

**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](mailto: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**

**18 MARCH 2024**

The Executive Board will meet in The Chamber, The Council House, South Street, Atherstone on Monday, 18 March 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](mailto: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 12 February 2024** – copies herewith, to be approved as a correct record and signed by the Chairman.

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

- 6 **Annual Governance Statement 2022/23**–Report of the Interim Corporate Director – Resources (Section 151 Officer)

#### **Summary**

The Annual Governance Statement for 2022/23 sets out the arrangements the Council has put in place for the governance of its affairs and facilitating the effective exercise of its functions, including arrangements for the management of risk. These ensure that its business is conducted in accordance with the law and proper standards and that public money is safeguarded and accounted for and is used economically, efficiently and effectively.

This Statement relates to 2022/23 and was prepared by the previous Section 151 officer in March 2023 but was not presented for approval by members which is a requirement.

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

7 **Corporate Plan Performance Update** - Report of the Chief Executive

**Summary**

This report asks the Board to note the Corporate Plan Performance Update and identify any areas where further information is required.

The Contact Officer for this report is Steve Maxey (719438).

8 **Corporate Plan 2024-27** - Report of the Chief Executive

**Summary**

The purpose of this report is to recommend the adoption of a revised Corporate Plan for 2024-27 as set out in the report.

The Contact Officer for this report is Steve Maxey (719438).

9 **Calendar of Meetings 2024/25** - Report of the Chief Executive

**Summary**

The purpose of this report is to seek approval for a change to the date of the Annual Council meeting from Wednesday, 15 May 2024, to Thursday, 9 May 2024.

The Contact Officer for this report is Amanda Tonks (719221).

10 **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.**

11 **Planning Inquiry Costs** – Report of the Head or Development Control

The Contact Officer for this report is Jeff Brown (719438).

- 12 **Exempt Extract of the Minutes of the Executive Board** held on 12 February 2024 – copies herewith, to be approved as a correct record and signed by the Chairman.

STEVE MAXEY  
Chief Executive

## NORTH WARWICKSHIRE BOROUGH COUNCIL

### MINUTES OF THE EXECUTIVE BOARD

12 February 2024

Present: Councillor D Wright in the Chair

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

Apologies for absence were received from Councillor Reilly (Substitute Councillor Jenns).

Councillor Stuart was also in attendance and with the permission of the Chair spoke on Minute No 53

#### 48 **Declarations of Personal or Prejudicial Interest**

None were declared at the meeting.

#### 49 **Minutes of the Executive Board held on 27 November 2024**

The minutes of the meeting of the Board held on 27 November 2024, copies having been circulated, were approved as a correct record and signed by the Chairman.

#### 50 **Public Spaces Protection Order – Dog Fouling**

The Chief Executive asked Members to consider the results from the consultation on the Public Spaces Protection Order (PSPO) to control dog fouling issues within the Borough of North Warwickshire and requested that the order be made.

##### **Resolved:**

- a **That the results from the consultation be noted; and**
- b **That the Public Spaces Protection Order, as set out in the report of the Chief Executive, be made.**

#### 51 **Safeguarding Update**

The Director of Leisure and Community Development updated 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.

**Resolved:**

**That 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, be noted.**

**52 Water Orton Conservation Area Designation**

The Chief Executive sought the Board's support for the designation of an extension to the Conservation Area for the village of Water Orton and sought approval for the Water Orton Conservation Area Boundary Map, Appraisal and Management Plan for adoption.

**Recommended:**

**That the designation of the extended Water Orton Conservation Area, associated Appraisal and Management Plan be approved.**

**53 Residents Survey 2023**

The Interim Corporate Director – Streetscape reported on the results of the latest Residents' Survey 2023. Julie Hollingsworth and Jamie Lawson from DJS Market Research gave a presentation of the key messages and findings of the survey.

**Resolved:**

- a That the results of the North Warwickshire Residents Survey 2023 be noted; and**
- b That the questions raised by Members be considered and a response given.**

**54 The Proposed 3 Year Capital Programme 2024/25 to 2026/27**

The Interim Corporate Director – Resources (Section 151 Officer) put forward proposals for the Three Year Capital Programme, outlined the availability of capital resources to fund the programme and recommended the options available.

**Resolved:**

- a That the Revised Capital Programme for 2023/24, as set out in Appendix A to the report of the Interim Corporate Director – Resources, be approved;**
- b That, subject to the transfer of funding from the Business Rate Fluctuation Reserve totalling £1,553,580 to fund vehicle purchases, the Three Year Capital**

**Programme for the period 2024/25 to 2026/27, as set out in Appendix B to the report of the Interim Corporate Director – Resources, be approved; and**

**Recommended:**

- c That the prudential indicators set out in Section 9 of the report of the Interim Corporate Director – Resources (Section 151 Officer), be approved.**

**55 General Fund Revenue Budget – 2023/24 Revised and 2024/25 Estimates**

The Interim Corporate Director – Resources (Section 151 Officer) detailed 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.

**Resolved:**

- a That the revised budget for 2023/24 be approved; and**
- b That the 2024/25 estimates, presented in the report of the Interim Corporate Director – Resources (Section 151 Officer), be included in the overall budget considered in a later agenda item.**

**56 General Fund Revenue Estimates Summary – 2023/24 Revised and Tax Set 2024/25**

The Interim Corporate Director – Resources (Section 151 Officer) presented 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 recommendations to support the figures presented.

**Recommended:**

- a That the revised budget for 2023/24, as set out in Appendices A and B to the report of the Interim Corporate Director – Resources (Section 151 Officer), be approved;**
- b That the revenues estimates for 2024/25, as set out in Appendices A & B to the report of the Interim Corporate Director – Resources (Section 151 Officer), be approved;**
- c That the Council Tax base for 2024/25, as set out in Appendix C to the report of the Interim Corporate Director – Resources (Section 151 Officer), be noted;**

- d That a Council Tax increase of 2.99% £6.84 per annum (13p per week) on a Band D property for 2024/25, be approved;
- e That the transfer of £2,611,310 from the Business Rates Fluctuation Reserve to fund the vehicles capital programme from 2023/24 to 2027/28 be approved;
- f That the minimum general fund balances of £1.2m as risk assessed by the Section 151 Officer and set out in Appendix E to the report of the Interim Corporate Director – Resources (Section 151 Officer), be approved;
- g That a review of the revenue and capital specific reserve funds be approved; and
- h That a Council Tax resolution be prepared for consideration by the Council, using the recommendation agreed by this Board.

**57 Pay Policy Statement 2024/25**

The interim Corporate Director – Resources (Section 151 Officer) reported on the 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 would be subject to review at least annually. Details of the purpose for and the areas to be covered in the Pay Policy Statement were given.

**Recommended:**

**That the Pay Policy Statement 2024/25 be adopted.**

**58 External Auditors Annual Report 2020/21**

The Interim Corporate Director – Resources (Section 151 Officer) presented the Annual Audit Report received from the Council's external auditor, Ernst & Young LLP.

**Recommended:**

**That the Annual Audit Report 2020/21, attached as Appendix A to the report of the Corporate Director – Resources (Section 151 Officer), be noted.**

**59 Safer Warwickshire Partnership Serious Violence Strategy 2024-30**

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

**Resolved:**

- a That the Safer Warwickshire Partnership Serious Violence Prevention Strategy 2024-30 be approved and included in the Council's Constitution in the list of Council Plans and Strategies;**
- b That the lead role of Warwickshire County Council in its development and future delivery be noted; and**
- c That the involvement of key services across the Council to implement the delivery plan to meet the outcomes as set out in the Safer Warwickshire Partnership Serious Violence Strategy 2024-30 be supported.**

**60 Electoral Review – Future Council Size**

Following the meetings of the Electoral Review Advisory Committee held on 9 November 2023 and 10 January 2024, the Chief Executive asked Members to consider a draft Council Size Report for submission to the Local Government Boundary Commission (LGBCE).

**Recommended:**

**That the draft Council Size Report, attached at Appendix A to the report of the Chief Executive, be submitted to the Local Government Boundary Commission (LGBCE).**

**61 Warwickshire Fire and Rescue Service – Proposed Service Model Consultation**

The Chief Executive informed Members of a consultation being carried out by Warwickshire Fire and Rescue Service (WFRS) on a new service model.

**Resolved:**

- a That the consultation be noted; and**
- b That the comments made in the briefing session prior to the meeting be forwarded to the Service.**

**62 Minutes of the Safer Communities Sub-Committee held on 20 November 2023**

The minutes of the meeting of the Safer Communities Sub-Committee, held on 20 November 2023, were received and noted.

**63 Minutes of the Senior Management Recruitment Sub-Committee held on 27 November 2023**

The minutes of the meeting of the Senior Management Recruitment Sub-Committee held on 27 November 2023, were received and noted.

**64 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.**

**65 Staffing Matter**

The Management Team and Head of Human Resources sought approval for a restructure as detailed in the report.

**Recommended:**

**That recommendation (a) - (d), as set out in the report of the Management Team and Head of Human Resources, be approved.**

**66 Exempt Extract of the minutes of the Executive Board held on 27 November 2023**

The exempt extract of the minutes of the Executive Board held on 27 November 2023, copies having been previously circulated, were approved as a correct record and signed by the Chairman.

**67 Exempt Extract of the minutes of the Senior Management Recruitment Sub-Committee held on 27 November 2023**

The exempt extract of the minutes of the meeting of the Senior Management Recruitment Sub-Committee held on 27 November 2023, were received and noted.

D Wright  
CHAIR

## Agenda Item No 6

### Executive Board

18 March 2024

**Report of the  
Interim Corporate Director – Resources  
(Section 151 Officer)**

**Annual Governance Statement  
2022/23**

#### 1 Summary

- 1.1 The Annual Governance Statement for 2022/23 sets out the arrangements the Council has put in place for the governance of its affairs and facilitating the effective exercise of its functions, including arrangements for the management of risk. These ensure that its business is conducted in accordance with the law and proper standards and that public money is safeguarded and accounted for and is used economically, efficiently and effectively.
- 1.2 This Statement relates to 2022/23 and was prepared by the previous Section 151 officer in March 2023 but was not presented for approval by members which is a requirement.

#### **Recommendation to the Council**

**That the Annual Governance Statement for 2022/23, attached as Appendix A, is approved.**

#### 2 Background

- 2.1 The Council has an approved Code of Corporate Governance, consistent with the principles of the CIPFA/SOLACE Framework *Delivering Good Governance in Local Government*.
- 2.2 The Annual Governance statement explains how the Council has complied with the Code and also meets the requirements of the Accounts and Audit Regulations.
- 2.3 The Council has also reviewed the Chartered Institute of Public Finance Association (CIPFA) Financial Management Code, to ensure its financial management arrangements conform to the governance requirements of the CIPFA Standard.

#### 3 Review of the Effectiveness of Internal Audit

- 3.1 The Council has a system of Internal Control, to which the internal audit system contributes significantly. The internal audit section is responsible for the provision of much of the system, although some responsibilities are carried out

by others. Fraud work is carried out within the Internal Audit section. However, a specialist contractor is used for IT audits where necessary. All of these also contribute to internal audit within the authority.

- 3.2 Public Sector Internal Audit Standards require an external assessment of the internal audit service at least every five years. An external assessment was undertaken in November 2017, so a further assessment is now due.
- 3.3 During 2022/23 the capacity within the Internal audit team was limited with only one full time auditor, as a result the audit plan was adjusted accordingly. Whilst fewer audit reviews were completed than originally planned, the Corporate Director Resources (Section 151 Officer) was still able to conclude that the Council has a suitable range of strategies, policies and procedures to address the corporate governance agenda. In July 2023 members approved a pilot working with the Combined Midlands Audit Partnership (CMAP) to support the inhouse resources to deliver an audit service for this Council. This commenced in October and will continue into 2024/25 with a review in the summer to determine the future internal audit provision.

#### 4 **2022/23 Annual Governance Statement**

- ... 4.1 The Statement (Appendix A) presented to Members for approval provides some narrative around the governance arrangements in place during 2022/23.
- 4.2 Members are kept informed throughout the year about the various areas that make up the system of internal control. Much of this information comes through Board reports. All Boards receive progress reports on the service areas that come within their remit. Higher level reports include progress against the Corporate Plan and budgetary control reports. However, other more detailed reports are used to deal with specific areas, such as Leisure Services and Refuse and Recycling.
- 4.3 Responsibility of monitoring against corporate activity has also been assigned to individual Boards, for example, the Resources Board considers Risk Management and Treasury Management activity and the work of Internal Audit, whilst the Executive Board considers the outcomes of the work of the external auditors.
- 4.4 Where appropriate, all Members are involved in major reviews. Other means are also used to monitor the activity of the Council, such as the use of Task and Finish Groups. A Housing Task and Finish Group was set up during the year, so that housing activity could be reviewed in greater detail.
- 4.5 In reviewing the corporate governance arrangements, a number of areas have been highlighted for further action. These are included within the Annual Governance Statement.
- 4.6 Once approved by this Board, the Statement will need to be signed by the Leader of the Council and the Chief Executive.

## **5 Report Implications**

### **5.1 Finance and Value for Money Implications**

5.1.1 The governance arrangements put in place by the Council ensure that its financial position is safeguarded and that only approved expenditure is incurred on behalf of the Council and income is only generated for goods and services it actually provides.

### **5.2 Legal Data Protection and Human Rights Implications**

5.2.1 The governance arrangements put in place by the Council ensure that its legal position is safeguarded, that it complies with relevant laws and regulations and expenditure is lawful. These arrangements allow specific legal advice to be given in relation to functions which are discharged by officers and members.

5.2.2 The Council has approved and adopted a Local Code of Corporate Governance (the Local Code), which is consistent with the principles and reflects the requirements of the CIPFA/SOLACE Framework Delivering Good Governance in Local Government (2016).

5.2.3 This statement explains how the Council has complied with the Local Code and with meeting the requirements of regulation 6 of the Accounts and Audit Regulations 2015 to review and report on the effectiveness of its system of internal control and to prepare an Annual Governance Statement.

5.2.4 The Local Government (Accounts and Audit) Regulations 2015 state that “A local authority is responsible for ensuring that the financial management of the authority is adequate and effective, and that the authority has a sound system of internal control which facilitates the effective exercise of the authority’s functions; and includes arrangements for the management of risk.

5.2.5 Review of the activity of the audit team is in line with the Council’s statutory obligations in achieving best value under s 3 (1) of the Local Government Act 1999 and the Council’s internal reporting mechanisms as required under the Account and Audit Regulations 2015.

5.2.6 There are revised requirements in the UK General Data Protection Regulation and the Data Protection Act 2018 for the processing of personal information. One of these is to appoint a Data Protection Officer whose responsibilities include advising the Council, monitoring compliance with its data protection obligations, and co-operating with the Information Commissioner under the relevant legislation. This role is being carried out by the Head of Legal Services.

5.2.7 The continued implementation of the steps set out in the Annual Governance Statement will assist the Council in complying with these requirements.

### 5.3 Environment, Climate Change and Health Implications

5.3.1 As part of the Council's governance arrangements, there is a requirement for officers and Members to consider the environmental impacts and sustainability of decisions taken.

### 5.4 Human Resources Implications

5.4.1 There are systems in place which ensure that health and safety considerations are taken into account, along with legal requirements. The Council also has a number of policies which set out expected standards of behaviour for both officers and Members.

### 5.5 Risk Management Implications

5.5.1 The Council manages its risks by having good internal control mechanisms in place. The improvements identified in the statement for the future will strengthen these mechanisms.

### 5.6 Equalities Implications

5.6.1 As part of the Council's governance arrangements, there is a requirement for officers and Members to consider the equalities implications of decisions taken.

### 5.7 Links to Council's Priorities

5.7.1 The governance arrangements ensure that the achievement of the Council's priorities is monitored on a regular basis, and action taken where this is appropriate.

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****2022/23 Annual Governance Statement****Executive Summary****Responsibility for Governance**

The Council is responsible for ensuring that its business is conducted in accordance with the law and proper standards, and that public money is safeguarded and properly accounted for, and used economically, efficiently and effectively. To do this, it puts arrangements in place for the governance of its affairs, which include arrangements for the management of risk.

The Council also has a duty to make arrangements to secure continuous improvement in the way in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness.

This statement explains how the Council has complied with the code and also meets the requirements of the Accounts and Audit Regulations in relation to the publication of an Annual Governance Statement.

**Commitment to Review Governance Arrangements**

The Council has a responsibility for conducting, at least annually, a review of the effectiveness of its governance framework, including the system of internal control. The review of its effectiveness is informed by:

- the work of the Senior Management Team and other managers within the Authority who have responsibility for the development and maintenance of the governance environment;
- work carried out by Internal Audit;
- comments made by the external auditors, in their annual audit findings report and other reports. The external auditors also carry out a value for money review, as part of their opinion on the financial statements;
- feedback from other review agencies and inspectorates
- the results of user surveys and feedback from residents; and
- feedback from Service Boards and Member Groups.

To ensure that the governance framework remains effective, senior officers and Members have reviewed individual elements of the framework. As part of that review, work has been undertaken by the Council's statutory officers.

Service Boards use Task and Finish Groups or Working Groups to review and scrutinise individual areas, such as Housing.

**Overall Opinion on the Level of Assurance Provided by Governance Arrangements**

The Annual Governance Statement has confirmed that the controls in place have largely continued to operate as intended.

