

**To: Leader and Members of the Executive Board**

**(Councillors D Wright, Bell, Chambers, Gosling, Hayfield, D Humphreys, Jenns, Morson, H Phillips, Reilly, Simpson and Symonds)**

**For the information of other Members of the Council**

**For general enquiries please contact the Democratic Services Team on 01827 719221 or via e-mail – [democraticservices@northwarks.gov.uk](mailto:democraticservices@northwarks.gov.uk)**

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

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

## **EXECUTIVE BOARD AGENDA**

**21 MARCH 2023**

The Executive Board will meet in The Chamber, The Council House, South Street, Atherstone on Tuesday, 21 March 2023 at 6.30pm.

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

### **AGENDA**

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

#### 4 **Public Participation**

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

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

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

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

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

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

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

- 5 **Minutes of the Executive Board held on 13 February 2023** – copies herewith, to be approved as a correct record and signed by the Chairman.

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

- 6 **Supplementary Website Upgrade** – Report of the Chief Executive

#### **Summary**

Further to the Resources Board's consideration of a proposal to upgrade the Council's website, this report seeks Members' approval of a supplementary estimate to enable the work to be undertaken.

The Contact Officer for this report is Trudi Barnsley (719389).

7 **Draft North Warwickshire Economic Development Strategy and Action Plan** – Report of the Chief Executive

The North Warwickshire Economic Development Strategy has been refreshed through funding from the Local Government Association. The report brings the draft document and seeks authorisation to consult.

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

8 **Pay Policy Statement 2023/24** - Report of the Corporate Director (Resources)

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

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

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

**Summary**

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

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

10 **Corporate Services – Supplementary Estimate** – Report of the Chief Executive

**Summary**

The purpose of this report is to seek approval for a supplementary estimate further to a restructure of the Corporate Services division agreed by the Special Sub-Group.

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

11 **Exclusion of the Public and Press**

**To consider, in accordance with Section 100A(4) of the Local Government Act 1972, whether it is in the public interest that the public and press be excluded from the meeting for the following item of business, on the grounds that it involves the likely disclosure of exempt information as defined by Schedule 12A to the Act.**

- 10 **Corporate Services – Supplementary Estimate** – Appendix to Report of the Chief Executive

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

- 12 **Confidential Extract of the minutes of the Executive Board held on 13 February 2023** – copy herewith to be approved as a correct record and signed by the Chairman.

STEVE MAXEY  
Chief Executive

Present: Councillor D Wright in the Chair

Councillors Bell, Chambers, Gosling, Hayfield, D Humphreys, Jenns, Morson, O Phillips, Reilly, Simpson and Symonds.

Apologies for absence were received from Councillor H Phillips (Substitute Councillor O Phillips)

**48 Declarations of Personal or Prejudicial Interest**

None were declared at the meeting.

**49 Minutes of the Executive Board held on 21 November 2022**

The minutes of the meeting of the Board held on 21 November 2022, copies having been circulated, were approved as a correct record and signed by the Chairman.

**50 Minutes of the Senior Management Recruitment Sub-Committee held on 21 November 2022**

The minutes of the meeting of the Senior Management Recruitment Sub-Committee held on 21 November 2022, copies having been circulated, were approved as a correct record and signed by the Chairman.

**51 Key Corporate Issues**

The Chief Executive drew Members' attention to the key corporate issues facing the Council in the mid-term and sought to assist them in addressing those issues when the Corporate Plan was reviewed after the Borough Elections.

**Resolved:**

- a That the issues raised in the report of the Chief Executive be noted;**
- b That a presentation be arranged for all Members on the Corporate Plan prior to its adoption; and**
- c That the life of the current Corporate Plan be extended until September 2023 as it will be reviewed following the Borough Elections in May.**

**52 The Capital Strategy**

The Corporate Director – Resources gave an update on the Capital Strategy approved by the Council in February 2022.

**Recommended:**

**That the Capital Strategy, attached at Appendix A to the report of the Corporate Director – Resources, be approved.**

**53 The Proposed 3 Year Capital Programme 2023/24 to 2025/26**

Management Team put forward proposals for the 3 Year Capital Programme and outlined the availability of capital resources and the options to meet any shortfalls.

**Resolved:**

- a That the Revised Capital Programme for 2022/23, as set out in Appendix A to the report of Management Team, be adopted;**
- b That the 3 Year Capital Programme for the period 2023/24 to 2025/26, as set out in Appendix B to the report of Management Team be adopted, subject to the transfer of funding from the Business Rate Reserve, considered later in the agenda; and**

**Recommended:**

- c That the prudential indicators, as set out in Section 9 of the report of Management Team, be approved.**

**54 General Fund Revenues Estimates 2023/24**

The Corporate Director - Resources reported on the revised budget for 2022/23 and an estimate of expenditure for 2023/24, together with forward commitments for 2024/25, 2025/26 and 2026/27.

**Resolved:**

- a That the revised budget for 2022/23 be accepted; and**
- b That the Estimates of Expenditure for 2023/24, as submitted in the report of the Corporate Director – Resources, be included in the overall budget considered in a later agenda item.**

**55 General Fund Revenue Estimates 2023/24 and Setting of the Council Tax 2023/24**

The Corporate Director – Resources set out the proposed General Fund Revenue Estimate for 2023/24 and the options available when setting the 2023/24 Council Tax for the Borough in the context of the Authority’s Finance Settlement, and the effect on General Fund balances.

**Recommended:**

- a That the savings of £857,860, as detailed in Appendix H to the report of the Corporate Director – Resources, be approved;**
- b That subject to the inclusion of reimbursement of the HS2 staff post the revised estimate for the year 2022/23 and the revenue estimates for 2023/24 be approved;**
- c That the Council Tax base for 2023/24, as set out in Appendix G to the report of the Corporate Director – Resources, be noted;**
- d That a Council Tax increase of 2.95% for 2023/24 be approved;**
- e That the amount of £3,100,000 from the Business Rate Reserve, to fund capital expenditure on the refuse vehicles purchased in 2022/23 be approved and the proposed 3 year capital programme be supported;**
- f That the comments of the Corporate Director – Resources on the minimum acceptable level of general reserves be noted;**
- g That the workforce estimates for the year 2023/24 as set out in Appendix L to the report of the Corporate Director – Resources, be approved; and**
- h That the Council Tax resolution be prepared for consideration by the Council, using the recommendations agreed by this Board.**

**56 Leisure Facilities: Local Authority Trading Company**

The Director of Leisure and Community Development sought the Board’s consideration and approval of the legal arrangements and formal documentation that would govern the relationship between the Borough Council and its proposed wholly owned Leisure Facilities Local Authority Trading Company.

**Resolved:**

- a That the Leisure Services Agreement (Contract), Member Agreement and Articles of Association that will govern the relationship between the Borough Council and its wholly owned Leisure Facilities Local Authority Trading Company be approved, and the Chief Executive be authorised to finalise the content of the documentation in consultation with the Head of Legal Services and the Council's external legal advisors;**
- b That, in accordance with the aforementioned documentation, the initial term of the Contract to be held between the Borough Council and the Leisure Facilities Local Authority Trading Company be set at five years;**
- c That the proposal to appoint the Chief Executive, the Interim Corporate Director – Streetscape and an Independent Director (Mr Richard Dobbs) to the Board of Directors of the Leisure Facilities Local Authority Trading Company be approved; and**
- d The Chief Executive be authorised to formally establish the Leisure Facilities Local Authority Trading Company, in the name of North Warwickshire Leisure Limited.**

**57 Constitutional and Delegation Matters**

The Chief Executive sought approval for some limited constitutional and delegation changes.

**Resolved:**

**That the delegations and changes to the constitution set out in the report of the Chief Executive be agreed.**

**58 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.**

59 **Staffing Matter**

The Chief Executive Updated Members on the progress with Senior Management recruitment.

**Resolved:**

**That recommendations a and b, as set out in the report of the Chief Executive be noted and confirmed.**

60 **Confidential Extract of the Minutes of the of Executive Board held on 21 November 2022**

The confidential extract of the minutes of the Executive Board held on 21 November 2022, copies having been previously circulated, were approved as a correct record and signed by the Chairman.

61 **Confidential Extract of the minutes of the Senior Management Recruitment Sub-Committee held on 21 November 2022**

The confidential extract of the minutes of the Senior Management Recruitment Sub-Committee held on 21 November 2022, copies having been previously circulated, were approved as a correct record and signed by the Chairman.

David Wright  
CHAIRMAN

**Agenda Item No 6**

**Executive Board**

**21 March 2023**

**Report of the Chief Executive**

**Supplementary - Website Upgrade**

**1 Summary**

- 1.1 Further to the Resources Board's consideration of a proposal to upgrade the Council's website, this report seeks Members' approval of a supplementary estimate to enable the work to be undertaken.

**Recommendation to the Board**

**To approve the supplementary estimate.**

**2 Consultation**

- 2.1 Attached as Appendix A is a board report considered by the Resources Board on 13 March 2023. Any comments received will be reported verbally at the meeting.

**3 Conclusion**

- 3.1 Members are asked to approve a supplementary estimate request £11,048 in 2023/24 and £14,300 in 2024/25.

**4 Report Implications**

**4.1 Finance and Value for Money Implications**

- 4.1.1 As set out in the report presented to Resources Board on 13 March 2023, they are detailed in 4.1.2 and 4.1.3.

- 4.1.2 The capital costs for the upgrade of the software have already been approved and are included in the capital programme.

4.1.3 There is no budget provision for the increase in revenue costs, therefore the supplementary estimate request for the additional funding is as follows:

	<b>Cost for 23/24</b>	<b>Cost for 24/25 (full year cost)</b>
Cost increase (from June 2023)	£6,644	£8,600
Costs for hosting	£4,404	£5,700
<b>Total increase in budget provision</b>	<b>£11,048</b>	<b>£14,300</b>

#### 4.2 Legal and Human Rights Implications

4.2.1 As set out in the report presented to Resources Board on 13 March 2023.

#### 4.3 Environment, Climate Change & Health Implications

4.3.1 As set out in the report presented to Resources Board on 13 March 2023.

#### 4.5 Safer Communities Implications

4.5.1 As set out in the report presented to Resources Board on 13 March 2023.

#### 4.6 Links to Council's Priorities

4.6.1 The website is an essential channel for customers to access information, report, pay and apply for Council services. The provision of services via the web is more cost effective than providing paper information, delivering services face to face or over the telephone. Using modern, functionality rich software can help staff be more efficient and productive which links to the corporate plan 'with being an efficient organisation and upskilling staff in IT skills'.

The Contact Officer for this report is Trudi Barnsley (719389).

### Background Papers

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

<b>Background Paper No</b>	<b>Author</b>	<b>Nature of Background Paper</b>	<b>Date</b>
	Trudi Barnsley	Website Upgrade	13 March 2023

**Agenda Item No 8**

**Resources Board**

**13 March 2023**

**Report of the Chief Executive**

**Website Upgrade**

**1 Summary**

1.1 This report provides Members with an update regarding our website and seeks approval from Members to approve hosting the website externally and support the supplementary estimate for the growth of revenue.

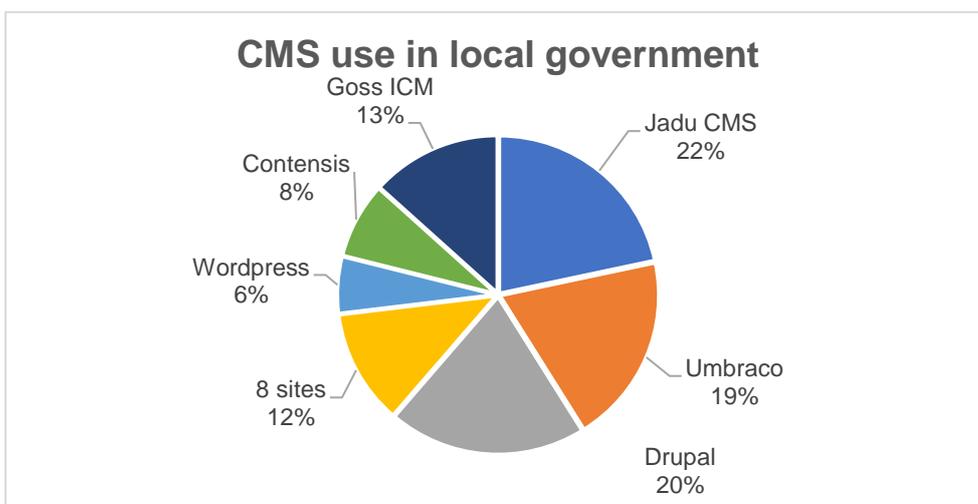
**Recommendation to the Board**

- a That the report is approved; and**
- b That the revenue growth is approved.**

**2 Background**

2.1 The Council implemented a Jadu Website Content Management System (CMS) 18 years ago. The hardware will be out of support in Autumn 2023 and therefore, there is a requirement to upgrade the current software.

2.2 Jadu’s software is the current market leader with over 70 councils using it (as of August 2021, data from [SensibleTech](#)).



2.3 The Council last upgraded the website in 2015, and we had planned to upgrade the website in 2020, however the pandemic hit, and this project was one that

was postponed. The current on-premises software (which is called Continuum) will at some point in the future no longer be developed and will very soon become un-supported.

2.4 We currently host our website on-premises, and we also host NBBCs.

2.5 Below are the following website statistics from 1 January to 31 December 2022:

- Our website has over 9000 pages,
- 296,915 unique people have visited the site 551,870 times and visited 1,692,784 pages
- Average monthly visits are 24,742 unique people have visited the site 45,989 times and visited 141,065 pages
- 69% use a mobile or tablet to access our site with 31% using a PC
- Top web pages visited, not including homepage are:

1.	Online forms (report, pay, apply for a service)
2.	Atherstone Leisure Complex
3.	Council Tax
4.	Leisure Online Bookings
5.	Payments
6.	Green Bins
7.	Planning Application Search
8.	Waste and Recycling
9.	Coleshill Leisure Centre
10.	Bin Collection Days
11.	Energy Rebate
12.	Housing
13.	Recycling

### 3 Evaluation

3.1 The Council subscribes to Sitemorse Intelligence Engine (SMIE) which compares websites by automatically assessing websites and check for problems with accessibility, code quality, email and broken links, search engine optimisation, performance, and spelling. They then produce a league table four times a year of Council websites. In 2021, quarter 4 we were ranked at 20, currently we are ranked at 50 (out of 403). One of the reasons for the slippage is due to us not upgrading the software since 2015.

3.2 The Council carried out a survey with 55 other councils with regards to costs, whether there is a need for \*developers (see 3.2.1 for more detail), and we ran some of the sites through a 'test' using SMIE, the results are as follows:

Supplier	Accessibility (Average Sitemorse results)	Overview
Drupal	Fail	Developers required, difficult for officers to update
Goss	Fail	2 of 10 councils looking to move, Developer required or work contracted out
Umbraco	Neutral	3 of 7 councils looking to move, 3 of 7 councils have developers
Webcurl	Fail	Developers or all contracted out
Zengenti	Fail	Developers or work contracted out
Jadu	Pass	0 councils looking to move, No developers needed

3.2.1 A web developer needs to have an in-depth knowledge of Hypertext Markup Language (HTML) and Cascading Style Sheet (CSS) which are standard markup language for constructing HTML web pages. Jadu design their product so that the use of developers isn't required.

## 4 Hosting

4.1 Historically, the Council would have had all the server hardware located in the Council's server room. Over the last few years, we have shifted to virtualising some servers. More recently the market has developed, and hosting is now an attractive option. Hosting software in the cloud with a supplier has the following benefits:

- Hardware savings
- Upgrades are carried out by the supplier
- Less demand on IT Technical staff
- Increased security
- Server patching
- Manage resilient backups
- Monitored 24-7 by the supplier
- Latest software releases.

4.2 The website in-house server will be out of support in the Autumn 2023 and will then become a high security risk because it is out of support and will have vulnerabilities. Hosting in the cloud will ensure ongoing up to date security patching, which means we will not be in a position of having out of date software or hardware.

## 5 Cost Considerations

- 5.1 Our annual support and maintenance for Jadu is currently £7,000. Jadu hasn't applied any RPI or CPI in at least the last ten years, all our other IT systems supplier apply an increase yearly. If Jadu had applied the standard RPI increases, we would have been paying in the region of £10,200 as calculated by using a RPI calculator.
- 5.2 Unfortunately, this 'deal' whereby we got a heavily discounted annual support and maintenance is coming to an end in June 2023 and for the same service this will increase to £15,600 which is still proving to be good value for money
- 5.3 From the survey results, we have benchmarked the top four of the market share (as shown in 2.2) for local authority websites providers, and the annual revenue costs are shown below:

Supplier	Annual Revenue Cost
Goss	£27,000
Drupal	£23,000
Umbraco	£32,500
Jadu (new software and hosting)	£21,300

- 5.3.1 The table in 5.3 demonstrates that Jadu, even with the increase is still good value for money and by continuing to use their software the Council does not need to employ a developer.

