is to create a framework across our schools and colleges where we can share best practice, embed programmes and interventions that can prevent violence.

The Duty is intended to create the right conditions for authorities to collaborate and communicate regularly, to use existing partnerships to share information and take effective coordinated action, in their local areas.

Whilst the duty does not specify a lead authority, the Safer Warwickshire Partnership Board will take the lead on behalf of all of the named Specified Authorities, working collaboratively with the Health and Wellbeing Board and Local Criminal Justice Board.

Our proposed activity is to develop a series of programmes to prevent and reduce violence based on the three core principles of:-

Preventing violence before it happens
Responding to immediate risk and
Long term support.

The programmes are co-produced and delivered by a range of partnership agencies including WCC.

2. Please outline your proposed activity including a summary of the main actions.

We have attached a copy of the Safer Warwickshire Partnership Board Serious Violence Prevention Strategy 2024-30, which sets out our outcomes, recommendations and activity to reduce serious violence and break the cycle of violence.

There is a governance structure, overseen by a Serious and organized Crime/ Serious Violence Executive. This is made up from senior directors from the named Specified Authorities under the duty, including leads from each District and Borough.

A detailed delivery plan is being drafted with will be reviewed by the above executive on a quarterly basis.

3. Who is this going to impact and how?

Customers	Members of the Public	Employees	Job Applicants
<p>Primary, secondary and specialist schools and colleges.</p> <p>Educational representatives are named as relevant authorities under the Police Crime Sentencing and Courts Act 2022.</p> <p>The strategy provides an approach to prevent violence occurring, respond to immediate risks and develop long term support. Schools are reporting the impact of violence and exploitation connected to drug supply markets and personal conflict. The strategy sets out a number of opportunities to work with schools to prevent violence but sharing information earlier, developing long term programmes on the risks associated with serious</p>	<p>Communities across Warwickshire, particularly those affected by serious violence.</p> <p>The impact will be to reduce serious violence, including the factors that cause violence, work with community leads in local areas affected by serious violence who can support us in delivering change and work with those affected by serious violence, individuals, families and peer groups to break the cycle of violence</p>	<p>Employees across all of the Specified Authorities and departments across WCC.</p> <p>Specific focus on:- Children and Families Adult Social Care Youth Justice Team Early Help and Targeted Support Commissioning and strategy team – Peoples Services Community Participation Libraries services Employment and Skills Trading Standards and Community Safety Education Fire and Rescue Public Health Integrated Care Board Probation Service</p> <p>The strategy sets out a Warwickshire Serious Violence Prevention Framework, based on national best practice</p>	<p>All new employees specifically those services referenced under employees</p> <p>We are delivering a training programme on the Serious Violence Duty, how it impacts both WCC and our local communities and what we can all do to recognize the signs of violence and how we can collaboratively prevent it. This will form part of the Induction programme for all new employees.</p>

<p>violence and developing bespoke programmes for students and parents who are affected by violence of the causal factors that lie behind it.</p>		<p>approaches to tackle violence and the causes of violence. Our intention is to work collaboratively to embed this framework across our WCC services and partners, so that their staff can recognise the early signs or triggers, know how and where to seek support and play a part in co-producing interventions.</p> <p>We are delivering a training programme on the Serious Violence Duty, how it impacts both WCC and our local communities and what we can all do to recognize the signs of violence and how we can collaboratively prevent it.</p>	
<p>Other, please specify:</p>			

Section Two: Evidence

Please include any evidence or relevant information that has influenced the decisions contained in this EIA. This could include demographic profiles; audits; research; health needs assessments; national guidance or legislative requirements and how this relates to the protected characteristic groups and additional groups outlined in Section Four.

A – Quantitative Evidence

This is evidence which is numerical and should include the number people who use the service and the number of people from the protected characteristic groups who might be affected by changes to the service.

We have a detailed strategic needs assessment based on our definition of serious violence based. This includes:-

Domestic Abuse

Violence with and without injury

Weapon enable violence

County lines

Violence driven through social media

Causes of violence

It is impossible to include all of the details in this EQIA. However a copy of the Strategic Needs Assessment is attached.

B – Qualitative Evidence

This is data which describes the effect or impact of a change on a group of people, e.g. some information provided as part of performance reporting.

As part of the Warwickshire Serious Violence Prevention Strategic Needs Assessment, a detailed case review was undertaken of individuals involved in the criminal justice system for violent offences. 14 cases from Warwickshire Probation Service and 20 cases from Warwickshire Youth Justice.

- Of the 34 cases reviewed, there was evidence in 18 cases of a history of domestic abuse. In 27 cases there was direct reference from experiences of family breakdown.
- In 21 cases there was a record of missing episodes in childhood with the most common age range of 14 to 16 years.
- In 50% of cases there was evidence of parental substance misuse. These experiences were from birth to 16, with the most common age range being 0-5 years old.
- In 21 cases the offender had been excluded from school with the youngest age being 9. The most common age range at the point of exclusion was 13-14 years old.
- Peer pressure, either from friends or family members was a consistent feature in the case studies. In 28 of the 34 cases reviewed peer pressure was referenced in the history of offending.
- In 14 cases there was a reference to bereavement in early years. The age range varied from 0-14 years old.

In addition

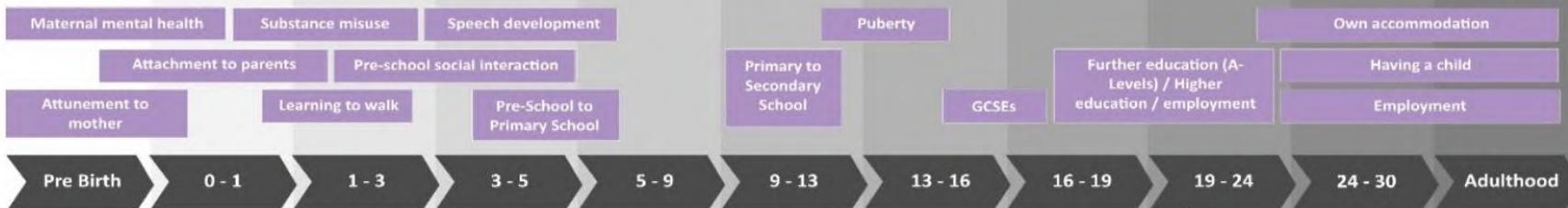
As part of our consultation with young people on serious violence, the Safer Warwickshire Partnership Board undertook a series of in-depth focus groups during 2023 with 42 young people, aged 13-19 years, across the county.

