

To: Leader and Members of the Executive Board
(Councillors Humphreys, Bell, Chambers, N Dirveiks, Farrell, Hayfield, Phillips, Reilly, Simpson, and D Wright)

For the information of other Members of the Council

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

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

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

EXECUTIVE BOARD AGENDA

25 JULY 2018

The Executive Board will meet in the Committee Room at the Council House, South Street, Atherstone, Warwickshire on Wednesday 25 July 2018 at 6.30pm

AGENDA

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

4 **Minutes of the meeting of the Board held on 18 June 2018**, copy herewith, to be agreed as a correct record and signed by the Chairman.

5 **Public Participation**

Up to twenty minutes will be set aside for members of the public to put questions to elected Members. Questions should be submitted by 9.30am 2 working days prior to the meeting. Participants are restricted to five minutes each. If you wish to put a question to the meeting please contact David Harris on 01827 719222 or email democraticservices@northwarks.gov.uk.

ITEMS FOR DISCUSSION AND DECISION (WHITE PAPERS)

6 **External Auditors Report** - Report of the Report of the Corporate Director - Resources

Summary

The main purpose of this report is to inform Members of the External Auditors' report to those charged with governance.

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

7 **Progress Report on Achievement of the Forward Planning and Ombudsman Performance Indicator Targets April 2017 – March 2018** – Report of the Chief Executive

Summary

This report informs Members of the progress with the achievement of the Forward Planning and Ombudsman complaints Performance Indicator targets relevant to the Executive Board for April 2017 to March 2018.

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

8 **Area Priority Setting** - Report of the Report of the Corporate Director - Environment

Summary

This report updates Members on developments to provide alternative arrangements for local areas to set priorities following Area Forums being discontinued.

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

JERRY HUTCHINSON
Chief Executive

NORTH WARWICKSHIRE BOROUGH COUNCIL

MINUTES OF THE EXECUTIVE BOARD

18 June 2018

Present: Councillor Humphreys in the Chair

Councillors Bell, Chambers, N Dirveiks, Farrell, Hayfield, Phillips, Reilly, Simpson and D Wright

Councillor Symonds was also in attendance.

1 **Disclosable Pecuniary and Non-Pecuniary Interests**

None were declared at the meeting.

2 **Minutes of the meetings of the Board held on 12 February and 22 March 2018**

The minutes of the meetings of the Board held on 12 February and 22 March 2018, copies having been circulated, were approved as a correct record and signed by the Chairman.

3 **Capital Programme – 2017/18 Final Position**

The Assistant Chief Executive (Finance and Human Resources) updated Members on the final position of the 2017/18 Capital Programme and highlighted those schemes which had not progressed as quickly as expected and which were recommended to be carried forward into the 2017/18 Capital Programme.

Recommended:

- a **That the level of expenditure incurred to the end of March 2018 against the 2017/18 Revised Capital Programme be noted;**
- b **That the new build programme for HRA assets in 2018/19 be reduced by £731,117;**
- c **That the requests to carry forward schemes identified in column 6 of Appendix A to the report of the Assistant Chief Executive (Finance and Human Resources) be approved and added to the 2018/19 Capital Programme; and**
- d **That the supplementary estimate request of £120,000 for work at the Depot be approved and added to the 2018/19 Capital Programme.**

4 Capital Accounts 2017/18

The Board was informed that the Capital Accounts 2017/18 had been prepared. Members were invited to approve the methods of funding used.

Recommended:

That the methods of funding to meet capital expenditure incurred in 2017/18 be approved.

5 Earmarked Reserves 2018/19

The Assistant Chief Executive (Finance and Human Resources) reported on the level of reserves at 31 March 2018, subject to audit. Members were asked to approve the proposed use of reserves in 2018/19.

Recommended:

That the reserves held at 31 March 2018, and the planned use of reserves in 2018/19 be approved.

6 Annual Governance Statement 2017/18

The Assistant Chief Executive (Finance and Human Resources) reported on the Annual Governance Statement setting out arrangements the Council had put in place for the governance of its affairs and facilitating the effective exercise of its functions, including arrangements for the management of risk. Members were asked to approve the Statement and Improvement Plan.

Recommended:

- a That the Annual Governance Statement for 2017/18, attached as Appendix A to the report of the Assistant Chief Executive (Finance and Human Resources) be approved; and**
- b That the improvement plan, attached as Appendix C to the report be approved and progress against the plan be report to the Board**

7 Financial Statements 2017/18

The Assistant Chief Executive (Finance and Human Resources) highlighted the position on the General Fund and Housing Revenue Account, compared with the estimated position previously reported.

Resolved:

That the position on the General Fund and Housing Revenue Account as at 31 March 2018 be noted.

8 Elected Member – Armed Forces Covenant Champion

The Assistant Chief Executive (Community Services) invited the Board to appoint an Elected Member to champion the work of the Council's delivery on the Armed Forces Covenant to ensure that the Armed Forces Community were able to access Council services and other agencies for the area.