## 6 Conclusion

- 6.1 There are several reasons why the Council want to upgrade the website and continue to stay with Jadu as a supplier, they are:
- The product is still fit for purpose
  - We don't require developer skills
  - Fairly easy to build and manage website, (templates are provided so that will aid the build of the new website)
  - Secure
  - Reliable
  - Accessible
  - Minimal impact on our staff who are authors of web content (authors upload information and update web pages)
  - Easier to navigate and search for our residents and public
  - Have a new look and feel for the upgraded website
  - Easier long-term maintainability.
- 6.1.2 The website hasn't been upgraded since 2015. It is now essential that it is upgraded and our preference for reasons set out 6.1 in this report is that it is hosted externally as set out in point 4.
- 6.2 The Council will take the opportunity while we upgrade to cleanse the material that is currently on our existing website by reviewing all the content and will only migrate current information.

6.3 Here are a few links to council websites that are using the newly upgraded software (Photon instead of Continuum) and are hosted with Jadu:

- [City of Edinburgh Council](#)
- [Borough of Broxbourne](#)
- [Coventry City Council](#)
- [Harrogate](#)
- [Lichfield District Council](#)
- [Lincolnshire](#)

## 7 Report Implications

### 7.1 Finance and Value for Money Implications

7.1.1 The capital costs for the upgrade of the software have already been approved and are included in the capital programme.

7.1.2 There is no budget provision for the increase in revenue costs, therefore Executive Board will need to approve a supplementary estimate request for the additional funding. The financial implications are as follows:

	<b>Cost for 23/24</b>	<b>Cost for 24/25</b> (full year cost)
Cost increase (from June 2023)	£6,644	£8,600
Costs for hosting	£4,404	£5,700
<b>Total increase in budget provision</b>	<b>£11,048</b>	<b>£14,300</b>

### 7.2 Safer Communities Implications

7.2.1 The Council must meet a number of information and technical security standards and compliance regimes. Not replacing our website before it is de-supported would prevent us from achieving compliance.

### 7.3 Legal, Data Protection and Human Rights Implications

7.3.1 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 2018, the UK GDPR and the Freedom of Information Act.

7.3.2 Legal Services will be consulted before entering any contracts for further support and in relation to whether any intended changes to processes are legally compliant or expose the Council to risk. When consulting Legal Services regarding any contracts we will ensure that Jadu undertake to provide appropriate security measures to ensure compliance with data protection legislation, including whether any part of the service would be provided outside the United Kingdom, in which case specific provisions apply.

## **7.4 Environment, Climate Change and Health Implications**

7.4.1 Improvements in the performance and quality of services will contribute to improving the quality of life within the community and the economic prosperity of the area.

## **7.5 Human resources implications**

7.5.1 The recommendation to continue to use Jadu CMS which will dramatically reduce the need for staff training much less than moving to unfamiliar software.

## **7.6 Risk Management Implications**

7.6.1 The current website will remain operational until we are 'live' with the new hosted software so there is no interruption of service to staff, members, residents, and members of the public.

## **7.7 Equalities Implications**

7.7.1 The upgrade will deliver improvements in accessibility for people including those with a disability and enable them to have equal access to information and services. It will help us achieve and maintain WCAG (web content accessibility guidelines), compliance. There are four main principles that will need to adhere to, they are:

- Perceivable,
- Operable,
- Understandable, and
- Robust.

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

7.8.1 The website is an essential channel for customers to access information, report, pay and apply for Council services. The provision of services via the web is more cost effective than providing paper information, delivering services face to face or over the telephone. Using modern, functionality rich software can help staff be more efficient and productive which links to the corporate plan 'with being an efficient organisation and upskilling staff in IT skills.

The Contact Officer for this report is Trudi Barnsley (719388).

**Agenda Item No 7**

**Executive Board**

**21 March 2023**

**Report of the Chief Executive**

**Draft North Warwickshire  
Economic Development Strategy  
and Action Plan**

**1 Summary**

- 1.1 The North Warwickshire Economic Development Strategy has been refreshed through funding from the Local Government Association. The report brings the draft document and seeks authorisation to consult.

<p><b>Recommendation to the Board</b></p> <p><b>That authorisation be given to consult on the Draft North Warwickshire Economic Development Strategy and Action Plan.</b></p>
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**2 Consultation**

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

**3 Introduction**

- 3.1 A successful bid to the LGA Growth Advisors Programme in 2022 has led to the refresh of the previous Draft Economic Development Strategy. A members meeting was held with the consultants on 28 November 2022. Members comments were taken on board and the final draft is now attached as Appendix A. Also attached, Appendix B, is a paper which sets out the Key Performance Indicators (KPIs) that will be used to assess the progress under each theme within it.

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- 3.2 It is proposed that the draft document is consulted on for a period of 6 weeks and any comments brought back to Board for consideration.

**4 Report Implications**

**4.1 Finance and Value for Money Implications**

- 4.1.1 At the present time there are no direct financial implications from the Strategy but over time there may be projects that are brought forward for Members' consideration.

## 4.2 Environment, Sustainability and Health Implications

4.2.1 The economy is an important element of sustainable development. The strategy cannot be delivered alone, and it will be important to work with businesses and other organisations to ensure the economy can be as buoyant as possible.

## 4.3 Human Resources Implications

4.3.1 Economic development is an issue which is important across the Council and so most departments will be involved in some way from resources to community development.

## 4.4 Risk Management Implications

4.4.1 The refreshed document ensures the strategy takes account of more up to date information especially following the covid pandemic. This will help to ensure that the actions are relevant and reduce the risk of inappropriate actions being undertaken.

## 4.5 Links to Council's Priorities

4.5.1 Economic development is related to all Council priorities.

The Contact Officer for this report is Dorothy Barratt (01827 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

**North Warwickshire**

**Economic Development Strategy and Action Plan  
(2023-2030)**

**Final Draft**

30<sup>th</sup> January 2023

## Our Vision

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North Warwickshire Borough Council will provide the right tools and support to create an inclusive, diverse and vibrant economy, in which:

- Local residents have the skills to access high-quality, well-paying jobs;
  - Businesses, residents and public sector partners have embedded practices that deliver net zero targets;
  - Our town and village centres are focal points for community activity and are attractive to new, high spending visitors; and
  - Public, private and voluntary sector partners work in partnership to champion the Borough and to secure the best deals for its residents and businesses.
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## 1. Introduction

### 1.1 Purpose and ambition

The Economic Strategy sets out a clear direction of travel for North Warwickshire, providing a long-term framework to deliver positive, focused interventions to secure a more sustainable economy for the future. The Strategy is a refresh of the 2019 Draft Economic Strategy, creating a response to the new challenges and opportunities as the country continues its recovery from the pandemic.

The Economic Strategy outlines our vision as to where we want the Borough to be by 2030, underpinned by four strategic themes:

- Supporting business growth and innovation
- Securing a pipeline of talent
- Enabling investment in infrastructure to support a low-carbon, modern and forward-looking economy
- Supporting vibrant town and service centres through quality place-making.

Since the last draft Economic Strategy was written, the world has experienced significant social, economic, political, and environmental changes, i.e. global pandemic, Brexit, recession, cost of living crisis, Net Zero and climate change. Adapting to these changes with practical and realistic interventions at a local level is a key driver for the refreshed Economic Development Strategy.

Ensuring that all businesses, both large and small, and all residents share in economic growth is increasingly referred to as 'inclusive growth'. This seeks to deliver long term wealth, health and well-being in a more equitable way. Social and financial inclusion are key to ensuring this.

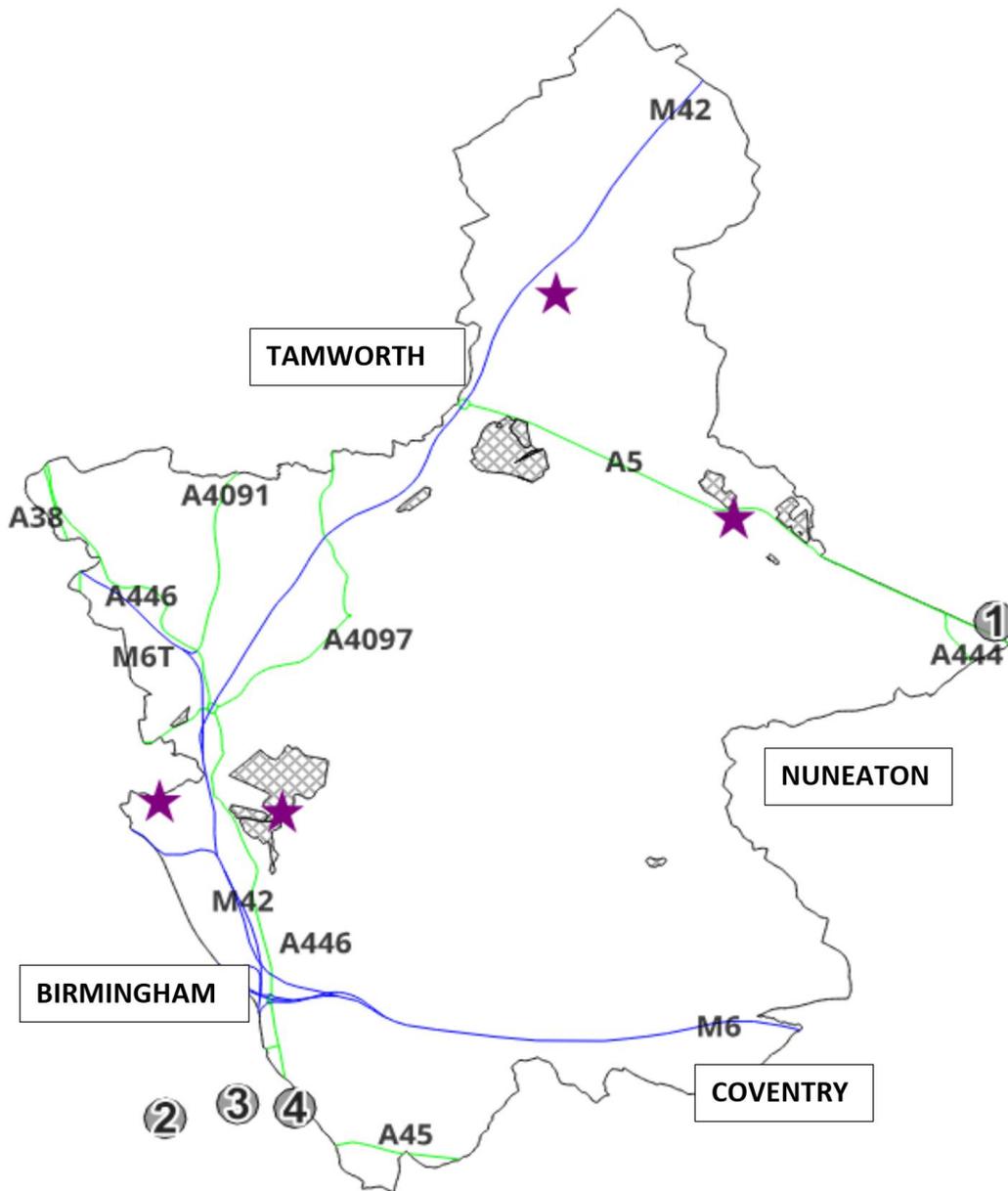
Over the last decade, the Borough has grown in many ways with a change in the overall business environment. The last coal mine closed in 2013 and logistics has become a major part of the local economy. There are now more jobs than working age residents within the Borough. Despite this, there is a large amount of in and out commuting with over 50% of working residents commuting to jobs outside of the Borough. Although unemployment is, generally, low, challenges remain, including creating better quality local jobs and making sure local residents have the skills to fill them.

The funding landscape has also changed. Despite new funding streams, most notably the Levelling Up Fund and the UK Shared Prosperity Fund, pressures on the public purse mean that we need to devise and deliver smart interventions that deliver value for money and tangible benefits. Funding allocation mechanisms have also changed – away from Local Enterprise Partnerships and towards local authorities, which are required to bid directly into central government. Local governance continues to evolve, with an extending role for the West Midlands Combined Authority and continued devolution. Building effective partnerships within and beyond the Borough's boundaries will be key to ensuring that North Warwickshire is best placed to benefit from new governance arrangements.

This is an economic strategy for the whole of North Warwickshire. The Borough Council cannot deliver the actions in isolation. We will work with a range of partners and stakeholders to achieve our ambitions, building on and aligning to their strategies and actions, especially those of West Midlands Combined Authority (WMCA), Chambers of Commerce and Warwickshire County Council (WCC). Working with the private sector will also be vitally important. The strategy defines our role and responsibilities and it should be read in conjunction with other Borough Council strategies and plans, including the Corporate Plan (2021-2023), Sustainable Community Strategy (2015) and the Adopted Local Plan (2011-2033).

### **1.2 How the Economic Strategy has been developed**

The Economic Strategy and Action Plan has been developed with funding support through the Local Government Association's (LGA) Economic Growth Advisers programme and has involved extensive consultation with stakeholders and partners from the public and private sectors.



- |   |                   |   |                                  |
|---|-------------------|---|----------------------------------|
|  | Borough Boundary  |  | MIRA                             |
|  | Trunk Road        |  | Birmingham Airport               |
|  | Motorway          |  | National Exhibition Centre (NEC) |
|  | Industrial Estate |  | HS2 Station                      |
|  | Railway Stations  |   |                                  |

## 2. Economic & Policy Context

### 2.1 Macroeconomic trends and drivers

The Economic Strategy has been developed in a period of international and national economic turbulence, which is likely to impact on all local economies. The UK economy is forecast to contract throughout 2023 and into 2024 and the Bank of England responded to a CPI inflation rate of over 10% by raising interest rates to 3.5% in December 2022. Further interest rate rises are expected in 2023 and 2024, but much will depend on how sharply the inflation rate falls. High energy costs have been a key driver of inflation, but rising food costs are also a factor.

In the UK, many employers are facing labour shortages, whilst increasing household costs have added to pressure on employers to pay higher wages and contributed to more volatile industrial relations. Public finances are under pressure and the UK Government will look to address government debt through a combination of public sector efficiency savings and increasing taxes.

High energy prices and rising cost of living, Brexit and the Covid-19 pandemic have impacted significantly on opportunities for delivering sustainable and inclusive economic growth. Indeed, the pandemic and our collective response to the issues it has raised, has meant that we need to do things differently to create and support safe and sustainable communities in which to live, work and visit.

Inclusive economic growth is essential if we are to Level-Up the Borough to tackle inequalities and low wages, pockets of deprivation and poor housing provision that affect our communities. Work to support economic growth, particularly to attract and secure investment to unlock major development opportunities, will need to be a core feature of our future economic development programme.

In addition to the fiscal stimulus measures to get the country back on its feet and the Government's 'Building Back Better' agenda, there is a renewed focus on climate change, sustainability and working towards net zero. We need to ensure that we focus on our commitments to climate change actions that deliver a better result both for the local economy and for the environment.

The initial period of the strategy is likely to be focused on building resilience, with a view to a longer-term approach of ensuring that the Borough's businesses can thrive when economic conditions improve.

### 2.2 Policy Context

Whilst the Strategy has a strong local and regional focus, it also takes account of and responds to national policy. This recognises the important role the Borough plays in the wider economy and ensures that interventions are shaped to support national and regional government funding priorities. This section considers the wider policy context within which the economic strategy has been developed.

The Government's post-Covid economic strategy, **Build Back Better, Plan for Growth, (2021)** builds on its previous industrial strategy. It identified three core pillars of growth:

Infrastructure, Skills and Innovation, with cross-cutting themes to “level up” the whole of the UK, support the transition to Net Zero, and support the vision for a Global Britain. Its nationally strategic location, its technical base, and the strength of the sub-regional automotive and logistics sectors mean that North Warwickshire has a major role to play in supporting the Government to deliver its growth plans, in terms of each of the three core pillars of growth.

Levelling Up is the central theme to the Government’s approach to sub-regional economic development, set out in the **Levelling Up White Paper (2022)**. The aim is to level up opportunities in different parts of the United Kingdom. It recognises that there are persistent spatial disparities and seeks to address these by investing in the six “capitals” – physical, human, intangible, financial, social and institutional. The rationale is that places that exhibit strengths in these six capitals benefit from agglomeration effects, attracting talent and private investment, engendering civic pride and building strong and resilient communities, which becomes a virtuous, self-re-enforcing cycle. Where these “capitals” are weak or depleted, they need investment and rebuilding.