Common themes highlighted by the young people which they recognise as challenges include:

- Use of drugs including cannabis and an attraction to dealing drugs.
- Gangs/drug nominals either relocating or being relocated into Warwickshire and educating young people in gang life and drug dealing.
- Use of parks for gathering.
- There is a belief that children are often treated as offenders rather than victims.
- A perception that agencies focus more on the criminal behaviour of young people rather than the perceived more serious criminal behaviour of adults.
- A perception of not receiving good enough careers advice, therefore having little understanding of what opportunities exist, leading to low aspirations.
- Inconsistent experiences with services and professionals.

In light of above we have developed a Transitions and Influence diagram that highlights the casual factors of serious violence based on the journey from prebirth to adulthood. This gives us the opportunity to identify the “reachable” moments when we have the greatest impact on preventing violence before it escalates.

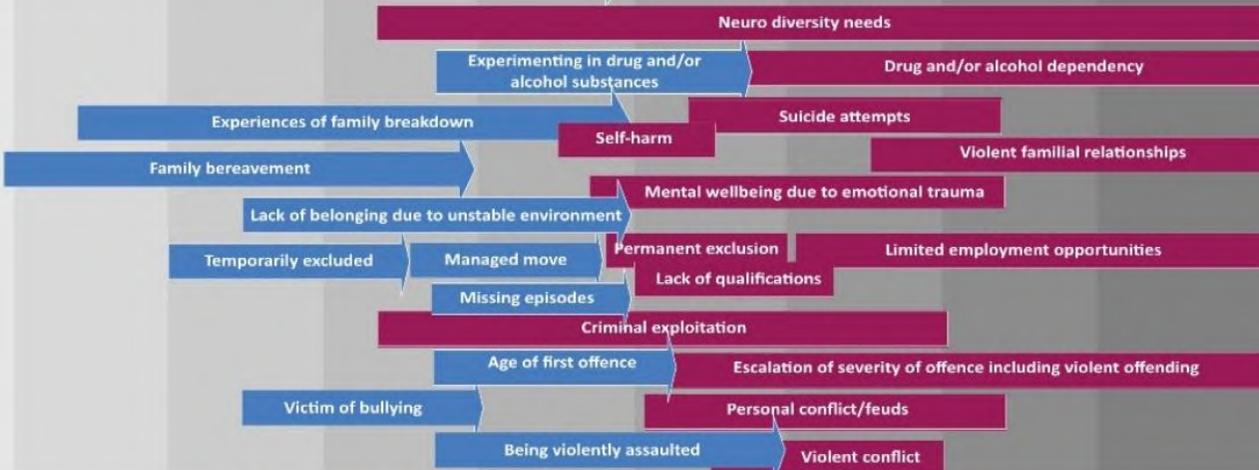
Points of Transition



Determining Factors
Experiences in early years that have a long-term physical, emotional, relationship or societal impact on the individual.

Impact Factors
Factors that impact on a persons' individual choices, both consciously or subconsciously. These can be described as 'trigger experiences'.

Escalation Factors
Factors that reinforce the interpretation of self-worth, self-value or a lack of belonging.



Points of Influence

Section Three: Engagement

Engagement with individuals or organisations affected by the proposed activity must take place. For further advice and support with engagement and consultations, click [here](#).

<p>Has the proposed activity been subject to engagement or consultation with those it's going to impact, taking into account their protected characteristics and socio-economic status?</p>	<p>Yes</p>
<p>If YES, please state who with.</p>	<p>We have engaged all of the partner agencies named under the duty. This includes Probation Service, Integrated care Board, Youth Justice, Fire and Rescue, Police, all local authorities, schools, voluntary and community organisations.</p> <p>We have also undertaken focus groups with young people affected by violence from all parts of the county as well as Youth Council.</p>
<p>If NO engagement has been conducted, please state why.</p>	

How was the engagement carried out?	Yes / No	What were the results from the engagement? Please list...
Focus Groups	Yes	
Surveys	Yes	
User Panels	No	We are planning a user Panel with probation Service based on the findings of the strategy
Public Event	Yes	Big Conversation Event October 2022, Your Town Your Choice community engagement event Leamington Town Centre- Oct 2023
Displays / Exhibitions		
Other (please specify)		Partnership workshops, Theory of Change whole day event. Partnership editing groups.
Has the proposed activity changed as a result of the engagement?	Yes	
Have the results of the engagement been fed back to the consultees?	Yes	
Is further engagement or consultation recommended or planned?	Yes	
	There is a governance structure, overseen by a Serious and organized Crime/ Serious Violence Executive. This is made up from senior directors from the named	

What process have you got in place to review and evaluate?

Specified Authorities under the duty, including leads from each District and Borough.

A multi agency Serious Violence Delivery group has been established and will oversee all of the work to deliver the strategy.

A detailed delivery plan is being drafted with will be reviewed by the above executive on a quarterly basis.

Section Four: Assessing the Impact

Protected Characteristics and other groups that experience greater inequalities

What will the impact of implementing this proposal be on people who share characteristics protected by the Equality Act 2010 or are likely to be affected by the proposed activity? This section also allows you to consider other impacts, e.g. health inequalities

such as deprivation, socio-economic status, vulnerable groups such as individuals who suffer from socio-economic disadvantage, armed forces, carers, homelessness, people leaving prison, young people leaving care etc.

On the basis of evidence, has the potential impact of the proposed activity been judged to be positive (+), neutral (=), negative (-), or positive and negative (+&-), for each of the protected characteristic groups below and in what way?

N.B In our Guidance to EIAs we have provided you with potential questions to ask yourself when considering the impact of your proposed activity. Think about what actions you might take to mitigate / remove the negative impacts and maximize on the positive ones. This will form part of your action plan at Section Six.

