

Enquiries to: Kelly Baxter
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member.services@nuneatonandbedworth.gov.uk
Date: 29th August, 2023

Dear Sir/Madam,

A meeting of the **CABINET** will be held in the Council Chamber, Town Hall, Nuneaton, on **Wednesday, 6th September 2023** at **6.00 p.m.**

The public can follow the decision making online:-
www.nuneatonandbedworth.gov.uk/virtual-meeting.

Please note that meetings are recorded for future broadcast.

Yours faithfully,

BRENT DAVIS

Chief Executive

To: Members of Cabinet

Councillor K. Wilson (Leader of the Council and Business and Regeneration)
Councillor C. Golby (Deputy Leader and Housing and Communities)
Councillor S. Croft (Finance and Corporate)
Councillor S. Markham (Public Services)
Councillor R. Smith (Planning and Regulation)
Councillor J. Gutteridge (Health and Environment)

Also invited:

Councillor C. Watkins (Leader of the Main Opposition Group and Observer)

AGENDA

PART I

PUBLIC BUSINESS

1. EVACUATION PROCEDURE

A fire drill is not expected, so if the alarm sounds, please evacuate the building quickly and calmly. Please use the stairs and do not use the lifts. Once out of the building, please gather outside the Lloyds Bank on the opposite side of the road.

Exit by the door by which you entered the room or by the fire exits which are clearly indicated by the standard green fire exit signs.

If you need any assistance in evacuating the building, please make yourself known to a member of staff.

Please also make sure all your mobile phones are turned off or set to silent.

I would also advise that all or part of the meeting will be live streamed and recorded for future broadcast.

2. APOLOGIES - To receive apologies for absence from the meeting.

3. DECLARATIONS OF INTEREST

To receive declarations of Disclosable Pecuniary and Other Interests, in accordance with the Members' Code of Conduct.

Declaring interests at meetings

If there is any item of business to be discussed at the meeting in which you have a disclosable pecuniary interest or non-pecuniary interest (Other Interests), you must declare the interest appropriately at the start of the meeting or as soon as you become aware that you have an interest.

Arrangements have been made for interests that are declared regularly by members to be appended to the agenda (**Page 6**). Any interest noted in the Schedule at the back of the agenda papers will be deemed to have been declared and will be minuted as such by the Committee Services Officer. As a general rule, there will, therefore, be no need for those Members to declare those interests as set out in the schedule.

There are, however, TWO EXCEPTIONS to the general rule:

1. When the interest amounts to a Disclosable Pecuniary Interest that is engaged in connection with any item on the agenda and the member feels that the interest is such that they must leave the room. Prior to leaving the room, the member must inform the meeting that they are doing so, to ensure that it is recorded in the minutes.

2. Where a dispensation has been granted to vote and/or speak on an item where there is a Disclosable Pecuniary Interest, but it is not referred to in the Schedule (where for example, the dispensation was granted by the Monitoring Officer immediately prior to the meeting). The existence and nature of the dispensation needs to be recorded in the minutes and will, therefore, have to be disclosed at an appropriate time to the meeting.

Note: Following the adoption of the new Code of Conduct, Members are reminded that they should declare the existence and nature of their personal interests at the commencement of the relevant item (or as soon as the interest becomes apparent). If that interest is a Disclosable Pecuniary or a Deemed Disclosable Pecuniary Interest, the Member must withdraw from the room.

Where a Member has a Disclosable Pecuniary Interest but has received a dispensation from Audit and Standards Committee, that Member may vote and/or speak on the matter (as the case may be) and must disclose the existence of the dispensation and any restrictions placed on it at the time the interest is declared.

Where a Member has a Deemed Disclosable Interest as defined in the Code of Conduct, the Member may address the meeting as a member of the public as set out in the Code.

Note: Council Procedure Rules require Members with Disclosable Pecuniary Interests to withdraw from the meeting unless a dispensation allows them to remain to vote and/or speak on the business giving rise to the interest.

Where a Member has a Deemed Disclosable Interest, the Council's Code of Conduct permits public speaking on the item, after which the Member is required by Council Procedure Rules to withdraw from the meeting.

4. MINUTES - To confirm the minutes of the Cabinet meeting held on the 26th July 2023 **(Page 9)**
5. PUBLIC CONSULTATION – Members of the Public will be given the opportunity to speak on specific agenda items if notice has been received.
6. DEPARTMENT OF LEVELLING UP, HOUSING AND COMMUNITIES - SIMPLIFICATION PATHFINDER PILOT – report of the Strategic Director – Economy & Transformation **(Page 21)**
7. CUSTOMER EXPERIENCE AND DIGITAL STRATEGY – report of the Strategic Director – Economy & Transformation **(Page 43)**
8. PROCUREMENT OF AIDS AND ADAPTATIONS FRAMEWORK AGREEMENT FOR PRIVATE SECTOR GRANTS – Head of Home Environment Services attached **(Page 65)**
9. CULTURAL STRATEGY – report of the Assistant Director - Recreation & Culture **(Page 71)**

10. BEDWORTH PHYSICAL ACTIVITY HUB UPDATE - report of the Assistant Director - Recreation & Culture **(Page 143)**
11. CORPORATE ENFORCEMENT POLICY AND CORPORATE DEBT POLICY – report of the Strategic Director – Finance and Governance attached **(Page 165)**
12. MODERN SLAVERY AND HUMAN TRAFFICKING ANNUAL STATEMENT 2022/2023 report of the Assistant Director – Governance & Democracy and Head of People and Culture attached **(Page 199)**
13. RESCINDING THE ORIGINAL AND IMPLEMENTING NEW ARTICLE 4 DIRECTIONS' report of the Assistant Director – Planning attached **(Page 210)**
14. GENERAL FUND BUDGET MONITORING Q1
report of the Strategic Director – Finance and Governance to follow
15. HRA BUDGET MONITORING Q1
report of the Strategic Director – Finance and Governance to follow
16. CAPITAL MONITORING Q1
report of the Strategic Director – Finance and Governance to follow
17. RECOMMENDATIONS FROM OVERVIEW AND SCRUTINY PANELS
None
18. ANY OTHER ITEMS - which in the opinion of the Chair of the meeting should be considered as a matter of urgency because of special circumstances (which must be specified)

Nuneaton and Bedworth Borough Council

Building A Better Borough

Nuneaton and Bedworth 2032: working in partnership, restoring pride in our borough

AIM 1: LIVE

We want to make our borough a place where our residents enjoy living and in which others choose to make their home.

Priority 1: Promote residents' health and wellbeing

Priority 2: Enable appropriate housing development

Priority 3: Sponsor a sustainable green approach

Priority 4: Prioritise community safety and empowerment

AIM 2: WORK

Using our prime location within the national road and rail networks and responding to the needs of private companies, we want to make our borough a place in which businesses choose to locate and where our residents enjoy a range of employment options.

Priority 1: Grow a strong and inclusive economy

Priority 2: Champion education and skills

Priority 3: Embrace new and emerging technology

Priority 4: Support local businesses

AIM 3: VISIT

Taking advantage of our open green spaces, our heritage, and our location within the West Midlands, we want our borough to be a vibrant destination for residents and visitors alike. A place where people and families want to spend time relaxing, socialising and taking part in leisure and cultural activities.

Priority 1: Create vibrant and diverse town centres

Priority 2: Stimulate regeneration

Priority 3: Celebrate and promote our heritage

Priority 4: Improve the physical environment

Cabinet - Schedule of Declarations of Interests – 2023/2024

	Name of Councillor	Disclosable Pecuniary Interest	Other Personal Interest	Dispensation
	General dispensations granted to all members under s.33 of the Localism Act 2011			Granted to all members of the Council in the areas of: <ul style="list-style-type: none"> - Housing matters - Statutory sick pay under Part XI of the Social Security Contributions and Benefits Act 1992 - An allowance, payment given to members - An indemnity given to members - Any ceremonial honour given to members - Setting council tax or a precept under the Local Government Finance Act 1992 - Planning and Licensing matters - Allotments - Local Enterprise Partnership
	S. Croft	Employed at Holland & Barrett Retail Ltd	Treasurer of the Conservative Association Member of the following Outside Bodies: <ul style="list-style-type: none"> • Champion for Safeguarding (Children and Adults) • Local Government Superannuation Scheme Consultative Board West Midlands Employers	
	C. Golby		Member of Warwickshire County Council Membership of Other Bodies: <ul style="list-style-type: none"> • Nuneaton and Bedworth Safer and Stronger Communities Partnership • Nuneaton and Bedworth Community Enterprises Ltd. • Nuneaton and Bedworth Home Improvement Agency • Safer Warwickshire Partnership Board • Warwickshire Housing and Support Partnership • Warwickshire Police and Crime Panel • George Eliot Hospital 	

	Name of Councillor	Disclosable Pecuniary Interest	Other Personal Interest	Dispensation
			<p>NHS Trust – Public/User Board</p> <ul style="list-style-type: none"> • George Eliot Hospital NHS Foundation Trust Governors • District Leaders (substitute) • Local Enterprise Partnership (substitute) • Coventry, Warwickshire and Hinckley and Bosworth Joint Committee (substitute) 	
	J. Gutteridge		<p>Representative on the following Outside Bodies:</p> <ul style="list-style-type: none"> • Warwickshire Health and Wellbeing Board • Age UK (Warwickshire Branch) • Committee of Management of Hartshill and Nuneaton Recreation Ground • West Midlands Combined Authority Wellbeing Board <p>Member of NABCEL</p>	
	S. Markham	County Councillor – WCC (Portfolio Holder for Children’s Services)	<p>Governor at Ash Green School</p> <p>Member of the following Outside Bodies:</p> <ul style="list-style-type: none"> • Nuneaton and Bedworth Sports Forum • Warwickshire Direct Partnership • Warwickshire Waste Partnership • Sherbourne Asset Co Shareholder Committee • Hammersley, Smith and Orton Charities 	
	R. Smith		<p>Chairman of Volunteer Friends, Bulkington;</p> <p>Trustee of Bulkington Sports and Social Club;</p> <p>Director of NABCEL;</p> <p>Member of the following Outside Bodies:</p> <ul style="list-style-type: none"> • A5 Member Partnership; • PATROL (Parking and Traffic Regulation Outside of London) Joint Committee; • Building Control Partnership Steering Group • Bulkington Village Community and Conference Centre • West Midlands Combined 	

	Name of Councillor	Disclosable Pecuniary Interest	Other Personal Interest	Dispensation
			Authority and Land Delivery Board	
	K.D. Wilson	Delivery Manager, Nuneaton and Warwick County Courts, HMCTS, Warwickshire Justice Centre, Nuneaton	Deputy Chairman – Nuneaton Conservative Association	
			Corporate Tenancies: properties are leased by NBBC to Nuneaton and Bedworth Community Enterprises Ltd, of which I am a Council appointed Director.	
			Representative on the following Outside Bodies: <ul style="list-style-type: none"> • Director of Nuneaton and Bedworth Community Enterprises Ltd (NABCEL) • Coventry, Warwickshire and Hinckley & Bosworth Joint Committee • District Council Network • Local Government Association • West Midlands Combined Authority • LGA People & Places Board (Member) 	

NUNEATON AND BEDWORTH BOROUGH COUNCIL

CABINET

26th July 2023

A meeting of Cabinet was held on Wednesday 26th July, 2023 in the Council Chamber which was recorded and uploaded onto the Council's website.

Present

Councillor C. Golby (Deputy Leader and Housing and Communities)
 Councillor S. Croft (Finance and Corporate)
 Councillor J. Gutteridge (Health and Environment)
 Councillor S. Markham (Public Services)
 Councillor R. Smith (Planning and Regulation)

CB18 Apologies

Apologies received for Councillor K. Wilson (Leader and Business and Regeneration (Chair)

CB19 Declarations of Interest

RESOLVED that the Declarations of Interest for this meeting are as set out in the Schedule attached to these minutes. In addition, the following was declared:

Councillor R. Smith declared in relation to Item 8 of the agenda that he is a trustee of the Bulkington Sports and Social Club therefore he would not participate in the debate nor vote on this item.

CB20 Minutes

RESOLVED that the minutes of the Cabinet meeting held on 21st June 2023, be approved, and signed by the Chair.

CB21 Bedworth Civic Hall

The Assistant Director – Recreation and Culture provided a report setting out the recommendations from the OSP meeting on 28th June 2023 following an accepted 'Call In' on the area/definition of 'Third Sector Model' articulated in Council Minute CL40 on 6th December 2022

Councillor C. Golby made a declaration of contact on this matter by way of members of the public who sent her personal messages via social media platforms regarding the Civic Hall and published them on social media pages.

RESOLVED that

- a) the Council Minute of CL40 be not amended at this time;
- b) Delegated Authority be given to the Strategic Directors – Finance & Governance and Economy & Transformation in consultation with the Assistant Director Recreation & Culture and Portfolio Holder for Public Services to undertake the selection exercise to award a lease agreement in accordance with the timetable as set out at Appendix 2 from 27th July 2023; and
- c) Delegated Authority be given to the Strategic Directors – Finance & Governance and Economy & Transformation in consultation with the Assistant

Director Recreation & Culture and Portfolio Holder for Public Services to award a lease agreement to the successful bidder.

Speakers:

Rachel Hardy,

Steven Young,

Janet Batterbee,

Joanne Browning,

Nikki Smith,

Michele Kondakor,

Statement received by Jackie Hall which was pre-circulated to Cabinet.

Councillor Keith Kondakor

Options

Accept recommendations in full

Do not accept recommendations

Reasons

Following the delay in advertising the opportunity for a potential lease agreement for the Civic Hall (Venue) as presented to Cabinet on 24th May due to call-in, the formal selection exercise in accordance with the legislation and guidance that is being followed in this instance be approved to commence for the venue, as per Appendix B of the report.

CB22 Playing Pitch and Outdoor Sports Strategy (PPOSS) 2023

The Assistant Director –Recreation and Culture submitted a report to Cabinet recommending the adoption of the NBBC Playing Pitch and Outdoor Sports Strategy 2023

RESOLVED that

- a) the Playing Pitch and Outdoor Sports Strategy 2023 as at Appendix C be adopted; and
- b) the Playing Pitch and Outdoor Sports Strategy Action Plan 2023 in Appendix D be adopted

Speakers:

Peter Smith,

Michele Kondakor

Councillor Keith Kondakor

Options

Adopt the Strategy

Do not approve the Strategy

Reasons

- the 2023 Playing Pitch and Outdoor Sports Strategy (PPOSS) provides a clear, strategic framework for the maintenance and improvement of existing outdoor sports pitches and ancillary facilities in Nuneaton and Bedworth,
- it looks at developments or proposals in relation to playing pitches,

- the existing PPOSS strategy was last completed in 2016 and required a total refresh to provide up to date evidence and data for the Borough.

CB23 Lease and Licence Agreement – Bulkington Sports and Social Club

A report of the Assistant Director – Recreation and Culture was submitted to Cabinet to seek approval for Bulkington Sports and Social Club to enter a renewed lease for the self-management of the pavilion and a licence of use for the sports facilities within Bulkington Recreation Ground.

NB: Councillor Richard Smith did not take part in the debate nor voted on this matter (see Declarations of Interest above)

RESOLVED that

- a) a renewed lease agreement with revised terms for the pavilion be approved for a period of 35 years
- b) a new licence agreement for sports pitches be approved as detailed in Appendix A of the report; and
- c) Delegated Authority be given to the Strategic Director – Economy & Transformation in consultation with the Head of Regeneration and Estates, the Assistant Director – Recreation and Culture and Portfolio Holder for Health and Environment to negotiate the terms of the lease agreement.

Speakers

Michele Kondakor
Councillor Keith Kondakor

Options

Accept the recommendations in full.
Request additional information.

Reasons

The current lease expired in November 2022 and therefore there is a requirement for the Council to review the terms of the current lease and the format that is required within this for the future to maximise external funding opportunities and improve the pitch playing surfaces.

CB24 Leisure Operator Procurement Update

A report by the Assistant Director – Recreation & Culture and the Assistant Director – Democracy & Governance was submitted to Cabinet to provide an update on the progress of the Leisure Operator Procurement for the operation of Council Leisure facilities within the Borough.

RESOLVED that

- a) the Leisure Operator Procurement update be noted;
- b) a 12 month extension to the current Leisure Contract be approved; and

- c) Delegated Authority be given to the Strategic Director – Public Services in consultation with the Assistant Director – Democracy & Governance and Assistant Director – Recreation & Culture and Portfolio Holder for Public Services to negotiate the terms of the contract extension.

Speakers

Michele Kondakor
Councillor Keith Kondakor

Options

Accept the recommendations in full
Request additional information
Do not accept the recommendations

Reasons

The Leisure Operator Procurement process began in October 2021 with soft market testing. Then a series of Member Workshops have taken place to discuss and agree key priorities for the proposed new Leisure Management Contract as Leisure is a key strategic outcome for the Council, supporting residents with opportunities for improvements in their health and wellbeing. Due to the pausing of the Bedworth Physical Activity Hub (BPAH) project, a decision is required on the timings of the re-procurement of the Leisure contract and it is recommended that a 12-month extension is given to the incumbent operator.

CB25 Statement of Community Involvement

A report from the Assistant Director – Planning was submitted to Cabinet for approval of the new Statement of Community Involvement for adoption at the September full council.

RESOLVED that it be recommended to Council that the Statement of Community involvement be adopted.

Speakers

Michele Kondakor
Councillor Keith Kondakor

Options

To recommend with or without amendments, or to not recommend

Reasons

To comply with the Town and Country Planning (Local Planning) (England) Regulations 2012, which state that local authorities must review their Statement of Community Involvement (SCI) every five years, and whilst the SCI was reviewed in 2020, this was simply to include coronavirus amendments, and therefore the document has not been subject to a more in-depth review since 2015.

CB26 Borough Plan Review

A report of the Assistant Director – Planning was submitted to Cabinet to update Members on the Borough Plan Review and associated draft documents forming the new Local Plan and to recommend that Cabinet approve the review process so that it can continue to Regulation 19 (Publication) Stage. In addition, the report

included recommendations to Cabinet on the Main modifications to the Gypsy and Traveller Site Allocations Development Plan Document (DPD) and addendum to the DPD's Sustainability Appraisal required by the Planning Inspector can be consulted upon.

RESOLVED that

- a) the Regulation 19 public consultation stage for the Borough Plan Review be progressed including the draft DPD, draft appendices listed in 6.1 of the report and other evidence base documents over a period of 6 weeks in September/October 2023;
- b) the Assistant Director for Planning be given Delegated Authority to make any amendments necessary to the documentation in consultation with the Portfolio Holder for Planning & Regulation up to the public consultation stage;
- c) the Main Modifications required to the Gypsy and Traveller Site Allocations DPD be approved and to progress to public consultation on the Main Modifications and Sustainability Appraisal Addendum as required by the Planning Inspector; and
- d) the Assistant Director for Planning be given Delegated Authority to amend further the DPD, Main Modifications and Sustainability Appraisal Addendum in consultation with the Portfolio Holder for Planning & Regulation as may be required by the Planning Inspector.

Speakers

Michele Kondakor
Councillor Keith Kondakor

Options

To approve the recommendations.
To not approve the recommendations and recommend an alternative.

Reasons

To enable the Council to comply with the requirements of the Planning and Compulsory Purchase Act 2004 (as amended) and in line with timetable established within the Local Development Scheme.

CB27 General Fund Revenue Outturn 2022/23

The Strategic Director – Finance & Governance provided a report to Cabinet to update on the final revenue outturn position on the General Fund for 2022/23.

RESOLVED that

- a) the forecast outturn position and key variances be noted; and
- b) the earmarked reserve balances be approved

Speakers

Michele Kondakor
Councillor Keith Kondakor

Options

To accept the report or request further information on the outturn position

Reasons

The Council is required to achieve a balanced budget each year

CB28 HRA Revenue Outturn 2022/23

The Strategic Director – Finance & Director provided a report to Cabinet to provide detail regarding the Housing Revenue Account outturn position for 2022/23.

RESOLVED that

- a) the outturn position and key variances be noted; and
- b) the earmarked reserves balances be approved.

Speakers

Councillor Keith Kondakor

Options

To accept the report
Request further information on the outturn position.

Reasons

The Council is required to achieve a balanced budget each year.

CB29 Capital Outturn 2022/23

The Strategic Director – Finance & Governance provided a report to Cabinet on the final Capital Outturn position on the General Fund and Housing Revenue Account (HRA) for 2022/23.

RESOLVED that

- a) the final capital outturn position for 2022/23 for the General Fund and HRA be noted;
- b) the updated capital budget for 2023/24 as detailed in Appendix 2 of the report be recommended for Council approval; and
- c) the Capital reserve position at the end of 2022/23

Speakers

Councillor Keith Kondakor

Options

To accept the report
Request further information on the outturn position.

Reasons

To ensure the Council has an accurate capital budget.

CB30 Collection Fund 2022/23

The Strategic Director – Finance & Governance provided a report to Cabinet detailing the outturn position on the Collection Fund for 2022/23, detail of which has been shared with Warwickshire Preceptors.

RESOLVED that the Collection Fund position as detailed in the report be approved.

Speakers

None

Options

To note and accept the position on the Collection Fund as to be reported in the 2022/23 Statement of Accounts

Reasons

To enable the Statement of Accounts to be finalised for 2022/23

CB31 Annual Treasury Management Report 2022/23

The Strategic Director – Finance & Governance submitted a report to Cabinet detailing the results of the Council's Treasury Management activities for 2022/23 as required by the Prudential Code.

RESOLVED that it be recommended to Council that

a) the actual 2022/23 Treasury and Prudential Indicators detailed in this report and summarised in Appendix 1 of the report be approved; and

b) the Annual Treasury Management Report for 2022/23 be noted.

Speakers

Councillor Keith Kondakor
Councillor Richard Baxter-Payne

Options

None

Reasons

It is a requirement of the CIPFA Prudential Code for the Treasury Outturn to be reported to Council annually following review by the Cabinet

CB32 Local Levelling Up Plan Update

The Strategic Director of Economy and Transformation submitted a report to Cabinet on the progress of the Local Levelling Up Plan for the Borough of Nuneaton and Bedworth which the Council is developing in partnership with Warwickshire County Council.

RESOLVED that the report be noted.

Speakers

Councillor Keith Kondakor

Options

Note the report; or

Provide feedback to the Strategic Director of Economy and Transformation around alternative action.

Reasons

Following the Levelling Up and Regeneration Bill 2022, Warwickshire County Council has begun work on a County Wide Levelling Up plan. The key focus of the work is to improve the lives, health and outcomes of the residents of the County. The work is done in partnership with NBBC and is at a pre-engagement stage.

CB33 Corporate Building Maintenance Framework 2023 - 2027

The Principal Building Surveyor submitted a report to Cabinet to seek approval for the creation of a Corporate Building Maintenance Framework for works on Corporate, Civic and Commercial (Non HRA) buildings.

RESOLVED that

- a) a procurement exercise for a Corporate Building Maintenance Framework for works on Corporate, Civic and Commercial (Non HRA) buildings be undertaken: and
- b) Delegated Authority be given to the Strategic Director – Economy and Transformation to award a new Building Maintenance Framework and enter into Framework Agreements with multiple contractors.

Speakers

None

Options

Accept the recommendation

Do Nothing: this may place the Council in breach of its Contract Procedure Rules and Financial Standing Orders

Reasons

To ensure ongoing compliance with Contract Procedure Rules, Financial Standing Orders and to contribute to the discharge of our duty to comply with Health & Safety legislation.

CB34 Recommendations From Overview and Scrutiny Panels

None

CB35 Any Other Items

Bedworth Physical Activity Hub (BPAH) Update

The Assistant Director – Recreation & Culture submitted a report to Cabinet providing an update on the above following the project being ‘paused’ after notification from the selected contractor that the revised cost to deliver the project are now detailed at being just under £34M.

RESOLVED that

- a) Delegated Authority be given to the Strategic Director for Economy & Transformation and Strategic Director for Finance & Governance in consultation with the Assistant Director for Recreation & Culture and the Portfolio Holder for Public Services and Portfolio Holder for Environment & Health, to formalise contractual terms to construct a new pedestrian crossing point in Bedworth and a new connecting footpath into the Miners' Welfare Park;
- b) Delegated Authority be given to the Strategic Director for Public Services, in conjunction with the Cabinet Member for Public Services and the Cabinet Member for Finance & Corporate, to seek/apply for any other appropriate sources of funding to support the BPAH project; and
- c) a further update report be brought by officers to advise of outcomes of discussions with existing funding partners, delivery of the BPAH and if applicable any applications that may have been made for any other appropriate sources of funding.

Speakers

Councillor Keith Kondakor

Options

Accept the recommendations

Do not accept the recommendations

Request additional information

Reasons

The Council at this time cannot afford any additional prudential borrowing to the value to meet the shortfall in the project costs. Further borrowing will expose the Council to a significant risk given the current financial strain the authority is under to provide a balance budget and its Medium-Term Financial Planning strategy (MTFP).

The delivery of the new crossing is part of the outcomes required for the LUF submission. Funding to support this delivery has been received.

Chair

PUBLICATION DATE: 15TH AUGUST 2023

DECISIONS COME INTO FORCE: 23RD AUGUST 2023

Cabinet - Schedule of Declarations of Interests – 2023/2024

	Name of Councillor	Disclosable Pecuniary Interest	Other Personal Interest	Dispensation
	General dispensations granted to all members under s.33 of the Localism Act 2011			Granted to all members of the Council in the areas of: <ul style="list-style-type: none"> - Housing matters - Statutory sick pay under Part XI of the Social Security Contributions and Benefits Act 1992 - An allowance, payment given to members - An indemnity given to members - Any ceremonial honour given to members - Setting council tax or a precept under the Local Government Finance Act 1992 - Planning and Licensing matters - Allotments - Local Enterprise Partnership
	S. Croft	Employed at Holland & Barrett Retail Ltd	Treasurer of the Conservative Association Member of the following Outside Bodies: <ul style="list-style-type: none"> • Champion for Safeguarding (Children and Adults) • Local Government Superannuation Scheme Consultative Board West Midlands Employers	
	C. Golby		Member of Warwickshire County Council Membership of Other Bodies: <ul style="list-style-type: none"> • Nuneaton and Bedworth Safer and Stronger Communities Partnership • Nuneaton and Bedworth Community Enterprises Ltd. • Nuneaton and Bedworth Home Improvement Agency • Safer Warwickshire Partnership Board • Warwickshire Housing and Support Partnership • Warwickshire Police and Crime Panel • George Eliot Hospital 	

	Name of Councillor	Disclosable Pecuniary Interest	Other Personal Interest	Dispensation
			<p>NHS Trust – Public/User Board</p> <ul style="list-style-type: none"> • George Eliot Hospital NHS Foundation Trust Governors • District Leaders (substitute) • Local Enterprise Partnership (substitute) • Coventry, Warwickshire and Hinckley and Bosworth Joint Committee (substitute) 	
	J. Gutteridge		<p>Representative on the following Outside Bodies:</p> <ul style="list-style-type: none"> • Warwickshire Health and Wellbeing Board • Age UK (Warwickshire Branch) • Committee of Management of Hartshill and Nuneaton Recreation Ground • West Midlands Combined Authority Wellbeing Board <p>Member of NABCEL</p>	
	S. Markham	County Councillor – WCC (Portfolio Holder for Children’s Services)	<p>Governor at Ash Green School</p> <p>Member of the following Outside Bodies:</p> <ul style="list-style-type: none"> • Nuneaton and Bedworth Sports Forum • Warwickshire Direct Partnership • Warwickshire Waste Partnership • Sherbourne Asset Co Shareholder Committee • Hammersley, Smith and Orton Charities 	
	R. Smith		<p>Chairman of Volunteer Friends, Bulkington;</p> <p>Trustee of Bulkington Sports and Social Club;</p> <p>Director of NABCEL;</p> <p>Member of the following Outside Bodies:</p> <ul style="list-style-type: none"> • A5 Member Partnership; • PATROL (Parking and Traffic Regulation Outside of London) Joint Committee; • Building Control Partnership Steering Group • Bulkington Village Community and Conference Centre • West Midlands Combined 	

	Name of Councillor	Disclosable Pecuniary Interest	Other Personal Interest	Dispensation
			Authority and Land Delivery Board	
	K.D. Wilson	Acting Delivery Manager, Nuneaton and Warwick County Courts, HMCTS, Warwickshire Justice Centre, Nuneaton	<p>Deputy Chairman – Nuneaton Conservative Association</p> <p>Corporate Tenancies: properties are leased by NBBC to Nuneaton and Bedworth Community Enterprises Ltd, of which I am a Council appointed Director.</p> <p>Representative on the following Outside Bodies:</p> <ul style="list-style-type: none"> • Director of Nuneaton and Bedworth Community Enterprises Ltd (NABCEL) • Coventry, Warwickshire and Hinckley & Bosworth Joint Committee • District Council Network • Local Government Association • Director of Coventry and Warwickshire Local Enterprise Partnership Ltd (CWLEP) • West Midlands Combined Authority 	

Cabinet/Individual Cabinet Member Decision

Report Summary Sheet

Date: Wednesday 6th September, 2023

Subject: Department of Levelling Up, Housing and Communities - Simplification Pathfinder Pilot

Portfolio: Business and Regeneration – (Councillor K.Wilson)

From: Strategic Director – Economy & Transformation

Summary:

The Government's Levelling Up White Paper includes a commitment to simplify the funding landscape and to support this initiative DLUHC have developed a Pathfinder Pilot to simplify the local grant funding process.

Nuneaton and Bedworth Borough Council have been selected as part of a small group of 'pathfinder' local authorities across England to pilot a simplified approach to funding delivery. This pilot will allow Government to understand the impact of a simplified funding model on delivery of local capital projects, including how spending flexibility can support local authorities to respond to changing economic conditions.

This provides the Council will greater flexibility to make decisions about moving funding between projects. DLUHC will devolve decision making responsibility over the three capital funding programmes (i.e., Towns Fund, Future High Street Fund & Levelling Up Fund- round one only), increasing flexibility, reducing bureaucracy and inefficiency within the delivery process while maintaining proportionate controls to ensure that funding continues to deliver good value for money.

Recommendations:

1. To approve the Council joining the DLUHCs Simplification Pathfinder Pilot as detailed in the report; and
2. Delegated authority be given to the Strategic Director (Economy & Transformation) in consultation with the Portfolio holder (Business & Regeneration) to agree and implement an appropriate governance structure as part of the Pathfinder Pilot.

Options:

1. To accept the recommendations as set out in the report to enable the Simplification Pathfinder Pilot to proceed; or
2. To give direction to explore alternative courses of action or revise the delegation; or
3. To reject the recommendations, which means that the Simplification Pathfinder Project shall not proceed and therefore the benefits associated with this project will not be realised.

Reasons:

This opportunity to take part in the pilot project will allow greater flexibility for the Council to make decisions with regards to moving funding between projects.

DLUHC will devolve decision making by streamlining the reporting process, increasing Flexibility, reducing bureaucracy and inefficiency within the delivery process and maintaining proportionate controls to ensure that funding continues to deliver good value for money.

Consultation undertaken with Members/Officers/Stakeholders

Yes

Subject to call-in:

Yes

Ward relevance:

All

Forward plan:

Yes

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Building a Better Borough Aim: All
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Building a Better Borough Priority: All

Relevant statutes or policy: -Nuneaton and Bedworth Borough Council Corporate plan. -Memorandum of understanding between DLUHC and the Council

Equalities Implications: (Does this require an Equalities Impact Assessment? If so please append.) No

Human resources implications: N/A

Financial implications: Allows the Council greater flexibility to move grant allocation between projects.

Health Inequalities Implications: N/A

Section 17 Crime & Disorder Implications: N/A

Risk management implications: Yes.
--

Environmental implications:

N/A

Legal implications:

Council have entered into a MoU with DLUHC.

Contact details:

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AGENDA ITEM NO.

NUNEATON AND BEDWORTH BOROUGH COUNCIL

Report to: Cabinet - Wednesday 6th September 2023

From: Strategic Director – Economy & Transformation

**Subject: Department of Levelling Up, Housing and Communities -
Simplification Pathfinder Pilot**

Portfolio: Business and Regeneration – (Councillor K.Wilson)

Building a Better Borough Aim: All

Building a Better Borough Priority: All

1. Purpose of Report

1.1 The purpose of this report is to seek approval for Nuneaton and Bedworth Borough Council to be a part of Department of Levelling Up Housing and Communities (DLUHC) Simplification Pathfinder Pilot.

2. Recommendations

2.1 That approval be given to the Council joining the DLUHCs Simplification Pathfinder Pilot.

2.2 That delegated authority be given to the Strategic Director (Economy & Transformation) in consultation with the Portfolio holder (Business & Regeneration) to agree and implement an appropriate governance structure as part of the Pathfinder Pilot.

3. Background

3.1 The Government's Levelling Up White Paper includes a commitment to simplify the funding landscape and to support this initiative DLUHC have developed a Pathfinder Pilot to simplify the local grant funding process; see Appendix 1- Simplification Pathfinder Pilot Guidance.

4. Body of Report

4.1 Nuneaton and Bedworth Borough Council have been selected as part of a small group of 'pathfinder' local authorities across England to pilot a simplified approach to funding delivery. This pilot will allow Government to understand the impact of a simplified funding model on delivery of local capital projects, including how spending flexibility can support local authorities to respond to changing economic conditions.

- 4.2 This provides the Council will greater flexibility to make decisions about moving funding between projects. DLUHC will devolve decision making responsibility over the three capital funding programmes (i.e., Towns Fund, Future High Street Fund & Levelling Up Fund- round one only), increasing flexibility, reducing bureaucracy and inefficiency within the delivery process while maintaining proportionate controls to ensure that funding continues to deliver good value for money.
- 4.3 The delivery model will be built around the following principles;
- A single funding allocation
 - A combined set of outcomes
 - A streamlined reporting process
 - A simplified change request process
 - A single point of contact within DLUHC for any queries about funding or the pilot
- 4.4 Nuneaton and Bedworth Borough Council are required to complete a light touch investment plan which will set out how we will use the aggregate allocation to deliver the outcomes and outputs listed within the pathfinder investment framework.

The Investment Plan will comprise delivery information, project information, outputs and outcomes, together with the level of amount of funding to be invested each year in across 5 intervention themes; these are;

- Enhancing sub-regional and regional connectivity
 - Unlocking and enabling industrial and commercial development
 - Strengthening the visitor and local service economy
 - Improving the quality of life of residents
 - Employment & education
- 4.5 A new Memorandum of Understanding will be issued that will supersede the existing funding agreements for Town Deals, Future High Streets Fund and Levelling Up Fund providing for four returns per year.
- 4.6 In addition to monitoring, DLUHC will also conduct assurance reviews focussing on the assurance processes that local authorities have in place and will follow the same process currently used across the three separate funds.
- 4.7 DLUHC will take a proportionate approach to any changes to pilot Investment Plans which means the Council will not be required to submit individual project-level adjustment requests for movement of funding below a £5m threshold between intervention themes or projects in the same intervention theme. Where there is movement of

over £5m then a Project Adjustment Request will need to be submitted to DHLUC.

- 4.8 Movement of underspend from one financial year into the next, will require the Council to submit a credible plan as part of the end-of-year report explaining the approach.
- 4.9 When submitting the Investment Plan the Council must consider whether any existing or new investment will be used to provide a subsidy and, if so, whether that subsidy will contravene the Subsidy Act 2022. This provides, that the Council must have regard to DLUHC guidance (so far as it is applicable to the authority and the circumstances of the case) when giving a subsidy or making a subsidy scheme.
- 4.10 Participating local authorities have a duty to consider how policies, investment or decisions made within the scope of this pilot affect persons protected characteristics under the Equality Act 2010.
- 4.11 Nuneaton and Bedworth Brough Council will remain the accountable body for the funding and the Investment Plan will retain the Senior Responsible Officer's responsibility for the delivery of the pilot and provide a designated Section151 Officer.
- 4.12 The pilot requires the existing Town Deal Board role to be extended to oversee the Investment Plan, however, this board will have no decision making power but maintain strategic oversight.

The pilot requires the existing Board membership to be expanded to include a wider range of stakeholders that have an interest in the projects and the geographical areas covered by the Investment Plan with membership drawn from MPs, elected members, private sector, local businesses, skills, education and the third sector. It will also include senior management and relevant officers from the Council and Warwickshire County Council.

Subject to the Council agreeing to take part in the Pathfinder Pilot, the establishment of the new Board arrangements will need to be put in place quickly and it is proposed that delegated authority be given to the Strategic Director (Economy & Transformation) in consultation with the Portfolio holder (Business & Regeneration) to agree and implement an appropriate governance structure as part of the Pathfinder Pilot.

5. Conclusion

- 5.1 This opportunity to take part in the pilot project will allow greater flexibility for the Council to make decisions with regards to moving funding between projects.

5.2 DLUHC will devolve decision making by streamlining the reporting process, increasing flexibility, reducing bureaucracy and inefficiency within the delivery process and maintaining proportionate controls to ensure that funding continues to deliver good value for money.

6. Appendices

6.1 Appendix A- Simplification Pathfinder Pilot Technical Guidance

7. Background Papers (if none, state none)

7.1 None

Tom Shardlow



Department for Levelling Up,
Housing & Communities

Technical Guidance: Simplification Pathfinder Pilot

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1. Introduction

1.1 What is the Simplification Pathfinder Pilot?

Investing in local places is a central pillar of this government's Levelling Up agenda. High value and targeted funding can unlock the potential of local economies, leading to visible improvements in places and supporting communities to grow and thrive. We are committed to continually improving the way funding is delivered. By increasing the efficiency of our processes, we can support local authorities to maximise their return on spending.

We have invited a small group of 'pathfinder' local authorities across England to pilot a simplified approach to funding delivery. This stand-alone pilot will allow government to understand the impact of a simplified delivery model.

This technical note provides guidance on how the pilot will be established and delivered by the Department for Levelling Up, Housing and Communities (DLUHC) in partnership with local authorities.

1.2 What are the objectives of the pilot?

This pilot will allow government to understand the impact of a simplified and consolidated funding model on delivery of locally selected capital projects, including how spending flexibility can support local authorities to respond to changing economic conditions.

Pilot authorities will have greater ability to make decisions locally about moving funding between projects in their funding portfolio. We will devolve decision-making responsibility over three in-flight capital funding programmes in pilot areas, increasing local flexibility, and reducing bureaucracy and inefficiency within the delivery process.

1.3 Who is eligible to take part?

Local authorities currently in receipt of funding from three complementary capital programmes are eligible to take part in the pilot. These DLUHC funding programmes are:

- Future High Streets Fund (FHSF)
- Town Deals
- Levelling Up Fund round one (DLUHC-only funding)

The 10 local authorities which have been allocated funding from all three of these programmes, and which are therefore eligible for the pilot, are:

- Bolton Metropolitan Borough Council
- Calderdale Metropolitan Borough Council
- City of Wolverhampton Council
- Lewes District Council
- Nuneaton and Bedworth Borough Council
- Rotherham Metropolitan Borough Council
- Sheffield City Council

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- Stockton-on-Tees Borough Council
- Thanet District Council
- Wirral Metropolitan Borough Council

These pathfinders will initially be in England only, as there are fewer UK-wide capital funding programmes that would be appropriate for consolidation at this stage.

Participation is not mandatory. We will work with local authorities to understand how the pilot could operate within specific local contexts and priorities.

2. How the pilot will be delivered

2.1 Overview of the delivery model

We are piloting the following changes to the way the three funds are currently delivered:

- **A single aggregate allocation:** local authorities' allocations from each of the three individual funds will be aggregated into a single allocation which, subject to assurance, can be managed flexibly across a portfolio of projects.
- **An investment plan:** a combined set of outcomes and outputs, covering the full portfolio of activity that will be delivered using the aggregate allocation. We will track delivery across this portfolio (as opposed to a project-by-project basis).
- **Streamlined reporting:** moving away from reporting across three different programmes, local authorities will submit one three-monthly rag report (focusing on spend and progress) and one six monthly delivery report.
- **Change management:** authorities will only need to seek approval from DLUHC if they are making a 'material change' to their investment plan (see definition in section 2.5).
- **Integrated conversation:** local authorities will have one main contact in their DLUHC area team for discussions about the pilot.

2.2 Investment Plan

To take part in the pilot, local authorities will be asked to complete a light touch investment plan. This plan will set out how the authority will use their aggregate allocation to deliver the outcomes and outputs listed within the pathfinder investment framework (see Annex A).

The framework is made up of CDEL-focused metrics that are already used within existing programmes (Future High Streets Fund, Town Deals and Levelling Up Fund round one). We have not included any new or additional metrics to avoid unnecessary complexity and to minimise the burden on participating pilot authorities.

The Investment Plan will follow a template and will comprise three sections:

- A. Delivery information – including (but not limited to) an aggregate portfolio-level spending profile, an overview of the proposed consolidated governance

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structure (see further below), and a summary of any proposed changes to projects.

- B. Project information – including (but not limited to) project summaries, financial information and an approximate split of the intervention themes each project will invest in.
- C. Portfolio outputs and outcomes – in which we will ask local authorities to set out, at the aggregate level, the amount of funding they will invest each year in each intervention theme and the associated outputs and outcomes that will be delivered. The intervention themes are:
 - i) Enhancing sub-regional and regional connectivity
 - ii) Unlocking and enabling industrial and commercial development
 - iii) Strengthening the visitor and local service economy
 - iv) Improving the quality of life of residents
 - v) Employment & education

Local authorities will continue to use the same (mandatory and non-mandatory) indicators that they have been using to report on local growth funds in the past, but they will also be free to select additional indicators from the Intervention Framework (Annex A). Local authorities will also be free to continue to use standard or custom indicators on various topics that are not listed below but only to monitor and evaluate internally.

The local authority should develop their investment plan in collaboration with local stakeholders and should consider how local governance could be used to encourage this collaboration. All plans must be signed off by the Section 151 Officer and any other Senior Responsible Officers (SROs) responsible for delivery of the funding.

Expenditure profiles must be accurate and deliverable. Each place must set out a forecast for the amount of funding that will be invested each year across the identified interventions.

2.3 Payments

Payments will be made using section 50 of the UK Internal Market Act (power to provide financial assistance for economic development etc).

Once an investment plan has been agreed and subject to local authorities having sufficiently met assurance criteria, an aggregate payment of any remaining funding for 23/24 will be made to pilot authorities in the third quarter of 2023-24. Subsequent payments will be made in the first quarter of 2024-25 and 2025-26, subject to satisfactory performance based on regular reporting and, where applicable, the submission of a 'credible plan' where the local authority would like to re-profile any underspend from the previous year (see section 2.5).

Prior to receiving the aggregated payment, local authorities will be issued with a grant closing statement which confirms the total payments that have been made to date under the three separate programmes.