Our overall assessment is that the Annual Governance Statement is a balanced reflection of the governance environment and that an adequate framework exists within the Council to ensure an effective internal control environment is maintained.

**Significant Governance Issues Identified**

We propose over the coming year to address a number of matters to further enhance our governance arrangements. We are satisfied that these steps will address the need for improvements that were identified in our review of effectiveness and will monitor their implementation and operation as part of our next annual review.

These include:

- A review of the Financial Regulations;
- Further work on compliance with the Financial Management Code;
- Continuing to progress workforce planning;
- The continued use of virtual meetings where appropriate and efficient;
- Increased reporting to Resources Board on risk management;
- A review of the revised corporate plan and performance indicators following the Borough elections in May 23;
- Replacement of four key computer systems to improve functionality and also maintain security compliance;
- Application for PSI accreditation;
- Refresher training for all Members after the Borough elections, with a particular emphasis on induction training for new Members.

**Signed:**.....  
Leader of the Council

**Signed:**.....  
Chief Executive

## Introduction

The Council has approved and adopted a Code of Corporate Governance, which is consistent with the principles of the CIPFA/SOLACE Framework *Delivering Good Governance in Local Government*. A copy of the code is available on our website.

## Purpose of the Governance Framework

The governance framework comprises the systems and processes, and culture and values, by which the Authority is directed and controlled and its activities through which it accounts to, engages with and leads the community. It enables the Authority to monitor the achievement of its strategic objectives and to consider whether those objectives have led to the delivery of appropriate, cost-effective services.

The system of internal control is a significant part of that framework and is designed to manage risks at a reasonable level. It cannot eliminate all risk of failure to achieve policies, aims and objectives and can therefore only provide reasonable and not absolute assurance of effectiveness.

The governance statement has been in place at North Warwickshire Borough Council for the year ended 31 March 2023 and up to the date of approval of the statement of accounts.

## Council Structure and Corporate Governance

The Council operates using a Committee system. This involves a number of Service Boards/Committees, responsible for specific areas of activity, which report back to the full Council. This meeting cycle of Board and Council meetings normally 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:

- Executive Board
- Resources Board
- Community and Environment Board
- Planning and Development Board
- Licensing Committee.

We have a number of ways that concerns of any kind can be raised, by employees, Members of the Council or the public. These include Confidential Reporting arrangements and complaint procedures. Any concerns will be followed up by trained investigators and action will be taken in proven cases.

The Council has approved Anti-Fraud and Anti-Money Laundering Policies. We take fraud of any kind seriously, and our first aim is to prevent opportunities for fraud to occur, by building sufficient controls into systems and procedures. The Council also contributes to National and Regional Fraud Initiatives using data matching techniques.

## Statutory Officers

All local authorities are required by law to have officers who fulfil three specific roles. At North Warwickshire Borough Council, these roles are carried out by the following post-holders within the Council:

- The Head of Paid Service – Chief Executive

- The Chief Financial Officer (CFO) – Corporate Director Resources
- The Monitoring Officer – Head of Legal Services

The Head of Paid Service leads and takes responsibility for the running of the local authority on a day to day basis. The role requires the Chief Executive to work closely with elected Members to ensure strong and visible leadership and direction, ensure staff adhere to the strategic aims of the Authority and follow the direction set by elected Members. The Chief Executive acts as the principal policy advisor to elected Members, delivers the political objectives set by elected Members, leads and develops strong partnerships across the local community to achieve improved outcomes and better public services for local people, and oversees service development and all aspects of management within the Council.

The Chief Financial Officer must be a member of a specified accountancy body. The CFO is responsible for the proper administration of the Council's financial affairs and has specific legislative responsibilities, as he/she has a fiduciary responsibility to the local taxpayer. The CFO's duties include a requirement to report to all the local authority's members, in consultation with the monitoring officer and head of paid service, if there is or is likely to be unlawful expenditure or an unbalanced budget.

The Monitoring Officer effectively acts as the guardian of the Council's constitution and the decision making process. He/she is responsible for advising the Council on the legality of its decisions and providing guidance to elected Members on the Council constitution and its powers. He/she has the specific duty to ensure that the Council, its Officers and its elected Members maintain the highest standards of conduct in all that they do. This includes: reporting to the Council if a decision is unlawful or amounts to maladministration, maintaining Registers of Interests, and arranging for investigations into any matters or complaints referred to the Standards Committee.

### **Management Team**

Two of the statutory officers, the Head of Paid Service and CFO, are members of the Senior Management Team of the Council and the third statutory officer attends as required. The Corporate Director Streetscape is also a member of the Senior Management Team which meets on a weekly basis.

The Council also had two Service Directors during the year covering: Housing Services and Leisure and Community Development. These Directors, together with the Senior Management Team and the Head of Development Control, make up the Extended Management Team, who meet on a monthly basis. The Head of Legal Services attends meetings of the Extended Management Team.

### **Standards**

The Council expects its Members and officers to maintain appropriate standards of conduct and behaviour. These are set down in codes of conduct, standing orders, financial regulations, policies and processes, which are regularly reviewed. Compliance is monitored on an ongoing basis, and is supplemented by information through the complaints and compliments procedure and confidential reporting policy.

Both Members and officers are required to declare gifts and hospitality received, for inclusion on the register of interests maintained by the Monitoring Officer throughout the year.

## **Performance Management**

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 on a monthly basis at Extended Management Team meetings.

All members of the senior management team contribute actively to cross organisational issues and to corporate decision making to match resources to the authority's objectives. The CFO and Monitoring Officer provide financial and legal advice and support to elected representatives to inform their decision making.

Progress against Corporate Plan targets was reported to Executive Board on a number of occasions throughout the year, along with performance indicator information. Service boards also received reports on areas under their control throughout the year. At officer level, the Extended Management team review performance on a monthly basis. A final position against the Corporate Plan is collated at the end of the year, which is again reported to Members and is also published on the Council's website.

As well as monitoring achievement of identified outcomes, the Council wants to ensure that an excellent quality of service is provided. It ensures this in a number of ways: obtaining user feedback, through independent inspection and audit and through system reviews. The Council takes part in Peer Challenge reviews periodically. Peer challenges are improvement-focussed and tailored to meet individual councils' needs, to complement and add value to a council's own performance and improvement focus. The Council took part in a virtual LGA facilitated Recovery Panel review in March 2021, so further review has not yet been undertaken.

Targeted feedback on Council activity was obtained in specific areas and general feedback on the Council is obtained on council services from on line sources such as Facebook. Feedback through the complaints and compliments process was reviewed as normal.

## **Information Management**

Information management is a key concern for the Council, with all Members and officers having responsibilities for its governance. To ensure compliance with the General Data Protection Regulations, the Council has a Data Protection Officer and a Senior Information Risk Owner.

The Council's Data Protection Officer provides policies, training and guidance to ensure compliance with legislation, and investigates any breaches or suspected breaches that may arise. It is mandatory for all employees to complete an e learning module on data protection issues. Employees are required and encouraged to report suspected breaches, so that processes can be improved.

The Senior Information Risk Owner is responsible for implementing a risk assessment programme and advising the Executive Board of the effectiveness of the Council's information risk management procedures. Requirements for information management are set out in the Council's Information Security Policy. The maintenance and updating of systems is key, and work to update some key systems commenced during the year, which will both improve functionality and also maintain security compliance. The system updates will be completed in 2023/24 and arrangements have been made to carry out testing to confirm compliance. The Council also continues to actively work with the Warwickshire LRF Cyber Resilience Working Group.

## Financial Management

The Chief Financial Officer is responsible for the proper administration of the Council's financial affairs. In England, the CFO has a statutory duty to report to the authority at the time the budget is considered and the council tax set, on the robustness of the budget and the adequacy of financial reserves. With regard to capital spending, there is a statutory requirement to set and arrange the Council's affairs to remain within limits for borrowing and capital investment.

The CFO must also be proactive in the management of change and risk, be focussed on outcomes and help to resource the authority's plans for change and development in the public services it provides.

The Council has comprehensive forecasting and budgeting procedures. A medium term business and financial planning process is used to deliver the authority's strategic objectives, including:

- 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, which is 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, which are updated annually;
- A Treasury Management and Investment strategy, which is updated annually; and
- A monitoring process that enables this to be delivered.

Financial information is normally provided on a monthly basis to the Management Team, and three times during the year to each Service Board. Periodic and annual reviews of financial reports indicate financial performance against forecasts for all of the Council's spending. Summary information is also published. Reporting to Management did not return to normal during 2022/23 as expected due to staff shortages in the financial team. However financial updates continued to be discussed regularly. Service Boards received financial monitoring reports, and the MTFS was updated in line with usual practice in October, albeit slightly later than usual as the September Executive Board was delayed due to national events.

Financial Regulations and Contract Standing Orders are in place, for use by all Members and Officers. These ensure there is effective use and control of resources, and robust and transparent decision making. It was planned to review the Financial Regulations during the year, but this was not possible due to the staffing pressures mentioned, so will need to be carried out during 2023/24.

The CFO ensures that the Council's financial management arrangements conform to the governance requirements of the CIPFA Standard. This includes ensuring that all members of the Senior Management Team have the financial capabilities necessary to perform their respective roles. The CFO also accesses expert advice on specific areas such as Treasury Management and VAT, as required.

## Risk Management

There are risks involved with the provision of any services, so the Council uses a system of risk management to minimise and manage the risks it faces. It does this by identifying both strategic and operational risks, looking at existing controls in place to reduce these, and amending these or bringing in new controls where this is beneficial.

The system 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 to identify actions that are needed to manage risk in the coming year, including the identification of any new risks.

The annual report for 2021/22 was provided during the year, and included information on the strategic risks for 2022/23, as well as the more significant operational risks. Risks are reviewed corporately part way through the year, and specific checking is carried out during the year by the Internal Audit section, as part of their audit work. The Resources Board received a mid year update on risk management activity and requested additional reporting on risk management activity going forward.

As part of our risk management, the Council has insurance in place to cover the risk of loss. The levels of cover and the excess amounts are kept under continual review.

### **Internal Audit**

A key feature of regulations the Council needs to comply with is the requirement for internal audit. A local authority must maintain an adequate and effective system of internal audit of its accounting records and its system of internal control. The system of internal control is based on an ongoing process designed to identify and prioritise the risks to the achievement of the Council's policies, aims and objectives, to evaluate the likelihood of those risks being realised and the impact should they be realised, and to manage them efficiently, effectively and economically.

The Council's Internal Audit team has demonstrated compliance with the Public Sector Internal Audit standards. The team use a risk based approach to formulate audit plans and determine the scope of audit reviews. Staffing shortages in the team reduced the scale of the audit programme that was possible during the year.

The Council has a zero tolerance to all forms of fraud and corruption and employs a counter fraud officer who works closely with the Revenues, Benefits and Housing teams to identify, deter and prevent all forms of fraud. We also have a joint working agreement with the Department for Works and Pensions.

### **Responsibilities of Officers and Members**

The Council ensures that it is operating efficiently by specifying the different roles and responsibilities of both Councillors and Officers. The remit of each decision making Board is set down in the constitution, along with the roles of individual Councillors. The Council does not have an Audit Committee, but instead divides the core functions between the Executive Board and the Resources Board. The constitution also outlines the responsibilities of senior officers, and areas where they have been given delegated powers. Employee contracts include job descriptions, and these give the detail of individual roles, for all employees.

The Council uses workforce planning to identify future staffing requirements. This projects future service needs and the workforce that would be needed for their delivery. Recruitment difficulties in some service areas have highlighted the need to review and update workforce plans. Work was undertaken in a number of areas, but this was not progressed fully across the Council due to capacity issues. This will be progressed in the coming year.

The Council uses an appraisal system to set specific targets for individual staff on an annual basis. These targets reflect their Division's targets in the Corporate Plan and the Divisional Service Plan and are subject to a six monthly review. The appraisal system is also used to

assess the training and development needs of individual employees and ensure that they have the skills and abilities to carry out the tasks required. Appraisals were temporarily suspended during the pandemic and whilst they have been reinstated, were not fully achieved across the Council in 2022/23. However team meetings continued to be used to monitor performance. The annual staff survey was used to assess the working arrangements and barriers to performance. Greater use of electronic mediums continued with regard to communication with employees, where this was appropriate. In addition a re-energise and refresh programme was undertaken during the year.

Induction training is carried out whenever a new Member is elected. After that, Member training is generally identified by individuals, or in response to issues that arise. An exception to this is the area of planning, as increasing changes in planning laws and regulations have resulted in fairly regular sessions being arranged. Some limited financial training for Members was undertaken during the year.

### **Impact of Covid on the Council and its Governance Arrangements**

As the Council started to re-establish its working arrangements in a new normal, the use of hybrid working arrangements has been adopted in many areas. Office based staff generally split their time between working from home and the office where this is possible. Front line staff have returned to normal working arrangements.

Alternative control measures have been embedded in many areas, for example, the electronic procedure for authorisation of documents. However alternative interim arrangements around Health and Safety have been discontinued and meetings of the Health and Safety Group have recommenced. Whilst Board and Council meetings returned to physical meetings, the virtual meetings continue to be used for other meetings where this is more effective and efficient.

The Council continued to administer grant schemes during the year, such as energy payments to council tax payers, and also managed additional business rate schemes.

The Council's finances have not recovered from the impacts of the pandemic in all areas. The increases in some service costs continued, together with a continued loss of income, particularly in leisure services.

CIPFA brought out a Financial Management Code in October 2019. Local Authorities were required to comply with the Code from April 2021, with 2020/21 used to supplement any shortfalls against the Code. The difficulties posed by the pandemic were recognised and whilst CIPFA still required compliance with the Code, it was accepted that full compliance from 1 April may not be achievable. Instead, the requirement was for full compliance to be achieved during the year. An assessment against the Financial Management Code was considered by the Executive Board in July 2021, and identified a few areas where work was needed. These included:

- A review of consultation arrangements
- The consolidation of asset management planning information
- Use of the CIPFA resilience index in financial planning and a review to ensure that all key balance sheet items are included in budget monitoring

Capacity issues experienced during the year meant that priority was given to ongoing service requirements and the additional work required on the areas listed above was not completed. These areas will need to be taken forward in the coming year.

## Evaluation of the Effectiveness of Governance Arrangements

Progress has been made with the implementation of the Corporate Governance Action Plan approved last year:

- Workforce planning continued, with an increased use being made of training posts and apprentices;
- The broadcasting of Board and Council meetings continued, to increase the access for members of the public;
- A mid year report on risk management was provided for the Resources Board, in addition to the end of year report;
- The revised Corporate Plan has been reviewed by the Executive Board, who have also received progress reports against current priorities;
- Replacement of three key computer systems progressed, and will be fully implemented in 2023/24.

Internal audit work continued to be affected due to the ongoing reduction in staff resources. However, the Corporate Director considers that sufficient work was undertaken to provide an opinion on the Council's control environment. The work undertaken by Internal Audit has enabled the Corporate Director Resources to conclude that the Council has a range of appropriate strategies, policies, procedures and protocols to address the corporate governance agenda.

**Agenda Item No 7**

**Executive Board**

**18 March 2024**

**Report of the Chief Executive**

**Corporate Plan Performance Update**

**1 Summary**

- 1.1 This report asks the Board to note the Corporate Plan Performance Update and identify any areas where further information is required.

**Recommendation to the Board:**

- a That the report be noted; and**
- b That any areas where further consideration is needed be identified.**

**2 Report**

- ... 2.1 Members have adopted the Corporate Plan 2022/23 version, attached as Appendix A which was extended by this Board in September 2023. As set out elsewhere on the agenda a revised Corporate Plan is proposed covering the 2024-27 period with specific actions for the coming financial year.

- ... 2.3 The Performance Update attached as Appendix B updates Members on progress against the outcomes from the existing Plan. Subsequent updates will reflect the 24/25 revised Plan. Members are therefore asked to note the report and identify any areas where further information is required.

**3 Report Implications**

- 3.1 There are no specific implications.

The Contact Officer for this report is Steve Maxey (719438).



North Warwickshire  
Borough Council



# Corporate Plan 2022-23



MIRA Technology Park

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2022/23 Revision

**Protecting the rurality of North Warwickshire, supporting its communities and promoting the wellbeing of residents and business.**



# 01

## Introduction

The last year has been another very challenging year for everyone and the impact on residents, communities, business and the Council has again been significant. The Council would like to extend our sympathies to you if you have been particularly affected by the COVID 19 outbreak, especially if you have lost someone close to you during this time.

As a Council we have continued to experience ongoing challenges, not least of which were keeping staff as safe as possible, whilst continuing service provision. We have continued to review how we operate services, trying to build in service efficiencies wherever possible. Whilst not all of the additional work required during the early part of the response to Coronavirus was needed last year, we continued to support other service providers. We also continued to administer a range of business grants to businesses in the Borough in line with national and local restrictions and administered the Track and Trace scheme in line with national requirements.

### **Like many others, our finances continued to be hit by the pandemic.**

Refuse and recycling costs have remained high, whilst income streams in areas such as leisure have not recovered due to restrictions on numbers attending activities at times and lower take up generally. Managing our financial position will be very challenging going forward, even with the council tax increase set for the coming year.

