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Date: 9th June 2026

Dear Sir/Madam,

A meeting of the **CABINET** will be held in the Council Chamber, Town Hall, Nuneaton, on **Wednesday, 17th June 2026** at **6.00 p.m.**

Yours faithfully,

Tom Shardlow

Chief Executive

To: Members of Cabinet

Councillor G. Finch (Leader) (Chair)

Councillor M. Bannister (Deputy Leader and Finance, Enabling Services and Communities)

Councillor J. Bartlett (Housing)

Councillor S. Coates-Jarman (Planning, Enforcement and Public Services)

Councillor J. Groves (Town Centre Regeneration and Business Development)

Councillor B. Greenwood (Leisure and Health)

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 I

PUBLIC BUSINESS

1. **EVACUATION PROCEDURE**

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

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

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

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

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

3. **DECLARATIONS OF INTEREST**

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

Declaring interests at meetings

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

Arrangements have been made 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 and Standards Committee, that Member may vote and/or speak on the matter (as the case may be) and must disclose the existence of the dispensation and any restrictions placed on it at the time the interest is declared.

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

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

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

4. MINUTES - To confirm the minutes of the Cabinet meeting held on the 27th May 2026 (**Page 7**).
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. WARWICKSHIRE HEALTH AND WELLBEING STRATEGY report of the Assistant Director – Leisure and Recreation attached (**Page 11**)
7. HOUSING OMBUDSMAN ANNUAL COMPLAINT HANDLING report of the Assistant Director – Assets and Compliance attached (**Page 65**)
8. TENANT SATISFACTION MEASURES 2025/26 report of the Strategic Director – Communities and Place attached (**Page 125**)
9. HOUSING REVENUE ACCOUNT – HOUSING STOCK ACQUISITION – MANOR PARK DEVELOPMENT report of the Assistant Director – Asset and Compliance attached (**Page 145**)

10. COMMENCEMENT OF NEW LOCAL PLAN report of the Assistant Director – Planning attached **(Page 152) Appendices available separately on website only and not included within this agenda pack**
11. RECOMMENDATIONS FROM OVERVIEW AND SCRUTINY PANEL
None
12. ANY OTHER ITEMS - which in the opinion of the Chair of the meeting should be considered as a matter of urgency because of special circumstances (which must be specified)

Nuneaton and Bedworth Borough Council
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

CABINET

27th May 2026

A meeting of Cabinet was held on Wednesday 27th May 2026 in the Council Chamber at the Town Hall.

Present

Councillor G. Finch (Leader) (Chair)
Councillor M. Bannister (Deputy Leader and Finance, Enabling Services and Communities)
Councillor S. Coates-Jarman (Planning, Enforcement and Public Services)
Councillor J. Groves (Town Centre Regeneration and Business Development)
Councillor B. Greenwood (Leisure and Health)

CB01 **Apologies**

Councillor J. Bartlett (Housing)

CB02 **Declarations of Interest**

RESOLVED that the Declarations of Interest for this meeting are as set out in the Schedule published on the website.

CB03 **Minutes**

RESOLVED that the minutes of the Cabinet meeting held on 22nd April 2026, be approved, and signed by the Chair

CB04 **Strategic Authorities and Planning Update**

A report of the Chief Executive was submitted to Cabinet updating on the Government's request for expressions of interest regarding the geography for Spatial Development Strategies and proposals for Foundation Strategic Authorities, as set out in correspondence from Ministers dated 12th February 2026.

RESOLVED that

- a) the content of the Government's letter dated 12th February 2026 regarding Spatial Development Strategies and Foundation Strategic Authorities, and the joint response submitted by Warwickshire Leaders on 9th March 2026 be noted; and
- b) delegated authority be given to the Chief Executive in consultation with the Leader to:
 - i) continue engagement with government, neighbouring authorities and relevant partners; and
 - ii) take any necessary interim actions consistent with the collective Warwickshire position, pending further government decisions

SPEAKER:

Councillor Kris Wilson

Options

Do nothing – Rejected – this would limit the Council's influence and ability to shape outcomes affecting strategic planning and governance.

Note correspondence without delegation – Rejected – this would risk delayed or inconsistent engagement with Government.

Reasons

The recommendations enable Cabinet to note the current position and ensure the Council remains actively engaged in discussions.

CB05 Section 106 Monitoring System – Budget Variation

The Assistant Director – Planning submitted a report updating the 2026/27 General Fund budget to include £30,100 from the Council's Transformation Reserve to fund one-off capital costs associated with the Section 106 Monitoring Software project, approved by Senior Leadership Team in March 2026

RESOLVED that

- a) the background of the Section 106 Monitoring Software Project and the circumstances giving rise to this report be noted; and
- b) it be recommended to full council that the 2026/27 General Funding Budget be updated to account for Transformation Reserve funding of £30,100 to cover one-off costs associated with the Section 106 Monitoring Software Project.

SPEAKERS:

None

Options:

- Not to approve the Transformation Reserve funding (Do Nothing) - Rejected: the Transformation Reserve funding was included in the approved business case and is essential to deliver the historic data upload, a critical component of the project. Without it, there is a high risk the system would go live without a complete dataset, significantly undermining the value of the investment and the Council's ability to manage its Section 106 obligations effectively. This is because extant Section 106 Agreements (i.e those entered into at anytime before the Software system goes live and which aren't yet fully complied with and discharged) would in that scenario not be recorded on the system and they would therefore not be able to be monitored, thereby rendering the system almost obsolete from the very start. The 'do nothing' option would therefore result in the Council having incurred the cost of procuring and implementing a system without realising its full intended benefit.
- Delay the historic data upload and seek approval at a later date via the quarterly budget update report to Council in September 2026 – Rejected - as set out in the project overview, approval of the budget variation is required by 10 July 2026 to support timely progression of the procurement process for the historic data upload contract. Waiting until the September quarterly report would mean approval is received after this deadline,

preventing the data upload contract from being awarded on time, and thus delaying the project.

Reasons:

The Section 106 Monitoring Software project represents a significant improvement in the Council's ability to manage its significant portfolio of Section 106 obligations.

CB06 Transformation Strategy

A report of the Deputy Chief Executive – Strategic Director for Corporate Resources presented to Cabinet the newly authored Transformation Strategy.

RESOLVED that the Transformation Strategy be adopted and work on the implementation plan be commenced.

SPEAKERS:

Councillor Kris Wilson
Councillor Tony Venson

Options:

Do nothing – Rejected - Without a coordinated and documented approach to transformation, including protocols for running projects, standardised reporting and appropriate skills, all outlined in the Strategy, the Council is at risk of failing to deliver key aspirations outlined in the Corporate Plan as well as detrimental effects to running daily services.

Reasons:

The Transformation Strategy provides the Council a blueprint from which to focus resources and priorities. It documents core values and direction of travel relating to employee development, culture and performance.

CB07 ICT Policies

The Deputy Chief Executive – Strategic Director for Corporate Resources submitted a report requesting adoption of the newly authored ICT Policies.

RESOLVED that

- a) the policies outlined in appendices A – C of the report be adopted; and
- b) delegated authority to the Assistant Director – Digital and Business change to make any necessary changes to approved ICT policies in considering the protection of the Council, in consultation with the Senior Leadership Team

SPEAKERS:

None

Options:

Do nothing – Rejected - Without a coordinated and documented approach to ICT Security the Council is vulnerable to attacks and withdrawal of services by partners. Both will lead to significant reputational and financial damage.

Reasons:

The policies create a coherent and layered security framework that addresses risks across people, data, and technology in a structured and proportionate way.

CB08 **Recommendations from Overview and Scrutiny Panels**

None

CB09 **Any Other Items**

None

Chair

PUBLICATION DATE: 1ST JUNE 2026

DECISIONS COME INTO FORCE: 9TH JUNE 2026

NUNEATON AND BEDWORTH BOROUGH COUNCIL

Report to:	Cabinet
Date of Meeting:	17 th June 2026
Subject:	Warwickshire Joint Local Health and Wellbeing Strategy 2026-2031
Portfolio:	Leisure and Health
Responsible Officer:	Assistant Director Recreation & Culture
Corporate Plan – Theme:	Housing, Health, and Communities
Corporate Plan – Aim:	Work with Public Health colleagues and Partners to address community inequalities
Ward Relevance:	All wards
Public or Private:	Public
Amendment to Budget:	No
Council Tax Related:	No
Recommendation to Cabinet:	Yes
Forward Plan:	Yes
Subject to Call-in:	Yes

1. Purpose of report

- 1.1 To update Cabinet on the recently adopted Warwickshire Joint Local Health and Wellbeing Strategy 2026 – 2031 by Warwickshire Health and Wellbeing Board.

2. Recommendations

- 2.1. That Cabinet note the Warwickshire Joint Local Health and Wellbeing Strategy 2026-2031 recently adopted by Warwickshire Health and Wellbeing Board.
 - 2.2. That the Council continue to support the development of local place-based delivery plans through its involvement in the Warwickshire North Place Health and Wellbeing Place Partnerships.
3. Body of report and reason for recommendations
- 3.1. Warwickshire's Health and Wellbeing Board (HWBB) is required to produce a Health and Wellbeing Strategy (HWS) that sets out how partners will work together to improve population health, prevent ill-health and reduce health inequalities across the whole of Warwickshire. With the current strategy due to expire in 2026, a new strategy is needed to guide collaborative action through to 2031.
 - 3.2. The HWS is owned by the HWBB which has a statutory responsibility to produce the strategy and ensure it is informed by local evidence through the Joint Strategic Needs Assessment (JSNA).
 - 3.3. The HWBB will drive and own the HWS over the five-year period. Health and Wellbeing Place Partnerships, Local Councils including NBBC and other partners and stakeholders will have a role to deliver on the priorities written in the strategy and impact of the strategy will be evaluated throughout.
 - 3.4. The purpose of the HWS is to outline how HWBB partners will work together to support improvements in local health and wellbeing outcomes, prevent ill health, and reduce inequalities in health outcomes to enable everyone to thrive during their lifetime.
 - 3.5. The Strategy has been adopted by the Warwickshire Health of Wellbeing Board and endorsed by member organisations, including Warwickshire's District and Borough Councils.

4. Consultation with the public, members, officers and associated stakeholders
 - 4.1. WCC hosted workshops across Warwickshire, including one in Nuneaton and Bedworth, these were chaired by Place Partnership leads and brought together a wide range of stakeholders including Warwickshire Community and Voluntary Action (WCAVA), Healthwatch Warwickshire, elected Portfolio Holders for Health, National Health Service (NHS), and local authority colleagues. The workshops were well attended and included structured activities to identify the top three priorities for each Place. Informal feedback was overwhelmingly positive, with many participants appreciating the collaborative and inclusive approach.
5. Financial Implications
 - 5.1. None arising directly from this report.
6. Legal Implications
 - 6.1. None arising directly from this report.
7. Equalities implications
 - 7.1. No specific equality implications have been identified following the completion of an equality impact assessment.
8. Health implications
 - 8.1 The Health and Wellbeing Strategy (HWS) sets out how partners will work together to improve population health, prevent ill-health and reduce health inequalities across the whole of Warwickshire. With the current strategy due to expire in 2026, the new strategy is needed to guide collaborative action through to 2031.
9. Climate and environmental implications
 - 9.1. No direct climate and/or environmental implications have been identified.
10. Section 17 Crime and Disorder Implications

10.1. No direct Section 17 crime and disorder implications have been identified.

11. Risk management implications

11.1. No direct risk management implications have been identified.

12. Human resources implications

12.1. No direct human resource implications have been identified.

13. Biodiversity Implications

13.1. No direct biodiversity implications have been identified.

14. Local Government Reorganisation (LGR) Implications

14.1. No direct LGR implications have been identified.

15. Options considered and reason for their rejection

15.1. 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 Strategy will continue to be adopted by Warwickshire County Council and endorsed by other District and Boroughs.

16. Conclusion

16.1. The new strategy sets out how partners will work together to improve population health, prevent ill-health and reduce health inequalities across the whole of Warwickshire.

17. Appendices

17.1. Please note the following appendices:

- i. Appendix A – Warwickshire Joint Local Health and Wellbeing Strategy 2026-31

18. Background papers

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

19. Report Writer Details:

Officer Job Title: Assistant Director – Recreation & Culture

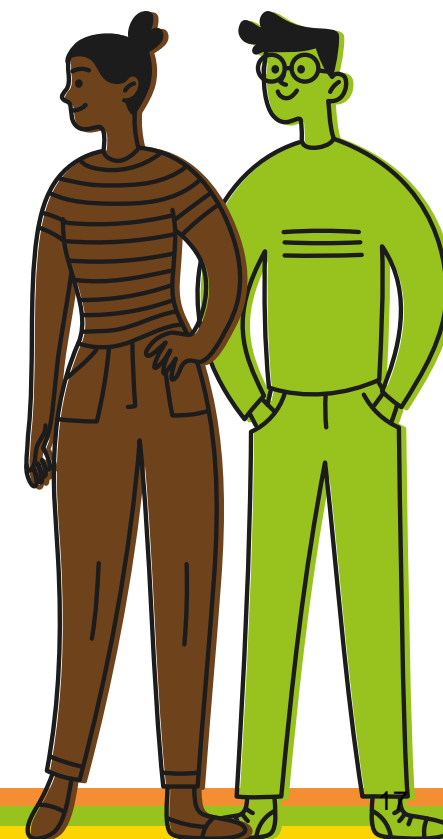
Officer Name: Katie Memetovic-Bye



Warwickshire's Joint Local Health and Wellbeing Strategy

Contents

Executive Summary	3
Plan on a page	7
Foreword	8
What we achieved through the Health and Wellbeing Strategy 2021-26	9
Introduction	11
Adopting the population health framework	12
Working together across County, Place and Neighbourhood	13
Key enablers	14
Understanding population health need	17
National drivers of health and wellbeing	17
Joint Strategic Needs Assessments	18
Current and future JSNA programme	19
Turning data into priorities and action	20
Warwickshire	21
Rugby Place	31
South Warwickshire Place	36
Warwickshire North Place	41
Next steps	46
Performance and measuring impact	46
Governance and reporting	46
Risks	47
HWBB Partners	48



Executive Summary

Introduction to the Health and Wellbeing Strategy

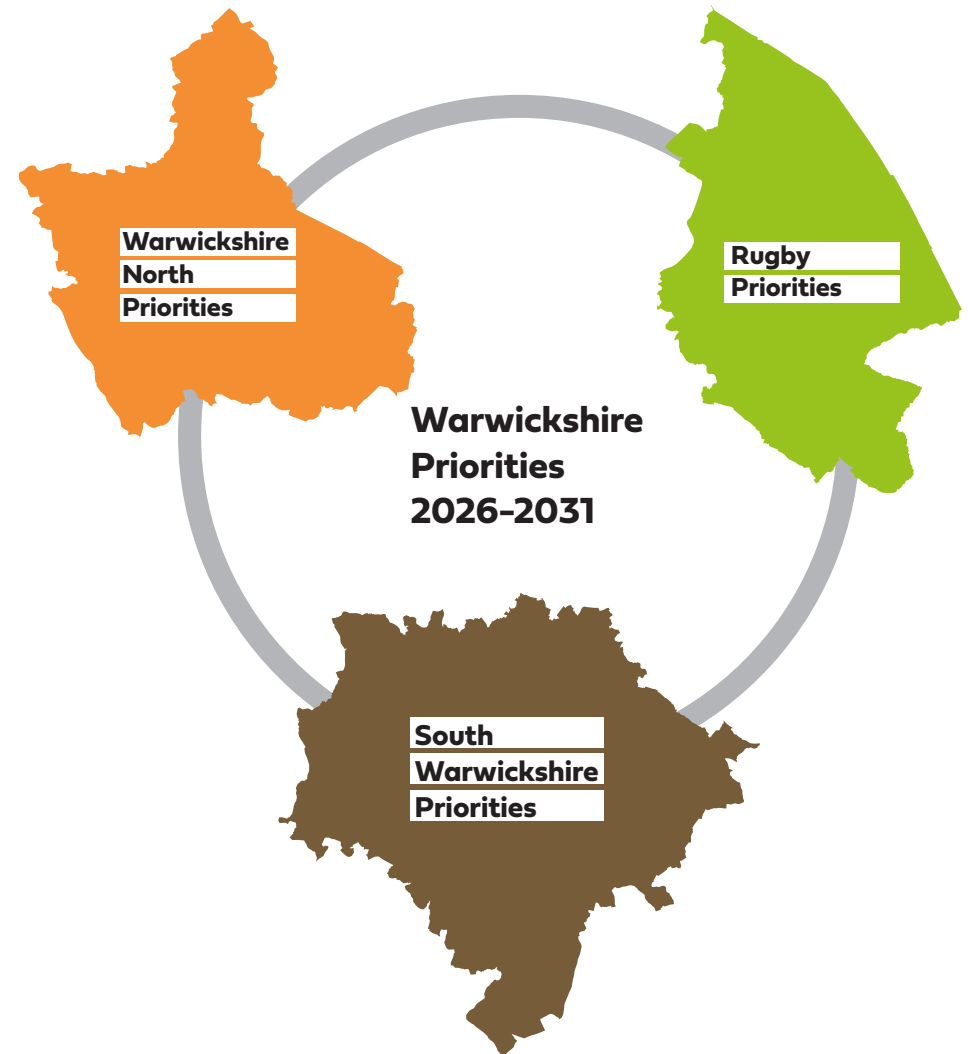
The Health and Wellbeing Strategy sets out how partner organisations across Warwickshire will work together to prioritise actions and improve key factors that affect the health and wellbeing of people who live and work across the county.

The strategy identifies and aligns priorities for the whole county to help reduce inequalities affecting health, as well as priorities specific to the following three places:

- ➔ Rugby Place (Rugby Borough)
- ➔ North Place (North Warwickshire Borough and Nuneaton and Bedworth Borough)
- ➔ South Place (Stratford-upon-Avon District and Warwick District)

This strategy aims to make Warwickshire healthy and ensure that this good health is split evenly across all areas of the county. We currently have unjust health inequalities and many people living in need. North Warwickshire experiences higher levels of deprivation and lower healthy life expectancy than the south of the county, with residents living on average three years fewer due to factors affecting health and wellbeing.

To recognise the differing needs across Warwickshire, the Strategy has been developed so that each area of the county has its own set of priorities. This approach enables each place to assess local need and develop delivery plans based on local strengths, supporting fairer outcomes for people across Warwickshire.



While each Place is unique and has its own priorities and actions shaped by local need, all broadly align with the County Priorities and we will continue to work in partnership to deliver them.

This strategy will look at all ages and areas across the life course and has a focus on the aspects of everyday life that most impact our health including our housing, surroundings, families and communities, food, transport, education, work, and skills. We recognise that it is these wider determining factors that influence 80% of our health and our wellbeing, the last 20% impacted by access to and the provision of primary health care like the NHS, and the priorities within this strategy have been designed accordingly.

The strategy looks to build on our last strategy, which ran from 2021 to 2026. Over these five years, we had three core priorities.

2021-26 Priority 1:

Help our children and young people have the best start in life.

2021-26 Priority 2:

Help people improve their mental health and wellbeing, particularly around prevention and early intervention in our communities.

2021-26 Priority3:

Reduce inequalities in health outcomes and the wider determinants of health.



We have developed our strategy by bringing together information from three main areas of expertise:

1. We have used the evidence that we report frequently through Needs Assessments to understand the concerns and core issues and needs of people who live and work in Warwickshire.
2. We have carried out three workshops at Rugby, North and South Warwickshire places with colleagues from local government, from the voluntary, community, faith and social enterprise (VCFSE), and from the NHS, to examine the local data and collectively agree priorities that were suitable in each context.
3. We have taken these draft priorities to the public through an online survey on Ask Warwickshire and paper surveys in libraries across Warwickshire in August 2025 and asked the public for feedback on how well the drafted priorities aligned with the public view. This ensured the Strategy reflects what truly matters to our population and residents and can drive real health and wellbeing improvement for all.

Our priorities have also been shaped by a strong commitment to data sharing, effective communication, and collaborative ways of working across partner organisations. This approach has ensured the Strategy reflects insight from a wide range of partners, helping to focus action where it can make the greatest difference to health and wellbeing over the next five years.

Delivery of the Strategy will continue to be led through partnership working. Strong strategic links and collaboration will ensure the priorities influence plans across all relevant areas, supported by a Health in All Policies approach to embed positive health impacts within wider planning and policy decisions.

Warwickshire Priorities for 2026-2031

1. **Creating the conditions to support good mental health and wellbeing, prioritising children and young people, enabling them to flourish.**

Mental health problems often begin early in life, and many young people face delays in getting support. The strategy commits to detecting issues sooner, strengthening early help in schools and communities, and ensuring support is easier to access. It also highlights the need to address the wider pressures that affect mental wellbeing, such as social isolation, family stress and the impact of poverty.



2. **Tackling the factors that cause poverty and lead to inequalities in health and wellbeing.**

Poverty affects many aspects of daily life - from access to good housing and stable employment to the ability to make healthy choices. Warwickshire is a comparatively affluent county, however that can mask pockets of significant deprivation. The strategy aims to embed a "Health in All Policies" approach so that decisions about housing, transport, planning, jobs and the environment all take account of their impact on health. It also commits to supporting families experiencing child poverty, improving access to good work and training opportunities, addressing homelessness, and improving the built and natural environment so that all communities can thrive.



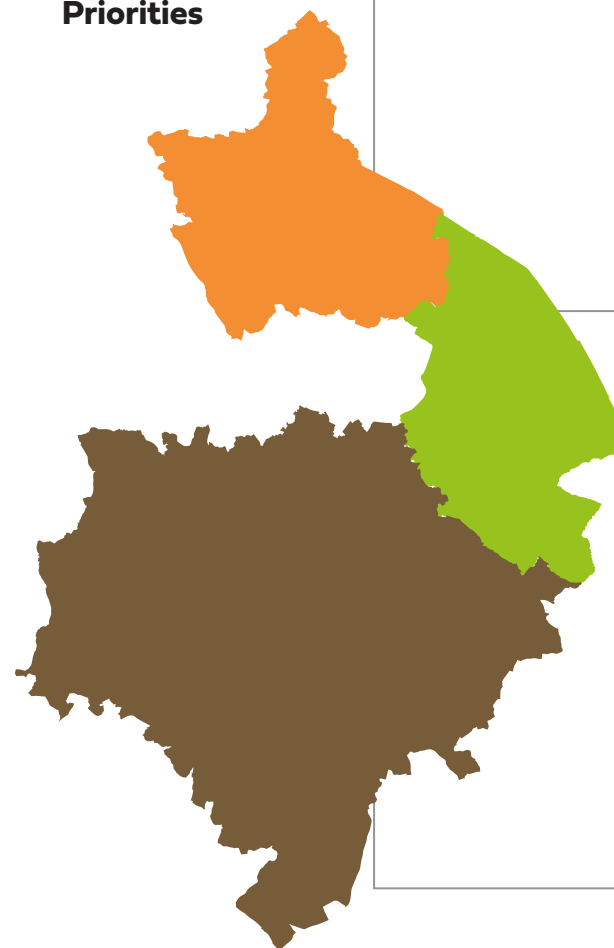
3. Supporting people to move more and eat well.

Physical inactivity and unhealthy weight are major contributors to long-term ill health, and many children and adults in Warwickshire are not active enough. The strategy aims to make physical activity a normal and accessible part of daily life by improving green spaces, developing active travel routes, working with schools and early years settings and promoting community-led programmes.

It also sets out plans to support healthier eating and healthier weight across all ages, including through early years support, local partnerships and a coordinated, countywide approach.



Place Partnership Priorities



Warwickshire North Priorities:

1. Addressing deprivation and the cost of living.
2. Mental health and wellbeing.
3. Healthy weight and healthy eating.

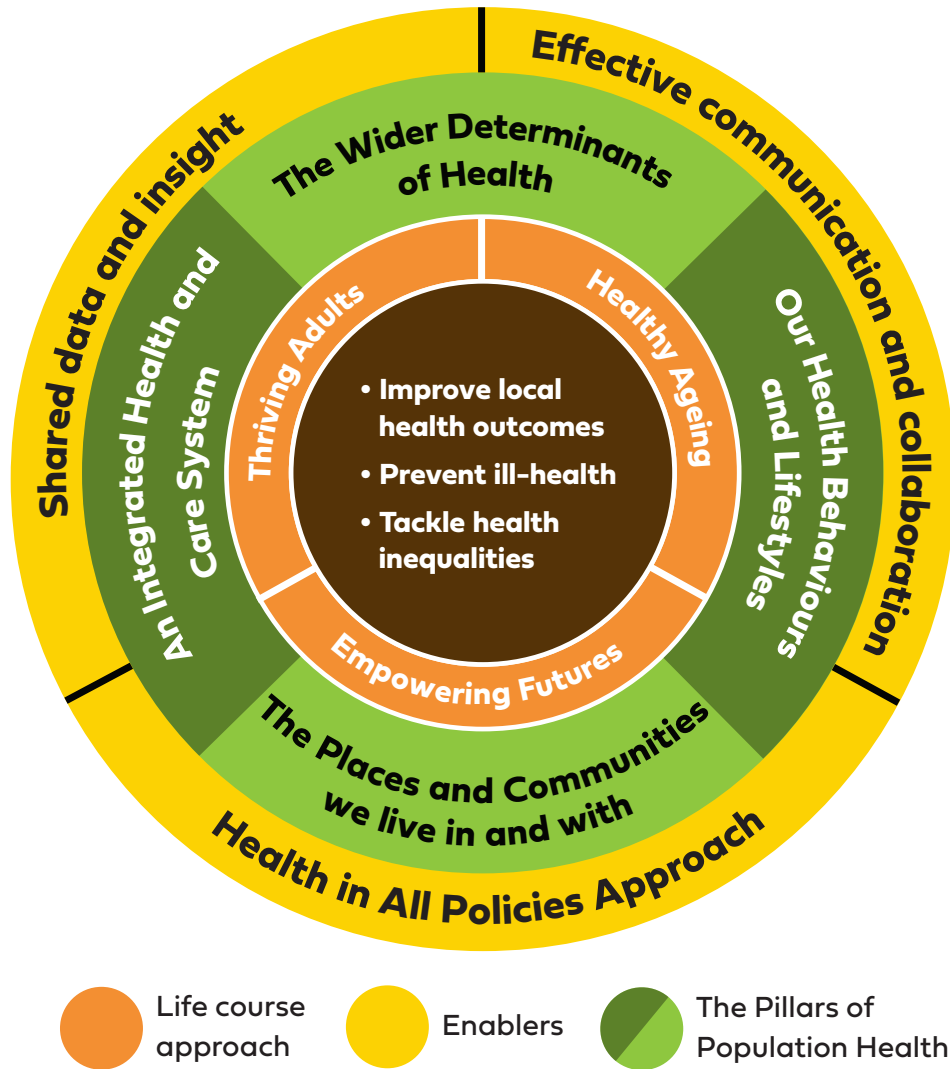
Rugby Priorities:

1. Mental health and wellbeing, with a focus on prevention and early interventions.
2. Reducing health inequalities, including impacts across the rural area, houses of multiple occupation and the shift worker demographic.
3. Improving levels of physical activity across Rugby.

South Warwickshire Priorities:

1. Mental health and wellbeing with a focus on prevention and early intervention.
2. Physical activity.
3. Deprivation, with a focus on rural and hidden inequalities.

Plan on a page



Place Partnership Priorities

Rugby Priorities

1. Mental health and wellbeing, with a focus on prevention and early intervention.
2. Reduce health inequalities, including impacts across the rural area, Houses of Multiple Occupation, and the shift worker demographic.
3. Improving levels of physical activity across Rugby.

South Warwickshire

1. Mental health and wellbeing with a focus on prevention and early intervention.
2. Physical activity.
3. Deprivation, with a focus on rural and hidden inequalities.

Warwickshire North

1. Addressing deprivation and the cost of living.
2. Mental health and wellbeing.
3. Healthy weight and healthy eating.

Warwickshire Priorities

1. Creating the conditions to support good mental health and wellbeing, prioritising children and young people, enabling them to flourish.
2. Tackling the factors that cause poverty and lead to inequalities in health and wellbeing.
3. Supporting people to move more and eat well.

Foreword

I am pleased to introduce Warwickshire's Health and Wellbeing Strategy 2026-31, which sets out our shared vision for a healthier and fairer Warwickshire.

We know that the health and wellbeing of people who live in Warwickshire is generally better than the England average. But we also know that when we look closer at different areas of Warwickshire, health outcomes can be significantly different. For example, people who live in the South of Warwickshire live approximately three years longer than people who live in the North of Warwickshire. These inequalities in health outcomes are unjust and avoidable.

As members of the Health and Wellbeing Board, we must work together to improve the building blocks of good health, and to recognise the differences that exist across the county. As such, we have developed this strategy differently, with North, Rugby, and South Warwickshire 'Places' at its heart.

Our three overarching priorities for Warwickshire are rooted in national and local evidence on health and wellbeing:

1. Creating conditions to support good mental health and wellbeing and prioritising children and young people, enabling them to flourish.
2. Tackling the factors that cause poverty and lead to inequalities in health and wellbeing.
3. Supporting people to move more and eat well.