	Impact type (+) (=) (-) or (+&-)	Nature of impact
Age	+	Young people often over represented in terms of serious violence. There is a misconception that young people dominate serious violence , particularly in terms of knife and group and group violence. Our evidence indicates that this is not the case and Domestic abuse is the highest proportion of reported violence. 57% of knife crime takes place in the home.
Disability Consider: <ul style="list-style-type: none"> • Physical disabilities • Sensory impairments • Neurodiverse conditions (e.g. dyslexia) • Mental health conditions (e.g. depression) • Medical conditions (e.g. diabetes) 	+	Causal elements – influence and transitions etc
Gender Reassignment	=	

Marriage and Civil Partnership	+&-	
Pregnancy and Maternity	+	
Race Including: <ul style="list-style-type: none"> • Colour • Nationality • Citizenship • Ethnic or national origins 	+	
Religion or Belief	=	
Sex	+&-	
Sexual Orientation	=	
Vulnerable People: <ul style="list-style-type: none"> • Individuals who suffer socio-economic disadvantage • Armed Forces (WCC signed the Armed Forces Covenant in June 2012) • Carers • Homelessness • People leaving Prison • People leaving Care 	+&-	Our causal factor evidence indicates that there are a series of determining factors in early years that can impact on the neurodiverse and social development through childhood and into adult life. Whilst the causal factors indicate that socio and economic disadvantage play a role, they are not the only determining factors and the triggers which can result in an escalation towards violence conflict are not limited to socio economically deprived groups.
Health Inequalities (HI) Many issues can have an impact on health: is it an area of		Prompts (remove once completed): What health inequalities already exist?

<p>deprivation, does every population group have equal access, unemployment, work conditions, education, skills, our living situation, rural, urban, rates of crime etc</p>		<ul style="list-style-type: none"> • You may want to look at existing service data/information that highlights health inequalities that already exist (look at supporting document for sources of information). <p>Will your proposal have a negative or positive implications on health inequalities?</p> <ul style="list-style-type: none"> • Think about whether outcomes vary across groups and who benefits the most and least, for example, the outcome for a woman on a low income may be different to the outcome for a woman a high income. <p>What can you do to mitigate any identified health inequalities?</p> <ul style="list-style-type: none"> • Think about offering for example benefits advice, access to bus routes, community support, flexible opening times, creche facilities etc
<p>Other Groups If there are any other groups</p>		

Public Sector Equality Duty (PSED)

Public Authorities must have 'due regard' to the need to eliminate unlawful discrimination, advance equality of opportunity and foster good relations. Please evidence how your proposed activity meets our obligations under the PSED.

	Evidence of Due Regard
<p>Eliminate unlawful discrimination (harassment, victimisation and other prohibited conduct):</p>	
<p>Advance equality of opportunity:</p> <p>This involves</p> <ul style="list-style-type: none"> • removing or minimising disadvantages suffered by people due to their protected characteristics; • taking steps to meet the needs of people with certain protected characteristics where these are different from the needs of other people, for example, taking steps to take account of people with disabilities; • encouraging people with certain protected characteristics to participate in public life or in other activities where their participation is disproportionately low. 	ID model
<p>Foster good relations:</p> <p>This means tackling prejudice and promoting understanding between people from different groups and communities.</p>	

Section Five: Partners / Stakeholders

Which sectors are likely to have an interest in or be affected by the proposed activity?	Yes / No	Describe the interest / affect
Businesses		
Councils		
Education Sector		
Fire and Rescue		
Governance Structures		
NHS		
Police		
Voluntary and Community Sector		
Other(s): please list and describe the nature of the relationship / impact		

Section Six: Action Planning

If you have identified impacts on protected characteristic groups in Section Four please summarise these in the table below detailing the actions you are taking to mitigate or support this impact. If you are not taking any action to support or mitigate the impact you should complete the No Mitigating Actions section below instead.

Mitigating Actions

Consider:

- Who else do you need to talk to? Do you need to engage or consult?
- How you will ensure your activity is clearly communicated
- Whether you could mitigate any negative impacts or build on positive impacts for protected groups or health inequalities
- Whether you could do more to fulfil the aims of the PSED
- How you will monitor and evaluate the effect of this work
- Anything else you can think of!

Identified Impact	Action(s)	Timescale incl. evaluation and review date	Name of person responsible
	<i>Review and monitor EIA in line with developments, including engagement and consultation</i>		

No Mitigating Actions

Please explain why you do not need to take any action to mitigate or support the impact of your proposed activity.

Section Seven: Assessment Outcome

Only one of following statements best matches your assessment of this proposed activity. Please select one and provide your reasons.

No major change required		
The proposal has to be adjusted to reduce impact on protected characteristic groups and/or health inequalities		
Continue with the proposal but it is not possible to remove all the risk to protected characteristic groups and/or health inequalities		
Stop the proposal as it is potentially in breach of equality legislation		

Section Eight: Sign Off

N.B To be completed after the EIA is completed but before the area of work commences.

Name of person/s completing EIA	
Name and signature of Assistant Director	
Date	
Date of next review and name of person/s responsible	

Once signed off, please ensure the EIA is uploaded using the following form. Please name it “EIA [project] [service area] [year]”: [Upload Completed Equality Impact Assessments](#)

These will be stored on a [Sharepoint library](#) which WCC colleagues can access.

Agenda Item No 16

Executive Board

12 February 2024

Report of the Chief Executive

Electoral Review – Future Council Size

1 Summary

- 1.1 Following the meetings of the Electoral Review Advisory Committee held on 9 November 2023 and 10 January 2024, Members are asked to consider a draft Council Size Report for submission to the Local Government Boundary Commission (LGBCE).

Recommendation to Council

That the draft Council Size Report, attached at Appendix A be submitted to the Local Government Boundary Commission (LGBCE).

2 Report

- 2.1 Attached at Appendix A is the report considered by the Electoral Review Advisory Committee held on 9 November 2023. The minutes of the meetings of the Advisory Committee held on 9 November 2023 and 10 January 2024 are also attached (Appendix B and C) for Members information.

3.1 Legal Implications

- 3.1.1 Any legal implications that arise as part of the Council's submissions on Council size or ward boundaries will be addressed at the appropriate time when reports come forward to Council. As these reports are at draft stage at this point, there are no specific legal implications related to this report.

3.2 Environment, Climate Change and Health Implications

- 3.2.1 There are no foreseen implications

3.3 Risk Management Implications

- 3.3.1 There are no foreseen implications

3.4 Links to Council's Priorities

3.4.1 Appropriate and equitable arrangements for democratic representation and governance are clearly a very high priority for any Council.

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

Background Papers

Local Government Act 1972 Section 100D

Background Paper No	Author	Nature of Background Paper	Date
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Agenda Item No 5

Electoral Review Advisory Group

9 November 2023

Report of the Chief Executive

Electoral Review – Future Council Size

1 Summary

- 1.1 This is a report to consult Members on the first stage of the Electoral Review – determining the number of councillors the Borough Council will have in future.

