To: The Deputy Leader and Members of the Community and Environment Board

(Councillors Bell, Fowler, Gosling, Hobley, Jackson, Jarvis, Jenns, Melia, H Phillips, Singh, Smith, Turley, Whapples and A Wright)

For the information of other Members of the Council

For general enquiries please contact Democratic Services on 01827 719221 or via e-mail democraticservices@northwarks.gov.uk.

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

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

COMMUNITY AND ENVIRONMENT BOARD AGENDA

22 JANUARY 2024

The Community and Environment Board will meet in The Chamber, The Council House, South Street, Atherstone on Monday 22 January 2024 at 6.30pm.

The meeting can also be viewed on the Council's YouTube channel at NorthWarks - YouTube.

AGENDA

1 **Evacuation Procedure**.

2 **Apologies for Absence / Members away on official Council business.**

3 **Disclosable Pecuniary and Non-Pecuniary Interests.**

4 Public Participation

Up to twenty minutes will be set aside for members of the public to put questions to elected Members.

Members of the public wishing to address the Board must register their intention to do so by 9:30am two working days prior to the meeting. Participants are restricted to five minutes each.

If you wish to put a question to the meeting, please register by email to democraticservices@northwarks.gov.uk or telephone 01827 719221 / 01827 719237 / 01827 719226.

Once registered to speak, the person asking the question has the option to either:

a) attend the meeting in person at the Council Chamber.
b) attend remotely via Teams; or
c) request that the Chair reads out their written question.

The Council Chamber has level access via a lift to assist those with limited mobility who attend in person however, it may be more convenient to attend remotely.

If attending remotely an invitation will be sent to join the Teams video conferencing for this meeting. Those registered to speak should dial the telephone number and ID number (provided on their invitation) when joining the meeting to ask their question. However, whilst waiting they will be able to hear what is being said at the meeting. They will also be able to view the meeting using the YouTube link provided (if so, they made need to mute the sound on YouTube when they speak on the phone to prevent feedback).

5 **Minutes of the meeting of the Board held on 16 October 2023** – copies herewith, to be approved and signed by the Chairman.

PUBLIC BUSINESS
(WHITE PAPERS)

6 **General Fund Revenue Budget – 2023/24 Revised and 2024/25 Estimates and Fees and Charges** - Report of the Interim Corporate Director – Resources (Section 151 Officer)

Summary

This report covers the revised budget for 2023/24 and an estimate of expenditure for 2024/25, together with forward commitments for 2025/26, 2026/27 and 2027/28. It also includes a review of the fees and charges for Community and Environment with recommendations for increases.

The Contact Officer for this report is Alison Turner (719374).

7 **Capital Programme 2024/25 to 2026/27** – Report of the Interim Corporate Director – Resources (Section 151 Officer)

Summary

This report identifies proposals for Community and Environment capital schemes to be included within the Council's capital programme over the next three years.

The Contact Officer for this report is Nicolas Harris (719320).

8 **Contaminated Land Update** – Report of the Chief Executive

Summary

This report provides Members with an update on the work that Environmental Health have undertaken to update the contaminated land strategy.

The Contact Officers for this report are Sharon Gallagher (719292) and Milen Woldeab (719326).

9 **Leisure Facilities: Service Improvement Plan** – Report of the Director of Leisure and Community Development

Summary

Appended to this report, for Members' consideration, is a copy of the approved 2023 / 24 Service Improvement Plan (SIP), through which the Board has agreed to monitor the operational performance of the leisure facilities.

The Contact Officer for this report is Russell Simkiss (719257).

10 **Leisure Facilities Provision in Coleshill -** Report of the Director of Leisure and Community Development

Summary

This report outline appraises, and seeks the Board's views on, current leisure facilities provision in Coleshill

The Contact Officers for this report are Simon Powell (719352) and Russell Simkiss (719257).

11 **North Warwickshire Playing Pitch Strategy (2018 to 2031) -** Report of the Director of Leisure and Community Development

Summary

For the Board's consideration, this report presents a revised draft of the North Warwickshire Playing Pitch Strategy (2018 to 2031), further to a process of review undertaken by external consultants.

The Contact Officer for this report is Simon Powell (719352).

12 **Regeneration Activity in Atherstone, Coleshill and Polesworth –** Report of the Director of Leisure and Community Development

Summary

This report updates Members on the regeneration work taking place in Atherstone, Coleshill and Polesworth. It looks at the work being undertaken by the Community Development section, as well as the work of the Institute of Place Management and the consultant undertaking the role of Market Towns Officer.

The Contact Officer for this report is Rachel Stephens (719301).

13 **Minutes of the Health and Wellbeing Working Party** held on 13 December 2023 – copies herewith.

STEVE MAXEY
Chief Executive

NORTH WARWICKSHIRE BOROUGH COUNCIL

MINUTES OF THE COMMUNITY AND ENVIRONMENT BOARD

16 October 2023

Present: Councillor Bell in the Chair.

Councillors D Clews, Fowler, Gosling, Hobley, Jarvis, Jenns, Melia, H Phillips, Ririe, Singh, Smith, Turley and Whapples.

Apologies for absence were received from Councillor Jackson (Substitute Ririe) and Councillor A Wright (Substitute D Clews)

14 Disclosable Pecuniary and Non-Pecuniary Interests

None were declared at the meeting.

15 Minutes of the Meeting of the Board held on 8 August 2023

The minutes of the meeting held on 8 August 2023, copies having been previously circulated, were approved as a correct record and signed by the Chairman.

16 Budgetary Control Report 2023/24 Period Ended 31 August 2023

The Corporate Director - Resources detailed the revenue expenditure and income for the period from 1 April 2023 to 31 August 2023. The 2023/24 budget and the actual position for the period, compared with the estimate at that date were given, together with an estimate of the outturn position for services reporting to the Board.

Resolved:

That the report be noted.

17 UK Shared Prosperity Fund Progress Report

The Director of Leisure and Community Development informed Members of the progress made in respect of delivery of the local UK Shared Prosperity Fund (2022 to 2025).

Resolved:

That the progress made in respect of the delivery of the local UK Shared Prosperity Fund (2022 to 2025) be noted.

18 **North Warwickshire Green Space and Playing Pitch Strategies – Progress Report**

The Director of Leisure and Community Development informed Members of the progress made in respect of delivery against the priorities set out in the North Warwickshire Green Space Strategy (2020 to 2033) and the adopted Playing Pitch Strategy (2018 to 2031).

Resolved:

a That the progress made in respect of the implementation of the priorities of the North Warwickshire Green Space Strategy (2020 to 2033) and the Playing Pitch Strategy (2018 to 2031) be noted;

b That the use of open space Section 106 receipts, as identified in section 4.5 of the report of the Director of Leisure and Community Development, be approved;

Recommendation to Resources Board:

c That a supplementary estimate of £44,963 for the enhancement of open space and play provision in Abbey Green Park, Polesworth, as detailed in section 4.5.1 of the report of the Director of Leisure and Community Development, be approved.

19 **Leisure Facilities: Service Improvement Plan**

The Director of Leisure and Community Development reported on the approved 2023/24 Service Improvement Plan (SIP), through which the Board had agreed to monitor the operational performance of the leisure facilities.

Resolved:

That the progress made against the requirements identified in the approved 2023/24 Leisure Facilities Service Improvement Plan be noted.

20 **Consultation on Public Spaces Protection Order Dog Fouling**

The Chief Executive brought to Members' attention a consultation on a Public Spaces Protection Order (PSPO) to control dog fouling issues within the Borough.

Resolved:

That the consultation on the introduction of a Public Spaces Protection Order, as set out in the report of the Chief Executive, be supported and the fixed penalty notice charge reduction for early payment be approved.

21 Air Quality Update

The Chief Executive provided Members with an update on the work that Environmental Health has undertaken to monitor air quality in the Borough.

Resolved:

That the report be noted.

22 Minutes of the Climate Change Board

The minutes of the meeting of the Climate Change Board held on 6 September 2023, copies having been previously circulated, were noted.

Margaret Bell
Chair

Agenda Item No 6

Community and Environment Board

22 January 2024

Report of the
Interim Corporate Director - Resources
(Section 151 Officer)

General Fund Revenue Budget – 2023/24 Revised and 2024/25 Estimates and Fees and Charges

1 Summary

1.1 This report covers the revised budget for 2023/24 and an estimate of expenditure for 2024/25, together with forward commitments for 2025/26, 2026/27 and 2027/28. It also includes a review of the fees and charges for Community and Environment with recommendations for increases.

Recommendation to the Board

a To approve the revised budget for 2023/24;

b To approve the 2024/25 estimates, as presented in this report for inclusion in the overall Tax Set 2024/25 report for the Executive Board on 12 February 2024;

c To approve the fees and charges as detailed in Appendix C and section 5 of this report; and

d To approve a budget of £250,000 to set up a recyclables fluctuation reserve fund to manage the volatility of recyclables and the impact on the annual budget. This can be funded from the Business Rates Fluctuation fund and therefore has no impact on the MTFS.

2 Introduction

2.1 In consultation with the budget officers and Directors this report presents the Community and Environment Board estimates for 2024/25 along with the revised budgets for 2023/24, the detailed figures are in Appendix A and B. . . .

2.2 At its meeting in November 2023, the Executive Board approved the Medium Term Financial Strategy (MTFS) for 2024-2028, which required savings of £2 million over a four-year period. This required budget savings of £500,000 in 2025/26 with additional savings of £500,000 in 2026/27 and £1 million in 2027/28. Only limited growth was built into the strategy therefore any additional expenditure will impact on the funding position.

2.3 The figures for the revised 2023/24 and the estimates for 2024/25 are presented in Table 1. The summary figures for the Community and Environment Board are presented at subjective level. Appendix A and B provide a more detailed breakdown of the figures. (The detailed cost centre pages are available but are not included as part of this report).

Table 1 - A Summary of the C&E Board budgets at subjective analysis level.

	Approved Budget 2023/2024 £	**Revised Budget 2023/2024 £**	**Original Budget 2024/2025 £**
Employee Costs	4,597,520	4,677,480	5,190,750
Premises Related	1,123,100	946,670	1,015,620
Supplies and Services	1,794,220	2,215,470	1,709,020
Transport	746,880	718,950	754,100
Miscellaneous Expenditure	1,320	820	840
Earmarked Reserves	(3,420)	(34,560)	1,350
Gross Expenditure	**8,259,620**	**8,524,830**	**8,671,680**
Income	(3,373,870)	(3,677,540)	(3,437,640)
Net Controllable Expenditure	**4,885,750**	**4,847,290**	**5,234,040**
Departmental Support	838,170	838,170	768,280
Central Support	755,560	755,050	810,980
Capital Charges	889,760	889,760	889,760
Net Expenditure	**7,369,240**	**7,330,270**	**7,703,060**

3 Comments on the 2023/24 Revised Budget

3.1 The revised budget for 2023/24 is estimated to be £7,330,270 a reduction of £38,970 on the original budget for 2023/24. The main reasons for variations are set out below.

3.2 Leisure & Community

3.2.1 Premises costs have decreased by £175,420 of which £137,870 is due to lower-than-expected utility costs at the leisure centres, combined with the effect of original budgeting based on exceptionally high unit pricing as advised by ESPO, this is partially offset by increases in business rates across the leisure centres, and £34,460 reduction is due to lower than budgeted utility costs across green space services, for the same reasons.

3.2.3 Supplies and Services costs have increased by £106,460 this is due largely to increased costs relating to play equipment and chemicals.

3.2.4 Overall income has increased by £213,460 of which £198,000 is due to one-off grant received by Atherstone leisure centre to help with the costs of utilities and chemicals.

3.3 Streetscape

3.3.1 Employee costs have increased by £96,810 mainly due to the pay award settlement being above the budgeted rate, plus the use of agency staffing to cover staff absences as due to the nature of this service it must have appropriate staffing levels at all times.

3.3.2 Supplies and Services expenditure has increased by £215,000 in the revised budget but reduced back for 2024/25. This is largely due to the delays in gaining the financial benefits from the new recycling facility. It's important to note that the full year cost in 2022/23 was £675,000 for disposal under the old arrangements, the full year budget for 2024/25 with the Sherbourne Recycling Facility is £455,000 - a significant reduction. Members will be aware that all the recyclate material collected within the Borough is now processed at the new Sherbourne Recycling Centre in Coventry. NWBC pays a gate fee to Sherbourne Recycling for processing this material, the council is also entitled to a basket receipt for the value of the materials sold. It was anticipated that the council would receive a basket receipt in the order of £174,000 in 23/24. It is now acknowledged that this is unlikely to materialise in this financial year. We have been assured that the basket receipt is on track to deliver the 2024/25 target.

The plant is now fully commissioned and operational, however there have been some delays which have had a material financial impact on this year's budgetary outturn position.

4 Comments on the 2024/25 Estimates

4.1 The 2024/25 estimate has been prepared considering the following assumptions:

- A 4% pay award from 1 April 2024
- Inflationary increases of 3% in supplies and services; and
- An increase in income to reflect the increases for fees and charges in Appendix C.

4.2 The total estimated net expenditure for 2024/25 is £7,703,060; an increase of £372,790 on the 2023/24 revised budget. The main reasons for variations from the revised budget are set out below.

4.3 Leisure & Community

4.3.1 Employee costs have increased by £206,000 due to pay award, increments and associated costs for employers' oncosts.

4.3.2 Premises costs have increased by £67,350 mainly due to inflationary increases.

4.3.3 Supplies and Services expenditure has reduced by £51,040 largely due to the green space equipment budget.

4.3.4 Overall income has gone down by £135,130 made up of the £198,000 grant for Atherstone leisure centre being removed in 2024/25 budgets, and an increase of £28,540 income across all the leisure centres.

4.4 Public Health (Commercial Pollution Control)

4.4.1 The main increase is due to a change in staff salary allocations to the service following a restructure within the Environmental Health division. This has been offset slightly by a reduction in software charges and an inflationary increase in income.

4.5 Streetscape

4.5.1 Employee costs have increased by £276,700 largely due to effect of pay award and increments. Additional funding has been included for covering absences and vacancies as these services are frontline and therefore the appropriate level of staffing needs to be always maintained to ensure the service can be delivered.

4.5.2 The Supplies and Services expenditure has reduced by £366,520 primarily due to the full year impact of the new Sherbourne Materials Recycling facility. In the previous year the budget was adjusted due to the delays in getting the plant up and operational but by April 2024 the partners will be receiving credits for basket value of recyclate. (See section 3.3.2)

4.5.3 Transport expenditure has increased by £34,550 due to inflation on vehicle costs.

4.5.4 Income has increased by £19,830 due to inflation and price changes on chargeable services. Not all C&E fees and charges have been reviewed at this stage as further information is required from third parties. The plan is to present any further changes to the fees and charges to the Resources Board.

4.6 Departmental and Central Support Services

4.6.1 Departmental support costs have reduced by £69,890 and central support costs have increased by £55,930 due to pay awards, increments and redistribution of allocations.

5 Income – Fees and Charges

5.1 The Council has reviewed fees and charges on an annual basis and increased by inflation if appropriate. Any other changes have tended to be on an ad hoc basis. Income Generation is an important part of the Medium-Term Financial Strategy (MTFS) with a budget of £3.4m in 2023/24 and as such members adopted a Fees & Charges Strategy with the following key guiding principles:

- All fees and Charges should be increased at least by September CPI unless there is a robust reason why this is not appropriate – Planning fees set by Government, requirement to demonstrate break even in terms of cost and charge, increase would have a detrimental impact on demand reducing income overall.

- The charge should at least cover the cost of providing the service, no subsidy.
- All services should be reviewed to explore opportunities for new charges.

5.2 The fees and charges for the Community and Environment Board are detailed in Appendix C. Proposed increases are largely in line with Sept CPI (6.7%) or 4% as included as a general increase in the MTFS, some charges are rounded such as Green Waste bin fees. If relevant charges are benchmarked against other providers of the service such as leisure, to ensure they are comparable. Any charges which still require review are highlighted in the Appendix.

6 Growth Bid - Recycling Volatility Fund

6.1 The introduction of the new Sherbourne plant in Coventry will deliver annual reductions in costs. The new model is that the council pays a set processing fee for the plant to sort the material. It then pays per tonne for any material that is contaminated and may need to go to landfill and the cost of haulage and resale to material processors and brokers. Any surplus left over at the end gets credited back in the form of a basket receipt. In previous years the council has paid an all in gate fee for the processing of its collected recycling materials. This means that the gate fee includes for any contamination levels, volatility of the open market for materials, cost of any contaminated material being sent to landfill etc. Whilst the council carried less risk in terms of the cost of dealing with this material, it paid an enhanced all-in gate fee to protect the material processor from a volatile market place.

6.2 The resale market for recyclate is very volatile and is not something that either the council or Sherbourne have any control over. The value of paper for example fluctuates daily and can be affected by a multitude of market factors. To this end the basket receipt can now be a negative position as well as a positive position. The difference between the all in gate fee model and the Sherbourne model is one of risk. The all in gate fee is priced high to allow for an assumed level of market activity and fluctuation. The Sherbourne model is based on actual cost and in some years the council could benefit greatly and in others may encounter a negative receipt.

6.3 In order to smooth out these fluctuations, it is proposed that a recycling volatility reserve fund be established to allow a contingency against the external marketplace and a sum of £250,000 vired from the Business Rates Fluctuation Reserve Fund be placed into the fund from 1st April 2024. This fund can be topped in future years if required. It is difficult at this stage to predict costs and fluctuations and it is proposed that this is revisited next year once a full years' worth of data is available to assess on-going risks and liabilities.

7 Risks to Services

7.1 The key risks to the budgetary position of the Council from services under the control of this Board are:

- Deteriorating condition of assets, particularly the Leisure Centres, and further economic and market pressure affecting the generation of income. The estimate for 2024/25 is largely based on current levels of activity, but the potential for a reduction in usage remains given the current economic position. Cost pressures are also a continued risk for leisure facilities, particularly in relation to the volatility of the utilities markets.

- Additional costs relating to the Refuse and Recycling Services, if increased collection continues in the longer term. Current cost levels have been assumed in full in the 2024/25 estimate.

- The New Sherbourne Recycling model delivers reductions but also has risks as highlighted in section 6. To mitigate this risk it is recommended that a recycling volatility fund is established similar to the Business rates

8 Future Year Forecasts

8.1 In order to assist with medium-term financial planning, Members are provided with budget forecasts for the three years following 2024/25. The table below provides a subjective summary for those services reporting to this Board:

	Forecast Budget 2025/2026 £	**Forecast Budget 2026/2027 £**	**Forecast Budget 2027/2028 £**
Employee Costs	5,371,780	5,544,240	5,709,410
Premises Related	1,054,360	1,094,760	1,136,880
Supplies and Services	1,744,570	1,784,000	1,824,450
Transport	775,560	796,430	816,440
Miscellaneous Expenditure	860	880	900
Earmarked Reserves	(33,620)	(34,300)	(34,980)
Gross Expenditure	**8,913,510**	**9,186,010**	**9,453,100**
Income	(3,540,570)	(3,647,800)	(3,760,540)
Net Controllable Expenditure	**5,372,940**	**5,538,210**	**5,692,560**
Departmental Support	790,370	812,100	834,370
Central Support	778,170	800,070	822,530
Capital Charges	889,760	889,760	889,760
Net Expenditure	**7,831,240**	**8,040,140**	**8,239,220**

8.2 The forecasts given above have used several assumptions, which include pay awards of 4% in 2025/26 and 3% in 2026/27 and 2027/28; increases in premises costs by 3%, increases in contracts and general increases in supplies and services of 3% in 2025/26 and 2% increase in 2026/27 and 2027/28. In total, net expenditure is expected to increase by 1.68% in 2025/26, by 2.65% in 2026/27 and 2.47% in 2027/28.

8.3 These forecasts are built up using current corporate and service plans. Where additional resources have already been approved, these are also included. However, these forecasts will be amended to reflect any amendments to the estimates, including decisions taken on any further corporate or service targets.

9 Report Implications

9.1 Finance and Value for Money Implications

9.1.1 As detailed in the body of the report.

9.2 Environment, Climate Change and Health Implications

9.2.1 Continuing the budget strategy will allow the Council to manage its expected shortfall in resources without disruption of essential services.

9.3 Risk Management Implications

9.3.1 There are several risks associated with setting a budget, as assumptions are made on levels of inflation and demand for services. To minimise the risks, decisions on these have been taken using experience and knowledge of the past and informed by current forecasts and trends. However, the risk will be managed through the production of regular budgetary control reports, assessing the impact of any variances and the need for any further action.

9.4 Equalities Implications

9.4.1 There are no direct equalities implications arising from the proposals in this report. Each service area referred to will have regard to the Council's varying equality duties when discharging their services.

The Contact Officer for this report is Alison Turner (719374).

