To: Leader and Members of the Executive Board
(Councillors M Stanley, Hayfield, May, Moore, Morson, Phillips, Simpson, Smith and Sweet)

For the information of other Members of the Council

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

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

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

EXECUTIVE BOARD AGENDA

23 APRIL 2012

The Executive Board will meet in the Committee Room at The Council House, South Street, Atherstone, Warwickshire on Monday 23 April 2012 at 6.30pm.

AGENDA

1   **Evacuation Procedure**.

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

3   **Declarations of Personal or Prejudicial Interests**

     (Any personal interests arising from the membership of Warwickshire County Council of Councillors Hayfield, May, and Sweet and membership of the various Town/Parish Councils of Councillors Moore (Baddesley Ensor), Morson (Dordon),

Phillips (Kingsbury) and M Stanley (Polesworth) are deemed to be declared at this meeting).

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

5   **Minutes of the meeting of the Board held on 6 February 2012** (copy herewith) to be agreed as a correct record and signed by the Chairman.

PART A – ITEMS FOR DISCUSSION AND DECISION
(WHITE PAPERS)

6   **External Auditors' Report -** Report of the Deputy Chief Executive

        Summary

        The Council's appointed auditors, PricewaterhouseCoopers LLP, have completed their certification work on grant claims relating to the 2010/11 financial year. A report on work undertaken by the auditors is attached as Appendix A.

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

7   **Customer Access Strategy 2012-2017 -** Report of the Assistant Chief Executive (Community Services).

        Summary

        The report presents the Draft Customer Access Strategy 2006 – 2011 to members for their consideration, comment and approval.

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

8   **Core Strategy – Next Steps** - Report of the Assistant Chief Executive and Solicitor to the Council

        Summary

        This report seeks the Board's approval to delegate powers to the Local Development Framework Sub-Committee.

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

9   **Information and Communications Technology Strategy 2012 – 2015** – Report of the Assistant Director (Corporate Services).

        Summary

        The report presents the Draft Information and Communications Technology (ICT) Strategy for 2012 – 2015 to Members.

The Contact Officer for this report is Linda Bird (719327).

10   **Armed Forces Community Covenant -** Report of the Deputy Chief
      Executive

      Summary

      This report recommends the Council agrees the principle of being a
      signatory to an Armed Forces Community Covenant which is being co-
      ordinated by Warwickshire County Council for the wider Warwickshire
      area.

      The Contact Officer for this report is Chris Brewer (719259).

11   **Proposals for Enhancing the Provision of Mobile CCTV Cameras -**
      Report of the Chief Executive

      Summary

      This report informs Members of a recommendation from the Safer
      Communities Sub Committee to enhance the existing provision of
      mobile CCTV cameras and makes a request to Executive Board to
      commit funding from reserves for additional cameras.

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

12   **Partnerships Landscapes -** Report of the Chief Executive

      Summary

      This report informs Members about a consultation on a Partnership
      Landscapes report to be considered by the County Council meeting on
      15 May 2012.

      The Contact Officer for this report is Jerry Hutchinson (719200).

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

13   **Minutes of the meeting of the Special Sub-Group held on 23
      February 2012** to be received and noted**.**

14   **Notes of the Democratic Arrangements Task and Finish Group
      held on 13 March 2012** to be received and noted**.**

15   **Minutes of the Local Development Framework Sub-Committee
      held on 28 March 2012** to be received and noted**.**

16   **Minutes of the meeting of the Safer Communities Sub-Committee held on 3 April 2012** to be received and noted**.**

JERRY HUTCHINSON
Chief Executive

NORTH WARWICKSHIRE BOROUGH COUNCIL

MINUTES OF THE	6 February 2012
EXECUTIVE BOARD	

Present: Councillor M Stanley in the Chair

Councillors Hayfield, May, Moore, Morson, Phillips, Simpson, Smith and Sweet.

Councillors Barber, Fowler, Fox, Humphreys, B Moss and Pickard were also in attendance.

73   **Declarations of Personal or Prejudicial Interest.**

Any personal interests arising from the membership of Warwickshire County Council of Councillors Hayfield, May and Sweet and membership of the various Town/Parish Councils of Councillors Moore (Baddesley Ensor), Morson (Dordon), Phillips (Kingsbury) and M Stanley (Polesworth) were deemed to be declared at this meeting.

74   **External Audit Plan 2011/12**

The Deputy Chief Executive reported on the External Auditors' plan for their work related to the 2011/12 financial year. Alison Breedon from PricewaterhouseCoopers was in attendance.

Recommended:

That the contents of the External Auditors' report be noted.

75   **Corporate Plan 2012/13**

The Chief Executive presented the Corporate Plan for 2012/13. Members were also asked to agree the 2012/13 Forward Work Plan for the Assistant Chief Executive and Solicitor to the Council.

Recommended:

a   **That the Corporate Plan, as set out in Appendix A to the report, be agreed, subject to any further amendments which may be needed as a result of the adoption of the 2012-13 budget;**

b   **That the Chief Executive be given delegated authority to finalise the format of the Plan; and**

c   **That the Service Plan for the Assistant Chief Executive & Solicitor to the Council, as set out in Appendix B to the report, be agreed.**

76   **The Capital Strategy**

The Assistant Director (Finance and Human Resources) presented an update on the Capital Strategy and the Board was asked to agree the suggested course of action.

Recommended:

That the Capital Strategy, attached as Appendix A to the report of the Assistant Director (Finance and Human Resources), be approved.

77   **The Proposed 3 Year Capital Programme**

Management Team put forward proposals for the Three Year Capital Programme and outlined the availability of capital resources.

Resolved:

a   **That the Revised Capital Programme for 2011/12 as set out in Appendix A be adopted;**

b   **That the 3 Year Capital Programme for the period 2012/13 to 2014/15 as set out in Appendix B be adopted; and**

Recommended:

c   **That the prudential indicators set out in Appendix F, subject to any changes that may be required as a result of decisions taken during this evening's meeting, be approved.**

78   **General Fund Fees and Charges 2012 – 2013**

The Assistant Chief Executive and Solicitor to the Council reported on proposed fees and charges for 2012/13 and the Board was asked to agree a suggested course of action.

Recommended

That the schedule of fees and charges for 2012/13, set out in the report of the Assistant Chief Executive and Solicitor to the Council, be accepted.

79 **General Fund Revenue Estimates 2012 – 2013**

The Deputy Chief Executive reported on the revised budget for 2011/12 and an estimate of expenditure for 2012/13, together with forward commitments for 2013/14 and 2014/15.

Recommended:

a **That the revised budget for 2011/12 be accepted; and**

b **That the Estimates of Expenditure for 2012/13, as submitted, be included in the budget to be brought before the meeting for consideration under Minute No. 80.**

80 **General Fund Revenue Estimates 2012 – 2013 and Setting the Council Tax 2012 – 2013**

The Deputy Chief Executive set out the proposed General Fund Revenue Estimate for 2012/13, and the options available when setting the 2012/13 Council Tax for the Borough in the context of the Authority's Revenue Support Grant settlement, and the effect on General Fund balances.

Recommended:

a **That the total amount of growth to be included within the 2012/13 budget estimates be noted;**

b **That the reduction in support for Live and Local be amended from £1,500 to £500 and the reduced savings of £558,550 be approved;**

c **That Area Forums are required to set aside £500 per Forum for applications relating to the Arts;**

d **That the revised estimate for the year 2011/12, including the supplementary estimate, and the revenue estimates for 2012/13 be approved;**

e **That the preferred Council Tax option for 2012/13 be 0%;**

f **That the Deputy Chief Executive's comments on the minimum acceptable level of general reserves be noted;**

g **That the manpower estimates for the year 2012/13 be approved; and**

h   **That the Council Tax resolution be amended to reflect the revised savings, the 0% Council Tax increase and any change in format required under the Localism Act, and be forwarded to the Council for consideration.**

81   **Pay Policy Statement**

The Assistant Director (Finance and Human Resources) 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 Council. The Board was asked to consider a draft Pay Policy Statement.

Recommended:

a   **That the Council's approach to the re-employment/re-engagement of former Chief Officers who were previously made redundant from the Authority, or later engaged as Chief Officers under a contract for service is to apply it's Recruitment Policy as it would to all applicants; and**

b   **That the Pay Policy Statement attached as an appendix to the report of the Assistant Director (Finance and Human Resources), amended to reflect the approach set out in a above, be adopted.**

82   **Progress Report on Achievement of Corporate Plan and Performance Indicator Targets April 2011 – December 2011.**

The Chief Executive and the Deputy Chief Executive informed Members of the actual performance and achievement against the Corporate Plan and Performance Indicator targets relevant to the Executive Board for April to December 2011.

Resolved:

That the report be noted.

83   **Minutes of the meetings of the Local Development Framework Sub-Committee held on 4 October 2011 and 9 January 2012**

The minutes of the meetings of the Local Development Framework Sub-Committee held on 4 October 2011 and 9 January 2012 were received and noted.

84 **Minutes of the meeting of the Special Sub-Group held on 4 January 2012**

The minutes of the meeting of the Special Sub-Group held on 4 January 2012 were received and noted.

85 **Minutes of the meeting of the Safer Communities Sub-Committee held on 26 January 2012**

The minutes of the meeting of the Safer Communities Sub-Committee held on 26 January 2012 were received and noted.

86 **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.

87 **Payment Management System Costs**

The Assistant Director (Corporate Services) reported on the tenders received and the evaluation and selection process for a supplier of a Payments Management System to the Council. The Board was asked to agree a suggested course of action.

Recommended:

a   **That the Capital growth of £70,000 be approved and the ongoing revenue saving of £5,000 be noted; and**

b   **That the award of the contract to the preferred supplier be approved.**

88 **Local Broadband Plan and Match Funding Proposal**

The Assistant Director (Corporate Services) reported on the Broadband Delivery UK programme and the Coventry, Solihull and Warwickshire draft Local Broadband Plan which supported the funding bid. The Board's views on and an in principle agreement to the matched funding proposals was sought.

Recommended:

a   **That the draft Local Broadband Plan for Coventry, Solihull and Warwickshire, as set out at Appendix 1**

to the report of the Assistant Director (Corporate Services), be supported;

b   That the match funding proposal be agreed in principle; and

c   That the growth bid for the match funding be taken forward in to the budget process.

M Stanley
Chairman

Executive Board

23 April 2012

**Report of the
Deputy Chief Executive**

External Auditors' Report

1   **Summary**

1.1   The main purpose of this report is to inform Members of the External Auditors' Annual Certification report 2010/11 to those charged with governance.

> **Recommendation to Council**
>
> **That the contents of the External Auditors' report be noted.**

2   **Report on the Financial Statements**

2.1   The Council's appointed auditors, PricewaterhouseCoopers LLP, have completed their certification work on grant claims relating to the 2010/11 financial year. A report on work undertaken by the auditors is attached as Appendix A.

3   **Report Implications**

3.1   **Finance and Value for Money Implications**

3.1.1   These are covered in the Auditors' report.

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

Background Papers

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

Background Paper No	Author	Nature of Background Paper	Date

North Warwickshire Borough Council Certification Report (2010/11)

Report to those charged with governance

February 2012

pwc

The Members of the Executive Board
North Warwickshire Borough Council
South Street
Atherstone
Warwickshire
CV9 1DE

February 2012

Our Reference: 201011/CERT/NWBC

Ladies and Gentlemen

Annual Certification Report (2010/11)

We are pleased to present our Annual Certification Report which provides members of the Executive Board with a high level overview of the results of certification work we have undertaken at North Warwickshire Borough Council in 2010/11.

We have also summarised our fees for 2010/11 certification work in Appendix A.

Results of Certification work

For the period ended 31 March 2011 we certified five claims and returns worth a final net total of £49,854,344. Of these, three were amended following certification work undertaken. None required a qualification letter to set out matters arising from the certification of the claim/return. We set out further details in this report.

Yours faithfully,

PricewaterhouseCoopers LLP.

PricewaterhouseCoopers LLP

Table of Contents

Introduction

Scope of work

Grant-paying bodies pay billions of pounds in grants and subsidies each year to local authorities and often require certification, by an appropriately qualified auditor, of the claims and returns submitted to them. Certification work is not an audit but a different kind of assurance engagement. This involves applying prescribed tests, as set out within Certification Instructions ("CIs") issued to us by the Audit Commission, which are designed to give reasonable assurance that claims and returns are fairly stated and in accordance with specified terms and conditions.

The Audit Commission is required by law to make certification arrangements for grant-paying bodies when requested to do so and sets thresholds for claim and return certification, as well as the prescribed tests which we as local government appointed auditors must undertake. We certify claims and returns as they arise throughout the year to meet the certified claim/return submission deadlines set by grant-paying bodies.

We consider the results of certification work when performing other Code of Audit Practice work at the Authority, including for our conclusions on the financial statements and on value for money.

Code of Audit Practice and Statement of Responsibilities of Auditors and of Audited Bodies

In March 2010 the Audit Commission issued a revised version of the 'Statement of Responsibilities of Auditors and of Audited Bodies'. It is available from the Chief Executive of each audited body and on the Audit Commission's website. The purpose of the Statement is to assist auditors and audited bodies by explaining where the responsibilities of auditors begin and end and what is to be expected of the audited body in certain areas. Our reports and letters are prepared in the context of this Statement. Reports and letters prepared by appointed auditors and addressed to members or officers are prepared for the sole use of the audited body and no responsibility is taken by auditors to any member or officer in their individual capacity or to any third party.

Statement of Responsibilities of Grant-Paying Bodies, Authorities, the Audit Commission and Appointed Auditors in Relation to Claims and Returns

In November 2010 the Audit Commission updated the 'Statement of Responsibilities of Grant-Paying Bodies, Authorities, the Audit Commission and Appointed Auditors in Relation to Claims and Returns'. This is available from the Audit Commission's website. The purpose of this Statement is to summarise the Audit Commission's framework for making certification arrangements and to assist grant-paying bodies, authorities, and the Audit Commission's appointed auditors by summarising their respective responsibilities and explaining where their different responsibilities begin and end.

Results of Certification Work

Results of Certification Work

Claims and returns certified

A summary of the claims and returns certified during the year is set out below. Three of the claims/returns were amended following the certification work undertaken. All deadlines for submission of certified claims/returns were met.

Claims and returns certified in 2010/11

CI Reference	Title	Form	Original Value (£)	Final Value[1] (£)	Amendment	Qualification
LA01	National Non Domestic Rates Return (NNDR)	NNDR3	35,287,165	35,287,165	No	No
HOU02	HRA Finance Base Data Return	12B2 Auditor base data return (on LOGASnet)	n/a	n/a	Yes	No
HOU21	Disabled Facilities	DFG 2010D3 (on LOGASnet)	238,000	238,000	No	No
BEN01	Housing and Council Tax Benefits Scheme	MPF720A	17,702,964	17,703,853	Yes	No
HOU01	HRA Housing Subsidy Claim	1004 (on LOGASnet)	-3,374,674	-3,374,674	Yes	No

[1] Some amendments have no impact on the overall value of the claim.

Matters arising

There are no significant matters to bring to your attention as a result of our certification work.

Prior year recommendations

We have reviewed progress made in implementing the certification action plan for 2009/10. Details can be found in Appendix B. Overall the Authority has made good progress in respect of specific 2009/10 recommendations made.

Appendices

Appendix A

Certification Fees

The fees for certification of each claim/return are set out below:

Claim/Return	2010/11 (£)	2009/10 (£)	Comment
LA01 National Non Domestic Rates (NNDR)	3,695	3,435	n/a
BEN01 Housing and Council Tax Benefits Scheme	21,918	24,037	n/a
HOU02 HRA Finance Base Data Return	3,161	2,826	Introduction of additional testing requirements for self financing arrangements.
HOU01 HRA Subsidy	2,698	2,295	n/a
HOU21 Disabled Facilities Grant	947	1,124	n/a
HOU02 HRA Finance Base Data Return – recertification at Council's request.	955	n/a	n/a
CFB06 Pooling of Housing Capital Receipts	n/a	1,202	Below the £125k threshold requiring auditor certification.
RG32 AWM Single Programme – Atherstone Heritage Economic Regeneration Scheme	n/a	2,434	2009/10 was the final year of this claim.
Total	**33,374**	**37,353**	

These fees reflect the Authority's current performance and arrangements for certification.

Whilst there are no significant issues to report, amendments were required for three of the claims and returns. We recognise that overall the Council have performed well; however we would recommend that the Council continues to improve through ongoing review of the claims and returns in conjunction with the relevant scheme guidance prior to submission to the auditors and grant-paying body.

Prior to the commencement of 2010/11 certification work, we discussed with the Council ways in which we can help to improve the level of communication around issues we experience in the completion of our certification work, issues which may impact ultimately impact on certification fees.

During 2010/11 we committed to improving the level of communication with the Housing and Council Tax Benefits Section to ensure that officers were aware of the reasons for undertaking any extended work in this area.

We will continue to seek ways in which we can improve the overall level of liaison with senior officers regarding the progress of certification work, time and issues.

At the same time, we welcome closer scrutiny by officers of any certification claims submitted to us for review and continued efforts to ensure that the quality of evidence available to support claims/returns is appropriate.

Appendix B

2009/10 Management Action Plan – Progress made

Claim/Return (deadline)	Issue	Recommendation	Management response 2009/10 report	Responsibility (Implementation date)	Recommendation Status
HOU02 HRA Housing Subsidy Base Data Return (08/10/10)	During our work we were unable to confirm to appropriate evidence: • the correct age bands of properties selected for testing for 18 out of 23 properties selected for sample testing, we were advised that this was not an isolated issue; • the correct categorisation of large and small terraced properties for all 656 terraced properties, and; • the calculation of notional rental income within a mandated CLG spreadsheet. Further details can be found in the qualification letter dated 08 October 2010.	Members will be aware that proposed changes to the system of council housing finance may come into effect from April 2012. Councils will become self-financing following a one-off financial settlement. The CLG have advised that it will be essential for the future viability of all councils' housing services that their settlements are based on accurate data. The Council should ensure that robustness of its data on council housing is considered in light of these proposals. It should be noted that the 2010/11 scope of certification work for this return will be widened to include tests for the 2012 proposed self financing arrangements, although the precise scope has yet to be determined.	*Age bands of properties* – this information was available, but not evidenced in a way acceptable to the auditors. *Terraced properties* – information for future claims will be provided in greater detail. Some additional work has been carried out by the Council's valuer to ensure all 656 properties are evidenced. *Notional rental* - One element that couldn't be evidenced was due to CLG not providing some information. - The Valuer will provide some additional verification on historic valuations for future claims. Neither of these elements impacted on the level of	Addressed in preparing the next Return.	**Implemented.** The Council discussed the prior year issues and recommendations with us and undertook the necessary actions to mitigate similar errors occurring in 2010/11. No such errors were identified in 2010/11.

				subsidy received.
HOU01 HRA Subsidy Claim (31/12/10)	We identified that the average amount of borrowing declared in this claim had been understated in error. This resulted in an amendment to the final claim to increase the value of average borrowing by £1,137,019.	We recommend that returns are reviewed by senior officers prior to certification in future to prevent similar errors reoccurring.	Claims are currently reviewed by senior officers before certification. Errors were identified in this claim and all were corrected, with this one exception.	Part of the current process.	**Implemented.** This particular issue did not arise in 2010/11. It is noted that minor amendments for two other fields were required to match the Council records.

Agenda Item No 7

Executive Board

23 April 2012

Report of the Assistant Chief Executive (Community Services)

Customer Access Strategy 2012 – 2017.

1   Summary

1.1   The report presents the Draft Customer Access Strategy 2006 – 2011 to members for their consideration, comment and approval.

Recommendation to the Council

That the Draft Customer Access Strategy and associated Action Plan, provided as Appendix A be approved.

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2   Background to the Report

***   2.1   The production of our second Customer Access Strategy was a Corporate Plan Target in 2011/12. The document at Appendix A reflects on and updates the ongoing aims and objectives that the Council has been following since this board adopted its original strategy in September 2006 when it was formally adopted by this Board.

2.2   The Strategy has been developed based on best practice and with regard to Council policies, priorities and existing initiatives as well as the Governments overriding commitment to the "Digital by Default" agenda.

2.3   There has been consultation on the draft strategy with partners via internal and external groups although wider ongoing consultation with our customers will be necessary to ensure that its aims and objectives remain informed. This is a key piece of work currently being led by the Assistant Chief Executive and Solicitor to the Council and part of the work plan of the Scrutiny Board that will report later this year.

2.4   The Customer Access Strategy does not determine the services provided by the Council, but aims to guide how it makes information and services available and the methods and standards used to deliver services to meet the needs of its customers. The Strategy covers the period up to the end of 2017.

3   Customer Access Strategy.

3.1 The strategy puts forward a "whole Council" approach to access to services. It identifies ways of improving access and links the services the Council provides to the needs and expectations of its customers.

3.2 Without a Customer Access Strategy customers needs may not be met, resources may not be targeted effectively, opportunities for improvement could be missed and customers will be unclear about what to expect from the Council. However, satisfying customers' needs and expectations must be balanced against delivering the Council's priorities, fulfilling statutory and regulatory duties and the Council's finite resources for providing services.

3.3 The strategy provides a vision for the customer access, which is:

"To provide efficient, excellent access to high quality services, driven by the needs of our customers."

3.4 A series of aims and commitments have been identified to support the vision. These will deliver real, practical improvements, which will be recognisable to customers, staff and organisations we work with. In providing excellent access to services we aim to be:

- **Customer Focused** – listening to customers' needs and responding to feedback.

- **Accessible** – Ensure all customers have access to and can benefit from information and services.

- **Effective –** Serve our customer quickly, efficiently and effectively.

3.5 The Strategy and Action Plan will be updated and refreshed annually to take account of progress, changing priorities, resources and customer need. It will be subject to formal review, update and re-publishing in 2011.

4 **Report Implications**

4.1 **Financial Implications**

4.1.1 There are no immediate financial implications arising directly from this report.

4.2 **Safer Communities Implications**

4.2.1 Better access to advice and assistance has many direct and indirect benefits that contribute to a greater feeling of well being and community cohesiveness. This can only have a positive impact on the communities we serve.

4.3 **Environment and Sustainability Implications**

4.3.1 A number of the action points encourage the development of services to support access to services by people in rural communities. The provision of services in partnership with others is a key theme of the strategy.

4.4 Human Resources Implications

4.4.1 The Access Strategy identifies the need to develop services that can deliver the strategy; this will require skills and structures to support more flexible, cooperative and partnership working. Existing and new skills will need to be developed to ensure the council can provide excellent customer access.

4.4.2 The Strategy includes proposals for different ways of working and new initiatives which staff and members need to aware of, therefore briefing sessions on the approved Strategy will be arranged.

4.5 Risk Management Implications

4.5.1 Failure to provide appropriate levels of customer support could have a detrimental impact of many areas on Council activity and lead to an increase in costs or loss of reputation. The Councils current approach enables us to be proactive as opposed to reactive in our response to issues or circumstances.

4.5.2 Having a Customer Access Strategy and its subsequent implementation is one of the ways the council can mitigate risks associated with developing services that do not meet customer needs or take advantage of the opportunities joint-working and technology can provide.

4.6 Links to Council's Priorities

4.6.1 The wide ranging activities undertaken under the overall Customer Access Strategy cuts across virtually all Council priorities and in particular supports the three key corporate priorities of improving access to services, improving health and well being and raising education levels and aspirations.

4.7 Equalities Implications

4.7.1 The various methods and mediums used to promote effective customer access ensures no group or individual is denied access to help or advice in respect of both Council and other complimentary services.

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

Background Papers

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

Background Paper	Author	Nature of Background	Date

No		Paper	

Customer Access Strategy 2012-17

NWBC Customer Access Strategy

INTRODUCTION TO NORTH WARWICKSHIRE

North Warwickshire Borough is the smallest District/Borough in Warwickshire in terms of population, and lies between Birmingham, Solihull, Coventry, Nuneaton and Tamworth.

It is home to 62,300 people, of which the vast majority are white. The area is characterised by attractive open countryside, served by the market towns of Atherstone, Coleshill and Polesworth. There are a number of small villages together with hamlets of only a few houses. Communities vary from former mining settlements, where incomes remain generally low and deprivation is experienced, to more affluent settlements where many residents commute to work in towns outside the Borough. The overwhelming land use throughout the area is agriculture, largely in extensive estates and accompanied by countryside recreation. Nationally, farming has declined as an employer, but is still of major importance in the local economy and underpins the rural scene. The Borough has the only operational coal mine in the region at Daw Mill, Arley. There is no main urban centre as the area is served by small market towns and villages.

There is competition from the surrounding conurbations for jobs, shopping and other services. Due to the dispersed rural nature of the area, people have to travel considerable distances to access jobs, services and facilities causing problems for those with mobility problems and lack of transport. Transport is a major barrier to accessing employment and services in the area although is not addressed in this strategy as it is predominantly a County Council responsibility to influence.

There is a varied supply of housing, often in pleasant rural surroundings, which attracts commuters. House prices appear to be more affordable than elsewhere in Warwickshire but it is worth noting that many people on low incomes are unable to afford to buy a property. There is therefore a need for affordable housing.

Like other parts of the County, there are pockets of both affluence and deprivation across the North Warwickshire Borough, resulting in an deprivation index ranking of 197 out of the 354 Local Authorities in England. To give some comparison, Nuneaton & Bedworth BC has an index score of 112 whilst Stratford Upon Avon DC has an index score of 307.

Based on Quality of Life data provided by the Warwickshire Observatory located in the County Council, the borough has the highest levels of NEETS with 7.5% of young adults as opposed to the county average of 4.99% (not in Education, Employment or Training).

Access to services is an issue with telephone contact being the preferred method of contact at 73% indicating the widespread rural nature of the borough.

As a borough the main medium used by people to receive information is via North Talk (our corporate magazine delivered to every household 3 times per year) or via word of mouth. It is anticipated that during the life of this strategy, the internet will become of greater importance as an access channel in getting key up to the minute information.

North Warwickshire residents have specific needs and preferences as to how they would like to contact the authority. This integrated channel strategy seeks to provide a full range of choices of access designed to ensure that no individual, group or community is disadvantaged through lack of access to the services the Council offers.