However, the Council also had some notable achievements last year, with the completion of the Local Plan, ongoing improvement in the quality of superfast broadband provision in the Borough, hosting the first ever International Women's Cycle Race Time Trials, hundreds of fly tipping incidents cleared on average in less than one day, improved play areas and sporting facilities across the Borough progress with the start of the project to improve the A5 in the Borough, the provision of new housing in Warton, Polesworth, Grendon and Atherstone, and setting up a revised leisure facility in Polesworth.



Whilst we need to find ways of reducing our expenditure significantly over the next few years, we will continue to do all we can to support our communities and improve jobs and opportunities for the residents of North Warwickshire.

Despite these challenges I am pleased to say that we have been able to announce some exciting new investment projects in the budget agreed on 23rd February by the Council. Despite the significant constraints on our budget we will now work towards a new Leisure Centre in Polesworth, a new 4G playing pitch at the Sheepy Road football ground and additional much needed car parking space in Coleshill.

We will also continue to seek Government funding for a replacement Leisure Centre in Atherstone, and have allocated match funding from our budget to support this.

**There continues to be considerable uncertainty as the country learns to live with COVID and other external events that is putting pressure on everyone's finances, both individual and Government.**

North Warwickshire Borough Council, working with partners, has produced a package of support and advice for anyone struggling with these issues, particularly the increasing cost of energy, and you'll find information setting out this help enclosed with this letter, as well as details of the Government scheme.

There are major challenges ahead, but we are up to the task and I am excited to continue to work on numerous projects designed to improve North Warwickshire.



**Vision**

Protecting the rurality of North Warwickshire, supporting its communities and promoting the wellbeing of residents and business.



**Values**

Service provider, enabler, point of contact, champion of North Warwickshire



**Priorities and Objectives**

This section of the plan outlines how we will achieve our priorities and objectives and how we will measure our progress

# Priorities:

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**Efficient organisation:**

- Finances
- Lean
- Responsive



**Safe, Liveable, Locally Focussed communities:**

- Feeling safe
- Place based enforcement
- Quality of life



**Prosperous and healthy:**

- Jobs
- Infrastructure
- Connectivity
- Health



**Sustainable growth, protected rurality:**

- Vibrant growth
- Sense of place
- Recognisably home



In addition, the Council will continue its work to adopt a meaningful climate change strategy, as well as fully exploring the devolution opportunities available as a result of the 'Levelling Up agenda, particularly through the Trailblazer Devolution Deal' for the West Midlands Combined Authority and a potential County Deal for Warwickshire.

# 02

## Efficient organisation

– financial management, lean and responsive organisation

### Our Strategic Aims

We need to be the most **focused and prioritised organisation** we can be – clear on our vision and priorities, skilled and motivated staff in the right places.

We need to **know what we are about** but also that we can't cover as many areas as before and will continue to **harness the power of the community**.

Our **advocacy for the area** will aim to ensure other parts of the systems we live in recognise the needs of North Warwickshire.

We recognise that North Warwickshire Borough Council is an organisation a lot of people turn to for help and we are proud of this – it played a vital role in supporting communities through COVID and will continue as we learn to live with the virus in the longer term. A key reason for this is our **responsiveness – we know the area and can be relied on to respond**. This need to be allied with a greater understanding of you, as residents of the Borough. Recent changes in our working practices have shown the benefit of the **Council truly leaving the building** in every sense, being more problem solving in complex cases and seeing the person as well as the process.



### How we will achieve this

Make the financial savings we need in ways which least affect our residents

A robust transformation programme to ensure our services and processes are as lean as possible

Identifying the resources needed to deliver the Council's plan to provide high-quality priority services to our communities

Consider new models of working and providing services

Develop our staff in the new skills needed, properly supported by IT

Develop our vulnerability work from COVID 19 to provide additional assurance to residents who may be experiencing difficulties

Ensure as many services are based in North Warwickshire as possible to ensure they reflect and respond to the Borough.

### How we will measure this

- Balanced budget and savings identified in the Medium Term Financial Strategy (N)
- A minimum of two major services reviews and reporting on the savings and efficiencies achieved (PI)
- Increased commercial activity in areas that will promote the wellbeing of the Borough to assist with market weaknesses and make a contribution to the Council's budget (N&PI)
- Appropriate charges for Green Waste and Parking to help sustain services (PI)
- Contact those we know to be vulnerable with information, advice and as often as possible with direct contact to ensure the help available is reaching our residents (N&PI)
- Efficiently collect money due to the Council, whilst continuing to offer support (PI)
- Staff survey results (PI)
- Customer satisfaction (PI)

# 03

## Safe, Liveable, Locally Focussed Communities

– feeling safe, place based enforcement, quality of life

### Our Strategic Aims

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 and therefore benefits from public services based on its real geography rather than administrative convenience.

Key to our sense of place is **quality of life** - being able to enjoy the rurality and communities within North Warwickshire. **Feeling safe** is of paramount importance to this and as part of our **advocacy role** for the Borough we will work with the Police and other partners on the key safety issues of concern to local residents.

We will adopt a **placed based approach to enforcement** using our powers where appropriate to ensure the protections to residents' quality of life are used. As well as our professional powers in areas such as Planning, Housing and Environmental Health we will use a problem-solving approach to cross cutting and multi agency issues to ensure people enjoy their homes and communities.



### How will we achieve this

Continue to play a leading role in the North Warwickshire Community Safety Partnership working with the community, including the Police, Town and Parish Councils and people of all ages, background and areas, to improve public perception of crime and public confidence in feeling safe by contributing towards the achievement of the Partnership plan actions and targets for the current strategic priorities. This will be particularly important for those who have spent considerable periods of time shielding against the risk caused by COVID 19.

Advocate on behalf of the Borough to ensure sufficient levels of key services in the area, particularly Police and street lighting.

To review the implementation of Civil Parking Enforcement in North Warwickshire as part of steps to improve and increase, amongst other things, parking in our town centres, and work with partners on improving HGV parking.

Work with partners to resolve Safer Neighbourhood issues, including, where necessary, taking action to address anti-social and nuisance behaviour

Maintain a very high standard of street cleanliness throughout the Borough, tackling litter and flytipping as quickly as possible.

Ensure maximum coordination between enforcement teams to resolve complex social and environmental issues likely to significantly impact on quality of life.

### How we will measure this

- Reporting on a range of Safer Communities indicators linked to Violent Crime (with a focus on domestic violence and abuse, sexual offences and drug and alcohol related), Anti-Social Behaviour, Road Safety (with a focus on road traffic accidents resulting in killed or serious injuries), Crime in Rural Areas (PI, N)
- Report on the cleanliness of the Borough (PI)
- Report on the work of our enforcement teams in Planning, Housing and Environmental Health (N)
- Satisfaction surveys with residents and key partners such as Town and Parish Councils. (N)



Key to our sense of place is quality of life, feeling safe and using our powers to protect residents' quality of life

# 04

## Prosperous and healthy

– Jobs, Infrastructure, connectivity, health

### Our Strategic Aims

The first two objectives may be regarded as ensuring the foundations for the organisation and Borough are as firm as possible – the Council should add value to the area and residents should feel at home and secure in their communities.

The next two objectives build on the **quality of life theme** to ensure our communities **thrive**, being **prosperous and healthy**.

Key to this theme is a **healthy and inclusive economy** with a good supply of jobs, including in emerging 'mega trend' sectors, prioritised in national and regional Industrial Strategies. Ensuring our residents can **acquire the skills** for new and existing jobs is important in this aim.

As part of the final aim, ensuring investment into North Warwickshire in terms of sufficient housing and employment for our residents is a generally shared aim as long as the **infrastructure that makes places work** comes with it.

The Council has established an ambitious growth and investment programme following years of low input to the area and we will continue to lead on the Borough's input into securing the improvements to roads, schools, community services and environmental assets to **bring quality to growth**.

A key component is ensuring we are **connected with the people, places and factors which influence our life** – in terms of transport and physical connection and also technology as COVID produces a generational shift to digital services.

Finally, but fundamentally, a number of **health outcomes need to significantly improve** within the Borough. Loss of economic opportunity can often be replaced eventually but reduced health prospects are more damaging.



We want our communities to thrive, being prosperous and healthy, and ensure we add quality to prosperity and growth



### How will we achieve this

Produce a revised Economic Development Strategy linked to the UK and WM Industrial Strategies, including identifying projects to be supported from Government funding.

Use developer contributions and other funding to maximise opportunities for the employment of local people including addressing skills gaps as well as the improvement of the environment, leisure and other community services that add value to people's lives.

Manage development and work with partners to deliver its associated infrastructure, in line with the Infrastructure Delivery Plan

Progress the North Warwickshire Transport Strategy to improve strategic roads such as the A5 and A446, improve transport links, including cycle links, footpath links, public transport, and all forms of rail provision.

We will work in partnership with other agencies to tackle health inequalities through implementation of the corporate Health and Wellbeing Action Plan and relevant Warwickshire North Place Plan priorities, as part of our advocacy work for the Borough within the health system as well as by ensuring access to leisure and other community service opportunities that promote active, healthy lifestyles.

Ensure our work through a number of services such as Planning, Environmental Health, Leisure and Community Development and Housing contribute to improving the wider determinants of health and to enhancing the physical and mental wellbeing of local residents.

### How we will measure this

- A dashboard of economic indicators linked to the Economic Development Strategy including skill levels, employment rates, benefit claimant rates, wage/salary data (PI, N)
- Progress reports on the action plan for the Transport Strategy (N)
- Progress reports on the action plans for the corporate Health and Wellbeing Action Plan and JSNA and relevant Warwickshire North Place Plan priorities (N)
- A dashboard of health indicators on key health indicators, including life expectancy, access to mental health services, road mortality, and active lifestyle indicators (PI)

# 05

## Sustainable growth, protected rurality

– Vibrant growth, sense of place, recognisably home

### Our Strategic Aims

Linked to the last theme, one of the most important roles North Warwickshire Borough Council can play is to **shape the type of place** North Warwickshire is and ensure there is **a plentiful supply of houses, of the right type and quality.**

There is a housing crisis in the UK caused by insufficient properties being built over a long period of time. The Council will therefore play its part in providing **sustainable growth, facilitating investment in the Borough.** This will ensure the housing needs of the area are met and provide impetus through new jobs, and good quality facilities and services in North Warwickshire.

The growth however must not come at the expense of future generations and must seek to **retain the rurality of North Warwickshire.** The new necessary growth must integrate well with existing development and seek to retain a recognisable North Warwickshire, in particular protecting as far as possible our Green Belt and other strategic designations of land.

Working with partner organisations and advocating for the Borough for the infrastructure mentioned in the last objective is key to this aim.



### How will we achieve this

We will ensure we have an up-to-date Local Plan, which remains the best way to provide the homes, jobs and other sustainable growth needed in the area. Crucially it also provides the best mechanism to ensure as far as we can that development only happens in the right areas, and for the protection of the Green Belt.

We will continue to work with regional partners to ensure our Plan fits into the wider regional context and that we all working together ensure the necessary supply of homes, jobs and infrastructure.

Use our Design Champions to ensure the best achievable designs are implemented and developed so as to reflect setting and local character.

Seek to secure the protection of the best of the Borough's built and rural heritage, as well as our natural assets such as the Tame Valley Wetlands Partnership

To press for the maximum mitigation and benefits for the Borough arising from HS2, particularly during construction in partnership with other affected Councils and community action groups

Continue to implement the adopted North Warwickshire Leisure Facilities, Green Space and Playing Pitch Strategies, and the accompanying Local Football Facilities Plan, in accordance with their associated Action and Funding Plans.

To implement our Homeless Strategy and work on private housing.

### How we will measure this

- Report on progress of the Local Plan and subsequent reviews (N)
- Report on key planning and housing data such as the five year housing supply, percentage of affordable homes, amount of land built on brownfield and allocated sites. (PI)
- Report to the Planning and Development Board on pressures on the Green Belt, design and heritage issues including conservation areas (N)
- Report progress on Leisure Facilities, Playing Pitches and Green Space Strategies (N)
- Report progress on homelessness, private housing and other housing issues (N)



Sustainable growth providing sufficient houses and jobs, bringing investment into our places whilst keeping our recognisable rurality



**Protecting the rurality of North Warwickshire, supporting its communities and promoting the wellbeing of residents and business.**





North Warwickshire  
Borough Council



[www.northwarks.gov.uk](http://www.northwarks.gov.uk)



# Performance Report



March 2024

# PERFORMANCE REPORT MARCH 2024

## TRAFFIC LIGHT

Measure improving markedly

Measure improving

No/virtually no change, no trend or measure not “good” or bad”

Measure worsening

Measure worsening markedly

Corporate Plan key objectives:

**Efficient organisation – financial management, lean and responsive organisation**

**Safe, Liveable, Locally Focussed Communities – feeling safe, place-based enforcement, quality of life**

**Prosperous and healthy – jobs, infrastructure, connectivity, health**

**Sustainable growth, protected rurality - vibrant growth, sense of place, recognisably home**

## EFFICIENT ORGANISATION – FINANCIAL MANAGEMENT, LEAN AND RESPONSIVE ORGANISATION

EO 1 - Make the financial savings we need in ways which least affect our residents

Identifying the resources needed to deliver the Council's plan to provide high-quality priority services to our communities

*Balanced budget and savings identified in the Medium Term Financial Strategy (N)*

*Increased commercial activity in areas that will promote the wellbeing of the Borough to assist with market weaknesses and make a contribution to the Council's budget (N&PI)*

*Appropriate charges for Green Waste and Parking to help sustain services (PI)*

*Efficiently collect money due to the Council, whilst continuing to offer support (PI)*

The Council's Medium Term Financial Strategy (MTFS) is reported to the Executive Board in November 2023 and the latest update can be found [here](#). The MTFS was at the heart of the adopted budget, agreed by Council on 21<sup>st</sup> February 2024.

A number of projects have been identified in order to implement the Strategy's aim of making the Council's finances more sustainable, such as a review of the Council's assets, a review of fees and charges that was included within the February 2024 budget, appraisal of the case for a commercial housing company, review of the inhouse or LATCO leisure provision business case (coupled with a review of market options), and a review of waste collection in the light of Government changes.

The Multi Recycling Facility which has been the subject of a number of reports to Members is now operational. Further reports on the Facility's performance will be taken to the Community and Environment Board

Collection rates for the current year at the end of March :

Business rates – Target for 2023/24 = 99.00%

Current position = 97.87% as of 5<sup>th</sup> March

Council Tax

Target for 2023/24 = 98.20%

Current position = 95.09% as of 5<sup>th</sup> March

Sundry Debts – current collection rate 84%

EO 2 - A robust transformation programme to ensure our services and processes are as lean as possible

Consider new models of working and providing services

The Administration Unit has been subject to a full transformation review led by the Head of Corporate Services and the Transformation Manager (a new role created to lead this work). A revised structure for the Unit was approved by Members with expected savings in the region of £150,000 (around £50,000 more than initially expected), the Central Services team has been restructured. All processes have been streamlined and efficiencies captured.

Support has been given to the Environmental Health team in transforming the way they work by procuring and implementing a new Environmental Health and Licensing system. Our aim will be to have a system that can manage cases from end-to-end, i.e. from a receipt of a citizen request to closure and reporting. The system will enable officers on site, enabling processes to be electronic and reduce printing and paper and eliminate re-keying of information freeing up officers to focus on service delivery. The team went live in June 2023 and the implementation of the new system went well and the team have adapted well to the new system. Due to two of the Environmental Health team leaving and recruitment now taking place the portal was postponed until February 2024 and has now gone live.

The Council continues to deliver and develop accessible digital services with citizens to be able to report and apply for services online and promote a self-serve model of working for officers by streamlining and automating our internal processes, eliminating duplication, reducing unnecessary hand-offs and paperwork.

Work continues to develop in this work area, and we continue to support services in more digital ways of working. For example: an electronic form and use of workflow automation for Councillors to 'support' residents for grant applications for the King's coronation, use of mobile devices and electronic forms for Revenues and Benefits visiting officers and vehicle inspections at Lower House Farm.

Work continues to develop to support hybrid working by:-  
Implementation of Hybrid Mail - this will enable staff to post correspondence to citizens from any location (home or office), supporting efficiencies and reflecting having a smaller team for incoming and outgoing post as a result of the Admin Review mentioned above.

Hybrid mail is heavily used by some of our teams. With the Revenues team having completed annual billing for this year, summonses and large 'mail outs' will now be sent in this way. This is a far more efficient way for the team to work. We will be sending out Housing end of year rent letters by this method in February 2024.

The Council also agreed to purchase Incab software for our waste and recycling collection vehicles to enable increased service efficiencies in key areas, improved quality and management of performance data, improved access for customers and staff to service information as well as enabling much better allocation of resources and improved communication.

Training has now taken place for the refuse and recycling crews, admin staff and contact centre. The crews are currently using the new technology to record their hours of work and collections for the refuse, recycling, green bin rounds. The In-cab technology informs the driver of any route hazards, assisted collections, and ensures that the vehicle checks are carried out daily. Further work is planned for rural rounds and administrative process efficiencies. Further work on the rounds is required as they can be optimised further to ensure that the crews are driving the most cost-effective route. For the first year we used the bin calendars from Incab (rather than a manual task). For previous years calendars were based on street level whereas using Incab displays at property level.