Recommended:

That Councillor Jenns be appointed as Armed Forces Covenant Champion.

9 Representation on Outside Bodies

The Chief Executive asked the Board to consider the Council's continued membership of the Industrial Communities Alliance and SPARSE Rural.

Recommended:

- a That notice be given to end the Council's membership of the Industrial Communities Alliance;**
- b That notice be given to end the Council's membership of SPARSE Rural; and**
- c That the Council does not make an additional one-off voluntary payment of £350 to SPARSE Rural for further research.**

10 General Data Protection Regulation Preparation and Review of Data Protection Policy

The Assistant Chief Executive and Solicitor to the Council informed Members of the preparations carried out for the implementation of the General Date Protection Regulation and sought approval of a revised Data Protection Policy for the Council.

Resolved:

- a That the revised Data Protection Policy be approved;**
- b That the preparations carried out for the implementation of the General Data Protection Regulations, outlined in the report of the Assistant Chief Executive and Solicitor to the Council, be noted; and**
- c That training be arranged for Members on the General Data Protection Regulations.**

11 Telecoms Proposal at Wood End Recreation Ground

The Assistant Director (Streetscape) and Assistant Director (Leisure and Community Development) invited the Board to consider the financial implications relating to the installation of a telecoms mast at Wood End Recreation Ground.

Recommended:

That the capital receipt received from Shared Access be ring-fenced to be used in Wood End, in consultation with local ward members.

12 Progress Report on Achievement of Corporate Plan and Performance Indicator Targets April 2017 – March 2018

The Chief Executive informed Members of the progress with the achievement of the Corporate Plan and Performance Indicator targets relevant to the Executive Board for April 2017 to March 2018.

Recommended:

- a That the report be noted but where possible in future more information and clarification be given;**
- b That progress against NI 154, NI 155, NI159 and NWLPI 015 be reported to the next meeting of the Board;**
- c That a report be presented to a future meeting of the Board on proposals for Community Safety across North Warwickshire; and**
- d That Officers be asked to arrange a cross-party meeting with the Police and other appropriate Partners.**

13 Velo Cycle Event

The Assistant Director (Streetscape) asked Members to support the hosting of the Velo cycle event in North Warwickshire and proposed that the Borough Council work in partnership with Warwickshire County Council, the organisers and the other host authorities to promote the event over the coming year and beyond.

Resolved:

That the hosting of the Velo event in the Borough in 2019 be supported and, if successful, the event be invited back to the area in future years.

14 Section 106 Working Group

The Assistant Chief Executive and Solicitor to the Council invited the Board to consider the setting up of a Members working group on Section 106 Agreements.

Recommended:

- a That a Member Working Group on Section 106 Agreements be established comprising 3 Conservative Members and 2 Labour Members; and**
- b That membership of that Group be agreed at the Full Council meeting to be held on 27 June 2018.**

15 Minutes of the Safer Communities Sub-Committee held on 13 March 2018

The minutes of the meeting of the Safer Communities Sub-Committee held on 13 March 2018 were received and noted.

16 Minutes of the Special Sub-Group held on 13 February and 22 May 2018

The minutes of the meetings of the Special Sub-Group held on 13 February and 22 May 2018 were received and noted.

17 Exclusion of the Public and Press

Resolved:

That under Section 100A(4) of the Local Government Act 1972, the public and press be excluded from the meeting for the following item of business on the grounds that it

involves the likely disclosure of exempt information as defined in Schedule 12A to the Act.

18 Senior Management Structure

The Chief Executive sought approval for recommendations on financial and operational matters required to implement the new Senior Management arrangements agreed at the February Council Meeting. The Chief Executive responded at the meeting to a number of questions raised by Members.

Recommended:

That the proposals set out in section 4 of the report of the Chief Executive, in relation to job roles, remuneration, job titles, back-filling and support arrangements be agreed.

David Humphreys
Chairman

Agenda Item No 6

Executive Board

25 July 2018

**Report of the Corporate Director -
Resources**

External Auditors' Report

1 Summary

- 1.1 The main purpose of this report is to inform Members of the External Auditors' report to those charged with governance.

Recommendation to Council

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

2 Report on the Financial Statements

- 2.1 The Financial Statements for 2017/18 were presented to the June meeting of this Board. Since that meeting, the Council's appointed auditors, Ernst & Young LLP, have carried out their audit of the statements. A report on work undertaken by the auditors is being prepared and will be circulated in advance of the meeting.

3 Report Implications

3.1 Finance and Value for Money Implications

- 3.1.1 These are covered in the Auditors' report.

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

Background Papers

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

Background Paper No	Author	Nature of Background Paper	Date

Agenda Item No 7

Executive Board

25 July 2018

Report of the Chief Executive

Progress Report on Achievement of the Forward Planning and Ombudsman Performance Indicator Targets April 2017 – March 2018

1 Summary

- 1.1 This report informs Members of the progress with the achievement of the Forward Planning and Ombudsman complaints Performance Indicator targets relevant to the Executive Board for April 2017 to March 2018.