One such barrier that does need to be addressed during the life of this strategy is to improve access to the internet caused either by poor broadband coverage in certain localities or because residents do not have the income or desire to own their own technology.

Broadband coverage will be addressed by 2015 via the Councils financial commitment alongside the County Council to delivering on the Governments aspiration to enable high speed broadband connectivity that will see 2 Mb speed, deemed to be a minimum expectation in all areas via the Bank project.

Whilst specific data is not available for North Warwickshire alone, Nationally one fifth of the population have never used the internet with results reflecting which key groups are most likely to use, or not use this medium. 39% of the over 65's, 28% of the working age unemployed and 19% of families with children (source: SOCITM report 2010)

It is against this backdrop that this overarching Customer Access Strategy has been developed with particular emphasis being placed on the need to migrate customers onto cheaper access methods (called channel shift) being the key focus where ever possible in line with delivery on the Councils ten priorities and meeting budget constraints.

OUR ACCESS TO SERVICES COMMITMENT

The Council aims to provide high quality services to all its customers[1] and is committed to improving access to services in ways that meet their needs.

The rural nature of the Borough and the make-up of its population impacts directly on how the Council needs to develop customer access and services.

The Council's main strategy document is its "Sustainable Community Strategy" which has been produced by the North Warwickshire Community Partnership[2] for improving the overall quality of life in North Warwickshire between 2009 to 20126. The Plan sets out a shared long-term vision for the "Community of Communities" that is North Warwickshire. The Plan identifies the key features of, and issues which impact on, the Borough, its people and the employment available, which in summary are:-

- Raising aspirations, educational attainment and skills
- Developing healthier communities and the main focus of this strategy;
- Improving access to services. This picks up key themes within this report although also seeks to address the lack of availability of transport as people often have to travel significant distances to access services and public transport. Although transport is improving it remains a barrier.

The Council has a wide range of customers including: -

- People who live in the Borough
- Public representatives e.g. agents
- Organisations that work with us (partners)
- Visitors
- Local businesses
- Suppliers & Contractors
- Councillors and Staff
- Local media

All the Council's customers will at some time need services from the Council and will expect them to be provided at times and in ways that are acceptable to them. Council services and information are currently delivered in a variety of ways such as by phone, face to face in Council buildings, by post, via the Internet, by a visit from staff, through meetings, Councillor's surgeries and by agents or organisations acting on the council's or customer's behalf.

Since adoption of its first Customer Access Strategy in 2006, the Council has made considerable progress in improving services to customers and this has been recognised officially by the Cabinet Office by the initial award of the Charter Mark in 2006 and now its replacement, the Excellence in Customer Service standard, achieved in 2010, with a fully compliant score. The Council has also

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[1] "Customer" refers to anyone who benefits from, uses, receives or participates in Council services.
[2] North Warwickshire Community Partnership is made up of representatives of the Borough and County Council, the Police, Health, Education, Business and Voluntary and Community organisations.

been recognised by its peers, ministers and most importantly our customers for delivering efficient and effective services, via the winning of awards and positive customer feedback results..

The Council is achieving this progress by implementing delivery models in partnership e.g. as the Warwickshire Direct Partnership (WDP) in delivery of the customer Contact Centre and One Stop Shop, with third sector partners in delivery of B.O.B focused initiatives, and now delivery of ICT B.O.B hubs alongside local Town and Parish Councils..

The Strategy promotes a "whole Council" approach to access, covering all the services provided, be they of benefit to an individual, such as a payment or a house, or as with many of its statutory, regulatory or enforcement responsibilities of benefit to the wider community. It sets out the Council's vision and plans for developing access to and communication about services mindful of the resources we have available. It gives the standards of response that customers should expect, as we strive to increase satisfaction and exceed expectations.

Without a Customer Access Strategy customers' needs may not be met, resources may not be targeted appropriately, opportunities may be missed, they will be unclear about what to expect from the Council and staff unsure of the standards of access they need to deliver.

Reasons for Adopting a Second Customer Access Strategy.

At present the Council achieves a good level of satisfaction from customers about their contact with it. This is largely based on Gov Metric reports and the high level of compliments but low level of complaints received The Council has made significant progress on, and investment in, transforming customer access since 2004, including the establishment of a Customer Contact Centre, One Stop Shop, Mobile B.O.B service and is developing B.O.B Hubs (ICT portals). It is also committed to the ongoing development of an interactive new website, introducing modern PCIDSS payment methods, mobile and flexible working as well as undertaking LEAN process reviews to support customer facing services.

The Customer Access Strategy adopted in 2006 has been essential to the Council in that it has provided a framework which identifies ways of improving access and links the services the Council provides to the needs and expectations of its customers.   The main drivers for developing the strategy include:-

Customer needs & expectations.

Customers needs are changing and they are expressed to the Council in a range of ways including in the Corporate Plan, via consultation, through the democratic process, in local Parish plans and directly when requesting services. Customer expectations continue to grow and council services are judged against the best whether they be public or private organisations.

People increasingly want to know why we have made specific decisions and expect quick, timely and joined-up services, delivered in ways that are convenient to them. Satisfying these needs and expectations must be balanced against the Council's finite resources for delivery.

Council Prioriities

In addition to the commitment within the Sustainable Community Strategy, the Council has a set of priorities that are stated in and used to guide the Council's Corporate Plan. These are outlined in its vision cover specifically as the eighth of ten priorities being;

> **"Providing easier access to Council Services, particularly through the internet"**

although the delivery of effective customer services and access cuts across and affects or supports nearly all the Council's priorities to one degree or another. The overriding commitment that the Council continues to strive to resolve is that at least 80% of customer's enquiries at their first point of contact, which is currently being achieved.

The Customer Access Strategy links to and supports a range of other initiatives that underpin the Councils work and ensure that all officer and members consider all implications of delivering change and improvements as part of the report writing stage.

In addition, relevant legislation is considered and taken into account when we design and deliver services with the main acts which impact on customer access and service provision being equalities related Acts and law which affects how we handle information, including:

- Disability Discrimination Act
- Human Rights Act
- Sex Discrimination Act and Regulations
- Race Relations Act and Amendments
- Data Protection and Freedom of information Act

Partnership

The Government is encouraging public sector organisations to work together (Councils, Health, Police) and to work with the Voluntary Sector to deliver services. The council is very well placed to deliver on this agenda as this has been a feature of the work undertaken under the previous access strategy outcomes. It promoted joint working as a way of improving efficiency and reducing costs specifically through sharing resources such as accommodation, staff and computer systems. The Council has numerous examples of effective partnerships and joint working arrangements including joint posts and work with the Third Sector, Heath, the County Council, Police, Other District Councils, Age Concern and Job Centre Plus, a width of which have been recognised as best practice.

This ongoing approach to customer access is essential if the Council is to continue to work effectively with others.

Customer Access Vision, Aims and Commitments

This Customer Access Strategy sets out a vision for customer access for the next 5 years and builds on the strategy that has overseen progress in the last 5 years. The aims and commitments we have identified to support the Vision will delivery real, practical improvements, which will be recognisable to customers, staff and those organisations we work with.

Our vision for customer access is:

> *"To provide efficient, excellent access to high quality services,*
> *driven by the needs of our customers."*

and supports the wider Council Vision which sees

> *"North Warwickshire, a place where people want to live, work, invest and visit.*
> *A Council that despite tough times, maintains its front line services and works to improve*
> *health and well being and economic environment of its communities."*

Our customer access commitments remain the same as in the 2006 strategy as being:

In providing excellent access to services we aim to be:-

❒ **Customer Focused –** Listening to customers' needs and responding to feedback.

Our commitments to customers are:-

- **Customer First** – To put the customer and community first; aiming to deliver services in ways they want, rather than to suit the needs of the Council.
- **Consult and Involve** – We will consult and involve customers, seeking their views to design, develop and improve services – listening, learning and responding.

- **Respect** – Treat customers as individuals and provide services in a courteous, friendly, flexible, responsive and helpful manner. We will not be bureaucratic, rude, arrogant or impatient in our dealings with people.
- **One Customer** – We will ask for information once, hold it centrally and share it [3] so that Council has the information it needs to proactively serve the customer.
- **Confidentiality** – Treat customers information sensitively, mindful of the need for confidentiality.
- **Honesty and Openness** – We will be open and honest about the decisions we make and the services provided. We will apologise if we make a mistake and if possible put matters right quickly.

❑ **Accessible** - Ensure all customers have access to and can benefit from information and services.

Our commitments to customers are:-

- **Equality** – The Council will endeavour to make all services accessible taking account of the diversity of our customers, including in relation to age, race, sex, disability, ability, religion, belief or sexual orientation.
- **Locality** – Work with partners to help address issues related to the rural nature of the Borough and the impact this has on access and locality based services.
- **Choice** – Make services easy to use and available to everyone who is entitled to them; using technology to the full and offering choice and influence, where possible.
- **Fairness** – The Council will treat customers and deliver services fairly, using known and published eligibility criteria.
- **Relevant** – Make our information clear, timely and relevant for its target audience. We will aim to provide "the right information in the right way at the right time".
- **Entitlement** – To identify customers who are not getting services they are entitled to and encourage them to do so; conversely to take action where they are obtained falsely.

❑ **Effective** - Serve our customer quickly, efficiently and effectively.

Our commitments to customers are:-

- **Skills** – Develop those staff and councillors who have contact with customers so they are well informed and able to provide high quality customer services.
- **Empowerment** - Customer contact and service staff who work with the public will be encouraged to act as customer champions and empowered to improve services and resolve issues.
- **Joined-up** – Work effectively within and across the Council and with partners to provide an efficient, right first time, seamless service to customers.
- **Partners** - Work with partners to ensure services are coordinated and easy to use; we will aim to signpost to the right organisation to resolve problems or enquiries.
- **Cost** – Provide cost effective access methods and encourage customer to use least cost channels where this is appropriate and not contrary to Customer demand.
- **Innovation -** To be innovative in providing solutions, which meet or improve access needs.

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[3] Subject to customer agreement, confidentiality and Data Protection Act / legislative requirements.

The work the Council has undertaken to date as part of the Customer Access Strategy adopted in 2006 has seen the Council implement a delivery model that has been recognised Nationally as one delivering excellence in meeting customer requirements and expectations which is shown below

The North Warwickshire Delivery Model

One Stop Shop and B.O.B Bus- one point of contact

Citizen Focused Applications – Mobile and Home Working & Internet Access in public places via self serve

Contact Centre and to be implemented B.O.B Hubs

Verified data passed for processing

NORTHGATE CRM

VARIOUS LEGACY SYSTEMS & TRIM EDMS

government connect ...everyone can

Office Automation
• Word Processing
• Document Management
• Workflow

Communications
• E-mail
• Internet
• Intranet
• Gov Connect

Knowledge
• Staff.
• Procedures
• Reference Docs.

Business Applications
• Councils Software
• Other Agencies Software and Applications – LAW Network
• Reporting Tools

This delivery model continues to develop because in the fast paced world in which we live customer demands, preferences and expectations are ever changing and means the channels our customers use vary from more traditional ones like face-to-face, and telephone, to newer channels like social media and mobile web access.

The accountability for all channels currently sits within two service areas, the Community Services Division headed up by Bob Trahern and the ICT Division, headed up by Linda Bird although it remains the responsibility of all Senior Managers working co-operatively to ensure channels are managed effectively to deliver on the Councils key priority around improving access to services. In addition "Improving access" is also one of the three key priorities for the Council via the North Warwickshire Community Partnership. These are also being led by Bob Trahern, the Assistant Chief Executive (Community Services) and this strategy will be important in setting out the key objectives and priorities of the Council and its partners to deliver on that commitment going forward.

This document sets out a number of action plans for individual access channels specifically referred to as a channel shift strategy which are to be delivered under this overarching Customer Access Strategy. By setting out the overarching principles and supporting service areas to use customer data, we believe we can improve the efficiency of and access to services within the borough, and these will be reflected in future service plans going forward.

This strategy explains how NWBC will meet the demands of our customers using the resources we have available and how we aim to deliver access channels that are efficient & effective which meet customers requirements without wasting time, money or effort for either the customer or the Council.

The overarching Channel Strategy Principles are:

- Wherever possible and valuable for customers, move transactions and information to the web;
- Encourage customers to self-serve.
- Continue face to face services, not just at the Councils One Stop Shop but also via the B.O.B bus, virtually at the "to be created " B.O.B Hubs as well as in other Warwickshire Direct outlets in the borough;
- An ongoing review of the purpose of the Contact Centre and levels/depth of expertise required of Contact Centre staff;
- Investigate the increased use of emerging technologies (e.g.) social media, DigiTV etc where valuable for customers;
- Systems thinking work undertaken to be end to end and to include all customer access channels;
- Systems thinking that puts experts close to the customer where possible;

This agenda also sits alongside and compliments other Council commitments around

- The development of improved outreach via the B.O.B bus and hubs
- Support of improved broadband capability in the borough via committing funding to the BDUK agenda
- Introduction of PCIDSS compliance protocols surrounding the managing and administration of electronic payments
- The delivery of a holistic Financial Inclusion programme in support of customers in need
- An ongoing developing flexible work policy
- Addressing skill shortages and raising education and aspirations in the borough
- Promoting healthy lifestyle and well being messages
- A commitment to improving the methods of undertaking Customer consultation

This strategy is based on using customer insight data supplied by the Warwickshire Observatory, which is increasingly enabling us to better understand customer behaviour, and their likely needs from a service complimenting existing methods, and knowledge held by the Council. This ensures we are focussing our resources on the channels and services important to our customers.

Many Councils are focussed on moving customers to cheaper channels, most often the internet which will be increasingly applicable. However, we also want customers to be able to use the most effective channel for them, where we can do so with the resources we have available. Rather than putting every service on to every channel, service areas should consider the customer demand and the value of the service on any channel. The majority of customer contact currently comes through our contact centre and One Stop Shop and contacts are stored in one system that being the Northgate Customer Relationship Management System (CRM) shared with other Warwickshire partners. The use of this system is currently being evaluated to ensure it is providing value for money and this will be completed as part of a procurement exercise during 2012, when we will decide whether it is fit for purpose and VFM going forward.

We also want our staff and councillors as well as our customers to use the internet as a first point of reference wherever possible. This will enable us to obtain immediate feedback and spot areas where we can improve services as we will see things from a customer perspective. It will also point customers to the right place so they can get information themselves next time.

A number of actions have already been identified to ensure this strategy can help deliver improved services. Key areas include improving the service customers receive when they contact us and

working with service areas to review customer and channel data to drive improvements. We will continue to evaluate new ways of working where customer demand is high. We will ensure that our services remain accessible in spite of the ever increasing financial constraints we work within.

OUR ETHOS OF SERVICE DELIVERY

Both individually and by working in partnership with like-minded partners has given the Council the ability to deliver real service improvements and cost savings to its customers in recent years. This approach has enabled us to keep our small company soul and speed but benefit from the synergy and economies of our larger counterparts. In spite of deprivation in the area and lower levels of funding per head of population when compared to other councils, we have been recognised independently by our peers and via inspection regimes for our joined up approach to delivering customer service. This has seen us work closely alongside the private, statutory and third sector organisations to address issues around better access and cross cutting agency issues.

Our whole customer ethos has developed in recent years and we have listened to our customer's needs and expectations of services and looked to innovative ways to identify funding, and utilise new working procedures and practices to make use of our existing resources. This has enabled us to take our service delivery approach and choice to new levels– whilst ensuring this is undertaken at no additional cost to the council and in many cases at a saving.

This has seen the Council begin to use customer data in a more targeted way and develop real partnerships in practice as opposed to paper to ensure access to services, income and benefits are maximised and complimentary services identified as a matter of course rather than luck.

As such, the principles that drive our ambitions is that we wish to be continued to be seen as a "can do" organisation that has a positive attitude, energy and commitment to partnership working aligned to an opportunistic approach to finding solutions that make a real difference. This approach has been recognised Nationally by Ministers and independent bodies e.g. the Cabinet Office, the Institute of Money Advisors, the Institute of Revenues, Rating and Valuation as one delivering 'best practice' and has culminated in the winning of National awards and accreditations. Given the financial pressures that customers face there is still a great deal of work to do, and the challenging economic times continues to require us to strive to adapt our services to meet the needs of all.

This strategy highlights both the culture and values the Council expects of itself as well as the innovative approaches that we have adopted in these challenging economic times that must continue to take us forward.

OUR KEY STRENGTHS AND CORE VALUES

- **An ethos of "Always Putting Our Customers First"**– a culture has been created to "go the extra mile" in a "Can Do" environment.
- **Track Record of Successfully Delivering Process, Cultural and Legislative Change** – teamwork is central to everything we do.
- **Developing new and existing partnerships and services to meet the changing agenda**
- **Development and delivery of an inclusive outreach service** – invloving a number of divisions and delivering very high levels of service with a multi-agency approach to rural communities particularly with high levels of deprivation.
- **Customer and Stakeholder satisfaction** – the introduction of GovMetric technology has enabled us to gather and analyse, through a variety of communication channels, customer's experiences and satisfaction levels in order to help shape and develop future service delivery.
- **Maximising our Potential by "Thinking outside the Box"**– we have engendered an approach of working with and through others to maximise results.
- **Seeking out funding and making it a central to the development of services**

- **Leading by example and "raising the bar"** - it is clearly evident that we are innovative and creative e.g. in our approach towards addressing financial inclusion and through the winning of a significant number of National awards in the area of customer service.
- **Demonstrating Excellence through Partnership** – collaboration and partnership working has enabled the Council to deliver significant internal and external customer benefits.
- **Responsive to government agendas** – we are always keen to be responsive to changing government initiatives or agendas leading the way and developing best practice wherever possible in a proactive way.

OUR CUSTOMER SERVICE DELIVERY MODEL – ACHIEVEMENTS IN THE LAST 5 YEARS

The Council along with the other districts in Warwickshire plus the County Council won £2m worth of funding in 2004 to purchase the Northgate CRM solution to deliver its vision of joined up Government. The Assistant Chief Executive (Community Services) was tasked with designing and delivering the infrastructure and costs savings to make this happen.

This has resulted in the successful delivery of a corporate migration programme to create a "hub and spoke" service delivery model involving a corporate contact centre, a "multi agency" community focussed one-stop shop facility and a mobile delivery vehicle. This approach has enabled us as a Council to drive through change and be a major influence on the re-engineering of services to deliver more responsive and provide timely help and advice. It has delivered significant revenue savings by changing historical practices and has in many cases significantly improved the quality and consistency of service delivery which in some areas of the Council once saw abandonment rates on calls as high as 15%.

The contact centre which is open 8.30am to 5.15pm Monday to Friday deals with over 85% of the Councils incoming calls on behalf of all divisions, and delivers very high performance levels and excellent customer satisfaction ratings based on ongoing customer feedback used. Out of hours services were introduced following initial indications of perceived demand but have subsequently been stopped following poor take up levels indicating that customers may indicate the wish for 24/7 services via consultation but do not necessarily wish to access services that way in reality.

In 2011/12, the staff resolved 93% of the 96,000 calls received at the first point of contact and answered 81% of calls within 20 seconds. This is being achieved without using messaging or voice recognition queuing systems. Abandonment rates were recorded as 3% helped by the fact that we have seen a 15% drop in telephone calls being received since 2007/08 indicating a shift by customers to use alternative channels, such as the Web that has seen similar increased use during this time.

In terms of the second phase of the previous Customer Access Strategy, in 2007 Members committed funding to make a customer facility that was not just DDA compliant but also one that would radically change the customer experience of dealing with people of North Warwickshire. The facility that opened in May 2008 not only deals with all borough council enquiries also provides access to self service facilities as well as access to a wide range of partner services under the brand of "Warwickshire Direct". These include the following

- Information on certain County Council services on whose behalf we are delivering service
- Access to officers from Registrars for Births, Marriages and Deaths who were until recently located on site
- Access to Services from Warwickshire Police on whose behalf we are delivering services
- Access to the Credit Union who we have been working with closely with the CAB to address poverty and give proactive assistance to people in debt
- Ad hoc presence of other voluntary and community groups in terms of promoting themed campaigns from time to time.

We are currently well underway with implementing phase 3 of the previous Customer Access Strategy which was concerned with identifying the correct solution to deal with outreach enquiries

outside the Council's main base in Atherstone. This initially started in 2009 with the introduction of the Branching Out Bus (B.O.B bus), a Government funded pilot, in partnership with the CAB and Credit Union which as received National acclaim and continues to grow in popularity and scope in terms of the type of a services it delivers and provides signposting too. This has promoted greater equality of access to more rural parts of the borough is now fully funded by the council. To compliment and in some cases replace the mobile service, following wide consultation with stakeholders as part of the Local Strategic Partnership process in 2011, it was agreed that B.O.B hubs should be developed across the borough to enable access to ICT and other help on a more permanent basis. Working in partnership with Town and Parish Councils, other agencies and internal colleagues will see the development of up to 11 B.O.B hubs by the end of 2012 with more to follow. A number of these will incorporate virtual video conferencing equipment which will replicate "in the field" face to face interviews that will be delivered out of the Atherstone One Stop Shop. This technology is also being made available to colleagues in the CAB regarding how they could benefit from being able to offer this facility to their clients, meaning that they can best use their limited resources. Some of the B.O.B hubs are also being delivered in partnership with the County Council and NHS Warwickshire as well as community groups and volunteers, which will be a feature of our future delivery model

SERVICE PLAN UPDATES AND OTHER SUCCESSES DELIVERED

In addition to the ongoing development of the contact centre One Stop Shop, B.O.B bus and B.O.B hubs, a number of key customer facing divisions have delivered many new initiatives and changes in working practices over the last five years that have led to increased customer satisfaction and perception ratings. During this time, spending on new projects or service innovations have had to be justified and backed by a business case, and done at neutral or a cost saving on the baseline budget with the Council requiring Divisions to seek external funding wherever possible. This is an area in which the council has been very successful.

Contributing to the Success

During the past 5 years, the Council has developed some major new improvements and a few examples are detailed below;

- Developed workflow technology implemented corporate and shared document management system, the first Council to use the TOWER TRIM system in this way in Local Government.
- Implementation of a number of interactive on line services – uChoose in Housing, the Planning portal, e-billing and self service technology in Community Services
- Development of wireless technology to enable flexible working and improved home visiting services
- Implemented new payment software and promotion of the wider use of electronic payments
- Developed micro websites to promote well being and financial inclusion messages
- Delivery of an Holistic Financial Inclusion programme in partnership with key partners
- Introduced use of Customer Insight data to inform the use of, and target resources
- Greater data sharing enabling better signposting and maximising help and advice
- Undertaking a number of LEAN reviews of services which has delivered significant process improvements to date
- Introduced the Gov Metric customer satisfaction software to track satisfaction across its face-to-face, telephone and web channels

In addition to delivering on the Council's many priorities, we are also making a significant contribution to promoting delivery of cross cutting agendas surrounding health and well being, and alleviating poverty by our proactive activities via joint promotional work with the county council, the local water company, schools, the CAB and Credit Union. By working as one Management Team in delivering the best customer responsive services via the corporate contact centre, one stop shop

and the BOB initiative this is enabling us to cut across the two-tier Local Government system and provide access to many complimentary services always with the primary aim of raising our already very high levels of customer service to which we are committed. This has led to major improvements in services around ICT, process and efficiency gains ensuring our customers receive the best and most joined up service possible quickly and at the lowest possible cost. Partnership and collaborative working has been the cornerstone on which our good performance levels has been achieved against falling costs and service plans outline ongoing commitments to deliver corporate, as well as divisional targets.

Part 1 - Introduction

WHAT IS A CHANNEL STRATEGY?

Integral to delivering the Councils overall Customer Access Strategy is the wish to move customers wherever possible onto more cost effective access channels as demonstrated by the diagram on page 16. Therefore the Councils main drive and commitment is to develop a strategy that delivers on this aim.

The Council has a responsibility to provide excellent services to the public as well as value for money to the taxpayer. The channels through which public services are delivered and by which the public has contact with the authority, (be that via telephone, online, in person, or via other means), are a critical part of public service provision, and there is an ongoing impetus for them to be managed effectively and efficiently for everyone.
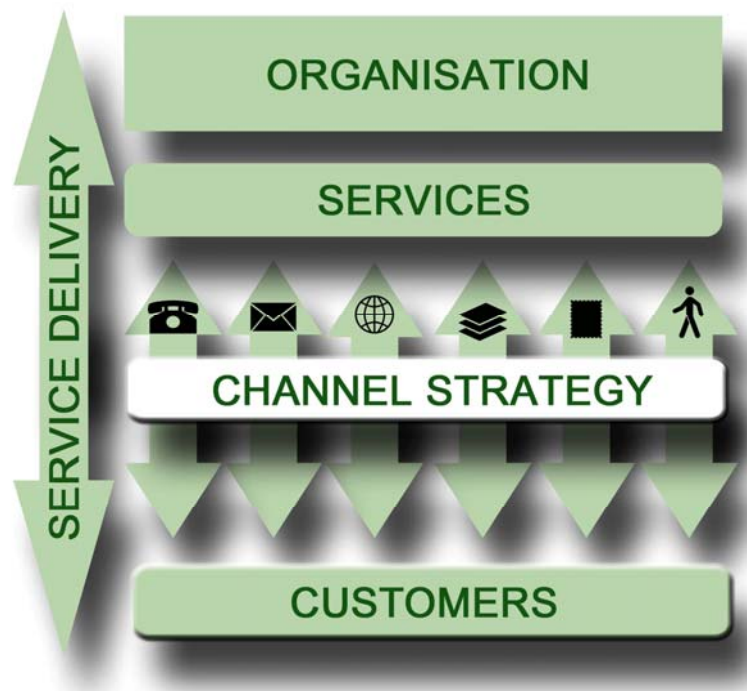
A channel strategy is an organisation's plan for the channels it will use to deliver services to, and interact with, its customers. A channel strategy explains how an organisation will meet the contact demands of its customers using the resources it has available bearing in mind the needs of the customer.

A channel strategy is not simply a plan to move service provision to online channels.

WHY IS A CHANNEL STRATEGY IMPORTANT NOW?

Customers receive a high standard of customer service from many public and private sector organisations. However, citizens sometimes have low expectations of services provided by local government, and it will be necessary to exceed rather than meet these expectations to achieve channel shift to cheaper and/or more effective channels. To achieve this, the public sector must continue to raise its own standards of service across all the channels it uses and offers.