We have implemented GovDelivery, which is a web-based e-mail subscription management system which allows our Communications Team or other departments to send emails to a Resident/Tenant/Customer who has subscribed to receive news and information on specific topics that are of interest to them. Our first topics was the green bins subscriptions and Voter ID is programmed in for mid-March. Further mail-outs are being planned periodically throughout the year. As our customer contact database expands, we will do more targeted communications. We continue to use the email management system to send targeted emails. Further examples are consultation for the new Housing Lettings scheme, forward planning consultation and renewals of green bin subscriptions. To date we have 33,000 subscribers across 15 categories. This is a hugely successful software implementation that allows the Communications team to create professional emails to our residents' and subscribers.

A rebranded new website went live mid-February 2024. The new leisure website was also launched at the same time and feedback initially is positive. The Health and Wellbeing Working Party has agreed to provide critical friend feedback on how we might further improve the website. The link to the leisure page is below:

- [North Warwickshire Leisure - Leisure \(northwarks.gov.uk\)](https://northwarks.gov.uk)

GIS Web project is currently under way. The plan is that we will make specific spatial data available on our website. For example: - car park locations, charges, spaces, leisure centres and local plan to name a few. Corporate Services have been lucky to secure a casual summer placement who has predominantly been capturing a large amount of data on our GIS system in preparation for the launch of our new web system later this year. The GIS web module should be made available on the Council's website toward the end of March 2024.

The Transformation and Environmental Health Teams have been working closely together to help reduce fly tipping in the Borough. We are deploying some new Artificial Intelligence cameras which intelligently detect events and footage, which then alerts our Environmental Health team immediately and they will be able to action accordingly. The improvement to the way fly tipping will be reported and subsequently allocated, collected, and investigated will all improve significantly once we launch the Environmental Health portal (planned for November 2023). The crew will also have a tablet so once again will be working in a more efficient way.

Working with Streetscape we've procured the installation of six AI cameras currently. The solution generates alerts for movement rather than officers trawling through old fashioned CCTV cameras that record everything.

This has now been handed over to Environmental Health and Streetscape teams for monitoring usage, prosecutions and purchasing of more cameras (if and when required).

The Council has evaluated a number of options for providing Electric Vehicle charging point in some of the Council owned car parks across the Borough. The option we are considering is zero cost to the Council, generates a small annual income and is lower charging fees for the residents/visitors (compared to competitors) and will be

considered by the Climate Change Working Group on 5<sup>th</sup> March and the Community and Environment Board on [25th March 2024](#) (papers available from the 15<sup>th</sup> March).

The Planning and Local Land Charges system implementation is progressing, and discussions are ongoing to enhance the system with the supplier to meet our service needs. Similarly, to Environment Health data extraction is proving troublesome because the incumbent and new systems are designed differently. Unfortunately, there are several concerns that we are addressing with the supplier currently. Therefore, go live date has been delayed under later in the year.

This project has had some difficulties with the supplier of the new system, they are:

1. System weakness, and
2. Poor project management, and
3. Poor training.

The project team along with the Head of Corporate Services have escalated these problems with the supplier and they are meeting monthly. Since January progress is more positive but we are still a way off from going live with the new system. Unfortunately, the delay to us going live with the new system has increased the cyber risks with incumbent system being end-of-life and out of support. We are looking to implement a solution that lowers the risk by replacing the planning portal which is external facing.

The implementation of our new Financial Management system is progressing. The core application is currently being configured, our Finance and Procurement staff are being trained, testing taking place in June and end user training will take place in September. The new system will be going live on 2 April 2024 (for phase 1) which will support payments, collect debt, raising requisitions and authorising purchase orders and budgeting. Phase 2 will involve more streamlining processes.

Our payment transmissions system came to the end of its life in December 2023 and the new BACS system went live in December 2023 which was a very successful and smooth implementation.

Our Payment/Income Management System will be end of life in June 2024 so discussions with our existing supplier have begun to gain an understanding of costs to move to a hosted solution.

	<p>Executive board approved additional funding in November 2023 for the system to be hosted. We are staying with the incumbent supplier who has agreed the current system will be supported until September 2024 until we are hosted.</p> <p>The Council has received some funding from Microsoft for a pilot homeworking solution. The funding is £10k and the Corporate Services will contribute a further £5k from the capital programmes. The pilot will run from December 2023 to March 2024. Further updates will go to Executive Board in due course. The project team have worked with our supplier for training and knowledge transfer over the last three months. We are now starting to test the performance of the solution.</p> <p>We are currently investigating electronic signatures software for whereby a signature is required legally, for example agreements and contracts. We have installed 45 licences of PDF Editor to enable electronic signatures.</p> <p>We have purchased some software that will allow us to create a corporate email signature, plan and run campaigns.</p> <p>We have funded a play area app for inspections. Training is taking place mid-March. The app allows routine and operational inspections for all of our play areas and produces risk assessments, audits and keeps an asset register of all equipment.</p> <p>In general the Transformation team are supporting the use of Microsoft applications more including power automate, power BI and forms for hardship fund approval process, the Forward Planning consultations mentioned elsewhere in this report and staff survey results.</p>
<p>EO 3 - Develop our staff in the new skills needed, properly supported by IT</p>	<p><i>Staff survey results (PI)</i></p> <p>Staff appraisals take place on an annual basis and lead to the production of a training plan. The form has been revised this year to explicitly link individual objectives to the Corporate Plan via Divisions' Service Plans.</p>

The Council undertakes an annual staff survey. The key results for the 23/24 survey as are follows:

A total of 165 employees completed the survey. This is a response rate of 50%, which is an increase from previous years, which is positive in itself. There were 47 questions in total, which were split over 7 areas.

A summary of the responses is set out in the table below, with last year's result to aid comparison and a graphic summary of the results can be found [here](#)

Section	No of Qs	Summary of Results								
		Best Ever	Significantly Improved	Improved	Slightly Improved	Same	Slightly Worse	Worse	Significantly Worse	Worse Ever
Communication	12	1		1	1	1	2	3	2	1
Training & Development	9		1		1		1	2	4	
Staff Morale	13	1		1			5	6		
Community Engagement	1						1			
Management	8	3					3	1	1	
H&S	1						1			
E Learning	3	1				1	1			
<b>TOTAL</b>	<b>47</b>	<b>6</b>	<b>1</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>14</b>	<b>12</b>	<b>7</b>	<b>1</b>

As can be seen, the results of this year's survey are statistically lower in comparison to the results from the 2022 survey. However, overall, there were still many positive results. For example, the question "Do you know how you can help the Council to succeed?" may be statistically 'significantly worse' when compared to the 2022 result, however, 82% of respondents answered 'Yes'. There are however some areas that will be considered.

The results have been fed back to staff and Divisional actions plans are being produced to identify 3 key actions within each Team. A new staff engagement group has been created by the staff led Organisational Development Group and it held its first meeting on 7<sup>th</sup> February as a workshop looking at these results. Three sub groups have been established to look at Communication, Management and Staff Morale. In addition there are a number of recommendations from the LGA's DMA review which were reported to Members last month that officers will consider, including a People Strategy which will look at these issues.

The Leisure team are piloting a Staff Recognition Scheme, which is due to complete its first year, with an annual award to be presented in April.

Table Summary of Staff Survey Results 2023/24

Section	No of Qs	Summary of Results								
		Best Ever	Sig. Improved	Improved	Slightly Improved	Same	Slightly Worse	Worse	Sig. Worse	Worse Ever
Communication	12	6	1	2	1	1	1			
Training & Development	9	2	7							
Staff Morale	13	11			1	1				
Community Engagement	1	1								
Management	8	8								
H&S	1		1							
Data Protection	3	3								
<b>TOTAL</b>	<b>47</b>	<b>31</b>	<b>9</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>1</b>			

47 Questions in total split over 7 areas

EO 4 - Develop our vulnerability work from COVID 19 to provide additional assurance to residents who may be experiencing difficulties

### **Financial Inclusion Update March 2024**

- **Financial Inclusion Partnership meetings now in the diary**
  - **23/24**
    - 27/3/24 (4) – 2pm – 4pm - TEAMS
  - **24/25**
    - 19/6/24 (1) – 10am – 12pm – TEAMS
    - 26/9/24 (2) – 2pm- - 4pm Face to Face, Council Offices
    - 05/12/24 (3) – 2pm – 4pm - TEAMS
    - 19/3/25 )4) – 10am – 12pm – Face to Face, Council Offices
  - **Plan for 24/25:**
    - 'Data Sets' and 'Timetables' to become a standing agenda item – for all partners and LA
      - Example: Use Revs and Bens data to help predict demand on 'advice services' to help with resource planning – ie when bills sent out / reminders etc
    - Looking at how we can engage and support residents 'collectively' and identify potential joint project work and funding opportunities
    - Planning for any projects and events
      - Planned event '**Living Smart**' – tips, trick and saving money...as part of the 'Levelling up' agenda at Mancetter and Ridge Lane – 23/4/24
        - Cost of Living and energy main focus
        - transport option booked in order for everyone to access the event
        - relevant partners and services invited
        - Open to the local communities

### **Additional help towards Council Tax**

The Council allocated an additional £30 to qualifying households, in receipt of Council Tax Support during

23/24 period to help alleviate the effects of the cost of living.

### **Financial Inclusion Support Delivery:**

**April 23 to Feb 24**

#### **213 Households supported with money matters by the FI Support Officer**

- 45 had a vulnerability
- 9 had a caring responsibility
- 135 helped to claim additional benefits
- 43 Food vouchers awarded
  - NB: Many in crisis, also accessed other options across the borough who were in crisis
- 82 Fuel Bank vouchers issued (Jan 23 to Dec 23)
- 60 referred / signposted for additional support services

#### **Energy Bills Support Scheme – Feb 23 to August 23 (application period)**

- Comms toolkit used to promote as provided by Government
- Particular work done with Care Homes

##### **Outcomes:**

- 143 cases for EBSS AF @ £400 = £57,200
- 165 cases for EBSS AFP AF @ £200 = £33,000
- **Total cases 308 = £90,200**

#### **Emergency Food Provision**

- **DATA:**
  - Period 22/23 – Food Vouchers issued = 937
  - Period 23/24 – Food Vouchers issued = 366 (to end of Feb 24)
  - Approximately a decline of 61%
    - This is not due to a reduction in 'need' but due to a reduction in the service offer
    - The offer has reduced from 14 referrals per week to 10 per week and is only accessible for 3 hours pw
  - However, there are additional offers that are offered across the borough which are promoted by our teams and on our website –

see link [Food Supply Help | Cost of Living | North Warwickshire Borough Council \(northwarks.gov.uk\)](#)

- The LA also have a supply of 'Emergency' Aldi vouchers which we use to support many in crisis
  - We have to date, awarded 115 vouchers to the value of £2,875
  - This has been funded via New Burdens funding to ensure that we are able to support those most in need with food

- **Edible links update:**

- Emergency food now only available one day per week (3 hours per day) with a maximum of 10 referrals
- This has created 'waiting lists' and delays in food being available to those in need quickly
- Some have failed to collect due to sourcing food from other sources and offers more quickly

- **Tender Process**

- Due to our 'emergency' food provision ending at the end of March we have put the Emergency Food Provision out to tender for a service to commence from April 24, to work across the NWBC area
- One tender application has been submitted from We Care UK
- The offer fulfils the specification and would provide good emergency provision and compliment the other food offers across the borough
- This offer will be submitted to the March UKSPF for funding consideration and a decision

### UKSPF funded Projects

- **BEAM**
- North Warwickshire Borough Council has partnered with Beam to support residents find secure, stable employment – see flyer.....



Beam x North Warks Flyer.pdf

- North Warwickshire Borough Council's pilot with Beam aims to support residents into work, providing each service-user with the following:
  - Personalised employability support and coaching
  - Tailored employment preparation (including career planning/ job applications/ CV & interview support etc)
  - Budgeting assessments to help residents navigate the cost of living crisis
  - Financial support for barriers to employment such as laptops, smartphones, uniform, travel and childcare costs
  - Wellbeing support to make sure residents are receiving help where it's needed
  - BEAM have been funded to support 17 local people to find employment. This means that they would expect to receive 50 to 60 referrals
  - BEAM have joined the NW FIP and will be attending the 'Living Smart' event at Mancetter on 23/4/24

**BEAM Outcomes as at 6/3/24:**

- 13 referrals
- 5 actively engaging
- 2 x into paid employment

To find out more about Beam's support to North Warwickshire residents, and how you can start referring your clients to receive support, please contact Beam at [referrals@beam.org](mailto:referrals@beam.org).

- **NW Connect and Learn (funding up to end of Mar 24)**

- Digital sessions started and available in local communities – see Timetable attached.....



NW Connect and Learn Timetable v2 16 2 24.pcf

- Continuing to talk with communities re future venues / sessions / timetable etc

- Open to all residents who need to learn computer basics and get online
- Working closely with Health partners and engaged with PCN's to help support patients and refer to sessions. The aim is to channel shift patients and reduce demand on phone services
- Drop ins for residents to ask any question relation to getting online including mobile questions!
- Running alongside the **Money, Money, Maths** (DWP Multiply programme)
  - A cost-of-living workshop helping people to budget and save money

#### Time Out

- Fresh Fruit and Veg
- Available in local community venues and supporting local farmers
- Includes slow cooker sessions and demonstrations

#### Tackling Social Inequalities Funding (TSI)

- Funding to continue to support **NW Connect and Learn** Sessions up to end of Mar 25
- **Red Card Gambling** awareness Sessions (up to end Mar 25)
  - Open to **ALL** frontline workers, working across the NORTH (NB and NW areas)
  - 10 sessions – 30 participants per session max = total 300
  - These sessions most closely link to Priority 1 of the WCC Tackling Social Inequalities Strategy which relates to '**upskilling practitioners to increase their skills and confidence in identifying and supporting residents facing financial hardship**'.
  - Embedded are details of the sessions – circulated to team internally, health colleagues for dissemination and this will also be issued to NW FIP partners



Red%20Card%20Gambling%20Session%

- **REPF**

- Approx 150 Energy Packs purchased, consisting of:
  - Thermal electric throws
  - Slow Cooker
  - Draught proofing
  - Radiator Reflector foil
  - LED Bulbs
- We will be looking at looking EPC data to identify how we can work with our partners to make best use, and impact, of this resource
- We may use a few to incentivise engagement at the Mancetter and Ridge Lane Cost of Living event on 23/4/24
- We will also be looking at 'Project EPC' with partners to consider how we can develop energy pathways to the most appropriate partners - whether that be for help and advice about bills, in-house energy assessments, small measures offer and support to identify larger energy efficiency measures and installation.
- Potential to work alongside Health under the WN Delivery Group
- \*\*see below

- **EPC Data**

- Insightful EPC data provided by WCC BI unit released
- I've Looked at the data in relation to NWBC area to consider how many properties higher than a 'c rating could potentially become at least a C rating
- Could be a good 'pilot' (Project EPC) to look at in the Mancetter & Ridge Lane area
  - Need Cllr / management / public health agreement
  - Data led / energy [acks to support / involve energy efficiency officer re larger measures and eligibility to schemes
  - Need right stakeholders . buy in from partners / funding
  - Next meeting to discuss data with BI team 13/3

**Councillor Hardship Fund**

- Following member approval the Councillor Hardship fund went live early 2024
- £5,000 allocated per ward
- Eligibility Criteria and FI team to administer
- To date on £2,000 has been allocated to groups
- Further development work has been undertaken on the application and admin process which will be shared with Councillors by the end of March 24

### **Free School Meals**

- Countywide FSM working group set up to look at how we can increase take up
  - The 'Sheffield model' is not possible in 2 tier LA's due to GDPR issues
- Working with partners to promote key messages and increase comms
- Looking at data in relation to FSM numbers in key schools and how we can promote, particularly to some cohorts where there may be barriers – language, disability etc
- Michael Drayton school has received TSI funding from WCC to provide FSM to all children in school for 1 term
  - 500 students – previously had 108 FSM and now have 409 take up FSM
  - Good early results: lateness has improved by 30%, behaviour has improved, more socialising and eating together
  - Further study being undertaken by Warwick Uni on outcomes
  - Head has written to local businesses for potential 'sponsorship' to continue with the offer

### **Affordable Credit**

- Working group established across Warwickshire to look at more affordable lending options
- Some funding available via WCC and also IMLT
- New initiatives are planned in relation to offers of more affordable lending options from CitySave Credit Union
- Some funding has been allocated for 24/25 in relation to communication for CitySave and maximising reach across the county with target groups
- This work will continue to be developed throughout 2024/25

**STW**

- We have been working on a setting up a pilot with STW for our Intro tenancies to give a discount of up to 70% on their water bills to support people in the first 12 months
- However, progress has been slow and we are still in the process of trying to get the DSA and appropriate documentation agreed between the two parties
- Hopeful that this will be ready to start in April 24

In relation to other work with STW we are hoping to establish a Water Metre initiative as part of our Utility work. This again, will be reliant on the DSA being agreed and signed.

