

**Minutes of the Meeting of Warwickshire County Council  
held on 21 March 2017**

Present:  
Councillor Bob Hicks (Chair)

Councillors John Appleton, John Beaumont, Sarah Boad, Mike Brain, Peter Butlin, Les Caborn, Richard Chattaway, Jonathan Chilvers, Chris Clark, Jeff Clarke, Alan Cockburn, Jose Compton, Yousef Dahmash, Corinne Davies, Nicola Davies, Neil Dirveiks, Peter Fowler, Jenny Fradgley, Bill Gifford, Mike Gittus, Colin Hayfield, John Holland, John Horner, Julie Jackson, Philip Johnson, Kam Kaur, Danny Kendall, Bernard Kirton, Keith Kondakor, Joan Lea, Keith Lloyd, Jeff Morgan, Phillip Morris-Jones, Peter Morson, Brian Moss, Maggie O'Rourke, Bill Olnor, Dave Parsons, Caroline Phillips, Wallace Redford, Clive Rickhards, Howard Roberts, Kate Rolfe, Jerry Roodhouse, Chris Saint, Izzi Seccombe, Dave Shilton, Jenny St. John, Bob Stevens, June Tandy, Heather Timms, Angela Warner, Alan Webb, Mary Webb, Matt Western, John Whitehouse and Chris Williams.

**1. General**

**(1) Apologies for absence**

Apologies for absence were submitted on behalf of Councillors Richard Dodd, Sara Doughty, Brian Hawkes and Mike Perry.

**(2) Members' Disclosures of Pecuniary and Non-Pecuniary Interests**

Item 3 - Coventry and Warwickshire Sustainability and Transformation Plan

Councillor Angela Warner declared a pecuniary interest as a non- executive director of South Warwickshire NHS Foundation Trust and left the meeting for this item.

Councillor Maggie O'Rourke declared a pecuniary interest as an employee of South Warwickshire NHS Foundation Trust and left the meeting for this item.

Councillor Clive Rickhards declared a non-pecuniary interest as a Council appointee to the Council of Governors of South Warwickshire Foundation NHS Trust.

**(3) Minutes**

**Resolved**

That the minutes of the meeting held on 2 February 2017 be approved as a correct record.

#### **(4) Chair's Announcements**

*(This item was taken after item 1(5) below)*

##### Councillor Bernard Kirton

The Chair thanked those councillors who were not seeking re-election in May 2017 for their hard work and dedication to the Council and to their constituents.

The Chair paid tribute, in particular, to Councillor Bernard Kirton who had served for 36 years as the county councillor for Whitnash Division in addition to his 44 years with Warwick District Council. Councillor Kirton had joined the Council in 1981 and served on many committees, including as chair of the Whitnash Community Forum and also as Chair of Council in 1996-97 but his biggest achievement had been in service to his local community.

The Chair reminded Council of the many improvements that Councillor Kirton had achieved for Whitnash and during his long service as governor of the schools in Whitnash and Myton School. The Group Leaders and other councillors also expressed their appreciation and best wishes to Councillor Kirton.

Councillor Kirton thanked the Chair and expressed his appreciation for his time with the Council and paid tribute to his fellow councillors for the way they work together to make Warwickshire a better place.

The Chair presented Councillor Kirton with a badge in recognition of his service and the Council stood in tribute.

##### Councillors not seeking re-election

Councillor Izzi Seccombe, Leader of the Council, expressed her appreciation to all members who were not seeking re-election, and thanked them for their contribution to the Council and service of the people of Warwickshire. Councillor Seccombe paid tribute to retiring members in order of appointment as follows, referring to their individual contributions:

2013 - Councillors Danny Kendall, Sara Doughty and Jenny St John

2009 - Councillors Angela Warner and Mike Gittus

2005 – Councillors John Appleton and Mike Perry and also Councillor Richard Dodd, John Whitehouse, Bob Hicks and Brian Moss

2001 – Councillors Chris Saint, Peter Fowler and Jose Compton – whom she added thanks for their work with Cabinet over the years.

Councillor Izzi Seccombe gave her particular thanks to the two longest serving members in her Group - Councillor Joan Lea and Councillor Phillip Morris-Jones both of whom were elected in 1989. Councillor Joan Lea has been a tireless campaigner for her constituents of Water Orton including, more recently, had campaigned against the impact of High Speed 2 Rail. Councillor Phillip Morris-Jones has presented a strong voice for businesses and for the Council and also been a tireless worker for his constituents in the Fosse Division.

Councillor June Tandy, Leader of the Labour Group, advised the Council that Councillor Brian Hawkes had sadly decided to stand down due to ill health. The Council requested that their thanks and best wishes be sent to Councillor Hawkes.

Councillor Tandy paid tribute to those members of her Group who were not standing for re-election: Councillors Sara Doughty, Jenny St John, Brian Moss and Bob Hicks and also thanked the members of the other groups who were retiring, in particular Councillors Mike Perry, Jose Compton, Joan Lea and Phillip Morris-Jones.

Councillor Jerry Roodhouse, Leader of the Liberal Democrat Group, paid tribute to all retiring members, recognising the hard work and commitment they have given to Warwickshire in difficult times. Councillor Roodhouse paid tribute to the members of his Group -Councillor Richard Dodd and Councillor John Whitehouse – both of whom had been elected in 2005. Councillor Roodhouse thanked Councillor Dodd for his hard work, particularly his expertise on health issues and also thanked Councillor John Whitehouse for his exemplary work which will be greatly missed across the Council. Councillor Colin Hayfield (Cabinet Portfolio holder for Education and Learning) added his thanks to Councillor Whitehouse for his championing of education and in particular his work on early years. Councillor Dave Parsons (Chair of the Children and Young People Overview and Scrutiny Committee) added his thanks for Councillor Whitehouse for his support of the Committee.

Councillor Keith Kondakor, Leader of the Green Group, commended members for their support of their communities and also the Chairs of Council for their inclusive approach and effective management of the council meetings.

Councillor Howard Roberts expressed his gratitude to all who were retiring and gave particular thanks to Councillor Bernard Kirton for his advice and experience which had proved invaluable.

Retiring councillors expressed their appreciation to the tributes to them and to the constituents they had served.

### Retiring Heads of Service

The Chair referred to the recent retirement of Tonino Cuiffini, Head of Information Assets. Tonino had led ICT innovation in the County with enthusiasm and commitment and had been respected nationally for his leadership of e-Government projects and representation of local government on the Cabinet Office G-Cloud Board.