Levelling Up Fund, the Future High Streets Fund, Towns Fund and the UK Shared Prosperity Fund (UKSPF) are all financial instruments that the Government is using to address these local challenges, focusing primarily on local areas that are identified as being most in need and most likely to benefit from investment.

The Levelling Up Fund, first announced in the 2020 Spending Review, committed £4.8 billion over three rounds to invest infrastructure that improves people’s everyday lives. The UK Shared Prosperity Fund, launched in April 2022, provides a further £2.6 billion of capital and revenue funding for local economic development projects over a three-year period

Following the unsuccessful Levelling Up Round 2 bid, North Warwickshire Borough Council will submit a bid for Levelling Up Funds (Round 3) to create a new ‘Health and Wellbeing activity hub’ in Atherstone town centre. Subject to feedback, it is likely to include a new wet and dry leisure facility, new library and relocated NHS clinic. Its allocation of £3.5 million UKSPF will be used to:

- Enhance community facilities, amenities and activities that support community health and well-being including by reducing social isolation and loneliness; and
- Improve the vitality and viability of the Borough’s market towns, enhancing their contribution to community health and well-being and the development of the Borough’s visitor economy.

At sub national level **West Midlands Local Industrial Strategy (2019)** guides policy on transport infrastructure, housing, skills and innovation. It identifies key market opportunities as the future of mobility; data driven health and life sciences; creative, content, techniques and technologies; and modern services. Warwickshire County Council is currently refreshing its economic strategy. Seven emerging themes have been identified:

- Maximising the county’s economic strengths;
- Supporting business growth;

- A well and appropriately skilled population;
- Inclusive Growth;
- A network of diverse and vibrant place;
- A connected county; and
- A green and sustainable economy.

We will continue to work closely with key partners to ensure that the infrastructure developments come forward at a pace that matches our ambition for the Borough. £154.7 million of Growth Deal funding (including £89 million of Government funding) has already been secured to support Coventry & Warwickshire's aspirations to build on its advanced manufacturing and engineering strengths.

At local level, the **Corporate Plan (2021-2023)** sets out the council's priorities and the **North Warwickshire Adopted Local Plan (2011-2033)** identifies the spatial priorities for the Borough. The Council's economic development priorities centre on supporting employment & business and promoting sustainable and vibrant communities. There are ambitions to deliver around 100 hectares of employment land (Policy LP5), whilst protecting existing sites (LP11), identifying new employment and industrial areas (LP12 & LP39) and diversifying the rural economy (LP13).

Approximately 42 hectares of land has been allocated to extend the existing MIRA Technology Park, located just outside the Borough. The Local Plan (2021) identifies this as a key opportunity to diversify the local economy and to secure high level E(g)(ii) Research & Development and (B2) employment at the site, attracting and nurturing new and growing research and development companies. New job opportunities are expected around the development of the HS2 Interchange Station, located on the south west border of the Borough, further diversifying the economic base; whilst the Local Plan (2021) also focuses on rural employment, including farm diversification and re-use of existing rural buildings to support businesses.

The **Adopted Local Plan (2011-2033)** provides a commitment to make best use of land and buildings to maintain and improve the vitality of the Borough's Market Towns, where most of the housing growth is concentrated.

In 2019, the Borough Council declared a climate change emergency and in June 2022 it published a Climate Change Action Plan. This aims to make the council's activities Net Zero by 2030 and commits it to ensuring that all strategic decisions are in line with the shift to zero carbon by 2030. The Sustainable Community Strategy (2015), which is currently being reviewed, has priorities to raise skills and aspirations, build healthier communities and improve transport and access, all of which align closely with this economic strategy.

Coventry & Warwickshire Chamber of Commerce is one of three Chambers leading on the development of the West Midlands Local Skills Improvement Plan (LSIP). The aim of LSIPs is to put employers at centre stage in ensuring that the region's skills system is responsive to their needs and to strengthen the links between businesses and learning providers.

### 3. North Warwickshire Profile

#### 3.1 SWOT Analysis

The table below provides a summary of the strengths, weaknesses, opportunities and threats for North Warwickshire over the course of this strategy period.

<i>Strengths</i>	<i>Weaknesses</i>
<p><b>People</b></p> <ul style="list-style-type: none"> <li>• Growing population</li> <li>• Steady improvement in those achieving NVQ levels 3 / 4 and above</li> <li>• Strong technical skills base</li> <li>• Low levels of unemployment</li> </ul> <p><b>Business</b></p> <ul style="list-style-type: none"> <li>• Headquarters of national and international companies</li> <li>• High level of jobs per residents</li> <li>• Land south of MIRA for major expansion</li> <li>• Second fastest growing economy in the UK</li> <li>• New visitor economy assets: Emerge Surf/the Eternal Wall</li> </ul> <p><b>Place</b></p> <ul style="list-style-type: none"> <li>• Good connections – located within the Golden Triangle for logistics</li> <li>• Located Between UK Central and MIRA Technology Park, which are research and development hotspots</li> <li>• Future development of the Southern Manufacturing Site at MIRA</li> <li>• Growth being promoted</li> <li>• Strong sense of community</li> <li>• Good housing affordability</li> <li>• Good learning provision in the sub-region</li> </ul> <p><b>Promotion</b></p> <ul style="list-style-type: none"> <li>• Great rural environment</li> <li>• Natural and heritage assets</li> <li>• Nationally strategic location</li> </ul>	<p><b>People</b></p> <ul style="list-style-type: none"> <li>• Larger than average proportion of workers at risk of automation</li> <li>• Lower GVA per resident compared to jobs</li> <li>• Need to improve skills / re-skilling</li> <li>• Ageing population</li> <li>• Low unemployment rates mean less spare capacity in the labour force</li> <li>• Poor social mobility, particularly amongst young people</li> </ul> <p><b>Business</b></p> <ul style="list-style-type: none"> <li>• Age of industrial stock</li> <li>• Affordability of business space</li> <li>• High dependence upon large employers, but low levels of business start-ups and SMEs</li> <li>• GVA per job has fallen that last few years (productivity)</li> </ul> <p><b>Place</b></p> <ul style="list-style-type: none"> <li>• Low levels of investment in infrastructure</li> <li>• High levels of in and out commuting</li> <li>• Difficult access within the Borough; poor public transport</li> <li>• Regeneration required on key sites</li> <li>• Need to keep pace with the digital revolution</li> </ul> <p><b>Promotion</b></p> <ul style="list-style-type: none"> <li>• The larger urban areas take the accolade of things happening in North Warwickshire</li> <li>• Low visitor economy profile compared with south Warwickshire</li> </ul>
<i>Opportunities</i>	<i>Threats</i>
<p><b>People</b></p> <ul style="list-style-type: none"> <li>• Understand labour market risks and futureproof the workforce</li> <li>• Investigate the opportunities that automation may present to increase job growth</li> <li>• Develop technical career/learning pathways</li> <li>• Strengthen business-education links</li> </ul> <p><b>Business</b></p> <ul style="list-style-type: none"> <li>• Roll out of 5G and fibre – explore creating digital hubs</li> <li>• Business diversification</li> <li>• Encourage more business start-ups</li> <li>• Provision of affordable workspace, including in rural areas</li> </ul>	<p><b>People</b></p> <ul style="list-style-type: none"> <li>• Redeployment of workers due to automation in the future</li> <li>• Impacts of increasing debt</li> <li>• Demand for better services from new residents</li> </ul> <p><b>Business</b></p> <ul style="list-style-type: none"> <li>• Over-reliance on a limited number of companies</li> <li>• Impacts of automation</li> <li>• Lack of, or lower than required, energy supply</li> <li>• Pressure for more and bigger sites from the logistics sector</li> </ul>

<ul style="list-style-type: none"> <li>• Explore supply chain opportunities to exploit automotive, research and development as well as Hs2 opportunities</li> <li>• Encourage growth of low carbon technologies</li> <li>• Create vibrant town centres</li> </ul> <p><b>Place</b></p> <ul style="list-style-type: none"> <li>• Site regeneration opportunities</li> <li>• Improvement of rail services and connectivity</li> </ul> <p><b>Promotion</b></p> <ul style="list-style-type: none"> <li>• Ensure a legacy from key events in and around the Borough</li> <li>• Implement the Destination Management Plan</li> </ul>	<ul style="list-style-type: none"> <li>• Changing shopping habits impacting on the high streets</li> </ul> <p><b>Place</b></p> <ul style="list-style-type: none"> <li>• Congestion could stifle growth</li> <li>• Lack of investment in infrastructure</li> <li>• Pressure for change to old established high streets</li> <li>• Relatively rural location with a small and dispersed population that impacts on the cost of service provision.</li> </ul> <p><b>Promotion</b></p> <ul style="list-style-type: none"> <li>• The larger urban areas and southern Warwickshire take the credit of what is happening in North Warwickshire</li> </ul>
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### 3.2 Location & Topography

North Warwickshire is a rural borough covering an area of 284 sq.km, located between the major conurbations of Birmingham, Solihull, Coventry, Tamworth, Hinckley and Nuneaton. The Borough has three main towns of Atherstone, Coleshill and Polesworth with a number of smaller local service centres and a range of rural villages. Settlements range in size from Atherstone and Mancetter, with a population of 10,000 to small hamlets. The market towns are important to the health of the surrounding rural economy as they provide many services and facilities to the outlying hinterland.

At a national level, the Borough’s central location is a key asset and is an important driver of location decisions of businesses within the logistics sector. This is unlikely to change, so North Warwickshire Borough Council needs to make this work to its advantage by engaging with the sector to identify supply chain, research and development, skills and inward investment opportunities that are linked to the Borough’s strategic location and quality of life offer.

North Warwickshire is essentially a rural district with local strong communities. With greater capacity for remote working, small rural start-ups could become a key feature of the local economy. Housing is affordable compared with many parts of the country, making it attractive for people and families looking for good value homes with access to good employment. However, mobility within the Borough is challenging: Its rural nature and small urban centres make it largely car dependent with limited public transport connecting people between towns and villages and employment opportunities

Historically mining dominated the Borough, but the last mine (Daw Mill Colliery) closed in 2013. However, the coalmining legacy remains, shaping the Borough’s topography and its strong local community identity.

In its place a major logistics sector has emerged, with large warehouses and distribution centres acting as a hub for delivering goods and supplies throughout the United Kingdom.

Alongside this, the Borough has a strong technical base, being part of the Midlands automotive cluster.

But its town centres are modest and its visitor economy continues to be in the shadow of its more high-profile cultural centres of Warwick and Stratford-upon-Avon. There are no out of town shopping areas in North Warwickshire, so it is likely that many residents travel outside the Borough to larger retail centres. However, on-line shopping habits are driving changes in physical retail provision and placing fresh demands on town centres roles in their communities.

The remainder of this section provides a summary of the North Warwickshire economy, drawing on publicly available data and qualitative insights that have been provide during the consultation that has informed this plan. It provides a SWOT analysis for the Borough, which is followed by three themes: People; Economy & Business; and Place

### 3.3 People

#### 3.3.1 Population Growth

Table 1: Population by Age 2015-2030<sup>1</sup>

Age	2015	2020	2015-2020 Change	2030	2020-2030 Change
<b>All Ages</b>	<b>62,765</b>	<b>65,452</b>	<b>+2,687</b>	<b>72,788</b>	<b>+7,336</b>
Aged 0 to 15	10,788	11,428	+640	12,329	+901
<b>Aged 16 to 64</b>	<b>38,803</b>	<b>39,738</b>	+935	<b>42,567</b>	+2,829
Aged 16 to 24	6,034	5,796	-238	6,610	+814
Aged 25 to 49	19,354	19,546	+192	21,681	+2,135
Aged 50 to 64	13,415	14,396	+981	14,276	-120
Aged 65+	13,174	14,286	+1,112	17,890	+3,604

In 2020, North Warwickshire had a resident population of just under 65,500 people – an increase of nearly 2,700 (+4.3%) from 2015. Over a fifth (21.8%) of local residents are aged 65+ years and 60.7% are of working age (16-64 years). Recent population growth has been mainly amongst older residents and there was a modest reduction in the number of 16-24 year old residents and only very modest growth in the number of 25-49 year olds between 2015 and 2020.

There is projected to be significant population growth over the next decade. ONS population projections forecast that there will be 72,800 residents in the Borough by 2030 – an increase of 7,300 (+11.2%). This places demands on the supply of new housing and good quality jobs, whilst new residents are likely to expect an improved offer from the district's three main town centres, Atherstone, Coleshill and Polesworth. Plans to develop a Health & Well-Being Activity Hub in Atherstone reflect this.

<sup>1</sup> Source: Mid Year Population Estimates; Local Area Population Projections; Office for National Statistics, via NOMISWEB (2023)

### 3.3.2 Deprivation, Unemployment and Social Mobility

Theme	NWBC Data	Theme	NWBC Data	England Data
Number of LSOAs in Top Quintile <sup>2</sup> (2019)	2/38	Claimant Count <sup>3</sup> (Percent) (Aug. 2022)	2.5%	3.8%
Number of LSOAs in Education, Training & Skills top Decile <sup>4</sup> (2019)	10/38	Claimant Count (Number) (Aug 2022)	1,010	1,324,060
Social Mobility Index Rank <sup>5</sup> (2016)	284/324	Increase in Claimant Count (since Aug 2018)	+490	+584,415
<i>Early Years</i>	255/324	Percent of Adults with Level 4+ qualifications <sup>6</sup>	24.8%	33.9%
<i>School</i>	303/324	Percent of Adults with no Qualifications <sup>7</sup>	22.2%	18.1%
<i>Youth</i>	271/324	Median Annual workplace Earnings (Full-time Workers) <sup>8</sup>	£28,863	£31,480
<i>Adulthood</i>	96/324	Median Annual Resident Earnings (Full-time workers) <sup>9</sup>	£31,332	£31,490

North Warwickshire is a relatively affluent district, with pockets of deprivation, mainly around Atherstone. Two of the district's 38 Lower Super Output Areas are in the top quintile of most deprived local areas in England (IMD 2019). The most widespread deprivation relates to Education, Skills & Training (ten in the top quintile).

Overall, North Warwickshire performs poorly in terms of social mobility, based on its deprivation profile, however. This is particularly the case for School Social Mobility indicators (SMI 2022): It is within the '*weak education; strong adulthood*' quadrant of the Social Mobility Commission's Social Mobility Index report.

This needs further explanation and may present specific challenges for the Borough Council and its partners around raising aspirations and achievement amongst young people, in terms of taking advantage of the higher-value jobs within the borough. North Warwickshire has a plentiful supply of jobs, but these are not always at high level, as shown by the low median workplace earnings. As unemployment is also low, jobs may not be difficult to find, but accessing higher level, better paying jobs is likely to be more challenging, particularly if there are not clear progression pathways. Furthermore, technological changes and greater complexity in business processes are likely to favour people with higher level skills in the future, whilst lower skilled jobs are most vulnerable to the impact of automation.

There is a strong education/training profile within and around the Borough. North Warwickshire and South Leicestershire College (NWSLC) has an automotive engineering training and education campus at the MIRA Technology Park on A5, running specialist skills

<sup>2</sup> Source: Indices of Multiple Deprivation, Department of Housing Levelling Up & Communities (2019)

<sup>3</sup> Source: Claimant Count; Office for National Statistics via NOMISWEB (2022)

<sup>4</sup> Source: *ibid*: Indices of Multiple Deprivation, Department of Housing Levelling Up & Communities (2019)

<sup>5</sup> Source: Social Mobility Index – Weighted Scores and Rankings (2016)

<sup>6</sup> Source: TS067, Census 2021; Office for National Statistics via NOMISWEB (2023)

<sup>7</sup> Source: *ibid*

<sup>8</sup> Source: Annual Survey of Hours & Earnings, Office for National Statistics via NOMISWEB (2022)

<sup>9</sup> Source: *ibid*

training programmes up to Level 4 for the automotive sector (including apprenticeships in Automotive Engineering). NWLSC has other specialist college campuses in neighbouring areas, including the Clear Campus in Lutterworth (Logistics); the Digital Skills Academy in Coventry; and Construction Trades and Logistics in Hinkley. The Nuneaton campus provides a broad range of general further education courses. The universities of Coventry, Warwickshire and Aston all provide high level education and training opportunities within reach of the Borough's residents and businesses.

The Local Skills Improvement Plan (LSIP) aims to address the skills needs of local businesses and improve the responsiveness of the local skills system. According to the 2021 Census, nearly a quarter (22.2%) of local adult residents hold no qualification, compared with 18.1% in England. In some Lower Super Output Areas (LSOAs) this rises to a third. This is a higher proportion than in England (18.1%). A slightly higher proportion (24.8%) of adult residents hold Level 4+ qualifications, compared with 33.9% in England. In some LSOAs, fewer than 15% of adult residents have higher level qualifications.