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A new Memorandum of Understanding (MoU) will be issued to participating local authorities and this will supersede all current funding agreements for Town Deals, Future High Streets Fund and Levelling Up Fund round one.

2.4 Monitoring and reporting

The pilot will be testing an approach to reporting that reduces local administrative burdens whilst still providing DLUHC with the required levels of delivery data and assurance. All local authorities will be required to monitor the spend, outputs and outcomes that have been agreed within their investment plan. However, monitoring will be streamlined into four portfolio-level returns per year:

- 1) 3-monthly summary updates (in the form of RAG reporting) focusing on spend and progress.
- 2) 6-monthly detailed reports on spend and progress, including (but not limited to) forecast underspends, a plan for delivering uncommitted funding, projected delivery of portfolio-level outputs and outcomes, and changes to projects below the change request threshold.

In addition to monitoring, DLUHC will also conduct separate assurance activity, including local authority assurance reviews. These reviews will focus on the assurance processes that local authorities have in place and will follow a similar model as is currently used across the three separate funds.

The Department will share specific monitoring questions ahead of the first monitoring return. We expect the first monitoring return to occur in the third quarter of 2023-24.

2.5 Change process and reprofiling spending

We will take a proportionate approach to any changes to pilot investment plans, which means we will not be asking local authorities to submit individual project-level adjustment requests.

Local authorities should seek approval from DLUHC where they are seeking to make “material changes” to their investment plan. A single amendment to funding plans is a “material change” if it involves moving at least £5m to a different intervention theme or moving at least £5m between projects in the same intervention theme. This change will be benchmarked against the investment plan agreed by DLUHC or against the position agreed as part of a previous change request.

The aim of piloting this approach is to:

- Provide local authorities with the flexibility to deliver effectively in line with local priorities.
- Reduce the administrative burdens of agreeing all individual changes.
- Maintain proportionate controls to ensure that funding continues to deliver good value for money.

Where local authorities would like to make a material change to their investment plan, they must submit details of the change to DLUHC using a change request template. Authorities should confirm as part of the request that they have sought the views of key local stakeholders and this must include the Member(s) of Parliament (MP(s)) covering the geography for the proposed change. Where the value of a project is

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changing, local authorities must have given due regard to subsidy control guidance (see section '3.1 Subsidy Control' for further information on subsidy control appraisals).

If DLUHC is concerned about the size or intention of a particular change, we will discuss it with local authority teams and we reserve the right to reject a change on the grounds it would not secure value for money or meet the objectives of the funding.

Where the local authority has made contractual or funding commitments to a third party or other public body, the local authority will be required to assess if the proposed change will have an impact on their ability to honour this commitment. The Department does not have a role in assessing or arbitrating any third-party agreements or funding commitments that local authorities have entered using funding from the Town Deals, Future High Street Fund or Levelling Up Fund.

The following do not constitute a material change and can be reported to DLUHC in the 6-monthly monitoring returns:

- Movement of funding between intervention themes below the £5m threshold.
- Movement of funding between projects in the same intervention theme below the £5m threshold.

If changes made fall beneath the thresholds to be considered a material change, the local authority does not need to seek explicit approval from DLUHC. However, DLUHC will review all updates to investment plans provided by the local authority as part of the reporting cycle and may seek further discussion with local authorities where we have concerns over any changes.

If a local authority wishes to reprofile underspend from one financial year (FY) into the next, they need to submit a 'credible plan' as part of their end-of-year report explaining the approach, including:

- Amount of funds committed and the profile of that spend.
- Amount of funds allocated but not committed, and the profile of that spend.
- Plan for the allocation of unallocated funds, key milestones for the commitment of funds and spend profiles.
- Risk management i.e., confirmation that plans are in place to manage risks relating to project pipeline and capacity.

If local authorities can demonstrate a credible plan as set out above, they will receive their next annual payment in full at the start of the FY. If, however, local authority plans to re-profile underspend are not credible, DLUHC reserves the right to withhold or delay payment from 2024-25 onwards. Remaining funding will be paid out pending demonstration of satisfactory performance.

2.6 Governance, oversight and Town Deal Boards

For the purposes of this pilot, the local authority is the accountable body through which all funding will flow. Within the investment plan, local authorities will need to confirm which Senior Responsible Officers (SROs) are responsible for the delivery of the pilot, including who the designated S151 Officer is. SROs are responsible for signing off monitoring returns, submitting change requests, and securing value for money from the agreed aggregate allocation.

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Building on the positive local role of Town Deal Boards, we require participating local authorities to establish a consolidated governance structure which will oversee the total portfolio of projects. This board will have no decision-making power but will exercise strategic oversight over pilot activity. Local authorities have the flexibility to set out how a consolidated governance will work for the geographic area and should give an overview of the chosen approach in the investment plan.

Town Deal Boards may be reconstituted or expanded into this consolidated governance structure to give stakeholders, including local MPs, the framework to exercise strategic oversight over the portfolio. To facilitate a transition to a consolidated governance structure, participating local authorities could make the following changes to the scope and membership of existing Town Deal Boards:

- Scope of the board: The pilot board could expand the scope to include all projects across a broader geography or all projects in a particular locality.
- Membership: the core membership and Chair of the board could remain the same, but if you choose to expand the geographical remit, then the number of attendees would increase to reflect the new broader geography. The membership should include a private sector chair, the MPs representing the area, local representatives from business and community and representatives from all tiers of local government for the expanded geography, if applicable.

2.7 Evaluation

We are committed to reducing the administration burden of funding programmes. DLUHC will conduct evaluation centrally, using data provided by participating local authorities through monitoring returns and bespoke research activities such as surveys, interviews and case studies.

Participating local authorities will not need to carry out a local evaluation as part of the pilot, but we encourage authorities to conduct reflective exercises e.g. lessons learnt, to help inform the development of their project pipeline. Participating local authorities will be removed from the programme evaluation of Levelling Up Fund round one, Town Deals and Future High Streets Fund.

This evaluation activity will demonstrate how participating local authorities are implementing the delivery model and using the freedoms and flexibilities available through the pilot to progress delivery and achieve outputs and outcomes. DLUHC will also evaluate if the pilot is providing broader efficiencies for the Department to deliver its funding programmes.

Alongside data and insights collected as part of monitoring and reporting, evaluation will also include comparative case studies, interviews and qualitative surveys. Participating local authorities will be asked to participate in the above interviews and surveys, and DLUHC will notify them of the timings of these activities once they have signed up to the pilot.

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In parallel with the pathfinder's evaluation, DLUHC will also still be conducting process evaluations of the Levelling Up Fund and Towns Fund. These process evaluations will provide insight from places who do not have the flexibilities of the pathfinder delivery model and could therefore provide a group to compare efficiencies gained. Findings generated through the pathfinder evaluation could therefore feature as part of the main Levelling Up Fund and Towns Fund evaluation publications.

DLUHC will develop an evaluation plan outlining the approach to assessing the pilot's effectiveness, including the questions the evaluation will answer and the methods to be conducted.

3. Preparing to take part in the pilot

3.1 Subsidy control

When submitting an investment plan, all pilot authorities must consider whether any existing or new investment will be used to provide a subsidy and, if so, whether that subsidy will contravene the UK's international obligations on subsidy control, or the Subsidy Act 2022.

This [guidance](#) provides information for local authorities on subsidy control. Under section 79(6) of the Subsidy Control Act, public authorities must have regard to this guidance (so far as it is applicable to the authority and the circumstances of the case) when giving a subsidy or making a subsidy scheme. This guidance has been issued to help authorities interpret the UK's domestic obligations on subsidy control.

If the value of a project is changing, the local authority will need to conduct a subsidy control appraisal. Where the local authority is the direct beneficiary of funding, they will need to work with DLUHC teams to conduct the assessment.

3.2 Meeting the public sector equality duty

In Great Britain, the public sector equality duty under the Equality Act 2010 requires public authorities in exercising their functions to have due regard to the need to: eliminate discrimination, harassment, victimisation, and any other conduct that is prohibited by or under the Act; advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it; and foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

The 'protected characteristics' under the Act are age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex, and sexual orientation.

Participating local authorities have a duty to consider how policies, investment or decisions made within the scope of this pilot affect persons with the nine protected characteristics under the Equality Act 2010.

3.3 Consulting local stakeholders about participation

As the accountable body for all funding, it is for the local authority to decide if they will participate in the pilot. However, engagement and collaboration with local stakeholders is critical to the success of funding delivery, so authorities will have to confirm that they have consulted with their Town Deal Board(s) and local MPs, before submitting an investment plan.

Where local stakeholders or MPs have concerns about the delivery of outcomes or outputs, the authority should provide reassurance as to the local governance structures that will be put in place to ensure that funding continues to deliver against local priorities. Local authorities should evidence this consultation when submitting an investment plan to DLUHC.

3.4 Submitting an investment plan

All plans must be signed off by S151 Finance officer, Leader of the Council and any other SROs with responsibility for delivery.

DLUHC will provide a template for local authorities to use when developing their investment plan. All completed plans should be submitted to DLUHC by 8th August 2023 to this email: Pathfinder.Funding@Levellingup.gov.uk

Participating local authorities who are unable to meet this deadline should contact their DLUHC Area Lead and email Pathfinder.Funding@Levellingup.gov.uk. Where a different submission date is required, we can adjust this schedule in agreement with the local authority.

3.5 How an investment plan will be agreed

We will expect the pathfinder pilot investment plan and spend profiles to be complete, accurate and deliverable. Investment plans will be assessed by DLUHC according to a set of assessment criteria, including deliverability, value for money and strategic fit.

Where a plan cannot be approved at the first appraisal, we will provide feedback to the lead local authority and work iteratively to secure approval.

Annex A – Pathfinder Investment Framework: interventions, outputs and outcomes

A list of metrics definitions will be provided alongside this guidance. Please note that some of the metrics' definitions, units of measurement and titles slightly vary across local growth funds. For that reason, it is important that you check the list to ensure reporting of the indicator is in the right format.

DLUHC recommend consulting [The Aqua Book](#) to conduct quality assurance activities as part of the data collection and reporting process.

Intervention theme	Outputs	Outcomes
1. Enhancing sub-regional and regional connectivity	<ul style="list-style-type: none">• Total length of pedestrian paths improved (km)• Total length of new pedestrian paths (km)	<ul style="list-style-type: none">• Footfall (absolute number) (n of)• Cycle flow (n of)• Pedestrian flow (n of)

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	<ul style="list-style-type: none"> • Total length of new cycle ways (km) • Total length of improved cycle ways (km) • Total length of resurfaced/improved road (km) • Total length of newly built roads (km) • Number of alternative fuel charging/re-fuelling points (n of) • Amount of land made wheelchair accessible/step free (m2) 	<ul style="list-style-type: none"> • Vehicle flow (n of) • Public transport reliability (%) • Change in perceived/experienced accessibility (% change)
2. Unlocking and enabling industrial and commercial development	<ul style="list-style-type: none"> • Amount of rehabilitated land (sqm) • Number of dilapidated buildings improved (n of) OR Number of derelict buildings refurbished (n of)¹ • Amount of floor space repurposed (residential, commercial, retail) (sqm) 	<ul style="list-style-type: none"> • Percentage of adults who are satisfied with their local area as a place to live (%) • Number of major commercial planning applications granted (n of) • Number of minor commercial planning applications granted (n of)
3. Strengthening the visitor and local service economy	<ul style="list-style-type: none"> • Amount of public realm improved (sqm) • Number of public amenities/facilities created (n of) • Number of public amenities/facilities improved (n of) • Amount of new retail space created (sqm) • Amount of existing retail space improved (sqm) • Amount of new hospitality space created (sqm) • Amount of existing hospitality space improved (sqm) • Number of local events or activities supported (n of) 	<ul style="list-style-type: none"> • Number of people using a new/improved public facility (n of) • Vacancy rate of commercial units (%) • Percentage of residents who report feeling safe in their local area (%) • Number of crimes reported (n of) • Number of anti-social behaviour crimes recorded (n of) • Number of day visitors (n of) • Total consumer spending at cultural venues (£) • Number of visitors to cultural venues

¹ OR: when multiple local authorities are reporting on the same indicator metric for two funds, but the indicator title is phrased in two slightly different ways, the authorities will have freedom to report on both options. This is indicated by 'OR' in Table 1.

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	<ul style="list-style-type: none"> • Number of improved community/sports centres (n of) • Number of neighbourhood improvements undertaken (n of) • Number of heritage buildings renovated/restored (n of) OR Number of buildings renovated/restored (n of) • Number of improved cultural facilities (n of) • Number of new community/sports centres (n of) • Number of new cultural facilities (n of) 	<ul style="list-style-type: none"> • Number of cultural events (n of) • Audience numbers for cultural events (n of)
4. Improving the quality of life of residents	<ul style="list-style-type: none"> • Number of trees planted (n of) OR Number of new trees planted (n of) • Amount of existing parks/greenspace/outdoor improved (sqm) • Amount of new parks/greenspace/outdoor space (sqm) • Number of properties better protected from flooding and coastal erosion (n of) 	<ul style="list-style-type: none"> • Percentage of residents who report feeling safe in their local area (%) • Number of crimes reported (n of) • Number of anti-social behaviour crimes recorded (n of) • Change in number of properties better protected from flooding and coastal erosion (% change)
5. Employment & education	<ul style="list-style-type: none"> • Number of full-time equivalent (FTE) permanent jobs created directly through the projects • Number of full-time equivalent (FTE) permanent jobs safeguarded directly through the projects • Number of temporary FT jobs supported during project implementation • Amount of new educational space created (sqm) 	

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Report Summary Sheet

Date: 6 September 2023

Subject: Customer Experience and Digital Strategy

Portfolio: Finance and Corporate (Councillor S Croft)

**From: Strategic Director – Economy & Transformation
Graduate Trainee**

Summary: This strategy sets out the Council's intended customer experience and digital strategy for 2023-2025.

The strategy highlights the need to continue to deliver excellent customer service across a range of channels.

The strategy sets out the need to increase digital provision, with the aim of delivering 'digital by default' services. Encouraging digital provision will make services more efficient, benefitting both the council and customers.

Recommendations:

That Cabinet adopt the Customer Experience and Digital Strategy as detailed within the report.

Options:

To adopt the strategy as detailed within the report.

To reject the strategy, however this would mean that the Council would need to find alternative means to demonstrate its commitment to the customer and would have a negative impact on the Council's effort to achieve Customer Service Excellence (CSE) Accreditation.

To recommend revisions to the strategy and ask that it is re-presented at a future date.

Reasons:

The strategy will demonstrate the Council's commitment to the -customer and to delivering exceptional customer experiences.

The strategy will give further direction and momentum to the Council's wider modernisation work by setting out the intention to improve and promote digital services.

The strategy will support the Council's CSE Accreditation submission.

Consultation undertaken with Members/Officers/Stakeholders

Consultation has been undertaken with:

- Customer and Client Services Manager
- ICT Client Manager
- Customer Experience Officer
- Corporate Communications and Marketing Manager
- Management Team
- Cllr. Samuel Croft (Portfolio holder)

Subject to call-in:

Yes

Ward relevance: All

All

Forward plan:

Yes

Building a Better Borough Aim:

Aim 2 - Work

Building a Better Borough Priority:

Aim 2 Priority 3 – Embrace new & emerging technology

Relevant statutes or policy:

N/A

Equalities Implications:

(Does this require an Equalities Impact Assessment? If so, please append.)

The strategy supports the Council's commitment to equal access to all services.

Human resources implications:

N/A

Financial implications:

N/A

Health Inequalities Implications:

N/A

Section 17 Crime & Disorder Implications:

N/A

Risk management implications:

N/A

Environmental implications:

N/A

Legal implications:

N/A

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AGENDA ITEM NO. 7

NUNEATON AND BEDWORTH BOROUGH COUNCIL

Report to: Cabinet – 6 September 2023

From: Tom Shardlow / Caleb Ellis

Subject: Customer Experience & Digital Strategy

Portfolio: Economy and Transformation (Cllr. Samuel Croft)

Building a Better Borough Aim: 2 – Work

Building a Better Borough Priority: Priority 3 - Embrace new & emerging technology

1. Purpose of Report

1.1 To submit the Customer Experience and Digital Strategy to the cabinet for consideration.

2. Recommendations

2.1 That Cabinet adopt the Customer Experience and Digital Strategy as detailed within the report.

3. Background

3.1 This strategy sets out the Council's intended customer experience and digital strategy for 2023-2025.

3.2 The strategy highlights the need to continue to deliver excellent customer service across a range of channels.

3.3 The strategy sets out the need to move away from telephone and in-person provision and increase digital provision, with the aim of delivering 'digital by default' services. Encouraging digital provision will make services more efficient, benefitting both the council and customers.

4. Body of Report

4.1 The strategy sets out our commitment to deliver excellent customer experience during every interaction with the council and to 'deliver digital by default.' These tie in with the council's core values and Aim 2 Priority 3 of the BABB.

- 4.2 Our current customer experience offering leans heavily on our contact centre and telephone services. While this offers excellent customer service, the world is increasingly moving to more digital channels and there is a need to move away from such a reliance on the contact centre as a primary offering. Moving to promote digital routes as a first route of contact will not only give customers more choice but should deliver a streamlined experience for customers and reduce strain on council services. Improving and proactively promoting our digital offering is key to meeting our customers' expectations and delivering faster, more efficient service.
- 4.3 In order to deliver excellent customer experience, we will endeavour to put the customer at the heart of everything we do. This ethos will be embedded across the council. Every department will be responsible for ensuring their services are customer friendly and that they have an excellent digital offering available for customers where appropriate. We will also be constantly monitoring our performance to ensure we are on the right track and that any issues arising are addressed swiftly and comprehensively.
- 4.4 To deliver on Digital by Default the council will need to drive a channel shift away from more expensive routes, such as in-person or telephone interactions, to digital routes. To do so it will be essential to build on the strong foundation we already have. Key to doing this will be analysing and improving our existing services, focusing on delivering streamlined customer journeys, promoting these services to customers, and adding new digital services utilising both current technology and capabilities, and by embracing emerging technologies, such as AI where it is appropriate and will deliver a benefit to customers.

5. Conclusion

- 5.1 The strategy will be valuable for the council and will help to set out how we will continue to deliver excellent customer service across all channels.
- 5.2 The strategy will also help to drive and give momentum to modernisation work across the council by encouraging greater focus on digital services.
- 5.3 The strategy will support the council's application for Customer Service Excellence accreditation.

6. Appendices (if none, state none)

- 6.1 Customer Experience and Digital Strategy.

7. Background Papers (if none, state none)

- 7.1 None

2023-
2025

Customer Experience and Digital Strategy



Nuneaton and Bedworth Borough
Council
2023-2025

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1.Executive Summary

1.1.Nuneaton and Bedworth Borough Council are dedicated to delivering an excellent customer experience. Additionally, our services need to reflect the needs and wants of our diverse customer base, in an increasingly digital world.

1.2.As the world becomes more and more digital it's vital that we look to increase our digital offering and ensure that it meets our customer's expectations. Improving and proactively promoting our digital offering is key to meeting our customers' expectations and delivering faster, more efficient service.

1.3.Our aim is to deliver excellent customer experience during every interaction with the Council and to 'deliver digital by default.' These tie in with the Council's core values and Aim 2 Priority 3 of the BABB.

1.4.Our current customer experience offering leans heavily on our contact centre and telephone services. While this offers excellent customer service, the world is increasingly moving to more digital channels and there is a need to move away from such a reliance on the contact centre as a primary offering. Moving to promote digital routes as a first route of contact will not only give customers more choice but should deliver a streamlined experience for customers and reduce strain on Council services.

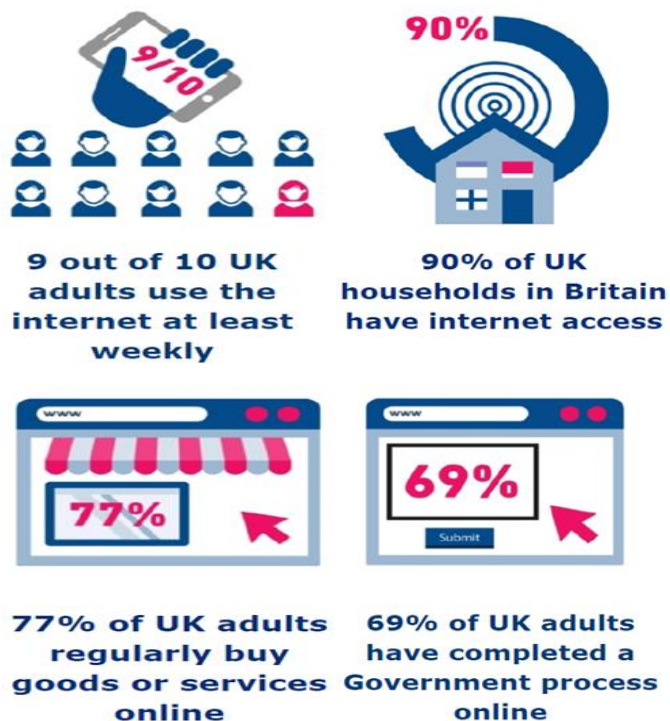
1.5. In order to deliver excellent customer experience, we will endeavour to put the customer at the heart of everything we do. This ethos will be embedded across the Council. Every department will be responsible for ensuring their services are customer friendly and that they have an excellent digital offering available for customers where appropriate. We will also be constantly monitoring our performance to ensure we are on the right track and that any issues arising are addressed swiftly and comprehensively.

1.6. To deliver on Digital by Default the Council will need to drive a channel shift away from more expensive routes, such as in-person or telephone interactions, to digital routes. To do so it will be essential to build on the strong foundation we already have. Key to doing this will be analysing and improving our existing services, focusing on delivering streamlined customer journeys, promoting these services to customers, and adding new digital services utilising both current technology and capabilities, and by embracing emerging technologies, such as AI where it is appropriate and will deliver a benefit to customers.

2. Introduction

2.1. Nuneaton and Bedworth Borough Council (NBBC) looks to place customer experience at the heart of everything we do. The Council's customers could be anyone who lives in the borough, visits the borough, works in the borough, operates a business in the borough, or wants to invest in the borough. Everyone deserves to feel valued and should expect the highest level of service from the Council. We appreciate that we have a diverse customer base and that our services need to be flexible to meet their diverse needs. This strategy sets out how the Council will aim to deliver fantastic customer experience, and the growing role of digital services in doing so.

2.2. We live in an increasingly digital world. National statistics from SOCTIM identify that:



2.3. Looking more locally the Digital Exclusion Risk Index - which measures how likely neighbourhoods are to be 'digitally excluded' or struggle to access digital services- identifies that Nuneaton and Bedworth are at a low risk of digital exclusion. According to Warwickshire County Council's 2022 State of Warwickshire Report across Warwickshire, 96% of households have access to, and regularly use, the internet. The majority of local residents are capable of using digital services and this can offer a quick and efficient way to access local government services.

2.4. A growing number of people expect to be able to interact digitally with the Council, and for many people this is their preference. As this trend continues it is important that the Council keeps up. Increasingly this will mean self-service over the internet, allowing customers to access services instantly, simply, and at any time. This strategy will form part of the Council's move to 'digital by default' to ensure that we meet our customers' expectations.

- 2.5. We understand that digital interactions are not always the right channel to access our services. Some people may find a digital interaction too challenging, or the circumstance or transaction may mean a digital channel is inappropriate. Sometimes it may just be reassuring to talk to an actual person. That is why we will continue to provide a range of interaction channels so we can tailor our services to suit the customer or situation, enabling the Council to ensure every customer or interaction gets handled appropriately according and customer's get the right access at the right time. This will include digital options but will also include telephone, email, or in-person options where these are most appropriate.
- 2.6. Moving to digital by default will also help to deliver efficiencies for the Council, enabling the Council to focus finite resources on the core services that really matter for the Council's customers. Encouraging greater use of digital self-service offers a win-win with fast, easy access for customers and reduced strain on limited resources for the Council. This not only allows the Council to dedicate more resources to delivering vital services but also ensures that the Council can continue to dedicate resources to provide telephone and in-person services for customers unable to self-serve.
- 2.7. This strategy will lay out the Council's approach to customer experience. Customers expect to receive excellent service when they interact with the Council, and it is important to have a strategy in place to ensure customers' expectations are met.
- 2.8. Excellent customer service should mean that whenever customers interact with the Council they should leave with a positive impression. A number of factors will affect what excellent customer service looks like and it will look different for every interaction. It's really important to consider that excellent customer service is different for every interaction and that the Council needs to be able to respond flexibly to customer needs. Excellent customer service will mean responding to the customer quickly, providing the customer with a simple, easy process, communicating clearly, providing relevant information in an easily accessible format, and ensuring that in every contact the customer has with the Council they leave satisfied.

2.9. This strategy also lays out how the Council intends to act on the need to work more digitally, both in response to customer preference and to the need to work more efficiently to achieve savings under tight financial conditions. In today's world customer experience and digital go hand in hand, because customers increasingly expect to interact digitally. Improving our digital offering is also really important to ensure that the Council's customer service can be as flexible as possible and accessible to customers at all times.

3. Our Aim

3.1. Our Aims:

3.1.1. Provide excellent customer service

- We will put our customers at the heart of what we do
- We will ensure tailored methods for customers to contact the Council
- We will ensure our services deliver on our customers' expectations
- Regularly monitor customer satisfaction

3.1.2. Deliver digital by default

- We will build and promote an excellent digital offering to ensure digital channels are our customers go-to.
- We will ensure that our digital offering fully meets customer's needs, and makes their lives easier.

3.1.3. Deliver value for money

- Ensuring value for money is always a Council priority.
- Delivering value for money in everything we do will allow the Council to continue to deliver, and maximise the resources dedicated to, our valuable core services.

3.2. Ties to corporate plan

- 3.2.1. These aims tie into the Council's core values and Aim 2: Priority 3 of the corporate plan: Embrace new & emerging technology. It is important that the Council endeavours to increase its own digital provision to meet this aim.

4. Our Vision

4.1. CUSTOMER FIRST

- 4.1.1. Customers are at the heart of what we do. The Council is here to provide the best possible level of service to our customers. As such, in everything we do the customer should come first. This extends beyond customer services to every department. Across the Council we should be putting customers first in our approach.
- 4.1.2. Putting the customer first means that when designing services the first consideration should always focus on what the customer needs.

4.2. DIGITAL BY DEFAULT

- 4.2.1. Customers increasingly want and expect to engage with the Council digitally. As such, making sure that our digital offering is up to scratch is integral to our customer experience. We intend to increase our use of digital channels by 15%, to make up over a half of our total interactions by 2026. In order to successfully move to digital by default the Council will focus on simplifying the customer journey and making sure that customers have a rewarding digital experience.

4.3. EXCELLENT IN-PERSON AND TELEPHONE PROVISION

- 4.3.1. While digital by default is our goal, we recognise that sometimes it is helpful to talk to a real person, and sometimes there's no substitute for in-person provision. As such, we will continue to provide our tailored customer service option offering in-person appointments, and our excellent telephone provision where these are needed.

4.4. SATISFIED CUSTOMERS

4.4.1. We are constantly aiming to make sure our customers are satisfied with the service we provide. We will continuously monitor how satisfied our customers are. As part of putting our customers first it's important that we understand whether they are satisfied with our performance. We're confident that the majority of our customers will be satisfied with our service, but where customers are unsatisfied it is important that we know so we can rectify this.

4.5. LEARN FROM OUR MISTAKES

4.5.1. As a Council we recognise that at times we will make mistakes. While we endeavour to get things right first time on every occasion, sometimes things won't go to plan. When things do go wrong, we have a robust complaints system in place to ensure that our customers feel that they are taken seriously. For serious complaints customers can escalate to the Local Government Ombudsman to investigate. This complaints system also helps us to learn from our mistakes. Doing so allows us to continuously improve and make sure that we don't make the same mistakes again.

4.6. EFFICIENCY

4.6.1. The Council has a duty to deliver value for money and we are always looking for ways to be more efficient. Being more efficient means that we can provide a quicker service to our customers and that we can dedicate more of our resources to our customers' priorities. Delivering more services digitally helps reduce our costs, helping us to dedicate more of our resources to delivering services for our customers.

5. Where we are

-
- 5.1. It's important to establish what our current customer experience provision is to understand how best to get to our vision.
- 5.2. Currently, telephone interactions make up the majority of our transactional customer interactions, representing over 60% of interactions.
- 5.3. Our current interaction channel split is as follows:
- 5.4. Table 1 below breaks down the Council's key interactions via various channels. These numbers represent significant interactions, often where there has been some form of interaction between the Council and a resident or customer.

Table 1: Customer Interactions with Customer Services (April 2021-March 2022)

Channel	Interactions	% of interactions
Telephone calls	185,173	63.5%
Self-Serve online	57,851	19.8%
Email	28,678	9.8%
In person interactions	19,988	6.8%

- 5.5. Our 'One Stop Shop' customer service department is key to our customer service provision. Currently, over 70% of our interactions flow through customer services and our customer service agents work hard to provide customers with the best possible experience. Agents are provided with extensive training to ensure they can handle the majority of interactions during a customer's initial interaction. Handling most non-digital interactions through the One Stop Shop provides customers with a straightforward and efficient service.
- 5.6. Accelerated by COVID-19, the Council's in-person provision has been reshaped to deliver high-quality, efficient services for those that need them. COVID-19 has accelerated the shift

towards digital by default, allowing the Council to reallocate resources towards more core services.

- 5.7. A key area to grow is our digital self-serve provision. Currently, just under 20% of our interactions are handled digitally, it is absolutely essential that we increase self-serve as a proportion of our interactions. Our website has approximately 39,000 users a month, over 1,200 a day, providing a wide range of helpful information and provides customers with the option to self-serve for most transactions they may have with the Council. The Council have worked hard to increase our digital offering, and deliver a highly functional and accessible website, this hard work is ongoing, and we are always looking to improve our digital offering.
- 5.8. Social media is also an important and growing channel. Increasingly people consume their news via social media, and it's vital that the Council engage with people via the platforms they use most. According to Statista, over 80% of the UK's population actively use social media. The Council regularly interact with customers via social media, and puts key news items out via Twitter and Facebook to ensure that we are going to customers, rather than waiting for them to come to us. Facebook is currently our top platform, with over 9000 followers on our corporate page and a reach of 1.8 million. The Council Facebook page also experienced significant growth from 2021 to 2022 with over 30% growth in follower count and engagement up from under 2% to over 14%.
- 5.9. The Council also operates additional social media pages and websites for specific service areas. These pages help to provide tailored content and updates on specific service areas. For example, housing operate a Facebook page to reach tenants more directly which has grown considerably in the past year. Operating more tailored pages helps to improve engagement by providing residents with the specific content they are looking for.
- 5.10. Going forward it is important to build on previous work and recognise that there is more we need to do to reach digital by default. While some service areas have embraced digital provision others have found it more difficult to transition. As a Council we are continually working to identify where our digital provision could be improved. A key part of

the Council's work to deliver digital by default will be to work with service areas to identify what has held them back from digital provision and help them overcome these barriers.

- 5.11. Similarly, we are looking at what discourages customers from using digital routes. Some customers simply prefer to use telephone services and find it easier or more reassuring to pick up the phone than use digital services. Other customers find it difficult to navigate the website and struggle to find the information they need. For some customers they are not aware of the services available online, while others simply enjoy the human interaction. Helping customers to understand what is available online and making sure that what they need is easily accessible will form a key part of encouraging greater take-up of online services.
- 5.12. The Council will work to remove barriers to digital engagement by identifying and removing specific accessibility issues with our digital offering, focussing on or customer journeys to make these as simple, and easy to use as possible for customers.
- 5.13. A key part of our customer experience approach is that we are accountable and recognise where we have made mistakes. As part of this we have a robust feedback and complaints process allowing customers to deal with any issues they have and get a proper response from the Council. Complaints are typically dealt with within 10 days and the process is overseen by our dedicated customer experience officer to ensure that customers receive the high level of service they deserve. If customers are not satisfied, they can also progress their complaints to the Local Government Ombudsman for further investigation. Whenever we receive complaints our customer experience officer works with service areas to establish how we can ensure that the same mistakes are not made again.
- 5.14. We will look to continue to reduce the total number of complaints we receive year-on-year and continue to improve the complaints process for our customers. From 2021 to 2022 we reduced average monthly complaints by 11%. We also improved our response rate to complaints by 42% and significantly reduced the number of referrals to the LGO or ICO. As

we aim to continually improve customer experience we will push to deliver further improvements for both total complaints and complaint response time.

5.15. Feedback from our customer service agents has highlighted that one key area of customer frustration is the delayed wait times for responses on some occasions. Tackling this and improving our communication with customers will be key to improving customer experience. Many of our departments deal with a high volume of customer queries on top of their already significant workload. The key to resolving customer frustrations will be clear communication with customers, as well as looking for methods to help customers find what they need without having to get in contact with service areas directly.

5.16. The Council has a solid base to build on going forward to deliver digital by default. A lot of crucial work has already been completed to provide customers with the option to self-serve digitally and a good proportion of customer interactions are already dealt with digitally. Key areas for improvement have also been identified, allowing the Council to focus on overcoming key barriers to digital by default.

6. How we get to our vision

6.1. A key part of delivering on the aim of providing excellent customer experience and embedding the principle that customers are at the heart of what we do. Embedding this ethos across the Council will start at the top, meaning directors both demonstrating and setting the expectation for fantastic customer service. This will then flow down through the Council, with directors setting expectations of senior managers, and managers setting expectations for officers. Supporting this process will be the customer experience officer who will work with departments to tackle key issues and troubleshoot.

6.2. We will also work to monitor customer satisfaction and ensure that customers are receiving excellent customer service. We will introduce new measures to monitor customer satisfaction via our customer services department. Customer facing departments already

have to regularly survey customers to ensure that customers are satisfied, for example regular tenant satisfaction surveys.

- 6.3. The Council are committed to increasing our digital provision and moving towards digital by default. A key part of this will be working with our customers to encourage them to go digital. The Council will work to highlight the benefits of digital provision to our customers and promote the wide range of services we offer digitally. Our front-line customer service agents have highlighted that for some customers a lack of knowledge of what is available digitally holds them back. In light of this, promoting our digital services will play a key role in achieving digital by default. A key step to promoting online services will be to identify when people are likely to want to access services and actively promote these online services ahead of time to customers.
- 6.4. As part of the push to improve digital services we will remodel our corporate website. This will deliver a modernised, new-look website, with improved functionality. Remodelling our website will also provide an excellent opportunity to review the web content, and ensure that all content is relevant, up-to-date, and helpful to customers. It will also give the Council an opportunity to review and improve online services. The remodelled website should deliver an enhanced customer experience, helping to encourage greater use of the Council's online services.
- 6.5. Building the ability to communicate digitally with our customers will also be an important part of the drive to deliver digital by default. Where possible the Council will promote digital communications with customers and highlight the benefits to customers of communicating digitally. This may be through direct digital communications with the customer, for example text or e-mail, or via digital channels such as social media. Encouraging greater digital communication should drive customers to engage with the Council's digital services as much as possible.
- 6.6. Putting customer experience at the heart of what we do while aiming for digital by default means working internally to make sure our systems are up to date and cater to the needs of

our customers. Promoting what we already have is not enough- we need to be improving the quality and range of what we offer digitally. Ensuring that our digital platform is straightforward to access and simple to use will help to encourage greater digital take up from customers. The Council will work continuously to improve our range of digital provision and make it easier to access our digital services. Internally our experienced IT team will work with service areas to improve our digital provision and make it easier to access our digital services. Our dedicated customer experience officer will also regularly monitor customer satisfaction with our digital services and monitor feedback to assess how we can improve our service.

- 6.7. While we will aim for digital by default, we recognise that some customers will face barriers to accessing digital services. We will work to identify and remove these barriers and make accessing digital services as straightforward as possible. We will also continue to provide excellent telephone services, as well as in person provision, for those who need it.
- 6.8. An extension of ensuring digital provision is straightforward to access is ensuring that what customers want to access is actually available. The majority of our most common interactions can already be handled digitally but there are still areas where customers cannot access services fully digitally. By working with service areas and customer service agents we will identify common issues that customers struggle to deal with digitally, and work to provide a digital option. Where service areas are unsure of the best approach to take support will be on-hand from IT to help support them to deliver digitally.
- 6.9. A key part of our strategy will be to increase digital self-serve by making it the channel of choice by delivering high-quality, efficient services to customers, helping to achieve digital by default. At present, many customers will simply call the Council by default when they need a service because they are not aware of how much can already be done digitally. Delivering high-quality digital options and proactively engaging with customers to promote our digital services at key points will encourage more customers to engage digitally. This

could include promoting a digital service for council tax payments or green waste renewals or providing information direct to customers where bin collections have been missed.

- 6.10. To ensure we achieve an excellent customer experience we will continue to monitor performance, ensure service areas are accountable for customer service, and deal with any issues that do arise swiftly and comprehensively. While committed to providing an excellent customer experience we recognise that, on occasion, customers will be dissatisfied. When this occurs our dedicated customer experience officer will ensure that complaints are dealt with in both a satisfactory and timely manner. The customer experience officer will work with service areas to put appropriate measures in place to address the root cause of any issues.

7. Key Steps

7.1. We Will:

- 7.1.1. Embed the principle of 'customer first' across the Council
- 7.1.2. Hold ourselves accountable for delivering an excellent customer service for all customers by regularly reviewing our customer satisfaction levels.
- 7.1.3. Acknowledge mistakes and work to rectify them
- 7.1.4. Learn from mistakes when they do happen
- 7.1.5. Promote our digital services and digital communications to customers
- 7.1.6. Provide high-quality, straightforward and easy to use digital services for customers
- 7.1.7. Identify and reduce the barriers holding customers back from using digital channels
- 7.1.8. Work with the public, customer service agents, and service areas to identify the services and information that customers want to access online
- 7.1.9. Build straightforward processes for customers to self-serve digitally
- 7.1.10. Regularly monitor feedback on our digital interactions and feedback to service areas
- 7.1.11. Work with service areas to identify where processes and services could be digitised to be more efficient and improve accessibility for the public

7.1.12. Remodel the corporate website to deliver a more user-friendly experience and encourage greater use of digital services.

Cabinet Decision

Report Summary Sheet

Date: 6th September 2023

Subject: Procurement of Aids and Adaptations Framework Agreement for Private Sector Grants

Portfolio: Housing and Communities

From: Paul Coopey, Head of Home Environment Services

Summary: To seek approval for the creation of a framework of contractors to deliver aid and adaptations to assist with delivering disabled facilities grants and home improvements.

Recommendations:

The procurement of a new Aids and Adaptations Framework be commenced to assist with the delivery of the HEART capital programme on behalf of the HEART partnership.

That delegated authority be given to the Head of Home Environment Services to award the procurement of a HEART Aids and Adaptation Framework and enter into a framework agreement with multiple contractors to facilitate the call-off contracts with contractors on the basis expenditure is within budget.

Options: To accept the recommendations and proceed with the procurement and

award of the framework. This would allow the service to better manage the contractors and building process for vulnerable customers. It would speed up service delivery as contractors would be working to specified service standards and customers would not need to seek 2 quotes from unknown builders. Contractors would become familiar with service requirements, specifications, and standards.

To not proceed with the procurement which would mean residents would need to seek their own contractors which could potentially lead to additional work to screen quotes from unknown contractors and raise revenue costs to manage this process. It could increase delays in delivery and increase inspections to ensure that the works meet the customer's needs and increase time to support customers through a more complex process.

Reasons: Procuring the framework will take a considerable burden from often vulnerable residents and increase the delivery speed of essential adaptations.

Consultation undertaken with Members/Officers/Stakeholders

Assistance Director- Governance & Democracy
Assistant Director- Strategic Housing
Portfolio Holder- Housing and Communities

Subject to call-in: Yes

Ward relevance: All wards across Warwickshire.

Forward plan: Yes

Building a Better Borough Aim:

Aim 1: Live

Building a Better Borough Priority:

Priority 1: Promote residents' health & wellbeing

Priority 2: Enable appropriate housing development

Relevant statutes or policy:

Housing Grants, Construction and Regeneration Act 1996

Regulatory Reform (Housing Assistance) (England and Wales) Order 2002

Nuneaton and Bedworth Borough Council Contract Procedure Rules & Financial

Standing Orders

Public Contract Regulations 2015

Equalities Implications:

(Does this require an Equalities Impact Assessment? If so please append.)

This framework would support people who would have physical and mental health disabilities to implement grant funded aids and adaptations to their homes.

Human resources implications:

None

Financial implications:

The capital budget is provided each year by central government to fund the aids and adaptations to be delivered under the framework. The framework value will be £20 million over 4 years. Please note, a Framework Agreement does not commit to this level of expenditure but acts as a top limit on the amount that the authority can spend through it.

Health Inequalities Implications:

The provision of the framework will assist residents to address problems within their home

Section 17 Crime & Disorder Implications:

None

Risk management implications:

The framework will help prevent underspends in the HEART capital programme.

Environmental implications:

None

Legal implications:

Procurement and tendering process will be followed as per NBBC (Nuneaton and Bedworth Borough Council) policies and in accordance with the Public Contract Regulations 2015.

Contact details:

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AGENDA ITEM NO.8

NUNEATON AND BEDWORTH BOROUGH COUNCIL

Report to: Cabinet - 6th September 2023

From: Head of Home Environment Services

Subject: Procurement of Aids and Adaptations Framework Agreement for Private Sector Grants

Portfolio: Housing and Public Safety

Building a Better Borough Aim: Aim 1

Building a Better Borough Priority: Priority 1 and 2.

1. Purpose of Report

- 1.1 To seek approval for the creation of a framework of contractors to deliver aid and adaptations to assist with delivering disabled facilities grants and home improvements.

2. Recommendations

- 2.1 The procurement of a new Aids and Adaptations Framework be commenced to assist with the delivery of the HEART capital programme on behalf of the HEART partnership.
- 2.2. That delegated authority be given to the Head of Home Environment Services to award the procurement of a HEART Aids and Adaptation Framework and enter into a framework agreement with multiple contractors to facilitate the call-off contracts with contractors on the basis expenditure is within budget.

3. Background

- 3.1 The HEART partnership has a capital programme of £5.2m which is renewed each year through allocations from Central Government. As the host of the HEART service Nuneaton and Bedworth Borough Council is required to support the service to deliver adaptation through the adopted model.