Recommendation to the Group

- a That the contents of the report are noted; and**
- b That Members provide feedback to officers on the draft Council Size Report at Appendix 1**

2 Background

- 2.1 As reported to Executive Board on 19 July 2023, the Local Government Boundary Commission (LGBCE) is undertaking an electoral review of the borough, which will review and implement new proposals for the number of councillors and the shape, number and size of ward boundaries. The Council's ward boundaries were last reviewed in 1999.
- 2.2 The LGBCE has identified that a number of wards are now either +/- 10% of the average ward size and so the review will aim to re-draw ward boundaries to produce wards of equal size in future.
- 2.3 It is important to note, however that as part of this review, all ward boundaries could change, not just the areas which have been identified as either too large or small at present by the Commission.
- 2.4 The changes to the number of Councillors and new ward boundaries will take effect from the May 2027 Borough and Parish elections.
- 2.5 The first stage in the review is to determine the overall number of Councillors that the Borough Council requires, based on, for example:
- The role of members in future; based on the changing roles and expectations of elected members;
 - The overall strategic aims of the Borough Council
 - Changing resident needs and expectations

- The evolution of service delivery, though partnership working, new governance structures and digital working

2.6 The LGBCE make it clear in their guidance that there is no set formula or expectation for the number of Councillors that a council should have. In its guidance, it states:

“In the Commission’s opinion, local government is as diverse as the communities it serves – providing leadership, services and representation suited to the characteristics and needs of individual areas. The Commission aims to recommend electoral arrangements, including council size, which are appropriate for the particular local authority.”

3 Making a recommendation on the number of Councillors going forward

3.1 The Borough Council is a statutory consultee to the LGBCE review process and it is expected that, as an organisation the Council is best placed to make the arguments as to the appropriate number of councillors for North Warwickshire.

3.2 The Commission won’t accept “status quo” arguments without evidence that the current number of Councillors will continue to be appropriate in future. There is also no set formula for how many Councillors there should be for a Borough of this size.

3.3 However – it may be helpful to note the table below, looking at the electorate and number of Councillors in some of our neighbour Councils:

Local Authority	Electorate	Number of Councillors	Electors per Councillor
North Warwickshire	49,670	35	1419
Nuneaton and Bedworth (post review)	100,289	38	2639
Rugby	82,492	42	1964
Stratford	105,172	41	2565
Warwick	108,099	44	2456
Tamworth	58,838	29	2029
Hinckley and Bosworth	87,897	34	2585

3.4 In terms of Councils with similar electorates – the comparison is as follows:

Local Authority	Electorate	Number of Councillors	Electors per Councillor
Boston	48,955	30	1632
Maldon	50,839	31	1640
Malvern Hills	62,230	69	902
Torrige	52,648	36	1462

- 3.5 The table above does not include what the future electorate of North Warwickshire is likely to be. Members will be aware that there is significant population growth forecast in the next 5-10 years, which would likely increase the number of electors per Councillor significantly.
- 3.6 In order to maintain the electorate: councillor ratio at an appropriate level of approximately 1:1400, officers are recommending that the number of Councillors is increased.
- 3.7 Officers have made suggested arguments within the Council size document attached at Appendix 1. **In summary, there is a recommendation to increase the number of Councillors on the Borough Council from 35 to 39 in total.**
- 3.8 This is a draft recommendation – and the attached appendix is in draft format. Officers are seeking the views of members on this proposal.

- ... 3.9 As outlined in Appendix 1, the main reason for this suggested increase is due to:
- The unprecedented residential development in the Borough, forecast in the next 5-10 years, leading to a potential 20-25% increase in electorate
 - The changing role of elected members since the last electoral review, leading to an increase in volume and complexity of casework undertaken by members
 - The role of members in leading and shaping place, as well as representing residents. The proposed council size outlines the rural nature of the Borough over a large geographical area, with members being responsible for managing change throughout North Warwickshire, from residential development to the impact of HS2.

4 Role of Members

- 4.1 The draft Council size submission at Appendix 1 sets out a brief summary of the role that members at the Borough Council play at present and also makes some suggestions for what, going forward the role of members will be.
- 4.2 As per the recommendations, officers require a further steer from members and would ask for consideration of the following questions to help develop the rationale for the proposed increase in council size.

4.2.1 Representational Role:

- What level of casework do you currently have to deal with?
- Has the nature/complexity of the casework you are involved in changed?
- Are expectations from residents about your availability different than in the past?
- Are you contacted more/less frequently, via phone, email and/or social media?
- Has the number of Councillors who are double/triple hatted in terms of County/Borough/Parish Councillors changed?

4.2.2 Governance and Decision-Making Role:

- Have you been appointed to attend more Committees/Working groups?
- Has the number of meetings you attend increased?
- Have you been given more responsibility (e.g. spokesperson/chair/special responsibility allowance) than previously?
- Has the nature of meetings changed (e.g. more partnership working?)
- Have you been appointed to a larger/fewer number of outside bodies by the Council?
- Has the financial/scrutiny/accountability aspect of your role changed?
- Does the council's responsibility as a housing provider/managing the HRA involve additional input from members compared to a non-HRA authority?

5 Needs of the Borough's Residents

5.1 The review of council size also needs to reflect that the needs of the Borough's residents will have changed since the last review (in 1999), and therefore the role of the Borough Council and councillors will have changed:

5.1.1 Needs of Residents:

- Are residents more or less reliant on borough council services than at the time of the last review?
- Are residents presenting to the council with more complex problems, leading to involvement from a number of agencies?
- Are key challenges around housing/homelessness leading to an increase in customer contact and casework for members?
- Are there other areas of concern for residents that are producing pressure from a capacity/budgetary point of view that the council is trying to improve?

6 Conclusion

6.1 There are a number of factors (as exemplified by the questions at paragraph 4 and 5 above) that can influence the council's submission on how many councillors there should be in future. As per the recommendations, officers are seeking input from members on whether they support an increase in the number of councillors or not, and also which arguments members would like included in the report.

7 Report Implications

7.1 Finance and Value for Money Implications

7.1.1 There will be a small cost to the Borough Council in responding to the review, which will be managed within existing budgets.

7.1.2 Should LGBCE's decision be to increase the number of councillors, there would be a small increase in the budget for members' allowances.

7.2 Legal Implications

7.2.1 Any legal implications that arise as part of the Council's submissions on Council size or ward boundaries will be addressed at the appropriate time when reports come forward to Council. As these reports are at draft stage at this point, there are no specific legal implications related to this report.