Within the Health and Wellbeing Strategy 2026-31, we set out how we will work collectively on these priorities over the next five years. As Health and Wellbeing Board members, we have a shared responsibility and accountability for delivery of this strategy, and to be committed to considering health and wellbeing in all that we do.

Whilst there is much change taking place nationally across local government and the NHS, we must maintain a focus on the actions needed locally to improve the lives of people who live and work in Warwickshire.

Together, we can build a Warwickshire where everyone can thrive.



Councillor Anne-Marie Sonko,
*Chair of Warwickshire Health and Wellbeing Board,
Warwickshire County Council
Portfolio Holder for Adult Social
Care and Health.*

What we achieved through the Health and Wellbeing Strategy 2021-26

We have captured a snapshot of achievements made towards the Health and Wellbeing Strategy 2021-26 priorities over the last five years.

Our 2021-26 priorities were to:

2021-26 Priority 1: Help our children and young people to have the best start in life.

2021-26 Priority 2: Help people to improve their mental health and wellbeing, particularly around prevention and early intervention in Warwickshire's local communities.

2021-26 Priority 3: Reduce inequalities in health outcomes and the wider determinants of health.

Spotlight on Warwickshire North Place: Reducing inequalities in health outcomes (priority 3) through Armed Forces Veterans Health Checks



Targeting veterans living in areas of deprivation, we have delivered 1000 health checks in community settings accessible to veterans, with additional focus on women's health for female veterans and veterans' spouses. This has enabled early detection of health issues to support intervention.

Spotlight on South Warwickshire Place: helping people to improve their mental health and wellbeing and reducing inequalities in health (priorities 2 and 3) in Lillington, Warwick District

We introduced a new Community Connector role in Lillington East, a community in the top 20% most deprived nationally. The role works across the district housing team and primary care to provide holistic support to residents with respiratory

conditions such as Chronic obstructive pulmonary disease (COPD) to boost mental health and resilience. Lillington Health Hub also opened its doors in 2024, increasing access to a range of services and support for residents most at risk of health inequality.



**Spotlight on Time to Talk™:
Supporting children to have the
best start in life (priority 1)**

'Time to Talk'™ is Warwickshire's early years speech and language strategy, empowering professionals through training and tools like WellComm to support children's communication development. Led by NHS therapists and the County Council, it is now embedded across settings and showing strong impact thanks to dedicated Speech and Language Champions.

Spotlight on Workplace Wellbeing: Supporting mental health and wellbeing within the workplace (priorities 2 and 3)

During the COVID-19 pandemic, Warwickshire County Council engaged with the CEO of a local construction materials company to explore workplace wellbeing. This led the company to join the Thrive at Work programme, achieve the Foundational Level, and appoint a Health and Wellbeing Advisor. They also created their own wellbeing strategy, focusing on key issues like mental health, musculoskeletal health, and suicide prevention.

The impact has been powerful. One employee who had attempted suicide received vital support and later shared their gratitude with HR. The CEO and employee spoke about their experience at the Suicide Prevention Network launch in 2023, and the company won a Construction News Award for their 'Let's Talk' campaign. This partnership shows how early conversations can lead to life-changing action and long-term commitment to staff wellbeing.

**Spotlight on the Better Care Fund
(priorities 1-3):**

Between 2021–2026, the Better Care Fund supported key prevention priorities across Warwickshire, improving hospital discharge, reducing admissions, and enhancing services for mental health, carers, and children through innovations like the Integrated Care Record and expanded community support. These efforts also helped reduce health inequalities through targeted housing, hospice, and dementia services.

Introduction

This Health and Wellbeing Strategy sets out how each of the Health and Wellbeing Board (HWBB) partners will work together to improve local health outcomes, prevent ill-health, and tackle health inequalities - ensuring everyone in Warwickshire has the opportunity to thrive throughout their lives.

Key principles

This strategy focuses on the upstream factors that support people to have good health:

- Prioritising prevention
- Addressing health inequalities
- Focusing on the building blocks of good health
- Taking a place-based approach
- Working together to drive change
- Involving local people in what we do

When we think of health, we often focus on the health and care services that we receive, but our health, wellbeing and health outcomes are more widely determined by social, economic and structural factors as well as individual behaviours. These factors, also known as the 'building blocks of health, influence our health outcomes throughout our lifetimes.



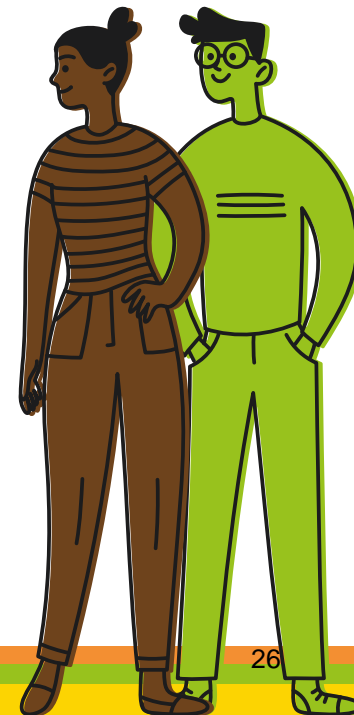
Building blocks of health

This is why we are taking a life course approach to this strategy, looking at health and wellbeing from preconception, early years, and childhood, to adolescence, working age, and aging well.

In Warwickshire, we benefit from well-established and strong place-based health and wellbeing partnerships, referred to in this strategy as Place Partnerships. They are ideally placed to focus on the building blocks of good health, as they are rooted in community and closer to the delivery of many services linked to the wider determinants of health.

Our engagement with Warwickshire residents through the Director of Public Health's Annual Report 2024 reinforced the importance of these wider determinants. When asked what matters most about where they live, people consistently highlighted the value of open and green spaces, proximity to local services, and a strong sense of community. Green spaces were seen as essential for mental wellbeing and physical activity, while local amenities and social connections helped people to feel more supported. These are precisely the factors that Place Partnerships can influence.

By grounding our strategy in both evidence and what residents have told us matters most to them, we are strengthening our commitment to addressing the root causes of poor health and working with communities to create the right conditions for people in Warwickshire to thrive.



Adopting the King's Fund Population Health Framework

An estimated 80% of our health is influenced by social, economic and structural factors, whilst 20% of our health is determined by the quality of the healthcare we receive.

In recognition of this, we adopted the King's Fund Population Health Framework in 2020, which is centred on four pillars:

- The wider determinants of health
- Our health behaviours and lifestyles
- The places and communities we live in
- An integrated health and care system.

We have remained committed to working together on the principles of the framework, paying equal regard to each of the four quadrants, and the overlaps and connections between them.

The partners of the Health and Wellbeing Board are part of the wider Coventry and Warwickshire Integrated Care System (ICS). This Health and Wellbeing Strategy 2026-31, which focuses on the broader factors that drive good health, aligns with the ICS Strategy, which has also adopted the King's Fund Population Health framework and the principles on prioritising prevention. The ICS Strategy, and the associated Integrated Care Board (ICB) Integrated Health and Care Delivery Plan, outlines local plans for the integration and transformation of local health services, because when we do need to use healthcare services, we want them to be effective and accessible.

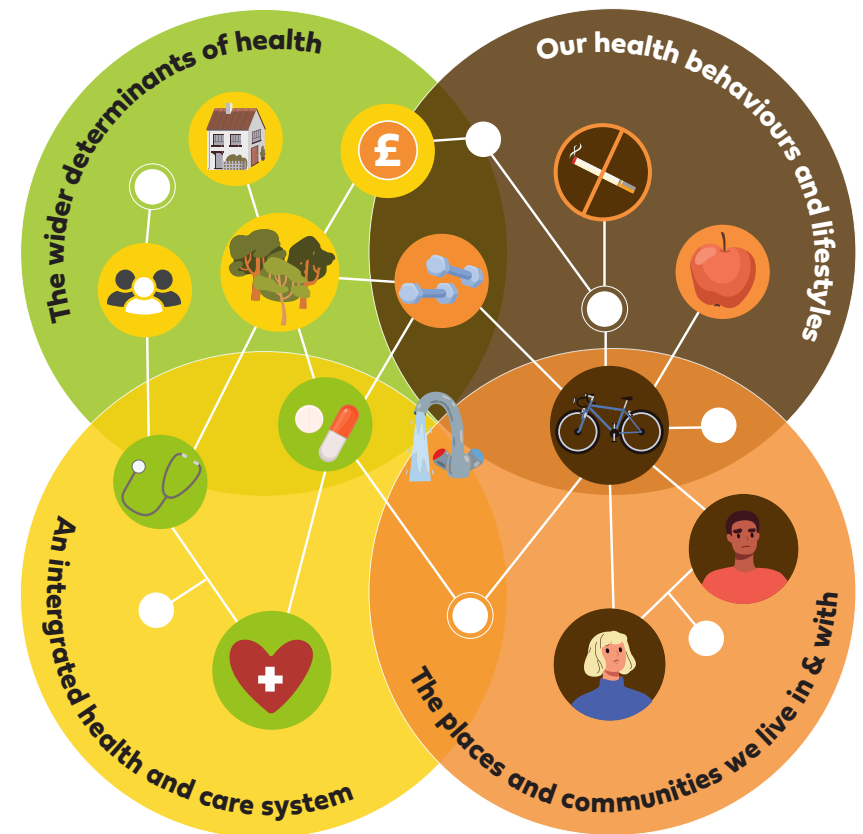


Figure 1: King's Fund Population Health Framework

Working together across county, Place, and neighbourhood

Key organisations that support health and wellbeing in Warwickshire operate across different geographical footprints. District and Borough Councils deliver town planning, licensing, housing, leisure, and environmental health, whilst Warwickshire County Council oversees education, transport planning, social care, public health, economy and skills, and children's services. Police and Fire and Rescue services also work countywide.

Each of these services plays a pivotal role in improving health outcomes, and there are clear benefits to considering health in all areas. By adopting the King's Fund Population Health Framework, we recognise that better outcomes come from the connections between these services and the four quadrants of the framework.

We have strong partnerships at county and Place level, including North, Rugby, and South Warwickshire Health and Wellbeing Place Partnerships, which have helped to shape this strategy from the very beginning. These partnerships are forums for local collaboration between the NHS, local authorities, voluntary and community organisations, and health and social care providers. They work to improve population health at a scale small enough to be responsive to local needs, whilst translating the strategic vision of the HWBB into deliverable actions. Each Place Partnership has reviewed evidence and set priorities for the next five years, reflecting local opportunities and challenges whilst enabling collective action.

The NHS 10-Year Plan adds a neighbourhood focus through Integrated Neighbourhood Teams (INTs). These are collaborative groups of professionals from across health, social care, and the Voluntary, Community, Faith and Social Enterprise (VCFSE) sectors, coming together to improve outcomes locally. The INTs will help to deliver the Health and Wellbeing strategy at a more local level.

Although each Place is unique in its approach to improving health and reducing inequalities, common enablers will underpin the delivery of this strategy across Warwickshire.



Key enablers



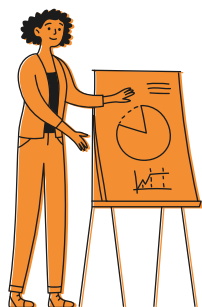
Data sharing

Supporting change starts with understanding the people who live and work in Warwickshire. As HWBB partners, we each hold valuable information that can improve decision-making, reduce duplication, and enhance outcomes and experiences. Together, we will work to remove barriers to data sharing.



Effective communication

We know that we can improve communication both within the HWBB and with Warwickshire residents. We aim to develop joint plans for key messages - covering services, health promotion, and HWBB achievements - and to ensure that these messages are accessible to all, recognising that digital channels do not work for everyone.



Shared evidence base

Warwickshire's Joint Strategic Needs Assessment (JSNA) seeks to analyse the current and future wellbeing needs of the county's population, providing key information that can help to inform the commissioning of local health, wellbeing, and social care services. Warwickshire's JSNA gives us a strong shared picture of local needs, enabling HWBB partners to plan strategically and collaboratively. We are developing a connected dataset through our Population Health Management platform, which brings together health and care information all in one place. This joined-up view helps us to better understand Warwickshire's communities and the wider factors that shape their health. By using this shared information, we can work more effectively as partners to prevent problems, intervene earlier, and tackle health inequalities.



Shared use of estates / co-location of staff and services

Working better together sometimes requires forming multi-disciplinary teams, and we know that when we share spaces, communication between services can also improve. We will look for opportunities to co-locate staff, optimise resources, and utilise community hubs. Where possible, opportunities for multi-disciplinary hubs will be considered as spaces where employment, health, skills and community can come together. We will utilise existing partnerships, such as the Local Estates Forums, to drive these conversations.

Key enablers



Creating healthy places through a Health in All Policies (HiAP) approach

Creating healthy places means ensuring that local environments actively support health and wellbeing. Adopting a HiAP approach can help to make health everyone's business and to support people to understand the connections between policies and programmes and health and wellbeing. A HiAP approach focuses on areas within the wider determinants of health including climate and sustainability, transport, education, and employment.

Building on Warwickshire's HiAP approach, we will work across green spaces, planning, and housing to drive positive change - protecting and improving natural spaces, embedding health in planning decisions, and working to ensure that everyone has a safe home. By joining efforts and keeping wellbeing central to all that we do, we will help Warwickshire residents to live healthier and more connected lives.



Strategic connections

Given the wide-ranging factors that influence our health and wellbeing, this strategy cannot be delivered in isolation. We will explore, develop and maintain connections with wider strategic partnerships where co-benefits of working together are found. These include:

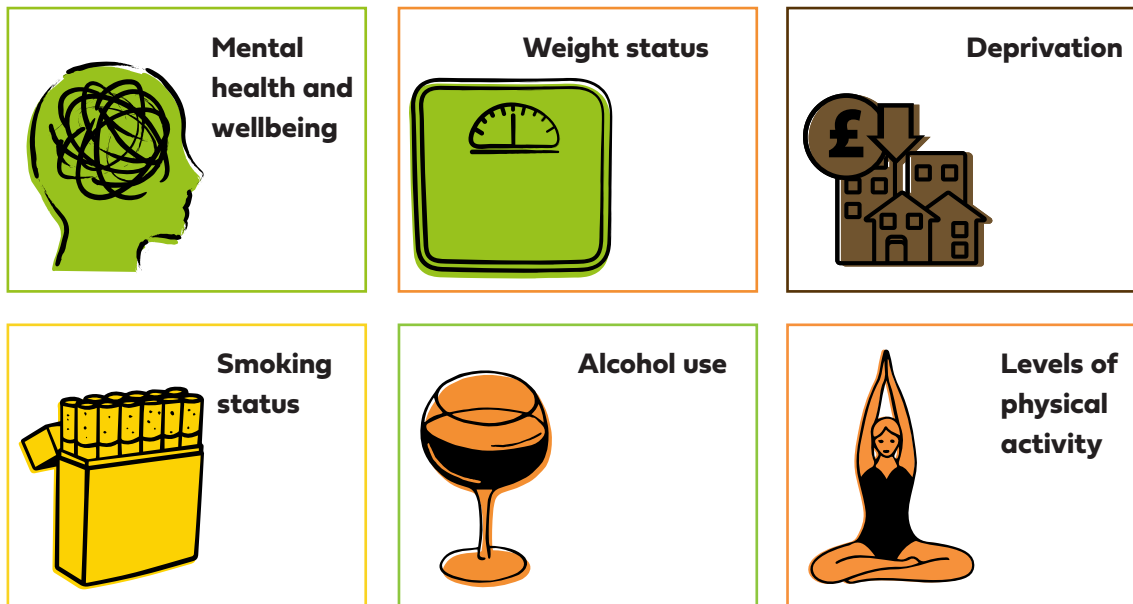
- **Creating Opportunities Board**
- **Anchor Alliance**
- **Safer Warwickshire Partnership**
- **Mental Health Collaborative**
- **Warwickshire Care Collaborative**

As a key statutory document, this strategy will also be an important building block to inform and support HWBB partners and the ICS as they develop future strategies and plans.

Understanding population health need

National drivers of health and wellbeing

We want this strategy to focus on the key drivers of health and wellbeing that have the greatest impact on outcomes. We reviewed national evidence on key drivers and identified the following six areas:

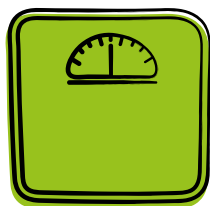


Each of these drivers are interconnected. For example, deprivation is connected to smoking and weight status; and physical activity is connected to mental health and wellbeing. Taking effective action across these factors requires working across the four quadrants of the King's Fund Population Health Framework.

Joint Strategic Needs Assessments

JSNAs assess current and future health and care needs to inform strategic decisions. As a statutory duty of every HWBB, they provide important evidence for Joint Local Health and Wellbeing Strategies across the country. Since 2021, Warwickshire HWBB has published thematic JSNAs on mental health, children and young people, healthy ageing, LGBTQ+ and adults with learning disabilities, all highlighting key inequalities. In shaping this strategy, we have reviewed these assessments and identified recurring themes aligned with national priorities: healthy weight, smoking, alcohol and drug use, mental health, and deprivation.

What the JSNA says about drivers of poor health in Warwickshire



Healthy weight: Featured in almost every JSNA as a major factor influencing health, a healthy weight can support children to have the best start in life; it can prevent age-related conditions; and it disproportionately affects vulnerable groups like those with learning disabilities.

"Diet is really important. It contributes to how well you feel; I am very careful about all that stuff." - Healthy Ageing JSNA

Smoking: Smoking is the leading cause of premature deaths nationally. The JSNAs show a higher prevalence of smoking in deprived areas, with opportunities available to support quitting across the life course.



Alcohol and drug use: Alcohol and drug use pose significant public health challenges, impacting on both mental and physical health, and are a leading cause of death nationally. The JSNAs demonstrate these links across the life course and highlight the challenges within Warwickshire that contribute towards ill health.

Mental health: The JSNAs have provided a wealth of insight into mental health, including observing a rise in the prevalence of mental ill health during the COVID-19 pandemic, which continues to rise. They consider the link between physical health and the wider determinants of health, and also highlight populations who experience particular mental health inequalities including children and young people, people with a learning disability, and people who are LGBTQ+.



"Give help earlier to people starting to feel bad before it gets to crisis point" - Mental Health and Wellbeing of Infants, Children, and Young People JSNA



Deprivation: How health inequalities are experienced by those living in the most deprived areas, compared to those in the least deprived areas, has been a feature in all recent JSNAs. The JSNAs have looked at inequalities in healthcare access, experience and outcomes, and have noted an increased prevalence of mental health and physical health conditions across the life course in the most deprived areas. Importantly, inequalities in the wider determinants of health are also drawn out, with those in deprived areas experiencing more significant challenges with their economic, social, and environmental circumstances.

"I prefer volunteering but wouldn't mind being paid working in the future. I don't think there's enough support to find employment." - Adults with a Learning Disability JSNA

We know that focusing on health need is important to help us with strategic decision making, however it can mean we do not focus enough on what is working well in local communities. The 2024 Director of Public Health (DPH) Annual Report celebrates Warwickshire's people and places by re-emphasising the critical role that the building blocks of health, such as communities, and the natural and built environment, play in shaping health outcomes across Warwickshire.

Key themes from the DPH Annual Report 2024

Access to green and open spaces was the most valued aspect of local life, cited by nearly half of respondents. These spaces were seen as vital for mental wellbeing, connection to nature, and opportunities for physical activity.

"Open rural space for my children to explore and grow up in. It feels so safe, and I feel very lucky to live here."

Proximity to local amenities such as shops, General Practitioner (GP) surgeries, and community facilities, was the next most valued factor, mentioned by a third of participants. People emphasised the importance of walkable neighbourhoods and access to everyday services.

"I love that it's a short walk to the town and nearby facilities... and lovely open spaces for walks on my doorstep."

A strong sense of community and pride in place was also prominent, with a quarter of respondents highlighting the importance of supportive neighbours and shared values.

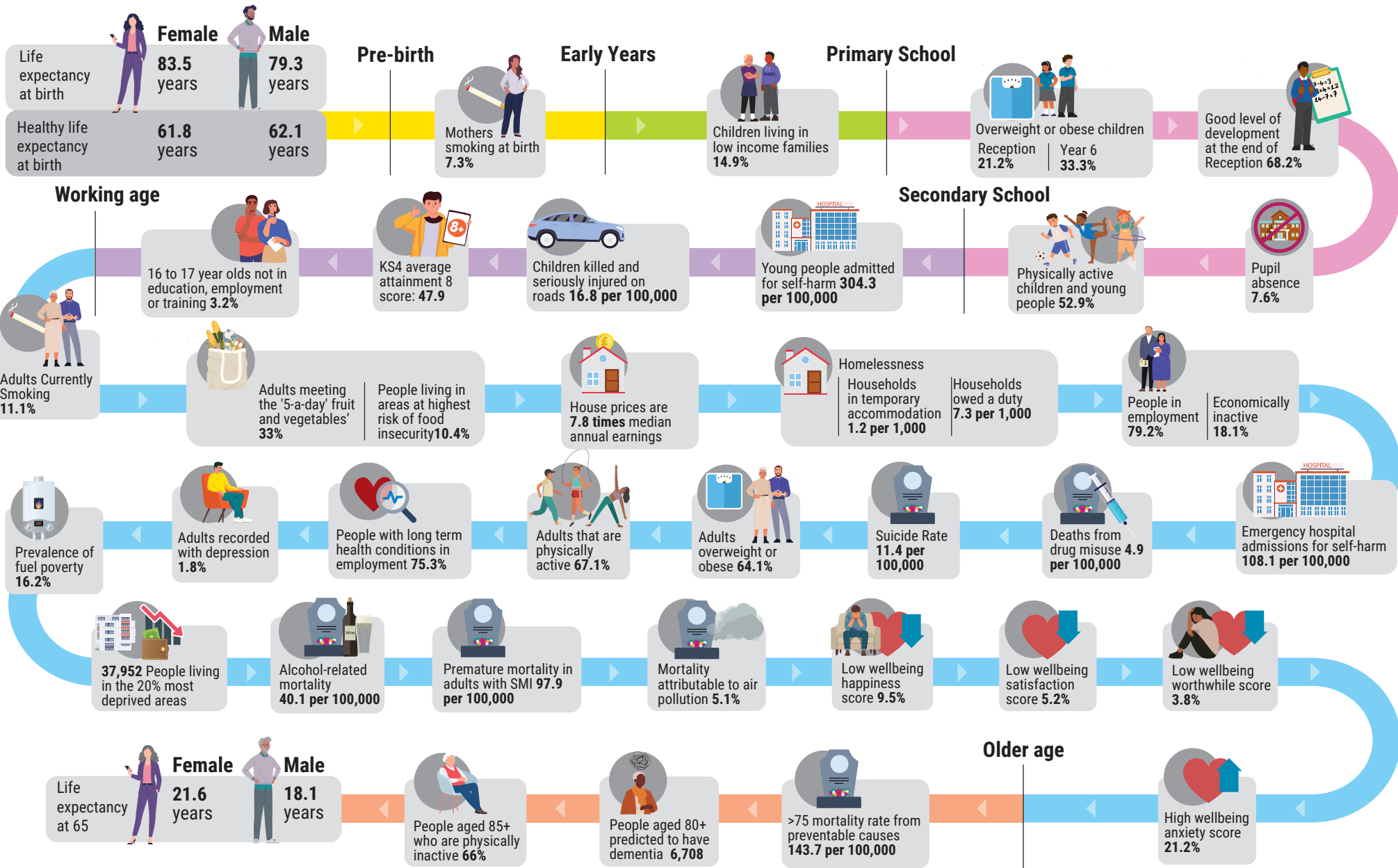
"There is very much a sense of 'we're all in this together!'"

These insights, alongside data on how people use local spaces, such as the high use of parks (86%), public footpaths (83%), and local shops (89%), directly informed the DPH Annual Report and this strategy. The evidence shows that when people live in supportive, well-connected and active communities, they are better able to maintain good mental and physical health.

Current and future JSNA programme

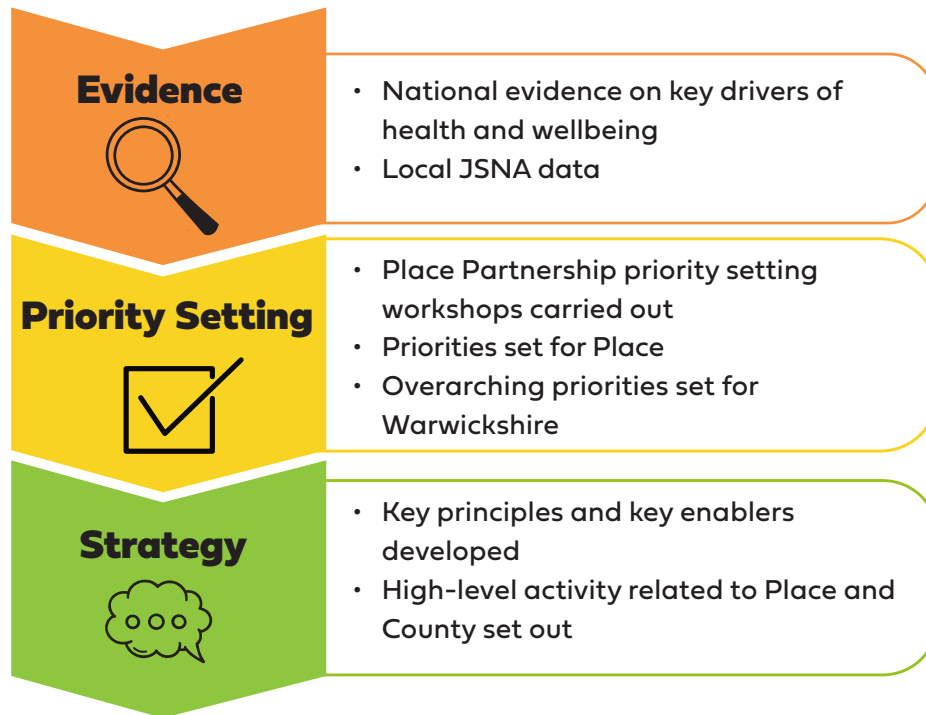
In September 2024, the Warwickshire HWBB approved a life course approach to the JSNA work programme. This approach analyses how health, social, and psychological trajectories are shaped over a person's lifetime by biological, environmental, and social factors. Warwickshire's HWBB creates and maintains three JSNA life course dashboards to provide an overview of health and wellbeing across the county's population at different stages of life. These JSNA dashboards are the **Empowering Futures JSNA** (covering 0-18 year-olds), the **Thriving Adults JSNA** (covering 18-64 year-olds), and the **Healthy Ageing JSNA** (covering people aged 65+ years, expected to be published in September 2026).

Each of these dashboards contains a wide range of data and insight about these populations. This includes exploring their physical and mental health conditions, and how healthy lifestyles and the wider determinants of health can impact on these conditions. For example, in the Thriving Adults JSNA, you can explore the rates of musculoskeletal conditions in those aged 18-64 years, and how this impacts on economic activity and employment. These dashboards will support us, as HWBB partners, to make evidence-based decisions over the lifetime of this strategy. All the JSNAs, including these dashboards, can be found on Warwickshire County Council's [JSNA webpage](#).



Turning data into priorities and action




We used data from the JSNAs, as well as wider intelligence, to inform a series of Place-based priority setting workshops for North, Rugby, and South Warwickshire Places. Each Place Partnership held a workshop, where they considered the evidence and identified key priority areas to focus on over the lifetime of this strategy.



Warwickshire priorities

This section provides details of Warwickshire's overarching priorities for 2026-31. These have been developed from the priorities of each Place Partnership. A summary of the high-level actions we plan to carry out, to meet these priorities across Warwickshire, is also set out here.

Priorities:

-  **1** Creating the conditions to support good mental health and wellbeing, prioritising children and young people, enabling them to flourish.
-  **2** Tackling the factors that cause poverty and lead to inequalities in health and wellbeing.
-  **3** Supporting people to move more and eat well.



Priority 1: Creating the conditions to support good mental health and wellbeing, prioritising children and young people, enabling them to flourish.

We know from the Mental Health and Wellbeing of Infants, Children, and Young People JSNA that, in England, 1 in 6 children and young people aged 7-16 years, and 1 in 4 aged 17-19 years, have a probable mental health disorder. In Warwickshire, it is estimated that 20,653 children and young people aged 6-23 years have a probable mental disorder. The JSNA highlights that, as 75% of all mental health problems start by the age of 24, it is critical to address mental health at an early age, and by considering the wider determinants that impact on mental health.

The Coventry and Warwickshire Mental Health JSNA and the Healthy Ageing JSNA both show mental health as a concern across the life course. Nationally, 1 in 4 adults can expect to experience a mental health problem at some point in their lives. Both JSNAs demonstrate the impact of the wider determinants of health on mental wellbeing, with addressing them being crucial to improving mental health for all age groups.