4. Body of Report

- 4.1 Government capital allocations to Warwickshire to deliver disabled facilities grants and other capital spending in private sector housing has steadily grown year on year as it seeks for local authorities to provide timely interventions to maintain people living in their own homes rather than requiring hospital of care services.
- 4.2 The HEART partnership in Warwickshire relies on Nuneaton and Bedworth Borough Council to host the service and thus support it to deliver the spending required. Part of the HEART model is to provide contractors to, often elderly or disabled residents, to facilitate the grant and adaptation process.
- 4.3 In order to do this efficiently then a framework agreement of procured contractors is used to help manage the support, delivery and quality of the adaptation process.
- 4.4 It is time to re-procure the aids and adaptations framework agreement to allow for the efficient delivery of the service on behalf of the partnership.
- 4.5 The framework will be for a total value of £20m and run on a basis of 2+1+1 years. There will be multiple Lots covering different types of work routinely delivered under the grant programme. This has been set out to ensure we have sufficient contractors to deliver the works without delay, and to allow SME's to participate in the tender process.

5. Conclusion

- 5.1 The Aids and Adaptations framework agreement will enable the effective delivery of adaptation works through HEART on behalf of residents and partners.

6. Appendices

None

7. Background Papers (if none, state none)

None

Report Summary Sheet

Date: 6 September 2023

Subject: Cultural Strategy

Portfolios: Public Services (Councillor S Markham)

From: Assistant Director – Recreation and Culture

Summary:

To provide Cabinet with a recommendation to adopt the Cultural Strategy.

Recommendation:

1. The Cultural Strategy 2023 in appendix A be adopted.
2. That delegated authority be given to the Assistant Director – Recreation & Culture in consultation with the Portfolio Holder for Public services to implement the Strategy.

Options:

- a) Adopt the recommendation/s in full
- b) Do not accept the recommendation/s which would mean the Strategy remains as a draft.

Reasons:

It was recognised that there had never been a strategy which could drive forward Culture's role in Building a Better Borough.

Consultation undertaken with Members/Officers/Stakeholders

Portfolio Holder - Public Services

Consultation for the Cultural Strategy was carried out between July 2022 -January 2023 with Members, Officers and Stakeholders.

Subject to call-in: Yes

Ward relevance: All Wards

Forward plan: Yes

Building A Better Borough

Aim 3: Visit

Priority 3: Celebrate and promote our heritage

Relevant statutes or policy:

Building a Better Borough
Borough Local Plan

Equalities Implications:

No direct implications, however, the Cultural Strategy highlights the role and importance that Culture can play within the Borough for protected groups.

Human resources implications:

No direct human resource implication.

Financial implications:

The Strategy will need to be updated in the next five years, and therefore budget will need to be made available to deliver this.

The Strategy will show clear opportunities of Cultural development within the Borough and therefore increase the opportunities for additional external funding.

Health Inequalities Implications:

The Strategy plays a vital role in understanding the current Cultural landscape across the Borough and identifying future Cultural opportunities including how Culture plays a role in supporting the Health and Wellbeing of residents.

Section 17 Crime & Disorder Implications:

Improved focus on Culture across the Borough will provide opportunities and access to cultural services or activities which could reduce anti-social behaviour in individuals.

Risk management implications:

None identified

Environmental implications:

None identified

Legal implications:

None identified

Contact details:

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AGENDA ITEM NO:9**NUNEATON AND BEDWORTH BOROUGH COUNCIL**

Report to: 6th September 2023

From: Assistant Director – Recreation and Culture

Subject: Cultural Strategy

Portfolios: Public Services (Councillor S Markham)

Building A Better Borough**Aim 3 – Visit****Priority 3: Celebrate and promote our heritage**

1. Purpose of Report

To provide Cabinet with a recommendation to adopt Cultural Strategy.

2. Recommendation

2.1 The Cultural Strategy 2023 in appendix A be adopted.

2.2 That delegated authority be given to the Assistant Director – Recreation & Culture in consultation with the Portfolio Holder for Public services to implement the Strategy.

3. Background

3.1 Culture is something that we are all involved with, in the way we live, work and the places we visit. Whether we are involved in the arts, exploring and celebrating our heritage, taking part in community festivals, seeing live music, visiting the cinema, using libraries, learning about different communities, going out with the family or coming together in our parks and open spaces, we are all taking part in cultural activities. As part of the NBBC plan to Build a Better Borough: to make Nuneaton & Bedworth the place for

our residents to live, work and visit, and restore the sense of civic pride in the Borough. Culture has a strong part to play, and this Cultural Strategy outlines the ways that culture can help us build towards our vision. Culture helps us to find a shared sense of identity and civic pride.

- 3.2 It was recognised that there had never been a strategy which could drive forward Culture's role in Building a Better Borough.
- 3.3 In 2022, Art Reach were commissioned by Nuneaton & Bedworth Borough Council to research and create a Cultural Strategy for the Borough.
- 3.4 The key questions for culture in Nuneaton & Bedworth are: "What do people value in Nuneaton & Bedworth's creative arts and heritage sectors, how do we sustain these, and what do local groups and organisations need to develop and achieve greater things?"
- 3.5 The context within which the Borough's cultural sector is operating is complex. 2022 saw the emergence from a pandemic, which adversely affected cultural organisations across the nation, including in Nuneaton & Bedworth. Research has shown that the pandemic has also impacted the mental health of citizens, which is expected to become a long-term issue for many. In addition, a cost-of-living crisis is affecting the country, with high levels of inflation and the threat of economic recession.
- 3.6 These areas make the recovery of the cultural sector more difficult due to the economic impacts and uncertainties. However, it also means these services have become even more crucial to supporting people and communities in their own recovery. There are pressures on how to invest funding, especially for local authorities, to best support communities and culture, and it is within this context that Nuneaton & Bedworth's Cultural Strategy aims to identify priorities for the sector.
- 3.7 Alongside these national concerns, Nuneaton & Bedworth is making ambitious plans to tackle its own regeneration projects in areas of need. The Borough has been identified as a Priority Place by Arts Council England, as an area of significantly low cultural engagement. There are funding opportunities available that can support the Borough with their ambitions, and a Cultural Strategy aims to help unlock these strategic opportunities.
- 3.8 Used effectively, culture and the institutions and services of culture (museums, libraries, festivals and many other elements) can contribute toward the revitalisation of communities, the development of trust, improved health and wellbeing, and the possibility of a more positive future. In order to be effective, a Strategy is required in order to provide a shared vision and sense of direction across the Borough, which can guide all organisations and lead to improved outcomes.

4.0 Current Position

- 4.1 An extensive consultation process was conducted, involving a range of consultation methods, and engaging with stakeholders, targeted local communities and cultural organisations, and the wider public across the

Borough. A strong level of engagement was achieved using these methods and the feedback gathered from the process is rich and in-depth.

- 4.2 The postcodes gathered as part of the survey are detailed at Appendix B. We received feedback from this method from all local council wards. No further demographic information was developed from these postcodes. We didn't gather postcodes at the other events, but these were spread across the borough. Focus Groups were held at the Bulkington Village Centre, The Old Meeting House, Bedworth and at Nuneaton Museum & Art Gallery. Feedback was also gathered at public events at Riversley park and Oakwood School. In addition, Artreach had contact with several organisations across the borough.
- 4.3 Two Members and Officer briefing/consultation sessions were held via Teams on November 17th and November 28th, 2022. These meetings had representatives from only a few Council Members and Officers.
- 4.4 Having a cultural strategy in place as well as strategic partnerships increases the likelihood of securing larger amounts of funding, such as from Arts Council England. This is because those councils are seen as demonstrating a strategic commitment to culture and the role it can play for society.
- 4.5 The Strategy was sent for comment to the Finance and Public Services Overview and Scrutiny Panel in June. They recommended the strategy be approved and adopted subject to the supply of postcode/ward data which is attached at Appendix B and that the Strategy be updated once the future of the Civic Hall is known.
- 4.6 Following consultation and research the following vision and priorities have emerged which underpin the strategy.
- 4.7 The identified Vision for the Cultural Strategy is:
For Culture in Nuneaton & Bedworth to be ambitious, inclusive and a part of everyday life, bringing people together to celebrate and share the unique heritage and cultures in the Borough, and contributing to the vibrancy and economic success of the towns.
- 4.8 In order to achieve this vision, the three priority areas for development are:

Priority 1. Investing in People and Developing skills in culture and arts

- more **ambition** in arts activity, and to attract professional arts to the area to raise **aspirations**.
- **outreach** cultural activity to engage isolated neighbourhoods.
- **local artists** want to feel that they are offered opportunities and that opportunities do not only benefit creatives from outside of the Borough.
- more cultural activity for **children and young people**



Workshops at Nuneaton Museum & Art Gallery: Left, Participants in the Abbey archaeology workshops; Right, family Easter holiday workshop, photo credit Brian Wood

Priority 2. Culture supporting community.

- cultural activities that bring people together to contribute towards **community cohesion** where there are new housing developments which will bring in newcomers to the area, and celebrating the diversity of residents through culture
- multi-use venues which provide for the Borough’s culture and community needs: **“Community hubs”**
- better **communication** of cultural activity on offer in the Borough a **shared vision** between Nuneaton and Bedworth, as an identity as one Borough that can share complementary cultural offers and assets across the area



Textile banner created by intergenerational group of local women paraded at national event in London.

Priority 3. Culture supporting regeneration.

- cultural offer supports the **vitality of town centres**, through venues, festivals, celebrations of local talent, and ways in which culture can support community safety, learning from the City of Culture Coventry example

- **Public Art** to develop the distinctiveness of the Borough and contribute towards the improvement of the quality of environment.



Sharing the Light, Nuneaton town centre, 2022. Photo credit: Andrew Moo

5.0 Financial Implications

- 5.1 The Strategy will need to be updated in the next five years, and therefore budget will need to be made available to deliver this.

ENDS

Katie Memetovic-Bye
Assistant Director – Recreation and Culture

Appendices

Appendix A – Cultural Strategy

Appendix B – Cultural Survey Postcodes

Nuneaton & Bedworth Cultural Strategy 2023-2028



Clockwise from top left: Sanctuary, Bedworth, photo credit Andrew Moore; Textile banner created by local women; Sharing the Light, Nuneaton, photo credit Andrew Moore; Art Reach with UNBOSI Marble Awareness Roadshow, Nuneaton, photo credit Art Reach

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Foreword

I am delighted to introduce the first Cultural Strategy for Nuneaton and Bedworth.

Culture is something that we are all involved with, in the way we live, work and the places we visit. Whether we are involved in the arts, exploring and celebrating our heritage, taking part in community festivals, seeing live music, visiting the cinema, using libraries, learning about different communities, going out with the family or coming together in our parks and open spaces, we are all taking part in cultural activities.

NBBC's plan is to Build a Better Borough, to make Nuneaton & Bedworth the place for our residents to live, work and visit, and restore the sense of civic pride in the Borough. Culture has a strong part to play, and this Cultural Strategy outlines the ways that culture can help us build towards our vision. Culture helps us to find a shared sense of identity and civic pride.

There are significant challenges across the country, which affect our communities too. The impact of the Covid-19 pandemic and an ongoing cost of living crisis has affected and continues to affect our creative people, businesses and cultural venues. Events have caused uncertainty about the sustainability of cultural activity and venues in many areas and has had an impact on Nuneaton & Bedworth too.

However, we have much to build on: there are amazing active artists and arts organisations in the Borough, such as The Makery and Abbey Theatre, making things happen and involving the community. We have a much-loved Museum and Art Gallery, attractive parks and buildings, and unique heritage, as the birthplace of author George Eliot and an industrial heritage of mining and ribbon making. Bedworth's Armistice Day Parade is the largest in the country. We have a Borough that is diverse, with a number of faiths practised and cultures to share, including a significant and culturally active Gurkha community. We are on an exciting journey with culture already, having attracted substantial funding to the Borough to invest in our cultural spaces, such as an extension to the Museum, and a recent programme of large-scale events in our towns, Sharing the Light and Sanctuary.

But there is much more to do and more potential to develop in our Borough. This Cultural Strategy aims to identify ways in which we can improve the great foundations that we know are there, bringing people together to make the most of what we can achieve culturally. The Strategy outlines how culture in Nuneaton and Bedworth can support and enhance every aspect of our ambitions, and make the Borough a better place to live, work and visit.

I am excited for us all to work together to achieve this future for culture in Nuneaton & Bedworth.

Councillor Sue Markham

Portfolio Holder for Public Services

Executive Summary

In 2022, Art Reach were commissioned by Nuneaton & Bedworth Borough Council to research and create a Cultural Strategy for the Borough. In initial meetings, it was agreed that the scope for the study would be inclusive of arts, heritage, creativity, leisure activity including wellbeing and healthy activity.

The key questions for culture in Nuneaton & Bedworth are: “What do people value in Nuneaton & Bedworth’s creative arts and heritage sectors, how do we sustain these, and what do local groups and organisations need to develop and achieve greater things?”

To begin to answer this question, an extensive consultation process was conducted, involving a range of consultation methods, and engaging with stakeholders, targeted local communities and cultural organisations, and the wider public across the Borough. A strong level of engagement was achieved using these methods and the feedback gathered from the process is rich and in-depth.

The context within which the Borough’s cultural sector is operating is complex. 2022 saw the emergence from a pandemic, which adversely affected cultural organisations across the nation, including in Nuneaton & Bedworth. Research has shown that the pandemic has also impacted the mental health of citizens, which is expected to become a long-term issue for many. In addition, a cost-of-living crisis is affecting the country, with high levels of inflation and the threat of economic recession.

These areas make the recovery of the cultural sector more difficult due to the economic impacts and uncertainties. However, it also means these services have become even more crucial to supporting people and communities in their own recovery. There are pressures on how to invest funding, especially for local authorities, to best support communities and culture, and it is within this context that Nuneaton & Bedworth’s Cultural Strategy aims to identify priorities for the sector.

Alongside these national concerns, Nuneaton & Bedworth is making ambitious plans to tackle its own regeneration projects in areas of need. The Borough has been identified as a Priority Place by Arts Council England, as an area of significantly low cultural engagement. There are funding opportunities available that can support the Borough with their ambitions, and a Cultural Strategy aims to help unlock these strategic opportunities.

Analysis of the strategic context and the richness of the consultation in the Borough, a set of three overall priority areas for supporting Culture in Nuneaton & Bedworth have been identified. A suggested Action Plan follows on how to begin to address these priority areas over the next 5 years.

The identified Vision for the Cultural Strategy is:

For Culture in Nuneaton & Bedworth to be ambitious, inclusive and a part of everyday life, bringing people together to celebrate and share the unique heritage and cultures in the Borough, and contributing to the vibrancy and economic success of the towns.

In order to achieve this vision, the three priority areas for development are:

- 1. Investing in People and Developing skills in culture and the arts**
- 2. Culture supporting community**
- 3. Culture supporting regeneration**

Introduction

What is a Cultural Strategy and why do we need one?

A Strategy can be understood as a set of principles which help guide decisions. The Strategy aims to identify approaches which will contribute towards a set of desired outcomes. The Strategy aims to provide a guide to all organisations and individuals who are engaged with culture across the Nuneaton & Bedworth Borough, to ensure a shared vision and direction.

The Action Plan for a Strategy, therefore, is not a delivery programme, but more an outline of steps that need to be taken in order to spark action to address the priorities that the Strategy has defined. For the Strategy to be effective, there needs to be a dedicated person or organisation with the role to drive the Strategy and ensure that the actions are progressed.

Used effectively, culture and the institutions and services of culture (museums, libraries, festivals and many other elements) can contribute toward the revitalisation of communities, the development of trust, improved health and wellbeing, and the possibility of a more positive future. In order to be effective, a Strategy is required in order to provide a shared vision and sense of direction across the Borough, which can guide all organisations and lead to improved outcomes.*

Having a cultural strategy in place as well as strategic partnerships increases the likelihood of securing larger amounts of funding, such as from Arts Council England. This is because those councils are seen as demonstrating a strategic commitment to culture and the role it can play for society. The inability to produce a cultural strategy for some councils not only results in a lack of a strategic cultural vision for the area, but also a lack of funding, which is already problematic against the challenging funding circumstances that most councils are currently facing.*

Defining Culture and the scope of the Cultural Strategy

Culture should be seen as not only the commissioning of arts and the production of events, but also as a tool; that builds upon the heritage of the area; that builds a shared vision and identity for the area that is steeped in history and has a wealth of cultural assets; that builds the local economy particularly in the context of tourism and creative industries; that improves the local quality of life and encourages engagement in community activities; and that provides new ways of tackling challenges around health and well-being.*

For the development of the Nuneaton & Bedworth Cultural Strategy, the scope of the Cultural Strategy was discussed in an inception meeting within the Borough Council. At this meeting it was agreed that, for the purposes of the study, Culture within Nuneaton & Bedworth be defined as inclusive of arts, heritage, creativity, leisure activity including wellbeing and healthy activity.

The key questions for culture in Nuneaton & Bedworth are:

“What do people value in Nuneaton & Bedworth’s creative arts and heritage sectors, how do we sustain these, and what do local groups and organisations need to develop and achieve greater things?”

* Source: *Cultural Strategy in a Box*, Local Government Association, February 2020



Creative consultation activities: Art Reach with UNBOSI, photo credit Art Reach

Context and opportunities

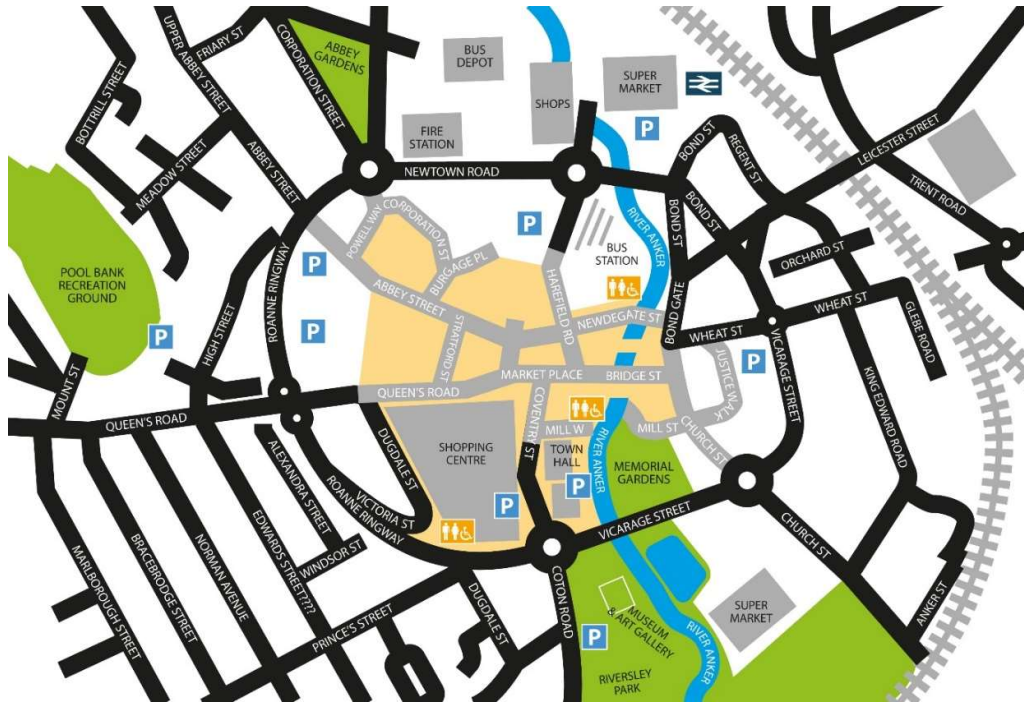
About Nuneaton & Bedworth

Nuneaton and Bedworth is one of five Boroughs within Warwickshire. It is the smallest area but has the largest population and the highest population density. The Borough borders the Warwickshire Boroughs of Rugby to the east, and North Warwickshire to the west. To the south it borders the city of Coventry and to the north Leicestershire. Nuneaton is the largest town in Warwickshire. With a population of 91,334 (2020 figures) it is significantly bigger than its Warwickshire neighbours (Warwick at 35,000, Stratford at 31,000, Kenilworth at 22,000, Leamington at 58,000). Only Rugby (at 77,000) begins to approach Nuneaton's population size. Bedworth's population is a further 31,000. However, Nuneaton currently does not have the same level of cultural offer or infrastructure expected of a town of its size.

The Borough has an industrial heritage rooted in coal mining, other extractive industries and heavy engineering; there remain a high proportion of employees working in manufacturing compared to the UK average. This along with other economic, social and environmental factors mean that Nuneaton and Bedworth lags behind the rest of Warwickshire in key indicators that make for a high quality of life. This has resulted in a significant gap separating Nuneaton and Bedworth from the rest of the County. Within Nuneaton and Bedworth there is also a divide between the east and west, with the most deprived areas located in the west.

The Borough is largely urban and has two market towns, Nuneaton and Bedworth, and the large village of Bulkington located in the Green Belt to the east of Bedworth. Nuneaton town centre is the main retail and commercial centre serving the whole Borough, whereas Bedworth town centre serves a local role. There are a number of local centres which offer convenience shopping and community facilities.

Appendix A



Nuneaton town centre



Bulkington Town Centre

Appendix A



Bedworth Town Centre

Bermuda Park to the south of Nuneaton offers a multiplex cinema, bowling alley and other leisure facilities. The Pingles Leisure Centre and Etone and Jubilee Sports Centres are located in Nuneaton, Bedworth also has a Leisure Centre and a number of local facilities and sports pitches.

There are over 500 hectares of accessible green space and destination parks serving the Borough, in addition to smaller Community Parks and open space serving local communities. There are three Local Nature reserves and 30 locally designated wildlife sites and areas of ancient woodland.

Significant population growth is anticipated in Nuneaton and Bedworth over the next few years to around 138,000 by 2031. There is high dependence on private transport across the area, given that public transport is limited, and there is a need to travel to the towns for education, retail opportunities and employment.

The Coventry and Warwickshire sub-region is recognised as one of the best performing economic areas of the UK but there are huge disparities across the small geographic area that makes up the sub-region. There are important disparities (in employment, income, educational attainment, health, etc) in evidence in Nuneaton and Bedworth (N&B).

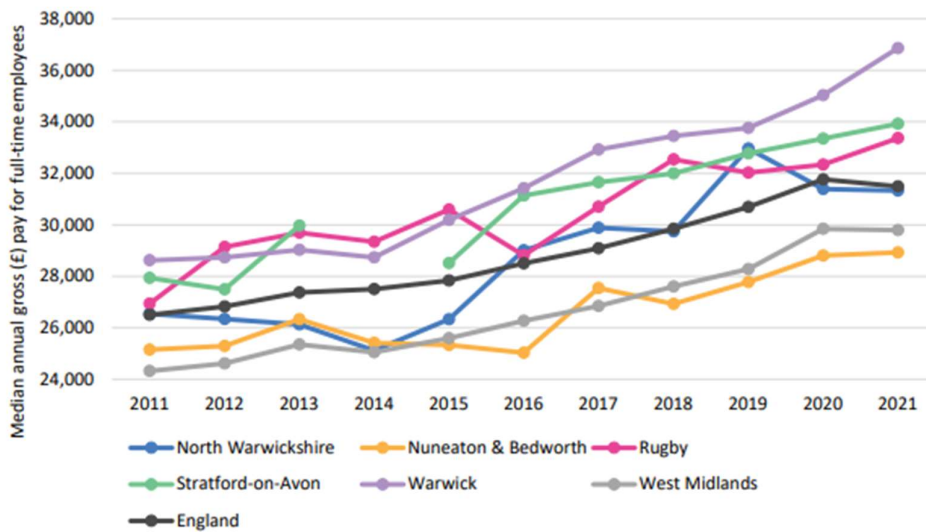
In a recent report ([State of Warwickshire 2022](#)) prepared by WCC, data shows that for N&B:

- in the Government's Index of Multiple Deprivation, Warwickshire is one of the 20% least deprived LA areas in England. However, within that (at LA district level) N&B was ranked within the top 10% most deprived nationally.

Appendix A

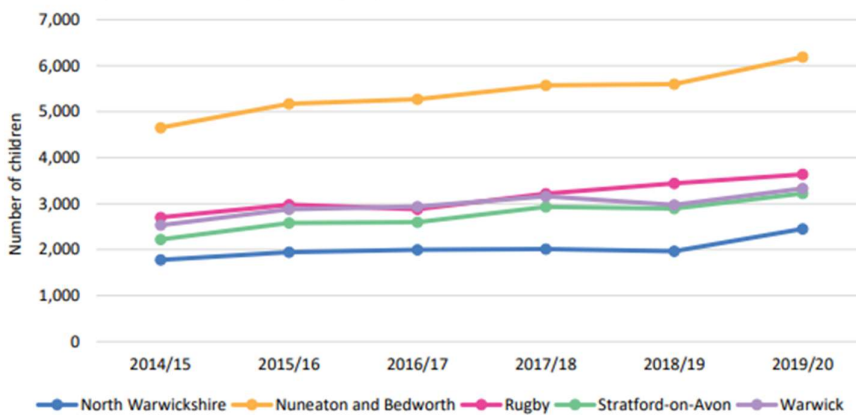
- median gross annual pay for full-time employees is the lowest in the county (at £28,500) and is actually lower than the whole West Midlands average,
- N&B has had the consistently highest level of unemployment of the 5 Warwickshire districts,
- Educational achievement levels are the lowest in Warwickshire,
- Gross Disposable Household Income (per head of population) is, and has been for over 20 years, the lowest in the county area, and
- Almost a third (32.9%) of Warwickshire’s children living in relative low-income families live in N&B, when N&B’s population is 22.5% of the county’s.

Figure X. Median gross annual pay for full-time employees, 2011-2021



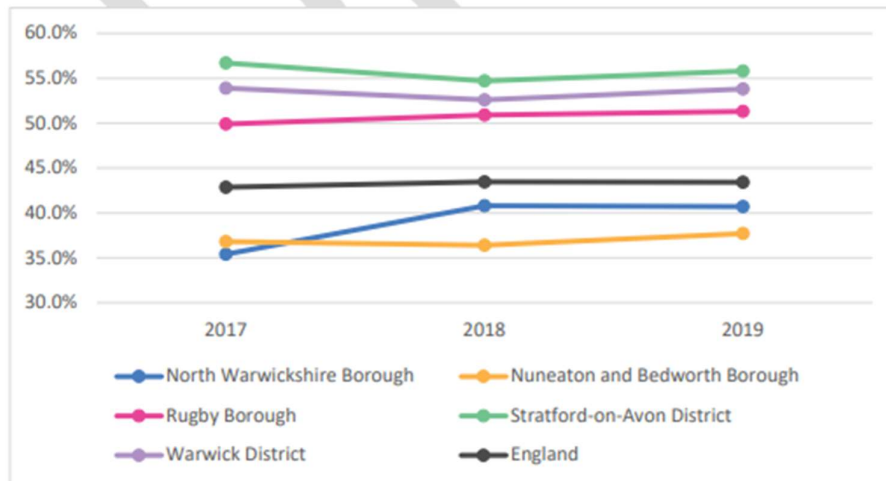
Source: ONS ASHE (2011-2021 (provisional)), Earnings and hours worked

Figure X. Number of children in relative low-income families, 2014/15-2019/20



Source: DWP (2021) Children in Low Income Families: local area statistics, United Kingdom: 2015 to 2020

Figure X. Key Stage 4 – proportion of children achieving grades 9 to 5 (strong pass) in English and Mathematics, 2017-2019



Source: DfE (2019). Based on district of pupil residence

Arts Council England has recognised N&B as one of its “Priority Places” and has encouraged the Local Authorities (and other agencies) to work with ACE to positively change people’s lives, their aspirations and ambitions as part of the true regeneration of the area.

NBBC has two plans to Transform both Nuneaton and Bedworth Town Centres.

The Transforming Nuneaton programme is anticipated to require c. £500M of investment. £157M has already been approved/secured and the first tranche of projects have begun. The Transforming Nuneaton programme recognises that town centres can no longer depend upon retail as its attraction, as the national trend continues for retail to leave town centres. As such the programme embraces education, transport, health and wellbeing, arts and culture and housing as well as improvements to the quality and diversity the overall quality of life offer. The programme has been recognised and supported by Central Government (through its Future High Streets and Towns Funds programmes) and by West Midlands Combined Authority (WMCA), the Metro Mayor and the previous Coventry and Warwickshire LEP. A Round 1 Levelling-Up bid was successful for a new Indoor and Outdoor Health and Fitness centre in Bedworth. A Round 2 bid was submitted for a town centre Theatre, Arts, Conference and Community (TACC) Hub for Nuneaton, however this bid was not successful. Two other Hubs (for Health and Wellbeing and Integrated Transport) are being progressed. These two Hubs and the proposed TACC are seen as the foundation stones needed to support the other comprehensive elements of the Transforming Nuneaton programme.

Arts and culture (and the other key elements that provide the “quality of life” offer now expected in successful and sustainable urban centres) can play a huge part in the social and physical regeneration that N&B needs.

NBBC has undertaken analysis of its population’s health needs in recent times and developed a Sports, Recreation and Community Facilities Strategy in 2016, and further updated in November 2020. A Nuneaton and Bedworth Sports Forum was established, who provide support and development to local groups, and reward sporting achievements in within the Borough. Learning from the Forum could inform a Forum for Culture to be developed

The Borough has some diversity in the population in terms of background, heritage and faith. There are small but growing Sikh (2.6% in 2021 census) and Muslim (3% in 2021 census) communities. There is a significant Gurkha population who make a notable cultural contribution, as a result of between 250 and 300 Gurkhas understood to have settled in Nuneaton and Bedworth as a result of the association with Gamecock Barracks.

Local context and initiatives

There are important developments going on in N&B, including significant funding secured towards Nuneaton town centre development with eleven major projects, including the development of new spaces for the Museum. Plans are also being developed for regeneration of Bedworth's centre.

N&B is in the county of Warwickshire, a county with important cultural connections, not least the birthplace of Shakespeare. The author George Eliot is a significant character who was born in Nuneaton, a fact which is celebrated to a certain extent and has potential to develop a visitor economy.

Heritage seems relatively vibrant, largely driven by the popular Museum who have professional staff and a strategy, and active voluntary heritage groups. However, N&B's arts sector seems to be largely un-networked and not well connected to the rest of Warwickshire's creative scene, not really benefitting from the Coventry City of Culture or proximity to Stratford-on-Avon.

Recent cultural events and projects led or supported by NBBC have begun testing the level of interest from residents for more ambitious arts events, with largely positive responses, such as the Sanctuary event and a performance by Dundu, both in partnership with Imagineer Productions (based in Coventry) and others. NBBC has also begun commissioning public art works, though with mixed response, and this is another area for potential further development.

There is a feeling that people in N&B do not recognise the value of the cultural assets that they have, but would miss these if they were gone. There are unique aspects in the Borough that could be much better promoted to attract visitors to the Borough and link better with Warwickshire County Council's wider remit to promote the county as a destination.

Strategic context

Nuneaton & Bedworth Corporate Plan



NBBC's Corporate Plan, *Building a Better Borough*, 2022, identifies three key pillars to develop, which the Cultural Strategy also needs to address: **Live, Work, Visit**. In undertaking this work, the Borough Council aims to be **Imaginative, Enterprising and Transparent**.

Culture in Nuneaton & Bedworth can contribute to a numbers of the objectives in the Corporate Plan:

Live:

- *We want to make our borough a place where our residents enjoy living and in which others choose to make their home.* Cultural offer plays a significant part in why people choose to live in a place and what makes it enjoyable to live there. Culture makes a place vibrant, it can bring people together in celebration and enjoyment, building community cohesion and a sense of pride and belonging to a place. Through heritage, people can become more connected to where they live by understanding its past.
- *Promote residents' health and wellbeing.* Cultural activity also supports wellbeing. Arts, creativity and heritage can all bring people together, creating social activities which supports people to stay connected and not become isolated. Wellbeing and mental health are supported by enjoyable activities, as well as opportunities for people to express themselves. Cultural activities can also support physical activities; sport supports physical health, but also arts activities such as dancing and theatre can provide physical challenge as alternative to sports.

Work:

- *Grow a strong and inclusive economy.* Government statistics (DCMS) in 2020 showed that the creative industries sector was growing five times faster than the national economy, contributing almost £13 million towards the UK economy every hour. As part of a diverse and inclusive economy, culture, creative industries and heritage assets should be a part of the mix.

Appendix A

- *Champion education and skills.* As part of a growing national economy, and with new technology forming a significant part of the nation's cultural sector, developing creative skills and talent in the Borough is important to ensure the success of a future workforce.

Visit:

- *Create vibrant and diverse town centres.* Recent trends across the UK has shown that cultural activity is moving back into town centres where retail is moving out, with arts, culture and heritage playing a significant part in keeping town centres vibrant and attractive.
- *Stimulate regeneration.* There are opportunities in the Borough to improve existing cultural assets, but also to develop new or replacement assets where existing ones are no longer fit for the 21st century. Regeneration plans should include upgraded cultural spaces.
- *Celebrate and promote our heritage.* Heritage is a cultural asset and the Borough recognises its importance for a sense of place, belonging and pride through celebrating the story of the Borough through its heritage.
- *Improve the physical environment.* Culture also plays a part in improving the physical environment: parks and open spaces can be seen as cultural venues for outdoor arts, public arts and celebratory gathering spaces. Public art can contribute towards a local distinctiveness, with community involvement and expression.

Recent cultural achievements

Sanctuary



Photo credit: Andrew Moore

The Sanctuary event in 2022 in Bedworth was hailed as a huge success following analysis of the benefits it brought to the Borough.

Appendix A

Produced in partnership with Artichoke, Imagineer, Warwickshire County Council and Nuneaton and Bedworth Borough Council, Sanctuary saw a temporary memorial to the nation's losses during Covid-19 built in Bedworth's Miners' Welfare Park. Constructed by US artist David Best, and built by members of the local Warwickshire community in collaboration with David's artist crew, the memorial was set alight in a symbolic act marking rebirth, recovery and regeneration.

The 65 foot high artwork and project resulted in:

- 26,781 audience members
- 593 participants in the community engagement programme

Local people brought together for opportunities for employment and training, working through community groups and local partners, resulting in a further:

- 20 volunteer guardians
- 17 paid build participants
- 412 participants from local schools and community groups

Sharing the Light: Dundu



Photo credit: Andrew Moore

Sharing the Light was a free family event by DUNDU that took place in Newdegate Square in Nuneaton Town Centre on the 26th of October 2022. This event was presented by NBBC, Imagineer & Global Streets. DUNDU is an international German based company that perform with illuminated

giant puppets in a walk about performance. DUNDU create illuminated large-scale puppets that have enthralled spectators worldwide.

Sharing the Light was highly successful, with positive feedback from the audience survey. At the time of writing the feedback was still being collated, however an estimated 3,500 attended the event, which had been expected to attract 500. This indicates a significant appetite for similar events in the Borough.

Place based funding from Arts Council England secured

In February 2023 Nuneaton and Bedworth was confirmed to receive £750,000 new funding for a Creative Explorers project that will help people across the Borough access new opportunities to be involved in the arts. Working with Warwickshire County Council, Arts Council England, and a wide range of community organisations, the funding will enable people to access opportunities to take part in arts projects.

The planning of the project was led by the team at Nuneaton Museum and Art Gallery, with support for the bid from Imagineer and Artichoke, arts events professionals behind Sanctuary.

Creative Explorers is a 21-month project in which Borough Council, arts organisations, artists and residents will work together to create a unique cultural identity for Nuneaton & Bedworth which builds skills, generates civic pride and confidence, develops the visitor economy and leads to a creative borough.

Nuneaton Town Investment Plan and Museum refurbishment

In March 2021, the Chancellor of the Exchequer announced in his budget that Nuneaton had been selected to receive the full £23.2 million it bid for from the Towns Fund in order to deliver 11 exciting initiatives outlined in the Nuneaton Town Investment Plan. The 11 projects include cultural development projects, including Re-imagining Nuneaton Museum and Art Gallery, a Parks Revival project, The Saints heritage building as a learning space including arts activities, and a George Eliot Visitor Centre. Other projects aim to upgrade the physical environment and transport infrastructure, which will also enable better access to culture in the town centre.

The Museum refurbishment and extension aims to results in 28,500 new visitors annually, making the town centre a more attractive offer to visit.



View from the south of Nuneaton Museum proposals for extension

Result of Economic Impact Survey at Nuneaton Museum & Art Gallery

The museum has undertaken two economic impact studies at the museum in 2019. It wished to understand what role the museum had in footfall to Nuneaton and what that footfall generated in spend for the borough.

The results were encouraging; it appeared that 47% indicated that the museum was the main reason for their visit to Nuneaton. This equates to nearly 29,000 visitors to the town because of the museum.

We asked these visitors about their projected spend for their visit for the town and this equated to between £233,553 and £487,290. This only accounts for those for whom the museum was a primary reason. If you add in those visitors for whom the museum was a secondary factor then additional spend was upwards of an additional 200 -£400k. Unsurprisingly for a local museum the % of local visitors was high (59%) and it showed the museum also attracts visit from northern parts of Coventry, and the A5 corridor. Visitors also came from closer locations such as Tamworth as well as those further afield such as Oxford and Durham. These visits were driven by the museum's offer specifically our temporary exhibitions and our strong family offer both within our permanent exhibitions and our activities programme. This demonstrates the role the museum has in



bringing in visitors from elsewhere supporting the visitor economy and providing customers for local services. The redevelopment of the museum will enable it to welcome more visitors. The new exhibitions developed as part of the scheme combined with a strong programme of temporary exhibitions and family activities will help it not only maintain its current contribution to footfall but is predicted to increase it be around an additional 12,000 visits per year with the attendant benefit of more spend locally. At a time when town centres can struggle its important that the museum's offer can continue to drive footfall to the area.

Transform Nuneaton and Transform Bedworth regeneration programmes

Transforming Nuneaton:



Vision for Grayson Place, Nuneaton

Nuneaton and Bedworth Borough Council and Warwickshire County Council are working together to deliver the transformation of Nuneaton town centre, to achieve a mixed used regeneration proposal aimed at boosting economic growth in the town and providing new employment opportunities. The plan includes creating a thriving cultural and leisure offer anchored with new entertainment facilities, vibrant food and beverage provision and social opportunities that supports and enhances the existing offer. It includes the provision of a new library, business centre and cafe building in Nuneaton town centre to act as a catalyst for the regeneration of the town as part of the wider Transforming Nuneaton programme. The vision for Abbey Street is to create a vibrant new cultural and leisure destination for Nuneaton which delivers on the Council's vision to breathe life into the town centre throughout the day and evening. Brought forward as part of the Transforming Nuneaton initiative, the mixed-use flexible masterplan will include new leisure, hotel, commercial and residential opportunities set around a new public square and anchored by a new destination food hall, cinema, arts and cultural spaces. The masterplan reintegrates existing buildings that contribute positively to the historic character of Nuneaton, redeveloping an existing surface car park and service yard to deliver a series of new landscaped public realm interventions and pedestrian and cycle connections between Abbey Street and Queen's Road extending Nuneaton's walkable town centre.

Transforming Bedworth:



Vision for Bedworth

Nuneaton and Bedworth Borough Council and Warwickshire County Council are working together to deliver the transformation of Bedworth town centre to achieve a mixed used regeneration proposal aimed at boosting economic growth in the town and providing new employment opportunities. The draft vision for the site around the Civic Hall, proposes new housing, office space, retail units, a multi-storey car park and a multi-million-pound civic development to include a 350-seat theatre and a new library. Work on Transforming Bedworth has already seen completed new mountain bike trails, netball and tennis courts completed in Miner's Welfare Park. Work is also under way on site to create a new physical activity hub which will replace the ageing leisure centre.

Arts Council England

Arts Council England have noted that there is a level of investment planned by the Borough Council for cultural development. Arts Council indicated that they would like to see partnership working across sectors that support culture, integrating cultural activity and opportunities into other priority areas. Arts Council England are also interested in where Cultural Compacts can be created in order to embed culture into places.

- The Arts Council's [Let's Create Strategy](#), published in 2020, has an emphasis on creating artistic opportunity to more people who currently do not have access to quality opportunities, and ensuring inclusivity. As a place that has been recognised as having relatively low cultural engagement, projects in Nuneaton and Bedworth that bring opportunities to participate in, experience or develop skills in the arts within the Borough have the potential to be supported by Arts Council England. Two of the Arts Council's specific Outcomes are also priority areas for Nuneaton & Bedworth: Outcome 1, Creative People, is about ensuring that everybody has access to quality opportunities to participate in the arts, particularly young people but also everybody throughout their lives; Outcome 2, Cultural Communities, emphasises communities and organisations working together to create thriving and vibrant cultural places. Nuneaton & Bedworth already has the beginnings of culture becoming more embedded in other priority areas, particularly in regeneration through the proposed Transform projects. However, networks or partnerships for culture in the Borough are scarce and currently there is no forum for culture that brings together representation from more areas including health and wellbeing, leisure, economic development, parks and outdoor spaces.
- Nuneaton is currently a **Priority Place** for the Arts Council England. As part of [Arts Council England's Delivery Plan for 2021-2024](#), 54 places across England were identified in which Arts Council England's investment and engagement is too low, but the opportunity for it to effectively increase investment and engagement is high. Arts Council England is, therefore, prioritising working with the Priority Places from 2021 to 2024. This indicates that Arts Council England is actively seeking opportunities to increase their investment in Nuneaton & Bedworth, aligned with the Let's Create strategy.
- Arts Council England's **National Portfolio** is a scheme to support organisations undertaking significant arts programmes with three to four year funding agreements, providing sustained funding support that can really enhance the impact that organisations can make. Nuneaton & Bedworth currently does not have any NPOs based in the area, and the Arts Council is likely to be interested to see some develop in the area. However, there are NPOs who are operating within the

Borough for the benefit of its residents, including Imagineer Productions, and a newly NPO funded programme by Warwickshire Libraries.

- **Creative People and Places (CPP)** is a funding programme which focuses on parts of the country where involvement in creativity and culture is significantly below the national average. It is funded by the National Lottery and administered by Arts Council England. Projects are led by consortia and must include community groups and/or grass-roots organisations as well as cultural organisations such as museums, libraries or arts organisations. Other partners might include clubs, housing associations, private-sector organisations or universities.

Consortia are only eligible to apply to CPP if they are included in the Arts Council's list of places of lowest engagement. Nuneaton is currently on that list and a CPP application was attempted in the last round, however this was unsuccessful. With a stronger consortium of groups, perhaps through the proposed Cultural Forum, a stronger application could be made to the next CPP round, which will open around 2025. This also gives the Cultural Forum time to develop more robust plans and delivery mechanisms for how a CPP programme might work in the Borough, ensuring a stronger application can be submitted.



Building a marble run: Art Reach with UNBOSI Marble Awareness Roadshow, photo credit Art Reach

- **Cultural Compacts** is an initiative created in 2019 when Arts Council England and the Department for Digital, Culture, Media and Sport (DCMS) supported the creation of 20 Cultural Compacts and analysed their impact. These Compacts are partnerships designed to support the local cultural sector and enhance its contribution to development, with a special emphasis on cross-sector engagement beyond the cultural sector itself and the local authority. The Compacts model was included in the recommendations of the UK Cultural Cities Enquiry, an independent enquiry into the cultural resources of Britain's cities.

