



Enquiries to:
Democratic Services

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Date: 3rd February 2026

Our Ref: MM

Dear Sir/Madam,

A meeting of the **Health and Corporate Resources Overview and Scrutiny Panel** will be held in the Council Chamber, Town Hall, Nuneaton on **Thursday, 12th February 2026** at **6.00 p.m.**

Yours faithfully,

Tom Shardlow

Chief Executive

To: All Members of the Health and Corporate Resources Overview and Scrutiny Panel

Councillors S. Dhillon (Chair), J. Hartshorn (Vice-Chair), J. Bonner, T. Jenkins, M. Kondakor, S. Markham, W. Markham, B. Pandher, C. Smith and Mrs D. Ross.

The Council is committed to providing a safe and respectful environment for our employees, customers and elected members. As such, please be advised that any form of abuse, aggression, or disrespectful behaviour towards our team will not be tolerated under any circumstances.

AGENDA

PART 1 – PUBLIC BUSINESS

1. ANNOUNCEMENTS AND EVACUATION PROCEDURE

A fire drill is not expected, so if the alarm sounds please evacuate the building quickly and calmly. 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.

Please use the stairs and do not use the lifts. Once out of the building, please gather outside Lloyds Bank on the opposite side of the road.

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.

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

3. MINUTES - To confirm the minutes of the Heath and Corporate Resources Overview and Scrutiny Panel meeting held on 23rd October 2025, attached (**Page 7**).

4. DECLARATIONS OF INTEREST/PARTY WHIP - To receive declarations of Disclosable Pecuniary and Other interests in accordance with the Members' Code of Conduct and of the Party Whip in accordance with the Overview and Scrutiny Procedure Rules 4E, Paragraph 16(b).

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 so that interests that are declared regularly by members can be viewed in a schedule on the Council website ([Councillor Declarations of Interests](#)). Any interest noted in the schedule on the website will be deemed to have been declared and will be minuted as such by the Democratic 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 & 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.

5. PUBLIC CONSULTATION - Members of the Public will be given the opportunity to speak on specific agenda items if notice has been received.

Members of the public will be given three minutes to speak on a particular item and this is strictly timed. The chair will inform all public speakers that: their comments must be limited to addressing issues raised in the agenda item under consideration: and that any departure from the item will not be tolerated.

The chair may interrupt the speaker if they start discussing other matters which are not related to the item, or the speaker uses threatening or inappropriate language towards Councillors or officers and if after a warning issued by the chair, the speaker persists, they will be asked to stop speaking by the chair. The chair will advise the speaker that, having ignored the warning, the speaker's opportunity to speak to the current or other items on the agenda may not be allowed. In this eventuality, the chair has discretion to exclude the speaker from speaking further on the item under consideration or other items of the agenda.

6. QUESTIONS TO CABINET – In accordance with Overview & Scrutiny Procedure Rule 4.E.8 c) 20 minutes shall be set aside for questions to a member of the Cabinet from the Panel in relation to matters in respect of which the Panel has powers or duties.
7. AIR QUALITY – A report of the Assistant Director – Recreation and Culture, attached **(Page 11)**.
8. HEALTHWATCH – An update from the Healthwatch Warwickshire Engagement & Intelligence Lead - Warwickshire North.
9. INTEGRATED PERFORMANCE REPORT – SECOND QUARTER 2025/26 – a summary report of the Risk Management and Performance Officer, attached **(Page 44)**. The full Integrated Performance Report is available on the website only via a link in the report.
10. PEOPLE STRATEGY 2026-2029 – A report of the People Services Manager, attached **(Page 52)**.
11. NBBC EQUALITY POLICY – A report of the Equality and Safeguarding Officer, attached **(Page 69)**.

12. AN OVERVIEW OF THE SAFEGUARDING ACTIVITIES IN THE BOROUGH – A report of the Equality and Safeguarding Officer, attached (**Page 123**).
13. MOTION FROM COUNCIL – 17th SEPTEMBER 2025 – A motion was put forward and agreed at full Council held on 17th September 2025 that a question and answer in relation to the Member Enquiry Form System be referred to this OSP for further consideration, attached (**Page 132**).
14. TRANSFORMATION STRATEGY – A report of the Assistant Director Digital and Business Change, attached (**Page 140**).
15. FORWARD PLAN – attached for information (**Page 144**).
16. WORK PROGRAMME 2025/26 – for noting, attached (**Page 154**).
17. ANY OTHER ITEMS which in the opinion of the Chair should be considered as a matter of urgency because of special circumstances (which must be specified).

THIS PAGE IS FOR INFORMATION ONLY

**Nuneaton and Bedworth Borough Council
Corporate Plan
Building Communities 2025 – 2029
*United in Achievement.***

Theme 1: Place and Prosperity

Strategic Aims:

1. Regenerate Nuneaton Town Centre; completing the Transforming Nuneaton Programme.
2. Establish an increased number of residential properties within the Town Centres
3. Help local businesses thrive, support new business incubation and reduce the number of vacant units.
4. Continue to promote and enable events across the Borough.
5. Continue to develop and help our markets to thrive.
6. Work with the business community to strengthen business in the whole Borough
7. Deliver a regeneration plan for Bedworth Town Centre.
8. Promote, and support our Town Centre economies.

Theme 2: Housing, Health and Communities

Strategic Aims:

1. Deliver the construction and opening of the Bedworth Physical Activity Hub (BPAH).
2. Focus on awareness and promotion of support services for mental health and wellbeing.
3. Facilitate warm, safe, sustainable and affordable housing.
4. Work with public health colleagues and partners to address community inequalities.
5. Promote active travel across the Borough.
6. Extend the housing home building programme to provide more Council homes.
7. Work with partners to prioritise community safety and empowerment.

Theme 3: Green Spaces and Environment

Strategic Aims:

1. Review the grounds maintenance contract for the Borough.
2. Celebrate the heritage within our green spaces, including museums, George Eliot and local industry.
3. Decarbonise our housing stock and promote the decarbonisation of homes in the private sector.
4. Support our residents to recycle more of their household waste.
5. Promote and develop play area facilities in line with the Parks and Green Space Strategy.
6. Reduce the carbon footprint of the Pingles Leisure Centre by 2026.
7. Establish a Climate Change Strategy and Delivery Plan by 2026.
8. Work with partners to improve air quality across the Borough.
9. Explore opportunities to promote, protect and enhance biodiversity in the borough.

Theme 4: Your Council

Strategic Aims:

1. Conduct a Local Government Association Peer Review by 2026.
2. Increase the level of resident engagement and consultation.
3. Deliver a refreshed Council change plan to modernise services.
4. Focus on civic pride, celebrating rich heritage and diverse communities.
5. Deliver continued forward financial planning to safeguard the finances of the Council.
6. Set ambitious and challenging budgets, to ensure taxpayers money is respected, and high-quality services are delivered.
7. Deliver a modern organisation with agile and effective structure that meet the needs of residents.
8. Strive for transparency and accountability in all that we do. Increase public scrutiny

NUNEATON AND BEDWORTH BOROUGH COUNCIL

**HEALTH AND CORPORATE RESOURCES
OVERVIEW & SCRUTINY PANEL**

23rd October 2025

A meeting of the Health and Corporate Resources Overview & Scrutiny Panel was held on Thursday, 23rd October 2025 in the Council Chamber, Town Hall Nuneaton.

Present

Councillor S. Dhillon (Chair)

Councillors: J. Hartshorn (Vice-Chair), J. Bonner, M. Kondakor, S. Markham, W. Markham, B. Pandher, C. Smith, B. Hancox (substitute for T. Jenkins) and Mrs D. Ross.

Apologies: Councillor T. Jenkins.

PART I – PUBLIC BUSINESS

HCR 12 **Minutes**

RESOLVED that the minutes of the Health and Corporate Resources Overview and Scrutiny Panel meeting held on 26th June 2025 and the minutes of the extraordinary meeting held on 19th August 2025 be approved and duly signed by the Chair.

HCR 13 **Declarations of Interest**

RESOLVED that the declarations of interests are as set out in the Schedule which can be viewed on the Council website ([Councillor Schedule of Declarations of Interests for Meetings](#)).

HCR 14 **Questions to Cabinet**

The Portfolio Holder for Resources and Customer Services (Councillor S. Hey) and the Portfolio Holder for Housing (Councillor C. Watkins) were in attendance at the meeting.

Councillor Kondakor asked the Portfolio Holder for Resources and Customer Services:

Thank you. Can I ask Councillor Hey, are we any closer to sorting out SharePoint? I mean it's been raised before and we were told it was to do with the Wi-Fi, and then it was raised a couple of weeks ago at our corporate governance training, but it seems we actually aren't getting anywhere on that.

The Portfolio Holder for Resources and Customer Services replied:

In some anticipation of that question, I did ask where we were, and we are getting there slowly - which is not as fast as I'd like it to be. I must admit I was quite taken aback at that corporate training session, when we start talking about Dash again. I hope I'm not overstating this, we are moving to SharePoint and we're going to get there, it is happening.

Councillor Kondakor asked the Portfolio Holder for Resources and Customer Services:

Thank you. The rooms in the town hall, obviously some are rented out to external organisations like CAB, Jodie Gosling's office and what have

you. Are all the available rooms that you want to be getting rent from, are they all being used or are there still rooms that are available.

The Portfolio Holder for Resources and Customer Services replied:
The simple answer is no. We're still trying to get things organised on that front, but the answer's no.

HCR 15

Integrated Performance Report – First Quarter 2025/26

A summary report of the Risk Management and Performance Officer provided Panel Members with appropriate performance measures, budget information and risk data for service areas within the scope of the Panel.

Public Speaker: County Councillor K. Kondakor.

Following the presentation, the Panel discussed and asked questions on the following:

- Subject access requests – need for information.
- Business rates – work is ongoing and targets are being looked. They may be included in future reports.
- Terminology is not always obvious, for example the use of 'local suppliers' – there can be geographical parts of Leicestershire that are closer to Nuneaton and Bedworth than areas within the West Midlands.
- Member enquiry forms and response times.

RESOLVED that that the contents of the report be considered and noted.

HCR 16

Managing Attendance of the Council's Workforce

The People Services Manager reported on the end of year performance for Sickness Absence, giving Members the opportunity to scrutinise the work activity and trends relating to the Attendance Management of the Council's Workforce. Members were able to consider the additional initiatives that have been used in an effort to improve attendance.

Public Speaker: County Councillor K. Kondakor.

The Panel discussed and asked questions on the following:

- Worklife balance – consideration of 4 day working weeks that other authorities have started. NBBC currently have agile, flexible and condensed working patterns available.
- Working from home has had a positive impact on sickness levels, more people can continue to work.
- Impacts from Covid such as delayed operations and treatments are showing in absence levels.
- Data collection – the absence reporting procedures include contact between managers and staff members. Staff members can liaise with HR if they would prefer in relation to the reason for their sick absence. A reason needs to be recorded.
- Manual handling training/medicals ensure those in manual/physical jobs are fit and able to do their jobs. Annual refresher training takes place.

- HR do try to differentiate between work related and personal sickness, especially if mental health related. NBBC can offer counselling, have mental health first aiders and groups to support employees. There are wellness days and sessions and all information about what is available is communicated to staff and also available on the intranet.
- Working from home is not contractual. For those who work from home, regular contact is encouraged, including check-ins, one-ones, team catch ups etc. NBBC also run wellbeing weeks, where activities such as massages, yoga, table tennis, talks etc are available. There are also staff awards and regular updates via email and the intranet on benefits available to staff.

RESOLVED that the contents of the report be considered and noted.

HCR 17

Agency Staff Review

A report of the People Services Manager provided an overview of the use of Temporary Agency Workers for 2024/25. Members were given the opportunity to scrutinise this use, consider the challenges in recruitment and the initiatives used in an effort to address these challenges.

Public Speaker: County Councillor K. Kondakor.

The Panel discussed and asked questions on the following:

- A suggestion to have a 'bank system' of retired employees.
- Forward planning and contingencies for those leaving – different positions have different notice periods, and recruitment starts in a timely manner.
- There is a national problem in filling some positions.
- Recruitment into roles always takes priority over getting agency staff. Wherever possible, permanent employment is sought rather than the use of agency staff.
- Equal pay is adhered to, market supplements can be applied with certain skills gaps but each position has a salary band which has to be observed.
- Overheads for agency staff – one charge rate (managed spend).
- The Council supports apprenticeship schemes and actively looks to create apprenticeships.

RESOLVED that the contents of the report be considered and noted.

HCR 18

Emergency Planning

The People Services Manager reported on the Council's statutory responsibilities under the Civil Contingencies Act 2004 and its role in responding to declared emergencies. Members were given the opportunity to consider the contents of the report and the actions undertaken or underway to meet the Council's obligations under the Civil Contingencies Act.

Public Speaker: County Councillor K. Kondakor.

The Panel discussed and asked questions on the following:

- Members felt they needed more information and guidance on what to do in an emergency – not just flooding but things like a heatwave, plane crash and so on.
- Members were not sure where they should go to for help out of hours, who to contact for different scenarios.
- It was recognised that certain responsibilities belong to WCC, such as respite centres, but Councillors wanted to know where to go for information if a resident contacted them.
- The NBBC out of hours number (managed by Senior Officers on a rota) is useful, and relevant officers get fully trained in what to do, but Councillors felt they would also like additional information.

RESOLVED that

- a) the contents of the report be considered and noted;
- b) all Members be offered training and guidance on emergency planning; and
- c) the list/rota of emergency contacts be shared with Members.

HCR 19

Capital Strategy 2025/26

A report of the Assistant Director – Finance provided Members with an overview of the Capital Strategy 2025/26.

Public Speaker: County Councillor K. Kondakor.

The Panel discussed and asked questions on the following:

- The need to show transparency and providing relevant information.
- Having an opportunity to review and monitor projects, with an ability to reassess and amend projects if required, and to review at the end.

RESOLVED that

- a) the contents of the report be reviewed and noted; and
- b) IT BE RECOMMENDED TO CABINET that the Capital Strategy 2025/26 be approved.

HCR 20

Forward Plan

The Forward Plan showing the key decisions that will be made in the four months commencing 1st November 2025, was provided to the Panel for information.

RESOLVED that the Forward Plan be noted.

HCR 21

Work Programme 2025-2026

The Panel were presented with the Work Programme for the municipal year 2025-2026.

RESOLVED that the Work Programme be noted.

Chair

AGENDA ITEM NO. 7

NUNEATON AND BEDWORTH BOROUGH COUNCIL

Report to: OSP - Health and Corporate Resources

Date of Meeting: 12th February 2026

Subject: Air Quality

Portfolio: Leisure and Health

Responsible Officer:

Assistant Director – Recreation and Culture (NBBC)

Head of Safety and Environmental Health (NBBC)

Public Health Service Manager – Health Protection (WCC)

Principal Transport Planner (WCC)

Corporate Plan – Theme: Housing, Health & Communities

Corporate Plan – Aim: Promoting Healthy Lifestyles

Ward Relevance: All Wards

Public or Private: Public

Forward Plan: Yes

Subject to Call-in: No

1. Purpose of report

1.1 That the Members of the Panel note the update.

2. Recommendations

2.1 Members note the report and update

3. Background

3.1 Officers from Warwickshire County Council (WCC) and NBBC have combined to provide members of the panel with an update on matters in relation to Air Quality within Nuneaton and Bedworth.

4. Body of report and reason for recommendations

- 4.1 The update from WCC Public Health identified the below key areas:
- Outdoor air quality
 - Health impacts of outdoor air pollution
 - Indoor air quality
 - Health impacts of indoor air pollution
 - Air Quality Across the Life course:
 - Air Quality and Inequalities:
 - Local picture
 - Public Health actions
- 4.2 The WCC Transport Planning team have an update in relation to Warwickshire's Local Cycling and Walking Infrastructure Plan which promotes a network plan of existing, potential and programmed walking, wheeling and cycling routes for Nuneaton and Bedworth.
- 4.3 NBBC Environmental Health team will provide the panel with an update on the Air Quality overview within Nuneaton and Bedworth - how we monitor this and an overview of the results.
5. Financial Implications
- 5.1 No direct implications identified for Nuneaton and Bedworth Borough Council.
6. Legal Implications
- 6.1 No direct implications identified.
7. Equalities implications
- 7.1 None identified.
8. Health implications
- 8.1 Improved active travel routes for residents, will support in improving the health and wellbeing for residents through taking part physical activity and reduced motorised road users.
- 8.2 The Warwickshire Local Cycling and Walking Infrastructure Plan is a programme of prioritised improvements to facilitate more walking, wheeling and cycling for everyday journeys
9. Climate and environmental implications
- 9.1 Parks and Greens Spaces are a natural habitat for multiple species – as detailed within both the Strategies having designated wild space that support wildlife habitats, carbon sequestration and Air quality.

9.2 The Warwickshire Local Cycling and Walking Infrastructure Plan is a programme of prioritised improvements to facilitate more walking, wheeling and cycling for everyday journeys

10. Section 17 Crime and Disorder Implications

10.1 None identified, however safe accessible active travel routes will encourage safe use of facilities.

11. Risk management implications

11.1 None identified

12. Human resources implications

12.1 No direct HR implications identified at this time.

13. Options considered and reason for their rejection

13.1 In formulating this report and recommendations, the following other options were identified. Reasons for their rejection or why the option and recommendation proposed in section 2 of the report has been selected are outlined below.

Option Ref	Option Title	Reason for rejection or why the option and recommendation proposed in section 2 of the report has been selected
A	Do nothing	The report is for noting, as an update.

14. Appendices

Appendix 1 – Presentation Air Quality Update Nuneaton and Bedworth

15. Background papers

15.1 None attached

16. Report Writer Details:

Officer Job Title: Assistant Director – Recreation and Culture

Officer Name: Katie Memetovic-Bye



Air Quality and Health

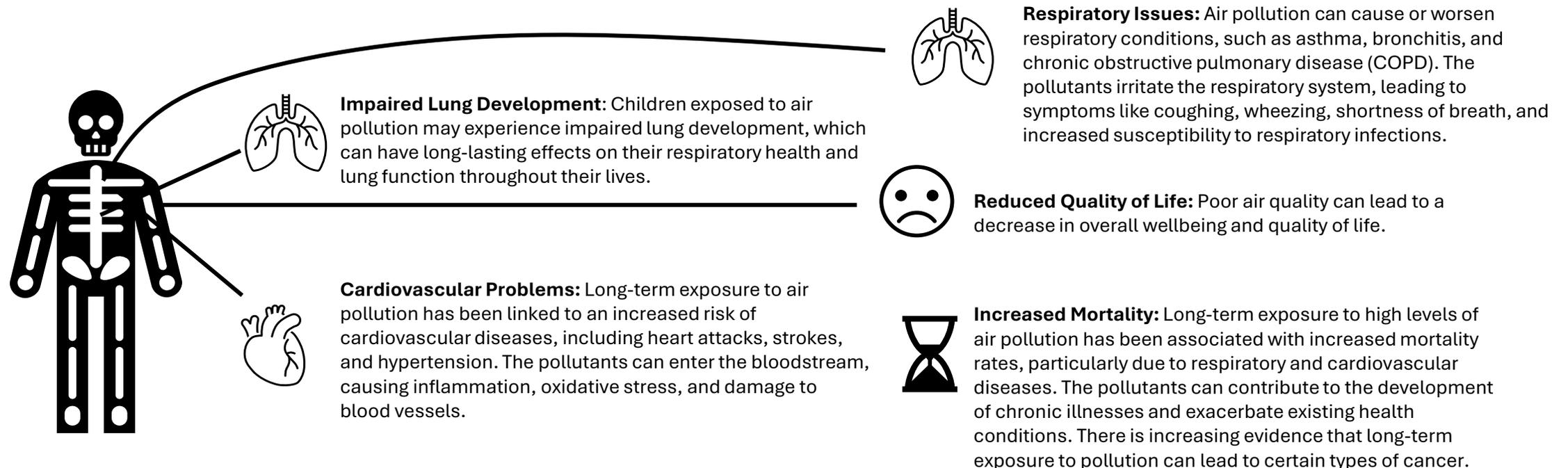
Nuneaton and Bedworth Borough Council OSP meeting

Tanya Khera-Butler
Public Health Service Manager
Public Health, Warwickshire County Council

Outdoor air quality health impacts

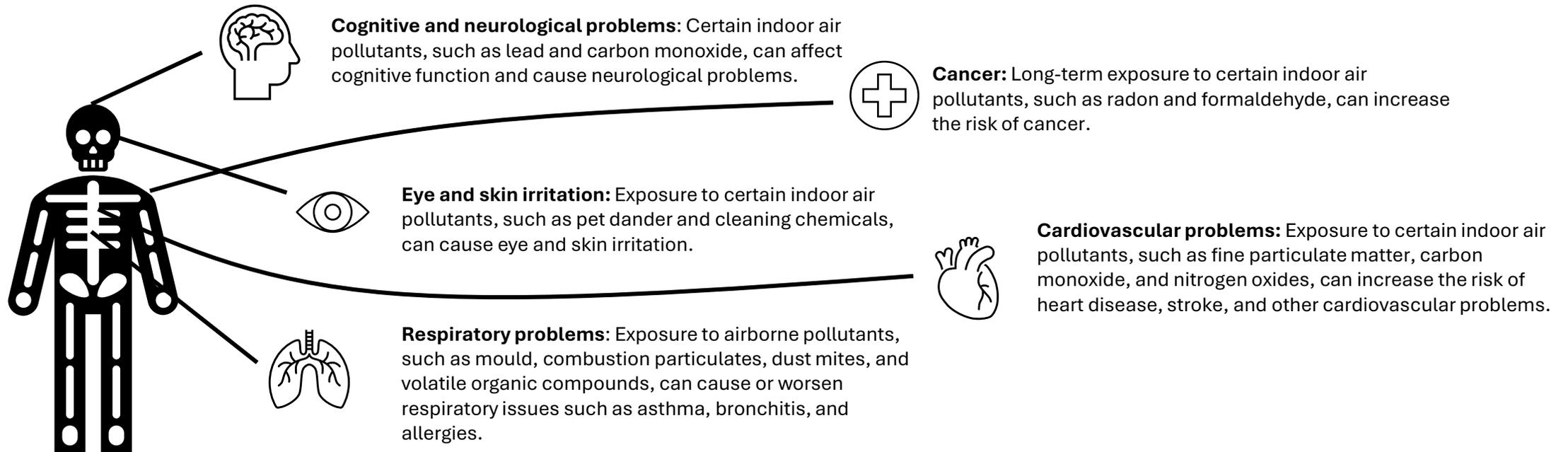
Outdoor (or ambient) air quality is the measure of the condition of the air outdoors and is determined by the presence of various pollutants. These pollutants can originate from both natural and human-made sources, including industrial emissions, household emissions, vehicle exhausts, construction activities and agricultural practices.