Background Papers

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

Background Paper No	Author	Nature of Background Paper	Date

Community & Environment Board: Total

Appendix A

	Approved Budget 2023/2024 £	Revised Budget 2023/2024 £	Original Budget 2024/2025 £	Variance Approved to Revised Budget £	Variance Revised to Original Budget £
Employee Costs	4,597,520	4,677,480	5,190,750	79,960	513,270
Premises Related	1,123,100	946,670	1,015,620	(176,430)	68,950
Supplies and Services	1,794,220	2,215,470	1,709,020	421,250	(506,450)
Transport	746,880	718,950	754,100	(27,930)	35,150
Miscellaneous Expenditure	1,320	820	840	(500)	20
Earmarked Reserves	(3,420)	(34,560)	1,350	(31,140)	35,910
Gross Expenditure	**8,259,620**	**8,524,830**	**8,671,680**	**265,210**	**146,850**
Income	(3,373,870)	(3,677,540)	(3,437,640)	(303,670)	239,900
Net Controllable Expenditure	**4,885,750**	**4,847,290**	**5,234,040**	**(38,460)**	**386,750**
Departmental Support	838,170	838,170	768,280	-	(69,890)
Central Support	755,560	755,050	810,980	(510)	55,930
Capital Charges	889,760	889,760	889,760	-	-
Net Expenditure	**7,369,240**	**7,330,270**	**7,703,060**	**(38,970)**	**372,790**

Cath James **Streetscape**

	Approved Budget 2023/2024 £	Revised Budget 2023/2024 £	Original Budget 2024/2025 £	Variance Approved to Revised Budget £	Variance Revised to Original Budget £
Employee Costs	2,524,130	2,620,940	2,897,640	96,810	276,700
Premises Related	31,930	31,320	32,860	(610)	1,540
Supplies and Services	1,038,180	1,253,940	887,420	215,760	(366,520)
Transport	742,950	715,790	750,340	(27,160)	34,550
Miscellaneous Expenditure	820	820	840	-	20
Earmarked Reserves	-	(32,000)	-	(32,000)	32,000
Gross Expenditure	**4,338,010**	**4,590,810**	**4,569,100**	**252,800**	**(21,710)**
Income	(2,077,050)	(2,096,110)	(2,076,280)	(19,060)	19,830
Net Controllable Expenditure	**2,260,960**	**2,494,700**	**2,492,820**	**233,740**	**(1,880)**
Departmental Support	345,810	345,810	379,910	-	34,100
Central Support	362,690	362,690	413,060	-	50,370
Capital Charges	401,080	401,080	401,080	-	-
Net Expenditure	**3,370,540**	**3,604,280**	**3,686,870**	**233,740**	**82,590**

Simon Powell **Leisure**

	Approved Budget 2023/2024 £	Revised Budget 2023/2024 £	Original Budget 2024/2025 £	Variance Approved to Revised Budget £	Variance Revised to Original Budget £
Employee Costs	1,688,410	1,671,560	1,877,630	(16,850)	206,070
Premises Related	1,089,590	914,170	981,520	(175,420)	67,350
Supplies and Services	658,830	770,920	720,050	112,090	(50,870)
Transport	3,930	3,160	3,760	(770)	600
Miscellaneous Expenditure	500	-	-	(500)	-
Earmarked Reserves	2,310	(2,560)	1,350	-	3,910
Gross Expenditure	**3,443,570**	**3,357,250**	**3,584,310**	**(81,450)**	**227,060**
Income	(1,254,520)	(1,467,980)	(1,332,850)	(213,460)	135,130
Net Controllable Expenditure	**2,189,050**	**1,889,270**	**2,251,460**	**(294,910)**	**362,190**
Departmental Support	327,850	327,850	258,090	-	(69,760)
Central Support	328,470	327,960	342,440	(510)	14,480
Capital Charges	484,270	484,270	484,270	-	-
Net Expenditure	**3,329,640**	**3,029,350**	**3,336,260**	**(295,420)**	**306,910**

Steve Maxey ENV **Environment**

	Approved Budget 2023/2024 £	Revised Budget 2023/2024 £	Original Budget 2024/2025 £	Variance Approved to Revised Budget £	Variance Revised to Original Budget £
Employee Costs	384,980	384,980	415,480	-	30,500
Premises Related	1,580	1,180	1,240	(400)	60
Supplies and Services	97,210	190,610	101,550	93,400	(89,060)
Transport	-	-	-	-	-
Miscellaneous Expenditure	-	-	-	-	-
Earmarked Reserves	(5,730)	-	-	5,730	-
Gross Expenditure	**478,040**	**576,770**	**518,270**	**98,730**	**(58,500)**
Income	(42,300)	(113,450)	(28,510)	(71,150)	84,940
Net Controllable Expenditure	**435,740**	**463,320**	**489,760**	**27,580**	**26,440**
Departmental Support	164,510	164,510	130,280	-	(34,230)
Central Support	64,400	64,400	55,480	-	(8,920)
Capital Charges	4,410	4,410	4,410	-	-
Net Expenditure	**669,060**	**696,640**	**679,930**	**27,580**	**(16,710)**

NORTH WARWICKSHIRE BOROUGH COUNCIL
COMMUNITY AND ENVIRONMENT BOARD
SUMMARY OF GENERAL FUND REVENUE ESTIMATES

Appendix B

Code	Description	Actual 2022/2023 £	Approved Budget 2023/2024 £	Revised Budget 2023/2024 £	Original Budget 2024/2025 £
4002	Public Health (Commercial Pollution Control)	431,449	480,960	491,270	524,050
4003	Public Health (Domestic Pollution Control)	27,913	30,650	33,730	41,550
5005	Animal Control	30,869	33,930	37,560	35,730
5006	Abandoned Vehicles	5,653	5,800	5,800	5,760
5021	Public Health (Control of Disease) Act 1984 Burials	6,139	5,020	9,900	5,700
5023	Consultation	9,590	17,100	17,100	11,160
5025	Corporate Policy	74,552	82,560	88,240	42,230
5034	Landscape	1,470	13,040	13,040	13,750
7700	Stronger & Safer Communities	-	-	-	-
	Net Expenditure Environmental	**587,634**	**669,060**	**696,640**	**679,930**
3072	Polesworth Sport Centre	1,042	(6,110)	(4,010)	(3,710)
3073	Polesworth Gym Hub	209,637	295,750	240,050	240,190
3075	Coleshill Leisure Centre	502,594	563,200	529,840	581,940
3077	Atherstone Leisure Complex	744,779	1,141,860	882,770	1,129,980
3082	Memorial Hall	163,711	203,360	185,180	180,370
3083	Memorial Hall Bar	205	(2,080)	-	-
5019	Green Space Budget	647,344	717,910	781,150	715,830
5030	Rural Regeneration	84,728	96,570	96,570	4,410
5040	Marketing and Market Research	14,551	15,160	15,160	15,880
5044	Support to Voluntary Organisations	60,177	64,670	64,670	54,750
5047	Community Fund for Local Projects	-	-	-	-
5055	Community Development Health Improvement	110,739	109,560	109,040	17,820
5056	Community Development Safer Communities	112,637	129,790	129,790	399,800
5064	QE - Artificial Grass Pitch	(40)	-	(860)	(1,000)
	Net Expenditure Leisure	**2,652,105**	**3,329,640**	**3,029,350**	**3,336,260**
5000	Domestic Refuse Collection	1,205,628	1,191,650	1,195,350	1,289,750
5001	Streetscene Grounds Maintenance	113,668	156,550	124,800	202,370
5002	Trade Refuse Collection	(41,585)	(30,910)	(1,970)	12,260
5003	Cesspool Emptying	63,849	66,770	55,060	81,740
5004	Kerbside Recycling	1,228,657	1,157,470	1,660,620	1,072,260
5007	Green Waste	-	-	(284,120)	131,910
5010	Amenity Cleaning	670,727	775,170	801,310	841,870
5013	Unadopted Roads	25,872	21,980	21,980	22,860
5014	Flooding And Land Drainage	18,750	20,290	20,290	19,730
5015	Street Furniture	7,601	7,590	7,590	8,640
5016	Atherstone Market	3,627	3,980	3,370	3,480
	Net Expenditure Streetscape	**3,296,795**	**3,370,540**	**3,604,280**	**3,686,870**
	Net Expenditure TOTAL	**6,536,534**	**7,369,240**	**7,330,270**	**7,703,060**

NORTH WARWICKSHIRE BOROUGH COUNCIL **Appendix C**

COMMUNITY & ENVIRONMENT BOARD

FEES AND CHARGES FROM 1 APRIL 2024

	2023/24 CHARGE	2024/25 CHARGE
	TOTAL CHARGE £	TOTAL CHARGE £
TRADE REFUSE SERVICE		
(weekly collection)		
a) Collection Only		
1100 litre container per annum	261.00	261.00
660 litre container per annum	233.00	233.00
330/360 litre container per annum	219.00	219.00
240 litre container per annum	187.00	187.00
140 litre container per annum	146.00	146.00
Sack per annum	78.00	78.00
b) Hire & Collection		
1100 litre container per annum	407.00	407.00
660 litre container per annum	368.00	368.00
330/360 litre container per annum	266.00	266.00
240 litre container per annum	208.00	208.00
140 litre Container per annum	153.00	153.00
Reduction for first container at mixed commercial / domestic premises (per annum).	-44.00	-44.00
TRADE RECYCLING		
Hire & Collection		
1100 Litre container	407.00	407.00
660 Litre container	368.00	368.00
360 Litre container	266.00	266.00
240 Litre container	208.00	208.00
140 Litre container	153.00	153.00
Sack	78.00	78.00
Council		
Services provided to customers located outside the North Warwickshre		
CLINICAL WASTE (per sack @ 3.5 kg capacity) (includes collection)	75.00	78.00
BLACK REFUSE SACKS (pack of 100) (does not include collection/disposal)	13.00	14.60
SALE OF BINS		
New developments & replacements		
240 Litre container	43.00	45.00
1 each of black, green, red 240 litre bins per individual property	126.00	135.00
360 Litre container	111.00	115.00
660 Litre container	233.00	242.00
1100 Litre container (new)	346.00	360.00
1100 Litre container (refurbished)	163.00	170.00
GARDEN WASTE COLLECTION		
Per bin, per annum	40.00	43.00

The charges highlighted in Yellow are still under review and will be presented as part of the Resources Board budget report

NORTH WARWICKSHIRE BOROUGH COUNCIL
COMMUNITY & ENVIRONMENT BOARD
FEES AND CHARGES FROM 1 APRIL 2024

	2023/24 CHARGE TOTAL CHARGE £	2024/25 CHARGE TOTAL CHARGE £
REMOVAL OF BULKY HOUSEHOLD WASTE		
Up to 5 items	29.00	29.00
Items in excess of 5 charged pro-rata per item (maximum 3 items)	6.00	6.00
HOUSE CLEARANCES	As per agreement	As per agreement
THE UNAUTHORISED DEPOSIT OF WASTE (FIXED PENALTY) REGULATIONS		
Fly tipping fixed penalty	400.00	400.00
If paid before the end of 10 days following the date of notice	300.00	300.00
THE ENVIRONMENTAL PROTECTION (MISCELLANEOUS AMENDMENTS)		
Fly tipping fixed penalty	400.00	400.00
If paid before the end of 10 days following the date of notice	300.00	300.00
CESSPOOL/SEPTIC TANK EMPTYING SERVICE		
Collection & Disposal per load or part load - weak strength (on a contract paying by direct debit)	150.00	150.00
Collection & Disposal per load or part load - standard strength (on a contract paying by direct debit)	250.00	250.00
Additional charge to the above fees if not on a contract paying by direct debit	20.00	23.00

The charges highlighted in Yellow are still under review and will be presented as part of the Resources Board budget report

NORTH WARWICKSHIRE BOROUGH COUNCIL
COMMUNITY & ENVIRONMENT BOARD
FEES AND CHARGES FROM 1 APRIL 2024

	2023/24 CHARGE TOTAL CHARGE £	2024/25 CHARGE TOTAL CHARGE £
Lifetimes Card (per annum)		
Adult, Concessionary, Junior	£1.00	£1.00
Replacement card	£1.00	£1.00
Badminton / Squash (per court)		
Adult	£9.00	£9.40
Junior	£5.60	£5.90
Sports Hall - Polesworth / Coleshill / TQEA		
Whole hall - peak	£35.50	£36.50
Whole hall - concessionary/junior	£25.00	£26.50
Equipment hire	£1.00	£1.00
Commercial Hire		
Club Use - Premium for Commercial Organisations		
Badminton	£12.50	£12.50
Squash	£12.50	£12.50
Sports hall	£40.00	£44.50
Birthday Parties		
Birthday Party - rafts and floats (Atherstone LC)	£120.00	£125.00
Bouncy castle party (Ath / Col)	£110.00	£115.00
Teas & coffees and Unlimited squash package	£20.00	£25.00
Other Activities		
Carpet bowls (Coleshill LC)	£3.50	£3.70
Playtimes	£3.20	£3.40
Playtimes (second child)	£1.60	£1.80
Playtimes (under 6 months)	£0.00	£0.00
Walking football (Coleshill LC)	£3.50	£3.70
Tea dance	£3.20	£3.40
Courses		
Gymnastics taster (1 only)	£5.10	£5.35
Gymnastics/trampoline 1 hour x 10	£51.00	£53.50
Gymnastics/trampoline 1.5 hours x 10	£76.50	£80.25
Dry Courses Direct Debit payment	£22.10	£23.10
Dry Courses Direct Debit payment 1.5 hours	£33.15	£34.65
Small Room Hire - Long Term Bookers		
1 Day	£45.00	£37.50
2 Day	£82.20	£71.00
3 Day	£112.20	£96.00
4 Day	£124.80	£112.50
5 Day	£140.40	£121.00

NORTH WARWICKSHIRE BOROUGH COUNCIL
COMMUNITY & ENVIRONMENT BOARD
FEES AND CHARGES FROM 1 APRIL 2024

	2023/24 CHARGE	2024/25 CHARGE
	TOTAL CHARGE £	**TOTAL CHARGE £**
Hire of Pool - Long Term Block Bookers		
Main Pool Peak per hour	£75.00	£76.00
Main Pool Off Peak per hour	£65.00	£66.00
Small Pool Peak per hour	£35.00	£36.00
Small Pool Off Peak per hour	£25.00	£26.00
Lifetimes Fitness Suite		
Induction - monthly direct debits	Free	Free
Adult peak workout	£5.60	£5.60
Concessionary workout	£4.00	£4.20
Student direct debit	£19.00	£19.50
Student pass	£19.00	£19.50
Fitness classes - all sites	£5.00	£5.40
Fitness classes - concessionary	£4.00	£4.20
Gym Day Passes		
1 day	£7.50	£8.00
1 week	£15.00	£16.00
2 weeks	£25.00	£27.00
4 weeks	£45.00	£48.00
Personal Trainers		
Personal Training	On request	On request
Direct Debits (monthly memberships)		
Ultimate - all sites	£38.00	£38.00
Employee / army veteran	£22.00	£24.00
DD - Atherstone - gym & classes	£32.50	£32.50
DD - Coleshill	£31.00	£32.50
DD - Polesworth	£25.00	£26.00
DD - Swimmer	£27.50	£28.50
Student Memberships	£19.00	£19.50
Annual Memberships		
(12 months for the price of 11 months at contract rate)		
Ultimate-all sites	£360.00	£360.00
DD -Atherstone- gym & classes	£300.00	£300.00
DD -Coleshill	£285.00	£300.00
DD -Polesworth	£220.00	£230.00
DD -Swimmer	£245.00	£255.00
Student (All sites)	£209.00	£214.00
Direct Debits (Monthly Contracts)		
Ultimate - all sites	£33.00	£33.00
DD - Atherstone - gym & classes	£27.50	£27.50
DD - Coleshill	£26.00	£27.50
DD - Polesworth	£20.00	£21.00
DD - Swimmer	£22.00	£23.50

NORTH WARWICKSHIRE BOROUGH COUNCIL
COMMUNITY & ENVIRONMENT BOARD
FEES AND CHARGES FROM 1 APRIL 2024

	2023/24 CHARGE TOTAL CHARGE £	2024/25 CHARGE TOTAL CHARGE £
Queen Elizabeth School Sports Village		
Artificial Pitch 1-30 weeks bookings		
One pitch	£36.00	£37.50
Two pitches	£70.00	£73.00
Three pitches	£92.00	£95.50
All year round Pitch booking		
One pitch	£32.00	£34.00
Two pitches	£62.00	£65.00
Three pitches	£85.00	£89.00
Indoor		
Sports hall adult	£35.00	£36.50
Sports hall junior	£25.00	£26.50
Badminton adult	£9.00	£9.40
Badminton junior	£5.60	£5.90
Swimming (at Atherstone Leisure Complex only)		
Adult swim (age 16+) inc ladies only	£4.00	£4.30
Junior swim (age 0 - 15)	£3.00	£3.30
Concessionary/Blue badge/OAP swim	£3.00	£3.30
Family swim (2 adults, maximum 3 children)	£12.50	£13.00
Inflatable adult	£4.50	£4.50
Inflatable junior	£3.50	£3.50
School swimming	£2.30	£2.40
School swim per teacher	£27.00	£27.00
School swim per teacher (39 weeks)	£23.00	£23.00
Adult lessons:		
Single lesson	£5.50	£5.50
Cash payment (10 week block)	£55.00	£55.00
Swimming lessons (junior / adult)		
Single lesson	£5.10	£5.35
Cash payment (10 week block)	£51.00	£53.50
Direct debit payment (per month)	£21.25	£22.25
One-off assessment	£5.10	£5.35
Swimming Sessions		
Aquacise	£5.00	£5.40
Aquacise (concessionary)	£4.00	£4.20

NORTH WARWICKSHIRE BOROUGH COUNCIL
COMMUNITY & ENVIRONMENT BOARD
FEES AND CHARGES FROM 1 APRIL 2024

	2023/24 CHARGE TOTAL CHARGE £	2024/25 CHARGE TOTAL CHARGE £
Atherstone Memorial Hall (per hour)		
Functions & Events		
Standard Hourly Rates:		
Hall hire during opening hours	£25.00	£26.00
Small Hall Room Hire	N/A	£16.00
Training room hire (per hour)	£15.00	£12.50

Notes
Facilities let for any sport or physical recreation are normally standard rated unless bookings comply with Customs and Excise rules regarding series of lettings.

Facilities let for other purposes are exempt from VAT unless optional extra equipment or services are provided. In these circumstances a composite rate will apply.

Commercial use- all facilities
Charges negotiable according to the nature of booking.
Promotional pricing
Any of the above prices may be varied for promotional campaigns.

	2023/24 CHARGE	2024/25 CHARGE
Sports Pitches		
Casual hire (adult)	£44.00	£45.00
Casual hire (junior)	£28.00	£29.00
Seasonal hire (adult) (conditions apply)	£494.00	£515.00
Seasonal hire (junior) (conditions apply)	£260.00	£270.00
Seasonal hire (mini) (conditions apply)	£198.00	£205.00
Pavilions		
Casual matches (adult)	£22.00	£23.00
Casual matches (junior)	£22.00	£23.00
Seasonal hire-matches (adult) (conditions apply)	£198.00	£205.00
Seasonal hire-matches (junior) (conditions apply)	£198.00	£205.00

NORTH WARWICKSHIRE BOROUGH COUNCIL
COMMUNITY & ENVIRONMENT BOARD
FEES AND CHARGES FROM 1 APRIL 2024

	2023/24 CHARGE TOTAL CHARGE £	2024/25 CHARGE TOTAL CHARGE £
THE LOCAL AUTHORITY PERMITS FOR PART A(2) INSTALLATIONS AND SMALL WASTE INCINERATION PLANT (FEES AND CHARGES) (ENGLAND) SCHEME 2017		
The charging scheme may be accessed via the following link:		
www.gov.uk/government/publications/permits-for-waste-incineration-fees-and-charges-for-applications		
THE LOCAL AUTHORITY PERMITS FOR PART B INSTALLATIONS AND MOBILE PLANT AND SOLVENT EMISSION ACTIVITIES (FEES AND CHARGES) (ENGLAND) SCHEME 2017		
The charging scheme may be accessed via the following link:		
www.gov.uk/government/publications/permits-for-solvent-emission-fees-and-charges-for-applications		
CONTAMINATED LAND ENQUIRIES		
Simple	14.00	15.20
Detail	68.00	73.50
WORK IN DEFAULT OF NOTICE(S) SERVED		
Where NWBC carries out repairs which are the responsibility of the individual. (NWBC appointed as contractor)	Actual costs plus 20% admin.costs	Actual costs plus 20% admin.costs
Where the owner has failed to undertake the work.	Actual costs plus 20% admin.costs	Actual costs plus 20% admin.costs
PRIVATE WATER SUPPLIES REGULATIONS 2009		
Statutory Fees (maximum)		
Risk Assessment (each visit)	500.00	500.00
Sampling (each visit)	100.00	100.00
Investigation (each investigation)	100.00	100.00
Granting an authorisation	100.00	100.00
Sample analysis -small/single supplies	25.00	25.00
Sample analysis -check monitoring	100.00	100.00
Sample analysis -audit monitoring	500.00	500.00
NWBC Fees		
Risk Assessments/Investigations (per hour)	58.50	63.30
Sampling visits/Granting authorisations (per hour)	25.50	27.60
Sample analysis	As charged by laboratory	As charged by laboratory
EXPORT CERTIFICATE (NON-VISIT)	54.00	54.00
FOOD EXPORT CERTIFICATE	66.00	66.00
Amendment to certificate	27.00	27.00
UNADOPTED STREETS AND CAR PARKS		
Builders' skip permits	31.00	33.50
Scaffolding/hoarding permits (for a period up to and including 1 month)	126.00	136.20
Vehicular access crossing	90.00	90.00
Licence agreement for temporary possession	369.00	399.20
Licensor surveyor's fee and legal costs	59.00	59.00
STREET WORKS LICENCE		
Inspection fee (per opening)	183.00	197.90
Administration fee to process application	359.00	388.30
ROAD CLOSURES		
Commercial organisations	Cost of advert + 15% admin. Charge	Cost of advert + 15% admin. Charge
Town/parish councils	50% of cost of advert + 15% admin. Charge	50% of cost of advert + 15% admin. Charge
Charities and non profit making bodies	Free	Free

NORTH WARWICKSHIRE BOROUGH COUNCIL
COMMUNITY & ENVIRONMENT BOARD
FEES AND CHARGES FROM 1 APRIL 2024

	2023/24 CHARGE **TOTAL CHARGE £**	**2024/25 CHARGE** **TOTAL CHARGE £**
SMOKING FIXED PENALTY FOR FAILING TO SIGN OR FOR SMOKING IN A SMOKE FREE AREA (Statutory)	50.00	50.00
Reduced charge for early payment	30.00	30.00
HOUSING ACT 2004		
Enforcement notice (service)	231.00	250.00
PRIVATE SECTOR HOUSING ENFORCEMENT		
Work in default rate	cost + 20%	cost + 20%
REMOVAL OF ABANDONED VEHICLES (from private land)	81.00	87.00
ANTISOCIAL BEHAVIOUR CRIME AND POLICING ACT 2014 (Statutory)		
Fixed penalty fine	100.00	108.00
THE REDRESS SCHEMES FOR LETTINGS AGENCY WORK AND PROPERTY MANAGEMENT WORK (REQUIREMENT TO BELONG TO A SCHEME ETC) (ENGLAND) ORDER 2014 (Statutory)		
Fixed penalty fine	5,000.00	5,000.00
SMOKE & CARBON MONOXIDE ALARM (ENGLAND) REGULATIONS 2015 (Up to Statutory Maximum)		
First Offence	2,500.00 plus work in default costs	2,500.00 plus work in default costs
Second Offence	5,000.00 inclusive of work in default costs	5,000.00 inclusive of work in default costs
DOG FOULING PENALTIES (Statutory)	80.00	80.00
If paid within 7 days	50.00	50.00
Failure to pay the fixed penalty may lead to prosecution and a fine of up to £1,000.00		
LITTERING PENALTIES (Statutory)	100.00	100.00
If paid within 7 days	65.00	65.00
STRAY DOGS	59.50	61.90

NORTH WARWICKSHIRE BOROUGH COUNCIL
COMMUNITY & ENVIRONMENT BOARD
FEES AND CHARGES FROM 1 APRIL 2024

(All the below are outside scope of VAT)

Mobile Homes

Mobile Homes	Pitches	2023/24 CHARGE TOTAL CHARGE £	2024/25 CHARGE TOTAL CHARGE £
New Application for Protected sites	2-10	£360.00	£360.00
	11-20	£395.00	£395.00
	21-30	£430.00	£430.00
	31-40	£466.00	£466.00
	41-50	£501.00	£501.00
	51+	£536.00	£536.00
Annual fee for protected sites	2-10	£297.00	£297.00
	11-20	£333.00	£333.00
	21-30	£368.00	£368.00
	31-40	£403.00	£403.00
	41-50	£438.00	£438.00
	51+	£474.00	£474.00
Transfer of a licence		£280.00	£280.00
Variation of licence conditions/site expansion		£210.00	£210.00
Expenses to review of suspended prohibition orders		£370.00	£370.00
Deposit, variation and deletion of site rules		£70.00	£70.00
Mobile homes Fit and Proper Person Test Fee		£270.00	£270.00
Fit and Proper Annual Review Fee		£190.00	£190.00
Appointing a person to manage a protected site		Hourly rate + expenses	Hourly rate + expenses

Houses in Multiple Occupation Fees

Houses in Multiple Occupation Fees	Households	2023/24 CHARGE	2024/25 CHARGE
HMO licence application fee	2-4	£825.00	£825.00
	5-9	£871.00	£871.00
	10-14	£917.00	£917.00
	15-19	£963.00	£963.00
	20+	£1,008.00	£1,008.00
HMO licence renewal fee	2-4	£768.00	£768.00
	5-9	£803.00	£803.00
	10-14	£839.00	£839.00
	15-19	£874.00	£874.00
	20+	£909.00	£909.00
Variation of a Licence		£180.00	£180.00
Transfer of a licence (License not TRANSFERABLE)		£0.00	£0.00

Other Fees

Other Fees		2023/24 CHARGE	2024/25 CHARGE
The expenses are, in the case of the service of an improvement notice or a hazard awareness notice		£450.00	£450.00
The expenses are, in the case of emergency remedial action under section 40, the expenses incurred		£500.00	£500.00
The expenses are, in the case of a prohibition order under section 20 or 21 of this Act, an emergency prohibition order under section 43 or a demolition order under section 265 of the Housing Act 1985, the expenses incurred		£520.00	£520.00
Review of suspended improvement notices (Sect 17)	Annual Charge	£370.00	£370.00
Review of suspended prohibition orders (Sect 26)	Annual Charge	£370.00	£370.00
Immigration Inspections		£280.00	£280.00

Agenda Item No 7

Community and Environment Board

22 January 2024

Report of the
Interim Corporate Director - Resources
(Section 151 Officer)

Capital Programme 2024/25 to 2026/27

1 Summary

1.1 This report identifies proposals for Community and Environment capital schemes to be included within the Council's capital programme over the next three years.