What we will do...	Impact – where we will be in five years...	We will measure success by...
<ul style="list-style-type: none"> Support the Thrive approach to be embedded across organisations and within neighbourhoods and communities. Deliver the Child and Adolescent Mental Health Services (CAMHS) service model in accordance with the Thrive approach. 	<ul style="list-style-type: none"> We will detect mental health and wellbeing issues in children and young people earlier and ensure they have access to the support they need. We will have embedded the Thrive approach. 	<p>Measuring improvements that support JSNA recommendations regarding children and young people’s mental health:</p> <ul style="list-style-type: none"> Children and young people will have increased resilience. Children and young people will know where to get help and have better coping skills. Parents, carers, other family members and professionals will increase their confidence in supporting children and young people’s mental health. The most vulnerable children and young people will be supported with their mental health and wellbeing. We will have delivered the CAMHS services model.
<ul style="list-style-type: none"> Focus on the delivery of the Suicide Prevention Strategy, including working with schools and education settings to improve safeguarding procedures. 	<ul style="list-style-type: none"> We will have used suicide data from real-time surveillance, and data from partners around self-harm, to produce an accurate picture of the issue in Warwickshire. Frontline staff working with children and young people will have improved knowledge and professional confidence in identifying and supporting young people at risk of self-harm and suicide. 	<ul style="list-style-type: none"> Reported levels of improved knowledge and professional confidence in identifying and supporting young people at risk of self-harm and suicide.

What we will do...	Impact – where we will be in five years...	We will measure success by...
<ul style="list-style-type: none"> • Deliver on the Prevention Concordat for Better Mental Health, focusing on holistic support for mental wellbeing, including links to physical activity, and the delivery of mental health inequalities projects. 	<ul style="list-style-type: none"> • A well-established whole system approach to public mental health and a reduction in mental health inequalities. 	<ul style="list-style-type: none"> • Reviewing an annual report outlining system contributions to reducing health inequalities. • Stories and case studies to demonstrate the impact.
<ul style="list-style-type: none"> • We will support delivery of the Special Educational Needs and Disabilities (SEND) and Inclusion Strategy’s ambitions linked to mental health and wellbeing. 	<ul style="list-style-type: none"> • Children and young people with social, emotional and mental health needs will have earlier access to support. • There will be greater awareness and understanding of neurodiversity and mental health across organisations, schools and services. 	<ul style="list-style-type: none"> • The adoption of the Working Together Charter and School’s Inclusions Charter across relevant services and settings. • Growth of young people with SEND voice represented through IMPACT. Continuous response and feedback from parents. Perceived safety and trust in children and young people, as these indicate effectiveness of learning environments. • Increased reported awareness and understanding of neurodiversity and mental health across organisations, schools, and services.
<ul style="list-style-type: none"> • We will work together to support improvements in school attendance by children and young people with social, emotional and mental health and wellbeing needs. 	<ul style="list-style-type: none"> • More children and young people in Warwickshire, particularly those with social, emotional and mental health and wellbeing needs, will have improved school attendance rates. 	<ul style="list-style-type: none"> • Children and young people will be supported back into school. • Rates of school attendance will improve, particularly in areas with poorest attendance. • Health and Wellbeing Board members will have pledged their commitment to the School Attendance Charter.



Priority 2: Tackling the factors that cause poverty and lead to inequalities in health and wellbeing.

Priority 2: Tackling the factors that cause poverty and lead to inequalities in health and wellbeing.

All the JSNAs produced in Warwickshire consider the impact of deprivation on health inequalities. They show that:

- People living in the most deprived areas of Warwickshire have a lower life expectancy than those in the least deprived areas. This is 8.3 years less for females, and 6.3 years less for males (source: Healthy Ageing JSNA).
- The 20% most deprived households are four times as likely to develop a serious mental health difficulty by the age of 11, when compared to the 20% least deprived households (source: Mental Health and Wellbeing of Infants, Children, and Young People JSNA).
- People who live in more deprived areas often face more barriers regarding the wider determinants of health, which can make engagement in healthy behaviours and lifestyle choices more difficult.

What we will do...

- We will embed health and wellbeing into all local decision-making by applying a Health in All Policies (HiAP) approach. We will strengthen collaboration across sectors, use data to inform decisions, and ensure community voices shape our work, especially from our most disadvantaged areas.

Impact - where we will be in five years...

- A HiAP approach will lead to healthier, fairer communities. By addressing the wider factors that shape health, we will reduce inequalities, improve wellbeing, and build a more sustainable system.

We will measure success by...

- How well health considerations have been included in key policies and strategies, and the uptake of HiAP tools and training across partners.
- A reduction in health inequalities where a HiAP approach is applied to service policy and strategy design.

What we will do...	Impact – where we will be in five years...	We will measure success by...
<ul style="list-style-type: none"> • Create practical programmes based on people’s needs and offer targeted support to help them access healthcare and find work, so that they can live independently. • Support the Youth Guarantee, by developing pathways and collaborating with local partners. • Work with employers via the Public Health Workplace Wellbeing Forum, to support and encourage a focus on health and wellbeing. This includes encouraging the co-design of training and in inclusive job opportunities. 	<ul style="list-style-type: none"> • Local services aligned with “Get Britain Working” and WorkWell. • Successfully developing an integrated work and health offer with established pathways to receive a variety of support. • Skills development and job placement assistance will help more individuals secure stable employment. • Vulnerable groups get focused help, narrowing health and economic gaps. 	<ul style="list-style-type: none"> • An increase in employment rates and a decrease in economic inactivity. • The number of people supported into sustainable employment and/or progression into better quality jobs and training. • The uptake of services i.e. ‘Connect to Work’ participation. • WCC will measure and continually evaluate the impact and progress of work and health programmes. The offer of support will evolve to ensure it always remains relevant and effective. • Stories and case studies to demonstrate the impact.
<ul style="list-style-type: none"> • We will support the development and delivery of a new Warwickshire Child Poverty Reduction Strategy (2026-2030). 	<ul style="list-style-type: none"> • Fewer children in Warwickshire will grow up in poverty. Families will have better access to support, improved financial stability, and greater opportunities for employment and education. Children will experience healthier, safer environments and improved wellbeing, helping them to thrive and reach their full potential. 	<ul style="list-style-type: none"> • A reduction in the number of children living in poverty. • Positive feedback from families on the support they receive. • Better health, education, and wellbeing outcomes for children in low-income households.

What we will do...	Impact – where we will be in five years...	We will measure success by...
<ul style="list-style-type: none"> We will continue to work collaboratively across Warwickshire to address the consequences of homelessness as outlined in the Warwickshire Statement of Intent on Homelessness. 	<ul style="list-style-type: none"> The health needs and inequalities of people experiencing homelessness in Warwickshire will be addressed through system collaboration and healthcare provision for one of our Plus Groups. Having equitable provision for the health care needs of people experiencing homelessness across Warwickshire. 	<ul style="list-style-type: none"> An increase in service use from people experiencing homelessness.
<ul style="list-style-type: none"> We will work to secure the best health outcomes from our built environment through an agreed approach to planning and health. 	<ul style="list-style-type: none"> Health impact will be embedded as part of our countywide planning processes, including a consistent approach to targeting health inequalities. Having a Warwickshire-focussed Health Impact Assessment set of criteria to inform local planning policy and development plans. 	<ul style="list-style-type: none"> Rate of utilisation of a Warwickshire-focussed Health Impact Assessment that informs local planning policy and development plans.

What we will do...	Impact – where we will be in five years...	We will measure success by...
<ul style="list-style-type: none"> We will promote the health and wellbeing benefits of the natural environment, to improve community access and use of rural and urban green spaces across Warwickshire. 	<ul style="list-style-type: none"> Access to green spaces as a health and wellbeing resource to help tackle health inequalities is improved through collective action to address barriers and improve awareness. 	<ul style="list-style-type: none"> Residents report having equitable and safe access to a comprehensive network of green and blue spaces across Warwickshire.
<ul style="list-style-type: none"> We will develop a robust housing offer across the county that meets the needs of all groups with learning disabilities and autism. 	<ul style="list-style-type: none"> Improved access to suitable accommodation provision for those with complex learning disability and autism needs. Having a robust plan in place that meets the housing and accommodation needs of all local communities and populations, including those with complex learning disability and autism needs. 	<ul style="list-style-type: none"> An increase in rate of individuals with learning disabilities and autism that have access to suitable housing.



Priority 3: Supporting people to move more and eat well.

Priority 3: Supporting people to move more and eat well.

Physical activity and healthy weight (which are predominately driven by healthy eating) are identified in Warwickshire's recent JSNAs as key drivers of good health and wellbeing. The Healthy Ageing JSNA shows that the benefits of physical activity include a 40% reduction in the chance of developing type 2 diabetes, 35% reduction in cardiovascular disease, 30% reduction in falls and depression, 25% reduction in joint and back pain, and a 20% reduction in cancers, particularly colon and breast cancers.

The JSNA highlights that in Warwickshire, 1 in 7 children recorded flagged responses to physical activity questions in the Health Needs Assessment, meaning that there is concern about the levels of activity they are self-reporting. 1 in 12 reception-aged children are recorded as obese, and this rises in Year 6 where 1 in 5 are recorded as obese. In adults, nationally, most people over the age of 25 are overweight or obese. This peaks at 45-54 years old for males (82% overweight or obese) and 65-74 years old for females (71% overweight or obese). For older people aged 65+ years, 4 in 10 people in Warwickshire are routinely inactive, equating to around 50,400 people.

What we will do...

- Use existing strengths, assets, and resources to drive coordinated, system-wide action on healthy weight. For example, via local children and young people healthy weight commissioned activity and partnerships.
- Collaborate with system wide partners, including schools, nursery settings and youth services, to promote and influence conditions for change, to support healthier weight for all Warwickshire residents.
- Take a whole family approach, ensuring that activity benefits parents, carers, grandparents and the wider community.
- In collaboration with health professionals and nursery settings, continue to drive uptake of the national Healthy Start scheme for eligible families, to ensure milk, vegetables, fruit, and vitamins are more accessible families with children under 4 years of age.

Impact – where we will be in five years...

- A clear and recognisable vision for healthy weight in Warwickshire.
- Strategic and political commitment to drive long-term outcomes in support of healthier weight for Warwickshire.
- Adoption of a nationally recognised and endorsed approach to drive long-term work in improving outcomes and reducing health inequalities e.g. The Healthy Weight Declaration.
- In support of a Health in All Policies approach, healthy weight priorities are integrated into key strategies and plans across Warwickshire.

We will measure success by...

- Contribution to reducing the trend of rising childhood and maternal obesity.
- Improved maternal and infant health outcomes.
- Documented plan to grow impact and influence to improve healthy weight outcomes across the life course for all residents in Warwickshire.
- Documented stories of action and change from local stakeholders and dissemination of activity to inspire others.
- Examples of where community engagement has informed the approach and local change.
- Supporting a shared commitment to healthy weight via the Warwickshire Healthy Child Programme sub-group.

What we will do...	Impact – where we will be in five years...	We will measure success by...
<ul style="list-style-type: none"> • Support system partners to drive and prioritise improvements around preconception, infant feeding, family and child health. For example, via the Local Maternity and Neonatal System (LMNS) work programmes. • Develop community engagement to inform the approach and support meaningful change for all ages, endorsed by Warwickshire residents. • Facilitate a shared understanding of the Whole Systems Approach to Healthy Weight amongst Warwickshire partners, highlighting its role within broader partnerships and the wider system, through effective communication channels and local networks. 	<ul style="list-style-type: none"> • Learning captured and shared. For example, via webinars and newsletters to support the healthy weight approach across the life course. 	<ul style="list-style-type: none"> • Learning is captured and shared to support continuous improvement and momentum of growth.
<ul style="list-style-type: none"> • Use the Sport England Place Universal Offer (PUO) and Active Warwickshire Partnership as a catalyst for system-wide change, embedding physical activity into local policy, strategy, and planning. • Develop a shared vision and coordinated approach to reducing physical inactivity, with a focus on tackling inequalities. • Champion the role of movement, sport and physical activity to improve wellbeing across the life course, reduce health inequalities, and connect communities. 	<ul style="list-style-type: none"> • More communities enjoying the wide-ranging benefits of sport and physical activity, improving both individual lives and the places where people live and work. • All children and young people have positive experiences through physical activity, laying the foundations for a long, healthy, and active life. • Stronger connections between sport, physical activity, health and wellbeing, leading to more people feeling the benefits and becoming advocates for active lifestyles. • Improved places and spaces that make it easier, safer, and more appealing for people to be active as part of everyday life. 	<ul style="list-style-type: none"> • Increase in physical activity level and decrease in the number of people who are physically inactive, measured via the Active Lives Survey. • System changes through the PUO's Monitoring and Evaluation Framework. • Impact through targeted interventions and programmes. • Stories and case studies to demonstrate the impact of physical activity.

What we will do...	Impact – where we will be in five years...	We will measure success by...
<ul style="list-style-type: none"> Support key partners to embed the Coventry and Warwickshire prevention framework and its principles within their organisations. Key areas of focus within the framework are physical activity and healthy weight. Endorse attendance at the quarterly Coventry and Warwickshire Prevention Network meetings, which are themed around physical activity and healthy weight. 	<ul style="list-style-type: none"> All partners have prevention embedded within their business-as-usual services. Prevention prioritised across the system. 	<ul style="list-style-type: none"> Increase in the number of policies, strategies and boards that include prevention as one of their aims and/or deliverables. Evidence of routine reflection of prevention principles within board and committee reports. Case studies from organisations that have applied the prevention framework and its principles.

Warwickshire delivery mechanisms:

- **Health in All Policies Partnership (WCC Internal)**
- **Housing Partnership Board**
- **Active Warwickshire Partnership**
- **Prevention Network**
- **Work and Health Partnership**
- **Suicide Prevention Partnership**
- **SEND and Inclusion Partnership Board**

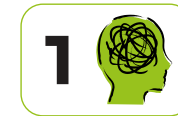


Rugby Place

Rugby Place covers Rugby Borough, with this section providing details about the Rugby Place priorities for 2026-31, alongside Rugby's overall vision statement. Also set out here are high-level actions planned to be carried out in Rugby in order to meet these priorities.

Vision statement: Thriving communities where everyone, regardless of background or circumstance, can live healthy, connected, and fulfilling lives.

Priorities:



1 Mental health and wellbeing, with a focus on prevention and early intervention.



2 Reduce health inequalities, including impacts across the rural area, Houses of Multiple Occupation, and the shift worker demographic.



3 Improving levels of physical activity across Rugby.



Priority 1: Mental health and wellbeing, with a focus on prevention and early intervention.

Mental health and wellbeing is a key focus for Rugby Place. In Rugby in 2017, around 3 in 20 people aged 16+ years are estimated to have a common mental health disorder, whilst 1 in 5 people report high anxiety. Recent JSNAs have highlighted higher rates for those who have a learning disability or are in the LGBTQ+ community. We will take a proactive and preventative approach to mental health and wellbeing in Rugby Place, focusing on how we can prevent mental ill health from developing in the first place, and providing support to people earlier so that mental health conditions don't escalate.



What we will do...

- Prioritise improving mental health and wellbeing in Rugby Place.
- Work to support a Liveable Neighbourhood approach, focusing on the benefits of open space, trees and active travel in areas of deprivation.
- Work closely with Coventry and Warwickshire Partnership NHS Trust and other key organisations that focus on mental health, ensuring connections across Rugby Place.
- We will adopt a Thriving Places approach to work together as a Partnership with key measurable outcomes.
- Support the needs of local residents and advocate for their voice.
- Work together to share communication across all Place partners.

Impact – where we will be in five years...

- Children and young people and their families will know what, and where, services can be accessed, at the first time of asking.
- Children, young people and their families will feel heard and supported.
- Rugby will be a place where neighbours get the right services for themselves and those they care for.
- We will have improved communications across organisations about children and young people’s mental health.
- People will feel empowered to support their mental health and wellbeing.

We will measure success by...

- Survey to understand baseline levels of children and young people’s mental health and wellbeing, and re-survey this in five years’ time.
- Reduction in access to acute mental health services by children and young people who live in Rugby Place.
- An active network of forums meeting regularly and feeding into Council consultations.
- Improved outcomes on mental health in Rugby Place.



Priority 2: Reduce health inequalities including impacts across the rural area, Houses of Multiple Occupation, and the shift worker demographic

Tackling deprivation and its impact on health is a top priority for Rugby Place. Deprivation is one of the most powerful and persistent drivers of health inequality, influencing people’s ability to live well, access services, and participate in their communities. Reducing inequalities by tackling deprivation in Rugby Place ensures that everyone has a fair opportunity to be healthy and well, regardless of background or circumstances. A healthier Rugby leads to a more productive and thriving community, which aims to prevent long-term illness and promote healthy lifestyles. Two Lower-Layer Super Output Areas (LSOAs) in Rugby, home to 3,614 people, are in the top 20% most deprived nationally. With Rugby Place, we strive to reduce health inequalities with a particular focus on rural areas, Houses of Multiple Occupation, and the shift worker demographic.

What we will do...

- Adopt a Health in all Policies (HiAP) approach to local decision-making to prioritise health improvement outcomes.
- Develop a plan to create ambition and hope for people living in Rugby, focussing on skills development.
- Connect with the network of town and parish councils to understand their local community challenges, including transport and mobility, local economy and jobs, flood resilience and nature and biodiversity.
- Engage businesses within the borough, specifically those operating logistics, to create a network of employers with health as a focus.
- Support the delivery of the WCC’s warm homes project.

Impact – where we will be in five years...

- There will be a strong community network helping to address key challenges in Rugby Place.
- Understand the barriers to making healthy choices that Rugby residents may face.
- Demonstrate commitment to reduce inequalities and deprivation within the borough.
- A clear focus and commitment from all Rugby Place partners.
- Progress of the £21 million Housing and Health fund.

We will measure success by...

- Number of projects delivered with a focus on reducing health inequality.



Priority 3: Improving levels of physical activity across Rugby

We want to support people to be physically active in Rugby. Being physically active can help prevent a wide range of health conditions, including coronary heart disease, diabetes, osteoporosis, types of cancer, and poor mental health. 1 in 9 children in Rugby recorded flagged responses to physical health questions in the Health Needs Assessment school survey, meaning the levels of physical activity they indicated were concerning, with the lowest levels in the south of Rugby (1 in 7 children). 1 in 3 adults in Rugby Place undertake less than 30 minutes of activity per week, and 2 in 5 people aged 65+ years in Rugby undertake less than 30 minutes of activity per week, a total of 25,500 people.

What we will do...

- We want to encourage people to be more physically active through a Love Rugby campaign, utilisation of green spaces, and regeneration of the town centre.
- We want to make better use of community groups and hubs to drive conversations around prevention, and to actively involve people who live and work in Rugby.
- Influence and drive the Sport England Place Universal Offer (PUO) funding in partnership with Think Active.
- Actively promote the GP Referral scheme available at the Rugby Borough Council-owned leisure centre.
- Explore opportunities to develop active travel routes particularly within the town centre.

Impact – where we will be in five years...

- A more active Rugby Place with a promotion of sport and physical activity across the borough.
- Older people engaged in strength and balance exercise.
- A coordinated approach from all partners delivering system change.
- An improved cycling and walking network in the town centre.

We will measure success by...

- Increased percentage of Rugby residents who are physically active for 30 minutes, three times per week.
- Collecting qualitative information, such as case studies on resident journeys to improved health.
- The engagement and output of a Love Rugby campaign.
- Kilometre distance of active travel routes, including the borough council's park connector network.



As well as focusing on prevention, we know that for Rugby residents, access to health and wellbeing services remains a top priority. We know this through the Healthwatch Warwickshire Rugby Health and Care Forum. As a Partnership, we will focus on a joint communications plan to support residents to know what and when support is available. We also want to make better use of community anchors and hubs to drive conversations around access, and co-design communications with people who live and work in Rugby.

We want to make sure that people who live and work in Rugby are involved in the development and delivery of this strategy over the next five years. We will involve residents through engaging with Warwickshire Healthwatch and other community partners.

Rugby Place delivery mechanisms:

- **Rugby Place Plan**
- **Rugby Borough Council Plan**
- **Rugby Local Estates Forum**

Role of Rugby Place Partnership

The Rugby Place Partnership will drive forward the ambitions for Rugby as listed in this strategy. We will set up task and finish groups when required to support with the delivery, and we will report progress to HWBB on an annual basis against the outlined activity.

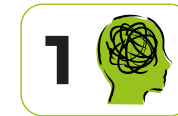


South Warwickshire Place

South Warwickshire Place covers Warwick District and Stratford-upon-Avon District, with this section providing details of South Place's priorities for 2026-31, alongside South Place's overall vision statement. Also set out here are the high-level actions planned to be carried out across south Warwickshire to meet these priorities.

Vision statement: South Warwickshire has vibrant communities at its heart, working together to ensure everyone is supported to live well and have safe and fully active lives.

Priorities:



1 Mental health and wellbeing with a focus on prevention and early intervention.



2 Physical activity.



3 Deprivation, with a focus on rural and hidden inequalities.



Priority 1: Mental health and wellbeing with a focus on prevention and early intervention.

Mental health and wellbeing is a top priority for South Place. This is because poor mental health is both a major contributor to health inequalities and a significant barrier to people living fulfilling lives. In South Place, around 1 in 10 people aged 16+ years were estimated to have a common mental disorder in 2017, and between 2 in 10 and 3 in 10 reported high anxiety. Local engagement and data shows that access to timely, appropriate mental health support remains a challenge across south Warwickshire, particularly in rural areas and for those living in deprivation. Residents consistently report long waiting times and a lack of continuity in mental health services, which is impacting quality of life and increasing pressure on emergency and crisis services.

We will focus on the mental health and wellbeing of children and young people living in South Place. This is because they are telling us they face real barriers to accessing care, especially those with neurodivergent needs, social anxiety, or lack of digital access. Nationally, 1 in 6 people aged 7-16 years have a probable mental health disorder, and engagement feedback reveals that many young people struggle with navigating healthcare systems, feel their concerns are not taken seriously, and often wait months for mental health support. Poor mental health during adolescence can have long-term consequences, including reduced educational outcomes, risk of substance misuse, and unemployment.

Prioritising prevention is a key principle of this strategy, and we want to support children and young people to have good mental health and wellbeing in order to be able to flourish. By listening to their lived experiences and investing in early intervention, accessible support, and community resilience, we aim to reduce long-term harm and build a healthier, more equitable future for all young residents in south Warwickshire.

What we will do...	Impact – where we will be in five years...	We will measure success by...
<ul style="list-style-type: none"> • Adopt the Thrive Approach and work together to ensure it is embedded across all organisations in the South Place partnership. • Strengthen early intervention and prevention approaches across life stages. • Improve access to appropriate, timely, and inclusive mental health support. • Embed mental health and emotional wellbeing into community, education, and frontline settings. 	<ul style="list-style-type: none"> • Children and young people and their families will know how to access the relevant parts of the system. • Children and young people and their families will feel heard and supported. • Communities are more resilient and have built supportive networks that local people can access. • Fewer people reach crisis point due to earlier and more joined-up support. • Young people, carers, rural residents, and those with additional needs feel better supported and heard. • Communities are more resilient with alignment across stakeholders on health and wellbeing priorities. 	<ul style="list-style-type: none"> • Survey to understand baseline levels of children and young people’s mental health and wellbeing, and re-survey in five years’ time. • Improvement in self-reported mental wellbeing (e.g. Warwickshire JSNA metrics). • Increased uptake of community-based support and early help services. • Improved access to and satisfaction with mental health services. • Increased training and awareness of mental health across frontline services.



Priority 2: Physical activity.

Physical activity is a top priority for South Place. This is because being physically active is fundamental to good health and wellbeing at every age, helping to prevent a range of long-term conditions, reduce social isolation, and support positive mental health. Yet across south Warwickshire, physical activity levels are uneven, with significant disparities linked to income, geography, age, and disability. 1 in 10 children in South Place recorded flagged responses to physical health questions in the Health Needs Assessment school survey, meaning the levels of physical activity they indicated were concerning, with the lowest levels in Leamington Spa, Whitnash, and Bishop’s Tachbrook (1 in 8 children). 1 in 5 adults in South Place undertake less than 30 minutes of activity per week, and 1 in 3 people aged 65+ years in South Place undertake less than 30 minutes of activity per week.

People living in rural areas face barriers such as poor public transport and limited access to local facilities, while others may experience cost, time, or health-related barriers. These inequalities mean that those who would benefit most from being active often have the fewest opportunities to do so.

We particularly want to focus on reducing inequalities in physical activity across South Place. Data shows that groups already experiencing poorer health - including older adults on low incomes, carers, and people with disabilities - are less likely to be physically active. This contributes to a cycle of declining health and increased demand on health and care services. These gaps increase in communities with limited infrastructure, where access to green spaces, affordable leisure, or active travel options are lacking.

Prioritising prevention is a key principle of this strategy, and we want to create the conditions for all residents, regardless of their background or circumstances, to be physically active in ways that work for them. This includes investing in inclusive environments, supporting community-led activity, and addressing the structural and social barriers that prevent people from moving more.

What we will do...

- Support inclusive, place-based opportunities to be active, utilising local assets, especially in under-served communities.
- Promote active travel, green space use, and community-led physical activity.
- Address environmental, social and economic barriers to participation.

Impact – where we will be in five years...

- Physical activity is easier, more visible, and more accessible in everyday life.
- Gaps in activity levels between different groups and places have narrowed.
- More people across all ages and backgrounds are moving more, and more often.
- Physical activity is integrated into health and wellbeing pathways, especially for those with long-term conditions.
- Local community hubs and leaders drive inclusive, community-led activity programmes that boost participation.

We will measure success by...

- Increased physical activity levels, measured via Active Lives Survey or local data.
- Reduced inactivity rates in priority groups (e.g. older adults, carers, people living with a disability).
- Growth in participation in community and place-based activity programmes.



Priority 3: Deprivation, with a focus on rural and hidden inequalities

Tackling deprivation and its impact on health is a top priority for South Place. This is because deprivation is one of the most powerful and persistent drivers of health inequality, influencing people's ability to live well, access services, and participate in their communities. While south Warwickshire is often seen as affluent overall, this masks significant pockets of deprivation, as some areas rank amongst the most deprived in the country. There are also hidden inequalities, especially in rural areas, where need can be less visible but just as severe. Rural residents may face multiple overlapping challenges, such as poor transport links, digital exclusion, fuel poverty, and limited access to services — all of which contribute to poorer health outcomes.

There is 1 LSOA in the top 20% most deprived nationally located in south Warwickshire, with 1,232 people living there. However, when looking at the specific domains that make up deprivation scores, south Warwickshire has 33 LSOAs in the top 20% most deprived nationally for barriers to housing and services, and 23 LSOAs in the top 20% most deprived nationally for living environment, demonstrating how hidden inequalities can present themselves.

We want to focus on reducing health inequalities linked to deprivation across the whole life course. People in deprived urban and rural communities are more likely to experience long-term physical and mental health conditions, and face greater barriers to accessing healthcare, employment, and education. Evidence shows that adults living in more deprived areas are twice as likely to experience depression, more likely to suffer from chronic pain, and are at a significantly greater risk of developing preventable diseases. The high cost of housing, growing homelessness, and underreporting of need in rural areas all contribute to a complex and often overlooked picture of inequality.

Prioritising prevention is a key principle of this strategy, and we are committed to tackling deprivation in all its forms - including the less visible experiences of rural disadvantage. We will work across sectors to address the wider determinants of health: improving transport, affordable housing, digital access, income security, and community infrastructure. This means making sure support reaches those who may not appear on traditional measures of need, and ensuring no community in south Warwickshire is left behind. By focusing on both visible and hidden deprivation, we aim to close the health gap and create fairer, healthier conditions for all.



What we will do...

- Work across systems to address the wider determinants of health, including housing, transport, income, and digital access.
- Strengthen support and voice for those experiencing hidden and rural deprivation.
- Use data and lived experience to better target resources and services to where they are needed most.

Impact – where we will be in five years...

- Health and wellbeing gaps related to deprivation have narrowed.
- Communities experiencing rural and hidden deprivation are more visible, supported, and empowered.
- Services and funding are better aligned to address local need and build community resilience.
- Community intelligence identifies overlooked needs, enabling targeted support and local solutions.
- Barriers to services, transport, and digital access are reduced, improving quality of life in deprived and rural areas.

We will measure success by...

- Improved health outcomes in the most deprived areas (e.g. life expectancy, long-term conditions).
- Increased access to services and community infrastructure in underserved rural areas.
- More residents reporting they feel supported and less excluded, measured via community insight and engagement data.

South Warwickshire Place delivery mechanisms:

- **South Warwickshire Place Plan**
- **SDC Growing Opportunities Plan**
- **WDC Community Strategy**
- **South Local Estates Forum**
- **South Warwickshire Local Plan**

Role of South Warwickshire Place Partnership

The South Warwickshire Place Partnership will drive forward the ambitions for south Warwickshire listed in this strategy. We will do this through our South Warwickshire Place Plan, Stratford District Council (SDC) Growing Opportunities Plan and Warwick District Council (WDC) Community Strategy, connecting with our Local Estates Forum. We will report progress to HWBB on an annual basis against the outlined activity.



Warwickshire North Place

North Place covers North Warwickshire Borough and Nuneaton and Bedworth Borough, with this section providing details of Warwickshire North Place’s priorities for 2026-31, alongside North Place’s overall vision statement. Also set out here are the high-level actions planned to be carried out in North Place to meet these priorities.

Vision statement: Better Together: helping you to help yourself, there for you when you need us.

Priorities:



Addressing deprivation and the cost of living.



Mental health and wellbeing.



Healthy weight and healthy eating.