Some of the ways that outdoor air quality can affect people include:



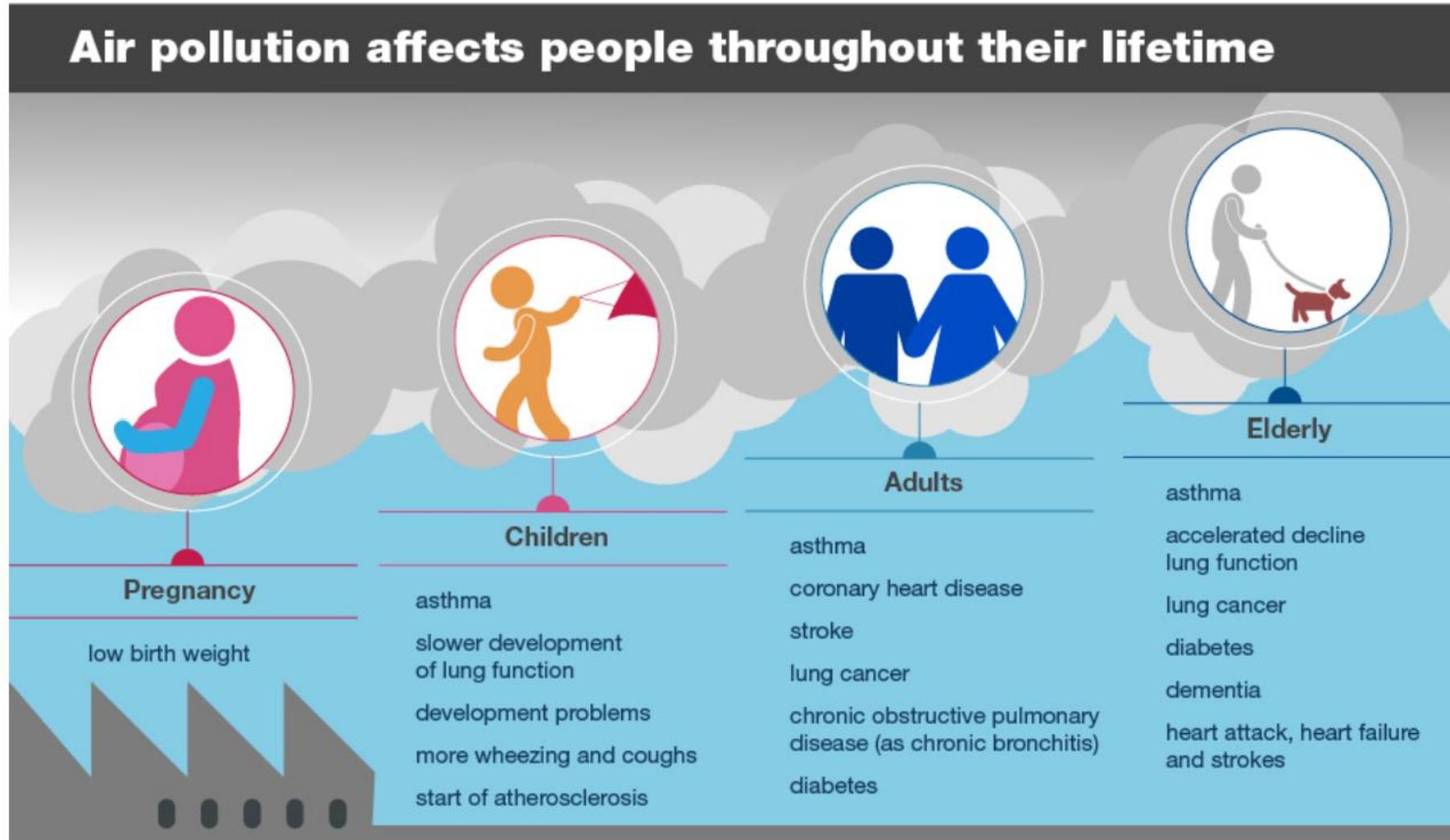
Indoor air quality health impacts

Indoor air quality is the air quality within and around buildings and structures, especially as it relates to the health and comfort of building occupants. Poor indoor air quality can have serious impacts on human health and wellbeing. Some of the ways that indoor air quality can affect people include:



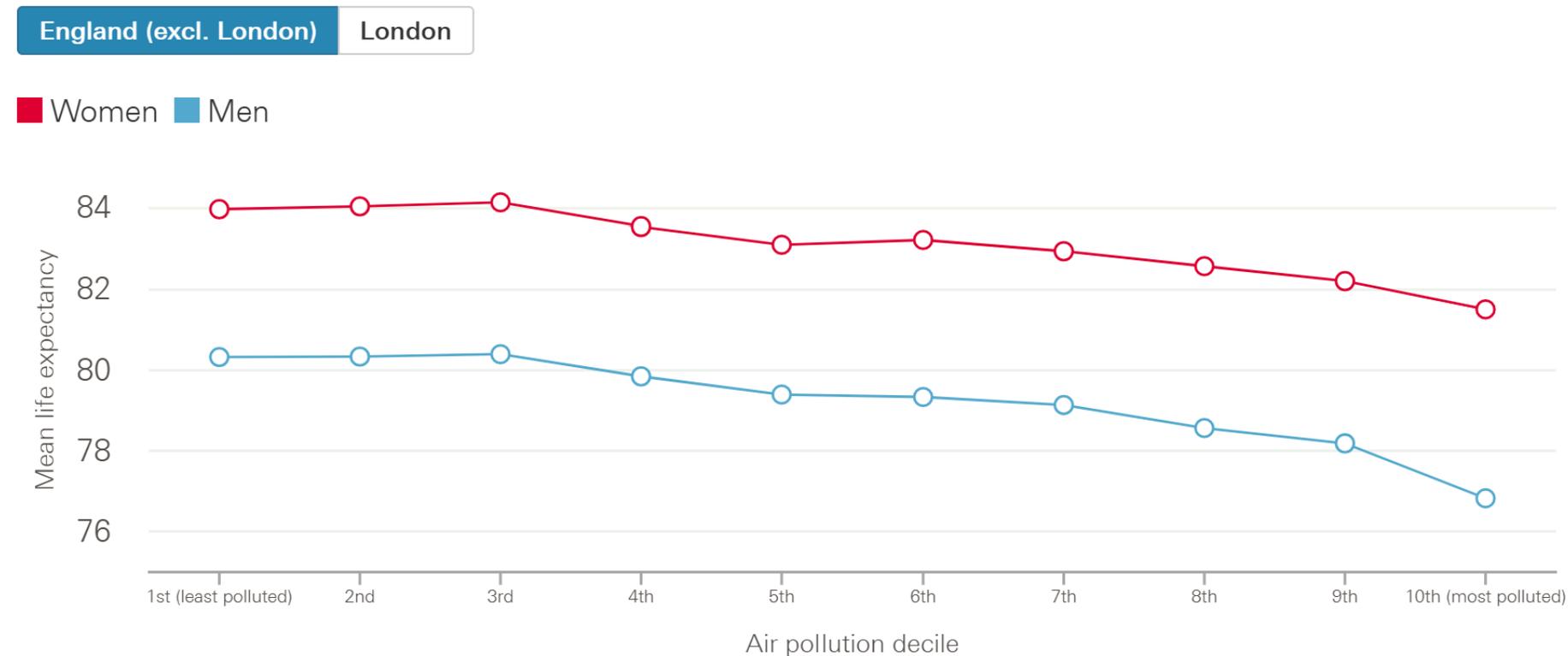
It is important to maintain good indoor air quality to protect human health and wellbeing. This can be achieved through regular ventilation, using air filters, reducing indoor pollution sources, and using non-toxic cleaning and building materials.

Air Quality impact across the lifecycle



Air Quality and Life Expectancy

Life expectancy for men and women by air pollution decile: England (excluding London) and London, 2019



Air Quality and Inequalities

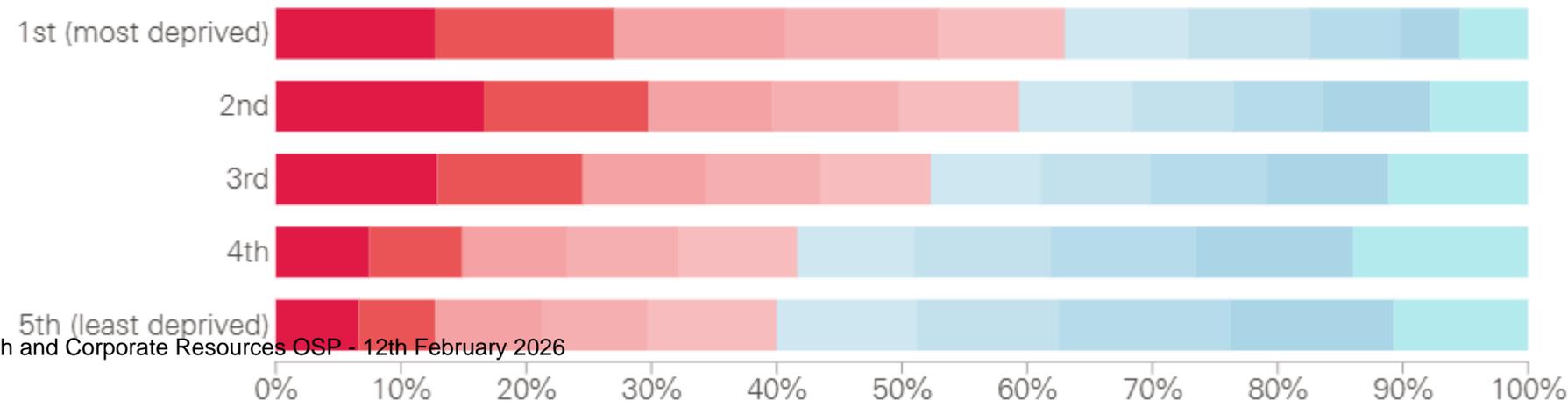
Generally, higher concentrations of air pollution tend to be found in more socially disadvantaged areas.

People living in more deprived areas, minority ethnic groups, younger people and non-disabled people are more likely to live in polluted neighbourhoods

Percentage of people living in neighbourhoods with different levels of air pollution, by deprivation, ethnicity, age and disability: England, 2019

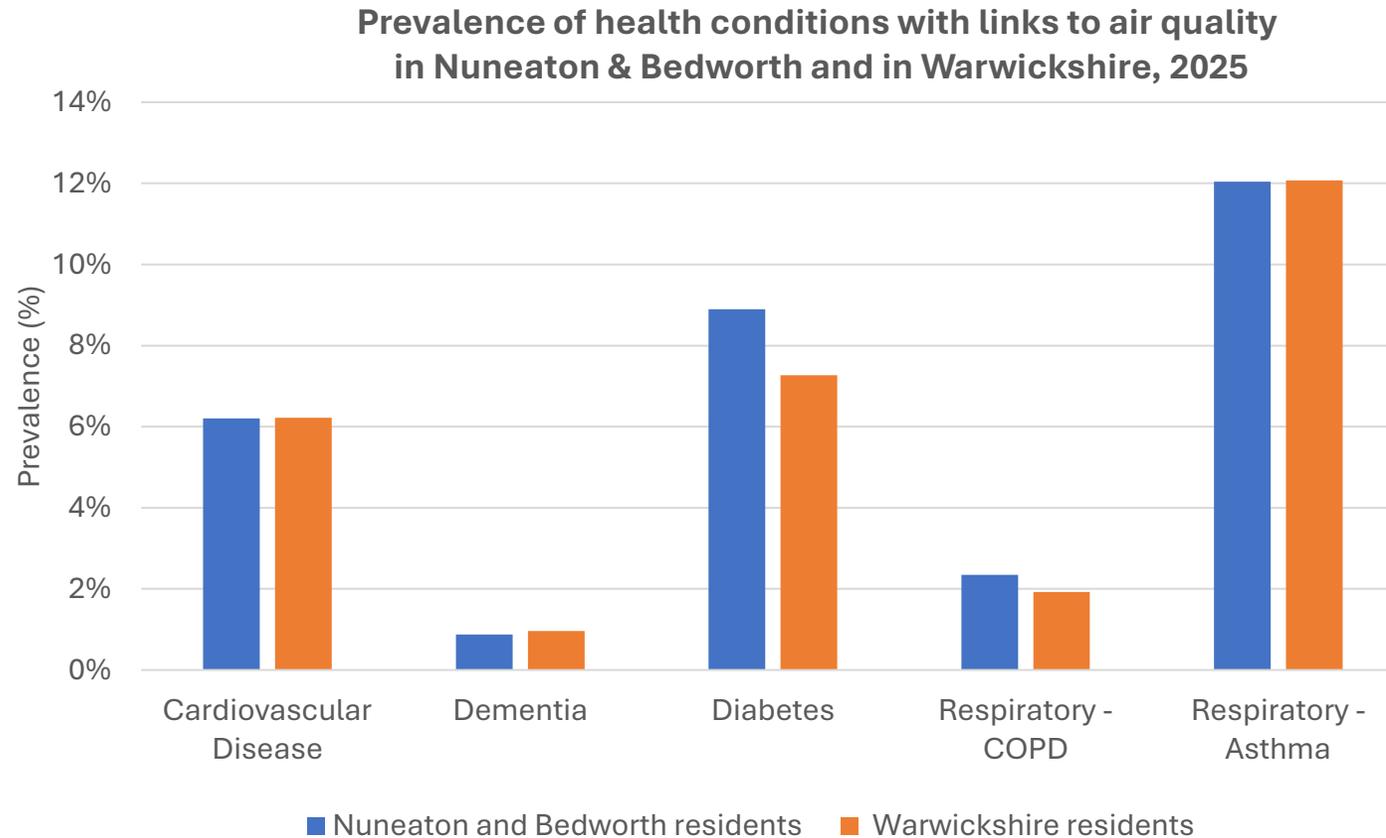
Deprivation Ethnicity Age Disability

Lowest pollution (decile 1)
Highest pollution (decile 10)



Source: [Health Foundation](#)

Prevalence of long-term conditions



Source: Health Data and Intelligence' (HDI) platform, Nov 2025

Notes: HDI location data used the temporary snapshot. The same person can have multiple conditions, the data in the table is non-mutually exclusive. Health condition data will vary in comparison to QOF GP data as HDI data here uses the location of the

Health and Corporate Resources OSP - 12th February 2026

- Chart shows similar prevalence of long-term conditions with links to air quality in Nuneaton and Bedworth and Warwickshire overall, albeit higher prevalence of diabetes in N&B.
- The evidence suggests that poor air quality can exacerbate these conditions.
- We cannot assume that these conditions have been caused by poor air quality as it is generally multifactorial.

Co-benefits of Active Travel

+ Improve air quality: Fewer cars on the road mean improved air quality, less congestion, lower carbon emissions, and reduced noise pollution.

+ Community, Social, and Economic Benefits

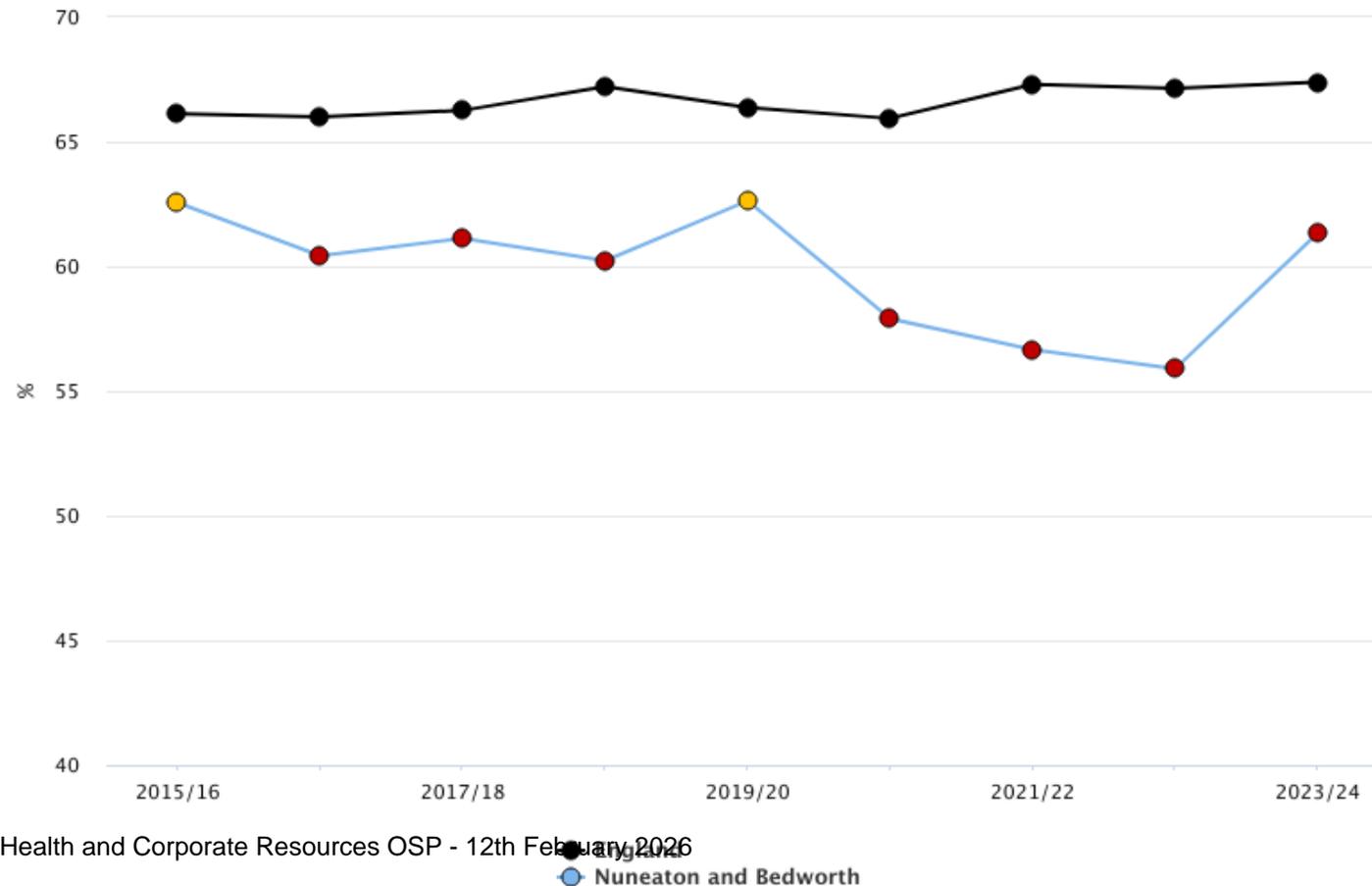
and...

+ Improve health and wellbeing

- Increasing everyday physical activity
- Support healthy weight through regular movement
- Boost mental wellbeing by reducing stress and improving mood
- Lower the risk of long-term health conditions such as heart disease and type 2 diabetes

Prevalence of physical inactivity

Percentage of physically active adults for Nuneaton and Bedworth

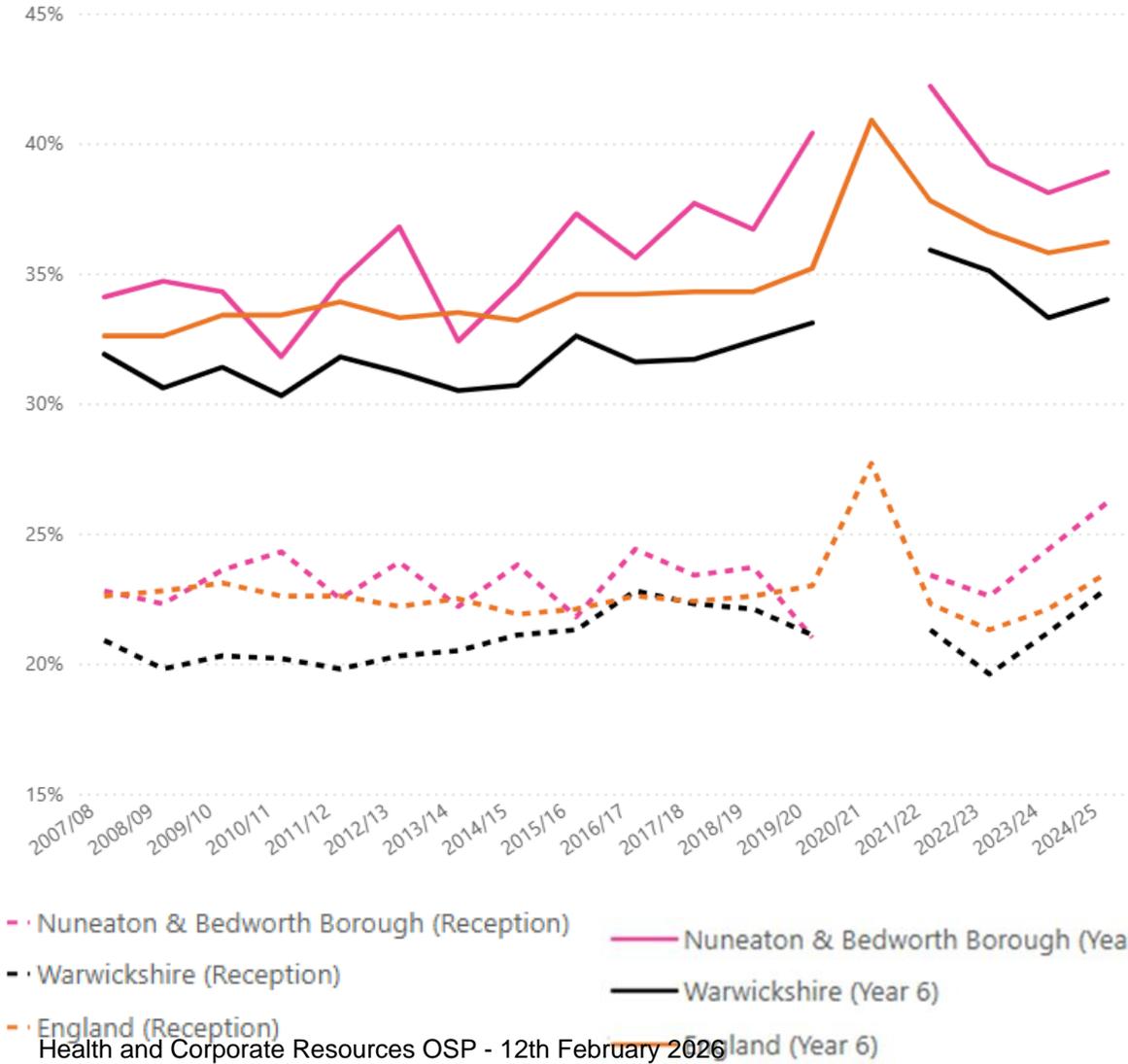


- The proportion of physically active adults in Nuneaton and Bedworth is consistently lower than the England average.
- In 2023/24, 61% of adults in Nuneaton and Bedworth were physically active compared to 67% in Warwickshire and 67% in England.