> **Recommendation to the Board**
>
> **That the Board supports the schemes detailed in Appendix A as the Council's current three-year capital programme for Community & Environment.**

2 Introduction

. . . 2.1 The Capital programme presented in Appendix A is the existing programme with schemes carried forward where they will not be delivered in the current year. There are no new bids for the programme at this stage. The Council has a shortfall of capital resources when compared against the three-year capital programme, as a result borrowing may be required to ensure the schemes can be funded. Borrowing has revenue implications for cost of borrowing in terms of interest and repayment of the loan that will need to be factored into the revenue budget. The funding of the capital programme will be presented as part of the full programme in the Executive Board report.

3 Schemes Included in the Capital Programme

3.1 Equipment at the Council's three leisure facilities is in constant need of updating and renewal if the product offering is going to continue to conform to health and safety standards and meet customer demands and expectations. The capital allocation will enable facility managers to meet legislative requirements, to maintain service standards and to protect significant levels of income. An additional capital allocation is included in 2025/26 for the replacement of fitness equipment across the facilities, as replacement takes place approximately every 5 years.

3.2 Allocations were included in 2023/24 for the replacement of two of the Council's leisure facilities. The allocation of £3m for Atherstone was to provide the required match funding for the Levelling Up Fund bid, unfortunately this bid was unsuccessful. The budget has been carried forward into 2024/25 whilst the options for the future of the facility are developed. An allocation has also been included for a replacement facility at Polesworth, in order to provide a more holistic service than is currently provided at the Fitness Hub and that more closely meets the needs of the local community. This allocation has also been pushed back in to 2024/25.

3.3 The provision of a 3G artificial grass pitch within the Atherstone area is a priority within the Council's adopted Playing Pitch strategy and in respect of which this Board has identified Royal Meadow Drive Recreation Ground as its preferred site, subject to the development of a sustainable business plan and the acquisition of external financial support. Provision was included in 2023/24, however, it is yet to be finalised so the provision will be pushed back to 2024/25.

3.4 In line with the approved Play Area Development Programme, detailed consideration will be given to the scheduled replacement/refurbishment of play area facilities at Royal Meadow Drive, Atherstone and Main Road, Baxterly 2024/25. Thereafter, consideration will be given to the need for improvement works at the play facilities in Ridge Lane, Atherstone in 2025/26 and Old Arley, as well as Sycamore Road, Kingsbury in 2026/27.

3.5 Provision for 3 new Refuse vehicles, 1 Street Cleansing vehicle, and 3 new horticulture vehicles have been included in the 2024/25 budget. A new Trailer is due in 2025/26 whilst 2 new Street Cleansing vehicles and 2 new horticulture vehicles are in the provision for 2026/27.

3.6 A summary of these schemes can be found in Appendix A.

4 Schemes for Inclusion in the Approved Capital Programme

4.1 There are no additional schemes to be considered for approval in the three-year capital programme, at this stage. During the year if projects are developed then a business case will come forward for capital funding and it will be approved if appropriate at that stage.

5 Report Implications

5.1 Finance and Value for Money Implications

5.1.1 In terms of the overall capital programme, the bids included in this report will be collated into an overall programme and submitted to the Executive Board for final approval on 12 February 2024.

5.1.2 The programme will need to be funded and this could include borrowing, this will be presented in the report to the Executive Board in February.

5.2 Safer Communities Implications

5.2.1 The identified schemes would have positive implications for the development of safer communities, in that the provision of good quality leisure opportunities reduces the likelihood of criminal and/or anti-social behaviour.

5.3 Environment and Sustainability Implications

5.3.1 Capital investment is required if the Council is to maintain and enhance both its assets and the quality and consistency of its services to the community.

5.4 Equality Implications

5.4.1 Public authorities are required to have due regard to the aims of the general equality duty when making decisions and when setting policies. The Council will need to consider if there will be any adverse impacts for particular groups as defined by the protected characteristics in making any decisions about the allocations of resources.

5.5 Risk Management Implications

5.5.1 The risks associated with the failure to undertake the proposed schemes are taken into account in assessing whether the schemes are essential or non-essential.

5.6 Legal Implications

5.6.1 The Council is under a statutory duty to obtain ‘best value’ in making arrangements to secure continuous improvement in the way in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness

5.7 Links to Council’s Priorities

5.7.1 The capital projects proposed for inclusion will contribute to enhancing community involvement and access to services and tackling health inequalities through improving well-being and providing leisure opportunities to all our citizens.

The Contact Officer for this report is Nicolas Harris (719320).

Appendix A

Draft Capital Programme - Approved Schemes

Name of the Scheme	Basic Details of the Scheme	Year 1 2024/25	Year 2 2025/26	Year 3 2026/27	Total 3 Year Programme
Leisure Equipment	To replace the equipment used in the execution of various activity programmes in each of the leisure centres that conforms to industry and market standards relating to customer needs and safety requirements. The proposed investment protects significant levels of income. Whilst fitness equipment has been replaced over the last few years, there is other sports equipment that is in need of renewal.	20,000	30,000	20,000	**70,000**
Leisure Centre Fitness Suite Equipment Replacement	Planned full replacement of the fitness centre equipment at the three leisure centres in the Borough. This replacement will take place once the fund has built up sufficient funding for the work to take place.	-	250,000	-	**250,000**
LUF Bid (Atherstone Leisure Complex)	Subject to a successful bid, match funding for the replacement of Atherstone Leisure Complex	3,000,000			**3,000,000**
Replacement Leisure Facility in Polesworth	Provision of a replacement Leisure Facility in Polesworth, subject to a sustainable business case	3,000,000			**3,000,000**
Artificial Grass Pitch	Provision to create a 3G Artificial Grass Pitch in the Atherstone area.	372,170			**372,170**
Play Area Replacement Programme	Royal Meadow Drive, Atherstone	50,000			**50,000**
Play Area Replacement Programme	Ridge lane		50,000		**50,000**
Play Area Replacement Programme	Old Arley			50,000	**50,000**
Play Area Replacement Programme	Sycamore road, Kingsbury			50,000	**50,000**
Play Area Replacement Programme	Main Road, Baxterly	50,000			**50,000**
Refuse Vehicles	Replacement Vehicles	375,000			**375,000**
Street Cleansing	Replacement Vehicles	171,670		64,000	**235,670**
Horticulture Vehicles	Replacement Vehicles	46,340	8,370	40,480	**95,190**
TOTAL		**7,085,180**	**338,370**	**224,480**	**7,648,030**

Agenda Item No 8

Community and Environment Board

22 January 2024

Report of the Chief Executive **Contaminated Land Update**

1 Summary

1.1 This report provides Members with an update on the work that Environmental Health have undertaken to update the contaminated land strategy. A copy of the draft Contaminated Land Strategy is attached at Appendix A.

. . .

Recommendation to the Board

That the report be noted.

2 Introduction

2.1 In general terms, contaminated land usually means land where industrial or other human activities have resulted in the presence of substances in the ground with the potential to cause harm to human health, structures, or the environment. However, in law the term "contaminated land" means something more specific than this.

2.2 For a relevant risk to exist there needs to be one or more contaminant-receptor linkages – "contaminant linkage". The statutory guidance defines:

- A contaminant is a substance which is in, on or under the land and which has the potential to cause significant harm to a relevant receptor, or to cause significant pollution of controlled waters.
- A receptor is something that could be adversely affected by a contaminant, for example a person, an organism, an ecosystem, property, or controlled waters.
- A pathway is a route by which a receptor is or might be affected by a contaminant.
- A contaminant linkage is the relationship between the contaminant (or 'source'), the pathway and the receptor.

3 Overview

3.1 The Government has stated that England has a considerable legacy of historical land contamination. As a result, Part 2A of the Environmental Protection Act 1990 (Part 2A) came into force on 1 April 2000 and it provides a means of identifying and remediating land that poses a significant risk to health or the environment where there is no alternative solution.

3.2.1 This report explains how the Council intends to inspect North Warwickshire for land contamination. The characteristics of the Borough illustrate that North Warwickshire will face particular challenges arising from past activities such as mining and quarrying. The Council will need to consider government aims and sustainable development.

3.2.2 Council land will not be treated separately or given priority for inspection above any other land – all sites will be prioritised for inspection on the basis of risk alone. As a responsible landowner, the council will address land contamination when required.

3.2.4 Inspection procedures will be reviewed and updated in light of legislative changes or revised technical guidance when considered necessary. Overall it is considered good practice to review the strategy at least every five years. This strategy will cover 2024-2029.

3.2.5 A public register will be maintained by North Warwickshire Borough Council of the remediation of contaminated land (defined under Part 2A) and it will be made open for public inspection.

4 Report Implications

4.1 Finance and Value for Money Implications

4.1.2 There is no new financial implication arising directly out of this report.

4.2 Legal Data Protection and Human Rights Implications

4.2.1 The legal implications are cited in the body of this report.

4.3 Environment, Climate Change and Health Implications

4.3.1 Identifying and remediated contaminated land will improve the health and wellbeing of residents in North Warwickshire and the surrounding areas.

4.4 Risk Management Implications

4.4.1 None relating to this report.

4.5 Equality Implications

4.5.1 There are no known adverse impacts on any of the groups defined in the Equality Act 2010 under the protected characteristics.

4.6 Links to Council’s Priorities

4.6.1 Links to Local Plan Priorities to avoid and address unacceptable impacts upon neighbouring amenities through air quality. The internal audit highlighted the contaminated land strategy required updating.

The Contact Officers for this report are Sharon Gallagher (719292) and Milen Woldeab (719326).

Appendix A

North Warwickshire
Borough Council

North Warwickshire Borough Council

Draft Contaminated Land Strategy 2024

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PART A – The Background to Dealing with Land Contamination

1.0 Introduction

This strategy sets out how North Warwickshire Borough Council (the Council) will approach the inspection of its district with respect to its statutory requirements under Part 2A of the Environmental Protection Act 1990 (Part 2A) as inserted by Section 57 of the Environment Act 1995.

This document replaces the 2008 document and all subsequent revisions and sets out the priorities for 2024-2029. The Environmental Protection Act 1990: Part 2A Contaminated Land Statutory Guidance April 2012 (the Statutory Guidance) recommends the written strategy should be kept under period review and advises it would be good practice to aim to review the strategy at least every five years.

As the Inspection Strategy is fundamentally remaining the same technically, a broad consultation process is not considered necessary for this update of the strategy.

2.0 The Contaminated Land Regime

The Government has stated that England has a considerable legacy of historical land contamination. As a result, Part 2A of the Environmental Protection Act 1990 (Part 2A) came into force on 1 April 2000 and it provides a means of identifying and remediating land that poses a significant risk to health or the environment where there is no alternative solution.

Under Part 2A of the Environmental Protection Act 1990, Local Authorities in England are given responsibilities for regulating contaminated land. There are two main parts to the local authority's duties under Part 2A – an inspection function and an enforcement function.

Defra circular 01/2006: Contaminated Land was published in 2006 and it included how Part 2A of the Environmental Protection Act 1990 has been extended to address land contaminated by radioactivity.

On 6 April 2012, new Contaminated Land Statutory Guidance was published. In accordance with the new Statutory Guidance, this document sets out the Council's strategic approach to inspection of its district. It serves to present the council's aims, objectives and priorities for inspection, as well as the detailed procedures it will follow to identify Contaminated Land in North Warwickshire.

Statutory guidance on radioactive contaminated land for local authorities was published in June 2018.

2.1 What is Contaminated Land?

In general terms, contaminated land usually means land where industrial or other human activities have resulted in the presence of substances in the ground with the potential to cause harm to human health, structures, or the environment. However, in law the term “contaminated land” means something more specific than this.

The definition of non-radioactive contaminated land from the Environmental Protection Act 1990, Part 2A is:

‘Any land which appears to the local authority in whose area it is situated to be in such a condition, by reason of substances in, on or under the land, that –

(a) significant harm is being caused or there is a significant possibility of such harm being caused; or

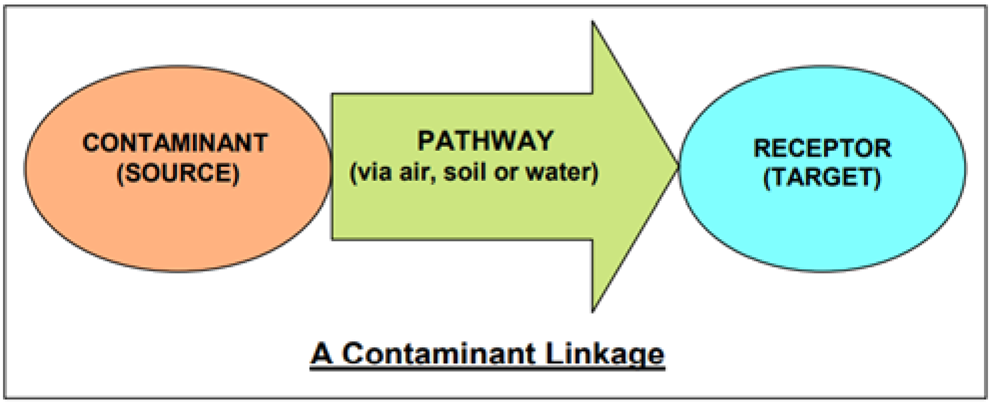
(b) significant pollution of controlled waters is being caused or there is a significant possibility of such pollution being caused.’

For a relevant risk to exist there needs to be one or more contaminant-receptor linkages – “contaminant linkage”. The statutory guidance defines:

- A contaminant is a substance which is in, on or under the land and which has the potential to cause significant harm to a relevant receptor, or to cause significant pollution of controlled waters.
- A receptor is something that could be adversely affected by a contaminant, for example a person, an organism, an ecosystem, property, or controlled waters.
- A pathway is a route by which a receptor is or might be affected by a contaminant.
- A contaminant linkage is the relationship between the contaminant (or ‘source’), the pathway and the receptor.

2.2 Contaminant Linkage

For a site to meet the definition of contaminated land a pollutant linkage must be established. A pollutant linkage comprises a source, a pathway and a receptor. All three must be present for a contaminant linkage to exist.



Source of contamination must exist, on or under the ground

Pathway must be present to enable the source to reach the receptor

Receptor of a type defined in the regulations, must exist and be at risk of being harmed by contaminants

2.3 What is Radioactive Contaminated Land?

Part 2A also applies to radioactive contaminated land and this is covered by the Radioactive Contaminated Land (RCL) Statutory Guidance June 2018.

Radioactive Contaminated Land is defined as:

Any land which appears to the local authority in whose area it is situated to be in such a condition, by reason of substances in, on or under the land, that –

(a) harm is being caused; or

(b) there is a significant possibility of such harm being caused.

The trigger for Local Authority inspections relating to radioactivity requires ‘reasonable grounds’ for believing that land may be radioactively contaminated and is a more limited inspection duty than for the non-radioactive contaminated land regime. If inspections identify that the land meets the statutory definition for radioactive contaminated land, it becomes a ‘Special Site’ and the Environment Agency becomes the enforcing authority.

2.4 Regulation of Part 2A

Local authorities are the primary regulators under Part 2A. Their main duties are:

- to prepare and publish a strategy for inspecting their area for Contaminated Land;
- to implement the strategy;
- to determine which sites meet the definition of Contaminated Land, and whether such sites should be designated as Special sites;
- to make sure appropriate remediation of Contaminated Land takes place; and
- to maintain a public register of Part 2A regulatory action.

2.5 Special Sites

Special Sites are defined in the Contaminated Land (England) Regulations 2006. These are sites which meet the definition of Contaminated Land and fall within one of the descriptions given in the Regulations, which include:

- certain water pollution cases;
- industrial cases;
- waste acid tar lagoons;
- oil refining;
- explosives;
- certain IPPC sites;
- nuclear sites;
- land owned by the Ministry of Defence; and
- all radioactive Contaminated Land.

Regulation 2(2) of the Contaminated Land (England) (Amendment) Regulations 2012 amends the circumstances set out in regulation 3 (pollution of controlled waters) of the 2006 Regulations in which contaminated land affecting controlled waters is required to be designated as a special site.

2.6 Environment Agency

The 2012 statutory guidance states if the local authority identifies land which it considers would be likely to meet one or more of the descriptions of a special site it should consult the Environment Agency and subject to the Agency's advice and agreement, arrange for the Agency to carry out any intrusive inspection of the land on behalf of the authority.

3.0 A Broader Approach to Land Contamination

Part 2A should only be used where no appropriate alternative solution exists. The Part 2A regime is one of several ways in which land contamination can be addressed. For example, land contamination can be addressed when land is developed (or redeveloped) under the planning system, during the building control process, or where action is taken independently by landowners. Other legislative regimes may also provide a means of dealing with land contamination issues, such as building regulations and the regimes for waste, water, and environmental permitting.

3.1 Environmental Damage

The Environmental Damage (Prevention and Remediation) Regulations 2009 may be applicable if contamination incident has occurred in the very recent past. Under the regulations, environmental damage includes:

- serious damage to surface or ground water;
- contamination of land where there is a significant risk to human health; and
- serious damage to EU protected natural habitats and species or damage to Sites of Special Scientific Interest (SSSIs).

The regulations introduced new obligations on businesses, to prevent or put right any environmental damage they are responsible for.

The Regulations are a 'backstop', only applying where something has gone wrong and there is an imminent threat or actual 'environmental damage'.

3.2 Council Policy

The implementation of Part 2A does not stand in isolation from other council functions, policies and strategies. Moreover, it plays an important role in allowing the council to move closer to meeting its aims and objectives for environmental improvement, regeneration and in particular, achieving sustainable development.

3.3 The Planning Regime

Land contamination is a material planning consideration and development or redevelopment during the planning or building control processes will continue to be the primary mechanism for ensuring remediation of contaminated sites.

3.4 National Planning Policy Framework

The National Planning Policy Framework **(**NPPF) describes how planning policies and decisions should promote effective use of land and contribute to and enhance the natural and local environment. Part of the way this should be achieved is through an aim to give substantial weight to the value of using suitable brownfield land and support appropriate opportunities to remediate despoiled, degraded, derelict, contaminated or unstable land.

Planning policies and decisions should ensure that:

a) a site is suitable for its proposed use taking account of ground conditions and any risks arising from contamination. This includes risks arising from natural hazards or former activities such as mining, and any proposals for mitigation including land remediation (as well as potential impacts on the natural environment arising from that remediation);

b) after remediation, as a minimum, land should not be capable of being determined as contaminated land under Part IIA of the Environmental Protection Act 1990; and

c) adequate site investigation information, prepared by a competent person, is available to inform these assessments.

Where a site is affected by contamination or land stability issues, responsibility for securing a safe development rests with the developer and/or landowner.

3.5 North Warwickshire Local Plan 2021

Contaminated land is included in two of the strategic objectives of the Local Plan:

The objective to deliver high quality developments based on sustainable and inclusive designs will be achieved by measures including reducing the impact of contaminated land.

The objective to protect and enhance the quality of the natural environment and conserve and enhance the historic environment across the Borough will be achieved by measures including addressing adverse impacts arising from flood risk, contaminated land and other forms of pollution.

The Local Plan describes how the raw material, heavy infrastructure and disposal needs of the adjacent Birmingham conurbation and other nearby major urban areas have resulted in additional pressures on the Borough’s land resources, including potential contamination. The Borough still has a legacy from extensive coal mining and other extraction. Minerals and Waste Core Strategies will address specific detailed policies including how to assess viability of sites. Whilst the County Council sets out the strategic approach for mineral extraction and waste disposal, the Borough retains control over contaminated land issues. In line with national requirements and the intentions of the Council’s Environmental Health section to identify and reduce the amount of contaminated land across the Borough, development proposals must identify contaminated and potentially contaminated land and secure land remediation where appropriate. Such identification may be necessary prior to determination of proposals depending on the sensitivity of the end use. In addition, strict control of the use and disposal of hazardous substances is necessary to safeguard land, premises and people.

Development Considerations of the local plan include that development should not sterilise viable known mineral reserves; degrade soil quality or pose risk to human health and ecology from contamination or mining legacy and ensure that land is appropriately remediated.

Policy LP29 in the Local Plan for development considerations states that development should meet the needs of residents and businesses without compromising the ability of future generations to enjoy the same quality of life that the present generation aspires to.

Development considerations include the following:

- make effective use of brownfield land in appropriate locations reflecting the settlement hierarchy;
- promote healthier lifestyles for the community to be active outside their homes and places of work;
- Provide safe and suitable access to the site for all users;
- avoid and address unacceptable impacts upon neighbouring amenities through overlooking, overshadowing, noise, light, air quality or other pollution; and in this

respect identification of contaminated and potentially contaminated land will be necessary prior to determination of proposals depending on the history of the site and sensitivity of the end use;

- protect and enhance the historic and natural environment;
- protect the quality and hydrology of ground or surface water sources so as to reduce the risk of pollution and flooding, on site or elsewhere; and
- not sterilise viable known mineral reserves; degrade soil quality or pose risk to human health and ecology from contamination or mining legacy and ensure that land is appropriately remediated.

3.6 Brownfield Land Register

The Council are legally required to, in accordance with regulation 3 of the Town and Country Planning (Brownfield Land Register) Regulations 2017, prepare and maintain a register of previously developed land that is deemed to be suitable, as well as available and achievable, for residential development.

The Council has used its Strategic Housing Land Availability Assessment (SHLAA) 2016 to help identify and assess all the brownfield sites in the Borough. Brownfield sites with extant planning consent, that meet the relevant criteria, have also been included on the register, as well as a handful of sites with expired planning permission.