Priority 1: Addressing deprivation and the cost of living

Deprivation and the cost of living is a key focus as north Warwickshire sees a higher-than-average proportion of deprivation in its local population. There are 22 neighbourhoods in Warwickshire that fall into the 20% most deprived nationally, and 19 of these neighbourhoods are in North Place, with 17 located in Nuneaton and Bedworth. This means that of the 35,867 people in Warwickshire living in deprivation, over 30,000 are living in north Warwickshire. The cost-of-living plays a huge part in people’s ability to join in with social activities and community groups, which we know help foster good health and wellbeing. Therefore, there is a real need for us to focus on health inequalities and deprivation, noting the effect that they have on health outcomes, and where we can make a difference.



What we will do...

- Continue to position reducing health inequalities as North Place's central driver, focusing on deprivation and the cost of living.
- Projects and initiatives will focus on incorporating an inequalities approach in their planning, delivery and evaluation, noting how deprivation and the cost of living affect the local population and how they engage with service offers.
- Focus on key areas, such as housing and employment, as we know that supporting people into good work and housing can impact positively on wellbeing, enabling them to flourish.
- North Place will involve service users, patients, residents and our workforce in identifying opportunities for improvement, and commit to engagement by connecting with community forums and ensuring patient and resident voices remain central to service development.
- We aim to review the Better Care Fund Hospital to Home service offer and address underutilisation in North Place.

Impact – where we will be in five years...

- We will have a Place programme that can demonstrate its focus to reduce inequalities, target deprivation and the cost of living for the local people in Warwickshire.
- The Place programme will be able to show examples of projects that have focused on deprivation and the cost of living and their associated impact.
- Clear focus across partners in North Place to tackle inequalities, deprivation and cost of living in respective organisations and collectively.

We will measure success by...

- Number of projects with a focus on deprivation and the cost of living.
- Associated achievements and evaluations of those relevant projects.
- Overall progress review against this focus area and factoring it into reporting to the HWBB.
- Utilisation of the Hospital to Home service, or equivalent, and access to wider home environment or other support.



Priority 2: Mental health and wellbeing

Mental health and wellbeing is a key focus for North Place. In Warwickshire North, around 3 in 20 people aged 16+ years were estimated to have a common mental disorder in 2017, whilst 1 in 5 people in North Warwickshire, and 3 in 20 people in Nuneaton and Bedworth, reported high anxiety. Recent JSNAs have highlighted higher rates for those who have a learning disability or are in the LGBTQ+ community. We will take a proactive and preventative approach to reduce the long-term impact for people experiencing mental health problems in Warwickshire North. We will support individuals and families to manage their mental health and wellbeing and enable our population to access support for their mental health needs closer to home.

What we will do...

- Maintain improving mental health and wellbeing as one of our North Place priorities, giving it time and focus to make meaningful progress.
- Work closely with Coventry and Warwickshire Partnership NHS Trust and other key organisations, focusing on mental health to ensure connections are made between wider work and the local Place need.
- Work with North Place partners to consider how we, as organisations, support the wellbeing of our staff.
- North Place will involve service users, patients, residents and our workforce identifying opportunities for improvement. It will also involve engagement by connecting with community forums and ensuring patient and resident voices remain central to service development.

Impact – where we will be in five years...

- We will have an established a priority workstream within our Place programme that includes multiple mental health initiatives, representing the breadth of work in the area across partners.
- The Place programme will be able to show examples of projects that have focused on mental health and wellbeing and their associated impact.
- Clear focus across partners in Place to commit to working to improve mental health and wellbeing in respective organisations and collectively.

We will measure success by...

- Number of projects with a focus on mental health and wellbeing.
- Associated achievements and evaluations of those relevant projects.
- Overall progress review against this focus area and factoring it into reporting to the HWBB.



Priority 3: Healthy weight and healthy eating

We want to support healthy weight and healthy eating in North Place. This includes supporting children and young people to start their lives well by focusing on healthy behaviours, such as healthy eating education and working with local education providers and community groups to increase knowledge and practices around cooking. 1 out of 4 reception-aged children in North Warwickshire and Nuneaton and Bedworth are overweight, with this rising to almost 2 out of 5 in Year 6.

What we will do...

- Incorporate healthy weight and healthy eating into the North Place programme, as one of the focus areas under our Wider Determinants of Health priority.
- Create a shared commitment across North Place from partners to support the healthy weight approach, ensuring key organisations are engaged.
- We will support children and young people to start their lives well by focusing on healthy behaviours, including healthy eating education and working with local education providers and community groups to increase knowledge and practices around healthy and affordable cooking.
- North Place will involve service users, patients, residents and our workforce in identifying opportunities for improvement. It will also involve engagement by connecting with community forums and ensuring patient and resident voices remain central to service development.

Impact – where we will be in five years...

- A shared ethos across North Place partners, recognising the focus area as a result of our Health & Wellbeing Strategy workshop and collaborating to progress work in this area.
- We will have an established piece of work specifically targeting healthy weight and healthy eating in North Place, reporting progress regularly via the Place programme.
- Clear focus across partners in North Place to commit to working to achieve healthy weight in our population.

We will measure success by...

- Number of projects with a focus on healthy weight and healthy eating.
- Associated achievements and evaluations of those relevant projects.
- Overall progress review against this focus area and factoring it into reporting to the HWBB.

Creating safer spaces and addressing community safety is important to the Warwickshire North Place Partnership, and we will work together with our community safety partners to support people in feeling safe during recreational activities in local parks and green spaces, to support people to be more physically active.

We want to make sure that people who live and work in the north of Warwickshire are involved in the development and delivery of this strategy. We will work with local community groups and utilise community connectors to drive health and wellbeing messages. We want to ensure that people are able to access health information and organisations within the partnership. We will consider health literacy in all that we do, through programmes such as Making Every Contact Count training and campaigns.

Where we live can impact our health and wellbeing, and we want to focus on influencing the building blocks of good health. This includes supporting healthy design principles by influencing our town planning practices and taking a stronger stance on restrictions to hot food takeaways by working with licensing colleagues.

Warwickshire North Place delivery mechanisms:

- **Warwickshire North Place Plan**
- **Warwickshire North Clinical Strategy**
- **Warwickshire North Health & Wellbeing Partnership**
- **Warwickshire North Place Delivery Group**
- **Warwickshire North Clinical & Professional Partnership**
- **Warwickshire North Local Estates Forum**

Role of Warwickshire North Place Partnership

The Warwickshire North Place Partnership will drive forward the ambitions listed within this strategy. We will do this through our delivery mechanisms, existing strategies and partnership forums, as listed in the box to the left. We will report progress to HWBB on an annual basis against the outlined activity.

Next steps

We will translate this strategy into key deliverables and outline how they will be monitored. We will use the findings from the public engagement process to help formulate action plans, which will be delivered at both county and Place geographies via a range of mechanisms.

Performance and measuring impact

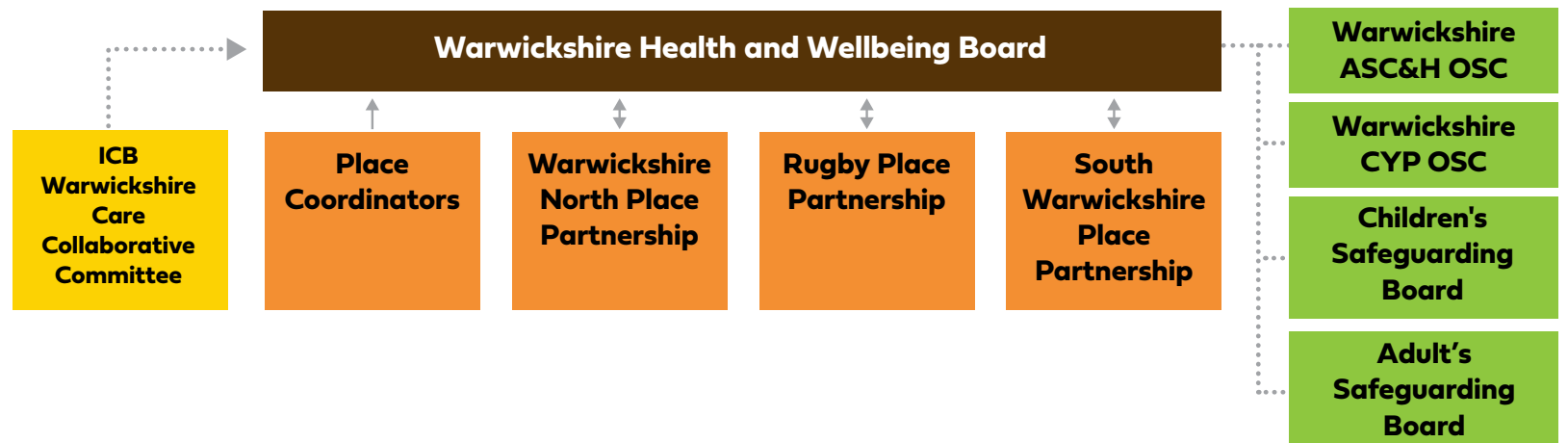
In the next six months, we will develop an outcomes framework to monitor progress against key priorities over the five-year period of the strategy.

As part of our JSNA programme, we will have a suite of dashboards available. Key performance indicators will be included in these dashboards to monitor the strategy's impact. Over the course of this strategy, we would like to see an increased use of this evidence base to inform decision-making. This will include Population Health Management projects which are undertaken either as part of, or separately, to the JSNA programme.

A mechanism for capturing the impact of JSNAs has also been developed to assure the Health and Wellbeing Board of the JSNAs' value and use in strategic decision-making across the system. Reports will be brought to the Board, demonstrating how JSNAs have been used by partners to support projects and activities, including how Health and Wellbeing Board member organisations have responded to JSNA findings and recommendations.

Governance and reporting

The Health and Wellbeing Board will oversee the performance of the strategy.



Risks

Life expectancy

We know that we need to focus on prevention to support people to start, live, and age well. The risk to doing nothing is that life expectancy continues to stall across the county and that inequalities in life expectancy continue, with people in deprived areas more likely to die prematurely compared to those living in the least deprived areas.

We also know that a lot of changes to health and wellbeing outcomes can take a long time to be seen. However, there is change that we can drive within the life cycle of this strategy, which we hope will support overall life expectancy and health in the long term.

Focus on prevention and working together

Working together as partners is key to the delivery of this strategy. Without partnership working, there is a risk that people who live and work in Warwickshire will experience disjointed care and services. Within the current financial climate, there is a risk that preventative activity is lessened. We need to work across organisational boundaries to make the most of our collective resources to support good health and wellbeing outcomes for local people. In addition, working in an ever-evolving health and care system means we will need to pay due regard to national policy changes to ensure our strategy remains fit for purpose throughout the five-year period.

The 2024 Director of Public Health Annual Report focused on the importance of people and place, and the power that is held within communities. It is important that we work with communities to understand attitudes towards health and wellbeing, and that we build behaviour change into our programmes, to reduce the risk of the strategy feeling disconnected from the population of Warwickshire.

Reducing inequalities in health

Taking an approach whereby we seek to reduce inequalities in health will require making decisions on what we prioritise as a partnership. This is because we will be looking at driving a proportionate response, based on need. We will consider health equity assessment through what we do to maintain a focus on health inequalities. This will include considering digital and financial barriers to health for certain groups of people.

Health and Wellbeing Board Partners



Glossary

ASC&H OSC	Adult Social Care and Health Overview and Scrutiny Committee	JCB	Joint Commissioning Board
CAMHS	Child and Adolescent Mental Health Services	JSNA	Joint Strategic Needs Assessment
CCC	Coventry City Council	LGA	Local Government Association
CI	Community Integrator	LGBTQ+	Lesbian, gay, bisexual and transgender. The plus symbol represents other identities included under the LGBTQ+ umbrella.
COPD	Chronic obstructive pulmonary disease	LMNS	Local Maternity and Neonatal System
CWPT	Coventry and Warwickshire Partnership Trust	LSOA	Lower-Layer Super Output Area
CYP OSC	Children and Young People Overview and Scrutiny Committee	MH&W	Mental Health and Wellbeing
CYPP	Children and Young People Partnership	NBBC	Nuneaton and Bedworth Borough Council
D/B	Districts and Borough Councils	NHS	National Health Service
DASS	Director of Adult Social Services	NWBC	North Warwickshire Borough Council
DCS	Director of Children Services	PHM	Population Health Management
DPH	Director of Public Health	PNA	Pharmaceutical Needs Assessment
EYIDP	Early Years Integrated Delivery Plan	PUO	(Sport England) Place Universal Offer
GEH	George Eliot Hospital Trust	RBC	Rugby Borough Council
GP	General Practitioner	SDC	Stratford District Council
HIA	Health Impact Assessment	SEND	Special Educational Needs and Disabilities
HiAP	Health in All Policies	SFG	Smoke-free Generation
HWBB EG	Health and Wellbeing Board Executive Group	SMI	Serious Mental Illness
HWBB	HWB Health and Wellbeing Board	SWFT	South Warwickshire University Foundation Trust
HWS	Health and Wellbeing Strategy	SWP	Safer Warwickshire Partnership
ICB	Integrated Care Board	UEC	Urgent and Emergency Care
ICP	Integrated Care Partnership	UHCW	University Hospital Coventry and Warwickshire
ICS	Integrated Care System	UKHSA	UK Health Security Agency
IMDs	Index of Multiple Deprivation	WDC	Warwick District Council
INTs	Integrated Neighbourhood Teams	VCFSE	Voluntary, Community, Faith, Social Enterprise

AGENDA ITEM NO. 7

NUNEATON AND BEDWORTH BOROUGH COUNCIL

Report to:	Cabinet		
Date of Meeting:	17 th June 2026		
Subject:	Housing Annual Complaint Performance and Service Improvement Report 2025/26		
Portfolio:	Housing		
Responsible Officer:	Assistant Director for Housing 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		
Amendment to Budget:	No	Council Tax Related:	No
Recommendation to Council:	No		
Forward Plan:	Yes		
Subject to Call-in:	Yes		

1. Purpose of report

- 1.1. This report provides the details of the social housing Annual Housing Complaint Handling and Service Improvement Report for 2025/26, which incorporates the annual Self-Assessment. These documents, attached at Appendix A, must be submitted to the Housing Ombudsman Service (HOS) by 30th June 2026

2. Recommendations

- 2.1. The contents of the Annual Housing Complaint Handling and Service Improvement Report 2025/26 are noted.
- 2.2. Cabinet invites comment from the Communities, Corporate Resources and Housing Overview and Scrutiny Panel, as per the requirements of the HOS.
- 2.3. Cabinet make comment upon the report, as per the requirements of the HOS.
- 2.4. Cabinet appoints the Portfolio Holder for Housing as the Member Responsible for Complaints, as described at paragraph 4.7.

3. Background

- 3.1. The Social Housing (Regulation) Act 2023 (the Act) empowered the Housing Ombudsman to issue a statutory code of practice regarding the procedures Landlords of the Scheme should have in place for considering complaints. It also placed a duty on the HOS to monitor compliance with a code of practice that it has issued. The HOS consulted on the Code and their intended approach to the duty to monitor in late 2023. The statutory Code came into effect on 1 April 2024 and the HOS duty to monitor compliance commenced at the same time.
- 3.2. The HOS expects all social housing Landlords to comply with all provisions in the Code, as this represents best practice in complaint handling. Where the HOS finds an organisation has deviated from the Code in policy or practice, it may use its powers to put matters right and ensure compliance with the Code. Where a landlord's policy or practice does not comply with the Code, it must provide a detailed explanation for non-compliance in its self-assessment and the date by which it intends to comply.

4. Body of report and reason for recommendations

SELF-ASSESSMENT, REPORTING AND COMPLIANCE

- 4.1. The Code requires the Council to produce a social housing Annual Housing Complaint Performance and Service

Improvement Report for scrutiny and challenge, which must include:

- a) the annual self-assessment against the Code to ensure the Council's complaint handling policy remains in line with its requirements.
- b) a qualitative and quantitative analysis of the Council's complaint handling performance. This must also include a summary of the types of complaints the Council has refused to accept;
- c) any findings of non-compliance with this Code by the Ombudsman;
- d) the service improvements made as a result of the learning from complaints;
- e) any annual report about the Council's performance from the Ombudsman; and
- f) any other relevant reports or publications produced by the Ombudsman in relation to the work of the Council.

4.2. The Annual Housing Complaints Performance and Service Improvement report must be reported to Cabinet and the relevant Overview and Scrutiny Panel (OSP). It must also be published on the section of the Council's website relating to complaints. Cabinet and the OSP's responses to the report must be published alongside this.

4.3. Normally, the OSP comments would be reported to Cabinet to consider alongside the Annual Report. However, due to amendments regarding the functions of the OSPs and the associated timetable changes, the Communities, Corporate Resources and Housing OSP will review a report on this matter on 25th June 2025. In order to mitigate this impact, the Chair of this OSP has had sight of the OSP report for question and comment. The Chair has requested additional detail be included in future ongoing OSP Complaint Handling information in order to aid the Panel's ability to develop their approach to the scrutiny of this information, in line with the Housing Ombudsman's requirements. The Chair has further commented that the report is comprehensive and notes the conclusions within the report for the requirement for improvement. Any additional comments made by the Panel on 25th June 2026, will be further reported to the Cabinet.

SCRUTINY, OVERSIGHT AND CONTINUOUS LEARNING

- 4.4. The Council is required to look beyond the circumstances of the individual complaint and consider whether service improvements can be made as a result of any learning from the complaint. A positive complaint handling culture is integral to the effectiveness with which the Council resolves disputes.
- 4.5. Accountability and transparency are also fundamental for a positive complaint handling culture. The Council must report back on wider learning and improvements from complaints to stakeholders, such as tenant panels, staff and relevant committees.
- 4.6. The Council must appoint a suitably senior lead person as accountable for its complaint handling. For this reporting period, it was the responsibility of the Assistant Director – Social Housing & Community Safety. They must assess any themes or trends to identify potential systemic issues, serious risks, or policies and procedures that require revision. Following the Senior Leadership Team restructure that came into effect on 1st April 2026, this will now be the Assistant Director for Housing Services.
- 4.7. In addition, a member of Cabinet must be appointed to have lead responsibility for complaints to support a positive complaint handling culture. This person is referred to as the Member Responsible for Complaints (the MRC) and is responsible for ensuring that Cabinet and the Housing & Communities Overview and Scrutiny Panel receives regular information on complaints that provides insight on the Council's complaint handling performance. For this reporting period, the Leader of the Council and Portfolio Holder for Housing was the MRC [there was a change of Leader mid-year, however, the Portfolio Holder for Housing remained the MRC], and he must have accessed suitable information and staff to perform this role and report on their findings. As a minimum, the MRC, Cabinet and the Communities, Corporate Resources and Housing OSP must receive;
 - a) regular updates on the volume, categories and outcomes of complaints, alongside complaint handling performance;
 - b) regular reviews of issues and trends arising from complaint handling;

- c) regular updates on the outcomes of the Ombudsman's investigations and progress made in complying with orders related to severe maladministration findings; and
 - d) the annual complaints performance and service improvement report.
- 4.8 Following the change to the Council's administration in May 2026, the relevant OSP will now be Communities, Corporate Resources and Housing. In addition, the Cabinet must appoint a Member Responsible for Complaints as per the requirements of the Complaint Handling Code.
- 5. Consultation with the public, members, officers and associated stakeholders
 - 5.1. Consultation has been undertaken with the Housing Portfolio Holder, the Chair of the Communities, Corporate Resources and Housing OSP, and the Tenant Scrutiny Panel (Complaints).
- 6. Financial Implications
 - 6.1. The social housing service has a Compensation and Remedy Policy as required by the HOS. Compensation is paid in line with this policy, with budgetary provision made at the beginning of each financial year.
- 7. Legal Implications
 - 7.1. Failure to comply with the Statutory Complaint Handling Code may result in the issuing of a Complaint Handling Failure Order. These orders are legally enforceable directions.
- 8. Equalities implications
 - 8.1. A review has been undertaken and it has been identified that no assessment is required following consultation and liaison with the appropriate officer.
- 9. Health implications
 - 9.1. No specific health implications have been identified following the completion of an impact assessment.
- 10. Climate and environmental implications

10.1. No direct climate and/or environmental implications have been identified.

11. Section 17 Crime and Disorder Implications

11.1. No direct Section 17 crime and disorder implications have been identified.

12. Risk management implications

12.1. The following risk management implications have been identified:

- i. Failure to comply with the Housing Ombudsman Complaint Handling Code requirements poses financial and reputational risk to the Council.

13. Human resources implications

13.1. No direct human resource implications have been identified.

14. Biodiversity Implications

14.1. No direct biodiversity implications have been identified.

15. Local Government Reorganisation (LGR) Implications

15.1. No direct LGR implications have been identified.

16. Options considered and reason for their rejection

16.1. 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 Housing Ombudsman Complaint Handling Code is a statutory requirement for social housing landlords. This code requires the publication and submission of an annual report, following review by the

		Council's relevant governance arrangements.
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17. Conclusion

17.1. The self-assessment of the Council's current complaints process against the expectations set out in the Code, (in addition to the completion of the Annual Housing Complaints and Service Improvement Report), allows the Council to continually review its current processes and procedures in relation to the way in which it handles housing complaints. As a result, changes to working processes have been implemented, to improve the services delivered to tenants.

17.2. Members will note that the Annual Housing Complaints and Service Improvement Report identifies a range of positive steps taken to strengthen the approach to complaints handling. However, there remains more to do to improve performance and the therefore the outcomes for tenants and leaseholders.

18. Appendices

18.1. Please note the following appendices:

- i. Appendix A – Annual Housing Complaint and Service Improvement Report

19. Background papers

19.1. Please note the following background papers:

- i. Housing Ombudsman Service Complaint Handling Code

20. Report Writer Details:

Officer Job Title: Assistant Director for Housing Services

Officer Name: Sharon Clinton

ANNUAL HOUSING COMPLAINT PERFORMANCE & SERVICE IMPROVEMENT REPORT 2025-2026



Annual Housing Complaint Performance & Service Improvement Report 2025-26

Author and Version information

Name Dawn Dawson

Approved by Cabinet

Version no 1

Date 18/05/2026

Contents

1.0	Introduction	2
2.0	Complaint handling governance and procedures	3
2.1	Governance	3
2.2	Policy and procedures	4
2.3	Complaints Handling Team	4
3.0	Complaint handling performance	6
	Stage 1 Complaints	7
	Stage 2 Complaints	9
4.0	Complaints referred to the Housing Ombudsman.....	10
5.0	Learning and improvement.....	11
5.1	Improvements carried out during the period	11
5.2	2025/26 Improvement Action Plan	14
6.0	Conclusion.....	17
	Appendix A: Self-assessment form	1
	Section 1: Definition of a complaint	2
	Section 2: Exclusions.....	4
	Section 3: Accessibility and Awareness	6
	Section 4: Complaint Handling Staff	9
	Section 5: The Complaint Handling Process	11
	Section 6: Complaints Stages	17
	Section 7: Putting things right	25
	Section 8: Putting things right	27
	Section 9: Scrutiny & oversight: continuous learning and improvement	30


1.0 Introduction

This report provides an analysis of complaints received by Nuneaton and Bedworth Borough Council from housing tenants and leaseholders during the period 1st April 2025 to 31st March 2026.

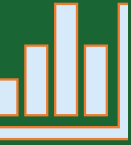
We have included in this report:




Details of the council's housing complaint handling performance and compliance.



Areas of good practice.



A summary of complaints including numbers, themes and trends, response times and outcomes.



Service improvements identified as a result of complaints.

Nuneaton and Bedworth Borough Council deliver housing services to tenants and their families living in 5625 homes across the borough. By identifying and making improvements to our services, our aim is to achieve best practice in our complaint handling process and ultimately provide a better service to our tenants and leaseholders.

We are committed to meeting our obligations to be compliant with the Housing Ombudsman Complaint Handling Code 2024.

A self-assessment of compliance with the Housing Ombudsman Complaints Handling Code has been undertaken and is attached at Appendix A.



2.0 Complaint handling governance and procedures

2.1 Governance

The Member Responsible for Complaints (MRC) is the Leader of the Council and Portfolio Holder for Housing and Communities [there was a change of Leader mid-year, however, the Portfolio Holder for Housing and Deputy Leader remained the MRC]. During this reporting period meetings were held with the MRC, the Strategic Director, and Assistant Director for Housing to:

- review the previous month's complaint data;
- discuss any emerging issues or trends;
- to consider complaint outcomes; and
- to review any actions against agreed service improvements.



Cllr Christopher Watkins

A dedicated Housing and Communities Overview & Scrutiny Panel was established in May 2024, following local elections, to provide a more dedicated focus on Housing and Communities matters. This has resulted in a more detailed scrutiny of the Council's housing services, including complaint handling and outcomes. Quarterly complaint handling performance reports are submitted to the Housing and Communities Overview & Scrutiny Panel providing details of key housing performance indicators, including:

- Number of complaints received.
- Percentage of complaints completed outside of the service level agreement.
- % of complaints responded to in full at Stage 1.
- % of complaints responded to in full at Stage 2.
- Number of complaints upheld.
- Housing Ombudsman cases.

Corporate complaint handling performance reports are presented quarterly to the Council's Corporate Executive Team consisting of the Chief Executive and four Strategic Directors. Detailed monthly complaint analysis reports are also reported to the Strategic Director for Housing & Communities and

Assistant Directors for Housing, where complaint themes and trends are reviewed and any changes or improvements to service identified and actions monitored. The report also includes any key findings from the most recent Housing Ombudsman Spotlight report.

2.2 Policy and procedures

The Council's [Housing Complaints Policy and Procedures](#) provide the framework for ensuring that formal complaints are handled consistently, fairly, effectively, confidentially and in a timely manner by competent complaint handling staff.

The Council encourages any tenant or service user who has a concern to first approach the team or member of staff in the relevant service area or make a service request:

CUSTOMER SERVICES	HEART	STRATEGIC HOUSING	LANDLORD SERVICES	PROPERTY SERVICES
The corporate point of contact for all customer enquiries, feedback, notifications, comments, compliments and complaints.	Providing advice and assistance to deliver disabled adaptations and home improvements to keep tenants safe, secure and warm in their homes.	Providing services such as homeless-ness, private sector housing and Housing Allocations.	Providing services such as tenancy management, estate management, anti-social behaviour, tenant support, tenant engagement and independent living.	Providing day to day repairs to the council's housing stock, including planned works, such as door and window replacements, kitchen and bathroom upgrades, roofing works, whilst ensuring homes are safe to live in.

If after requesting a service or raising their concerns about an existing service request, the tenant is dissatisfied with the proposed resolution, tenants are then encouraged to make a formal complaint to the Council.

2.3 Complaints Handling Team

The Council's chosen system for recording comments, complaints and compliments is the Granicus System. The corporate responsibility for administering the system is carried out by the Council's Information

Technology & Communications Team. Corporate responsibility for system training and also monitoring the use of the system is held by the Customer Experience & Data Protection Officer. Complaint e-learning also forms part of the Customer Services staff mandatory induction training along with frontline staff communication training, covering how to communicate professionally with our customers, including those making complaints.

The Council's Complaint Handling Team consists of a combination of officers, with Customer & Client Services and Housing Services teams carrying out specific aspects of the 'Complaint Officer' role. The diagram below depicts the roles and responsibilities of individual members of the team.



3.0 Complaint handling performance

From 1st April 2024 to 31st March 2025 the Council received 456 formal complaints from tenants – see Table 1 below.

	Total no. of complaints received	No. per 1,000 housing stock		Responded to within the Housing Ombudsman Complaint Handling timescales	
		Mid year	Year end	Mid year	Year End
Stage 1	456	33.4	75.4	85.6%	83.8%
Stage 2	74	5.6	12.2	35.3%	41.9%

Table 1: Housing Complaints 2025/26

Table 1 above indicates there was an increase of 166 (63%) in the numbers of formal Stage 1 complaints received from tenants compared to the previous year (290 in 2024/25 – see Table 2 overleaf).

The response time was extended on 21 Stage 1 complaints. This was due to more information being sought from the complainant or the case being deemed to be complex due to the requirement of information from other service areas, such as legal services, grounds maintenance etc.

74 Stage 1 complaints (16.2%) were not responded to within the complaint handling timeframes (including extended cases).

The Council did not refuse any complaints during 2025/26.

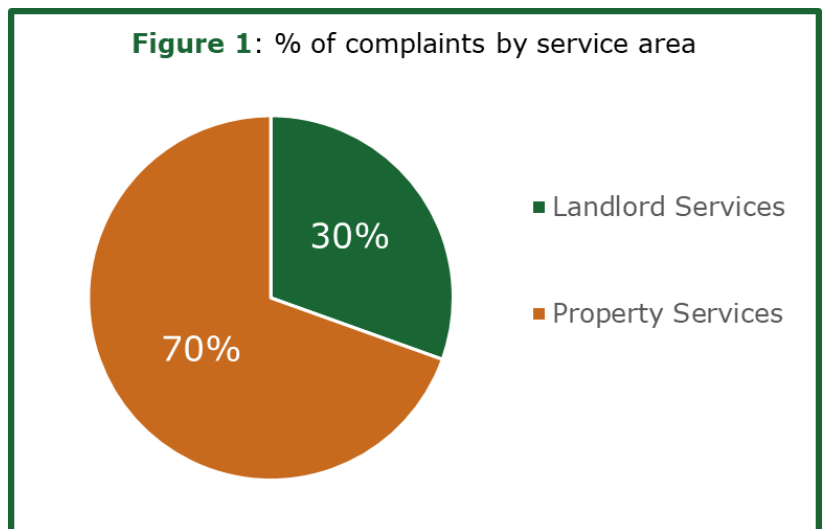
The figures in Table 1 when compared with the previous year shown in Table 2 opposite, indicate an increase of 11.5% in the number of Stage 1 complaints handled outside the complaint handling timescales.