### 3.4 Economy & Business

	NWBC Data	England Data
Value of the Economy - £m (2020) <sup>10</sup>	£2,693	£1,682,752
Productivity - GVA per hour (2020) <sup>11</sup>	£37.82	£38.80
Productivity - GVA per job (2020) <sup>12</sup>	£59,992	£58,995
Number of Businesses (2022) <sup>13</sup>	2,785	2,408,040
Number of Employees (2021) <sup>14</sup>	50,000	26,601,000
Business start-up rate (2021) <sup>15</sup>	10.7 per 100 businesses	12.5 per 100 businesses
3-Year business survival rate (2021) <sup>16</sup>	61.7%	57.5%

#### 3.4.1 Economy & Productivity

In 2020, the North Warwickshire economy was worth £2.69 billion (Source: XXX). This represents a real terms fall of -£96 million since 2015 and -£450 million since 2018. The fall between 2018 and 2020 is likely to be the result of the impact of the Covid-19 pandemic. The main contributors to the economy in 2020 were:

- Wholesale & retail (£506 million);
- Transport & storage (£446 million); and
- Manufacture of metals, electrical products & machinery (£404 million); and
- Warehousing, transport support, postal & courier services (£342 million).

GVA per job in North Warwickshire is £59,992. This is higher than in England (£58,995), Rugby (£53,741) and Nuneaton & Bedworth (£43,240), but below that in Warwick (£66,226) and

<sup>10</sup> Source: Regional Gross Value Added (Balanced) by Industry by ITL Region: West Midlands; Office for National Statistics (2022)

<sup>11</sup> Source: Sub-Regional Productivity: Labour Productivity Indices by Local Authority District; Office for National Statistics (2022)

<sup>12</sup> Source: *ibid*

<sup>13</sup> Source: UK Business Counts; Office for National Statistics, via NOMISWEB (2022)

<sup>14</sup> Source: Business Register & Employment Survey, Office for National Statistics via NOMISWEB (2021)

<sup>15</sup> Source: Business Demography 2020; Office for National Statistics (2022)

<sup>16</sup> Source: Business Demography 2020; Office for National Statistics (2022)

Stratford-upon-Avon (£61,777). Productivity per hour in 2020 was £37.82. This compares with £38.80 in England, £28.91 in Nuneaton & Bedworth, £35.43 in Rugby, £40.19 in Stratford upon Avon and £43.83 in Warwick. There has been a noticeable improvement in productivity since 2015 (+20.1% at current prices) in North Warwickshire, perhaps suggesting an upwards shift in the value of jobs in the Borough in recent years.

### 3.4.2 Business & Employment

North Warwickshire is a 'job rich economy'. In 2021 2,800 businesses provide around 50,000 jobs – 1.24 jobs for every working age resident. Only two other districts/boroughs in England (outside London) have a higher job density than North Warwickshire (Crawley and Cambridge). What happens to businesses in North Warwickshire has a major impact on employment prospects in neighbouring areas as well the Borough itself.

The business start-up rate is low (10.7 per 100 businesses) by national standards, but the 3-year survival rate (61.7%) is comparatively high. This may partly reflect the structure of the economy, which is more technical than service sector based and may lend itself less to low cost, low risk start-ups than economies that have a stronger service sector bias.

The Borough has 25 businesses that employ over 250 people, five of which employ over 1,000 staff. These large businesses are important sources of local employment and, through their supply chains and with the right support, they can stimulate economic activity and support jobs in the wider local economy.

The transport & logistics sector is a key part of the Borough's economy and is likely to continue to be so, given its nationally strategic location. There are, however, concerns that the Borough is too dependent on this sector and that automation could result in future job losses that will impact negatively on local communities. Much depends on what happens within the sector over the short to medium term and how these businesses are planning for the future.

A report by Localis<sup>17</sup> suggests that North Warwickshire is one of the local authorities most at risk of automation because of its sectoral make up, with 39% of its jobs defined as "at risk of total automation". However, the Government's long-term plan for freight highlights an ambition to change the perception of the industry and for it to be seen as an "industry of choice for talented, diverse and skilled people" to combat future skills shortages. Whilst there are concerns that automation in the sector will result in the loss of lower skilled jobs, those that remain are becoming more diverse as automated systems have increased the demand for software engineers, supply chain managers and data analysts.

The Midlands' automotive sector and this technical slant is part of the Borough's DNA. There are high profile and high-end businesses within and around the Borough, including BMW at Hams Hall and Aston Martin, Jaguar Land Rover, Bentley, Aston Martin, Toyota and Triumph, which are all located at MIRA Technology Park. Environmental and technological factors are driving innovation in this sector and its strong presence in North Warwickshire means that the Borough is well positioned to benefit in the future. Aldi's UK Head Office, employing 1,400 staff, is also located within the Borough.

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<sup>17</sup> The Automation Impact: Which, When & Where; Localis (2018)

Developing and maintaining strong links with these businesses, including developing joint initiatives that promote local skills, strengthen local supply chains and attract new, high quality inward investment will be important to safeguard and strengthen the Borough's economic assets in the future. However, it will also be important for North Warwickshire to diversify its economic base, so that it is less reliant on a small number of large businesses and the transport and logistics sector.

### 3.5 Place

	NWBC Data	England Data		NWBC Data	England Data
Commercial Floorspace - sq.m (2022) <sup>18</sup>	1,921	549,155	Commercial Rateable Value <sup>19</sup> - per sq.m	£51.00	£88.00
Office (sq.m)	61	81,260	Office	£101.00	£180.00
Industrial (sq.m)	1,745	316,436	Industrial	£47.00	£41.00
Retail (sq.m)	44	98,447	Retail	£94.00	£161.00
Other (sq.m)	71	53,012	Other	£57.00	£91.00
Average House Price (June 2022) <sup>20</sup>	£240,000	£280,000	Housing Affordability Ratio <sup>21</sup>	8.3	8.9

#### 3.5.1 Employment Areas

There are 10 main industrial estates within the Borough, as well as two rail freight terminals - at Hams Hall and at Birch Coppice. These support the Borough's three main towns and 5 local service centres. The main estates are:

- Holly Lane, Atherstone
- Carlyon Road, Ratcliffe Road and the Netherwood Estate, Atherstone
- Manor Road, Mancetter
- Coleshill Industrial Estate
- Kingsbury Link
- Collier's Way, Arley
- Kingsbury Road, Curdworth
- Hams Hall, Coleshill
- Birch Coppice, Dordon including Core 42

The rail freight terminals at Birch Coppice and Hams Hall are of strategic significance. Businesses on these two estates are encouraged to use these terminals to reduce road traffic. Existing rail sidings on these sites will be safeguarded.

<sup>18</sup> Source: Non-Domestic Rating: Stock including Business Floorspace; Valuation Office Agency (2022)

<sup>19</sup> Source: ibid

<sup>20</sup> Source: House Price Statistics for Small Areas in England & Wales; Office for National Statistics (2022)

<sup>21</sup> Source: Calculated from House Price Statistics for Small Areas in England & Wales; Office for National Statistics (2022) & Annual Survey of Hours & Earnings, Office for National Statistics (2022)

Although outside the Borough, MIRA Technology Park in neighbouring Hinckley & Bosworth is a key economic driver for the Borough. MIRA Technology Park is Europe's leading mobility Research & Development location for the latest in automotive technology. It is recognised as a national centre of excellence in the middle of the UK automotive sector, providing access to the most comprehensive engineering consultancy and test simulation facilities in Europe. As well as accommodating over 35 major companies on site, it also provides specialist engineering and management education through the MIRA Technology Institute.

Plans are well advanced to support the expansion of the MIRA Technology site into North Warwickshire. This is aimed at Class B2 manufacturing uses and is known as the Southern Manufacturing Site (SMS). It is not seen as a location for logistics uses. Currently the site comprises four enclosed arable fields (c59 hectares). The majority of the site is allocated for 42 hectares of employment space within the North Warwickshire Local Plan (adopted September 2021) and is recognised as a highly strategic site within the Midlands Engine.

A planning application has been submitted which encompasses a larger area than the allocation in the Local Plan to allow the provision of a link road through the site and strategic landscaping. Indicative schedule plans indicate seven units equating to a total floor area of up to 213,500m<sup>2</sup> with associated office and service uses (Class E), and storage (Class B8). It is proposed that this will allow flexibility for detailed proposals to come forward in a bespoke manner depending on occupier requirements. The overall scale of net developable area proposed remains at 42 hectares.

Once operational the site will provide the opportunity for complementary uses to those on the northern site, providing advanced manufacturing and R&D jobs and linking with the wider West Midlands engineering network. The development of this site is important to broadening the employment base for the Borough.

Elsewhere it is expected that the majority of employment generating uses will be concentrated in the existing industrial estates and proposed employment allocations.

### 3.5.2 Transport Infrastructure

The Borough is well located, at the heart of England, with major parts of both the strategic road network (SRN) and main roads network (MRN), including the M6, M42, A5 and A446. HS2, the planned high-speed railway that will connect the north and south of England, passes through North Warwickshire and includes the Delta Junction, just to the south of Water Orton/west of Coleshill. This will have a significant impact on the transport infrastructure within the Borough. The main road transport routes within the Borough and their development status are identified (as of January 2020) as:

- **A446** – impact of growth and HS2 requires the completion of dualling
- **A4097** (Kingsbury Road) – impact of growth and HS2
- **Junction 9 M42** – capacity, impact of growth and HS2 Phase 1
- **Junction 10 M42** – capacity, impact of growth and HS2 Eastern Leg
- **Junction 4 M6** - capacity, impact of growth and HS2 Phase 1
- **A5** – complete overhaul to improve capacity and to unlock future growth

Studies are being undertaken to assess impacts of growth both within and close to the Borough to determine long-term infrastructure needs as well as to identify key constraints for future growth. These studies will include road, rail and sustainable travel solutions.

The Borough currently has four train stations: Atherstone, Coleshill, Polesworth and Water Orton. Warwickshire County Council has prepared a Rail Strategy which seeks to improve passenger rail services and facilities at all the stations. It includes a new station for Kingsbury with a fully operational Polesworth Station (be this on the existing site or an alternative location).

There are two sites in North Warwickshire which provide for rail freight: BIFT (Maritime Transport Birmingham Intermodal Freight Terminal) at Birch Coppice and ABP (Associated British Ports) Hams Hall Rail Freight Terminal at the Hams Hall Distribution Park.

### 3.5.3 Digital infrastructure

The Warwickshire local authorities in partnership with BT OpenReach have been rolling out superfast broadband across the county for some years. The percentage of homes and businesses with broadband connection now stands at 98% across Warwickshire with around 92% in North Warwickshire. Many businesses in the Borough do not, however, have access to ultra-broadband connections. This is due, principally, to path dependency on old digital infrastructure based on copper cabling, rather than modern optical fibre connections to homes and businesses (full fibre).

### 3.5.4 The Visitor Economy

The Borough is strengthening its visitor offer, building on the Belfry Hotel, Spa and Golf Course and ensuring it benefits from the other cultural and natural attractions offered in the wider Coventry and Warwickshire sub-region. Emerge Surf<sup>22</sup> Birmingham, located on a 15 acre (6.1 hectares) site in Coleshill is expected to attract 250,000 visitors per year, whilst there are also plans for a 51.5 metre Eternal Wall<sup>23</sup> to become a major tourist attraction. Both developments will enhance the visitor product offer and it will be important for the Borough and industry to look at ways on encouraging visitors to stay longer and spend more within the locality.

### 3.5.5 Commercial Floorspace

The stock of the commercial accommodation in the Borough reflects its economic structure – it is heavily skewed towards industrial floorspace, which accounts for 91% of the total stock. By contrast, its office stock (3%) is very modest by national standards (15%) and compared with Stratford-upon-Avon (12%) and Warwick (20%). Its retail floorspace, too, is both modest (2%) and of low value (£94.00 per sq.m) compared with England (18% and £161.00 [per sq.m),

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<sup>22</sup> <https://emergesurf.com>

<sup>23</sup> <https://www.eternalwall.org.uk>

perhaps indicating a lack of vibrancy in the Borough's town centres and the ease of access to other retail centres outside the Borough.

Changes in operations of the logistics sector have resulted in different design of logistics space, with office space increasingly being located alongside warehouse and manufacturing space<sup>24</sup>. A sound understanding of this and strong engagement with businesses in this sector is likely to be key to ameliorating risks and identifying opportunities associated with automation.

Overall, the rateable value of commercial property in the Borough is low (£51.00 per sq.m), compared with England (£88.00 per sq.m), the West Midlands (£59.00 per sq.m) and neighbouring authorities (VOA 2022). This is almost certainly due to the structure of the local economy, disproportionately reliant on large industrial and logistics centres. The quantum of industrial commercial floorspace increased significantly (+23%) between 2015 and 2022, but there has been no increase in office, retail or other commercial floorspace, suggesting that it is the industrial/logistics sector that has continued to drive the economy.

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<sup>24</sup> Levelling Up – the Logic of Logistics; Savills Research

## 4. Vision and Priority Themes

### 4.1 Our Vision

Working together with our business communities and stakeholders, North Warwickshire Borough Council is committed to providing the right tools and support to create an inclusive, diverse and vibrant economy, in which:

- Local residents have the skills to access high-quality, well-paying jobs;
- Businesses, residents and public sector partners have embedded practices that deliver net zero targets;
- Our town and village centres are focal points for community activity and are attractive to new, high spending visitors; and
- Public, private and voluntary sector partners work in partnership to champion the Borough and to secure the best deals for its residents and businesses.

The Economic Development Strategy aims to build on local economy for the benefit of all. Our vision is set out in the box below.

By 2030, the extended MIRA Technology Park, fully integrated within its rural setting, will be globally recognised as a leading automotive technologies research and development location, with the enlarged Technology Institute developing specialist skills in key areas of emerging automotive technology.

We will be recognised as a great location for innovators and be open and welcoming to external investment. Our logistics and distribution sector will be consolidated to provide high value employment and be at the leading edge of research and innovation, supported by the North Warwickshire Centre of Excellence for Logistics.

Our towns and service centres will be the focal points for our communities, becoming vibrant places for social and commercial interaction, contributing to our net zero targets, and providing day and night-time attractions that encourage a growing number of visitors to stay longer and spend more locally.

There will be a new spirit of collaboration between government, our public sector partners and local businesses, which will ensure that the impact and influence of sustainable economic growth are fully realised, whilst protecting our distinctive rural environment.

### 4.2 Priority Themes

The Economic Strategy outlines our vision as to where we want the Borough to be by 2030 and beyond, underpinned by four Priority Themes:

- Supporting business growth and innovation
- Securing a pipeline of talent
- Enabling investment in infrastructure to support a low-carbon, modern and forward-looking economy
- Supporting vibrant town and service centres through quality place-making.

## 5. Action Plan

The Action Plan sets out a high-level programme for the Borough Council's economic development activities. It is a pragmatic plan, based on actions in which the Council will:

- Have greatest influence using the limited resources available
- Have greatest effect on meeting the economic development priorities of the area
- Have greatest opportunity to find funding or partners to work on its delivery.

Much of its delivery will be dependent on resources allocated through the Shared Prosperity Fund, which includes a priority focus on:

- Community and Place
- Local Business Support
- People and Skills.

### Timeframe

Short: within 12 months

Medium: up to 2 years

Long: 3+ years

## Priority Theme 1: Supporting Business Growth & Innovation

### Rationale & Approach

Broadening the Borough's business base will make our economy more resilient and support innovation. It will ensure that the Borough is not over-reliant on one industry, so that it risks future prosperity. Our land allocations and interventions will broaden the Borough's employment base. Great opportunities exist for businesses to take advantage of its location between UK Central to the west and Horiba MIRA to the north-east. We will work with partners to secure the successful delivery of the Southern Manufacturing Site at Horiba MIRA. The site provides an opportunity to complement the northern site of the MIRA Technology site.

We will ensure that the logistics sector works to our benefit, working with partners to ensure that the workforce adapts to the new skills demanded by automation within the sector.

Several organisations already provide business support, including the Chamber, Growth Hub, WCC and the FSB. We will work with partners, particularly the Combined Authority, WCC and Business Growth Hub to make North Warwickshire a supportive place to establish, grow and scale high-quality businesses, using innovation to drive productivity improvements and make our businesses more competitive.

We will add value to these wherever possible, working with Warwickshire County Council and other partners to design, develop and commission joint business support programmes, where funding is available to do so with the aim of establishing and growing high-quality businesses, helping them to respond to climate change and supporting the growth of the local low carbon sector.

We will create a new framework and plan to support the growth of the Visitor Economy, sitting at the heart of wider placemaking, focusing mainly on our three market towns. Emerge Surf and the Eternal Wall of Prayer also are likely to have a significant impact on the number of day visitors.