Recommendation to Council

That Members consider the performance achieved and highlight any areas for further investigation.

2 Consultation

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

3 Background

- 3.1 This report shows the end of year position with the achievement of the Forward Planning and Ombudsman complaints Performance Indicator targets for 2017/18. The returns were not available when the year end performance report was prepared for the Executive Board meeting held in June 2018.

4 Progress achieved during 2017/18

- ... 4.1 Attached at Appendix A are reports outlining the progress achieved for the performance with the performance indicators during April to March 2017/18.
- 4.2 Members will recall the use of a traffic light indicator for the monitoring of the performance achieved.

Red – target not achieved (shown as a red triangle)

Green – target achieved (shown as a green star)

5 Performance Indicators

- 5.1 The year end returns are subject to review by Internal Audit and therefore maybe subject to changes. Any amendments to the returns will be reported to a future meeting of the board.

6 Overall Performance

- 6.1 The performance report shows that 20% of the performance indicator targets have been achieved. The report shows that individual targets that have been classified as red or green. Individual comments from the relevant division have been included where appropriate. The table below shows the following status in terms of the traffic light indicator status:

Performance Indicators

Status	Number	Percentage
Green	1	20%
Red	4	80%
Total	5	100%

7 Summary

- 7.1 Members may wish to identify any areas that require further consideration where targets are not currently being achieved.

8 Report Implications

8.1 Safer Communities Implications

- 8.1.1 The community safety performance indicators are included in the original performance report.

8.2 Legal Data Protection and Human Rights Implications

- 8.2.1 The national indicators were specified by the Secretary of State for Communities and Local Government. They have now been ended and replaced by a single list of data returns to Central Government from April 2011.

8.3 Environment and Sustainability Implications

- 8.3.1 Improvements in the performance and quality of services will contribute to improving the quality of life within the community. There are a number of targets and indicators included which contribute towards the priorities of the sustainable community strategy including financial inclusion, core strategy, community safety and affordable housing,

8.4 Risk Management Implications

8.4.1 Effective performance monitoring will enable the Council to minimise associated risks with the failure to achieve targets and deliver services at the required performance level.

8.5 **Equality Implications**

8.5.1 There are a number of actions and indicators included in the original performance report which contribute towards equality objectives including the priorities of creating safer communities, supporting business and employment and promoting sustainable and vibrant communities.

8.6 **Links to Council's Priorities**

8.6.1 There are a number of targets and performance indicators in the original performance report contributing towards the priorities of protecting countryside and heritage, creating safer communities, responsible financial and resource management, supporting employment and business and promoting sustainable and vibrant communities.

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

NWPI Executive Board 17/18

Ref	Description	Section	Priority	Year End Target 2017/18	Outturn 2016/17	April - Mar Performance	Traffic Light	Direction of Travel	Comments
	Council Performance Indicators								
New	The number of LG & Housing Ombudsman complaints determined as maladministration	Policy Support	Public Services & Council Tax	0	1	Waiting on receipt of Annual Review letter from Ombudsman published on the 18 July			There have been 6 complaints referred to the LG or Housing Ombudsman so far. One complaint has been determined as maladministration for communications about a Notice Seeking Possession. This complaint was also determined as no maladministration in serving a Notice Seeking Possession. Three complaints have not been investigated by the Ombudsman. One complaint is currently being investigated and one is on hold pending a response from the complainant.
	State of the Borough Indicators								
NW: NI 154	Net additional homes provided	Forward Planning	Countryside and Heritage	264	363	186	 Red		More larger sites were developed in the previous year. A number of sites are still to come forward. Developers are not making as much progress with sites.
NW: NI 155	Number of affordable homes delivered	Forward Planning	Countryside and Heritage	53	120	56	 Green		A reasonable position given the current funding availability
NW: NI 159	Supply of ready to develop housing sites	Forward Planning	Countryside and Heritage	100	102.38%	95.38%	 Red		Infrastructure issues have a bearing on the the supply of sites.
NWLPI 015	Percentage of new homes built on previously developed land	Forward Planning	Countryside and Heritage	35	38	22%	 Red		There is a lack of availability of suitable sites. Some of the available sites have green belt considerations to be taken into account

Agenda Item No 8

Executive Board

25 July 2018

Report of the Corporate Director - Environment

Area Priority Setting

1 Summary

- 1.1 This report updates Members on developments to provide alternative arrangements for local areas to set priorities following Area Forums being discontinued.

2

Recommendation to Council

- a That the measures detailed in the report be agreed; and
- b That further reports be brought this Board on the wider issue of Consultation.