7.3 Environment, Climate Change and Health Implications

7.3.1 There are no foreseen implications

7.4 Risk Management Implications

7.4.1 There are no foreseen implications

Links to Council's Priorities

7.5.1 Appropriate and equitable arrangements for democratic representation and governance are clearly a very high priority for any Council.

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

Background Papers

Local Government Act 1972 Section 100D

Background Paper No	Author	Nature of Background Paper	Date
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Council Size Submission: Template

North Warwickshire Borough Council

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How to Make a Submission

It is recommended that submissions on future governance arrangements and council size follow the guidance provided and use the format below as a template. Submissions should be treated as an opportunity to focus on the future needs of the council and not simply describe the current arrangements. **Submissions should also demonstrate that alternative council sizes have been considered in drawing up the proposal and why you have discounted them.**

The template allows respondents to enter comments directly under each heading. It is not recommended that responses be unduly long; as a guide, it is anticipated that a 15 to 20-page document using this template should suffice. Individual section length may vary depending on the issues to be explained. Where internal documents are referred to URLs should be provided, rather than the document itself. It is also recommended that a table is included that highlights the key paragraphs for the Commission's attention.

'Good' submissions, i.e. those that are considered to be most robust and persuasive, combine the following *key success components* (as set out in the guidance that accompanies this template):

- Clarity on objectives
- A straightforward and evidence-led style
- An understanding of local place and communities
- An understanding of councillors' roles and responsibilities

About You

The respondent should use this space to provide the Commission with a little detail about who is making the submission, whether it is the full Council, Officers on behalf of the Council, a political party or group, a resident group, or an individual.

This response has been developed by officers and overseen by a group of members from each political group on the council.

The Council established an Electoral Review Advisory Group, which developed this response, before it being approved by the Council's Executive Committee and Full Council.

The Context for your proposal

Your submission gives you the opportunity to examine how you wish to organise and run the council for the next 15 - 20 years. **The consideration of future governance arrangements and council size should be set in the wider local and national policy context.** The Commission expects you to challenge your current arrangements and determine the most appropriate arrangements going forward. In providing context for your submission below, please demonstrate that you have considered the following issues.

- When did your Council last change/reorganise its internal governance arrangements and what impact on effectiveness did that activity have?

- To what extent has transference of strategic and/or service functions impacted on the effectiveness of service delivery and the ability of the Council to focus on its remaining functions?
- Have any governance or capacity issues been raised by any Inspectorate or similar?
- What influence will local and national policy trends likely have on the Council as an institution?
- What impact on the Council’s effectiveness will your council size proposal have?

North Warwickshire Borough Council (NWBC) operates a “Committee System” of governance and has done for the last 15 years. This involves a small number of committee managing different aspects of the work of the council, with committees reflecting the political balance of the council.

In May 2023 following the local elections, the council moved to “no overall control”, with the conservatives being the largest group, but without an overall majority on the council.

Members consider that the current system of committees allows for a more consultative approach to decision-making, something that will be further explored under the current political balance. Officers keep members informed of upcoming policy developments and areas of concern via a range of committees. Member-officer relations are good and both officers and members have different, clearly separate roles.

The committee system, by its nature, involves a greater number of councillors in decision-making, and this does therefore have an impact on the number of councillors required to operate this system, especially compared to neighbouring authorities with smaller cabinet-style executive arrangements.

As explored further below, the council proposes to increase the number of councillors in future. From a governance perspective, members in future will continue to play the same role within the committee system, however the pace of change in the borough in terms of residential development and other changes will require greater oversight from councillors – a role that only elected members can play.

Local Authority Profile

Please provide a short description of the authority and its setting, in particular the local geography, demographics and community characteristics. This should set the scene for the Commission and give it a greater understanding of any current issues. The description should cover all of the following:

- Brief outline of area - are there any notable geographic constraints for example that may affect the review?
- Rural or urban - what are the characteristics of the authority?
- Demographic pressures - such as distinctive age profiles, migrant or transient populations, is there any large growth anticipated?
- Community characteristics – is there presence of “hidden” or otherwise complex deprivation?
- Are there any other constraints, challenges, issues or changes ahead?

Further to providing a description, the Commission will be looking for a submission that demonstrates an understanding of place and communities by putting forth arguments on council size based upon local evidence and insight. For example, how does local geography, demographics and community characteristics impact on councillor casework, workload and community engagement?

North Warwickshire Borough Council's vision is:

“Protecting the rurality of North Warwickshire, supporting its communities and promoting the wellbeing of residents and business.”

Which highlights the fact that the county district of North Warwickshire is, at heart a rural district set in the middle of England. The borough itself stretches from the edge of Coventry in the South, to Tamworth in the North and from Leicestershire in the East and the edge of Birmingham in the West.

North Warwickshire is a recognisable community with a distinctive sense of place. It is connected to but separate from the wider West Midlands area as well as the East Midlands.

In terms of key infrastructure features, the Borough is dominated by the A5, which cuts the borough in half between East – West and the M6 toll road and M42 in the West of the Borough. The Borough is also affected by Phase One of HS2 at Coleshill and Water Orton. The West Coast Mainline also passes through the borough, between Nuneaton and Tamworth.

The area does not benefit from any significant UK, regional nor EU regeneration regimes, and therefore the council is the key driver in terms of regeneration, in past and future bids to national levelling up and other funds.

Rural Nature

North Warwickshire is a rural Borough with over 50 settlements, covering 110 square miles.². The Borough has an open rural character which is unique compared to many of the surrounding urban areas. Settlements range in size from Atherstone, and Mancetter, with a population of 10,000 to small hamlets

Atherstone with Mancetter, Coleshill and Polesworth with Dordon are the three market towns, which provide the majority of services to the surrounding villages and hamlets.

Local requirements have changed as the residents of the countryside have changed in recent years. There are many people who live in the smaller settlements and the countryside, who have difficulty accessing services/facilities and affordable housing. In many communities, there is ongoing conflicting requirements for additional housing, whilst protecting the rural character of these smaller settlements. As the local planning authority and with the council retaining control of its own housing supply, the borough council has a major role in dealing with these issues.

Agriculture is a major influence on the character of the Borough. A thriving rural economy is important to the Borough. Members have a recognised role in not just representing constituents but also managing the large, rural area and acting as custodian of place as well as its people.

Demographic pressures

Community characteristics

Some communities in the borough have a former mining legacy. The Borough had a number of mines and there are still ex-mining communities in need of assistance, in particular with the standard of housing and access to skills, training and access to better health care.