In order to meet the needs of customers, the council must provide services that are:

• Easily accessible
• Simple to use
• Streamlined

- Convenient
- Cost effective
- Robust

It is also important to bear in mind the target audience's access to technology, the type and complexity of the contact, their personal preferences as well their skill sets when selecting channels. At NWBC we will ensure that we introduce services to channels customers want, basing our decisions on data rather than theory and this is an area we have been identified as achieving very successfully in terms of the ever increasing and innovative way we are using data from the Warwickshire Observatory to enable us to target specific groups to influence behaviour.

Rising internet use and customer expectations of accessing public services online present an ongoing opportunity for public service providers. Competent online services are easy and quick to use, available whenever customers need them and have a relatively low administrative burden. Managed well, online access to services is a very effective channel with considerable benefits for customers and taxpayers.

The public sector must however also meet the needs of people who do not (yet) have access to the internet and via the development of B.O.B hubs the Council is well placed to deliver on this agenda. 'Digital Inclusion' or "Digital By Default" is a core element of any government/public sector channel strategy and one to which they remain committed in terms of delivering many current and future key agendas.

KEY CONSIDERATIONS

The need for insight

The process of developing and implementing a channel strategy needs to be guided by insight, and insight specifically relating to:

- The customer – we have used Mosaic data provided by the Warwickshire Observatory and customer service data from our own systems and records
- The services an organisation is providing and each service area in question
- The current delivery channels at the organisation's disposal as well as those that may be available to be/need to be used in future, including the volumes and cost of contact
- Other organisation-specific micro/macro factors that may have an impact on service provision and delivery, including the success and waste in each system. The major factors impacting NWBC systems thinking, minimizing environmental impact and budgetary constraints.

It is also important to understand the wider online services market, as expectations of online services are driven by customer experiences of using similar services of other organisations.

Organisational challenge

In considering a channel strategy, there is often a considerable challenge and change to existing organisational structures. A channel strategy needs to become an integral part of the structure of the organisation and the way the objectives of the organisation are realised. Case studies have shown that improved services, efficiencies and improved customer satisfaction result from customer access being centrally managed.

The current NWBC structure currently splits the function of managing customer access channels between the Community Services Division and the ICT & Procurement Division. This arrangement works very well at the present time due to the way the council is managed and structured, but this remains under constant review as customer needs and preferences as to what constitutes delivery of good customer service and appropriate channels available changes. The challenge will be building on the excellent work already undertaken during the life of the last strategy and supporting teams to continue to focus on customers. We also will continue to work closely in partnership with

Warwickshire County Council (WCC), Warwickshire Police, other public agencies and as B.O.B hubs develop, a number of key Parish and Town Councils and Third Sector partners to deliver effective face to face, web and telephone services. Continuing to provide the services through the most appropriate channel will be a challenge considering the reduced resources available but is one to which we are committed.

In a time of diminishing resources, we will focus our time on channels which are favoured by our customers. Priorities for action will be based on demand. For example, an increasing number of our customers use the internet and this trend will continue, so if we improve that channel it will have a big impact.

We also need to recognise that people will use different channels not just for different types of interactions, but also to suit their own convenience. Particularly at a local level, an integrated channel strategy is required that takes into account the varied ways in which local people may want to interact with the council. Customer measures often focus on the customer service aspect, for example that staff are polite and helpful. We need to move to measuring the customer's entire interaction with the council, so that they get effective and efficient services. We need to be aware of the customer journey through the entire system, no matter which channel is used. With the removal of the Gov Metric software based purely on the need to make cost savings this is an immediate area that needs to be addressed in 2012 to ensure we continue to have a mechanism to receive immediate feedback.

The wider issue of corporate consultation is also an area of current work being led by Steve Maxey, the Assistant Chief Executive and Solicitor to the Council and this will also ensure that this strategy moving forward will be influenced and shaped by the views of our customers wherever possible.

Focus on the Customer

This strategy has three key drivers – improving services, making savings and changing the culture of the organisation. All of these will continue to influence the Channel Strategy. We are striving to be an organisation that focuses on customers and uses data to make decisions. Ensuring good customer service is everyone's responsibility.

Changing our culture to a constant emphasis on the customer has influenced how we use the channels. The channels are there for our customers to get information rather than for us to give information. For example, many staff recognise that the website is a first port of call for customers, so updates are frequently posted there first. Not only is this making the service more effective for customers, it improves efficiency since customers do not have to contact the Contact Centre. We provide systems thinking, training programmes, customer service workshops and coaching to support and encourage this change in culture.

Mosaic customer data is being used more and more to help understand our customers needs and preferences. For example, certain customer groups read local papers and prefer face to face contact to internet contact. Other groups prefer to use internet and mobile channels and get their information from national press. There is also a wealth of data on the channels our customers use ands how they use them. For example, the majority of web users are there for information rather than transaction. We will focus first on the common case rather than the exception, to improve access for as many as possible. At all times we will ensure that all customers have fair and equal access to services.

Part 2 – Basic Principles & Scope

PURPOSE OF STRATEGY

To outline the broad principles for the ways in which the council will deliver its services through a range of contact channels that provide better value for money, are more accessible and are designed with the citizen in mind.

SCOPE

1. This strategy document sets out the basic principles by which NWBC will deliver its services to the public through the contact channels currently available.

    Contact channels in scope include:

    *   Face to face
    *   Email
    *   Internet (including partner and commercial websites)
    *   Digital TV
    *   Telephone (including text phone)
    *   Mobile technology (including SMS text messaging, apps and mobile web)
    *   Post/paper
    *   New media such as Twitter and Facebook (outbound and inbound)
    *   Payment Channels (including electronic, cheque and cash)

2. This document focuses on three key types of contacts between the authority and the citizen

    *   **Transactions** (e.g. registering for elections, reporting a problem or paying a bill)
    *   **Interactions** (e.g. obtaining advice, public consultations, petitioning)
    *   **Information Provision** (e.g. swim times, leaflets, web pages)

3. This strategy should be relevant to the nature of the services provided by the authority and ensure that its services are provided through a range of contact channels appropriate to the citizens' individual needs and preferences in a non-discriminatory way to deliver to deliver the aims outline in the diagram below;
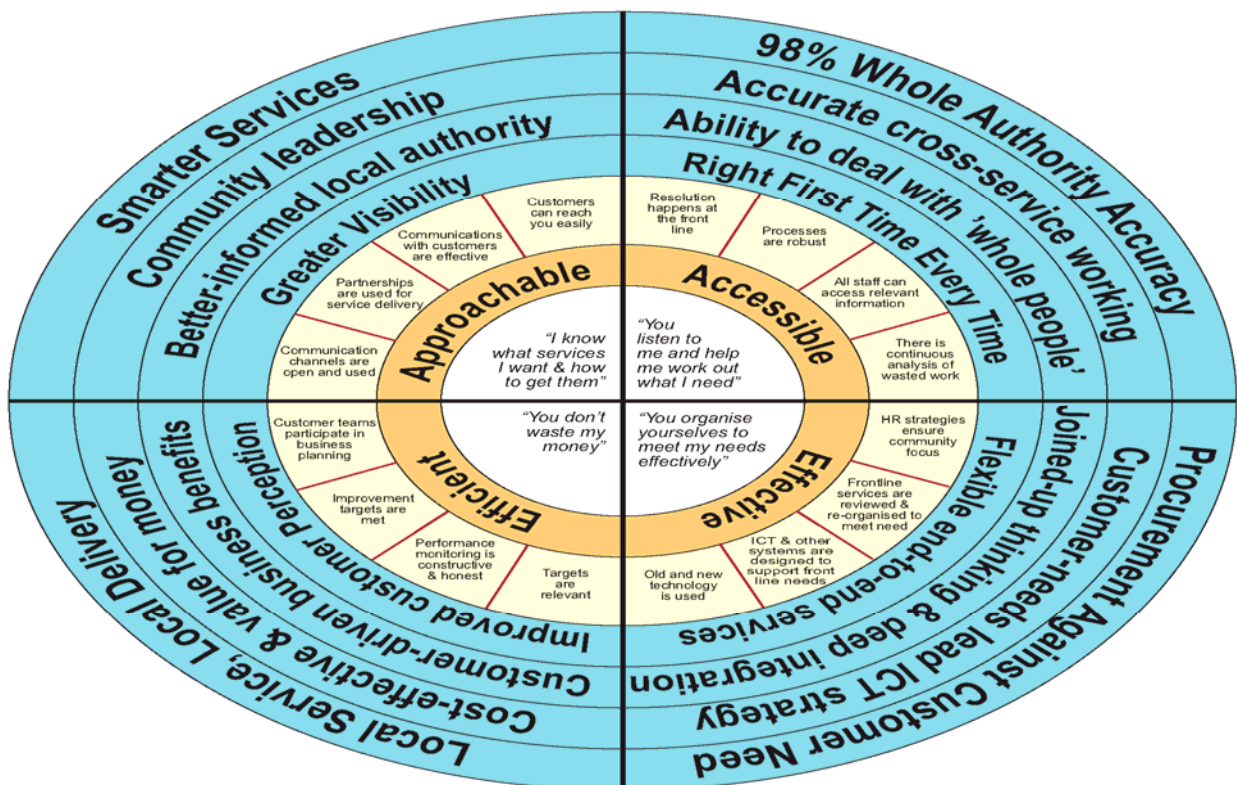
The choice of contact channels available to the public is growing all of the time as new technologies are developed and released. For example in the last 5 years we have seen the emergence and growth of channels such as digital social media (such as Facebook, alternate realities and Twitter), mobile internet, interactive TV and more recently mobile phone applications (apps).
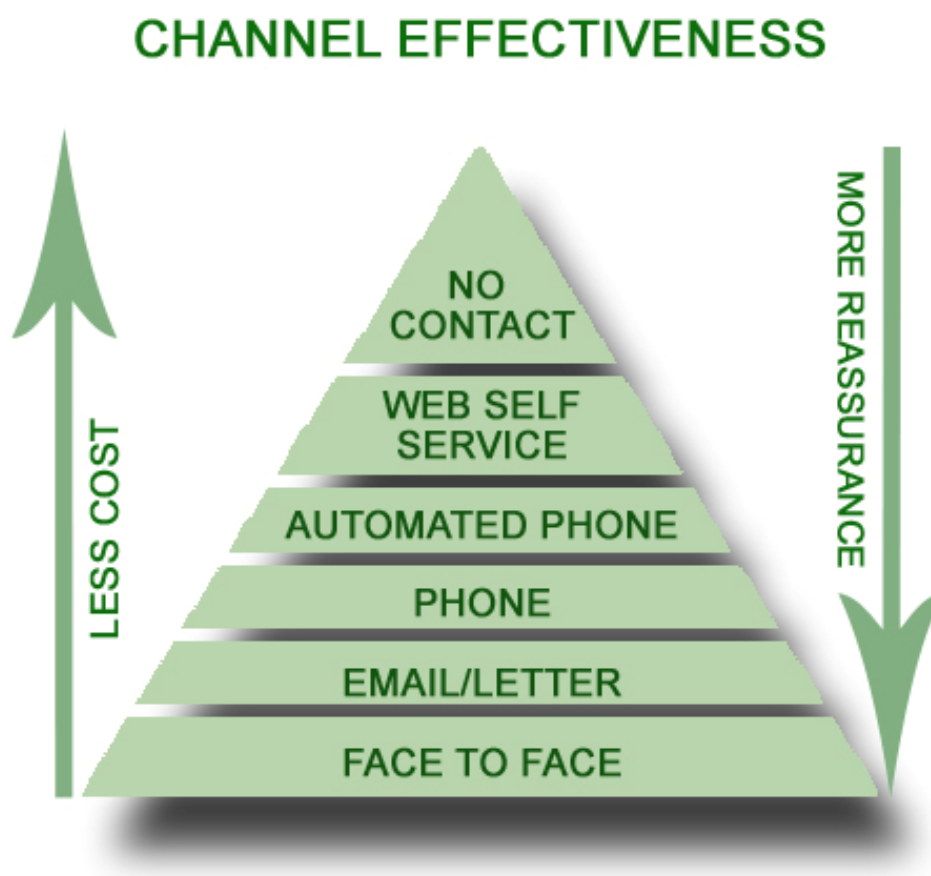
Without a channel strategy many organisations typically adopt one of two approaches to using these channels by either 1) launching all of their products and services on all new channels without much thought to the relevance and cost of doing so or 2) focusing on switching their customer contact to the cheapest channel (often assumed to be the internet) without much thought as to the relevance of this channel to their entire customer base.

There is a generally accepted model for the effectiveness of the major channels of contact available today as shown below

CHANNEL EFFECTIVENESS

LESS COST →

MORE REASSURANCE →

- NO CONTACT
- WEB SELF SERVICE
- AUTOMATED PHONE
- PHONE
- EMAIL/LETTER
- FACE TO FACE

What this model shows is that as we move up the triangle the cost of delivery typically gets cheaper for the organisation. However for some types of contact a greater level of human contact is required, particularly for contacts that require some level of reassurance

For example, imagine you've received a letter asking you to pay a bill or the bailiffs will turn up at your house. You've just paid the bill and now want reassurance that your personal belongings are safe. You are unlikely to log on and have a look at the organisation's website's FAQ page for reassurance (even though this might be the most cost-effective solution for the organisation) but you may be more inclined to ring up the contact centre to request a letter confirming that matters are in hand. In this example, there may be a case for having online FAQs relating to debt recovery in terms of best practice, but there is probably little chance of shifting this individual contact online

It is therefore vital to fully understand each type of contact and the level of reassurance that the customer is likely to require before focusing the organisation's efforts on the design of any contact channel for that service. This ties in with the systems thinking approach.

There may be little hope of shifting the channels that a certain group uses if that group simply doesn't access that channel. For example, Nationally internet penetration is currently significantly lower amongst the jobless, the financially excluded, older people and people who do not read or speak English. Therefore, it may not be a good use of corporate time, and taxpayer's money, to attempt to shift these contacts online initially although with the development of hubs and as the general population become more IT literate it is likely these sectors of our customer base will embrace the opportunity to do so. Conversely, mobile telephone penetration is very high amongst teenagers, so SMS messaging might be a good channel to advise of sport and cultural activities. Customer insight goes a long way in the design of any channel strategy.

Using the Mosaic Public Sector profiling tool used by both the Council and the Warwickshire Observatory, the Councils top ten customer groups can be categorised as follows;

Rank		Mosaic Public Sector Types	Number of Households	%
1	50	Older families in low value housing in traditional industrial areas	1,754	6.58
2	6	Self employed trades people living in smaller communities	1,658	6.22
3	5	Better off empty nesters in low density estates on town fringes	1,504	5.64
4	46	Residents in blue collar communities revitalised by communities	1,376	5.16
5	56	Older people living on social housing estates with limited budgets	1,356	5.08
6	47	Comfortable off industrial workers owning their own homes	1,348	5.05
7	13	Higher income older champions of village communities	1,270	4.76
8	45	Low income communities reliant on low skill industrial jobs	1,225	4.59
9	7	Empty nester owner occupiers making little use of public services	1,197	4.49
10	15	Well off commuters living in spacious houses in semi-rural settings	1,195	4.48
		Total Number of Houses	13885	52.05

However, it must be noted from the table above, that within the top ten types of customer, the actual number of households that separate each of them is very marginal indeed. This would suggest that we have a higher number of diverse communities across the borough, all with different preferences on how they access information and services. This mapping tool is surprisingly accurate and has been integral to informing recent Council work in a number of areas (e.g.) the targeting of child poverty work, free school meal take up and the location of B.O.B hubs. A summary of the top three types below, profiles in more detail, how the customers behave and the most positive way for the authority to engage with this type of customer.

Looking in more detail, we can see how different groups of customers are likely to use our services, their preferred access channels and the likelihood of life changing events occurring to this type.

K50 – Older families in low value housing in traditional industrial areas

Key Features:	Communication Preferences
- Middle aged couples - Older children - Industrial towns - Small houses - Routine occupations - Some problem debt - Few qualifications - Budget brands - Low income - Benefits claimants	**Access Information:** *Receptive* - Face to face - Local papers *Non-receptive* - Magazines **Service Channels:** *Receptive* - Face to face *Non receptive* - Internet - Telephone - Mobile phone - Post

Requirements:

	Likelihood
To self serve	Very low
Have a degree	Very low
Cardiovascular disease	Average
Emergency admissions	High
To be a smoker	Very high
Very worried about being a victim of crime	High

B06 – Self employed trades people living in smaller communities

Key Features:	Communication Preferences
- Older owner occupied housing - Comfortable spacious homes - Small businesses - Skilled craft workers - Low levels of education - Extensive social networks - Little population movement - Responsibility - Pride in work	**Access Information:** *Receptive* - Interactive TV - Face to face - Local papers *Non-receptive* - National papers **Service Channels:** *Receptive* - Face to face *Non receptive* - None significant

Requirements:

	Likelihood
To self serve	Average
Have a degree	Low
Cardiovascular disease	Average
Emergency admissions	Average
To be a smoker	Average
Very worried about being a victim of crime	Low

B05 – Better off empty nesters in low density estates on town fringes

Key Features:	Communication Preferences
- Spacious bungalows - Retired married couples and widows - Self employed, accountant, teacher - Good social networks	**Access Information:** *Receptive* - Face to face - Magazines

➤ Pride in home and gardens ➤ Responsible ➤ Hardworking ➤ Savings and investments ➤ Decisions based on facts/testimonials	➤ Local papers *Non-receptive* ➤ Internet ➤ SMS text ➤ Interactive TV ➤ National papers **Service Channels:** *Receptive* ➤ Face to face ➤ Post *Non receptive* ➤ Internet ➤ Telephone ➤ Mobile phone

Requirements:

	Likelihood
To self serve	Low
Have a degree	Low
Cardiovascular disease	High
Emergency admissions	Average
To be a smoker	Low
Very worried about being a victim of crime	Low

There are unfortunately even more factors to consider including "channel hopping", (a customer using different channels for the same transaction depending on what is convenient to them at the time) and the public's increasing confidence in new channels that develops over years and sometimes months, creating a continually changing landscape. For example, the rapidly accelerating use of mobile internet via smartphones.

The key factors to an effective channel strategy therefore are:

1. **Detail** - the deliberate design of the channel strategy for **each type of service**, bearing in mind the level of human interaction required and the needs of the targeted customer base
2. **Fluidity** – the constant reviewing of the effectiveness of the channel strategy for each type of contact bearing in mind changing technologies, channel hopping and changing customer habits
3. **Simplicity** – to drive a shift in behaviour the optimum channels for the organisation should be the easiest to use for the customer
4. **Inclusion** – no group should be denied access to a service because of disability, language or cost of the access channel (e.g. mobile phone costs, broadband access)
5. **Cost effectiveness** – finding ways in which to deliver services effectively but at lower cost

OVERARCHING CHANNEL STRATEGY

The overarching strategy is to use the most appropriate channels to deliver services based on customer demand, preferences and mindful of cost.

At a national level, the push is for services to be "Digital by Default", i.e. accessed on line as a preference. Many councils are focussed on moving customers to cheaper channels, most often the internet. As a council, we want customers to be able to use the most effective channel for them, where we can do so with the resources we have available. Rather than putting every service on to every channel, service areas should consider the customer demand and the value of the service on any channel.

The overarching Channel Strategy Principles are:

- Wherever possible and valuable for customers, move transactions and information to the web;
- Encourage customers to self-serve.
- Continue face to face services, not just at the Councils One Stop Shop but also via the B.O.B bus, virtually at the "to be created " B.O.B Hubs as well as in other Warwickshire Direct outlets in the borough;
- An ongoing review of the purpose of the Contact Centre and levels/depth of expertise required of Contact Centre staff;
- Investigate the increased use of emerging technologies (e.g.) social media, DigiTV etc where valuable for customers;
- Systems thinking work undertaken to be end to end and to include all customer access channels;
- Systems thinking that puts experts close to the customer where possible;

The majority of customer contact currently comes through customer services, so that all contacts with the customer are stored in one system. The value of this CRM system is being evaluated in 2012/13, in preparation for the end of the current contract, and any major changes will be reflected in an updated access strategy action plan.

Members and staff will be encouraged to use the internet and the Council's Website to assist customers. This will enable us to spot areas where we can improve services as we will see things from a customer perspective. It will also point customers to the right place so they can get information themselves next time.

We are using systems thinking techniques in service areas to review service "end-to-end" and with a focus on customers' needs and as such they include the use of various channels as part of service delivery. The aim of these customer focused reviews is to reduce waste and improve the overall service to customers but their outcomes will impact on the channels we use and how they are used.

OWNERSHIP OF NORTH WARWICKSHIRE BOROUGH COUNCIL'S CHANNEL STRATEGY

The council's Customer Access Strategy and its implementation will be the responsibility of the Assistant Chief Executive (Community Services). A key part of the ownership is ensuring that the customer channels are flexible and adaptable to meet the needs of customers. Working alongside the rest of the Senior Management Team, he will focus on supporting service areas to improve access to services and on improving the customer experience when they contact the Council. The delivery of the Access Strategy will involve all service areas and is closely linked to, and supported by, other Strategies including the ICT Strategy and the Consultation Strategy which is currently being updated.

REVIEW PERIOD OF NORTH WARWICKSHIRE BOROUGH COUNCIL'S CHANNEL STRATEGY

The council will treat this strategy as "business as usual" with a view to constantly evolving the strategy. The use of Systems Thinking to improve our services, improve customer focus and cut out waste is ongoing. Because of this, things can change quickly and many experiments will be run as part of reviews. The outcomes of these are very likely to influence the Strategy and the annual Action Plan.

A formal review and update of the Action Plan will be carried out annually and a major review of the Strategy will take place in 2017.

The council manages its contact channels through close cooperation between the relevant Assistant Directors and Principal Officers. We plan to develop a joint Action Plan for the Customer Access Strategy, ICT Strategy and Communications Strategy enabling us to better prioritise, plan and coordinate projects and tasks which support the delivery of the Strategies.

APPROACH TO STRATEGY

In headline terms, the remainder of this document will outline the key principles that the Council will seek to address during the next 5 years. These key actions will be reflected in future Corporate and Service Plan commitments ;

THE AVOIDABLE CONTACT STRATEGY

> ***We will make our customers lives easier by seeking to get it right first time, through every channel***

Local authorities are key points of contact for the citizen when seeking access to public services. They provide fundamental services for their local communities that greatly affect the quality of life for individual citizens and the overall community.

The customer experience for both citizens and businesses when contacting their local council should be one which is responsive, timely and efficient.

However, authorities and customers have limited resources and want to interact as efficiently as possible. By identifying customer contact that is 'avoidable', the local authority and its partners are better placed to redesign the way services and information are made more accessible for their customers, so they do not have to make unnecessary, valueless contacts which are both frustrating for the customer and inefficient for the provider. We will use Systems Thinking and other reviews to identify these contacts. North Warwickshire Borough Council will work with its partners and service areas to maintain or improve First Point of Contact (FPOC) resolution rates.

The 3 Key Actions That We Will Take To Reduce Unnecessary Contact

1. ***Review the First Point of Contact information and resolution rates and work with service areas to improve the system where they are consistently low.***
2. ***Review commonly asked questions and service requests to help identify why the customer has to contact us to ask a question or why customers give up with a service request. Put in place improvements to reduce unnecessary or unsuccessful contact.***
3. ***Work with service areas to improve communications & reduce wasted effort.***

CHANNEL SHIFT STRATEGY

> ***To design cost effective, efficient and user friendly means of contacting the council and then encourage our customers to use the channels that work best for them***

Channel Shift is the process by which organisations seek to encourage customers to access services via channels other than those they normally choose. Channel Shift for North Warwickshire Borough Council does not mean making every service available on every possible channel or only via the internet. However, the Council has as one of its Priorities ***"providing easier access to services, particularly thought the Internet"***

Deliberate channel shift is the design and marketing of effective and efficient channels because they are the most appropriate channels for the type of contact, customer and organisation in question. Channel shift forms one part of an overall channel strategy, and implemented well it can lower costs, build reputation, empower the citizen and improve the overall service proposition. Shifting customers to particular channels involves behaviour change on the citizen's part, but once they are aware of the channels available, they will use the one that works best for them.

The 3 Key Actions That We Will Take To Create Channel Shift

1. *Continue to encourage staff to use the public website in their day to day work.*
2. *Develop and promote the use of the website for self-service focusing on the high volume, less complex transactions first.*
3. *The Contact Centre and the Web Team will work together to provide data on telephone and web "most popular" services and questions and use the information to work with service areas to identify and develop areas for channel shift.*

Performance Management and governance

- Along with customer feedback, abandonment & failure on our channels will be analysed and corrections made accordingly.
- The relevant Senior Managers and Service managers will work together to ensure access, access channels, ICT, consultation and communications are properly coordinated and support each other.

DIGITAL INCLUSION STRATEGY

To continue to work with Partners to enable customers to get online and be confident online

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Over 16%[4] of adults in the UK population have never used the Internet, in Warwickshire this figure is over 18% and the figure for North Warwickshire is expected to be higher due to do the lack of broadband access and social and economic considerations. Exclusion from access to digital channels matters for people and businesses. The "digitally excluded" customer group includes socially excluded and hard to reach groups who are likely to have the greatest needs for public services.

It also matters for the delivery of efficient public services, because when people cannot access services online they invariably access them via alternative means which are generally more expensive for the provider and the customer. The priorities set out in the Digital Britain (2009) and the subsequent 2010 review which called for "Channel Shift that will increasingly see public services provided digitally by default" reinforce the importance of digital inclusion. They also reiterate the Government's commitment to ensuring that public services online are designed for ease of use by the widest range of citizens.

It is therefore important that any channel strategy includes plans for communicating with these hard to reach groups.

The 3 Key Actions That We Will Take To Reduce Digital Exclusion

1. *Actively promote & Support Race Online 2012 and subsequent initiatives to encouraging people to use the internet.*
2. *Work with partners to implement the Local Broadband Delivery Plan to help provide broadband and high speed broadband in the Borough.*
3. *Work with partners to provide public internet access and web/video conferencing through Community Hubs and in other physical locations.*

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[4] Information from the Office of National Statistics – Internet Access Quarterly Update 2011 Q4

Performance Management and Governance
- The Assistant Chief Executive (Community Services) will have the accountability for North Warwickshire Borough Council's Digital Inclusion Strategy.