#### **Groundwork – Green Doctor**

- New project started with Green Doctor during 2023
- In-house energy assessments available via referral from our teams
- Aim to help reduce energy, save on bills and change behaviour
- We plan to work more closely on energy Initiatives throughout 2024 /25 especially in relation to using EPC data available

#### **National Energy Foundation - Better Housing Better Health**

- A 'new' partner for NWBC
- An organisation offering 'free' support to residents across the borough with regard to energy
  1. Help with fuel vouchers (pre-payment meters)– via Energy Savings Trust
  2. Small measures scheme – draught excluders, LED bulbs, Blankets, thermal curtains
  3. Help to access major scheme measures
- Funded by the Energy Savings Trust Redress scheme and National Grid

Given that we have a number of partners and offers within the energy efficiency space, I have re-established the Positive Energy Working Group (sub-group of NW FIP) so that we try and avoid duplication, develop a more streamlined pathway for customers to understand and provide support where needed. We have some really insightful EPC data and it would be good to look at how we can use this in a SMART way to give us some tangible outcomes.

#### **Levelling Up – Mancetter and Ridge Lane**

- The FI team Supported the consultation process (door knock) with Mancetter and Ridge Lane residents
- FI has a role to play on this agenda to help support residents

### **Communications**

- Cost of Living webpages developed
- Councillor's '*Help and Support*' document shared for reference purposes
- Paper version of useful flyers developed by comms team and available for download and print for cohorts with access to digital
- PODCAST ' Money Maters with Sally' launched Sept 23
  - 2 podcasts shared
    - FSM / Volunteering
  - Due to inability to be able to 'edit' and the cost involved the series has been put on hold
- FISO Outreach Sessions are taking place at warm spaces, hubs, community cafes and groups and ad hoc NW Connect and Learn sessions
- We continue to follow key partners and share messages
- Social Media planners and timetables developed throughout the year and shared and messages scheduled

### **UKSPF**

- Applications in for Sept board:
  - NW connect and Learn – Digitale learning programme in conjunction with Money Money Maths (DWP Multiply project). Delivery by CDA
  - Expansion of the Social Supermarket with Ediblelinks
  - Time Out – farm to food and supporting families, including grow to give initiative

NB: due to closure of WWRAS, some previously funded projects will now cease from Sept – Financial First Aid training and Money Max projects.

### **Training and Initiatives**

- **Money Advice Trust (MAT) Vulnerability training**
  - 2 x 1/2 day sessions Sept and Oct 23
  - 18 Attended from Revs, Bens, FI, and Housing
- **MaPs – Money Guiders Programme (accredited course)**

- 4 Officers across FI and housing signed up and have started the online learning
- Accredited by City and Guilds, available online and self-paced, free
- **MaPs – Adviser Network**
  - **To be picked up during 24/25**
  - DSA agreement needs to be agreed and signed
  - Pilot in revs and bens initially
    - A system of 'Warm telephone transfer' to a national debt advisers
  - Frontline staff will have some training
- **Financial Education in Schools**
  - WCC deferred

**NWBC Employee Support**

- City Save CU payroll deduction scheme available and promoted for employees. A direct deduction from salary for 'savings scheme'
- New CU offer of the 'PrizeSaver' Account – where you could win up to £5,000 per month

Further information on this topic can be found below:



Appendix C FI  
Report Oct 23 Data .

EO 5 - Ensure as many services are based in North Warwickshire as possible to ensure they reflect and respond to the Borough.

The Council continues to advocate for as many services as possible to be delivered in the Borough.

As reported previously, a number of services have been co-located with leisure services, such as the phlebotomy service at Atherstone Memorial Hall and Coleshill Leisure Centre. The Council is seeking to increase the number of related services on offer at its centres, including using advance health measuring scales using funding from the Health and Wellbeing Working Group.

In addition, the leisure service will introduce blood glucose and cholesterol testing services from April 2024. Staff training is taking place this week and procedures will be refined with staff through March. Promotion to public will then follow, using National awareness dates including type 2 diabetes prevention week in May, and national Cholesterol awareness month in October as platforms to promote the service and support prevention and early intervention for health in the Borough.

The Council continues to implement the UK Shared Prosperity Fund delivery plan, with a total of £640,000 allocated to a range of projects in the community and to support local businesses.

As mentioned below in PH5 and PH6, a Warwickshire North Place Health Grant has been created and the Council has bid for funding to support the acquisition of the equipment and staff training that would enable the provision of blood glucose and blood cholesterol testing. This is part of an overall push to integrate our leisure and exercise offer with the related health issues, as part of an overall wellbeing service and more supportive membership journey for those using our Leisure services. Recent additional actions include a weekly Memory Café started at Atherstone Memorial Hall on 20 September. Officers are working with the George Eliot Hospital NHS Trust on the option of hosting a Cardiac Rehabilitation programme at the Memorial Hall.

Our work on Community Safety continues to push for greater Police resource in the Borough and more continuity of service. Successful bids for OPPCC funding and Safer Streets funding have been made and a number of projects/services will be introduced in to the Borough.

A bid for a total of £250,000 in funding from the Innovation for Healthcare Inequalities programme and the NHS England Midlands regional 'Going further faster' programme for Warwickshire North has been successful. The proposal for these funds is to develop a pathway for the increased detection of hypertension, Atrial Fibrillation and High cholesterol in the community followed by diagnosis and management including lifestyle interventions/support. The ICB advised partners in December that no further projects against this funding would be approved in the current financial year however is actively seeking projects for next year. The projects for Warwickshire North already approved are unaffected.

Members are aware that the Council's Levelling Up Fund bids were not successful and as a result the Council resolved in February to work on replacement facilities in Polesworth and Atherstone via internal funding. Work continues with partners, particular health and libraries to ensure other related services are included in this work in order to secure and improve the services available in the area.

**SAFE, LIVEABLE, LOCALLY FOCUSSED COMMUNITIES – FEELING SAFE, PLACE BASED ENFORCEMENT, QUALITY OF LIFE**

COM 1 - Continue to play a leading role in the North Warwickshire Community Safety Partnership working with the community, including the Police, Town and Parish Councils and people of all ages, background and areas, to improve public perception of crime and public confidence in feeling safe by contributing towards the achievement of the Partnership plan actions and targets for the current strategic priorities. This will be particularly important for those who have spent considerable periods of time shielding against the risk caused by COVID 19.

COM 2 - Work with partners to resolve Safer Neighbourhood issues, including, where necessary, taking action to address anti-social and nuisance behaviour

*Reporting on a range of Safer Communities indicators linked to Violent Crime (with a focus on domestic violence and abuse, sexual offences and drug and alcohol related), Anti-Social Behaviour, Road Safety (with a focus on road traffic accidents resulting in killed or serious injuries), Crime in Rural Areas (PI, N)*

Updates regarding the key Safer Communities issues are reported to the Safer Communities Sub Group

The latest agendas can be found [here](#), [here](#) and [here](#)

The recent residents’ survey has provided further insights into residents’ views on feeling safe. 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%).

However, the figure for feeling safe after dark (62%) underperforms both LGA comparators (73% national and 67% regional).

Further money was included in the Budget adopted last month to undertake further analysis on this issue and will feed into the Council’s work on this issue.

The Council is currently consulting on a Public Spaces Protection Order in respect of Atherstone Town Centre covering a number of anti social activities, based on recent incidents and complaints.

The CCTV system in Atherstone continues to be well used and effective, supported by funding from the UKSPF. An options appraisal is being undertaken to consider incorporating Polesworth Town Council’s scheme into the Control Room.

The Housing team continues to work with the Police’s Safer Neighbourhood Teams on issues of anti-social behaviour.

COM 3 - Advocate on behalf of the Borough to ensure sufficient levels of key services in the area,

See update on EO 5 above, pages 4-5

<p>particularly Police and street lighting.</p>		
<p>COM 4- Maintain a very high standard of street cleanliness throughout the Borough, tackling litter and fly tipping as quickly as possible</p>		<p><i>Report on the cleanliness of the Borough (PI)</i></p> <p>The latest position on fly tipping was reported to the Safer Sub committee meeting on the <a href="#">20th November 2023</a> and a further report will be taken to the March meeting.</p>
<p>COM 5 - Ensure maximum coordination between enforcement teams to resolve complex social and environmental issues likely to significantly impact on quality of life.</p>		<p><i>Report on the work of our enforcement teams in Planning, Housing and Environmental Health (N)</i></p> <p>The Planning and Environmental Health teams continue to work together on cross cutting issues.</p> <p>The structures for both the Environmental Health team and Planning teams have been reviewed in the last year and additional posts added. The Environmental Health team's new Environmental Crime officer is in the process of being recruited. The Planning team now have three Enforcement Officers in post.</p> <p>The Streetscape division staffing arrangements will also be reviewed and will be reported to Members once the Executive Director within the new structure has been recruited. A key element of these reviews is to further strengthen the Council's response to enforcement matters.</p> <p>The Chief Executive continues to chair joint working project groups on issues as necessary, for example on the safety issues relating to protests at Kingsbury Oil Terminal, fly tipping cases and the Lea Marston Shooting Ground.</p> <p>A revised Planning Enforcement Plan was agreed by the Planning and Development Board recently.</p>

Prosperous and healthy –

Jobs, Infrastructure, connectivity, health

PROSPEROUS AND HEALTHY – JOBS, INFRASTRUCTURE, CONNECTIVITY, HEALTH

<p>PH 1 - Produce a revised Economic Development Strategy linked to the UK and WM Industrial Strategies, including identifying projects to be supported from Government funding.</p>	<p><i>A dashboard of economic indicators linked to the Economic Development Strategy including skill levels, employment rates, benefit claimant rates, wage/salary data (PI, N)</i></p> <p>A revised draft Economic Development Strategy, to complement the employment land strategy within the adopted Local Plan, was considered by this Board last year and are being <a href="#">consulted</a> on currently, together with a number of Forward Planning documents. The Council is also inputting into a Warwickshire Strategy, a Coventry and Warwickshire Strategy and a West Midlands Investment Strategy.</p> <p>Considerable work has been undertaken in our main market towns by the Community Development section, as well as the work of the Institute of Place Management and the consultant funded by the UKSPF undertaking the role of Market Towns Officer. An update on the work was reported to the Community and Environment Board in <a href="#">January</a> and a £100,000 High Streets Grant Fund was announced as part of the Council’s adopted budget in February.</p>
<p>PH 2 - Use developer contributions and other funding to maximise opportunities for the employment of local people including addressing skills gaps as well as the improvement of the environment, leisure and other community services that add value to people’s lives.</p>	<p>The Council issues an Infrastructure Funding Report every year, the latest being 2022. The latest report was considered by the Planning and Development Board at its <a href="#">January meeting</a>. Each year’s report can be found <a href="#">here</a></p> <p>The County Council’s statements can be viewed <a href="#">here</a></p> <p>There is an extensive Infrastructure Delivery Plan linked to the adopted Local Plan which will seek developer contributions on a range of issues <a href="#">IDP 2018</a></p> <p>Work continues to offer support to those seeking jobs and further training. In particular, a skills plan is being developed with local partners to support the employment land allocation in the Local Plan for Horiba MIRA which was recently granted planning permission and we are working also on skill support for a major employer at the Core 42 development in Dordon. Work also continues with HS2 in order to ensure barriers to employment within our</p>

	<p>area are reduced. This supplements the allocations made within the People and Skills element of the UKSPF work.</p> <p>The Council <a href="#">adopted</a> a revised Supplementary Planning Document last year relating to developer contributions earlier this year, including for Open Space, Sport and Recreation contributions.</p> <p>The Council continues to allocate UKSPF funding with £981,019 committed to date. Over 50 projects have been supported as shown in the graphic below:</p> <div style="text-align: center;">         UKSPF Mar 24.docx     </div> <p>The Council will award £255,000 additional funding to communities via the Councillor Community Grant scheme announced as part of the Council's adopted budget in February.</p>
<p>PH 3 - Manage development and work with partners to deliver its associated infrastructure, in line with the Infrastructure Delivery Plan</p>	<p>The Council <a href="#">resolved</a> to undertake a review of the adopted Local Plan, once national policy changes have been confirmed.</p> <p>Work continues on the delivery of the adopted Plan. This is particularly important in relation to the strategic allocations.</p> <p>The Local Development Scheme has been updated to reflect the work programme.</p> <p>The high-level work programme is as follows and has been developed by the LDF Sub committee. A series of meeting for this Group has been arranged for the coming year:</p> <ol style="list-style-type: none"> <li>1 Delivery of Strategic Allocations – in particular allocated sites H2, H4, E4       <ul style="list-style-type: none"> <li>o Master Plans</li> <li>o Design Codes</li> <li>o Infrastructure delivery</li> </ul> </li> <li>2 Delivery of infrastructure       <ul style="list-style-type: none"> <li>o A5 Phases 1 and 2 – HIG funded</li> <li>o A5 Phases 3 and 4 – RIS3 pipeline project</li> <li>o Other key facilities and services such as education, health and community facilities</li> </ul> </li> <li>3 Supplementary Planning Documents</li> </ol>

- o Residential Design SPD
- o Open Space and Sports SPD
- o Developer Contributions SPD
- 4 Gypsy, Romany and Traveller Development Plan Document
- 5 Neighbourhood Plans
  - o Advice and guidance to those preparing their NP's
- 6 Improve monitoring of Local Plan
  - o Reviewing current process and looking to improve use of IT
- 7 Review and keep evidence up to date
  - o HEDNA – Housing and Economic Development Needs Assessment
- 8 Conservation work
  - o Designation of Conservation Area for Caldecote
  - o Designation of Conservation Area for Freatzley

As set out above, a number of those documents are currently being [consulted](#) on. Work progresses on the other documents and further reports will be taken to the LDF Sub committee.

PH 4 - Progress the North Warwickshire Transport Strategy to improve strategic roads such as the A5 and A446, improve transport links, including cycle links, footpath links, public transport, and all forms of rail provision.

*Progress reports on the action plan for the Transport Strategy (N)*

Warwickshire County Council has developed a revised Transport Strategy and the strategy relating to North Warwickshire will now be contained within that document. The County Council has now [approved](#) the Strategy and officers are still seeking a Member briefing to be held on the main issues within the Strategy, particularly how they relate to North Warwickshire.

An initial officer meeting took place on the 23<sup>rd</sup> February regarding the North Warwickshire Local Transport Plan. The draft timeline for this work is attached and transport issues relating to health and employment/skills is likely to be a key issue, as identified through the initial work on Levelling Up



LTP4 ASTS  
timeline.docx

Nearly £80m was allocated for the first phase of improvements to the A5 in the March 2020 budget, one of only three schemes in the country allocated funding. Project meetings have started on that scheme and Members will be aware that a consultation on the options for the Grendon to Dordon part of the road, together with proposals for the roundabout at Holly Lane took place last year. The wider upgrade from the M42 to the M69 is now thought more likely as a result of the funding for the first phase. That scheme is one of the pipeline projects being developed as part of the Government's next [Road Investment Scheme](#) (RIS3), the only one currently in the Midlands.

National Highways have recently raised concerns about the rising costs of the A5 work and that further funding may be needed. We are working with them, the County Council and Homes England on this issue and National Highways submitted further details to the Department for Transport in the summer.

National Highways are now looking at seven projects along the A5 from the M42 to the M69 and officer working groups have been established. Progress and any further announcements on funding will be reported to Members when made.

PH 5 - We will work in partnership with other agencies to tackle health inequalities through implementation of the corporate Health and Wellbeing Action Plan and relevant Warwickshire North Place Plan priorities, as part of our advocacy work for the Borough within the health system as well as by ensuring access to leisure and other community service opportunities that promote active, healthy lifestyles.

PH 6 - Ensure our work through a number of services such as Planning, Environmental Health, Leisure and Community Development and Housing contribute to improving the wider determinants of health and to enhancing the physical and mental wellbeing of local residents

*Progress reports on the action plans for the corporate Health and Wellbeing Action Plan and JSNA and relevant Warwickshire North Place Plan priorities (N)*

*A dashboard of health indicators on key health indicators, including life expectancy, access to mental health services, road mortality, and active lifestyle indicators(PI)*

The Council's Health and Wellbeing Action Plan is reported to the Health and Wellbeing Working Party, with the minutes of that body report to the Community and Environment Board. A draft revised Action Plan 2023-27 was [agreed](#) in February last year.

The Warwickshire North Plan is attached here and a partnership day is being held on 7<sup>th</sup> March to review these priorities.



WN Place Plan.pdf

A Public Health Fund for the Warwickshire North area was made available for funding bids to support the Place's health priorities and the outcomes reported to the February Health and Wellbeing Working Party.

A health inequalities dashboard has been developed with Warwickshire County Council and can be found [here](#)

Work on the Warwickshire North Place partnership dashboard has been paused due to a lack of capacity across the system. Officers however are working with colleagues in the partnership to restart this work which is crucial in establishing if the various partnership activities is having the intended impact. However in the interim there are a number of [sources](#) of information

The Warwickshire North Health and Wellbeing Board has identified four priorities, identified through workshops



The Council's contribution to these priorities can be found in this attachment.



WN Place Progress Report Feb 24.pptx

Winter planning has taken place across the Warwickshire North Place with £2.17m allocated to Place for this work.

In addition Warwickshire North has been allocated £817,000 of the Warwickshire allocation of £956,000 health inequalities funding. This funding is based on deprivation indices in North Warwickshire and Nuneaton and Bedworth and is align to (and one of the first indications of the success of) our levelling up approach. The areas prioritised for this funding are improving access

to services, tackling long term conditions (including obesity) and the health of children and young people). The ICB advised partners in December that no further projects against this funding would be approved in the current financial year however is actively seeking projects for next year. The projects for Warwickshire North already approved are unaffected.