	Total no. of complaints received 2024/2025	Responded to within the Housing Ombudsman Complaint Handling timescales
Stage 1	290	95.3%
Stage 2	36	64%

Table 2: Housing Complaints 2024/25

Stage 1 Complaints

Figure 1 shows the breakdown of complaints received by service area. By far the largest proportion of formal complaints (72%) were received by Property Services, which includes responsive repairs and capital works. This is a slight reduction compared to 2023/24 performance of 76%.



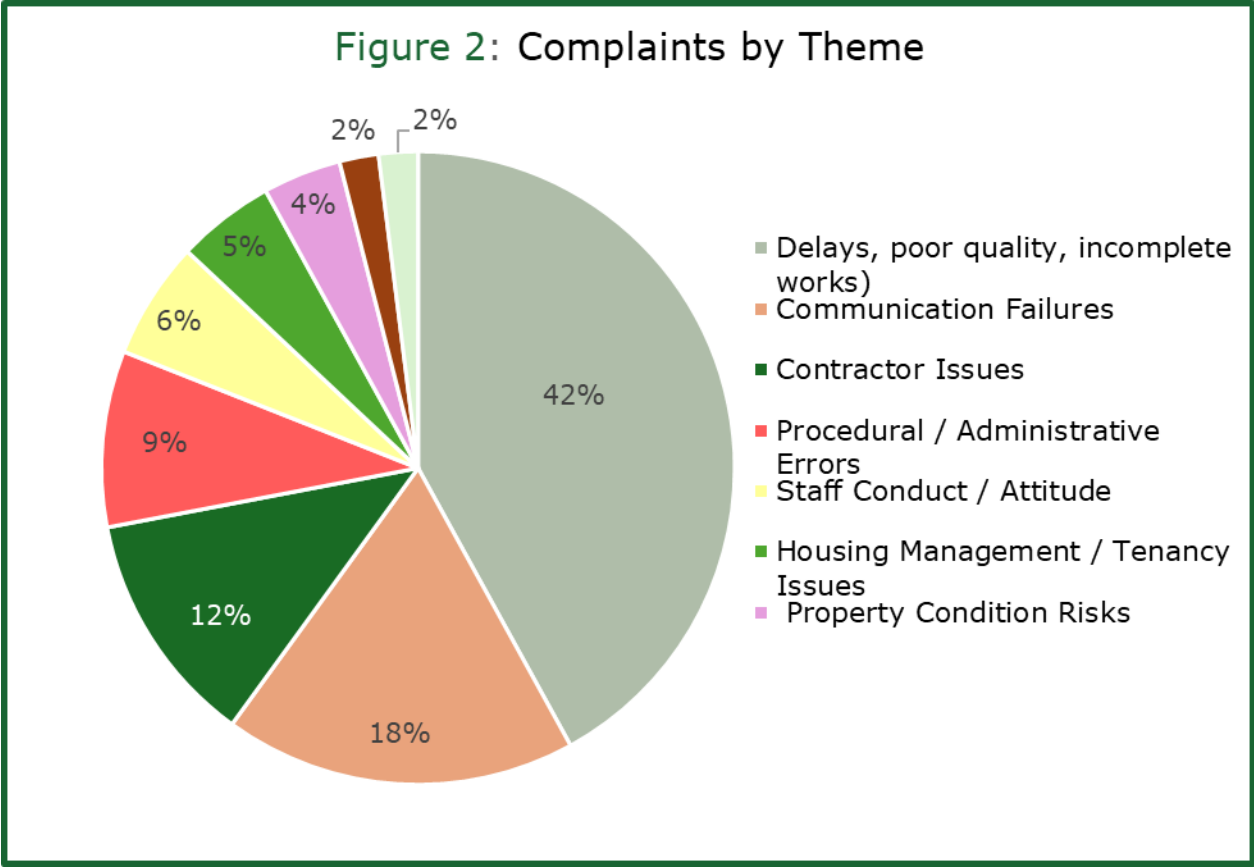


Figure 2 above shows a breakdown of complaints received by theme. Property Services has again been identified as the main service area requiring consideration and improvement. Delay to works, missed appointments, the quality of works, and the general lack of communication regarding the status of works are the main reasons for dissatisfaction.

This should be considered alongside Contractor issues as missed appointment and coordination failures have all contributed to dissatisfaction relating to the repairs and maintenance obligation of the Council.

45.6% (208) of all formal Stage 1 complaints investigated were upheld. This is a decrease of 4.4% on the previous year. However, 44.6% of Stage 2 complaints were upheld, which indicates there is a possibility that there is an under recognition of valid complaints at Stage 1.

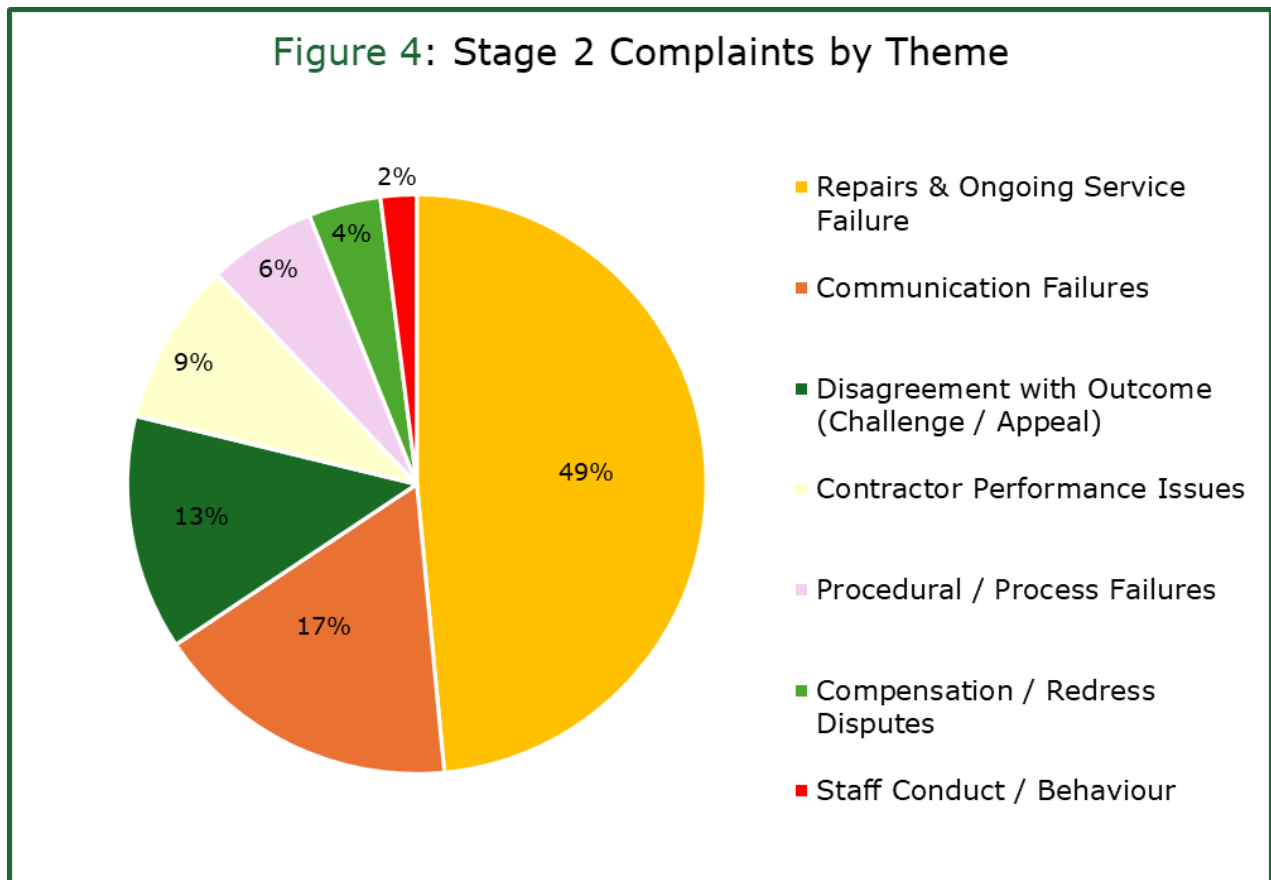
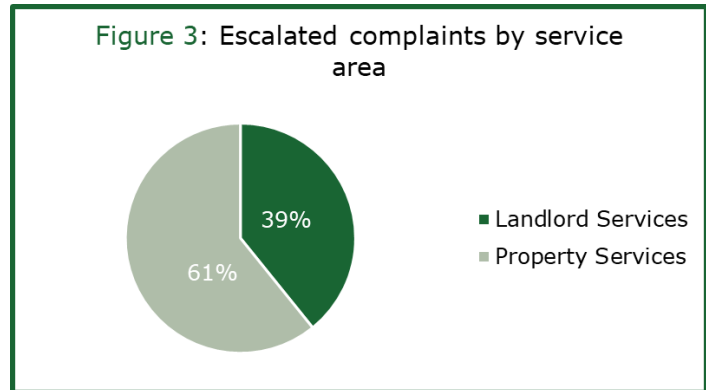
Stage 2 Complaints

During the period 1st April 2025 to 31st March 2026, **74** (16.2%) of all Stage 1 complaints were escalated to Stage 2, an increase of 4.2% from 2024/25. Of those Stage 2 complaints, **33** (44.6%) were upheld.

Of the 74 Stage 2 complaints, **43** (58%) complaints were responded to outside of the complaint handling timescales.

Figure 3 shows the breakdown of Stage 2 complaints by service area. The largest number of escalated complaints were received by Property Services.

Figure 4 below shows the theme of complaints escalated to Stage 2. Again, here we see that repairs and maintenance issues, cause the greatest dissatisfaction for tenants.



4.0 Complaints referred to the Housing Ombudsman

For the year 2025/26, there were no Housing Ombudsman determinations for Nuneaton and Bedworth Borough Council.

It is anticipated that the introduction of a Compensation and Remedy Policy, along with the marked increase in complaints, has reduced the approaches made by tenants and leaseholders to the Ombudsman.

However, the Council is keenly aware that the number of disrepair complaints received via claims management companies has also significantly increased. This would imply that there is a possible connection in the reduction of approaches to the Housing Ombudsman and the increase in the activity of claims management companies.



5.0 Learning and Improvement

The 2025/26 period presented significant challenges for the Social Housing Service, and the decline in performance reflects the difficulties encountered during the year. There remains considerable work to be undertaken to improve the quality of complaint investigations, responses, and outcomes. Further progress is also required to enhance both performance and tenants' perceptions of the Council's approach to complaint handling.

Tenant Satisfaction Perception Measures for 2025/26 indicate that **41.48%** of respondents who reported making a complaint within the previous 12 months were satisfied with the Council's handling of complaints. This represents a decrease of **1.68%**, continuing the downward trend observed in 2024/25, which saw a reduction of **6.8%**.

Following a review conducted by Campbell Tickell (CT) in October 2024, an improvement plan was developed to assess compliance with the Consumer Standards. The review acknowledged that the Council was on a journey of improvement and identified several opportunities to strengthen service delivery, including enhancements to the complaints handling process.

However, progress against the improvement plan has been slower and less effective than anticipated. Notwithstanding this, there is clear recognition at a corporate level of the need for change, and support has been provided for a range of actions, as set out in the accompanying improvement plan.

This section details the service changes/improvements that have been made over the period as a result of complaints.

5.1 Improvements carried out during the period

An action plan was reported in the previous 2024/25 report, and the following service improvements were carried out during this reporting period:



- Resources - Undertaken a restructure of service provision to provide more resource for investigation, responses and monitoring of complaints. A corporate approach has now been adopted aiming to ensure consistency, obtain assurance and improve compliance with the Complaint Handling Code.
- Engagement – Significant progress has been made to implement the Tenant Participation Advisory Service Accreditation Delivery Plan. Tenant Scrutiny Panels have been established, one of which focuses upon complaints, scrutinising responses and co-designing required service improvements.
- Process – Established a revised recording mechanism by which to track the improvements made as a result of complaints. This covers all improvement actions across the Service and gives clear detail relating to the nature of the improvement to be made.
- Assurance – Improvements made as a result of learning from complaints are now monitored by the independent corporate team to ensure that improvements are carried through to service delivery, ensuring that tenants benefit from amended processes.
- Process – Service Improvement Plan actions have been undertaken as derived from a Campbell Tickell audit to improve services to tenants and the tenant experience. This includes the establishment of a dedicated page on the Council's website, to ensure that tenants and leaseholders have access to information and support in relation to making a complaint to the Council or the Housing Ombudsman – [Council Housing Complaints](#).
- Process- Investigations continue in relation to continuing to improve the Granicus system, with a view to improving the data both collected and reported upon, removing the need for additional recording and monitoring systems.
- Process – Action Learning has begun, commencing with the feedback from the Tenant Scrutiny Panel (Complaints), to support a positive complaints and learning culture across the Housing Service.

- Training - Extensive training has been undertaken by members of the housing team during 2025/26. Examples of training undertaken includes:

Training Course	Training Provider	Description
Resident engagement – creating a culture of transparency, influence, and accountability	Housing Quality Network	To learn skills on how to be a transparent, influential and accountable housing provider through structured and meaningful engagement opportunities.
Getting governance right – practical lessons for accountability and oversight	Housing Quality Network	To understand what scrutiny is, how to lead and facilitate a tenant led scrutiny, how to recruit to meaningfully involved tenants and what a strong governance structure should be.
Implementing Awaab's Law: Tackling Damp and Mould in Housing	Hays	To understand the requirements of Awaab's Law and how to manage emergency and significant hazard with evidence.
Awaab's Law Webinar	Housing Ombudsman	To understand the requirements of Awaab's Law and how to manage/report emergency and significant hazard with evidence.
Complaint Handling Code	Housing Ombudsman	To understand the complaints handling code.
Learning from the TSMs: What the results really tell us	Housing Quality Network	To understand how to review TSM approaches, results and how to improve satisfaction scores.

Alongside the improvements above, individual service teams delivered service improvements/changes as a result of complaints and learning from Annual Housing Complaint Performance & Service Improvement Report 2025/2026

others. Below are some examples of changes and improvements implemented:

- Engagement – A Strategic Engagement Board has been established to ensure that tenant views and scrutiny meaningfully influence housing decision making, and that complaints analysis is regularly reviewed to understand root causes, types of complaints and recommended service improvements.
- Engagement – Significant progress has been made to implement the Tenant and Leaseholder Engagement Strategy. Tenant Scrutiny Panels have been established, one of which focuses upon complaints, scrutinising responses and co-designing required service improvements.
- Procedure Change – following complaints missed repairs appointments, the repairs scheduling procedure has been amended to prioritise the need for timely communication with tenants where a repair cannot be completed on the agreed date, for example, where the required materials have been delayed.
- Capacity – following a significant number of complaints relating to the delays tenants experienced regarding re-glazing windows and doors, service capacity was reviewed. This has resulted in the appointment of a dedicated glazing resource, to reflect the level of demand for this type of repair, and to respond to tenants' needs.
- Procedure Change – a number of complaints relating to outstanding repairs on newly let properties have led to a procedural change, whereby a separate sheet containing outstanding repairs, such as internal door replacement, is discussed with the tenant at the point of viewing. This gives the tenant the opportunity to wait until all repairs are completed before taking the tenancy, or, to accommodate the repairs once in occupation. We know from our tenants that some prefer to take up occupancy as early as is appropriate, and this mechanism clarifies outstanding issues and confirms the tenants wishes.
- Procedure Change - Following the receipt of a number of complaints that were not upheld, but were made on the basis of misunderstanding by tenants, a full review of Service Level Agreements has commenced. These will be designed with the Tenant Scrutiny Panels and publicised to our tenants to assist them in their expectations.

5.2 2025/26 Improvement Action Plan

Ref	Improvement Action	Officer Responsible	Deadline
1.	Implement a Repairs Service Improvement Plan to improve service provision and tenant experience.	Assistant Director for Assets and Compliance	August 2027
2.	Review / Implement Service Level Agreements for Housing Services, to ensure that tenants and leaseholders have clarity in relation to our service provision.	Assistant Directors for Assets and Compliance and Housing Services	March 2027
3.	Review and build upon the Corporate Complaints approach, to continue to improve tenant and leaseholder experience and drive service improvement.	Assistant Directors for Assets and Compliance and Housing Services and Corporate Support & Data Compliance Manager	March 2027
4.	Complete the delivery of the action plan to achieve TPAS accreditation to improve the tenant experience.	Service Manager – Landlord Services	March 2027
5.	Review with the Tenant Scrutiny Panel (Communications) the amended information contained within the Service Annual Report to better identify the changes and improvements made to services following tenant and leaseholder feedback.	Service Manager – Tenancy Services	October 2026
6.	Deliver the Housing Service Improvement Plan actions derived from the CT review, complaints and Regulator learning to improve services to tenants and the tenant experience.	All Assistant Directors and Service Managers	March 2027
7.	Identify other mechanisms by which to publicise service improvements made as a result of complaints driving service improvement.	Service Manager – Tenancy Services	March 2027
8.	Embed learning sets to support a positive staff culture in relation to complaints.	Assistant Directors for Assets and Compliance and Housing Services	March 2027
9.	Explore the use of external complaints consultants to improve our approach to recording, responding to, learning from and monitoring complaints and associated actions / improvements.	Assistant Directors for Assets and Compliance and Housing Services and Corporate Support & Data Compliance Manager	August 2026
10.	Include Operational Delivery Plan oversight within the Council's Annual Governance Statement	Strategic Director – Communities and Place	September 2026

6.0 Conclusion

Our Annual Housing Complaint Performance and Service Improvement Report for 2025/26 highlights a range of positive steps taken to strengthen the Council's approach to complaint handling. These actions demonstrate our commitment to delivering a more responsive and effective service for our residents.

At the same time, the report recognises that there is more to do. We will continue to focus on improving performance and, crucially, addressing the underlying causes of complaints to prevent issues from arising in the first place.

Learning from complaints will remain central to our approach. We are strengthening the way we capture, share and act on feedback so that we can evidence meaningful change driven by the experiences of our tenants and leaseholders.

Our customers remain at the heart of our service delivery. We are committed to ensuring their voices are not only heard but actively shape the design and improvement of our services in a way that is both genuine and impactful.

*This document has been published by Nuneaton and Bedworth
Borough Council*

Date here

*Contact information:
tenant.engagement@nuneatonandbedworth.gov.uk*

Appendix A: Self-assessment form

This self-assessment form should be completed by the complaints officer and it must be reviewed and approved by the landlord's governing body at least annually.

Once approved, landlords must publish the self-assessment as part of the annual complaints performance and service improvement report on their website. The governing body's response to the report must be published alongside this.

Landlords are required to complete the self-assessment in full and support all statements with evidence, with additional commentary as necessary.

We recognise that there may be a small number of circumstances where landlords are unable to meet the requirements, for example, if they do not have a website. In these circumstances, we expect landlords to deliver the intentions of the Code in an alternative way, for example by publishing information in a public area so that it is easily accessible.

Section 1: Definition of a complaint

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
1.2	<p>A complaint must be defined as:</p> <p><i>'an expression of dissatisfaction, however made, about the standard of service, actions or lack of action by the landlord, its own staff, or those acting on its behalf, affecting a resident or group of residents.'</i></p>	Yes	<p>NBBC Complaint Policy & Procedure – Section 4.1</p> <p>NBBC Website – Council Housing Complaint Page</p>	<p>The Council recognises the difference between a complaint and service request, ie where a resident is unhappy with a situation that they wish to have rectified or complaint about a service they have or have not received.</p> <p>This is clearly set out in Section 4.1 of the Housing Complaints Policy and Procedure which is available on the Council's website and last updated in March 2024.</p> <p>Definitions are published on the Council's Housing Complaint web page.</p>
1.3	<p>A resident does not have to use the word 'complaint' for it to be treated as such. Whenever a resident expresses dissatisfaction landlords must give them the choice to make complaint. A complaint that is submitted via a third party or representative must be handled in line with the landlord's complaints policy.</p>	Yes	<p>NBBC Complaint Policy & Procedure – Section 4.7</p>	<p>This is clearly set out in Section 4.7 of the Housing Complaints Policy and Procedure which is available on the Council's website and last updated in March 2024.</p>
1.4	<p>Landlords must recognise the difference between a service request and a complaint. This must be set out in their complaints policy. A service request is a request from a resident to the landlord requiring action to be taken to put something right. Service</p>	Yes	<p>NBBC Complaint Policy & Procedure – Sections 4.1 and 4.4</p> <p>NBBC Website – Council Housing Complaint Page</p>	<p>The Council recognises the difference between a complaint and service request where a resident is unhappy with a situation that they wish to have rectified and complaint</p>

	requests are not complaints, but must be recorded, monitored and reviewed regularly.			<p>about a service they have or have not received.</p> <p>This is clearly set out in Sections 4.1 and 4.4 of the Housing Complaints Policy and Procedure which is available on the Council's website and last updated in March 2024.</p> <p>Definitions are published on the Council's Housing Complaint web page.</p>
1.5	A complaint must be raised when the resident expresses dissatisfaction with the response to their service request, even if the handling of the service request remains ongoing. Landlords must not stop their efforts to address the service request if the resident complains.	Yes	<p>NBBC Complaint Policy & Procedure – Section 4.4</p> <p>A sample of cases on the housing management system can be accessed as evidence if necessary.</p>	<p>This is clearly set out in Section 4.4 of the Housing Complaints Policy and Procedure which is available on the Council's website. It was last updated in March 2024</p> <p>The Council's Housing Management system can evidence that a service request continues to be delivered when a customer has a complaint logged.</p>
1.6	An expression of dissatisfaction with services made through a survey is not defined as a complaint, though wherever possible, the person completing the survey should be made aware of how they can pursue a complaint if they wish to. Where landlords ask for wider feedback about their services, they also must provide details of how residents can complain.	Yes	<p>NBBC Complaint Policy & Procedure – Section 5</p> <p>ASB Surveys</p> <p>TSM Surveys</p>	<p>This is clearly set out in Section 5.0 of the Housing Complaints Policy and Procedure which is available on the Council's website and was last updated in March 2024.</p> <p>TSM surveys contain details for residents on how to pursue a complaint. Anti-social behaviour surveys also carry the same information.</p>

Section 2: Exclusions

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
2.1	Landlords must accept a complaint unless there is a valid reason not to do so. If landlords decide not to accept a complaint they must be able to evidence their reasoning. Each complaint must be considered on its own merits	Yes	NBBC Complaint Policy & Procedure – Section 4.5 and 4.6 Annual Housing Complaint Performance & Improvement Report 2024/25.	<p>This is clearly set out in Sections 4.5 and 4.6 of the Housing Complaints Policy and Procedure which is available on the Council's website and was last updated in March 2024.</p> <p>As reported in the Annual Housing Complaint Performance & Improvement Report, all submitted complaints in 2024/25 were investigated and none rejected.</p>
2.2	<p>A complaints policy must set out the circumstances in which a matter will not be considered as a complaint or escalated, and these circumstances must be fair and reasonable to residents. Acceptable exclusions include:</p> <ul style="list-style-type: none"> • The issue giving rise to the complaint occurred over twelve months ago. • Legal proceedings have started. This is defined as details of the claim, such as the Claim Form and Particulars of Claim, having been filed at court. • Matters that have previously been considered under the complaints policy. 	Yes	NBBC Complaint Policy & Procedure – Section 4.5	<p>This is clearly set out in Sections 4.5 of the Housing Complaints Policy and Procedure which is available on the Council's website and was last updated in March 2024.</p>
2.3	Landlords must accept complaints referred to them within 12 months of the issue occurring or the resident becoming aware of the issue, unless they are excluded on	Yes	NBBC Complaint Policy & Procedure – Section 4.5	<p>This is clearly set out in Section 4.5 of the Housing Complaints Policy and Procedure which is available on</p>

	other grounds. Landlords must consider whether to apply discretion to accept complaints made outside this time limit where there are good reasons to do so.			the Council's website and was last updated in March 2024. Complaint investigators are given discretion to consider complaints on an individual basis.
2.4	If a landlord decides not to accept a complaint, an explanation must be provided to the resident setting out the reasons why the matter is not suitable for the complaints process and the right to take that decision to the Ombudsman. If the Ombudsman does not agree that the exclusion has been fairly applied, the Ombudsman may tell the landlord to take on the complaint.	Yes	NBBC Complaint Policy & Procedure – Section 4.5 Annual Housing Complaint Performance and Service Improvement Report 2024-25 Nuneaton and Bedworth Borough Council	As reported in the Annual Housing Complaint Performance & Improvement Report all submitted complaints during 2024/25 were investigated and none rejected, however this is clearly set out in Section 4.5 of the Housing Complaints Policy and Procedure which is available on the Council's website and was last updated in March 2024.
2.5	Landlords must not take a blanket approach to excluding complaints; they must consider the individual circumstances of each complaint.	Yes	NBBC Complaint Policy & Procedure – Section 4.5 Annual Housing Complaint Performance and Service Improvement Report 2024-25 Nuneaton and Bedworth Borough Council	As reported in the Annual Housing Complaint Performance & Improvement Report all submitted complaints during 2024/25 were investigated and none rejected, however this is clearly set out in Section 4.5 of the Housing Complaints Policy and Procedure which is available on the Council's website and was last updated in March 2024.

Section 3: Accessibility and Awareness

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
3.1	Landlords must make it easy for residents to complain by providing different channels through which they can make a complaint. Landlords must consider their duties under the Equality Act 2010 and anticipate the needs and reasonable adjustments of residents who may need to access the complaints process.	Yes	NBBC Complaint Policy & Procedure – Section 5 Annual Housing Complaint Performance and Service Improvement Report 2024-25 Nuneaton and Bedworth Borough Council NBBC Website – Council Housing Complaints Page Vulnerable Persons Policy Reasonable Adjustments Policy	<p>Details of how to make a formal complaint to the council are published on the Council's website, included as standard in newsletters, in email footers and via the tenant portal.</p> <p>This is clearly set out in Section 5 of the Housing Complaints Policy and Procedure which is available on the Council's website and was last updated in March 2024.</p> <p>The Council has a process for identifying vulnerable persons and will ensure that communication needs are met, along with a Reasonable Adjustments Policy to support those needs.</p>
3.2	Residents must be able to raise their complaints in any way and with any member of staff. All staff must be aware of the complaints process and be able to pass details of the complaint to the appropriate person within the landlord.	Yes	NBBC Complaint Policy & Procedure – Section Staff training records	<p>Complaint e-learning forms part of the Customer Services staff mandatory induction training along with frontline staff communication training covering how to communicate professionally with our customers, including those making complaints.</p> <p>Our front-line teams are trained to recognise what is a request for service compared</p>

				to where there has been a potential service failure. If in any doubt, this can be checked with our Customer Experience Officer, who will confirm this.
3.3	High volumes of complaints must not be seen as a negative, as they can be indicative of a well-publicised and accessible complaints process. Low complaint volumes are potentially a sign that residents are unable to complain.	Yes	Annual Housing Complaint Performance & Improvement Report 2024/25 NBBC Website – Make Things Right	<p>We welcome feedback from our customers, including complaints and compliments and carry out STAR surveys, TSM Surveys and other perception surveys</p> <p>The Council is supporting the Governments 'Make Things Right' campaign by improving the layout of information available on our website so complaint information is easily found.</p>
3.4	Landlords must make their complaint policy available in a clear and accessible format for all residents. This will detail the two stage process, what will happen at each stage, and the timeframes for responding. The policy must also be published on the landlord's website.	Yes	NBBC Complaint Policy & Procedure – Section 6	This is clearly set out in Section 6 of the Housing Complaints Policy and Procedure which is available on the Council's website and was last updated in March 2024.
3.5	The policy must explain how the landlord will publicise details of the complaints policy, including information about the Ombudsman and this Code.	Yes	NBBC Complaint Policy & Procedure – Sections 1.2 & 7 NBBC Website – Council Housing Complaints Page	This is clearly set out in Sections 1.2 and 7 of the Housing Complaints Policy and Procedure which is available on the Council's website and was last updated in March 2024.
3.6	Landlords must give residents the opportunity to have a representative deal with their complaint on their behalf, and to be represented or accompanied at any meeting with the landlord.	Yes	NBBC Complaint Policy & Procedure – Section 4	This is clearly set out in Section 4 of the Housing Complaints Policy and Procedure which is available on

				the Council's website and was last updated in March 2024.
3.7	Landlords must provide residents with information on their right to access the Ombudsman service and how the individual can engage with the Ombudsman about their complaint.	Yes	NBBC Complaint Policy & Procedure – Section 7 NBBC website – Customer Feedback Page Surveys Response letter templates Email banner	This is clearly set out in Section 7 of the Housing Complaints Policy and Procedure which is available on the Council's website and was last updated in March 2024. The Housing Ombudsman Service contact details are also included on the Housing page of Council's website, on surveys, letter templates and on officer email signatures.