ACCESSIBILITY OF CONTACT STRATEGY

> *To provide a range of options to assist customers to use our channels*

What is an "Accessibility of Contact" Strategy?

In the context of this document, accessibility of contact refers to the ease or difficulty that a citizen may experience whilst using different access channels to obtain services from the authority. For example, someone with hearing difficulties may find the telephone unusable and may prefer to communicate through email. Equally a customer who does not have English as their first language may not be able to access any contact channel without appropriate translation services.

We currently have a number of options to ensure our services are accessible. Staff are encouraged to use Plain English in all our communications. Translation and interpretation is available for all channels. All of our documents can be converted to large print or Braille. The NWBC website has achieved accessibility accreditations set against international guidelines. The website text size is easily changed and it works with screen reading software.

The use of customer insight information and the work on consultation and communication will inform the options we offer customers and help us understand their preferences and needs.

The 3 Key Actions That We Will Take To Provide Access For All

1. *Use consultation and customer insight to help use provide the appropriate access channels for customers, whilst developing online access for all services.*
2. *Act on issues identified by the Equality Impact Assessment for this Strategy.*
3. *Use the multimedia capabilities of online services to provide information in different ways e.g. Video and audio explanations of specific issues, use photographs, diagrams and non-written information to help communicate.*

Performance Management and Governance
- Act on the Equality Impact Assessment for the Access Strategy and regularly consult with people with specific needs or a disability and make reasonable adjustments to the channels as needed.
- Maintain Accessibility Accreditations for our website based on testing.

MEDIA and MARKETING STRATEGY (INCLUDING SOCIAL MEDIA)

> *Use the range of media and marketing tools available to provide better access to information for targeted groups, to reduce costs, increase the speed of communication or reduce direct contact.*

All media is used to communicate, inform or promote and as such the challenge for the Council is to use the best media for the customer group and specific situation.

The Strategy and Guidance on consultation, communication and engagement is being updated by Officers and Members and once approved will provide the framework for our use of media and our approach to marketing.

The Council currently uses social media sites such as Facebook, Twitter, Flickr and Youtube to communicate and make information available to the general public and specific customer groups. To date use has been primarily led by the Web team and specific service areas such as Community Development and Leisure who use it to promote and market their services. The challenge for the council is to expand the use of social media by frontline services. People using social media such as Twitter expect a timely, if not instant, response and as such we need to continue to monitor this; particularly as its use for service requests or complaints is likely to grow.

The cost of providing access via Digital TV using services such "Looking Local" has been regarded as too expensive and there has been no demonstrable demand. We will continue to review this as the Digital switchover nears completion and the market expands as all TV user go digital.

The 3 Key Actions To Develop our Media Provisions

1. *Review and develop where appropriate the use of social networking sites and media services such as webchat and Digital TV for specific services and as an alternative to telephone, post & email channels*
2. *Use information coming out of the work on consultation, communication and engagement to inform this Strategy and subsequent years Action Plans.*
3. *Use and develop all the channels we have, appropriately, to aid communication, consultation, engagement, marketing and service delivery.*

Performance Management and Governance

- Links will be made to, and actions developed which further and support the delivery of, the Strategy that is developed from the work on Consultation and Communications.
- Services using social media will track effectiveness and outcomes of using them
- Services using media & marketing will track effectiveness and outcomes of using them
- All messages are written in Plain English no matter which channel is used

Part 4 – Strategies For Specific Channels

TELEPHONE STRATEGY

> **Get the right level of expertise in the call centre, build resilience to deal with peaks in demand, and reduce the number of waste calls by working with service areas.**

We work closely as a Council and with partners to deliver telephone services which meet the needs of the people and residents of the Borough. Over the last 3 years we have been using Govmetric to help capture feedback on service provided via the telephone, this service is about to be cancelled and we need to find an alternative way of judging and managing issues with and improvements to this channel.

The Council is embarking on a project to replace the mechanical and electrical infrastructure and allied to this the telephone cabling and central switch will be updated providing a more robust solution with more features.

The 3 Key Actions To Provide Easy Telephone Access

1. *Review the collection of customer satisfaction and improvement data for telephone*
2. *Review the use of IVR (interactive voice response) to help manage calls and reduce unnecessary contract and customer inconvenient.*
3. *Implement the ability to pay for a wider range of Council Services via telephone and automated telephone payments.*

Performance Management and Governance

- The person with responsibility for using this channel for customer access is the Assistant Chief Executive (Community Services).
- To use telephone call data and customer feedback to identify areas of improvement within the council and work to eliminate red tape, process failure and unnecessary cost to the public
- To improve overall service and accessibility and provide value for money by seeking opportunities to work with others on delivering services via this channel.

MOBILE TECHNOLOGY STRATEGY

> **Use mobile technology and smart phone technologies tactically to provide better access to information, to reduce costs, increase the speed of communication or reduce direct contact.**

NWBC uses third party system for communicating some general information with customers through text messages. In addition, some service areas are considering bolt-ons to existing back office systems in order to communicate case/account-specific information with customers. We will continue to review the service to ensure it meets business and customer needs.

The Council's website is able to present information to mobile and smart phones and the software used has an additional module for developing mobile Apps (for smartphones).

The Council's current mobile phones are provided by Orange and calls between Council mobile phones on this network are free. Some phones are enabled to work in an emergency situation if the general mobile network in affected. Mobile phones will also be used if the Councils main telephone system or line fails.

The 3 Key Actions To Develop Mobile Telephone Access

1. *If service or customer demand requires the widespread or high volume use of text messaging we will investigate the provision of a corporate system.*
2. *Continue to improve how the website works over a mobile device and utilise mobile and location aware applications where applicable.*
3. *To promote low or no cost alternatives to mobile phone for customer calls to partners from community hubs.*

Performance Management and Governance

- Performance and usage of this channel will be monitored as services are developed

WEB and INTERNET STRATEGY

To develop our web channels, recognising that at present many customers use the channel for information but aiming to develop it so that they can self-serve and interact easily with us.

The assumption and expectation is that the website will be available all day, every day. Use of the website continues to increase, showing that there is real customer demand. The way customers are using the website is also changing. In 2011 there was a fivefold increase in the use of mobile devices to access the website and this trend is likely to continue. Many customers bypass the home page, and use search engines to find the specific information they want, going straight to service area pages. By focusing on the way customers access the website and the tasks they do most often on the website (top tasks), we can prioritise improvements and make our customer's top tasks as usable and accessible as we can.

The website provides customer focussed information and transactional services. All content - be it information or transactional - is designed, organised and written based on data/evidence relating to online customers, user testing and processed improved through Systems Thinking. We aim to develop and promote self-service and "digital by default" where appropriate, to reduce demand on other customer service channels, to aid efficiency in the back office and reduce cost. This evidence-based approach will continue to drive future developments and improvements to the site.

In line with recommendations by the government's UK Digital Champion, all council web content and services must be available through the single northwarwicks.gov domain. This approach leads to an improved experience for the customer, less duplication and waste and more efficient content management and support. We will continue to ensure that we make the website as accessible as possible.

The 3 Key Actions To Develop Web Access

1. *Continue to develop and promote the ability for people to self-serve and interact with the Council.*
2. *To ensure that the services applied for via the website are delivered to the same standards and timescales as other channels.*
3. *To collect and use feedback and suggestions for improving content and transactional functionality.*

Performance Management and Governance

- To ensure the website is available and operational 24/7.
- To increase the services available to the customer via the website and improve self-service.
- To ensure the site is developed, tested and follows usability guidelines to ensure to ensure a good customer experience.
- The person with responsibility for this channel is the Assistant Director (Corporate Services).

> *To make the most of our existing face to face services, focussing on key areas of most value to customers & encouraging use of cheaper channels where appropriate*

The Council has invested significantly in face to face services, and these are valued by those customers who use them. We work closely with WCC and other partners to provide a professional, consistent and friendly service in our One Stop Shop, via the BOB bus and through our everyday contact with customers, tenants and residents.

We will develop the quality of our face to face services where the nature of the enquiry or the needs to the customer demand it. Where possible we will provide face to face services at times convenient to the customer, through appointments or regular published schedules. We will continue to train staff who work in our communities to act as ambassadors and points of contact for all Council services

The main priority for 2012 onward is the establishment of Community Hubs and other locally based facilities where people can use technology to access our services and benefit from general Internet and ICT resource availability

The 3 Key Actions To Develop our Face to Face Provisions

1. *Work to maintain or enhance face to face delivery where the nature of the service or the needs to the customer demand it e.g. Bob Bus, Neighbourhood Wardens.*
2. *Work with local people and communities to develop local service points such as Community Hubs where through the use of technology such as Video conferencing or web-chat a near face to face experience can be delivered.*
3. *Continue to work with partners and develop new partnerships to explore the multiple use of buildings or maximise the use of people and resources.*

Performance Management and Governance

- Customers will be seen at the appointed location and time or, if we are delayed, will receive an explanation and be kept informed.
- The person with responsibility for using this channel for customer access is the Assistant Chief Executive (Community Services).

> *Reduce the amount of post and paper communication either by establishing it is no longer needed or by the targeted use of electronic channels.*

The Council produces a magazine, northtalk, which is distributed to all households. Feedback indicated that it is seen as a good source of information. It is often the only medium the Council has to get information in to all households as the Borough is not served by a single and specific newspaper or radio station.

Over the last few years we have reduced the number of formal leaflets that are produced and more information is provided via the website, however, this could still be improved further.

The amount of post received by the Council has reduced over the last 5 years, the volume of junk mail is increasing and useful incoming post decreasing. However, there is still a significant amount of post sent out.

The 3 Key Actions To Develop our Post/Paper Provisions

1. *Ensure the content of key leaflets and information are easily available online & encourage staff to use them and that relevant and timely information is published on the website.*
2. *Increase use of email for billing, ordering and general external communication.*
3. *Review the volume and type of post received and sent and establish specific initiatives to deal with unnecessary post.*

Performance Management and Governance

- Printing and postage costs monitored, especially in areas of high volume
- Monitor demand across all channels for a representative sample of information.
- The used of paper documents must follow the standards, and support the aims, that will be set out in the Strategy derived from the work on consultation and communication.

EMAIL STRATEGY

Manage email communication and make best use of on-line forms and other electronic channels where more appropriate.

Whilst recognizing the time and cost benefits of email communication we need to ensure that it is used appropriately and does not end up adding work in to processes, duplicating effort or leads to a drop in service to the customer. There is also an assumption that emails must be answered immediately; whilst a prompt reply should be given, and an answer or a timescale for an answer provided in 24 hours, it is not the Council policy to give priority to email or website communication over other forms of contact.

The 3 Key Actions To Develop our Email Provisions

1. *Review the areas and volumes of incoming email and use the data to inform website form creation and, where justified, integration in to business systems (e.g. CRM).*
2. *Publicise and develop the registration and preference selection function of the website so that people can sign up to receive the information they want.*
3. *Review current practices for managing emails and providing advice and training where needed.*

Performance Management and Governance

- Establish specific initiatives to look at and review the time spent dealing with emails, including wasted time or if there are better channels.

PAYMENT CHANNELS STRATEGY

Make our payment channels easy to access, easy to use and as efficient, secure and integrated as necessary.

In 2011 the Council undertook a review of its payment methods and systems which has provided good baseline information. We have a number of payment channels available to customer including cheques, electronic methods and cash in Leisure Centres,. The cheapest and fastest option for the Council is electronic payment. Many customers prefer these methods so we will ensure customers are aware of all the options they can use to make payment as easy as possible. A number of services have been targeting moving customers to electronic channels such as Direct

Debit, and this will continue. Where customers prefer other payment methods we will find the most efficient way to provide them, where we can do so with the resources we have available.

The 3 Key Actions To Develop our Payment Channel Provisions

1. *Develop online payments through the introduction of the Capital e-payment system.*
2. *Continue to promote and where possible incentivise electronic payment options to customers.*
3. *Review the volumes and costs associated with each payment type and use this information, in conjunction with Customer preferences, to prioritise targeted payment Channel shift*

Part 5 – 2012/12 Action Plan

REF	Action	Owner	Delivery Date
AC1	To constantly improve the number of customer queries that we are able to resolve first time on all channels and prevent the need for a repeat call or visits.	Contact Centre Manager.	Underway & ongoing
AC2	We will review variances in demand for telephone & face to face channels & be proactive in managing variance	Contact Centre Manager.	Ongoing
AC3	Work to improve communication and process failures to reduce waste (for example, letters sent that do not address customer questions, resulting in contacts)	Service Managers	Ongoing
CS1	Wherever possible, our staff will use the public website to transact in their day to day work to ensure that the site is fit for purpose for our residents	Web Manager and Service Managers	Underway And Ongoing
CS2	Review the most frequent service request and visited web pages and use this data to prioritise changes & potentially encourage channel shift.	Web Manager and Contact Centre Manager.	Underway And Ongoing
CS3	Provide easier access to services and ensure self-service is available and easy to use so that customers can be encourage to use this web and internet channels.	AD (Corporate Services)	
CS4	We carry out face to face and remote user testing. Together with web analytics data we will use this to identify areas where customers are failing to complete tasks online	Web Manager	Underway And Ongoing
DI1	Promote & Support the Race Online 2012 campaign and any subsequent initiatives, including encouraging staff to Give An Hour to help someone get confident online.	? Web Manager	June 2012
DI2	To participate in the government's "Digital Britain" programme of broadband expansion including bidding for funding with partners	AD (Corporate Services)	Ongoing
DI3	To work with communities to develop local Community Hubs which give access to services, technology and encourage inclusion and development.	Assistant Chief Executive (Community Services)	Underway and Ongoing
DI4	Work with residents and client groups to develop internet facilities for their use.	Assistant Directors	Ongoing
AoC	To review and develop a Strategy to capture the Councils approach to consultation, communication and engagement.	Assistant Chief Executive &SttC	July 2012?
AoC	Act on issues identified in the Equality Impact Assessment and include significant actions in 2013/14 Action Plan	Assistant Chief Executive (Community Services)	December 2012
TS1	Review the collection of customer satisfaction data for the telephone service & define what is needed.	Contact Centre Manager	December 2012

TS2	Carry out at review of the use of IVR and make recommendations for future deployment.	Contact Centre Manager	December 2012
TS3	Review the need for a CRM system & confirm requirements for a new system if needed.	Assistant Chief Executive (Community Services)	September 2012
MT1	Review the need for a corporate Texting solution.	Information Service Manager	April 2013
MT2	To provide access to council and partner telephone based services from Hubs to ensure the minimum costs to mobile phone users.	Assistant Chief Executive (Community Services)	December 2012
MT3	Review mobile applications to see if there are any opportunities to improve information access for customers	Web Manager	December 2012
MT4	Optimise the website for mobile web access	Web Manager	December 2012
WS1	Ensure that business cases for improvements and additions reflect both increased public satisfaction & reduced contact centre effort in providing mediated access. Where this is the case, drive development and service shift to the website	Head of Corporate & Community Services	
WS2	Collect and use feedback to ensure all web content is relevant to the customer, comprehensive and up to date	Web Manager & Sevice Managers.	
WS3	To provide a wide range of online forms and services, based on demand level, to minimise the amount of emails handled	AD (Corporate Services) & Web Manager	
FF1	Develop and maintain face to face mobile services where there is a demand or the nature of the service required personal contact e.g. Bob Bus,	Assistant Chief Executive (Community Services)	
FF2	Develop local community based services where there is a demand or the nature of the service required personal contact e.g. Housing Neighbourhood wardens.	AD (Housing)	
FF3	Work with partners to deliver services from joint locations or maximise the use of people or resources.		
PP1	To place more of our leaflets and information online – in an accessible online format -in order to minimise printing and reduce our environmental impact, and encourage staff to email information to customers rather than mailing	PR O and Web Manager?	Underway and Ongoing
PP2	Increase use of electronic communication to customers.	Service Managers & AD (Corporate Services)	Underway and Ongoing
PP3	To develop other channels in the ways detailed in this document to provide more attractive options to the post and paper.	Service Managers & AD (Corporate Services)	Underway and Ongoing
MM1	To ensure that all material is written in plain English and in an accessible format.	PR Officer	
MM2	Increase the pool of staff who are aware of, and trained to use and respond to, Social Media.	Web Manager	Apr 2013
MM3	Use the information and intelligence coming out of consultation to inform marketing and communications.	PR Officer	

MM4	Review the use of social networking and social media, including customer demand and outcomes, to find opportunities for specific services.	Web Manager & Service Manager	Apr 2012
!!!!!	Re-launch the Comms & Marketing network to disseminate best practice, minimise information overload & reduce costs	Media Team Leader	Apr 2012
PC1	Implement Capita e-payment solution	Information Services Manager	
PC2	Use Customer preferences and cost to help to prioritise targeted payment Channel shift, to minimise cash and cheque payments.	Assistant Chief Executive (Community Services)	Ongoing
PC3	Promote and incentivise the use of electronic payment methods	Assistant Chief Executive (Community Services)	

Executive Board

23 April 2012

Report of the Assistant Chief Executive and Solicitor to the Council   **Core Strategy – next steps**

1   **Summary**

1.1   This report seeks the Board's approval to delegate powers to the Local Development Framework Sub-Committee.

Recommendation to the Council

That delegated powers be given to the LDF Sub-Committee to progress the Core Strategy

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2   **Consultation**

2.1   A copy of the draft was sent to Councillors Sweet, Winter, M Stanley, Simpson and Hayfield.

3   **Background**

3.1   A report was taken to the LDF Sub-Committee on 28 March 2012 and a copy of the minutes of that meeting are attached elsewhere on this agenda. This report seeks Executive Board's approval for the next stages of the Core Strategy to be delegated to the LDF Sub-Committee in order that the momentum can be maintained in bringing forward the emerging Core Strategy. The main reason for this request is to ensure that up to date planning policies can be put in place as soon as practicable.

3.2   This is particularly important with the publication of the National Planning Policy Framework by the Government which came in to force on 27 March 2012. It is stated in paragraph 214 of the NPPF that:
        "For 12 months from the day of publication, decision-makers may continue to give full weight to relevant policies adopted since 2004 even if there is a limited degree of conflict with this Framework."

3.3   There is a footnote with this paragraph that states it relates to development plan documents adopted in accordance with the Planning and Compulsory Purchase Act 2004. Clarification has been sought from the DCLG through its NPPF helpline and they have explained that saved polices from our Local Plan are not to be given the full weight of this paragraph but should be given "due" weight.

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

Background Papers

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

Background Paper No	Author	Nature of Background Paper	Date

Agenda Item No 9

Executive Board

23 April 2012

Report of the Assistant Director (Corporate Services)	**Information and Communications Technology Strategy 2012 - 2015**

1 Summary

1.1 The report presents the Draft Information and Communications Technology (ICT) Strategy for 2012 – 2015 to Members.

> **Recommendation to the Council**
>
> **That the Draft Information and Communications Technology Strategy provided as Appendix 1A is approved.**

2 Report

2.1 The ICT Strategy was considered and approved by Resources Board on the 2 April 2012. The Report prepared for Resources Board (attached as Appendix 1) provides an overview of the Strategy and contains an updated Risk Assessment and Equality Impact Assessment.

2.2 There were no questions raised about the Strategy or Report at Resources Board.

2.3 In addition to this Board, the Strategy will be submitted to the Scrutiny Board for their consideration as required for Council Strategies.

The Contact Officer for this report is Linda Bird (719327).

Agenda Item No 10

Resources Board

2 April 2012

Report of the Assistant Director   **Information and Communications**
(Corporate Services)   **Technology Strategy 2012 - 2015**

1   **Summary**

1.1   The report presents the Draft Information and Communications Technology
        (ICT) Strategy for 2012 – 2015 to Members for their consideration and
        comment.

Recommendation to the Board

**That the Draft Information and Communications Technology Strategy
provided as Appendix A is approved.**

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2   **Consultation**

2.1   As required for Council Strategies, in addition to this Board, this report will be
        submitted to the Executive Board and Scrutiny Board.

3   **Introduction**

3.1   The Council has had a formally approved ICT Strategy since 2000, with the
        previous Strategy covering the period April 2009 – March 2012.

3.2   This three year Strategy has been developed after consultation and using
        best practice from other Councils and professional bodies such as the Society
        of IT Managers.

3.3   The next three years provide an opportunity to make a step change in the ICT
        infrastructure and services available to the Council. The essential work being
        done through or in conjunction with the accommodation project will enabling
        us to improve network access, telephony services and server room energy
        efficiency. We also have to upgrade the Office and email solutions used by
        staff and members and this will bring additional functionality and flexibility.

3.4 The ICT Strategy is intended to:

- Ensure that the use of, and investment in, ICT is aligned with the Council's Priorities and Corporate Plan and through these the Sustainable Community Strategy

- Define the technical direction for the Council and the governance and operational services needed to manage and deliver ICT services for the Council

- Support the delivery of the Council's services in ways that citizens want and value

- Promote the effective strategic and efficient operational and public use of e-services and information

- Follow and adopt legislative requirements, industry standards and best practice.

4 Information and Communications Technology Strategy

4.1 The ICT Strategy will be delivered by addressing the issues and aims identified in the Strategy and to further these principles:-

- **Accessibility –** to give easy, secure and appropriate access to information and services to people when and where they need it, using ways they value; including face-to-face, telephone, mobile phone and particularly through the Internet and the website.

- **Partnership –** to work with others to provide convenient, customer focused and consistent services which the Council regards as a priority and citizens want and value.

- **Effective ICT service provision** – to provide cost effective, efficient and reliable technology, information and customer focused ICT services by developing our own staff and resources and by working with others; sharing skills, developments, technology and information.

- **Flexibility and Innovation –** to be responsive to the need for change; to help services identify and use technology and information to improve and support their ways of working.

4.2 Section 4 of the Strategy describes our current technology and systems and provides a baseline against which we can judge our progress. It also identifies issues that need to be addressed.

4.3 Section 5 details the high level strategic aims relating to all elements of ICT services, equipment and systems for the next three years.

4.4   We have carried out an assessment of the Council's computer applications and Appendix 1 of the Strategy is the plan for reviewing their use and fitness for purpose. We will only seek to replace systems if, on review, they prove to no-longer meet service needs and a costed business case for replacement can be established.

4.5   Unlike previous Strategies where a detailed Action Plan has been produced each year. Our plan for this Strategy is to include detailed actions in the Corporate Services Annual Service Plan and if appropriate in other Division's Service Plans.   This will reduce the duplication of work involved with maintaining two predominantly similar plans and help ensure ICT projects are more embedded in Divisions' work plans. This will still give visibility for Members as all Service Plans go through Boards for approval. We are also planning to produce a more Strategic Joint Plan which will pick up the linked actions from the ICT Strategy, the Customer Access Strategy and the outcome of the Council's work on Consultation and Communication.

5   **Report Implications**

5.1   **Finance and Value for Money Implications**

5.1.1   There are no financial commitments arising directly from this Report. Funding for projects and new initiatives will be identified as part of a project business case and a bid made through the Budget process if needed.

5.1.2   It is expected that ICT will help the Council to make savings and service improvements.

5.2   **Safer Communities Implications**

5.2.1   The use of ICT will help contribute towards the Council's role in reducing crime and disorder in a number of ways including use of broadband for mobile cctv cameras, opportunities for wider community engagement through social media, publishing safer communities related information and advice on the website and other partnership related activities.

5.3   **Legal and Human Rights Implications**

5.3.1   The ICT Strategy supports developments, such as security improvements, to ensure that human rights are not infringed and that the Council complies with relevant legislation, including the Data Protection Act 1998 and the Freedom of Information Act.

5.4   **Environment and Sustainability Implications**

5.4.1   The use of ICT can help deliver sustainability improvements including reducing the need to travel. We also plan to investigate improving the cooling and general power and space use in the Server Room as part of the Council's work on carbon reduction and to contribute to cost savings.

5.5   **Human Resources Implications**

5.5.1 The ICT Strategy identifies the need to develop skills to ensure that Staff and Members can use the technology, applications and information they require.

5.6   **Risk Management Implications**

5.6.1 Having an ICT Strategy and its subsequent implementation is one of the ways the Council can mitigate risks associated with the provision and development of ICT systems and services. The Risk Assessment first compiled for the 2009 Strategy has been updated and is included at Appendix B to this report.

5.7   **Equalities Implications**

5.7.1 The use of ICT can enable people to access services and information that they may previously have been unable to. However, it is also important to ensure that people are not excluded or disadvantaged through the provision of on-line services. The Equality Impact Assessment compiled for the 2009 Strategy has been updated and is included at Appendix C to this report.

5.8   **Links to Council's Priorities**

5.8.1 The ICT Strategy and its delivery contributes to a number of Council Priorities and specifically supports the priorities relating to Access to Services, Consultation and Communication and the effective use of resources.

The Contact Officer for this report is Linda Bird (719327).