The register itself is kept in two parts. Part 1 comprises all brownfield sites that the Council deems to be previously developed land, and is considered to be suitable, available and achievable for residential development. All sites must meet the following criteria:

- A minimum of 0.25 hectares or be capable of accommodating at least 5 dwellings;
- Suitable for residential development, having regard to site allocations, existing planning consent alongside any adverse impacts on the natural environment, built environment and residential amenity;
- Available by the relevant landowner(s) expressing an intention to sell or develop the site; and
- Achievable, meaning development is likely to take place within the next 15 years.

In addition to the above criteria, the authority must also have regard to the development plan, the National Planning Policy Framework and associated Planning Practice Guidance, as well as any guidance issued by the Secretary of State.

Part 2 of a brownfield land register is a subset of Part 1. Part 2 will comprise only those sites in Part 1 that the local planning authority has decided that the land would be suitable for a grant of permission in principle for residential development. At this stage, no sites have been entered onto part 2 of the register.

The associated planning practice guidance states that authorities are required to review the Brownfield Register at least once a year, ensuring any appropriate new sites are included, and those which no longer meet the relevant criteria are removed.

3.7 Warwickshire County Council Minerals Local Plan 2018-2032

Warwickshire County Council’s (WCC) Minerals Plan sets out the preferred strategy, sites and policies for the extraction of minerals in support of sustainable economic development until 2032 for sites in Warwickshire.

The document describes how as a co-deliverer of the Water Framework Directive (WFD) 2000/60/EC, Warwickshire County Council needs to ensure that its policies and strategies support the Directive's aspirations and targets.

Policy DM 4 Health, Economy and Amenity - Minimising the Impacts of Mineral Development states ‘Planning permission will not be granted for mineral development proposals which will have unacceptable adverse impacts on local communities (including adjacent land uses or occupiers) or their environment (including open spaces, sports and other recreational assets) or on the economy (including tourism), either individually or cumulatively with other existing or proposed developments through various pollution issues including contamination of land and water pollution.

The strategy includes the following paragraph about contamination of land:

It is possible in some circumstances for mineral operations and activities to contaminate land particularly where waste management operations and activities are also involved, and this is an important issue that needs to be addressed by carrying out an appropriate investigation. This should be proportionate to the level of contamination likely to be produced/encountered but enough to provide site investigation information (a risk assessment) prepared by a competent person to determine the existence or otherwise of any contamination, its nature and extent, the risk it may pose to potential receptors. Measures should be taken to prevent the mobilisation and migration of contaminants on and off the site and to control emissions to water and land. Proposals for mineral operations and activities that would lead to unacceptable levels of contamination on and/or off site as part of the operation, restoration or aftercare of that development will not be permitted.

3.8 North Warwickshire Borough Council Corporate Plan 2021-23

Health is one of the priorities of the Council Corporate Plan 2021-23 and promoting the wellbeing of residents is part of the vision of this strategy.

The Plan states the Council will adopt a placed based approach to enforcement using our powers where appropriate to ensure the protections to residents' quality of life are used. As well as our professional powers in areas such as Planning, Housing and Environmental Health we will use a problem-solving approach to cross cutting and multi-agency issues to ensure people enjoy their homes and communities.

3.9 North Warwickshire Sustainable Community Strategy 2009-2026

This Sustainable Community Strategy sets out our three key priorities for improving the overall quality of life in North Warwickshire from 2009 to 2026. These include developing healthier communities. A healthy environment is considered in the strategy to be part of what defines a sustainable community.

PART B – The Part 2A Strategy

4.0 Introduction

The following section provides an outline of the strategy for implementing Part 2A in North Warwickshire.

4.1 Government Aims

Part 2A provides a means of identifying and remediating land that poses a significant risk to health or the environment where there is no alternative solution.

The Government requires that a balance between precaution and over precaution be struck to ensure that any necessary Part 2A intervention is likely to achieve a net benefit.

The main objectives of the Government's policy on contaminated land and the Part 2A regime are:

- To identify and remove unacceptable risks to human health and the environment;
- to seek to ensure that contaminated land is made suitable for its current use; and
- to ensure that the burdens faced by individuals, companies and society as a whole are proportionate, manageable and compatible with the principles of sustainable development.

Part 2A takes a risk based approach to defining contaminated land where risk in the statutory guidance is defined as the combination of:

a) The likelihood that harm, or pollution of water, will occur as a result of contaminants in, on or under the land.

b) The scale and seriousness of such harm or pollution if it did occur.

In conducting assessments under the Part 2A regime the local authority should aim to focus on land which might pose an unacceptable risk.

Risks should only be considered for the current use of the land. The local authority should assume that any future use or development would be carried out in accordance with the National Planning Policy Framework of the time. The main element of the 'suitable for use' approach is to ensure that where unacceptable risks to human health or the environment are identified, remediation requirements should be set on the basis of the current use or proposed use. Risks will therefore always need to be assessed on a site-specific basis.

Under Part 2A the starting point should be that land is not contaminated land unless there is a reason to consider otherwise and that ‘enforcing authorities should seek to use Part 2A only where no appropriate alternative solution exists’.

The Statutory Guidance requires the Council to set out its aims, objectives and priorities with respect to the Inspection Strategy and these are described in the following sections.

4.2 Sustainable Development

It is a Government aim to ensure that burdens faced by individuals, companies and society as a whole during dealing with contaminated land are compatible with the principles of sustainable development.

Sustainable development is a wide reaching concept of environmental policy with numerous definitions. A well established definition is development that meets the needs of the present generation without compromising the ability of future generations to meet their own needs. It is an approach to development that seeks to balance environmental, social and economic factors.

The Council is not expected to produce a detailed cost-benefit or sustainability analysis during dealing with contaminated land. Rather it is expected to make a broad consideration of factors it considers relevant to achieving sustainable development aims.

The presence of contaminated land may present a threat to sustainable development. At the heart of National Planning Policy Framework is a presumption of sustainable development.

Adoption of sustainable development principles during contaminated land inspection should include encouragement of sustainable methods of remediation of land as appropriate.

4.3 The Council’s Approach to Contaminated Land

The Environmental Health Division’s Pollution Control Team will implement the Part 2A strategy in partnership working with the Council’s Planning Department where appropriate.

4.4 Method of Dealing with Contaminated Land

DEFRA (Department for Environment, Food, and Rural Affairs) previously provided a grant system to local authorities via a bidding system, to finance Part 2A investigations. The grant system could also be used by local authorities to remediate sites, where no other responsible party could be identified. Funding from DEFRA through the Contaminated Land Capital Grant scheme ceased in 2017 and there are currently no plans to replace this.

The Statutory Guidance states that local authorities must seek to minimise unnecessary burdens on the taxpayer. As such, in the absence of any external funding mechanisms and the financial risk that this creates, North Warwickshire Borough Council will not routinely pro-actively undertake Part 2A detailed inspections of Sites of Potential Concern. Instead, it will make the planning regime the primary mechanism for ensuring remediation of contaminated sites within North Warwickshire, and in all other cases, encouraging voluntary action as a first step. Where there is no alternative a Part 2A detailed inspection will be undertaken.

4.5 Redevelopment History and Controls

The 2024 strategy reflects the current reality of the work that is being carried out in relation to contaminated land. The previous strategy has been altered to emphasise that most of the work with respect to land contamination is fulfilled through the planning regime, whereby contaminated sites may be remediated by developers and landowners.

A large number of sites within the district have been investigated and remediated through this route and will therefore not require Part 2A action. For example, contamination has arisen historically in North Warwickshire as a result of mining activities and also the former power station at Hams Hall. Remediation of the Hams Hall and Kingsbury Colliery sites has already occurred as part of new development.

4.6 Remediation of Land

The majority of contaminated land remediation carried out to date has been achieved by a close working relationship between the Environmental Health and Planning Divisions via planning conditions associated with development.

Where remediation is required through the Part 2A process the procedures described in section 6 will be followed. If required service of remediation notices will be authorised by the Environmental Health Manager and preceded by consultation with the Council's solicitor. Service of such notices will be carried out in accordance with Council policy on enforcement.

4.7 Part 2A Inspection Strategy

To meet statutory obligations under Part 2A of the Environmental Protection Act 1990 North Warwickshire Borough Council will aim to carry out the following objectives:

- Protect human health, important ecological sites, important historic and cultural sites and the water environment;
- Ensure that Part 2A procedures are well integrated with the planning and building control process;
- Carry out Part 2A inspection work in a rational, ordered and efficient way;
- Maintain a list of sites of potential concern;
- Aid communication between bodies and individuals interested in contaminated land; and
- Have a transparent decision-making process wherever possible.

Any site presenting immediate and significant risk to key receptors will be investigated immediately under the most appropriate legislative regime.

In carrying out a part 2A inspection the Council will prioritise inspection and action based on receptors considered to be at the greatest risk of harm from contamination, in the following order of importance:

1. Human Health.
2. Controlled Waters.
3. Ecological Systems and Archaeological Heritage (eg Scheduled Ancient Monuments, Listed Buildings etc).
4. Property in the form of buildings (non-residential or occupational).
5. Property in other forms (eg open spaces, forestry, crops, pets).

4.8 North Warwickshire Borough Council Land

Council land will not be treated separately or given priority for inspection above any other land – all sites will be prioritised for inspection on the basis of risk alone. As a responsible landowner, the council will address land contamination when required.

4.9 Local Issues

Past land uses in North Warwickshire are likely to be closely related to current contamination problems.

The area's history of mining activity and investigating the effect that this has had on today's ground conditions will form a major part of the Inspection Strategy. Mining affects the land in a variety of ways:

- Voids are created that can be backfilled with waste;
- Colliery spoil heaps can generate gases and pollute the water environment; and
- Underground workings provide pathways for contaminants to migrate towards receptors.

Due to the very nature of mining, many of the potential problems are hidden from view underground. Indeed even historical plans will not reveal the full underground picture. Information is difficult to come by in this field.

Due to the extent of mining, the investigation of its effects is likely to take a considerable time. The information held by the Coal Authority will be important in investigation of this land.

Former quarrying activities and sand and gravel extraction and the resultant landfilling will form another major area of investigative work as the Inspection Programme progresses.

4.10 Specific Geographical Areas

In North Warwickshire the following geographical areas have a greater potential for contamination:

- The Tame and Anker Valleys and associated sand and gravel extractions;
- The Warwickshire Coalfield; and
- Quarrying in the Hartshill, Mancetter and Dosthill areas.

The prioritisation of these areas and the review of that prioritisation will give consideration to the features of these areas which give them greater potential for contamination.

4.11 Specific Contaminant Linkages

The following sites were considered to merit investigative priority:

- The former Hams Hall Power Station – underwent natural attenuation monitoring and re-development for commercial development;
- The former Birch Coppice Colliery – much of the area has been remediated through the planning process to commercial development;
- The former Kingsbury Colliery; and
- The former Coleshill Gasworks – largely remediated mid 90s.

In practice, however, the majority of such sites have been redeveloped through the planning process. As such, considerable investigative and remediation work has already been carried out at these sites.

4.12 Enforcement Policy

In 1998 the Council joined a voluntary code containing principles of good enforcement by adopting the Government’s Enforcement Concordat. The overarching principles relate to standards, openness, helpfulness, complaints, proportionality, and consistency. All enforcement activities conducted by the Council should meet this standard. However, relevant departments of the Council undertaking enforcement services may develop their own policies to demonstrate compliance with the enforcement concordat and the Council’s corporate enforcement policy. A specific policy has not been developed for part 2A so the Enforcement Concordat remains the main enforcement policy.

If voluntary action cannot be secured in dealing with contaminated land then there will be no hesitation by the Council in using the legal powers available to obtain access to premises and require remediation when appropriate.

4.13 Risk Communication Strategy

Land contamination can be an emotive subject. It is likely that many sites investigated will not pose a risk to receptors and therefore will not require remediation. However, other sites will require remediation. The Council will adopt a policy of community liaison where risks affect communities. The Council will aim to communicate information in such a way that it is understandable to non-specialists.

4.14 Prioritisation of ‘Sites of Potential Concern’

The Council have taken a systematic approach to the inspection of North Warwickshire. In practice inspection will be a continuous process. Those sites posing the greatest risk to receptors will be given highest priority.

An initial prioritisation exercise was undertaken in 2007. This initial prioritisation will be reconsidered as and when new information about contaminated land comes to light.

4.15 Reviewing Inspection Decisions

There are likely to be situations where the circumstances affecting a potentially contaminated site change. These circumstances might include location of new receptors near a site, fresh evidence coming to light or unplanned events affecting a particular site. Such events would trigger a review of the original inspection decision.

Triggers for Review of Inspection Decisions:

- Proposed changes in the use of surrounding land;
- Unplanned changes in the use of the land (eg persistent, unauthorised use of the land by children);
- Unplanned events, e.g. localised flooding/landslides; accidents/fires/spillages where consequences cannot be addressed through other relevant environmental protection legislation;
- Reports of localised health effects which appear to relate to a particular area of land;
- Verifiable reports or unusual or abnormal site conditions received from businesses, members of the public or voluntary organisations;
- Responding to information from other statutory bodies; and/or
- Responding to information from owners or occupiers of land, and other relevant interested parties.

4.16 Review of the Inspection Strategy

Inspection procedures will be reviewed and updated in light of legislative changes or revised technical guidance when considered necessary. Overall it is considered good practice to review the strategy at least every five years.

4.17 Health and Safety

The Council is committed to ensuring the health, safety and welfare of its employees. It also fully accepts its responsibility for other people who may be affected by its activities.

The Council has a formal Health and Safety Policy which covers the detail of safety arrangements and responsibilities. This Policy will apply to all activities carried out under the Contaminated Land Inspection Programme when applicable.

PART C – Part 2A Procedures

5.0 Introduction

This section describes procedures used to implement Part 2A.

Part 2A requires that local authorities cause their areas to be inspected from time to time for the purpose of identifying contaminated land in accordance with the Statutory Guidance.

There are two broad types of “inspection” likely to be carried out by local authorities:

Strategic inspection, for example collecting information to make a broad assessment of land within an authority’s area and then identifying priority land for more detailed consideration; and

A detailed inspection of particular land to obtain information on ground conditions and carrying out the risk assessments which support decisions under the Part 2A regime relevant to that land.

5.1 Strategic Inspection

The section below describes actions taken to carry out a strategic inspection of land.

5.2 Prioritisation of Sites for Detailed Inspection

Guidance prepared as part of the Contaminated Land Research series (CLR6: Prioritisation and categorisation procedure for sites which may be contaminated) was used to undertake the prioritisation process.

A prioritisation database was produced through comparison of historic potentially contaminative land use with current land uses and consideration of potential sources, pathways and receptors. A comparative risk score was assigned to allow prioritisation of the investigation programme.

Unless urgent, sites will undergo detailed inspection in order of prioritisation score where potentially contaminated land is dealt with outside of the planning regime. Sites considered to present an immediate risk of serious pollution or harm to human health, will be prioritised for inspection as and when they are brought to the council’s attention.

The database was extended in 2008 by including a zone of influence to make it a useful resource in the planning process.

5.3 Development of Prioritisation Datasets

The Environmental Health Division holds a list of potentially contaminated, former landfill sites. This list was compiled in 1994 in conjunction with the then Waste Regulation Authority (Warwickshire County Council). This list relates to sites where waste was deposited in or on land before such activity was regulated, as it is now. For many of these sites data sheets exist summarising the nature of deposited materials and a brief site history where such information exists. The Council provides this information through its land search service upon payment of the relevant fee.

Computerised historical plans of the Borough were purchased. These cover different historical periods, generally dating back to the late 1800s. This information enables past land uses in the Borough to be assessed. This has formed a fundamental part of identifying potentially contaminated sites.

Collection, collation and assessment of contaminated land information requires significant use of the Council’s Information Technology based Geographical Information System (GIS).

Many contaminated sites within the Borough were already known to the Council prior to the purchase of the historical map database. Indeed many have already been identified and remediated. This often occurs as planning applications are received and development controls put in place to rectify contamination.

Information on the location and nature of many possible receptors is already available on the Council’s GIS. Such information includes residential premises, gardens, schools, parks, open space, commercial, industrial and other land uses.

Further datasets will be added to the GIS throughout the course of the implementation of Part 2A, as they are required/developed.

5.4 Public Access to Information

The Council acts in accordance with the requirements of the following statutes and regulations in making environmental information accessible to the public.

- Local Government (Access to Information) Act 1985;

- Data Protection Act 2018;
- Human Rights Act 1998;
- Freedom of Information Act 2000;
- Environmental Information Regulations 2004; and
- General Data Protection Regulation

For the majority of the above legislation, there are common exceptions to the right to access information. These generally refer to issues relating to national security, legal proceedings, breaches of statutory provision, confidentiality (commercial or otherwise), work in the course of completion, personal information or issues which could, following disclosure, increase the likelihood of damage to the environment.

In compliance with the above and also the requirements of the Contaminated Land (England) Regulations 2006, information held on the Council Part 2A Public Register, will be accessible by the public. These requirements will also be adhered to when carrying out Part 2A duties which require disclosure of site-specific information.

5.5 Complaints

From time to time complaints or service requests may be received about potentially contaminated land.

These service requests will be dealt with in accordance with Environmental Health policy, namely:

- an initial response will be made within five working days
- complaints will be treated in confidence initially
- follow up investigations will be made as appropriate to the validity of the complaint

Where a potentially contaminated site is identified in this way, the risk of harm to receptors will be investigated as soon as possible and in a timescale that is proportionate to the likelihood of harm. It should be noted, however, that investigations into ground contamination are often time consuming due to the nature of the investigations required.

5.6 Detailed Inspection

As stated in section North Warwickshire Borough Council will not routinely pro-actively undertake Part 2A detailed inspections of Sites of Potential Concern. Instead, it will make the planning regime the primary mechanism for ensuring remediation of contaminated sites within North Warwickshire.

When detailed inspections of land are carried out, they may include any or all of the following:

- Preliminary investigation including collation and assessment of information from a variety of sources and a visual inspection
- An exploratory investigation involving limited sampling
- A main Intrusive investigation of land (for example by boreholes or trial pit excavations)

Any intrusive investigations will be carried out in accordance with established investigative procedures and Government approved technical guidance. Every effort will be made to minimise disruption to a site and the extent of the investigation will be commensurate with the risk of contamination and the seriousness of harm it is likely to cause.

5.7 Appointment of External Consultants

Due to the specialist nature of some of the investigation work required, external consultants will be appointed to assist with the Inspection Programme.

External consultants will be involved inspecting and evaluating the risks posed by any Council owned sites. This will ensure impartiality.

If the Council needs to carry out remediation of sites in its ownership or of sites where an appropriate person cannot be found (orphan sites), then external consultants will carry out this work.

Only consultants meeting the appropriate definition of Competent Person as defined in Land Contamination Risk Management (LCRM) will be used.

5.8 Site Specific Liaison

In carrying out the preliminary investigations, site owners, appropriate persons and statutory bodies may be involved in the investigative process.

5.9 Owners and Occupiers

The Council will make contact with site owners and occupiers at the detailed inspection stage. The principal purposes of this first contact will be to inform them that the Council are inspecting the site for contamination problems, and to request any information that already exists (e.g. site investigation data). Where contaminated land is identified, a policy of achieving voluntary remediation will be adopted wherever possible.

The local authority should seek to avoid or minimise the impacts of long inspections on affected persons, in particular significant disruption and stress to directly affected members of the public in the case of inspections involving residential land.

5.10 Risk Assessment

Risk assessment should be carried out in a staged approach in accordance with best practice utilising current best practice guidance and standards.

as soon as it becomes clear to the Council that the land is unlikely to be contaminated land, the inspection and risk assessment will be brought to an end,

As a general rule, inspections will be conducted as quickly, and with as little disruption, as reasonably possible whilst ensuring that a sufficiently robust assessment is carried out.

The Council will ensure that the time and resource put into the risk assessment is sufficient to provide a robust basis for regulatory decisions. In some cases, there may be a need for detailed and lengthy assessments, particularly in complex cases where regulatory decisions are not straightforward.

The Statutory Guidance states that the level of risk raised by land contamination will depend on more than simply the amount of contaminants in the soil. For example, it will also depend on what form the contaminants take, where they are in the soil, the efficiency of the pathway by which receptors may be exposed, the sensitivity of receptors, the likely degree and duration of exposure, the dose-response relationship, etc. These factors will vary from case to case, sometimes very substantially. Therefore, standards typically used to compare against levels of contaminants in soil such as Generic Assessment Criteria (GACs) should not be used as direct indicators of whether a significant possibility of significant harm to human health may exist.

5.11 Risk summaries

Following a detailed assessment, the Council will produce a risk summary for any land it considers it is likely that it may be determined as contaminated land.

The Statutory Guidance provides the following recommendations for producing risk summaries:

The authority should seek to ensure that the risk summary is understandable to the layperson, including the owners of the land and members of the public who may be affected by the decision. The authority should not proceed to formal determination of land as contaminated land unless a risk summary has been prepared.

Risk summaries should as a minimum include:

(a) A summary of the authority’s understanding of the risks, including a description of the contaminants involved; the identified contaminant linkage(s), or a summary of such linkages; the potential impact(s); the estimated possibility that the impact(s) may occur; and the timescale over which the risk may become manifest.

(b) A description of the authority’s understanding of the uncertainties behind its assessment.

(c) A description of the risks in context, for example by setting the risk in local or national context or describing the risk from land contamination relative to other risks that receptors might be expected to be exposed to in any case. This need not involve a detailed comparison of relative risks, but the authority should aim to explain the risks in a way which is understandable and relevant to the layperson.

(d) A description of the authority’s initial views on possible remediation. This need not be a detailed appraisal, but it should include a description of broadly what remediation might entail; how long it might take; likely effects of remediation works on local people and businesses; how much difference it might be expected to make to the risks posed by the land; and the authority’s initial assessment of whether remediation would be likely to produce a net benefit, having regard to the broad objectives of the regime set out in Section 1. In the case of land which (if it were determined as contaminated land) would be likely to be a special site, the authority should seek the views of the Environment Agency, and take any views provided into account in producing this description.

5.12 Human health Risk Categories

The Statutory Guidance introduced four contaminated land categories for human and non-human receptors to help define contaminated land and land that doesn't meet this definition.

The Statutory Guidance categorises contaminated sites into 4 categories on the grounds of significant possibility of significant harm (SPOSH) to human health (see below). The starting assumption is that land does not pose a significant possibility of significant harm unless otherwise proven.

Category 1 sites - the Local Authority considers that there is an unacceptably high probability, supported by robust scientific based evidence that significant harm would occur if no action is taken to stop it.

Category 2 sites - the potential for the significant possibility of significant harm exists such that there is a strong case for taking precautionary action under Part 2A

Category 3 sites - the legal test for significant possibility of significant harm is not met and may include land where the risks are not low, but regulatory intervention is not warranted. Other parties could take action to reduce risks outside of the Part 2A regime.

Category 4 sites - there is no risk or a low risk of a significant possibility of significant harm. This includes land where no relevant contaminant linkage has been established; land where there are only normal contaminant levels typical of that area; land where contaminant levels do not exceed relevant generic assessment criteria (GAC's); and land where estimated levels of exposure to contaminants in soil is proportionally very low when compared to other environmental sources.