The Chair also referred to the retirement in April of Sue Evans, Head of Human Resources and Organisational Development. Sue had also been an innovator for Warwickshire with achievements including the development of workforce planning and succession management tools, e-learning for training, recruitment and redeployment. Sue had also been instrumental in the success of the apprenticeship programme and had become President of the Public Sector People Manager's Association.

Councillor Kam Kaur, Cabinet Portfolio Holder for Customers, expressed her appreciation to both officers who were highly regarded and respected by their staff, in their business areas and by members and thanked them for their exceptional support to her and the Council. Councillor Matt Western, Chair of the Resources and Fire and Rescue Overview and Scrutiny Committee, added his appreciation of their professionalism and support.

The Chair announced that Marie Seaton, Interim Head of Professional Practice and Assurance, would be retiring on 31 March after 3 years with Warwickshire. Marie had been greatly valued for her thoughtful and balanced input in steering the transformation and assurance work in People Group and corporately. Councillor Jose Compton, Cabinet Portfolio Holder for Adult Social Care added her thanks to Marie for her timely advice and contribution to the Council's transformation.

The Council thanked the officers for their work with Warwickshire and wished them well for the future.

#### Sue Harrison

The Chair announced that Sue Harrison, Landscape Architect in the Communities Group, had been selected by the UK team to compete in the Anglo-Celtic Plate 100k race in May.

#### Open Evening - 11 March 2017

The Chair thanked those members who had attended the open evening on 11 March.

#### Civic Service - 19 March 2017

The Chair thanked those who attended the Civic Service at the Chilvers Coton Parish Church and also thanked the George Eliot Fellowship for their hospitality on that day.

#### North of the County Initiative – 9 March 2017

The Chair referred to the North of the County initiative which he had co-hosted with the Lord Lieutenant of Warwickshire. This had been attended by a significant number of representatives across a range of charitable, voluntary and other organisations to consider how to ensure the work of individuals and organisations is given greater national recognition through the honours process.

#### George Eliot - Quote for the meeting

*'Do not let them lure you unto the hustings my dear Mr Brooks. A man always makes a fool of himself speechifying'*

Middlemarch

## **(5) Petition - Trinity Catholic School, Leamington Spa - Sixth Form College**

*(This item was taken before item 1(4) above)*

Oliver Webb, and other students of Trinity Catholic School, presented a petition of over 1000 signatures from residents expressing concern at proposals to close the Sixth Form and requesting the Council's support for retaining the Sixth Form. The following points were made in the presentation:

- The Sixth Form is an integral component in making the School a caring, welcoming and respectful place.
- The proposal has created anxiety amongst the pupils, in particular those in Year 11 who have now to make a decision on where to go for their further education which should have been made months earlier, but also for those who had looked forward to continuing their education.
- There have been many students, former students, families and friends expressing their support for this unique and outstanding establishment.
- It is the only Faith Secondary School and Sixth Form within 33 miles of central Warwickshire.
- It is not a financially viable option for reducing deficits financial pressure on services.

The Chair of Council received the petition on behalf of the Council.

Councillor Colin Hayfield, Cabinet Portfolio Holder for Education and Learning, thanked the petitioners for their presentation and gave his assurance that their views would be taken into account and that the Council would work with the school to seek the best for its future.

## **(5) Public Speaking**

None

## **2. Coventry and Warwickshire Local Enterprise Partnership Board Membership (CWLEP)**

Councillor Izzi Seccombe, Leader of the Council, advised the Council of the changes to the governance arrangements on the CWLEP to enable each district/borough council to have a representative and to reduce the membership from both Coventry City Council and Warwickshire County Council from two to one member each. Councillor Izzi Seccombe thanked Councillor June Tandy for her work on the CWLEP.

Councillor Izzi Seccombe proposed that Councillor Peter Butlin represent the County Council on the CWLEP and was seconded by Councillor Alan Cockburn.

Councillor Jonathan Chilvers proposed that Councillor Keith Kondakor represent the County Council on the CWLEP and was seconded by Councillor Keith Kondakor.

## VOTE

The proposal that Councillor Keith Kondakor be the Council's representative on the CWLEP was put to the vote and was LOST.

The proposal that Councillor Peter Butlin be appointed to represent the Council on the CWLEP was put to the vote and was CARRIED.

### **Resolved**

That County Councillor Peter Butlin be appointed to the Coventry and Warwickshire Local Enterprise Board with immediate effect, subject to review by the County Council at its Annual Meeting on 23 May 2017.

### **3. Coventry and Warwickshire Sustainability and Transformation Plan (STP)**

Councillor Alan Webb, Chair of the STP Working Group presented a report from the Working Group established to take forward a review of the STP as agreed by the Council at its meeting on 13<sup>th</sup> December 2016. Councillor Webb advised that he was disappointed that there remained a lack of detail about the options in the STP which made public engagement difficult. Councillor Webb acknowledged that there is still more work to be done but was encouraged by the very positive working relationship with Coventry City Council who shared the concerns regarding the STP.

Councillor Webb proposed that the Council note the report and was seconded by Councillor Izzi Seccombe. Councillor Izzi Seccombe reported that the recent peer review of the Health and Wellbeing Board had confirmed that the Coventry and Warwickshire footprint is right and that Coventry and Warwickshire was viewed as 'ahead of the curve' in the development of the STP. This meant that the STP was close to being accepted as one of the pilots. Councillor Seccombe welcomed this but recognised that there was still work to do and that Warwickshire involvement needed to be as an equal partner.

Councillor Seccombe advised that she had an invitation to meet the Chair of the STP and that she would update the Council and the working group after that meeting had been held.

During the debate members raised the following issues:

- There is a danger of more routine services being moved to the same building as the acute services.
- There are population centres in the south of the County which border Worcestershire and Oxfordshire and many Warwickshire residents are currently sent by their GPs to hospitals in those counties. If the STPs enforce their boundaries there is concern that Warwickshire residents will no longer have access to these out-county services and may be forced to attend services that are less accessible or involve long journeys. This cross-boundary issue should be considered by the Working Group.
- There is an economic argument for ensuring there are good transport links and local access to services.
- Worcestershire have been communicating with residents and have had

clinicians attend the Arden Community Forum to talk about NHS changes in Worcestershire.