3 Report

- ... 3.1 Members will recall that Area Forums were discontinued last year in accordance with the Board report attached as Appendix 1. Since then this Council has been working with the Police and County Council to consider options to maintain the ability of local areas to identify issues of interest/concern to them.

- ... 3.2 The County Council have now published their report into Area Forums and this is attached at Appendix 2. The County Council's Cabinet is due to consider this matter the day before this Board's meeting and a verbal update will be given. As the report shows, there is a significant degree of agreement in the approaches being recommended.

- 3.3 Officers have also been discussing priority setting with the Police and the Police have now developed a web based platform for each of the old Area Forum areas:

East

<https://www.warwickshire.police.uk/article/47473/Have-Your-Say>

North

<https://www.warwickshire.police.uk/article/47475/Have-Your-Say>

South

<https://www.warwickshire.police.uk/article/47895/Have-Your-Say>

West

<https://www.warwickshire.police.uk/article/47896/Have-Your-Say>

- 3.4 As a result, it is suggested that this Council provides an opportunity for members of the public in each former Area Forum area to identify issues. Whilst this will be web based, it will be supplemented by hard copy forms/leaflets for those who would prefer to engage in that way.
- 3.5 It is suggested that this is a rolling call for priorities and the most popular one in each area after a three months period will be considered by the Council. Those issues which relate to services delivered by the Council will be considered internally. Those that are cross cutting or multi agency will be considered by the Community Development section as part of its approved 'New Way of Working' programme.
- 3.6 As Members will be aware, the Council has recently held a review into how it communicates, with the recent appointment of a Communications Officer, who is due to start in September. Work continues on a new Consultation and Communications Strategy, allied to the Digital Inclusion Strategy. These will be reported to Members later this year to allow the new Officer time to influence this work. Further, more targeted methods of engaging with communities will therefore emerge from this work, in addition to those already undertaken across the various services that are the responsibility of this Authority.

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

Agenda Item No 12

Executive Board

18 September 2017

**Report of the
Assistant Chief Executive and Solicitor to
the Council**

Review of Area Forum Working

1 Summary

- 1.1 This report makes recommendations to the Board regarding Area Forums, following the recent debate at full Council and subsequent meeting of the Area Forum Task and Finish Group.

Recommendation to the Council

- a That the Council consults with the Police, Warwickshire County Council and other interested parties on the current round of Area Forums being the last such meetings; and**
- b That subsequent reports are brought to this Board as part of the Council's review of Communications, including a revised Consultation Strategy in order to ensure that the positive elements of Forums meetings are continued.**

2 Report

- 2.1 Members have debated the effectiveness of Area Forum meetings for some time, most recently at the Council meeting on 28 June. Following that debate, a Task and Finish Group was created and this met on 25 July.
- 2.2 Area Forums were first introduced in the late 90s in North Warwickshire, in partnership with the Police and Warwickshire County Council. Since then they have had a mixed history and it is fair to say that attendance has declined over the years.
- 2.3 Analysis in 2012 indicated that only 19% of those attending Area Forums were not formally attached to the Borough, County or Parish Councils or other agencies. This equated to just short of 6 members of the public per meeting against a population of over 62,000 (0.01%). An exercise in 2010 concluded that about 0.2% of Warwickshire's population attended area forums at that time.
- 2.4 Figures for the September 2015 round of meeting were as follows. For Area Forums North and West, of the 37 attending the two meetings, only 7 were unaffiliated residents. However for Area Forums East and South, 34 of the 62

attendees were minuted as residents. The Police and Crime Commissioner (PCC) attended the Area Forum East meeting which may account for the 14 (out of 32) residents at that meeting, however in June 15 residents also attended (out of 29). Jeff Brown had been to discuss the Daw Mill application at the June and September 2015 South meetings which may have accounted for 20 residents out of 30 at the September meeting and 30 out of 43 in June.

- 2.5 The County Council however do not appear to record Parish Council representatives separately for Area Forum South so these figures do not show how many of the “residents” were affiliated to Town or Parish Councils. It does suggest however that greater attendance happens when issues of great local concern are being discussed, with the PCC and Daw Mill issues. Communications, and people’s willingness to attend formal meetings, have changed enormously since the 90s. A recent review by this Council of the public’s views on communication confirms the unpopularity of general public meetings. As the above figures show, attendance, by and large, at Area Forums consists largely of ‘known’ people.
- 2.6 The Council has looked at Area Forums on a number of occasions over the years. There was a flush of enthusiasm when the County Council worked to introduce them into the rest of Warwickshire as part of its localities work. A number of initiatives have been tried, including having a very short ‘summary’ agenda, where presenters had five minutes or so to set out their main points and then the rest of the meeting was a ‘workshop’ style event when those particularly interested in a topic could speak at more length with that agency. However, that pilot did not have a noticeable impact on attendance.
- 2.7 Leaders’ Liaison reviewed these initiatives last year and it was agreed to recommend to our partners that they be discontinued. However, the County Council then launched its own review in 2016, which reported just before the County elections earlier this year and it was decided to await the outcome of that review. The report has not been published at the date of writing this report but an Officer representative of the County Council was at the Task and Finish Group meeting in July and helpfully outlined County Officer thinking on the subject. In summary, that thinking is very similar to the suggestions made to the Task and Finish Group and in this report.
- 2.8 The Task and Finish Group discussed the matter extensively, reviewing the Forums history, recent experiences and how to better communicate with residents and those active in the community.
- 2.9 In short, and as was suggested at the full Council discussion, it was generally agreed the Area Forums have ‘had their day’. It recognises that there is still a need for planned meetings with those active in communities. In addition, the involvement of residents is not being abandoned, as the general view is that Area Forums do not perform that task and better solutions will be developed, including consultation and engagement, using public meetings as required, on topics of general interest/importance to residents.