5.13 Non-human Receptors

In considering non-human receptors, the Council will only regard certain receptors described as being relevant for the purposes of Part 2A

5.14 Ecological Receptors

Relevant Receptors include any ecological system, or living organism forming part of such a system, within a location which is:

- a site of special scientific interest (under section 28 of the Wildlife and Countryside Act 1981)
- a national nature reserve (under s.35 of the 1981 Act)
- a marine nature reserve (under s.36 of the 1981 Act)
- an area of special protection for birds (under s.3 of the 1981 Act)
- a “European site” within the meaning of regulation 8 of the Conservation of Habitats and Species Regulations 2010
- any habitat or site afforded policy protection under paragraph 6 of Planning Policy Statement (PPS 9) on nature conservation (i.e. candidate Special Areas of Conservation, potential Special Protection Areas and listed Ramsar sites); or
- any nature reserve established under section 21 of the National Parks and Access to the Countryside Act 1949.

5.15 Pollution of Controlled Waters

For this purpose, controlled waters has the same meaning as in Part 3 of the Water Resources Act 1991, except that “ground waters” does not include water contained in underground strata but above the saturation zone. The focus is on pollution which:

(i) may be harmful to human health or the quality of aquatic ecosystems or terrestrial ecosystems directly depending on aquatic ecosystems;

(ii) which may result in damage to material property; or

(iii) which may impair or interfere with amenities and other legitimate uses of the environment.

5.16 Deciding that Land is not Contaminated Land

The Council will issue a written statement to state that land has not been determined to be contaminated land (rather than coming to no formal conclusion) to minimise unwarranted blight. The statement should make clear that on the basis of its assessment, the authority has concluded that the land does not meet the definition of contaminated land under Part 2A.

5.17 Determination of Contaminated Land

The local authority has the sole responsibility for determining whether any land appears to be contaminated land. However, in making such decisions the authority may rely on information or advice provided by another body such as the Environment Agency, or a suitably qualified experienced practitioner appointed for that purpose.

If the Council considers there is an urgent need to determine particular land, it will make the determination in a timescale it considers appropriate to the urgency of the situation.

5.18 Informing Interested Parties

The Statutory Guidance describes the following steps to be taken once land has been determined to be contaminated land.

Before making a determination, the Council will inform the owners and occupiers of the land and any other person who appears to the authority to be liable to pay for remediation of its intention to determine the land (to the extent that the authority is aware of these parties at the time) unless the authority considers there is an overriding reason for not doing so. The authority should also consider:

(a) Whether to give such persons time to make representations (for example to seek clarification of the grounds for determination, or to propose a solution that might avoid the need for formal determination) taking into account: the broad aims of regime; the urgency of the situation; any need to avoid unwarranted delay; and any other factor the authority considers to be appropriate.

(b) Whether to inform other interested parties as it considers necessary, for example owners and occupiers of neighbouring land.

If the local authority determines land as contaminated land, it shall give notice of that fact to (a) the Environment Agency; (b) the owner of the land; (c) any person who appears to the authority to be in occupation of the whole or any part of the land; and (d) each person who appears to the authority to be an appropriate person; in accordance with section 78B(3) of Part 2A. In respect of point (d) this Guidance recognises that in some cases the authority may not have identified the appropriate person(s) at the time the determination is made, in which case the requirement to give notice to such persons would not apply.

5.19 Postponing Determination

The Statutory Guidance describes situations where the Council may postpone determination of contaminated land.

The Council may postpone determination of contaminated land or remediation of the land under certain circumstances. For example, if the land owner or some other person undertakes to deal with the problem without determination, and the authority is satisfied that the remediation will happen to an appropriate standard and timescale. If the authority chooses to do this, any agreement it enters into will not affect its ability to determine the land in future (e.g. if the person fails to carry out the remediation as agreed). During a postponement the status of the land will be kept under review and it will be ensured that the postponement does not create conditions under which significant risks could go unaddressed in future.

5.20 Record of the Determination of Contaminated Land

The Council will prepare a written record of any determination that land is contaminated land. The record should be made publicly available by through the Council website.

The record of determination will identify the location, boundaries and area of the land in question, making appropriate reference to Ordnance Survey grid references and/or Global Positioning co-ordinates.

The record should explain why the determination has been made, including:

(a) The risk summary required, and where not already covered in the risk summary:

> (i) a relevant conceptual model comprising text, plans, cross sections, photographs and tables as necessary in the interests of making the description understandable to the layperson; and
>
> (ii) a summary of the relevant assessment of this evidence.

(b) A summary of why the authority considers that the requirements of relevant sections of this Guidance have been satisfied.

5.21 Reconsideration, Revocation and Variation of Determinations

The Council will consider whether to retain, vary or revoke the determination if information is received that significantly alters the basis for the original decision.

Determination of contaminated land will be reconsidered if remediation action has been taken which, in the view of the Council, stops the land being contaminated land. In such a case a statement will be issued by the Council.

If the Council varies or revokes a determination or issues a statement it should record its reasons for doing so alongside the initial record of determination in a way that ensures the changed status of the land is made clear.   The authority will inform interested parties of the decisions and the reasons for it, including the owner of the land; any person who appears to the authority to be in occupation of the whole or any part of the land; any person who was previously identified by the authority to be an appropriate person; and the Environment Agency.

5.22 Powers of Entry

The Council will consult the landowner before inspecting the land unless there is a particular reason why this is not possible, for example because it has not been possible to identify or locate the landowner. Where the owner refuses access, or the landowner cannot be found, the authority should consider using statutory powers of entry.

If the Council intends to carry out an inspection using statutory powers of entry under section 108 of the Environment Act 1995 it will first be satisfied that there is a reasonable possibility that a significant contaminant linkage may exist on the land. The authority will not use statutory powers of entry to undertake intrusive investigations, including the taking of sub-surface samples, if:

(a) it has already been provided with appropriate, detailed information on the condition of the land (e.g. by the Environment Agency or some other person such as the owner of the land) which provides sufficient information for the authority to decide whether or not the land is contaminated land; or

(b) a relevant person (e.g. the owner of the land, or a person who may be liable for the contamination) offers to provide such information within a reasonable and specified time, and then provides such information within that time.

5.23 Remediation of Contaminated Land

Once land has been determined as contaminated land, the Council will consider how it should be remediated and, where appropriate, will issue a remediation notice to require such remediation. The enforcing authority for the purposes of remediation may be the Council which determined the land, or the Environment Agency, which takes on responsibility once land has been determined if the land is deemed to be a “special site”.

The content of a remediation notice will consist of:

1. Who the Council has served a notice on;

2. Where the contaminated land the notice refers to is;

3. Why the land is contaminated land, what the contamination is and where it came from (if not from the land in question);

4. What the contaminated land is currently used for;

5. Details of what remediation each appropriate person has to do and when this has to be done by; and

6. The date of the notice.

5.24 Cost Recovery

Where voluntary remediation is not achieved, the Council will seek to recover all costs by identifying the appropriate liable persons as set out in the statutory guidance.

When liable persons cannot be found, where they are exempt from liability, or where an orphan linkage is identified, then the enforcing authority (e.g. the Council or the Environment Agency) shall bear the cost of remediation. The Council will, in all cases, follow the statutory guidance and ensure that any actions required are reasonable.

5.25 Public Register

A public register will be maintained by North Warwickshire Borough Council of the remediation of contaminated land (defined under Part 2A) and it will be made open for public inspection. Administration of the register will be the responsibility of the Pollution Control Team within the Environmental Health Division.

The Public Register contains details of:

- remediation notices;
- appeals against remediation notices;
- remediation declarations;

- remediation statements;
- appeals against charging notices;
- designation of special sites;
- notification of claimed remediation;
- convictions for offences (under Section 78M of the Environmental Protection Act 1990);
- guidance issued (under Section 78V(1) of the Environmental Protection Act 1990); and
- other matters prescribed by regulations.

Appendix 1 - Characteristics of North Warwickshire

1.0 Introduction

This section gives general background information about the North Warwickshire area. The particular characteristics of the area will influence the approach taken to inspection for contaminated land.

The characteristics and history of the area will be considered together with the vulnerability of receptors in order to decide upon inspection priorities.

1.1 Geographical Location

The Borough of North Warwickshire lies in the centre of England situated between Birmingham, Coventry, Nuneaton and Tamworth.

The area is predominantly rural – approximately 60% of the Borough is designated green belt. The M6, M42, A5 and Birmingham Northern Relief Road (M6 Toll Road) pass through the Borough. The main settlements are Atherstone and Coleshill.

1.2 Description and History

North Warwickshire covers an area of 28,526 hectares.

The Borough has a population of 65,035 as measured in the 2021 census.

Settlements range in size from Atherstone, and Mancetter, with a population of 10,000 to small hamlets. Atherstone with Mancetter, Coleshill and Polesworth with Dordon are the largest settlements in the borough. The rest of the Borough comprises villages and hamlets. Atherstone and Polesworth/Dordon are in the north of the Borough and Coleshill is located to the south of the Borough.

The overall population distribution is 2.3 persons per hectare.

North Warwickshire lies on the northern sector of the Warwickshire coalfield. Gravel working continues in the Tame Valley and hard rock quarrying at Mancetter. These activities have had and continue to have a significant bearing on land use and after use in the Borough.

1.3 Council Ownership of Land

The council owns various pieces of land throughout the Borough, from sports and recreation grounds, car parks, allotments, small pieces of land on housing and industrial estates to larger plots of land that could be suitable for development.

1.4 Current Land Use Characteristics

Since the closure of the coal mines there has seen an increase in employment land, particularly logistics, but a decrease in manufacturing. Large brownfield sites, such as Hams Hall, Birch Coppice, and Kingsbury Link, have been used for development, mainly B8 (storage and distribution uses). The two sites also benefit from intermodal rail freight interchanges. The Borough is the location for many national and international companies including Aldi, TNT, 3M, BMW, Sainsbury and Subaru. In 2012 it also became home to one of Ocado’s national hubs. There are a number of other older industrial estates in Atherstone, Mancetter, Arley and Coleshill.

Major roads of national and regional significance pass through the Borough (M6, M6 Toll, A5, M42, and A446) and they form part of the Strategic Road Network.

Rail also plays an important role in the Borough with the Trent Valley line/ West Coast mainline and the Cross-Country line.

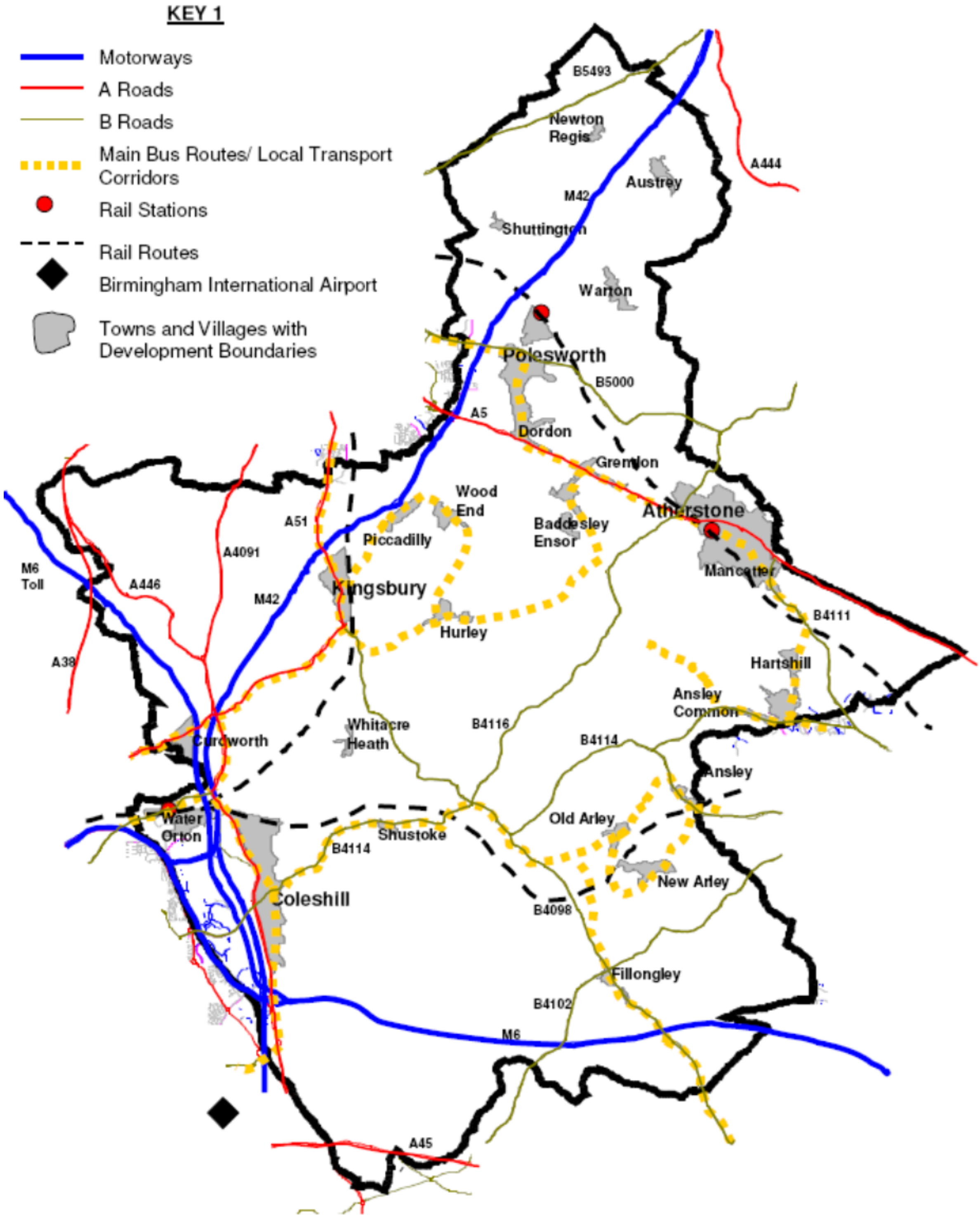
In January 2012 the Secretary of State announced the route for the first phase of HS2 (High Speed Rail) between London and the West Midlands. This travels through the Borough northwards from the NEC along the Tame Valley up to Middleton and then on to Bassett’s Pole. A route also comes out of and goes into Birmingham to the south of Water Orton.

The Borough has a special and important natural environment shaped by its landscape and mining legacy. It has four major river corridors – the Tame, Blythe, Cole and Anker - and holds the largest and most important area of inter-connected wetlands in the subregion along the Tame Valley. Cumulatively this area forms a migratory bird route of regional significance. The Borough also has notable concentrations of heathland, ancient woodlands and acid grasslands associated with post-industrial habitats, which are otherwise scarce within the county. The natural environment provides many vital ecosystem services to the Borough, such as natural flood defence, carbon sequestration and the maintenance of biodiversity and air quality.

With a number of mineral reserves within the Borough there are a number of quarries. However, the Local Plan states In accordance with the emerging Warwickshire Minerals Plan, submitted for examination on 29 November 2019, the Council will not support surface mining operations especially where it will have a direct effect on local residents and an adverse environmental impact.

The Borough has a pleasant rural character distinct from its growing urban neighbours with a large number of natural and historic assets. There are 10 Conservation Areas, over 600 listed or Scheduled Monuments and buildings, as well as many wildlife and geological sites of varying designations. The Borough has a number of unique biodiversity habitats and species that are only or predominantly found in the Borough, such as heathland.

Figure 1 - The Borough of North Warwickshire


KEY 1
Motorways
A Roads
B Roads
Main Bus Routes/ Local Transport Corridors
Rail Stations
Rail Routes
Birmingham International Airport
Towns and Villages with Development Boundaries
B5493
Newton Regis
A444
Austrey
M42
Shuttington
Warton
Polesworth
B5000
A5
Dordon
Grendon
Wood End
Baddesley Ensor
Atherstone
Mancetter
Piccadilly
A51
A4091
M6 Toll
A446
M42
Kingsbury
Hurley
B4111
Hartshill
A38
Ansley Common
Whitacre Heath
B4116
B4114
Curdworth
Ansley
Water Orton
Old Arley
Shustoke
B4114
New Arley
Coleshill
B4098
Fillongley
B4102
M6
A45

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1.5 Protected Locations

The Borough has many Sites of Special Scientific Interest (SSSI), areas of Ancient Woodland, Local Sites (Wildlife and Geological), Parks and Gardens of Historical Interest, Country Parks and Warwickshire Wildlife Trust Nature Reserves.

1.6 Key Property Types

The Warwickshire Historic Environment Record contains records of over 1350 archaeological sites, of which 29 are Scheduled Monuments. There are 579 Listed Buildings, 10 Conservation Areas and 3 Registered Parks and Gardens.

1.7 Key Water Resource Protection Issues

The River Bourne is a drinking water supply river and its catchment is a nitrate sensitive area. Water is abstracted from the River Bourne into reservoirs at Shustoke for water supply.

The Rivers Blythe, Cole and Tame flow through the district.

Severn Trent and South Staffordshire Water companies supply the Borough’s drinking water.

The Council also inspects the quality of 21 private drinking water supplies located throughout the Borough.

There are no Zone 1 or 2 Source Protection Zones within the Borough.

1.8 Current and Historic Industry

As can be seen in the following section the northern limit of the Warwickshire coalfield runs through the Borough and coal mining was once a major industry in the area. As late as the 1960s there were 17 operational coal mines of which the last remaining one of Daw Mill closed in 2013.

Atherstone historically was a trading centre and now contains two industrial estates containing a variety of businesses.

Hams Hall Power Station to the north of Coleshill was once the largest power generating complex in Europe and since its closure in 1992 the land has been remediated and now is an industrial estate containing several large units. Minworth being downstream of Birmingham contains a large sewage treatment works. The sewage sludge is incinerated near Coleshill.

The proximity to Birmingham made Coleshill a prime location once for a large gas works, now demolished and remediated and siting large industrial units alongside the Gorsey Lane/Station Road Industrial Estate.

There is a regional oil terminal at Kingsbury which is occupied by several of the major oil companies.

In the south of the Borough at Packington the extensive land raise waste disposal site closed in 2015.

The presence of sand and gravel deposits led to extensive mineral workings in the Tame Valley which continue today, although some workings have been infilled.

Operational quarries are present in Hartshill and Mancetter.

1.9 Geological and Hydrogeological Characteristics

North Warwickshire contains a variety of geological features which alter across the Borough from north-east to south-west.

From the south of Warton to Atherstone and on to Nuneaton to the east of the Polesworth Fault (roughly following the line of the River Anker) is an area of Triassic rocks comprising Mercia Mudstone, Bromsgrove Sandstone and the Polesworth Formation overlain in places by alluvium deposits. This is classed by the EA as a Major Aquifer which is overlain by soils with an intermediate to high leaching potential.

To the west of the Polesworth Fault and continuing to Kingsbury in the west from Shuttington (in the north) towards Nuneaton is part of the Warwickshire Coalfield. In this area there are several previously mined seams which underlie a variety of Silesian (Upper Carboniferous), Triassic and Jurrasic sandstones, mudstones and shales. In the Shuttington to Polesworth area, the coal measures are nearer to the surface and outcrop in the Westphalian (middle and lower coal measures) layers. The coal measures overlie Devonian, Cambrian and Pre-Cambrian sandstones and shales.

Outcropping the surface south of Baddesley and east of Mancetter are Merevale, Outwoods and Mancetter Shale Formations.

In the Hartshill area is an Igneous rock outcrop of the Caldecote Volcanic Formation and Pre-Cambrian Granophyric diorite.

From the edge of the coal measures towards the River Tame at the surface are the carboniferous red brown mudstone and sandstone containing conglomerates and limestones of the Meriden Formation, which overlie the Halesowen and Etruria Formations and the coal measures.

Around the River Tame, from Kingsbury towards Packington the surface is dominated by alluvium and river terrace which overlies the Lower Lias. In turn this overlies Keuper marl which along with the Keuper Sandstones outcrops at the surface from the west of the river to the western boundary of the Borough.

In addition to the Polesworth Fault there is also a fault known as the Arley Fault running from below the west of Arley towards the south west, this has resulted in the coal measures to the east of the fault being raised.

With the exception of the Major Aquifer mentioned above, the rest of North Warwickshire is a mixture of Non-Aquifer and Minor Aquifer where the overlying soils have a high leaching potential.

1.10 “Normal” Presence of Contaminants

The Part 2A regime was introduced to help identify and deal with land which poses unacceptable levels of risk. It is not intended to apply to land with levels of contaminants in soil that are commonplace and widespread throughout England or parts of it, and for which in the very large majority of cases there is no reason to consider that there is an unacceptable risk.

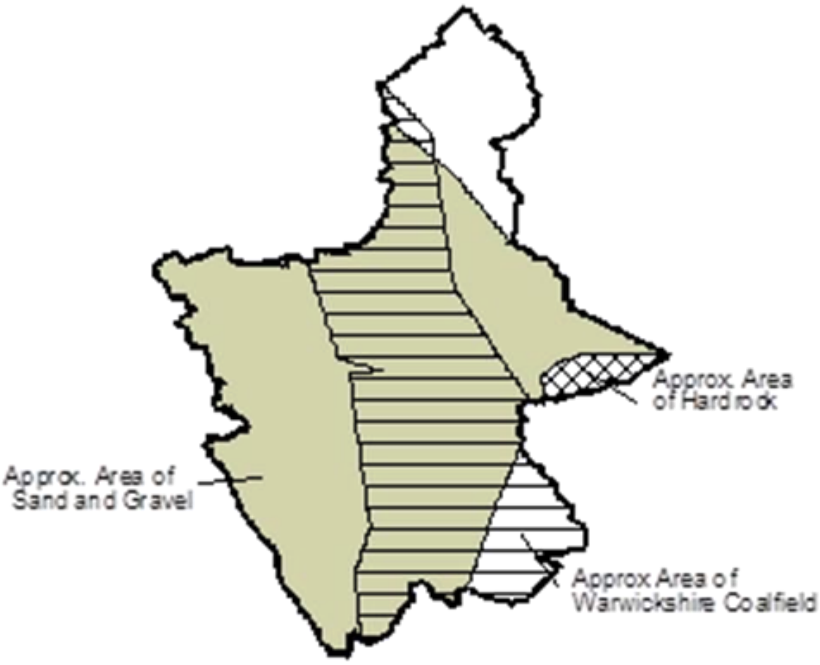
Normal levels of contaminants in soil may result from:

a) The natural presence of contaminants at levels that might be considered typical in certain areas and do not pose an unacceptable risk (for example due to the underlying geology).

b) The presence of contaminants caused by low level diffuse pollution and common human activity other than specific industrial processes.

As has been outlined in the above paragraphs the presence of coal, sands and gravels feature heavily within the Borough so due consideration will be given to normal levels of contamination during Part 2A risk assessment.