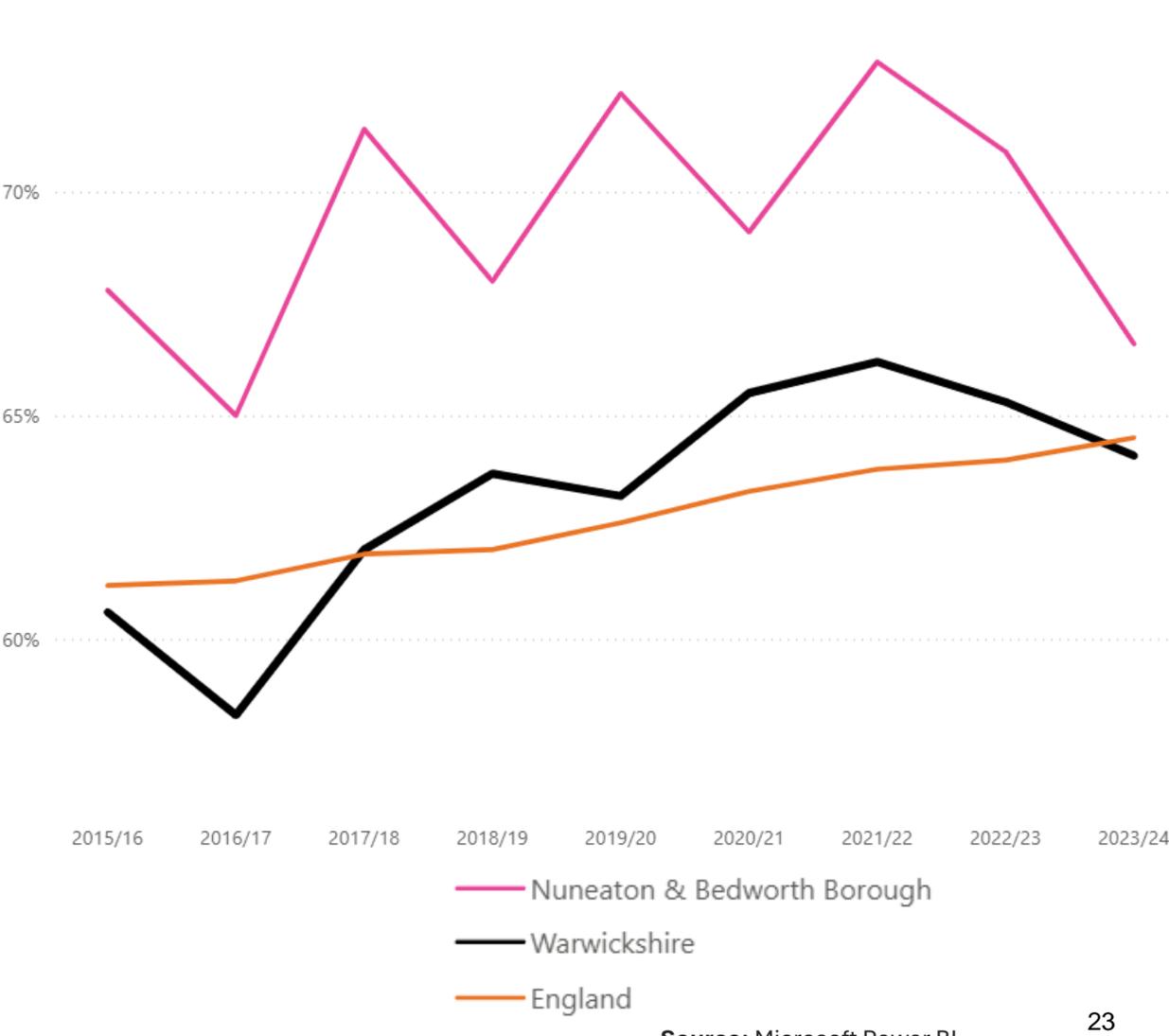
Source: Fingertips | Department of Health and Social Care

Prevalence of obesity

Percentage of children (Reception and Year 6) classified as overweight or obese



Percentage of adults (aged 18+) classified as overweight or obese

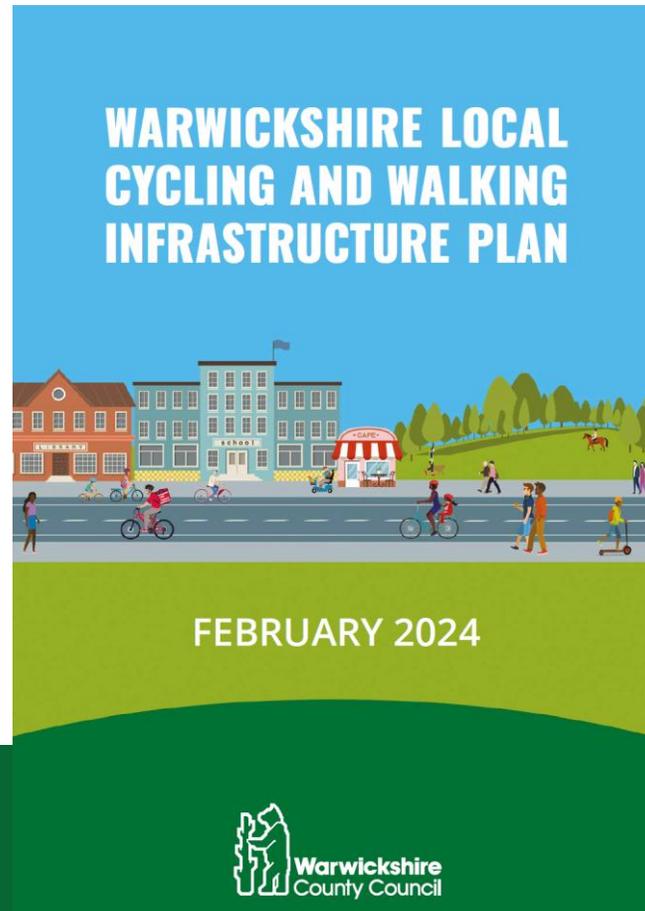




What are Public Health doing?

- Air Quality Literacy Training: Public Health, working with District and Borough Environmental Health teams, has created a Warwickshire Air Quality Literacy Training resource. Designed to give elected members and officers a foundation in air quality, including key terminology, local impacts, and practical adaptation and mitigation actions.
- Statutory Responsibilities: The Director of Public Health signs off all Annual Air Quality Status Reports before submission to DEFRA, ensuring public health insight and oversight.
- Health in All Policies: The Public Health Wider Determinants team partners with planning authorities to embed health and wellbeing in the planning process. This includes promoting active travel, ensuring accessible and suitable green spaces, and designing places that support healthy communities.
- Whole Systems Approach to Healthy Weight: Bringing system partners together to tackle healthy weight, recognising the complex factors that influence obesity and physical activity.
- Road Safety Partnership Working through the partnership to apply a Safe System, evidence-based approach to road safety. The aim is to create safer road environments that support and encourage active and sustainable travel.

Warwickshire Local Cycling and Walking Infrastructure Plan



Purpose of LCWIP



- Programme of prioritised improvements to facilitate more walking, wheeling and cycling for everyday journeys
- Based on Government technical guidelines.
- Enables County Council to:
 - demonstrate commitment to walking and cycling
 - respond to local demand
 - build on previous improvements
 - integrate with planning and transport policies
 - make the case for funding



Warwickshire LCWIP, report structure

Part 1: Introduction

- Aim and objectives
- Challenges and opportunities
- Local aspirations
- Types of walking and cycling infrastructure
- Wider policy framework

Part 2:
North
Warwickshire

Part 2:
Nuneaton and
Bedworth

Part 2:
Warwick and
Leamington

District/ Borough Reports

Part 2:
Stratford

Part 2:
Rugby

- Background and evidence
- Local viewpoints
- Walking Infrastructure Plan
- Cycling Infrastructure Plan

Part 3: Implementation

- Integration
- Prioritisation
- Activation
- Evaluation

LCWIP CHALLENGES AND OPPORTUNITIES

Challenge 1: Safety-perceptions of safety and actual risk

Challenge 2: Climate Change and Air Quality

- To invest in walking and cycling infrastructure and promote as low carbon alternatives to single-occupancy car journeys
- To trial e-bikes and e-cargo bikes for last mile freight deliveries
- To reduce emissions and poor air quality through investment in sustainable travel modes and low emission vehicles and supporting infrastructure.

Challenge 3: COVID-19 and the impacts on health, travel and economy

Challenge 4: Population growth

Challenge 5: Health and wellbeing – physical activity, obesity and mental health

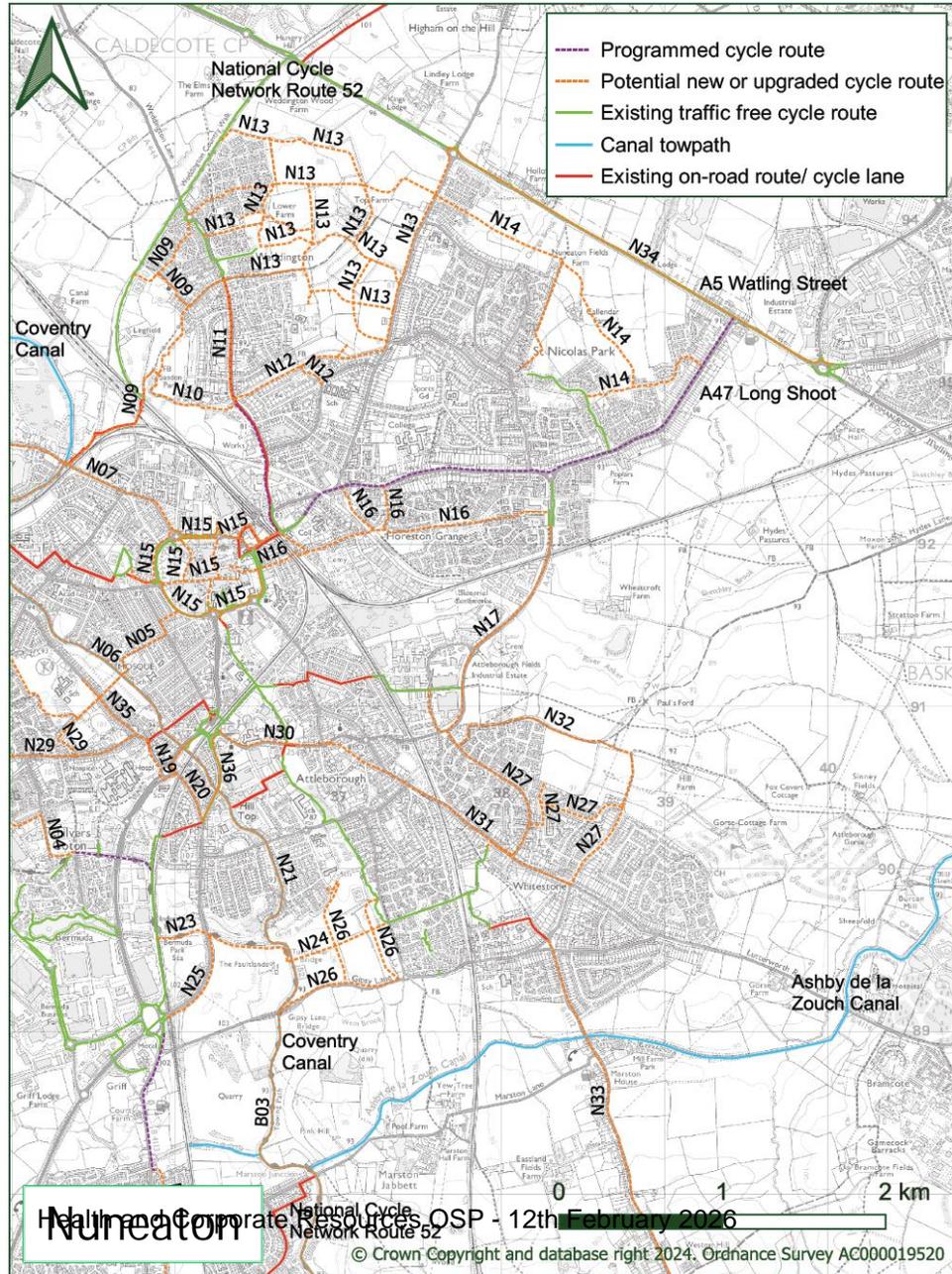
Challenge 6: Public transport – access, frequency and flexibility

Challenge 7: Historic towns and spaces – constraints on highway space

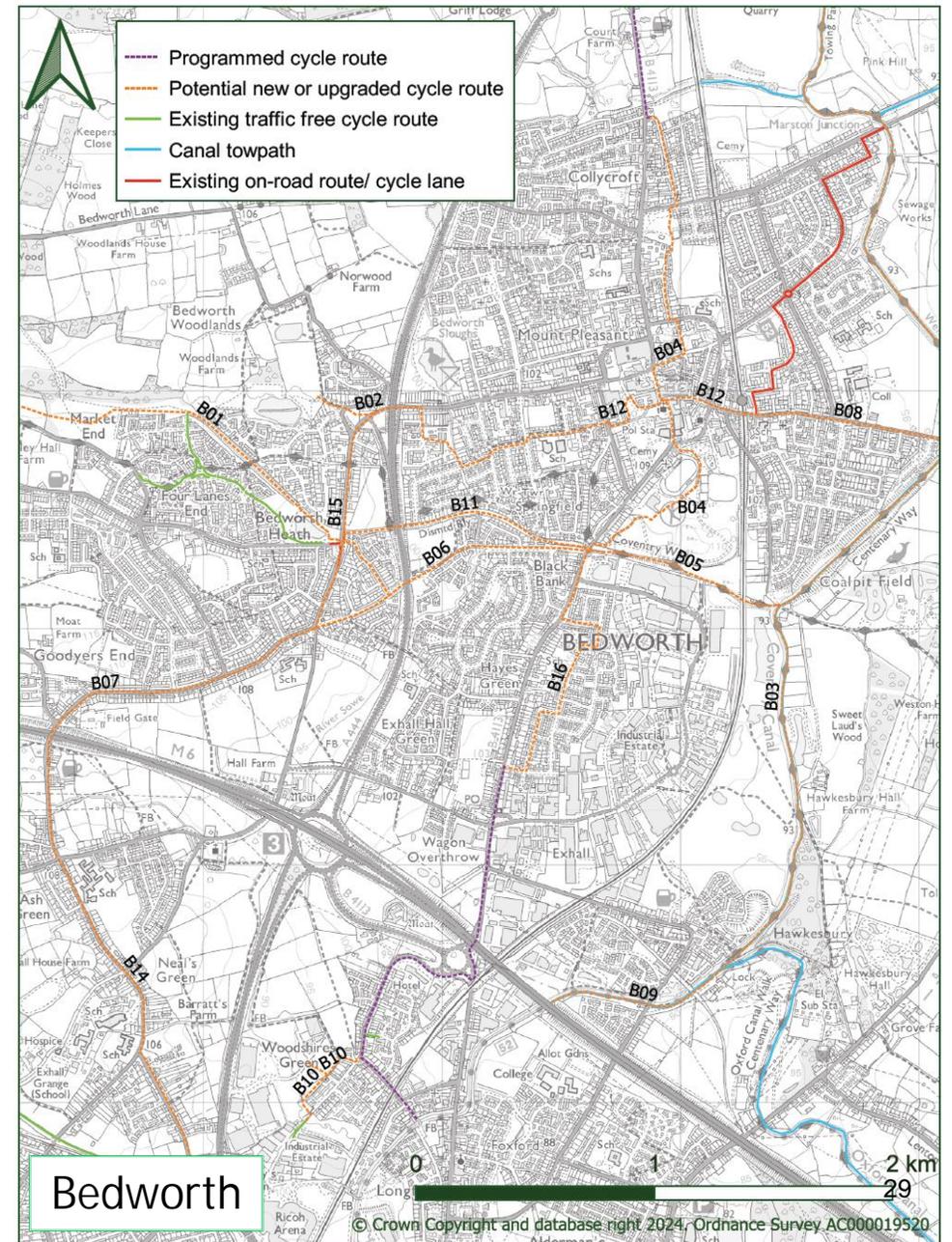
Challenge 8: Connecting communities to jobs and services

Challenge 9: HS2 and major infrastructure projects

Challenge 10: Lack of funding and cost of living



LCWIP Cycling Network Plans





For more information on the Warwickshire LCWIP, please contact:

danielmorris@warwickshire.gov.uk
alisonkennedy@warwickshire.gov.uk

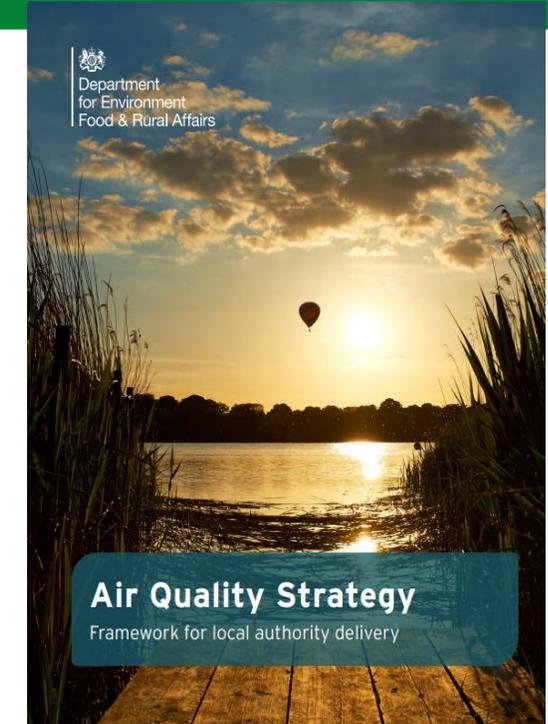
Air Quality in Nuneaton and Bedworth

Our Role - monitoring and improving air quality for healthier living

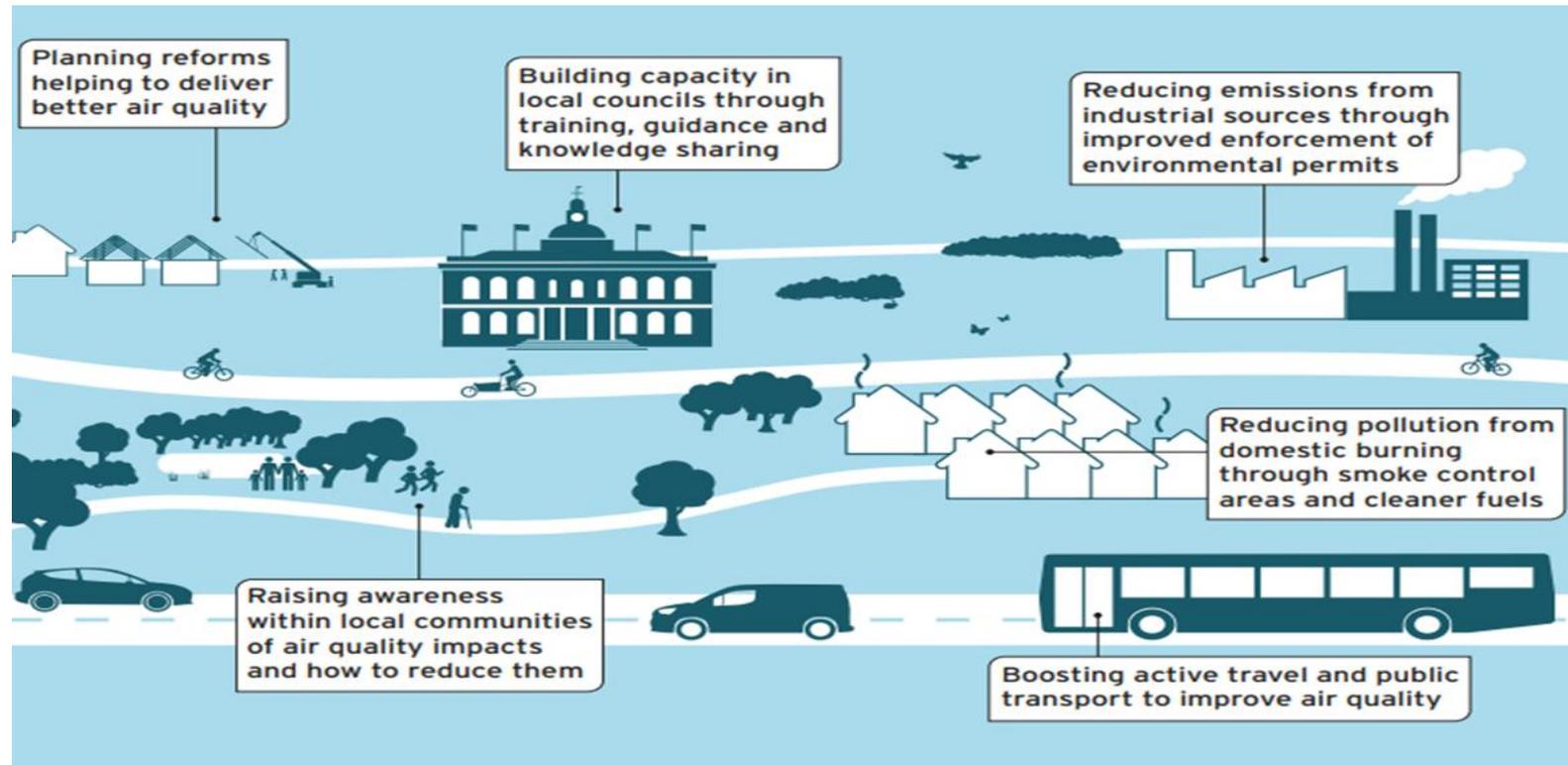
NBBC has duties under legislation, including the Environment Act 1995

The Role of Defra

- ❖ Produce the Air Quality Strategy - Framework for local authority delivery
- ❖ All local authorities in England, including upper tier authorities (where they exist) , must have regard to this document.
- ❖ This reflects the fact that where there are two tier authorities, county councils are expected to contribute to district council air quality plans and strategies
- ❖ Measure air pollutants over the Country, including particulates. They have a network of air quality monitoring stations (new one going in Bedworth, February 2026).



The Document reflects that air quality is a joint responsibility



NBBC Council Role and the Steering Group

NBBC has a duty to monitor, report and manage local air quality in accordance with the Environment Act 1995. The process requires a range of key stakeholders to be involved to successfully manage air quality, including:

- ❖ County Transport Planners
- ❖ Highways
- ❖ Public Health
- ❖ Planning

There is a steering group that brings these stakeholders together and covers the full breadth of local air quality issues and measures to tackle them.

How NBBC measures air quality

- ❖ We monitor for nitrogen dioxide (NO₂) levels throughout the Borough using passive diffusion tubes.
- ❖ Each month these tubes are collected by the Environmental Health team and sent for analysis
- ❖ Monthly results are produced
- ❖ Used for reporting annual averages, examining long term trends and understanding the spread of air pollution.
- ❖ We have 42 diffusion tube locations spread across the Borough.



Nuneaton and Bedworth Borough Council
2025 Annual Status Report
August 2025



What we do with the results

Results of this monitoring is used to produce an Annual Status Report (ASR) for Nuneaton and Bedworth Borough Council

Each year the ASR is submitted to Defra -the 2025 ASR provides details of the air quality monitoring results for 2024.

These reports are on our website

<https://www.nuneatonandbedworth.gov.uk/downloads/file/1779/2025-air-quality-annual-status-report-asr->

The ASR Purpose and Scope of the Report

The ASR reviews local air quality and compliance with national standards, supporting environmental health improvements.

Pollutants Assessed

The report assesses nitrogen dioxide and particulate matter, highlighting their health impacts.

Monitoring and Analysis

Data from diffusion tubes and background stations are analyzed to identify trends and evaluate Air Quality Management Areas.

Policy and Actions

The report informs policies and actions to reduce emissions from traffic, heating, and industry, promoting cleaner air.

Current Status- Pollutant Overview

Air Quality Levels and Trends

- ❖ NO₂ and PM_{2.5} levels are below UK safety targets, showing improvement from previous years in Nuneaton and Bedworth.
- ❖ In 2024 there was a general trend of reducing annual mean NO₂ concentrations, with no exceedances of the air quality objective of 40µg/m³.
- ❖ The ASR details the results from each of the 42 locations across the Borough.



The Air Quality Management Areas Revocation and Next Steps

- ❖ Two Air Quality Management Areas (AQMA) were previously declared due to of exceedances in NO2 concentrations.
- ❖ As NO2 concentrations have been below the objective level within both AQMAs levels and have been for a number of years, Defra directed NBBC to revoke these areas
- ❖ Both these AQMAs have now been revoked
- ❖ Monitoring in these areas and all sites in the Borough will continue
- ❖ We will be developing an Air Quality Strategy for the whole Borough, with the continued help of stakeholders such as WCC, Planning and Public Health.

AQMA Updates and Revocations

AQMA	LOCATION	STATUS	REASON FOR CHANGE
AQMA 1	Leicester Road Gyratory	Revoked (May 2025)	Consistent compliance with NO ₂ objectives
AQMA 2	Midland Road/Corporation Street	Revoked (January 2026)	Five years of compliance

Successful Local Interventions

Active travel promotion, electric vehicle infrastructure, and taxi licensing contribute to better air quality outcomes.

ACTION	IMPACT	TIMELINE
EV Infrastructure Expansion	700+ charge points	2025-2026
Zero-Emission Buses	41 buses deployed	July 2025
Taxi Policy Update	Ban on Euro 4 or older	Implemented 2023
PM2.5 Monitoring Station	Enhanced data collection	Being installed by Defra February 2026

Community Role and Final Insights



Public Engagement Importance

Community involvement is crucial for sustaining air quality improvements through low-emission behaviors and active participation.

Active Travel and Clean Vehicles

Adopting active travel schemes and using electric or hybrid vehicles significantly reduce emissions and promote sustainability.

Education and Awareness

Educational campaigns highlight health risks of pollution and benefits of cleaner air to encourage positive community actions.

Collaborative Future Strategy

Ongoing collaboration between authorities, businesses, and residents ensures continued air quality progress and sustainability.