A bid is being developed for the Government's [WorkWell](#) fund which is aimed at those not currently in the labour market due to health issues. This is a key issue within North Warwickshire.

Officers continue to attend the Local Estates Forum which looks at physical assets available to promote health and wellbeing

The Council's work on Air Quality continues and has been reported to the Health and Wellbeing Working Group on 26<sup>th</sup> February 2024 and the [Community and Environment Board](#) in October 2023. The Council has recently deployed eight additional monitoring units – five in Water Orton (linked to the HS2 construction), and one each in Hartshill, Dordon and Polesworth.

## SUSTAINABLE GROWTH, PROTECTED RURALITY – VIBRANT GROWTH, SENSE OF PLACE, RECOGNISABLY HOME

SG 1 - We will ensure we have an up-to-date Local Plan, which remains the best way to provide the homes, jobs and other sustainable growth needed in the area. Crucially it also provides the best mechanism to ensure as far as we can that development only happens in the right areas, and for the protection of the Green Belt.

*Report on progress of the Local Plan and subsequent reviews (N)*

*Report on key planning and housing data such as the five year housing supply, percentage of affordable homes, amount of land built on brownfield and allocated sites. (PI)*

*Report to the Planning and Development Board on pressures on the Green Belt, design and heritage issues including conservation areas (N)*

The North Warwickshire Local Plan was adopted on 29<sup>th</sup> September. As mentioned above, the Council has resolved to review the Local Plan as soon as national policy changes have been confirmed.

	<p>Regular updates are reported to the Planning and Development Board on recent appeal decisions</p> <p>Monitoring information on the development provided during each year will be report to Board on an annual basis with the most recent report considered at the <a href="#">LDF Sub committee</a> on 31<sup>st</sup> January 2024.</p> <p>Members are starting to see a number of planning applications being submitted further to the adopted Local Plan, with the Planning and Development Board approving the key employment allocation at MIRA last month. The <a href="#">development</a> will result in a £300m investment into the Borough with around 2500 highly skilled jobs being directly created as well as supporting a significant number in the supply chain.</p>
<p>SG 2 - We will continue to work with regional partners to ensure our Plan fits into the wider regional context and that we all working together ensure the necessary supply of homes, jobs and infrastructure.</p>	<p>The Duty to Cooperate was a key component in the North Warwickshire Local Plan and the housing allocations make a substantial contribution to the wider regional housing need, a requirement given that North Warwickshire is part of both the Coventry and Warwickshire and Greater Birmingham Housing Market Areas.</p> <p>Whilst the Council will wait until national policy and the rules regarding Local Plan changes are confirmed, work continues to refresh the evidence that sits behind the Local Plan with work on a Coventry and Warwickshire housing and economic needs assessment and a Housing and Employment Land Availability Assessment. Work to progress the West Midlands Strategic Employment Sites is also continuing. These issues, and other future work matters, are reported to the LDF Sub-committee and emerging issues are included in the documents currently being consulted on.</p>
<p>SG 3 - Use our Design Champions to ensure the best achievable designs are implemented and developed so as to reflect setting and local character.</p> <p>SG 4 - Seek to secure the protection of the best of the Borough's built and rural heritage, as well as our natural assets such as the Tame Valley Wetlands Partnership</p>	<p>Members will be involved in Master Planning for the Strategic Allocations.</p> <p>Design Champions will continue to be involved with developers at both pre-application and application stages of the process</p> <p>A new round of Civic Awards for the best development and heritage work within the Borough was announced as part of the Council's adopted Budget in February.</p>

	<p>Officers to continue to sit on the board of the Tame Valley Wetlands Partnership</p> <p>Opportunities for biodiversity net gain will be explored and developed, particularly as the Environment Act has been enacted. Reports on the scheme have been presented to Members and some funding has been received from the Government to help the Council prepare for the scheme which went live in November 2023.</p>
<p>SG 5 - To press for the maximum mitigation and benefits for the Borough arising from HS2, particularly during construction in partnership with other affected Councils and community action groups</p>	<p>Officers continue to meet with HS2 regularly to discuss the project. In particular, officers attend regular consents meetings with the main works contractors and HS2 staff, as well as the Special Management Zone Meeting.</p> <p>One current issue is concerns about dust in Water Orton and links to local health concerns. As mentioned above, external funding has been obtained for five monitors in the village and the results will be reported to Members.</p> <p>HS2 have agreed to fund a planning officer to deal with consents under the HS2 Act and an appointment to this role was made in January 2022 and was renewed in December 2023. Funding for an additional Environmental Health officer has also been obtained and an appointment made.</p> <p>Recent work has related to the Bromford Tunnel extension and the associated Transport and Works Act Order. An appeal hearing in respect of the Bromford Tunnel Portal took place in April 2022 but the appeal remains undetermined and has been recovered for determination by Ministers. Officers have recently been advised that this decision should be issued 'shortly'. The decision of the Transport and Works Act Order also remains undetermined, following objections from the Borough Council and others, and a decision about how the application will proceed has been successively postponed.</p> <p>Members are engaged in consultation on the design and appearance of the Delta Junction viaducts, overbridges, embankments and other structures, via a Subgroup of the Planning and Development Board.</p> <p>Officers continue to be part of the national HS2 Planning Forum.</p> <p>Officers liaise with the Constituency Member of Parliament, and have engaged the HS2 Minister and Department for Transport officials, with regards to concerns about the adherence to due process and the bounds of HS2 Act powers in respect of works advancing ahead of the consents process and in respect of the preservation of archaeological heritage.</p>

	<p>Officer's continue to work to achieve legacy community benefit from the HS2 development, including connectivity improvements (cycling/walking) and heritage interpretation.</p>
<p>SG 6 - Continue to implement the adopted North Warwickshire Leisure Facilities, Green Space and Playing Pitch Strategies, and the accompanying Local Football Facilities Plan, in accordance with their associated Action and Funding Plans.</p>	<p>Progress with regard to work undertaken within leisure facilities and in respect of the Borough Council's green spaces and playing pitches is regularly reported to the Community and Environment Board and the Board <a href="#">adopted</a> the revised Playing Pitch Strategy at its meeting held in January 2024. After several attempts, the Council has appointed a Green Space Officer. Further updates on the Playing Pitch Strategy and Green Space Strategy will be reported to the March <a href="#">meeting</a> (papers available on the 15<sup>th</sup> March). As mentioned above, a revised Open Space, Sport and Recreation Supplementary Planning Document has also been approved by the Borough Council.</p> <p>The Council continues to undertake considerable work in support of local sporting facilities and announced as part of the adopted budget in February further funding to assess the condition of pavilions/changing facilities within the Council's ownership.</p> <p>Following the dissolution of the Atherstone Town Community Football Club management company, Officers worked speedily with the new management to resolve the Health and Safety issues at the ground and to allow games to be scheduled there again.</p> <p>As reported to the September <a href="#">Resources Board</a>, officers have worked with Members to ensure that Atherstone Boxing Club has new premises, further to its previous venue having become unavailable at short notice.</p> <p>£250k has been obtained from the Football Foundation through which to develop the Ansley Workshops Sports Ground into a high quality, community-managed facility and Community Development has been working on a number of funding applications (Inclusive Communities Fund, Social Fabric Fund, Lottery and UK SPF) through which to try and improve the on-site ancillary accommodation.</p>

	<p>Officers are working with Members, as reported to the Community and Environment Board, on the use of s.106 receipts on open space and related matters.</p> <p>Officers successfully bid to the Coronation Living Heritage Fund to develop community orchards within the Borough.</p> <p>As the Council's application to the Government's Levelling Up Fund for support to re-develop Atherstone Leisure Complex (and improve local health and library services) proved to be unsuccessful, the Council announced as part of its approved budget that it would work towards new facilities in Polesworth and Atherstone. Work will also take place to review the operating arrangements for those facilities, including external options. Work has continued on the option of creating a Local Authority Trading Company and a draft business case has been developed, together with changes to the in-house operations. Progress and options reports will be taken to Members as this work progresses.</p> <p>Two successful bids have been made to the Sport England Swimming Pool Support Fund, firstly (£198k) to help meet the increased cost of utilities and water chemicals at Atherstone Swimming Pool, and secondly £75.5k to introduce PV panels and variable speed filtration at the Pool.</p> <p>Significant developments relating to open spaces in Atherstone (Royal Meadow Drive Recreation Ground), Grendon (Boot Hill Recreation Ground), Ansley Workshops and Baxterley have been undertaken in conjunction with external partners, whilst Play Area Development Programme improvements have been made in Corley, Dordon, Hurley, Mancetter, Polesworth and Wood End. The Borough Council has introduced North Warwickshire's first pump track in Ansley Common (with a second now planned in Dordon) and, with support from the Parish Council, improvements to Grange Road Recreation Ground in Hartshill.</p>
<p>SG 7 - To implement our Homeless Strategy and work on private housing.</p>	<p>Report progress on homelessness, private housing and other housing issues (N)</p> <p>The Council's Housing Working Group continues to meet to discuss current Housing issues.</p>

The development of a new asset management plan for the service was reported to Resources Board last year. This provides for a framework for the service to deliver works to ensure our tenants and buildings are safe and our homes are energy efficient. Work continues against that framework, for example a nine month programme at Abbey Green Court in Polesworth. The Council has agreed to do a new stock condition survey which will support future capital programmes and will also ensure that we are proactive in engaging with tenants with regard to the importance of reporting concerns about damp and/ or mould in their homes. The Resources Board approved a restructure of the Maintenance Section at its meeting on 29<sup>th</sup> January.

We continue to report on our work in this area to Government and the Regulator as required. The new consumer standards will be active from 1<sup>st</sup> April. A ‘gap analysis’ is being completed, with a group of tenants and Councillors at a joint meeting which took place on 27<sup>th</sup> February 2024. An action plan has been developed as a result of that meeting.

Tenant Satisfaction Measure returns will be published nationally in September 2024 and the results of the tenants’ survey received in December 2023 are as follows:

Question	Satisfied/ Very Satisfied
Overall Satisfaction with service	79%
Overall Satisfaction with Repairs	84%
Time Taken for Most Recent Repair	80%
Home Well Maintained	79%
Home is Safe	81%
Landlord Listens and Acts	68%
Keeps Tenants Informed	71%
Treats tenants fairly and with respect	77%
Approach to handling complaints	40%

Common areas clean & well maintained	74%
Positive contribution to the neighbourhood	64%
Approach to handling ASB	47%

The Council asked some additional questions to those required by the Regulator about the repairs service, the result of which were:

“More repairs are being done but the workforce and the quality of the work is highly rated. Satisfaction overall with the repairs service are on the up. For general repairs and maintenance tenants are increasingly more satisfied.

Satisfaction about the last repair completed:

94% satisfied with the attitude of workers

88% satisfied with the overall quality of the work

91% satisfied with keeping dirt and mess to a minimum

87% satisfaction with the repairs service received – 66% very satisfied”

Outcomes against these new standards will be reported to the Housing Working Group and Resources Board. A lead Member, Councillor Clews, was appointed by Council on 21<sup>st</sup> February to oversee complaints about the service.

Regular meetings will take place between Council Clews and Housing to review the complaints and lessons to be learned.

There are significant challenges from new regulation and building safety requirements at a time when income into social housing stock is constrained.

The Council’s policy position on Damp & Mould conditions has been adopted by the Resources Board in June. The Council will respond within 10 working days to reports of damp/mould by tenants. Timescales for interventions depend on the diagnosis of the problem.

The delivery of the objectives to underpin the performance of the HEART service continues and the

partners commitment to work together for another 5 years to develop this integrated service.

Resources Board agreed to bring the Private Sector Housing Team back in house, effective from 1<sup>st</sup> April.

We are starting to review the Countywide Homeless Strategy after a supportive meeting with the Health and Well Being Board. We have commissioned a report which will compares our current position on rough sleeping, temporary accommodation and the duty to refer. There are lots of positive outcomes from the delivery of this strategy and we want to build on them.

We used our grant funding for Domestic Abuse to appoint a designated officer to work with partners to develop countywide services and more safe accommodation for this group. We are still keeping our use of temporary accommodation to a minimum however the Council is seeing longer stays than historically within temporary accommodation.

This Council continues to lead the Ukraine Housing Options Team with considerable success and shows very robust partnership working within the County. SERCO, on behalf of the Government, continues to source accommodation in the Borough for Asylum Seekers in accordance with the full dispersal arrangements provided by Government. Councils are being asked to offer accommodation support for households from Afghanistan. Guests from the Ukraine are now seeking alternative accommodation. All of this adds pressure to a diminishing supply of affordable and private rented homes. The Housing team are involved in the appraisal of the case for a commercial Housing Company with the aim of providing a wider range of affordable housing options.

**Agenda Item No 8**

**Executive Board**

**18 March 2024**

**Report of the  
Chief Executive**

**Corporate Plan 2024-27**

**1 Summary**

- 1.1 The purpose of this report is to recommend the adoption of a revised Corporate Plan for 2024-27 as set out in the report.

**Recommendation to the Board**

- a To agree the key issues and actions set out within the report to be included in the Corporate Plan 2024-27;**
- b That the Chief Executive be given delegated authority to finalise the format of the Plan; and**
- c That the Board notes and agrees the suggestion with regard to a Levelling Up Board set out in the report.**

**2 Report**

- 2.1 Members received a report to this Board in [September](#) setting out the key issues facing the Borough and the Council. Members are also aware of the main findings of the [Residents Survey](#) conducted in late 2023 and early 2024, reported to the last meeting of this Board. In addition, the Council made a number of commitments as part of the adopted budget last month.
- 2.2 Bringing all of this information together, the Council can now review its Corporate Plan, setting out the strategic aims for the rest of this Council through to 2027. The Plan will be refreshed on an annual basis to update the actions and deal with any emerging issues.
- 2.3 The current Corporate Plan is appended to the Corporate Plan Performance Update elsewhere on this agenda and it is proposed to use the same format/style.
- 2.4 It is suggested that the majority of the key issues such as the vision and key aims remain the appropriate aspirations and key outcomes that the Council should work towards achieving. There are some suggested changes to the strategic aims and particular to the key actions to reflect the current set of key issues, main points from the Residents' Survey and to implement the budget

announcements (which were in themselves aimed at addressing the issues raised in the survey).

- ...
- 2.5 The vision, aims and actions are set out in Appendix 1 to this report. The changes from the current Plan are shown in red.
- 2.6 As in previous years, delegated authority is sought to finalise the Plan. A final version could be considered by the Members' Performance Management Working Group together with a list of Performance Indicators to support the delivery of the Plan. Nominations for this Group would be required and, to reflect other working groups, it is suggested that this consist of 3 Conservative, 2 Labour and 1 Independent Members.
- 2.7 As can be seen from the Key Issues reports received by this Board, the review of the main strategic issues facing the Borough and the Council is a constant activity. As with the residents' survey, this should include engagement with the public and stakeholders. It is not proposed to repeat the residents' survey in the next twelve months and instead the engagement activity on the key issues and the Council's Plan could focus on stakeholder groups that work in the Borough.
- 2.8 To that end, Members are aware that the Council has an Advisory Panel to guide its allocation of UKSPF monies. Members may also be aware from previous [reports](#) that the Council have been working with the other District and Borough Councils and the Warwickshire County Council on a local approach to Levelling Up. Pilot work continues in Mancetter and Ridge Lane on a number of community issues. Some other areas have produced a formal Levelling Up Plan and Officers have been working on a draft for the Borough. This is attached as Appendix 2 which also provides some further details of the pilot work in Mancetter and Ridge Lane; more work is needed before it is formally considered by Members but is attached for information at this stage. The draft represents some good progress by Officers and further work is needed to ensure the Plan creates added value linked to the agreed attributes of Levelling Up.
- ...
- 2.9 Bringing these matters together, it is suggested that to provide guidance to the Levelling Up work and on the stakeholder engagement work on further reviews of the Corporate Plan mentioned in paragraph 2.7 above, consideration be given to restarting the North Warwickshire Community Partnership, initially based on the membership of the UKSPF Advisory Panel. This could evolve into a 'Levelling Up Board', something which may assist in shaping the wider communities' priorities within the context of the Levelling Up Plan and to input into the recently [announced](#) Level 2 devolution deal for Warwickshire. If agreed, further engagement work would be needed with Partners on their views on this approach and further reports would be brought to Members.

### **3 Report Implications**

#### **3.1 Finance and Value for Implications**

3.1.1 The Corporate Plan is deliverable within the Council's agreed financial and human resources.

#### **3.2 Risk Management Implications**

3.2.1 The main risk is ensuring that the Council prioritises its resources to enable it to deliver its priorities. The performance monitoring arrangements, to be reviewed as set out above, provide the mechanism to ensure that remedial action can be taken to review progress and ensure that priority outcomes are delivered.

#### **3.3 Other Report Implications**

3.3.1 Any further implications resulting from the proposals in the report will be the subject of further reports to the Board.

#### **3.4 Links to Council's Priorities**

3.4.1 These are set out in the Appendices.

The Contact Officer for this report is Steve Maxey (719438).