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

Risk Management Form – ICT Strategy 2012 - 2015

NORTH WARWICKSHIRE BOROUGH COUNCIL

Division - Corporate Services

Risk Ref	Risk: Title/Description	Consequence	Likelihood (5 = high, 1 = low)	Impact (5 = high, 1 = low)	Gross Risk Rating	Responsible Officer	Existing Control Procedures	Likelihood(5 = high, 1 = low)	Impact (5 = high, 1 = low)	Net Risk Rating
1	**Not having an approved ICT Strategy.**	ICT investment not made or wasted.	3	4	12	AD (CS)	**Strategy, actions and any project plans show links to Council Priorities and Service Plans.**	2	2	4
		Skills not identified or developed.	3	3	9	AD (CS)		2	2	4
		Technical direction not clear or followed.	3	3	9	AD (CS)	**Skills identified in advance and plans and bids for training made**	2	2	4
		Legislative and security requirements not met.	3	4	12	AD (CS)		2	2	4
		Benefits from ICT use for customers, staff and the Council not achieved.	3	4	12	AD (CS)	**Technical direction stated and projects identified to support it**	2	2	4
							Strategy identifies compliance requirements and aims set to deliver them.			
							Strategy identifies			

Risk Ref	Options for additional / replacement control procedure	Cost Resources	Likelih ood (5 = high, 1 = low)	Impact (5 = high, 1 = low)	Net Risk Rati ng
	potential benefits and clarified in projects which aim to deliver them.				
	Having a Council ICT Strategy helps ensure we manage and mitigate against known corporate and operational risks such as those detailed below. All current ICT Risks Assessments are Stored on Trim.				
	- Hardware failure- server				
	- Hardware failure due to damage in the server room				
	- Back up device failure and core system failure & back up device failure only				
	- Failure to deliver service due to lack of capacity				
	- Failure to achieve compliance with requirements e.g. GCSX, PCIDSS.				
	- Health, Safety and Welfare of employees and those affected by our undertakings				

Compiled By   : Linda Bird   Date: 19/1/2009 (for 2009 – 2012 ICT Strategy)

Reviewed and Updated by   : Linda Bird   Date : 9/3/2012 (for 2012 – 2015 ICT Strategy)

Initial Equality Impact Assessment Pro Forma

Section	Information and Procurement Services	Officer responsible for the assessment		Linda Bird – AD (Corporate Services)	
Name of Policy to be assessed	~~ICT Strategy 2009 – 2012~~ **ICT Strategy 2012 - 2015**	Date of initial Assessment **Date of Review & Update**	19/1/2009 **9/3/2012**	Is this a new or existing policy ? **Existing**	Update to Existing? **Yes**
1 Briefly describe the aims, objectives and purpose of the policy.		- Provide direction for the Council's use of technology and information. - Define the governance and operational services needed to manage and deliver ICT. - Ensure that the use of and investment in ICT is aligned with the Council's Priorities and Corporate Plan and through these the Sustainable Community Plan. - Support the delivery of the Council's services in ways that citizens want and value. - Promote and facilitate the development and use of on-line services and information. - Follow and adopt legislative requirements, industry standards and best practice.			
2 Are there any associated objectives of the policy? Please explain.		See Above			
3 Who is intended to benefit from this policy, and in what way?		This strategy is intended to inform Councillors, Staff, Partners, Citizens and Local Communities about how the Council plans to use technology and information			
4 What outcomes are wanted from this policy?		Our aim is to provide the best technology and ICT services for the council. Outcomes of specific projects and initiatives are defined during the project.			

5	What factors/forces could contribute/ detract from the outcomes?	- The strategy takes a corporate view of ICT needs, which may conflict with and override divisional needs. - If the council is to get maximum benefit from using ICT, services must be involved in the implementation of business solutions and the realisation of the benefits from these solutions, as this relies on operational ownership and cultural change. - It is envisaged that funding, especially capital will be particularly tight during the period of this strategy and this may impact on our plans and ambitious. - The council is engaged in major accommodation project which will require ICT resource and lead to a step-change in ICT infrastructure including ICT and Telephony - Services have not identified a need to replace any corporate or business application during this period, with the exception of the Leisure Flex system which is to be upgraded by its developers and the Uchoose.			
6	Who are the main stakeholders in relation to the policy?	Councillors, Staff, Partners, Citizens and Local Communities, Local Businesses.	7 Who implements the policy, and who is responsible for the policy?		The Strategy is developed and owned by Corporate Service Division on behalf of the Council. Implementation will be led by Information Services but relies on numerous projects and other Sections and Divisions..
8	Are there concerns that the policy **could** have a differential impact on racial groups?	~~Y~~	**N**√	Please explain.	
	What existing evidence (either presumed or otherwise) do you have for this ?				
9	Are there concerns that the policy **could** have a differential impact due to gender?	~~Y~~	**N**√		

What existing evidence (either presumed or otherwise) do you have for this?				
1 0	Are there concerns that the policy **could** have a differential impact due to disability?	**Y**√	~~N~~	The Strategy promotes the provision of accessible information. Specific initiatives include meeting accessible standards to the Website (large text, speech readers). Information and services provided online help people who are unable to visit the council or who prefer not to use the telephone to get a service.
What existing evidence (either presumed or otherwise) do you have for this?		Research by Government and others identifies how online service can benefit people with disabilities.		
1 1	Are there concerns that the policy **could** have a differential impact due to sexual orientation?	~~Y~~	**N**√	
What existing evidence (either presumed or otherwise) do you have for this?				
1 2	Are there concerns that the policy **could** have a differential impact due to their age?	**Y**√	~~N~~	There are conflicting views about the impact of ICT on older people and the preference of younger people to use technology and information. It is important for the ICT Strategy to encourage access to technology for all and the provision of information and services to meet people's needs regardless of age.
What existing evidence (either presumed or otherwise) do you have for this?				
1 3	Are there concerns that the policy **could** have a differential impact due to their religious belief?	~~Y~~	**N**√	

What existing evidence (either presumed or otherwise) do you have for this?				
14 Are there concerns that the policy **could** have a differential impact due to them having dependants/ Caring responsibilities?	Y√	~~N~~		The provision of services electronically as promoted in the Strategy could help people with caring responsibilities by making services available at times, places and in ways convenient for them. It also support the Councils stance on home, flexible and mobile working.
What existing evidence (either presumed or otherwise) do you have for this?				
15 Are there concerns that the policy **could** have a differential impact due to them having an offending past?	Y√	~~N~~		Some of the information held and processed is of a financial, sensitive or confidential nature. Anyone employed to use or access this information would have to satisfy criteria laid down by HR and Audit.
What existing evidence (either presumed or otherwise) do you have for this?				
16 Are there concerns that the policy **could** have a differential impact due to them being trans-gendered or transsexual?	~~Y~~	N√		
What existing evidence (either presumed or otherwise) do you have for this?				
17 Could the differential impact identified in 8 – 16 amount to there being the potential for adverse impact in this policy?	~~Y~~	N√		Please explain.
18 Can this adverse impact be justified on the grounds of promoting equality of opportunity for	~~Y~~	N√		Please explain for each equality heading (questions 8-16 on a separate piece of paper).

	one group? Or any other reason?			
1 9	Should the policy proceed to a partial impact assessment?	~~Y~~	N√	

2 0	If Yes, is there enough to a full EIA?	Y	N	
2 1	If no please detail the steps taken to minimise the adverse impact?	The Strategy is written on the basis of ensuring accessibility and giving secure, appropriate access to information and services to all people when and where they need it, using ways they value including face-to-face, telephone, website, mobile phone etc.		
2 2	Date on which Partial or Full assessment to be completed by.	Y	N	

Comments

It is anticipated that the Strategy will become approved after the February 09 meeting of the Council.

It has been assumed that the Council's Customer Access Strategy will express customers and communities aims and ambitions for using ICT and that this strategy will support the delivery of these aims.

Signed (Completing Officer) : Linda Bird…………………………………………………………………………

          Date : 9/3/2012……………………………………………………………

Signed (Head of Section): Linda Bird…………………………………………………………………………

          Date: 9/3/2012……………………………………………………………….

D R A F T

Appendix A

North Warwickshire Borough Council

Information and Communication Technology Strategy

2012 – 2015

Contents

Version: Draft – 5th March 2012

1.   Summary

High quality, customer focused services are increasingly dependent on access to up to date and meaningful information and information systems.

The potential benefits of the changes and developments identified by services during the creation of this strategy are wide ranging and their realisation needs to be supported by the effective use of information and communication technology (ICT).

Our ICT Strategy cannot be summed up in a few words or as a single technical approach; but is a collection of principles, actions and initiatives which continue to take us towards a robust, reliable infrastructure running applications and holding information that staff need to do their jobs and which citizens use and value. Our strategy has to be flexible and able to accommodate and respond to the inevitable changes which will impact on the Council's customers, services or priorities over the next 3 years. It needs to ensure we take advantage of appropriate and cost effective innovations that can give efficiencies and improve service delivery.

This document describes the technical and organisational elements we will implement to provide an ICT service which is fit for purpose, supports the work of the Council and helps it achieve its aims and ambitions.

Delivery of the strategy is subject to a number of key dependencies, not least capacity and the availability of financial resources, ICT skills and a skilled workforce that is able to use technology.

2.   Introduction

This ICT Strategy builds on the achievements of the 2000, 2006 and 2009 Strategies.

Advances in technology continue to help improve the ways we can share information and work collaboratively, irrespective of time or location. Technology can enable people to access services equitably using ways they prefer. In this environment of increasing availability, flexibility, complexity and customer expectation, the Council depends on a sound and secure information and technology base.

2.1   Purpose of the Strategy

This strategy is intended to:

- Provide direction for the Council's use of technology and information.
- Define the governance and operational services needed to manage and deliver ICT.
- Ensure that the use of and investment in ICT is aligned with the Council's Priorities and Corporate Plan and through these the Sustainable Community Plan.
- Support the delivery of the Council's services in ways that citizens want and value.
- Promote and facilitate the development and use of on-line services and information.
- Follow and adopt legislative requirements, industry standards and best practice.

The Strategy underpins and guides the Computer Development Programme, which informs the Council's capital funded investment programme.

2.2   Timeframe, Approach and Audience

2.2.1   Timeframe

The ICT Strategy covers the period from April 2012 to March 2015. It will be reviewed fully in 2014 for re-publication in April 2015. Actions to support the delivery of the Strategy will be identified and updated annually to include new requirements and priorities and to reflect what has been achieved.

2.2.2   Approach, ownership and monitoring.

The Strategy has been developed with regard to Council policies and priorities and after consultation with Services to establish their needs and ambitions. Best practice, industry standards and national strategy has been drawn on. The Strategy is developed and owned by Corporate Services on behalf of the Council. Progress will be monitored via Extended Management Team and reported annually to Board. Internal and External Audit independently assess the Strategy and its delivery.

2.2.3   Audience

This strategy is intended to inform Councillors, Citizens, Local Communities, Staff, Partners and Suppliers about how the Council plans to use technology and information. The Strategy will help guide day-to-day technology decisions, purchases and actions.

2.3   Constraints and Assumptions

Our aim is to provide the best technology and ICT services for the Council, but there are practical constraints such as finance, time and skills.

This strategy takes a corporate view of ICT, which may sometimes conflict with and override divisional needs. If the Council is to get maximum benefit from using ICT, services must lead the implementation of their business systems and the realisation of the benefits from these solutions. Corporate Services will continue to take a lead on Council wide systems such as email.

During the life of this strategy the Council will replace various mechanical and electrical installations in the Council House including data cabling, network infrastructure and telephony services. Funding has been identified in the capital programme for the network and telephony; our challenge will be to ensure that solutions meet the current and future needs of the Council.

Services have not identified a need to replace any corporate or business applications during this period, with the exception of the Leisure Flex system and UChoose.

2.4   Finance

Funding will be particularly tight during this strategy and this may impact on Council plans and ambitious. However, our computer hardware will continue to reach "end of life" and applications may cease to meet our needs in these circumstances business cases will need to be made for investment.

Investment in hardware and software can result in additional license and maintenance costs and put pressure on budgets. Business cases must identify all costs including on-going revenue costs. There is an expectation that the Council will get efficiencies from investments made in ICT.

The Capital Programme for ICT covers the provision of hardware, corporate desktop software and infrastructure. Services must make a case for investment in business applications and identify approved funding to cover all the associated costs.

2.5   Council Priorities

The Council has identified a number of key priorities, which support its vision for the Borough and its communities. These corporate priorities are reviewed annually by Members and by officers as part of the Corporate Plan process. It is expected that ICT will help the Council achieve each of its priorities in some way but is most closely allied to "Access to Services" and "Consultation and Communication.

2.6   Other Strategies and Policies

The ICT Strategy needs to link with, and support the delivery of, other Council strategies and policies, most specifically the Customer Access Strategy. The Access Strategy expresses the Council's and its customers' and communities' aims and ambitions for service delivery and this strategy has been developed to support their achievement. There are close links and dependencies between this Strategy and strategies and policies supporting Consultation and Communication. The Officers responsible for strategy in these areas have agreed to develop a Joint Action Plan to ensure the required connections are made and dependencies recognised.

The ICT Strategy most also take account of and contribute to the delivery of many other strategies policies and projects including the HR strategy, Climate Change reduction and the Information Security Policy.

2.7   External Influences

During the life of this Strategy the Council will have to achieve a number of milestones and respond to government initiatives and legal requirements. Some of the key issues which will impact on the ICT Strategy are listed below: -

- Savings and efficiencies; their achievement and impact.
- Government proposed changes to Council services such as benefits, planning and electoral registration.
- The drive for transparency and the opening up of access to our data.
- Increased demand for security from those who influence us, those we work with and from the public.

3.   Strategic Principles

ICT must support the Council's business vision and priorities for how it will serve the people and communities of North Warwickshire. This will be done by addressing the issues and aims identified in Sections 4 and 5 and by using these principles to guide us:-

- ❐ **Accessibility** – to give easy, secure and appropriate access to information and services to people when and where they need it, using ways they value; including face-to-face, telephone, mobile phone and particularly through the Internet and the website.

- ❐ **Partnership** – to work with others to provide convenient, customer focused and consistent services which the Council regards as a priority and citizens want and value.

- ❐ **Effective ICT service provision** – to provide cost effective, efficient and reliable technology, information and customer focused ICT services by developing our own staff and resources and by working with others; sharing skills, developments, technology and information.

- ❐ **Flexibility and Innovation** – to be responsive to the need for change; to help services identify and use technology and information to improve and support their ways of working.

4.   Current Situation and Issues

To determine what must be done we have to have an understanding of our current use and management of ICT and the issues, needs and wants we are obliged to address.

4.1   ICT Governance

The range and depth of ICT services needed by the Council are provided via a mixture of methods. Information Services Section is responsible for the direct provision of the majority of ICT services and has proven, through benchmarking, to be a highly valued[1] and efficient service.

4.1.1   Direction and Management

Projects – ICT needs are built into the Council's 10 year Capital Programme.   Projects are managed, monitored and prioritised via the Computer Development Programme, which is reported to Extended Management Team (EMT).   Projects are managed by a project manager, who reports to a project sponsor, board or working group. Projects must have a valid business case and a plan which is owned by a service or by Corporate Services for council wide systems.

Bids and Purchasing - All ICT must be purchased through Information Services. Consultation takes place to identify future ICT needs. The majority of the hardware replacement is funded through a capital programme budget. If funding is needed for an application, the relevant service is expected to identify this from their budgets or make a capital programme bid.

ICT Disaster Recovery - We have a minimal ICT disaster recovery (DR) service which is tested annually and which covers key systems and connectivity. Each Division is responsible for defining its business continuity arrangements and identifying ICT needs in an DR or emergency situation.

Business Change, Benefits Realisation and Review – ICT is an enabler of business change and improvement.   Information Services Section (IS) work with Divisions to ensure that these opportunities are recognised and realised through the implementation of ICT projects. IS staff also

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[1] Highest Customer Satisfaction score achieved by a Council in SOCITM benchmarking.

assist with reviews, including Systems Thinking interventions and co-ordinate post implementation reviews to find out what benefits have been achieved.

4.1.2 In-house ICT Services

Information Services - Has two areas involved with delivering ICT services:

- Support - provides helpdesk services, support engineers and PC and system installation.
- Development - network and security policy and management, application upgrade and support, corporate application ownership (Website, EDRM[2], GIS[3]) and project management.

Divisional Expertise – A few Services have staff who support the use of their business applications. This is beneficial where the business process is heavily integrated with, and dependant on, the application. These staff have knowledge of the service and its processes, they are able to work with IS and suppliers to ensure systems meet service needs.

4.1.3 External ICT Services – Shared Services and outsourced provision

The range of skills needed to manage the breadth of technology used will always cause difficulties for a small team. Our approach is to minimise and manage ICT risk and complexity and to provide the core ICT services as cost effectively and efficiently as possible using our resource.

We will continue to develop collaborative relationships or shared services with others to share applications, supplement skills and augment capacity or to provide services we do not regard as our core business. At present we use a number of systems which are developed, supported and hosted by other organisations e.g. Performance Plus and E-learning modules.

Known ICT Governance Issues:

- Maintaining or getting access to the range of professional and technical skills and services needed for the future.
- The management and development of corporate systems relies on a few IS Staff and in some cases a few hours of their time. This can limit our ability to exploit these applications.
- The Council will need to take a wider and more co-ordinated view of the use of applications and information if it is to avoid cost and if new shared services are to be developed.

4.2   ICT Standards, Legislation and Good Practice

Information Services maintains an awareness of ICT related legislation, standards and good practice. We aim to adopt, advise on and comply with those that are relevant. This is sometimes challenging given procurement rules, costs of compliance and the need to balance business functionality with technical fit and supplier responsiveness.

We have implemented or are in the process of complying with a number of technology and information related standards and good practice:-

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[2] EDRM - Electronic Document and Records Management system – used to store and retrieve documents.
[3] Geographic Information System – used for mapping and storing data about a physical location or object.

- We have staff trained in Prince2 and MPS for IT Project and Programme Management.
- We have procured a new payments management system to assist us with Payment Card Industry Data Security Standards (PCIDSS) compliance.
- Used ISO 270001 (International Standard for Security Management Standard) to formulate our Information Security Policy and inform our approach to security.
- Adopted the Local Land and Property Gazetteer (LLPG) as our master property address file and integrated its use into a number of business systems.
- Conformance with Web site accessibility standards.
- Use previously agreed Local Government service category descriptions to help organise our website information, Contact Centre and EDRMS.
- Complied with security requirements to connect to the GCSX (Gov Connect) secure network.

Known ICT Standards, Legislation Issues and Good Practice Issues

- To continue to migrate systems to use the LLPG as their address data source.
- We need to ensure we maintain the appropriate approval to connect to GCSX and future iterations of the Government's Secure Intranet (GSi) while there is a business need.
- We need to help support the Council's commitments on climate change reduction and sustainability.
- Our security policy needs to be updated and awareness sessions provided.

4.3   Current Applications, Software and Information

The Council's software applications are reviewed periodically to ensure they continue to meet its needs. However, the hardware used to run these systems has a shorter lifespan and needs to be assessed and replaced if necessary.

The Council must have the business and corporate applications and technologies in place to enable communication, to provide access to information and to support service delivery to the public and self-service by them via the Internet.

The information held in our systems must be fit for purpose and available where and when it is needed to those authorised to use it.

Known Application, Software and Information Issues:

- Some services (e.g. Grounds Maintenance) and functions (e.g. Consultation) are not supported by business applications or information sources.
- The contract for the Customer Relationship Management (CRM) system used by the Contact Centre ends in 2014. We need to work to get a solution which meets our needs.
- We need to investigate integration between applications and develop this where there is a business case.
- The hardware used to run applications needs to be reviewed and replaced or upgraded if necessary as it reaches "end of life".
- Some of our applications can't be used by home or mobile workers.
- Our on-line payments functionality does not meet customers' expectations. We have purchased a new solution and need to implement it fully to achieve benefits.

- We need to continue to prioritise the development of our website and on-line services to help support the ambitions set out in the Customer Access Strategy. .
- We ceased our Enterprise Agreement with Microsoft in 2010. We are licenced to use current versions of Windows and Office but we will need to decide if we take out a new agreement with Microsoft or use other software to provide this functionality.
- The need to maintain and develop corporate system to meet service or corporate needs.
- A need to remain on supported versions of systems, resulting in regular upgrade projects.
- Some of the date held in our systems is not of the quality or completeness we require. We particularly need to review and improve GIS data and expand the use of our Address Gazetteer.
- Some services have a developing need for location aware applications and information.

4.4   Current Infrastructure and Hardware

A solid and reliable infrastructure underpins access to systems, information and resources such as telephones, printing and scanning. There has been no major investment in the ageing cabling, ICT and telephony infrastructure as their replacement has been dependant on the Accommodation Project. There is funding in the Capital Programme for this equipment and it will be purchased and implemented in-line with the Accommodation Project. This new investment will lead to a step-change in the functionality available and it is our challenge to ensure that future needs are anticipated and accommodated as far as possible.

There are well documented problems with the lack of fast broadband in the Borough. This impact on the people of the Borough and on our connections to Leisure Centres, Community Hubs and cyber cafés. Working with the County Council to help improve broadband provision via the implementation of the Sub-Regional Local Broadband Plan is a priority.

The Council has invested in its technical infrastructure and now has the following in place:-

4.4.1   Hardware

- ➢ Computers - A replacement programme, which is now based on a "fit for purpose" test, not the age of the equipment, guides the purchase of PCs and monitors. Laptops and other devices are provided where there is a business need.
- ➢ File Servers – We start to review file servers once they are five years old to ensure they, and the operating system software used on them, is fit for purpose and supported.
- ➢ Backup – In 2011 we upgraded the backup solution to provide quicker backups, easier restores and less down time while applications are being backed up.
- ➢ Audio Visual – There is audio visual equipment in the Chamber for presentations.
- ➢ Community Hubs – We have ICT facilities in Community Rooms for use by residents and are planning the installation of hardware at Community locations for public use as advocated in the Customer Access Strategy.

4.4.2   Communications Infrastructure

The communications infrastructure enables the Council to store, disseminate and communicate information.

Network

- Local Area Network (LAN) - The Council has a 1Gbit Cisco layer 3 switched Ethernet LAN running TCP/IP. This covers the main administrative buildings and provides up to 100 Mbit connections to our desktop computers.
- Wireless - Provide wireless access for Councillors at home and in the Civic Suite.
- Firewall – Two makes of firewall are used to provide secure access to the network.
- Cabling Standards – Older cabling is Cat5, newer cabling is Cat5e.
- County Broadband – We have a single connection to the County network.
- Secure Logon – Two factor authentications is used for remote and home working.
- Internet – In 2011 we replaced our 2Mb internet line with a 10Mb line for web browsing etc.

Email

E-mail is an essential business communication tool and therefore the reliability and accessibility of this service is essential.

- The Email server is being replaced and the application upgraded to the latest version.
- We have an Email archive solution to improve resilience, search capabilities and backup/restore.
- We have a Blackberry Enterprise Server for access to email using Blackberry devices.

Telephony

The Council uses an Index Switch and software at the heart of its telephone system; these are very old and ostensibly unsupportable. They will be replaced as part of the Accommodation Project.

- The MacFarlane ADC used by the Contact Centre was upgraded in 2011.
- We have implemented a Mitel VOIP system to facilitate home working and provide additional capacity in the Depot and Council Offices.
- Leisure centres have standalone switchboard and telephone systems which lead to additional costs and inconvenience.

Printing

The Council has a policy of using multi-function workgroup devices (MFDs), which can print, copy and scan at a lower cost than small devices. Our current contract with Ricoh ends October 2012.

- There are 8 Ricoh MFDs with secure printing facilities deployed for general printing, copying and scanning.
- There is a Ricoh production copier and a colour copier, which must be used via the Print room service for larger print jobs.
- We have a plotted and a large format scanner which are old and fail to meet some needs.
- Small printers have been phased out except where there is a case for their retention.
- We use line printers for cheques which are old, large and costly to maintain.

4.4.3 Home Working/Flexible

- A home and flexible working solution using broadband and Citrix is widely used.
- A secure virtual private network (VPN) has been implemented to give secure access to the Council's network and applications.

- ➤ Thin Client Solution – Citrix access is the approved, secure solution for home and flexible workers. It enables the use their home computers for some work purposes.
- ➤ Remote and Mobile Working:-
  - – We have standardised on the use of Blackberry PDAs for remote email.
  - – A range of devices (Tablet PC's, Laptops) are deployed for specific mobile projects.
  - – We are piloting the use of small tablet/slate devices such as the ipad and android alternatives for information provision and data collection in the field.

Known Infrastructure and Hardware issues:

- Capacity - There is little spare capacity on the network and telephone system.
- Cabling - Certain network points are testing as faulty and are unable to support the higher network speeds to the desktop PC. Cabling for telephones is old and inflexible.
- Connection to the County – Our single connection to the County WAN may cause capacity issues and is a single point of failure; this will need to be monitored and possibly improved.
- Mobile / Remote access - Access to email, applications and information while working out of the office needs to be provided in ways that are secure, cost effective and supportable.
- Thin Client Solution – We need to ensure that our Citrix environment covers all applications needed by home and flexible workers.
- Telephone system – A replacement for the Index must be implemented and needs to accommodate future requirements (e.g. Leisure Centres) and some existing equipment.
- Home and Flexible working – Solution is sized for current use and may need to be expanded and made more resilient if the Council increases this type of working or introduces hot-desking.
- Servers – Our servers need to be reviewed regularly to ensure they are fit for purpose and running supported software.
- Server Room – The server room is large and has old and energy inefficient equipment in use for cooling and power protection.

4.5 Skills and Knowledge

4.5.1 Employees and Councillors

Most jobs require some use of computers and the majority of staff and Councillors have access to ICT and applications. Staff and Members must be given the chance to gain the skills and confidence they need to use them effectively.

We currently provide the following awareness of, and training in, the use of technology, information and systems:-

- Appraisal - Skills and knowledge needed by jobs and people are considered at Appraisal.
- In-house Application training – Corporate Services staff provide training in the use of applications such as TOTAL, Trim, GIS and Web Management.
- Package training – Training has been provided in the past via an agreement with Warwick District Council.
- Technical Training - Specific technical or IT project related training is arranged by IS.
- On the job training - Provided for new staff in their services applications and processes.
- Prince 2 - IT Project Managers are trained in Prince 2 project management.

- Awareness – Corporate Services holds Open Days and workshops to raise awareness of the use of existing systems and new technologies.
- Briefing sessions are held on policy and strategy changes.
- Induction – All new staff and members who are expected to use a computer are given an ICT Induction within two weeks of starting work with the Council.
- Process improvement – A number of IS staff are trained in various process improvement and change management techniques such as "Systems Thinking"

4.5.2 Community

This strategy needs to support the development of skills by local people and the ambitions set out in the Customer Access Strategy.

Known Skills and Knowledge Issues:-

- We are introducing new versions of Office, Windows and email software which have a different look and feel that staff and members will need to become familiar with.
- We have staff that do not have access to ICT, such as those based at the Depot.
- We need to keep on top of the changing skills and knowledge needed to exploit applications and technologies such as social media.
- The skills needed to implement and support ICT are diverse and in some cases specialised e.g. security management and integration skills. We need to develop, buy-in or share these skills to be effective.
- There are some areas where we are reliant on one or two staff with specific skills and knowledge.
- We need to have the skills to support the access and ICT elements of the Community Plan, Customer Access Strategy, Consultation Strategy and Service Plans.
- Skills are needed to effectively publicise, promote and measure the use and impact of our on-line services.