Figure 2 - A plan to show the Geology of North Warwickshire


Approx. Area of Hard rock
Approx. Area of Sand and Gravel
Approx Area of Warwickshire Coalfield

Appendix 2 – Glossary of Terms

Abbreviation	Description
Contaminant	A substance relevant to the Part 2A regime which is in, on or under the land and which has the potential to cause significant harm or to cause significant pollution of controlled waters for non-radioactive contamination (or harm for radioactive contamination). Has the same meaning as ‘pollutant’ and ‘substance’. A contaminant forms part of a contaminant linkage
Contamination Linkage	The relationship between a contaminant, a pathway and a receptor
Contaminated Land	Any land which appears to the local authority in whose area it is situated to be in such a condition, by reason of substances in, on or under the land, that – for non-radioactive contamination - (a) significant harm is being caused or there is a significant possibility of such harm being caused, or; (b) significant pollution of controlled waters is being caused or there is a significant possibility of such pollution being caused. for radioactive contamination – (a) harm is being caused; or (b) there is a significant possibility of such harm being caused
Controlled Waters	Defined by reference to Part 3 (section 104) of the Water Resources Act 1991; this embraces territorial and coastal waters, inland fresh waters, and ground waters. For this purpose, controlled waters has the same meaning as in Part 3 of the Water Resources Act 1991, except that “ground waters” does not include water contained in underground strata but above the saturation zone
Current Use	(a) The use which is being made of the land currently. (b) Reasonably likely future uses of the land that would not require a new or amended grant of planning permission. (c) Any temporary use to which the land is put, or is likely to be put, from time to time within the bounds of current planning permission. (d) Likely informal use of the land, for example children playing on the land, whether authorised by the owners or occupiers, or not. (e) In the case of agricultural land, the current agricultural use should not be taken to extend beyond the growing or rearing of the crops or animals which are habitually grown or reared on the land.
GIS	Geographical Information System
Groundwater	Any water contained in underground strata, wells & boreholes
Harm	Harm to the health of living organisms or other interference with the ecological systems of which they form part and harm to property.
Pathway	A route by which a receptor is or might be affected by a contaminant.
Pollution of Controlled waters	The entry into controlled waters of any poisonous, noxious or polluting matter or any solid waste matter
Possibility of Significant Harm	A measure of the probability, or frequency, of the occurrence of circumstances which would lead to significant harm being caused
Receptor	Something that could be adversely affected by a contaminant, for example a person, an organism, an ecosystem, property, or controlled waters. The

Abbreviation	Description
	various types of receptors are explained in the Contaminated Land Statutory Guidance and Radioactive Contaminated Land Statutory Guidance.
Risk	The combination of: (a) the likelihood that harm, or pollution of water, will occur as a result of contaminants in, on or under the land; and (b) the scale and seriousness of harm or pollution if it did occur
Significant Harm	Any harm which is determined to be significant in accordance with the Contaminated Land Statutory Guidance
Significant Contaminant Linkage	A contaminant linkage which forms the basis for a determination that a piece of land is Contaminated Land
Significant Pollution of Controlled Waters	The following types of pollution should be considered to constitute significant pollution of controlled waters: a) Pollution equivalent to “environmental damage” to surface water or groundwater as defined by The Environmental Damage (Prevention and Remediation) Regulations 2009, but Glossary 62 Contaminated Land: An Inspection Strategy for Leeds which cannot be dealt with under those Regulations. b) Inputs resulting in deterioration of the quality of water abstracted, or intended to be used in the future, for human consumption such that additional treatment would be required to enable that use. c) A breach of a statutory surface water Environmental Quality Standard, either directly or via a groundwater pathway. d) Input of a substance into groundwater resulting in a significant and sustained upward trend in concentration of contaminants (as defined in Article 2(3) of the Groundwater Daughter Directive (2006/118/EC)
Significant Possibility of Harm or Significant Harm	A possibility of significant harm or harm being caused which is determined to be significant in accordance with the Contaminated Land Statutory Guidance and Radioactive Contaminated Land Statutory Guidance, respectively
Special Site	A site defined as such in the Contaminated Land Regulations (England) 2000. These are sites which meet the definition of Contaminated Land and fall within one of the descriptions given in the Regulations, which include: certain water pollution cases industrial cases: - waste acid tar lagoons - oil refining - explosives - certain IPC sites - nuclear sites Land owned by the Ministry of Defence. All radioactive Contaminated Land
Substance	Has the same meaning as ‘pollutant’ and ‘contaminant’. For non-radioactive contamination, any natural or artificial substance, whether in solid or liquid form or in the form of a gas or vapour. For radioactive contamination, covers only substances containing radionuclides which have resulted from the after-effects of a radiological emergency or have been processed as part of a past practice or past work activity
Sustainable Development	A wide reaching concept of environmental policy with numerous definitions. Most commonly supported definition is development that meets the needs of

Abbreviation	Description
	the present generation without compromising the ability of future generations to meet their own needs
Unacceptable Risk	a risk of such a nature that it would give grounds for land to be considered Contaminated Land under Part 2A

Appendix 3 – Contact Details

All enquiries should be addressed to:

Environmental Health

North Warwickshire Borough Council

The Council House

South Street

Atherstone

Warwickshire

CV9 1DE

Tel: 01827 715341

Email: environmentalhealth@northwarks.gov.uk

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- Department for Communities and Local Government. ‘National Planning Policy Framework’. 2021.
- Department for Environment, Food and Rural Affairs. ‘Environmental Protection Act 1990: Part 2A. Contaminated Land Statutory Guidance’. 2012.
- Department of Energy and Climate Change. ‘Environmental Protection Act 1990: Part IIA. Contaminated Land. Radioactive Contaminated Land Statutory Guidance’. 2018.
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- North Warwickshire Borough Council Brownfield Land Register.
- North Warwickshire Sustainable Community Strategy 2009-2026.
- North Warwickshire Borough Council Corporate Plan 2021-23.
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- Statutory Instrument 2006 No. 1380. Environmental Protection, England. ‘The Contaminated Land (England) Regulations 2006’.
- Statutory Instrument 2009 No. 153. Environmental Protection, England. ‘The Environmental Damage (Prevention and Remediation) Regulations 2009’.
- Statutory Instrument 2012 No. 263. Environmental Protection, England. ‘The Contaminated Land (England) (Amendment) Regulations 2012’.
- Warwickshire County Council Minerals Local Plan 2018-2032
- Water Act 2003.
- Water Resources Act 1991.

Agenda Item No 9

Community and Environment Board

22 January 2024

Report of the Director of Leisure and Community Development

Leisure Facilities: Service Improvement Plan

1 Summary

1.1 Appended to this report, for Members' consideration, is a copy of the approved 2023 / 24 Service Improvement Plan (SIP), through which the Board has agreed to monitor the operational performance of the leisure facilities.

1.2

Recommendation to the Board

a That the Board notes and comments upon the progress made against the requirements identified in the approved 2023/24 Leisure Facilities Service Improvement Plan; and

b That the proposed schedule of closures of the Borough Council's leisure facilities, as set out on paragraph 5.2 of this report, be approved.

2 Consultation

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

3 Introduction

3.1 In order to continue to provide a focused approach to service delivery, at its meeting held in March 2023, the Board approved a 2023/24 Leisure Facilities Service Improvement Plan (SIP), which would guide activity through until March 2024. A copy of the adopted Plan, which details the key actions, work programmes and improvements to be achieved by the end of March, is attached at Appendix A. The Plan seeks to highlight those matters that the Board has determined are important in order to enhance the quality and sustainability of the service delivered through its leisure facilities. . . .

4 Service Improvement Plan: Progress

4.1 The SIP attached at Appendix A evidences the progress made by the Leisure Facilities section through to the end of December 2023. Members are invited to comment on that progress. Any significant changes and / or progress made in January will be reported verbally to the Board at its meeting.

4.2 As agreed with Members, this report does not seek to provide detailed commentary on the progress being made in respect of each action identified within the SIP. Instead, it aims to update the Board on the key areas of recent progress made within the leisure facilities. Members, however, are invited to comment and advise on any areas of activity upon which they wish Officers to focus in order to improve the operational viability of the service.

4.3 Although, historically, the pre-Christmas period, and December in particular, tend to be relatively quiet within the facilities, it is pleasing to be able to report that membership and visitor numbers are continuing to recover from the previously reported impacts of the pandemic. A verbal report on the latest position will be provided to the Board at its meeting. Collectively, however, the facilities have over 190 more direct debit members than they did at the corresponding period last year, which represents an 89 % recovery against pre-pandemic levels. In support of the commitment to grow the membership base, the Facilities team ran a Black Friday promotion during the last week of November. The “12 months for the price of nine” offer attracted 98 membership sales, which is 43 more than the number secured during the 2022 Black Friday promotion. The performance at Atherstone and Coleshill has been particularly strong:

	2022	2023
Atherstone Leisure Complex	16	42
Coleshill Leisure Centre	37	49
Polesworth Fitness Hub	2	7

4.4 Councillors are aware of the Government’s £60 million Swimming Pool Support Fund (SPSF), through which it is assisting publicly accessible swimming pools with their increased cost pressures. As previously reported, this “competitive” fund was split into two phases. Phase 1 provided £20 million of revenue funding to support successful applicants with the increased cost of utilities and pool water chemicals. Phase 2 made £40 million of capital monies available (supplemented with an additional £20 million of Lottery funding) to help improve the medium to long-term energy efficiency of public swimming pools. Officers made applications to both phases of the programme and the Board will be aware that an award of £198,003 was made to the Borough Council through Phase 1 of the Fund. This money can only be used to help with related cost pressures in the current financial year and Sport England will be closely monitoring the use and cost of utilities and chemicals at the Swimming Pool. At the time of writing this report, the outcome of the Phase 2 application, made in the sum of just over £440,000, was not known.

4.5 One of the conditions of the SPSF grant award was that the Borough Council joined the “Moving Communities” data hub platform, which tracks participation at public leisure facilities and monitors the sector’s performance, sustainability and social value. The Hub is an integrated repository for sport and leisure data, which, over time, should provide the Authority with accurate benchmarking and reporting information. The standardised data provided by participating authorities provides comparable, sector-wide intelligence, enabling operators to access performance information of relevance to their service. Having only recently joined the platform, the Board will be updated on the benefits of involvement with the Data Hub as Officers become more familiar with its operation.

4.6 The Board will be aware of two recent interruptions to service at Atherstone Swimming Pool. The first such occasion was caused by a problem with the chemical dosing equipment and led to a closure of the Pool on 22 November 2023. The second incident was a consequence of a failure of one of the air handling units, which led to a significant loss of water pressure, which then resulted in a problem with the Swimming Pool's boilers. On this occasion, the Pool was closed for nearly four days, although it was a further two weeks before "domestic" hot water was fully returned to the building. The condition of the mechanical and electrical plant at the Leisure Complex has been the subject of previous reports to Councillors and a verbal update on the situation will be provided to the Board at its meeting.

4.7 In the meantime, Leisure Facilities staff have continued to improve the service offer for their communities, some recent examples of which are shared below:

- The new Memory Café, operated by Home Instead, which commenced at Atherstone Memorial Hall in September, continues to be offered on a weekly basis. The Memory Café provides an opportunity for those people living with dementia and their carers to get together, provide mutual advice and support, and improve their physical and mental health and wellbeing
- A course for Swimming Teachers has recently been held in Atherstone, which was attended by 10 participants. The course was part of a staff upskilling and recruitment drive that resulted in the Leisure Complex gaining five level two qualified swimming teachers
- The Board will recall the recent acquisition of advanced health testing scales for use within each of the facilities. In support of this initiative, staff training that will enable the provision of blood glucose and blood cholesterol testing has been organised for February. These new service additions will enable the facilities to provide a locally unique wellbeing and health check offer to the local community.
- Coleshill Leisure Centre has secured a 14 weeks NHS Diabetes Prevention Delivery programme starting in the New Year

4.8 The Leisure Facilities team, in conjunction with relevant colleagues throughout the Authority, will continue to manage and monitor the implementation of the requirements of the SIP on a regular basis and to report accordingly to each meeting of this Board, including to its next scheduled meeting to be held in March 2024. This process will continue to afford Members an opportunity to both understand and direct relevant aspects of the performance of the Borough Council's leisure facilities.

5 Proposed Bank Holiday Closures – 2024/25

5.1 In recent years, the Authority's leisure facilities have closed for eight statutory and two extra statutory days each calendar year, although minor changes have occasionally been made due to the need, for example, to take account of the number of statutory leave days that fell on a weekend or to accommodate His Majesty King Charles's Coronation.

5.2 In accordance with recent practice, a proposed schedule of bank holiday closures is identified below for the consideration of the Board. For 2024/25, it is proposed to close the facilities on 10 days, which is a day less than the allocation for staff across the Authority. It will, therefore, be necessary to adjust the annual leave entitlement of leisure facilities staff accordingly.

Proposed 2024 / 25 Leisure Facilities Closure Schedule

Date	Day of the Week	Bank Holiday
01 April 2024	Monday	Easter Monday
06 May 2024	Monday	Early May Bank Holiday
27 May 2024	Monday	Spring Bank Holiday
26 August 2024	Monday	Summer Bank Holiday
24 December 2024	Tuesday	Extra Statutory Day – Moved from 28 May
25 December 2024	Wednesday	Christmas Day
26 December 2024	Thursday	Boxing Day
27 December 2024	Friday	Extra Statutory Day
31 December 2024	Tuesday	Extra Statutory Day – Moved from 27 August
01 January 2025	Wednesday	New Year's Day

6 Report Implications

6.1 Finance and Value for Money Implications

6.1.1 Whilst there is no financial implication arising directly out of this report insofar as it relates to the SIP, the Plan will enable the Board to monitor the performance of the leisure facilities at each of its meetings and to advise on activity that would improve operational sustainability.

6.1.2 Budgetary provision for 2024/25 provides for the extent of bank holiday closures indicated in this report. The proposed schedule will also enable the facilities to minimise the impact of the closures and remain open during periods of higher customer demand. The 2024/25 revenue budget proposals will need to be reviewed and adjusted, however, should Members determine to open the facilities on any of the bank holidays identified in the schedule detailed in paragraph 5.2 above.

6.2 Safer Communities Implications

6.2.1 The Authority's leisure facilities contribute to community safety by providing well-managed services that afford opportunities for positive activity and, therefore, a creative alternative to potential criminal and / or anti-social behaviour.

6.3 Legal, Data Protection and Human Rights Implications

6.3.1 There are several powers under which the Borough Council may provide leisure facilities, staff, instructors and equipment, including Section 19 of the Local Government (Miscellaneous Provisions) Act 1976. That Act and other legislation give the Authority broad management powers for those facilities and the SIP plays an integral role in that management process.

6.3.2 Under section 3(1) of the Local Government Act 1972, the Borough Council is obliged to obtain "best value" in making arrangements to secure continuous improvement in the way in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness. To avoid potential risk of clawback of monies, the Borough Council must ensure compliance with any terms and conditions associated with funding provided.

6.4 Environment, Climate Change and Health Implications

6.4.1 Leisure facilities have a positive impact on the physical and mental wellbeing of individuals and the sustainability of local communities by providing opportunities for formal and informal recreation and by contributing to an improved quality of life.

6.4.2 Should the Swimming Pool Support Fund (SPSF) bid be successful, the improvement of equipment in the leisure centre should result in a reduction of energy usage and carbon emissions.

6.5 Human Resources Implications

6.5.1 The proposed bank holiday closures will afford the opportunity to meet the leave entitlement of staff at times that are consistent with the priorities and objectives of the Borough Council. There are no other human resources implications arising from this report, other than those to which reference is made in the appended Service Improvement Plan and upon which commentary is provided therein.

6.6 **Risk Management Implications**

6.6.1 The risks associated with the proposed bank holiday closure of leisure facilities have previously been reported to the Board. Changes to facility opening hours impact upon levels of customer demand. This has, however, been considered within the context provided by the schedule contained in the report and the risk is felt to be minimal, given that the identified closures are timed for the periods of lowest customer use.

6.6.2 There are no other direct risk management implications arising from this report. The activity that is included within the Service Improvement Plan, however, will be risk assessed and appropriate controls put in place, where appropriate.

6.7 **Equalities Implications**

6.7.1 Opening hours are monitored in relation to demand. It is not believed that these opening hours, or the identified closures, disproportionately affect any particular groups or members of the community and it is not considered that the report's proposals will adversely affect the Borough Council's drive to ensure equalities in all aspects of service provision. An Equalities and Impact Needs Assessment associated with the bank holiday closure of leisure facilities has previously been reported to Board.

6.7.2 The activity identified in the Service Improvement Plan is intended to advance the Authority's commitment to ensuring equality for all members of the community across its portfolio of service provision.

6.8 **Links to Council's Priorities**

6.8.1 The proposals contained in this report have direct links to the following corporate priorities:

- Safe, liveable, locally focused communities
- Prosperous and healthy
- Sustainable growth and protected rurality
- Efficient organisation

6.8.2 Additionally, the Borough Council's leisure facilities contribute directly to the priorities of the Sustainable Community Strategy to:

- Raise aspirations, educational attainment and skill levels
- Develop healthier communities
- Improve access to services

The Contact Officer for this report is Russell Simkiss (719257).

Background Papers

Local Government Act 1972 Section 100D

Background Paper No	Author	Nature of Background Paper	Date
1	Director of Leisure and Community Development	Report to Community and Environment Board (Leisure Facilities: Service Improvement Plan)	October 2023

Appendix A

North Warwickshire Leisure Facilities

Service Improvement Plan - April 2023 to March 2024

Aim: To improve the operational efficiency and effectiveness of the Borough Council’s Leisure Facilities

Responsible Officers Key:

D:	Director
LFM:	Leisure Facilities Manager
SSRO:	Service, Sales and Retention Officer
SAEO:	Sports, Activities and Events Officer
OO:	Operations Officer(s)
LMT:	All of the above

Last Updated: 20 December 2023

Theme	Action	Target	Timescale	Resource / Cost	Lead Officer	RAG and DOT	Comment / Progress
Recover and Reinvent **'Optimising the opportunity for communities to live an active lifestyle',** **'Continue to re-invent to be relevant to evolving community needs'**	Be pro-active in encouraging more people to live more active lifestyles	Continue to adapt to make services more inclusive, accessible and inviting: At each meeting, to update the Board on service progress in respect of the 'Poverty Proofing' action plan; Equality, Diversity and Inclusivity (EDI) action plan; establish further external reviews and training through the year	April 2024 and ongoing	To identify within the review process	**OO**	→	A Warwickshire Autism group is scheduled to visit and provide feedback on the accessibility of Atherstone Leisure Complex in the New Year
	To continue to understand what communities want and work collaboratively to encourage a 'leadership community' to do the same	Using community engagement / steering groups where appropriate, adapt to deliver services differently or create new services in their place with the goal to keep the community engaged, more active and living healthier, happier lives	March 2024		**LMT**	→	Examples are identified within the report
	Review pricing and packages	To review fees, charges and packages to ensure affordable services in alignment with the local and wider market	January 2024		**LMT**	→	The review will take place in conjunction with the budget setting process
	Explore the opportunity to optimise the use of space across facilities	Review opportunities to optimise the use of space in facilities to increase services, attendance and improve financial performance	March 2024		**LMT**	→	Following feedback from a recent survey and staff discussion, making reception areas more welcoming and using space better is an area for review. Opportunities have also been identified at Coleshill to develop a group cycle studio, if / when funding allows
	Become 'greener' within the context provided by the corporate Climate Change Action Plan	Within the context provided by the corporate Climate Change Action Plan, consider climate change in the operation of service and plan to do things differently and to be "greener"	March 2024		**LMT**	→	Atherstone Leisure Complex has implemented new cleaning methods to reduce the need for various chemicals, which will be safer, greener and more cost effective This issue will also be reviewed in the context of the SE SPSF

Theme	Action	Target	Timescale	Resource / Cost	Lead Officer	RAG and DOT	Comment / Progress
Connecting with Communities **Continue to be outward looking and community focused**	Actively consult, engage and seek feedback to understand what communities want and to shape current and future services	Continue to ask questions and gain feedback on current and future services throughout the year. To feedback to the Board regularly about surveys, forums, mystery visits and reviewing verbal and written feedback	March 2024	Provision made within the revenue budget	**OO**	→	The latest health and fitness survey gave valuable feedback for service improvement plans
		Generate a Net Promoter Score (NPS) for each facility and the service as a feasible measure of performance	Revised to March 2024	Identify within the review	**OO**	→	A NPS average of 33 has been achieved to date through service reviews
	Focus on delivering services tailored to the wants and needs of the community	Collaborate with community groups and other appropriate partners to ensure the development and delivery of internal and external services, events and community projects. To report to the Board at each meeting	Ongoing until March 2024	Provision made within the revenue budget	**SAEO / SSRO**	→	The Memory Café at Atherstone Memorial Hall and the Diabetes Prevention delivery programme at Coleshill Leisure Centre are new service offerings
Positive Experiences for the community, with a particular focus on: - **Children and Young People** - **Active Ageing** - **Disabled, Disadvantaged and Special Educational Needs (SEND)**	Optimise opportunities for the community, with a particular focus on services for children and young people to be more physically active	**Holiday Activities** Continue to offer holiday activities through the year (and where possible increase the quality and diversity of the programme). To achieve attendances at or above that in 2022/23	February 2024	Provision made within the revenue budget Process	**OO**	→	Holiday activities were offered at Atherstone and Coleshill in October. Plans are in place for February
		Parties Optimise party sales to achieve sales and participation levels at or above that in 2022/23	March 2024		**OO**	→	Party sales performance is good, particularly at Coleshill. The New Year is the busiest time for party sales and performance is expected to further improve throughout the next quarter
		To complete a party review and shape a plan to consider how to improve the quality, choice and packages on offer for achieving this	October 2023	Provision made within the revenue budget process	**OO**	→	The review will take place later this financial year
		Schools					

Theme	Action	Target	Timescale	Resource / Cost	Lead Officer	RAG and DOT	Comment / Progress
		To improve the performance of the school swimming service back to that of 2019/20 (48-50 taught sessions per week)	March 2024		**OO**	→	From the New Year, Atherstone Leisure Complex will have 50 taught school swimming lesson bookings each week
		Network with schools to understand if / how Leisure Services could offer more to support the curriculum / health and wellbeing / positive experiences for children and young people	February 2024		**OO**	→	Planning has started with a view to approach schools in April 2024
		Deliver work experience schemes	July 2023		**OO**	→	Work experience took place in the week commencing 10 July 2023 Coleshill now has an agreement with Woodlands Primary Special Needs School, through which a six weeks work experience has been delivered
		Explore opportunities to develop apprenticeships and volunteer experiences that may lead to employment	December 2023		**OO**	→	The review will take place later in the financial year
		Sports and Coaching					
		Optimise the number of junior coached and activity sessions hosted within the facilities, both through increasing the in-house offering and recruiting new groups (restore previous and create new opportunities)	March 2024		**LMT** **OO**	→ →	Coleshill Leisure Centre significantly increased its external coached activity last year, hosting more cheerleading, dance, cricket, football and restoring its gymnastics scheme numbers Polesworth’s gymnastics scheme recently exceeded 200 gymnasts and a waiting list is held. Options to extend the scheme are being considered