- The target of savings set to be achieved by the STPs means that the NHS focus is on reduction in services. There is an argument that more, not less, funding is needed to meet the increasing demographic pressures on the NHS.
- Prevention of re-admissions is as important an issue as delayed transfer of care and should be part of the transformational approach.
- There is a disconnect between the STP at a strategic level and the STP at the work stream level. The work streams are progressing at a pace but with little scrutiny.
- Although it is claimed that the Coventry and Warwickshire STP is ahead of other STPs, there remains no clear options for public consideration and there is concern that changes will be forced on Warwickshire.

Councillor Les Caborn, Cabinet Portfolio Holder for Health, gave his assurance that officers are engaged in the work streams and added that he believed the STPs would take account of the cross-border issues. Councillor Caborn reminded Council of the concordat with partners in the STP footprint which will be important in ensuring partners work together to get the best outcomes for the people of Warwickshire.

Councillor Alan Webb thanked members for their comments and agreed that these issues need to be taken into account in the development of the STP.

#### VOTE

The recommendation to note progress was put to the vote and was AGREED unanimously as set out below.

#### **Resolved**

That Council note the progress made by the Working Group since the STP was considered by Council in December 2016.

#### **4. Border to Coast Pensions Partnership**

Councillor Bob Stevens presented a report seeking approval to the arrangements for joining the Border to Coast Pensions Partnership as proposed by the Council in May 2016.

Councillor Stevens added that the terms and conditions of the pooling arrangements have been complex and he thanked Jane Pollard, Legal Services Manager, for her thoroughness in which she has vetted the legal aspects and Mathew Dawson for his input on the financial implications.

Councillor Stevens reminded members that the Council would continue to have control over the investment policy agreed by the Investment Sub Committee in March (i.e. the percentage of the total fund which is invested in different categories of investment). The Partnership will decide which specific funds will be invested in which will avoid significant actuarial cost to Warwickshire Pension Fund and ensure the best returns on investments. Councillor Stevens added that the pension fund is

currently in the top quartile of local government pension fund performance figures.

Councillor Stevens proposed that Council agree the recommendations and was seconded by Councillor Alan Cockburn.

Councillor Matt Western, Chair of the Resources and Fire and Rescue Overview and Scrutiny Committee, expressed his opposition, in principle, to the change in legislation and the pooling of pensions fund and the loss of influence, local control and scrutiny. He accepted, however, that the procurement process had been good and that Border to Coast were the right partners to choose. Councillor Bill Gifford, as member of the Pension Fund Investment Sub-Committee, agreed that the Pension Fund had been well run and that he had also had reservations about the reasons for the change in legislation, particularly if the pension funds were to be used to fund national infrastructure projects. Councillor Gifford added that he had been assured that Border to Coast provided the best option and he was confident that their approach was the best fit with Warwickshire's approach.

Councillors Jonathan Chilvers and Keith Kondakor both questioned the public transparency of the partnership and its investments and that the joint committee will be able to scrutinise the Board (which is private) in public. Councillor Alan Cockburn, Cabinet Portfolio Holder for Finance and Property, responded that he did expect the joint committee to meet in public and that discussion would only be in private if there were commercial reasons for this. Councillor Cockburn added that the Investment Sub-Committee would continue to be responsible for the investment strategy and asset allocation.

Councillor Stevens assured the Council that there would be greater transparency than any private pension fund and that those making the final decision would be the elected members on the Board who report back to their own investment boards. The current policy of Border to Coast is that no more than 8% is invested in infrastructure and most of the authorities do not have an appetite to invest more than Warwickshire does now (which is around 1.2%).

## VOTE

The proposal was put to the vote and was AGREED with one abstention.

## **Resolved**

That Council:

- 1) Approves the subscription by the Council as administering authority of the Warwickshire Pension Fund in one class A voting share and such number of non-voting class B shares as are equivalent to one twelfth of the agreed regulatory capital requirement in the Border to Coast Pension Partnership (BCPP) Limited;
- 2) Authorises the Strategic Director for Resources to act as the Shareholder representative in BCPP Limited on behalf of the Council as administering authority for the Warwickshire Pension Fund;



- 3) Approves the establishment of the Border to Coast Pension Partnership Joint Committee in accordance with section 102 of the Local Government Act 1972 to carry out the functions set out in the Inter-Authority agreement;
- 4) Nominates the Chair of the Pension Fund Investment Sub-committee (and the Vice Chair of the Pension Fund Investment Sub-committee in his/her absence) to represent the Council as administering authority for the Warwickshire Pension Fund on the Border to Coast Pension Partnership Joint Committee;
- 5) Authorises the Strategic Director for Resources in consultation with the Chair of the Pension Fund Investment Sub-Committee to take any further steps which he considers necessary to enable the Council to participate in BCPP Limited, to agree any further amendments and finalise the approval and execution of the legal documents necessary including the Articles of Association, the Shareholder Agreement, the Inter-Authority Agreement and the terms of reference of the Joint Committee; and
- 6) Authorises the Strategic Director for Resources to make any amendments to the constitution which are necessary to reflect these arrangements.

## **5. Treasury Management Strategy 2017-18**

Councillor Alan Cockburn, Cabinet Portfolio Holder for Finance and Property, proposed that the Treasury Management Strategy 2017-18, as recommended by Cabinet, be approved by Council. Councillor Cockburn reminded that the strategy was similar to previous years but highlighted two areas - that the Council invests short term cash in areas where risks are low and that the Council has sufficient funds to meet its spending plans. Councillor Izzi Seccombe, Leader of the Council, seconded the recommendations.

Councillor Matt Western, Chair of the Resources and Fire and Rescue Overview and Scrutiny Committee, commended Mat Dawson, Treasury and Pension Fund Manager and John Betts, Head of Finance, for the report and their prudent management of the treasury. Councillor Western noted that Appendix C referred to increase in inflation to 2.3% and requested that officers consider the impact of any further increases on interest rates and liquidity of funding. Councillor Keith Kondakor, Leader of the Green Group, added that he welcomed the prudent approach to investment and asked that investments are kept under review in terms of currency fluctuations and to avoid investment in unethical countries.

### **VOTE**

The recommendations were put to the vote and were AGREED unanimously as set out below.

### **Resolved**

- 1) That the County Council approves the Treasury Management Strategy and Investment Strategy for 2017/18 and that its provisions have immediate effect in the current financial year 2016/17;

- 2) That the Prudential Indicators (see Appendix A of the report) are noted;
- 3) That the County Council requires the Head of Finance to ensure that net borrowing does not exceed the prudential level as specified in Appendix A of the report, taking into account current commitments, existing plans, and the proposals in the budget report;
- 4) That the County Council delegates authority to the Head of Finance to undertake all the activities listed in Appendix G of the report, subject to the use of any new financial instruments being approved by Cabinet; and
- 5) That the County Council requires the Head of Finance to implement the Minimum Revenue Provision Policy as specified in Appendix H of the report.