5.   Future Strategic Aims

The Council it must continue to exploit and invest in hardware, systems and skills if it is to address the known issues and deliver ICT solutions and services which further the principles detailed in Section 3 and meet its needs.

5.1   ICT Governance

The Council needs to continue to develop the governance of ICT, including our approaches to ICT service provision, partnerships and innovation.

ICT Governance – Strategic Aims:

Our **Strategy is to develop structures and services which address the following:-**

⊞ **Shared Services** - Respond to, and help enable, any approved Shared Services or joint working initiatives. Exploit opportunities for ICT collaboration where they save cost or provide capacity or capability.

- **On-line Services** - Develop and encourage the use of customer focused, accessible on-line services, such as Internet payments and self-service to deliver efficiencies.
- **Mobility** - Provide access to information and services regardless of location (Council buildings, at home, on site), time or device.
- **Accessibility** - Provide accessible information and services by complying with standards and by delivering services in ways people want i.e. via the telephone or the web.
- **Business Continuity** (BC) – To minimise and manage ICT risk by ensuring ICT BC solutions are in place which meet Council and service and are regularly tested.
- **Project Management -** Business cases must be produced to identify how systems help deliver Council priorities and clearly identify benefits.
- **New ways of working** – Help the Council respond effectively to change and the organisational impact of new systems and ways of working (e.g. collaborative working).
- **Benefits realisation** – The Council will need to be able to measure the impact of new processes and technologies and be able to judge if they are making a real difference to the Council and/or people's lives.
- **Performance and Service Management** – Manage and improve the performance of the ICT Service by being customer focused and proving value for money services.

5.2   Standards, Legislation and Good Practice

The Council must continue to abide by legislation, adopt standards and apply best practice approaches to security, information and technology.

Standards, Legislation and Good Practice – Strategic Aims:

Our Strategy is to implement standards and adopt best practice to help us manage technology and information securely and effectively:-

- **Information Security** – Provide technology to enable the Council to store and manage its own and partner information securely and successfully, ensuring that the right people get access to the right information, at the right time.
- **Security Standards** - Protect the Council's physical and information assets and ensure confidentiality for our citizens by continuing use ISO27001 as a good practice guide.
- **Data transfer** – Ensure data collection, transfer and storage is done securely and where necessary compliantly.
- **Service Standards** - Adopt appropriate service standards and best practice to help provide quality and value for money ICT services.
- **Policies** – Have relevant and up to date policies and good practice guidance and ensure staff and Members are aware of them and their impact on their use of ICT or information.
- **Information Management** – Help the Council manage, use and share its information effectively by implementing relevant classifications, data schemas, information categorisation and information management standards (ISO 15489) in the systems it uses.
- **Compliance** – Provide systems and processes to help ensure the Council can respond and comply with legal requirements such as Freedom of Information (FOI), Environmental Information Regulations (EIR) and the Data Protection Act (DPA).
- **Climate Change** – Reduce the energy used to run the Council's ICT hardware and infrastructure and particularly that used in the Server Room.
- **Data Format** – Ensure our electronic information assets are in a format which can be used by the Council for as long as they are required.

> **Transparency & Open Data** – Facilitate the publishing of data stipulated by the Government as part of its "Transparency" agenda. Make other data available for use where there is a need or desire to do so.

5.3   Applications, Software and Information

The applications used by the Council must be developed, maintained, upgraded and, if necessary, replaced so that services are well supported and information is available.

> **Applications, Software and Information – Strategic Aims:**
>
> **Ensure services are supported by effective applications, suitable software and reliable information to achieve this we will:-**
>
> - **Be business driven** – New applications or upgrades will be driven by our needs and a business case.
> - **Reuse** – When possible we will utilise software and applications already purchased.
> - **Buy not build** – Buy "off the shelf" applications written for the Local Government market or which contain the functionality we need as standard.
> - **Partner** - Look to work with other Councils to share, host or implement systems together where we can achieve efficiencies.
> - **Integrate** – Use integration to improve processes if there is a business case.
> - **Comprehensive** – Fill the gaps in our application and software portfolio where there is a business need and cost case.
> - **Cost Effective** – Provide value for money solutions by investigating and if feasible implementing free or lower cost software, systems and services.
> - **Web and Social Media** – Enable the use of web technologies such as social media and mashups (combining information from various websites) to meet business needs around information, consultation and engagement.
> - **Application Review** - Investigate, bid for funding and if a business case is approved replace applications identified in the plan provided as Appendix 1. A particular priority will be the decision on the Contact Centre CRM system.

5.4   Infrastructure and Hardware

Over the next three years we need to replace the majority of our aged ICT infrastructure as part of the Accommodation Project. Our challenge is to ensure that the new infrastructure is fit for purpose and will serve us through the foreseeable future.

> **Infrastructure and Hardware – Strategic Aims:**
>
> **To provide a modern and robust infrastructure through approved investment which will meet the Councils current and anticipate needs and ambitions; we will:-**
>
> - **Availability** - Maintain agreed level of infrastructure availability, resilience and reliability.
> - **Communication** – Help the Council to identify new and utilise existing methods of communication and collaboration which add value to services, citizens and customers.
> - **Innovation** – To use technology to support innovative ways of working which deliver efficiencies and / or improve services delivery and working practices.

- **Appropriate Technology** - Provide up to date and fit for purpose hardware and software.
- **New infrastructure** – To ensure the infrastructure purchased and implemented as part of the Accommodation Project meets the Council's current and future needs.
- **Printing** – Provide multi-function devices. Provide specialist plotters, scanners and printers and keep high cost small printers if there is a strong business case for their retention.
- **Choice** – Work to enable staff and members to use their own device of choice where appropriate to securely access information and systems.
- **Broadband** – Work to improve Broadband coverage and speeds within the Borough.
- **Community Access** – Provide technology solutions to meet service's ambitions for community access e.g. Community Hubs, Cyber Cafes, Community Room computing.
- **Server Room** – Provide a server infrastructure which is more energy efficient and space efficient and enables other equipment to be located in the Server Room.

5.5   ICT Skills

Providing the skills staff need to use and utilise ICT solutions is essential if the Council is to get the most from its investment in ICT and information assets. Encouraging and promoting initiatives which help the public develop ICT skills and become confident in the use of the Internet will hopefully be beneficial for them and support the delivery of Council Strategies and priorities.

Skills – Strategic Aims:

Ensure the efficient use of technology, systems and information; we will:

- **New Microsoft Software** – Provide staff and members with the awareness and skills needed to use and exploit new versions of Office and Windows software.
- **Future Skills** - Continue to develop staff to have the skills needed to use the applications and information they require to do their jobs.
- **Technical Skills** – Have the technical skills needed to managed and develop ICT through training our own staff, buying in services or working in partnership.
- **Process Improvement** – Provide skills to help services improve their business processes and deliver efficiencies
- **Community ICT Skills –** Help residents gain ICT skills and awareness through Council Projects such as Community Hubs and by supporting initiatives such as Race On-line.

There will always be a need for day-to-day, tactical and technical decisions. However, we will use this Strategy as a guide; ensuring that decisions are aligned with it and that there is a business case for investment and action.

The detailed actions needed to implement the Strategy are contained in the Corporate Services Service Plan which has been approved by Members for 2012/13. Relevant tasks will be incorporated in to the Joint Strategy Action Plan which will focus on actions relating to customer service and supporting communication and consultation with customers and the citizens of the Borough. Actions for 2013/14 and 2014/15 will be included in the annual Corporate Services Service Plans and submitted to Board as we approach these years.

Application Status and Plans

Business Area	Application	Date Implemented	Fit for purpose	Plans
Service Applications				
Revenues & Benefits	Academy	Pre 2000	Yes	Hardware review 2014
Housing Maintenance	Open Housing	2003	Yes	Hardware review 2015
Housing rents and allocations.	Open Housing	2005	Yes	No plans to replace application.
Land Charges	Northgate(iLap)	2005	Yes	Review 2012 as part of Systems
Planning	Northgate(iLap)	2005	Yes	Thinking / Service Reviews.
Environmental Health	Civica – Flare	Pre 2000	Yes	Hardware review 2015
Refuse	In-house	Pre 2000	No	Decision to be taken after Review
Committee Minutes	Jadu	2009	Yes	Using Website and Email
IT Helpdesk	Richmond	Pre 2000	Yes	No plans to replace.
Leisure management and booking.	Flex	2006	Yes	Major upgrade/replacement needed.
Electoral Registration & Management	eXpress	2008	Yes	Review 2015.
Shared Applications (corporate cross-cutting information systems)				
Contact Centre – CRM	Northgate Front Office	2004 & New Contract 2008	Yes	5 year contract Dec 08. Review 2013
Automatic Call distribution (ACD)	MacFarlane	2004	Yes	Technology refresh & upgrade 2010
Finance & e-procurement	Consilium - Total	2005	Yes	Hardware replacement 2009
Local Land and Property Gazetteer	Northgate(iLapSX3)	2005	Yes	Review 2014
Facilities (Assets)	IBS	2003	Partially	Review 2013
Bank / payment transfer	EIGER (BACS)	2005	Yes	No plans to replace.
Cash receipting & Phone Payments	Civica ICON	Upgraded 2008	No	Move to Capita by Oct 2012
HR and Payroll	WCC Service	2009	Yes	Review 2014
Application Support Tools (software to help people use and present information)				
GIS	Cadcorp GIS	2005	Yes	No plans to replace.
Reporting Software	Crystal Reports	Exisiting	Yes	Review 2015
Project planning software	Microsoft Project	Existing	Yes	No plans to replace.
Common Infrastructure Services				

Business Area	Application	Date Implemented	Fit for purpose	Plans
Corporate EDRMS & Workflow	Tower Trim	2005	Yes	No plans to replace
Content Management (Web & Intranet	Jadu	2005. Hardware 08	Yes	No plans to replace
Directory Services	Microsoft AD	Existing	Yes	Updated in 2012
Personal Productivity – Word, Excel	Microsoft Office	PC repl. and EA[4]	Yes	Upgrade to Office 2010 by 2014.
Email & Calendar	Exchange 2003 & Outlook	Upgraded 2005	Yes	Upgrade to Exchange 2010 in progress.
Email archive & backup	Cryoserve	2005	Yes	Review 2014
Infrastructure				
Members ICT	Hardware & Software provided to members	Latest update from May 2011	Yes	Review for May 2015 election.
Microsoft Server operating system.	Windows 2007 Server.	2010	Yes	Review with new server purchases.
Unix Operating System	Solaris	New 2004, upgraded 2009.	Yes	Review 2014 – part of Academy project.
Desktop operating system	Windows XP, 2003. 7	Eliminate 2000.	Yes	Moving to Windows 7.
Internet browser software	IE 8, Firefox	Existing	Yes	Upgrade as needed.
Telephone Switch Management	Oak	Pre 2000	Partially	Accommodation Project.
Desktop and server Anti-virus software	Symantec Anti virus	Existing	Yes	Review Annually before renewal.
Backup software	Veritas	Upgraded 2011	Yes	Review 2015
Preferred Database Management Systems	Oracle SQL Server	Existing	Yes	No plans to replace.

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[4] EA = Microsoft Enterprise Agreement, 3 year agreement (2008 – 2011) to enable us to implement latest version of Microsoft software.

Report of the   **Armed Forces Community**
Deputy Chief Executive   **Covenant**

1   **Summary**

1.1   This report recommends the Council agrees the principle of being a signatory
        to an Armed Forces Community Covenant which is being co-ordinated by
        Warwickshire County Council for the wider Warwickshire area.

Recommendation to the Council

**The Council agrees the principle of signing the Armed Forces
Community Covenant.**

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2   **Introduction**

2.1   Attached is a report from Warwickshire County Council at Appendix A, which
        proposes establishing an Armed Forces Community Covenant for the wider
        Warwickshire area involving the Armed Forces, local authorities, other public
        sector bodies, voluntary and veterans organisations.

2.2   The establishment of a Community Covenant will enable interested parties to
        access funding under the Community Covenant Grant Scheme to support
        work with veterans and the Armed Forces Community.

2.3   Work is still underway to agree the terms of the Community Covenant and an
        early draft is attached at Appendix B. Members are asked to agree in
        principle to being signatories to the Covenant subject to the final agreed terms
        being acceptable.

3   **Report Implications**

3.1   **Environment and Sustainability Implications**

3.1.1   The covenant is intended to be a two way arrangement which will encourage
        the armed forces community to do as much as they can to support their local
        community and promote activity which integrates them into civilian life. This is
        consistent with the principles of sustainable communities.

3.2 **Equalities Implications**

3.2.1 The covenant aims to encourage local communities to offer support to local armed forces community and make it easier for Service personnel, families and veterans to access help and support available from the MOD, from statutory providers and from the charitable and voluntary sector. This aim is consistent with the principles of the Equality Act although not a specific duty or objective required by it.

3.3 **Links to Council's Priorities**

3.3.1 The covenant is consistent with the Council's priority of providing easier access to services.

The Contact Officer for this report is Chris Brewer (719259).

Background Papers

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

Background Paper No	Author	Nature of Background Paper	Date

Equality Impact Assessment Summary Sheet

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

Name of Policy Procedure/Service	An Armed Forces Community Convenant
Officer Responsible for assessment	Joint convenant with Warwickshire County Council and North Warwickshire Borough Council. Chris Brewer

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

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

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

Equality Group	Positive impact	Negative impact	Reasons/Comments
Racial			There is currently no information or evidence to suggest any negative impacts associated with any local communities based with North Warwickshire. There is a division based at Bramcote in Nuneaton and Bedworth which could result in individuals seeking local support services within Warwickshire.
Gender			There is currently no information or evidence to suggest any negative impacts associated with any local communities based with North Warwickshire.
Disabled people			As above
Gay, Lesbian and Bisexual people			As above
Older/Younger people			As above
Religion and Beliefs			As above
People having dependents caring responsibilities			As above
People having an offending			As above

past			
Transgender people			As above

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

Please indicate if you believe that this document

Should proceed to further Impact assessment No not at this stage. Robert Beggs 10 April 2012

Needs no further action

Cabinet – 26 January 2012

Armed Forces Community Covenant

Recommendation

That Cabinet authorises the Strategic Director of Resources to agree and enter into an Armed Forces Community Covenant for the wider Warwickshire area on terms acceptable to him.

1.0   Background

1.1   In mid-2011, the Secretary of State for Defence issued the Armed Forces Covenant; an expression of the moral obligation of the Government and the nation owe to those who serve or have served in our Armed Forces and their families.

1.2   In tandem with the Government's Armed Force Covenant, the Ministry of Defence have proposed that on a local level, local authorities and the local Armed Forces Communities enter into an Armed Forces Community Covenant; a voluntary statement of mutual support between a civilian community and its local Armed Forces Community. The Community Covenant is intended to complement the Armed Forces Covenant on a local level and encourage local communities to support the Service community in their area and promote understanding and awareness amongst the public of issues affecting the Armed Forces Community. It is a little recognised fact that these communities extend across various parts of Warwickshire and consist not only of our Armed Forces Personnel but also include their wider families.

1.3   In support of the Community Covenant scheme, the Ministry of Defence has established the Community Covenant Grant Scheme, to deliver financial support to local projects that strengthen ties and mutual understanding between members of the Armed Forces Community and the wider community in which they live. Entering into a Community Covenant is a pre-requisite for accessing the Community Covenant Grant Scheme.

1.4   To date, only a few local authorities, lead by Oxfordshire County Council, have entered into Community Covenants and the Council would like to join those authorities at the forefront by driving the agreement of a Community Covenant in the wider-Warwickshire area.

2.0 Key Issues

2.1 The wider Warwickshire area benefits from the Warwickshire Veterans Partnership; administered by Warwickshire Probation and representing a range of local public services, voluntary and charitable bodies and individuals providing support or representation to the Service community and their families.

2.2 Working together with the Warwickshire Veterans Partnership, the Council held an awareness raising event on 13 December 2011 in Old Shire Hall, to which members of the Warwickshire Veterans Partnership, the Council, other local authorities and community groups in the wider Warwickshire area were invited. The event was successful in bringing together interested parties across the wider Warwickshire area and raising the profile of the Community Covenant agenda and the issues that affect the Armed Forces Community. The event programme is attached for information (**Appendix A**).

2.3 Working together with interested parties in the wider Warwickshire area, the Council will be in a prime position to lead on the agreement of a Community Covenant for the area and in so doing, will enable interested parties in the wider Warwickshire area to access funding under the Community Covenant Grant Scheme.

2.4 Under the Grant Scheme, £30 million will be made available over the next four years. Grant applications are invited for sums between £100 to £250,000 per project (although bids for larger amounts may be considered in exceptional circumstances). Gaining access to the Grant Scheme will provide a real opportunity for the Council and the bodies noted above to bid for funding to support complementary projects.

3.0 Proposal

3.1 Subject to approval being given today, it is proposed that the Law & Governance Business Unit will advise and support the Council in leading on the agreement of a Community Covenant for the wider Warwickshire area.

3.2 It is envisaged that the Community Covenant would engage the following as parties to it: the three military services, the Council, the local District and Borough Councils, Coventry City Council, Solihull Borough Council, veterans associations, voluntary and charitable bodies and individuals, local health authorities and the private sector through the Coventry & Warwickshire LEP.

4.0 Timescales associated with the decision/Next steps

4.1 Subject to approval being given today, work will commence with all interested parties to agree the terms of the Community Covenant, which will enable interested parties to bid for funding from the Grant Scheme. Following which, a signing ceremony will be arranged to coincide with Armed Forces Day in June 2012. We hope that this will be a high profile event that will raise local

awareness and encourage further pledges of support to this important initiative.

Background Papers

1. Armed Forces Covenant
2. Armed Forces Community Covenant Pledge Template & Guidance Notes

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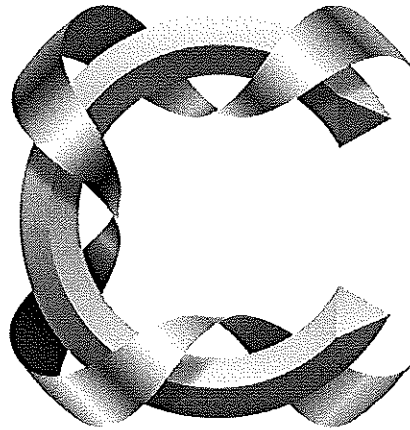
Community Covenant

AN ARMED FORCES COMMUNITY COVENANT

BETWEEN

WARWICKSHIRE COUNTY COUNCIL

AND

[...]

We, the undersigned, agree to work and act together to honour the Armed Forces Community Covenant.

SECTION 1: PARTICIPANTS

1.1   This Armed Forces Community Covenant is made between:

The serving and former members of the Armed Forces and their families working and residing in the wider Warwickshire area

And

Warwickshire County Council

And

[....]

SECTION 2: PRINCIPLES OF THE ARMED FORCES COMMUNITY COVENANT

2.1   The Armed Forces Community Covenant is a voluntary statement of mutual support between a civilian community and its local Armed Forces Community. It is intended to complement the Armed Forces Covenant, which outlines the moral obligation between the Nation, the Government and the Armed Forces, at the local level.

2.2   The purpose of this Community Covenant is to encourage support for the Armed Forces Community working and residing in the wider Warwickshire area and to recognise and remember the sacrifices made by members of this Armed Forces Community, particularly those who have given the most. This includes in-Service and ex-Service personnel their families and widow(er)s in the wider Warwickshire area.

2.3   For Warwickshire County Council and partner organisations, the Community Covenant presents an opportunity to bring their knowledge, experience and expertise to bear on the provision of help and advice to members of the Armed Forces Community. It also presents an opportunity to build upon existing good work on other initiatives such as the Welfare Pathway.

2.4   For the Armed Forces community, the Community Covenant encourages the integration of Service life into civilian life and encourages members of the Armed Forces community to help their local community.

SECTION 3: OBJECTIVES AND GENERAL INTENTIONS

Aims of the Community Covenant

3.1   The Armed Forces Community Covenant complements the principles of the Armed Forces Covenant which defines the enduring, general principles that should govern the relationship between the Nation, the Government and the Armed Forces community.

3.2   It aims to encourage all parties within a community to offer support to the local Armed Forces community and make it easier for Service personnel, families and veterans to access the help and support available from the MOD, from statutory providers and from the Charitable and Voluntary Sector. These organisations already work together in partnership at local level.

3.3   The scheme is intended to be a two-way arrangement and the Armed Forces community are encouraged to do as much as they can to support their community and promote activity which integrates the Service community into civilian life.

SECTION 4: Measures

4.1   *[Detail regarding specific measures to be put in place could be inserted here, e.g. Civil/Military Partnership Boards, Welfare Pathway, etc]*

CONTACT PERSONNEL AND TELEPHONE NUMBERS

MOD DCDS (Pers&Trg) Covenant Team

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In-Service representative(s)

    Contact Name:
    Title:
    Telephone:
    Address:

Warwickshire County Council

    Contact Name:
    Title:
    Telephone:
    Fax:
    Address:

Agenda Item No 11

Executive Board

23 April 2012

Report of the **Chief Executive**	**Proposals for Enhancing the** **Provision of Mobile CCTV** **Cameras**

1   **Summary**

1.1   This report informs Members of a recommendation from the Safer
        Communities Sub-Committee to enhance the existing provision of mobile
        CCTV cameras and makes a request to Executive Board to recommend to
        Council to provide funding from reserves for additional cameras.

Recommendation to Council

**That £60,000 from reserves is provided to fund an extra provision of
mobile CCTV cameras over a three year period 2012/13 to 2014/15.**

---

2   **Consultation**

2.1   The Safer Communities Sub-Committee have considered the proposals for
        enhancing the provision of mobile CCTV cameras and have agreed to make
        the recommendation to Executive Board requesting the provision of £60,000
        from the one off growth fund / earmarked reserves fund.

3   **Introduction**

3.1   Members of the Safer Communities Sub-Committee have received reports on
        the provision of mobile CCTV cameras at the meetings held on the 26
        January 2012 and 17 November 2011. A further report was received by the
        Sub-Committee on the 3 April 2012 which identified proposals for enhancing
        the provision of mobile CCTV cameras. Proposals have been prepared for
        using the Nomad 3g cameras supplied by Rapid Deployment Systems.

4   **Proposed Enhanced Provision**

4.1   The Safer Communities Sub-Committee held on the 3 April 2012 agreed to
        proposals for enhancing the provision of mobile CCTV cameras using the
        Nomad 3G Wireless Rapid Deployment cameras supplied by Rapid
        Deployment Systems. The details of the proposed enhanced provision are
        outlined in the attached covering report included at Appendix A.

. . .

4.2   Outlined below is a summary of the proposal to set up an enhanced provision using the Nomad 3g cameras over a three year period during April 2012 to March 2015.

5   **Proposal**

5.1   The proposal is to fund the provision of a potential extra 9 Nomad 3g cameras over a three year period from 2012/13 to 2014/15. Set out below is an initial programme based upon the expected requirements for the implementation of the extra provision.

Year 1 2012/13 estimated cost £20,510
- 1 lap top with a usb modem and operating software
- 3 air time agreement 3gb per month limit
- 3 Nomad 3g cameras
- Broadband line into Old Bank House Atherstone for access by Warwickshire Police
- Conversion and deployment

Year 2 2013/14 estimated cost £20,510
- 1 lap top with a usb modem and operating software
- 3 air time agreement 3gb per month limit
- 3 Nomad 3g cameras
- Broadband line into a venue to be confirmed in Coleshill for access by Warwickshire Police
- Conversion and deployment

Year 3 2014/15 estimated cost £18,980
- 3 Nomad 3g cameras
- 3 air time agreement 3gb per month limit
- Conversion and deployment

5.2   The proposal shown above will initially allow Warwickshire Police to view the images on the Nomad 3g cameras remotely within their offices in Old Bank House Atherstone. This will include the existing Nomad 3g cameras and the proposed new cameras. A survey of the mobile phone network coverage will be carried out to help identify any specific areas where coverage may not be adequate.

6   **Business Case for investment in the Nomad 3g cameras**

6.1   The Nomad 3g cameras will enable quicker downloads of images recorded and provide for increased flexibility in the remote monitoring of images. This will improve the efficiency and effectiveness of the Police Officers and Police Community Support Officers who view the recorded images from the mobile CCTV cameras.

6.2 In the reports to the Safer Communities Sub-Committee some of the benefits arising from the use of the cameras have been highlighted. In summary these include the following:

- Reassurance to local communities to help them feel safer
- Reduction in anti social behaviour incidents
- Provision of evidence or intelligence to inform investigations or enquiries relating to incidents of crime and disorder
- Deterrent impact within deployment locations

7 Report Implications

7.1 Finance and Value for Money Implications

7.1.1 The £60,000 costs identified within the report are outline costs which will need final confirmation. The supplier of the Nomad Cameras has indicated a willingness to make a three year bulk order agreement which would potentially offer reduced prices to the estimates shown in the report and include an option to trade in existing domehawk cameras. A potential exemption from Contract Standing Orders under Section 5.5 (4) will be required if the funding is approved to purchase the cameras from the existing supplier.

7.1.2 Funding is being sought from existing reserves which are determined by the Executive Board.

7.1.3 Currently there is no direct revenue provision within existing budgets for extending the provision of mobile CCTV cameras and deployment costs are met from existing Corporate Policy and Safer Communities budgets and / or reserves. The Council has contributed £16,506 towards the deployment of mobile CCTV cameras during the last three years 2009/10 to 2011/12 up to November 2011. Future deployment costs can be met from existing Corporate Policy or Safer Communities budgets or reserves and from contributions from parishes in some cases.

7.2 Safer Communities Implications

7.2.1 These are highlighted within the report and the use of mobile CCTV is a significant contribution to reducing crime and disorder in the Borough.

7.3 Legal and Human Rights Implications

7.3.1 The use of CCTV is subject to a number of legislative requirements specified within the Human Rights Act, Data Protection Act, Regulation of Investigatory Powers Act and other codes of practice as set out by the Information Commissioners Office. A change to using Nomad cameras more extensively provides an opportunity to update the protocol for the deployment of the mobile cameras to ensure all the required codes of practice are being followed sufficiently.