Theme	Action	Target	Timescale	Resource / Cost	Lead Officer	RAG and DOT	Comment / Progress
		Swimming Continue to enhance the number of swimmers on the Learn to Swim scheme, versus 2022 / 23	March 2024		**OO**	→	After a period of staff turnover, a successful training and recruitment push has led to growth within the swim scheme, with a further increase in numbers expected this financial year
		Continue to review the pool timetable and make positive changes to optimise attendances, income and best accommodate the diverse needs of the community	March 2024		**SSRO**	→	Although small changes take place throughout the year, useful feedback from surveys, poverty proofing and customer feedback will feed into the review later this financial year
		Health and Fitness Network with schools and communities to increase awareness of junior fitness services, with the aim to increase junior membership sales	March 2024		**OO**	→	Separate schemes at both Coleshill School and TQEA continue to run to increase junior usage of health and fitness services
	Continue to improve the service offering for the “active ageing” populations within in North Warwickshire	Engage with more community groups to understand their needs. With this information, continue to develop and deliver services that will enhance service quality, increase provision and improve awareness of what is available in the community	December 2023		**OO**	→	Facilities aim to offer more services as highlighted in the feedback throughout the year
	Continue to improve the service offering for disabled, disadvantaged and Special Educational Needs (SEN) populations of North Warwickshire	Secure funding for; and deliver services in the community around tackling inequalities, to ensure a more diverse and inclusive service offer	December 2023		**LMT**	→	Leisure facilities continues to work with Warwickshire County Council on Developing Autism Awareness Leisure Facilities will continue to engage with partners to secure funding for the Authority and its community groups

Theme	Action	Target	Timescale	Resource / Cost	Lead Officer	RAG and DOT	Comment / Progress
Connecting with Health and Wellbeing	To increase awareness of the importance of health and wellbeing within the community	Report to the Health and Wellbeing Working Party (H&WWP) on the Leisure Facilities-related actions within the Health and Wellbeing Action Plan	Ongoing	Provision made within the revenue budget process	**LFM**	→	Leisure Facilities continues to attend and contribute to the work of the H&WWP
		Deliver Health and Wellbeing events and campaigns throughout the year, joining up working with other groups and organisations where possible and linking to charities to enhance the impact where appropriate	March 2024		**SEAO / SSRO**	→	World Mental Health Day awareness was shared on social media. A Winter Wonderland Event took place at Coleshill Leisure Centre in December A (Home Instead) Memory Café was introduced at the Memorial Hall in September and, in conjunction with George Eliot Hospital NHS Trust, consideration is being given to the introduction of classes for heart failure patients Coleshill Leisure Centre has secured a 14 weeks NHS Diabetes Prevention Delivery programme in the New Year
	To further develop the choice of health and wellbeing services to strive to improve physical and mental wellbeing within the community	Working with Everyone Health, social prescribers and other stakeholders, to increase the capacity and options available on the referral scheme and through social prescription into services	Ongoing		**SSRO**	→	Staff are currently working with Everyone Health on scheme development
		Working with corporate and local businesses, create a “Workplace Wellbeing” pack and service offering, targeting corporate and local / high street businesses	November 2023		**SSRO**	→	The review will take place later this financial year
		Following Mental Health First Aid Training, to embed processes within the service that will optimise the benefit to public and staff	July 2023		**LFM**	→	Mental Health First Aiders (MHFA) have been included on

Theme	Action	Target	Timescale	Resource / Cost	Lead Officer	RAG and DOT	Comment / Progress
		Periodically gain feedback on the impact existing and new services are having on the physical and mental wellbeing of the community and thereafter to improve the focus and impact of the service offer	March 2024		**OO**	→	staff notice boards, with information about MHFA In recent survey results, there were lots of positive comments and stories about how the service offer had helped people with their mental health, particularly with reference to the pandemic period
Active Environments	Continue to network and increase opportunities to improve health and wellbeing in alternative environments	To work with groups and organisations to improve participation opportunities delivered externally in alternative environments	October 2022	To identify within the review process	**LMT**	→	The Council House was the first “outreach” location for health checks, with more planned in the New Year Discussions are still in place with The Coleshill School about the potential letting of its outdoor facilities
		To work with Community Development to promote active travel, increase opportunities and awareness of opportunities to walk, cycle and run	November 2022		**LMT**	→	Leisure Facilities, Community Development and Planning met with the County Council to advise on its plans around cycling, walking and running in Northern Warwickshire
		To scope digital and technological opportunities that will enhance the service offering and reduce barriers to participation (cost, time, access, other)	March 2024	To identify within the review process	**LFM**	→	With the support of the H&WWP, Leisure Facilities has purchased advanced health testing scales to introduce into the service The team continues to explore the cost-benefit of a number of other technologies, including: CRM and member retention

Theme	Action	Target	Timescale	Resource / Cost	Lead Officer	RAG and DOT	Comment / Progress
	To explore digital technology in supporting service delivery						technology; sales management and social value software
Health and Fitness	Improve the quality of the health and fitness service across the facilities, focusing on re-engaging members, improving retention, increasing sales and providing a positive customer experience	Embed the 'Member Journey' for health and fitness customers across Leisure Facilities, including health testing scales and, if successful, blood testing.	August 2023	Provision made within the revenue budget Process	**SSRO**	→	Where health testing scales have successfully been implemented, blood testing for health is currently being developed to introduce later this financial year
		Ensure the delivery of health and fitness marketing campaigns throughout the year to achieve sales targets	Ongoing until March 2024		**SSRO / LFM**	→	A successful "Black Friday" campaign achieved 98 membership sales, which exceeded the 2022 performance. Very positive sale numbers were recorded at Atherstone and Coleshill, in particular
		Deliver regular member engagements, incentives and service developments to optimise retention	Ongoing until March 2024		**SSRO**	→	Leisure Facilities continues to offer gym challenges; members of the month; deliver quarterly class launch events and offer engagement and awareness activities
		Review the group exercise programme to ensure occupancy levels are proactively managed	Ongoing until March 2024		**SSRO**	→	Group exercise classes are reviewed regularly. They are currently performing very well across sites. Changes are made quarterly to optimise performance and align with customer demand. A new Les Mill Class programme is being delivered every quarter

Theme	Action	Target	Timescale	Resource / Cost	Lead Officer	RAG and DOT	Comment / Progress
		Review the opportunity for funding and cost / benefit of reporting, CRM and sales management software	October 2023		**SSRO**	→	The review will take place later this financial year
Health and Safety / Operations	To ensure appropriate levels of skilled staff are available to maintain service	Ensure staffing levels and development opportunities are appropriately managed throughout the year	Ongoing until March 2024	Divisional and Corporate Training Budget	**OO**	→	Recruitment and selection takes place throughout the year as required A swim teacher course ran in November that saw an increase in teaching staff at Atherstone Training plans have been completed and submitted.
	To ensure all staff are engaged and have a clear role in maintaining service	Ensure appraisals are completed and communication structures are maintained at all levels through the year	Ongoing until March 2024		**OO**	→	Appraisals are up-to-date
	Ensure health and safety is maintained at all times within Leisure Facilities	Continue to review, update and improve facility health and safety. To feedback progress and outcomes of health and safety and building audits	Ongoing until March 2024		**OO**	→	Regular one to one sessions and team meetings continue to take place across sites
		Continue to monitor and audit health and safety knowledge and compliance. To feedback training updates and spot check results to the Board	Ongoing until March 2024		**LFM**	→	Health and Safety review schedules are set across sites. The responsible team meets regularly to ensure health and safety tasks are completed throughout the year Audits take place throughout the year to assess performance and identify improvements Spot checks take place throughout the year for various areas of health and safety to ensure adherence to procedures

Theme	Action	Target	Timescale	Resource / Cost	Lead Officer	RAG and DOT	Comment / Progress
		Introduce a “staff recognition scheme” to recognise and reward high performance within teams	July 2023		**SEAO**	→	Recognition of achievements have been acknowledged for each month, including an award for the “Employee of the Month” The team aims to publicise the successes and achievements of individuals and teams throughout the year
Marketing and Promotion	Ensure effective marketing to the public to optimise engagement and potential return on investment	Create an updated and proactive Marketing Plan, to include events scheduled throughout the year	April 2023	Provision made within the revenue budget Process	**SEAO**	→	Planned marketing and promotional campaigns have been identified and delivered throughout the year, and updated through the SIP / Board reports
		To update the Board on campaigns and marketing activity throughout the year	Ongoing until March 2024		**SEAO**	→	A successful “Black Friday” offer operated in November. 2023
		Optimise web and App engagements (at or above that of 2022 / 23) and increase social media followers and engagements	Ongoing until March 2024		**SEAO**	→	Combined leisure website and App performance remains comparable with that of 2022 / 23
		Deliver internal and external leisure bulletins	May, August December, March		**SEAO**	→	A newsletter was shared in May 2023
		Re-brand and undertake appropriate marketing activity (Brand Book, web, socials, literature, signage and more)	July 2023		**SEAO**	→	The Leisure Facilities team has been developing a “brand” toolbox for future discussion with MT

Theme	Action	Target	Timescale	Resource / Cost	Lead Officer	RAG and DOT	Comment / Progress
Monitoring, Review and Evaluation	Report on performance against the actions identified in this Service Improvement Plan to each meeting of the C&E Board		Every Community and Environment Board		**D / LFM**	→	SIP progress reports are presented to each meeting of the C&E Board

Agenda Item No 10

Community and Environment Board

22 January 2024

Report of the Director of
Leisure and Community Development

Leisure Facilities Provision in Coleshill

1 Summary

This report outline appraises, and seeks the Board's views on, current leisure facilities provision in Coleshill

Recommendation to the Board

That the Board notes and comments upon the current position in respect of leisure facilities provision in Coleshill.

2 Consultation

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

3 Introduction

3.1 The Borough Council's formal leisure facilities provision in Coleshill comprises a four-court sports hall, two glass-backed squash courts, a 40 station fitness gym and a multi-purpose studio space. The Leisure Centre was built in 2013/14 at a cost of just under £4.3 million (including all fees, contingencies and provision for fitness equipment and furniture and fittings, etc.), £2.8 million of which was funded by the Borough Council, with the balance being made up of valuable contributions from the Education Funding Agency and England Squash and Racketball. The Centre was, in fact, delivered £2,088 within budget and one week earlier than scheduled within the construction plan.

3.2 The Leisure Centre is located on the site of The Coleshill School, with access to a 40 space car park off Packington Lane. The location of, and facilities within, the Centre, were established further to extensive public consultation. The car park, however, is not big enough to accommodate user demand at peak times and is a barrier to visitor and financial growth. The building is owned by the Borough Council, although the land upon which it is sited is owned by the County Council and sub-leased to the Authority.

3.3 The Centre, of course, is a dual-use facility, in that it is used by The Coleshill School during the day, during term-times, as well as by the wider local community. Appropriate safeguarding measures are in place to protect all parties. The formal Joint Use Agreement, through which The School's use of the building is managed, was a requirement of both the Education Funding Agency, prior to the awarding of its capital contribution to the development, and the County Council, in return for its allocation of land upon which the Centre is built. A constructive working relationship is held with The School, its staff and students.

3.4 At the end of the 2019/20 financial year, the last full operating year prior to the pandemic, the total net controllable cost of operating Coleshill Leisure Centre was £134,926. At the end of 2022/23, this cost had risen to £235,650, which was primarily a consequence of the cost of utilities, the pay award for staff in local government and the on-going, albeit reducing, impact on the leisure industry of the pandemic.

3.5 In March 2020, Coleshill Leisure Centre had a membership of 680 people. Despite the problems associated with the car parking arrangements, direct debit memberships, which make up a significant share of the income, have made a recovery of more than 77% in comparison with pre-pandemic levels. This, however, is slightly behind the national trend, where recovery levels are now exceeding 85%.

3.6 In order to provide the Board with an overview of current performance, in respect of both usage and cost, the following table provides data that compares the position between 2019/20 (the last pre-pandemic year) with that recorded in 2022/23 (the last full financial year). For simplicity, the financial information details the net controllable expenditure position (it does not include costs that are outside the control of the service).

	2019/20 Actual	**2022/23 Actual**	**Comment**
Usage			
DD Members	680	565	83% recovery rate, with improved performance in 23 / 24
Course Numbers	8,133	6,288	Principally gymnastics
Gym Visits	39,860	36,394	91% recovery rate, with improved performance in 23 / 24
Total Annual Visits	120,704	98,756	82% recovery rate, with improved performance in 23 / 24

Cost / Income			
Employees	£340,073	£384,347	Impact of pay awards
Premises	£137,011	£153,515	Impact of utilities costs
Supplies and Services	£48,095	£57,491	
Gross Expenditure	**£525,179**	**£595,353**	
Gross Income	-£390,253	-£359,703	92% recovery rate
Net Controllable Expenditure	**£134,926**	**£235,650**	

3.7 Moving forward, a better performance is expected at Coleshill Leisure Centre, as the process of operational recovery from the pandemic continues and opportunities are identified to enhance the service offer and operate more efficiently.

- Better utilisation of space has been a recent theme at Coleshill Leisure Centre. The Board will recall the conversion of one room, which is now used by NHS services, whilst another is now occupied by an externally provided salon. Other opportunities potentially exist to use space differently, including:
  - The possible use of squash court space as a soft play facility
  - A store room becoming a group cycling studio
  - A re-configured reception area accommodating services that may include a light catering option, other health services and / or teaching space
- The Coleshill School has previously expressed an interest in the Leisure Centre taking on the hire of its outdoor facilities. This potential undertaking is being led by The School, but it is hoped that an agreement can be reached in the medium-term. Opportunities are also being reviewed in respect of running “leisure-related” classes for School students within their curriculum
- Aspects of the service programme are also under review, including options to enhance the viability of the gymnastics service and the optimisation of the health and fitness service, including through an enhancement of the gym area

4 Leisure Facilities Strategy (2017 to 2031)

4.1 As Members are aware, in January 2016, the Community and Environment Board approved the commissioning of an overarching review of leisure provision in North Warwickshire, including its leisure facilities, by an external consultant. One of the objectives of the commission was to prepare a detailed Leisure Facilities Strategy, which addressed the needs for indoor leisure provision and provided evidence to inform future investment decisions.

4.2 The Leisure Facilities Strategy was prepared in accordance with guidance from Sport England. In addition to Facility Planning Model data provided by Sport England, the consultants took account of a number of factors in drawing their recommendations about how best to plan future facility provision, including:

- The need to provide for increased demand as a result of population growth,
- The need to consider how best to replace ageing facilities, which, relatively, are of poor quality and operationally inefficient.

4.3 Within the Strategy, the consultants assert a clear need for the Borough Council to plan for the replacement of / investment in a number of leisure facilities due to their age. Given this context, the Strategy detailed lengthy commentary on the options for the then Arley Sports Centre and in respect of future provision in Atherstone and Polesworth. Perhaps not surprisingly, given its age, it said relatively little about the future of Coleshill Leisure Centre, other than that its provision should be retained and its programming reviewed with a view to maximising visitor occupancy.

5 Conclusion

5.1 Construction of the Leisure Centre, in 2014, represented the end of the first phase in the delivery of new indoor recreational provision in Coleshill. It provided an opportunity for Borough Council and The School staff to ensure that the facility effectively and efficiently meets the demands of their respective and shared communities long into the future. Whilst some of this work has inevitably been undermined by the pandemic, evidence derived through customer consultation suggests that the Centre is playing a positive and sustainable role in the inclusive development of the health, well-being and growth of the local community.

6 Report Implications

6.1 Finance and Value for Money Implications

6.1.1 There are no financial implications arising directly out of this report.

6.2 Safer Communities Implications

6.2.1 Leisure facilities contribute to community safety through the provision of well-managed indoor and outdoor leisure and recreation services that are safe by design and afford opportunities for positive activity.

6.3 Legal, Data Protection and Human Rights Implications

6.3.1 There are no immediate legal, data protection or human rights implications arising directly out of this report.

6.4 Environment, Climate Change and Health Implications

6.4.1 The provision of a sustainable, fit-for-purpose portfolio of well managed leisure facilities has a positive impact on the health and wellbeing of individuals and communities by providing opportunities for leisure and recreation activities and by contributing to an improved quality of life.

6.5 Human Resources Implications

6.5.1 There are no human resources implications arising out of this report.

6.6 Risk Management Implications

6.6.1 The corporate risk management process identifies and scores risks associated with the provision, management and maintenance of leisure facilities. This process helps to ensure that informed decisions can be made in respect of the most appropriate means by which to sustainably meet and manage the leisure-related needs of the local community.

6.7 Equality Implications

6.7.1 It is intended that the provision, management and operation of the Authority’s Leisure Facilities service ensure continued equality of access to sustainable, good quality leisure opportunities.

6.8 Links to Council’s Priorities

6.8.1 The provision of a leisure facilities service in Coleshill has direct and positive links to the corporate priorities in respect of:

- Safe, liveable and locally focused communities
- Prosperous and healthy
- Sustainable growth and protected rurality
- Efficient organisation

6.8.2 It is also intended that the provision, management and operation of the Borough Council’s Leisure Facilities service contributes directly to the priorities of the Sustainable Community Strategy, namely:

- Raising aspirations, educational attainment and skill levels
- Developing healthier communities
- Improving access to services

The Contact Officers for this report are Simon Powell (719352) and Russell Simkiss (719257)

Background Papers

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

Background Paper No	Author	Nature of Background Paper	Date
1	Assistant Director of Leisure and Community Development	Report to Community and Environment Board (Development of New Indoor Leisure Facilities in Coleshill)	March 2015

Agenda Item No 11

Community and Environment Board

22 January 2024

Report of the Director of Leisure and Community Development

North Warwickshire Playing Pitch Strategy (2018 to 2031)

1 Summary

1.1 For the Board's consideration, this report presents a revised draft of the North Warwickshire Playing Pitch Strategy (2018 to 2031), further to a process of review undertaken by external consultants.

Recommendation to the Board

That the Board adopts, or otherwise amends, the revised draft of the North Warwickshire Playing Pitch Strategy (2018 to 2031).

2 Consultation

2.1 As the revised draft of the Playing Pitch Strategy is of Borough-wide significance, this report has been circulated to all Members for their consideration. Any comments received will be reported at the meeting.

3 Introduction

3.1 As the Board is aware, the audit and assessment work for the Green Space and Playing Pitch Strategies was undertaken in 2017 / 18. Formal Sport England Guidance requires the supply and demand data for adopted Playing Pitch Strategies to be updated every three years. Similarly, the Green Space Strategy requires review in order to be kept up-to-date to meet National Planning Policy Framework, Local Plan and Supplementary Planning Document requirements. In the case of the Playing Pitch Strategy, if no review and update have been carried out within three years, Sport England and the relevant national governing bodies of sport will consider the information upon which it is based to be out of date. There was, therefore, a previously reported requirement for both documents to be reviewed and updated.

3.2 A single external contractor was appointed to undertake the review of both Strategies. In the case of the Playing Pitch Strategy, there is a formal (Sport England) four stage (Prepare, Gather Information, Assess the Data and Develop the Strategy) process through which to progress if the Strategy is to be recognised by Sport England and any potential funding partners. This process involves close engagement with relevant governing bodies of sport, as well as local clubs and organisations.

3.3 As previously reported to the Board, the Authority has taken receipt of the Playing Pitch Strategy Stage C Assessment Report and, at a meeting held last October, discussed its content with the consultant and relevant national governing bodies of sport. The consultant then moved to the Stage D production of a final draft of a revised Playing Pitch Strategy.

3.4 For Members information, the Borough Council has also taken receipt of an Open (Green) Space Assessment Report. This very long document focuses on the findings of research, site assessments, data analysis and GIS mapping and it provides detail about what provision exists in the Borough, its condition, distribution and overall quality. The consultant has now progressed to the required review and revision of the current local Green Space Strategy, a draft of which it is hoped to be able to present for the Board's consideration at its meeting to be held in March 2024.

4 North Warwickshire Playing Pitch Strategy (2018 to 2031)

4.1 By way of reminder, the Playing Pitch Strategy focuses on four sports (agreed by Sport England), which are those played most frequently in the Borough:

- Football
- Cricket
- Rugby Union
- Hockey

4.2 Perhaps not surprisingly, the revised Strategy draws a number of conclusions that are similar to those reached within the document adopted in 2019, specifically that the most significant issue is the need to improve the quality, not the quantity, of grass pitches, although there is a need to increase the number of junior (11 v 11) pitches, particularly for football. The known need to improve ancillary accommodation is emphasised, as is the need to provide new 3G artificial grass pitches (AGPs) in the Borough.

... 4.3 The revised draft Strategy, a copy of which is attached at Appendix A, sets out a Vision, in order to provide a clear focus with desired outcomes for playing pitches in the Borough:

> An accessible, high quality and sustainable network of playing pitches and supporting facilities that adequately provide for all current and future residents of the Borough and help to promote healthy living

4.4 The Vision is supported by the following overarching aims, which are based on the three themes that frame Sport England's facilities planning work.