NPOs operating within Nuneaton & Bedworth

Warwickshire County Council's library service was successful in a bid to become a new National Portfolio Organisation (NPO) in Arts Council England's funding plans for 2023-26.

The new NPO status means that Warwickshire Libraries will receive up to £630,000 in funding from Arts Council England's Investment Programme over the next three years. This will support with cultural and creative programming and outreach activities delivered through Warwickshire Libraries, with a particular focus on the North Warwickshire and Nuneaton and Bedworth areas.

Over the three-year funding period, Warwickshire Libraries will work closely with Arts Council England to:

- promote libraries as places for people to access great art and culture within their local communities;
- create new and exciting opportunities for the people of Warwickshire to enjoy and participate in culture;
- seek new opportunities to work with creative individuals and organisations to explore, develop and deliver new work through Warwickshire Libraries' events programme;
- grow and develop the creative and practical skills of library staff and embed new opportunities for them to think and approach cultural programming differently and to grow their skills working with artists and creatives; and
- deliver work which is inclusive, accessible, and representative of Warwickshire's people and communities.

The focus on Nuneaton and Bedworth libraries as cultural venues in the community will make a significant impact on the cultural offer of the area.

Live & Local is a rural touring scheme and not-for-profit arts organisation working with a network of voluntary groups across the Midlands, including Warwickshire, to tour live performances to community venues. Live & Local will continue to be supported as a National Portfolio Organisation in 2023-2026. For this period, they were granted additional funding for their "Levelling Up For Culture" programme that is aimed at places where arts engagement and investment have been lower in the past.

Imagineer Productions, based in Coventry, aim to make extraordinary outdoor and site-specific work at the intersection of art and engineering, environmental and social change. Their projects bring together artists and creative thinkers with engineers, architects, educationalists and designers. Imagineer's outdoor arts programmes are developed in parallel with community and education projects.

In 2022 Imagineer, in association with Artichoke, produced Sanctuary in Bedworth, a unique public memorial built in Nuneaton & Bedworth. Sanctuary aimed to stand as an unforgettable temporary structure and space of healing, designed by Burning Man artist David Best and built in collaboration with the local community to commemorate the nation's loss during Covid. Community workshops were held to design panels for the structure, reflecting local people's stories. The structure was ceremonially burned, with an estimated 10,000 people coming to watch. The event also referenced Bedworth as the "town that never forgets", being the home of the country's largest Armistice Day Parade.

Appendix A

Sanctuary was produced by Artichoke in association with Imagineer, supported by Nuneaton & Bedworth Borough Council, Warwickshire County Council, and the DCMS Culture Recovery Fund. This ambitious project demonstrated how professional production companies and artists could bring spectacular works to Nuneaton & Bedworth, but ground them in a local context, involve local people and develop skills in the community.

Imagineer are keen to develop more projects in the Borough, including along environmental themes which will, again, develop skills in the community. In early 2023, NBBC working with Imagineer and Artichoke, were successful in securing £750,000 over three years for a Place Partnership Project (Arts Council England funding) for creative work to be delivered across Nuneaton and Bedworth. NBBC will be administering this grants with its partners to help deliver a range of events over 2023-24.

Heritage



Chilvers Coton Heritage Centre, Nuneaton

Nuneaton & Bedworth has distinct heritage through its industrial history of coal mining and ribbon weaving, as well as being the birthplace of significant historical figures including the author George Eliot and film director Ken Loach. There are a number of dedicated and well linked voluntary heritage groups active in the area, producing publications and events to celebrate the Borough's heritage. Local voluntary run organisations include George Eliot Fellowship, Chilvers Coton Heritage Centre, Bedworth Heritage Centre and Nuneaton Local History Group. At the time of writing, the George Eliot Fellowship was planning to develop a George Eliot Visitor Centre on the site of the outbuildings at Griff House, Nuneaton.

The Heritage Lottery Fund (HLF), as the UK's biggest heritage funder, set out their strategy for 2019-2024. The strategy recognises the role of heritage in wellbeing, and increases its focus on wellbeing, capacity-building and innovation. Their two priority areas are landscapes and nature, and

community heritage. In addition, all projects funded by HLF have to meet their inclusion outcome of “a wider range of people will be involved in heritage”. This presents an opportunity for organisations in Nuneaton & Bedworth to access funding, especially for community heritage and to widen the range of people involved.

Culture supporting recovery from a pandemic, and current national and global challenges [Cornerstones of culture: a Commission on Culture and Local Government report](#), December 2022, explored the contribution of local culture, the barriers it faces and the four cornerstones that are essential to a healthy local cultural ecosystem.

Culture, heritage and creativity are essential to our future national prosperity and wellbeing. During the pandemic, people turned to culture for solace and connection. Local cultural services such as libraries, museums, theatres, and arts centres reached out to communities in lockdown to address isolation, support mental wellbeing and provide educational opportunities.

As the nation recovers from the pandemic, it faces a new set of challenges: a growing cost of living crisis and the prospect of recession; pressure on public services; rising inequalities exacerbated by the pandemic; climate change, and global instability. Under these circumstances it would be tempting to dismiss investment in cultural services as an unaffordable luxury. However, the Cornerstones of Culture report states that, for the same reasons, these services have never been more important. Cultural services, organisations and practitioners bring people together at times of crisis and celebration, they provide support and social connection, create jobs, develop new adaptive skills, and underpin empathy and critical thinking.

The report recognises that Local Authorities have an important role to play in supporting a thriving local cultural ecosystem, but are under increasing financial strain with the Local Government Association (LGA) highlighting the significant issues facing council services as a result of inflation and other pressures.

Culture works in relation to place. Councils sit at the heart of this ecosystem. They run a nationwide network of local cultural organisations, including libraries, museums, theatres and numerous historic buildings, parks and heritage sites. This core funding keeps the civic infrastructure of culture running within places.

The Commission gathered evidence from cultural services and organisations up and down the country on the following statements:

- Resilient places: local publicly funded culture can promote civic pride and change perceptions about a place, contributing to improvements in wider social and economic outcomes.
- Inclusive economic recovery: local publicly funded culture is essential to our national economic recovery, particularly in relation to the growth of the wider commercial creative economy and in levelling-up economic inequalities between regions.
- Social mobility: local publicly funded culture can help to address educational and skills inequalities and challenges around social mobility.
- Health inequalities: local publicly funded culture can challenge health inequalities and the impact of loneliness exacerbated by the COVID-19 pandemic.



Sanctuary. Photo credit: Andrew Moore

Culture and Health

Research suggests that physical environments can impact people’s health and wellbeing, and multiple cultural activities can support people’s wellbeing. Spending time in and connecting with nature and cultural activities can enhance physical and mental wellbeing by reducing stress and increasing physical activity levels. Warwickshire North Place, which includes Warwickshire County Council Public Health team, have identified five priorities for 2023 onwards to reduce health inequalities across Warwickshire North (Nuneaton and Bedworth and North Warwickshire). These five priorities intersect and all need to be addressed in a holistic way to make an impact. Attractive, healthy environments and a variety of positive cultural activity should be a part of delivering against these priorities.

The 5 priorities for Reducing Health Inequalities are:

1. Promoting / improving healthy lifestyles and reducing the burden of Long term conditions
2. Improve access to services
3. Improving Mental Health and Wellbeing
4. Children and Young people
5. Addressing the Wider determinants of Health

NBBC will be prioritising these five areas with specific measurable actions for its corporate delivery across its Directorates and working with partners.

Culture supporting Economic development

The creative industries have been identified as a driver of economic growth and employment by the government and industry stakeholders. The government has said it will publish a 'sector vision', setting out its strategy for increasing growth in the creative industries sector. Initially set for publication in 2021, the sector vision has been delayed until 2023. The sector vision would address the following:

- creative skills and other workforce issues affecting the sector
- the impact of artificial intelligence
- how to ensure people from all backgrounds are able to access the creative industries and the arts

(Source: [Arts and creative industries: The case for a strategy; 1 December 2022, House of Lords Library](#))

The government's levelling up white paper, published on 2 February 2022, described the creative industries as having a "critical role to play in levelling up". It described creative industries and the arts as a source of "local pride and improved quality of life" as well as "drivers of growth and productivity".

In its report, 'Reimagining where we live: cultural placemaking and the levelling up agenda', published on 2 November 2022, the House of Commons Digital, Culture, Media and Sport Committee said the arts, culture and heritage can support levelling up by engaging local communities and supporting local industry. However, it identified several barriers to the development of the arts and culture in certain areas, including geographical disparities in funding. It recommended that the government and its arms-length bodies should consider how to address these funding disparities, including by better incentivising private sector investment. The government has yet to publish its response to this report.

The Cornerstones of culture: Commission on Culture and Local Government report (December 2022) identified that arts and creative industries are an important driver of economic recovery. It identified that culture has an important role to play in reviving town centres. According to the Arts Council England's research, 50 per cent of adults would like to see more cultural experiences on their high streets. Local cultural infrastructure is essential in supporting a healthy visitor economy.

Culture, and particularly heritage, is the main driver of inbound visits and the basis of Britain's reputation overseas. The creative industries contributed £115.9 billion to the UK in 2019. In the year from October 2019 to September 2022, the Creative Industries accounted for 2.2 million jobs. They grew at four times the rate of the rest of the economy prior to the pandemic and are geographically dispersed in more than 700 micro clusters across the country.

As such they are an important driver of our national economic recovery and levelling up. But the long-term sustainability of the creative industries cannot be delivered without public funding of culture, which underpins the development of the wider creative sector. There is 'symbiosis' between publicly funded arts and the creative industries, for example between the performing arts and the film and TV industries or the commercial stage.

The pandemic and cost of living crisis have exacerbated existing economic inequalities in our society. The report advocates that the nation should pursue an inclusive economic recovery to reduce inequalities and grow shared prosperity, cultural democracy aspiration and social capital.

The report calls for local government, regional bodies, cultural arms-length bodies and national government to work together with cultural organisations and communities to take immediate action to safeguard the future of local cultural infrastructure in the context of rising costs, followed by a longer-term action plan to deliver the following outcomes:

- Access and inclusion. Locally accessible and inclusive cultural infrastructure for all, addressing the structural inequalities exacerbated by the pandemic.
- Creative growth. Removal of barriers to growth of creative industry clusters and micro-clusters to support the development of the creative sector as an engine of post-pandemic growth.
- Cultural education and pathways to creative employment.
- Access for all in all places to a high-quality cultural education and routes into the burgeoning creative industries from schools through to further and higher education and employment.
- Health and wellbeing. A strategic approach to health and wellbeing in place that recognises the preventative and health benefits of culture in supporting our national recovery.

The Local Government Association's recent report, [Culture-led regeneration: Achieving inclusive and sustainable growth](#); Local Government Association, March 2019 acknowledges the huge contribution that the cultural industries and visitor economy make, accounting for over £200 billion of economic activity between them, and that local government plays a significant role in the sector. However it also acknowledges that local government's cultural budgets are seen as 'non-statutory' services and remain precarious.

Through the evidence collected for this study, culture-led regeneration has been shown to deliver a broad range of social and economic impacts, re-emphasising its importance, including:

- The economic and social impacts of culture-led regeneration
- Creating employment
- Enhancing community cohesion and pride
- Attracting more visitors, boosting the tourism sector
- Supporting enhanced resident health
- Stimulating town centre footfall, boosting local business
- Bringing enjoyment for residents
- Stimulating and supporting creative sector growth
- Attracting inward investment
- Developing the skills, knowledge and confidence of residents
- Enhancing the area's image, helping to attract skilled people and business investment.

Arts Council England commissioned BOP Consulting in June 2021 to undertake a rapid evidence review on the impact of culture on high streets, resulting in its report [A High Street Renaissance How arts and culture bring people and pride back to our high streets](#), 5 August 2021

The report found that:

Of the buildings used by organisations funded by Arts Council England, 75% are either on or within a five-minute walk (500m) of a high street in England. This high street presence:

Appendix A

- Builds civic pride: 62% of UK adults agree that cultural experiences on the high street give them a sense of pride about their local area, according to new polling to support this research.
- Defends against high street decline: Closure of high street retail dents civic pride and creates spirals of decline.
- Footfall as an indicator of high street vitality: Culture drives footfall and spending. Many cultural activities require in-person settings, which drive footfall. For example, the Turner Contemporary in Margate is estimated to have injected £70 million into the local economy between 2011-19.
- Contributes towards multi-functional high streets: Trips to cultural destinations have many motivations, including artistic participation.

West Midlands Combined Authority

The West Midlands Combined Authority (WMCA) was created to deliver an ambitious plan to drive inclusive economic growth in the region. One of their pillars supporting economic growth is around [Culture](#).

The WMCA area has one of the largest cultural sectors when compared to other combined authority areas across the country, reflected in its rich heritage, diverse cultures and entrepreneurship. Coventry UK City of Culture 2021 and the Birmingham 2022 Commonwealth Games provided opportunities to showcase the region, and demonstrate cultural possibilities to build on in the area.

WMCA states that arts, heritage and culture are vital to skills development and can improve the attractiveness of cities and towns, making residents feel better about the places they live and work in.

They also matter in economic terms. The economic footprint of the West Midlands' cultural sector (excluding film, television and wider creative industries) is £1.1 billion. It is estimated that the sector directly supports over 24,000 jobs, with further 22,700 jobs supported indirectly. A total of 28 million tourism visits to the WMCA area are attributable to culture – generating £2.8 billion of visitor expenditure.

Museum and Libraries development

In November 2017 an independent review, led by Neil Mendoza, outlined recommendations for how government can support the museums sector in England. [The Mendoza Review: an independent review of museums in England](#), identified nine challenging priorities for museums today:

- Adapting to today's funding environment
- Growing and diversifying audiences
- Dynamic collections curation and management
- Contributing to placemaking and local priorities
- Delivering cultural education
- Developing leaders with appropriate skills and diversifying the workforce
- Digital capacity and innovation
- Working internationally

The report states that: “Contributing to placemaking and local priorities helps museums play a part in their communities and in local decision-making, as well as leveraging investment in culture to also deliver on priorities such as health and wellbeing. There is increasing evidence to show that cultural institutions contribute a great deal to the local economy, to the wellbeing and education of its residents, and to attracting tourists and businesses to the area. Museums are especially able to do this because of their position as a civic space and their collections, which connect people to place. To encourage this work it is important that museums have and use consistent, statistically robust methods to measure economic and social impact.”

Following the Mendoza Report, Arts Council England created the Museums Development Programme. The Programme is delivered by nine regional providers, to support the resilience and development of local museums based on an informed understanding of the context and needs of museums in their area. The regional provider for Nuneaton & Bedworth is West Midlands Museum Development (WMMD) who offer training, advice, resources, projects and small grants to museums who are Accredited or Working Towards Accreditation in the wider West Midlands. The programme aims to support the raising of excellence in local museums and runs from 2018 to 2024.

Arts Council England invests in the Museum Development Programme. Delivered via nine regional providers until April 2024, this programme focuses on building the ambition of museums in England not funded directly by Government or the Arts Council by providing free training, development programmes, small grants and networks. The relevant regional Museum Development provider for Nuneaton & Bedworth is West Midlands Museum Development (<https://mdwm.org.uk/aboutus/>). From April 2024 Arts Council England will continue to invest in the programme, but it will become more of a national programme with regional flex and relationships. Arts Council England will be opening an application process to find five partners to work with. The outcome will be publicised in October 2023. The relevant local programme, from April 2024 will be Museum Development Midlands.

Arts Council England is also the development agency for the country’s public libraries. Following research in 2012-13, the report *Envisioning the library of the future*, explored the value of libraries, understand the future of libraries and how to develop them.

The report found that there was a compelling and continuing need for a publicly-funded library service. In order to develop the library of the future, the report recommended the following priorities:

- Place the library as the hub of the community
- Make the most of digital technology and creative media
- Ensure that libraries are resilient and sustainable
- Deliver the right skills for those who work in libraries

Department for Culture, Media and Sport (DCMS)

The government department, DCMS, responded to the pandemic with new initiatives to support recovery in the sector.

The first Culture Recovery Fund of £1.57bn was announced in July 2020. Administered by Arts Council England, The British Film Institute, Historic England and the National Lottery Heritage Fund,

the fund aimed to financially support cultural organisations in England whose sustainability had been affected by the economic impact of lockdowns. The fund aimed to save businesses and jobs in the cultural sector.

The government also launched its #Here for Culture campaign, aiming to unite the public, government and cultural organisations in support of the country's fantastic cinemas, theatres, music venues, museums, galleries and heritage.

In October 2021 a new campaign, Every Mind Matters, was launched after half of adults in England said that the pandemic negatively impacted their mental health. As a result, a campaign was launched by the Office for Health Improvement and Disparities (OHID) to help adults improve their mental wellbeing.

These two initiatives demonstrate that the government recognises the importance of securing the sustainability of cultural organisations and assets in the country, and has been willing to invest in them through the crisis. They also demonstrate that the government recognises the mental health needs of the population as a result of the pandemic, which are expected to be long-term, and which cultural activity can play a part in supporting.

On 7 February 2023, the Government published a [new policy paper](#) outlining its approach to delivering priorities through four departments, in response to recent and continuing trends. The paper notes the significant expansion of the digital side of the DCMS, driven by the increasingly central role that technology now plays in everyday lives and globally. It also notes the continued growth and resilience of the cultural and creative industries in the UK, the potential for further growth, and the major contribution that the sector can make to the levelling up agenda.

In response to these trends, the paper announces changes with the following four departments:

A new **Department for Energy Security and Net Zero**;

A dedicated **Department for Science, Innovation and Technology** which will take on the focus on digital and technology;

A single **Department for Business and Trade**;

and a streamlined and refocused **Department for Culture, Media and Sport**. This department will now focus on supporting the UK's world-leading cultural and creative industries to thrive; creating a broadcasting and media system fit for the 21st century; boosting participation opportunities by increasing investment in grassroots sports, and delivering reforms to football governance; completing the review of the Gambling Act to make the UK the safest place in the world to gamble; and delivering the National Youth Guarantee to give young people access to more activities, trips away from home and volunteering opportunities. In the context of Nuneaton & Bedworth, the new focus has particular significance for supporting the cultural and creative industries to thrive, boosting participation opportunities and giving young people more access to activities and opportunities. Consultation for this Cultural Strategy showed that people were concerned about the lack of opportunities for young people, so attention should be paid to how this more streamlined government department could support N&B in this area.

Assets

Nuneaton Museum & Art Gallery

Nuneaton Museum and Art Gallery's collection contains over 15,000 objects and photographs. A small, professionally run museum (NBBC) with three galleries, it aims to be a free, fun and friendly museum. The museum is located in the beautiful grounds of Riversley Park, just 10 minutes walk from the centre of Nuneaton.

The Museum and Art Gallery offer a programme of exhibitions, events and activities aimed at a wide range of visitors. Permanent exhibitions relate to Local History, fine art and a gallery dedicated to local writer George Eliot. With offers and resources to support visiting schools and families, and activities for children in the galleries, a tea room and a shop. The Museum also supports local groups with advice and exhibition space, with meeting rooms available. The Museum has previously attracted an average of 60,000 visitors annually.

The building is over 100 years old, and is currently planned to benefit from a £3.5million extension in order to better meet present and future needs. The Reimagining Nuneaton Museum & Art Gallery project has part funding from the Towns Fund for phase 1 of the development. The extension will offer an improved café area and create a large multi-use space, aiming to extend the engagement activities for both community and commercial use as well as enabling greater access to the collections. Phase 1 also includes a new ground floor temporary exhibition gallery, a new permanent Local History Gallery and an exhibition about the Park and Museum. Access will be improved with the addition of ground floor toilets and a Changing Places facility. The new entrance hall will include an exhibition called We Are Makers and include craft cases for selling artists' work. The stated intention is that the expansion will improve the building as a community resource.

The continual financial pressures of approving a balanced budget has meant that in 2023/24 NBBC had to review its current spend and look at its medium-term financial strategy. This has impacted on the Museum directly as a non-mandatory service area with a 30% cut in revenue funding at this time. This will result in reduced opening hours, reduction in footfall and a loss of experienced team members. The delivery of the planned extension and refurbishment will require a site closure for several months. This lower capacity presents a risk that the Museum will not be able to meet its deadlines for Museum Accreditation, which could close off its access to potential funds. During the time of closure, a review of the site will need to be undertaken to understand what is required moving forward and the operational needs and structure to be put in place for the re-opening of the extended Museum. With a lack of staff to deliver outreach work or marketing to retain connections with the local community and schools, rebuilding visitor numbers could be a challenge once the site re-opens.

Once the new extension opens, there will need to be considerable work undertaken to attract visitors back to the Museum & Art Gallery if the immediate risks are not addressed. Reduced service provision and loss of accreditation could make it difficult to re-launch the Museum effectively after the development as the collections, exhibitions and community connections will have been neglected. This presents a threat to the successful opening of the new extensions and the resulting business plan for its viable success.

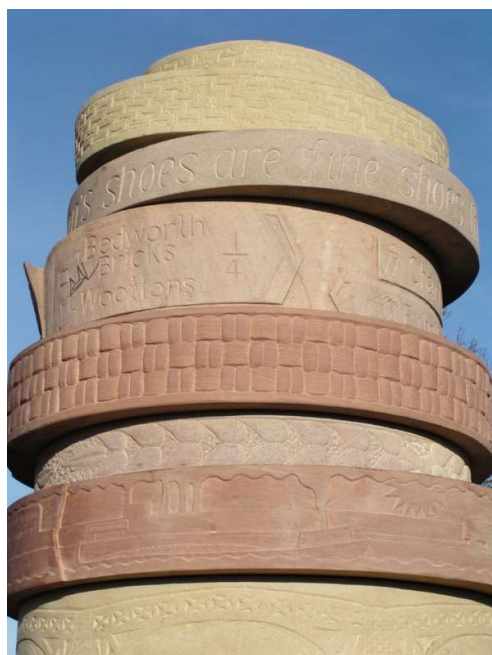
Bedworth Civic Hall

The Civic Hall is the main cultural venue in Bedworth, purpose built in 1973, of which many residents and generations have fond memories. The Civic Hall is a multi-purpose venue with a 745 seat theatre, a substantial size for a town the size of Bedworth, with conference and meeting rooms, and previously a Bistro providing breakfasts and lunches. The Hall also has the only piano suitable for large scale orchestral performances in the Borough.

However, the Civic Hall closed its doors in 2020 as a result of the Covid-19 pandemic, and was then utilised as a vaccination centre by the NHS until October 2022. During the course of the study for this Cultural Strategy, the future of the Civic Hall was in debate and in October 2022 NBBC decided not to re-open the Civic Hall. The decision was due to the financial strain on the Council's resources that the operational costs required to bring the venue back into operation which were deemed to be too high, based on an assessment of required maintenance works as well as running costs, at a time when the Council faced significant financial challenges. At the time of writing, Expressions of Interest are invited for external organisations to take on the operating of the Civic Hall which requires a sustainable business model without reliance on funding from NBBC.

Bedworth Arts Centre were also operating from part of the building. They have opted to terminate with the venue from 31st March 2023 as a result of the closure.

In January 2023 the Bedworth Civic Hall was registered on the list of Assets of Community Value (along with Bedworth Library on the High Street). This recognises the asset's importance for the local community, and places additional restrictions on development for the building, offering greater opportunity for communities to keep such buildings in public use and ensure they remain a social hub for the community. However, at the time of writing the future of the Civic Hall (and Bedworth Library) remain undefined.



Ribbon Reel, Bedworth: sculpture by Graham Mitcheson that celebrates Bedworth's industrial heritage

Chilvers Coton Heritage Centre

The building is owned by NBBC and voluntarily run as a charity with a Board of Trustees, supported by NBBC and WCC. It is an historic building, now run as the Nuneaton Heritage Centre, housing several community meeting rooms, an interactive Victorian Schoolroom which welcomes school visits, a museum with a local collection and historical exhibitions. The Trustees work to fundraise to improve and maintain the building, with some success at accessing lottery funds and grants.

Abbey Theatre

Abbey Theatre is Nuneaton's only local theatre operated by a Registered Charity, Nuneaton Arts CIO, whose trustees are all volunteers. Nuneaton Arts CIO aims to provide the local community access to arts and entertainment, whilst providing opportunities for learning and improving awareness of the arts. They offer audiences excellent local talent and national touring events. The building itself is owned by NBBC and leased to Nuneaton Arts CIO who run the theatre. Currently located in Pool Bank Street, the theatre building has aged and the location has issues with accessibility, limited parking and some feel it is an unsafe area to visit. As a result the theatre is actively seeking a new location, and has been involved in the Transform Nuneaton discussions towards a new purpose-built Theatre and Arts Centre in a more central location.

Leisure Centres

NBBC provides three leisure centres in Nuneaton and one in Bedworth, operated by Everyone Active, part of Sports and Leisure Management Ltd. The leisure centres are: Pingles Leisure Centre, Bedworth Leisure Centre, Eton Sports Centre and Jubilee Sports Centre. Significant plans are being developed to further upgrade the leisure centres. A Leisure Strategy has been adopted to provide long term vision for delivering physical activity.

Parks and open spaces

The Borough has over 90 parks and areas of public green space across the borough, varying in size and with a range of facilities. The Borough has three Destination Parks, the largest in the borough: Riversley Park, Miners Welfare Park and Whittleford Park. Between them they offer a range of facilities, including formal gardens and a period bandstand at Riversley Park, outdoor sports facilities at Miners' Welfare and a Heritage Sculpture Trail at Whittleford. The Council and residents see their parks as important cultural spaces and continue to develop the facilities, including a current plan to develop Miners' Welfare Park to include an outdoor performance space, and for Riversley Park to develop a riverside path.

The Borough also has a number of nature and wildlife parks providing a variety of habitats for nature. An overarching strategy is being drafted, 'Parks and Green Spaces', to provide a medium to long term vision for its parks and open spaces future, which will include play areas, tree planting, allotments and more.



Public art at Miners Welfare Park

SWOT analysis

Strengths

A number of active local arts, heritage and community groups exist in the Borough (such as the Festival of Arts, Abbey Theatre, George Eliot Fellowship, “The Makery”, Reel People and Art Alert), who are taking on their own initiatives, and a strong cohort of enthusiastic volunteers and established voluntary organisations (such as WACA and Big Local programme) are active and show interest in culture. In addition, there are established arts organisations from the surrounding area who also work in the Borough (such as Escape Arts who run the weekly Nuneaton Escape arts group). Groups such as Reel People and Aspire in Arts organise opportunities to engage young people in creative activity.

A motivated and significant Gurkha community who are willing to support and be involved in cultural and community activity.

A well loved Museum, good public parks and outdoor spaces that are appreciated by residents.

The Borough Council is developing ambitious plans for investment in cultural infrastructure including sports facilities, parks, town centres and new cultural and community venues.

Established cultural and heritage traditions such as Armistice Day and an annual Nuneaton Festival of Arts.

Significant success in recent large-scale arts and cultural events in the Borough such as Sanctuary (Bedworth) and Sharing the Light (Nuneaton), which has generated an appetite for more.

Weaknesses

Low number of professional cultural organisations in the Borough, resulting in low skills and knowledge of areas of cultural business such as fundraising, audience development and organisational development.

Lack of networking within the arts sector in the Borough. The Gurkha community is not well linked with other sector groups in the area.

The Warwickshire CEP (Cultural Education Partnership) has not served the Borough well as transport issues and accessibility to attend meetings in Stratford has excluded young people from Nuneaton & Bedworth from fully taking part.

Lack of opportunities for young people to be cultural active, with few quality facilities available.

Lack of centralised or coordinated communication about arts, heritage and cultural offer in the Borough, which makes it difficult to build a profile of a vibrant cultural scene for the Borough.

Cultural assets (Nuneaton Museum & Art Gallery, Abbey Theatre and Bedworth Civic Hall) have unclear futures. A plan for cultural venues across the whole Borough is needed that does not place undue financial burden on NBBC, has realistic and viable plans that meet communities' needs appropriately without duplicating facilities.

Opportunities

Cultural ambitions are supported within NBBC by the Museum but also by the Events Team and Leisure Services. Culture is starting to be seen within NBBC as linking into broader remits. Plans for Transform Nuneaton and Transform Bedworth town centres both include culture and upgrades of cultural facilities. Culture will be a contributor towards the development of town centre offers, thus supporting economic development objectives. Parks and Green Spaces are being developed to provide more facilities that support health and wellbeing through active lifestyles but also with outdoor performance spaces and events programmes.

Warwickshire County Council's Arts Service and Libraries are both actively developing projects in the Borough and enthusiastic to support the development of a Cultural Forum and contributing towards skills development. Warwickshire Libraries has achieved Arts Council NPO funding for three years to deliver cultural activity in the Borough.

Professional Arts organisations such as Imagineer and others are interested in working in the Borough, bringing their expertise to benefit residents and they have the potential to support the development of skills within the Borough as well as deliver projects.

Arts Council England has listed Nuneaton & Bedworth as a Priority Place which is likely to attract Arts Council funding for well thought-out projects. This has already been demonstrated with the success of the Place Partnership Project funding secured. An application to the Creative People and Places Scheme could be revisited with a strong local Cultural Forum behind it, and a lead organisation who could form a Consortium.

The benefits of Coventry's City of Culture activities could provide models and learning for N&B's cultural sector.

The Cultural Compacts initiative could benefit Nuneaton & Bedworth strategically if representatives from different sectors could be drawn together to support strategic delivery of culture integrated into different priority areas for the Borough. This could include organisations with economic development or regeneration remits, and health and wellbeing.

Threats

The effects of the Covid-19 pandemic are still being felt nationally, and the cost of living crisis and inflation are also threats to achieving ambitious targets across the country.

The perceived value of cultural activity may remain low amongst decision makers and residents, resulting in a lack of investment in culture.

Lack of coordination of funding bids could result in rejections of applications.

NBBC has low capacity in terms of staff and resources to dedicate to driving cultural development. Culture could become sidelined or remain isolated from other sectors if responsibility falls to one small team. Therefore partnership approaches are the best way forward to maximise success for culture.

Unclear future for the operating of the Museum & Art Gallery leading up to and following the redevelopment of the building, because of current reductions in revenue to the Museum & Art Gallery which are likely to result in the negative impacts identified earlier in this document.

Unclear future for Bedworth Civic Hall and Bedworth Library as community assets. The loss of the Civic Hall as a significant cultural venue is felt strongly in the community.

Unclear future for the existing Nuneaton Arts Centre Building (Abbey Theatre). The current building has limitations for its use, and has become out-of-date for the needs of a 21st century Theatre and Arts Centre. The lease has not been agreed with the organisation that run the building, which restricts their ability to access funding themselves and is restricting their progress. The Levelling - Up funding bid to develop a new centre (TACC) which would replace the existing centre was not successful. Therefore, there is currently an unclear picture of how to achieve the proposed new facility.

Proposals

Vision

The vision for culture in Nuneaton & Bedworth should be tied to the NBBC Corporate Plan as well as the priorities identified by community consultation. The proposed Vision is:

For Culture in Nuneaton & Bedworth to be ambitious, inclusive and a part of everyday life, bringing people together to celebrate and share the unique heritage and cultures in the Borough, and contributing to the vibrancy and economic success of the towns.



Sanctuary. Photo credit: Andrew Moore

Priorities

Full results of the consultation can be seen in Appendix 2. The consultation identified the following common priorities for culture in the Borough, which underpin the strategy.

Priority 1. Investing in People and Developing skills in culture and arts

- more **ambition** in arts activity, and to attract professional arts to the area to raise **aspirations**
- **outreach** cultural activity to engage isolated neighbourhoods
- **local artists** want to feel that they are offered opportunities and that opportunities do not only benefit creatives from outside of the Borough
- more cultural activity for **children and young people**



Workshops at Nuneaton Museum & Art Gallery: Left, Participants in the Abbey archaeology workshops; Right, family Easter holiday workshop, photo credit Brian Wood

Priority 2. Culture supporting community

- cultural activities that bring people together to contribute towards **community cohesion** where there are new housing developments which will bring in newcomers to the area, and celebrating the diversity of residents through culture
- multi-use venues which provide for the Borough's culture and community needs: **“Community hubs”**
- better **communication** of cultural activity on offer in the Borough a **shared vision** between Nuneaton and Bedworth, as an **identity** as one Borough that can share complementary cultural offers and assets across the area



Textile banner created by intergenerational group of local women

Priority 3. Culture supporting regeneration

- cultural offer supports the **vitality of town centres**, through venues, festivals, celebrations of local talent, and ways in which culture can support community safety, learning from the [City of Culture Coventry example](#)
- **Public Art** to develop the distinctiveness of the Borough and contribute towards the improvement of the quality of environment



Sharing the Light, Nuneaton town centre, 2022. Photo credit: Andrew Moore

Recommended Actions

The following actions aim to respond to the identified priorities for the strategy.

Aim	Action	Who	When
<ul style="list-style-type: none"> Involve local artists and local people in working with professional artists to raise ambition and develop skills. Imagineer’s proposed programmes can support this. 	Continue developments with Imagineer on how they can support ambitious projects and skills development in the area, but also seek other professional companies to begin working in the area.	NBBC, Imagineer, other professional organisations	2023 and ongoing
<ul style="list-style-type: none"> Outreach: Bringing cultural activity to where people are: villages, outdoor spaces and parks, schools and community venues. Warwickshire Libraries’ NPO programme could support this. Another bid to the Creative People and Places programme (CPP - Arts Council England) could also aim to bring cultural engagement to villages and areas with limited cultural offer. The Cultural Forum (or a subset of it) could become a vehicle for a consortium bid to the CPP. Rural touring schemes such as Live & Local could bring cost effective quality arts to local spaces. 	<p>Look to local partners to develop outreach arts programmes, e.g. Support the promotion of the Libraries’ cultural activity; look at opportunities for arts activity to support health and wellbeing; and discuss with Live & Local and other partners how they can bring more performances to communities;</p> <p>Develop an agenda for the Cultural Forum to plan towards a refocused CPP application in three years’ time;</p> <p>Plan for more outdoor arts activity on accessible green spaces around the Borough.</p>	<p>Warwickshire Libraries; Warwickshire Arts Service; Live & Local; other programmes.</p> <p>Cultural Forum and Voluntary Sector</p> <p>Parks, NBBC, Festivals, Street Arts, Reel People</p>	<p>2023 and ongoing</p> <p>Start planning 2024; apply 2025; activity in 2026-2029</p> <p>2024 ongoing</p>
<ul style="list-style-type: none"> Develop skills and celebrate the talent of children and young people. Seek ways in which cultural opportunities in the Borough can integrate with programmes for young people and support their development, for example providing showcases for talent 	Develop a structure to link local schools and local arts organisations and festivals in order to develop joint working and develop opportunities for young people to integrate into wider Borough activities.	Local schools and colleges, Warwickshire Education, local festivals, local youth provision	2024 ongoing

Appendix A

<p>within events, and developing training or work experience opportunities for young people as part of other cultural initiatives, making the most of expertise in the Borough.</p>			
<ul style="list-style-type: none"> • Festivals, large scale community celebrations: celebrating the borough, showcasing talent, shared identity, celebrating diversity, revitalising town centres. Link the existing Festivals to create an enhanced, expanded and coordinated annual programme: Nuneaton Festival of Arts, Street Eats and Beats, Reel People, Imagineer’s Combustion events, Dance Academy showcases, schools’ showcases, Art Alert, Craft Centre, Heritage Festivals (perhaps around George Eliot). 	<p>Connect local arts festivals and NBBC Events teams, perhaps through the Cultural Forum, to create a coordinated approach to delivering an annual programme of festivals and events, thus sharing marketing and promotion and audiences, and potentially working together to access funding to enable more ambitious events.</p>	<p>Cultural Forum, local festivals, arts and heritage groups</p>	<p>2024 ongoing</p>
<ul style="list-style-type: none"> • Develop venues as “Cultural Community hubs”, revitalising town centres. 	<p>Continue discussion with cultural organisations to develop cultural community hubs through the Transform town centre programmes that meet the needs of local groups and will be sustained by them using new facilities, as adaptable spaces of a relevant size to meet needs and a variety of cultural and community activities. Revisit plans to develop the Nuneaton TACC and discuss with stakeholders a viable plan to access funding for this facility. Look at complementary plans for venues in Bedworth, that also take into consideration the offer from Nuneaton TACC to the whole Borough. See Appendix 1 for more detail.</p>	<p>NBBC town centre regeneration, Abbey Theatre and Nuneaton Arts CIO, Bedworth Arts and local groups</p> <p>Cultural Forum, community venues</p>	<p>2023 ongoing</p> <p>2023 ongoing</p>

Appendix A

	<p>Through the proposed Cultural Forum, share knowledge about community venue spaces and facilities which could be utilised by other cultural groups, for example could the Gurkha Cultural Centre support other larger scale creative activity.</p> <p>NBBC should extend conversations with stakeholders who can support in finding a way to maintain Accreditation for Nuneaton Museum & Art Gallery, continue valued community engagement and public access to collections and exhibitions, and to develop a viable business plan as a valued community resource. Stakeholders include Arts Council England, National Lottery Heritage Fund and Warwickshire County Council.</p>	Nuneaton Museum & Art Gallery, NBBC, Warwickshire CC, national funders	2023 and immediate
<ul style="list-style-type: none"> • Create a Cultural Forum to bring cultural sector together, to learn from each other, fundraise jointly, plan collaborative projects and coordinate marketing and promotions. The Forum could be supported and facilitated by NBBC’s Events team, Museum team and Warwickshire CC Arts team. 	Extend invitations to local organisations to form a Cultural Forum, meeting twice per year, with a programme of development support, for example inviting funders to talk to the group and for festivals to look at joint working opportunities.	NBBC Events team, Nuneaton Museum team, Warwickshire CC Arts Team	2023
<ul style="list-style-type: none"> • Develop a Public Art Strategy that develops distinctiveness and creates walking trails. 	Develop a Public Art Strategy as part of the regeneration programmes that creates an overall and coherent vision, informed by local communities, which links in to walking trails, outdoor space developments and new housing developments.	NBBC	2024
<ul style="list-style-type: none"> • Develop a Communications Strategy for Culture. This should include a centralised and 	Add to the Cultural Forum agenda to find solutions to coordinate communications.	Cultural Forum	2023

Appendix A

<p>coordinated What's On, which could be coordinated through the Cultural Forum. Consider a full range of communication methods to reach different audiences, including websites, social media, printed newsletters and brochures, posters and banners.</p>			
<ul style="list-style-type: none"> • Outdoor spaces utilised for cultural activity. This also supports outreach, arts in public spaces and festivals as part of an annual programme. 	<p>Events team to connect with parks and open space teams; Museum and Leisure teams to support promotion and delivery of festivals and events to maximise on possibilities for programming arts in outdoor spaces.</p>	<p>Local festivals, Parks and Open Spaces Teams, NBBC Events, Museum and Leisure teams</p>	<p>2024 ongoing</p>
<ul style="list-style-type: none"> • Develop the foundations to work towards a Cultural Compact for the borough. 	<p>Bring together place based partners to begin to look at ways that Culture can be invigorated for higher place-based impact. This should include NBBC, local businesses, local arts organisations and tourism (WCC), health and wellbeing, local policing/community safety.</p>	<p>NBBC facilitates this: to include local businesses, Cultural Forum, tourism (WCC), health and wellbeing, local policing</p>	<p>Begin partnership in 2025; develop Aims, Objectives and an Action Plan and implement 2026-2028</p>

Appendices

Appendix 1 – Towards a Venues strategy for Nuneaton and Bedworth

There seems to be evidence from the consultation that a multi-use arts facility of an appropriate size in Nuneaton (the proposed TACC) would be appropriate for community need, to rehouse Nuneaton Arts CIO (the theatre) and provide other, more flexible spaces as a community hub. The size of Nuneaton's population suggests that a TACC could be sustainable.

However, the picture in Bedworth is more complex. The community feels the closure of Bedworth Civic Hall as a significant loss as a cultural centre, which results in a desire for Bedworth to have its own Arts Centre as a replacement. However the considerably smaller population of Bedworth on its own does not suggest that this would be a viable proposition, especially when a TACC is proposed in Nuneaton which could, theoretically, provide a service to the Bedworth population too.

A short comparative study with other small-scale arts centres in towns around the country suggest that Bedworth's population is too small to support its own arts centre. Arts Centres usually aim to support the whole Borough or District population size.

The Mill Arts Centre, Banbury, Cherwell
Serves the Cherwell population: 150,503

The Brindley, Runcorn, Halton
Serves the Population of Halton: 128,600

The Level Centre, Rowsley, Derbyshire
Serves the Population of Derbyshire Dales: 71,681

Stamford Arts Centre, Stamford, Lincolnshire
Serves the Population of South Kesteven: 141,853
(South Kesteven is also served by Grantham Guildhall Arts Centre and two Corn Exchange venues.)

Pocklington Arts Centre, York
Serves the Population of East Riding of Yorkshire: 341,173

The Core at Corby Cube, Corby, Northamptonshire
The Core Theatre is part of multi-use venue, The Cube, which serves the town of Corby,
Population: 56,810

Population of Bedworth: 31,330

Population of Nuneaton: 94,630

Nuneaton & Bedworth Borough population: 129,883

The population of Bedworth is unlikely to sustain its own stand-alone arts centre. However, Nuneaton's population could sustain this, and if a centre in Nuneaton also reached out to audiences in Bedworth and the rest of the Borough, this looks feasible as a proposition.

Having noted this, it is still important to consider the residents of Bedworth's views.

Proposed Strategy

A fully developed Venues Strategy is outside the remit of this document, however there are significant changes and developments taking place in the Borough around venues which require stronger consideration. This report recommends that a Venues Strategy that looks at the whole Borough and how venues complement each other to bring a varied offer to residents and visitors, should be developed.

As a result of the cultural history in Bedworth, people are feeling the Civic Hall closure as a significant loss for Bedworth. There is still a desire to have an arts facility in Bedworth, but the figures don't suggest this is sustainable. Therefore, any arts facility proposed in Bedworth could be part of a wider community hub facility which could house a library, council services, health services and community rooms in addition to arts spaces, in order to make it viable. The Cube in Corby is a potential model for this, where the town has successfully moved its Council services, Council chambers, library and theatre into one building and includes spaces on the ground floor for commercial bars and restaurants. Corby has a smaller population than the other Arts Centres compared in this report, although it is still nearly twice that of Bedworth.

Transform Bedworth proposes a smaller arts venue as part of its plans, however it is uncertain when this transformation would begin.

The current strategy is to seek a financially viable proposal for the building that was the Civic Hall to operate as a venue, for which expressions of interest have been invited for an organisation external to NBBC to run it. This could be agreed for the interim period of around 10 years.