### Key Performance Indicators by 2030:

KPI 1A: Increase business start-up rate from 10.7 per 100 businesses to the England average (12.0)<sup>25,26</sup>

KPI 1B: Maintain three year business survival rate at least at its current level (61.7%)<sup>27</sup>

<sup>25</sup> Source Business Demography (2021); Office for National Statistics

<sup>26</sup> Note this is the same as KP3A

<sup>27</sup> Source ibid

KPI 1C: Increase real terms GVA by at least the same rate as the England economy <sup>28</sup> KPI 1D: Complete development of the southern extension of MIRA Technology Park <sup>29</sup> KPI 1E: Value of the visitor economy to increase at a faster rate than the England average <sup>30</sup>			
Actions	Delivery Partners	Resource	Timeframe
1.1 Design, develop and commission a small number of joint business support programmes, including: <ul style="list-style-type: none"> <li>▪ Starting a business</li> <li>▪ Addressing barriers to growth</li> <li>▪ Achieving net zero</li> <li>▪ Innovation support</li> <li>▪ Supporting international trade</li> </ul>	NWBC in partnership with WCC and other delivery agencies	UKSPF Internal staff resource (EDO)	Short-Medium term
1.2 Signpost support and advice services available to businesses to simplify access to grants, funding, business advice, sites and premises etc	NWBC	Internal (EDO)	On-going
1.3 Introduce a formal Account Management approach to consult with the Top major employers in the Borough	NWBC – CEO / Leader	Internal (EDO)	On-going
1.4 Hold an annual North Warwickshire Business Forum to enable the Council to engage with the business community on economic development matters	NWBC	Internal (EDO)	On-going
1.5 Development of sector plans: <ul style="list-style-type: none"> <li>▪ Automotive</li> <li>▪ Logistics</li> </ul>	NWBC in partnership with WCC	tbc	Medium term
1.6 Work with partners and stakeholders to ensure the successful delivery of the southern extension of Horiba MIRA Technology Park	NWBC in partnership with landowner, WCC and WMCA	Partnership funding	Long term
1.7 Refresh the Destination Management Plan to provide a new framework for the Visitor Economy	NWBC in partnership with	tbc	Short term

<sup>28</sup> Source: Regional Gross Value Added by Industry (2020); Office for National Statistics

<sup>29</sup> Note: This is the same KPI as KP3C

<sup>30</sup> The annual average of the North Warwickshire Visitor economy between 2017 and 2019 was £113 million; Source: Visit England;

	neighbouring authorities		
1.8 In partnership with Invest in Warwickshire County Council, promote investment opportunities specifically those that support target sectors (i.e. automotive sector), including developing a brand proposition	NWBC	Internal (EDO)	On-going
1.9 Support applications to the Warwickshire Recovery & Investment Fund (Business & Investment Growth; Local Communities & Enterprise	NWBC, WCC, C&W Chamber; FSB	Internal (EDO)	Short- medium term

## Priority Theme 2: Talent, Employment & Skills

### Rationale & Approach

For the Borough's economy to flourish the workforce needs the skills and attributes to take advantage of future opportunities. There are more jobs than people within the borough, but there are still many residents who do not reach their full potential and/or require upskilling to respond to the new opportunities associated with automation.

We will take a balanced approach to build North Warwickshire's talent pipeline by 'growing our own' by reskilling and upskilling our people and by attracting and retaining new talent to the borough.

We will work with partners to ensure that schools and/or training providers are providing the right education and training for our businesses. There is still a gap between the future aspirations of companies, which require more highly skilled workforce and the NVQ level attainment of residents within the Borough. The number of residents achieving NVQ 3 and above has increased over recent years, but further work is required to develop higher level skills amongst local residents. This includes young people and those already in the workforce who need new skills to adapt to changing demands: Encouraging lifelong learning will be a key feature of our approach.

We will also support our most vulnerable residents and those on the fringes of the labour market through a package of employability and life skills interventions, including financial inclusion and health & well-being initiatives.

Social and environmental factors, including housing affordability, access to public transport, and opportunities to pursue active lifestyles, impact on creating an inclusive economy. We will commit to becoming a living wage local authority and encourage other local businesses to do the same, in order to support this.

### Key Performance Indicators by 2030:

KPI 2A: Increase the proportion of local working age residents with Level 4+ qualifications to the England average<sup>31</sup>

KPI 2B: Maintain the proportion of local working age residents with qualifications below Level 2 to below the England average<sup>32</sup>

<sup>31</sup> Source: Annual Population Survey, Office for National Statistics via NOMISWEB

<sup>32</sup> Source: *ibid*

KPI 2C: Maintain the claimant count unemployment rate below the England average <sup>33</sup> KPI 2D: Increase GVA per hour worked above the rate of increase in England <sup>34</sup> KPI 2E: Increase average gross earnings for full-time workers above the rate of increase in England <sup>35</sup>			
Actions	Delivery Partners	Resource	Timeframe
2.1 Develop 'wrap around' programmes to develop skills and resilience amongst the Borough's most vulnerable residents, including basis skills, ESOL and the Multiply programme.	NWBC, DWP, NWSL College, WCC	UKSPF, Multiply	Medium
2.2 Facilitate stronger links between education providers and local businesses to improve career and learning pathways, particularly focusing on technical/vocational skills within the context of the LSIP	NWBC, WCC, NWSL College, FSB, C&W Chamber and key local employers	Internal (EDO)	On going
2.3 Develop digital skills programmes to support digital adoption amongst SMEs and to improve digital skills of local residents	NWBC, WCC, NWSL College., C&W Chamber, FSB	UKSPF	Medium
2.4 Support actions identified in the Local Skills Improvement Plan that are relevant to the Borough	NWBC, C&W Chamber, WCC	tbc	On going
2.5 Develop and implement a mentoring programme for young people	NWBC, Aston Villa FC	UKSPF	Medium
2.6 Work with the MIRA Technology Park Skills Manager to support businesses to develop corporate skills plans that encourage apprenticeships and local recruitment	NWBC, MIRA Tech Park, WCC	Internal (EDO)	On going
2.7 Develop an Employment & Skills Plan for the Southern Manufacturing Sector site to secure S106 funds	NWBC MIRA Tech Park	Internal (EDO)	Medium

<sup>33</sup> Source: Claimant Count, Office for National Statistics via NOMISWEB

<sup>34</sup> Source: Labour Productivity Indices by Local Authority District; Office for National Statistics

<sup>35</sup> Source: Annual Survey of Hours & Earnings; Office for National Statistics via NOMISWEB

### Priority Theme 3: Development & Connectivity

#### Rationale and Approach

We will facilitate and secure infrastructure and employment sites that will support a low-carbon, modern and forward-looking economy. The rural economy is very important to the Borough. It provides employment and maintains vibrancy in our rural communities. Encouraging more employment in the rural areas must be balanced with retaining the Borough's landscape and rurality. Working with landowners and farmers, we will explore opportunities for small scale rural enterprise workspace within this context.

The cost of land for many small to medium sized businesses is too expensive. On site charges also add to the cost of sites making them uneconomical for many businesses. Hams Hall and Birch Coppice are aimed at large logistics end users and are some of the most expensive sites within England due to their great location. In terms of workspace there may be opportunities to develop larger sites as well as in regeneration schemes. Both of these aspects will be explored further with partners, identifying preferred option(s) and funding streams.

Working with Warwickshire County Council, we will continue to support a sustainable transport infrastructure, including encouraging the use of more sustainable forms of transport, such as walking, cycling, bus and rail services. This will include providing local bus routes to access employment and services to our small towns and villages.

We will continue to support the implementation of the A5 strategy to ensure that it is fit for purpose in terms of capacity and safety, specifically at the MIRA Technology Park and its proposed extension.

Digital infrastructure is now essential to a successful economy and it helps to address the climate change agenda. The Council is working with the West Midlands Combined Authority through the WM5G to stimulate provision of 5G / full fibre in the Borough. The Borough's focus needs to initially be towards the main urban areas and industrial estates. In addition, as part of the emerging Local Plan, developers are required to provide ducts and sub ducts to new homes and business sites ready for fibre to be pulled through. As well as making sure that residents and businesses are well connected the Borough Council will actively support approaches that maximise the opportunities for smaller and innovative businesses to take part in the local economy utilising digital technologies.

**Key Performance Indicators**

KPI 3A: Increase business start-up rate from 10.7 per 100 businesses to the England average (currently 12.0) by 2030<sup>3637</sup>

KPI 3B: Develop and bring forward employment sites in accordance with the findings of the emerging Employment Land Study

KPI 3C: Complete development of the southern extension of MIRA Technology Park<sup>38</sup>

<b>Actions</b>	<b>Delivery Partners</b>	<b>Resource</b>	<b>Timeframe</b>
3.1 Develop a viable financial model to deliver affordable and flexible workspace in town and village centres to support start-ups and micro businesses	NWBC, WCC, Commercial Agents	Internal (EDO)	Short-medium
3.2 Support the development of the Southern Manufacturing Park at Horiba MIRA	NWBC, WCC, WMCA, MIRA Tech Park	Internal (EDO)	Long term
3.3 Advocate for public transport connectivity improvements between the Borough's settlements and key employment sites <sup>39</sup>	NWBC, WCC, local bus companies	Internal (EDO)	On-going
3.4 Ensure all parts of the Borough have the optimum level of digital connectivity, including 5G/fibre <sup>40</sup>	NWBC, WCC, WM5G	Internal (EDO)	Medium
3.5 Make best use of Borough Council owned industrial/employment sites to encourage economic diversification	NWBC	(Internal (EDO)	On going
3.6 Lead applications to the Warwickshire County Council Recovery & Investment Fund (property & infrastructure)	NWBC, WCC, C&W Chamber	Internal (EDO)	Short-medium

<sup>36</sup> Source Business Demography (2021); Office for National Statistics

<sup>37</sup> Note: This is the same as KP1A

<sup>38</sup> Note: This is the same KPI as KP1D

<sup>39</sup> Note: This as the same as Action 4.5

<sup>40</sup> Note: This is the same as Action 4.6

## Priority 4: Market Towns & Villages

### Rationale & Approach

The vitality and vibrancy of the town centres and local service centres are important for the economic prosperity of the Borough. We will refresh the Atherstone masterplan and submit a revised Levelling Up Round 3 Bid to create a new 'Health and Wellbeing Activity Hub' on the current leisure centre site. The refreshed masterplan will prioritise future regeneration potential projects, including high-quality public realm improvements within Market Square.

We will also support local arts and cultural activities, including 'Live and Local' cultural events, to foster a sense of local pride and enhance our visitor offer.

Similar master planning that has started in Atherstone will be undertaken in Coleshill and Polesworth to maintain the towns' vibrancy and vitality as well as exploring ways to maintain services and facilities in the wider countryside.

Town Partnerships, supported by Town Centre Managers, will be established in each of the three market towns, where funding enables this. These Partnerships will work with local retailers and businesses to grow the local economy and footfall and reduce vacancy rates. These will be supported through a Town Centre Manager, who will work across the three towns.

### Key Performance Indicators:

KPI 4A: Effective town centre partnerships established and operational in Atherstone, Coleshill and Polesworth, with town centre masterplans developed

KPI 4B: Maintain town centre vacancy rates below the national average (baseline to be determined)

KPI 4C: Increase footfall in town centres at the same rate as the increase in average town centre footfall for town centres in Warwickshire (baseline to be determined) by 2030

Actions	Delivery Partners	Resource	Timeframe
4.1 Develop town centre partnerships in Atherstone, Coleshill and Polesworth and provide support to develop town centre action plans	NWBC; Town Centre Partnerships	Internal (EDO)	Medium
4.2 Develop and implement town centre masterplans for Atherstone, Coleshill and Polesworth	NWBC, Town Centre Partnerships	Internal (EDO)	Medium
4.3 Encourage re-use of rural buildings in and around the Borough's villages to support diversification	NWBC, WCC, Commercial Agents/landowners	Internal (EDO)	On-going
4.4 Support village shops to become community assets	NWBC, WCC	External funding TBA	On-going
4.5 Advocate for public transport connectivity improvements between the Borough's settlements and key employment sites <sup>41</sup>	NWBC, WCC	Internal (EDO)	On-going
4.6 Ensure all parts of the Borough have the optimum level of digital connectivity, including 5G/fibre <sup>42</sup>	NWBC, WCC, WC5G	Internal (EDO)	On-going

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<sup>41</sup> Note: this is the same as Action 3.3

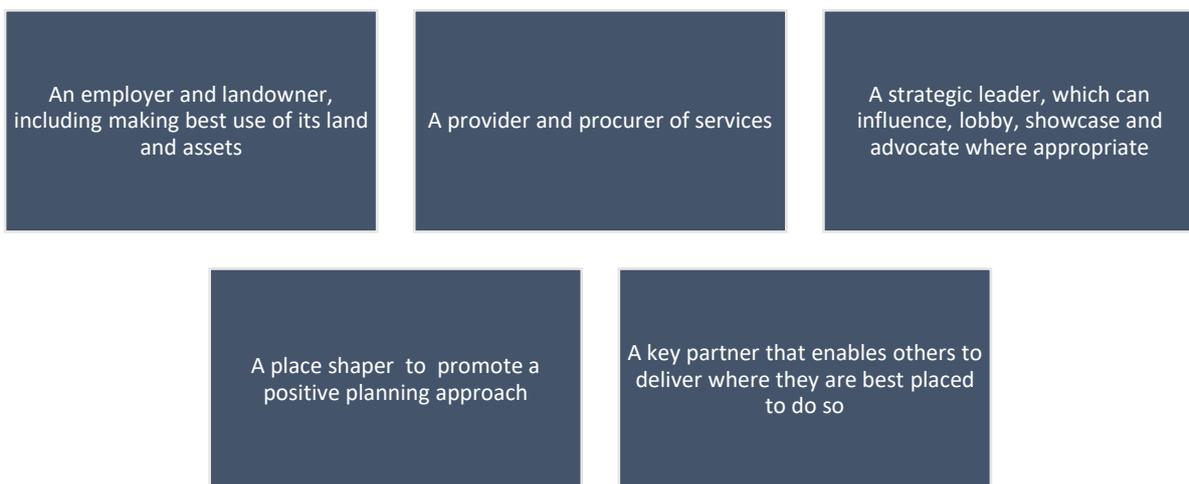
<sup>42</sup> Note: this is the same as Action 3.4

## 6. Governance, Delivery & Monitoring

### 6.1 Role of North Warwickshire Borough Council

This is a strategy for the Borough. Its future success depends on the public, private and voluntary sectors working together towards common goals that support the strategy's vision. The action plan focuses on where North Warwickshire Borough Council can have the greatest impacts.

We have a key role in building partnerships, using our own assets and procurement to support local economic growth, securing external funding, setting strategic direction, and acting as the coordinator and convenor to enable partners to deliver, where they are best placed to do so. North Warwickshire Borough Council has a key role as:



### 6.2 How we will deliver the strategy

We will coordinate our economic development resources effectively so there are clear points of contact for economic development matters and that the actions within the strategy are delivered and communicated internally and externally to business, public and private sector partners.

North Warwickshire is part of a wider economic geography. What happens in the Borough has impacts beyond our administrative boundaries; and what happens beyond our administrative boundaries impacts on its residents and businesses. We have an important role in promoting North Warwickshire's interests at sub-regional, regional and national levels, including being actively involved in existing networks, forums and partnerships.

We will continue to work closely with neighbouring authorities, Warwickshire County Council and the West Midlands Combined Authority, in particular, to deliver the best outcomes for the Borough and to secure external funding to strengthen the local economy.

Within the Borough, it is our businesses that will drive growth, create the jobs that we need and develop our town centres into vibrant locations for residents and businesses. We will meet regularly with our strategic local businesses to understand and, where possible, respond

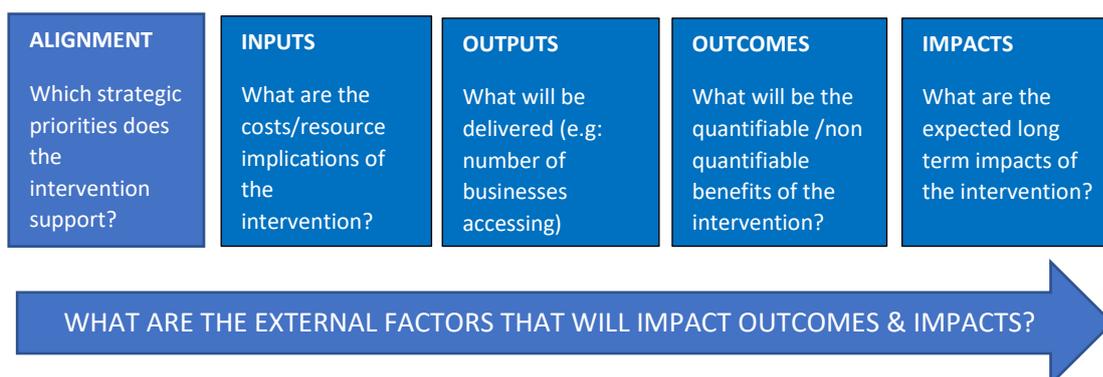
to their needs, strengthening their commitment to the Borough and ensuring that our local residents benefit most from the opportunities that are created in the future.