## **6. Review of Local Governance Arrangements**

Councillor Peter Fowler, Chair of the Local Governance Working Group, presented a report setting out the findings of the working group and thanked the members and officers for their work on the review.

Councillor Fowler advised that the working group had gathered evidence on three aspects ( area committees and community forums; local member delegated decision making; and community engagement) and had concluded that, should the local community forums continue, they should do so with some improvements and that the geographical basis for the forums should be subject to consultation with partners. Councillor Fowler proposed that the recommendations be agreed and was seconded by Councillor Jeff Clarke.

The following points were made during the debate:

- Warwick District Council has already decided to reduce the number of forum meetings it could support per year which may mean that the forums will lose impetus of having regular meetings.
- There is a need for meetings where the public are able to bring an issue and there are the appropriate officers there to assist in providing an answer/action.
- There are examples of effective community forums where there is public engagement with members and officers but there are also forums where attendance is low, there is not full engagement of partners and issues are not being solved.
- There is general disengagement amongst the public but they will attend if they consider a decision will be made and they have an input early in the process.
- A flexible approach should be taken to local forums according to local circumstances.

- The forums can be of particular value in areas with parish councils.
- Engagement with the police is important but is not successful in all forums.
- Forums need adequate resources to enable pre-planning and keep them vibrant.
- Social media – such as a Facebook forum – could help to engage with the public, particularly between meetings, and provide feedback.
- The forums have not engaged in strategic issues, as originally intended, but these could be considered by a decision making Area Committee which attracted more public attendance.
- There is a role for the county councillor in taking back issues and ensuring action is taken, between meetings.
- The forums provide engagement with district/borough and other partners and the new forum boundaries need to retain this.

Councillor Jeff Clarke, Cabinet Portfolio Holder for Environment, considered that the findings supported the view that ‘one size does not fit all’ and that the diversity of the County is such that there needs to be some flexibility of approach. Councillor Clark added that it is important that issues raised at meetings do receive responses and he was concerned to hear that this was not happening in some areas. He undertook to investigate this and ensure the importance of timely responses was relayed to officers and also to partners on the forums. Councillor Clark thanked the working group for its work and looked forward to further working with partners to ensure effective local engagement.

Councillor Peter Fowler thanked members for their comments which demonstrated that there is no one solution that suits the whole County and that more work was needed to arrive at improved arrangements under the new Council post May.

## VOTE

The recommendation was put to the vote and was AGREED unanimously as set out below.

## **Resolved**

That Council note the report and refer the issues raised in the report to the new Council to consider after the County Council elections in May 2017.

## 7. Addition of three Developer-funded Highway Schemes to the Capital Programme

Councillor Peter Butlin, Cabinet Portfolio Holder for Transport and Planning, proposed the addition of three developer funded schemes to the capital programme and was seconded by Councillor Alan Cockburn, Cabinet Portfolio Holder for Finance and Property.

Councillor Matt Western suggested that the projects mentioned in the report would be good topics for local discussion and engagement in an area meeting. Councillor Western and Councillor Jonathan Chilvers both expressed their concern regarding the Europa Way scheme. Councillor Angela Warner agreed that there is an argument for having a broader look at schemes across more than one division but that the scheme for Europa Way had overwhelming support from local residents who wish to see a solution to the traffic levels in their area.

Councillor Alan Webb sought assurance that the timing of the Butlers Leap Link Road Scheme took account of other road schemes in the area to avoid congestion where possible.

Councillor Peter Butlin explained that the developments referred to in the report had planning permissions and many of the houses had been built. The developer funded road schemes were mitigation measures as part of the planning applications, which had been the subject of full public consultation. Councillor Butlin added that Europa Way was needed to meet the extra traffic generated by the development that has taken place, Butlers Leap Link Road has been debated for many years but the scheme has been brought forward earlier than anticipated and the Shottery Link Road has had involvement from the Stratford residents.

### VOTE

The proposal was put to the vote and was AGREED as set out below

### Resolved

That Council approves the addition of the following three schemes to the 2017/2018 capital programme subject to the applicable Section 278 Agreements being signed by the Developers which will provide for 100% of the funding:

- A452 Europa Way (Lower Heathcote Farm), Warwick  
Developer – Gallagher Estates Ltd.  
Approximate cost £2.8m
- Butlers Leap Link Road, Rugby  
Developer – Urban and Civic PLC  
Approximate cost £2.7m
- Shottery Link Road, Stratford-upon-Avon  
Developers – J S Bloor (Tewkesbury) Ltd and Hallam Land Management Ltd.  
Approximate cost £1.5m

*The meeting adjourned at 1.27 pm*

## 8. Motions to Council

### (1) Proposed Revisions to the Schools Funding Formula

Councillor Dave Parsons, Chair of the Children and Young People Overview and Scrutiny Committee, moved the following motion and was seconded by Councillor Julie Jackson:

- A 'This Council wishes to put on record its total opposition to the proposed schools funding formula. A formula which leaves Warwickshire schools 120th out of 150 local authorities in terms of a funding allocation per pupil and where pupils in Rochdale are funded on the basis of £4336 per pupil while Warwickshire pupils receive £3558 is clearly not equitable. The new formula appears to be based primarily on previous spend rather than any realistic appraisal of adequate funding per pupil. We urge the Council to make representations to Warwickshire MPs and the appropriate Minister to request that the formula be amended to a published national base figure which is then added to where necessary on the basis of clear and transparent criteria to remove the inherent unfairness which has been faithfully transposed from the old to the proposed system'.

Councillor Dave Parsons expressed his support for the introduction of a national funding formula for schools but considered the Government's proposed revisions failed to result in a national funding formula. Although Warwickshire will make some small gains in the new formula, most of these will be offset by new commitments, for example the new apprenticeship levy. Councillor Parsons added that the formula is not equitable with an analysis revealing that shire counties have a base funding of £3603 per pupil per year compared to a unitary authorities where the base funding is £3770 per pupil per year. Councillor Parsons proposed that a national funding formula should be a standard base funding across the country with adjustments made according to clear and transparent criteria.

Councillor Julie Jackson, in seconding the motion, stressed the importance of ensuring children are a priority, in line with the Council's vision for education. and stated her total opposition to the funding formula that would mean that £800 less per pupil in Warwickshire compared to Rochdale. Councillor Jackson added that MPs should be supporting this opposition.