- 2.10 However, the overwhelming case is that communications have moved on significantly and continue to change at pace. The Communications Review currently underway acknowledges this and is likely to significantly change the way the Council communicates and consults with communities.
- 2.11 It is recommended therefore that the Council advises the Police and the County Council that we would like the current round of Area Forums to be the last, use this round to let attendees know and discuss with them how engagement with them might take place in the future

3 Report Implications

3.1 Safer Communities

- 3.1.1 The current way of working allows dialogue with local people and priorities to be agreed and coordinated through the Area Forums. Whilst attendance levels are fairly low new arrangements would need to be considered to address this issue.

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

Cabinet

24 July 2018

A New Approach to Community Engagement

Recommendation

That Cabinet endorses the proposals for a new approach to community engagement and agrees that they be presented to County Council for formal adoption.

1.0 Introduction

- 1.1 This report outlines a new approach to community engagement as part of the County Council's move towards an asset-based community engagement model.
- 1.2 Asset-based working is about using and building on the existing strengths of people and places. It supports the County Council's objective of helping individuals and communities to help themselves and to seek their own solutions to local issues.

2.0 Current Arrangements: Community Forums

- 2.1 Within Warwickshire, there are currently 30 community forums: 24 administered by the County Council and 6 administered by the District and Borough Councils.
- 2.2 Each forum meets quarterly and is usually chaired by a County, District or Borough Councillor (In Kenilworth, the forum is chaired by a Town Councillor). The format of meetings varies across the County according to the needs and issues raised locally.
- 2.3 Police Safer Neighbourhood Teams attend all community forum meetings as a means of engaging the public and to set local policing priorities. In Rugby Borough, Stratford-on-Avon District and Warwick District the setting of these priorities is also supported by online voting.
- 2.4 Community forums in Warwick District are also used to allocate councillor grant funding from both the County and District Councils.
- 2.5 Attendance at the forums by elected members from all 3 tiers of local government has been generally good but the level of resident engagement in the forums has tended to be low.

3.0 The Case for Change

- 3.1 Community engagement in Warwickshire is moving towards an asset-based model which will align more clearly to the Council's One Organisational Plan ambitions.
- 3.2 Traditional community engagement takes a number of forms and usually fulfils all or some of the following five functions:
- **Informing:** Giving information, letting residents and partners know what is happening and sharing knowledge.
 - **Consulting:** Identifying issues, developing solutions, checking preferences against a number of options and listening to feedback.
 - **Involving:** Jointly identifying solutions – encouraging co-production to create additional ideas or options.
 - **Collaborating:** Building shared ownership of local concerns through jointly designing and delivering solutions.
 - **Empowering:** Encouraging and supporting independent solutions through the provision of funding, advice and other resources.
- 3.3 The County Council already offers a number of ways of 'informing' and 'consulting' residents through digital methods such as Do It Online, Ask Warwickshire, the Warwickshire Directory, the WCC website and social media. However, more opportunities need to be created around the 'involving', 'collaborating' and 'empowering' functions to create the conditions for self-sustaining communities who look to themselves to resolve issues.
- 3.4 The current arrangements were implemented with the primary intention of allowing residents to have their say on local issues. This has been achieved with varying degrees of success, but evidence of influencing of change as a consequence of community forum engagement is limited.
- 3.5 The current community forum arrangements broadly represent a 'deficit' based model in that they invite people to attend public meetings to raise their concerns, identifying what is wrong with an area with the intention of arriving at agency-led solutions.
- 3.6 Many of the 'deficit' issues being raised at the forums could be dealt with through existing digital channels. Furthermore, the repetition of certain issues with no obvious or affordable solution (such as inconsiderate parking, policing levels, speeding, traffic calming, and public space maintenance) can lead to perceptions of tokenistic engagement and cause damage to the Council's reputation due to our perceived subsequent inaction.