7.4 Environment and Sustainability Implications

7.4.1 The use of mobile CCTV has contributed towards reducing crime and disorder within the Borough. The cameras also provide some reassurance to local communities to help address fear of crime.

7.5 **Human Resources Implications**

7.5.1 The cameras are deployed by using an approved sub contractor of Warwickshire County Council's Street Lighting services. Warwickshire Police officers and Police Community Support Officers are responsible for viewing and downloading any images recorded.

7.6 **Risk Management Implications**

7.6.1 The cameras are deployed taking into account identified crime and disorder problems through local Police Tasking process. This is controlled and managed under the responsibility of the Chief Inspector or Inspector for Safer Neighbourhoods. A risk assessment of the proposal to enhance the existing provision has been undertaken as is attached to the report. Some of the risks to consider will be the identification of appropriate funding resources, operational capacity and capability to utilise the cameras, public support for extending any provision, scope for Parish and Town council support, the likely benefits any enhancement could achieve and other issues.

7.7 **Equality Implications**

7.7.1 The cameras are deployed taking into account identified crime and disorder problems. The deployment is mainly at public space locations which are aimed at addressing problems raised by local communities. There have been no specific concerns identified by local communities which have raised any equality related issues regarding the deployments. On some occasions the deployment of cameras has assisted in helping resolve intergenerational issues where groups of young people hanging around can be perceived to be a concern. A Lister Road deployment example helped with addressing anti social behaviour problems a local Asian shopkeeper and staff were experiencing.

7.8 **Links to Council's Priorities**

7.8.1 The deployment of mobile CCTV cameras is contributing towards the Council priority for Crime and Disorder.

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

Background Papers

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

Background Paper No	Author	Nature of Background Paper	Date
1 &2	Robert Beggs	Reports to Safer Communities Sub Committee the provision of mobile CCTV cameras	17 November 2011, 26 January 2012 and 3 April 2012.

Equality Impact Assessment Summary Sheet

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

Name of Policy Procedure/Service	Extended use of Nomad 3G Mobile CCTV cameras
Officer Responsible for assessment	Robert Beggs

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

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

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

Equality Group	Positive impact	Negative impact	Reasons/Comments
Racial	x		The cameras are deployed to help deter anti social behaviour problems. Some previous deployments have included frontages to shops which have Asian owners of workers.
Gender			
Disabled people			
Gay, Lesbian and Bisexual people			
Older/Younger people	x		A number of deployments have been associated with anti social behaviour problems regarding groups of young people perceived to be a nuisance by older people.
Religion and Beliefs			
People having dependents caring responsibilities			
People having	x		Deployments have been made aimed

an offending past			at specific community related issues and this can help identify perpetrators. The mobile cameras are used for specific surveillance of identified individuals. Any deployments of this nature would require Regulatory Investigatory Approval.
Transgender people			

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

Please indicate if you believe that this document

Should proceed to further Impact assessment No

Needs no further action

Risk Management Form

**NORTH WARWICKSHIRE
BOROUGH COUNCIL** **Division** **Cost Centre or Service**

Risk Ref	Risk: Title/Description	Consequence	Likelihood (5 = high, 1 = low)	Impact (5 = high, 1 = low)	Gross Risk Rating	Responsible Officer	Existing Control Procedures	Likelihood(5 = high, 1 = low)	Impact (5 = high, 1 = low)	Net Risk Rating
	identification of appropriate funding resources,	Insufficent funding is provided to purchase the extra cameras and for deployment costs.	3	3	9	Executive Board and Safer Communities Sub Committee	There are four current Nomad 3g Cameras available.	3	3	9
	operational capacity and capability to utilise the cameras, public support for extending any provision, scope for Parish and Town council support, the likely benefits any enhancement could achieve and other issues.	The cameras are not deployed in a timely way.	2	3	6	Inspector Patrick Devereux Warwickshire Police	Police tasking meetings. Specific Police Community Support Officer to support deployments.	1	3	3
		Local communities are generally supportive of the deployments of CCTV cameras. If there are local concerns about the use these will be taken into account.	1	5	5	Joint responsibility between NWBC and Warwickshire Police.	Multi Agency problem solving meetings include representatives from local communities and information about the use of CCTV and other actions is distributed locally.	1	2	2
		The 3g and wifi technology doesn't produce the efficiencies expected.	1	3	3			1	2	2
							Technology and Nomad Cameras have a proven			

Risk Ref 1 =	Options for additional / replacement control procedure	Cost Resources	Likelihood (5 = high, 1 = low)	Impact (5 = high, 1 = low)	Net Risk Rating
	Joint responsibility between NWBC and Warwickshire Police.	capability by local use and in neighbouring districts.			

Completed By: Robert Beggs 22 March 2012   Date:

Report of the
Chief Executive

Proposals for Enhancing the
Provision of Mobile CCTV
Cameras

1   **Summary**

1.1   This report informs Members of proposals for enhancing the existing provision of mobile CCTV cameras and makes a recommendation to Executive Board to commit funding from reserves for additional cameras.

> **Recommendation to the Sub-Committee**
>
> a   **That Members approve the proposals for enhancing the provision of mobile CCTV cameras; and**
>
> b   **That Members make a recommendation to Executive Board to commit £60,000 from reserves to fund the extra provision over a three year period 2012/13 to 2014/15.**

2   **Consultation**

2.1   The Chair and Opposition spokesperson for Safer Communities have been sent a copy of this report and their comments will be reported at the meeting. All Ward Members have been asked to identify any current problem hot spots within their wards.

3   **Introduction**

3.1   Members of this Sub-Committee have received reports on the provision of mobile CCTV cameras at the meetings held on the 26 January 2012 and 17 November 2011.   This report follows up the previous reports to this sub committee and identifies proposals for enhancing the provision of mobile CCTV cameras. Since the previous meetings officers have prepared proposals for using the Nomad 3g cameras supplied by Rapid Deployment Systems.

4   **Nomad 3G Cameras**

4.1   Officers have been able to confirm that the Nomad 3g cameras can provide the following capability to enhance the existing provision of the mobile cctv cameras used in conjunction with Warwickshire Police and the North Warwickshire Community Safety Partnership.

- Nomad wireless re-deployable cameras use wifi and 3g video transmission technologies.
- The Nomad camera has an integral digital video recorder.
- The Nomad camera provides high quality evidential standard images both in daylight and night time.
- The camera can be deployed by using a lamp column power supply.
- The camera can be redeployed quickly.
- There is an option to have infrared illumination for sites with no lighting.
- The Nomad cameras can be remotely controlled by using a wifi or 3g connection.
- Images can be viewed remotely via a lap top with Nomad operating software.
- A wifi connection provides connectivity between a laptop computer and a camera at ranges of up to 100 metres.
- A wifi connection enables the download of 1 hour of video image in 10 minutes.
- A 3g connection enables a download at various appropriate locations which has no distance restrictions depending upon the network coverage.

4.2 Outlined below is a proposal to set up an enhanced provision using the Nomad cameras over a three year period during April 2012 to March 2015.

5 **Proposal**

5.1 Following consideration of the capability of the Nomad camera it is proposed to seek agreement to fund the following provision:

Year 1 2012/13 estimated cost £20,510
- 1 lap top with a usb modem and operating software
- 3 air time agreement 3gb per month limit
- 3 Nomad 3g cameras
- Broadband line into Old Bank House Atherstone for access by Warwickshire Police
- Conversion and deployment

Year 2 2013/14 estimated cost £20,510
- 1 lap top with a usb modem and operating software
- 3 air time agreement 3gb per month limit
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5.2   The proposal shown above will initially allow Warwickshire Police to view the images on the Nomad 3g cameras remotely within their offices in Old Bank House Atherstone. This will include the existing Nomad 3g cameras and the proposed new cameras. A survey of the mobile phone network coverage will be carried out to help identify any specific areas where coverage may not be adequate.

6   **Business Case for investment in the Nomad 3g cameras**

6.1   The Nomad 3g cameras will enable quicker downloads of images recorded and provide for increased flexibility in the remote monitoring of images. This will improve the efficiency and effectiveness of the Police Officers and Police Community Support Officers who view the recorded images from the mobile CCTV cameras.

6.2   In the previous reports to this sub committee some of the benefits arising from the use of the cameras have been highlighted. In summary these include the following:

- Reassurance to local communities to help them feel safer
- Reduction in anti social behaviour incidents
- Provision of evidence or intelligence to inform investigations or enquiries relating to incidents of crime and disorder
- Deterrent impact within deployment locations

6.3   A number of the existing domehawk mobile CCTV cameras have been deployed for several years with some now 10 years old. The cameras have been used continuously without much down time for repair and maintenance. Investment in the improved technology of the Nomad cameras will provide opportunities to replace existing cameras if considered appropriate to do so.

7   **Report Implications**

7.1   **Finance and Value for Money Implications**

7.1.1   The £60,000 costs identified within the report are updated outline costs which will need final confirmation. The supplier of the Nomad Cameras has indicated a willingness to make a three year bulk order agreement which would potentially offer reduced prices to the estimates shown in the report and include an option to trade in existing domehawk cameras. A potential exemption from Contract Standing Orders under Section 5.5 (4) will be required if the funding is approved to purchase the cameras from the existing supplier.

7.1.2 Funding is being sought from existing reserves which are determined by the Executive Board. The supplier has also proposed to remove cameras from lamp columns by using a cherry picker which would enable any repairs to be carried out in situ. This would eliminate some deployment costs that have been met by the Council previously.

7.1.3 Currently there is no direct revenue provision within existing budgets for extending the provision of mobile CCTV cameras and deployment costs are met from existing Corporate Policy and Safer Communities budgets and or reserves. The Council has contributed £16,506 towards the deployment of mobile cctv cameras during the last three years 2009/10 to 2011/12 up to November 2011. Future deployment costs can be met from existing Corporate Policy or Safer Communities budgets or reserves and from contributions from parishes in some cases.

7.2 **Safer Communities Implications**

7.2.1 These are highlighted within the report and the use of mobile CCTV is a significant contribution to reducing crime and disorder in the Borough.

7.3 **Legal and Human Rights Implications**

7.3.1 The use of CCTV is subject to a number of legislative requirements specified within the Human Rights Act, Data Protection Act, Regulation of Investigatory Powers Act and other codes of practice as set out by the Information Commissioners Office. A change to using Nomad cameras more extensively provides an opportunity to update the protocol for the deployment of the mobile cameras to ensure all the required codes of practice are being followed sufficiently.

7.4 **Environment and Sustainability Implications**

7.4.1 The use of mobile CCTV has contributed towards reducing crime and disorder within the Borough. The cameras also provide some reassurance to local communities to help address fear of crime.

7.5 **Human Resources Implications**

7.5.1 The cameras are deployed by using an approved sub contractor of Warwickshire County Council's Street Lighting services. Warwickshire Police officers and Police Community Support Officers are responsible for viewing and downloading any images recorded.

7.6 **Risk Management Implications**

7.6.1 The cameras are deployed taking into account identified crime and disorder problems through local Police Tasking process. This is controlled and managed under the responsibility of the Chief Inspector or Inspector for Safer Neighbourhoods. A risk assessment of the proposal to enhance the existing provision has been undertaken as is attached to the report. Some of the risks

to consider will be the identification of appropriate funding resources, operational capacity and capability to utilise the cameras, public support for extending any provision, scope for Parish and Town council support, the likely benefits any enhancement could achieve and other issues.

7.7 Equality Implications

7.7.1 The cameras are deployed taking into account identified crime and disorder problems. The deployment is mainly at public space locations which are aimed at addressing problems raised by local communities. There have been no specific concerns identified by local communities which have raised any equality related issues regarding the deployments. On some occasions the deployment of cameras has assisted in helping resolve intergenerational issues where groups of young people hanging around can be perceived to be a concern. A Lister Road deployment example helped with addressing anti social behaviour problems a local Asian shopkeeper and staff were experiencing.

7.8 Links to Council's Priorities

7.8.1 The deployment of mobile CCTV cameras is contributing towards the Council priority for Crime and Disorder.

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

Background Papers

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

Background Paper No	Author	Nature of Background Paper	Date
1 &2	Robert Beggs	Reports to Safer Communities Sub Committee the provision of mobile cctv cameras	17 November 2011 and 26 January 2012

Equality Impact Assessment Summary Sheet

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This should be completed and attached to relevant Board reports.

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Officer Responsible for assessment	Robert Beggs

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Equality Group	Positive impact	Negative impact	Reasons/Comments
Racial	x		The cameras are deployed to help deter anti social behaviour problems. Some previous deployments have included frontages to shops which have Asian owners of workers.
Gender			
Disabled people			
Gay, Lesbian and Bisexual people			
Older/Younger people	x		A number of deployments have been associated with anti social behaviour problems regarding groups of young people perceived to be a nuisance by older people.
Religion and Beliefs			
People having dependents caring responsibilities			
People having	x		Deployments have been made aimed

an offending past			at specific community related issues and this can help identify perpetrators. The mobile cameras are used for specific surveillance of identified individuals. Any deployments of this nature would require Regulatory Investigatory Approval.
Transgender people			

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

Please indicate if you believe that this document

Should proceed to further Impact assessment No

Needs no further action

Risk Management Form

NORTH WARWICKSHIRE BOROUGH COUNCIL

Division   **Cost Centre or Service**

Risk Ref	Risk: Title/Description	Consequence	Likelihood (5 = high, 1 = low)	Impact (5 = high, 1 = low)	Gross Risk Rating	Responsible Officer	Existing Control Procedures	Likelihood(5 = high, 1 = low)	Impact (5 = high, 1 = low)	Net Risk Rating
	identification of appropriate funding resources,	Insufficent funding is provided to purchase the extra cameras and for deployment costs.	3	3	9	Executive Board and Safer Communities Sub Committee	There are four current Nomad 3g Cameras available.	3	3	9
	operational capacity and capability to utilise the cameras,	The cameras are not deployed in a timely way.	2	3	6	Inspector Patrick Devereux Warwickshire Police	Police tasking meetings. Specific Police Community Support Officer to support deployments.	1	3	3
	public support for extending any provision, scope for Parish and Town council support, the likely benefits any	Local communities are generally supportive of the deployments of cctv cameras. If there are local concerns about the use these will be taken into account.	1	5	5	Joint responsibility between NWBC and Warwickshire Police.	Multi Agency problem solving meetings include representatives from local communities and information about the use of cctv and other actions is distributed locally.	1	2	2
	enhancement could achieve and other issues.	The 3g and wifi technology doesn't produce the efficiencies expected.	1	3	3		Technology and Nomad Cameras have a proven	1	2	2

					Joint responsibility between NWBC and Warwickshire Police.	capability by local use and in neighbouring districts.			

Risk Ref 1	Options for additional / replacement control procedure	Cost Resources	Likelihood (5 = high, 1 = low)	Impact (5 = high, 1 = low)	Net Risk Rating

Completed By: Robert Beggs 22 March 2012   Date:

Executive Board

23 April 2012

Report of the Chief Executive   **Partnership Landscapes**

1   **Summary**

1.1   This report informs Members about a consultation on a Partnership Landscapes report to be considered by the County Council meeting on 15 May 2012.

1.2   Subject to developments over the next few days, there may be a supplementary report to the Board.

Recommendation to the Board

That Members determine whether they wish to comment on the report.

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2   **Background**

2.1   The County Council has, for some time, been considering the future of their Area Committees, the nature of their involvement in Community Fora and related issues and this has been the subject of previous reports to this Board.

2.2   Following work carried out by a County Council Member Working Group, a report has been prepared by the Group for consideration at the County Council meeting on 15 May 2012 and this Council, as a key partner, has been asked to comment by 4 May 2012.

2.3   The proposals in brief are as follows:-

   (i)   The County Council has resolved to dissolve its 5 Area Committees with effect from 15th May 2012.

   (ii)   A report is being considered by the Council on that date which deals with a number of issues as follows:-

          a)   Transferring responsibility for the exercise of the Area Committee functions

          b)   Making some proposals concerning the allocation of community grants

          c)   Retaining the current practice of holding an annual seminar to make recommendations in respect of the highways maintenance budget

d)   Suggesting ongoing consultation & engagement with a wide range of partners on various matters including the implementation of those decisions that are to be made on 15th May.

...   2.4   The report is attached as the Appendix to this report and, in addition to the matters mentioned above, Members' attention is also drawn to section 8 on Local Strategic Partnerships.

2.5   Members will also be interested in the proposals for allocation of Community Grants, contained in Appendix 1 to the report.

2.6   The timing of the consultation is causing a number of difficulties, firstly due to the tight turnaround time and, secondly, due to the fact that the consultation period clashes with the run-up to elections in a number of Districts. Consequently, a request has been made by District Chief Executives for a longer response period and a reply is awaited to this request.

2.7   Depending on how matters develop, there may be a supplementary report to the Board.

3   Report Implications

3.1   Safer Communities Implications

3.1.1   The County Council Partnership Landscape report includes some specific proposals for enhancing the use of local sources of community intelligence to help set local priorities within local community forums. Initial discussions have taken place on a local level to explore options for doing this within North Warwickshire. The North Warwickshire Community Safety Partnership together with the Borough Council and the North Warwickshire local Safer Neighbourhood Teams of Warwickshire Police are key partners to help facilitate any gathering of local intelligence for this purpose.

3.2   Environment and Sustainability Implications

3.2.1   As highlighted in the report there is a specific section about the role of the County Council in Local Strategic Partnerships. The County Council should continue to be a significant contributor to work on addressing the priorities of the North Warwickshire Sustainable Community Strategy 2009 – 2026.

3.3   Equalities Implications

3.3.1   The County Council's approach to partnership working should continue to contribute positively towards achieving equality related objectives whether it is through the use of community grants or through the work of Local Strategic Partnerships.

3.4   Links to Council's Priorities

3.4.1   The County Council and their approach to partnership working should contribute positively to all of the Council's current priorities.

The Contact Officer for this report is Jerry Hutchinson (719200).

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

Partnership Landscapes
Taking forward the County Council decision of 13th December 2011

Report of the Member Working Group
Leading to the County Council meeting on 15th May 2012

Recommendations of the Member Working Group:

For the County Council to determine on 15th May:

1.   That the Strategic Director for Resources is authorised and requested to make such changes to the Council's Constitution as are required in respect of:

> i)   The Executive and Non Executive functions formerly exercised by the Area Committees as set out in Appendix Two to the Report

> ii)   The allocation of community grants as more specifically set out in Recommendation 2 of this report

2.   In respect of Community Grants:

>   a) In relation to the total amount available across the county either:

>> i) To continue to apply a formula using current population and deprivation figures equally weighted or

>> ii) To divide the total amount available without taking into account the formula

>   b) With effect from the date of the Council's Resolution, arrangements are made for the allocation of community grants in accordance with one of Options 1, 2 or 3 as set out in paragraph 3 of this report

3. That the Strategic Director for Communities arranges for the convening of an annual meeting of County Councillors by area in order to develop recommendations to Cabinet for the allocation of the highways maintenance budget

For the County Council to determine in collaboration with partners following the Council's decision on 15th May:

4.   That the Strategic Directors for Resources and Communities take forward discussions with partner agencies regarding the following matters:

>   i.   Enhancing the contribution of partner agencies to the administration of the Community Forums

ii.   Combining funds between the County Council and partner agencies in relation to community grants

iii.   Reviewing the current model terms of reference for the Community Forums in line with the approach set out in paragraph 5 of this report and the individual terms of reference applying to the 30 Community Forums

iv.   Establishing agreed processes and criteria for the allocation of community grants to applicants

v.   Taking forward the Council's work with district based Local Strategic Partnerships follows the approach set out in paragraph 8 of this report

1. Context and Purpose of the Report

1.1 This report takes forward the Council's decisions of 13th December 2011 when it was resolved that the County Council's Area Committees should be dissolved with effect from the annual meeting of the Council on 15th May 2012.

1.2 There are the following matters to consider and resolve:

a) Matters that require an amendment to the County Council's Constitution

These are:
- The allocation of Community Grants - This <u>may</u> (depending on the option that is decided) require some constitutional change / amendment. (Paragraphs 2 -4)
- Exercising the other main functions of the Area Committees as set out in the current Constitution – largely matters that relate to Highways and Road Traffic issues including issues relating to contested and non contested Road Traffic Regulation Orders (Paragraph 6)

b) Other related issues that do not require an amendment to the County Council's Constitution

These are:

- Confirmation of arrangements previously used for the allocation of the Delegated Highways Budget (Paragraph 7)
- Future role and operation of the Community Forums including revision of the model Terms of Reference and Partner support and contributions(Paragraph 5)

c) Matters that relate to the Council's relationships with Local Strategic Partnerships

This report contains suggestions as to the County Council's future involvement with the five district based Local Strategic Partnerships as previously outlined in the report to Council dated 13th December 2011, following recent discussions with the District and Borough Council Chief Executives (Paragraph 8)

d) Proposed engagement arrangements and Timetable

A timetable has been developed that describes the proposed engagement and implementation arrangements (Paragraph 9)

2. **County Council resources available for Community Grants**

2.1 The resources available for Community Grants to the 5 Area Committees in 2011/12 amounted to £300,000 per year. This figure is net of the savings required by the Mid Term Financial Plan, and is likely to remain constant until the end of 2013/14.

2.2 Over the years a formula has been applied which aims to take into account population and the incidence of deprivation as measured by the Index of Multiple Deprivation. This has involved allocations being based on a formula using population and deprivation figures (equally weighted). It should be noted that the formula has not been updated for some time to reflect changes in both population and deprivation.

2.3 In 2011/12 the following amounts have been made available to the Area Committees

	£
North Warwickshire	50,000
Nuneaton & Bedworth	75,000
Rugby	57,000
Warwick	60,000
Stratford	<u>58,000</u>
	300,000

2.4 It is considered that this approach has helped the Council to meet its legal responsibilities to take fully into account equality, social inclusion and community and is also consistent with the Big Society Vision and Aspirations being adopted by Cabinet on 16th June 2011 notably the aspiration to 'Give support where it is most needed'.

2.5 Following the resolution to dissolve the Area Committees, the first decision for the Council now to make is whether or not to continue to apply this formula (leading to the figures per locality as shown in Option 1 – Appendix One) or, alternatively whether community grants should be allocated through an equal division to Councillors (£5,000 per Councillor on the assumption that the total amount would for the purposes of an allocation to Councillors only be increased by £10,000).

3. **Options available for allocating grants**

3.1 There are the following options available to the Council.

3.1.1 **Option 1 :**

The total amount available for community grants (£300,000) is allocated to each of the localities. In line with the formula (50% population: 50% deprivation) This would lead to the amounts available to each Forum as shown at Option 1 in Appendix 1.

Community Grants would be awarded to successful applicants via a straightforward four stage process:

a) Applications would be considered by a small sub group of the Forum (likely to be councillors, key partners and community representatives). The Sub Group (in most areas already in being and known as the Forum Planning Group) would check the applications for eligibility to ensure that the local criteria for funding have been met and that the applicant organisation meets minimum audit requirements (i.e. is properly constituted and has a bank account)

b) The Planning Group then ensures that the applications are considered by the Community Forum. The Chair of the Forum leads a discussion on the applications leading to an agreed recommendation on the applications that have been received. The Localities and Partnerships Team then summarises the recommendations of the Forum

c) The Strategic Director for Communities (or her nominee) then receives the recommendations and authorises the release of the grants in line with the Forum's recommendation. The Forum's recommendations are be followed by the Strategic Director unless the purposes of the application contravenes either the Forum's funding criteria or is outside the Council's legal policy framework.

d) The outcome is reported to the applicant and payments are authorised

3.1.2 **Option 2**

The total amount available for community grants (£300,000) is enhanced by £10,000 to make a county wide 'pot' of £310,000. The total amount of £310,000 is then divided between the numbers of County Councillors to establish an individual 'Councillor budget' of £5000 in line with Option 2 on Appendix 1.

A simple process is developed to enable applications to be made to the Localities and Partnerships Team on behalf of the Councillor,

The four stage process as described in Option 1 would then apply.

A variation of Option 2 is possible which would see formal decision making resting with the Councillor in the place of the Strategic Director. However, this would require a formal change in the Council's Constitution.

3.1.3 **Option 3**

As with Option 1, the total amount available for community grants (£300,000) is allocated by the formula (50% population : 50% deprivation) to each of the

localities. This would lead to the amounts available to each Forum as shown at Option 1 in Appendix 1.

Discretion is then given to Councillors on an area basis to decide whether grants are allocated in line with Option 1 or Option 2.

4.   Criteria and Application Process for Community Grants

4.1   No matter which Option is selected under paragraph 3, the decision maker would be actively encouraged to ensure that there is only one well published funding round in each year in order to:

   -- Reduce bureaucracy and increase efficiency
   -- Enhance fairness by having all applications considered together at one time

4.2   Appropriate criteria and processes will be developed shortly following the Council's decision. It would be the intention of officers to ensure that the processes across the county are not only reasonably consistent but also developed in collaboration with community organisations (to ensure that they are user friendly and introduce the minimum level of bureaucracy)

4.3   Within these proposed criteria, consideration could (depending on the views of members and partners) be given to giving priority to those applications that support or develop the local priorities identified by the respective Local Strategic Partnerships on the basis that, at a time of economic constraint, priority should be given to initiatives that are in line with acknowledged local priorities (for further information about the current LSP priorities - see paragraph 8 of this report).

5.   Future role and operation of the Community Forums

5.1   It is necessary for amendments to be made to the model Terms of Reference for the Community Forums and, in any event, these are over three years old and are due for a refresh

5.2   It should be emphasised:

   ➢ That the Terms of Reference should be regarded as 'permissive'. Considerable opposition would result from the wholesale imposition of Terms from 'on high'

   ➢ That any revised Model document should be the subject of further engagement with partners and individual Forums (following on form the Council's decision on 15th May)

5.3   Revised model Terms of Reference <u>could,</u> by way of illustration,<u> i</u>nclude the following:

- Provisions to encourage the introduction of a wider range of 'community intelligence' when setting local priorities rather than relying solely on the views of those that 'turn up on the night' – for example through use of local community networks and social media with the Localities and Partnerships Team 'scanning' these sources to identify key local issues that the Forums could take into account when setting priorities (currently work along these lines is being piloted in the Stratford area)

- The option for a Forum (with the agreement of Councillors) to be chaired by an individual who is not an elected member whether from County, District or Town /Parish

- Clarification regarding the processes to be used for the determination of local policing priorities and the role of the Police as a key community partner across a wide range of community issues

- New arrangements to ensure the full engagement of Clinical Commissioning Groups / GP Practices and the Police Commissioner

- (Depending on the outcome of discussions regarding the allocation of community grants) appropriate wording to help define/suggest the processes to be followed

5.4   Efforts should be made to maximize the contribution made by partners to the administration of the Forums. Council should be requested to require officers to enter into discussions with key partners (especially the Police and the District / Borough Councils) to complement the contribution of the County Council's Localities & Partnerships team.