Councillor Colin Hayfield, Cabinet Portfolio Holder for Education and Learning, moved the following amendment shown in italics and was seconded by Councillor Jeff Morgan:

- B Amend first sentence to read:

'This Council wishes to put on record its ***concern regarding the government's*** proposed schools funding formula. ...'

Insert the word 'further' in the fourth sentence to read:

'We urge the Council to make ***further*** representations to Warwickshire MPs and the appropriate Minister ...'

Councillor Colin Hayfield explained that he supported the concerns expressed in the original motion (and that these concerns had been the subject of the Council's response to consultation on the formula) but considered the motion should be amended in recognition that Warwickshire is gaining some funding, albeit not at the level required.

## DEBATE

The following points were made during the debate:

- The formula does not take account of the Pupil Premium which means there is some double counting.
- It is reported that schools across the country are facing an 8% real terms cut over the next three years under this formula. Warwickshire will get a 0.7% increase in total funding across Warwickshire schools in 2017/18 compared to 2.1% for shire counties as a whole.
- Kenilworth School is one of the two worst effected schools losing £180,000 from its budget in 2017/18 on top of other losses in funding.
- Increasingly the financing of schools in the UK is not meeting that of other countries. This puts UK children at a disadvantage as the world becomes more competitive and this will have a negative impact on the future economy of the country.
- Schools may choose to seek contributions from parents for activities but there are many parents who cannot afford to make contributions.
- More pressure should be put on the government by MPs to force a change in the formula.
- It is hard to understand why a school in the most deprived area is losing funding along with most secondary schools and many academies.
- The proposed funding formula goes no way towards closing the gap on funding.
- Schools have little choice in how to reduce their budgets as most of their budget is taken in staff commitments and they have increasing pressures such as staff pensions and the apprenticeship levy.
- Schools should not be treated as businesses.
- Funding should be directed to our current schools rather than spending on development of grammar schools. There is money but it is a question of government priorities.

Councillor Dave Parsons, accepted the proposed amendment at B, but stressed that he remained totally opposed to the formula and was concerned that if this formula is imposed it will be difficult to change and will lead to serious inequality.

## VOTE

The motion as amended and set out at B above was put to the vote and was CARRIED as set out below:

### **Resolved**

This Council wishes to put on record its concern regarding the government's proposed schools funding formula. A formula which leaves Warwickshire

schools 120th out of 150 local Authorities in terms of a funding allocation per pupil and where pupils in Rochdale are funded on the basis of £4336 per pupil while Warwickshire pupils receive £3558 is clearly not equitable. The new formula appears to be based primarily on previous spend rather than any realistic appraisal of adequate funding per pupil. We urge the Council to make further representations to Warwickshire MPs and the appropriate Minister to request that the formula be amended to a published national base figure which is then added to where necessary on the basis of clear and transparent criteria to remove the inherent unfairness which has been faithfully transposed from the old to the proposed system.

## **(2) Early Years Funding**

Councillor John Whitehouse moved the following motion and was seconded by Councillor Clive Rickhards:

'This Council is proud of its current Early Years provision, with its rich mix of maintained nursery schools, nursery classes and private/voluntary (PVI) providers. It is therefore deeply concerned at the detrimental impact of the new Early Years National Funding Formula on Warwickshire Early Years providers from 2017/18 onwards, and the risks this poses to its ability to support the best possible start to their education for all Warwickshire children. Warwickshire is one of 20% of local authorities which will lose under the new national formula, in our case £1.3 million (6%) by 2018/19.

This Council calls on the Leader to write to the Secretary of State for Education and all Warwickshire MPs to express its grave concerns at the threat to the sustainability of good quality Early Years provision across all sectors, especially after the transitional funding arrangements expire, and to seek additional funding to enable the new Early Years National Funding Formula to be implemented in a fair and sustainable way across all providers.'

Councillor John Whitehouse referred to the serious concerns that have been raised regarding the impact of the new Early Years Funding Formula in Warwickshire. These concerns have been expressed across the early years' sectors and were aired at recent Schools Forum meeting. Councillor Whitehouse reminded Council that the funding arrangements for 2017/18 had been implemented for Warwickshire (through a recent Leader Decision) which made the best of the situation in the circumstances.

He added, however, that Warwickshire is one of the 20% of local authorities losing money under the new formula and has been identified by the DfE as 'a high risk local authority' being one of the 35 at greatest risk in implementing the new formula. This is because there is also the impact of the introduction of 30 hours free nursery provision which is undermining the financial viability of provision in the private, voluntary and independent sector (PVI). In addition the funding they will be receiving next year of £3.77 per pupil will be the same as this year and significantly below the level they consider is the minimum required to maintain quality of provision. Councillor Whitehouse added that the maintained nursery classes will, next year, lose all of the additional funding they have had compared to the PVI sector and the only way they will be able to continue this will be if they can cross subsidise from their mainstream budgets.

The nursery schools have secured some interim funding until the end of the parliament but by 2020 all early year providers are to be paid at a single rate with no differentiation between sectors. In addition specialist nursery schools also consider they cannot survive on this formula.

Councillor Whitehouse concluded that, unless something is done there will be a serious decline within the next three years and it will not be possible to meet the objectives of providing all children with the best possible start in life.

Councillor Colin Hayfield, Cabinet Portfolio Holder for Education and Learning, expressed his support for the motion and agreed with the concerns regarding the lack of resources to meet the 30 hours free nursery provision and the danger to the long term viability of both PPI and maintained provision, including the nursery schools which had proved to be beacons of excellence, in some of the most deprived areas. Councillor Hayfield agreed that a firm approach with government should be taken.

Councillor Izzi Seccombe, Leader of the Council, gave her full support for this motion and for ensuring the best deal for Warwickshire's children and families, recognising that early provision is part of ensuring children have the best opportunities to develop their skills for their future and for the future of Warwickshire. Councillor Seccombe added that it is important that all Warwickshire MPs have a clear understanding of the situation.

Members added their support for the motion, pointing out how crucial the early years provision is to the Council in achieving the objectives in the narrowing the gap strategy. Councillor Clive Rickhards, in seconding the motion, added his concern with regard to ensuring the best opportunities for children in Warwickshire. Councillor Rickhards referred to recent pupil attainment figures that showed that there is currently a widening of the attainment gap in Warwickshire and reminded members that there is evidence that early intervention and ensuring children are 'school ready' is an essential contribution to a child's future educational attainment which in turn is a crucial factor for a child's future employment and income.