# Revised Corporate Plan – Context

Appendix A

- Levelling Up
- Budget
- Residents' Survey
- MTFS
- Revised Senior Management Structure/DMA
- LGA Peer Review June
- Local Plan review
- Demographics and Key issues from previous report



# Revised Corporate Plan – Priorities

## Foundational aims:

- Efficient **and sustainable** organisation:
  - Finances, lean, responsive
- Safe, Liveable, Locally Focussed communities:
  - Feeling safe, place based enforcement, Quality of life

## Quality of life aims:

- Prosperous, **active** and healthy:
  - Jobs, Infrastructure, connectivity, health
- Sustainable growth, protected rurality:
  - Vibrant growth, sense of place, recognisably home

# Priorities – Efficient and Sustainable Organisation

## – Strategic Aims - Revised

- Focussed and prioritised organisation
- Skilled staff in the right place
- Know what we are about
- Harness the power of the community **particularly with the Community Grants and final year of the UKSPF**
- Advocacy for the area
- Responsiveness – know the area and be relied on
- Complex problem solving, focussed on individuals

# Priorities – Efficient and Sustainable organisation – How? - Revised

- Delivery the Medium Term Financial Strategy to improve the Council's financial sustainability (Instead of 'Savings')
- Transformation
- Sustainability
- Identifying the resources to deliver the Council's plan
- Consider new models of working including proportionate commercial activity
- Develop staff and improve retention, in line with the DMA recommendations
- Develop our vulnerability work
- Ensure as many services as possible as based in North Warwickshire
- Review our customer service arrangements and how we communicate with residents (RS)
- Further analysis of the key issues raised in the Residents' Survey

# Priorities – Safe, Liveable, Locally Focussed Communities – Strategic Aims - Revised

- Sense of place – WM but connected to other areas
- Quality of life
- Feeling safe
- Place based enforcement

# Priorities – Safe, Liveable, Locally Focussed Communities – How? Revised

- Community Safety Partnership Plan
- Focus on safety after dark (RS)
- Services in the Borough, particularly Police
- Implement Parking changes, HGV parking, more parking in Coleshill
- Address anti social behaviour
- High standard of street cleanliness using the increased funding from the Budget and tackle litter and flytipping asap (RS)
- Support for High Streets via the funding provided in the budget and in support of the Town Centre Plans commissioned by UKSPF funding
- Coordinate enforcement activity

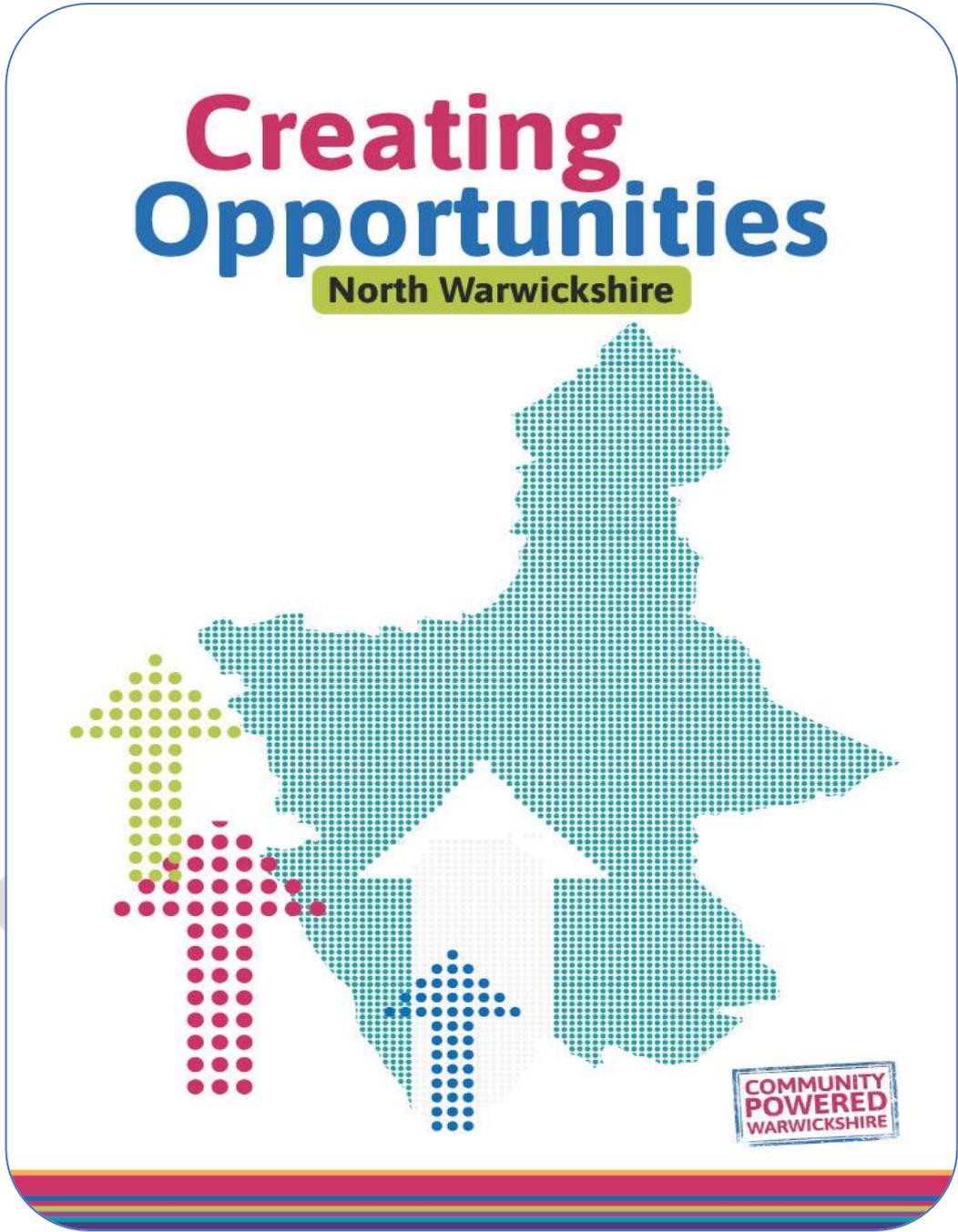
# Priorities – Prosperous, Active and Healthy – Strategic Aims - Revised

- Healthy, inclusive economy
- Increase in skills
- UKSPF measures on business support and people and skills
- Revised Local Plan
- Infrastructure delivery
- Bring quality to growth
- Connected - transport and technology
- Improved health outcomes
- Increased use of improved leisure facilities and services (RS)
- Levelling Up Plan

# Priorities – Sustainable Growth, Protected Rurality – How - Revised

- Review the Local Plan to ensure we maintain an up to date Local Plan aligned to regional needs and revised national guidance
- Design Champions
- Protection of best of built, rural and natural heritage including a Civic Award scheme
- Mitigate and benefit from HS2 and press for A5 funding and rail connectivity from repurposed HS2 funding
- Implement new Leisure facilities and review how operated in line with our Leisure Strategies (RS), implement another pump track and review changing facilities
- Implement the revised Green Space and Playing Pitch strategies including exploring the opportunities from Bio Diversity Net Gain and assist with climate change (RS)
- Homeless strategy and improve private sector housing including appraising the business case for a commercial Housing Company and new ways of providing affordable housing

Summary Plan – March 2024 v1.0



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## Introduction

North Warwickshire boasts rich history, distinct communities and huge potential. When surveyed, 88% of residents<sup>1</sup> said that the borough is a great place to live. However, amid these strengths, there are local inequalities that require our focused attention and collaborative efforts.

This document serves as a strategic blueprint, outlining the commitment of local authorities, public sector organisations and the voluntary, community and social enterprise sector, to working hand-in-hand with partners to comprehensively address these disparities. Our collective aim is to foster an inclusive, thriving environment that ensures every resident of North Warwickshire benefits equitably from the opportunities and resources available within this vibrant borough. Together, we must work toward a more balanced, interconnected community, where regional disparities are transformed into opportunities for growth, prosperity and shared success.

### Creating Opportunity – the purpose

Creating Opportunity means taking both holistic and targeted look at the causes of inequalities within the Borough. The plan aims to build upon the considerable work already undertaken and to help coordinate and accelerate efforts and activities to improve opportunities and quality of life for all residents, but especially those who are most impacted by inequalities.

### How this plan works

The plan is intended to be a focal point for effort across agencies, partners and communities in North Warwickshire. It seeks to support and accelerate work that is happening already, not duplicate or replicate. It aims to complement and work with existing systems, and act as champion for improved opportunity in the borough.

### Where this plan fits

The plan will be championed and owned by North Warwickshire Borough Council and the County Council and supported by input from a range of partners.

North Warwickshire Borough Council considered its revised Council Plan on 18 March. It sets out priorities for the Council along with key related strategies and objectives to implements its overall vision and mission statement: ***“Protecting the rurality of North Warwickshire, supporting its communities and promoting the wellbeing of residents and business.”***

The Borough Council Plan’s core areas of focus align closely to the themes identified in this plan and are as follows:

1. Efficient and sustainable organisation;
2. Safe, liveable, locally focussed communities;
3. Prosperous, active and health; and
4. Sustainable growth, protected rurality.

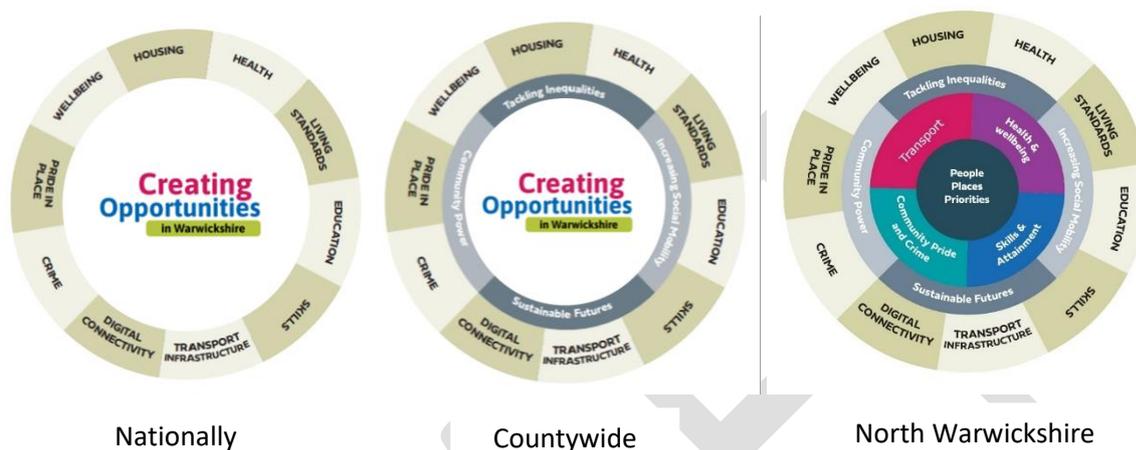
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<sup>1</sup> [Download%20the%20Agenda%2C%20Reports%20and%20Appendices \(northwarks.gov.uk\)](#)

## What do we mean by ‘Creating Opportunities’?

### The National context – Levelling Up

Levelling Up is a national challenge that has been given a local perspective through the Warwickshire Countywide Approach to Levelling Up, published in July 2022. At the core of the Warwickshire approach are strengthening coordination across agencies, targeting energy at those most in need and building a supportive relationship with communities across twelve national missions.



### The Warwickshire context

**Warwickshire** – In developing a countywide approach the County Council has translated the national levelling up agenda into four themes that are particularly relevant for Warwickshire – reducing inequalities, increasing social mobility, community power and sustainable futures. These underpin the national missions.

**North Warwickshire** – for the Borough of North Warwickshire, this presents an opportunity to continue and strengthen the work already started by the North Warwickshire Community Partnership and complements the wider aims of NWBC and WCC, as well as the Integrated Care System and strategic partners.

**Space to reference results of NW public engagement**

## Our priority themes

Using the metrics set out by the Government for each of the Levelling Up missions, we have compiled a dedicated evidence pack [[LINK TO DATA PACK](#)] which summarises a rich stream of data and intelligence on local inequalities. Along with anecdotal evidence and local experience, these have informed the Creating Opportunity priority themes, groups and communities for North Warwickshire Borough.

- ✓ **Transport** – a well-connected transportation network is essential for North Warwickshire, enabling access to services, employment and social activities while reducing congestion and stress. This fosters community cohesion and economic growth, particularly important given the borough's proximity to multiple local authority boundaries.
- ✓ **Skills and attainment** - inequalities in education and skills training impact community well-being, healthcare access and life outcomes. Limited opportunities perpetuate cycles of inequalities, hindering employment prospects and worsening economic disparities, which, in turn, affect health and well-being. Prioritizing equitable access to quality education is crucial for fostering inclusive communities.
- ✓ **Health and wellbeing** - health significantly influences inequalities, affecting education and employment opportunities. Poor health, often linked to socio-economic gaps, hinders personal and professional growth, perpetuating disparities. Concerning trends like high smoking rates and increasing obesity in North Warwickshire highlight ongoing challenges.
- ✓ **Crime and community safety** – a strong sense of community safety is vital for North Warwickshire, directly impacting residents' well-being. Compromised safety exacerbates inequalities, particularly for vulnerable populations, hindering economic development and perpetuating cycles of poverty. Poor safety erodes trust and cohesion, hindering social mobility and perpetuating systemic inequalities.

## Our priority communities

Our priority themes provide a broad outline of the challenges we will address through this Creating Opportunities plan, but the challenges aren't the same across the borough. Whilst some initiatives will be borough-wide, each locality is unique and therefore, to achieve our aims of reducing local inequalities, our approach must be tailored to the specific needs of each area.

The national Indices of Multiple Deprivation (IMDs) measure a range of factors in small areas in England called lower-layer super output areas (LSOAs), or neighbourhoods, and combines information from the seven domains that make up the indices to show the LSOAs where there is greatest need. The following LSOAs will be our primary focus:

- Mancetter South & Ridge Lane
- Atherstone Central – Centre
- Ansley Common & Birchley Heath
- Atherstone North – St Georges & Carlyon
- New Arley West & Old Arley

### **Mancetter South and Ridge Lane Pilot**

448 households approached and 167 questionnaires completed – key priorities are:

- Activities for young people and youth support
- Transport (granted this is the same!)
- Speeding traffic
- Policing / Anti-social behaviour
- General maintenance

## What we will do - Key deliverables 2024/26

### **For our priority places, together we will:**

1. Complete the Mancetter South and Ridge Lane pilot and create a transferable model for community powered work in priority places;
2. Using this learning, work with communities in the top five places to address their priorities;
3. Successfully deliver a programme of work to tackle the priorities in this plan using Social Fabric Fund and UKSPF resources in North Warwickshire; and
4. Carry out community empowering events in identified LSOAs using Safer Streets funding.

### **For our priority communities and themes, together we will:**

5. Produce an Area Sustainable Transport Strategy for North Warwickshire, addressing all aspects and benefits of transport provision (transport, health);
6. Support the delivery of the priorities set out in the Warwickshire Community Safety Agreement 2022-26 and review achievements annually (crime, community safety);
7. Produce a Crime audit and Strategic Assessment which will identify priorities for the North Warwickshire Community Safety Partnership, assisting in production of a local plan (crime, community safety);
8. Lead a system-wide approach to tackling domestic abuse (HWB. Community safety);
9. Utilising national funding, carry out a programme of work to reduce smoking prevalence (HWB);
10. Work with local partners to address the attainment gap between disadvantaged and non-disadvantaged pupil's attainment at KS4 (education).

### **In support of these actions, together we will:**

11. Create a forum to foster joint working and shared solutions across agencies; and
12. Repurpose existing governance as needed to provide multi-agency focus and oversight, e.g. North Warwickshire UK Shared Prosperity Fund Advisory Panel.

### **Currently missing deliverables**

- **WCC led activity- Education, Skills or Employment, early transport wins**
- *A number of employment and skills lead initiatives are already in place through Warwickshire Skills Hub. It assists local employers and local residents to access work and improve skills and training. Included in the service is a focus on fair and inclusive employment, supporting adults with SEND in to paid work and Warwickshire Careers Hub to support young people as they emerge from school in to further training and work*
- **NWBC led activity – per the Corporate Plan actions**

Note:

This plan will be supported by a dedicated and detailed action plan in due course.

## Our approach

Our commitment to Creating Opportunities means working closely together with partners and communities, understanding the limits of money, resources and capacity.

The challenges we face are complex and can't be solved by one group or organisation alone. They call for coordinated action from many stakeholders including public sector organisations and the Voluntary, Community and Social enterprise (VCSE) sector. By bringing various organisations together under one plan, we can make our efforts more impactful.

Whilst North Warwickshire Borough Council and Warwickshire County Council (WCC) will facilitate and coordinate the delivery of this Creating Opportunities Plan, this is a joint effort that connects the work of all the following organisations. The partnership governance will be determined but will be based on the current North Warwickshire UK Shared Prosperity Fund Advisory Panel.