With a view to what follows in 10 years time, consideration should be made for how a community hub facility which includes an arts space could be part of the Transform Bedworth programme. This is similar to the current proposal which locates certain community services within the same area, however housing them in one building (like in Corby) could result in savings for shared utilities and management.

After 10 years, the Civic Hall as a venue will need to be assessed for its continued viability. If a viable plan is not put forward for the Civic Hall to operate as a venue within that period, then investment should be made for better connections between the Nuneaton TACC facility and the wider Borough, such as improved transport links, to ensure that the TACC serves the whole Borough population.



Nuneaton & Bedworth Cultural Strategy Survey

Summary of Survey Results

The survey was run for two months, throughout August and September 2022. 309 responses were received.

84% were completed by members of the public, 6% by cultural organisations, and 9% by creative practitioners.

The majority of responses were from postcodes CV12, CV10 and CV11. The vast majority found the survey through Facebook. Other sources were HTC Big Local (where Art Reach had undertaken a consultation event), Bedworth Civic Hall, Pingles Leisure Centre, direct emails and Twitter.

The following summarises the main points from the survey. The full results are contained in a separate appendix.

Cultural activity

There is a good overall mix of variety of cultural activity being delivered. A high proportion of practitioners or organisations are delivering arts, crafts and heritage exhibitions, and drama or theatre performances.

Delivering music tuition, moving image film or video, and heritage and history talks were the lowest proportion of activities being delivered.

Cultural activity is being delivered in a variety of settings, though delivery in youth settings was a low proportion.

Over 50% of those who responded involve more than 10 people delivering the activity, showing that cultural organisations in the Borough are of a significant size.

Volunteers make up a high proportion of those delivering cultural activity in the Borough.

Qu. 10 asked respondents to share more about their work. Many respondents were concerned with supporting wellbeing as an important element of their delivery. Producing high quality arts,

both amateur and professional, was important for many. Giving creative people a platform and being inclusive were also important elements of practice.

Funding

50% of all respondents receive 100% of their income from earned income. Although this shows there is resilience and strength in the sector, it indicates that other funding sources such as grants are perhaps currently under utilised in the Borough.

There were 3 organisations who were 100% funded by either Arts Council England, other Lottery Funding or the Local Authority. These organisations could be at risk as funding from many traditional sources are expected to decrease, as a national trend.

Less than a quarter (23%) of respondents were receiving Arts Council England funding, although for half of these the funding was a significant proportion of their total income (25% to 100% of total income). Less than 8% were receiving Heritage Lottery Funding, at less than 25% of their total income.

Nearly 27% of respondents had between 25% and 100% of their income from membership income. This shows great support from the community for these organisations, however they are at risk if membership numbers diminish over time. 23% also received individual donations.

Only just over 15% of respondents receive funding from Trusts and Foundations, which indicates that this is a relatively untapped source for the cultural sector.

Overall, the results suggest that cultural organisations in Nuneaton & Bedworth would benefit from having a more diverse mix of funding sources. Providing support to groups with diversifying their income streams could be considered in order to build more resilience into the sector.

Nearly 68% of respondents do not have a dedicated fundraising role in their organisation. This indicates that there is a lack of capacity for fundraising within the sector and support could be required.

10 respondents had applied for funding unsuccessfully. However, there was also 6 organisations receiving Arts Council funding, 2 receiving Heritage Lottery and 2 Other Lottery. This indicates that there is some expertise in the Borough in accessing these funders, and perhaps partnership working could support other groups to access funds.

Networks and partnerships

Certain individuals are well networked themselves, and beyond the Borough, but actual formal partnership working seems low in Nuneaton and Bedworth, and involvement with the local CEPs seems quite low.

22 out of 23 respondents were enthusiastic about partnership working and recognised that partnerships and networks had the potential for collaboration, access to funding, exchange of knowledge and skills, and reaching more audiences and participants. This shows an interest and willingness for more collaboration, however there seems to be a lack of network structures which enable this to happen.

Over 65% said yes (17 out of 26) respondents said they would be willing to partner in funding bids.

Needs of cultural organisations and creative practitioners

The most needed support were for marketing and communication, and fundraising skills.

The most common reasons for feeling held back in achieving their mission were lack of funding, lack of venues either through suitability or affordability (Civic Hall mentioned as no longer available), or security of tenure, and lack of income from arts means lack of time to spend on developing it.

From comments received (as well as from conversations in focus groups), there seems to be a perception that the arts are not valued or supported for what the local arts want to achieve. There is a feeling that investment is given to more high profile and one-off projects, rather than supporting the day to day work that cultural organisations are doing in the community. Many local grass root organisations are feeling a lack of security and are worried about their long term sustainability.

At the same time, there is a sense that there is a lack of vision and confidence for N&B culturally, resulting in a lack of ambition.

Comments about recent public art projects indicate a discrepancy between the feeling of lack of vision whilst at the same time complaints of money wasted when ambitious projects are achieved. When money is talked about for the arts, there seems to be a lack of understanding of how the money is actually spent, and the added value of projects which engage with local people and provide participation experience is not understood – the focus seems to be on the physical end product of projects rather than the bigger engagement that these projects can bring to N&B. This perception is largely holding N&B back from achieving more ambitious work. A wider conversation about the value of arts and cultural activity is required to move beyond this negativity, and local artists need to be involved more in creative projects so that they both benefit and understand better the value of ambitious projects for residents. Local artists could, potentially, become advocates for ambitious work, but currently feel left out.

Opinions from all respondents (general public and cultural workers)

The most common responses to describe the arts in N&B were Mediocre and Uninspiring. The most common responses were that heritage in N&B is also Mediocre and Uninspiring, and over 20% also said it was Conventional. Both these results reiterate the perception that the cultural sector lacks ambition and innovation and needs re-inspiring.

Participation

The results show that people are accessing cultural activity at a range of venues. There is a significant proportion who are going outside of the Borough to access culture, and this is reiterated in some of the comments in Other. Parks and Open Spaces seem to be well used (by over 50% of respondents) and perceived as places for culture. This could indicate that Parks and Open Spaces could be made more use of for cultural programming as they seem to be very accessible to a large proportion of people.

Weaknesses

Cultural venues was the most commonly commented on aspect that is perceived as a weakness for culture in the Borough. Certain venues have been closed and others, such as the Abbey Theatre and Civic Hall, people felt were neglected buildings in need of refurbishment or replacement. Many respondents said there are a lack of venues for community performance or arts activity, as well as for audiences to go to. The need for a modern theatre and arts centre was commonly expressed. The heritage offer, Nuneaton Museum and leisure centres also seems to be perceived as in need of improvement.

“Our only theatre is closed, and has been for over 2 years. It's underfunded, consistently poorly managed and needs to be flexible and affordable for hirers and users alike. The theatre should be the hub of the town. Restaurant, bar, business centre, arts projects, youth projects, older peoples' projects“

Communication was the second most frequent comment as a perceived weakness. People feel that they don't know where to find out about cultural activity and offer, there is not enough publicity and a lack of outlets for local organisations to promote their events.

The **variety of cultural offer** was the third area perceived as a weakness. Variety requested needed to be aimed at different age groups, and inclusivity was important. Variety was linked to inclusivity, with different offers needed for different target groups, so that there is something for everybody. There was a feeling that there is not enough on offer for people to get involved with, including things to go and see such as performances, activities to take part in such as classes and workshops, and not enough for young people to be involved with.

Parks and open spaces were commented on frequently as needing cleaning up, litter picking and the river needs cleaning.

The **town centres** were mentioned as feeling run down with empty buildings and lack of offer such as cafes and restaurants, cinemas or music venues. There was a feeling that town centres could have more cultural activity as a draw to make them lively and inviting, but that recent public art had not been well received.

The **local council** was often mentioned. There was a feeling that local people's ideas could not progress as there was lack of communication or a way to approach the council, and efforts of local people to work in collaboration with the council did not go anywhere. In terms of culture, there is a feeling that there is a lack of engagement with the public.

A number of respondents expressed a **sense of loss** and a need for **conservation** of certain aspects, such as the loss of green space due to house building programmes, and sites of local heritage and historic buildings removed. People felt that Bulkington Village and Bedworth were being forgotten.

Sustainable activity was seen as difficult, with many cultural activities unable to be sustained due to lack of long term support of funding, and that projects were not run for long enough to develop properly.

The **development of cultural activity** is weak, with lack of support or funding but also lack of expertise to develop culture, meaning that many people in the Borough are not getting the opportunity to experience high quality cultural activity.

“Little expertise and knowledge of contemporary practice in the area to engage all walks of life and break down perceptions as to what art and culture is. Any creative and artistic educational experience or tuition is only accessible if you pay for it from private providers, making it only accessible to all through schools. Schools have limited funding to provide these experiences or in some cases understanding of current practices. For example, introduction to theatre in primary schools is limited to panto, whereas there is so much children's theatre available. Therefore access to good theatre requires money and travel to outside the area. Schools can't afford it, parents can't afford it, so this is something many kids in the area don't or will never access”

Community cohesion and opportunities for the community to come together were often mentioned as lacking. This was often mentioned in terms of not having central spaces to bring people together.

Ambition is seen as lacking. Fresh ideas, risk taking and new thinking all needed.

There was some concern about **anti-social behaviour** in towns and parks which result in people not going there to take part in cultural activity.

Other areas mentioned were difficulties in **transport and parking** to reach cultural activity, including walking and cycling routes available. **Affordability** of arts activity was a concern to ensure that everybody can afford to take part. **Community engagement** was mentioned and the need for more outreach to engage more people. Some people thought that art and heritage offers were of poor **quality** and not interactive enough. **Wellbeing** seems too low on the creativity agenda. **Accessibility** was also an issue for some, not central enough and low provision for wheelchair users. Lack of **coordination** of events, and publicity, was noted.

“Art needs to become embedded in our local mindset as the norm, not the exception/treat.”

Developments for the future

The most commonly stated development that respondents would like to see in the next 5 years was about **improved venues** – both improvements of existing ones and building new or replacement ones. Clearly there are many people who feel that the closure of the Civic Hall in Bedworth is a significant loss to culture. However, there was some understanding that the Civic Hall needed re-thinking and redevelopment. A need for a theatre that is fit for modern needs was a frequent response, but also that an arts centre with multi-arts on offer, as well as community hub venues or multicultural centre. Expansion of Nuneaton Museum and Art Gallery was also a need, and a George Eliot centre or museum. Local libraries were mentioned as needed to be kept, and improved leisure centres, particularly a swimming pool. Making spaces (for both visual arts/crafts and for performance rehearsals) were also mentioned as a need.

The second most commonly stated development was for **outdoor spaces** (parks, rec and the river) to be improved, cleaned up and used more as outdoor event spaces that bring people together. More outdoor music, park entertainment, use of bandstands and open air dancing, summer fetes and family activities were all suggested.

The third development need was for more **variety** of cultural offer, across both the arts and heritage for example receiving more touring exhibitions to the museum, and more variety of performances to attend. Art courses and classes to participate in and learn were mentioned a number of times, for adults as well as children. Activities at different times of day or week, to suit those who might be at work in the daytimes etc. More on offer for children, as well as more for elderly people and those in the villages who might find it hard to access the towns.

Festivals, parades and civic events were suggested often. Cultural community activities that bring people together, including carnivals, music festivals, sporting events and festivals such as a George Eliot Festival and growing the Ragged Bear Festival. Activities that share culture were suggested, such as a Thai festival or food festivals. Social and celebratory events that bring the community together.

Opportunities for artists, arts development and networks are seen as a need to support those locally in the arts sector. Calls for a dedicated arts officer or department express a need for people with the expertise and dedicated time to develop the arts in the Borough, currently lacking. Showcasing and celebrating local artists and supporting their development is needed, making more opportunities available to them and longer projects to support sustainability.

Improved **town centres** is important to many respondents. Alongside the need for regeneration and variety of shops and facilities, cultural venues and activities are seen as supporting the town centre’s transformation. Cultural activity could enliven town centres and make them a destination for visitors again.

Cultural activity is seen as a way of **building community and participation**, and many respondents had ideas for how communities could be engaged more if given cultural opportunities to showcase their talent, perform for their Borough, linking voluntary and community sectors to create celebrations, art and activities that involve lots of people and build shared sense of community.

A number of respondents want to see more made of the **heritage, conserving** important heritage and celebrating heritage more, especially George Eliot, as well as some of the heritage buildings, canals and mining heritage.

Many respondents had opinions of **art in public spaces** in the Borough, which included conserving some of current features such as water features, but also creating new sculptures, water features and landscaping in outdoor spaces. In addition, performance arts outdoors were suggested, including street performances and using the bandstands.

More **opportunities for young people** to develop their talents and interests was suggested by a number of respondents.

More accessible and **better promoted information**, with a central information system for the arts/culture, was suggested.

Accessible transport, walking and cycling routes are needed.

Changes needed

Again, **venues** were the most pressing need for change for most respondents. A large number of respondents either said that the Civic Hall needed to re-open or be re-purposed. A new theatre/arts centre was also required, and a museum for George Eliot and a town cinema were suggested. Local community venues were also needed, with affordability to hire the spaces or free spaces also important. A more central location for culture and art was suggested.

As before, **variety of offer**, which also supports **inclusivity**, is important, and respondents gave many examples of a wide range of ideas for variety of activities.

The third most frequently mentioned change needed was about **changes in attitude and ambition**. Many of the comments were about the local council changing its mindset or having fresher ideas, however they also referred to wider education about the arts and its value.

“Information to change the shift in attitudes that the arts are worthless or inaccessible“

“Art seen as a community good, not a waste of money”

Regeneration was the next most commonly stated change needed, especially for town centres which people recognise need investment and to be made more appealing. Culture has a part to play in making town centres more attractive and vibrant places to visit.

Again, **promotion and communication** of what's on offer and events happening needs improving, to better market the Borough and its culture and raise awareness of the positive aspects taking place in the Borough.

Public spaces and public art need investing in, improving, cleaning up and maintaining.

Many comments were about the need to **support local professional artists** in the Borough, as well as **arts development, collaborations and networks**. There were a few calls to have a dedicated officer for the arts at the Council, and others that need people with arts expertise to support the sector. Coordination and networking was called for.

Funding was recognised as needed and many people asked for more investment in culture.

The next most commonly mentioned category was about **celebrations and community coming together**. Festivals, large scale arts events and cultural celebrations that involve lots of local people coming together were all suggested.

Transport and parking were mentioned as areas that can impact on the accessibility of cultural activity.

Another area often mentioned was about **consultation** and that the Council needs to **listen** to local people. Many respondents felt that they were not listened to enough, so re-thinking ways to engage with residents on culture is important.

Safety, especially in regard to anti-social behaviour and in town centres, was an area of concern for quite a few people and this is another area that will impact on whether people feel confident to attend cultural activity or not.

There were other comments about **young people** needing more activity and spaces, and concern about **protecting green space**.

Focus Groups

Notes from Bedworth Focus Group,

Old Meeting Hall United Reformed Church, Bedworth

Saturday 24 September 2022

17 attendees

Appendix A

People attending represented Old Meeting Hall, Rainbow Sunshine Company, NAC16, Bromage Theatre Company, Julie Bromage Dance Academy, Guardians Grow Charity, The Makery, Ash Green Residents Association, Warwickshire County Council Education Service, Nuneaton Arts Council (Abbey Theatre), individuals from the theatre community and other Bedworth residents.

Notes captured on flipchart:

What do we value?

Culture = Community

Brings communities together

Young people are the future

People – volunteers

What is missing in the Borough for culture?

“An Arts Forum” – this is a brilliant idea.

There is no community hub in Bedworth.

Civic Hall needs to be reimagined as a Community Hub, like Bulkington Village Centre, with lots of different services and cultural offers in one place.

- With day and evening activities
- Youth clubs / education centre

Communication and awareness of what’s on in the arts – this needs to be coordinated.

There’s too much reliance on the internet for Comms.

Language barriers

Embracing diversity and cultures.

The Borough needs to be tidier!

What is distinct about the Borough?

The Civic Hall was a community facility, more than a theatre, it was a social facility. The offer was diverse, dinner and dance etc. It offered lunches. The elderly used it a lot. It was generational – people from generations of families used it. Everybody’s got a story about it! People came from further afield to go to the Civic Hall, it put Bedworth on the map.

“The Town That Never Forgets” – armistice

Past industries/heritage: ribbon weaving, coal mining, armistice

The green belt is disappearing.

Bedworth town centre is compact.

What are the cultural challenges for the Borough?

Appendix A

To draw people into the towns, they need something to do – a community hub.

Accessibility and affordability.

Art and culture needs to go to where people are, e.g. care homes

Removing obstacles to participation and engagement, e.g. relaxed performances.

The rivalry between Nuneaton and Bedworth towns – is this a generational thing, younger people do not recognise this so much.

There is a strong sense of community supporting each other, this is an opportunity to meet challenges.

Nuneaton & Bedworth

Focus Groups

Nuneaton Museum, 26 August 2022

Attendees

People attending were involved in:

Nuneaton Festival of Arts

Community Voices Choir

Several individuals who were an artist and teacher, graphic designers, college tutor and a public artist.

What do we value?

The Abbey Theatre. The number of seats at the venue are adequate.

Nuneaton Museum – the gem of culture, the main hub for the visual arts. It feels like not enough people know about the regularly changing exhibitions.

The Station Gallery has just been set up. It is not in a prime location and never going to be open every day.

Nuneaton Urban Arts festival (James Bennett / Reel People). Think it's brilliant – opening up to a new audience.

Street East and Beats – more were needed because there were long queues. Who organises this? Is it possible to link this to other things?

The Nuneaton festival brings families into the Museum. Most people attend through Word of Mouth.

We value how green it is here, history on your doorstep, people living here sometimes don't see their uniqueness.

What is needed?

Appendix A

Need a bigger stage for dance troupes, now that the Civic Hall is not open.

Need a grand piano for concerts, but the Civic Hall is too expensive.

Nuneaton tend not to sing their own praises.

Because the college has moved to Hinckley, Nuneaton students are not linked to Nuneaton Museum but to Hinckley.

Children not being brought to the Museum so not growing up with the gallery. There used to be a tradition of classes of children coming to the Museum after being at the swimming pool!

People are reluctant to go out of Nuneaton e.g. to visit Birmingham, what is the barrier?

Art in schools – perhaps the experience of art in schools can be negative. How do we break down these barriers to enjoying art. Perhaps having interventions in every day life – put food on! For example like the Street East and Beats event.

Schools need to take children and families to arts venues so that they can learn how the venues are, become familiar and comfortable. Coach prices are higher but public transport is more doable! Make the trip part of the experience – walking tour!

Outreach – going out to the community – making those links. (thinking of the Museum)

Ideas:

Should be promoting walking more. Creative ways to walk differently. Trails. Space invader trails. Ghost signs. Look up at the buildings. Linking to healthy walking. Hidden architectural features. Need to rediscover those hidden worlds.

An Arts Officer post is required to make these things happen, to coordinate things.

Awareness: there are still lots of people who don't know about the Festival of Arts. Need to create a central place where people can post and find out what's on, perhaps online. Needs somebody to take control and moderate it. There are no local newspapers any more to share local news. This used to be a big part of Nuneaton culture, to have a free paper. There are various papers but they don't go to all houses.

The Council's In Touch – by the Comms department at NBBC, now online and seems to be more corporate messages rather than supporting community events.

Learn from Hinckley! They have a printed Borough Bulletin and an arts officer, use events on parks more.

There is an arts and crafts fair growing in Atherstone.

Too much is delivered by good will – nobody whose job it is to take up the reins, keeps cultural activity precarious. The arts needs to be valued as a profession, not just a nice-to-have. The Council role – needs somebody who is a professional funding bid writer, with the capacity to coordinate things and bring in the money.

Need to take art to the people, e.g. "Paint in a Pub", "Paint and a Pint".

BARRIERS:

Appendix A

The time people need to give, relying on volunteers,

Not enough places to sell work,

Sustainability is a problem, it's hard to re-fund things that work!

Funds to do more ambitious things or just hire bigger spaces (thinking of the Festival). Could we encourage people from Coventry to come here to use our spaces? E.g. Coventry does not have enough rehearsal space.

PARTICIPATION:

Want to start with smaller, more familiar art, to get people participating.

Hoardings that protect the building sites – the Festival would love to use these and show work more professionally to heighten the ambition and sense of pride.

People need to feel ownership and be involved in the development of public art so that it is not vandalised or graffitied.

Create local public art with people that tells their stories etc.

Is an audit of art facilities and spaces for hire required? People don't know where they can find spaces, and don't know what's missing or available.

Lack of somebody to coordinate something like this group to share knowledge, this could be useful to have a group coming together.

What should we celebrate?

Beautiful green spaces and fields. Very close to the deep countryside.

Strong history, artefacts and archaeology excavations here.

Geological features – every age of rock is found in N&B!

Lots of pockets of talent doing their own thing – how do we bring this together and celebrate it? Older and retired people entering the festival too, giving older people the confidence to show work. Celebrate it's never too late!

Warwickshire Open Studios – started from Leamington. Art Alert started to do a North Warwickshire one.

Priorities

To stretch ambition: familiarise people with new experiences.

Greater engagement

Better publicity drive, celebrating all the creative things that happen in the Borough

Vision

“It's got all the raw materials”

Appendix A

“hands-on”

“A Place of Making”

“Moments of Wonder!”

“Find Your Superpower!” (have a go events)

Targetting non-arts engage people. Needs to happen over a sustained period of time to build engagement. Being interested in the audiences.

Main themes

We value the main cultural venues and activities going on.

We value the green spaces.

We want to promote walking more and healthy activity through creativity, e.g. creative walking trails etc.

There are barriers to participation in the arts and culture: starts at a young age, schools, not enough familiarity with arts and culture. Needs to start young; needs to be more outreach to those not participating. Art needs to become part of the every day, all around us.

Public art needs to be made with communities, telling their stories and involving them so they have a sense of ownership.

Better awareness and promotion of what's on in the borough is needed, people don't know about it.

Coordination required – a dedicated office post to coordinate, with expertise and fundraising skills. Too much reliance on volunteers.

Celebrate the creative things going on more; celebrate heritage and strong history; celebrate unique geology, celebrate green spaces.

Stretch ambition – but need to start with more familiar and accessible to build engagement.

Nuneaton & Bedworth

Focus Group notes

Bulkington Village Centre, 22 August 2022

Attendees

People attending were involved with the following:

George Eliot Fellowship, Chilvers Coton Heritage Centre, Bedworth Heritage Centre,

Art Alert, Escape Arts,

Station Gallery in Nuneaton

Appendix A

Nuneaton Local History Group

Also attending as individual creative makers/designers/artists and with backgrounds in art administration and heritage.

What do we value?

Riversley Park, the Miners Welfare Park, for wellbeing.

There is a broad section of the population walking through Riversley Park. We would also like boating! And the bandstand to be used more.

There used to be a walk through from Pingles, used to be a paddling pool now fenced off, was this to do with health and safety or vandalism?

The Nuneaton Library (1963) – such an iconic building, why pull it down?

Represents music and drama in Warwick.

The library has the world's best George Eliot section and first editions.

Like the reading challenge in the summer for children. Gigs, poetry and music, good events, easy to get to, people would like to keep the library!

What is needed?

Marketing: there is a lack of newspapers. Disjointed marketing of things on. There is “The Local Rock” magazine for community news etc. which goes to Nuneaton and South Leicester, Hinckley and villages. But nothing that goes to the whole of Nuneaton and Bedworth area.

A network of cycleways.

A Tourism Office – there used to be an officer with a budget, the George Eliot Fellowship used to provide expert tour guides as a tourism offer. Need to tie tourism better to the George Eliot heritage groups. We mostly get overseas tourists – what about attracting more locals and UK visitors?

There is no cohesion – to bring together all the individual things and promote them better. A Theatre Hub could make a huge difference.

Art Deco buildings are valued. E.g. The Ritz. There's a feeling that they are all under threat.

The School on Park Avenue, now an empty building.

Nuneaton Town Centre doesn't feel safe after dark, around the Hilton Hotel on Abbey Street.

Need to re-imagine the town centre: like Market Harborough. We like the small streets and old buildings. The signs are better! Remove all the street clutter.

The City of Culture in Coventry did a lot for Coventry – put it on the map!

- Live music in the town
- Coventry market has workshops for families
- Nuneaton has enough empty premises to do something like that
- Would like pop up shops, experiencing different things, pop up theatre, food court/festival food

Appendix A

The market used to be really good. We had farmers' markets.

Bring in unique things as an attraction.

There is a BIG interest in making Nuneaton into a cultural centre.

Art Alert coordinates exhibitions in various venues locally. But they rely on volunteers so it is not always able to be open.

The Craft Centre – has 20 units and a café. But not enough people are there. How is this supported? The old tourism officer used to support promoting this.

Ad hoc activities doesn't sustain change, the City of Culture in Coventry seeded things with enough money. A festival of Culture could seed start things here.

What should we celebrate?

Being the Centre of England!

George Eliot

The Abbey

The Albion Buildings (Weavers' cottages)

Little quirky buildings with interesting histories

Celebrate the Ribbon Weaving heritage, unique heritage.

Should have one of the weaving cottages set out as it used to be, weaving workshops.

Manufacturing histories, textiles.

Parallels in Bedworth.

Mining histories. The Miners' community, still attracted to miners' stories and heritage.

We have the most coffee bars per square mile in England!

TikTok should be used to promote things.

Ideas:

- George Eliot Festival
- Outdoor Theatre
- Nuneaton Light Up Arboretum

People should be working together, driving it.

Carnival. This is difficult to bring back because of the cost of insurance for the vehicles etc.

Need something to create a sense of involvement.

Talked about a consortium group of community to drive a festival-type event.

There's huge inertia when the look around the town so we need to change the perception of the town to create the enthusiasm.

Appendix A

If the regeneration works, people might want to get more involved.

Ideas:

A Cultural Magazine. Printed so that it is come across, can be picked up by people who don't know about it, as opposed to online where you have to search. Deliver to every house in the Borough!

Arts centres: need a multi-arts centre, for building participation and audiences. Should be quite central. Everywhere needs an arts centre. What could it offer different to places nearby? Cinema, workshops, café. Something for the older generation. Day time and evening audiences.

Nobody knows where the Bedworth Arts Centre is!

The Bedworth Arts Centre seats 60, has a community room and is voluntary run.

Bedworth Civic Hall – the folk festival and craft fairs were very successful, was it 10 years ago? The amateur operatics used to use the Civic Hall but it's too expensive now.

It's absurd that the Museum can't have its own website!

Main themes

Value the outdoor spaces and walking and cycling routes, would like more

Nuneaton Library iconic building and valuable as a venue, plus collections.

Many local buildings are historic, interesting, quirky, and are at risk -feeling that this is a loss to the character of the town and could be made more if instead as an attraction

Central marketing and communications that go to all homes in N&B needed, also central tourism that communicates about the Borough more.

Strong feeling that bringing people together is needed, the community needs to drive things, events that bring people together, to celebrate and share culture. Outdoor, inclusive activities, festivals, markets etc. Community Hub / Theatre Hub.

Should be celebrating the unique heritage more, the industrial/manufacturing and mining heritage as well as George Eliot.

Need to spark enthusiasm, get people together to make things happen.

Nuneaton and Bedworth Cultural Survey

Postcodes

Answered

308

Skipped

1

Responses					
CV11 6LZ	Whitestone	Cv10 0fr	Weddington	Cv6	Wembrook
cv12 0qe	Slough	CV11 6FU	Bulkington	Cv79hj	Heath
CV12 9EF	Poplar	CV10 9AN	Galley Common	CV10 7AX	Bede
Cv59nh		CV11 4GF	Attleborough	CV12 8RX	St Nicolas
Cv59nh		Cv78nu		CV12 8RP	Heath
CV7 8LR		Cv115aa	Abbey	CV11 6ED	
Cv12 0bh	Heath	Cv116ff	St Nicolas	Cv12 0ge	Wembrook
CV128SL	Bede	Cv10 7ea	Bar Pool	CV12	
Cv79hj		CV107GG	Arbury	CV10 7BJ	Arbury
Cv11 6tb	Whitestone	CV10 7AP	Wembrook	Cv10	Heath
CV11 4FP	Attleborough	CV11 4QX	Wembrook	Cv107gn	Arbury
Cv12 8hg	Slough	Cv11 4qx	Wembrook	CV12 0LY	Camp Hill
Cv11 4td	Whitestone	Cv7 9AD	Exhall	Cv10 7jb	Bulkington
CV11 4GF	Attleborough	CV10 7PT	Arbury	CV10 9GS	Bede
CV129ag	Bede	Cv11 4dr	Abbey	CV129QZ	Weddington
Cv7 9df	Exhall	Cv10 0bs	Weddington	CV12 8LH	
CV10 7HH	Arbury	CV7 9ht		CV10 0EW	
Cv10 0dq	Weddington	CV10 0FL	Weddington	Cv12 9	
CV128EF	Slough	Cv10 0qy		Cv10	Weddington
Cv12 0gx	Heath	CV11 5HP	Abbey	CV11	
Cv11 4FR	Attleborough	CV11 6EP	St Nicolas	CV10 0bl	Abbey
Le10 2gd		CV12 8UE	Bede	CV7 8RF	Whitestone
Cv12 9da	Poplar	Cv11 6LH	St Nicolas	CV11 5EW	Arbury
Cv10 8Du	Bar Pool	CV10 0JZ	Camp Hill	CV11 6UU	Wembrook
CV7 9HT		Cv108jg	Kingswood	Cv10 7du	Bulkington
CV12 8EW	Slough	Cv115Lt	Abbey	CV115PT	
Cv12 8QZ	Slough	Cv11 8qs	Kingswood	CV12 9QS	Whitestone
Cv128qw	Bede	Cv130dj		Cv10	Arbury
CV10 7GN	Arbury	CV12 8QS	Bar Pool	CV116NW	Bar Pool
Cv128qw	Bede	CV12 9EY	Poplar	Cv107lu	St Nicolas
Cv100pp		Cv129hb	Poplar	Cv107ef	Attleborough
Cv12 8jj	Poplar	CV10 0SY	Hartshill	CV116hn	Kingswood
Cv12 8pt	Bede	CV10 9JG	Galley Common	Cv11 4fs	
CV10 0EL	Weddington	Cv10		Cv10 8dh	Whitestone
Cv11		CV10 9RY	Galley Common	CV11	Camp Hill
Cv12 9rz	Bulkington	b790hl		CV11 4TG	St Nicolas
CV12		Cv11 5qt	Wembrook	CV10 9ET	
Cv11		CV10		Cv116ab	Heath
CV10 9NQ	Galley Common	CV10 9GS	Camp Hill	CV12	Bar Pool
Cv12 0ld	Heath	Cv11		Cv12 0Hx	Whitestone

Cv128py	Bede	Le10 0lp		CV10 8EP	Bede
CV11 4NY	Attleborough	CV100ER	Weddington	CV11 6NE	Abbey
CV7 9PW	Exhall	CV12 0LA	Heath	CV12 8NT	Bede
CV115Pb	Abbey	Cv10 9JT	Galley Common	Cv11 5rl	
Cv107gs	Arbury	Cv100aq	Weddington	CV12 8LX	Bulkington
CV11 5SQ	Wembrook	CV11 5ND	Abbey	CV79FN	Abbey
CV129DS	Poplar	Cv10 9fp	Camp Hill	CV12 9SR	Wembrook
CV11 5EP	Abbey	CV37 0DF		CV11 4AT	Whitestone
Cv12 8nn	Poplar	CV12 9au	Poplar	Cv10 7bx	Abbey
CV12 9SS	Poplar	Cv11 6ht	St Nicolas	cv11 6tt	Arbury
CV114RQ	Attleborough	CV128SD		CV11 5AY	Camp Hill
Cv79ge		CV10		CV10 7GP	
CV7 9FR		Cv115pz	Abbey	Cv10 0LB	
Cv107ap	Wembrook	Cv12 9rs	Bulkington	Cv10	
Cv10 9sa	Galley Common	CV12 0LQ	Bede	CV12 9QL	Bulkington
Cv10 8hx	Kingswood	CV11 6YJ	St Nicolas	Cv12 9LJ	Bulkington
CV11 5qt	Wembrook	CV12 8UD	Slough	CV12 9RS	Bulkington
Cv116pz	Attleborough	Cv115nt	Wembrook	CV12 9NF	Bulkington
CV11 6WL	Whitestone	CV11		cv12 9rf	Bulkington
Cv66dh		CV12 9RX	Bulkington	CV12 9LB	Bulkington
Cv10 8ex	Kingswood	cv7		Cv129pq	Bulkington
Cv11 6jt	Weddington	cv11		CV12 9RF	Bulkington
cv11 4jf	Attleborough	Cv11 5ax	Abbey	Cv129qq	Bulkington
Cv10 8lf	Kingswood	Cv12 9nj	Bulkington	Cv129rf	Bulkington
CV11 4TW	Whitestone	Cv11 6sa	Whitestone	CV12 9JZ	Bulkington
Cv12 8qn	Bede	CV11 5Tt	Wembrook	Cv11 6hg	Weddington
CV7 9NX		Cv11 6sx	St Nicolas	CV129SP	Bulkington
CV109LW	Camp Hill	Cv11 6ep	St Nicolas	Cv12 9qx	Bulkington
CV10 8HT	Kingswood	CV10 9SH	Abbey	Cv79ht	
Cv116ht	St Nicolas	Cv11		CV12 9QN	Bulkington
Cv10 7na	Arbury	Cv116lu	Weddington	Le9 6pf	
Cv7 9ng	Poplar	Cv12 9rz	Bulkington	CV12 9 JZ	Bulkington
Cv12 8ef	Slough	Cv12 9nf	Bulkington	Cv12 9rf	Bulkington
Cv128NN	Poplar	Cv12 9qj	Bulkington	Cv129lz	Bulkington
Cv11 5pg	Abbey	CV12 9QB	Bulkington	Cv129qg	Bulkington
Cv108jf	Kingswood	cv129qn	Bulkington	CV129QG	Bulkington
Cv11		CV12 9LW	Bulkington	LE10 1AH	
CV114RY	Attleborough	Cv129rr	Bulkington	Cv12 9qy	Bulkington
Cv11 6		Cv129qq	Bulkington	Cv12 9jj	Bulkington
CV10 9JW	Galley Common	Cv129ph	Bulkington	CV12 9PX	Bulkington
Cv11 4qe	Wembrook	Cv12		Cv129qg	Bulkington
Cv6 6rb	Poplar	CV129NS	Bulkington	Cv129la	Bulkington
Cv79bh	Exhall	Cv12 9lb	Bulkington	Cv11 4qj	Wembrook
Cv12 9qz	Bulkington	CV12 9QY	Bulkington	CV11	
Cv114ql	Wembrook	CV12 9NS	Bulkington	Cv116dy	Weddington
Cv11 6ab	St Nicolas	Cv12		CV11 6BT	St Nicolas
Cv12 9pj	Bulkington	CV12 9RF	Bulkington	CV10	

Cv11 4lj	Attleborough
Cv11 6ls	St Nicolas
CV116DY	Weddington
Cv116sp	Whitestone
Cv107er	Bar Pool
CV11 4DR	Abbey
cv108pa	Kingswood
Cv10 9ay	Camp Hill
CV12	
Cv109lb	Galley Common
Cv120ng	Heath
Cv11 4Yd	Attleborough
Cv114yf	Attleborough
CV10 9QW	Galley Common
CV12 9BP	Camp Hill
CV78LE	
CV116AE	St Nicolas
CV107JE	Arbury
Cv78pr	
CV12	
Cv107rx	Bar Pool
CV100EZ	Weddington
Cv128qd	Slough
cv	Abbey
Cv11 5hf	Abbey
Cv2	
CV7 9DA	
Cv11 4bj	Abbey
Cv10 7ry	Bar Pool
CV10 7GF	Arbury
Cv10 0HF	Weddington
CV11 4Rq	Attleborough
Cv128ef	Slough
Cv12	
Cv10 0Dt	Weddington
CV10 0TE	
CV12 8DP	Bede
Cv12	
Cv10 9lw	Camp Hill
CV10 8EA	Bar Pool
Cv10 7ru	Bar Pool
Cv129ad	Bede
Cv128rw	Slough
CV10	
CV10 0ND	
CV11 6HZ	St Nicolas
CV10 0EY	Weddington

Report Summary Sheet

Date: 6th September 2023

Subject: Bedworth Physical Activity Hub Update

Portfolio: Public Services (Councillor S. Markham)

From: Assistant Director - Recreation & Culture

Summary:

This report provides Cabinet with a Leisure Development update in relation to Bedworth Physical Activity Hub (BPAH) following financial pressures in delivering this project. A proposed de-scoped design of the project has been produced and supported by partners to help deliver the BPAH and to reduce the overall project cost, whilst still delivering required outcomes and reducing the financial strain on borrowing for NBBC.

Recommendation:

1. That delegated authority be given to the Strategic Directors for Economy & Transformation and Finance & Governance in consultation with the Assistant Director for Recreation & Culture and the Portfolio Holder for Public Services to negotiate and agree a Project Adjustment Request with DLUHC (Department for Levelling Up, Housing and Communities) and formally agree a change of project scope with Sport England, to retain the maximum amount possible of external funding for the BPAH.
2. That Cabinet approve the de-scoped design (Appendix A) as NBBC's now preferred option to move forward with delivery and undertake RIBA (Royal Institute of British Architects) Stages 3 and 4.
3. That delegated authority be given to the Strategic Directors for Economy & Transformation and Finance & Governance in consultation with the Assistant Director for Recreation & Culture and the Leader of the Council and Portfolio Holder for Public Services, to agree RIBA Stages 5 onwards and contract terms for the delivery (with external consultants and the main contractor) of the new BPAH as per the descoped option, subject to planning application approval and all the finances are in place to the budget of £30.1M.

Options:

- a) Accept the recommendation/s in full.
- b) Do not accept the recommendation/s which would mean that the BPAH project remains paused.

Reasons:

The Council at this time cannot afford any additional prudential borrowing to the value of £6/7M, to meet the shortfall in the original project costs totalling £34M delivery. Therefore, to deliver a scheme that meets external funders' approval, within NBBC finances and meeting local outcomes a descoped option (Appendix A) would enable the best chance of delivery within the given time limits of approved funding.

Consultation undertaken with Members/Officers/Stakeholders

Chief Executive, Director Finance and Enterprise, Leader of the Council and Portfolio Holder - Public Services.

Subject to call-in: Yes

Ward relevance: All

Forward plan: Yes

Building A Better Borough Aim 1: Live**Priority 1: Promote residents' health and wellbeing****Relevant statutes or policy:**

Contract Procedure Rules (CPR's)
Procurement & Accounts Payable Strategy
Leisure Facilities Needs Assessment Strategy

Equalities Implications:

No direct equal opportunities implications

Human resources implications:

None at this time.

Financial implications:

The total project cost initially identified at £27.5M in March 2022, has risen to £34M due to many changes worldwide and the impact this has had on utilities, inflation, and construction and supply chains etc.

The de-scoped option is a total project cost of £30,100,000 and includes a £1million contingency.

The Council has secured £2M funding from Sport England not yet drawn down, that is required to be utilised in the 23/24 financial year. Any changes to this timescale will require further consultation and formal agreement.

The draw down of £14.95M funding secured from LUF (Levelling Up Fund), commenced to undertake work required from 1st October 2021 in delivering RIBA Stage 4a and 4b and some additional ground investigation works prior in readiness for Stage 5 for the £34M scheme. Discussions with DLUHC have taken place in relation to phasing the project at this time, removal of the green corridor and delivery of the pedestrian crossing element of the project which has been approved.

Further positive conversations have taken place regarding the proposed de-scoped project (Appendix A) and necessary approval this will require under a new Project Adjustment Request (PAR) and timescales for this to be agreed by DLUHC.

NBBC like many other Local Authorities is experiencing financial pressures placed upon its services and portfolios. Prudential Borrowing at this time is not prudent due to high interest rates unless there is a clear financial model/business case for such delivery. This project has secured £17M from LUF and Sport England that will be lost if the project is not delivered within agreed timescales with the leisure facility in Bedworth close to the end of its shelf life.

The expected S.106 of £5M for the BPAH is based upon the current adopted 2019 Local Plan. If this is amended in any revision this poses a risk and could if development areas are removed reduce the expected amount of S.106 collection towards the project.

Health Inequalities Implications:

The adopted Leisure Facilities Needs Assessment Strategy supports the Council's Building a Better Borough in improving health and wellbeing by providing opportunities and facilities for residents to access and take part in physical activity at all levels across the Borough.

The existing Bedworth Leisure Centre has a limited shelf life, without significant capital investment, which was previously considered at the commencement of the leisure strategy. Advice from Sport England and project consultants detailed that this would not be the most efficient use of resources and that a new build would provide longevity and a more efficient sustainable facility going forward and meet delivery outcomes as per our strategy.

Despite the descoping of the project, the social value and return on investment for the Council, DLUHC and Sport England will still be significant to help to deliver opportunities for the communities to live a healthy and active lifestyle.

Section 17 Crime & Disorder Implications:

The increase or provision of new facilities or different leisure pursuits will give opportunities for more residents to take part in physical activities.

Risk management implications:

The success of the LUF and Sport England funding applications help reduce the financial risk implications for the Council by reducing the required prudential borrowing element when submitted in June 2021.

Borrowing interest rates have increased significantly over the last 12 months which puts further pressure on the Council. However, if the external funding were lost then NBBC would not be in a position to deliver a project of this size or nature for leisure, due to the financial strain this would place upon its finances.

Sport England has supported the de-scoped project design and inputted as a critical friend for NBBC. Meetings and discussions have also taken place with DLUHC and they are supportive of the de-scoped project. There is a need now to formalise discussions and have a Project Adjustment Request (PAR) signed off by DLUHC team.

The revised value for money BCR (Benefit Cost Ratio) rate has been recalculated for this revised option, the score is now 1.7:1. This evidences that the overall project provides value.

Environmental implications:

None at this time.

Legal implications:

Clarification with the DLUHC will be required to understand any legal implications on the funds already drawn down from this funder for the Council.

Procurement in accordance with the Council's Contract Procedure Rules (CPR's) and Public Contract Regulations 2015.

Freeth's, external legal consultants, have been appointed to support the Council on the leisure procurement and contract Legal matters.

Contact details:

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e-mail: katie.memetovicbye@nuneatonandbedworth.gov.uk

AGENDA ITEM NO:10

NUNEATON AND BEDWORTH BOROUGH COUNCIL

Report to: 6th September 2023

From: Assistant Director - Recreation and Culture and Assistant Director
- Democracy & Governance

Subject: Bedworth Physical Activity Hub Update

Portfolio: Public Services (Councillor S. Markham)

Building A Better Borough

Aim 1: Live

Priority 1: Promote residents' health and wellbeing

1. Purpose of Report

- 1.1 This report provides Cabinet with a Leisure Development update in relation to Bedworth Physical Activity Hub (BPAH) following a de-scope of the project to reduce the overall project cost.
- 1.2 The report looks at the options for moving the project forward.