Section 4: Complaint Handling Staff

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
4.1	Landlords must have a person or team assigned to take responsibility for complaint handling, including liaison with the Ombudsman and ensuring complaints are reported to the governing body (or equivalent). This Code will refer to that person or team as the 'complaints officer'. This role may be in addition to other duties.	Yes	Annual Housing Complaint Performance & Improvement Report 2024/25 Cabinet agenda and minutes Job descriptions	<p>The 'complaint officer' role is fulfilled by a team of officers.</p> <p>The Assistant Directors for Assets & Compliance and Housing Services are responsible for ensuring complaints are reported to MRC/Strategic Engagement Board, Housing & Communities Overview & Scrutiny Panel, Leadership Board & Senior Management Team.</p> <p>The Corporate Customer Experience Officer acts as the corporate lead contact with the Housing Ombudsman and Local Government & Social Care Ombudsman.</p>
4.2	The complaints officer/team must have access to staff at all levels to facilitate the prompt resolution of complaints. They must also have the authority and autonomy to act to resolve disputes promptly and fairly.	Yes	Annual Housing Complaint Performance & Improvement Report 2024/25 Service Manager/Team Leaders have the authority.	All complaints are investigated by Team Leaders at stage one and Managers/Head of Services/ Directors at stage two. The Customer Experience Officer and Housing & Community Safety Business Performance Officer act in supporting capacity and monitor that complaints are resolved promptly and fairly.
4.3	Landlords are expected to prioritise complaint handling and a culture of learning from complaints. All relevant staff	Yes	NBBC Complaint Policy & Procedure – Sections 2, 3 & 8.	This is clearly set out in Sections 2, 3 and 8 of the Housing Complaints Policy and

	<p>must be suitably trained in the importance of complaint handling. It is important that complaints are seen as a core service and must be resourced to handle complaints effectively</p>			<p>Procedure which is available on the Council's website and was last updated in March 2024.</p> <p>All housing managers and team leaders have attended dispute resolution training via the Housing Ombudsman Service.</p> <p>Complaint Handling training for all staff will be completed by the end of Q2 2024/2025.</p>
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Section 5: The Complaint Handling Process

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
5.1	Landlords must have a single policy in place for dealing with complaints covered by this Code. Residents must not be treated differently if they complain.	Yes	NBBC Complaint Policy & Procedure NBBC Website - Customer Feedback	The Council's Housing Complaints Policy and Procedure is available on the Council's website and was last updated in March 2024.
5.2	The early and local resolution of issues between landlords and residents is key to effective complaint handling. It is not appropriate to have extra named stages (such as 'stage 0' or 'informal complaint') as this causes unnecessary confusion.	Yes	NBBC Complaint Policy & Procedure – Section 6	This is clearly set out in Section 6 of the Housing Complaints Policy and Procedure which is available on the Council's website and was last updated in March 2024.
5.3	A process with more than two stages is not acceptable under any circumstances as this will make the complaint process unduly long and delay access to the Ombudsman.	Yes	NBBC Complaint Policy & Procedure – Section 6	This is clearly set out in Section 6 of the Housing Complaints Policy and Procedure which is available on the Council's website and was last updated in March 2024.
5.4	Where a landlord's complaint response is handled by a third party (e.g. a contractor or independent adjudicator) at any stage, it must form part of the two stage complaints process set out in this Code. Residents must not be expected to go through two complaints processes.	Yes	NBBC Complaint Policy & Procedure – Section 4.7	This is clearly set out in Section 4.7 of the Housing Complaints Policy and Procedure which is available on the Council's website and was last updated in March 2024.
5.5	Landlords are responsible for ensuring that any third parties handle complaints in line with the Code.	Yes	NBBC Complaint Policy & Procedure – Section 4.7	This is clearly set out in Section 4.7 of the Housing Complaints Policy and Procedure which is available on the Council's website and was last updated in March 2024.

5.6	When a complaint is logged at Stage 1 or escalated to Stage 2, landlords must set out their understanding of the complaint and the outcomes the resident is seeking. The Code will refer to this as “the complaint definition”. If any aspect of the complaint is unclear, the resident must be asked for clarification.	Yes	Response letter templates NBBC Complaint Policy & Procedure – Section 6.6 & 6.12	Letter templates have been updated to ensure that the Council understands the nature of the complaint and the outcome the tenant is seeking. This is clearly set out in Sections 6.6 and 6.12 of the Housing Complaints Policy and Procedure which is available on the Council’s website and was last updated in March 2024.
5.7	When a complaint is acknowledged at either stage, landlords must be clear which aspects of the complaint they are, and are not, responsible for and clarify any areas where this is not clear.	Yes	Complaint response templates NBBC Complaint Policy & Procedure – Section 6.5	Letter templates have been updated to ensure that the Council clarifies their understanding of the nature of the complaint. Clarification can also be sought from the tenant by the complaint investigator. This is clearly set out in Section 6.5 of the Housing Complaints Policy and Procedure which is available on the Council’s website and was last updated in March 2024.
5.8	At each stage of the complaints process, complaint handlers must: a. deal with complaints on their merits, act independently, and have an open mind; b. give the resident a fair chance to set out their position;	Yes	NBBC Complaint Policy & Procedure – Section 2 NBBC Values Declarations of Interest Form	This is clearly set out in Section 2 of the Housing Complaints Policy and Procedure which is available on the Council’s website and was last updated in March 2024.

	<p>c. take measures to address any actual or perceived conflict of interest; and</p> <p>d. consider all relevant information and evidence carefully.</p>		<p>NBBC Privacy Notice</p>	<p>The Council's Values are included in mandatory training for all staff and are:</p> <ul style="list-style-type: none"> • Service for our customers • Integrity in our actions • Accountability for performance • Cooperation with Councillors, colleagues & partners • Objectivity in our decisions • Efficiency to keep costs down • Confidence to try new things out <p>All colleagues will receive customer service training by the end of Q2 2024/2025 and will be empowered to put things right through taking responsibility and ownership.</p> <p>The Housing & Community Safety Business Performance Officer reviews all complaint responses. All investigations and responses have independent oversight and quality assurance.</p> <p>All colleagues make an annual declaration of any potential conflicts of interest.</p>
5.9	Where a response to a complaint will fall outside the timescales set out in this Code, the landlord must agree with the resident	Yes	<p>NBBC Complaint Policy & Procedure – Section 6</p>	<p>This is clearly set out in Section 6 of the Housing Complaints Policy and Procedure which is available</p>

	suitable intervals for keeping them informed about their complaint.			on the Council's website and was last updated in March 2024.
5.10	Landlords must make reasonable adjustments for residents where appropriate under the Equality Act 2010. Landlords must keep a record of any reasonable adjustments agreed, as well as a record of any disabilities a resident has disclosed. Any agreed reasonable adjustments must be kept under active review.	Yes	NBBC Complaint Policy & Procedure – Sections 1 & 3 NBBC Website - Customer Feedback Vulnerable Persons Policy Reasonable Adjustment Policy	<p>This is clearly set out in Sections 1 and 3 of the Housing Complaints Policy and Procedure which is available on the Council's website and was last updated in March 2024</p> <p>The Council has also implemented a Vulnerable Persons Policy to ensure that the voices of vulnerable customers are heard and that vulnerabilities and special communication needs are managed efficiently on the Housing Management System.</p> <p>A reasonable adjustment policy was adopted in 2025.</p> <p>A working group has been set up to ensure that the record of vulnerable customers is reviewed and updated on a regular basis.</p>
5.11	Landlords must not refuse to escalate a complaint through all stages of the complaints procedure unless it has valid reasons to do so. Landlords must clearly set out these reasons, and they must comply with the provisions set out in section 2 of this Code.	Yes	NBBC Complaint Policy & Procedure – Section 4	<p>This is clearly set out in Section 4 of the Housing Complaints Policy and Procedure which is available on the Council's website and was last updated in March 2024.</p>

5.12	A full record must be kept of the complaint, and the outcomes at each stage. This must include the original complaint and the date received, all correspondence with the resident, correspondence with other parties, and any relevant supporting documentation such as reports or surveys.	Yes	Evidence available from systems.	All complaints are logged on the Granicus System. All exchange of contacts are recorded on this platform throughout the complaints process, however telephone calls received etc are logged on the Housing Management System or on the Council's content management system.
5.13	Landlords must have processes in place to ensure a complaint can be remedied at any stage of its complaints process. Landlords must ensure appropriate remedies can be provided at any stage of the complaints process without the need for escalation.	Yes	NBBC Complaint Policy & Procedure – Section 8	<p>This is clearly set out in Section 8 of the Housing Complaints Policy and Procedure which is available on the Council's website and was last updated in March 2024.</p> <p>The Council is in the process of drafting a remedy policy, which should receive a Cabinet decision by end of July 2024.</p>
5.14	Landlords must have policies and procedures in place for managing unacceptable behaviour from residents and/or their representatives. Landlords must be able to evidence reasons for putting any restrictions in place and must keep restrictions under regular review.	Yes	NBBC website – Report Anti-social behaviour Anti-social Behaviour Policy Anti-social Behaviour Strategy Tenancy Agreements NBBC Website – Equality & Diversity	<p>The Council's tenancy agreement highlights that it will deal with any anti-social behaviour displayed by their tenants or their representatives.</p> <p>The new ASB Policy and Strategy are currently being reviewed and will be operational by the end of August 2024.</p> <p>For persistent behaviour the Equality Safeguarding Officer will write to the</p>

				complainant/tenant to explain that they will be monitor all responses going forward and will be provided with a single point of contact for all ongoing correspondence.
5.15	Any restrictions placed on contact due to unacceptable behaviour must be proportionate and demonstrate regard for the provisions of the Equality Act 2010.	Yes	NBBC Website – Equality & Diversity	<p>For persistent behaviour the Equality Safeguarding Officer will write to the complainant/tenant to explain that they will be monitor all responses going forward and will be provided with a single point of contact for all ongoing correspondence.</p> <p>The Council is aware of it's responsibilities under the Equality Act 2010 and is committed to equality, diversity and inclusion. We will endeavour to provide a service that seeks to meet the needs of a particular individual or household and ensure no one is disadvantaged in accessing our services. We recognise that some of our customers may have permanent or transitory vulnerabilities and where customers require additional support, we will endeavour to make reasonable adjustments.</p>

Section 6: Complaints Stages

Stage 1

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
6.1	Landlords must have processes in place to consider which complaints can be responded to as early as possible, and which require further investigation. Landlords must consider factors such as the complexity of the complaint and whether the resident is vulnerable or at risk. Most stage 1 complaints can be resolved promptly, and an explanation, apology or resolution provided to the resident.	Yes	NBBC Complaint Policy & Procedure – Section 6	This is clearly set out in Section 6 of the Housing Complaints Policy and Procedure which is available on the Council's website and was last updated in March 2024. The Housing Management System will be checked when responding to a complaint to determine if a tenant has any recorded vulnerabilities before a response is sent.
6.2	Complaints must be acknowledged, defined and logged at stage 1 of the complaints procedure <u>within five working days of the complaint being received</u> .	Yes	NBBC Complaint Policy & Procedure – Section 6.2 Response letter templates Performance Reports	This is clearly set out in Section 6.2 of the Housing Complaints Policy and Procedure which is available on the Council's website and was last updated in March 2024. Reports from the system can demonstrate this is being achieved.
6.3	Landlords must issue a full response to stage 1 complaints <u>within 10 working days</u> of the complaint being acknowledged.	Yes	NBBC Complaint Policy & Procedure – Section 6.4	This is clearly set out in Section 6.4 of the Housing Complaints Policy and Procedure which is available

			Annual Housing Complaint Performance & Improvement Report 2024/25. Performance Reports	on the Council's website and was last updated in March 2024. Reports from the system can demonstrate this is being achieved.
6.4	Landlords must decide whether an extension to this timescale is needed when considering the complexity of the complaint and then inform the resident of the expected timescale for response. Any extension must be no more than 10 working days without good reason, and the reason(s) must be clearly explained to the resident.	Yes	Extension letter template Annual Housing Complaint Performance & Improvement Report 2024/25. NBBC Complaint Policy & Procedure – Section 6.4	This is clearly set out in Section 6.4 of the Housing Complaints Policy and Procedure which is available on the Council's website and was last updated in March 2024.
6.5	When an organisation informs a resident about an extension to these timescales, they must be provided with the contact details of the Ombudsman.	Yes	Extension letter template NBBC Complaint Policy & Procedure – Section 6.4	This is clearly set out in Section 6.4 of the Housing Complaints Policy and Procedure which is available on the Council's website and was last updated in March 2024.
6.6	A complaint response must be provided to the resident when the answer to the complaint is known, not when the outstanding actions required to address the issue are completed. Outstanding actions must still be tracked and actioned promptly with appropriate updates provided to the resident.	Yes	NBBC Complaint Policy & Procedure – Section 6.4 Annual Housing Complaint Performance & Improvement Report 2024/25.	This is clearly set out in Section 6.4 of the Housing Complaints Policy and Procedure which is available on the Council's website and was last updated in March 2024. This is demonstrated through the response times of Stage 1 and Stage 2 complaints as detailed in the Annual Housing Complaint Performance & Improvement Report 2024/25.

6.7	Landlords must address all points raised in the complaint definition and provide clear reasons for any decisions, referencing the relevant policy, law and good practice where appropriate.	Yes	NBBC Complaint Policy & Procedure – Section 6.6 Response letter templates	This is clearly set out in Section 6.6 of the Housing Complaints Policy and Procedure which is available on the Council's website and was last updated in March 2024. The revised complaint letter response templates ensure that all elements of the complaint are investigated and provide a clear reasons for decisions made.
6.8	Where residents raise additional complaints during the investigation, these must be incorporated into the stage 1 response if they are related and the stage 1 response has not been issued. Where the stage 1 response has been issued, the new issues are unrelated to the issues already being investigated or it would unreasonably delay the response, the new issues must be logged as a new complaint.	Yes	Can be evidenced through a sample of cases	The complaint handling team will check the Granicus system to see if there are any open Stage 1 complaints and if new information is related then this will be passed on to the investigating officer. If any new issues are raised after a Stage 1 has been issued, then a new Stage 1 complaint will be opened.
6.9	Landlords must confirm the following in writing to the resident at the completion of stage 1 in clear, plain language: <ul style="list-style-type: none"> a. the complaint stage; b. the complaint definition; c. the decision on the complaint; d. the reasons for any decisions made; e. the details of any remedy offered to put things right; f. details of any outstanding actions; and 	Yes	NBBC Complaint Policy & Procedure – Section 6.6 Response letter templates	This is clearly set out in Section 6.6 of the Housing Complaints Policy and Procedure which is available on the Council's website and was last updated in March 2024. The Council follows the Housing Ombudsman Service complaint response templates guidance and ensures

	g. details of how to escalate the matter to stage 2 if the individual is not satisfied with the response.			<p>comprehensive response is shared with the customer.</p> <p>Each response includes</p> <ul style="list-style-type: none"> a. the complaint stage; b. the complaint definition; c. the decision on the complaint; d. the reasons for any decisions made; e. the details of any remedy offered to put things right; f. details of any outstanding actions; and g. details of how to escalate the matter to stage 2 if the individual is not satisfied with the response. <p>Templates provide a framework to ensure key information is included. Complaint responses are all individual.</p>
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Stage 2

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
6.10	If all or part of the complaint is not resolved to the resident's satisfaction at stage 1, it must be progressed to stage 2 of the landlord's procedure. Stage 2 is the landlord's final response.	Yes	<p>NBBC Complaint Policy & Procedure – Section 6.9 & 6.14</p> <p>Response letter templates</p>	This is clearly set out in Section 6.9 and 6.14 of the Housing Complaints Policy and Procedure which is available on the Council's website and was last updated in March 2024.

				The response letter states that it is the final response at Stage 2.
6.11	Requests for stage 2 must be acknowledged, defined and logged at stage 2 of the complaints procedure within five working days of the escalation request being received.	Yes	NBBC Complaint Policy & Procedure – Section 6.10 Response letter templates	This is clearly set out in Section 6.10 of the Housing Complaints Policy and Procedure which is available on the Council's website and was last updated in March 2024. Reports from the system can demonstrate this is being achieved.
6.12	Residents must not be required to explain their reasons for requesting a stage 2 consideration. Landlords are expected to make reasonable efforts to understand why a resident remains unhappy as part of its stage 2 response.	Yes	NBBC Complaint Policy & Procedure – Section 6.9 Response letter templates	This is clearly set out in Section 6.9 of the Housing Complaints Policy and Procedure which is available on the Council's website and was last updated in March 2024.
6.13	The person considering the complaint at stage 2 must not be the same person that considered the complaint at stage 1.	Yes	NBBC Complaint Policy & Procedure – Section 6.9	This is clearly set out in Section 6.9 of the Housing Complaints Policy and Procedure which is available on the Council's website and was last updated in March 2024. This can be evidenced through a sample of cases on request.
6.14	Landlords must issue a final response to the stage 2 <u>within 20 working days</u> of the complaint being acknowledged.	Yes	NBBC Complaint Policy & Procedure – Section 6.11 Annual Housing Complaint Performance & Improvement Report 2024/25.	This is clearly set out in Section 6.11 of the Housing Complaints Policy and Procedure which is available on the Council's website and was last updated in March 2024

				Reports from the system can demonstrate this is being achieved.
6.15	Landlords must decide whether an extension to this timescale is needed when considering the complexity of the complaint and then inform the resident of the expected timescale for response. Any extension must be no more than 20 working days without good reason, and the reason(s) must be clearly explained to the resident.	Yes	NBBC Complaint Policy & Procedure – Section 6.11 Extension letter templates Annual Housing Complaint Performance & Improvement Report 2024/25.	This is clearly set out in Section 6.11 of the Housing Complaints Policy and Procedure which is available on the Council's website and was last updated in March 2024. Reports from the system can demonstrate this is being achieved.
6.16	When an organisation informs a resident about an extension to these timescales, they must be provided with the contact details of the Ombudsman.	Yes	NBBC Complaint Policy & Procedure – Section 6.14 Extension letter templates	This is clearly set out in Section 6.14 of the Housing Complaints Policy and Procedure which is available on the Council's website and was last updated in March 2024 Reports from the system can demonstrate this is being achieved.
6.17	A complaint response must be provided to the resident when the answer to the complaint is known, not when the outstanding actions required to address the issue are completed. Outstanding actions must still be tracked and actioned promptly with appropriate updates provided to the resident.	Yes	NBBC Complaint Policy & Procedure – Section 6.11 Annual Housing Complaint Performance & Improvement Report 2024/25. Evidence available from systems.	This is clearly set out in Section 6.11 of the Housing Complaints Policy and Procedure which is available on the Council's website and was last updated in March 2024. This is demonstrated through the response times of Stage 1 and Stage 2 complaints as detailed in the Annual Housing

				Complaint Performance & Improvement Report 2024/25.
6.18	Landlords must address all points raised in the complaint definition and provide clear reasons for any decisions, referencing the relevant policy, law and good practice where appropriate.	Yes	NBBC Complaint Policy & Procedure – Section 6.12 Response letter templates Can be evidenced through a sample of cases	This is clearly set out in Section 6.12 of the Housing Complaints Policy and Procedure which is available on the Council's website and was last updated in March 2024.
6.19	Landlords must confirm the following in writing to the resident at the completion of stage 2 in clear, plain language: <ol style="list-style-type: none"> the complaint stage; the complaint definition; the decision on the complaint; the reasons for any decisions made; the details of any remedy offered to put things right; details of any outstanding actions; and details of how to escalate the matter to the Ombudsman Service if the individual remains dissatisfied. 	Yes	NBBC Complaint Policy & Procedure – Section 6.12 Response letter templates	This is clearly set out in Section 6.12 of the Housing Complaints Policy and Procedure which is available on the Council's website and was last updated in March 2024. The Council follows the Housing Ombudsman Service complaint response templates guidance and ensures comprehensive response is shared with the customer. Each response includes <ol style="list-style-type: none"> the complaint stage; the complaint definition; the decision on the complaint; the reasons for any decisions made; the details of any remedy offered to put things right; details of any outstanding actions; and g. details of how to escalate the matter if the

				<p>individual is not satisfied with the response.</p> <p>Templates provide a framework to ensure key information is included. Complaint responses are all individual</p>
6.20	Stage 2 is the landlord's final response and must involve all suitable staff members needed to issue such a response.	Yes	<p>NBBC Complaint Policy & Procedure – Section 6.14</p> <p>Can be evidenced through a sample of cases</p>	<p>This is clearly set out in Section 6.14 of the Housing Complaints Policy and Procedure which is available on the Council's website and was last updated in March 2024</p>

Section 7: Putting things right

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
7.1	<p>Where something has gone wrong a landlord must acknowledge this and set out the actions it has already taken, or intends to take, to put things right. These can include:</p> <ul style="list-style-type: none"> • Apologising; • Acknowledging where things have gone wrong; • Providing an explanation, assistance or reasons; • Taking action if there has been delay; • Reconsidering or changing a decision; • Amending a record or adding a correction or addendum; • Providing a financial remedy; • Changing policies, procedures or practices. 	Yes	<p>NBBC Complaint Policy & Procedure – Section 8</p> <p>Response letter templates</p> <p>Dispute resolution online training.</p> <p>Compensation & Remedy Policy</p>	<p>This is clearly set out in Section 8 of the Housing Complaints Policy and Procedure which is available on the Council's website and was last updated in March 2024.</p> <p>In August 2024, the Council adopted a Compensation & Remedy Policy.</p>
7.2	Any remedy offered must reflect the impact on the resident as a result of any fault identified.	Yes	<p>NBBC Complaint Policy & Procedure – Section 8</p> <p>Compensation & Remedy Policy</p>	<p>This is clearly set out in Section 8 of the Housing Complaints Policy and Procedure which is available on the Council's website and was last updated in March 2024</p> <p>In order to ensure consistency of outcomes, in August 2024, the Council adopted a Compensation and Remedy policy.</p>
7.3	The remedy offer must clearly set out what will happen and by when, in agreement with the resident where appropriate. Any	Yes	Response letter templates	In order to ensure consistency of outcomes, the Council is in the process of drafting a

	remedy proposed must be followed through to completion.			remedy policy, which should receive a Cabinet decision by end of August 2024.
7.4	Landlords must take account of the guidance issued by the Ombudsman when deciding on appropriate remedies.	Yes	Compensation & Remedy Policy	In order to ensure consistency of outcomes, in August 2024, the Council adopted a Compensation and Remedy policy.

Section 8: Putting things right

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
8.1	<p>Landlords must produce an annual complaints performance and service improvement report for scrutiny and challenge, which must include:</p> <p>a. the annual self-assessment against this Code to ensure their complaint handling policy remains in line with its requirements.</p> <p>b. a qualitative and quantitative analysis of the landlord's complaint handling performance. This must also include a summary of the types of complaints the landlord has refused to accept;</p> <p>c. any findings of non-compliance with this Code by the Ombudsman;</p> <p>d. the service improvements made as a result of the learning from complaints;</p> <p>e. any annual report about the landlord's performance from the Ombudsman; and</p> <p>f. any other relevant reports or publications produced by the Ombudsman in relation to the work of the landlord.</p>	Yes	<p>NBBC Complaint Policy & Procedure – Section 10</p> <p>Nuneaton and Bedworth Borough Council Annual Housing Complaint Performance & Improvement Report</p> <p>Housing & Communities Overview & Scrutiny agenda & minutes – 5th June 2025 P.49.</p> <p>Cabinet agenda & minutes – 18th June 2025 P.28.</p>	<p>This is clearly set out in Section 10 of the Housing Complaints Policy and Procedure which is available on the Council's website and last updated in March 2024.</p> <p>The Council's Annual Complaint Handling Performance & Improvement report is available from the Council's website.</p> <p>The report has been scrutinised by the Portfolio Holder for Housing (MRC), considered by the Housing & Communities Overview & Scrutiny Panel and the Council's Executive at a Cabinet meeting held on 18th June 2025.</p>
8.2	<p>The annual complaints performance and service improvement report must be reported to the landlord's governing body (or equivalent) and published on the on the section of its website relating to complaints. The governing body's response to the report must be published alongside this.</p>	Yes	<p>NBBC Complaint Policy & Procedure – Section 10</p> <p>Nuneaton and Bedworth Borough Council Annual Housing Complaint Performance & Improvement Report</p> <p>Cabinet agenda & minutes – 18th June 2025 P.28.</p>	<p>This is clearly set out in Section 10 of the Housing Complaints Policy and Procedure which is available on the Council's website and last updated in March 2024.</p> <p>The Council's Annual Complaint Handling Performance &</p>

				<p>Improvement report is available from the Council's website.</p> <p>The Annual Report was presented for consideration to the Executive at its Cabinet meeting held on 18th June 2025.</p> <p>The response from the Executive is also published on the Council's website.</p>
8.3	Landlords must also carry out a self-assessment following a significant restructure, merger and/or change in procedures.	Yes	<p>NBBC Complaint Policy & Procedure – Section 10</p> <p>Nuneaton and Bedworth Borough Council Annual Housing Complaint Performance & Improvement Report</p>	<p>This is clearly set out in Section 10 of the Housing Complaints Policy and Procedure which is available on the Council's website and last updated in March 2024.</p> <p>A self-assessment has been carried out on three previous occasions in 2022/2023, 2023/2024 and 2024/25.</p> <p>Further self-assessments will be carried out as and when required.</p>
8.4	Landlords may be asked to review and update the self-assessment following an Ombudsman investigation.	Yes	Noted	Should this be requested by the Housing Ombudsman, the Council will carry out the required review and update of the self-assessment.
8.5	If a landlord is unable to comply with the Code due to exceptional circumstances, such as a cyber incident, they must inform the Ombudsman, provide information to residents who may be affected, and publish	Yes	<p>Latest news – Nuneaton and Bedworth Borough Council</p> <p>Nuneaton & Bedworth Borough Council Nuneaton Facebook</p>	Should the situation arise, tenants will be informed via the Council's website and social media, and also via the Tenant Portal once live.

	this on their website Landlords must provide a timescale for returning to compliance with the Code.			
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Section 9: Scrutiny & oversight: continuous learning and improvement

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
9.1	Landlords must look beyond the circumstances of the individual complaint and consider whether service improvements can be made as a result of any learning from the complaint.	Yes	Nuneaton and Bedworth Borough Council Annual Housing Complaint Performance & Improvement Report	<p>Service improvement results from complaints are included in the Annual Housing Complaint Performance & Improvement Report.</p> <p>An improvement action plan for 2024/25 is also included in the Annual Report. The action plan will be monitored on a monthly basis to ensure actions are completed.</p>
9.2	A positive complaint handling culture is integral to the effectiveness with which landlords resolve disputes. Landlords must use complaints as a source of intelligence to identify issues and introduce positive changes in service delivery.	Yes	Nuneaton and Bedworth Borough Council Annual Housing Complaint Performance & Improvement Report Monthly Complaint Analysis Reports Departmental Management Team Minutes	<p>Service improvements resulting from complaints are included in the Annual Housing Complaint Performance & Improvement Report.</p> <p>An improvement action plan for 2024/25 is also included in the Annual Report. The action plan will be monitored to ensure actions are completed on a monthly basis.</p> <p>Monthly analysis of housing complaint performance and trends are considered by the Housing Senior Management Team and any improvement suggestions are shared at Team Meetings.</p>

9.3	Accountability and transparency are also integral to a positive complaint handling culture. Landlords must report back on wider learning and improvements from complaints to stakeholders, such as residents' panels, staff and relevant committees.	Yes	Cabinet Report – 18th June 2025 Quarterly Complaint Handling Analysis Overview & Scrutiny Reports – 25th June 2025	<p>Complaint Handling Performance and trends are presented for quarterly scrutiny to the MRC and Housing & Communities Overview & Scrutiny Panel.</p> <p>Complaint performance statistics are also reported in tenant newsletters and to resident panels.</p>
9.4	Landlords must appoint a suitably senior lead person as accountable for their complaint handling. This person must assess any themes or trends to identify potential systemic issues, serious risks, or policies and procedures that require revision.	Yes	<p>Departmental MT Minutes</p> <p>Monthly Analysis Report</p>	<p>The Assistant Director of Social Housing & Community Safety is the senior lead person accountable for complaint handling within the Council's housing service.</p> <p>Complaint Performance data is analysed on a monthly basis to identify themes, trends and issues and risks.</p>
9.5	In addition to this a member of the governing body (or equivalent) must be appointed to have lead responsibility for complaints to support a positive complaint handling culture. This person is referred to as the Member Responsible for Complaints ('the MRC').	Yes	Cabinet Agenda and Minutes - 18th June 2025 <p>MRC Induction Pack</p> <p>Portfolio Holder Training</p>	<p>The delegated Housing Portfolio Holder (who is also the Leader of the Council) is appointed as Member Responsible for Complaints.</p> <p>Training has been carried out with the member on the role of MRC.</p>
9.6	The MRC will be responsible for ensuring the governing body receives regular information on complaints that provides insight on the landlord's complaint handling performance. This person must have access to suitable information and staff to perform this role and report on their findings.	Yes	<p>Monthly Complaint Analysis Report</p> Housing & Communities Overview & Scrutiny Agenda and Minutes – 25 June 2025	<p>The Assistant Director for Social Housing & Community Safety meets on a monthly basis with the Portfolio Holder for Housing where complaint handling performance and trends are discussed.</p>

			Cabinet Agenda and Minutes - 18th June 2025 MT Integrated Performance Report	<p>The Portfolio Holder for Housing provides the Housing & Communities Overview and Scrutiny Panel with complaint performance data on a quarterly basis. This data is also presented to the Senior Management Team and Cabinet.</p> <p>The Housing Portfolio Holder is provided administrative support from Committee Services and also has access to Housing Officers at all levels.</p>
9.7	<p>As a minimum, the MRC and the governing body (or equivalent) must receive:</p> <ol style="list-style-type: none"> regular updates on the volume, categories and outcomes of complaints, alongside complaint handling performance; regular reviews of issues and trends arising from complaint handling; regular updates on the outcomes of the Ombudsman's investigations and progress made in complying with orders related to severe maladministration findings; and annual complaints performance and service improvement report. 	Yes	<p>Monthly Complaint Analysis Report</p> <p>Housing & Communities Overview & Scrutiny Agenda and Minutes – 5th June 2025.</p> <p>Cabinet Agenda and Minutes – 18th June 2025</p>	<p>The Assistant Director for Social Housing & Community Safety meets on a monthly basis with the Portfolio Holder for Housing where complaint handling performance and trends are discussed.</p> <p>The Portfolio Holder for Housing provides the Housing & Communities Overview and Scrutiny Panel with complaint performance data on a quarterly basis. This data is also presented to the Senior Management Team and Cabinet.</p>
9.8	Landlords must have a standard objective in relation to complaint handling for all relevant employees or third parties that reflects the need to:	Yes	<p>NBBC Complaint Policy & Procedure</p> <p>Cabinet report – 18th June 2025</p>	The Housing Complaints Policy and Procedure has been adopted by staff in all housing

	<ul style="list-style-type: none"> a. have a collaborative and co-operative approach towards resolving complaints, working with colleagues across teams and departments; b. take collective responsibility for any shortfalls identified through complaints, rather than blaming others; and c. act within the professional standards for engaging with complaints as set by any relevant professional body. 			<p>service areas and compliance is monitored.</p>
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AGENDA ITEM NO.8

NUNEATON AND BEDWORTH BOROUGH COUNCIL

Report to: Cabinet

Date of Meeting: 17th June 2026

Subject: Tenant Satisfaction Measures (TSMs) 2025/2026

Portfolio: Housing

Responsible Officer: Assistant Director for Housing 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 Wards

Public or Private: Public

Amendment to Budget : No **Council Tax Related:** No

Recommendation to Council/Cabinet/Committee: No

Forward Plan: Yes

Subject to Call-in: Yes

1. Purpose of report

- 1.1. To present the results of the 2025/2026 Tenant Satisfaction Measures (TSM) perception survey and associated management information, which must be submitted to the Regulator of Social Housing (RSH) by 30 June 2026.