We will maintain strong relationships with our business representative organisations, including the Chamber of Commerce and the Federation of Small Businesses to ensure that the needs of our SMEs are fully understood and to identify ways in which they can best be supported. We will hold an annual business forum event, which brings key public, private and voluntary sector partners together to review progress against the action plan, to identify new actions that respond to changing circumstances, and to strengthen partnerships and networks around a shared vision for the Borough.

We will establish Town Centre Partnerships to ensure that businesses and residents are fully engaged in the development of the town centre masterplans and that the visions for the towns reflect the aspirations of local businesses and residents.

### 6.3 How we will monitor progress

We will develop a monitoring and evaluation framework, which will inform progress of each intervention and its contribution to the Key Performance Indicators. These will be informed by a Theory of Change methodology, covering:



Progress against each intervention will be monitored by clear SMART targets and reported back to the corporate leadership group on a quarterly basis. Where projects are not delivering as expected, they will be redesigned with the aim of delivering the expected outcomes.

North Warwickshire Borough Council has less control over the KPIs, as there are a wide range of factors that will influence the economic performance of the Borough. Nevertheless, an Economic Dashboard will be produced on an annual basis, setting out the performance of the Borough against the identified KPIs, with a supporting narrative which sets out external factors that have impacted on progress either beneficially or adversely. This will enable interventions to be amended, deleted, or added to the Action Plan, to respond to changing circumstances, as required, without the strategic direction of the economic strategy.

## 6.4 Moving Forward

This Strategy sets the framework for North Warwickshire Borough Council and focuses on our commitments to deliver a better result both for the local economy, our communities and the environment.

The Council has engaged with partners from the public, private and community / voluntary sector in developing the Strategy and Action Plan. These conversations will continue and be built upon as the Action Plan is developed and delivered over the coming months and years.

Developing the Strategy has and will continue to be an iterative process. It is based on the most recent evidence and data available and will be updated and refreshed as necessary as new evidence emerges to ensure it remains relevant. The Action Plan is flexible and will be updated and adapted to exploit funding and investment opportunities for North Warwickshire.

## Appendix 1: Consultees

Organisation	Name	Job Title
North Warwickshire Borough Council	Steve Maxey	Chief Executive
	Dorothy Barratt	Forward Planning & Economic Development Manager
Hinckley & Bosworth Council	Bill Cullen	Chief Executive
FSB	Lee Osborne	Development Manager for Coventry, Warwickshire and Solihull
WMCA	Gareth Bradford	Director of Housing & Regeneration
Chamber	Louise Bennett	CEO
Warwickshire County Council	David Ayton-Hill	Assistant Director for Communities
	Alex Holmes	Tourism Officer
CWLEP	Paula Deas	Operations Director
IM Property	Kevin Ashfield	UK Development Director
Horiba MIRA	Andy MacDonald	Managing Director, Swanvale Developments Limited
Coventry and Warwickshire Growth Hub	Craig Humphrey	Managing Director

## North Warwickshire Economic Strategy and Action Plan

### Key Performance Indicators (KPIs)

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#### Purpose of this Paper

This paper supports the North Warwickshire Economic Strategy and Action Plan. It sets out the Key Performance Indicators (KPIs) that will be used to assess the progress under each theme within it. It:

- a) Describes each KPI;
- b) Provides details of the data sources; and
- c) Sets the baseline position for North Warwickshire and, where appropriate, the benchmark area.

#### Priority Theme 1: Supporting Business Growth & Innovation

##### **KPI 1A: Increase business start-up rate from 10.7 per 100 businesses to the England average**

- *Data Source:* Tables 1.1d and 3.1d; Business Demography (2021); Office for National Statistics.
- *Baseline:* North Warwickshire = 10.7 Business Births per 100 Active businesses; England = 12.5 Business Births per 100 Active Businesses.

##### **KPI 1B: Maintain three year business survival rate at least at its current level (61.7%)**

- *Data Source:* Table 5.1c; Business Demography (2021); Office for National Statistics.
- *Baseline:* North Warwickshire = 61.7%; England = 57.5%.

##### **KPI 1C: Increase real terms GVA by at least the same rate as the England economy**

- *Data Source:* Regional Gross Value Added (Balanced) by Industry: Local Authority by ITL1 Region: TLG West Midlands, Chained Volume Measures in 2019 Money Value (2022); Office for National Statistics; and Table 1b, Regional Gross Value Added Balanced by Industry and ITL Regions, 2019 Money Prices (2022)
- *Baseline:* North Warwickshire = £2.693 billion; England = £1,567.374 billion

##### **KPI 1D: Complete development of the southern extension of MIRA Technology Park**

- *Data Source:* North Warwickshire Borough Council (Planning)
- *Baseline:* 90 acres of undeveloped employment land

##### **KPI 1E: Value of the visitor economy to increase at a faster rate than the England average**

- *Data Source:* Economic Impact of Tourism by Local Authority; Visit England
- *Baseline:* North Warwickshire = £113 million; England = £68,821 million (annual average 2017-2019)

## Priority Theme 2: Talent, Employment & Skills

### KPI 2A: Increase the proportion of local working age residents with Level 4+ qualifications to the England average

- *Data Source:* Annual Population Survey; Business Demography (2021); Office for National Statistics, via NOMISWEB
- *Baseline:* North Warwickshire = 31.7%; England = 43.2% (April 2021)

### KPI 2B: Maintain the proportion of local working age residents with qualifications below Level 2 below the England average

- *Data Source:* Annual Population Survey; Business Demography (2021); Office for National Statistics, via NOMISWEB
- *Baseline:* North Warwickshire = 14.5%; England = 16.0% (April 2021)

### KPI 2C: Maintain the claimant count unemployment rate (16-64 year olds) below the England average

- *Data Source:* Claimant County by Sex and Age; Office for National Statistics via NOMISWEB.
- *Baseline:* North Warwickshire = 2.6%; England = 3.8% (December 2022)

### KPI 2D: Increase GVA per hour worked above the rate of increase in England

- *Data Source:* Table A3: Current Price (smoothed) GVA (B) Per Hour Worked Local Authority District 2004-2020 & Table A3: Current Price (smoothed) GVA (B) per hour worked (£); ITL2 and ITL3 subregions, 2004 - 2020
- *Baseline:* North Warwickshire = £37.82; England = £38.29 (2020)

### KPI 2E: Increase median gross annual earnings for full-time workers above the rate of increase in England

- *Data Source:* Annual Survey of Hours & Earnings (Workplace Analysis); Office for National Statistics, via NOMISWEB
- *Baseline:* North Warwickshire = £31,431; England = £33,197 (2022)

## Priority Theme 3: Development & Connectivity

### KPI 3A: Increase business start-up rate from 10.7 per 100 businesses to the England average

- *Data Source:* Tables 1.1d and 3.1d; Business Demography (2021); Office for National Statistics.
- *Baseline:* North Warwickshire = 10.7 Business Births per 100 Active businesses; England = 12.5 Business Births per 100 Active Businesses.

### KPI 3B: Develop and bring forward employment sites in accordance with the findings of the emerging Employment Land Study

- *Data Source:* North Warwickshire Employment Land Study and North Warwickshire Borough Council (Planning) data
- *Baseline:* To be agreed

**KPI 3C: Complete development of the southern extension of MIRA Technology Park**

- *Data Source:* North Warwickshire Borough Council (Planning)
- *Baseline:* 90 acres of undeveloped employment land

**Priority Theme 4: Market Towns & Villages****KPI 4A: Effective town centre partnerships established and operational in Atherstone, Coleshill and Polesworth, with town centre masterplans developed**

- *Data Source:* North Warwickshire Borough Council Monitoring Data
- *Baseline:* No Town Centre Partnerships of Masterplans

**KPI 4B: Maintain town centre vacancy rates below the national average (baseline to be determined)**

- *Data Source:* North Warwickshire: North Warwickshire Borough Council monitoring data; Britain: British Retail Consortium
- *Baseline:* North Warwickshire: To be Determined; Britain: 18.9% (Q2 2022)

**KPI 4C: Increase footfall in town centres at the same rate as the increase in average town centre footfall for town centres in Warwickshire by 2030**

- *Data Source:* TownandPlace.AI Daily Footfall data
- *Baseline:* North Warwickshire: Atherstone (6,202), Coleshill (4,313); Warwickshire: Nuneaton (35,112), Bedworth (12,655); Alcester (4,116), Kenilworth (10,440), Warwick (12,340); Stratford upon Avon (23,408), Rugby (19,058)

**Agenda Item No 8**

**Executive Board**

**21 March 2023**

**Report of the  
Corporate Director (Resources)**

**Pay Policy Statement 2023/24**

**1 Summary**

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

**Recommendation to Council**

**To adopt the Pay Policy Statement 2023/24.**

**2 Introduction**

- 2.1 The purpose is to provide transparency by identifying
- The methods by which the salaries of all employees are determined;
  - The detail and level of remuneration of the Council's most senior staff.
- 2.2 The policy has been reviewed in line with the requirements and is attached at Appendix A.
- 2.3 Since the policy was adopted at Full Council on 4 July 2012, it has been reviewed and updated on an annual basis.

**3 Report Implications**

**3.1 Human Resources Implications**

- 3.1.1 As detailed in the appendix.

**3.2 Links to Council's Priorities**

- 3.2.1 This policy statement ensures that the Council meets its obligation under Section 38 of the Localism Act 2011 for Councils and therefore ensuring compliance with legislation.

### 3.3 Legal Implications

3.3.1 As indicated above the Council has a legal duty to publish a pay policy statement under the 2011 Act. Amongst other requirements, the purpose of the statement is to set out the Council's policies for:

- (a) the remuneration of its chief officers,
- (b) the remuneration of its lowest-paid employees, and
- (c) the relationship between—
  - (i) the remuneration of its chief officers, and
  - (ii) the remuneration of its employees who are not chief officers.

The statement at Appendix A meets these requirements, having regard to other applicable legislation relating to public sector pay.

3.3.2 As soon as reasonably practicable after approving its pay policy statement the Council must publish it in such manner as it thinks fit, including on its website.

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

#### Background Papers

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

Background Paper No	Author	Nature of Background Paper	Date

## North Warwickshire Borough Council

### PAY POLICY STATEMENT 2023/24

#### Introduction and Purpose

Under section 112 of the Local Government Act 1972, the Council has the “power to appoint officers on such reasonable terms and conditions as the Authority thinks fit”. This Pay Policy Statement (the ‘statement’) sets out the Councils approach to pay policy in accordance with the requirements of Section 38 of the Localism Act 2011. The purpose of the statement is to provide transparency with regard to the Council’s approach to setting the pay of its employees by identifying;

- the methods by which salaries of all employees are determined;
- the detail and level of remuneration of its most senior staff i.e. ‘chief officers’, as defined by the relevant legislation;
- the Group/Board responsible for ensuring the provisions set out in this statement are applied consistently throughout the Council and recommending any amendments to the full Council.

This policy statement is subject to review on a minimum of an annual basis in accordance with the relevant legislation prevailing at that time.

#### Legislative Framework

In determining the pay and remuneration of all of its employees, the Council will comply with all relevant employment legislation. This includes the Equality Act 2010, Part Time Employment (Prevention of Less Favourable Treatment) Regulations 2000, The Agency Workers Regulations 2010 and where relevant, the Transfer of Undertakings (Protection of Earnings) Regulations. With regard to the Equal Pay requirements contained within the Equality Act, the Council ensures there is no pay discrimination within its pay structures and that all pay differentials can be objectively justified through the use of equality proofed Job Evaluation mechanisms which directly relate salaries to the requirements, demands and responsibilities of the role.

#### Pay Structure

Based on the application of the Job Evaluation process, the Council uses the nationally negotiated pay spine as the basis for its local grading structure. This determines the salaries of the large majority of the workforce, together with the use of other nationally defined rates where relevant. The Council remains committed to adherence with national pay bargaining in respect of the national pay spine. No pay award has yet been agreed for 1 April 2023 onwards.

All other pay related allowances are the subject of either nationally or locally negotiated rates, having been determined from time to time in accordance with collective bargaining machinery and/or as determined by Council Policy. In determining its grading structure and setting remuneration levels for all posts, the Council takes account of the need to ensure value for money in respect of the use of public expenditure, balanced against the need to recruit and retain

employees who are able to meet the requirements of providing high quality services to the community, delivered effectively and efficiently and at times at which those services are required.

New appointments will normally be made at the minimum of the relevant grade, although this can be varied where necessary to secure the best candidate. From time to time, it may be necessary to take account of the external pay market in order to attract and retain employees with particular experience, skills and capacity. Where necessary, the Council will ensure the requirement for such is objectively justified by reference to clear and transparent evidence of relevant market comparators, using appropriate data sources available from within and outside the local government sector.

### **Senior Management Remuneration**

For the purposes of this statement, senior management means 'chief officers' as defined within S43 of the Localism Act. The posts falling within the statutory definition are set out below, with details of their basic salary as at 31 March 2023;

- a) Chief Executive  
The current salary of the post is £112,739. The salary falls within a range of four incremental points between £104,919 rising to a maximum of £112,739.
- b) Corporate Director (Resources)  
The current salary of the post is £79,504. The salary falls within a range of four incremental points between £74,081, rising to a maximum of £79,504. The Corporate Director (Resources) is the Council's Section 151 Officer and this was included in the evaluation of the role.
- c) Corporate Director (Streetscape)  
The post is currently vacant. The salary falls within a range of four incremental points between £71,515, rising to a maximum of £75,394.
- d) Directors  
The salaries of posts designated as Directors fall within a range of four incremental points between £66,485 rising to a maximum of £71,368.

Chief Officers' roles are subject to job evaluation under the JNC Job Evaluation Scheme and are paid a salary, which is considered a market rate within districts in the local government sector.

Employment of Chief Officers is in accordance with collective agreements negotiated from time to time by the Joint Negotiating Committee for Chief Officers of Local Authorities for Local Government Services, those set out in the National Agreement on Pay and Conditions of Service (currently known as The Blue Book) and as supplemented by:-

- local collective agreements reached with trade unions recognised by the Council
- the rules of the Council

## **Recruitment of Chief Officers**

When recruiting to all posts the Council will take full and proper account of its own Equal Opportunities, Recruitment, and Redeployment Policies. Where the Council is unable to recruit to a post at the designated grade, it will consider the use of temporary market forces supplements.

Where the Council remains unable to recruit Chief Officers under a contract of employment, or there is a need for interim support to provide cover for a vacant substantive Chief Officer post, the Council will, where necessary, consider and utilise engaging individuals under 'contracts for service'. These will be sourced through a relevant procurement process ensuring the Council is able to demonstrate the maximum value for money benefits from competition in securing the relevant service. The Council currently has one Chief Officer engaged under such arrangements.

Elected Members appoint all Chief Officers. The pay level offered, on recruitment is typically the bottom point of the salary grade. In situations, however, where the individual recruited has a high level of knowledge or skills, and/or previous relevant experience, a higher salary, up to the maximum salary for that post, may be authorised, by the Chief Executive and the Elected Member recruitment panel. The recruitment panel would authorise this for an appointment of a Chief Executive.

## **Additions to Salary of Chief Officers**

The Council does not apply any bonuses or performance related pay to its Chief Officers.

In addition to basic salary, set out below are details of other elements of 'additional pay' which are chargeable to UK Income Tax and do not solely constitute reimbursement of expenses incurred in the fulfillment of duties;

- All Chief Officers were entitled to a lease car. Following consultation this was phased out by April 2015. There is some protection in that when the car was returned the Chief Officer received the 'spot value' less 10% as a travel allowance so long as he/she remains in the role. The 'spot value' depends on the officer's grade. The 'spot values' for each grade are detailed at Appendix 1.

Newly appointed Chief Officers will use their own vehicle, and receive an Essential User Allowance. Employees who are not Chief Officers may also receive the Essential User allowance. Essential User Allowances are also detailed at Appendix 1.

The Chief Executive is the Council's Returning Officer and the Electoral Registration Officer (who also manages the elections service) and receives an Election Allowance. The relevant bodies set this allowance. It varies each year depending on the number and type of elections in each year. There is the Borough Council election during 2023/24.

A Chief Officer may be awarded an honorarium when they 'act up' in a role. The Special Sub Group of Executive Board can authorise these. An honorarium either is a one off payment or can be a monthly allowance for a temporary period. The Council does not currently have any Chief Officers receiving an honorarium.