2. Recommendation

- 2.1 That delegated authority be given to the Strategic Directors for Economy & Transformation and Finance & Governance in consultation with the Assistant Director for Recreation & Culture and the Portfolio Holder for Public Services to negotiate and agree a Project Adjustment Request with DLUHC (Department for Levelling Up, Housing and Communities) and formally agree a change of project scope with Sport England, to retain the maximum amount possible of external funding for the BPAH.
- 2.2 That Cabinet approve the de-scoped design (Appendix A) as NBBC's now preferred option to move forward with delivery and undertake RIBA Stage 3 and 4.
- 2.3 That delegated authority be given to the Strategic Directors for Economy & Transformation and Finance & Governance in consultation with the Assistant Director for Recreation & Culture and the Leader of the Council and Portfolio Holder for Public Services, to agree RIBA Stages 5 onwards and contract terms for the delivery of the new BPAH as per the descoped option and subject to planning application approved and all the finances are in place to the budget of £30.1M.

3. Project Background

- 3.1 At Cabinet on 11th January 2023, it was recommended that the project be 'Paused' due to increased project costs, with Officers continuing to identify other sources of external funding that could support in delivering the BPAH.
- 3.2 Following completion of a value engineering exercise and Ground Investigations the contractor completed their Contract Sum Analysis (CSA) and advised of their total construction cost and overall project cost of circa £34M as reported at Cabinet on 11th January 2023.
- 3.3 Officers have explored additional funding sources to support the increased project costs. Including several meetings with DLUHC and the Levelling up Minister and Sport England to seek additional support.
- 3.4 Approval was given at Cabinet in July 2023 for the construction of the new pedestrian toucan crossing point to commence in advance of commencement of the wider BPAH project. The Council are working with Warwickshire County Council to finalise contracts and support delivery of this element of the project. This element could be completed by the end of Q2 - next year (2024/25).

4. Current Status

- 4.1 Officers, the Project team and Sport England have been reviewing the options for the project, including looking at de-scoping the building design to realign the project closer to the original budget.
- 4.2 The de-scoped option, shown in Appendix A is a total capital cost of £30,100,000, this includes a £1million contingency. The changes to this option from the original project specification include a smaller fitness offering (20% reduction in gym size and one studio), the swimming pool offer is reduced with a smaller Learner Pool. The building form will be rationalised to be a box shape with reduce circulation. The removal of the internal cycle facility and counter. External facilities at the initial construction phase will include the 9v9 3G all-weather Pitch, Learn to Ride and Skate Park facilities. The Learn to Ride and Skate Park facilities will be reviewed to take account of the overall budget and revisions to these areas may be made if required.
- 4.3 A Project Adjustment Request (PAR) has been drafted in readiness for formally submitted to DLUHC to request an alteration to the initial Levelling Up Funding (LUF) proposal for this revised design option to be approved as per appendix A.
- 4.4 The revised option will require the submission of a new planning application to account for the rationalised shape and design of the building, with a date of 6th February 2024 being scheduled for determination.
- 4.5 Although there is a reduction in the facility mix for the revised design option, ultimately the sporting and physical activity outcomes will still be delivered, and participation levels can be delivered albeit at a reduced number. This will have a limited detrimental impact on the sport and physical activity

outcomes identified as the social value and return on investment for the Council, DLUHC and Sport England will still be significant to help to deliver opportunities for the Borough communities to live a healthy and active lifestyle.

5. Finance Implications

- 5.1 Officers will continue to explore additional funding options with Sport England and the Football Foundation to support the overall project delivery. Any additional funds secured would be looked to be used to reduce NBBC borrowing rates and reduce the financial exposure / risk to the Council.
- 5.2 Sport England have recently confirmed that the £2M capital investment offered for the Bedworth project has had formal approval for the funds to be deferred into 24/25 financial year. A spend profile and drawdown of funds now needs to be agreed for this support funding.
- 5.3 The financial position in delivering the de-scoped project of £30.1M for the Council will require £13.6M to be funded by NBBC. This is broken down into expected S.106 of £5M (this is based upon the current adopted Local Plan) and prudential borrowing of £8.6M.
- 5.4 The treasury management of the funds required by NBBC, will be scrutinised by the Finance Team, whilst also reviewing the financial business case and modelling for the delivery of the project to ensure due diligence.

ENDS

Katie Memetovic-Bye
Assistant Director - Recreation and Culture

Appendices

Appendix A - Bedworth Physical Activity Hub – Preferred option design proposal

Background Documents

Bedworth Physical Activity Hub – project delayed.

Cabinet 11 January 2023 - Agenda Item 9 - Minute number CB93

Bedworth Physical Activity Hub Update.

Cabinet 26 July 2023 – Agenda Item 20 – Minute number CB35

Bedworth Physical Activity Hub

Preferred Option Design Proposal

11/08/23 - P01



Project Number: 20057
Produced by: MMc
Checked by: MSu

Introduction

Proposed Options Facility Mix

NBBC – Proposed Options Facility Mix

This document presents a high level exploration of the preferred option

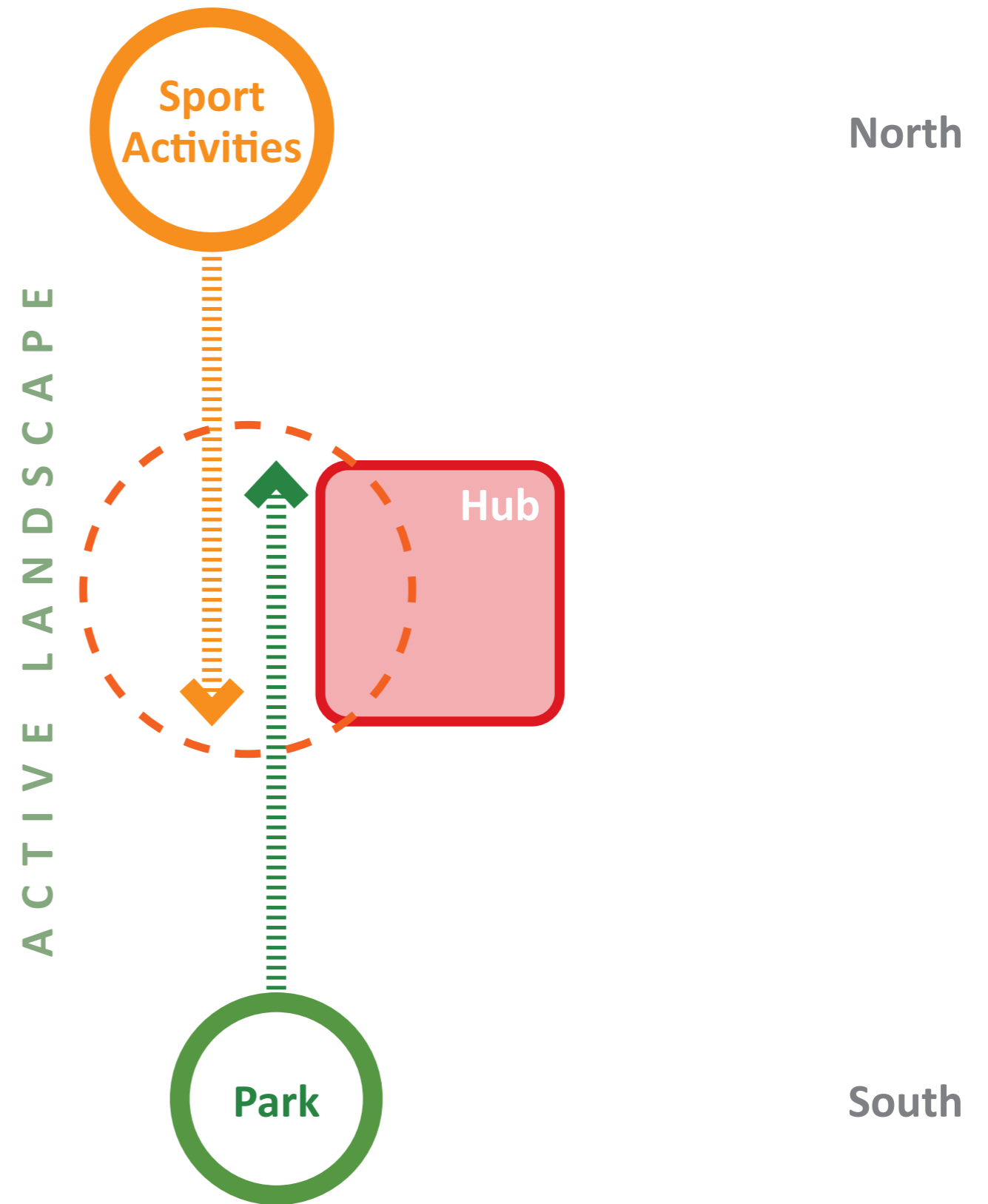
Activity Areas	Option 1 – Current (Stage 4 scheme with VE)	Option 2 – New Build (reduction in wet side and retention of Sports Hall)
Main Pool	8 lane 25m pool (fixed profile)	8 lane 25 metre pool (fixed profile)
Learner Pool	15m x 10m learner pool (with moveable floor)	13m x 7m learner pool (with moveable floor)
Wet Change Facilities	Included, with Changing Places	Included, with Changing Places
Sports Hall	4 court sports hall	4 court sports hall
Fitness Suite	120 station	100 station minimum
Studios	2 x studios	1 x studio
Spin Studio	1 x spin studio	1 x spin studio
Reception	Included	Included
Café	Included	Included
Multi-purpose room	Included	Excluded
Cycle Hub	Included	Excluded (kiosk to be allowed for)
External dry change (GF)	4 x external dry change	2 x external dry change
Fitness dry change (FF)	2 x fitness dry change	2 x fitness dry change
Football provision	9 vs 9 3G pitch	9 vs 9 3G pitch
Learn to Ride	Included	Included
Skate Park	Included	Included
Pump Track	Included	Excluded – as later phase
External facilities	Outdoor gym, Fun Fit Bank, The Oval, The Heights, Bicycle Store, Performance area (please note some areas already removed as part of the VE scheme).	As later phase

1 • Preferred Option

Preferred Option

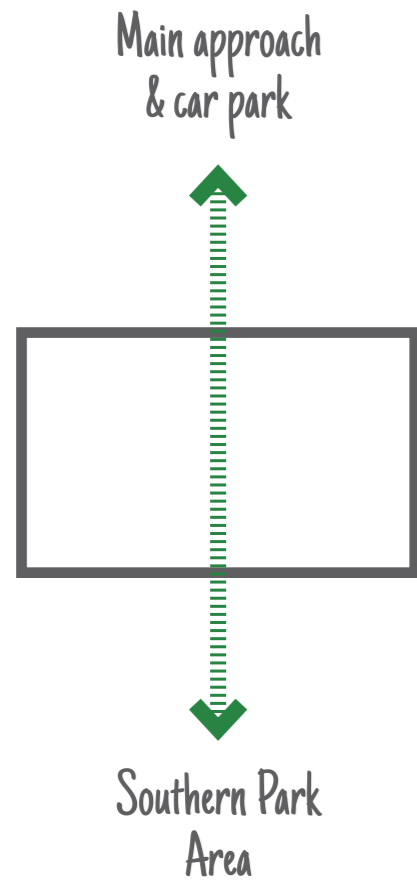
Principals

At its core, the new physical activity hub is designed to be a connecting node within Miners Welfare Park. It will be situated on the key route from north to south, linking up the formal areas of the park, the sporting activities/facilities and wider park spaces.

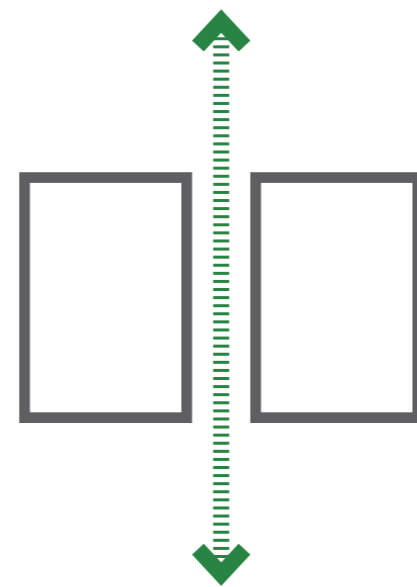


Preferred Option
Design Narrative

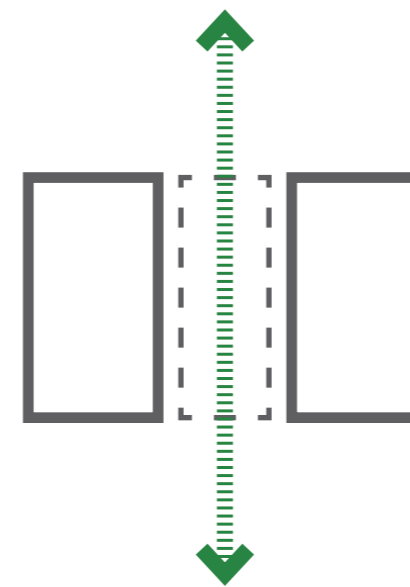
These diagrams set the scene for the overall layout of the building footprint. We have created three distinct blocks with their own character/identity



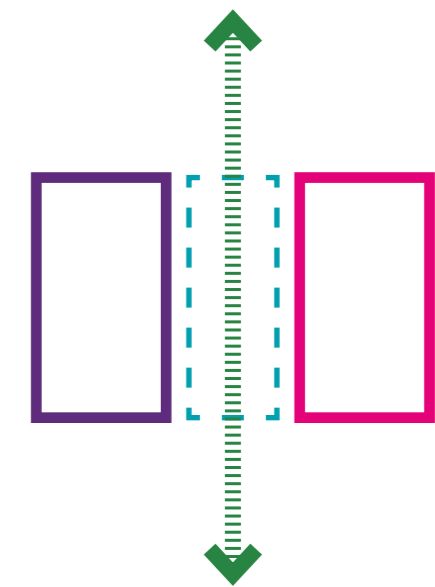
Place Hub on strategic location in the park



Allow route to run through the building



Adjust orientation to emphasise north-south route

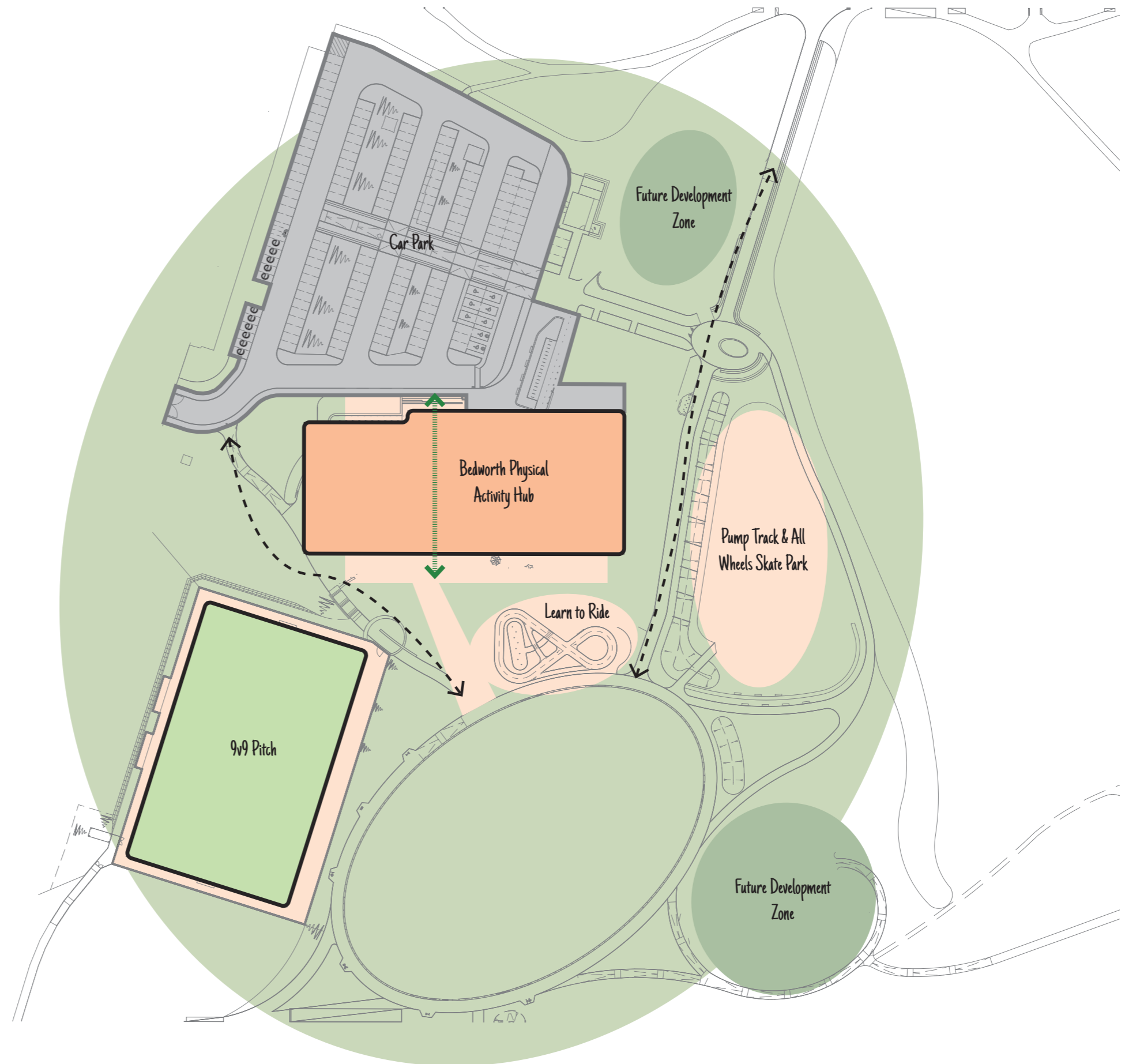


Allow each block to have their own character

Preferred Option

Site Plan

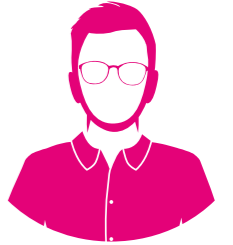
The site plan concept for the preferred option illustrates how the previously described principles & narrative can be applied to Miners Welfare Park. The new building forms a key node in the southern area of the park that responds to activity both from the main approach & car park and also the wider park area to the south. The activity offer of the park is enhanced through the 9v9 pitch, cycling facilities and walking routes.



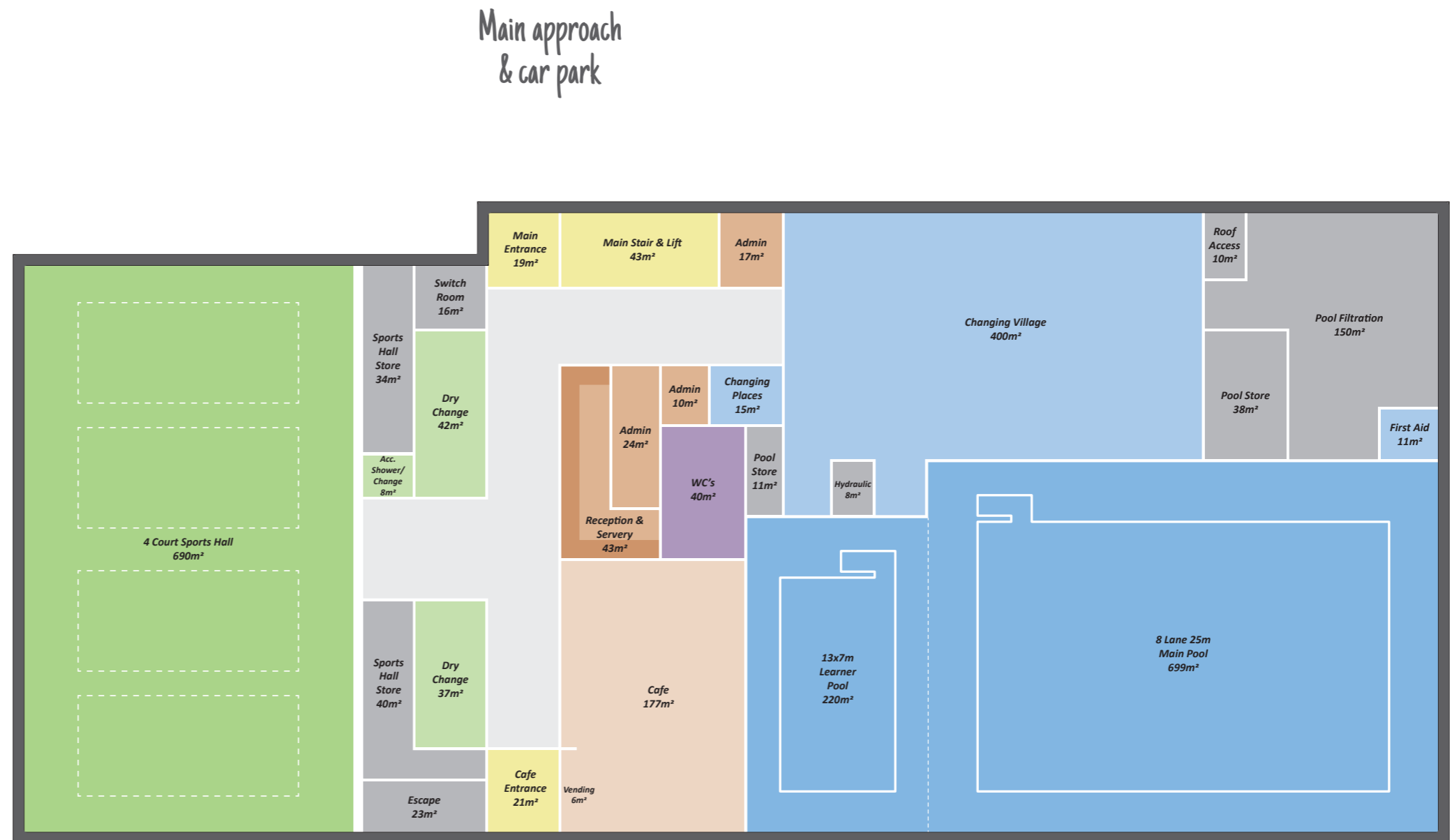
Preferred Option

Ground Floor Plan

The preferred option uses Sport England's Affordable Sports Centre Option D as a baseline which can then be adapted to suit the sites' requirements



Activity Areas	
Main Pool	8 lane 25 metre pool (fixed profile)
Learner Pool	13m x 7m learner pool (with moveable floor)
Wet Change Facilities	Included, with Changing Places
Sports Hall	4 court sports hall
Fitness Suite	100 station minimum
Studios	1 x studio
Spin Studio	1 x spin studio
Reception	Included
Café	Included
Multi-purpose room	Excluded
Cycle Hub	Excluded (kiosk to be allowed for)
External dry change (GF)	2 x external dry change
Fitness dry change (FF)	2 x fitness dry change
Football provision	9 vs 9 3G pitch
Learn to Ride	Included
Skate Park	Included
Pump Track	Excluded – as later phase
External facilities	As later phase



Ground Floor GIFA
3155sqm

First Floor GIFA
1275sqm

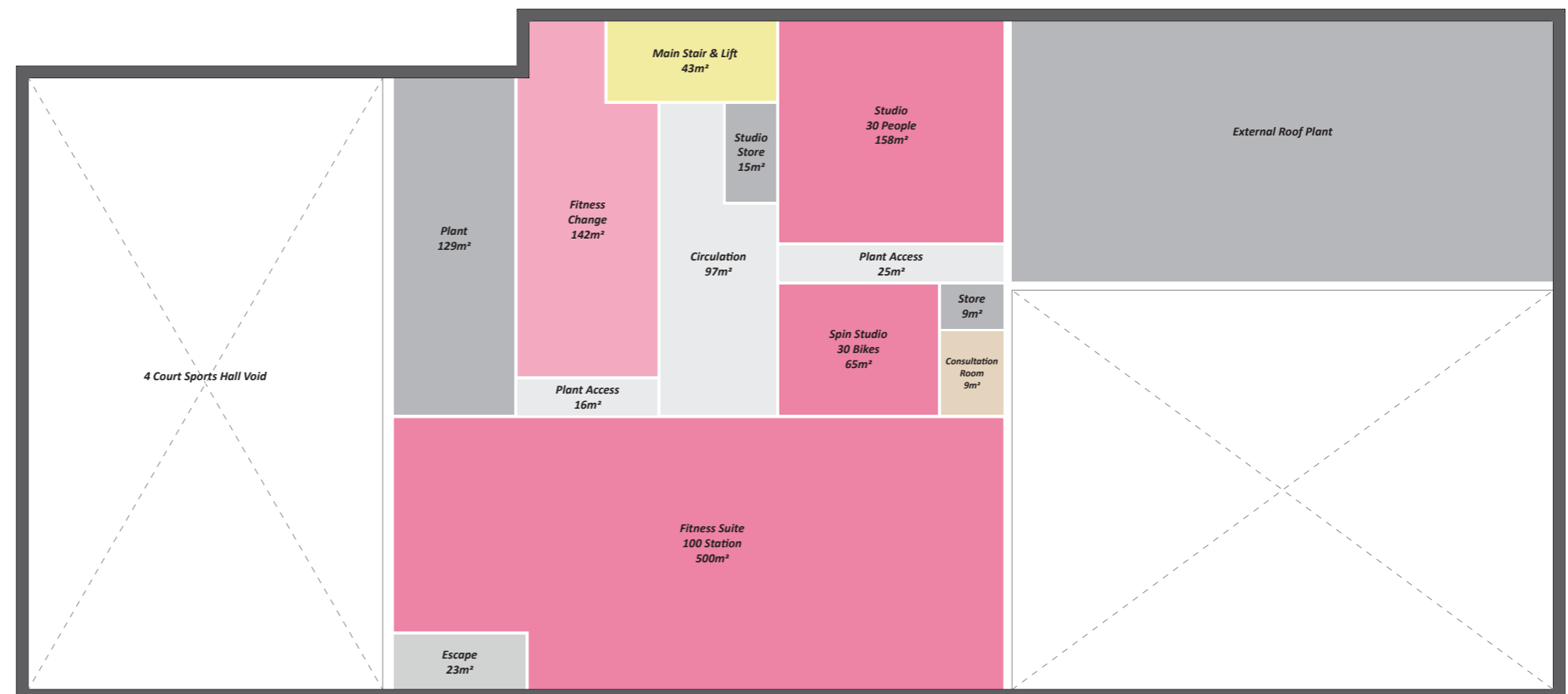
Total GIFA
4430sqm

Feasibility for discussion only. Plans subject to full design team review and coordination. Implications to planning approved scheme to be discussed. Fire strategy implications to be assessed by Fire Engineer.

Preferred Option

First Floor

Activity Areas	
Main Pool	8 lane 25 metre pool (fixed profile)
Learner Pool	13m x 7m learner pool (with moveable floor)
Wet Change Facilities	Included, with Changing Places
Sports Hall	4 court sports hall
Fitness Suite	100 station minimum
Studios	1 x studio
Spin Studio	1 x spin studio
Reception	Included
Café	Included
Multi-purpose room	Excluded
Cycle Hub	Excluded (kiosk to be allowed for)
External dry change (GF)	2 x external dry change
Fitness dry change (FF)	2 x fitness dry change
Football provision	9 vs 9 3G pitch
Learn to Ride	Included
Skate Park	Included
Pump Track	Excluded – as later phase
External facilities	As later phase



Ground Floor GIFA

3155sqm

First Floor GIFA

1275sqm

Total GIFA

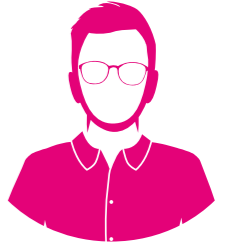
4430sqm

Feasibility for discussion only. Plans subject to full design team review and coordination. Implications to planning approved scheme to be discussed. Fire strategy implications to be assessed by Fire Engineer.

Preferred Option

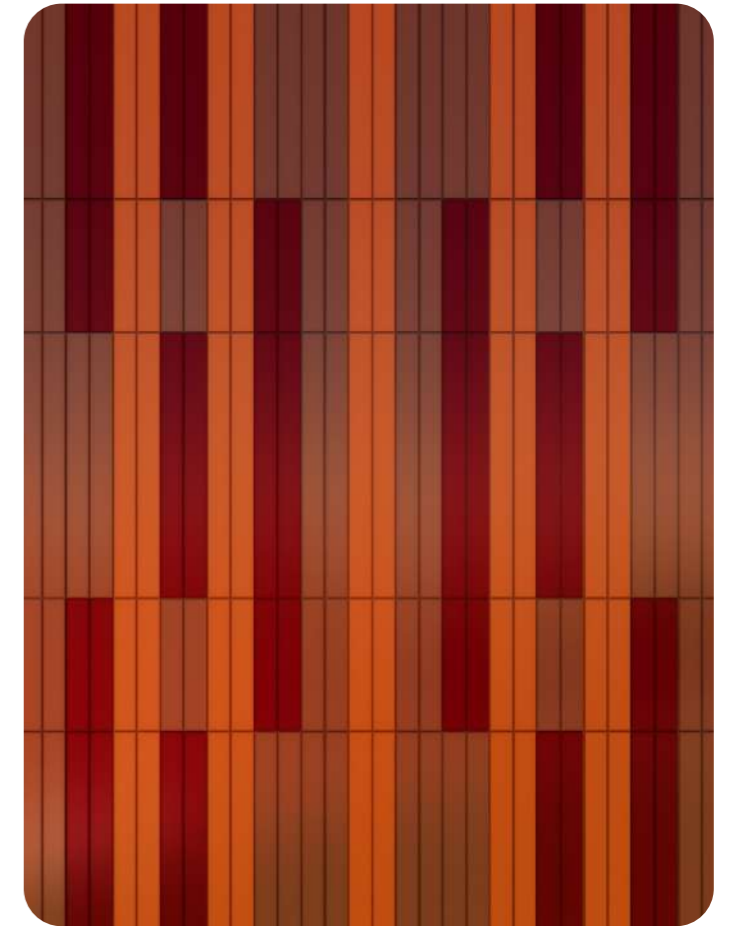
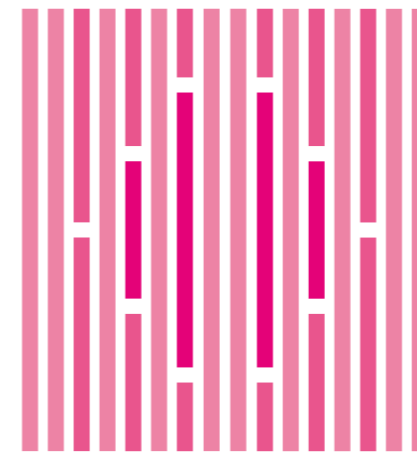
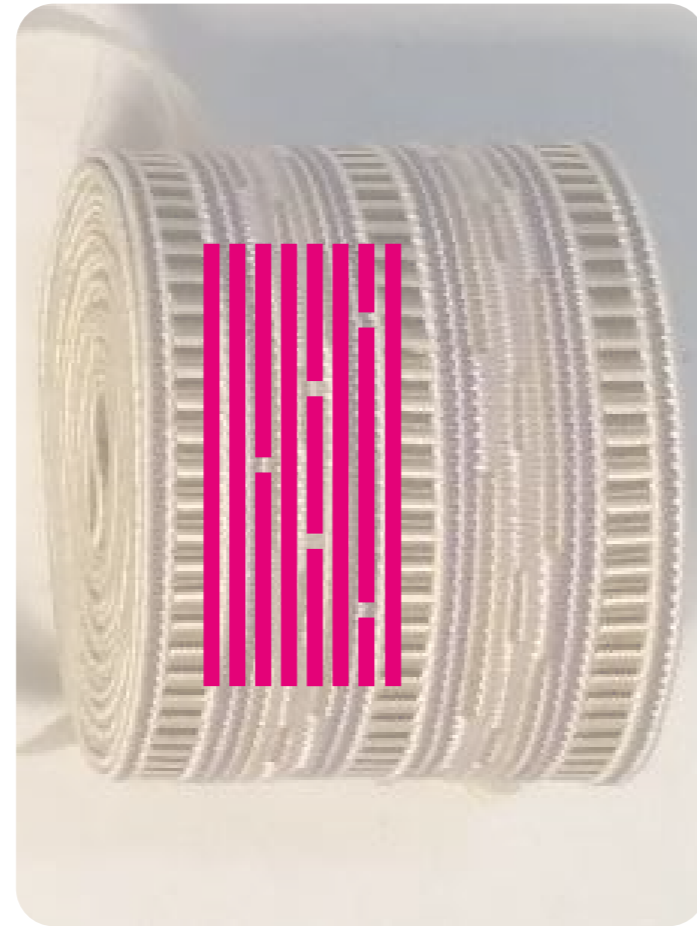
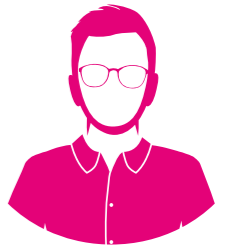
Facade Concept

We revisited the Bedworth ribbon patterns to see if we could create a different facade concept using the original principles



Preferred Option
Facade Concept

Here we have undertaken a process of translating a ribbon pattern on to the facade design



Toye Kenning & Spencer Ribbon



Identifying a pattern



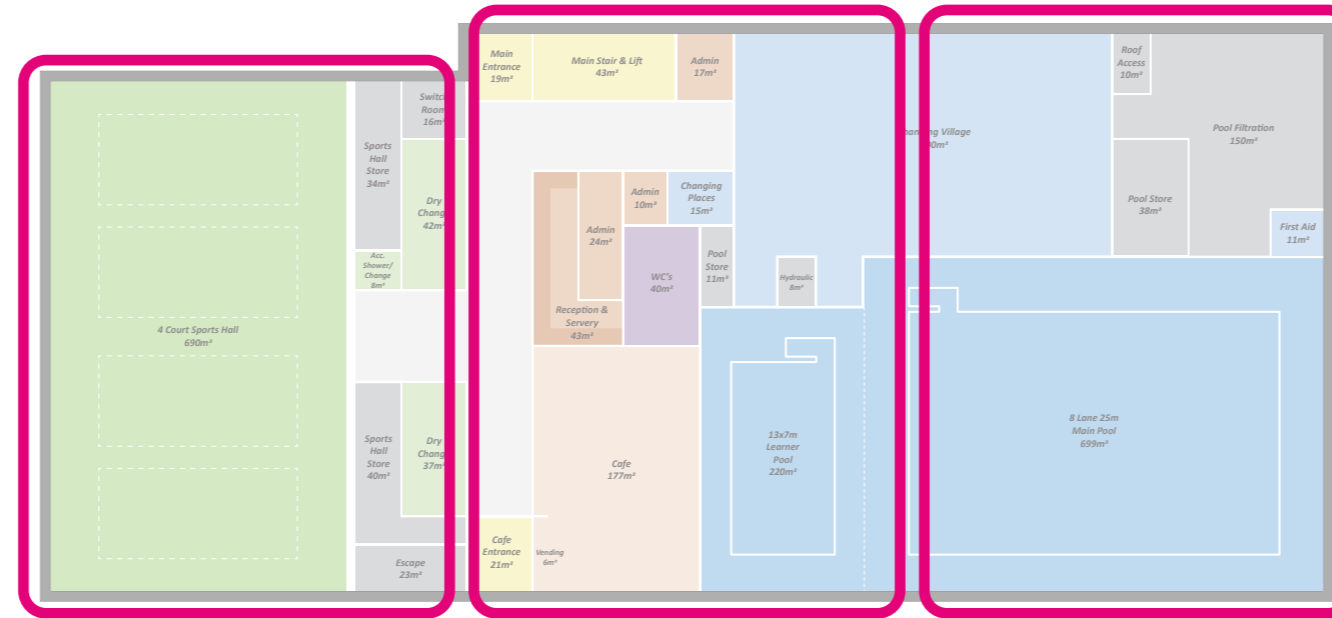
Abstracting the pattern



Abstracting the pattern

Preferred Option
Facade Concept

The intended design principles can still be applied to the revised building massing.



2 • Programme

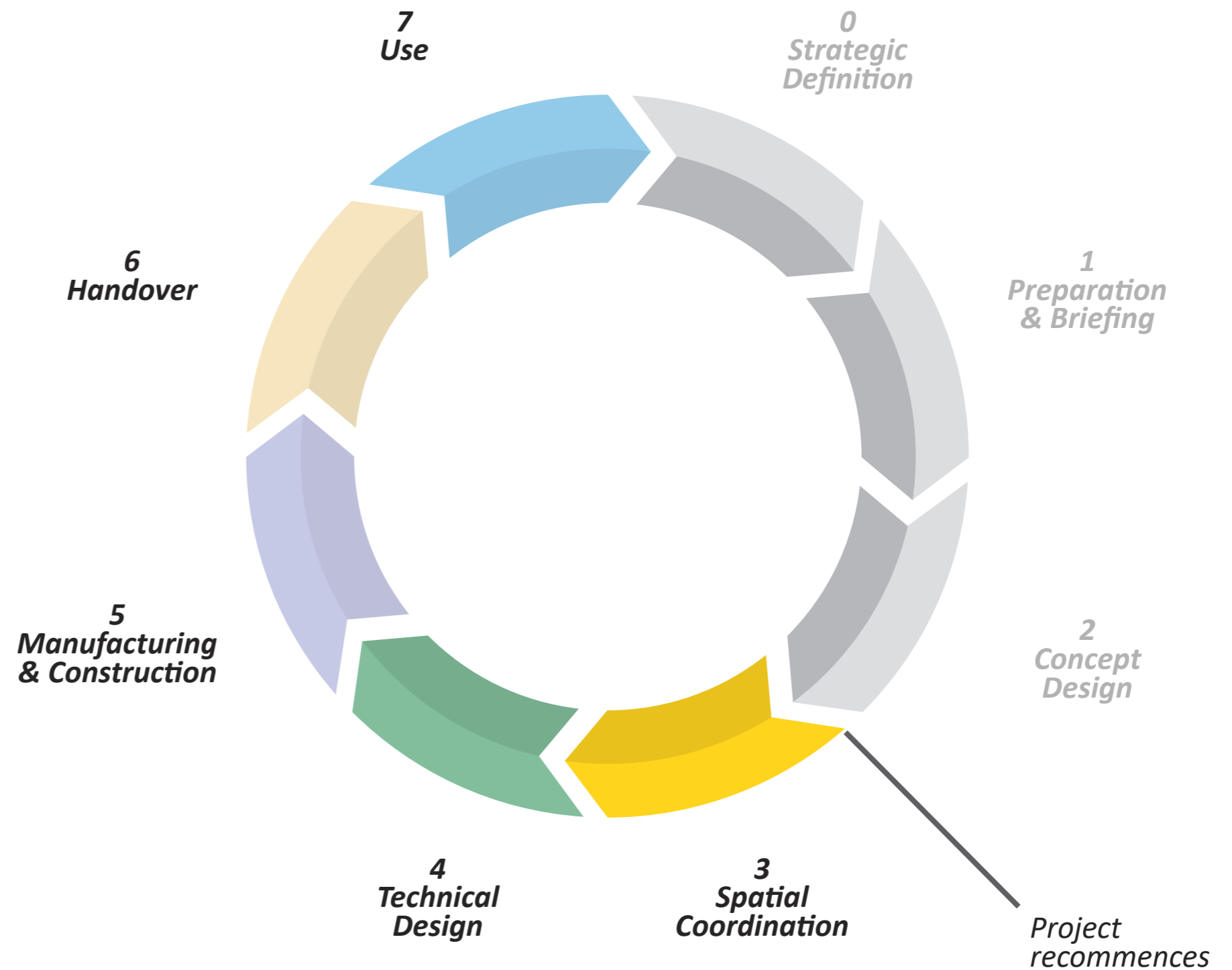
Programme

Overview

In order to progress the preferred option, we need to move the project back into RIBA Stage 3. This will allow for the development of the design and strategies required, engagement with stakeholders and refinement of the option.

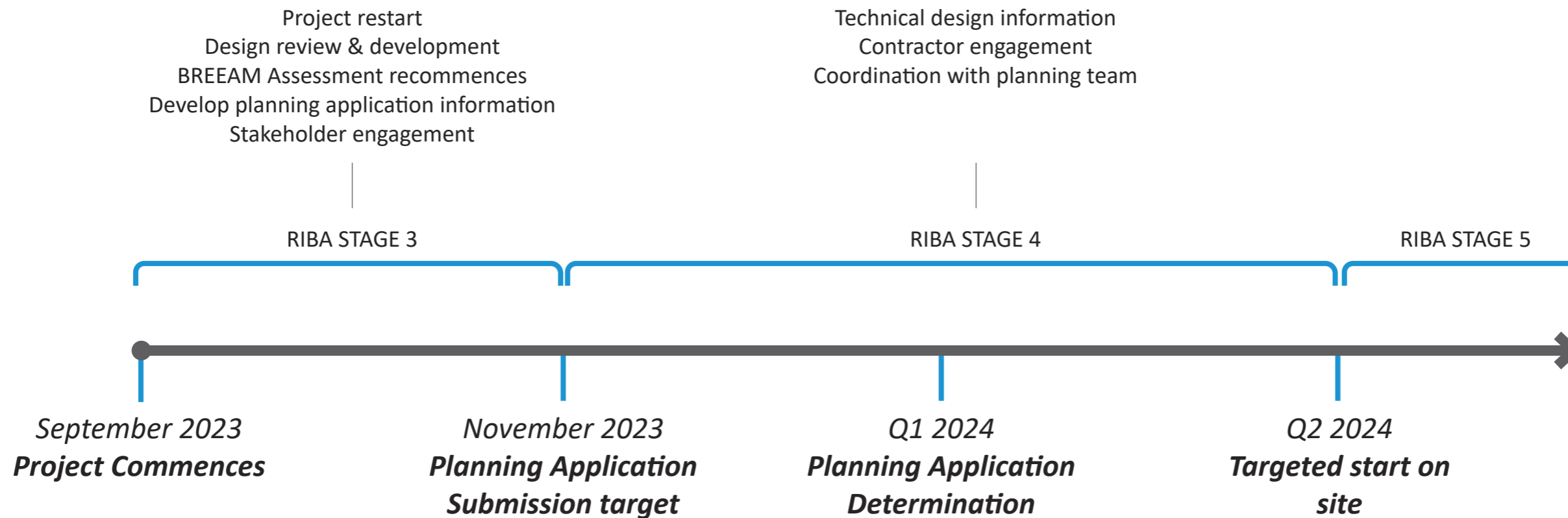
Then we will be able to progress in Stage 4 where the technical design information can then be developed.

Many of the principles previously developed can be refreshed and adjusted to support the preferred option. This includes items such as BREEAM, Site Investigations & car parking strategy.