4.0 Adopting an Asset-Based Approach

- 4.1 Asset-based working is about using and building on the existing strengths of people and places. In terms of community engagement, the focus would therefore be on making connections with existing local groups (e.g. carers' forums, community cafes, parent and toddler groups, seniors' coffee mornings) and building on the strengths of those groups to support community capacity and wellbeing.
- 4.2 Adopting an asset-based approach allows the Council to change the conversation from its current focus on trying to fix what is wrong to move it towards the positive i.e. what matters to communities and what they can be supported to do for themselves.
- 4.3 The following table seeks to illustrate the fundamental changes expected from taking an asset-based approach:

Deficit Approach (where we are now)	Asset-Based Approach (future approach)
Begins with community deficiencies	Begins with community assets (people, buildings, services, funding etc.), defined by residents and organisations
Reactionary response to problems	Proactively builds upon strengths and opportunities
One size fits all, standardised approach	Tailored, flexible solutions responding to local context.
Emphasises the role of agencies and organisations	Emphasises the role of residents, communities and voluntary groups
View individuals as passive clients and consumers of services	Focuses on the common good empowering communities and individuals to produce solutions

- 4.4 It is intended that new arrangements will reduce the emphasis on process and bureaucracy and instead focus resource around the delivery of outcomes:
- Community assets are known and understood
 - Community assets are at the centre of enhanced local offers
 - Communities work together to address local issues
 - Communities share knowledge and self-help
 - Third Sector Organisations and informal community activities play an increased role in providing support and opportunities
 - Councillors are supported in their roles as community leaders
- 4.5 A new Community Engagement Strategy for Warwickshire will be developed along these lines over the course of 2018/19. This will need to be supported

by culture change within the Organisation as well as within communities as it presents a different way of working than currently.

5.0 The New Approach

- 5.1 It is recommended that existing community forum arrangements are replaced with a wider-ranging model of community engagement which seeks to identify and build upon community assets. The aim of this is to develop community capacity.
- 5.2 For the purpose of this model, community assets refers to the existing strengths within an area and can include networks, voluntary groups, physical resources, and the skills, capacity and knowledge of local residents.
- 5.3 The local community engagement offer will be developed to suit the needs and wishes of the area but as a minimum will include the following:

- 1) An annual community event
- 2) Utilisation of existing engagement channels and network meetings
- 3) The offer of support for targeted engagement events around issues of local significance
- 4) Support for County Councillors in their community leadership role
- 5) Digital engagement and social media

- 5.4 These options are explained in more detail below:

Annual Community Events

- 5.6 County Councillors will be supported by the Community Safety and Locality Working Service to deliver one annual community event per year. This event will be expected to be undertaken across all the geographies and therefore all Members of the County Council will be involved. The focus of these events will be to identify and bring together local community assets, with the intended outcome of informing joint community development activity for the forthcoming year. This community development activity will delivered by a combination of the local Councillors, WCC Officers, local Third Sector groups and active citizens / volunteers.
- 5.7 The events will be multi-agency and multi-tiered i.e. they will invite and involve the district and borough Councillors and Town and Parish Councillors where they exist. They will also be flexible in terms of time of day, choice of venue and target audience to suit the local population.
- 5.8 The proposed geography for the events is the 22 JSNA-defined boundaries (see map at Appendix A cross referencing Member Divisions with the agreed JSNA Geographies). This means that there will be alignment to place-based Joint Strategic Needs Assessments (JSNAs) which are being developed across the whole County over the next eighteen months. The place-based JSNA will be a key driver for community activity moving into the future.

- 5.9 The proposal has not been easy to reach in that the JSNA boundaries do not wholly match existing electoral divisions or community forum areas. A model based upon 57 individual Member divisions was considered but this would require additional resourcing. It is also felt that moving to a model based upon single District/Borough boundaries would lead to a loss of truly local connectivity and engagement.

Utilising Existing Engagement Channels

- 5.10 Alongside the mandatory annual community events, the Community Safety and Locality Working Team will support Councillors and officers to make better use of existing networks and engagement activities delivered by community-based partners, for example:
- Community Action Network (CAN) meetings, which are delivered by Warwickshire Community and Voluntary Action (WCAVA). These quarterly meetings are held on a District / Borough basis and provide an opportunity for local Third Sector Organisations, volunteers and community activists to meet, inform and support each other. They also provide a collective 'have your say' mechanism and help to shape and influence local issues and responses with a particular focus on Third Sector and volunteer-driven activity.
 - Local Councils Area Committees, which are run by the Warwickshire Association of Local Councils (WALC). These Area Committees exist (in four Boroughs and Districts) for parish and town councils, to consider their relationship with principal authorities and for the sharing of good practice.
 - Community Development Networking Forums, which operate in certain target geographical areas and are delivered by or in partnership with Community Safety and Locality Working staff. They exist to nurture grassroots activity, support informal community groups, share local knowledge and develop localised community solutions.
 - Geographically based groups including residents associations, community groups, town / parish councils and neighbourhood planning groups.
 - Other thematic interest groups such as older people's forums, youth networks, parent and toddler groups, carer networks, learning disability advocacy groups and mental health groups.