The Council recognises that there are clear links between issues of poor health, obesity and open space/recreation provision, education and the skills gap, rural transport and isolation and that the borough council and councillors have a leadership role in these areas

From the residents perspective, there are significant public concerns to ensure the impacts of residential development and new transport infrastructure are mitigated, and residents look to the council to do this. There is public concern to maintain the provision of local services that are vital to community life, whilst recognising that there are limited council resources reflecting a small and rural population.

Council Size

The Commission believes that councillors have three broad aspects to their role. These are categorised as: **Strategic Leadership, Accountability (Scrutiny, Regulatory and Partnerships), and Community Leadership**. Submissions should address each of these in turn and provide supporting evidence. Prompts in the boxes below should help shape responses.

Strategic Leadership

Respondents should provide the Commission with details as to how elected members will provide strategic leadership for the authority. Responses should also indicate how many members will be required for this role and why this is justified. **Responses should demonstrate that alternative council sizes have been explored.**

Topic		
Governance Model	<i>Key lines of explanation</i>	<ul style="list-style-type: none"> ➤ <i>What governance model will your authority operate? e.g. Committee System, Executive or other?</i> ➤ <i>The Cabinet model, for example, usually requires 6 to 10 members. How many members will you require?</i> ➤ <i>If the authority runs a Committee system, we want to understand why the number and size of the committees you propose represents the most appropriate for the authority.</i>

		<ul style="list-style-type: none"> ➤ <i>By what process does the council aim to formulate strategic and operational policies? How will members in executive, executive support and/or scrutiny positions be involved? What particular demands will this make of them?</i> ➤ <i>Whichever governance model you currently operate, a simple assertion that you want to keep the current structure does not in itself, provide an explanation of why that structure best meets the needs of the council and your communities.</i>
	Analysis	Click or tap here to enter text.
Portfolios	<i>Key lines of explanation</i>	<ul style="list-style-type: none"> ➤ <i>How many portfolios will there be?</i> ➤ <i>What will the role of a portfolio holder be?</i> ➤ <i>Will this be a full-time position?</i> ➤ <i>Will decisions be delegated to portfolio holders? Or will the executive/mayor take decisions?</i>
	Analysis	Click or tap here to enter text.
Delegated Responsibilities	<i>Key lines of explanation</i>	<ul style="list-style-type: none"> ➤ <i>What responsibilities will be delegated to officers or committees?</i> ➤ <i>How many councillors will be involved in taking major decisions?</i>
	Analysis	Click or tap here to enter text.

Accountability

Give the Commission details as to how the authority and its decision makers and partners will be held to account. The Commission is interested in both the internal and external dimensions of this role. **Responses should demonstrate that alternative council sizes have been explored.**

Topic	
Internal Scrutiny	The scrutiny function of authorities has changed considerably. Some use theme or task-and-finish groups, for example, and others have a committee system. Scrutiny arrangements may also be affected by the officer support available.
<i>Key lines of explanation</i>	<ul style="list-style-type: none"> ➤ <i>How will decision makers be held to account?</i> ➤ <i>How many committees will be required? And what will their functions be?</i> ➤ <i>How many task and finish groups will there be? And what will their functions be? What time commitment will be involved for members? And how often will meetings take place?</i> ➤ <i>How many members will be required to fulfil these positions?</i> ➤ <i>Explain why you have increased, decreased, or not changed the number of scrutiny committees in the authority.</i> ➤ <i>Explain the reasoning behind the number of members per committee in terms of adding value.</i>

Analysis		Click or tap here to enter text.
Statutory Function		This includes planning, licencing and any other regulatory responsibilities. Consider under each of the headings the extent to which decisions will be delegated to officers. How many members will be required to fulfil the statutory requirements of the council?
Planning	Key lines of explanation	<ul style="list-style-type: none"> ➤ <i>What proportion of planning applications will be determined by members?</i> ➤ <i>Has this changed in the last few years? And are further changes anticipated?</i> ➤ <i>Will there be area planning committees? Or a single council-wide committee?</i> ➤ <i>Will executive members serve on the planning committees?</i> ➤ <i>What will be the time commitment to the planning committee for members?</i>
	Analysis	Click or tap here to enter text.
Licensing	Key lines of explanation	<ul style="list-style-type: none"> ➤ <i>How many licencing panels will the council have in the average year?</i> ➤ <i>And what will be the time commitment for members?</i> ➤ <i>Will there be standing licencing panels, or will they be ad-hoc?</i> ➤ <i>Will there be core members and regular attendees, or will different members serve on them?</i>
	Analysis	Click or tap here to enter text.
Other Regulatory Bodies	Key lines of explanation	<ul style="list-style-type: none"> ➤ <i>What will they be, and how many members will they require?</i> ➤ <i>Explain the number and membership of your Regulatory Committees with respect to greater delegation to officers.</i>
	Analysis	Click or tap here to enter text.
External Partnerships		Service delivery has changed for councils over time, and many authorities now have a range of delivery partners to work with and hold to account.
Key lines of explanation		<ul style="list-style-type: none"> ➤ <i>Will council members serve on decision-making partnerships, sub-regional, regional or national bodies? In doing so, are they able to take decisions/make commitments on behalf of the council?</i> ➤ <i>How many councillors will be involved in this activity? And what is their expected workload? What proportion of this work is undertaken by portfolio holders?</i> ➤ <i>What other external bodies will members be involved in? And what is the anticipated workload?</i>
Analysis		Click or tap here to enter text.

Community Leadership

The Commission understands that there is no single approach to community leadership and that members represent, and provide leadership to, their communities in different ways. The

Commission wants to know how members are required to provide effective community leadership and what support the council offers them in this role. For example, does the authority have a defined role and performance system for its elected members? And what support networks are available within the council to help members in their duties? The Commission also wants to see a consideration of **how the use of technology and social media by the council as a whole, and by councillors individually, will affect casework, community engagement and local democratic representation. Responses should demonstrate that alternative council sizes have been explored.**