Programme Timeline

The below timeline is indicative only and subject to further development, confirmation and input from others





Newcastle Studio

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info@gt3architects.com

Nottingham Studio

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Plumtre Place
Nottingham
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t: 0115 947 0800

www.gt3architects.com

Cabinet

Report Summary Sheet

Date: 6th September 2023

Subject: Corporate Enforcement Policy and Corporate Debt Policy

Portfolio: Finance and Corporate (Councillor S. Croft)

From: Strategic Director – Finance and Governance

Summary:

This report is to present to Cabinet the newly created Corporate Enforcement Policy and the updated Debt Recovery Policy for consideration and approval

Recommendations:

That Cabinet approve the Corporate Enforcement Policy and Debt Recovery Policy and it be recommended to Council that the Constitution be updated accordingly.

Options:

1. Approve the policies, which will ensure that all types of debtors are treated consistently and the recovery of income due to the Council is maximised
2. Do not approve the policies, which could expose the Council to some form of challenge if an inconsistent approach is taken in the way that debt is recovered by the various service areas across the Council

Reasons: To ensure that the Council has robust policies in place to ensure the effective recovery of debt

Consultation undertaken with Members/Officers/Stakeholders

Consultation undertaken with senior managers responsible for the enforcement of debt across all services of the Council

Employees in Revenues and Benefits and Assistant Directors in Housing

Report taken to Management Team

Draft policies shared with the Leader of the Council (Councillor K. Wilson)

Subject to call-in: Yes

Ward relevance: All

Forward plan: Yes

Build a Better Borough:

All aims and priorities

Relevant statutes or policy: None

Equalities Implications:

Policies will ensure consistency in the way in which debtors are treated when recovering income due to the Council

Human resources implications: None

Financial implications:

The financial benefits to the Council from having both of these policies in place is to maximise the recovery of income due and improve current recovery rates

Health Inequalities Implications: None

Section 17 Crime & Disorder Implications: None

Risk management implications:

If the Council did not have effective debt recovery policies in place there is a risk of debtors being treated inconsistently and income due not being collected on a timely basis

Environmental implications: None

Legal implications: All relevant legislation is referred to in policies

Contact details:

Linda.downes@nuneatonandbedworth.gov.uk

AGENDA ITEM NO.11

NUNEATON AND BEDWORTH BOROUGH COUNCIL

Report to: Cabinet, 6th September 2023

From: Strategic Director Finance and Governance

Subject: Corporate Enforcement Policy and Corporate Debt Policy

Portfolio: Finance and Corporate (Councillor S Croft)

Building a Better Borough Aim: All

Building a Better Borough Priority: All

1. Purpose of Report

1.1 The purpose of this report is to present the Council's Corporate Enforcement and Corporate Debt Policies for consideration and approval by Cabinet.

2. Recommendations

2.1 That the Corporate Enforcement Policy at Appendix A to this report and the Corporate Debt Policy at Appendix B be approved and it be recommended to Council that the Constitution be updated accordingly.

3. Background

3.1 The Council's Debt Recovery Policy has been in place since 2013 but there has never been an Enforcement Policy setting out the enforcement options available to the Council and the principles that will be followed in deciding what action to take, whether it be formal or informal.

3.2 Investigations are carried out and enforcement action taken within several service areas, including:

- Environmental Health;
- Building Control;
- Development Control;
- Housing and Communities (including enforcement of housing legislation for private sector housing);
- Houses in Multiple Occupation and Void Properties;
- Highway and Car Park regulation;

- Licensing;
- Council Tax, Benefits and Business Rates; and
- Environmental Maintenance - Fly tipping, littering, Graffiti and Fly posting

Having a corporate policy will ensure consistency across all areas.

4. Body of Report

Corporate Enforcement Policy

- 4.1 The purpose of this policy is to provide an enforcement framework which ensures that the Council will carry out its enforcement functions in an equitable, practical, and consistent manner across all relevant services.
- 4.2 Due to the range of enforcement issues dealt with by the Council, there is no one approach which fits all and therefore when dealing with particular issues, some service areas have separate policies and links to these will be included within the policy for ease of reference. For the time being, these separate documents are included as a simple list in italics on the last page of the policy.

Corporate Debt Policy

- 4.3 The purpose of this policy is to provide a debt recovery framework that will maximise the amount of collectable debt without the need for enforcement action.
- 4.4 The policy sets out the good practice principles the Council will follow to assist the statutory debt recovery process, which includes:
 - Accurate and prompt billing.
 - Offering a range of payment options.
 - Agreement of affordable repayment arrangements for those customers experiencing financial difficulties.
 - Advice on ways to reduce bills and maximise income such as applying for a Hardship Payment or Discretionary Housing Payment.
 - Access to advice and information at every stage of the collection and recovery process.
 - Good customer care.
 - Partnership arrangements and secure referral systems.

5. Conclusion

- 5.1 The two policies work together to ensure that the Council maximises the level of debt recovered. The Debt Recovery Policy sets out the action the Council will take to encourage debtors to pay the amounts due and the Enforcement Policy sets out the more formal options available to the Council when debtors fail to make payment.
- 5.2 Once approved training sessions will be provided to all relevant employees to raise awareness of the policies and managers will monitor performance to ensure that these policies are complied with.

6. Appendices

A – Corporate Enforcement Policy

B – Corporate Debt Policy

7. Background Papers (if none, state none)

None



Corporate Enforcement Policy

Contents	Page
Introduction	3
Purpose of the Policy	3
Principles and Procedures for Good Enforcement	4
Enforcement Options	5
Enforcement Action	5
Prosecution	6
Simple Caution	8
Enforcement Tools and Remedies	9
Evidence Gathering	9
Powers of Officers	10
Fairness and Equality	10
Training	10

1. INTRODUCTION

- 1.1 Nuneaton and Bedworth Borough Council (The Council) is responsible for enforcing a wide range of legislation. This document sets out the Council's Enforcement Policy. The policy sets out the framework that will be applied across the regulatory services of the Council, in their various roles of protecting the public, the environment, consumers and those at work. These services include:
- Environmental Health;
 - Building Control;
 - Development Control;
 - Housing and Communities (including enforcement of housing legislation for private sector housing);
 - Houses in Multiple Occupation and Void Properties;
 - Highway and Car Park regulation;
 - Licensing;
 - Council Tax, Benefits and Business Rates; and
 - Environmental Maintenance - Fly tipping, littering, Graffiti and Fly posting
- 1.2 Due to the range of enforcement issues dealt with by the Council, there is no one approach which fits all and therefore when dealing with particular issues, some service areas have separate policies and links to these are included within this policy.
- 1.3 This Council takes breaches of legislation seriously and always carries out investigations where necessary. Enforcement includes any action taken by Officers aimed at ensuring that individuals or businesses comply with the law. The enforcement options will differ where different pieces of legislation are used, but the principles of application should remain constant.
- 1.4 Any reference within this Policy to staff, employees or Officers includes individuals employed to carry out duties on behalf of the Council. These Officers may be contractors, agency workers, partners, and employees of other Councils where there are joint working arrangements in place.
- 1.5 Enforcement includes visits, verbal and written advice on legal requirements and good practice, assistance with licensing compliance, written warnings, the service of statutory and fixed penalty notices including financial penalties, prohibitions, formal cautions, attachment to earnings (including some benefits and allowances), prosecution, seizure and detention, works in default, injunctions and liaison and cooperation with other enforcement authorities where appropriate.

2. PURPOSE OF THE POLICY

- 2.1 The purpose of this Policy is to set out the guiding principles by which legislation will be enforced by the Council to protect public health, safety, and the environment within the Council's jurisdiction and ensures that the Council will carry out its enforcement functions in an equitable, practical, and consistent manner.
- 2.2 It provides an enforcement framework in accordance with:
- The Central and Local Government Concordat on Good Enforcement;
 - The Legislative and Regulatory Reform Act 2006;
 - The Regulators Compliance Code;
 - The Crime and Disorder Act 1998; and
 - The Regulatory Enforcement and Sanctions Act 2008.

3 PRINCIPLES AND PROCEDURES FOR GOOD ENFORCEMENT

- 3.1 The Council has adopted the Central and Local Government Concordat on Good Enforcement. The Legislative and Regulatory Reform Act 2006 also places a duty on the Council to have regard to the 'Principles of Good Regulation' when exercising specified regulatory functions. Regulation is made up of the 3 E's Engagement, Education and Enforcement.
- 3.2 The 'Principles of Good Regulation', together with the principles set out in the Concordat, are intended to ensure:
- **Standards:** Provide and publish clear standards setting out the level of service and performance provided by the Council.
 - **Openness:** Provision of information and advice in plain language about how we carry out our work, including consultation with stakeholders.
 - **Helpfulness:** Provision of advice and assistance on compliance in a courteous efficient and prompt manner.
 - **Proportionality:** When making a decision on appropriate enforcement action, Officers will, where discretion is allowed, consider both the circumstances of the case and history of the parties involved and will ensure that the remedial action required is proportionate to the risks and/or disadvantage created by the non-compliance, that it reflects any advice issued by Central Government or other co-ordinating bodies and takes into consideration relevant advice, Policy and the aims of the Council.
 - **Consistency:** Duties to be carried out in a fair, equitable and consistent manner and with arrangements in place to promote consistency.
 - **Transparency:** Access to information regarding regulatory procedures and decisions to be freely available.

- **Accountability:** The Council will be accountable for the efficiency and effectiveness of its regulatory activities.
- **Targeting:** The Council accepts that its enforcement resources are limited and, where appropriate, they should be focused on those persons or companies whose activities give rise to the risks which are most serious or least well controlled on their own premises or public open space. Enforcement is informed through intelligence arising from an investigation or complaints, planned projects, special surveys, enforcement initiatives or as a requirement from a Government Department.
- **Confidentiality:** The Council will ensure information provided in confidence is treated accordingly.

4 ENFORCEMENT OPTIONS

4.1 The options available (but not limited to) are:

- Informal action and advice – written or oral;
- A range of Statutory Notices generally requiring some remedy within a specified timescale (or possibly immediately);
- Fixed Penalty and Civil Penalty Notices;
- Letter of warning;
- Simple Caution;
- Financial Penalty;
- Prosecution;
- Prohibition;
- Injunction;
- Injunctive Restraint;
- Seizure of goods, equipment, articles or records (paper or computer);
- Execution of work in default i.e. works required by a Statutory Notice where the recipient has not complied;
- A range of Statutory Orders;
- Compulsory purchase and enforced sale of properties or land;
- Attachment to earnings;
- County Court Enforcement;
- Bankruptcy and Winding-Up Petitions;
- Proceeds of Crime Applications.

5 ENFORCEMENT ACTION

5.1 All enforcement action, whether formal or informal, will be carried out in accordance with the principles set out in this Policy.

- 5.2 In deciding to take formal action and, if so, what type of action to take, Officers will consider the following:
- Any individual Enforcement Policy relevant to their practice area (see links below);
 - The seriousness of the breach or contravention;
 - The consequences of non-compliance in terms of risk to people, property, the community or the environment;
 - The individual's or company's past history in terms of compliance;
 - Confidence in management, level of awareness of statutory responsibilities and willingness to prevent a recurrence;
 - The likely effectiveness of the various alternative enforcement options;
 - The public interest, protecting public health, public expectation and the importance of the case in setting a precedent;
 - The application of any national or local guidance to the matter in question;
 - The aims and priorities of the Council;
 - Information received following liaison with other external enforcing agencies;
 - Relevant case law and guidance;
 - The likelihood of the contravener being able to establish a defence;
 - The information received following liaison with other authorities;
 - The reliability of witnesses.
- 5.3 The most efficient and effective action will be taken to achieve the desired compliance with the law. The decision will be taken in an objective and fair way in accordance with the principles set out in this Policy.

6 PROSECUTION

- 6.1 The Council will use discretion in deciding whether to initiate a prosecution. Other approaches to enforcement can sometimes promote compliance with legislation more effectively. However, where the circumstances warrant it, prosecution without prior warning and recourse to alternative sanctions may be appropriate.
- 6.2 Each case will be treated as unique and considered on its own facts and merits with due consideration to the Equalities Act 2010 and the Human Rights Act 1998. All the circumstances surrounding the case will be considered including the social benefits and costs associated with bringing the matter to the attention of the Courts.
- 6.3 The prosecution of offenders will be used judiciously but, without hesitation, against those businesses or individuals where the law is broken and the health, safety, well-being or amenity of the public, employees and consumers are subject to serious risk.

- 6.4 Legal advice will be taken to ensure that only those cases presenting a realistic prospect of conviction will be pursued. The Council will have due regard to the availability of any defences and to any explanation, apology or other issue referred to by the suspect by way of mitigation.
- 6.5 The decision to prosecute will consider the criteria set down in the Code for Crown Prosecutors, issued by the Crown Prosecution Service. Both stages of the 'Full Code Test' as set out in the Code for Crown prosecutors will be applied as set out below:

The Evidential Test

- 6.6 There must be sufficient evidence to provide a realistic prospect of conviction and the evidence must be admissible and reliable.
- 6.7 In determining the sufficiency of evidence, consideration should be given to the following factors:
- Availability of essential evidence;
 - Credibility of witnesses – are they likely to be seen as credible witnesses and whether they are likely to be consistent and fail under cross-examination? – are they willing to attend as witnesses? – could they be 'hostile' witnesses?
 - Where the case depends in part on admissions or confessions, regard should be had to their admissibility;
 - Where two or more defendants are summonsed together, the sufficiency and admissibility of evidence available against each defendant, in the event that separate trials are ordered.
- 6.8 In determining the admissibility of evidence, regard should be given to the requirements of the Police and Criminal Evidence Act 1984 and the Criminal Procedure and Investigations Act 1996 and associated Codes of Practice.

The Public Interest Test

- 6.9 When satisfied that sufficient evidence is available, consideration must be given to whether the public interest requires a prosecution.
- 6.10 The following considerations should apply:
- Seriousness of the offence – the degree of detriment or potential detriment to consumers, employees, or the environment. Current public attitudes to the particular breach of law should be considered.
 - The age of the offence – less regard will be paid to this if the length of time could be attributable to the defendant themselves, the complexity of the case or the

characteristics of the offence that have contributed to the delay in its coming to light.

- The age, circumstances, or mental state of the offender – less regard to this is given if there is a real possibility of repetition or the offence is of a serious nature. Whether the defendant is likely to be fit enough to attend Court should also be considered.
- The willingness of the offender to prevent a recurrence of the problem. If the circumstances that give rise to the offence have subsequently been rectified and there is little likelihood of a recurrence, then the case may be dealt with more appropriately by other means.
- The ‘newness’ of the legislation transgressed may be a consideration, especially where the offence is of a technical nature, and future compliance may be obtained by less formal means.
- Important but uncertain legal points that may have to be tested by way of prosecution.

7 SIMPLE CAUTIONS

7.1 A Simple Caution may be used as an alternative to prosecution. The aim of a Simple Caution is to deal quickly and simply with offences, save Court time and reduce the likelihood of re-offending.

7.2 A decision to offer a Simple Caution must be made having regard to:

- Home Office circular 30/2005 Cautioning of Offenders.
- Guidance to Police Officers and Crown Prosecutors issued by the Director of Public Prosecutions.
- LACORS Guidance on Cautioning of Offenders.

7.3 Following the offer of a Simple Caution, the individual or company concerned will be required to confirm acceptance within 14 days.

7.4 When considering whether to offer a Simple Caution, the following will be taken into account:

- Whether a Simple Caution is appropriate to the offence and the offender;
- Whether a Simple Caution is likely to be effective;
- Public interest considerations;
- The views of the victim and the nature of any harm or loss;
- Whether the offender has made any form of reparation or paid any compensation;
- Any known records of previous convictions or Simple Cautions relating to the offender.

- 7.5 A Simple Caution cannot be given where the offence is indictable only or where the offender is under 18 years of age. It may only be offered where the offence has been fully admitted by the offender.
- 7.6 The person administering the Caution will be an appropriate Senior Manager employed within the Council.
- 7.7 If the offender fails to admit the offence or does not agree to the Simple Caution, the case will be considered for prosecution.

8 ENFORCEMENT TOOLS AND REMEDIES

- 8.1 In the vast majority of cases the Council will try to resolve matters informally through negotiation and discussion. In some cases, informal resolution cannot be achieved, or the matter being enforced is so serious that the informal stage would be inadequate. In these cases, the Council has a wide range of alternative powers available. Certain breaches of legislation will require urgent and immediate attention, either because the time period for action is limited or because the effect of the activity causes significant harm to the public interest.
- 8.2 The Council has the power to issue a Requisition for Information under section 16 of the Local Government (Miscellaneous Provisions) Act 1976, section 330 of the Town and Country Planning Act 1990 and section 85 of the Private Water Supply Regulations 2016. This notice requires the recipient to provide information in respect of land/property in which they are suspected to have an interest. Not returning the form duly completed is an offence which can be prosecuted in the Magistrates' Court and lead to a fine of up to £5,000. For breaches of planning control, the Council also has the power to issue a Planning Contravention Notice which carries a similar penalty for failing to comply.
- 8.3 The Council can use civil remedies to recover any property or debts and any costs incurred, but the Council also has the power to prosecute a wide range of offences under section 223 of the Local Government Act 1972. Where there is enforcement action in a criminal court the Council can use Proceeds of Crime Act 2002 legislation to recover money.
- 8.4 There are three areas under the Regulation of Investigatory Powers Act 2000 (RIPA) and the Investigatory Powers Act 2016 that must be considered by a Local Authority when conducting investigations. These are:
- Directed Surveillance.
 - Covert Human Intelligence Sources (CHIS).
 - Acquisition of Communications Data.
- 8.5 The Council has separate Policies and Procedural Guides relating to the use of RIPA and any Officer considering the use of it should follow these.

- 8.6 Where the Council uses CCTV, it does so in line with the appropriate regulatory guidance and legislation. The Council has a separate Policy which Officers must adhere to.

9 EVIDENCE GATHERING

- 9.1 There are numerous sources of evidence available to investigating officers, the following are examples of what can be used but the list is not exhaustive:
- Photographs;
 - Computer Records and open-source investigations including information from social media websites;
 - Communications data;
 - CCTV images including body camera footage;
 - Paper Records;
 - Samples (food, water, environmental, counterfeit goods);
 - Plans or sketches made at the scene;
 - Noise recording records;
 - Invoices;
 - Witness Statements;
 - Expert reports;
 - Forensics (including forensic examination of electronic devices);
 - Information from other agencies such as the Police, Department for Work and Pensions, The Department for Environment, Food and Rural Affairs, The Environment Agency, other Councils etc.

10 POWERS OF OFFICERS

- 10.1 Officers have a range of delegated powers set out within legislation to assist them in undertaking their duties. These can include the power to require answers to questions and the power to enter premises.
- 10.2 Officers have powers delegated to them, under the relevant schemes of delegation, to undertake duties relating to the Council.
- 10.3 Officers will always carry an identity badge and their authorisation card (warrant) with them, where they hold one. Where Officers do not have an authorisation card, delegation documentation can be supplied. In the event of any doubt regarding an Officers' powers, confirmation can be obtained by contacting the Officer's Line Manager who can provide any Statutory Notice describing their powers. It is an offence to obstruct an Authorised Officer who is conducting an inspection or investigation which could lead to prosecution.

11 FAIRNESS AND EQUALITY

- 11.1 All enforcement action and investigations will be carried out in a manner which complies with the requirements of legislation and codes of practice governing the collection of evidence and investigatory powers.

- 11.2 Officers will take care not to take any action which contravenes human rights and anti-discrimination legislation unless it is necessary and proportionate to do so.

12 TRAINING

- 12.1 The Council will ensure that all employees who are likely to deal with enforcement action are proficient and will receive regular and appropriate training to maintain competence in their enforcement field and in the various legal requirements associated with enforcement duties.

Links to other related policies

- *Private Sector Housing*
- *Council Tax, Housing Benefit and Council Tax Support Penalty and Prosecution Policy*
- *Tenancy Fraud Policy*
- *RIPA Policy*
- *Environmental Health Enforcement Policy*
- *Revenue and Benefits Enforcement Policy*
- *CCTV*
- *Planning and Development Control Enforcement Policy*
- *Corporate Debt Policy*



Corporate Debt Policy

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1. Policy Vision & Objectives

1.1 The vision of corporate debt management for the Council is:

“To maximise the amount of collectible debt through the efficient collection of income within a framework of customer care and client sensitivity.”

1.2 The policy encompasses the following objectives:

To balance the effective collection of monies owed to the Council by adopting a holistic approach to the recovery of debts. The framework recognises the importance of helping people in debt to maximise their income and manage their financial affairs through both internal officer support and independent external partners and agencies.

2. Policy Aims

2.1 The key aims of this policy are to:

- Ensure a professional, consistent, and timely approach to recovery action for all the different types of debt owed to the Council.
- Fully consider the customer’s circumstances and ability to pay and so distinguish between those who won’t pay and those who genuinely can’t pay.
- Cost effectively pursue all debts ensuring that those with the means to pay do so.
- Promote a coordinated approach towards sharing debtor information (in line with relevant Data Protection legislation and GDPR) and managing multiple debts owed to the Council effectively.
- To administer an efficient debt collection process that is organised such that responsibilities are clearly defined, and processes are well understood and documented.
- To ensure that all amounts due are collected according to the agreed payment criteria and encourage payment by the most efficient method.
- To identify high risk customers e.g., those impacted by welfare reform changes, who are most likely to get into financial difficulties and to take proactive action to safeguard future revenue income and establish satisfactory payment arrangements.

- To treat individuals consistently and regardless of age, gender, disability, or sexual orientation and that an individual's rights under Data Protection and Human Rights legislation are protected.
- Notwithstanding the above, consider each individual's circumstances particularly if they are vulnerable, when deciding on the next course of action

Defining vulnerable

There is no legal definition of a vulnerable person, but the National Standards for taking control of goods says this could include:

- older people
- mental health issues
- disabled people
- the seriously ill
- the recently bereaved.
- single parent families
- pregnant women
- unemployed people
- those who have obvious difficulty in understanding, speaking, or reading English.

The list is not exhaustive, and cases will be considered on a case-by-case basis.

3. Responsibilities

3.1 The Strategic Director of Finance and Governance has a statutory responsibility for the efficient administration of the Council's financial affairs and to protect the Council's financial position. Consequently, all officers must comply with this policy. The policy principles set out below represent the standards that shall apply to all income collection systems throughout the Council.

3.2 Strategic Directors, Assistant Directors, Managers and Team Leaders who deal with the recovery of debts owed to the Council are all responsible for the operational delivery of this policy and the associated procedures. This includes responsibility for monitoring and reviewing, staff awareness and training, policy development and communication.

4. Legal Framework for Recovery

Council Tax:	Local Government Finance Act 1992 The Council Tax (Administration and Enforcement) Regulations 1992 (as amended)
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Housing Rents:	Housing Act 1985 and 1996 Landlord and Tenant Act 1985
Housing Benefit: Overpayment	Social Security Administration Act 1992 (Housing Benefits) Local Authority Financial Regulations The Housing Benefit and Council Tax Benefit (Decisions and Appeals and Discretionary Financial Assistance) (Consequential Amendments and Revocations) Regulations 2001. Section 123 of the Social Security Administration Act 1992. Section 134 of the Social Security Administration Act 1992 (Housing Benefit) Section 139 of the Social Security Administration Act 1992 (Council Tax Benefit) Sections 130, 131 of the Social Security Contributions and Benefits Act 1992 The Housing Benefit (General) Regulations 1987 – and subsequent varying regulations The Council Tax Benefit (General) Regulations 1992 – and subsequent varying regulations Housing Benefit (Recovery of Overpayments) Regulations 1997 Social Security (Overpayment and Recovery) Regulations 2013
NNDR:	Local Government Finance Act 1988 The Non-Domestic Rating (Collection and Enforcement) (Local Lists) Regulations 1989
Sundry Income:	Local Government Act 1972 Accounts and Audit Regulations 1996
Penalty Charge Notices:	The Traffic Management Act 2004 The Road Traffic Regulations Act 1984 The Nuneaton & Bedworth Off-Street Parking Places (No 2 Order) 2011
All Services:	The Debt Respite Scheme (Breathing Space Moratorium and Mental Health Crisis Moratorium) (England and Wales) Regulations 2020 Insolvency Act 1986

5. Corporate Debt Framework

- 5.1 The Council has a duty to recover outstanding debts but must ensure that its policies and procedures are fair to everyone. The Council has, in line with best practice, developed a corporate framework for debt recovery that provides a consistent approach across the Council.
- 5.2 With the changing situation of more people having to pay council tax and more customers finding themselves in a multiple debt situation (either to the Council or other creditors) due to the impact of welfare reforms and/or low income, the Council regularly reviews how we need or can better support those customers in debt in terms of delivering and/or facilitating real “hands on” support.
- 5.3 This updated framework relates to the following types of debt (although this list is not exhaustive):
- Council Tax – the charge payable on all domestic properties.
 - Business Rates – the charge payable on all commercial properties.
 - Housing Rents and Former Tenants Arrears – the charges levied on Council owned properties and garages.
 - Temporary Housing costs
 - Overpayment of Housing Benefit – this occurs when benefit is paid, and the claimant is not entitled to some or all the Housing Benefit that has been given.
 - Sundry Debts – the fees and charges made for a wide and varying range of Council services including leaseholder service charges, rechargeable repairs, and court costs.
 - Penalty Charge Notices.
- 5.4 Any money due to the Council contributes to services delivered by the Council for residents of the Borough and Warwickshire.
- 5.5 This framework will help us to achieve the collection of these monies and align to the Councils wider financial inclusion commitments to improve the help and advice available for residents to manage their Council bills, including access to services, money management information and digital support.
- 5.6 This document is supported by more detailed procedural guidance for staff, which are regularly reviewed and monitored to ensure they are consistent and timely in application for recovering monies.

6. The principles of good practice

- 6.1 It is recognised that people do not pay their Council bills in a timely way for a variety

of reasons. Some people will have genuine difficulty in paying and if this is the case, we will make every effort to help those who engage with the Authority to minimise the impact of debt on them by referring them to the Financial Inclusion Support or Tenancy Support Officers. Others may deliberately set out to delay or not make payments. In all cases appropriate methods of enforcement will be used to secure payment.

6.2 The Council is committed to following these good practice principles to assist the statutory debt recovery processes:

- Accurate and prompt billing will take place.
- A range of payment options will be available.
- Agreement of affordable repayment arrangements for those customers experiencing financial difficulties.
- Advice on ways to reduce bills and maximise income such as applying for a Hardship Payment or Discretionary Housing Payment.
- Referral to the Citizens Advice Bureau for advice on other benefits, e.g. Universal Credit
- Access to advice and information will be provided at every stage of the collection and recovery process and will be available online.
- Appropriate and proportionate recovery action will be taken.
- There will be a regular and realistic review of doubtful debts.
- Good customer care is a minimum expectation.
- Efficiency and cost effectiveness must be demonstrated.
- Partnership arrangements and secure referral systems will be in place.
- Timely monitoring and reporting of performance will be undertaken.

How we will deliver on these commitments is outlined in the remainder of this document.

7. Accurate and prompt billing

7.1 For the policy to be effective we will ensure that:

- accurate and clear bills are produced promptly, and e-bills will be available where requested.
- a prompt response is made to changes in circumstances and applications (for example exemptions, discounts, and reliefs).
- prompt and accurate delivery of benefit award entitlements is in place.

7.2 The information provided on the bill will be clearly written, without the use of jargon (except where statutory wording is prescribed) and will show:

- what the bill or liability is for.
- the amount due and, where appropriate, the instalment amounts and payment due dates.
- how to make a payment with bar codes used where possible on letters.
- a contact point for enquiries - including e-mail and website details.

In the case of Housing Benefit Overpayments, we will also provide:

- the amount of deduction from future benefit – if the overpayment is to be recovered this way.
- the person's right to request a written statement and the timescale for this.
- confirmation that Underlying Entitlement has been discussed (a method in which to reduce the overpayment)
- the person's right to appeal and the timescale for this.

8. A range of payment options

8.1 It is acknowledged that the easier it is to pay, the more likely it is that payment will be made. We will provide a choice of convenient methods of payment for bills and invoices and details of these options will be advised on each bill.

8.2 The range of payment options, dependent on debt type, currently includes direct debit on a variety of dates, cash at post offices, banks, Pay Zone outlets, or debit/credit card (which can be made 24 hours a day, 7 days a week using the automated telephone line or website).

8.3 We will provide information on outlets where payments can be made via our website and documentation. Wherever possible, Housing Benefit Overpayments will be recovered from ongoing benefit entitlement.

8.4 In all cases we will actively encourage people to contact us early if they are in arrears.

9. Affordable repayment arrangements

9.1 We recognise that people do not pay their debts for a variety of reasons. Some customers will have difficulty in paying and we recognise the need to agree payment arrangements that reflect the ability to pay as well as the level of debt owed.

- 9.2 By enabling people who fall into arrears to come to payment arrangements appropriate to their circumstances, we can help to reduce the risk of further action and unnecessary additional costs becoming payable. For example, making Council Taxpayers aware of their statutory right to pay over 12 monthly instalments as opposed to 10 with no penalty added.
- 9.3 We may require customers to complete an income and expenditure form and to provide documentary evidence to help us to assess their circumstances and confirm details before we can agree an arrangement especially where additional time to pay beyond the statutory period allowed is made, or payment will exceed a financial year end.
- 9.4 Where customers fail to make contact or fail to maintain arrangements, recovery action will escalate accordingly.
- 9.5 Computer systems, processing and information about outstanding debts will be available to all members of the Revenues and Benefits Services, Housing Services and Customer Services Team, in order that we can adopt a coordinated approach to payment arrangements, particularly for multiple debts.
- 9.6 If it is identified as part of this process that a resident requires additional support to pay their Council bills then a referral will be made to the Financial Inclusion Support Officers (or Tenancy Support Officer if a Council Tenant), to assess what support, if any, can be offered.

10. Advice on ways to reduce bills and maximise income.

- 10.1 We welcome the involvement of welfare agencies in connection with recovery of debts and recognise the benefits that these organisations can offer both the customer and the Council in helping customers prioritise debts and maximise income. We will continue to work with such agencies whenever possible.
- 10.2 We also recognise the importance of providing financial inclusion awareness training to all our staff involved in the recovery of debts as well as having dedicated officers to assist residents with money management help and support.

This enables us to:

- provide 1-2-1 help and guidance to those customers identified as requiring urgent assistance with their money issues.
- inform customers of their entitlement to Housing Benefit and council tax support, discounts, reliefs, and exemptions.
- inform customers of the general availability of other income related benefits such as Job Seeker's Allowance, Child Tax Credits, Working Tax Credits,

Pension Credit or Universal Credit.

- direct customers for help and advice on all potential state benefit entitlements
- direct customers who need help and advice on money management matters to Citizen's Advice Bureau or online Government sponsored support sites.
- inform customers who are at a serious stage of recovery to seek independent help and advice from appropriate organisations.

11. Access to advice and information at every stage of the collection and recovery process

11.1 Keeping our customers informed about the recovery process, the consequences of not making payments and where they should go for help and advice if they do not wish to discuss the matter directly with the Council is important.

We will:

- invite and encourage customers to contact us as soon as they begin experiencing difficulties paying their accounts.
- ensure that advice and information given to customers by members of staff is consistent and that customers are treated fairly and equally.
- keep customers informed of the action being taken at each stage of the recovery process and of the sanctions that will apply if non-payment continues.
- provide documents in large print when requested.
- assist customers with language difficulties by offering a translation service where appropriate.
- ensure that all documents use plain English.
- provide clear information on payment methods on all documentation.
- advise customers where to get help and advice about benefit and money matters via letters and links to our website.
- ensure that members of staff providing advice at the Magistrates' Court have access to account information.
- maximise personal phone contact with customers by experienced Council officers during normal office hours.
- provide facilities to enable customers to discuss their debts in a confidential manner.
- make notes on our online systems of all contacts made.

11.2 In addition to the information shown on bills and invoices, we will also provide the

following information via the Council's website:

- a system to enable customers to receive council tax and business rate bills electronically.
- on-line forms (for example applying for benefits, notifying of change of circumstances, etc.) and links to benefit information.
- general information about debt recovery, housing benefit, council tax, business rates and sundry debts
- access and signposting to appropriate help and advice

11.2.1 Where possible we will also periodically update our records from information held by the CRM or Enforcement Agents website of contact details such as telephone numbers and email addresses to provide as many ways as possible to contact customers direct.

12. Appropriate recovery action is taken.

12.1 We will follow the principles of enforcement outlined below:

- our action will be **proportional** – we will strike a balance between the potential loss of income to the Council and the costs of taking a course of action.
- our approach will be **consistent** – with the aim of achieving consistency in the advice we give, the use of our powers and in the recovery procedures we use.
- our actions will be **transparent** – to help customers to understand what is expected of them and to explain the reasons for taking any recovery/enforcement action.

12.2 We will always seek to make realistic arrangements for customers to clear outstanding debts by regular payments wherever possible.

12.3 Provided an offer of payment is reasonable (this will have regard to the permitted deduction level possible under an attachment of earnings order or attachment of benefits) and fairly reflects the individual's income and expenditure, the mutually agreed arrangement will be accepted, and further enforcement action will be suspended. The exception to this approach will be when the case has been referred to our Enforcement Agents or if the debt is subject to a Court Order.

12.3.1 The arrangement where possible will seek to recover all monies within the financial year in question. An early review date of the arrangement will be agreed to review

the situation if this is deemed appropriate.

- 12.5 This policy is in the spirit of a “firm but fair” approach to debt recovery and helps distinguish the genuine “can’t pay” customers who the Council is keen to help manage their debt from the “won’t pay”. The success of this framework is dependent upon the commitment of those who “can’t pay” maintaining contact with the Council and advising of any unexpected situations that will prevent them from meeting their agreed repayments.
- 12.6 Any reminders we issue will convey a willingness to discuss matters with customers and encourage them to make contact if they cannot pay as advised. They will also make the customer aware of the consequences of failing to pay or keeping to arrangements.
- 12.7 If a customer fails to make contact or maintain arrangements, we have a duty to collect what is due and will use all legal means available to recover debts. This includes:
- attachment of earnings
 - deduction from benefits
 - enforcement agent action
 - debt collection action
 - blameless tenant recovery
 - possession proceedings
 - county court proceedings
 - charging orders
 - insolvency proceedings including bankruptcy and winding up
 - committal to prison proceedings
- 12.8 Some of these methods of recovery may incur additional costs that will need to be passed on to the debtor.
- 12.9 Whilst we will seek to recover monies due within the financial year in question, in cases of genuine financial hardship, this may be unrealistic and therefore the Council will negotiate repayment levels that consider individual financial circumstances and accept that for appropriate cases payment arrangements may fall into the next financial year. This will involve completion of an income and expenditure form and will require the debtor to agree to be referred for money management advice and assistance were considered appropriate. Use of a common income and expenditure form with standard thresholds, for money spent on housekeeping, utility bills etc., according to family size, will be used wherever possible by internal Council Departments.

12.10 The authorisation levels for write off are:

- Up to £10.00 Revenues and Benefits/Housing Team Leaders
- Up to £1,000.00 Revenues and Benefits/Housing Managers
- Up to £5,000.00 Assistant Director of Finance/Social Housing & Community Safety
- Up to £7,500.00 Strategic Director of Finance & Governance
- £7,500.01 and above Single Member Decision
- Any Insolvent Assistant Director of Finance/Social Housing & Community Safety
-
- Deceased Assistant Director of Finance/Social Housing & Community Safety
-
- Statute Barred Assistant Director of Finance/Social Housing & Community Safety
-

12.10 Where there is insufficient income available to clear all debts, payment will be appropriated in the following order except in exceptional circumstances: -

- Housing Rent.
- Housing Benefit Overpayments
- Sundry Income
- Council Tax
- NNDR

12.11 Where contact or payments are not made for sundry debts, we will suspend any non-statutory services.

12.12 Despite our procedures for recovering debts, there are always cases that may be deemed impossible or not cost effective to pursue. There are a variety of reasons this might happen, these include:

- The amount outstanding is below an agreed lower limit.
- The customer has left an address and we are unable to trace them.
- The customer has died and there are not sufficient funds from their estate to pay the amount owed.
- The customer is bankrupt or if the company is insolvent (however we do submit a claim in bankruptcy and any payments received from the receiver are credited to the account accordingly)

- It is uneconomical to pursue the debt due to health, or financial reasons. In determining “uneconomic”, account must be taken of the overall impact on the Council of non-pursuit of that debt including the likelihood that other customers may then also choose not to pay their outstanding debts. We will use write off as a final option where there is no realistic chance of recovery, and it is considered inappropriate to use other methods of recovery.
- Statute barred – An invoice is irrecoverable if six years have elapsed from the date of the invoice, date of service or last payment date, whichever is the later. If the debtor acknowledges the debt the six years runs from this date. All debts, which are statute barred, will be processed through the agreed write off procedures as irrecoverable.
- Inability to pay – if after all attempts to help a customer meet their payment obligations such as through providing budgeting advice there is still an inability to pay some, or all their debt then write off may be considered. However, this will be the extreme exception and will only be made after working with the customer to find an alternative solution.

12.13 We will monitor all outstanding debts to ensure that they are recoverable and will take prompt action when irrecoverable debts are identified to write them off in accordance with our financial regulations. This includes an appropriate level of authority that has been delegated to officers for write off purposes and will ensure recovery action is proportionate to the level of the debt due.

12.14 The formal 'writing off' of any debts will not rule out recovery action being taken in the event that a customer's circumstances change.

13. Customer Care

13.1 In order to provide good customer care we will:

- ensure that debts are collected in an efficient and empathetic way.
- provide advice and guidance on ways to reduce bills and maximise income.
- advise customers on how to complain/appeal if they are unhappy with the service they have received.
- encourage constructive comments from customers about how we can improve our services.
- ensure that services are accessible, including making services physically accessible to people with disabilities.

13.2 Customers will be provided with the contact details of the originating department on any invoices, recovery notices or letters issued in order that they have access

to officers with detailed and specific knowledge of the goods and/or services always provided.

- 13.3 Offices will be available to take customer queries by telephone between 9.00am to 5.00pm Monday to Friday, and a face-to-face appointment can be arranged if required. Email contact and relevant information will be available at all times via the Councils website.
- 13.4 All customers will be encouraged to take ownership of their financial affairs. Whilst it is not the role of the Council to provide a debt counseling service, where customers are facing clear financial hardship, a referral may be made to the Council's Financial Inclusion Support Officers, or they will be made aware of external debt counseling services provided by the Citizens Advice Bureau and other information on how customers can get help and advice with debt online. This will also include information on help that can be received from utility companies in paying their debts to those companies.

14. Efficiency and cost effectiveness

- 14.1 We will seek to ensure that our recovery and enforcement activities are delivered in the most efficient and cost-effective manner. This will include the use of external suppliers of services such as civil enforcement agents and the use of specialist suppliers of other recovery and legal services such as instigating insolvency proceedings and charging orders.
- 14.2 The use of civil enforcement agents and any other debt collection agency will be conducted in accordance with the Council's procurement policy, and they will adopt practices and policies that reflect the total value of debts owed and collect monies in line with agreed protocols with the Council.
- 14.3 We will seek to maximise the use of technology to improve efficiency and ensure the most up-to-date information is available online where possible to both the Council and our external agents.

15. Partnership Arrangements

- 15.1 Relationships with partner organisations are a key component in any Corporate Debt Framework. The Council's resources and debt counseling skills are limited, and it is unable to assist all individuals who have significant and complex multiple debt problems. In response to this, the Council has a relationship with the Citizen's Advice Bureau as well as other complimentary partners coordinated via its involvement with the Northern Financial Inclusion Partnership and will introduce procedures for referring customers for debt counseling and wider personal support in these situations.

This will involve:

- Developing a comprehensive online referral claim form, improved income and expenditure form, a multiple debt referral form and comprehensive website that includes signposting to other debt related sites and charities. This is used by front line staff to advise and refer customers for help and advice and has recently been developed to enable self-referral.
 - Working with Act on Energy to help address fuel poverty and Severn Trent to promote greater awareness of water schemes available to people.
 - The Councils Financial Inclusion Support Officers undertaking targeted campaigns with those affected by some of the welfare reforms i.e., Benefit Cap.
 - Shared management arrangement with North Warwickshire BC to share key officers, and Financial Inclusion expertise to maximize capacity and to develop common approaches and policies.
- 15.2 In a more proactive way, the Council also works closely with its Civil Enforcement Agents ensuring that they operate within the Council's Code of Practice and deal with cases sympathetically, including returning sensitive cases to the Council for action.
- 15.3 Civil Enforcement action will continue to be monitored to ensure compliance to the contract. Our relationships with both our Enforcement Agencies Bristow and Sutor and Jacobs are continually developing to ensure close working partnerships.
- 15.4 The introduction of a new contract and the development of these partnerships has drawn on best practice and procedures implemented over several years and compliments other Council policies such as the Rent Arrears Policy and Discretionary Council Tax Policy ensuring customers are dealt with in a fair and consistent way.
- 15.5 Our ongoing activities help to promote positive engagement with the public around providing advice on all types of welfare benefits, improving access to benefits information, and promoting more effective and joined up working relationships with external advice agencies. Work also continues alongside the Job Centre Plus to prepare those impacted by universal credit as well as other Councils across Warwickshire.

16. Monitoring and Reporting

- 16.1 We will monitor our policies and procedures to ensure that they are effective.

Monitoring will include:

- quality checks on work processes to ensure fairness and consistency.
- audit and quality checks on work processed by individuals.
- rate of collection – to identify our performance against the monetary measures set for the collection of debts.
- regular benchmarking with other Councils
- number of cases at each stage of the recovery process
- a review of trends and changes in recovery action
- complaints received – to assist us with making service improvements.
- Regular reporting to the Councils Management Team and Members regarding collection performance.

17. Review of this framework

- 17.1 The Council is committed to continuous improvement and so it is inevitable that new approaches and ways of working will be introduced. This framework will be reviewed as appropriate (no longer than every 2 years) to enable it to be updated where necessary and to consider any service improvements or changes.

Cabinet/Individual Cabinet Member Decision

Report Summary Sheet

Date:

6th September 2023

Subject:

Modern Slavery and Human Trafficking Annual Statement 2022/2023

Portfolio:

Finance and Corporate

From:

Assistant Director – Governance & Democracy
Head of People and Culture

Summary:

This statement (Appendix A) is made in pursuant to Section 54 of the Modern Slavery Act 2015 and relates to actions and activities during the financial year 1 April 2022 to 31 March 2023.

Recommendations:

1. Approve the Modern Slavery and Human Trafficking Annual Statement for the 22/23 Financial Year period; and
2. Grant delegated authority to the Assistant Director – Governance & Democracy and Head of People and Culture to publish this statement on the Council website and Central Government Registry for publication.