NUNEATON AND BEDWORTH BOROUGH COUNCIL

Report to:	Health and Corporate Resources Scrutiny Panel
Date of Meeting:	12 th February 2026
Subject:	Integrated Performance Report – Executive Summary Second Quarter 2025/26
Portfolio:	Resources and Central Services
Responsible Officer:	Assistant Director (Democracy and Governance) / Risk Management and Performance Officer
Corporate Plan – Theme:	Your Council
Corporate Plan – Aim:	Strive for transparency and accountability in all that we do. Increase public scrutiny.
Ward Relevance:	All
Public or Private:	Public
Forward Plan:	Not a key decision

1. Important Note for Panel Members - Additional information

Should panel members require additional information relating to performance **not fully explained by the comments supplied**, the following process is essential for the effectiveness of the meeting (to ensure that all issues can be addressed at the meeting):

- Having reviewed the report, the panel member should either ask for additional information to be provided ahead of the meeting or, if necessary, request that the relevant officer(s) attend the meeting. In either instance, the panel member should contact the Chair at their earliest opportunity

- The Chair will then advise the Committee clerks to make the necessary arrangements

2. Financial Data

Each OSP should review the Forward Plan and where a decision has been made, members of the OSP should consider calling in an item if they have concerns which need discussing at a future OSP meeting. As per the January 2026 forward plan, the following financial reports are due to be considered by Cabinet in 2026:

- General Fund Budget Monitoring Q3 (March Cabinet)
- HRA Budget Monitoring Q3 (March Cabinet)
- Capital Monitoring Q3 (March Cabinet)

3. Report Format 2025/26

Summary of the report content for 2025/26:

REPORT ITEM
<u>Appendix A</u> – summary of : <ul style="list-style-type: none">• Performance measures within the remit of the panel• Freedom of Information / Environmental Information Requests and trends• Complaints and trends• Strategic Risk Register risks within the remit of the panel• Member Enquiry Forms and trends
<u>Appendix B</u> - Performance measures summary
<u>Appendix C</u> – Details of the Strategic Risk Register risks within the remit of the panel

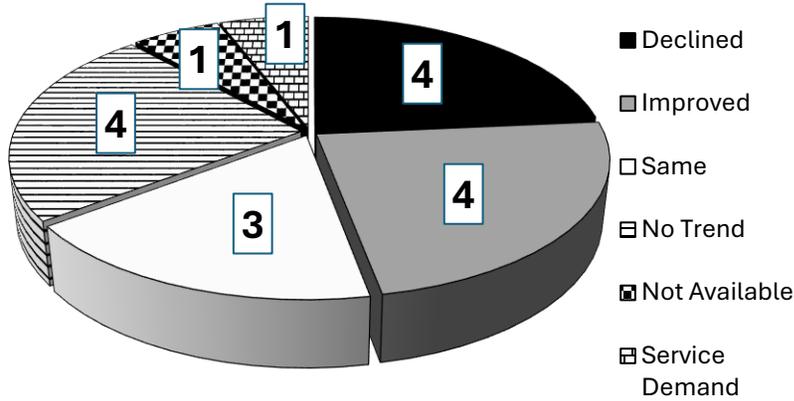
4. Update - Fundamental Corporate Review of Performance Arrangements

The Business Case Business for external support to embed Microsoft Power BI software has been approved. This will allow the automation of our performance collation processes as much as possible to limit the manual manipulation of data which has shown to be extremely time-consuming and compounding the potential for errors. External support commenced on 6th January 2026.

5. Health and Corporate OSP Summary Charts - Second Quarter 2025/26

Appendix A

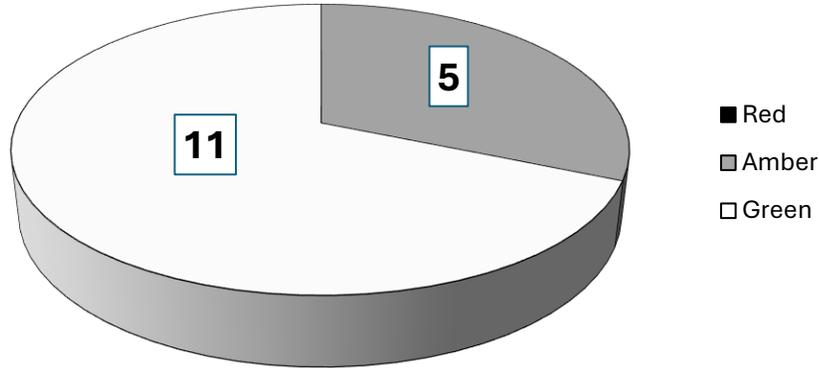
Performance Measures Summary



Freedom of Information (FOI) / Environmental Information Regulations (EIR) Requests and Complaints Summaries – End of Second Quarter

	Number Received 2025/26 (2024/25)	Completed 2025/26 (2024/25)	Late 2025/26 (2024/25)	Outstanding 2025/26 (2024/25)
FOI / EIR Requests - 20-day target	446 (391)	442 (389)	84 (67)	4 (2)
Complaints -10-day target	727 (786)	727 (784)	77 (81)	0 (2)

Strategic Risk Register Summary



Member Enquiry Forms (MEFs) Summary Second Quarter

Number Received	
2024/25	2025/26
394	279

Subject trends identified in the current quarter:

FOI / EIR - None identified

Complaints - None identified

MEFs - Housing (129) and Leisure and Culture (58) = 67% of total

6. Appendix B - Performance Measures Summary Second Quarter 2025/26 - Health and Corporate OSP

There are **17** measures within the remit of the panel.

Eleven have comparable trend data for the second quarter (four improved, four declined and three stayed the same). **Four** have **no comparable trend data**.

One relates to **service demand** and **one** is **currently not available**:

Four improved trend:

REF.	Measure	Target 2024/25	2023/24	2024/25
EQ 01	Current training rate total in-house – annual measure	70%	49%	65%
		Target 2025/26	Second Quarter 2024/25	Second Quarter 2025/26
CSR 03	Member Enquiry forms completed on time	100%	48.37%	90.73%
HR 02	Recruitment overall turnover %	10%	3.06%	1.74%
CFLPI 11	Housing Benefit Processing of new claims	22 days	37 days	30.53 days

Three stayed the same:

REF.	Measure	Target 2025/26	Second Quarter 2024/25	Second Quarter 2025/26
CFPLI 09	Collection of Council Tax	56%	54.69%	54.50%
CFPLI 10	Collection of Business Rates	58%	55.75%	56.33%
CFPLI 12	Housing Benefit processing of changes of circumstances claims	9 days	9.95 days	10.09 days

**Performance Summary Second Quarter 2025/26 - Health and Corporate
OSP**

Four have a **declined** trend:

REF.	Measure	Target 2025/26	Second Quarter 2024/25	Second Quarter 2025/26	Comments
CSR 01	Freedom of Information Requests (FOI) compliance	100%	92.83%	83.94%	Drop in performance has been formally escalated to Assistant Directors and their Strategic Directors and performance is improving (75% in first quarter).
CSR 02	Subject access requests (SAR) compliance	100%	72.73%	67%	Slight decline in performance. However, there is an issue being addressed relating to accurate reporting of cases that are extended (to be reflected in the next quarter results).
PR 04	Spend within Nuneaton and Bedworth (% based on value of spend by SME)	No	88.41%	81.42%	A Section 106 payment to a large organisation was made which has skewed the percentage outcome. By removing the S106 payment, the percentage would be closer to 87% which would be comparable to the 88.41% in 2024/25.
PR 05	Spend within N&B (% based on value of spend with "large" companies)	No	11.59%	18.58%	A Section 106 payment to a large organisation was made which has skewed the percentage outcome. By removing the S106 payment, the percentage would be closer to 13% which would be comparable to the 11.59% in 2024/25.

**Performance Summary Second Quarter 2025/26 - Health and Corporate
OSP**

Four with no comparable trend data:

REF.	Measure	Target 2025/26	Second Quarter 2024/25	Second Quarter 2025/26
HR 07	Recruitment – % post filled on first attempt	80%	No data	75%
PR 01	Spend with local suppliers (Nuneaton & Bedworth)	No	No data	8.24%
PR 02	Spend with local suppliers (Warks. & West Midlands)	No	No data	19.71%
PR 03	Spend with local suppliers (UK & International)	No	No data	72.05%

One service demand measure:

REF.	Measure		2023/24	2024/25
EQ 02	Impact assessments		10	28

One currently not available:

REF.	Measure	Comment
HR 03	Agency use	Work is in progress to establish the most meaningful measure.

7. Appendix C – Strategic Risk Register Second Quarter 2025/26

There are sixteen strategic risks within the remit of the panel. Five are “net amber” and eleven are “net green”.

“Net Amber” Risks

R8 - Failure to deliver / refresh the key elements of the Corporate Plan

R16 - “Cyber” crime or attack

R20 - Pandemic – service, social and economic implications

R25 - Noncompliance with regulations relating to Freedom of Information, Environmental Information and General Data Protection resulting in penalties applied by the Information Commissioner’s Office

R34 - Corporate Fraud

8. Please click the following link to access the full report:

[Full Integrated Performance Report](#)

9. Recommendation

The panel is asked to scrutinise the performance information contained in this report and make any recommendations to the relevant Cabinet portfolio holder and/ or Cabinet.

The panel may decide to establish an OSP Review Working Party, proposed, voted and agreed at an OSP itself, to review a specific item/activity. This would be made up of members from the OSP and the OSP would be required to set a clear scope and remit for the review.

STEVE GORE

NUNEATON AND BEDWORTH BOROUGH COUNCIL

Report to: Health and Corporate Resources Overview and Scrutiny Panel

Date of Meeting: 12 February 2026

Subject: **People Strategy 2026-2029**

Portfolio: Resources and Central Services

Responsible Officer: People Services Manager

Corporate Plan – Theme: **Your Council**

Corporate Plan – Aim: **Delivering Services Efficiently**

Ward Relevance: All

Public or Private: Public

Forward Plan: Not applicable

1. Purpose of report

1.1. To provide the panel with an overview of the People Strategy for 2026 – 2029.

2. What is the panel being asked to consider?

2.1. To review the People Strategy 2026-2029 and note the contents within the document.

3. Recommendations

3.1. That the panel recommend the strategy to Cabinet for approval and adoption.

4. Background

- 4.1. The recent LGA peer Review recommended the Council should develop and implement a People Strategy. This has now been produced and will cover the period 2026 to 2029.
- 4.2. The Council's People Strategy recognises that employees are our most important asset in improving performance and reaching corporate aims. The strategy will also be key in supporting and navigating business transformation.
- 4.3. There is a clear link between employee satisfaction and engagement and productivity, innovation and retention. Therefore, a robust People Strategy is essential in ensuring the Council can attract and retain a talented workforce, equipped with the skills needs for the future.

5. Body of report

- 5.1. A copy of the People Strategy is attached at Appendix A. In summary, the Strategy provides an overall plan to attract, engage, train and retain a workforce that is able to deliver our corporate aims. It aims to ensure a positive experience at all stages of an employee's lifecycle and development with the Council.
- 5.2. Once implemented, the People Strategy will inform the direction of HR policies and procedures to ensure the agreed principles are included and embedded.
- 5.3. In developing the People Strategy, consideration has been given to the kind of culture that the Council wants to create and how employees will be engaged and motivated to meet the strategic aims set out in the Corporate Plan.
- 5.4. The People Strategy will focus on the following core elements:
 - Employee Engagement and Wellbeing
 - Leadership Development
 - Talent Development
 - Inclusive Environment
 - Strategic Workforce Planning
- 5.5. The panel are asked to review the People Strategy, note its contents and recommend that it is presented to Cabinet for approval and adoption.

6. Appendices

6.1. Please note the following appendices:

i. Appendix A – People Strategy 2026 - 2029

7. Background papers

7.1. Please note there are no background papers attached to this report.

8. Report Writer Details:

Officer Job Title: People Services Manager

Officer Name: Ruth Bartlett

PEOPLE STRATEGY 2026-2029



PEOPLE STRATEGY

2026-2029

Contents

- Foreword from Our Chief Executive..... 3
- 1.0 Introduction 4
- 2.0 Our Strategic Framework..... 4
- 3.0 Our Values 5
- 4.0 Our Vision 6
- 5.0 Key Strategic Aims and Objectives 7
- 6.0 Employee Engagement and Wellbeing..... 7
- 7.0 Leadership Development..... 8
- 8.0 Talent Development 8
- 9.0 Inclusive Environment 9
- 10. Strategic Workforce Planning..... 10
- 11. Our Roadmap – 2026-2029..... 10
- 12. Summary of Actions and Targets 12

Foreword from Our Chief Executive

I am delighted to introduce our People Strategy, which reflects our commitment to creating an environment where every individual can thrive, contribute, and feel valued. Our people are at the heart of everything we do, and this strategy sets out how we will support, develop, and empower our workforce to deliver excellence for our customers and communities.

The world of work is evolving rapidly, and with that change comes opportunity. This strategy is built on listening to our colleagues, understanding their aspirations, and responding to the challenges and opportunities ahead. It focuses on fostering a culture of inclusion, wellbeing, and continuous learning because when our people succeed, our organisation succeeds.

Together, we will embrace new ways of working and create a workplace that attracts and retains talent, celebrates diversity, and enables everyone to reach their full potential.

Thank you for being part of this journey. Your ideas, energy, and commitment will make this strategy a reality.



Tom Shardlow

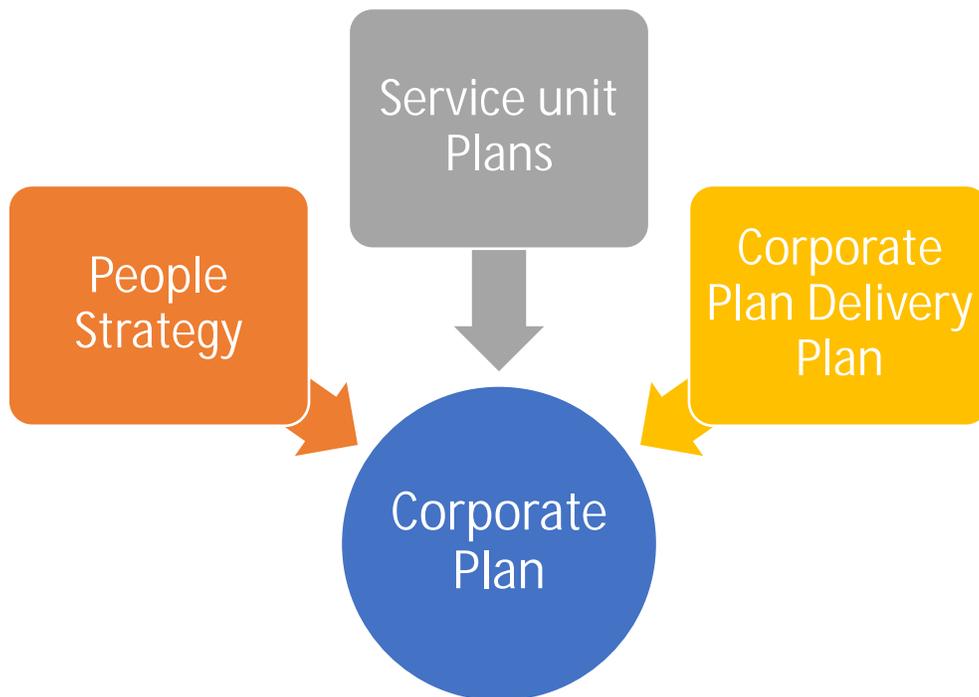
Chief Executive and Head of Paid Service

1.0 Introduction

- 1.1 Nuneaton and Bedworth Borough Council recognise that its employees are at the heart of everything we do. Our People Strategy will underpin how we act as an employer, our approach, and the delivery of our Corporate Plan and organisation objectives.
- 1.2 As an authority, we are committed to a programme of transformation and the aim of our People Strategy is to support that programme, ensuring that our employees have the tools they need to continue to deliver excellent public services in a flexible way.
- 1.3 In addition to supporting our current employees, this strategy is designed to build a workforce for the future - attracting and retaining talent who share the same commitment to delivery of meaningful work with purpose.

2.0 Our Strategic Framework

- 2.1 Our work at Nuneaton and Bedworth Borough Council is driven by our Corporate Plan. Each aim and activity within the People Strategy is designed to deliver specific outcomes and play its part by empowering our employees to thrive and excel.



2.2 The key aims in our Corporate Plan are:

- Place and Prosperity - enabling local jobs, supporting businesses and regenerating our town centres
- Housing, Health and Communities - promoting healthy lifestyles, supporting vulnerable residents, building new Council homes and strengthening community cohesion
- Green Spaces and Environment - protecting our natural environment, improving air quality and creating sustainable communities
- Your Council - delivering services effectively and efficiently while ensuring value for money for our taxpayers

3.0 Our Values

3.1 Our values are the foundation of everything we do. They guide our decisions, shape our workplace culture, and ensure we deliver the best possible service to our community. By ensuring these values are embedded into policies and processes, we create a positive, inclusive environment where everyone feels supported and empowered.

3.2 Our Employee Code of Conduct is also a key consideration and it more than a set of rules—it's a practical guide that helps us live our council values every day. By setting clear expectations for professional behaviour, integrity, and respect, the Code ensures that our actions align with the principles that underpin our corporate plans.

3.3 By following the Code and embedding our Values we ensure consistency and accountability across the organisation.

- **Service for our customers – We put our customers first in everything we do.**
- Integrity in our actions – We are open, honest and fair; communicate accurately and keep our promises. We act within the law and the Council's Constitution and policies.
- **Accountability for our performance – We accept personal responsibility, not seeking to blame others and apologise if we get things wrong.**
- Co-operation with Councillors, colleagues and partners – We share ideas, knowledge and resources; we are friendly towards, listen to and respect each other, and work in teams to deliver excellence.

- **Objectivity in our decisions** – We base our decisions on evidence, welcome challenge and take account of alternative opinions and the wider picture.
- **Efficiency to keep overall costs down** – We constantly improve our value for money, learning from good practice, eliminating waste, and making the most of our assets.
- **Confidence to try things out** – We give our people encouragement, authority and support to be creative and flexible in how they deliver services; learning from things that go wrong when we experiment.

4.0 Our Vision

- 4.1 Our Vision sets out the kind of organisation we want to be. Our aim is to build a modern, agile and collaborative organisation where our employees feel empowered. Our workforce will be healthy, engaged and confident in their abilities, working across boundaries with a shared purpose and accountability to meet the needs of the community. This ambition is embedded in the strategic aims set out in our People Strategy in order to shape how we support, develop and empower our employees.
- 4.2 In an ever-evolving workplace, we want our employees to be part of an organisation equipped to face the challenges of the future. This means breaking down professional boundaries, enabling collaboration and increased agility through joint working. This also creates an environment and infrastructure that enables our employees to delivery our best work and best serves our customers.
- 4.3 We are aiming for collaboration and continuous improvement by design. This will mean we need to be data driven, creating a robust evidence base for the outcomes we set and the actions we deliver. This is a challenge for the organisation, all leaders, managers and staff.
- 4.4 In doing this we aim for a healthy and engaged workforce, empowered to act, share knowledge and able to be themselves at work. This requires authentic leadership and personal accountability. Our structures must encourage agility with less hierarchy, supporting effective project approaches and collaborative tools that will harness innovation. This in turn means embracing and maximising the potential that technology offers both staff and our service delivery.
- 4.5 In summary, and in line with our Corporate Plan, we aim to be 'United to Achieve'.

5.0 Key Strategic Aims and Objectives

- 5.1 In order to meet the objectives in our Corporate Plan and Our Vision, the People Strategy will focus on the following key areas:
- Employee Engagement & Wellbeing - We aim to create a workplace where our employees feel valued, informed and supported. This will support a workplace community focussed on wellbeing and service excellence.
 - Leadership Development – We are focussed on developing leaders who inspire trust, manage effectively and set an example for the behaviours we expect across the organisation. We are aiming to enable transformation ensuring ongoing delivery of efficient services to the community
 - Talent Development – We aim to build capacity for future challenges, empowering our employees and giving them the skills to embrace change with confidence.
 - Inclusive Environment – We aim to embed inclusion and our Council Values throughout the employee lifecycle, setting out clear expectations for behaviour.
 - Strategic Workforce Planning – provides an overarching framework to ensure delivery of timely and quality services to the community. Our long-term commitment is to create agile structures, using data to understand our workforce needs, and together with Leadership Development will enable evidence-based decision making more collaborative working.

6.0 Employee Engagement and Wellbeing

- 6.1 Employee engagement is key to ensuring employees feel valued and can help foster an environment where employees feel more connected to our corporate aims. In workplaces where employees feel more engaged evidence suggests that staff turnover and absence rates are likely to be lower.
- 6.2 Good employee engagement includes ensuring regular team meetings and manager/employee contact, wellbeing initiatives and employee surveys.
- 6.3 Our Health and Wellbeing Group and the *Thrive at Work* initiative play a vital role in creating a supportive environment where employees can thrive both personally and professionally.
- 6.4 These programs focus on mental health, physical wellbeing, and work-life balance, ensuring that our employees feel valued and supported. By continuing and developing this work, we aim to meet our overall target of improving employee wellbeing across the council.

- 6.5 One of the key priorities set out in this People Strategy will be to conduct an employee survey which will focus on key areas such as:
- Transparency - Keeping all employees informed about changes, challenges and new ventures will ensure they feel more involved and invested in business aims and direction.
 - Recognition – good performance and attitude should be adequately rewarded.
 - Accountability – managers need to be clear and consistent with those employees who perform less well, offering necessary support and resources to aid improvement.
- 6.6 Whilst this will be our first, the aim is to collate base data and then, together with development of further core actions, ensure a continued programme of employee surveys.

7.0 Leadership Development

- 7.1 Where managers are a source of confidence and inspiration for their teams, employees will be more motivated. Therefore, a manager enablement programme and development of future leaders is key to delivering on aims.
- 7.2 In considering leadership development, a set of desired leadership competences will be implemented and will cover areas to include:
- Social Intelligence
 - Emotional Intelligence
 - Conflict management
 - Decision making
 - Change Management
 - Inclusiveness
 - People Management
 - Managing yourself

8.0 Talent Development

- 8.1 Whilst Leadership Development will help strengthen the ability of our managers to inspire and guide, making decisions that align with our vision and values, focussing on Talent Development ensures that every employee has the opportunity to grow their skills, contribute effectively and reach their full potential.

- 8.2 Enhancing the skills and knowledge of employees is key to ensuring we can deliver our corporate aims and also ensures employees are engaged and feel empowered to take accountability and fulfil their duties.
- 8.3 The current training and development offering will be reviewed to ensure it meets the current and future needs of the Council. A good training and development offering should provide clear career pathways and will therefore contribute to attraction and retention of employees. This will include development of our apprenticeship training offering making good use of our levy funds.
- 8.4 Furthermore, a skills audit will be conducted to establish a baseline, and employees will be expected to log their learning and development achievements, both at work and personally, on our learning management system. This information will then be used to contribute to identifying and addressing skills/knowledge gaps. In addition, a skills audit may also identify those employees who may have learning and/or qualifications outside the remit of their current role and therefore provide opportunities for further development.
- 8.5 Finally, our Annual Development Review process will need to be reviewed. The ADR process is a key tool for identifying individual strengths, development needs, and career aspirations. By refining this process, we can better support talent development, create clear career pathways, and strengthen strategic workforce and succession planning.

9.0 Inclusive Environment

- 9.1 Fostering a diverse and inclusive workplace will be key in ensuring a successful People Strategy. All employees should feel valued and respected in the workplace. The Council Values will play a vital role in this. Therefore, it is important that the Values are carried throughout the employee journey and are embedded in all policies and procedures.
- 9.2 In addition, employees need to have a clear understanding of the behaviour required from them in relation to these values. Therefore, in addition to a leadership competency framework, a wider Behavioural Framework will be established and linked to our values.
- 9.3 In turn, the aim is for this framework to be used to inform the Annual Development Review (ADR). To this end, a review of the current ADR process will be undertaken as noted in section 8.

9.4 Finally, Unconscious Bias training is a critical component of our people strategy because it helps us recognise and address the hidden assumptions that can influence decision-making. These biases, although often unintentional, can impact recruitment, promotions, team dynamics, and everyday interactions. By increasing awareness and providing practical tools to mitigate bias, we create a fairer and more inclusive environment where every individual feels valued and has equal opportunity to thrive. Therefore, our aim will be to develop and implement a programme of Unconscious Bias across the authority, particularly for managers.

10. Strategic Workforce Planning

10.1 In addition, Strategic Workforce Planning is key to ensuring the Council has a workforce equipped for the future. This proactive approach to workforce planning underpins many of the aims and objectives set out above, including ensuring that we have the right roles at the right time. At its core, Strategic Workforce Planning relies on data, empowering leaders and managers to make evidence-based decisions, improving inclusion and engagement, rather than relying on assumptions. As such, a data dashboard will be implemented to support this approach.