### **Payments on Termination**

In the case of redundancy, a redundancy payment would be made to a Chief Officer in line with the Council's Retirement Policy & Procedure, and the Redundancy Policy & Procedure, which applies to all staff.

In the case of termination due to ill health, then there would be no termination payment but a higher pension benefit may be approved by the Warwickshire local government pension scheme. The pension benefit may include a lump sum in addition to an on-going pension payment.

On termination of employment, if it is not possible or desirable for the Chief Officer to serve their contractual or statutory notice period, then a payment may be made in lieu of the notice period not worked.

Any contractual payments such as outstanding annual leave are usually included in payments on termination of employment. Similarly, any monies owing to the Council would be deducted from payments made on termination.

The Council may choose to make a payment under a Settlement Agreement to protect against compensation claims that could be expensive or bring the Council into disrepute. The Special Sub Group of the Executive Board would approve any such payment.

Where a Section 151 Officer or Monitoring Officer cease carrying out these statutory roles, then the post would be re-evaluated to exclude these duties.

### **Increases to Pay**

Any cost of living increases agreed through JNC are applied to Chief Officers pay. This is typically on 1<sup>st</sup> April each year.

Chief Officers appointed on a salary scale will receive an incremental increase to their pay as follows:

Chief Officers appointed between 1<sup>st</sup> October and 31<sup>st</sup> March will receive an increment after six months service.

Chief Officers appointed between 1<sup>st</sup> April and 30<sup>th</sup> September will receive an increment on the following 1<sup>st</sup> April.

Thereafter, all Chief Officers will receive increments annually on 1<sup>st</sup> April.

Chief Officers' pay will be measured against the market, normally on a three to five yearly basis, to ensure we maintain consistency with peer local authorities. Where there are significant changes in market rates then a pay benchmarking

assessment will be carried out for Chief Officers. The last pay benchmarking on Chief Officers was completed in 2018 as part of the review of the senior management structure, when the role of Deputy Chief Executive was removed. Salary increases were made at this time to all Chief Officer posts, with the exception of the Chief Executive post. In October 2019, a pay benchmarking assessment was carried out on the revised Corporate Director role. The Council's Executive Board approves increases to Chief Officers pay.

## **Publication**

Upon approval by the full Council, this statement will be published on the Councils Website. In addition, for posts where the full time equivalent salary is at least £50,000, the Councils Annual Statement of Accounts will include a note setting out the total amount of

- salary, fees or allowances paid to or receivable by the person in the current and previous year;
- any sums payable by way of expenses allowance that are chargeable to UK income tax;
- any compensation for loss of employment and any other payments connected with termination;
- any benefits received that do not fall within the above

This policy will be available on our website [www.northwarks.gov.uk](http://www.northwarks.gov.uk)

## **Lowest Paid Employees**

Our lowest paid employees' salary is determined by the grade for their post, which is underpinned by a job evaluation scheme, rather than being paid a market rate for their job. Market supplements are given to some posts where there are recruitment and retention difficulties. Currently none of our lowest paid employees receives a market supplement on their salary to bring it up to market rates.

Whilst we may employ apprentices on a lower wage, i.e. the minimum wage, during their apprenticeship they do have a structured training plan leading to a qualification.

With regard to other aspects of remuneration policy, there is equity across all our employees. The same policies set out above apply to our lowest paid employees.

## **Relationship Between Remuneration of our Chief Officers and Other Employees**

Currently the average (mean) of our Chief Officers pay is 2.64 times that of the rest of our employees. Our top earning Chief Officer earns 4.01 times the mean of the rest of our employees.

Currently the average (mean) of our Chief Officers pay is 3.66 times that of our lowest paid employees. Our top earning Chief Officer earns 5.57 times the mean of our lowest paid employees.

Currently the median Chief Officers pay is 2.76 times that of the rest of our employees. Our top earning Chief Officer earns 4.20 times the median salary of the rest of our employees.

These figures are as at 31 March 2023 and do not include travel allowances, essential car user allowances.

Our policy for 2023/24 is to maintain Chief Officers pay within the following maximums:

Ratio of mean pay (Chief Officers: rest of employees) = 3.31

Ratio of median pay (Chief Officers: rest of employees) = 3.67

And not to exceed the following multipliers for our top earning Chief Officer:

5.5 X mean pay of other employees

5.5 X median pay of other employees

### **Accountability and Decision Making**

In accordance with the Constitution of the Council, the Special Sub Group and the Executive Board are responsible for decision making in relation to the recruitment, pay, terms and conditions and severance arrangements in relation to employees of the Council.

### **RELATED DOCUMENTS**

Retirement Policy & Procedure  
Redundancy Policy & Procedure  
Recruitment Policy  
Disciplinary Procedure  
JNC Job Evaluation Scheme Outline

Date of this review	March 2023
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## Appendix 1

### Annual Spot Value Less 10%

Chief Executive	£3,456
Corporate Director (Resources)	£3,456
Corporate Director (Streetscape)	£3,456
Directors	£3,456

### Annual Essential Car User Allowance

451-999cc	£846
1000-1199cc	£963
1200cc & above	£1,239

**Agenda Item No 9**

**Executive Board**

**21 March 2023**

**Report of the Chief Executive**

**Corporate Plan Performance Update**

**1 Summary**

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

**Recommendation to the Board**

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

**2 Report**

- ... 2.1 Members have adopted the Corporate Plan 2022/23 version, attached as Appendix 1.

- ... 2.2 The Performance Update attached as Appendix 2 updates Members on progress against those outcomes. Members are therefore asked to note the report and identify any areas where further information is required.

**3 Report Implications**

- 3.1 There are no specific implications.

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



North Warwickshire  
Borough Council



# Corporate Plan 2022-23



MIRA Technology Park

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2022/23 Revision

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



01

# Introduction

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

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

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

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

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



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

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

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

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

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

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



**Vision**

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



**Values**

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



**Priorities and Objectives**

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

# Priorities:

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**Efficient organisation:**

- Finances
- Lean
- Responsive



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

- Feeling safe
- Place based enforcement
- Quality of life



**Prosperous and healthy:**

- Jobs
- Infrastructure
- Connectivity
- Health



**Sustainable growth, protected rurality:**

- Vibrant growth
- Sense of place
- Recognisably home



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

# 02

## Efficient organisation

– financial management, lean and responsive organisation

### Our Strategic Aims

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

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

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

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



### How we will achieve this

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

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

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

Consider new models of working and providing services

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

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

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

### How we will measure this

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

# 03

## Safe, Liveable, Locally Focussed Communities

– feeling safe, place based enforcement, quality of life

### Our Strategic Aims

North Warwickshire is a recognisable community with a distinctive sense of place. It is connected to but separate from the wider West Midlands area as well as the East Midlands and therefore benefits from public services based on its real geography rather than administrative convenience.

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

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



### How will we achieve this

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

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

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

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

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

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

### How we will measure this

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



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

# 04

## Prosperous and healthy

– Jobs, Infrastructure, connectivity, health

### Our Strategic Aims

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

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

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

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

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

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

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



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



### How will we achieve this

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

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

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

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

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

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

### How we will measure this

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

# 05

## Sustainable growth, protected rurality

– Vibrant growth, sense of place, recognisably home

### Our Strategic Aims

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

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

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

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



### How will we achieve this

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

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

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

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

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

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

To implement our Homeless Strategy and work on private housing.

### How we will measure this

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



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



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





North Warwickshire  
Borough Council



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



# Performance Report



March 2023

# PERFORMANCE REPORT MARCH 2023

## TRAFFIC LIGHT

Measure improving markedly

Measure improving

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

Measure worsening

Measure worsening markedly

Corporate Plan key objectives:

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

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

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

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

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

<p>EO 1 - Make the financial savings we need in ways which least affect our residents</p> <p>Identifying the resources needed to deliver the Council’s plan to provide high-quality priority services to our communities</p>	<p><i>Balanced budget and savings identified in the Medium Term Financial Strategy (N)</i></p> <p><i>Increased commercial activity in areas that will promote the wellbeing of the Borough to assist with market weaknesses and make a contribution to the Council’s budget (N&amp;PI)</i></p> <p><i>Appropriate charges for Green Waste and Parking to help sustain services (PI)</i></p> <p><i>Efficiently collect money due to the Council, whilst continuing to offer support (PI)</i></p> <p>The Council’s Medium Term Financial Strategy is reported to the Executive Board and the latest update can be found <a href="#">here</a></p> <p>Work on finding savings is ongoing, and Council last month agreed the 23/24 budget.</p> <p>Collection rates for the current year at the end of October are:</p> <ul style="list-style-type: none"> <li>• Business rates - Target 93%, Collection 91.15%</li> <li>• Council Tax – Target 96%, Collection 91.47%</li> <li>• Sundry Debts – Collection rate 89%</li> </ul>
<p>EO 2 - A robust transformation programme to ensure our services and processes are as lean as possible</p> <p>Consider new models of working and providing services</p>	<p>The Administration Unit has been subject to a full transformation review led by the Head of Corporate Services and the Transformation Manager (a new role created to lead this work). A revised structure for the Unit was approved by Members in March with expected savings in the region of £150,000 (around £50,000 than initially expected), the Central Services team has been restructured. All processes have been streamlined and efficiencies captured.</p> <p>Support has been given to the Environmental Health team in transforming the way they intend to work by looking at procuring and implementing a new modern Environmental Health and Licensing system. Our aim will be to have a system that can manage cases from end-to-end, i.e. from a receipt of a citizen request to closure and reporting. The system should enable officers on site, enabling processes to be electronic and reduce printing and paper and eliminate re-keying of information freeing up officers to focus on service delivery. We are planning to ‘go live’ during May 2023.</p>

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

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

Work continues to make better use of building space; this could be achieved by rationalising working patterns, sharing desks and could lead to the reuse of Old Bank House. Moving staff from Old Bank House to the Council House was completed in March 2022 by Facilities and IT.

Work continues to develop to support hybrid working by:-

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

Hybrid mail is heavily used by some of our teams. Once the Revenues team have completed annual billing for this year, the intention is that summonses and large 'mail outs' will be sent in this way. This is a far more efficient way for the team to work.

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

Training has now taken place for the refuse and recycling crews, admin staff and contact centre. The crews are currently using the new technology to record their hours of

work and collections for the refuse, recycling, green bin rounds. The In-cab technology informs the driver of any route hazards, assisted collections, and ensures that the vehicle checks are carried out daily. Further work is planned for rural rounds and administrative process efficiencies.

We have implemented GovDelivery, which is a web-based e-mail subscription management system which allows our Communications Team or other departments to send emails to a Resident/Tenant/Customer who has subscribed to receive news and information on specific topics that are of interest to them. Our first topics was the green bins subscriptions and Voter ID is programmed in for mid-March. Further mail-outs are being planned periodically throughout the year. As our customer contact database expands, we will do more targeted communications.

Subject to Resources Board approval, we will be upgrading the website, hosting it externally, having a new design and review all the content during 2023.

GIS Web project is currently under way. The plan is that we will make specific spatial data available on our website. For example: - car park locations, charges, spaces, leisure centres and local plan to name a few.

The Transformation and Environmental Health Teams have been working closely together to help reduce fly tipping in the Borough. We are deploying some new Artificial Intelligence cameras which intelligently detect events and footage, which then alerts our Environmental Health team immediately and they will be able to action accordingly.

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

The Planning and Local Land Charges system implementation is progressing, and discussions are ongoing to enhance the system with the supplier to meet our service needs. Similarly, to Environment Health data extraction is proving troublesome because the incumbent and new systems are designed differently. We are looking to 'go live' during the Summer.

		<p>The implementation of our new Financial system is currently on track and we are planning for 'go live' in October. The core application is currently being configured, our Finance and Procurement staff are being trained, testing will commence in June and end user training will take place in September.</p>
<p>EO 3 - Develop our staff in the new skills needed, properly supported by IT</p>		<p><i>Staff survey results (PI)</i></p> <p>Staff appraisals take place on an annual basis and lead to the production of a training plan</p> <p>The Council undertakes an annual staff survey. The key results for the 22/23 survey as are follows:</p> <p>A total of 116 employees completed the survey. This is a response rate of 35%, which is less than previous years. There were 47 questions in total, which were split over 7 areas.</p> <p>A summary of the responses is set out in the table below and a graphic summary of the results can be found <a href="#">here</a></p>

Table Summary of Staff Survey Results 2022

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

47 Questions in total split over 7 areas

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

*Contact those we know to be vulnerable with information, advice and as often as possible with direct contact to ensure the help available is reaching our residents, in particular with regard to inflationary pressures especially the increased cost of energy*

The Council has worked to minimise the likelihood and impact of financial exclusion in North Warwickshire through the provision of advice, support and project delivery in a co-ordinated manner that demonstrates value for money and maximises benefits to its communities.

Support for those most vulnerable is coordinated through the Northern Warwickshire Financial Inclusion Partnership

NWBC Financial Inclusion (FI) Initiatives include:

- NWBC Promotion Activity – social media campaigns
- FI Training – staff/teams/partners/community attended
- Financial Education in Secondary Schools / College
- Community Events and Job Fairs
- Customer Referral Form (inc Foodbank)
- LA Support for Vulnerable Customers – non LA tenure / LA tenure (FISO work)
- A Data Dashboard in conjunction with Warwickshire County Council
- Reviews of Housing Benefit/Council Tax Support caseload performance

The Council has allocated around £190,000 of support from the Local Community Fund, almost £90,000 of which was related to work within the community to counteract the impacts of the pandemic, allied to direct work by Community Development in support of local community groups

We continue to offer support to those who need it and have renewed and coordinated the help available to residents, particularly given the current cost of living pressures. The outcomes of the Engagement Forum held on 29<sup>th</sup> September were reported to the [November Executive Board](#) and the help available to residents can be found [here](#).

Work continues to supplement the help already available, including developing projects for consideration as part of the Council's UKSPF programme including a 'Financial First Aid' programme, and 'Maximising Money'. The

	<p>Council is also looking at the legal and technical issues of creating a permanent vulnerability register. There is also a take up campaign running this month in respect of free school meals. Videos setting out the help available were recorded and shared widely.</p> <p>Work has continued with partners on <a href="#">Warm Hubs</a> and our Financial Inclusion Support Officer is running help sessions at the hubs.</p> <p>It is proposed to hold a further partnership event in June to plan for the refresh of the offer for next Winter. The Council will also consider any action it can take to obtain funding for cost of living initiatives as part of the Government's <a href="#">Community wealth fund</a></p>
<p>EO 5 - Ensure as many services are based in North Warwickshire as possible to ensure they reflect and respond to the Borough.</p>	<p>The Council continues to advocate for as many services as possible to be delivered in the Borough.</p> <p>As reported previously, a number of services have been co-located with leisure services, such as the phlebotomy service at Atherstone Memorial Hall and Coleshill Leisure Centre. The Council is seeking to increase the number of related services on offer at its centres, including using advance health measuring scales using funding from the Health and Wellbeing Working Group.</p> <p>As mentioned below in PH5 and PH6, a Warwickshire North Place Health Grant has been created and the Council has bid for funding to support the acquisition of the equipment and staff training that would enable the provision of blood glucose and blood cholesterol testing. This is part of an overall push to integrate our leisure and exercise offer with the related health issues, as part of an overall wellbeing service and more supportive membership journey for those using our Leisure services.</p> <p>Our work on Community Safety continues to push for greater Police resource in the Borough and more continuity of service. Discussions are currently ongoing regarding an offer from the Police and Crime Commissioner regarding a focus on rural crime.</p> <p>A bid for a total of £250,000 in funding from the Innovation for Healthcare Inequalities programme and the NHS England Midlands regional 'Going further faster' programme for Warwickshire North has been successful. The proposal for these funds is to develop a pathway for the increased detection of hypertension, Atrial Fibrillation and High cholesterol in the community followed by</p>

		<p>diagnosis and management including lifestyle interventions/support. Discussions are underway amongst Place partners on how to develop this programme.</p> <p>The Council will continue to work on its Levelling Up Fund bid, part of which is to improve health and library services in the Borough.</p>
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**SAFE, LIVEABLE, LOCALLY FOCUSSED COMMUNITIES – FEELING SAFE, PLACE BASED ENFORCEMENT, QUALITY OF LIFE**