Councillor John Whitehouse thanked members for their support and requested that any responses from the MPs be shared with members.

**VOTE**

The motion was put to the vote and was **AGREED** unanimously as set out below

### **Resolved**

This Council is proud of its current Early Years provision, with its rich mix of maintained nursery schools, nursery classes and private/voluntary (PVI) providers. It is therefore deeply concerned at the detrimental impact of the new Early Years National Funding Formula on Warwickshire Early Years providers from 2017/18 onwards, and the risks this poses to its ability to support the best possible start to their education for all Warwickshire children. Warwickshire is one of 20% of local authorities which will lose under the new national formula, in our case £1.3 million (6%) by 2018/19.



This Council calls on the Leader to write to the Secretary of State for Education and all Warwickshire MPs to express its grave concerns at the threat to the sustainability of good quality Early Years provision across all sectors, especially after the transitional funding arrangements expire, and to seek additional funding to enable the new Early Years National Funding Formula to be implemented in a fair and sustainable way across all providers

## **9.1 Questions on Notice (Standing Order 7.2)**

### **(1) Partnership Working and Waste Management**

Councillor Keith Kondakor referred to the recent successful Warwickshire Waste Partnership Conference held on 1<sup>st</sup> March and asked the following question of Councillor Jeff Clarke, Portfolio Holder for Environment:

‘How are you going to progress greater partnership working and the possible formation of a joint waste authority for Warwickshire given local tensions?’

Councillor Clarke replied:

‘Most partnerships at some point need to think about how they move forward and our waste partnership is no different. Our officers continue to meet with district and borough council officers to look at the operational implications of changes to the way waste is collected and disposed of. We are also looking at what this means for the household waste recycling centres. The Warwickshire Waste Partnership is interested in exploring further any additional joint service arrangements and this will be taken forward by the Waste Partnership itself. In addition, along with the Deputy Leader, I will shortly be meeting elected members from district and borough councils in order to further discussions.’

### **(2) Severn Trent Emergency Road works, Nuneaton**

Councillor Keith Kondakor referred to Severn Trent’s emergency roadworks at the junction of Higham Lane and Hinckley Road in February which had caused traffic disruption and complaints. Councillor Kondakor asked Councillor Peter Butlin, Cabinet Portfolio Holder for Transport and Planning:

‘There appears to be some confusion over these fines. Can the Portfolio Holder please confirm the extent of the fines?’

Councillor Peter Butlin replied:

‘I am not aware of any confusion. Fines have been issued by the County Council amounting to £830. The total may be subject to change following mitigation meetings. To be clear the fines are for an overrun on the job and are not an indication that the traffic management in this case was unsafe. Our network management team visited the location during the works and can confirm that the site was laid out and operating safely. The works were in place to deal with a significant water mains leak and three way signals were deployed to manage the

traffic including manual signal control during peak times. During the works we received no complaints from members of the public.

On 1<sup>st</sup> March 2017 we were sent a video by a member of the public after they were involved in a road traffic collision on the site. It transpired that this video was actually taken on the first day of the works where Severn Trent witnessed the accident and changed the traffic management immediately. We are aware that Severn Trent is investigating this.'

Councillor Keith Kondakor asked whether more can be done to ensure that, if this type of congestion occurs in future, there is a notification on the local radio. Councillor Butlin replied that if any more communication with the local radio is needed he will ensure this happens.

### **(3) Growth Deal for Nuneaton**

Councillor Keith Kondakor expressed concern that Growth Deal Funding in Nuneaton is being used on another road project and asked the following question of Councillor Izzi Seccombe, Leader of the Council:

How many jobs are at risk and how much extra traffic is expected to pass though Nuneaton as a result of the Borough Plan and the so called Nuneaton Transformation of the site which currently houses Dunelm and Empire Gym?

Councillor Izzi Seccombe replied:

'The news the Transforming Nuneaton project is to receive multi-million pound local growth deal funding is a tremendous boost for the town. This success is a result of this Council, working in partnership with the Borough and the CWLEP to prioritise regeneration, inward investment and development for Nuneaton. You need not worry that the Growth Deal money will be spent on a road project to the detriment of air quality and jobs, quite the opposite is true. The investments made through this opportunity will be focussed on ensuring that money invested in the town will lever the maximum benefit in terms of economic growth, jobs and complementary private sector investment.

We are not yet able to state specifically how the money will be spent. This is because we need a flexible approach. All investment will be based on market conditions and the appetite for private sector investment to secure growth and jobs. It is likely it will be used in the following ways:

- Public realm improvements to improve the attractiveness of the town to visitors and investors
- Investing in enabling infrastructure to secure inward investment
- Use of local authority land/capital and assets to lever private sector investment into 'catalyst' developments in the town centre.
- Improvements to the bus/rail stations and their links with each other and the town.
- Highways improvements to enhance traffic movement and access.

Nuneaton enjoys some huge advantages making it an attractive investment proposition and I am sure the councillor will agree with me that this is an opportunity that we should seize for the benefit of the town.'

Councillor Kondakor asked whether there is a timescale for when there will be further information on the application of the funding. Councillor Izzi Seccombe replied that this is a major scheme and the council is working with possible investors with Nuneaton and Bedworth Borough Council to find the best investors for the area. There is not a finalised scheme and such a large scheme takes time but there has been progress within the last few months.

Councillor June Tandy asked whether the Leader considered the funding provided for the Coton Arches and Bermuda Connectivity Projects will be helpful in easing the congestion in Nuneaton.

Councillor Izzi Seccombe replied that it is important for the people of Nuneaton and for encouraging investment that the congestion is tackled and that these are very good schemes and would be a great improvement for Nuneaton.

#### **(4) Waste Disposal by Registered Charities at WCC Recycling Centres**

Councillor John Whitehouse referred to the advice provided to an operator of a small charity (and to further detailed advice on-line) regarding the disposal of waste from charities and businesses which was both difficult to follow and unclear. Councillor Whitehouse asked the following question of Councillor Jeff Clarke, Portfolio Holder for Environment:

'Can the Portfolio Holder clarify the current policy regarding waste disposal by registered charities at WCC Household Recycling Centres, in particular the distinctions drawn between "business waste" and "household waste?'

Councillor Jeff Clarke replied:

'Under the Controlled Waste Regulations 2012 charities are able to dispose of household waste free of charge. Waste arising from the following are classed as 'household waste': a charity shop selling donated goods originating from a domestic property (not donated by a private company); a place of worship or from premises used wholly or mainly for public meetings.