2. Recommendations

- 2.1. The Assistant Director for Housing Services, in consultation with the Portfolio Holder and Strategic Director for Communities and Place, to develop and implement targeted service improvement actions arising from the TSM results.
- 2.2. That any resulting service improvements are reported to the Communities, Corporate Resources and Housing Overview and Scrutiny Panel.
- 2.3. Cabinet note the outcome of the Tenant Satisfaction Measures.
- 2.4. Cabinet grant delegated authority to the Assistant Director for Housing Services and Strategic Director – Place and Communities to submit the results of the Tenant Satisfaction Measures to the Regulator of Social Housing.

3. Background

- 3.1. In 2023, the Regulator of Social Housing introduced a national performance monitoring framework for social housing providers, including local authorities. This framework requires providers to publish and report on a prescribed set of Tenant Satisfaction Measures.
- 3.2. There are 26 measures including:
 - 12 perception measures – collected directly from tenants through a prescribed survey.
 - 14 performance measures – collected using the Council's management information and service performance data.
- 3.3. Social landlords with more than 1,000 homes must conduct a perception survey at least annually.
- 3.4. Perception surveys must be conducted in a manner that adheres to the Market Research Society (MRS) Code of Conduct.

- 3.5. The survey includes mandatory questions and response options provided by the RSH. Landlords may ask additional questions to gain further insight into perceptions, service performance, or tenant characteristics.
- 3.6. Perception questions cover five key themes:
 - Keeping properties in good repair
 - Maintaining building safety
 - Respectful and helpful tenant engagement
 - Effective complaints handling
 - Responsible neighbourhood management
- 3.7. At the start of the survey, tenants must be informed of its purpose and that their responses will be used to produce statutory TSMs to be published. Local authorities may clarify that the survey relates specifically to landlord services.
- 3.8. Providers may use either a census or sample approach and may offer incentives to encourage responses.
- 3.9. A summary of the survey methodology must be published alongside the results.
- 3.10. Responses used to calculate perception measures must, as far as possible, be representative of the tenant population.
- 3.11. Management information measures cover areas including:
 - Complaints handling performance.
 - Anti-social behaviour cases managed by us as a social landlord.
 - Number of homes that do not meet the Decent Homes Standard.
 - Number of repairs completed within timescales.
 - Health and safety performance including gas, fire, asbestos, water and lifts.

4. Body of report and reason for recommendations

4.1 The Survey Approach

- 4.2 Integrity Connect was again commissioned to administer the TSM perception survey and collate responses.

- 4.3 The Council follows the RSH's Tenant Survey Requirements and adheres to the MRS Code of Conduct in the design and collection of perception measures.
- 4.4 Given the Council's medium stock size, a census approach was used again to maximise response levels
- 4.5 For 2025-2026:
- 5447 surveys issued by post.
 - One survey per household, no households were excluded.
 - No weighting was applied.
 - The surveys were issued on 23 June 2025, and the survey closed on 26 September 2025. Reminder letter sent on 14 July 2025.
 - The Council offered an incentive of entry into a draw for one of twenty £25 vouchers for surveys returned by 7 July 2025.
 - Tenant Engagement Officers provided support to ensure accessibility, including for tenants with protected characteristics.
 - 1126, responses received, including 711 from general needs tenants and 415 from independent living accommodation
 - The representative responses equate to an overall confidence level of +/- 2.6% which is within the permitted level of +/-4% for our size.
- 4.6 The results will be published by 30 June 2026 on the Council's website, in the Annual Report, and in a future tenant newsletter.
- 4.7 Assessment of Representativeness
- 4.8 To ensure representativeness, response rates were analysed against tenant population profiles for accommodation type, age, and ethnicity.
- 4.9 A census approach was again adopted to gather the widest possible tenant views.

- 4.10 The characteristics analysed were selected in line with the RSH's guidance and enable comparison of satisfaction across key demographic and accommodation-based groups.
- 4.11 In summary representativeness was assessed against key tenant characteristics in line with RSH guidance, including accommodation type, age and ethnicity. The analysis demonstrates that responses broadly reflect the composition of the tenant population across these categories.
- 4.12 As in previous years, response rates were lower among younger tenants. This will inform targeted engagement activity during 2026–2027 to improve representation from these groups. These results highlight a clear contrast between strong performance in core housing services such as repairs delivery and safety, and lower satisfaction in areas relating to communication, neighbourhood management and tenant engagement.
- 4.13 Detailed breakdowns of the tenant population and survey responses by accommodation type, age group and ethnicity are provided in Appendix C.

5 Perception Survey Results

- 5.1 The table below sets out the current survey results against the prescribed set of questions.

TSM		% Satisfied/Agree	
TP01	Overall Satisfaction		79.37%
TP02	Satisfaction with repairs	Has NBBC carried out a repair in last 12 months?	84.76%
		If yes, how satisfied or dissatisfied are you with the overall repairs service from Nuneaton and Bedworth Borough Council housing services over the last 12 months?	

TP03	Satisfaction with time taken to complete most recent repair	Has Nuneaton and Bedworth Borough Council housing services carried out a repair to your home in the last 12 months?	81.50%
		If yes, how satisfied or dissatisfied are you with the time taken to complete your most recent repair after you reported it?	
		Was the repair you reported completed on the first visit?	
		Was your home left clean and tidy after the repair was carried out?	
TP04	Satisfaction that the home is well maintained	How satisfied or dissatisfied are you that your landlord provides a home that is well maintained?	79.25%
TP05	Satisfaction that the home is safe	Thinking about the condition of the property or building you live in, how satisfied or dissatisfied are you that your landlord provides a home that is safe?	80.76%
TP06	Satisfaction that the landlord listens to tenant views and acts upon them	How satisfied or dissatisfied are you that your landlord listens to your views and acts upon them?	68.79%
TP07	Satisfaction that the landlord keeps tenants informed about things that matter to them	How satisfied or dissatisfied are you that Nuneaton and Bedworth Borough Council housing services keeps you informed about things that matter to you?	71.34%

TP08	Agreement that the landlord treats tenants fairly and with respect	To what extent do you agree or disagree with the following "Nuneaton and Bedworth Borough Council housing services treats me fairly and with respect"?	76.55%
TP09	Satisfaction with the landlord's approach to handling complaints	Have you made a complaint to Nuneaton and Bedworth Borough Council housing services in the last 12 months?	41.48%
		If yes, how satisfied or dissatisfied are you with Nuneaton and Bedworth Borough Council housing services approach to complaints handling?	
TP10	Satisfaction that the landlord keeps communal areas clean and well maintained	Do you live in a building with communal areas, either inside or outside, that Nuneaton and Bedworth Borough Council housing services is responsible for maintaining?	75.63%
		Do you live in a building with communal areas, either inside or outside, that Nuneaton and Bedworth Borough Council housing services is responsible for maintaining?	
TP11	Satisfaction that the landlord makes a positive contribution to neighbourhoods	How satisfied or dissatisfied are you that Nuneaton and Bedworth Borough Council housing services makes a positive contribution to your neighbourhood?	57.28%

TP12	Satisfaction with the landlord's approach to handling anti-social behaviour	How satisfied or dissatisfied are you with Nuneaton and Bedworth Borough Council housing services approach to handling anti-social behaviour?	51.93%
		Have you reported a case of anti-social behaviour to your landlord in the last 12 months?	

6 Perception Survey Results

- 6.1 Overall tenant satisfaction is 79.37%, with strong results in core services such as repairs (84.76%), repair timeliness (81.50%), and the condition and safety of homes (79–81%).
- 6.2 Lower satisfaction is reported in relation to neighbourhoods (57.28%), anti-social behaviour (51.93%) and complaints handling (41.48%). Scores are also lower for tenant engagement and communication, including listening to tenants (68.79%) and keeping tenants informed (71.34%).
- 6.3 The results show strong performance in core housing services, but highlight the need to improve communication, tenant engagement and neighbourhood management.
- 6.4 Management Information (Performance Measures).
- 6.5 In addition to the perception survey results, the Council is required to submit a set of management information measures to the Regulator of Social Housing.
- 6.6 These provide an objective assessment of performance across building safety, repairs, complaints and neighbourhood management.
- 6.7 The results for 2025–2026 are set out below:
- 6.8 Building Safety (BS)

Code	Tenant Satisfaction Measure	Result
BS01	Proportion of homes for which all required gas safety checks have been carried out.	95.84%
BS02	Proportion of homes for which all required fire risk assessments have been carried out.	100%
BS03	Proportion of homes for which all required asbestos management surveys or re-inspections have been carried out.	100%
BS04	Proportion of homes for which all required legionella risk assessments have been carried out.	100%
BS05	Proportion of homes for which all required communal passenger lift safety checks have been carried out.	100%

6.9 Repairs and Maintenance (RP).

Code	Tenant Satisfaction Measure	Result
RP01	Proportion of homes that do not meet the Decent Homes Standard.	2.9%
RP02 (1)	Proportion of non-emergency responsive repairs completed within the landlord's target timescale.	41.9%
RP02 (2)	Proportion of emergency responsive repairs completed within the landlord's target timescale.	56.7%

Additional repairs activity:

- 14,683 responsive repairs raised
- 11,344 repairs completed
- 2,351 repairs cancelled
- 4,070 repairs outstanding at year end
- 0 repairs reclassified as planned works

6.10 Neighbourhood Management (NM)

Code	Tenant Satisfaction Measure	Result
NM01	Number of Anti-Social cases, opened per 1000 homes	94
NM02	Number of Anti-Social Behaviour cases that involve hate incidents per 1,000 homes.	1

6.11 Complaints Handling (CH)

Code	Tenant Satisfaction Measure	Result
CH01 (1)	Number of stage one complaints received per 1,000 homes	75.4
CH01 (2)	Number of stage two complaints received per 1,000 homes	12.2
CH02 (1)	Proportion of stage one complaints responded to within the Housing Ombudsman's Complaint Handling Code timescales	83.8%
CH02 (2)	Proportion of stage two complaints responded to within the Housing Ombudsman's Complaint Handling Code timescales	41.9%

6.12 Summary of Management Information

6.13 Performance remains strong in building safety, with near full compliance across all measures.

6.14 However, there are key areas for improvement. Repairs performance is below target, with only 41.9% of non-emergency and 56.7% of emergency repairs completed on time, alongside a high number of outstanding repairs. Complaint handling performance at both stages 1 and 2 is

also lower, identifying a reduction in performance of 11.5% for stage 1 and 22.1% for stage 2.

- 6.15 A relatively high level of anti-social behaviour cases aligns with lower tenant satisfaction in this area.
- 6.16 Overall, while core safety standards are being met, improvements are required in repairs, complaints escalation and neighbourhood management.

7 Consultation with the public, members, officers and associated stakeholders

- 7.1 Tenant feedback was gathered through the formal TSM perception survey, supported by Engagement Officers across all housing areas.

8 Financial Implications

- 8.1 The cost of administering the perception survey was met from existing Housing Revenue Account (HRA) budgets.

9 Legal Implications

- 9.1 Failure to comply with the TSM requirements, including failure to submit accurate data or conduct a survey that meets the RSH's Tenant Survey Requirements, may result in regulatory action. This could include increased regulatory scrutiny, publication of regulatory notices, or enforcement measures under the Housing and Regeneration Act 2008.

10 Equalities implications

- 10.1 The TSM framework requires landlords to ensure survey responses are representative of the tenant population. The analysis of age, ethnicity, and accommodation type demonstrates good levels of representativeness.

11 Health implications

- 11.1 Improvements in safety, repairs responsiveness and ASB management will support healthier living environments for residents.

12 Climate and environmental implications

- 12.1 Future improvement plans may include sustainability focused actions such as improving energy efficiency or reducing waste and fly-tipping.

13 Section 17 Crime and Disorder Implications

- 13.1 Low satisfaction with anti-social behaviour handling (51.93%) indicates the need for strengthened partnership work with Police, Community Safety and environmental enforcement.

14 Risk management implications

- 14.1 There is a statutory compliance risk if the Council fails to submit Tenant Satisfaction Measures (TSMs) to the Regulator of Social Housing (RSH) by 30 June 2026. In addition, sustained underperformance in key TSM areas may lead to increased regulatory scrutiny and reputational impact.

15 Human resources implications

- 15.1 No direct human resource implications have been identified.

16 Biodiversity Implications

- 16.1 No direct biodiversity implications have been identified.

17 Local Government Reorganisation (LGR) Implications

- 17.1 No direct LGR implications have been identified.

18 Options considered and reason for their rejection

- 18.1 In formulating this report and recommendations, the following options was identified, along with the reason for rejection:

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	This was rejected because the Council has a statutory duty to publish and submit TSMs to the Regulator of Social Housing. Taking no action would put the Council at risk of non-compliance and prevent service improvement.

19 Conclusion

- 19.1 The Council continues to adopt a census approach to gather as many tenant views as possible.
- 19.2 Overall satisfaction has improved compared to 2024–2025. However, some satisfaction levels have declined, and the following areas will be prioritised for improvement:
- Treating tenants with fairness and respect
 - Complaints handling
 - Contribution to neighbourhoods
 - Tackling anti-social behaviour

20. Appendices

- 20.1. Please note the following appendices:
- i. Appendix A – TSM Survey Letter 2025-2026
 - ii. Appendix B – TSM Perception Survey 2025-2026
 - iii. Appendix C – TSM Representativeness Analysis (Accommodation type, age and ethnicity)

21. Background papers

- 21.1 Please note the following background papers:
- i. [Tenant Satisfaction Measures Standard](#)
 - ii. [Tenant Satisfaction Measures – Tenant Perception Survey Requirements](#)
 - iii. [TSM Survey Results 2024-25](#)

22. Report Writer Details:

Officer Job Title: Assistant Director for Housing Services.

Officer Name: Sharon Clinton

Officer Email Address:

sharon.clinton@nuneatonandbedworth.gov.uk

Appendix A - TSM Survey Letter 2025-2026



Nuneaton and Bedworth Borough Council
Town Hall, Coton Road, Nuneaton,
Warwickshire, CV11 5AA

www.nuneatonandbedworth.gov.uk
024 7637 6376

Enquiries to: Tenant Engagement Team

Direct Dial: 024 7637 6376

Direct Email:

tenant.engagement@nuneatonandbedworth.gov.uk **Date:**

Dear

Tenant Satisfaction Survey

I am writing to you to ask that you complete and return the enclosed Tenant Satisfaction Survey to give feedback on the housing services we provide to you.

In 2023, the Regulator of Social Housing created a system for assessing how well social housing landlords in England are doing at providing good quality homes and services to their tenants. This involved sending a set of survey questions known as the Tenant Satisfaction Measures to our tenants in summer 2023 and 2024.

The Council now has the results of last year's survey, and they are going to be published on our website in the coming weeks. They will also be published in the summer edition of our tenant's newsletter, 'InHouse'. The Council also have the responsibility of reporting the responses to the Regulator of Social

Housing by 30 June 2025. You will be able to use these measures to understand how well Nuneaton and Bedworth Borough Council is performing as your landlord.

The tenant satisfaction measures should:

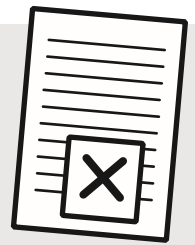
- let tenants see how well their landlord is doing
- provide an overview to the Regulator of Social Housing of which landlords might need to improve things.

This means that we must survey our tenants again this year. This is to identify how satisfied you are with the housing services we provide to you. The results of this year's survey will then be reported back the Regulator of Social Housing by summer 2026.

Included within this letter is the survey that I ask to you to complete, it should take approximately 5 minutes to complete. We have included a Freepost return envelope for your convenience.

Please can you get your survey back to us by 14 July 2025.

If you return your completed survey by this date, you will be entered into a prize draw to win a £25 ASDA voucher. There will be 20 vouchers available for our tenants to win (limited to 1 voucher per household).



Surveys can be sent back to us after 14 July 2025, but they must be completed and returned by *Friday 26 September 2025*.

continued over...

When you answer the questions, it is important that you base your answer purely on the housing services that the Council provides to you. For example, how satisfied you are with:

- the Anti- Social Behaviour service we provide
- the Repairs service we provide
- Communal Cleaning in your block (if applicable)
- whether you feel your home is safe.

The questions **should not** be confused with your overall satisfaction with other services the Council provide such as:

- Bin collections
- Town centre cleaning/issues
- Homelessness
- Environmental health
- Council Tax queries

Feedback on matters not relating to the housing services we provide are not included within the Tenant Satisfaction Measures survey.

If you have any questions about the survey, please contact our Tenant Engagement Team on 024 7637 6376 and they will be happy to help you.

May I take this opportunity to thank you for your co-operation and I will look forward to sharing the results with you in due course.

Yours sincerely

Nicola Botterill
Assistant Director – Social Housing & Community Safety

Appendix B - TSM Perception Survey 2025-2026

Tenant Satisfaction Survey



Nuneaton & Bedworth
United to Achieve

Please complete this short survey, it should take approximately 5 minutes to complete.
Please provide your answers with a cross (x) in the boxes below each question. Thank you.

If you have any questions about the survey, please contact our Customer Services Team

Overall satisfaction

TP01: Overall satisfaction

Taking everything into account, how satisfied or dissatisfied are you with the service provided by Nuneaton & Bedworth Borough Council (your landlord)?

- Very satisfied Fairly satisfied
 Neither satisfied nor dissatisfied
 Fairly dissatisfied Very dissatisfied

Keeping properties in good repair

TP02: Satisfaction with repairs

Has your landlord carried out a repair to your home in the last 12 months?

- Yes No

If yes, how satisfied or dissatisfied are you with the overall repairs service from your landlord over the last 12 months?

- Very satisfied Fairly satisfied
 Neither satisfied nor dissatisfied
 Fairly dissatisfied Very dissatisfied

TP03: Satisfaction with time taken to complete most recent repair

Has your landlord carried out a repair to your home in the last 12 months?

- Yes No

If yes, how satisfied or dissatisfied are you with the time taken to complete your most recent repair after you reported it?

- Very satisfied Fairly satisfied
 Neither satisfied nor dissatisfied
 Fairly dissatisfied Very dissatisfied

Please continue this section in the next column...

Was the repair you reported completed on the first visit?

- Yes No

Was your home left clean and tidy after the repair was carried out?

- Yes No

TP04: Satisfaction that the home is well maintained

How satisfied or dissatisfied are you that your landlord provides a home that is well maintained?

- Very satisfied Fairly satisfied
 Neither satisfied nor dissatisfied
 Fairly dissatisfied Very dissatisfied

Maintaining building safety

TP05: Satisfaction that the home is safe

Thinking about the condition of the property or building you live in, how satisfied or dissatisfied are you that your landlord provides a home that is safe?

- Very satisfied Fairly satisfied
 Neither satisfied nor dissatisfied
 Fairly dissatisfied Very dissatisfied
 Not applicable/ don't know

Respectful and helpful engagement

TP06: Satisfaction that the landlord listens to tenant views and acts upon them

How satisfied or dissatisfied are you that your landlord listens to your views and acts upon them?

- Very satisfied Fairly satisfied
 Neither satisfied nor dissatisfied
 Fairly dissatisfied Very dissatisfied
 Not applicable/ don't know

Continue over the page...

TP07: Satisfaction that the landlord keeps tenants informed about things that matter to them

How satisfied or dissatisfied are you that your landlord keeps you informed about things that matter to you?

- Very satisfied Fairly satisfied
 Neither satisfied nor dissatisfied
 Fairly dissatisfied Very dissatisfied
 Not applicable/ don't know

What is your preferred method of contact?

- Email Text Letter Phone

TP08: Agreement that the landlord treats tenants fairly and with respect

To what extent do you agree or disagree with the following?

"My landlord treats me fairly and with respect."

- Strongly agree Agree
 Neither agree nor disagree
 Disagree Strongly disagree
 Not applicable/ don't know

Effective handling of complaints

TP09: Satisfaction with the landlord's approach to handling complaints

Have you made a complaint to your landlord in the last 12 months?

- Yes No

If yes, how satisfied or dissatisfied are you with your landlord's approach to complaints handling?

- Very satisfied Fairly satisfied
 Neither satisfied nor dissatisfied
 Fairly dissatisfied Very dissatisfied

Responsible neighbourhood management

TP10: Satisfaction that the landlord keeps communal areas clean and well maintained

Do you live in a building with communal areas, either inside or outside, that your landlord is responsible for maintaining?

- Yes No
 Don't know

If yes, how satisfied or dissatisfied are you that your landlord keeps these communal areas clean and well maintained?

- Very satisfied Fairly satisfied
 Neither satisfied nor dissatisfied
 Fairly dissatisfied Very dissatisfied

TP11: Satisfaction that the landlord makes a positive contribution to neighbourhoods

How satisfied or dissatisfied are you that your landlord makes a positive contribution to your neighbourhood?

- Very satisfied Fairly satisfied
 Neither satisfied nor dissatisfied
 Fairly dissatisfied Very dissatisfied
 Not applicable/ don't know

TP12: Satisfaction with the landlord's approach to handling anti-social behaviour

How satisfied or dissatisfied are you with your landlord's approach to handling anti-social behaviour?

- Very satisfied Fairly satisfied
 Neither satisfied nor dissatisfied
 Fairly dissatisfied Very dissatisfied
 Not applicable/ don't know

Have you reported a case of anti-Social behaviour to your landlord in the last 12 months?

- Yes No

Thank you for completing the survey.

The results of the survey will then be reported back the Regulator of Social Housing by June 2026 and the results will be published in Summer 2026.

Nicola Botterill
Assistant Director - Social Housing & Community Safety



Appendix C

	No.		%	
Total Tenant Population	5447		100	
Total Responses Received	1,126		20.7%	
Overall Confidence Level	+/- 2.6%			
TSM Perception Measure – Accommodation Type				
	Tenant Population		Survey Responses	
	No.	%	No.	%
General Needs	4320	79%	711	13.1%
Independent Living	1127	21%	415	7.6%
Total	5447	100%	1126	20.7%
TSM Perception Measure – Age				
	Tenant Population		Survey Responses	
	No.	%	No.	%
16-24	147	3%	8	0.15%
25-34	677	12%	26	0.48%
35-44	962	18%	53	0.98%
45-54	895	16%	99	1.8%
55-64	1001	18%	205	3.8%
65-74	847	16%	323	6%
75-84	595	11%	290	5.3%
85+	212	4%	100	1.8%
Unknown	111	2%	22	0.4%
Total	5447	100%	1126	20.7%
TSM Perception Measure – Ethnicity				
	Tenant Population		Survey Responses	
	No.	%	No.	%
Arab	6	0.1%	1	0.09%
Asian/Asian British - Bangladeshi	2	0.03%	0	0%
Asian/Asian British - Indian	14	0.3%	3	0.06%
Asian - British Other	14	0.3%	7	0.13%
Asian – British Pakistani	11	0.2%	2	0.04%
Black African/Caribbean Black British - African	47	0.9%	11	0.2%
Black African/Caribbean Black British - Caribbean	15	0.3%	3	0.06%
Black African/Caribbean Black British - Other	6	0.1%	0	0%
Mixed – Other	9	0.2%	2	0.04%

Mixed – White and Asian	2	0.03%	0	0%
Mixed – White and Black African	5	0.1%	0	0%
Mixed White and Black Caribbean	23	0.4%	1	0.09%
Not Stated	96	1.8%	23	0.42%
Other	18	0.3%	1	0.09%
Refused	25	0.5%	11	0.2%
Unknown	1721	31.6%	332	6.1%
White British	3309	60.7%	708	13%
White – Gypsy/Irish Traveller	3	0.1%	0	0%
White Irish	10	0.2%	3	0.06%
White – Other	111	2.0%	18	0.33%
Total	5447	100%	1126	20.7%

AGENDA ITEM NO. 9

NUNEATON AND BEDWORTH BOROUGH COUNCIL

Report to: Cabinet

Date of Meeting: 17 June 2026

Subject: Housing Revenue Account – Housing Stock Acquisition – Manor Park Development

Portfolio: Housing

Responsible Officer: Assistant Director – Assets and Compliance

Corporate Plan – Theme: Housing, Health and Communities

Corporate Plan – Aim: Extend the housing home building programme to provide more Council homes.

Ward Relevance: Stockingford East

Public or Private: Public

Amendment to Budget: Yes Council Tax Related: No

Recommendation to Council/Cabinet/Committee: Yes

Forward Plan: Yes

Subject to Call-in: Yes

1. Purpose of report

- 1.1. The purpose of the report is to seek approval to acquire 8 properties from Warwickshire Property Development Group (WPDG) for affordable rent for residents within Nuneaton and Bedworth who are currently on the Council's waiting list for Housing.

2. Recommendations

- 2.1. That Cabinet approve the acquisition of 8 Section 106 properties at the former Manor Park School in Nuneaton.
- 2.2. It be recommended to Full Council that the HRA capital budget is amended to incorporate £774,312 over a three year period as outlined in 5.1 of the report.
- 2.3. Subject to 2.2 being approved, Cabinet recommend to Full Council the one off charge for 2027/2028 of £32K be approved and built into the HRA Business Plan and 2027/2028 budget and note the income outlined in section 5.4 of the report.
- 2.4. Delegated authority be given to the Strategic Director for Communities and Place, in consultation with the Portfolio Holder, to acquire the properties.

3. Background

- 3.1. Following the introduction of the Right to Buy legislation in 1980, the Council has seen a reduction of the number of homes for rent from circa 12,000 to 5,600 as at May 2026. Over the preceding 5 years, more than 150 homes were sold under the Right to Buy with new build and acquisitions replacing only approximately 54 over the same time period.
- 3.2. Historically, Councils were required to pass back between 20 – 25% of Right to Buy receipts to Government, with any retained receipts funding between 30 – 40% of the cost of new Council homes. This meant that Councils were required to fund the remaining 60 – 70% cost from other sources. From July 2024, Government announced that Council's were allowed to retain 100% of Right to Buy receipts to fund the replacement of Council owned homes. Additionally, the receipts can now also fund 100% of the cost of those homes.
- 3.3. There are currently more than 3,000 households registered for housing from the Council, including on average, 120 households in temporary accommodation due to homelessness. These figures demonstrate the mismatch between the demand and availability of social/affordable housing within the borough.