11. Our Roadmap – 2026-2029

Year	Focus	Actions
2026	Foundation Year – Establish baseline, frameworks and organisational clarity	<ul style="list-style-type: none"> • Launch baseline Employee Engagement Survey • Conduct Council-wide Skills Audit • Refresh Council Values & create Behavioural Framework • Review Annual Development Review (ADR) process • Develop Leadership Competency Framework
2027	Capability & Culture Shift – Focus on leadership, inclusion and increase in engagement	<ul style="list-style-type: none"> • Implement Reward & Recognition Framework (Q2)

		<ul style="list-style-type: none"> • Ensure 100% of managers complete leadership training (Q3) • Deliver Unconscious Bias Training to all managers (Q3) • Review and relaunch Mandatory Training Programme (Q4) • Begin embedding Workforce Planning into Service Plans
2028	Growth & Future Workforce – Develop talent pipelines, data and leadership	<ul style="list-style-type: none"> • Deliver Management Development Programme to 50 aspiring managers (Q4) • Launch Career Pathways Framework (Q4) • Develop and launch Workforce Dashboards (Q2) • Continue annual engagement survey improvements
2029	Maturity & Impact – Measurable outcomes and sustained improvement	<ul style="list-style-type: none"> • Achieve 10% improvement in engagement survey results • Fully embedded workforce planning and data-driven decision-making • Mature leadership culture aligned to Values and Behaviours • Strong internal talent pipeline and improved retention

12. Summary of Actions and Targets

Theme	Aim	Target completion date
Employee Engagement & Wellbeing	<ol style="list-style-type: none"> 1. Launch annual employee engagement survey 2. Implement a reward and recognition framework refresh 	<ol style="list-style-type: none"> 1. Baseline in 2026 and target of 10% improvement by 2029 2. Q2 2027
Leadership Development	<ol style="list-style-type: none"> 1. Develop and implement a Leadership Competency Framework 2. Develop and deliver a management development programme to at least 50 aspiring managers 3. Ensure 100% of managers complete leadership training 	<ol style="list-style-type: none"> 1. Q4 2026 2. Q4 2028 3. Q3 2027
Talent Development	<ol style="list-style-type: none"> 1. Conduct skills audit 2. Review mandatory training programme to include undertaking a council wide survey and increase participation by 25% 3. Introduce career pathways framework. 	<ol style="list-style-type: none"> 1. Q4 2026. 2. Q4 2027 3. Q4 2028.
Inclusive Environment	<ol style="list-style-type: none"> 1. Refresh Council Values and develop and implement a Behavioural Framework 2. Develop and deliver unconscious bias training for all managers 3. Review the Annual Development Process 	<ol style="list-style-type: none"> 1. Q4 2026 2. Q3 2027 3. Q4 2026
Strategic Workforce Planning	<ol style="list-style-type: none"> 1. Embed workforce planning into service plans 2. Develop data-driven workforce dashboards 	<ol style="list-style-type: none"> 1. Q4 2027. 2. Q2 2028.

AGENDA ITEM NO. 11

NUNEATON AND BEDWORTH BOROUGH COUNCIL

Report to:	Health and Corporate Resources Scrutiny Panel
Date of Meeting:	Thursday 12 th February 2026
Subject:	NBBC Equality Policy
Portfolio:	Resources and Central Services
Corporate Plan – Theme:	Your Council
Corporate Plan – Aim:	Strive for transparency and accountability, in all that we do. Increase public scrutiny.
Ward Relevance:	All
Public or Private:	Public
Forward Plan:	Not applicable

1. Purpose of Report

- 1.1 To provide the panel the draft Equality Policy for consideration with a view to recommending to Cabinet for adoption and approval.

2. What is the panel being asked to consider?

- 2.1. The panel is being asked to note the report and scrutinise the Equality Policy attached as an appendix to this report.

- 2.2. The panel may resolve to make any recommendations to the Cabinet.

3. Recommendations

- 3.1. The Council's Equality Policy has been revised following revisions to the Policy due to changes within the Council and updated legislation and definitions.
- 3.2. It is therefore recommended that this panel endorse the revised Equality Policy, with comments/suggestions (if any), for it to go to Cabinet for formal approval. This is to ensure compliance with Equality Legislation and to underpin and promote Equality throughout the Council's functions.

4. Background

- 4.1 The Equality Act has replaced all previous anti-discrimination laws and the majority of it came into force on the 1st October 2010.
- 4.2 The Act builds on the previous equality duties for race, disability and gender and provides a single equality duty to cover the following:
 - Age
 - Disability
 - Gender Reassignment
 - Marriage & Civil Partnership
 - Pregnancy and Maternity
 - Race – which includes ethnic or national origins, colour or nationality
 - Religion or Belief – this also includes no religion/belief
 - Sex
 - Sexual Orientation

The above are known as 'protected characteristics' in the Act.

- 4.3 Within the Act, there consists of a general duty and specific duties. The general duty (known as the Public Sector Equality Duty) applies to public bodies listed in the Equality Act and the specific duties only apply to certain public bodies. Nuneaton and Bedworth Borough Council is subject to all duties. This came into force on the 5th April 2011.
- 4.4 The specific duties require the Council to publish information to show compliance with legislation on an annual basis. In

determining what information to publish consideration must be given to the three aims of the Public Sector Equality Duty. These are to:

- Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Act.
- Advance equality of opportunity between people who share a protected characteristic and those who do not.
- Foster good relations between people who share a protected characteristic and those who do not.

4.5 The specific duties also require the Council to set equality objectives which help further the three aims of the Public Sector Equality Duty.

5. NBBC Equality Policy

5.1 The Council has had an Equality Policy in place since the introduction of the Equality Act 2010.

5.2 Since this time, there have been reviews of the Policy carried out within the Council. The last Policy was approved by Cabinet on the 12th October 2022.

5.3 The Council's Equality Policy is subject to scheduled review every three years, unless any significant changes are identified in the interim period.

5.4 The main changes to the Policy (since the Policy was approved previously in October 2022) are set out below:

5.4.1. The first Equality Objective (Objective 1: Ensure acceptable behaviour of Employees, Elected Members and Stakeholders to the Council) has been expanded to emphasise everyone associated with the Council is covered.

5.4.2. Section 2 (Who is responsible for the Policy) has been updated to reflect the updated job descriptions and line management since the last version of the policy.

5.4.3. The following definitions in Appendix B have been updated:

- Disability
- Gender Fluid
- Gender Reassignment

- Sex
- Transgender (Trans)

6. Consultation

6.1 As part of the review for this Policy, the draft Policy was circulated on the 4th December to Senior Officers for comments. A summary of the main comments received are below:

- 6.1.1. Include a paragraph on the duty to protect employees from sexual harassment: *Included within revised Policy.*
- 6.1.2. Have a definition of reasonable adjustments within the Policy: *A definition is included within Appendix B Equality Terms.*
- 6.1.3. Review of time frame employees are required to undertake Equality Training: *Employees are required to undertake the training every three years. This is in line with other Authorities (following consultation with colleagues in the West Midlands).*
- 6.1.4. Request all employees receive the same course: *Agreed. However, it is challenging for some employees to be released to attend the main training (such as front-line operational staff) so this may need to be reviewed.*
- 6.1.5. Completion of Equality Impact Assessments and the criteria for undertaking an assessment: *All Policies are assessed for relevance. Further guidance will be produced.*
- 6.1.6. Definition of sex to be updated reflecting the Supreme Court ruling: *Biological has been added to the section in the Appendix A: Protected Characteristics Statement. Statements to reflect the ruling have been updated within the Appendix B: Equality Terms.*
- 6.1.7. Comments in respect of reasonable grounds for breastfeeding: *This statement covers the Council in case there are unlikely circumstances to which it may not be appropriate to allow breastfeeding.*

7. Financial Implications

7.1. No specific financial implications have been identified based on this report or the proposed draft Equality Policy. However,

failing to have a policy that is up to date, causes risk of legal challenge against the Council in the running of services.

8. Legal Implications

- 8.1. The Equality Act 2010 is the main piece of legislation in the UK that consolidates and simplifies previous anti-discrimination laws, providing protection against discrimination based on specific characteristics.

[Equality Act 2010](#)

9. Risk Management Implications

- 9.1. By having an Equality Policy, the Council is demonstrating its legal compliance with the Public Sector Equality Duty (Under the Equality Act 2010). The failure not to have a Policy could lead to the Council being investigated by the Equality and Human Rights Commission and a compliance notice being issued against the Authority.

10. Climate and environmental Implications

- 10.1. No climate and environmental implications.

11. Health Implications

- 11.1. The importance of the Policy is to ensure that all nine of the protected characteristics are not discriminated against. Reducing barriers to support and ensuring access is fair and equitable.

12. Appendices

- 12.1. NBBC Equality Policy

13. Background papers

- 13.1. [NBBC Public Sector Equality Duty Report 2024/25](#)

14. Report Writer Details:

Officer Job Title: Equality and Safeguarding Officer

Officer Name: Craig Dicken

Equality Policy

Detailing our commitment to equality and compliance with the Equality Act 2010.



Contents

Description	Page
1. Our legal duties	3
2. Who is responsible for the Policy?	6
3. Our Overall Equality Aims	7
4. Equality Objectives:	8
Objective 1: Ensure acceptable behaviour of Employees, Elected Members and Stakeholders to the Council	8
Objective 2: Respond to complaints and incidents in a positive and pro-active way	9
Objective 3: Deliver accessible services and information	10
Objective 4: Recruit and employ people fairly	13
Objective 5: Meet specific Protected Characteristics needs	14
5. Monitoring of this Policy	14
Appendix A: Protected Characteristics Statement	16
Appendix B: Equality Terms	25
Appendix C: Initial Screening	42
Appendix D: Full Equality Impact Assessment	44

Author and Version information

Name Craig Dicken

Approved by

Version no

Date

Our commitment to Equality...

As a Council, we want to provide high quality services that care for, support and protect the residents of the Borough.

Equality is not about treating everyone the same. Equality is about valuing a person as an equal regardless of their characteristics and treating people according to their needs in order to achieve an equal or fair outcome.

As one of the largest employers in the Borough and one of the main providers of local services, the Council is committed to ensuring equality of opportunity and tackling any disadvantage. We also aspire to deliver a high standard of customer service, a transparent decision-making process and fair employment practices.

The Council will not tolerate any discrimination, harassment or victimisation against anyone due to their race, disability, gender, age, sexual orientation, gender reassignment, religion and/or belief, pregnancy/maternity or marriage status.

With the above in mind, the Council has five Equality Objectives which we will aspire to achieve our equality aims. These are:

Objective 1: Ensure acceptable behaviour of Employees, Elected Members and Stakeholders to the Council

Objective 2: Respond to complaints and incidents in a positive and proactive way

Objective 3: Deliver accessible services and information

Objective 4: Recruit and employ people fairly

Objective 5: Meet specific Protected Characteristics needs

If everyone works together, equality is something we can all benefit from, and this Policy aims to demonstrate our commitment.

Chief Executive

Leader of the Council

1.0 Our legal Duties

1.1 Equality Act 2010

The Equality Act 2010 brought together, harmonised and extended previous equality law. The Equality Act has replaced all previous discrimination law with a single Act.

Most of the Act came into force on the 1st October 2010. Within the Act, there is a Public Sector Equality Duty which came into force on the 6th April 2011. The Public Sector Equality Duty applies to public bodies and others carrying out public functions.

1.1.1 The Public Sector Equality Duty

The Public Sector Equality Duty consists of a general duty and specific duties which apply to the Council:

1.1.2 The General Duty

The General Duty requires the Council to:

- 1) Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Equality Act 2010;
- 2) Advance equality of opportunity between people from different groups; and
- 3) Foster good relations between people from different groups.

This means the Council is required to:

- Remove or minimise disadvantages suffered by people due to their protected characteristics.
- Take steps to meet the needs of people from protected groups where these are different from the needs of other people.
- Encourage people from protected groups to participate in public life or in other activities where their participation is disproportionately low.

1.1.3 The Specific Duties

The specific duties underpin the general duty. They require the Council to:

- Publish its Equality Objectives and review them at least every four years starting from April 2012; and
- Publish Information to demonstrate compliance with the General Duty at least annually.

1.1.4 Who is covered under the Equality Act 2010?

The Act builds on the previous equality duties for race, disability and gender and provides a single equality duty to cover the following:

- Age
- Disability
- Gender Reassignment
- Race – which includes ethnic or national origins, colour or nationality
- Religion or Belief
- Sex
- Sexual Orientation
- Pregnancy and Maternity
- Marriage and Civil Partnership*

The above are now known as 'protected characteristics' within the Act.

In addition to the above, the Council is committed to the Armed Forces Covenant. This means that members of the armed forces community will face no disadvantage compared to other people in the provision of Council's services.

** Only the first aim of the General Duty applies to the characteristic of marriage and civil partnership*

1.1.5 Discrimination

The following types of discrimination are not allowed under the Equality Act 2010:

Direct Discrimination is where a person is treated less favourably than another person due to a protected characteristic.

Direct Discrimination by Association is where a person is discriminated against because they are associated with another person who possesses a protected characteristic.

Direct Discrimination by Perception is where a person is directly discriminated against because others think they possess a particular protected characteristic. It applies even if the person does not actually possess that characteristic.

Indirect Discrimination can occur when a condition, rule, policy or practice applies but disadvantages a particular protected characteristic.

Harassment is where another person engages in unwanted conduct relating to a protected characteristic, which could violate the person's dignity or create an intimidating, hostile, degrading, humiliating or offensive environment for that person. Other employees can complain of behaviour they find offensive even if it isn't directed at them. They do not need to possess the relevant protected characteristic themselves. Protection is also covered from harassment because of perception and association.

Victimisation is where a person treats another person less favourably because that person has made or supported a complaint, or raised a grievance under the Equality Act, or because they are suspected of doing so. Someone is not protected from victimisation if they have maliciously made or supported an untrue complaint.

Failure to make reasonable adjustments is where arrangements disadvantage an individual because of a disability. Organisations are expected to make reasonable adjustments to overcome any disadvantage. To not make such adjustments could be seen as discrimination on the grounds of disability

1.2 Breaches of this Policy

Any breach of this Policy will be treated very seriously, and employees may be disciplined in accordance with the Council's Dismissal & Disciplinary Policy.

2.0 Who is responsible for the Policy?

- **Elected Members** are responsible for approving this Policy and monitoring the equality work of the Council
- The **Deputy Leader and Portfolio Holder for Resources & Central Services** has Elected Member responsibility for equality. The Portfolio Holder is required to work closely with the Council's designated Officers and champion equality at an Elected Member level.
- The **Assistant Director for Democracy and Governance** is the Council's lead Manager on equality and oversees the work of the Equality and Safeguarding Officer.
- The **Equality and Safeguarding Officer** is the Council's lead Officer who co-ordinates equality work throughout the Council.
- **Human Resources** ensure equality through recruitment and employment practices at the Council.
- **Managers** are responsible for delivering equality in their area of responsibility, embedding it into policy and delivery of the services provided.
- **All Employees** have a responsibility to treat people fairly, take account of different people's needs, challenge inappropriate behaviour and not knowingly discriminate, harass, or victimise anyone.
- **Contractors, Suppliers and Consultants** are expected to meet equality requirements within contracts and service level agreements. The Council will not award contracts without an appropriate level of equality commitment from contractors.
- **Volunteers** are expected to comply with, and be treated in line with, the principles of this policy.

3.0 Our Overall Equality Aims

3.1 Our overall Equality Aims are to:

- Meet our responsibilities for equality and diversity under the Equality Act 2010 via our policies, procedures, functions, and services.
- Make equality an integral part of our work. This means making sure that all aspects of what we do reflect and incorporate the principles of this policy.
- Take positive action where possible to address social, economic, and geographical disadvantage or exclusion.
- Use the Social Model of Disability as the basis for our work to promote equality of opportunity for and to tackle discrimination against disabled people.
- Work with other agencies to improve our services and share our information & expertise to help improve other equality practices.
- Work with the Borough's diverse communities to tackle disadvantage and discrimination.
- Increase the opportunities for people to influence Council decisions, policies, and services.
- Ensure the organisations we buy services from or provide funding to have appropriate equality policies and practices.
- Ensure all employees will be treated fairly during the whole of their working life with the Council.
- Adopt legal, national, and local guidelines, relevant legislation, codes of practice or strategies that seek to ensure equality.

4.0 Equality Objectives

4.1 Objective 1: Ensure acceptable behaviour of Employees, Elected Members and Stakeholders to the Council

4.1.1 Training

The Council requires all its employees to undertake equality training every 3 years. The training delivered does not only cover the requirements of the Equality Act 2010 but focuses on employee responsibilities and the behaviour which is expected of them.

4.1.2 Employee Responsibilities

All Council employees are required to adhere to the following equality principles:

- Ensure communication, behaviour and the service provided takes account of different people and their needs
- Show consistency and fairness by making sure personal prejudices do not affect decisions
- Challenge the inappropriate language and/or behaviour of others
- Not knowingly discriminate, harass or victimise anyone due to their protected characteristics

To underpin this, employees are requested to consider the points below:

Treat everyone with dignity and respect

- Treat people fairly and according to their needs. Try not to make assumptions about people.
- Be patient and helpful if someone has difficulties communicating, understanding or with mobility.
- Communicate clearly.
- Be courteous and polite.

Think about how actions will affect others:

- Be aware of the effect that your own behaviour and body language has on others. Recognise and guard prejudices. Everyone has the right to hold their thoughts, belief and ideas, but this does not mean employees have the right to express these thoughts if they lead to discrimination, offence or harassment.
- Not to use language or images which could amount to discrimination. Do not promote or allow this behaviour.
- Not to act in a way that would humiliate, offend, degrade, intimidate, frighten, threaten, undermine or abuse someone. Do not promote or allow this behaviour.

Help people change for the better

- Where possible, tell people if their behaviour has been unacceptable and advise on appropriate alternatives so they are given the opportunity to change. Tackle things, however small, at an early stage so they do not get worse.

4.2 Objective 2: Respond to complaints and incidents in a positive and pro-active way

4.2.1 A transparent complaints procedure

The Council is working constantly to ensure that everyone receives a good service on the first attempt. However, despite these efforts, things can go wrong on occasions.

Further information on how complaint can be made can be found at [Compliments, complaints and comments | Customer feedback | Nuneaton and Bedworth Borough Council](#).

The Council aims to deal with complaints within 10 working days. If a more detailed response is needed, and it is likely this will take longer than 10 working days, the Council will make the complainant aware and will give an expected target date to resolve the issue.

4.2.2 Respond to incidents of Discrimination

If a service user believes they have been discriminated against by the Council, the incident will be investigated in line with relevant Council Policy.

4.3 Objective 3: Deliver accessible services and information

4.3.1 Publish an Annual Public Sector Equality Duty (PSED) statement

The Council will produce an annual PSED statement.

The statement will form the main part of the report to the relevant Scrutiny Panel. Any recommendations from this Panel will be factored into the Council's future equality work. The current report can be found [here](#).

4.3.2 Carry out Equality Monitoring

The Council carries out appropriate equality monitoring on its customers to assess satisfaction with its services and to look at the uptake in services to establish who is and isn't using Council services.

4.3.3 Communicate this Policy to employees, elected members and the community.

This Policy will be:

- Published on the Council's website and intranet site
- Added to the training system under Policies
- Promoted during equality training sessions
- Communicated to all Council Employees & Elected Members

4.3.4 Consult with stakeholders

The Council's services play an important role in the lives of the residents of the Borough. The Council aims to:

- Develop and support all forms of consultation and involve residents where possible in the planning of services and decision-making processes

- Develop effective working relationships with all residents within the Borough via appropriate groups, forums and networks
- Work closely with partner agencies and organisations

4.3.5 Deliver effective Customer Service

It is important that equality considerations are one of the main principles of serving our customers. Therefore, the Council aspires to:

- Make our buildings and services as accessible as possible.
- Make our public information accessible to everyone: provide information in plain English and providing alternative formats, translation & interpretation services where necessary.
- Work with our partners and stakeholders to stamp out all forms of discrimination, bullying, harassment, victimisation and intimidation.
- Work with Nuneaton and Bedworth's diverse communities to tackle disadvantage through consultation and involvement where appropriate.
- Consider the needs of all communities in the methods we use to communicate with them.
- Help shape public opinion to promote equality within the Borough.
- Provide a platform for customers to provide feedback to the Council on the quality of the service they have received.

4.3.6 Collect and Publish Equality Information

The Council will publish equality information on an annual basis broken down by protected characteristics (where collected) in the PSED statement. The current report can be found [here](#).

4.3.7 Carry out Equality Impact Assessments

In order to establish whether Council policies, procedures and services (functions) have an adverse impact on any particular protected characteristics, the Council where deemed appropriate will carry out Equality Impact Assessments (EIA) to assess whether there are positive impacts,

negative impacts or no impacts at all. Each relevant function within each service unit will be assessed. There are three levels of assessment:

- 1) Relevance – to establish whether the function has any relevance to any equality issues.
- 2) Initial Screening – if the function has relevance, it is screened to establish whether there is any impact on any of the protected characteristics. The Councils Initial Screening template is attached as an Appendix to this Policy.
- 3) Full EIA – if a function has impact on any of the protected characteristics, or significant equality implications have been identified, the function is subject to a detailed analysis to establish what impact it has and how the impact can be removed, minimised or justified. The Councils full EIA template is attached as an Appendix to this Policy.

Each report taken to either Cabinet or an Individual Cabinet Member Decision contains a section within the report on Equality. It will then detail what action (based on the above) has been taken. If applicable, the report will contain the Initial Screening or the Full EIA as an appendix.

4.3.8 Ensure Equality is embedded within Procurement/Buying in Services

The Equality Act 2010 has given the Council more scope to influence the equality policies & practices of our suppliers. Under the Act, the responsibilities of the Council cannot be delegated so we have to make sure people supplying services on behalf of the Council have adequate policies in place.

4.3.9 Produce Accessible Information

The Council is aware that the information it provides needs to be accessible for all residents of the Borough. With this in mind, the Council will adhere to corporate standards when producing information.

The Council's website is an important source of information. The website has the ability to be changed via the accessibility settings, which gives people the opportunity to change the typeface and colours to suit their own needs.

The website can be translated into alternative languages as well as signposting free software which will read out the relevant text.

4.3.10 Make sure buildings, events and meetings are accessible

Accessible venues will be used for Council meetings and events. Communication support will be considered where there is a request for assistance prior to the meeting/event.

4.4 Objective 4: Recruit and employ people fairly

The Council will have due regard to its equality considerations in all aspects of employment, from advertising vacancies, recruitment and selection, terms and conditions, training & personal development through to reasons for ending employment. The Council will achieve this by:

4.4.1 Recruitment and Selection

- Advertising jobs to make them accessible to all.
- Recruiting people on the basis of the 'best person for the job'.
- Asking only for skills, experience and abilities needed to carry out the job and not to use criteria that could directly or indirectly discriminate.
- Not imposing any conditions or requirements which unfairly affect applicants from one group more than those from other groups.
- Ensuring no internal or external applicant receives more/less favourable treatment than another.
- Making sure all job applicants, whether internal or external, demonstrate they are qualified and are competent to do the job for which they have applied.
- Keeping records of applicants and employees by relevant protected characteristics to make sure this policy is working and to address any identified issues where possible.

4.4.2 In Employment

- Implementing 'reasonable' adjustments for employees with a disability (as defined under the Equality Act 2010) as advised by the Council's Occupational Health provider
- Recognising and supporting the potential of all employees by offering opportunities for training and personal development.
- Carrying out a personal development review for all employees on an annual basis to discuss achievements and plan future development.
- Making sure the working environment is supportive and non-threatening by not tolerating any acts of abuse, aggression, discrimination or any other form of negative behaviour.
- Having fair and effective dismissal, disciplinary and grievance policies in place.
- Ensuring appropriate bullying and harassment policies are in place and communicate these to Council employees.
- Having an equal pay system in place to ensure all employees are paid equally for doing the same job or a job of a similar level/nature.
- Provide Council employees with access to Employee Support Officers – these are employees who volunteer to assist other employees with work and non-work-related matters.

4.5 Objective 5: Meet specific Protected Characteristics needs

The Council is aware that some people may face disadvantage and/or discrimination due to their protected characteristics.

The Council has developed a statement for each of the nine protective characteristics which is at Appendix A to this Policy.

5.0 Monitoring of this Policy

This Policy will be updated as a when required but as a minimum a review will take place every three years.