**Key partners - George Elliot, VCS, CAB**

**Key partnerships – Community Safety Partnership, Health & Wellbeing Partnership**

## Related Strategies

In addition to the Action Plan, the partnership arrangements will build links and connect to a range of other strategies and activities which support the priority themes, including:

- North Warwickshire Borough Council Corporate Plan
- North Warwickshire Local Plan
- North Warwickshire Health and Wellbeing Action Plan 2023 – 2027
- North Warwickshire UKSPF and REPF Plans
- North Warwickshire Community Safety Plan
- The Warwickshire Local Transport Plan
- Warwickshire Health and Wellbeing Strategy
- Warwickshire Education Strategy and Services
- Warwickshire Economic Growth Strategy
- Warwickshire Sustainable Futures Strategy

## Funding

This plan will be used to both source and coordinate funding to support Creating Opportunities including:

- Levelling Up Fund
- Shared Prosperity Fund
- Rural Prosperity Fund
- VCSE funding
- Social Fabric Fund
- Safer Street Funding
- OPCC grant funding

## Appendices

### Appendix 1 - Our priority themes

#### LINK TO DATA PACK

##### *Transport*

Transportation connections have a big impact on how fair things are economically in any area. If people can't easily get around, especially if they don't have much money, it makes it harder for them to find good jobs or get to places where they can earn a stable income. Without good transportation, it's tough for people to get to work or go to places where they could find better employment opportunities. It can also make it more difficult for businesses to reach customers or find the right workers. Making transportation better can help even things out economically and give everyone a fair shot at success.

North Warwickshire's rural nature makes transport connectivity an ongoing challenge. Connecting rural communities to economic and social hubs is essential in tackling rural inequalities, which is why we're making it a top priority.

Headline Metrics	North Warwickshire	England
Average travel time to nearest large employment centre by public transport or walking (minutes)	17.0	11.4
Average travel time to nearest large employment centre by car (minutes)	9.3	7.6
Average travel time to nearest large employment centre by cycle (minutes)	13.9	9.9

##### *Skills and attainment*

Inequalities in children's education and post-16 skills training have significant impacts on various aspects of community well-being, including healthcare access and community safety. Limited educational opportunities for children, particularly those from disadvantaged backgrounds, can perpetuate cycles of poverty and social exclusion, impacting their long-term health outcomes and ability to contribute positively to their communities.

Furthermore, a lack of access to post-16 skills training and education opportunities can people's prospects for secure employment, exacerbating economic disparities and, in the long term, can potentially leading to community safety concerns. Addressing these inequalities by ensuring equitable access to quality education and skills development programs is essential for fostering healthier, safer and more inclusive communities.

Headline Metrics	North Warwickshire	England
% of pupils meeting expected standard in reading, writing and maths by end of primary school (KS2)	52	60
% of young people achieving GCSEs (and equivalent qualifications) in English and maths by age 19	72.9	74.9
Proportion of the population aged 16 – 64 with level 3+ qualifications (%)	56.3	61.4

19+ further education and skills participation (rate per 100,000 population)	4,442	5,401
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*Health and wellbeing*

Health and wellbeing are fundamental determinants of inequalities, intertwining with various aspects such as education, community safety and individual outcomes. Poor health outcomes, often linked to socio-economic disparities, can hinder educational attainment, limiting opportunities for personal and professional growth. Communities with lower levels of wellbeing tend to experience higher rates of crime and decreased feelings of safety, further perpetuating social inequalities. Compromised health can diminish individuals' ability to fully participate in economic and social activities, reinforcing cycles of disadvantage and inequality.

Whilst wellbeing levels in the borough exceed national averages, the data indicates that there are several concerning trends in relation to health, with more adults smoking in the Borough than anywhere else in the County. Furthermore, at reception age child obesity rates are below the national average but, by the time they reach Year 6 age, children are more likely to be obese compared to other areas, with the challenge continuing into adulthood.

Headline Metrics	North Warwickshire	England
Life expectancy at birth – males	78.7	79.4
Life expectancy at birth – females	82	83.1
% of adults that currently smoke cigarettes	17.1	12.7
Proportion of children obese at reception age (aged 4 to 5 years) (%)	7.9	9.2
Proportion of children obese at Year 6 age (aged 10 to 11 years) (%)	24.0	22.7
Proportion of adults (18+) obese (%)	31.2	25.9

*Crime, community safety and domestic violence*

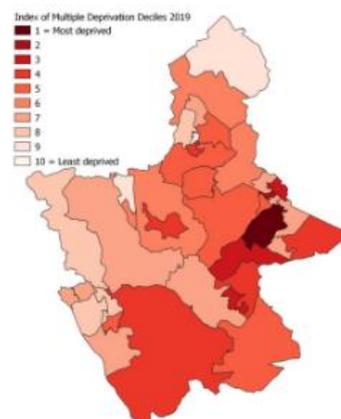
[one line description of challenge w/ relevant stat] to follow (perhaps more focus on fear of crime/under reporting??)

Headline Metrics	North Warwickshire	England
Recorded crime rate for all crime (per 1,000 population)	69.9	82.3

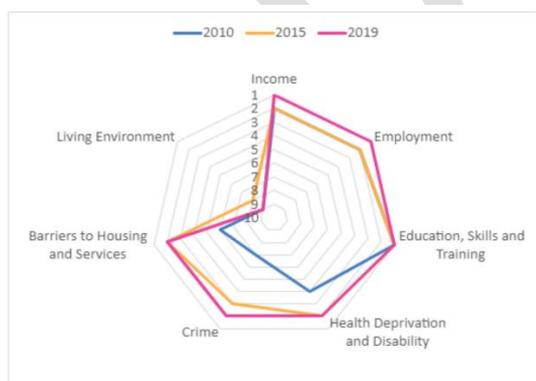
## Appendix 2 - Our priority communities

The 20 most deprived LSOAs in North Warwickshire Borough in 2019 and rank in 2015:

LSOA name	IMD Rank 2019 (1 is most deprived)	IMD Decile 2019 (1 is most deprived 10% of LSOAs)	IMD Rank and Decile 2015	Change 2015 to 2019
Mancetter South & Ridge Lane	1,883	1	1,225 1	↑
Atherstone Central - Centre	5,646	2	5,445 2	↓
Ansley Common & Birchley Heath	7,747	3	10,089 4	↑
Atherstone North - St Georges & Carlyon	8,552	3	7,948 3	↓
New Arley West & Old Arley	9,282	3	9,464 3	↑
New Arley East, Hill Top & Ansley	10,263	4	10,390 4	↑
Hartshill North & Caldecote	10,612	4	12,776 4	↑
Dordon Village	10,731	4	13,104 4	↑
Fillongley & The Packingtons	11,143	4	15,395 5	↑
Hurley	12,560	4	11,822 4	↓
Corley	13,175	5	12,760 4	↓
Atherstone Central - Canal & Outwoods	14,311	5	15,288 5	↑
Polesworth East - St Helena	14,560	5	16,077 5	↑
Baddesley Ensor West	14,668	5	14,274 5	↓
Coleshill South - Centre	14,796	5	16,153 5	↑
Dordon Rural	15,355	5	17,634 6	↑
Baddesley Common, Baxterley & Merevale	16,256	5	18,300 6	↑
Grendon, Bradley Green & Whittington	17,837	6	19,663 6	↑
Piccadilly & Wood End	17,883	6	17,594 6	↓
Kingsbury South	18,951	6	20,488 7	↑

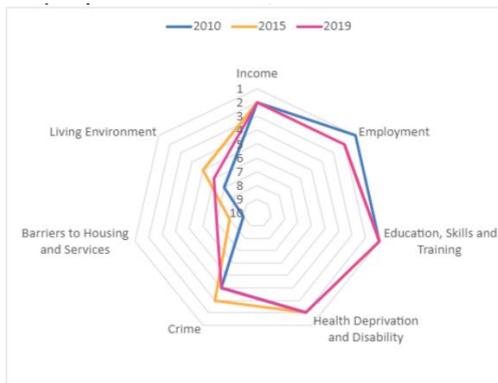


**Mancetter South & Ridge Lane:** Mancetter South & Ridge Lane LSOA is in the 10% most deprived LSOAs in England. Its overall ranking has become relatively worse since 2015. The LSOA has consistently been in the most deprived 10% of LSOAs in England in the Education, Skills and Training domain, and moved into the most deprived 10% for the Employment domain and Income domain in 2019.



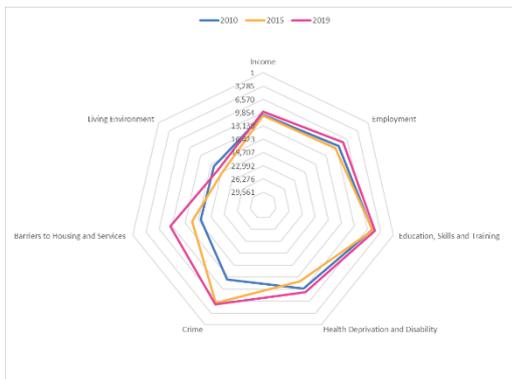
Domain (IMD 2019)	Rank (out of 32,844)	Decile
Income	2,428	1
Employment	2,554	1
Education, skills and training	244	1
Health deprivation & disability	4,647	2
Crime	5,439	2
Barriers to housing & services	3,288	2
Living environment	27,537	9

**Atherstone Central – Centre:** Atherstone Central – Centre LSOA is in the 20% most deprived LSOAs in England. The LSOA has consistently been in the most deprived 10% of LSOAs in England in the Education, Skill sand Training domain, the most deprived 20% for the Employment domain, Income domain and Health Deprivation and disability domain.



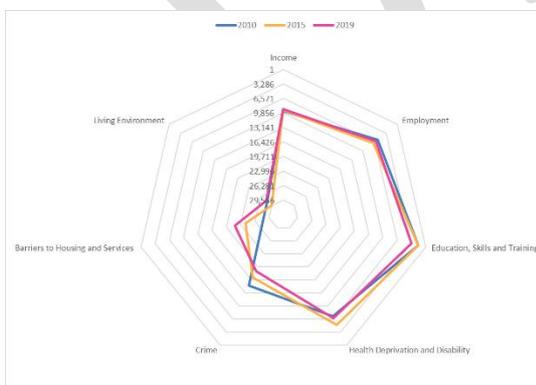
Domain (IMD 2019)	Rank (out of 32,844)	Decile
Income	6,526	2
Employment	4,917	2
Education, skills and training	1,812	1
Health deprivation & disability	5,391	2
Crime	10,822	4
Barriers to housing & services	21,938	7
Living environment	18,955	6

**Anasley Common & Birchley Heath:** Anasley Common and Birchley Heath has consistently been in the most deprived 20% of LSOAs in England in the Education, Skills and Training domain, and moved into the most deprived 20% for the Crime domain in 2015. Other domains where the area has become relatively more deprived since 2010 are the Income; Employment; Health deprivation and disability; and Barriers to housing and services domains.



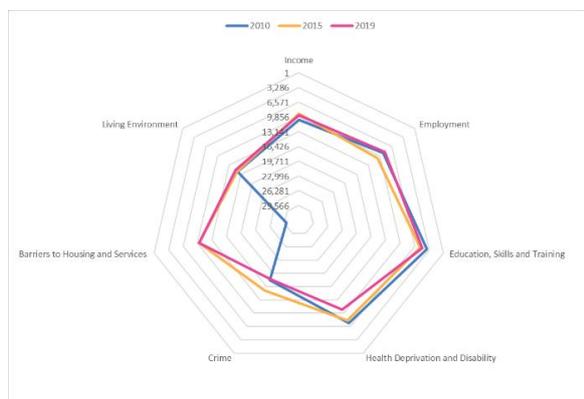
Domain (IMD 2019)	Rank (out of 32,844)	Decile
Income	9,636	3
Employment	7,791	3
Education, skills and training	4,659	2
Health deprivation & disability	8,996	3
Crime	5,680	2
Barriers to housing & services	9,394	3
Living environment	18,688	6

**Atherstone North – St Georges & Carlyon:** Atherstone North - St Georges & Carlyon is in the most deprived 20% of LSOAs in England in the Education, Skills and Training; and Employment domain, and in the most deprived 30% in the Health Deprivation and Disability; and Income domains.



Domain (IMD 2019)	Rank (out of 32,844)	Decile
Income	8,922	3
Employment	6,169	2
Education, skills and training	3,299	2
Health deprivation & disability	6,789	3
Crime	18,639	6
Barriers to housing & services	21,680	7
Living environment	27,891	9

**New Arley West & Old Arley:** New Arley West & Old Arley is in the most deprived 20% of LSOAs in England in the Education, Skills and Training domain, and in the most deprived 30% in the Income and Employment domains.



Domain (IMD 2019)	Rank (out of 32,844)	Decile
Income	9,477	3
Employment	8,515	3
Education, skills and training	4,807	2
Health deprivation & disability	10,701	4
Crime	18,278	6
Barriers to housing & services	10,266	4
Living environment	14,902	5

### Appendix 3 – North Warwickshire Community Partnership and Warwickshire North Place Partnership Plan Priorities

Whilst North Warwickshire Borough Council and Warwickshire County Council (WCC) will facilitate and coordinate the delivery of this Creating Opportunities Plan, this is a joint effort that connects the work of various organisations.

There is particularly strong alignment between the priorities established in this plan, by the North Warwickshire Community Partnership, by the Warwickshire North Place Partnership, by the Warwickshire Health and Wellbeing Board, and the Government’s twelve Levelling Up missions.

	Priorities	Linked Levelling Up mission
North Warwickshire Community Partnership	<ol style="list-style-type: none"> <li><b>Violent Crime</b> - With a focus on knife crime, domestic violence and alcohol related violence.</li> <li><b>Serious Acquisitive Crime</b> - With a focus on residential burglary dwelling, vehicle crime and personal robbery.</li> <li><b>Rural Crime</b> - Based upon the rural and wildlife crime strategy definition.</li> <li><b>Road Safety</b> - With a focus on traffic accidents resulting in killed and serious injuries.</li> </ol>	<ol style="list-style-type: none"> <li>Crime, pride in place</li> <li>Crime, pride in place</li> <li>Crime, pride in place</li> <li>Transport, pride in place</li> </ol>
Warwickshire North Place Partnership	<ol style="list-style-type: none"> <li>Reducing Health Inequalities</li> <li>Addressing the wider determinants of health</li> <li>Children and young people</li> <li>Improving mental health and wellbeing</li> <li>Improving access to services</li> </ol>	<ol style="list-style-type: none"> <li>Health, wellbeing</li> <li>Health, wellbeing</li> <li>Health, wellbeing</li> <li>Health, wellbeing</li> <li>Health, wellbeing</li> <li>Health, wellbeing</li> </ol>

	6. Promoting and improving healthy lifestyles and reducing the burden of long-term conditions	
Warwickshire Health and Wellbeing Board	<ol style="list-style-type: none"> <li>1. To help our children and young people have the best start in life</li> <li>2. To help people improve mental health and wellbeing, with a focus on prevention and early intervention</li> <li>3. To reduce inequalities in health outcomes and the wider determinants of health</li> </ol>	<ol style="list-style-type: none"> <li>1. Health, wellbeing</li> <li>2. health, wellbeing</li> <li>3. Health</li> </ol>

**To add:**

- Relevant boards (VAWG – domestic abuse, CSP – community safety, HWBB – HWB, Tobacco Control Group – smoking for Cov + Warks, transport?, Skills + Education?)
- **Partnership organisations info**
- **Link with VCSE explained**
- **NW Community partnership info**
- **Deliverables**
- **Link to data pack**

DRAFT

**Agenda Item No 9**

**Executive Board**

**18 March 2024**

**Report of the Chief Executive**

**Calendar of Meetings 2024/25**

**1 Summary**

- 1.1 The purpose of this report is to seek approval for a change to the date of the Annual Council meeting from Wednesday, 15 May 2024, to Thursday, 9 May 2024.

**Recommendation to the Council**

**That the date of the Annual Council Meeting be changed from Wednesday, 15 May 2024, to Thursday, 9 May 2024.**

**2 Report**

- 2.1 Members will be aware that a Calendar of Meetings for 2024/25 was presented to the Executive Board on 27 November 2023, and this was subsequently approved at Full Council held on 6 December 2024.
- 2.2 Officers have been asked to consider an alternative date for the Annual Council given that until November/December Members had been advised that it would be during the week commencing the 6 May.
- 2.3 Part of the reason for moving the date was whether the agenda and papers could be issued given the elections scheduled/potentially scheduled for the 2 May. Given the reducing chance of a General Election it will be possible to keep the Annual Council date in its usual place.
- 2.4 Members are therefore asked to approve setting Thursday 9 May as the date for Annual Council. Due to the deadline for issuing the agenda for this Board it was not possible to resolve this informally in advance of that deadline

**3 Report Implications**

**3.1 Legal Implications**

- 3.1.1 The Local Government Act 1972 requires the Council to hold its Annual Meeting in a non-election year during March, April, or May however, the Act states that if no other time is specified for the Annual meeting to take place, it must begin at 12 noon. Accordingly, the start time should be confirmed now for the avoidance of doubt.

3.1.2 The 1972 Act gives the Council broad discretion in relation to arranging other Council, Board (Committee) and Sub-committee meetings and the proposal above is within the discretion allowed.

The Contact Officer for this report is Amanda Tonks (719221).

### **Background Papers**

Local Government Act 1972 Section 100D

<b>Background Paper No</b>	<b>Author</b>	<b>Nature of Background Paper</b>	<b>Date</b>
None			

**Agenda Item No 10**

**Executive Board**

**18 March 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 11**

**Planning Inquiry Costs** – Report Head of Development Control

Paragraph 3 - Information relating to the financial or business affairs of any particular person (including the authority holding that information).

**Agenda Item No 12**

**Exempt Extract of the Minutes of the meeting of the Executive Board held on 12 February 2024**

Paragraph 1 – Information relating to an individual.

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).