Options:

1. Approve the recommendations to ensure compliance with section 54 of the Act by publishing a statement; or
2. Reject the recommendations resulting in non-compliance with section 54 of the Act.

Reasons:

To ensure compliance with Section 54 of the Modern Slavery Act 2015 and guidance.

Consultation undertaken with Members/Officers/Stakeholders

Management Team
Assistant Directors
Internal Audit Team
Cabinet Portfolio Holder - Finance and Corporate)
NABCEL – Managing Director

Subject to call-in:

Yes

Ward relevance:

All

Forward plan:

Yes

Building a Better Borough Aim:

Aim 1: Live

Building a Better Borough Priority:

Priority 1: Promote residents' health & wellbeing

Priority 4: Prioritise Community Safety & Empowerment

Relevant statutes or policy:

Modern Slavery Act 2015

Equalities Implications:

None identified.

Human resources implications:

None but it is noted Council officers will be reviewing e-learning opportunities during 23/24 to raise further awareness across the Council to develop awareness, knowledge and skills associated to Modern Slavery.

Financial implications:

If the Council fails to comply with Section 54 of the Modern Slavery Act 2015, the Secretary of State may bring civil proceedings in the High Court for an injunction requiring that organisation to comply with may result in legal costs and fines.

Health Inequalities Implications:

None identified.

Section 17 Crime & Disorder Implications:

None identified.

Risk management implications:

No implications but the statement and associated processes reduces risk by ensuring compliance. Furthermore, the Council will continue to raise awareness amongst Elected Members and NBBC officers about the risks associated with Modern Slavery in workforces and throughout supply chains.

Environmental implications:

None identified.

Legal implications:

If the Council fails to comply with Section 54 of the Modern Slavery Act 2015, the Secretary of State may bring civil proceedings in the High Court for an injunction requiring that organisation to comply with may result in legal costs and fines. Furthermore, this may result in reputational damage for the Council.

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AGENDA ITEM NO.12

NUNEATON AND BEDWORTH BOROUGH COUNCIL

Report to: Cabinet - 6th September 2023

From: Assistant Director – Governance & Democracy &
Head of People and Culture

Subject: Modern Slavery and Human Trafficking Annual Statement
2022/2023

Portfolio: Finance and Corporate

Building a Better Borough Aim: 1 (Live)

Building a Better Borough Priority: 1 (Promote residents' health & wellbeing)
and 4 (Prioritise Community Safety & Empowerment)

1. Purpose of Report

- 1.1. The purpose of this report is to seek Cabinet approval for the approval of the Borough Councils Modern Slavery and Human Trafficking Annual Statement (Appendix A) for the 2022/2023 financial year period to comply with section 54 of the Modern Slavery Act.

2. Recommendations

- 2.1. Approve the Modern Slavery and Human Trafficking Annual Statement for the 22/23 Financial Year period; and
- 2.2. Grant delegated authority to the Assistant Director – Governance & Democracy and Head of People and Culture to publish this statement on the Council website and Central Government Registry for publication.

3. Background

- 3.1. This statement is made in pursuant to Section 54 of the Modern Slavery Act 2015 and relates to actions and activities during the financial year 1 April 2022 to 31 March 2023.

4. Body of Report

- 4.1. The Modern Slavery Act received Royal Assent on Thursday 26 March 2015 and is in place to act as a law enforcement tool to tackle modern slavery and to ensure offenders can receive suitably severe

punishments for modern slavery crimes to enhance protection and support and protection.

- 4.2. The government introduced a provision in the Modern Slavery Act 2015 requiring businesses and commercial organisations that meet certain criteria to produce a statement setting out the steps they have taken to mitigate modern slavery in their own business and their supply chains. If an organisation has taken no steps to do this, their statement should say so. The measure is designed to create a level playing and to raise awareness for of good corporate governance and ethical standards across the nation.
- 4.3. The Transparency in Supply Chains provision in the Modern Slavery Act seeks to address the role of businesses in preventing modern slavery from occurring in their supply chains and organisations.
- 4.4. Section 54 of the Modern Slavery Act 2015 requires certain organisations to develop a slavery and human trafficking statement each year. The statement must set out what steps the organisation has taken during the previous financial year to ensure that modern slavery is not taking place in any part of its business or supply chain.
- 4.5. The organisations required to develop a statement include commercial organisations which supply goods or services and have a total turnover of not less than £36m. Whilst it is not clear whether this requirement currently applies to local authorities, the legislation defines a commercial organisation as a body corporate which carries on a business, or part of a business in any part of the United Kingdom. Therefore, it is likely that local authorities who provide some services directly and who have a turnover of £36m are required to have a statement. Statutory guidance states that statements should be published within 6 months of the end of the organisation's financial year.
- 4.6. Following an independent review of the Act the Government consulted on measures to strengthen the regime announced that the reporting requirements would be extended to public bodies which have a budget of more than £36m to provide consistency across all sectors, regardless of size and scope to nationally promote awareness and proactively tackle the heinous crime. It is also recommended by the Local Government Association as good practice.
- 4.7. Organisations who do not have a budget or a turnover in excess of £36m are encouraged to comply to promote best practice in support of 4.3 above.
- 4.8. It is also acknowledged organisations need to consider their structure (subsidiaries) with options to publish one statement or publish individual statements. Given Nuneaton and Bedworth Borough Council has a wholly owned subsidiary (Nuneaton and Bedworth Community

Enterprises Limited (NABCEL)), the requirements would extend to NABCEL as well as the Borough Council. As a result, this statement is a joint statement.

- 4.9. Once the modern slavery and human trafficking statement is approved it will be published on the Borough Council's website and on the Central Government Registry within 6 months of the end of the County Council's financial year.

5. Appendices

- 5.1. Appendix A - updated Modern Slavery and Human Trafficking Statement for the financial year 2022/23.

6. Background Papers (if none, state none)

- 6.1. None.

Nuneaton and Bedworth Borough Council
Modern Slavery and Human Trafficking Annual Statement
1 April 2022 to 31 March 2023

1. Introduction

- 1.1 Nuneaton and Bedworth Borough Council, acting on behalf of itself and Nuneaton and Bedworth Community Enterprises Limited (NABCEL), is committed to preventing slavery and human trafficking in our corporate activities and in our supply chain management. This statement sets out Nuneaton and Bedworth Borough Council's (and NABCEL's), actions to understand all potential modern slavery risks related to its business and to put in place steps that are aimed at ensuring that there is no slavery or human trafficking within the organisation, our sub-contractors, partners or supply chains.
- 1.2 As part of Local Government, the Council recognises that it has a responsibility to be alert to the risks and take a robust approach to preventing slavery, exploitation and/or human trafficking in all its forms. Modern slavery in its wider sense is commonly accepted to include forced or bonded labour, human trafficking, child slavery, anything involving offences under the Protection of Children Act 1978 or the Sexual Offences Act 2003 and forced or early marriage.
- 1.3 This statement is made in pursuant to Section 54 of the Modern Slavery Act 2015 and relates to actions and activities during the financial year 1 April 2022 to 31 March 2023. The Council will be reviewing the Statement on an annual basis and a new updated Statement, acknowledging any further actions that may have been taken, will be published in each subsequently year. This statement has been approved by the Council's Senior Management Team and Cabinet. It will continue to be reviewed and updated annually as required by the Modern Slavery Act 2015. Please note elements of this statement do not apply to NABCEL, such as the Corporate Plan, but the Council and NABCEL endeavour to expand training and policy to raise further awareness for NABCEL and its employees , a target for the 2023/2024 financial year.

2. The Modern Slavery Act 2015

- 2.1 The Modern Slavery Act 2015 (the Act) consolidates various offences relating to human trafficking and slavery. Broadly speaking:
- 'slavery' is where ownership is exercised over a person;
 - 'servitude' involves coercion to oblige a person to provide services;
 - 'forced and compulsory labour' is where a person works or provides services on a non-voluntary basis under the threat of a penalty;
 - 'human trafficking' involves arranging or facilitating the travel of a person with a view to exploiting them.
- 2.2 Section 52 of the Act imposes a duty on public authorities, including district councils, to notify the Secretary of State of suspected victims of slavery or human trafficking.

- 2.3 Section 54 of the Act imposes a legal duty on commercial organisations, which supply goods and/or services from or to the UK and have a global turnover of more than £36 million, to publish a slavery and human trafficking statement each financial year.
- 2.4 The Council engages in commercial activities by providing services (some of which are statutory and some discretionary) and its annual turnover is greater than the specified £36 million. Whilst the Act does not state that local authorities specifically are included in those organisations legally required to publish a statement, the Council has chosen to do so as a matter of good practice. The Council is keen to raise awareness of slavery and human trafficking and as a large-scale local employer and provider of services, it is seen as imperative that the Council makes its position of zero tolerance in respect of slavery and trafficking clear and unequivocal.

3. Standards

- 3.1 The Council will meet the following standards and also expects those with whom it does business, to meet them:
- To support every individual's human right to live free from abuse, servitude and inhumane treatment.
 - To promote ethical business and operational practices in corporate activity and services delivered.
 - To take appropriate steps to ensure that slavery and human trafficking is not taking part in any of its business or supply chains.
 - To take reports of witnessed, suspected or disclosed concerns of slavery and human trafficking seriously and ensure that such reports are shared with appropriate law enforcement and other partner agencies in order that they can be fully investigated.
 - To take appropriate action to address actual instances of slavery and human trafficking brought to the Council's attention and to take all reasonable steps to support and protect its victims.

4. Organisational Structure

- 4.1 Nuneaton and Bedworth Borough Council is a local borough council, providing a range of statutory public and discretionary services to its customers, residents, businesses, visitors and partners using internal resource and where applicable, external organisations.
- 4.2 The organisational structure is available on our [website](#).
- 4.3 NABCEL is a wholly owned subsidiary of Nuneaton and Bedworth Borough Council, providing a range of services including property management, cleaning services, gas and electrical works.
- 4.4 The senior management team structure is available on the [website](#).

5. Due diligence - Supply Chains and Countries of Operation and Supply

- 5.1 The Council conducts its procurement activity in accordance with its [Procurement and Accounts Payable Strategy](#) and Contract Procedure Rules contained in Part 4 – Rules of Procedure of the Council Constitution. Please note, the Council updated its strategy

effective April 2023, but it consulted throughout 2022/2023 with Officers, Elected Members and Cabinet. The previous strategy (2017 – 2022) is available and can be provided if requested.

- 5.2 All services performed by the Council and NABCEL are within the United Kingdom and all goods and services procured from direct suppliers are within the United Kingdom. That said, it is possible materials used in the supply of the services and works are manufactured overseas.
- 5.3 Whilst the risk of slavery and human trafficking is considered low due to the nature of the Council's business, the Council remains vigilant to any potential risks, and through our procurement policy, strategy and guidance sets high expectations from its supply chains. Additional policies, strategies and plans are provided below to cover non-procurement related provisions.
- 5.4 The Council's [Standard Terms and Conditions](#) include clauses which include obligations for suppliers to adhere to modern slavery, equalities and human rights obligations as well as obligations related to Children Act 2004/Care Act 2004 (As amended). Please note other forms of contract are used in procurement activity when accessing public sector framework agreements (such as the Crown Commercial Services framework agreements) and/or model form construction industry forms of contract.
- 5.5 As for procurement processes, the Council and NABCEL utilise the Crown Commercial Services Standard Selection Questionnaire for its formal tender and quotation processes, which requires suppliers to declare if they are a relevant commercial organisation subject to Section 54 of the Modern Slavery Act 2015, and if so, a link or copy of their statement. Furthermore, for large procurements where there may be a risk of modern slavery (such as large construction projects), the Council may ask suppliers to declare if they have a policy committed to addressing modern slavery within the organisation as well as a modern slavery action plan. An action plan may include provision for training, supply chain engagement, measurement and continuous improvement plans as well as toolbox talks.
- 5.6 It is worth noting the Procurement team have a range of positions, two of which are MCIPS qualified (more senior officers) and others working towards CIPS qualifications.

6. Policies, Strategies and Plans

- 6.1 The Council reviews its policies, strategies, procedures and plans on an ongoing basis to ensure they remain compliant and fit for purpose. The following policies and procedures are key in meeting the requirements of the Modern Slavery Act 2015.
 - [Safeguarding](#)
 - [Equality and Diversity](#)
 - [Nuneaton and Bedworth Community Safety Partnership \(NABSCOP\)](#)
 - Corporate Plan – [Building a Better Borough](#)
 - Employee Code of Conduct (which also includes Conflicts and Declarations of Interest) – Item 5B of the Constitution
 - Members' Code of Conduct – Item 5AA of the Constitution
 - Confidential Reporting Code – Item 5I of the Constitution

- Procurement and Accounts Payable Strategy mentioned above.
- Recruitment and Selection Policy
- Grievance Policy and Procedure
- [Pay Policy Statement](#) (published and renewed annually)

7. Agency Workers

- 7.1 At times where the Council needs to make use of temporary workers, these are sourced via a managed framework and/or reputable suppliers.

8. Training

- 8.1 The Council makes available various training resources, including Safeguarding training which is mandatory for all front-line employees in appropriate roles. In addition, an online e-Learning module is available in relation to raising awareness of Modern Slavery and its impact is available to all employees. A target for the 23/24 financial period is to mandate this training for senior officers to continually develop knowledge and awareness across the Council.

9. Partnerships

- 9.1 The Council works in partnership with a range of partners and agencies to prevent abuse and neglect, to detect and report occurrences and to support victims. This includes other Warwickshire County Council, Warwickshire Police, Warwickshire Police and Crime Commissioner and [Nuneaton and Bedworth Community Safety Partnership \(NABSCOP\)](#). The [Warwickshire Safeguarding website](#) have guidance and procedures relating to the trafficking and exploitation of children and on the duty to report.

10. Monitoring our effectiveness

- 10.1 The Council will use the following steps to regularly review and monitor the measures being implemented to address slavery and human trafficking and to safeguard against such activity in any part of its business or supply chains:
- (i) Record the number of employees provided with training on modern slavery and human trafficking.
 - (ii) Carry out periodic reviews to identify any deficiencies within our policies and practices and take appropriate action to rectify these to strengthen our ability to address slavery and human trafficking.
 - (iii) Carry out periodic internal audits to ensure compliance with the policy

Declaration

This statement is made pursuant to section 54 (1) of the Modern Slavery Act 2015 and constitutes Nuneaton and Bedworth Borough Council's modern slavery and human trafficking statement for the financial year ending 31 March 2023.

Signed: _____

Brent Davis **Chief Executive**

Signed: _____

Councillor Kris Wilson **Leader**

Date:

Cabinet/Individual Cabinet Member Decision

Report Summary Sheet

Date: 6th September 2023

Subject: Article 4 (1) Directions

Portfolio: Planning and Regulation

From: Assistant Director Planning

Summary:

In line with guidance, a recent review of all Article 4 directions has been carried out to ensure they are still relevant. In 2008 the Council implemented Article 4 Directions in Abbey and Bulkington Conservation Areas. The review found that whilst there is evidence that the council process was followed at the time, the original Article 4 directions cannot be located. The Council's legal advice is that as part of the review to ensure that up to evidence confirms the ongoing need for the Article 4 directions, the 2008 Directions be rescinded, and 2023 Directions be implemented.

Recommendations:

Approve immediate Article 4 Directions in Abbey and Bulkington Conservation Areas.

Options:

To recommend the Article 4(1) Directions for Abbey and Bulkington Conservation Areas be rescinded and new Directions implemented. This would ensure compliance with the legal obligation to comply with Section 72 of the Planning (Listed Buildings and Conservation Areas) Act 1990 which requires any buildings or other land in a conservation area, special attention is paid to the desirability of preserving or enhancing the character or appearance of that area. It would also ensure compliance

with the implementation procedures as set out Schedule 2 of the Town and Country Planning (General Permitted Development) Order 2015 (as amended). The Council will be able to continue to ensure development in the Conservation Areas conforms with the Conservation Area Management Plans. Once confirmed, the Council will be able to inform the Land Registry that the Directions are in place for the purposes of Land Charges as required by the Infrastructure Act 2015.

To not recommend Article 4(1) Directions for Abbey and Bulkington Conservation Areas be rescinded and new Directions implemented. If the Directions are not approved the Council will not meet be able to manage development in the Conservation Areas. This means the Council will not meet the requirements of the Section 72 of the Planning (Listed Buildings and Conservation Areas) Act 1990. It will also not be able to inform the Land Registry that the Directions are in place for the purposes of Land Charges as required by the Infrastructure Act 2015. If the Council does not inform the Land Registry that Directions are in place and subsequently planning permission is refused or is granted subject to conditions different from those in the GDPO, or enforcement action is taken, there are potential financial consequences.

Reasons: To comply with Town and Country Planning (General Permitted Development) Order 2015 (as amended).

Consultation undertaken with Members/Officers/Stakeholders Consultation has been undertaken between the Council Barrister, Solicitors and Planning Policy Officers.

Subject to call-in: Yes

Ward relevance: Abbey and Bulkington

Forward plan: Yes

Building a Better Borough Aim: All

Building a Better Borough Priority: All

Relevant statutes or policy: Town and Country Planning (General Permitted Development) Order 2015 (as amended). Town and Country Planning Act 1990. Planning (Listed Buildings and Conservation Areas). The Infrastructure Act 2015. The Town and Country Planning (Compensation) (England) Regulations 2015.

Equalities Implications: None

Human resources implications: None

Financial implications: Section 108 of the Town and Country Planning Act makes provision for compensation to be payable where an application for planning permission (that would formally have been permitted development) is refused or is granted subject to conditions different from those in the GDPO. If 12 months' notice is given before the Article 4 direction takes effect, no compensation would be payable. As the Council will pursue an immediate Direction compensation could be payable.

This does not apply to the extent that the development referred would, while permitted by a development order, have required conservation area consent under the Planning (Listed Buildings and Conservation Areas).

The grounds on which compensation can be claimed are limited to abortive expenditure or other loss or damage directly attributable to the withdrawal of permitted development rights.

The Infrastructure Act 2015 provides for the transfer of responsibility for local land charges in England and Wales from local authorities to Land Registry. Under these provisions, Land Registry will provide a single, digital local land charges register for England and Wales. The Council will need to confirm that the Article 4 Directions are extant with Land Registry with cost implications if the Directions are not recorded.

Health Inequalities Implications: None

Section 17 Crime & Disorder Implications: None

Risk management implications: The implementation of targeted Article 4 Directions will ensure development in the Conservation Areas will be considered as part of the Planning process. Applications will be assessed against the requirements of the Council's adopted Conservation Area Management Plans and so reduce the risk of harm occurring to the Borough's heritage.

Environmental implications: None

Legal implications: The implementation of Article 4 Directions will ensure compliance with Town and Country Planning Act 1990. Planning (Listed Buildings and Conservation Areas). The rescinding and implementation of the Directions will require the council to follow the legislation set out Town and Country Planning (General Permitted Development) Order 2015 (as amended).

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AGENDA ITEM NO.13

NUNEATON AND BEDWORTH BOROUGH COUNCIL

Report to: Cabinet - 6th September 2023

From: Assistant Director - Planning

Subject: Article 4 Directions – Abbey and Bulkington Conservation Areas.

Portfolio: Planning and Regulation - R. Smith

Building a Better Borough Aim: All

Building a Better Borough Priority: All

1. Purpose of Report

- 1.3 The purpose of this report is to seek recommendation to the next full council meeting to approve to cancel and renew Article 4(1) Directions in the Abbey and Bulkington Conservation Areas.

2. Recommendations

- 2.3 To recommend approval of the cancelation and renewal of Article 4(1) Directions in the Abbey and Bulkington Conservation Areas.

3. Background

- 3.3 In line with guidance, a recent review of all Article 4 directions has been carried out to ensure they are still relevant. In 2008 the Council implemented Article 4 Directions in Abbey and Bulkington Conservation Areas. The review found that whilst there is evidence that the council process was followed at the time, the Council's legal advice is that as part of the review to ensure that up to evidence confirms the ongoing need for the Article 4 directions, the 2008 Directions be rescinded, and 2023 Directions be implemented.

4. Body of Report

- 4.1 There are two types of Article 4(1) Directions that can be imposed on buildings or land within an area

- **Non-immediate Article 4(1) Direction** - This means that the Article 4(1) Direction is only imposed following a consultation period of, usually, 28 days and with at least 12 months notice of it coming into force. Any objections will be considered by the Council before it considers whether to confirm the Direction, or not. A non-immediate Article 4(1) Direction is used where there is not an urgent requirement to remove permitted development rights.
 - **Immediate Article 4(1) Direction** - This means that permitted development rights are removed with immediate effect and then consulted on. The Article 4(1) Direction will lapse after 6 months from when it was made unless it is confirmed beforehand. Any objections will be considered by the Council before it considered whether to confirm the Direction, or not. An immediate Article 4(1) Direction is used where there is an urgent, justified requirement for protection. Once confirmed, an immediate Article 4(1) Direction becomes permanent.
- 4.2 The legislative process for implementing an Article 4 direction is set out in Schedule 2 of the Town and Country Planning (General Permitted Development) Order 2015 (as amended) (hereafter referred to as the GPDO). Paragraph 2 (1) (b) sets out that the local planning authority can implement an immediate Article 4(1) Direction in the whole or part of a conservation where the LPA considers it necessary. The types of development to which the Article 4(1) Direction can be applied are listed in paragraphs 3 (a-j).
- 4.3 The Article 4(1) Direction comes into force on the date which notice is served on the occupier of the land. If it is not practice to contact the occupiers of the land the date which the notice is first published by local advertisement and by site display. Immediate Article 4(1) Direction applies for six months from the date which it comes onto force unless confirmed by the Local Planning Authority.
- 4.4 To confirm the immediate direction and make permanent the Council needs to serve notice of the direction and specify a period of least 21 days during which representations may be made. The Council must take into account any representations made. The direction should not be confirmed until a period of at least 28 days following the latest date on which any notice relating to the direction has been confirmed or longer if notified by the Secretary of State.
- 4.5 Section 108 of the Town and Country Planning Act and The Town and Country Planning (Compensation) (England) Regulations 2015 makes provision for compensation to be payable where an application for planning permission (that would formally have been permitted development) is refused or is granted subject to conditions different from those in the GDPO. If 12 months' notice is given before the Article 4 direction takes effect, no compensation would be payable. As the

Council will pursue an immediate Direction compensation could be payable. This does not apply to the extent that the development referred would, while permitted by a development order, have required conservation area consent under the Planning (Listed Buildings and Conservation Areas).

- 4.6 The grounds on which compensation can be claimed are likely to be abortive expenditure or other loss or damage directly attributable to the withdrawal of permitted development rights.
- 4.7 The new Directions do not propose any new restrictions but carry forward the restrictions that were imposed in the 2008 Directions. The new Directions will come into force on the 20th September 2023 which is one week from the Council meeting to allow opportunity to notify occupiers of the land. Within six months a consultation on the Directions will take place.
- 4.8 It is important for the Council to ensure relevant and targeted Directions are in place to ensure the Borough's heritage is protected. Section 72 of the Planning (Listed Buildings and Conservation Areas) Act 1990 requires that any buildings or other land in a conservation area, special attention is be paid to the desirability of preserving or enhancing the character or appearance of that area. The removal of certain permitted development rights is an important part of meeting the legislative requirements.
- 4.9 There is a legal obligation to register local land charges which include Article 4 Directions Local authorities currently maintain local land charges registers. The Infrastructure Act 2015 provides for the transfer of responsibility for local land charges in England and Wales from local authorities to Land Registry. Under these provisions, Land Registry will provide a single, digital local land charges register for England and Wales. The Council will need to confirm that the Article 4 Directions are extant with Land Registry with cost implications if the Directions are not recorded.

5. Conclusion

- 5.1 The conclusion is that the cancellation and reimplementing of the Direction will ensure that the Council can meet the obligations of Planning and Infrastructure legislation. Immediate Directions should be implemented at the Council meeting on the 13th September 2023. If any amendments prior to the Council Meeting these can be carried out under Delegated Powers of the Assistant Director and Portfolio Holder of Planning.

6. Appendices

6.1 Appendix A – Article 4(1) Directions Abbey and Bulkington Conservation Areas

7. Background Papers

None.

Cabinet – 6th September 2023

Appendix A

Article 4 Directions Abbey and Bulkington Conservation Areas (September 2023)

Town and Country Planning (General Permitted Development) (England) Order 2015

Direction made under Article 4 (1) To which Paragraph 2 of Schedule 3 of the Order applies (direction with immediate effect).

Relating to the Abbey Conservation Area

WHEREAS Nuneaton and Bedworth Borough Council ('the Council') being the appropriate local planning authority within the meaning of Article 4(5) of the Town and Country Planning (General Permitted Development) (England) Order 2015, is satisfied that it is expedient that development of the description(s) set out in the First Schedule below should not be carried out on the land/buildings shown coloured blue on the attached plans, unless planning permission is granted on an application made under Part III of the Town and Country Planning Act 1990, as amended.

NOW THEREFORE the Council in pursuance of the power conferred on it by Article 4(1) of the Town and Country Planning (General Permitted Development) (England) Order 2015 HEREBY DIRECT that the permission granted by Article 3 of the said Order in respect of development of the description set out in the First Schedule below shall not apply to development on the said land of the description(s) set out in the Second Schedule below.

THIS DIRECTION is made under Article 4 (1) of the said Order and in accordance with paragraph 2 Schedule 3 will come into force on the date on which the notice is served in accordance with paragraph 1(1)(c). The Direction comes into force on the 20th September 2023. This Direction shall remain in force until the 20th March 2024, being six months from the date of this direction) and will then expire unless it has been confirmed by the Nuneaton and Bedworth Borough Council before that date.

NOW THEREFORE the Council in pursuance of the power conferred on them by Article 4(1) and Schedule 3 (1) (13) of the Order hereby directs that the Direction made by Nuneaton and Bedworth Borough Council pursuant to Article 4 of the Town and Country Planning (General Permitted Development) Order 1995 (as amended) applying to 21, 27, 29, 31, 33, 35, 37, 98, 100, 102 to 104, 106, 108, 110, 112, 114, 115, 116, 117, 118, 119, 120, 122, 123 and 124 to 126 Manor Court Road and 1 Manor Court Avenue, Nuneaton and dated 11th September 1996 is hereby cancelled from the date on which this Direction is confirmed.

NOW THEREFORE the Council in pursuance of the power conferred on them by Article 4(1) and Schedule 3 (1) (13) of the Order hereby directs that the Direction made by Nuneaton and Bedworth Borough Council pursuant to Article 4 of the Town and Country Planning (General Permitted Development) Order 1995 (as amended) applying to 1, 3, 5, 7, 9, 11, 13, 15, 21, 23, 25, 27, 29, 31, 33, 35, 37, 39, 41, 43, 45, 47, 49, 51, 53, 55, 57, 59, 61, 63, 65, 67, 69, 71, 2, 4, 6, 8, 10, 12, 14, 16, 18, 20, 22, 24, 26, 28, 30, 32, 34, 36, 38, 40, 42, 44, 46, 48, 50, 52, 54, 56, 58, 68, 70, 72, 74, 76 and 78. Manor Park Road 45, 80 and 82, Manor Court Road 11, 13, 15, 17, 101, 103, 105, 107 and 109, Nuneaton and dated 2008 is hereby cancelled from the date on which this Direction is confirmed.

Schedule One

Descriptions of Development Restricted by this Direction.

1. Development within Class G Part I of Schedule 2 to the Order, consisting of the erection, alteration, or removal of a chimney on a dwelling house or on a building within the curtilage of a dwelling house.
2. Development within Class A of Part I of Schedule 2 to the Order consisting of the enlargement, improvement or other alteration of a dwelling house, where any part of the enlargement, improvement or alteration would front a highway or open space.
3. Development within Class C of Part I of Schedule 2 to the Order, consisting of the alteration to a roof slope of a dwelling house which fronts a highway or open space.
4. Development within Class E of Part I of Schedule 2 of the Order, consisting of the provision within the curtilage of a dwelling house of any building or enclosure, swimming or other pool required for a purpose incidental to the enjoyment of the dwelling house as such, or the maintenance, improvement or other alteration of such a building or enclosure where the building or enclosure, swimming or other pool to be provided would front a highway or open space, or where the part of the building or enclosure maintained, improved or altered would front a highway or open space.
5. Development within Class H of Part I of Schedule 2 to the Order, consisting of the installation, alteration or replacement of a satellite antenna on a dwelling house or within the curtilage of a dwelling house where the part of the building or other structure on which the satellite antenna is to be installed, altered or replaced fronts a highway or open space.
6. Development within Class A of Part 2 of Schedule 2 to the Order, where the development consists of the erection, construction, maintenance, improvement, demolition or alteration of a gate, fence, wall or other means of enclosure and would be within the curtilage of a dwelling house and would front a highway or open space.
7. Development within Class C of Part 2 of Schedule 2 of the Order, consisting of the painting of the exterior of any part, which fronts a highway or open space, of –
 - (i) a dwelling house; or
 - (ii) any building or enclosure within the curtilage of a dwelling house.
8. Development at Paragraph 2 shall not include the alteration or replacement of windows and doors provided openings are not altered in size, shape or form.

Schedule Two

(Excludes controls over alterations to doors and windows)

The following properties and shown on the attached plan.

Earls Road Odd No.s

1, 3, 5, 7, 9, 11, 13, 15, 21, 23, 25, 27, 29, 31, 33, 35, 37, 39, 41, 43, 45,
47, 49, 51, 53, 55, 57, 59, 61, 63, 65, 67, 69 and 71.

Earls Road Even No.s

2, 4, 6, 8, 10, 12, 14, 16, 18, 20, 22, 24, 26, 28, 30, 32, 34, 36, 38, 40,
42, 44, 46, 48, 50, 52, 54, 56, 58, 68, 70, 72, 74, 76 and 78.

Manor Park Road Odd No.s

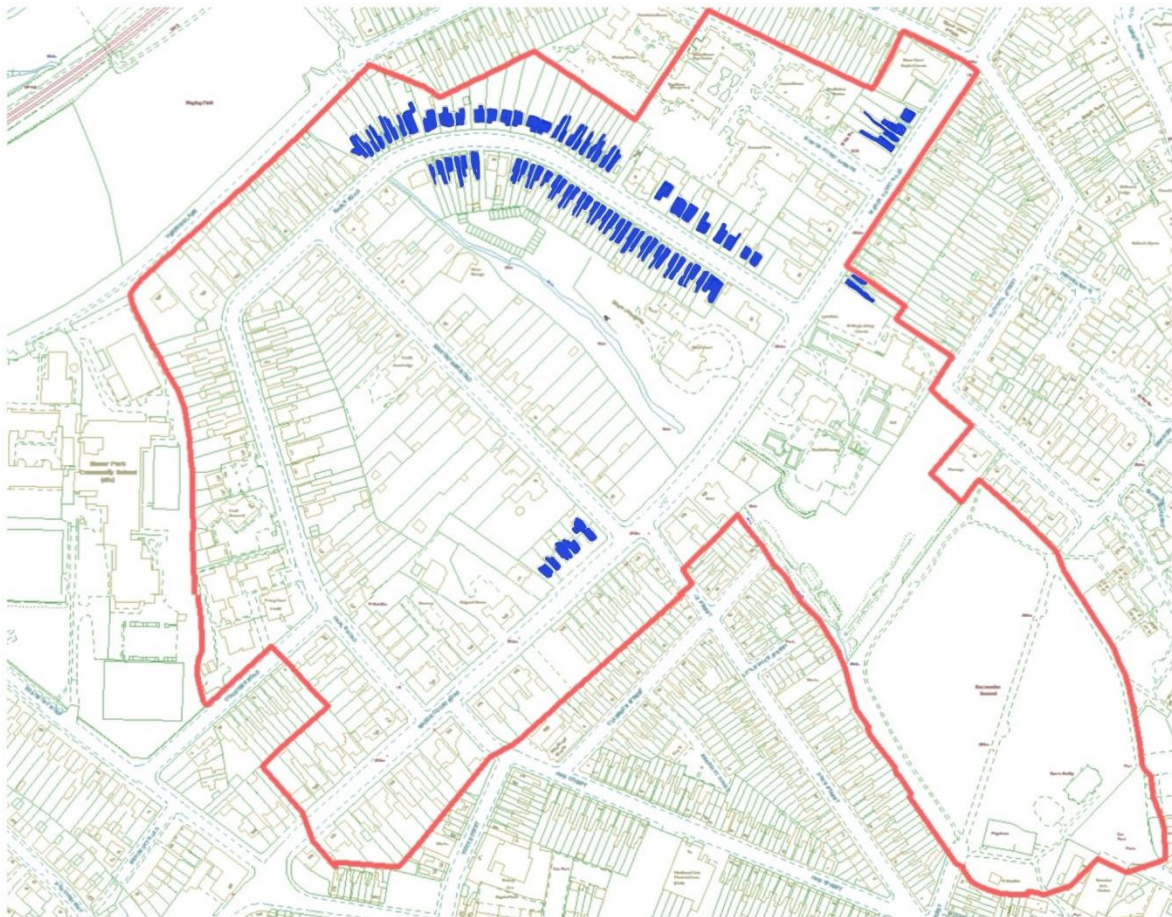
No. 45.

Manor Court Road Even No.s

80 and 82

Manor Court Road Odd No.s

11, 13, 15, 17, 101, 103, 105, 107 and 109.



Town and Country Planning (General Permitted Development) (England) Order 2015

Direction made under Article 4 (1) To which Paragraph 2 of Schedule 3 of the Order applies (direction with immediate effect).

Relating to the Abbey Conservation Area

WHEREAS Nuneaton and Bedworth Borough Council ('the Council') being the appropriate local planning authority within the meaning of Article 4(5) of the Town and Country Planning (General Permitted Development) (England) Order 2015, is satisfied that it is expedient that development of the description(s) set out in the First Schedule below should not be carried out on the land/buildings shown coloured red on the attached plans, unless planning permission is granted on an application made under Part III of the Town and Country Planning Act 1990, as amended.

NOW THEREFORE the Council in pursuance of the power conferred on it by Article 4(1) of the Town and Country Planning (General Permitted Development) (England) Order 2015 HEREBY DIRECT that the permission granted by Article 3 of the said Order in respect of development of the description set out in the First Schedule below shall not apply to development on the said land of the description(s) set out in the Second Schedule below.

THIS DIRECTION is made under Article 4 (1) of the said Order and in accordance with paragraph 2 Schedule 3 will come into force in accordance with on the date on which the notice is served in accordance with paragraph 1(1)(c). The Direction comes into force on the 20th September 2023. This Direction shall remain in force until the 20th March 2024, being six months from the date of this direction) and will then expire unless it has been confirmed by the Nuneaton and Bedworth Borough Council before that date.

NOW THEREFORE the Council in pursuance of the power conferred on them by Article 4(1) and Schedule 3 (1) (13) of the Order hereby directs that the Direction made by Nuneaton and Bedworth Borough Council pursuant to Article 4 of the Town and Country Planning (General Permitted Development Order 1995 (as amended) applying to 21, 27, 29, 31, 33, 35, 37, 98, 100, 102 to 104, 106, 108, 110, 112, 114, 115, 116, 117, 118, 119, 120, 122, 123 and 124 to 126 Manor Court Road and 1 Manor Court Avenue, Nuneaton and dated 11th September 1996 is hereby cancelled from the date on which this Direction is confirmed.

NOW THEREFORE the Council in pursuance of the power conferred on them by Article 4(1) and Schedule 3 (1) (13) of the Order hereby directs that the Direction made by Nuneaton and Bedworth Borough Council pursuant to Article 4 of the Town and Country Planning (General Permitted Development Order 1995 (as amended) applying to Earls Road 1, 3, 5, 7, 9, 11, 13, 15, 21, 23, 25, 27, 29, 31, 33, 35, 37, 39, 41, 43, 45, 47, 49, 51, 53, 55, 57, 59, 61, 63, 65, 67, 69, 71, 2, 4, 6, 8, 10, 12, 14, 16, 18, 20, 22, 24, 26, 28, 30, 32, 34, 36, 38, 40, 42, 44, 46, 48, 50, 52, 54, 56, 58, 68, 70, 72, 74, 76 and 78. Manor Park Road 45, 80 and 82, Manor Court Road 11, 13, 15, 17, 101, 103, 105, 107 and 109, Nuneaton and dated 2008 is hereby cancelled from the date on which this Direction is confirmed.

Schedule One

Descriptions of Development Restricted by this Direction.

1. Development within Class G Part I of Schedule 2 to the Order, consisting of the erection, alteration or removal of a chimney on a dwelling house or on a building within the curtilage of a dwelling house.
2. Development within Class A of Part I of Schedule 2 to the Order consisting of the enlargement, improvement or other alteration of a dwelling house, where any part of the enlargement, improvement or alteration would front a highway or open space.
3. Development within Class C of Part I of Schedule 2 to the Order, consisting of the alteration to a roof slope of a dwelling house which fronts a highway or open space.
4. Development within Class E of Part I of Schedule 2 of the Order, consisting of the provision within the curtilage of a dwelling house of any building or enclosure, swimming or other pool required for a purpose incidental to the enjoyment of the dwelling house as such, or the maintenance, improvement or other alteration of such a building or enclosure where the building or enclosure, swimming or other pool to be provided would front a highway or open space, or where the part of the building or enclosure maintained, improved or altered would front a highway or open space.
5. Development within Class H of Part I of Schedule 2 to the Order, consisting of the installation, alteration or replacement of a satellite antenna on a dwelling house or within the curtilage of a dwelling house where the part of the building or other structure on which the satellite antenna is to be installed, altered or replaced fronts a highway or open space.
6. Development within Class A of Part 2 of Schedule 2 to the Order, where the development consists of the erection, construction, maintenance, improvement, demolition or alteration of a gate, fence, wall or other means of enclosure and would be within the curtilage of a dwelling house and would front a highway or open space.
7. Development within Class C of Part 2 of Schedule 2 of the Order, consisting of the painting of the exterior of any part, which fronts a highway or open space, of –
 - (i) a dwelling house; or
 - (ii) any building or enclosure within the curtilage of a dwelling house.

Schedule Two

The following properties and shown on the attached plan.

(Includes controls over alterations to doors and windows)

Earls Road Even No.s

90, 92, 94, 96, 98, 100, 102, 104, 106, 108, 110, 112, 114, 124, 126,
128, 130, 134, 136, 138, 140, 142, and 144.

Earls Road Odd No.s

73, 75, 77, 79, 81, 83, 85, 87, 89, 91, 101, 103, 105, 107, 109, 111, 113,

114, 115, 117, 119, 121, 123, 125, 127, 129, 139, 157, 159, 161, 163,
165, 167, 169 and 171.

Manor Park Road Even No.s

2, 6, 8, 10, 12, 28, 30, 32, 34, and 36.

Manor Park Road Odd No.s

1, 3, 5, 7, 9, 11, 13, 15, 17, 19, 21, 23, 29, 31, 33, 35, 37, 39, 41, 43.

Manor Court Road Even No.s

98, 100, 102-104, 106, 108, 110, 112, 114, 116, 118, 120, 122, 124-
126, 132, 134, 136, 138, 140, 144, 146, 148, 150, 152, 154, 156, 158
and 160.

Manor Court Road Odd No.s

21, 27, 29, 31, 33, 35, 37, 115, 117, 119, 123, 125, 129, 131, 133, 135
and 137.

Manor Court Avenue

1

Town and Country Planning (General Permitted Development) (England) Order 2015

Direction made under Article 4 (1) To which Paragraph 2 of Schedule 3 of the Order applies (direction with immediate effect).

Relating to the Bulkington Conservation Area

WHEREAS Nuneaton and Bedworth Borough Council ('the Council') being the appropriate local planning authority within the meaning of Article 4(5) of the Town and Country Planning (General Permitted Development) (England) Order 2015, is satisfied that it is expedient that development of the description(s) set out in the First Schedule below should not be carried out on the land/buildings shown coloured red on the attached plans, unless planning permission is granted on an application made under Part III of the Town and Country Planning Act 1990, as amended.

NOW THEREFORE the Council in pursuance of the power conferred on it by Article 4(1) of the Town and Country Planning (General Permitted Development) (England) Order 2015 HEREBY DIRECT that the permission granted by Article 3 of the said Order in respect of development of the description set out in the First Schedule below shall not apply to development on the said land of the description(s) set out in the Second Schedule below.

THIS DIRECTION is made under Article 4 (1) of the said Order and in accordance with paragraph 2 Schedule 3 will come into force in accordance with on the date on which the notice is served in accordance with paragraph 1(1) (c). The Direction comes into force on the 20th September 2023. This Direction shall remain in force until the 20th March 2024, being six months from the date of this direction) and will then expire unless it has been confirmed by the Nuneaton and Bedworth Borough Council before that date.

NOW THEREFORE the Council in pursuance of the power conferred on them by Article 4(1) and Schedule 3 (1) (13) of the Order hereby directs that the Direction made by Nuneaton and Bedworth Borough Council pursuant to Article 4 of the Town and Country Planning (General Permitted Development) Order 1995 (as amended) applying to 10&10a, 23, 24, 25, 26, 27, 28, 29, 30 and 31 Church Street and 1 School Road, Bulkington and dated is hereby cancelled from the date on which this Direction is confirmed.

Schedule One

Part 1 of Schedule 2, Class A – The enlargement, improvement or other alteration of a dwellinghouse where any part of the enlargement, improvement or alteration would front a highway.

Part 1 of Schedule 2 Class C – Part I of Schedule 2, Class C – any alterations to the roof of a dwellinghouse - which fronts a highway or open space.

Part 1 of Schedule 2, Class D – The erection or construction of a porch outside any external door of a dwellinghouse where the external door fronts a highway.

Part 1 of Schedule 2, Class E – consisting of the provision within the curtilage of a dwelling house of any building or enclosure, required for a purpose incidental to the enjoyment of the dwelling house as such, or the maintenance, improvement or other alteration of such a building or enclosure where the building or enclosure, to be provided would front a highway or open

space, or where the part of the building or enclosure maintained, improved or altered would front a highway or open space.

Part 1 of Schedule 2, Class H – The installation, alteration or replacement of a satellite antenna on a part of a dwellinghouse, or on a building within the curtilage of a dwellinghouse, which in either case fronts a highway.

Part 2 of Schedule 2, Class A gates, fences and walls etc , the erection, construction, maintenance, improvement or alteration of a gate, fence, wall or other means of enclosure within the curtilage of a dwelling house and fronting a highway.

Part 2 of Schedule 2, Class C – exterior painting - The painting of the exterior of any part of dwellinghouse or any building or enclosure within the curtilage of a dwellinghouse which fronts a highway.

Schedule Two

The following properties and shown on the attached plan:

10&10a, 23, 24, 25, 26, 27, 28, 29, 30 and 31 Church Street and 1 School Road, Bulkington

Bulkington