All public bodies (as required by the Equality Act 2010) are monitored by the Equality and Human Rights Commission (EHRC). If the Council does not meet the requirements of legislation the EHRC can issue a compliance notice to enforce the requirements of the Act.

Appendix A: Protected Characteristics Statement

Age

Definition of Age

All people of all ages are covered.

Age Issues

Some age groups are at risk of prejudice and discrimination due to ageist views held by some people against younger and/or older people. This can affect people in many areas of life, including seeking employment or services.

Council commitment on Age

The Council is committed to ensure that, where possible, age will not be used as a determining factor for physical or mental performance or as the deciding factor for access to services or employment including recruitment, training and promotional opportunities.

However, there are certain age specific services which there are exemptions for e.g. selling alcohol to people aged under 18.

Disability

Definition of Disability

Under the Equality Act 2010, a disability is defined as:

This is a person who has a physical or mental impairment that has a substantial and long-term adverse effect on their ability to carry out normal day-to-day activities.

This definition is expanded by including:

"Substantial": More than minor or trivial.

"Long-term": Lasting for 12 months or more, though special rules apply to progressive conditions and certain illnesses like HIV, cancer, and multiple sclerosis, which are considered disabilities from the point of diagnosis.

Examples of "normal day-to-day activities": Things like preparing food, washing and dressing, communicating, and using a computer.

A disability can arise from a wide range of impairments which can be:

- Sensory impairments such as those affecting sight or hearing
- Impairments with fluctuating or recurring effects such as rheumatoid arthritis, ME, chronic fatigue syndrome, fibromyalgia, severe clinical depression and epilepsy
- Progressive such as motor neurone disease muscular dystrophy forms of dementia and lupus
- Organ specific, including respiratory conditions such as asthma, and cardiovascular diseases including thrombosis, stroke and heart disease.
- Learning difficulties
- Mental health conditions and mental illnesses such as severe depression, schizophrenia, eating disorders, as well as personality disorders and self-harming behaviour.
- Produced by injury to the body or brain

Disability Issues

Disabled people can face prejudice and discrimination. There are attitudes which focus on the belief that disabled people are of less value to society than other people. They are often patronised by other people and not given the same access to the full range of services, work and leisure opportunities as other people. The issues they face can include physical access and communication barriers.

Council Commitment on Disability

The Council is committed to:

- Use the Social Model of Disability as the basis for work with disabled people, which says that disability is caused by the way society is organised rather than by a person's impairment and looks at the way of removing barriers that restrict life choices for disabled people.
- Take steps to meet the needs of disabled people to achieve equal outcomes, even if this requires favourable treatment to give a disabled person the same opportunities as others.

- Make sure services are accessible to disabled people such as lower counters, using visual alongside audio, push buttons to open doors, accessible toilets etc.
- Make sure meetings and events are easy to access. All our public buildings will be as accessible as possible.
- Make reasonable adjustments will be made to services where possible and cost effective.
- Interview all disabled applicants who meet the essential criteria for a job vacancy.
- Provide a safe and informed working environment for disabled employees or those who become disabled during their employment.

Sex

Definition of Sex

Covers Men and Women.

Sex Issues

Those most at risk of prejudice and discrimination are women (who are often parents/carers of young children and/or older dependants) and men with caring responsibilities. When there is an imbalance of men or women in a particular workplace, the minority sex can be disadvantaged.

Council commitment on Sex

- Help employees to achieve a work/life balance. Where appropriate, the Council will support male and female employees to make choices about their parenting, caring and work roles.
- Pay male and female employees the same for doing work of equal value, supported by the Councils competency framework
- Provide male and female employees with the same opportunities for training and career development
- Have a positive attitude towards mothers. Breastfeeding in public places will not be prevented unless there are reasonable grounds for doing so.

Gender Reassignment

Gender Reassignment definition

Gender reassignment is a personal, social, and sometimes medical process by which a person's gender presentation (the way they appear to others) is changed. Anyone who proposes to, starts or has completed a process to change his or her gender is protected from discrimination under the Equality Act. An individual does not need to be undergoing a medical procedure to be protected.

Gender Reassignment Issues

A person who is going through or has gone through gender reassignment may be at high risk of prejudice and discrimination. This is mainly due to fear, a lack of understanding or because of hostility and intolerance.

Council commitment on Gender Reassignment

No Council service will discriminate against a person due to their gender reassignment status and will (where possible) consider the person as the gender they wish to be, irrespective of a Gender Recognition Certificate or the gender on their birth certificate.

The Council will ensure that employees who undergo gender reassignment or those who have undergone gender reassignment will be supported so they are able to work in a safe and positive environment.

Non-Binary

Non-Binary, or Genderqueer, is a spectrum of gender identities that are not exclusively masculine or feminine: identities that are outside the gender binary. Non-Binary identities can fall under the transgender umbrella, since many non-binary people identify with a gender that is different from their assigned sex. Non-Binary individuals may also identify as Gender-Fluid

A person who identifies as Non-binary or Gender-Fluid is protected under the Equality Act 2010.

While the Council is not aware of any issues faced by people identifying themselves as Non-Binary/Gender-Fluid when accessing Council services, the Council will endeavour to ensure its services do not discriminate against non-binary people or groups.

Marriage & Civil Partnership

Definition of Marriage & Civil Partnership

Covers a marriage between a male and female, a same sex marriage and people within a civil partnership.

Marriage & Civil Partnership Issues

While attitudes are improving in society, there are still negative attitudes towards people who are not 'heterosexual' which are unlikely to change in the short term despite the introduction of the Marriage (Same Sex Couples) Act 2013.

There are also attitudes which exist towards employing women who are married and considered of child bearing age due to a belief some employers hold that they will leave to have children and not be at work.

Council commitment on Marriage & Civil Partnership

The Council will ensure that all people, irrespective of marriage (either between a male and female or same sex) or civil partnership status will be treated equally and will not discriminate when providing services or facilities.

Pregnancy and Maternity

Pregnancy and Maternity Definition

Covers women who are pregnant and on maternity leave; and men who are on paternity leave.

Pregnancy and Maternity Issues

Women who are pregnant can face prejudice and discrimination because of their caring responsibilities. There may be beliefs women will be unable to carry out a job and as a result are not offered employment.

They can also be discriminated against in employment, often given lesser jobs or even dismissed. Men also can face similar prejudice and discrimination for paternity leave and may not take paternity leave as a result.

Council commitment on Pregnancy and Maternity

The Council will ensure that employees who are pregnant and/or on maternity leave will be protected in line with the Councils Maternity Leave Policy.

Men are also supported to take paternity leave, and the Council will accommodate men sharing parental leave with women where possible.

Race

Definition of Race

Race covers: Skin colour, race, national origin, nationality, settled and travelling communities of travellers & gypsies and ethnicity (shared history, cultural traditions, ancestral origin and language).

Race Issues

The Council knows that those people who identify themselves as being part of an ethnic minority are at most risk of prejudice and discrimination, most commonly referred to as a Black or Minority Ethnic (BME) community. There are certain attitudes that believe one race is better than another, which is classed as racism.

While hate crime can happen to any person possessing a protected characteristic, it is more likely that a hate crime will be committed due to a person's race.

Council commitment on Race

The Council is committed to removing barriers, providing accessible services and improving social inequality for people belonging to a BME community and will aspire to promote community cohesion between the various racial communities within the Borough.

The Council will investigate and deal with any incidents of discrimination if it involves the Council. Incidents external to the Council will be referred to a partner agency e.g. the Police.

Religion and/or Belief

Religion and/or Belief definition

Covers 'believers' and 'non-believers': those people who follow a particular faith or religion, and those who do not.

Case law has defined that a religion or belief must:

1. be genuinely held.
2. not be an opinion or viewpoint.
3. be a weighty and substantial aspect of human life and behaviour.
4. attain a certain level of cogency, seriousness, cohesion and importance; and
5. be worthy of respect in a democratic society and not be incompatible with human dignity or in conflict with the fundamental rights of others.

Religion and/or Belief Issues

There can be prejudice and discrimination against people following their religion and/or belief.

Some people believe a religion/belief is superior to other religions/beliefs. Some people believe that some religions/beliefs are inferior to others. Some people believe a religion/belief is not valid due to beliefs on the existence of a god.

Prejudice and discrimination can also exist within a religion due to the differences between the various branches/denominations of a particular religion/belief.

Council commitment on Religion and/or Belief

The Council will seek to ensure that people can worship and express their religious and other beliefs freely, without fear of intimidation and that an individual's choice to practice their religion or belief is respected.

The Council has in place a specific Religion and Belief Guidance which assists employees and managers with religion or belief in the workplace. This covers such areas as:

- Observing religious festivals
- Extended annual leave
- Cultural/religious dress

- Arrangements for prayers
- Fasting

Sexual Orientation

Sexual Orientation definition

Covers people who are heterosexual, gay, lesbian and bisexual.

Sexual Orientation issues

People who identify themselves as being gay, lesbian or bisexual can face prejudice, discrimination and/or violence from people. Despite changes in legislation and attitudes there are still people who believe relationships between gays, lesbians and bisexuals are wrong and unnatural, often described as homophobia. Some believe the lives of heterosexual people are better or more valid.

Sexual Orientation Commitment

The Council will support the rights of gays, lesbians and bisexuals; whether it is as a service user or as an employee. The Council will never force anyone to disclose their sexual orientation.

The Council realises that the way other forms of discrimination are dealt with may not be appropriate for dealing with sexual orientation issues. Lesbians, gay men and bisexuals may not always feel they can disclose their sexual orientation. If a person discloses to the Council discrimination of this nature, it will work sensitively to deal with the issues that the person faces.

Other Characteristics

There are other characteristics which are not protected by legislation, some of which are listed below:

- Matters of conscience
- Hours of work/working pattern
- Having an offending past
- Other personal traits e.g. obesity, hair colour

In addition to the protected characteristics, the Council is committed to ensuring equality of opportunity for all and this means the Council will not treat anyone less favourably than another irrespective of characteristics which aren't directly protected by legislation.

Appendix B: Equality Terms

Accessible Format	See alternative format
Accessible Venue	A building designed and/or altered to ensure that people, including disabled people, can enter and move round freely and access its events and facilities.
Age	This refers to a person belonging to a particular age group, which can mean people of the same age (e.g. 32-year-olds) or range of ages (e.g. 18–30-year-olds, 'middle-aged people' or people over 50).
Ageism	This refers to prejudice or discrimination on the grounds of a persons age.
All Reasonable Steps	In relation to harassment of a service user by an employee of the service provider, all the things that the service provider could reasonably have done to stop the harassment; in relation to reasonable adjustments, 'reasonable steps' is another term for the things that the service provider could reasonably have done to remove the disadvantage.
Alternative Format	Media formats which are accessible to disabled people.
Antisemitism	Nuneaton and Bedworth Borough Council has adopted the working definition of Antisemitism as recommended by the International Holocaust Remembrance Alliance (IHRA) which is: Antisemitism is a certain perception of Jews, which may be expressed as hatred toward Jews. Rhetorical and physical manifestations of antisemitism are directed toward Jewish or non-Jewish individuals and/or their property, toward Jewish community institutions and religious facilities.

	<p>Manifestations might include the targeting of the State of Israel, conceived as a Jewish collectively. However, criticism of Israel similar to that levelled against any other country cannot be regarded as antisemitic. Antisemitism frequently charges Jews with conspiring to harm humanity, and it is often used to blame Jews for “why things go wrong.” It is expressed in speech, writing, visual forms and action, and employs sinister stereotypes and negative character traits.</p> <p>Contemporary examples of antisemitism in public life, the media, schools, the workplace, and in the religious sphere could, taking into account the overall context, include, but are not limited to:</p> <ul style="list-style-type: none">•Calling for, aiding, or justifying the killing or harming of Jews in the name of a radical ideology or an extremist view of religion.•Making mendacious, dehumanising, demonising, or stereotypical allegations about Jews as such or the power of Jews as collective — such as, especially but not exclusively, the myth about a world Jewish conspiracy or of Jews controlling the media, economy, government or other societal institutions.•Accusing Jews as a people of being responsible for real or imagined wrongdoing committed by a single Jewish person or group, or even for acts committed by non-Jews.•Denying the fact, scope, mechanisms (e.g. gas chambers) or intentionality of the genocide of the Jewish people at the hands of National Socialist Germany and its supporters and accomplices during World War II (the Holocaust).•Accusing the Jews as a people, or Israel as a state, of inventing or exaggerating the Holocaust.
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	<ul style="list-style-type: none"> •Accusing Jewish citizens of being more loyal to Israel, or to the alleged priorities of Jews worldwide, than to the interests of their own nations. •Denying the Jewish people their right to self-determination (e.g. by claiming that the existence of a State of Israel is a racist endeavour). •Applying double standards by requiring of Israel a behaviour not expected or demanded of any other democratic nation. •Using the symbols and images associated with classic antisemitism (e.g. claims of Jews killing Jesus or blood libel) to characterise Israel or Israelis. •Drawing comparisons of contemporary Israeli policy to that of the Nazis. •Holding Jews collectively responsible for actions of the State of Israel.
Associated with	This is used in a situation where the reason a job applicant or worker is discriminated against is not because they have a particular protected characteristic, but because they are 'associated with' another person who has that protected characteristic, e.g. the other person is their friend or relative. For example, an employer decides not to recruit a non-disabled worker because they have a disabled child. This is sometimes referred to as discrimination 'by association'.
Association, by	As in 'discrimination by association'. See associated with.
Auxiliary Aid	Usually a special piece of equipment to improve accessibility.

Auxiliary Service	A service to improve access to something often involving the provision of a helper/assistant.
Barriers	This term refers to obstacles which get in the way of equality for disabled workers and other workers put at a disadvantage because of their protected characteristics. Unless explicitly stated, 'barriers' does not exclusively mean physical barriers. For more on barriers in relation to disabled workers, see duty to make reasonable adjustments.
Black	This term is used in a variety of ways. For example: the term black is used to refer to people of African and Caribbean origin, it is also used to refer to people of African, Caribbean, South Asian and other Asian origin and at other times it is used within its political context to refer to individuals or groups who suffer discrimination or harassment based upon race, ethnicity, or colour.
Black and Minority Ethnic (BME):	This term is used to include people from minority backgrounds such as Black African, Black Caribbean, Asian, Chinese, Dual-Heritage or Multi-heritage, Gypsy and Traveller.
Bullying	Bullying can be defined as offensive behaviour which violates a persons dignity, or creates an intimidating, hostile, degrading or offensive environment or which humiliates or undermines an individual or group. Such behaviour can be vindictive, cruel or malicious.
Code of Practice	A statutory guidance document which must be taken into account by courts and tribunals when applying the law and which may assist people to understand and comply with the law.
Comparator	Direct discrimination occurs when an employer treats a job applicant or worker less favourably than they treat or would treat another worker in similar circumstances because of a protected

	<p>characteristic. The worker with whom the job applicant or worker compares their treatment is called a 'comparator'. Sometimes there is no actual comparator, but the worker can still claim that another worker without their protected characteristic would have been treated better by the employer. This is a 'hypothetical' comparator.</p>
Detriment	See disadvantage.
Disclosure	Disclosure is the process by which an individual declares personal equality information, such as their sexual orientation, ethnicity or whether they are disabled.
Direct Discrimination	Less favourable treatment of a person compared with another person because of a protected characteristic. This may be their own protected characteristic, or a protected characteristic of someone else, e.g. someone with whom they are associated. It is also direct discrimination to treat someone less favourably because the employer wrongly perceives them to have a protected characteristic.
Disability	<p>This is a person who has a physical or mental impairment that has a substantial and long-term adverse effect on their ability to carry out normal day-to-day activities. This definition is expanded by including:</p> <p>"Substantial": More than minor or trivial.</p> <p>"Long-term": Lasting for 12 months or more, though special rules apply to progressive conditions and certain illnesses like HIV, cancer, and multiple sclerosis, which are considered disabilities from the point of diagnosis.</p> <p>Examples of "normal day-to-day activities": Things like preparing food, washing and dressing, communicating, and using a computer.</p>

Disabled Person	Someone who has a physical or mental impairment that has a substantial and long-term adverse effect on their ability to carry out normal day-to-day activities.
Disadvantage	A detriment or impediment – something that the individual affected might reasonably consider changes their position for the worse.
Disadvantaged	When someone suffers a detriment or finds an impediment to enjoying a benefit in comparison with others because of a characteristic of theirs; encountering a pre-existing barrier which is inherent in their workplace, but which doesn't have the same effect on others.
Discrimination	When a person or group of people are treated more or less favourably on the grounds of one or more of their Protected Characteristics
Discrimination arising from Disability	When a person is treated unfavourably because of something arising in consequence of their disability.
Disproportionately Low	Refers to situations where people with a protected characteristic are under-represented compared to their numbers in the population or in the relevant workplace.
Diversity	The differences in the values, attitudes, cultural perspectives, beliefs, ethnic backgrounds, sexuality, skills, knowledge and life experiences of each individual in any group of people. This term refers to differences between people and is used to highlight individual need.
Duty to make reasonable adjustments	This duty arises where (1) a physical feature of the workplace or (2) a provision, criterion or practice applied by an employer puts a disabled worker or job applicant at a substantial disadvantage in comparison with people who are not disabled. It also applies where a worker or job applicant would be put at a substantial disadvantage but for the provision of an auxiliary

	aid. The employer has a duty to take reasonable steps to avoid that disadvantage by (i) changing provisions, criteria or practices, (ii) altering, removing or providing a reasonable alternative means of avoiding physical features, and (iii) providing auxiliary aids. In many situations, an employer must treat the disabled worker or job applicant more favourably than others as part of the reasonable adjustment.
Equal Opportunities	The development of practices that promote the possibility of all people starting out in life from a level playing field. All should have equal opportunities in life, regardless of where they were born or who their parents were.
Equalities	A short hand term to refer to all work addressing issues of discrimination and disadvantage.
Equality	The vision of a society (or aspects of society) where all individuals have fair and equal chances to develop their full potential in all aspects of life and where barriers of discrimination and oppression have been removed.
Equality Act 2010	The Equality Act 2010 is an Act of Parliament of the United Kingdom. The primary purpose of the Act is to codify the complicated and numerous array of Acts and Regulations, which formed the basis of anti-discrimination law in Great Britain.
Ethnicity	An individual's identification with a group sharing any or all of the following: nationality, lifestyles, religion, customs and language.
Gender Fluid	Denoting or relating to a person who does not identify as having a single unchanging gender
Gender Reassignment	This is defined as a person who is proposing to undergo, is undergoing, or has undergone a process for the purpose of reassigning their sex by changing physiological or other attributes of sex. This means that individuals at any stage of

	their transition are protected under the law, regardless of whether they have undergone medical treatment or obtained a Gender Recognition Certificate.
Gender Recognition Certificate	A certificate issued under the Gender Recognition Act certificate to a transsexual person who has, or has had gender dysphoria, has lived in the acquired gender throughout the preceding two years, and intends to continue to live in the acquired gender until death.
Harass	To behave towards someone in a way that violates their dignity, or creates a degrading, humiliating, hostile, intimidating or offensive environment for them.
Harassment	Unwanted behaviour that has the purpose or effect of violating a person's dignity or creates a degrading, humiliating, hostile, intimidating or offensive environment for them.
Impairment	A functional limitation which may lead to a person being defined as disabled according to the definition under the Equality Act 2010.
Identity	The state of having unique identifying characteristics held by no other person.
Indirect Discrimination	Where an employer applies (or would apply) an apparently neutral practice, provision or criterion which puts people with a particular protected characteristic at a disadvantage compared with others who do not share that characteristic, unless applying the practice, provision or criterion can be objectively justified by the employer.
Islamophobia	Islamophobia is rooted in racism and is a type of racism that targets expressions of Muslimness or perceived Muslimness.
Judicial Review	A procedure by which the High Court supervises the exercise of public authority power to ensure

	that it remains within the bounds of what is lawful.
Less Favourably	Worse – so 'less favourable treatment' means the same as 'worse treatment'.
Marriage and Civil Partnership	Marriage is defined as a 'union between a man and a woman'. Same-sex couples can have their relationships legally recognised as 'civil partnerships'. Civil partners must not be treated less favourably than married couples.
Migrant:	This refers to an individual who has relocated her/his activities from one place to another. Migration can be international.
Monitoring	Monitoring for equality data to check if people with protected characteristics are participating and being treated equally. For example, monitoring the representation of women, or disabled people, in the workforce or at senior levels within organisations.
Monitoring Form	A form which organisations use to collect equality monitoring data – from, for example, job applicants or service users. It records information about a person's sex, age, disability, race, religion, or sexual orientation. It is kept separately from any identifying information about the person.
More Favourably	To treat somebody better than someone else. This is unlawful under the Act if it is because of a protected characteristic except in very limited circumstances. The law requires an employer to make reasonable adjustments for a disabled person to remove any disadvantage caused by their disability, and this often requires treating them more favourably. An employer can also chose to treat a disabled worker more favourably in other ways, e.g. by automatically short listing them for a job, even if they are not at a particular disadvantage on the relevant occasion.

	The law can also require pregnant workers to be treated more favourably in some circumstances
Nationality	The state of belonging to a particular country because you were born there or have been legally accepted as belonging to it. Nationality can be different from cultural heritage/ background.
Non-binary	Is a spectrum of gender identities that are not exclusively masculine or feminine—identities that are outside the gender binary. Non-binary identities can fall under the transgender umbrella, since many non-binary people identify with a gender that is different from their assigned sex.
Normal Retirement Age	This is the retirement age at which, in practice, employees in a particular job and workplace would normally expect to retire. Normal retirement age can differ from the contractual retirement age. If it is under 65, it must be objectively justified.
Occupational Requirement	An employer can discriminate against a worker in very limited circumstances where it is an 'occupational requirement' to have a particular protected characteristic and the application of the requirement is objectively justified. There are two particular occupational requirement exceptions where employment is for the purposes of an organised religion or the employer has an ethos based on religion or belief, but very specific requirements need to be fulfilled.
Palantypist	Also known as 'Speech to Text Reporter'. A palantypist reproduces speech into a text format onto a computer screen at verbatim speeds for Deaf or hard of hearing people to read.
Past Disability	A person who has had a disability as defined by the Equality Act 2010.