- 3.4. As identified with the Housing Development and Acquisition Strategy, the Council is keen to pursue other routes to maximise the number of homes it has available for rent within the Housing Revenue Account, including acquiring homes via S106 Planning Contributions.
- 3.5. WPDG, which is a Local Authority Trading Company (LATCo) of Warwickshire County Council, has purchased land on the former Manor Park School site to construct a mixture of 54 dwellings. As part of the planning obligations (S106), they are required to provide affordable housing. As part of this obligation, they have approached the Council to purchase 8 properties which have been allocated as affordable housing.
- 3.6. The properties are all 1 bedroom, 2 person flats with start on site commencing May 2026. 4 properties will be available to rent in October 2027 with the remaining 4 properties being available in December 2027.
4. Consultation with the public, members, officers and associated stakeholders
 - 4.1. Consultation has been carried out with the Strategic Director – Communities and Place, the Interim Service Head for Capital Investment, the Construction Project Manager who is responsible for the Council's new build developments, the Assistant Director for Finance and the Assistant Director for Democracy and Governance.

5. Financial Implications

5.1. The capital cost to the Council for acquiring the properties is outlined below:

Funding	Details	Year 1	Year 2	Year 3	Total (£)
		26/27	27/28	28/29	
NBBC Capital (One for One Receipts)	Acquisition of the properties	£422,000	£348,440	£3,872	£774,312

5.2. The project will be funded by expenditure of Right to Buy One for One receipt.

5.3. At the time of writing this report there is a balance of £3.67m in receipts and the expenditure for this project will ensure the Council does not have to repay the receipts back to the Government.

5.4. The on-going revenue costs and income are outlined below:

Funding	Details	Year 1	Year 2	Year 3	Total (£)
		26/27	27/28	28/29	
NBBC Revenue	One off payment for service charges		£32,000		£32,000
	Legal Fees (estimate)	£10,000			£10,000
	(Income from additional rent)		(£11,667)	(£35,000)	(£46,667)
Net Cost		£10,000	£20,333	(£35,000)	(£4,667)

5.5. Following discussion with the Assistant Director for Democracy and Governance, it has been decided to procure external legal support for the project due to the specialist knowledge required to review and agree contracts. The estimated costs for these services are £10k cost which will be funded within the current HRA 2026/27 revenue budget.

5.6. There is a one-off charge in 2027/28 of £32K which will buy the Council out of ongoing service charges. This will be slightly offset by the additional annual rental income, and

both will be factored into the revised HRA Business plan and presented to full Council for approval in February 2027.

6. Legal Implications

- 6.1. There will be a requirement for the Council to enter into a contract for the acquisition of the properties which will require specialist legal support that will need to be outsourced.

7. Equalities implications

- 7.1. No specific equality implications have been identified following the completion of an equality impact assessment.

8. Health implications

- 8.1. No specific health implications have been identified following the completion of an impact assessment.

9. Climate and environmental implications

- 9.1. No direct climate and/or environmental implications have been identified.

10. Section 17 Crime and Disorder Implications

- 10.1. No direct Section 17 crime and disorder implications have been identified.

11. Risk management implications

- 11.1. No direct risk management implications have been identified.

12. Human resources implications

12.1. If the recommendations are approved, the decisions will bring the following benefits from a human resource perspective:

12.2. Officer time will be released within the Capital Investment Team to enable officers to focus on other projects which will add to the Council's existing housing stock.

13. Biodiversity Implications

13.1 No direct biodiversity implications have been identified.

14. Local Government Reorganisation (LGR) Implications

14.1 The following LGR implications have been identified:

- i. The new authority will be responsible for housing stock and the acquired properties will be added to the housing stock of the new authority for management.

15. Options considered and reason for their rejection

15.1. 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	<p>There is a 5-year timeframe within which to spend the One for One receipts, meaning that there would be a possibility that some receipts would have to be repaid to Government with interest.</p> <p>The Right to Buy continues to deplete the Council's housing stock. Without this project we will not be able to redress the balance and reduce the waiting times for residents waiting to be housed.</p>

B	Build our own housing stock	<p>There are very few developable sites remaining within the Housing Revenue Account. Most remaining sites are complex and / or constrained which increases the cost to build.</p> <p>The Housing Development and Acquisition Strategy recognises the need to consider acquisition in order to maintain a supply of social/affordable homes to mitigate the loss of homes via the Right to Buy. This project will complement the numbers of new homes that the Council is able to facilitate and relieve some pressure on housing demand and temporary accommodation usage and cost to the General Fund.</p> <p>This option is not discounted over the longer term, as both the acquisition proposal within this business case and the building of new homes within the Housing Revenue Account are complementary and necessary to provide a supply of social / affordable housing.</p>
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16. Conclusion

- 16.1. The acquisition of these 8 affordable homes represents a cost-effective opportunity to increase housing supply, reduce demand pressures, and make full use of available Right to Buy receipts to support residents in need.

17. Appendices

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

18. Background papers

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

19. Report Writer Details:

Officer Job Title: Assistant Director for Assets and Compliance

Officer Name: Lynn Joy

AGENDA ITEM NO. 10

NUNEATON AND BEDWORTH BOROUGH COUNCIL

Report to: Cabinet

Date of Meeting: 17th June 2026

Subject: Nuneaton and Bedworth Borough Local Plan:
Commencement, programme and delivery
arrangements

Portfolio: Planning and Enforcement

Responsible Officer: Assistant Director - Planning

Corporate Plan – Theme: Place and Prosperity, Housing, Health
and Communities and Green Spaces and Environment

Corporate Plan – Aim: All

Ward Relevance: All

Public or Private: Public

Amendment to Budget: No Council Tax Related: No

Recommendation to Council: Yes

Forward Plan: Yes

Subject to Call-in: Yes

1. Purpose of report

- 1.1. The purpose of this report is to set out the implications of the Town and Country Planning (Local Planning) (England) Regulations 2026 (the '2026 Regulations'), which came into force on 25th March 2026. The 2026 Regulations bring into effect a new system for plan-making.

- 1.2. Nuneaton and Bedworth Borough Council is required to progress a new Local Plan in compliance with the 2026 Regulations, which include new statutory requirements relating to commencement and preparation of local plans.
- 1.3. This report seeks Cabinet approval for the formal commencement of a new Local Plan for Nuneaton and Bedworth Borough by 30 June 2026, approval of a proposed timetable and programme, scoping consultation and the establishment of appropriate delegated authority arrangements for the programme moving forward.

2. Recommendations

- 2.1. Cabinet approves that a new Nuneaton and Bedworth Borough Local Plan (NBBLP) commences in accordance with the Town and Country Planning (Local Planning) (England) Regulations 2026.
- 2.2. It be recommended to Full Council that the new Local Plan be titled the Nuneaton and Bedworth Borough Local Plan (NBBLP), and that the Council's Constitution will be updated to retitle the Borough Plan Committee to the Local Plan Committee for consistency.
- 2.3. Cabinet approves the submission of the Council's formal 'Notice of Intention to Commence' the NBBLP to the Ministry of Housing, Communities and Local Government (MHCLG) and its publication (Regulation 19).
- 2.4. Cabinet approves the updated NBBLP Timetable as set out in Appendix C and authorises the submission of the Timetable to MHCLG and its publication (Regulation 4).
- 2.5. Delegated authority be given to the Assistant Director for Planning, in consultation with the Portfolio Holder for Planning and Enforcement to:
 - i. issue and publish monthly (or as required) updates to the NBBLP Timetable and to ensure an up to date Timetable is made publicly available (Regulation 6). Updates to the timetable will be provided to Local Plan Committee subject to 2.2;
 - ii. agree commencement of the Scoping Consultation (Regulation 20) as set out in Appendix D of this report, publish the notice of the local plan scoping consultation

and make any minor amendments prior to commencing consultation.

- iii. approve, publish and submit the required documents and statements for statutory Gateways 1 self-assessment (Regulation 21), Gateway 2 (Regulation 26) and Gateway 3 (Regulation 31) with updates provided to the Local Plan Committee subject to 2.2.
 - iv. publish a summary of consultation representations received to the Scoping Consultation (Regulation 22) with updates provided to the Local Plan Committee subject to 2.2.
 - v. commence the preparation of the Consultation: Proposed Local Plan content and evidence (Regulation 23), noting the Proposed Local Plan content and evidence will be subject to Cabinet approval prior to commencing consultation.
 - vi. publish a summary of consultation representations received to Proposed Local Plan content and evidence (Regulation 24) with updates provided to the Local Plan Committee subject to 2.2.
 - vii. commence the preparation of the Consultation: Proposed Local Plan (Regulation 27), noting the Proposed Local Plan will be subject to Cabinet approval prior to commencing consultation.
 - viii. publish a summary of consultation representations received to Proposed Local Plan (Regulation 30), with updates provided to the Local Plan Committee subject to 2.2.
- 2.6. Cabinet notes that it is anticipated that Council will need to formally approve the submission of the NBBLP for independent examination once Gateway 3 has been completed (Regulation 34). This will be subject to a future report which will be put before Cabinet.

3. Background

- 3.1. On 10 December 2025, NBBC adopted its Local Plan, known as the Borough Plan Review (BPR). This plan was examined and adopted under the transitional

arrangements set out in the National Planning Policy Framework (NPPF) (December 2024).

- 3.2. During the BPR examination, the previous Government launched a process on national planning reform, which included the Levelling up and Regeneration Act 2023 and set in place a new system for preparing local plans.
- 3.3. The current Government has continued to pursue significant planning reforms over the 12 months, with a focus on a more efficient, transparent planning system that supports a growth agenda. These reforms include major revisions to the NPPF, changes to the standard method for calculating local housing need, and the comprehensive reform of the strategic and local planning system. [The Town and Country Planning \(Local Planning\) \(England\) Regulations 2026](#), came into force on 25 March 2026 and introduced new statutory requirements for plan-making. A summary of the regulations is provided in Appendix A.
- 3.4. This report requests that Cabinet approve the commencement of a new Local Plan for Nuneaton and Bedworth Borough in accordance with the 2026 Regulations. It focuses on the technical and procedural requirements of the new system with details of the proposed content of the Local Plan itself being subject to further Cabinet reports.
- 3.5. On 27 November 2025, the Government published a suite of new plan-making guidance, this included a [Written Ministerial Statement](#) and supporting information on the [Create or update a local plan](#) webpage. Together, these documents outlined the requirements of a new 30 month plan-making system in advance of the Regulations coming into effect.
- 3.6. The 2026 Regulations set out the statutory requirements that local planning authorities must adhere to, to ensure a plan process is compliant with legislation. These include new requirements to commence the Local Plan process, a statutory 30 month timeframe, a mandatory 'get ready' period prior to Gateway 1, a scoping consultation, two public plan consultations and three gateway assessments (two inspection led) to ensure that issues are addressed early in the process.

- 3.7. Government guidance on the [rollout of the new local plan-making system](#) identifies NBBC as one of 39 local planning authorities across England subject to transitional arrangements. These apply where a local authorities adopted plan housing requirement meets less than 80% of the latest published housing need figure for the area, requiring the need to start work immediately on a new local plan.
- 3.8. The authority is legally required to publish its Notice of Commencement by 30 June 2026 and complete Gateway 1 which triggers the formal start of the plan by 31 October 2026. These are the latest dates by which the Council can reach these stages.
- 3.9. The Government recognises the additional burden being placed on local planning authorities to prepare a new local plan under a new system. To assist with this, as reported to Cabinet on 22 April 2026 (Agenda Item 12), NBBC has received £108,474.57 Local Plan Implementation grant funding. The grant will be used to fund additional resource for the policy team.

4. Body of report and reason for recommendations

New Plan-Making System

- 4.1. The new Local Plan, when adopted, will be the primary development plan document for the Borough.
- 4.2. Figure 1 below provides an overview of the stages of the new plan-making system.



Figure 1: [30 month plan- making process](#). Source: MHCLG

- 4.3. The statutory timetable allows 30 months for the preparation and examination of a local plan, including up to five months for the examination itself. Prior to Gateway 1, there is a mandatory 'Get Ready Period' of at least four months.
- 4.4. The new system includes specific tasks which must be undertaken in a prescribed and legally defined sequence.

Key Tasks and implication for Local Plan preparation

- 4.5. The following section sets out the key tasks required to progress a Local Plans under the 2026 Regulations.

Notice of intention to commence (Regulation 19)

- 4.6. Local planning authorities must publish a formal Notice of Intention to Commence Local Plan preparation at least four months before publishing their Gateway 1 self-assessment summary. The purpose of this notice is to provide stakeholders with advance notice that the local plan process is starting, where the timetable is published and how they can get involved. There is a requirement to publish the Local Plan timetable on the same day as the notice, if not before. The proposed Notice of Intention to Commence is set out at Appendix B.
- 4.7. Cabinet approval is sought to commence preparation of a new Local Plan and to submit the Notice of Intention to

Commence to MHCLG and publish it on the Council's website.

Publish the Local Plan Timetable (Regulation 4)

- 4.8. The Local Plan Timetable will replace the existing requirement to adopt a Local Development Scheme. The timetable will be required to report defined, plan-making milestones including when plan-making steps are undertaken, when consultation periods begin and end and when outputs following Gateways will be published. The timetable must be made available before or alongside the publication of the Notice of Intention to Commence.
- 4.9. The timetable provided at Appendix C is based on the requirements stipulated in the 2026 Regulations. Cabinet should note that the timeframes are ambitious, particularly when considered in the context of several factors. Under the legacy system, it took approximately five years for the BPR to progress from commencement to adoption and the new plan making system will still require a significant amount of work to be undertaken within a reduced timeframe. In addition, the revised National Planning Policy Framework (NPPF), with which the policies in the NBBLP will need to be in accordance with is anticipated to be published in Autumn 2026. Current team capacity and resourcing must also be factored into delivery, particularly as the Planning Policy team currently has a vacant Senior Planner post, which at the time of writing is progressing through the recruitment process.
- 4.10. Failure to publish and maintain an up to date timetable would prevent formal commencement of a Local Plan under the new system and could lead to intervention by the Secretary of State. This could mean the authority is no longer able to determine the timescales and contents of its own local plan.
- 4.11. Regulation 6 requires authorities to ensure that the local plan timetable is up to date and requires updates at least once per month. At present, the Local Development Scheme is a Full Council function. To ensure that monthly updates of the Local Plan timetable can be carried out in accordance with Regulation 6, delegated authority will be required. Therefore, Cabinet is asked to approve the Local Plan Timetable set out in Appendix C, and for delegated authority to be given to the Assistant Director for

Planning, in consultation with the Portfolio Holder for Planning and Enforcement, to agree future updates and its publication.

Scoping Consultation (Regulation 20)

- 4.12. Local Planning Authorities must invite representations on matters including what the plan should contain and how future engagement on the plan should be carried out. This is a completely new stage and must take place after or alongside publishing the Notice of Intention to Commence.
- 4.13. A copy of the Local Plan Scoping Consultation is provided at Appendix D. Cabinet is asked to delegate authority to the Assistant Director for Planning, in consultation with the Portfolio Holder for Planning and Enforcement, to agree the commencement of the Scoping Consultation, publish the formal notice for the Scoping Consultation, a copy of which is provided at Appendix E, and for any minor amendments to be made prior to the consultation starting.

Gateway 1 – self assessment of readiness for Local Plan preparation (Regulation 21)

- 4.14. Gateway 1 is the first of three mandatory gateways to support adopting the NBBLP within 30 months. It is a self-assessment aimed to help ensure authorities are ready to prepare and adopt a plan within 30 months and to increase transparency of plan preparation for external stakeholders and communities.
- 4.15. The Gateway self-assessment summary must be published no sooner than 4 months after the authority gave notice of plan-making, with the latest dates by which the Council can reach this stage being 31 October 2026.
- 4.16. There are five areas set out in Regulations to be covered by the Gateway 1 self assessment:
 - a) Publishing the timetable (Regulation 21 (2a))
 - b) Project management and governance arrangements for the preparation of the plan (Regulation 21 (2b)).
 - c) The local planning authority's proposed approach to consultation and engagement in preparing the local plan (Regulation 21 (2c)).
 - d) The anticipated content of the local planning authority's local plan (Regulation 21 (2d)).

- e) Any obligations arising under Part 2 and Part 3 of the [Environmental Assessment of Plans and Programmes Regulations 2004](#).
- 4.17. Once Gateway 1 has been passed, the official 30 month timeframe begins. Due to the prescribed timescales and format of the gateway stages, Cabinet is asked to delegate authority to the Assistant Director for Planning, in consultation with the Portfolio Holder for Planning and Enforcement, to approve, publish and submit the required documents and statements for Gateway 1 self-assessment, Gateway 2 and Gateway 3 as well as publish the summary of responses received to the Scoping Consultation (Regulation 22).

Consultation on the proposed local plan content and evidence – first formal consultation (Regulation 23)

- 4.18. Between the publication of the Scoping Consultation summary and beginning Gateway 2, the local planning authority must invite comments and representations about the Local Plan content and evidence.
- 4.19. The proposed local plan content and evidence relevant to this consultation will include:
- a) A proposed vision for the local plan authority's area and proposed measurable outcomes
 - b) Any proposed aims and objectives of the local planning authority, including how they propose to achieve the vision
 - c) A summary of the local planning authority's proposed approach in relation to planning policies
 - d) A summary of the evidence intended to support the local plan
 - e) Any further supporting information the local planning authority considers appropriate.
- 4.20. The local planning authority will be required to complete a summary of consultation on the proposed Local Plan content and evidence after this stage is completed (Regulation 24).
- 4.21. The proposed Local Plan content and evidence will be subject to Cabinet approval prior to commencing consultation, however delegated authority is sought for the Assistant Director for Planning, in consultation with the Portfolio Holder for Planning and Enforcement, to

commence the preparation of the Consultation: Proposed Local Plan content and evidence and publish a summary of the consultation representations received.

Gateway 2: Progress Check with the Planning Inspectorate (Regulation 26)

- 4.22. Gateway 2 provides a formal progress check lasting between four and six weeks. The Planning Inspectorate will appoint a gateway assessor to review the proposed plan and associated documentations providing observations and feedback.
- 4.23. Gateway 2 is intended to support the early resolution of potential soundness issues and assess progress towards meeting the prescribed requirements necessary for Gateway 3. Gateway 2 must take place following the publication of the summary of consultation on proposed local plan content and evidence but prior to the consultation on the proposed local plan. Timing is at the discretion of the authority, but sufficient information must be available for meaningful advice.

Consultation on the proposed local plan – second formal consultation (Regulation 27)

- 4.24. Local planning authorities must consult on their proposed local plan submissions between Gateway 2 and Gateway 3 for a minimum of eight weeks. Whilst not exhaustive, this should cover:
- The proposed Local Plan
 - Map of proposed Local Plan policies
 - Details of the evidence gathered to support the proposed local plan
 - Site allocations and designations
 - Strategic Environmental Assessment report.
- 4.25. The proposed Local Plan will be subject to Cabinet approval prior to commencing consultation, however delegated authority is sought for the Assistant Director for Planning, in consultation with the Portfolio Holder for Planning and Enforcement, to commence the preparation of the consultation and publish a summary of the consultation representations received (Regulation 30).

Gateway 2: Prescribed requirements assessment by an appointed person (Regulation 31)

- 4.26. To pass Gateway 3, the proposed local plan must meet the prescribed requirements. To help the assessor carry out the Gateway 3 assessment, the local planning authority must submit a statement of compliance. This statement will require the local planning authority to set out matters including how the proposed local plan complies with prescribed requirements.
- 4.27. A statement of soundness must also be submitted, detailing how the local planning authority considers that its evidence demonstrates that the plan is sound. Soundness will be tested at the examination.
- 4.28. The Gateway 3 assessor must provide their conclusion on whether each prescribed requirement is met in writing, together with an explanation for each conclusion. If Gateway 3 is not successfully passed, the Plan cannot proceed to the independent examination. The authority must make the necessary changes and re-submit through the gateway process.

Submission (Regulation 34)

- 4.29. The Local Plan will be submitted to the Planning Inspectorate for independent examination. At present this is a Full Council function for approval under the 'legacy' planning system under which the BPR was adopted. It is anticipated that Council will need to formally approve the submission of the Local Plan for independent examination once Gateway 3 has been successfully completed.

Examination (Regulation 35)

- 4.30. An independently appointed planning Inspector will lead the examination of the Local Plan. Where the Inspector determines that further work is required, the examination may be paused for a period of up to six months to allow the necessary work to be undertaken (Regulation 36).
- 4.31. The Inspector may also recommend that the Local Plan is modified for it to be found sound. If this is the case, interested parties will need to be consulted on the proposed modifications. This process is likely to extend the examination period beyond the initial five-month timeframe.

Adoption (Regulation 39)

- 4.32. The adoption of the Local Plan is a Full Council function. It must take place within one month of receiving the Inspectors' Report.
- 4.33. Upon adoption, authorities are required to publish an Adoption Statement and publish, within 1 month of adoption, the Policies Map, which consolidates Local Plan policies with all other policies forming part of the wider development plan such as the Minerals and Waste Local Plan. The Policies Map must be kept up to date and revised in accordance with the timescales set out in the 2026 Regulations.

Local Plan Title

- 4.34. As set out above, the Local Plan will be prepared and progressed under the new planning system. To clearly distinguish this document from plans prepared under the legacy system, approval is sought to recommend to Full Council that the document be titled the 'Nuneaton and Bedworth Borough Local Plan' (NBBLP). The change in terminology from 'Borough Plan' to 'Local Plan' reflects both national planning terminology and current practice across other local planning authorities. This will provide clarity for stakeholders and the public, avoiding confusion between the adopted Borough Plan Review and the new plan being prepared.
- 4.35. Further, approval from Cabinet is sought to recommend to Full Council that the Borough Plan Committee be retitled to the 'Local Plan Committee' for consistency. Should Cabinet and Full Council approve this recommendation, the Council's Constitution would be updated to reflect this.
- 4.36. For completeness, as approved at Full Council in May 2026, Borough Plan Committee is scheduled to meet on 30th June 2026, 29th September 2026 and 19th May 2027.

Relationship with Local Government Reorganisation

- 4.37. The Government advice is very clear that Local Planning Authorities should not delay the development of Local

Plans whilst Local Government Reorganisation (LGR) is happening.

- 4.38. As LGR is scheduled to take effect from April 2028, the preliminary timetable for the new Local Plan will be at a significantly advanced stage which should enable the new authority to agree and continue with the preparation and adoption of the Local Plan.
 - 4.39. Similarly, with regards to the Strategic Development Strategy (SDS) requirements set out within the Planning and Infrastructure Bill. At the time of writing, there is no proposal in place for Warwickshire region however as is good practice, the evidence base work carried out to inform the Local Plan, where necessary, will consider the broader sub-regional context.
5. Consultation with the public, members, officers and associated stakeholders
 - 5.1. Consultation, including a briefing call setting out the parameters and timescales for the proposed new Local Plan, has been undertaken with internal NBBC departments, and Warwickshire County Council.
 - 5.2. Members were provided with an update on the changes to plan-making at Borough Plan Committee on 15 January 2026.
6. Financial Implications
 - 6.1. There are costs associated with the delivery of a local plan, including, particularly, the need for evidence base studies, legal support, digital plan development, consultation and engagement and the holding of an Independent Examination. For context, the cost from preparation to adoption of the Borough Plan Review was circa £700,000. This excludes the costs associated with the Gypsy and Traveller Development Plan Document, which will be incorporated into the new plan going forward.
 - 6.2. The Local Plan budget for 2026/27 was approved by Full Council in February 2026. The grant funding received in March 2026 of £108,474.57 was reported to and noted by Full Council in April 2026.

7. Legal Implications

7.1. The Council has a statutory duty to prepare a new Local Plan in accordance with the requirements set out in the Town and Country Planning (Local Planning) (England) Regulations 2026. Breaches of this statutory requirement could result in government intervention and the Council having to pay the full costs.

8. Equalities implications

8.1. A review has been undertaken and it has been identified that no assessment is required following consultation and liaise with the appropriate officer.

9. Health implications

9.1. No specific health implications have been identified. This report addresses the procedural requirements to commence a new Local Plan. Whilst the recommendations set out in this report do not in themselves have any direct health implications, health will be addressed through the policies in the new local plan.

10. Climate and environmental implications

10.1. No direct climate or environmental implications have been identified. This report addresses the procedural requirements to commence a new Local Plan. Whilst the recommendations set out in this report do not in themselves have any direct climate or environmental implications, climate and environmental factors will be addressed through the policies in the new local plan.

11. Section 17 Crime and Disorder Implications

11.1. No direct Section 17 crime and disorder implications have been identified.

12. Risk management implications

12.1. The following risk management implications have been identified:

- i. Failure to commence preparation of the Local Plan and to meet the Government's prescribed backstop dates

could result in intervention and the grant funding is tied to the backstop dates.

- ii. New or emerging policy requirements arising from the revised NPPF, anticipated to be published in autumn, may need to be addressed through the Local Plan.
- iii. Failure to recruit to the vacant post or further staffing changes, which could adversely impact resourcing and the ability to meet key milestones and deadlines.
- iv. Evidence prepared to inform the new Spatial Development Strategy (SDS) may emerge at a late stage in the plan-making process, potentially requiring additional work or changes to the Local Plan.

12.2. It is proposed to mitigate the above by implementing the following mitigations:

- i. Publishing the notice of commencement prior to the statutory deadline of 30th June 2026 to demonstrate compliance with the new system requirements.
- ii. Maintaining an appropriate balance in the timing of commissioning evidence, ensuring it is undertaken early enough to inform plan preparation, whilst avoiding the risk of evidence becoming incomplete or out of date.
- iii. Ensuring appropriate staffing and budget resources are in place to deliver the Local Plan, with the work programme kept under regular review to respond to any changes in capacity or circumstances.
- iv. Active engagement in the SDS process, enabling early identification of any emerging issues that may have implications for the Local Plan.

13. Human resources implications

13.1. No direct human resource implications have been identified. However, Local Plan timetable has been set out in the context of existing resources within Planning Policy Team once the team is fully staffed.

14. Biodiversity Implications

14.1. No direct biodiversity implications have been identified. This report addresses the procedural requirements to commence a new Local Plan. Whilst the recommendations

set out in this report do not in themselves have any direct biodiversity implications, biodiversity enhancement and mitigation will be addressed through the policies in the new local plan.

15. Local Government Reorganisation (LGR) Implications

15.1. The following LGR implications have been identified:

- i. The Local Plan timetable will run in parallel with statutory processes and milestones associated with LGR, which may place additional demands on capacity and decision making arrangements.
- ii. The Local Plan will be prepared for the existing administrative boundary of Nuneaton and Bedworth Borough and will not extend to neighbouring authorities that may be included within any future LGR arrangements, potentially creating uncertainty about longer term spatial planning arrangements beyond the current boundaries.

15.2. It is proposed to mitigate the above by implementing the following mitigations:

- i. Ongoing and proactive engagement with MHCLG as both the Local Plan and LGR progress.
- ii. Ensuring that the Local Plan is prepared in accordance with the statutory development plan requirements and guidance for the current authority area, whilst maintaining seeking to remain sufficiently flexible to enable alignment with any future governance or strategic planning arrangements arising from LGR.

16. Options considered and reason for their rejection

16.1. In formulating this report and recommendations, the following option was identified.

Option Ref	Option Title	Reason for rejection
A	To not proceed with the commencement of a new Local Plan	Rejected – The Town and Country Planning Regulations (England) 2026 require authorities to commence a new Local Plan. This includes ‘backstop dates’ which

	and to reject the recommendations set out in this report.	<p>authorities must meet.</p> <p>The opportunity for government funding is linked to the backstop dates outlined in the regulations.</p> <p>There is a risk of not meeting the 30 month plan period and potential intervention by the Secretary of State.</p>
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17. Conclusion

17.1 Given the introduction of the Town and Country Planning Regulations (2026), Cabinet are asked to approve the recommendations set out in the report.

18. Appendices

18.1. Please note the following appendices:

- i. Appendix A – Summary of the Regulations
- ii. Appendix B – Notice of Commencement
- iii. Appendix C – Local Plan Timetable
- iv. Appendix D – Scoping Consultation Document
- v. Appendix E – Notice of Scoping Consultation

18.2 The hyperlinks in the appendices will be added following Cabinet once the documents are formally published.

19. Background papers

19.1. Plan-making regulations explainer can be viewed at: [Plan making regulations explainer](#)

19.2. Draft National Planning Policy Framework (NPPF) December 2025 can be viewed at: [Draft NPPF](#)

19.3. Create or update a local plan using the new system - GOV.UK can be viewed at: [CULP](#)

19.4. Town and Country (Local Planning) (England) Regulations 2026 can be viewed at: [Regulations 2026](#)

- 19.5. The written ministerial statement from 27 November 2025 can be viewed at: [Written Ministerial Statement](#)
- 19.6. 30-month local plan process: an overview can be viewed at: [30 month plan- making process](#)
- 19.7. Rollout of the new local plan-making system can be viewed at: [Rollout of the new local plan-making system - GOV.UK](#)
- 19.8. Cabinet – 22 April 2026 – Agenda Item 12 – MHCLG Grant Funding
- 19.9. Borough Plan Committee – 15 January 2026 can be viewed at: [15 January 2026: Borough Plan Committee | Nuneaton and Bedworth Borough Council](#)

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