<p>COM 1 - Continue to play a leading role in the North Warwickshire Community Safety Partnership working with the community, including the Police, Town and Parish Councils and people of all ages, background and areas, to improve public perception of crime and public confidence in feeling safe by contributing towards the achievement of the Partnership plan actions and targets for the current strategic priorities. This will be particularly important for those who have spent considerable periods of time shielding against the risk caused by COVID 19.</p> <p>COM 2 - Work with partners to resolve Safer Neighbourhood issues, including, where necessary, taking action to address anti-social and nuisance behaviour</p>		<p><i>Reporting on a range of Safer Communities indicators linked to Violent Crime (with a focus on domestic violence and abuse, sexual offences and drug and alcohol related), Anti-Social Behaviour, Road Safety (with a focus on road traffic accidents resulting in killed or serious injuries), Crime in Rural Areas (PI, N)</i></p> <p>Updates regarding the key Safer Communities issues are reported to the Safer Communities Sub Group</p> <p>The latest agendas can be found <a href="#">here</a>, <a href="#">here</a> and <a href="#">here</a></p>
<p>COM 3 - Advocate on behalf of the Borough to ensure sufficient levels of key services in the area, particularly Police and street lighting.</p>		<p>See update on EO 5 above, pages 4-5</p>
<p>COM 4- Maintain a very high standard of street cleanliness throughout the Borough, tackling</p>		<p><i>Report on the cleanliness of the Borough (PI)</i></p>

<p>litter and fly tipping as quickly as possible</p>	<p>The latest position on fly tipping is reported to the Safer Communities Sub Group and can be found <a href="#">here</a>, <a href="#">here</a> and <a href="#">here</a></p>
<p>COM 5 - Ensure maximum coordination between enforcement teams to resolve complex social and environmental issues likely to significantly impact on quality of life.</p>	<p><i>Report on the work of our enforcement teams in Planning, Housing and Environmental Health (N)</i></p> <p>The Planning and Environmental Health teams continue to work together on cross cutting issues, which will increase as the work required on COVID 19, particularly in Environment Health, reduces. Staffing vacancies are being filled in Environmental Health following a restructure agreed by Special Sub Group on 8<sup>th</sup> June. This work has not progressed as planned as no suitable candidates were identified for the additional roles from the first recruitment exercise. This will be repeated in the Spring.</p> <p>The Chief Executive will chair joint working project groups on issues as necessary, for example on the safety issues relating to protests at Kingsbury Oil Terminal, fly tipping cases and the Lea Marston Shooting Ground. A further Abatement Notice has now been served with regard to the shooting ground and enforcement work on this case continues.</p> <p>A revised Planning Enforcement Plan has been written and agreed by the <a href="#">Planning and Development Board</a> earlier this month</p> <p>A request for supplementary funding of £33,000 to increase the number of planning enforcement officers was agreed by this Board last year.</p>

Prosperous and healthy –

Jobs, Infrastructure, connectivity, health

PROSPEROUS AND HEALTHY – JOBS, INFRASTRUCTURE, CONNECTIVITY, HEALTH

<p>PH 1 - Produce a revised Economic Development Strategy linked to the UK and WM Industrial Strategies, including identifying projects to be supported from Government funding.</p>	<p><i>A dashboard of economic indicators linked to the Economic Development Strategy including skill levels, employment rates, benefit claimant rates, wage/salary data (PI, N)</i></p> <p>A draft Economic Development Strategy, to complement the employment land strategy within the adopted Local Plan, was considered by this Board following which Members received a presentation on work to date on 28<sup>th</sup> November 2022 and following feedback from that meeting the latest draft is reported to Members elsewhere on this agenda.</p>
<p>PH 2 - Use developer contributions and other funding to maximise opportunities for the employment of local people including addressing skills gaps as well as the improvement of the environment, leisure and other community services that add value to people’s lives.</p>	<p>The Council issues an Infrastructure Funding Report every year, the latest being 2022. Each year’s report can be found <a href="#">here</a></p> <p>The County Council’s statements can be viewed <a href="#">here</a></p> <p>There is an extensive Infrastructure Delivery Plan linked to the adopted Local Plan which will seek developer contributions on a range of issues <a href="#">IDP 2018</a></p> <p>Work continues to offer support to those seeking jobs and further training. In particular, a skills plan is being developed with local partners to support the employment land allocation in the Local Plan for Horiba MIRA, and we are working also on skill support for a major employer at the Core 42 development in Dordon. Work also continues with HS2 in order to ensure barriers to employment within our area are reduced.</p> <p>The Council <a href="#">adopted</a> a new Supplementary Planning Documents relating to developer contributions earlier this year, including for Open Space, Sport and Recreation contributions.</p>
<p>PH 3 - Manage development and work with partners to deliver its associated infrastructure, in line</p>	<p>Following the adoption of the Local Plan the focus of the Forward Planning Team now moves towards delivery of the Plan. This is particularly important in relation to the strategic allocations.</p>

with the Infrastructure Delivery Plan

The Local Development Scheme will be updated to reflect the work programme. This is currently being developed.

The high-level work programme is as follows and will be developed by the LDF Sub committee. A series of meeting for this Group has been arranged for the coming year:

- 1 Delivery of Strategic Allocations – in particular allocated sites H2, H4, E4
  - o Master Plans
  - o Design Codes
  - o Infrastructure delivery
- 2 Delivery of infrastructure
  - o A5 Phases 1 and 2 – HIG funded
  - o A5 Phases 3 and 4 – RIS3 pipeline project
  - o Other key facilities and services such as education, health and community facilities
- 3 Supplementary Planning Documents
  - o Residential Design SPD
  - o Open Space and Sports SPD
  - o Developer Contributions SPD
- 4 Gypsy, Romany and Traveller Development Plan Document
- 5 Neighbourhood Plans
  - o Advice and guidance to those preparing their NP's
- 6 Improve monitoring of Local Plan
  - o Reviewing current process and looking to improve use of IT
- 7 Review and keep evidence up to date
  - o HEDNA – Housing and Economic Development Needs Assessment
- 8 Conservation work
  - o Designation of Conservation Area for Caldecote
  - o Designation of Conservation Area for Frenzley

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

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

Warwickshire County Council is developing a revised Transport Strategy and the strategy relating to North Warwickshire will now be contained within that document. Consultation and other work on that strategy has taken place and was reported to this Board in November. The County Council are now considering the representations

	<p>made and it is their intention to adopt the plan this summer.</p> <p>Nearly £80m was allocated for the first phase of improvements to the A5 in the March 2020 budget, one of only three schemes in the country allocated funding. Project meetings have started on that scheme and Members will be aware that a consultation on the options for the Grendon to Dordon part of the road, together with proposals for the roundabout at Holly Lane took place last year. The wider upgrade from the M42 to the M69 is now thought more likely as a result of the funding for the first phase. That scheme is one of the pipeline projects being developed as part of the Government's next <a href="#">Road Investment Scheme</a> (RIS3), the only one currently in the Midlands.</p> <p>National Highways have recently raised concerns about the rising costs of the A5 work and that further funding may be needed. We are working with them, the County Council and Homes England on this issue and National Highways will be submitted further details to the Department for Transport in the summer.</p>
<p>PH 5 - We will work in partnership with other agencies to tackle health inequalities through implementation of the corporate Health and Wellbeing Action Plan and relevant Warwickshire North Place Plan priorities, as part of our advocacy work for the Borough within the health system as well as by ensuring access to leisure and other community service opportunities that promote active, healthy lifestyles.</p> <p>PH 6 - Ensure our work through a number of services such as Planning, Environmental Health, Leisure and Community Development and Housing contribute to improving the wider determinants of health and to enhancing the physical and mental wellbeing of local residents</p>	<p><i>Progress reports on the action plans for the corporate Health and Wellbeing Action Plan and JSNA and relevant Warwickshire North Place Plan priorities (N)</i></p> <p><i>A dashboard of health indicators on key health indicators, including life expectancy, access to mental health services, road mortality, and active lifestyle indicators(PI)</i></p> <p>The Council's Health and Wellbeing Action Plan is reported to the Health and Wellbeing Working Party, with the minutes of that body report to the Community and Environment Board. A draft revised Action Plan 2023-27 was discussed in February.</p> <p>A Public Health Fund for the Warwickshire North area was made available for funding bids to support the Place's health priorities. This was open until January and the outcomes reported to the February Health and Wellbeing Working Party.</p> <p>A health inequalities dashboard has been developed with Warwickshire County Council and can be found <a href="#">here</a></p>

The Warwickshire North Place partnership dashboard is also in the process of being developed relating. The latest



WN Place Executive  
Papers V2.pdf

extract is attached.

The Warwickshire North Health and Wellbeing Board has identified four priorities, identified through workshops prior to the COVID 19 outbreak – Access to services; Reducing Health Inequalities; Housing and Health; and Reducing Obesity and Improving Lifestyles. Members will be aware that changes to staffing has hampered this work however the work will be refreshed and is being reported to the March Warwickshire North Health and Wellbeing Board.

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

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

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

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

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

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

The North Warwickshire Local Plan was adopted on 29<sup>th</sup> September

Regular updates are reported to the Planning and Development Board on recent appeal decisions

Monitoring information on the development provided during each year will be report to Board on an annual basis

<p>SG 2 - We will continue to work with regional partners to ensure our Plan fits into the wider regional context and that we all working together ensure the necessary supply of homes, jobs and infrastructure.</p>	<p>The Duty to Cooperate was a key component in the North Warwickshire Local Plan and the housing allocations make a substantial contribution to the wider regional housing need, a requirement given that North Warwickshire is part of both the Coventry and Warwickshire and Greater Birmingham Housing Market Areas.</p> <p>Further work continues to refresh the evidence that sits behind the Local Plan with work on a Coventry and Warwickshire housing and economic needs assessment and a Housing and Employment Land Availability Assessment. Work to progress the West Midlands Strategic Employment Sites is also continuing. These issues, and other future work matters, were reported to the LDF Sub-committee earlier this year and updates will be reported to future meetings.</p>
<p>SG 3 - Use our Design Champions to ensure the best achievable designs are implemented and developed so as to reflect setting and local character.</p> <p>SG 4 - Seek to secure the protection of the best of the Borough's built and rural heritage, as well as our natural assets such as the Tame Valley Wetlands Partnership</p>	<p>Members will be involved in Master Planning for the Strategic Allocations.</p> <p>Design Champions will continue to be involved with developers at both pre-application and application stages of the process</p> <p>Officers to continue to sit on the board of the Tame Valley Wetlands Partnership</p> <p>Opportunities for biodiversity net gain will be explored and developed, particularly as the Environment Act has been enacted. Reports on the scheme have been presented to Members and some funding has been received from the Government to help the Council prepare for the scheme going live in November 2023.</p>
<p>SG 5 - To press for the maximum mitigation and benefits for the Borough arising from HS2, particularly during construction in partnership with other affected Councils and community action groups</p>	<p>Officers continue to meet with HS2 regularly to discuss the project. In particular, officers attend regular consents meetings with the main works contractors and HS2 staff, as well as the Special Management Zone Meeting.</p> <p>HS2 have agreed to fund an officer to deal with consents under the HS2 Act and an appointment to this role was made in January 2022. The Agreement continues until December 2023, so officers will be working towards a renewal of the Funding Agreement.</p> <p>Recent work has related to the Bromford Tunnel extension and the associated Transport and Works Act Order. An appeal hearing in respect of the Bromford Tunnel Portal took place in April 2022 but the appeal remains undetermined and has been recovered for determination by Ministers. The decision of the Transport</p>

	<p>and Works Act Order also remains undetermined, following objections from the Borough Council and others, and a decision about how the application will proceed has been successively postponed.</p> <p>Members are engaged in consultation on the design and appearance of the Delta Junction viaducts, overbridges, embankments and other structures, via a Subgroup of the Planning and Development Board.</p> <p>Officers continue to be part of the national HS2 Planning Forum.</p> <p>Officers liaise with the Constituency Member of Parliament, and have engaged the HS2 Minister and Department for Transport officials, with regards to concerns about the adherence to due process and the bounds of HS2 Act powers in respect of works advancing ahead of the consents process and in respect of the preservation of archaeological heritage.</p> <p>Officer's continue to work to achieve legacy community benefit from the HS2 development, including connectivity improvements (cycling/walking) and heritage interpretation.</p>
<p>SG 6 - Continue to implement the adopted North Warwickshire Leisure Facilities, Green Space and Playing Pitch Strategies, and the accompanying Local Football Facilities Plan, in accordance with their associated Action and Funding Plans.</p>	<p><i>Report progress on Leisure Facilities, Playing Pitches and Green Space Strategies (N)</i></p> <p>Progress with regard to work undertaken within leisure facilities and in respect of the Borough Council's green spaces and playing pitches is regularly reported to the Community and Environment Board and the latest reports will be available <a href="#">here</a> from the 17<sup>th</sup> March.</p> <p>Whilst an application to the Government's Levelling Up Fund for support to re-develop Atherstone Leisure Complex (and improve local health and library services) proved to be unsuccessful, work has continued to establish a Local Authority Trading Company, through which the Authority's leisure facilities will be managed. Progress has also been made with regard to the formal review of the local Green Space and Playing Pitch Strategies, new drafts of which are expected in the autumn. A new Open Space, Sport and Recreation Supplementary Planning Document has also been approved by the Borough Council.</p> <p>Significant developments relating to open spaces in Atherstone (Royal Meadow Drive Recreation Ground),</p>

	<p>Grendon (Boot Hill Recreation Ground), Ansley Workshops and Baxterley have been undertaken in conjunction with external partners, whilst Play Area Development Programme improvements have been made in Corley, Hurley, Polesworth and Wood End. Improvements to the play spaces in Dordon and Mancetter will be undertaken this year, alongside the introduction of North Warwickshire's first pump track in Ansley Common and, with support from the Parish Council, improvements to Grange Road Recreation Ground in Hartshill.</p>
<p>SG 7 - To implement our Homeless Strategy and work on private housing.</p>	<p>Report progress on homelessness, private housing and other housing issues (N)</p> <p>The Council's Housing Working Group continues to meet to discuss current Housing issues.</p> <p>The development of a new asset management plan for the service was reported to Resources Board earlier this year. This provides for a framework for the service to deliver works to ensure our tenants and buildings are safe and our homes are energy efficient. The Council has agreed to do a new stock condition survey which will support future capital programmes and will also ensure that we are proactive in engaging with tenants with regard to the importance of reporting concerns about damp and/ or mould in their homes. We continue to report on our work in this area to Government and the Regulator as required</p> <p>There are significant challenges from new regulation and building safety requirements at a time when income into social housing stock is constrained.</p> <p>The delivery of the objectives to underpin the performance of the HEART service continues and the partners commitment to work together for another 5 years to develop this integrated service.</p> <p>The Council is reviewing the support to provide additional resources for the Private Sector Housing Team so that we can meet the challenges to improve the condition of privately rented homes in the Borough.</p> <p>We are starting to review the Countywide Homeless Strategy after a supportive meeting with the Health and Well Being Board. We have commissioned a report which will compares our current position on rough sleeping,</p>

temporary accommodation and the duty to refer. There are lots of positive outcomes from the delivery of this strategy and we want to build on them.

We used our grant funding for Domestic Abuse to appoint a designated officer to work with partners to develop countywide services and more safe accommodation for this group. We are still keeping our use of temporary accommodation to a minimum.

This Council continues to lead the Ukraine Housing Options Team with considerable success and shows very robust partnership working within the County.

**Agenda Item No 10**

**Executive Board**

**21 March 2023**

**Corporate Services –  
Supplementary Estimate**

**Report of the Chief Executive**

**1 Summary**

- 1.1 The purpose of this report is to seek approval for a supplementary estimate further to a restructure of the Corporate Services division agreed by the Special Sub-Group.

**Recommendation to the Board**

**That the supplementary estimate is agreed.**

**2 Consultation**

- 2.1 As set out in the report to the Special Sub-Group (Appendix A) which is included in the confidential section of the papers for this Board .

**3 Introduction**

- 3.1 For the reasons set out in the Special Sub-Group report, Officers have recommended some changes to the Corporate Services Division driven mainly by a need to increase resilience and enhance our work on Cyber security.
- 3.2 There is a relatively small cost to the proposals, £11,177 and Executive Board is asked to agree a supplementary estimate for this amount. By way of context, savings from this Division totalling around £80,000 have been made in recent years.

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

**Agenda Item No 11**

**Executive Board**

**21 March 2023**

**Report of the  
Chief Executive**

**Exclusion of the Public and Press**

**Recommendation to the Board**

**To consider, in accordance with Section 100A(4) of the Local Government Act 1972, whether it is in the public interest that the public and press be excluded from the meeting for the following items of business, on the grounds that they involve the likely disclosure of exempt information as defined by Schedule 12A to the Act.**

**Agenda Item No 10**

**Staffing Matter** – Report of the Chief Executive

Paragraphs 1 and 2 – by reason of information relating to any individual and information likely to reveal the identity of an individual.

**Agenda Item No 12**

**Confidential Extract of Minutes of Executive Board** held on 13 February 2023.

Paragraph 1 – by reason of information relating to any individual.

In relation to the item listed above members should only exclude the public if the public interest in doing so outweighs the public interest in disclosing the information, giving their reasons as to why that is the case.

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