Perception	This refers to a belief that someone has a protected characteristic, whether or not they do have it. Discrimination because of a perceived protected characteristic is unlawful. The idea of discrimination because of perception is not explicitly referred to in the Equality Act 2010, but it is incorporated because of the way the definition of direct discrimination is worded.
Physical Barriers	A physical feature of a building or premises which places disabled people at a substantial disadvantage compared to non-disabled people when accessing goods, facilities and services or employment. See also physical features.
Physical Features	Anything that forms part of the design or construction of a place of work, including any fixtures, such as doors, stairs etc. Physical features do not include furniture, furnishings, materials, equipment or other chattels in or on the premises.
Positive Action	If an employer reasonably thinks that people sharing a certain protected characteristic suffer a disadvantage connected to that characteristic or have different needs, or if their participation in work or other activity is disproportionately low, an employer can take any action (which would otherwise be discrimination against other people) which is a proportionate means of enabling or encouraging those people to overcome or minimise their disadvantage or to participate in work or other activities or meeting their needs. For example, an employer can put on training courses exclusively for workers with a particular protected characteristic. An employer is not allowed to give preference to a worker in recruitment or promotion because they have a protected characteristic.
Positive Discrimination	Positive discrimination occurs when one person or group of people is treated more favourably

	<p>than another person, or group, would be treated in the same situation, based on a protected characteristic. Positive discrimination is unlawful in Britain and Europe, unless there is a genuine occupational requirement. Positive discrimination is sometimes confused with positive action, which is lawful.</p>
<p>Pre-Employment Disability and Health Enquiries</p>	<p>Generally, an employer must not ask about disabilities or the health of a job applicant before they have been offered the job. If the employer does ask such questions and then fails to offer the applicant the job, the fact that the employer made such enquiries will shift the burden of proof if the applicant brings a claim for disability discrimination. The Equality and Human Rights Commission can also take legal action against an employer if such enquiries are wrongly made.</p>
<p>Pregnancy and Maternity</p>	<p>Pregnancy is the condition of being pregnant or expecting a baby. Maternity refers to the period after the birth and is linked to maternity leave in the employment context where special protections apply.</p>
<p>Procurement</p>	<p>The term used in relation to the range of goods and services a public body or authority commissions and delivers. It includes sourcing and appointment of a service provider and the subsequent management of the goods and services being provided.</p>
<p>Proportionate</p>	<p>This refers to measures or actions that are appropriate and necessary. Whether something is proportionate in the circumstances will be a question of fact and will involve weighing up the discriminatory impact of the action against the reasons for it, and asking if there is any other way of achieving the aim.</p>

Provision, Criterion or Practice	Identifying a provision, criterion or practice is key to establishing indirect discrimination. It can include, for example, any formal or informal policies, decisions, rules, practices, arrangements, criteria, conditions, prerequisites, or qualifications.
Public Sector Equality Duty	The duty on a public authority when carrying out its functions to have due regard to the need to eliminate unlawful discrimination and harassment, foster good relations and advance equality of opportunity. Is often abbreviated to 'PSED'.
Protected Characteristics	This is the collective term for groups which are protected under the Equality Act 2010. These are Age, Disability, Gender Reassignment, Marriage and Civil Partnership, Race, Religion and/or Belief, Sex, (previously Gender) and Sexual Orientation.
Race	Refers to the protected characteristic of race. It refers to a group of people defined by their colour, nationality (including citizenship), ethnic or national origins.
Racial Harassment:	The Equality and Human Rights Commission defines racial harassment as "violence which may be verbal or physical and which includes attacks on property as well as on the person, suffered by individuals or groups because of their colour, race, nationality, and ethnic origins, where the victim believes that the perpetrator was acting on racial grounds and/or there is evidence of racism"
Racism	Refers to a set of attitudes, behaviours, and actions towards people from a different ethnic group than oneself. The Stephen Lawrence inquiry report defines racism as "... conduct or words which disadvantage people because of their colour, culture, or ethnic origin"

Reasonable	What is considered reasonable will depend on all the circumstances of the case including the size of an organisation and its resources, what is practicable, the effectiveness of what is being proposed and the likely disruption that would be caused by taking the measure in question as well as the availability of financial assistance.
Religion or Belief	Religion has the meaning usually given to it but belief includes religious and philosophical beliefs including lack of belief (e.g. atheism). Generally, a belief should affect your life choices or the way you live for it to be included in the definition.
Retirement Age	The age at which an employee retires or is expected to retire. This may be the default retirement age of 65 (until abolished on 1 October 2011), or an age which is set in the employee's contract of employment or the normal retirement age in that employment. The employer may also impose a retirement age on workers who are not employees, but this must be objectively justified even if it is 65 or above.
Right to request Flexible Working	Employees with at least 26 weeks' service have the right to request flexible working under a formal procedure in order to care for children or certain adult relatives. This is simply an entitlement to go through a formal procedure to have the request considered in a meeting and to receive written reasons for any refusal. The substantive right to be allowed to work flexibly for care reasons applies more widely to workers and is covered by indirect sex discrimination law under the Equality Act 2010.
Separate Services	Services only provided for one sex.
Sex	The Supreme Court (In March 2014 in the case For Women Scotland v The Scottish Ministers) ruled that in the Equality Act 2010 (the Act), 'sex' means biological sex.

	<p>This means that, under the Act:</p> <ul style="list-style-type: none"> • A 'woman' is a biological woman or girl (a person born female) • A 'man' is a biological man or boy (a person born male)
Sexual Harassment	Any conduct of a sexual nature that is unwanted by the recipient, including verbal, non-verbal and physical behaviour, and which violates the victim's dignity or creates an intimidating, hostile, degrading or offensive environment for them.
Sexual Orientation	Whether a person's sexual attraction is towards their own sex, the opposite sex or to both sexes.
Single-Sex Facilities	Facilities which are only available to men or to women, the provision of which may be lawful under the Equality Act 2010.
Social Model of Disability:	The social model of disability makes the important distinction between "impairment" and "disability". It holds that disability is a social phenomenon, and while many individuals have physical or sensory impairments or learning difficulties or are living with mental health needs, it is the way society responds to these, that is the source of "disability". The alternative model, often called the "Medical Model of Disability" encourages explanations for the discrimination and disadvantage experienced by disabled people in terms of the features of an individual's physical or mental impairments. The social model, however, encourages explanations in terms of how society is organised.
Stereotyping	Is a, false or generalised assumption about a particular group or person and believing the assumption to be true
Substantial	This word tends to come up most in connection with the definition of disability and the duty to

	<p>make reasonable adjustments for disabled workers. The Equality Act 2010 says only that 'substantial' means more than minor or trivial. This means that disabled workers do not need to be put at a huge disadvantage before an employer's equality duties are triggered.</p>
Text Phone	<p>A type of telephone for deaf or hard of hearing people which is attached to a keyboard and a screen on which the messages sent and received are displayed.</p>
Transgender (Trans)	<p>Is a person who has a gender identity different from that typically associated with the sex they were assigned at birth</p> <p>The Supreme Court (In March 2014 in the case For Women Scotland v The Scottish Ministers) ruled that in the Equality Act 2010 (the Act), 'sex' means biological sex. Therefore:</p> <p>If somebody identifies as trans, they do not change sex for the purposes of the Act, even if they have a Gender Recognition Certificate (GRC).</p> <ul style="list-style-type: none"> • A trans woman is a biological man • A trans man is a biological woman
Two Ticks Symbol	<p>A sign awarded by Jobcentre Plus to employers who are positive about employing disabled people and are committed to employing, keeping and developing disabled staff.</p>
UK Text Relay Service	<p>Text Relay is a national telephone relay service for deaf, deafened, hard of hearing, deaf blind and speech-impaired people. It lets them use a text phone to access any services that are available on standard telephone systems.</p>
Unfavourably	<p>The term is used (instead of less favourable) where a comparator is not required to show that someone has been subjected to a detriment or disadvantage because of a protected</p>

	characteristic – for example in relation to pregnancy and maternity discrimination, or discrimination arising from disability.
Unlawful	Not permitted by law (as distinct from illegal which means 'forbidden by law'). On occasions, unlawful and illegal may be synonymous, but unlawful is more correctly applied in relation to civil (as opposed to criminal) wrongs.
Unreasonably	Not reasonable, beyond what's practicable.
Victimisation	Subjecting a person to a detriment because they have done a protected act or there is a belief they have done a protected act e.g. bringing proceedings under the Equality Act 2010; giving evidence or information in connection with proceedings under the Act; doing any other thing for the purposes or in connection with the Act or making an allegation that a person has contravened the Act.
Victimise	The act of victimisation.

Appendix C: Initial Screening

Name of Policy/Procedure/Service	
Service Unit	
Date of Implementation	

Does this policy/procedure/service have any differential impact on the following groups/people? (please tick):

Group	This may have a positive impact	This may have a negative impact	No adverse impact
Age			
Disability			
Gender			
Gender Reassignment			
Marriage and Civil Partnership			
Pregnancy and Maternity			
Race – which includes ethnic or national origins, colour, caste or nationality			
Religion or Belief – this also includes no religion/belief			
Sexual Orientation (Including LGBT)			
impact on Serving and/or Ex Serving Armed Forces Personnel and their families			

Please tick if you believe that this document:

- Should proceed to a Full Impact Assessment
- Needs some minor changes, but does not need a Full Impact Assessment
- Needs no further action

Recommendations (If any):

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Signed	
Officer completing assessment	
Date	

Appendix D: Full Equality Impact Assessment

Name of Function being assessed	
Service Unit	
Officer/Officers completing Analysis	
Date of assessment	
Publication date	

Executive Summary

Preparation

What protected characteristics may this function impact upon? *(Tick all that apply)*

Group	This may have a positive impact	This may have a negative impact	No adverse impact
Age			
Disability			
Gender			
Gender Reassignment			

Marriage and Civil Partnership			
Pregnancy and Maternity			
Race – which includes ethnic or national origins, colour, caste or nationality			
Religion or Belief – this also includes no religion/belief			
Sexual Orientation (Including LGBT)			
impact on Serving and/or Ex Serving Armed Forces Personnel and their families			

What is the aim/purpose of the Function?
What impact will this Function will have on a particular group or the Borough as a whole?
Is it anticipated that any group benefit from this Function?
Is it anticipated that any group will be disadvantaged from this Function?

Current Data

What data currently exists which is relevant to this Assessment?

How does this information assist with assessing the impact of the Function?			
Is more data needed to make a better-informed decision?	Yes		No

Section 3 - Primary Data/Engagement

What advice/information has been sought from expert/professional/external agencies?			
Does there need to be a formal consultation process?	Yes		No
If yes, what arrangements have been made for consultation? <i>Please list consultation programme/schedule</i>			
Have the relevant groups/people been invited to participate? <i>Please list groups/people consulted with</i>			

What data has been collected?

From current data
From the consultation

Conclusions

Have there been any positive impacts due to the Function?
Is there any negative impact on any group/s?
If there is adverse impact, can this be justified?
Can anything be done to minimise any adverse or differential impact?

Amendments

What amendments (if any) have been made to this function in light of this assessment?

1.	
2.	
3.	

Other factors

Please highlight any other factors which may affect future actions in respect of this function:

1.	
2.	
3.	

Future Action

Please indicate what future action is to be taken in light of this EIA:

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Conclusion

Please indicate which of the following best describes the outcome of this EIA:

- This function is to go ahead as planned
- This function is to go ahead with minor amendments
- This function is not going ahead/needs amendments to mitigate impacts
- No conclusive decision has been reached. Function put on hold

The Equality Duty

Does this function have due regard to:

- Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Equality Act 2010
- Advance equality of opportunity between people from different group's
- Foster good relations between people from different group's

When is this function and this EIA due to be reviewed?

Signed	
Officer completing assessment	
Date	

AGENDA ITEM NO. 12

NUNEATON AND BEDWORTH BOROUGH COUNCIL

Report to:	Health and Corporate Resources Scrutiny Panel
Date of Meeting:	Thursday 12 th February 2026
Subject:	An overview of the Safeguarding activities in the Borough
Portfolio:	Resources and Central Services
Corporate Plan – Theme:	Your Council
Corporate Plan – Aim:	Strive for transparency and accountability, in all that we do. Increase public scrutiny.
Ward Relevance:	All
Public or Private:	Public
Forward Plan:	Not applicable

-
1. Purpose of Report
 - 1.1 To provide an overview of the current safeguarding activities which are taking place in the Borough.
 2. What is the panel being asked to consider?
 - 2.1. The panel is being asked to note the report and scrutinise the safeguarding activities detailed within this report.

- 2.2. The panel may resolve to make any recommendations to the relevant Cabinet Portfolio Holder and/or Cabinet.

3. Warwickshire Safeguarding Arrangements

- 3.1. From April 2024, the Warwickshire Safeguarding Partnership split into two, with a separate board/partnership for both children and adults being created.
- 3.2. Previously, Warwickshire operated a joint Children and Adults Safeguarding Board.
- 3.3. In response to the updated Working Together guidance (issued in December 2023), the governance model was revised, resulting in the formal separation of adult and children's safeguarding arrangements in December 2024.
- 3.4. This split created the Warwickshire Safeguarding Children Partnership and the Warwickshire Safeguarding Adult Board.
- 3.5. Both the Children Partnership and the Adult Board have their own Business Plans, which can be found on their respective websites (links within background papers).
- 3.6. The Council is a member of both the Childrens Partnership and the Adult Board. The meetings are usually held quarterly.
- 3.7. In addition to the above, there are several subcommittees which the Council are also members of.
- 3.8. The Council funds both organisations the amount of £2,631.50 each as its contribution to their work/activities each financial year. The other District/Boroughs in Warwickshire contribute the same amount.
- 3.9. Much of the organisation's funding comes from Warwickshire County Council, Warwickshire Police and the NHS. Other statutory agencies in Warwickshire also contribute financially.
- 3.10. The Council has signed an Information Sharing Agreement with the Warwickshire Safeguarding Adult Board in November 2025 following the revised governance arrangement in 3.3 of the report. An agreement is currently under review with the Children Partnership however, it should be noted that an Information Sharing Agreement is not required for any partner to make a referral to Family Connect as the Children Act permits sharing of information where there is potential for risk

or harm towards a child. While there are legal mechanisms which enable the Council to share information with partner agencies, an Information Sharing Agreement sets out the legal gateways which agencies can share information between each other. In addition, the Council has a privacy notice which covers this as well - [Safeguarding | Privacy notice | Nuneaton and Bedworth Borough Council](#).

4. Safeguarding Referrals & Case Reviews

4.1. Children

4.1.1 Below is a breakdown of the contact the Council has had with Children Services. The figures below include referrals from the Council and requests for information from Children Services. For information, from March 2024, Children Services created the Family Connect Services, which is the main contact point for professionals with safeguarding concerns:

2025	29
2024	49
2023	58

4.1.2 Below is a breakdown of the child referrals made across Warwickshire for the 2024/2025 financial year:

District	Referrals 2024/25
Nuneaton and Bedworth	479
North Warwickshire	385
Rugby	343
Stratford Upon Avon	313
Warwick	295

Data extracted from Warwickshire Safeguarding Childrens Board Annual Report 2024/25.

4.1.3 As can be seen by the data above, the Nuneaton and Bedworth Borough have the highest number of referrals for the last financial year.

4.2. Adults

4.2.1 Below is a breakdown of the referrals made by the Council:

2025	78
2024	88
2023	69

4.2.2 Please note the above figure is inclusive of referrals of several agencies, including Adult Social Care, Mental Health and the Police.

4.2.3 Below is a breakdown of the adult referrals made across Warwickshire for 2024/25:

Total number of safeguarding concerns raised	4459	A 7.7% increase from 4140 from 2023/24
Individuals involved in safeguarding concerns	3539	
Concerns: Top 3 primary support reasons:	Physical Support: 41% (1446) No Support Reason: 18% (626) Support with Memory and Cognition: 12% (440)	

4.2.4 Breakdown of Section 42 Enquiries by type & source of risk (top three):

Source of risk	<ul style="list-style-type: none"> • Source of risk known to adult 85.7% • Alleged abuse by service providers 10.2% • Enquiries involving strangers 4.2%
Type of abuse	<ul style="list-style-type: none"> • Self-Neglect 21.3% • Financial Abuse 19.4% • Psychological Abuse 19.3%
Location of risk	<ul style="list-style-type: none"> • Home 70.6% • In Community (Excluding community services) 7.2% • Other 6.7%

4.2.4 Unfortunately, a breakdown by District/Borough of the data above is not available.

4.3 Case Reviews

4.3.1 Case reviews for Children (Child Safeguarding Practice Review, CSPR) are conducted when either a child dies, or is seriously harmed, as a result of abuse or neglect. They aim to identify how local professionals and organisations can improve the way they work together to safeguard children.

4.3.2 A Safeguarding Adults Review (SAR) is a multi-agency review process designed to learn from incidents involving adults with care and support needs. Similar to a CSPR, its primary purpose is to promote effective learning and improvement to prevent future deaths or serious harm from occurring again. SARs are not inquiries into blame; rather, they focus on improving practices and preventing future incidents by examining how relevant agencies worked together to safeguard the adult involved.

4.3.3 Below is a breakdown of the numbers of reviews prior to the split of the Warwickshire Safeguarding Partnership:

Financial Year	Overall No. of Referrals into WS	NBBC based referrals only	No. of NBBC referrals progressed to review
2020 - 2021	CSPR = 13	8	4
	SAR = 7	2	2
2021 - 2022	CSPR = 8	5	4
	SAR = 13	7	1
2022 - 2023	CSPR = 6	2	1
	SAR = 6	3	1
2023 - 2024	CSPR = 7	4	4
	SAR = 5	3	1

Referrals for CSPR Since WSCP and WSAB Separation (2024/25):

District	Referrals 2024/2025
Nuneaton & Bedworth	4
North Warwickshire	0
Rugby	1
Stratford-on-Avon	2
Warwick	2

4.3.4 The Nuneaton and Bedworth Borough, as with other statistics, has the highest number of referrals compared to the other District/Boroughs in Warwickshire.

4.3.5 For this financial year (up to 31st December 2025), the Council has been requested to provide information for the following:

CSPR: 5

SAR: 1

4. Section 11 Audit

4.1 In October 2025, all partner agencies who work with the Children Partnership & Adult Board were subject to a Section 11 Audit.

4.2 The Section 11 audit is a self-assessment process mandated by the Children Act 2004, requiring organisations to evaluate their safeguarding practices to ensure the welfare of children is prioritised.

4.3 The audit was expanded to include evaluation of adult safeguarding practices.

4.4 The following areas of audit were reviewed:

- Leadership and Accountability
- Commissioning Arrangements
- Quality Assurance
- Policies and Procedures
- Safer Recruitment and Selection
- Learning, Development and Supervision
- Complaints, Whistleblowing, Managing Allegations and Escalations
- Information Sharing
- Listening to and working with people

4.5 Following the audit, a number of actions were devised in order to improve the Council's safeguarding activities. The Action plan is attached as Appendix 1 to this report.

5. Promotional documentation

5.1 Promotion and raising awareness of safeguarding issues is always a key mechanism to encourage reporting of concerns.

5.2 Following the Section 11 Audit, a number of posters have been produced to highlight safeguarding issues & encourage employees to report any concerns that they may have.

5.3 The posters have been distributed & displayed across Council buildings.

6. Training

6.1. Training is also an import mechanism of raising the awareness of safeguarding matters.

6.2. NBBC employees, whose roles may come into contact with children or adults with care and support needs, are required to undertake safeguarding awareness training every three years.

6.3. Below are the numbers of employees who have undertaken the training in the last three years:

2025/26 (as of 24 th December 2025)	85
2024/25	116
2023/24	62

6.4. In addition to employee training, Elected Members are offered safeguarding training. Safeguarding awareness was included in the last Corporate Governance training which was delivered in October 2025.

6.5. Further Elected Member training is scheduled for 2026.

8. Appendices

8.1 NBBC Section 11 Single Agency Action Plan

9. Background papers

9.1 The following links to documents are attached for reference:

[Nuneaton and Bedworth Borough Council Safeguarding Policy](#)

Warwickshire Safeguarding Children Partnership:

[WSCP Website](#)

[WSCP Structures](#)- Full arrangements document is linked here.

[WSCP Business Plan](#)

[WSCP Information Sharing Agreement](#)

[Case Reviews](#)
[WSCP Annual Reports](#)

Warwickshire Safeguarding Adult Board:

[WSAB Website](#)
[Warwickshire Safeguarding Adults Board Constitution and Structures](#)
[WSAB Strategic Plan 2025-2028](#)
[Information Sharing Agreement](#)
[Safeguarding Adults Reviews \(SARs\)](#)
[WSAB Annual Reports](#)

10. Report Writer Details:

Officer Job Title: Equality and Safeguarding Officer

Officer Name: Craig Dicken



Single Agency Action Plan

Agency: Nuneaton and Bedworth Borough Council

Please complete the single agency action plan below to identify areas for improvement and action to be taken.

Number	Area for Improvement	Action to be taken	Evidence that action has been achieved
1.	Production of promotional materials to promote the reporting of safeguarding concerns (Internal/External)	Liaise with Communications Team in NBBC to produce promotional materials and distribute internal and external to the Council	Final promotional materials
2.	Implement survey to assess staff understanding and use of safeguarding policies and procedures	Devise survey to distribute to employees	Results from NBBC internal survey & action plan
3.	Discussion with HR as to whether Job descriptions and person specifications should refer to safeguarding responsibilities.	Review of NBBC job descriptions and person specifications to establish as to whether safeguarding responsibilities need to be included.	Outcome of review of JD's and PS.
4.	Escalation policy being effectively used when dealing with adults with care and support needs/children	Review use of the escalation policy within NBBC and explore reasons with Officers	Result from NBBC internal survey
5.	Reinforce 7 golden rules (necessary, proportionate, relevant, adequate, accurate, timely and secure) for sharing information within NBBC training	Include within NBBC training	Slide in NBBC Safeguarding Awareness training

AGENDA ITEM NO. 13

NUNEATON AND BEDWORTH BOROUGH COUNCIL

Report to: Health and Corporate Resources Overview and Scrutiny Panel

Date of Meeting: 12th February 2026

Subject: Members Enquiry Form (MEF) Update

Portfolio: Resources and Central Services

Responsible Officer: Corporate Support and Data Compliance Manager

Corporate Plan – Theme: Your Council

Corporate Plan – Aim: Strive for transparency and accountability in all that we do

Ward Relevance: N/A

Public or Private: Public

Forward Plan: N/A

1. Purpose of report

- 1.1. To provide an update on the performance of the revised Members Enquiry Form (MEF) process, introduced in May/June 2025 to strengthen transparency, improve response quality, and increase accountability across all service areas.

2. What is the panel being asked to consider?

- 2.1. Councillor L. Cvetovic requested the Overview and Scrutiny Panel review the MEF response process at Council on 17 September 2025.

3. Recommendations

- 3.1. That the Panel notes the significant improvement in MEF performance since the introduction of the revised process, with SLA compliance increasing from 40% in quarter 1 2025 to 79% in quarter 3 of 2025/26.
- 3.2. That the Panel receives a further performance update at the end of quarter 4, including a trend analysis comparing all quarters since the revised process launched.

4. Background

- 4.1. The former MEF process had three stages and a two-day SLA for investigation. Cases would close automatically after investigation even when responses did not fully address the enquiry.
- 4.2. The revised process offers additional scrutiny, clearer escalation, and improved member control. The revised process was introduced across May/June 2025.
- 4.3. There is now increased transparency, improved accountability, and gives members greater visibility of responses particularly for complex cases.
- 4.4. In quarter 3, 220 MEFs were submitted, producing a total of 393 workflow stages, of which 311 stages or 79% were completed within the 2-day SLA.

5. Body of report

- 5.1. Quarter 3 performance demonstrates that the revised MEF process is delivering measurable improvements in both transparency and service responsiveness.
- 5.2. Since its introduction, SLA compliance has risen from 40% (Q1 2025) to 79% in the most recent quarter, representing a substantial uplift in the quality and timeliness of responses provided to members.
- 5.3. 220 MEF cases have been submitted in quarter 3 which generated 393 workflow stages (reflecting cases moving multiple times between investigation and further investigation).
- 5.4. 311 stages completed within the 2-day SLA giving a 79% SLA compliance rate, with 82 stages answered outside the 2-day SLA meaning that 21% of responses went beyond the SLA.

- 5.5. Of the 220 cases raised, 45 cases were accepted by members, 17 of which were on the first response from an officer. 75 cases, however, were not accepted or rejected and closed automatically after 14 days with no member action.
- 5.6. If we review MEF performance from quarter 1 2025 (quarter 2 was running both iterations of the process at the same time), then we received 178 enquires with 71 completed outside the two-day SLA giving a 40% SLA compliance rate.
- 5.7. However, performance remains inconsistent across service areas. While several teams are achieving 90 to 100% SLA compliance, others continue to experience delays which impact members' ability to respond effectively to constituents.
- 5.8. In addition, a significant proportion of cases continue to auto-close after 14 days with no member action, suggesting there may be opportunities to enhance member engagement and ensure enquiries reach meaningful resolution.
- 5.9. These issues indicate that further support is required to ensure members and officers are fully equipped to use the process effectively and consistently.
- 5.10. To support members with the MEF process, officers will review member training with the Resources and Central Services portfolio holder. This could focus on how to use the MEF effectively, how to identify when a dedicated process is more appropriate, how to manage investigation stages to reduce unnecessary auto-closures and how to escalate cases appropriately.
- 5.11. In addition, further training and review of service performance will be undertaken in service areas to ensure more improvements in response performance.
- 5.12. The table below shows the performance by service area against the SLA for each stage:

Service Area	Stages completed within SLA	Stages completed outside SLA	Total Number of Stages	Compliance %
SA Finance	4	0	4	100
SA IT and C	1	0	1	100
SA Management	1	0	1	100
SA Transport	1	0	1	100
SA Planning and BC	12	1	13	92
SA Customer Services	10	1	11	91

SA Environmental Protection	10	1	11	91
SA Housing	162	18	180	90
SA Leisure	65	16	81	80
SA Crematoria	7	3	10	70
SA Council Property	26	19	45	58
SA Legal	2	2	4	50
SA Community Safety	2	3	5	40
SA Eco Development	1	2	3	33
SA Waste Management	7	14	21	33
SA Democracy	0	2	2	0
Grand Total	311	82	393	79

5.13. The table below show the total number of MEF cases by service area:

Service Area	MEFs Cases Submitted
Housing	90
Leisure and Culture	36
Waste Management	20
Planning & Building Control	12
Council Property	16
Environmental Protection	9
Customer Services	9
Crematoria and Cemeteries	6
Community Safety	8
IT & C	3
Finance	3
Economic Development	3
Legal	2
Democracy	1
Management	1
Transport & Infrastructure	1
Total	220

6. Appendices

6.1. Appendix 1 – Revised MEF Process

7. Report Writer Details:

Officer Job Title: Corporate Support and Data Compliance Manger

Officer Name: John Sherratt

Officer Email Address: John.sherratt@nuneatonandbedworth.gov.uk

APPENDIX 1

Revised MEF Process

The MEF process is used when members need to raise queries that do not already have a dedicated form or process.