Specific engagement around issues of key local interest

- 5.11 Where specific issues exist, consideration will be given to the need to support 'single issue' engagement activity. This support would be provided by the relevant service area. Previous examples of such activity have included:
- Rural Flood Management workshops, with the aim of supporting Parish Councils to develop community flood resilience plans.

- Stratford ‘spotlight on communities’ event which combined a celebration of community achievements with workshops to help set priorities for the District’s Social Inclusion Statement.
- The Warwickshire ‘Prevent Event’ and ‘Our Families, Our Future’ workshops which sought to engage communities of interest, with a view to informing and progressing Warwickshire’s Prevent Action Plan.

Support for County Councillors in their community leadership role

5.12 Councillors are leaders within their local communities and assets in their own right. Community leadership is defined by the Local Government Association as:

- Helping communities to identify and deal with problems in the most effective way
- Bringing in help from officers and partners
- Acting as the voice for the community to the council, partners and others
- Communicating the work of the council and partners to the community
- Leading the community and others in developing a vision for the area and the steps to achieve it.

5.13 County Councillors will be offered support to ensure effective links with their local communities exist and are developed. This will of course require a ‘bespoke’ approach for each Division and Member but it is expected that Members will be supported, to deliver drop-in surgeries, meet-and-greet opportunities, alongside the work associated with digital engagement and social media opportunities. Officer support will help the promotion of these opportunities to local groups and communities also.

Digital engagement and social media

5.14 A report authored by Corporate Communications (prepared for the Local Governance Working Group in December 2016) highlighted the crucial role of online and social media in engaging with communities. The role encompasses three broad elements:

- Promoting and disseminating information (“pushing” information out)
- A means for people to give information (“pulling” information in)
- Gathering intelligence through the monitoring of social media channels.

5.15 Failure to properly harness the power of social media is likely to result in information gaps, or vacuums which can be filled by misinformation or lost opportunities to gather important intelligence. It is recommended that within the proposed model, the opportunities presented by online and social media engagement are fully utilised, with additional support and advice being available to all Councillors.

6.0 Partner Consultation and Feedback

6.1 As partners within the existing Community Forum model the District and Borough Councils and Warwickshire Police have been consulted on the proposals. In general terms their feedback has reflected:

- Acknowledgement that the current arrangements are not fit for purpose
- Recognition of disengagement in the community forums
- A real desire to continue to engage with communities
- NWBC, RBC, SDC, NBBC all understood the logic of moving to a system based upon the JSNA boundaries
- WDC commented that they would prefer a more local approach to geographies
- WDC noted that any change in arrangements would need to be accompanied by a review of the joint community grant funding arrangements operated with the District
- Warwickshire Police are of the view that community forums continue to offer the Police a useful platform from which to conduct community engagement and also offer residents involvement in local priority-setting. Online voting for priorities has been established in some areas and this seems to be well supported and welcomed by all stakeholders. The Force is open to a change to the forum model but there is some uncertainty around what extra activity they might need to undertake to meet their ongoing commitment to public engagement.

7.0 Financial Implications

7.1 The proposed new approach to community engagement will be managed within the existing resource of the Community Safety and Locality Working Service. These proposals are not attached to a delivery of savings. The Locality Teams currently administer 96 community forums each year. This will reduce to a minimum of 22 annual community events under these proposals creating capacity for staff to deliver more community capacity and engagement projects at a grass roots level in local communities.

8.0 Next Steps

8.1 Cabinet is requested to approve the new model of community engagement set out at 5.3 for consideration by full Council on 26 July 2018. In doing so, Cabinet are then asked to recommend the new model to Council for adoption, on 26 July 2018.

8.2 If approved by County Council the Community Safety and Locality Working Service will begin implementing the new approach from September 2018. Officers will lead discussions with Councillors and partners to take it forward and communications will be prepared to advise residents of the new arrangements.

8.3 Alongside the implementation of the new approach, an asset-based Community Engagement Strategy will be developed during 2018/19. This will incorporate the above as well as other methods of community engagement in support of the Council's transformation.

Appendices

A. JSNA boundaries map

Background papers

None

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The report was circulated to the following members prior to publication:

Councillors: None

Warwickshire JSNA Geographies



Mid-2015 Population Estimate:

North Warwickshire Borough:

1	Polesworth	-	17,816
2	Kingsbury	-	14,392
3	Coleshill and Arley	-	15,507
4	Atherstone and Hartshill	-	15,072

Nuneaton and Bedworth Borough:

5	Nuneaton West	-	30,688
6	Nuneaton Central	-	29,518
7	Weddington, Horestone Grange and Whitestone	-	22,244
8	Bedworth West	-	14,201
9	Bedworth Central and Bulkington	-	29,668

Rugby Borough:

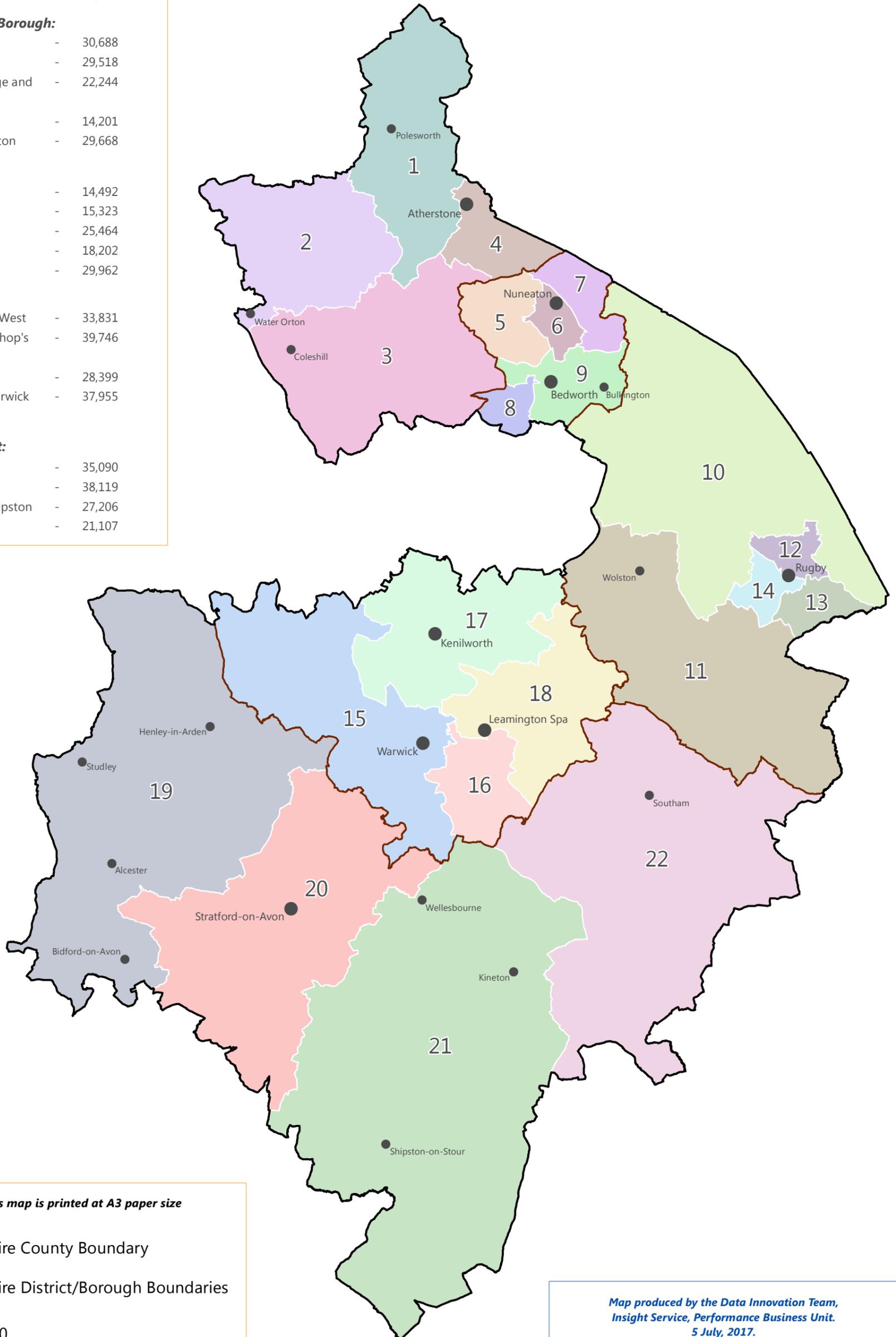
10	Rugby Rural North	-	14,492
11	Rugby Rural South	-	15,323
12	Newbold and Brownsover	-	25,464
13	Hillmorton	-	18,202
14	Bilton and Town Centre	-	29,962

Warwick District:

15	Warwick and Warwick District West	-	33,831
16	Leamington, Whitnash and Bishop's Tachbrook	-	39,746
17	Kenilworth	-	28,399
18	Cubbington, Lillington and Warwick District East	-	37,955

Stratford-on-Avon District:

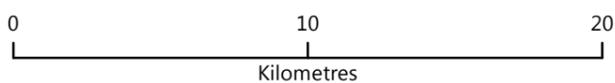
19	Henley, Studley and Alcester	-	35,090
20	Stratford-upon-Avon	-	38,119
21	Wellesbourne, Kineton and Shipston	-	27,206
22	Southam	-	21,107



It is recommended that this map is printed at A3 paper size

- Warwickshire County Boundary
- Warwickshire District/Borough Boundaries

1:240,000
(When printed at A3 paper size)



Map produced by the Data Innovation Team,
Insight Service, Performance Business Unit.
5 July, 2017.