Topic		Description
Community Leadership	Key lines of explanation	<ul style="list-style-type: none"> ➤ <i>In general terms how do councillors carry out their representational role with electors?</i> ➤ <i>Does the council have area committees and what are their powers?</i> ➤ <i>How do councillors seek to engage with their constituents? Do they hold surgeries, send newsletters, hold public meetings or maintain blogs?</i> ➤ <i>Are there any mechanisms in place that help councillors interact with young people, those not on the electoral register, and/or other minority groups and their representative bodies?</i> ➤ <i>Are councillors expected to attend community meetings, such as parish or resident's association meetings? If so, what is their level of involvement and what roles do they play?</i> ➤ <i>Explain your approach to the Area Governance structure. Is your Area Governance a decision-making forum or an advisory board? What is their relationship with locally elected members and Community bodies such as Town and Parish Councils? Looking forward how could they be improved to enhance decision-making?</i>
	Analysis	Click or tap here to enter text.
Casework	Key lines of explanation	<ul style="list-style-type: none"> ➤ <i>How do councillors deal with their casework? Do they pass it on to council officers? Or do they take a more in-depth approach to resolving issues?</i> ➤ <i>What support do members receive?</i> ➤ <i>How has technology influenced the way in which councillors work? And interact with their electorate?</i> ➤ <i>In what ways does the council promote service users' engagement/dispute resolution with service providers and managers rather than through councillors?</i>
	Analysis	Click or tap here to enter text.

Other Issues

Respondent may use this space to bring any other issues of relevance to the attention of the Commission.

[Click or tap here to enter text.](#)

Summary

In following this template respondents should have been able to provide the Commission with a robust and well-evidenced case for their proposed council size; one which gives a clear explanation as to the governance arrangements and number of councillors required to represent the authority in the future.

Use this space to summarise the proposals and indicate other options considered. Explain why these alternatives were not appropriate in terms of their ability to deliver effective Strategic Leadership, Accountability (Scrutiny, Regulation and Partnerships), and Community Leadership.

[Click or tap here to enter text.](#)

NORTH WARWICKSHIRE BOROUGH COUNCIL

**MINUTES OF THE
ELECTORAL REVIEW ADVISORY GROUP**

9 November 2023

Present: Councillor D Wright in the Chair

Councillors Clews, Gosling, Jenns, Melia, Osborne, H Phillips and Reilly

Apologies for absence were received from Councillors Humphreys, (Substitute Councillor Clews) and Simpson (Substitute Councillor Reilly).

1 Election of Chair

It was proposed by Councillor Jenns and seconded by H Phillips that Councillor D Wright Chair the meeting.

2 Declarations of Personal or Prejudicial Interest

None were declared at the meeting.

3 Electoral Review – Future Council Size

The Chief Executive consulted Members on the first stage of the Electoral Review – determining the number of councillors the Borough Council would have in the future.

Resolved:

- a That the report be noted; and**
- b That the comments made by Members in respect of changes to the Borough, Demographics and councillor workload be incorporated into the draft Council Size Report and a further meeting of the Group be arranged in December 2023 to consider the updated version of the Report.**

D Wright
CHAIR

NORTH WARWICKSHIRE BOROUGH COUNCIL

**MINUTES OF THE
ELECTORAL REVIEW ADVISORY COMMITTEE**

10 January 2024

Present: Councillor D Wright in the Chair

Councillors Clews, Gosling, Humphreys, Jenns, Melia and H Phillips

An apology for absence was received from Councillor Simpson (Substitute Councillor Clews).

Councillors Farrow, Jarvis and Stuart were also in attendance. With the consent of the Chairman, Councillor Stuart spoke on Minute No 6 (Electoral Review – Future Council Size).

4 Declarations of Personal or Prejudicial Interest

None were declared at the meeting.

5 Minutes of the Meeting held on 9 November 2023

The minutes of the meeting held on 9 November 2023 were approved as a correct record and signed by the Chairman.

6 Electoral Review – Future Council Size

Following the meeting of the Advisory Committee held on 9 November 2023, the Chief Executive asked Members to consider an updated draft Council Size report.

Resolved:

- a That the report be noted; and**
- b That Executive Board consider the updated draft Council Size report at its meeting to be held on 12 February 2024.**

D Wright
CHAIR

Agenda Item No 17

Executive Board

12 February 2024

Report of the Chief Executive

Warwickshire Fire and Rescue Service – Proposed Service Model consultation

1 Summary

Members will be aware that the Warwickshire Fire and Rescue Service (WFRS) is currently consulting on a new service model.

Recommendation to the Board

That the Board notes the consultation and makes any comments it wishes to me in response.

2 Report

- 2.1 The consultation can be found at [Warwickshire Fire and Rescue Service - Consultation on proposed service delivery model - Warwickshire County Council - Citizen Space](#) and runs until the 10 March 2024.
- 2.2 Members will have had the opportunity to hear a presentation from senior colleagues from the WFRS immediately prior to the meeting of this Board.
- 2.3 In summary, the consultation document sets out the current issue as follows. The WFRS's Community Risk Management Plan demonstrates that the locations of fire stations in Warwickshire generally match risk areas. However, the analysis has also identified four key issues that WFRS needs to address to ensure that the delivery of its statutory duties is carried out in an effective and sustainable way:
- Locations where appliances are based need to match risk and activity levels.
 - Performance targets for attendance times to incidents are not being met.
 - On-call fire appliance availability is reducing and raised challenges around sustainability.
 - Some of WFRS's shift systems are not nationally accepted and other shift systems are not sustainable into the future.
- 2.4 Although WFRS moves resources (fire appliances and staffing) around the county based on risk, the current arrangements do not completely align to the 'Resourcing to Risk' principle that is the cornerstone of the WFRS's Community Risk Management Plan.

2.5 As a result therefore a number of proposals are proposed in the consultation document.

3 **Report Implications**

3.1 There are no direct implications in the report for this Council however ensuring that there are sufficient public services within the Borough is a key Corporate Plan priority.

The Contact Officer for this report is Steve Maxey (719438).

NORTH WARWICKSHIRE BOROUGH COUNCIL

MINUTES OF THE SAFER COMMUNITIES SUB-COMMITTEE

20 November 2023

Present: Councillor Jarvis in the Chair.