Any waste that does not arise from these settings is classed as commercial waste and is chargeable. This will include waste arising from office premises.

Subject to the above, charities are provided with an annual permit which allows them to dispose of a maximum of 1 tonne per month at HWRCs. The disposal of plasterboard and inert wastes (soil, brick etc) and any other wastes not defined as household waste are strictly prohibited.'

Councillor John Whitehouse asked whether the Cabinet Portfolio Holder would ensure that there is a clear statement of the policy and have this published on the Council website.

Councillor Clarke agreed that he would ask officers to look into this.

## **(5) Relocation of Kenilworth School**

Councillor John Whitehouse asked the following question of Councillor Colin Hayfield, Portfolio Holder for Education and Learning:

‘Will the Portfolio Holder provide an update of the steps the Council is taking to support Kenilworth School in its plan to relocate to a single site within the town?’

Councillor Colin Hayfield replied:

‘The local authority has a role to ensure sufficient school places are available in terms of growth and new developments. Part of this role includes looking at options for achieving the required number of places. Kenilworth School is a split site school and the school has expressed an interest in moving to a new site, with an increase in size to enable provision of places for future demand.

Officers have been working with the school advising on funding streams and growth projections. As is the case with all new housing developments, the local authority will only be able to secure developer funding to support the amount of growth which the development will generate. The rebuilding of the two existing school buildings on a new single site requires significant additional funds. At the moment there is a shortfall in the funding available and a source of cash flow funding remains to be found.

Officers are working closely with both the school and the Education Funding Agency to identify the best way forward. We are supporting the school in the work to achieve the best sale price for the school’s current sites, whilst also securing new land at an affordable price. At this time we have not achieved a place which meets need, capital costs and rebuild. We are continue to work with the school to achieve such a plan and we also continue to liaise with the EFA regarding possibilities of the relocation.

Councillor John Whitehouse asked what the Portfolio Holder and Administration doing, above what the officers are doing, to close the funding gap.

Councillor Colin Hayfield replied that the Council will work with the DfE as best as it can on this, and a range of issues across the County.

## **(6) Raising of Social Care Precepts**

Councillor John Whitehouse asked the following question of Councillor Josie Compton, Portfolio Holder for Adult Social Care:

‘Can the Portfolio Holder confirm how many of the English local authorities with responsibility for adult social care have decided to raise their social care precepts by 3% in 2017/18, and how many by 2%?’

Councillor Jose Compton replied that there is no published list but officers have researched this and found that half of Shire Counties have raised the precept by 2% and half by 3%. Warwickshire County Council will be spending a total of an extra £13m spent on adult social care in 2017/18.

Councillor Whitehouse asked whether, given that at Council in February it was argued that it would not be possible to spend the funding from a 3% rise, the Council is going to give the extra money back to Government.

Councillor Compton replied that it would not be given back in view of the pressures on adult social care and that she considered the allocation of 2% per year ensures an even amount each year which is better for council tax payers.

Councillor Richard Chattaway asked the Leader whether Warwickshire had been offered the same deal as Surrey County Council.

Councillor Izzi Seccombe replied that she did not think Surrey County Council had received a deal.

## **(7) CO2 emissions**

Councillor Jonathan Chilvers referred to the Council's commitment to 'contribute to the national targets on greenhouse gases, which includes an overall reduction of CO2 emissions of 80% by 2050' and asked the following question of Councillor Peter Butlin, Portfolio Holder for Transport and Planning:

'Please could the Portfolio Holder give an update on the Council's contribution to this target, with particular reference to the impact of road travel in Warwickshire?'

Councillor Peter Butlin replied that Warwickshire has contributed towards reducing CO2 emissions by implementing the sustainable transport policies and schemes within the Warwickshire Local Transport Plan. Whilst we are unable to quantify the overall impact of this on CO2 emissions in Warwickshire, our commitment towards reducing CO2 emissions is demonstrated by our track record in delivering schemes that encourage modal shift and reduction of vehicle miles on the road. Since the adoption of the LTP in 2011 this includes:

- Development of new rail stations (Stratford, Bermuda Park, Coventry Arena, Kenilworth)
- New cycle infrastructure (Long Lawford, North West Warwick, Kenilworth, Cape Road etc)
- Launch of the DfT's 'Propensity to Cycle' tool
- Promoting car sharing
- Real time information for bus users
- Supporting the take up of electric vehicles –with electric vehicle charging points across the County.

This has been driven by reducing congestion and improve by air quality which is of more importance than CO2.

Councillor Chilvers asked whether the Cabinet Portfolio Holder considered the Council should do more to reduce CO2 emissions.

Councillor Butlin replied that if this improves air quality and reduces congestion and also saves money for Warwickshire County Council, then yes.

Councillor Jenny Fradgley asked whether the Portfolio Holder fully supports reducing CO2 emissions on the County roads to combat climate change.

Councillor Butlin replied that the Climate Change Act requires authorities to strive to reduce CO2 emissions and that he abided by the law.

## **9.2 Questions without Notice to Leader of the Council and Cabinet Portfolio Holders (Standing Orders 7.7 and 7.8)**

### **(i) Climate Change**

Councillor Keith Kondakor, Leader of the Green Group, asked Councillor Peter Butlin, Cabinet Portfolio Holder for Transport and Planning whether he believed that something should be done about CO2.

Councillor Peter Butlin replied that he would abide by the law in support of the Climate Change Act.

### **(ii) Out of County Technical College placements**

Councillor Bill Gifford asked Councillor Colin Hayfield, Cabinet Portfolio Holder for Education and Learning, on behalf of Councillor Sarah Boad, whether he was aware that Warwickshire County Council letters had been sent to parents suggesting they send their children to university technical colleges outside of the County and did he approve of this given there were sixth forms that needed to fill their places?

Councillor Colin Hayfield replied that he was not aware of this but that he would investigate it and respond to Councillor Sarah Boad.

### **(iii) School Redundancy Costs**

Councillor Caroline Phillips asked Councillor Colin Hayfield, Cabinet Portfolio Holder for Education and Learning, whether he was aware that Stockingford Early Years Nursery School had received a letter from Warwickshire County Council informing them that from 2017/18 there would be no further help with redundancy costs?