5.5   In some areas (notably North Warwickshire and Warwick District) the Borough / District Councils makes an equal contribution to that of the County Council – whereas in some other areas Councillors have commented that they regard the contribution of the relevant District Borough Council as less than they would like to see.

5.6   It would be timely to consider similar discussions with the Police and the emerging office of the Police Commissioner.

5.7   Finally, Council should be aware of specific issues that relate to working arrangements in North Warwickshire. In North Warwickshire the constitutional arrangements regarding the four Area Forums have been in place for more than ten years (and are formally part of the Borough Council's Constitution). It is the view of officers that this has made it more complicated for us to review and / or change the format of meetings.

5.8 It is suggested that the Council works collaboratively with North Warwickshire Borough Council to fundamentally review the purposes approach and governance arrangements of the Area Forums

6. Other functions currently exercised by the Area Committees

6.1 There is a range of options available for the re-allocation of the remaining functions currently exercised by the Area Committees. These matters require a change to the Constitution

6.2 It is suggested that, as a guiding principle (as with community grants) that <u>formal</u> decision making should <u>not</u> be delegated to the Forums for the following main reasons:

> ➢ The Forums have been established and grown as partnership bodies with the active engagement of District / Borough Councils, Police, Health, Police Authority, and the Town and Parish Councils in the parished areas of the county. It may disrupt the dynamics and partnership balance of the Forums if formal legally based functions are exercised by them solely on behalf of the County Council.

> ➢ The Council and its partners have made every effort to market and develop the Forums as a vehicle for 'bottom-up' community engagement with local communities raising their issues for resolution by service providers. It is felt that the introduction of formal powers / functions may adversely affect this approach and result in less time and space for the community to raise its concerns and issues.

6.3 Proposals for the reallocation of these responsibilities are shown in Appendix Two of this report.

7 Delegated Highways Budget and other Seminars

7.1 Over a number of years it has been standard practice for a Seminar to be arranged by Officers with Area Committee members in January / February in order to discuss the application of the budget and reach a series of recommendations for the allocation of the budget at a later meeting of the Cabinet.

7.2 It is proposed that Highways Officers, with the support of the Localities and Partnerships Team continue this practice by convening an annual meeting. As before, this will lead to recommendations for consideration by the Cabinet later in the year.

7.3   Where considered appropriate by Councillors within an area, officers will respond positively to requests to convene single issue 'area seminars' on matters of common concern / interest – for example educational achievement, health inequalities, regeneration, or access to services

8.   Local Strategic Partnerships and the role of the County Council

8.1   In line with Council report dated 13th December 2011, it is suggested that the main responsibility for the servicing, support and administration of the LSP's should, in the future, be carried out by the District / Borough Councils. This reflects the practice that has now developed in each of the five areas.

8.2   It was recommended to Council on 13th December that the County Council should clarify the extent to which it will, in the future, engage with the LSP's. This would be more significant where LSP and County Council priorities coincide.

8.3   Over the past few weeks, individual discussions have taken place between the Strategic Directors for Resources and Communities and the District/ Borough Council Chief Executives. These have been positive discussions, and a consensus is emerging regarding the particular role that the LSP might play in each Area and a commitment on the part of the County Council to contribute effectively towards the definition and achievement of the small number key LSP priorities that are emerging / have been defined in area District / Borough.

8.4   In order to illustrate the rationalization undertaken by the LSP's over the recent past, it is worth noting that their current priorities largely relate to the priorities of both local communities and the County Council and are currently as follows:

LSP	Priorities
North Warwickshire	Educational Achievement Aspiration and Skills 1) Access to Services 2) Health Inequalities 3)
Nuneaton and Bedworth	(*Under Consideration*) Education and Skills 1) Health Inequalities 2) Regeneration in priority communities 3)
Rugby	Implementing the Regeneration Strategy (adopted by WCC Cabinet)
Warwick	Currently reviewing and rationalising priorities and structure
Stratford	Currently focusing on Transformation of Community Transport to enhance access to Services

9. Proposed Timetable and Engagement Arrangements

9.1 It is suggested that the following timetable is now followed:

Step Number	Action	Date
1	Consideration of this Report by the Member Working Group	27th March 2012
2	Partner / Stakeholder engagement begins	2nd April 2012
3	Partner / Stakeholder engagement ends	3rd May 2012
4	Final draft of report to Council	4th May 2012
5	Consideration by Council	15th May 2012
6	Implementation begins	From 15th May

9.2 It should be noted that in the recent past the Council has consulted on the issues addressed in this report on 2 separate occasions:

> ➢ The Locality Working Review 2010

> ➢ In the lead up to Council report last June

These were fully reported to Council last June and consultees advised of the outcome.

9.3 It is considered that engagement should be limited to the issues that underpin Recommendations 4 of this report, and that the focus for the engagement should be with those partners / stakeholders that actively support the administration of the Forums and use them as a key vehicle for their engagement with local people (listed in 9.4 below)

9.4 This report will be shared with the following:

- Warwickshire Police
- Warwickshire Police Authority
- District & Borough Councils
- Clinical Commissioning Groups
- The Arden Cluster
- Local Strategic Partnerships

9.5 A brief progress report and summary will be shared with:

- Community Forums via their Chairs
- Town and Parish Councils
- 3rd Sector via Warwickshire Community and Voluntary Action
- Warwickshire Association of Local Councils
- Warwickshire Local Involvement Network
- Warwickshire Race Equality Partnership

Background Papers

Report to Cabinet 14th April 2011
Report to Council 28th June 2011
Report to Council 13th December 2011

	Name	Contact Information
Report Author	Nick Gower Johnson	nickgower-johnson@warwickshire.gov.uk
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Portfolio Holder	Cllr Hayfield	cllrhayfield@warwickshire.gov.uk

Councillors	Locality	1: Allocations based on a formula using current population and deprivation figures (equally weighted)	2: Each member has £5k allocation. Allocations reflect the number of members in each Locality
North Warwickshire		**£39,671**	**£40,000**
Fox / Shaw	North Warwickshire - East	£11,306	£10,000
May / Sweet	North Warwickshire - North	£10,231	£10,000
Fowler / Hayfield	North Warwickshire - South	£9,937	£10,000
Lea / Moss	North Warwickshire - West	£8,196	£10,000
Nuneaton & Bedworth		**£88,264**	**£70,000**
Hicks / Tandy	Abbey & Wem Brook	£17,178	£10,000
Longden / Wilson	Arbury & Stockingford	£15,129	£10,000
Chattaway / Jackson	Bede & Poplar	£14,228	£10,000
Lobbett / McCarney	Bedworth North & West	£11,882	£10,000
Foster / Tooth	Camp Hill & Galley Common	£13,443	£10,000
Clarke / Farnell	Weddington & St. Nicolas	£7,419	£10,000
Heatley / Ross	Whitestone & Bulkington	£8,984	£10,000
Rugby		**£52,005**	**£55,000**
Robbins / Walton	Brownsover, Benn & Newbold	£13,260	£10,000
Hazelton	Dunchurch Division	£5,009	£5,000
Timms / Watson	Earl Craven	£7,147	£5,000- £10,000
Dodd / Roodhouse	Eastlands & Hillmorton	£7,038	£10,000
Morris-Jones	Fosse	£6,292	£5,000
Butlin / Vereker/Wright / Watson[1]	Rugby Town West	£13,258	£15,000 - £20,000
Stratford-on-Avon		**£54,648**	**£70,000**
Barnes / Gittus / Hobbs[2]	Alcester & Bidford	£10,011	£10,000 - £15,000
Saint / Seccombe	Shipston	£8,818	£10,000
Appleton / Stevens	Southam & Feldon	£7,800	£10,000
Balaam / Cockings / Rolfe	Stratford-upon-Avon	£10,873	£15,000
Hobbs / Perry / Rickhards	Studley & Henley	£9,109	£10,000 - £15,000
Hobbs / Johnston / Williams	Wellesbourne & Kineton	£8,037	£10,000 - £15,000
Warwick		**£65,413**	**£75,000**
Cockburn / Shilton / Whitehouse	Kenilworth	£8,564	£15,000
Boad / Davis / Goode	North Leamington	£12,774	£15,000
Bould / Naylor	South Leamington	£12,473	£10,000
Ashford / Hopkinson / Hopkinson	Warwick	£12,384	£15,000
Doody	Warwick Rural East	£6,209	£5,000
Caborn / Compton	Warwick Rural West	£6,919	£10,000
Kirton	Whitnash	£6,090	£5,000
Warwickshire		**£300,000**	**£310,000[3]**

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[1] Cllr Watson's Division is in both Earl Craven and Rugby Town West so there would need to be a method devised for allocating her £5,000 if Option 2 is selected

[2] Cllr Hobbs's Division is split across Alcester & Bidford, Henley & Studley and Kineton & Wellesbourne Localities so there would need to be a method devised for allocating his £5,000 if Option 2 is selected

3 Option 2 requires an additional £10k funding

ONGOING RESPONSIBILITIES OF THE AREA COMMITTEES

A. Executive Functions

Function	Type of Function	Statutory Reference	Recommendation
To agree on behalf of the Council the district / borough wide Sustainable Communities Strategy	Executive	Section 4, Local Government Act 2000	Remove from Constitution as no longer a legal responsibility
To help the Council and its partners shape major proposals affecting the area and to advise the Council and Cabinet about the implications for the area of its objectives, plans, and policies.	Executive	Section 111 Local Government Act 1972 and any other relevant enactment	Where appropriate establish a unique seminar to address the issue
To advise on the distribution of the allocated highways maintenance budget for the area	Executive	Section 111 Local Government Act 1972	Annual Seminar (as currently) with recommendation to Cabinet
To determine the allocation of community development grants and well being grants and any other devolved funding	Executive	Section 2 Local Government Act 2000: Section 111 Local Government Act 1972	To Strategic Director on the advice of the Community Forum Or to individual County Councillors in consultation with their Community Forum
To determine Road traffic management and accident prevention schemes and road traffic regulation where objections have been received	Executive	Road Traffic Regulation Act 1984 and any other relevant enactment	Officers already have delegated authority provided that there are no objections. If there are objections to the Portfolio Holder in consultation with local members and Community Forums

A. Non Executive Functions

Function	Type of function	Statutory Reference	Recommendation
Appointments to local trusts, voluntary bodies etc	Non-executive	Any enactment conferring a power to make such appointments other than those appointments reserved to the Council or the Executive by law or other provision within this Constitution	To Regulatory Committee

Appointment of LEA Schools Governors	Non-executive	Section 36 School Standards and Framework Act 1998, Section 19 and 39(1) Education Act 2002 and any other enactment conferring a power to make such appointments	To Regulatory Committee
The diversion and stopping up of footpaths, bridleways and restricted byways	Non Executive	Sections 118 and 119, Highways Act 1980	Officers already have delegated authority provided there are no objections. If objections to Portfolio holder in consultation with the local member
Power to create footpath or bridleway by agreement	Non Executive	Section 25 Highways Act 1980	Officers already have delegated authority provided there are no objections. If objections to Portfolio holder in consultation with the local member
Power to create footpaths, bridleways and restricted byways	Non Executive	Section 26 Highways Act 1980	Officers already have delegated authority provided there are no objections. If objections to Portfolio holder in consultation with the local member
Power to determine application for public path extinguishment order	Non Executive	Sections 118ZA and 118C(2) Highways Act 1980	Officers already have delegated authority provided there are no objections. If objections to Portfolio holder in consultation with the local member
Power to extinguish certain public rights of way	Non Executive	Section 32 Acquisition of Land Act 1981	Officers already have delegated authority provided there are no objections. If objections to Portfolio holder in consultation with the local member

Power to include modifications in other orders (i.e. to modify the definitive map as a result of other orders)	Non Executive	Section 53A Wildlife and Countryside Act 1981	Officers already have delegated authority provided there are no objections. If objections to Portfolio holder in consultation with the local member
Power to designate footpath as cycle track	Non Executive	Section 3 Cycle Tracks Act 1984	Officers already have delegated authority provided there are no objections. If objections to Portfolio holder in consultation with the local member
Power to extinguish public rights of way over land acquired for clearance	Non Executive	Section 294 Housing Act 1981	Officers already have delegated authority provided there are no objections. If objections to Portfolio holder in consultation with the local member
Power to authorise stopping up or diversion of footpath or bridleway	Non Executive	Section 257 Town and Country Planning Act 1990	Officers already have delegated authority provided there are no objections. If objections to Portfolio holder in consultation with the local member
Power to extinguish public right of way over land held for planning purposes	Non Executive	Section 258 Town and Country Planning Act 1990	Officers already have delegated authority provided there are no objections. If objections to Portfolio holder in consultation with the local member

Power to make a rail crossing extinguishment order	Non Executive	Section 118A Highways Act 1980	Officers already have delegated authority provided there are no objections. If objections to Portfolio holder in consultation with the local member
Powers to make special extinguishment orders	Non Executive	Section 118B Highways Act 1980	Officers already have delegated authority provided there are no objections. If objections to Portfolio holder in consultation with the local member
Power to make a public path diversion order	Non Executive	Section 119ZA and 119C(4) Highways Act 1980	Officers already have delegated authority provided there are no objections. If objections to Portfolio holder in consultation with the local member
Power to make a rail crossing diversion order	Non Executive	Section 119A Highways Act 1980	Officers already have delegated authority provided there are no objections. If objections to Portfolio holder in consultation with the local member
Power to make a special diversion order	Non Executive	Section 119B Highways Act 1980	Officers already have delegated authority provided there are no objections. If objections to Portfolio holder in consultation with the local member
Power to require applicant for an order to enter into agreement	Non Executive	Section 119C Highways Act 1980	Officers already have delegated authority provided there are no objections. If objections to Portfolio holder in consultation with the local member

Power to make an SSSI (site of special scientific interest) diversion order	Non Executive	Section 119D Highways Act 1980	Officers already have delegated authority provided there are no objections. If objections to Portfolio holder in consultation with the local member
Power to decline to determine certain applications	Non Executive	Section 121C Highways Act 1980	Officers already have delegated authority provided there are no objections. If objections to Portfolio holder in consultation with the local member
Duty to assert and protect the rights of the public to the use and enjoyment of highways	Non Executive	Section 130 Highways Act 1980	Officers already have delegated authority provided there are no objections. If objections to Portfolio holder in consultation with the local member
Duty to serve notice of proposed action in relation to obstruction	Non Executive	Section 130A Highways Act 1980	Officers already have delegated authority provided there are no objections. If objections to Portfolio holder in consultation with the local member
Power to apply for a variation order under Section 130B Highways Act 1980	Non Executive	Section 130B(7) Highways Act 1980	Officers already have delegated authority provided there are no objections. If objections to Portfolio holder in consultation with the local member
Power to authorise temporary disturbance of surface of footpath, bridleway or restricted byway	Non Executive	Section 135 Highways Act 1980	Officers already have delegated authority provided there are no objections. If objections to Portfolio holder in consultation with the local member

Power to temporarily divert footpath, bridleway or restricted byway	Non Executive	Section 135A Highways Act 1980	Officers already have delegated authority provided there are no objections. If objections to Portfolio holder in consultation with the local member
Functions relating to the making good of damage and the removal of obstructions	Non Executive	Section 135B Highways Act 1980	Officers already have delegated authority provided there are no objections. If objections to Portfolio holder in consultation with the local member
Powers relating to the removal of things so deposited on highways as to be a nuisance	Non Executive	Section 149 Highways Act 1980	Officers already have delegated authority provided there are no objections. If objections to Portfolio holder in consultation with the local member
Power to enter into agreements with respect to means of access	Non Executive	Section 35 Countryside and Rights of Way Act 2000	Officers already have delegated authority provided there are no objections. If objections to Portfolio holder in consultation with the local member
Power to provide access in absence of agreement	Non Executive	Section 37 Countryside and Rights of Way Act 2000	Officers already have delegated authority provided there are no objections. If objections to Portfolio holder in consultation with the local member
Power to permit deposit of builder's skip on highway	Non Executive	Section 139 of the Highways Act 1980	Officers already have delegated authority provided there are no objections. If objections to Portfolio holder in consultation with the local member

Power to license planting retention and maintenance of trees etc in part of highway	Non Executive	Section 142 of the Highways Act 1980	Officers already have delegated authority provided there are no objections. If objections to Portfolio holder in consultation with the local member
Power to authorise erection of stiles etc on footpaths or bridleways	Non Executive	Section 147 Highways Act 1980	Officers already have delegated authority provided there are no objections. If objections to Portfolio holder in consultation with the local member
Power to grant a street works licence	Non Executive	Section 50 of the New Roads and Street Works Act 1991	Officers already have delegated authority provided there are no objections. If objections to Portfolio holder in consultation with the local member
Power to license works in relation to buildings etc which obstruct the highway	Non Executive	Section 169 of the Highways Act 1980	Officers already have delegated authority provided there are no objections. If objections to Portfolio holder in consultation with the local member
Power to dispense with obligation to erect hoarding or fence	Non Executive	Section 172 Highways Act 1980	Officers already have delegated authority provided there are no objections. If objections to Portfolio holder in consultation with the local member
Power to restrict the placing of rails, beams etc over highways	Non Executive	Section 178 Highways Act 1980	Officers already have delegated authority provided there are no objections. If objections to Portfolio holder in consultation with the local member

Power to consent to the construction of cellars etc under street	Non Executive	Section 179 Highways Act 1980	Officers already have delegated authority provided there are no objections. If objections to Portfolio holder in consultation with the local member
Power to consent to the making of openings into cellars etc under streets and pavement lights and ventilators	Non Executive	Section 180 Highways Act 1980	Officers already have delegated authority provided there are no objections. If objections to Portfolio holder in consultation with the local member

NORTH WARWICKSHIRE BOROUGH COUNCIL

MINUTES OF THE SPECIAL SUB-GROUP   **23 February 2012**

Present: Councillor M Stanley in the Chair

Councillors Hayfield, Phillips, Smith and Sweet

Councillors Humphreys, Moore and Pickard were also in attendance.

1   **Declarations of Personal or Prejudicial Interests**

Any personal interests arising from the membership of Warwickshire County Council of Councillors Hayfield and Sweet and membership of the various Town/Parish Councils of Councillors Phillips (Kingsbury) and M Stanley (Polesworth) were deemed to be declared at this meeting.

2   **Review of Flexible Working Policy and Leave Guidance**

The Assistant Director (Finance and Human Resources) reported on a review and update of the Flexible Working Policy and Leave Guidance.

Resolved:

a   That the revised Flexible Working Policy and Leave Guidance attached as an Appendix to the report of the Assistant Director (Finance and Human Resources) be adopted; and

b   That a review of the Flexible Working Policy and Leave Guidance be submitted to the Sub-Group in 12 months time.

3   **Progress Report on Human Resources Issues**

The Assistant Director (Finance and Human Resources) reported on progress against the Human Resources Strategy Action Plan, work being done by the Human Resources team, the sickness levels for the period of April 2011 to December 2011 and provided some further information on action taken in managing absence.

Resolved:

That the report be noted.

4   **Human Resources Strategy**

The Assistant Director (Finance and Human Resources) presented a revised Human Resources Strategy for Members for consideration.

Resolved:

a   That the five year Human Resources Strategy be approved: and

b   That the Strategy is reviewed in 2016.

5   **Exclusion of the Public and Press**

Resolved:

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

6   **Accommodation Project – Presentations and Appointment of Project Manager**

The Sub-Group was informed of the progress made to date in the appointment of a Project Manager. Members received a presentation from the short listed tenderer.

Resolved:

That Coventry City Council's Major Projects Team be appointed to the role of Project Manager for the Accommodation Project.

M Stanley

Chairman

Notes of the Democratic Arrangements Task and Finish Groups held on Tuesday 13 March 2012.

Present: Councillors Freer, Humphreys, Lewis, Moore, Morson, B Moss, Pickard, Phillips, M Stanley, Sweet and Wykes.

Apologies for absence were received from Councillors L Dirveiks, Ferro, Fowler, Fox, Hayfield, Johnston and May.

In attendance: Jerry Hutchinson, Steve Maxey, David Harris, Emma Humphreys and Jenny Price.

Following an introduction from Steve Maxey, Councillor Jeffrey Kaufman (Chairman of Scrutiny at Oadby and Wigston Borough Council and FOSIG) reported on his experiences in a 4th Option Authority and the benefits of the enhanced Committee System. Mark Hall (Chief Executive at at Oadby and Wigston Borough Council) then reflected on the issues from a Chief Executives perspective.

Ed Hammond from the Centre for Public Scrutiny reported on a piece of research he was currently undertaking on authorities who were considering or about to move from the Leader/Cabinet model to the Committee System. Nottinghamshire County Council, Brighton and Hove District Council and the London Borough of Sutton were moving to the Committee System in May. 12 other authorities were considering the same change. In particular Ed stressed the need to set clear aims and objectives for our review.

John Cade from the Institute of Local Government Studies, University of Birmingham, concluded the presentations by highlighting the perceived strength and weaknesses of the various systems and the changes brought about by the Localism Act.

NORTH WARWICKSHIRE BOROUGH COUNCIL

MINUTES OF THE LOCAL   28 March 2012
DEVELOPMENT FRAMEWORK SUB-COMMITTEE

Present: Councillor Sweet in the Chair.

Councillors L Dirveiks, Lewis, May and Winter.

Apologies for absence were received from Councillors Phillips (Councillor Lewis as substitute), Simpson and Smith.

Councillors Davis, Humphreys, Lea and B Moss were also in attendance.

10   **Declarations of Personal or Prejudicial Interests**

Personal interests arising from the membership of Warwickshire County Council of Councillors May and Sweet and membership of the various Town/Parish Councils of Councillors Lewis (Kingsbury) and Winter (Dordon) were deemed to be declared at this meeting.

11   **Minutes of the meeting of the Local Development Framework Sub-Committee held on 9 January 2012**

The minutes of the meeting of the Local Development Framework Sub-Committee held on 9 January 2012 were received and noted.

12   **Consideration of Draft Core Strategy Representations**

The Assistant Chief Executive and Solicitor to the Council presented the representations submitted during the consultation on the Draft Core Strategy for Members consideration.

Resolved:

a   **That the representations submitted during the consultation on the Draft Core Strategy be noted; and**

Recommendation to Executive Board:

b   **That consideration and approval of the Revised Core Strategy be delegated to the Local Development Framework Sub-Committee.**

13   **Infrastructure Delivery Plan**

The Assistant Chief Executive and Solicitor to the Council presented the Draft Infrastructure Delivery Plan to Members and sought their approval for it to accompany the pre-submission Core Strategy for consultation.

Recommendation to Executive Board:

That the Draft Infrastructure Delivery Plan be approved to accompany the pre-submission Core Strategy for consultation.

14   **Development Management Development Plan Document**

The Assistant Chief Executive and Solicitor to the Council presented a draft Issues and Options Paper on the Development Management Development Plan Document for consultation.

Recommendation to Executive Board:

That the Issues and Options Paper on the Development Management Development Plan Document be approved for consultation.

15   **Gypsy and Traveller Development Plan Document**

The Assistant Chief Executive and Solicitor to the Council sought approval for the Issues and Options paper for the Gypsy and Traveller Development Plan Document for consultation.

Recommendation to Executive Board:

That the Issues and Options paper for the Gypsy and Traveller Development Plan Document be approved for consultation.

16   **Site Allocations Development Plan Document**

The Assistant Chief Executive and Solicitor to the Council reported on the progress being made on the Site Allocations Development Plan Document.

Resolved:

That the progress being made on the Site Allocations Development Plan Document be noted.

R Sweet
Chairman

NORTH WARWICKSHIRE BOROUGH COUNCIL

MINUTES OF THE SAFER COMMUNITIES SUB-COMMITTEE

3 April 2012

Present: Councillors Fowler, Fox, Moore and Sweet

Apologies for absence were received from Councillors Hayfield (substitute Councillor Fox) and Smith (substitute Councillor Fowler.

Councillor Smith and Sgt Roger Fildes were also in attendance.

14 Election of Chairman

It was agreed that Councillor Sweet be elected Chairman for the meeting.

15 Declarations of Personal or Prejudicial Interests

Any personal interests arising from the membership of Warwickshire County Council of Councillors Fowler, Fox and Sweet and membership of the various Town/Parish Councils of Councillors Fox (Shustoke) and Moore (Baddesley Ensor) were deemed to be declared at this meeting.

16 Minutes of the Meeting of the Sub-Committee held on 26 January 2012

The minutes of the meeting of the Sub-Committee held on 26 January 2012, copies having been previously circulated, were approved as a correct record and signed by the Chairman.

17 Anti-Social Behaviour Co-ordinator

The Chief Executive reported on the proposed revised working arrangements for the role of the Anti-social Behaviour Co-ordinator. The Sub-Committee was asked to consider a proposal to contribute towards the funding of the post for the 2012/13 financial year.

Resolved:

a   That the working arrangements set out in the report of the Chief Executive be approved;

b   That the proposed contribution of £7,200 for the 2012/13 year be agreed; and

c   That a report be submitted to the Sub-Committee in six months time on the new working arrangements.

18   Proposals for Enhancing the Provision of Mobile CCTV Cameras

The Chief Executive reported on proposals for enhancing the existing provision of mobile CCTV cameras and the Sub-Committee was asked to consider making a recommendation to Executive Board to commit funding from reserves for additional cameras.

Resolved:

a   That the proposals for enhancing the provision of mobile CCTV cameras be approved; and

Recommendation to Executive Board

b   That the Council commits £60,000 from reserves to fund the extra provision over a three year period 2012/13 to 2014/15.

Chairman