Councillors Barnett, Bates, Clews, Davey, Jackson, Melia, Osborne, Ririe, Symonds, Watson and Whapples

Apologies for absence were received from Councillors Humphreys and O Phillips

5 **Question Pursuant of Standing Order No 7**

The following question was received pursuant to Standing Order No 7:-

Lisa Ledbury:

“I live in the Parish of Middleton and in recent months have felt unsafe in my community. There is an issue with residents & non residents walking their dogs off lead on the public highway and this has led to confrontations when residents have asked them to get their dogs under control & put them on a lead. There have been two major incidents, one where our postman was verbally abused and aggressively confronted and another incident that led to threats and intimidation to myself. This was reported to Warwickshire Police and on receiving a crime number I forwarded the evidence requested. Disappointingly, the police did not investigate even though they had photographs, video evidence and witnesses and have ignored my further emails. Having contacted NWBC to ascertain who I should speak to in regards to dog control and never getting a response, I emailed the Environmental Health Officer and Chief Executive directly. I was told that NWBC do not have a dog control PSPO and therefore cannot enforce dogs being walked off lead and it is the responsibility of the Police. However, my Community Policing team have advised it is the responsibility of the Council. I am repeatedly being told I am the only resident in North Warks who has complained about this issue & the council require numerous complaints before considering a dog control PSPO. So I would like to ask the Safer Communities Committee, is one resident feeling unsafe not enough and how many people have to feel unsafe in their community before action is taken by the Police and the Council?”

The response from Councillor Ray Jarvis, Chair of the Safer Communities Sub-Committee was:-

“Thank you for your question and you raise an issue that officers have proposed a course of action which is set out below, as I understand you are aware.

Firstly, it is clear that acts of aggression are criminal matters for the Police to consider and it would not be appropriate for the Council to comment, particularly

if that matter may be ongoing given your dissatisfaction with the original response.

The Council does not have a Public Spaces Protection Order with regard to dogs off leads and historically has had very few complaints. I am aware that you made a Freedom of Information request for the number of complaints over the last three years and were informed that the Council had only received one complaint on this topic, which was from yourself. By way of context, over the same period the Council has recorded 258 complaints/queries with respect to dog fouling.

The Local Government Association guidance on PSPOs make it clear that evidence of a harm needs to be established before making a PSPO. The consequences of breaching a PSPO are significant and therefore before a Council imposes restrictions on behaviour they need to be satisfied 'that it is a proportionate response to the level of harm and nuisance being caused'. It also makes it clear that the evidence of this harm and nuisance should come 'from a variety of sources'.

There is not a fixed number of complaints that is necessary before a PSPO can be considered but in Officers' view it is likely that this would need to be from more than one person. As you have been advised, the Council is not against considering a PSPO on this issue and, as you have also been advised, Officers will be consulting the public on this issue once the current PSPO relating to dog fouling has been considered".

6 Disclosable Pecuniary and Non-Pecuniary Interests

None were declared at the meeting.

7 Minutes of the Meeting of the Safer Communities held on 3 July 2023

The minutes of the meeting held on 3 July 2023, copies having been previously circulated, were approved as a correct record and signed by the Chairman.

8 Fly Tipping Update

The Chief Executive provided Members with an update on the work that the Environmental Health, Transformation and Streetscape Teams had undertaken in order to try and reduce fly tipping across the Borough.

Resolved:

That the report be noted.

9 The Serious Violence Duty

The Chief Executive provided an update on the requirements of the Council in meeting the Serious Violence Duty.

Resolved:

- a That the funding of £10,000 to support local interventions 2023/24 be noted;**
- b That both the commitment to participate and contribute to the development of the countywide delivery plan, develop the Local Delivery Plan, and contribute to the implementation of the Local Delivery Plan to reduce serious violence in North Warwickshire be noted; and**
- c That the amendment, following the last meeting, to the Terms of Reference for the Safer Communities Sub-Committee, to include a specific reference to scrutinise the crime and disorder and serious violence duties, be noted.**

10 North Warwickshire Community Safety Partnership Update

The Chief Executive provided Members with an update on recent activities with the North Warwickshire Community Safety Partnership. Information was provided about the progress with the agreed priorities from the Strategic Assessment 2021/2022 and the latest crime statistics.

Resolved:

- a That the update be noted and areas for further scrutiny and consideration were identified;**
- b That the progress of the North Warwickshire Community Safety Partnership be noted; and**
- c That the success of Funding bids, set out in the report of the Chief Executive, be noted.**

11 Atherstone Town Centre PSPO

The Chief Executive provided Members with an update on progress with the proposal that a Public Spaces Protection Order (PSPO) be made in relation to Atherstone Town Centre.

Recommendation to Executive Board:

- a That the formal consultation on the proposed PSPO, as set out in Appendix A to the report of the Chief Executive be commenced; and**
- b That provided that consultation does not identify any significant reason not to make an Order, the proposed PSPO be approved.**

Councillor Jarvis
CHAIR

NORTH WARWICKSHIRE BOROUGH COUNCIL

**MINUTES OF THE
SENIOR MANAGEMENT RECRUITMENT
SUB-COMMITTEE**

27 November 2023

Present: Councillor D Wright in the Chair

Councillors Bell, Reilly, Symonds, Gosling, H Phillips, Taylor and Melia

1 Declarations of Personal or Prejudicial Interest

None were declared at the meeting.

2 Exclusion of the Public and Press

Resolved:

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

3 Staffing Matter

The Chief Executive sought agreement to a recruitment process as set out in his report.

Resolved:

That recommendation (a) and (b), as set out in the report of the Chief Executive, be approved.

D Wright
CHAIR

Agenda Item No 20

Executive Board

12 February 2024

**Report of the
Chief Executive**

Exclusion of the Public and Press

Recommendation to the Board

To consider, in accordance with Section 100A(4) of the Local Government Act 1972, whether it is in the public interest that the public and press be excluded from the meeting for the following items of business, on the grounds that they involve the likely disclosure of exempt information as defined by Schedule 12A to the Act.

Agenda Item No 21

Staffing Matter – Report of the Management Team and Head of Human Resources

Paragraph 1 – Information relating to an individual.

Agenda Item No 22

Exempt Extract of the Minutes of the meeting of the Executive Board held on 27 November 2023

Paragraph 1 – Information relating to an individual;

Paragraph 3 – Information relating to the financial or business affairs of any particular person (including the authority holding that information); and

Paragraph 5 – Information in respect of which a claim to legal professional privilege could be maintained in legal proceedings.

Agenda Item No 23

Exempt Extract of the Minutes of the meeting of the Senior Management Recruitment Sub-Committee held on 27 November 2023

Paragraph 1 – Information relating to an individual;

Paragraph 3 – Information relating to the financial or business affairs of any particular person (including the authority holding that information); and

Paragraph 5 – Information in respect of which a claim to legal professional privilege could be maintained in legal proceedings.

In relation to the item listed above members should only exclude the public if the public interest in doing so outweighs the public interest in disclosing the information, giving their reasons as to why that is the case.

The Contact Officer for this report is Julie Holland (719237).