To support correct routing, the MEF landing page now includes links to commonly used forms such as:

Ground Maintenance enquiries
Fly tipping reports

Key Stages of the Revised Process

Stage 1 Submission

Members submit an enquiry using the MEF form.

Stage 2 Investigation (SLA: 2 working days)

A designated officer investigates and provides an initial response.
The member can:

- Accept the response and close the case
- Take no action (case auto-closes after 14 days)
- Request further investigation

Stage 3 Further Investigation (SLA: 2 working days)

Members may ask supplementary questions or seek clarification.
As above, they may accept, allow auto closure, or repeat further investigation.

Stage 4 Completion

A final response is issued and awaits member action.

Sign-off

Members sign off the enquiry or return it to officers.

Auto-closure occurs after 14 days if no action is taken.

Question 4 - Councillor Lubs Cvetkovic asked the following question to the Portfolio Holder for Resources and Central Services:

I have recently had cause for concern regarding how Members enquiries are being dealt with. Last week I received a reply from Officers regarding an Issue I reported in April. The issue was regarding a burst water main in Bulkington that I also phoned through. I received a message that they have only just seen this message.

I have also messaged asking for a bin to be installed in a local Jitty which is well used and suffering from litter. Though I did receive a speedy reply saying it would be investigated, the enquiry was closed down within moments of this response being sent to me, with no further reply.

I have also placed calls requesting to speak to Officers. I have either been told no one from the team is in the office and that if I leave a message I will be called back. I am rarely if ever called back and am worried by the disconnect between Officers and Councillors ability to communicate directly.

I am concerned that the culture at NBBC of issues being reported, closedown, issues not being dealt with and receiving anonymous replies and entire teams being unavailable to speak with Councillors when they phone up to ask questions or seek clarification regarding casework that is being undertaken.

I am sure that this is happening to other members, and I would therefore like to ask what steps and measures are being taken to improve /change the system?

Councillor S. Hey, Portfolio Holder for Resources and Central Services, responded as follows:

Thank-you Mr. Mayor and Councillor Cvetkovic

I'd like to split my answer into two - one on the Members' Enquiry Form system and two one the question of responses from officers.

When I first became a Councillor and used the MEF system for the first time I was delighted that, within a few hours of inputting my first form it was marked as complete. I rushed out to look at the results and was utterly deflated to find that nothing had been done.

IT falls within my portfolio so I started making enquiries about how it worked and discovered that "completed" meant it had been passed on to the relevant department by Customer Services - not actually completed.

I also discovered that it was difficult to review cases, see which cases needed chasing up and to comment on progress. It seemed astonishing to me that we, as elected Members, did not have the power to decide what was completed or not.

Bearing in mind that this was a system inherited for your previous administration I asked why it was so user-unfriendly and, frankly, not fit for purpose.

So I pushed for changes to be made - and pushed and pushed and pushed!

Not just because of this it became apparent that there was a wider problem of under resourcing and slower than desired progress in the development of modern IT systems within the Council which are vital to improving our efficiency in helping our residents and businesses. As a result, and as Cllr. Wilson is aware, we are implementing changes in the management structure and funding of IT going forwards.

If you check back in your emails you'll see that, on 10th June this year, Petar Balac from IT wrote to all Councillors to introduce an updated MEF system with some significant improvements, most crucially cases can only be closed by Members.

The email also included a video guide on the changes so please do look it up if you haven't had chance to do so yet.

Coming onto officer responsiveness. I won't comment on the individual cases in this meeting but I am well aware that there is pressure in some areas with staffing shortages which is being addressed. I don't think that there is a general culture of not responding to elected members (quite the opposite) but, what I do when I don't get a response is to use the MEF system to chase one up or, on occasion, elevate the issue to a complaint.

By doing this through the MEF system we have a proper audit trail which can be used by management to identify trends, spot where the pressure point are and, if necessary, investigate why answers aren't being given in a timely manner. If you don't use the MEF system to its full extent the ability to do all that is lost.

In relation to the specific issues you mention please email me with the MEF reference numbers and I'll get them investigated.

Councillor L. Cvektovic moved that the above question and response be referred to the relevant Overview and Scrutiny Panel for further consideration.

Councillor K. Wilson seconded the motion.

A vote was taken.

It was **RESOLVED** that the question asked by Councillor L. Cvetkovic and the answer provided by Councillor S. Hey be referred to the relevant Overview and Scrutiny Panel for further consideration.

AGENDA ITEM NO. 14

NUNEATON AND BEDWORTH BOROUGH COUNCIL

Report to: Health and Corporate Resources Overview and Scrutiny Panel

Date of Meeting: 12th February 2026

Subject: Transformation Strategy

Portfolio: Resources and Central Services

Responsible Officer: Deputy Chief Executive

Corporate Plan – Theme: Your Council

Corporate Plan – Aim: Deliver a refreshed Council change plan to modernise services.

Ward Relevance: All

Public or Private: Public

Forward Plan: Not a key decision

1. Purpose of report

1.1. To provide details relating to the production and publication of a Transformation Strategy.

2. What is the panel being asked to consider?

2.1. The approach in engagement, composition and structure of the Strategy.

3. Recommendations

3.1. The approach is followed, the principles broadly outlined in this paper are endorsed, and the strategy be authored and communicated.

4. Background

- 4.1. The Council Plan outlines several strategic ambitions which rely heavily on the effectiveness of Transformation. Accordingly, the Corporate Resources directorate underwent a restructure, introducing a new post [Assistant Director Digital and Business Change] to drive forward the corporate response to transformation and provide a more comprehensive offer to the organisation.
- 4.2. The application of transformation tools and techniques, as well as the narrative on how transformational skills will contribute towards organisation success, will be documented in a Transformation Strategy.
- 4.3. The Transformation Strategy will act of a blueprint for success covering skills, defined work programmes, tools, operational project management, core themes for improvement strategic governance and critically, organisational culture. The forthcoming People Strategy will be a core ally in underpinning the readiness and expectations of colleagues to deliver the work of the Transformation Strategy.

5. Body of report

- 5.1. The Transformation Strategy will not be created by an individual. This report outlines the approach being followed in its production and gives early sight of the broad themes and principles that are emerging.

Strategy Creation

- 5.2. To gain a good understanding of the approaches used by other Local Authorities, the Transformation team will conduct an exercise of peer critique to benchmark Transformation Strategies authored by similar sized Authorities.
- 5.3. A series of staff engagement sessions has already commenced and yielding valuable contributions, outlined below. Three in-person sessions and three hybrid Microsoft Teams sessions are taking place through January and February as well as a session at the depot.
- 5.4. Assistant Directors, Strategic Directors and the Chief Executive have all had individual meetings to give initial ideas and feedback. Further engagement will take place via Senior Leadership Team (SLT) meetings as the draft Strategy progresses.
- 5.5. The Assistant Director of Digital and Business Change will also hold an Elected Member engagement session, date to be confirmed, open to all Parties as well as continued dialogue with the Portfolio holder at regular intervals.

- 5.6. The Local Government Association provides a transformation toolkit with best practice guidelines for creation of Transformation processes and offers a Transformation Self-Assessment designed to offer a maturity rating to Local Authorities.
- 5.7. The toolkit will be evaluated, and any applicable design principles will be integrated into the Strategy. The Self-Assessment tool will also be completed, and the output recommendations will also provide content and context for the Strategy.

Emerging Themes

- 5.8. From the engagement to date there are some clear themes, gaps and colleague requirements emerging that will need to be addressed. The Strategy will need to ensure:
- 5.9. Skills, Capability & Confidence
 - A strong organisational commitment to building skills.
 - Improved cross-team working and integrated skillsets.
 - Reducing fear by providing structured support, training, and a safe learning environment.
- 5.10. Culture as the Core of Transformation
 - Transformation should be a cultural mindset, not a standalone activity.
 - Strong top-down leadership accountability and support.
 - Routine encouragement and inquisitive mindset to be embedded for staff to challenge how and why work is done.
 - Accountability for transformation delivery both strategically and operationally
 - Agreeable resources, not adding change work on top of existing workloads.
- 5.11. Better Project & Change Practice
 - Proper definition of requirements before proceeding to solutions.
 - Inclusion of all relevant stakeholders from the start.
 - Solutions built *with* services, not *done to* services.
 - Transformation team to guide process and decision-making, not bypassed.
 - Clear roles and responsibilities of all stakeholders.
- 5.12. Modernisation
 - Processes, Systems, Skills, Physical work environment
- 5.13. Evidence-Based Prioritisation
 - Service desk insights

- Data-driven evidence of pain points and opportunities

6. Next Steps

- 6.1. The approach highlighted in section five will continue and a draft strategy will be presented to SLT for consideration by the end of March 2026. The Strategy will have two linked documents. Firstly, an action plan or roadmap of tasks to embed the strategy and its approach which will be included as an appendix.
- 6.2. Secondly, a documented workplan for Transformation work. This may be later than March 2026 owing to the complexity and dependencies in authoring a standard and agreed work plan across the organisation for the work the Transformation team will be allocated to in the next 12-18 months. If not completed, it will form part of the road map.

7. Appendices

- 7.1. Please note there are no appendices attached to this report.

8. Background papers

- 8.1. Please note there are no background papers attached to this report.

9. Report Writer Details:

Officer Job Title: Assistant Director Digital and Business Change

Officer Name: Anthony Baxter

Nuneaton and Bedworth Borough Council

FORWARD PLAN SHOWING THE KEY DECISIONS THAT WILL BE MADE IN THE 4 MONTHS BEGINNING 1ST MARCH 2026 AND EXEMPT INFORMATION DECISIONS THAT ARE TO BE MADE DURING MARCH, 2026.

The table below shows the likely date the listed key decisions will be made and by whom and also lists the subject of decisions to be made under Exempt Information rules. Please contact the officer mentioned in the seventh column if you wish to know:-

- ◆ the groups or organisations whom the decision maker will consult before making the decision;
- ◆ how such consultation will be undertaken;
- ◆ what documents the decision maker will consider in making that decision; or
- ◆ how, and by when, you can make any representations about the proposed decision.

Items highlighted in **yellow** are new or amended items for this publication.

Date entered:	Item - Description	Committee	In Private Session	Reason for Item being Considered in Private Session	Date	Report Author	Person Responsible	Cabinet Portfolio	OSP
13/10/25	Food Waste Service	Cabinet	No		February 2026	Alastair Blunkett ☎02476 376064	Kevin Hollis ☎02476 376143	Communities & Public Services	Env & Leisure
27/11/25	Regulatory Services System Replacement	Cabinet	No		February 2026	Daniel Lamsdale ☎02476 376184	Victoria Summerfield ☎02476 376002	Resources & Central Services	Health & Corp Resources

08/01/26	Discretionary Housing Payment Policy Update	Cabinet	No		February 2026	Liam Brown ☎02476 376275	Victoria Summerfield ☎02476 376002	Resources & Central Services	Health & Corporate Resources
27/11/25	Sherbourne Recycling Facility – Governance	Cabinet	No		February 2026	Kevin Hollis ☎02476 376143	Kevin Hollis ☎02476 376143	Communities & Public Services	Environment & Leisure
28/02/25	General Fund Budget 2026/27	Cabinet/Council	No		February 2026	Liam Brown ☎02476 376275	Victoria Summerfield ☎02476 376002	Resources & Central Services	Health & Corporate Resources
28/02/25	Housing Revenue Account Budget 2026/27	Cabinet/Council	No		February 2026	Liam Brown ☎02476 376275	Victoria Summerfield ☎02476 376002	Resources & Central Services	Health & Corporate Resources
28/02/25	Treasury Strategy 2026/27	Council	No		February 2026	Liam Brown ☎02476 376275	Victoria Summerfield ☎02476 376002	Resources & Central Services	Health & Corporate Resources
28/02/25	Capital Budget 2026/27	Cabinet/Council	No		February 2026	Liam Brown ☎02476 376275	Victoria Summerfield ☎02476 376002	Resources & Central Services	Health & Corporate Resources

29/08/25	Local Council Tax Support Scheme	Cabinet/ Council	No		February 2026	Liam Brown ☎02476 376275	Victoria Summerfield ☎02476 376002	Resources & Central Services	Health & Corp Resource s
24/12/25	Medium Term Financial Strategy	Cabinet/ Council	No		February 2026	Liam Brown ☎02476 376275	Victoria Summerfield ☎02476 376002	Resources & Central Services	Health & Corp Resource s
29\08\25	Council Tax S13a Policy	Cabinet	No		February 2026	Liam Brown ☎02476 376275	Victoria Summerfield ☎02476 376002	Resources & Central Services	Health & Corp Resource s
29/08/25	Equality and Diversity Policy	Cabinet	No		February 2026	Matthew Wallbank ☎02476 376275	Victoria Summerfield ☎02476 376002	Resources & Central Services	Health & Corp Resource s
29/01/26	Bedworth Physical Activity Hub - Update	Cabinet	No		March 2026	Katie Memetovi c-Bye ☎02476 376147	Kevin Hollis ☎02476 376143	Leisure & Health	Env & Leisure
13/10/25	Cemeteries Future Provision	Cabinet	No		March 2026	Katie Memetovi c-Bye ☎02476 376147	Kevin Hollis ☎02476 376143	Leisure & Health	Env & Leisure

30/09/25	Grounds Maintenance Procurement	Cabinet	No		March 2026	Katie Memetovic-Bye ☎02476 376147	Kevin Hollis ☎02476 376143	Leisure & Health	Env & Leisure
27/11/25	Action Plan – Local Government Peer Review – Next Steps	Cabinet	No		March 2026	Tom Shardlow ☎02476 376004	Tom Shardlow ☎02476 376004	Resources and Central Services	Health & Corp Resources
24/12/25	Corporate Plan Delivery Plan April 2026 – March 2027	Cabinet	No		March 2026	Tom Shardlow ☎02476 376004	Tom Shardlow ☎02476 376004	Resources and Central Services	Health & Corp Resources
27/11/25	Tenant Satisfaction Measures 2025/26	Cabinet	No		March 2026	Dawn Dawson ☎02476 376408	Dawn Dawson ☎02476 376408	Housing	Housing & Comm
31/07/25	NBBC Water Policy Review and Access to Open Water	Cabinet	No		March 2026	Katie Memetovic-Bye ☎02476 376147	Kevin Hollis ☎02476 376143	Leisure & Health	Env & Leisure
31/03/25	General Fund Budget Monitoring Q3	Cabinet	No		March 2026	Liam Brown ☎02476 376275	Victoria Summerfield ☎02476 376002	Resources & Central Services	Health & Corp Resources

31/03/25	HRA Budget Monitoring Q3	Cabinet	No		March 2026	Liam Brown ☎02476 376275	Victoria Summerfield ☎02476 376002	Resources & Central Services	Health & Corp Resources
31/03/25	Capital Monitoring Q3	Cabinet	No		March 2026	Liam Brown ☎02476 376275	Victoria Summerfield ☎02476 376002	Resources & Central Services	Health & Corp Resources
29/08/25	NNDR Discretionary Rate Relief Policy	Cabinet	No		March 2026	Liam Brown ☎02476 376275	Victoria Summerfield ☎02476 376002	Resources & Central Services	Health & Corp Resources
29/08/25	NNDR Retail, Hospitality and Leisure Policy	Cabinet	No		March 2026	Liam Brown ☎02476 376275	Victoria Summerfield ☎02476 376002	Resources & Central Services	Health & Corp Resources
29/08/25	NNDR Supporting Small Businesses Policy	Cabinet	No		March 2026	Liam Brown ☎02476 376275	Victoria Summerfield ☎02476 376002	Resources & Central Services	Health & Corp Resources
31/10/25	First Considerations and Biodiversity Duty Report	Cabinet	No		March 2026	Louise Hryniw ☎02476 376310	Kevin Hollis ☎02476 376143	Planning and Enforcement	Business, Regen & Planning

31/03/25	Pingles Decarbonisation Closure	Cabinet	No		April 2026	Katie Memetovi c-Bye ☎02476 376147	Kevin Hollis ☎02476 376143	Leisure & Health	Env & Leisure
24/12/25	Supplementary Planning Documents	Cabinet/ Council	No		April 2026	Louise Hryniw ☎02476 376310	Kevin Hollis ☎02476 376143	Planning and Enforcement	Business, Regen & Planning
31/10/25	Negotiated Stopping Places	Cabinet	No		June 2026	Louise Hryniw ☎02476 376310	Kevin Hollis ☎02476 376143	Planning and Enforcement	Business, Regen & Planning
30/09/25	Warwickshire Health and Wellbeing Strategy	Cabinet	No		June 2026	Katie Memetovi c-Bye ☎02476 376147	Kevin Hollis ☎02476 376143	Leisure & Health	Env & Leisure
31/07/25	General Fund Revenue Outturn 2025/26	Cabinet	No		July 2026	Liam Brown ☎02476 376275	Victoria Summerfield ☎02476 376002	Resources & Central Services	Health & Corp Resources
31/07/25	HRA Revenue Outturn 2025/26	Cabinet	No		July 2026	Liam Brown ☎02476 376275	Victoria Summerfield ☎02476 376002	Resources & Central Services	Health & Corp Resources

31/07/25	Capital Outturn 2025/26	Cabinet	No		July 2026	Liam Brown ☎02476 376275	Victoria Summerfield ☎02476 376002	Resources & Central Services	Health & Corp Resources
31/07/25	Collection Fund 2025/26	Cabinet	No		July 2026	Liam Brown ☎02476 376275	Victoria Summerfield ☎02476 376002	Resources & Central Services	Health & Corp Resources
31/07/25	Treasury Annual Report 2025/26	Council	No		July 2026	Liam Brown ☎02476 376275	Victoria Summerfield ☎02476 376002	Resources & Central Services	Health & Corp Resources
31/05/23	Asset Management Plan	Cabinet	No		September 2026	Jonathan White/ ☎02476 376549	Dawn Dawson ☎02476 376408	Business & Regeneration	Business, Regen & Planning
30/09/25	General Fund Budget Monitoring Q1	Cabinet	No		September 2026	Liam Brown ☎02476 376275	Victoria Summerfield ☎02476 376002	Resources & Central Services	Health & Corp Resources
30/09/25	Housing Revenue Account Budget Monitoring Q1	Cabinet	No		September 2026	Liam Brown ☎02476 376275	Victoria Summerfield ☎02476 376002	Resources & Central Services	Health & Corp Resources

30/09/25	Capital Monitoring Q1	Cabinet	No		September 2026	Liam Brown ☎02476 376275	Victoria Summerfield ☎02476 376002	Resources & Central Services	Health & Corp Resources
27/11/25	Draft Budget 2027/28	Cabinet	No		November 2026	Liam Brown ☎02476 376275	Victoria Summerfield ☎02476 376002	Resources & Central Services	Health & Corp Resources
24/12/25	General Fund Budget Monitoring Q2	Cabinet	No		November 2026	Liam Brown ☎02476 376275	Victoria Summerfield ☎02476 376002	Resources & Central Services	Health & Corp Resources
24/12/25	Housing Revenue Account Budget Monitoring Q2	Cabinet	No		November 2026	Liam Brown ☎02476 376275	Victoria Summerfield ☎02476 376002	Resources & Central Services	Health & Corp Resources
24/12/25	Capital Monitoring Q2	Cabinet	No		November 2026	Liam Brown ☎02476 376275	Victoria Summerfield ☎02476 376002	Resources & Central Services	Health & Corp Resources

Cabinet – Exempt Items

Date entered:	Item - Description	Committee	In Private Session	Reason for Item being Considered in Private Session	Date	Report Author	Person Responsible	Cabinet Portfolio	OSP
13/10/25	Regeneration Projects Update	Cabinet	Yes	The report will contain information relating to the financial or business affairs of any particular person (including the Authority holding the information)	February 2026	Jonathan White ☎02476 376549	Dawn Dawson ☎02476 376408	Business & Regeneration	Business, Regen & Planning

Individual Cabinet Member Decisions

Date entered:	Item - Description	Portfolio Holder	In Private Session	Reason for Item being Considered in Private Session	Date	Report Author	Person Responsible	OSP

Individual Cabinet Member Decisions – Exempt Items									
	None								

Officer Decisions									
Date entered:	Item - Description	Directorate	In Private Session	Reason for Item being Considered in Private Session	Date	Report Author	Person Responsible	Cabinet Portfolio	OSP
	None								
Officer Decisions – Exempt Items									

The Cabinet Members are:

- Resources & Central Services (Leader) - Councillor S. Hey
- Housing (Deputy Leader) - Councillor C. Watkins
- Communities & Public Services - Councillor K. Price
- Leisure & Health - Councillor B. Hughes
- Business & Regeneration - Councillor N. King
- Planning & Enforcement - Councillor T. Venson

Observer:

- Leader of the Main Opposition Group - Councillor K. Wilson

Dated: 30th January 2026

Signed: S. Hey (Leader of the Council)

Health and Corporate Resources OSP – Work Programme 2025/26

Meeting dates: 26th June 2025, 23rd October 2025, 12th February 2026

Date Added	Lead Officer	Title	Description	Scrutiny/ Overview	Proposed Committee Date	Include in 2026/27 Work Programme	On Agenda 2025/26 or Briefing Note
	Steve Gore	Integrated Performance Report	Quarterly Benchmarking Report	Scrutiny (Councillors to submit queries in advance of the meeting)	26 th June 2025 23 rd October 2025 12 th Feb 2026	yes	yes
	Director of Public Health (Katie MB, Gemma McKinnon, jane.minchin@geh.nhs.uk)	HWBB Annual Report	Annual Report from Health and Wellbeing Board and JSNA	Overview	26 th June 2025	yes	yes
	Liam Brown	Fees and Charges Policy		Scrutiny	26 th June 2025	Yes	yes
Dec 2019	Vicki Summerfield/ Liam Brown	Capital Strategy	The Capital Strategy to be brought to the Panel for consideration and comment.	Scrutiny	23 rd October 2025	Yes	Yes
Dec 2019	Maria Bailey	Asset Strategy and Asset Management Plan	The Asset Strategy and Asset Management Action Plan to be brought to the Panel consideration and comment.	Scrutiny	23 rd October 2025		
Oct 2024	Ruth Bartlett	Emergency Planning	Work Programme Suggestion Form agreed in October 2024 that a report should provide information and an update on Emergency Planning, including: 1. That all the relevant information is on the website 2. That all elected members and relevant staff members have training would know exactly what to do in any situation		23 rd October 2025		Yes

			3. To reassure the public that the Council are fully prepared and would know what to do in the event of any emergency situation occurring in the Borough				
	Ruth Bartlett	Attendance Management Report	Annual report updating Members on previous year's performance and concerns.	Scrutiny	23 rd October 2025	Yes	Yes
26/06/2025	Ruth Bartlett	Agency Staff Review	A review of the use of agency staff over all departments as opposed to the employment of full/part time employees	Scrutiny	23 rd October 2025		Yes
	Chris Bain/ Shabina Khalifa	Healthwatch	The concerns and priorities for Healthwatch	Overview	12 th February 2026	Yes	Yes
	GEH/Samant ha Young/ Jenni Northcote Sophie Gilke/ Salmah Mahmood	George Eliot Hospital	Update presentation from the GEH on the current services, funding situation and challenges, including mortality rates in relation to coronary heart disease.	Overview	Deferred – Jenni Northcote has recently left		No
26/06/2025		Air Quality	Air quality and its impact on health in the Borough	Overview	12 th February 2026		Yes
	Abu Malek	Gambling		Overview	As required.		