Councillor Colin Hayfield undertook to look into this and provide a written reply

### **(iv) Leamington Resurfacing Works**

Councillor Matt Western asked Councillor Peter Butlin, Cabinet Portfolio Holder for Transport and Planning, to provide information on the cost of recent resurfacing of the roads and pavements in north Leamington and how much had been spent per road mile in north Leamington compared to those in south Leamington over the last four years.

Councillor Butlin replied that resurfacing is undertaken according to need but that he would provide a full written response.

(v) Corporate Policies Supporting the Green Agenda

Councillor Maggie O'Rourke asked Councillor Kam Kaur, Cabinet Portfolio Holder for Customers, whether the Council was leading by example and encouraging staff to car share or cycle to work, and whether the Council used eco-friendly fuel in its vehicles or had other green policies.

Councillor Kam Kaur replied that there are various schemes including cycle schemes and car sharing schemes and she undertook to give a full written response.

(vi) Sutherland Drive, Bedworth

Councillor Richard Chattaway asked Councillor Peter Butlin, Cabinet Portfolio Holder for Transport and Planning, whether he could report on what action is being taken to address the long standing road safety issue at Sutherland Drive in Bedworth.

Councillor Peter Butlin replied that he would obtain an update and forward this to Councillor Chattaway.

(vii) Hill Top Farm, Nuneaton

Councillor Keith Kondakor asked Councillor Alan Cockburn, Cabinet Portfolio Holder for Finance and Property, whether the planning application for Hill Top Farm had been deferred until after the election and if so, why?

Councillor Alan Cockburn replied that the timing is a matter for the planning authority and that it is being progressed.

(viii) CWLEP

Councillor Matt Western asked whether Councillor Peter Butlin could provide information on the political make-up of the LEP (including the non-council representatives) and what criteria is used by the LEP in selecting representatives.

Councillor Butlin replied that he would provide a written reply.

(vix) Member Conduct

Councillor Neil Dirveiks asked Councillor Izzi Seccombe, Leader of the Council, whether she agreed that it is not in order for members to call into question the professionalism of officers, who have no right of reply at meetings, and that this should be made clear to new members on their induction in May.

Councillor Izzi Seccombe replied that she agreed that it was out of order for any member to use the privilege of their office to call into question the professionalism of officers and agreed that this issue be covered in the member induction programme.

**10. Any other items of urgent business.**

There were no further items of business.

The meeting closed at 4.00 p.m.

.....  
Chair



**Questions without Notice to Leader of the Council and Cabinet Portfolio Holders (Standing Orders 7.7 and 7.8) written responses provided after the meeting.**

(ii) Out of County Technical College placements

The letter was sent following a directive from central government which was sent to all local authorities directing local authorities to send letters to parents of children in Year 9. The expectation is that this will be carried out annually.

(iii) School Redundancy Costs

On 6 March all head teachers received a letter explaining that, in order to achieve the necessary efficiency savings of £67m the local authority was no longer in a position to cover the costs of staff redundancies in schools. The following extract explains how the local authority will continue to support schools as they plan for staffing and budget cuts:

*Support will be available via multi-agency task groups (with School Improvement, HR and Finance expertise) to help you make the decisions that are needed but the redundancy costs will need to be supported through your own school budget, if necessary through an approved deficit repayment plan.*

(iv) Leamington Resurfacing Works

The cost of works was:

Portland Street footway work - £90K

Dale Street carriageway work - £92K

It is not possible to provide the comparative spend data for North and South Leamington across five years as the information is not held in a form which officers can easily report on without much work.

(v) Corporate Policies Supporting the Green Agenda

1. **Car Share.** We have a well established car-share scheme through which staff can identify people living on their route to work and with whom they could share. This is a popular initiative and one we encourage via induction, the intranet and through specific promotions.
2. **The Green Travel Plan** for Warwickshire County Council (WCC) Staff based in Warwick seeks to ensure that staff use more environmentally friendly alternatives than driving alone. The Plan contains five specific objectives:
  - to set out measures that will enable the organisation to meet the target car/employee ratio as set out by WCC for other businesses in the area
  - to enhance the organisations corporate social responsibility and environmental image
  - to encourage the use of more sustainable modes of transport
  - to reduce unnecessary travel and
  - to ensure that all staff are aware of the Travel Plan.
3. **Cycling.** We have a cycle to work week, cycle purchase through employee benefits and regularly promote the health benefits of walking and cycling to work. Bike storage facilities have been enhanced and improved.
4. Staff can book bikes for use between WCC sites in Warwick.
5. **Virtual Meetings.** We are encouraging the use of video and audio conferencing, google hangouts and virtual meetings to reduce the need for travel.

A clear monitoring strategy has been defined to assess our achievements.

(vi) Sutherland Drive, Bedworth

As part Safer Routes to School programme, we have undertaken to investigate the potential engineering measures that might be possible to assist parents and children to cross Sutherland Drive.

As you are aware, several pedestrian counts have been carried out, but the location has insufficient pedestrians to qualify for a School Crossing Patrol.

A formal crossing is not recommended as the location would not meet the PV2 criteria.

A site survey was carried out before Christmas and a feasibility design for a road narrowing has been progressed. The initial design has been through the safety audit process, which has resulted in some safety issues being identified. Last week, Graham Stanley and myself reviewed the Safety Audit recommendations and have fed back to the design team some amendments that should satisfy the safety concerns.

We are now at the stage where the design of the road narrowing is being amended. A further safety check will then be carried out. Following the election, we will be at a stage where the design can be shared with the local member, and statutory consultation can take place.

(viii) CWLEP

Response provided by CWLEP:

The Articles include provisions that the LAs, Universities and one private sector board place have directors who are nominated by their organisation. With the LAs and Universities, it is clear who the nominating authorities are, the one private sector nomination is made jointly by the FSB and Chamber of Commerce. Currently their nomination is Sean Farnell.

The other private-sector board directors are recruited in an open and transparent process.

- Private sector directors (except for the nomination from the FSB/Chamber) are appointed by the current private sector cohort as laid down in the Articles of the Company.
- The criteria used in the appointment process are broad and include, skill-set, equality and diversity (the board will be asked to adopt an equality and diversity statement in the near future), large and small business experience, based in Coventry & Warwickshire and ability to give time in the execution of their role.
- Vacancies are advertised on our website for a period and applications encouraged.
- A nominations committee of private sector directors, normally including the Chairman and 2 other directors is formed, who consider applications and draw up a short-list of candidates for interview
- Interviews take place and a preferred candidate is decided upon, and references taken.
- The appointment is made and the board informed.
- In the case of the Chairman, an external search and recruitment agency was used.