> **AIM 1**
>
> To **protect** the existing supply of playing pitch provision and ancillary facilities where they are needed for meeting current and future needs

AIM 2

To **enhance** playing pitch provision and ancillary facilities through improving the quality and management of sites

AIM 3

To **provide** new playing pitch provision and ancillary facilities where there is current or future demand to do so

4.5 The main headline summary conclusions / recommendations for each sport are as follows:

Football

- Protect the existing quantity of pitches
- Where pitches are overplayed and / or assessed as being of poor or standard quality, prioritise investment to improve quality
- Utilise the Football Foundation's (FF) PitchPower app to identify pitch conditions and recommendations to maintain or enhance pitch quality and enable future grant funding
- Update the Local Football Facility Plan (LFFP) and use it to secure investment into appropriate sites (this undertaking is led by the Football Foundation)
- Provide security of tenure for clubs using unsecure sites through community use agreements and support negotiations with schools / academies to secure appropriate access to pitches
- Seek to gain access to sites not currently available for community use, particularly where a number of pitches are provided
- Where necessary, consider pitch re-configuration to adequately meet shortfalls, with a focus on creating additional youth 11v11 provision
- Transfer demand to existing and new 3G pitches, particularly where shortfalls are present and where future demand is high
- Work to accommodate exported, latent and future demand at sites which are not operating at capacity or at sites which are not currently available for community use
- Improve ancillary facilities where there is a demand to do so and where it can benefit the wider footballing offer
- Where appropriate, develop partnerships and / or lease arrangements with larger, sustainable, development-minded clubs to manage their own sites
- Ensure that any large housing developments are provided for and assess the need for new pitch provision through master planning on an individual basis
- Where a housing development is not of a size to justify on-site football provision, consider using contributions to improve existing sites within the locality

- Where a development is of a size to justify on-site football provision, focus on the creation of multi-pitch sites that reduce existing shortfalls, with accompanying ancillary provision

3G Pitches

- Protect the current stock of 3G pitches
- Develop additional 3G pitches to alleviate the identified shortfalls
- Support the creation of additional 3G pitches above and beyond football training shortfalls, if it can also satisfy rugby union demand and reduce rugby union shortfalls or, alternatively, explore the creation of 3G pitches that are both football and rugby appropriate when alleviating shortfalls (e.g. at Royal Meadow Drive Recreation Ground)
- Ensure all 3G providers have a sinking fund in place for long-term sustainability
- Ensure that any new 3G pitches are constructed to meet FA required dimensions (and RFU dimensions where required)
- Seek FIFA / FA testing of all existing and new 3G pitches, so that they can be used for competitive football matches and ensure re-testing when it is required
- For any pitches built to RFU specifications, seek World Rugby compliance, so that they can be used for full contact rugby union activity, and ensure re-testing when it is required
- Encourage the transfer of more match play demand to 3G pitches
- Ensure that any new 3G pitches have community use agreements in place and seek to also use them to tie in access to grass pitches and other sporting provision, where relevant

Rugby Union

- Protect the existing quantity of rugby union pitches
- Improve pitch quality at all sites used by clubs through improved maintenance and / or the installation of drainage systems, particularly at sites containing overplayed pitches
- Consider the establishment of World Rugby compliant 3G provision
- Support plans to provide Old Saltleians RFC with increased pitch provision
- Improve ancillary facilities, where required, and support better inclusivity to ensure facilities offer sustainability for both current and future demand
- Ensure that any large housing developments are provided for and assess the need for new pitch provision through master planning on an individual basis
- Where a development is of a size to justify on-site rugby provision, ensure that any proposals for new pitches will attract adequate demand
- Where a development is not of a size to justify on-site rugby provision, or if sufficient demand cannot be attracted, consider using developer contributions to improve existing sites within the locality

Hockey

- Protect the full-size pitch currently used by Atherstone Adders Hockey Club for continued hockey access (at Queen Elizabeth Academy)
- Improve security of tenure at Queen Elizabeth Academy to ensure long-term hockey access
- Resurface the full-size pitch at Queen Elizabeth Academy to better accommodate demand from Atherstone Adders Hockey Club
- Ensure Queen Elizabeth Academy has a sinking fund in place to ensure long-term sustainability
- Ensure that the degree of walking football usage and curricular usage accommodated on the pitch does not damage quality and that maintenance is kept to a high standard
- Where housing development is of a size to justify hockey contributions, focus funding on improving the provision at Queen Elizabeth Academy

Cricket

- Protect the existing quantity of cricket squares
- Improve quality at sites assessed as standard and ensure quality is sustained at sites assessed as good
- Reduce overplay via quality improvements and the installation and greater use of Non Turf Pitches (NTPs)
- Consider bringing disused provision back into use, particularly at the Spartan Unity Association Ground, given the demand that it can accommodate
- Improve the changing facilities where there is a need to do so (e.g. at Ansley Workshops and Nether Whitacre Cricket Club)
- Look to secure tenure for clubs at their home grounds through long-term agreements with site operators (e.g. at Coleshill Memorial Park, John E Radford Fields, Wishaw Cricket Club and Nether Whitacre Cricket Club)
- Explore the provision of appropriate practice facilities at sites currently without (e.g. John E Radford Fields) and support clubs to improve their current provision (e.g. at Atherstone Town Cricket Club, Corley Cricket Club and Wishaw Cricket Club)
- Continue to support ECB initiatives, such as All Stars and Dynamos, and ensure provision for unaffiliated demand and recreational cricket
- Ensure that any large housing developments are provided for and assess the need for new pitch provision through master planning on an individual basis
- Where a development is of a size to justify on-site cricket provision, ensure that any proposals for new squares will attract adequate demand
- Where a development is not of a size to justify on-site cricket provision, or if sufficient demand cannot be attracted, consider using developer contributions to improve existing sites within the locality

4.6 The Strategy includes a focused site-by-site Action Plan that seeks to address key issues identified in the PPS Assessment Report and in the Strategy itself. It provides recommendations based on current levels of usage, quality and future demand, as well as the potential for the enhancement of each site. It additionally includes helpful sections on "delivery", monitoring and updating activity.

4.7 It is felt that the revised Playing Pitch Strategy, which has been checked and amended to ensure its factual accuracy, provides a framework through which to prioritise and address related issues through to 2031. The Board, however, is invited to consider whether or not it wishes to formally adopt the revised Strategy, for implementation with immediate effect.

5 Conclusion

5.1 The revised Green Space and Playing Pitch Strategies will provide invaluable tools to enable Members and Officers to prioritise activity and resources and to secure external funding support for related projects. Furthermore, they will be material to the planning process and will inform both the Development Control and Forward Planning functions to ensure adequate leisure and green space provision across the Borough.

5.2 Adoption of robust strategies that are fully integrated with the Local Development Framework and Planning Policy will enable North Warwickshire to benefit fully from the opportunities that a new era of potential infrastructure growth will bring and to meet the challenges that will arise in promoting both sustainable development and the health and wellbeing of communities across the Borough.

5.3 The Board, therefore, is asked to consider the content of the revised draft Playing Pitch Strategy and to adopt, or otherwise amend, its content.

6 Report Implications

6.1 Finance and Value for Money Implications

6.1.1 There is no new financial implication arising directly out of this report. Subject to its approval, the Playing Pitch Strategy is underpinned by a robust Action Plan.

6.1.2 Taken together, the Playing Pitch Strategy and supporting Action Plan will help to ensure the provision and protection of related services and provide the evidence for bids for external funding support, without which it will not be possible to realise all of the aspirations within the Strategy itself.

6.2 **Safer Communities Implications**

6.2.1 Robust Playing Pitch Strategies and the projects advanced through their provisions will contribute to community safety by providing well-managed and maintained outdoor recreation areas that are safe by design and afford opportunities for positive activity.

6.3 **Legal, Data Protection and Human Rights Implications**

6.3.1 There are no legal, data protection or human rights implications arising directly out of this report.

6.4 **Environment, Climate Change and Health Implications**

6.4.1 The delivery of priorities identified in the Playing Pitch Strategy will help to build sustainable, healthy and vibrant communities.

6.5 **Human Resources Implications**

6.5.1 There are no human resources implications arising directly from this report.

6.6 **Risk Management Implications**

6.6.1 There are no direct risks consequent upon the services identified within the revised Playing Pitch Strategy. The activity that is included therein, however, will be risk assessed and appropriate controls put in the place, where appropriate.

6.7 **Equalities Implications**

6.7.1 There are no equalities implications arising from this report. The Authority's playing pitches are provided for the benefit of the whole community and no group or individual defined by the protected characteristics under the Equality Act will be excluded therefrom.

6.8 **Links to Council's Priorities**

6.8.1 The North Warwickshire Playing Pitch Strategy has direct and positive links to the following corporate priorities:

- Safe, liveable, locally focused communities
- Prosperous and healthy
- Sustainable growth and protected rurality
- Efficient organisation

6.8.2 Additionally, implementation of the provisions of the Playing Pitch Strategy contributes directly to the attainment of the priorities of the Sustainable Community Strategy to:

- Raise aspirations, educational attainment and skill levels
- Develop healthier communities
- Improve access to services

The Contact Officer for this report is Simon Powell (719352).

Background Papers

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

Background Paper No	Author	Nature of Background Paper	Date
1	Director of Leisure and Community Development	North Warwickshire Green Space and Playing Pitch Strategies Progress Report	October 2023
2	Director of Leisure and Community Development	North Warwickshire Green Space Strategy Progress Report	October 2019
3	Director of Leisure and Community Development	Draft Green Space and Playing Pitch Strategies	January 2019

Equality Impact Assessment Summary Sheet

Please complete the following table, summarised from the Equality Impact Assessment form. This should be completed and attached to relevant Board reports.

Name of Policy / Procedure / Service	Draft Playing Pitch Strategy
Officer Responsible for Assessment	Director of Leisure and Community Development

Does this policy / procedure / service have any differential impact on the following equality groups / people

(a) Is there a positive impact on any of the equality target groups or contribute to promoting equal opportunities and improve relations or:

(b) could there be a negative impact on any of the equality target groups i.e. disadvantage them in any way

Equality Group	**Positive Impact**	**Negative Impact**	**Reasons / Comments**
Racial		No	
Gender		No	
Disabled People		No	
Gay, Lesbian and Bisexual People		No	
Older / Younger People		No	
Religion and Beliefs		No	
People Having Dependent Caring Responsibilities		No	
People Having an Offending Past		No	
Transgender People		No	
Armed Forces Covenant		No	

If you have answered **No** to any of the above, please give your reasons below:

The Authority’s playing pitches are provided for the benefit of the whole community and no group or individual defined by the protected characteristics under the Equality Act will be excluded therefrom.

Please indicate if you believe that this document should proceed to a further Impact Assessment:

Needs no further action.

Appendix A

NORTH WARWICKSHIRE BOROUGH COUNCIL PLAYING PITCH STRATEGY

DECEMBER 2023

QUALITY, INTEGRITY, PROFESSIONALISM

Knight, Kavanagh & Page Ltd
Company No: 9145032 (England)

MANAGEMENT CONSULTANTS

Registered Office: 1 -2 Frecheville Court, off Knowsley Street, Bury BL9 0UF
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ABBREVIATIONS

3G	Third Generation (artificial grass pitch)
AGP	Artificial Grass Pitch
ANOG	Assessing Needs and Opportunities Guide
CASC	Community Amateur Sports Club
CISWO	The Coal Industry Social Welfare Organisation
ECB	England & Wales Cricket Board
EH	England Hockey
FA	Football Association
FC	Football Club
FF	Football Foundation
FIFA	Fédération Internationale de Football Association
GIS	Geographical Information Systems
GMA	Grounds Maintenance Association
HC	Hockey Club
IMS	International Match Standard
JFC	Junior Football Club
KKP	Knight, Kavanagh and Page
LFFP	Local Football Facility Plan
NGB	National Governing Body
NPPF	National Planning Policy Framework
NTP	Non-Turf Pitch
NWBC	North Warwickshire Borough Council
ONS	Office of National Statistics
PIP	Pitch Improvement Programme
PQS	Performance Quality Standard
PPS	Playing Pitch Strategy
RFC	Rugby Football Club
RFU	Rugby Football Union
S106	Section 106 Agreement
U	Under
WCC	Warwickshire Cricket Board

PART 1: INTRODUCTION

This is the Playing Pitch Strategy (PPS) for North Warwickshire Borough Council. Building upon the preceding updated Assessment Report, it provides a clear, strategic framework in relation to the provision of playing pitch facilities. It delivers:

- A vision for the future protection, improvement and development of provision.
- A series of sport-by-sport recommendations and scenarios.
- A series of strategic recommendations.
- A prioritised area-by-area and site-by-site action plan.

The Strategy is delivered in accordance with Sport England's PPS Guidance. This details a stepped approach, separated into five distinct sections:

- Stage A: Prepare and tailor the approach.
- Stage B: Gather information and views on the supply of and demand for provision.
- Stage C: Assess the supply and demand information and views.
- Stage D: Develop the Strategy.
- Stage E: Deliver the Strategy and keep it robust and up to date.

This report represents Stage D of the process, with stages A-C covered in the preceding Assessment Report and Stage E ongoing once the study is complete. The lifespan of a PPS is considered to be three years, although this can be increased if it is regularly kept up to date.

Where not already implemented, the recommendations that come out of this strategy should be translated into local planning policy so that there is a mechanism in place to protect existing provision and to secure investment where the opportunity arises.

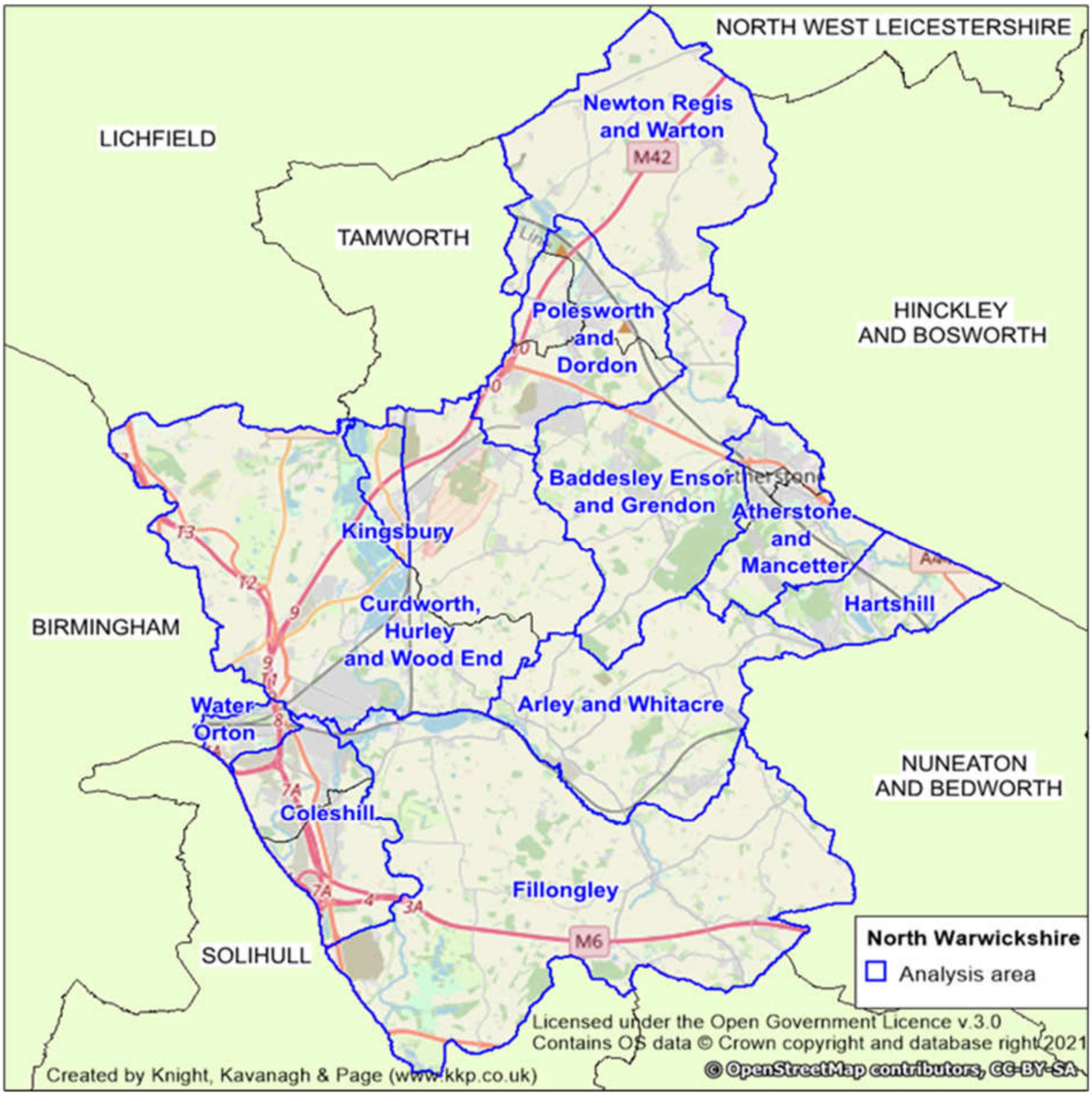
Study area

The study area comprises the whole of North Warwickshire Borough Council's administrative area. Further to this, analysis area (or sub areas) have also been used to allow for a more localised assessment of provision and examination of supply and demand. This is via splitting the Borough into the following areas:

- Arley & Whitacre
- Atherstone & Mancetter
- Baddesley & Grendon
- Coleshill
- Curdworth, Hurley & Wood End
- Fillongley
- Hartshill
- Kingsbury
- Newton Regis & Warton
- Polesworth & Dordon
- Water Orton

A map further outlining the analysis areas can be seen overleaf.

Figure 1.1: Map of North Warwickshire


NORTH WEST LEICESTERSHIRE
LICHFIELD
TAMWORTH
HINCKLEY AND BOSWORTH
BIRMINGHAM
NUNEATON AND BEDWORTH
SOLIHULL
Newton Regis and Warton
M42
Polesworth and Dordon
Baddesley Ensor and Grendon
Atherstone and Mancetter
Hartshill
Kingsbury
Curdworth, Hurley and Wood End
Arley and Whitacre
Water Orton
Coleshill
Fillongley
M6
North Warwickshire
Analysis area
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Created by Knight, Kavanagh & Page (www.kkp.co.uk)

Scope

The scope of the PPS focuses geographically on all local provision, regardless of ownership and management arrangements. Sports included within the study are as follows:

- Football (including 3G pitches)
- Rugby union (including 3G pitches)
- Cricket
- Hockey (sand/water based pitches)

In addition, other grass pitch sports are also included where supply and/or demand has been identified. In North Warwickshire, this includes solely lacrosse.

Local context

The Borough of North Warwickshire consists of several small towns and villages, with Atherstone and Colehill being the two most notable. It is relatively remote to the rest of the county, as Solihull and Coventry of the West Midlands cut it off from most of the other boroughs in Warwickshire. It covers 28,438 hectares, making it the third largest area in the county; however, despite its size, North Warwickshire has the lowest population, with approximately 65,452 residents. This is because the area is overwhelmingly rural in nature with around two thirds of it designated as Green Belt.

North Warwickshire also has the highest number of senior citizens in the County, with 21.8% of the population being over the age of 65. The population has declined in recent years, with deaths outweighing births, although migration to the county is good, with the population predicted to grow by 17.3% by 2043. However, it is also forecast that the predicted growth within the Borough will be made up of predominately senior citizens, with approximately 42% being aged 75 or over.

Health is a growing concern within North Warwickshire. Deprivation has an impact on health, with life expectancy being 5.7 years lower for men from deprived areas when compared with the least deprived areas. This figure stands at 3.8 years for females from deprived areas and there are also 1,345 (12.9%) children living in low-income families. Obesity is also a concern in the Borough; in 2017, the percentage of adults classified as overweight or obese was significantly higher than the average in England.

The Council recognises that it must use resources to encourage the growing senior population to stay active and healthy. Currently, 79.9% of residents described their health as ‘good’ or ‘very good’, which is slightly below county levels, potentially reflecting the older population that reside in the Borough. However, the emphasis is not solely on the senior population, with the Council stating that it is also committed to increasing the number of adults and children who are physically active and reducing the percentage of adults and children with excess weight.

North Warwickshire Physical Activity Profile

Activity levels remain down compared to pre-pandemic levels in North Warwickshire. From 2020-2021, 44.6% of children and young people in school years 1-11 (aged 5-16) in England met the Chief Medical Officers’ (CMOs) guidelines of taking part in sport and physical activity for an average of 60 minutes or more every day. This was similar to the figure for 2019-2020 (44.9%) but was lower than 2018-2019 (46.8%), which was the last academic year completely unaffected by the pandemic. However, activity levels in 2020-2021 were higher than 2017-2018 (43.3%).

North Warwickshire Health & Wellbeing Action Plan

The North Warwickshire Health & Wellbeing Action Plan (2023 to 2027) sets out actions to improve health and wellbeing across the Borough. These are assigned to the following divisions:

- Environmental Health
- Finance (including Revenues and Benefits)
- Housing
- Human Resources and Health and Safety
- Leisure and Community Development
- Planning
- Streetscape

In terms of Leisure and Community Development, the following key actions are identified:

- In partnership with Polesworth Fire Station, organise a Big Day Out event in Abbey Green Park themed around the Cost of Living.
- To update and improve the Authority-owned play areas through the Play Area Development Programme.
- Provide a programme of holiday provision for children and young people in the Borough Council's leisure facilities during each school holiday.
- Formulate an action plan from Poverty Proofing feedback and ensure that the related services continue to improve their accessibility.
- Introduce health testing scales (and, subject to external funding, blood testing services) into leisure facilities.
- Monitor and review feedback through surveys, verbal customer and staff feedback, and adapt the service to customer needs.

The Streetscape actions are also relevant to the PPOSS. These set out aims to:

- Inspect and maintain play areas, including teen shelters, ball courts and play equipment. To promote outdoor play for all children and a healthy outdoor area for the local community.
- Maintain green and open space areas, including parks, recreation grounds, estates and verges, to create a safe, clean and healthy environment for all residents and visitors.
- Carry out street cleaning, fly tip removal and work with volunteer litter picking groups to create and maintain a safe and clean, healthy Borough for all residents and visitors to enjoy.
- Maintain the Borough Council's leisure facilities and contribute to associated projects and undertakings.

North Warwickshire Local Plan

The North Warwickshire Borough Council Local Plan 2021 is the currently adopted Local Plan and sets out the vision and spatial planning strategy for North Warwickshire and allocates sites for new homes and employment land to meet local community and business needs up to 2033. It continues the theme of sustainable development in the right place with the right infrastructure and also gives an indication of where and how development will take place beyond this time frame in order to ensure a continuous supply of land. It explains how much and what type of development there will be and where this will be located.

Relevant to the PPS, Policy LP17 Green Infrastructure Development states that proposals must, where appropriate, demonstrate how they contribute to maintaining and enhancing a comprehensive and strategically planned Green Infrastructure network. With reference to the Warwickshire, Coventry and Solihull Sub-Regional Green Infrastructure Strategy and Offsetting sub-regional Strategy for Green Infrastructure and the local green infrastructure resource development should:

- Identify, maintain and enhance existing Green Infrastructure assets where possible;
- In all cases should optimise opportunities to create links between existing Green Infrastructure within the district and to surrounding sub-regional networks;
- Help deliver new Green Infrastructure assets where specific need has been identified. Where an existing asset is lost or adversely affected, and where mitigation or compensatory Green Infrastructure cannot be provided on site, contributions will be sought towards wider Green Infrastructure projects and improvements.

Furthermore, LP22 Open Spaces and Recreational Provision states that, wherever possible, open spaces and recreational areas will be retained, protected and enhanced (unless their loss is off-set by an equivalent or improved replacement). Development proposals will be expected to provide a range of new on-site and open space recreational provision such as parks and amenity space, sport or recreation facilities and semi-natural areas such as woodland wherever appropriate to the area and to the development. The design and location of these spaces and facilities should be accessible to all users; have regard to the relationship with surrounding uses, enhance the natural environment, protect and improve green infrastructure and link to surrounding areas where appropriate. Where on-site provision is not feasible, off-site contributions may be required where the development use leads to a need for new or enhanced provision.

Headline findings

The table overleaf highlights the current quantitative shortfalls for each sport included within the PPS, as identified in the preceding Assessment Report. For qualitative findings and site-specific findings, please see Part 3: Sport Specific Recommendations and Scenarios, and Part 5: Action Plan.

Natural turf pitches have a limit of how much play they can accommodate over a certain period of time before their quality, and in turn their use, is adversely affected. As the main usage of pitches is for matches, it is appropriate for the comparable unit to be match equivalent sessions. The table overleaf therefore uses this, converting both the amount of play a site can accommodate (its carrying capacity) and how much play takes place (its current use) into the same unit of demand to enable an analysis to be undertaken.

Based on how the sports tend to be played, this unit for football and rugby union pitches relates to a typical week within the season for each sport, whereas for cricket, the number of match equivalent sessions is over the course of a season. This is because how much play a cricket pitch can accommodate is primarily determined by the number and quality of wickets on a square, with only one match generally played per pitch per day and with the wickets rotated throughout a season to reduce wear and to allow for repair. Each wicket is therefore able to accommodate a certain amount of play per season as opposed to a week.

For artificial surfaces, the carrying capacity of the provision is much higher, meaning how much play can be accommodated is primarily determined by availability, rather than how demand adversely affects quality, as is the case with grass pitches. Therefore, the total number of pitches required is instead used to form an analysis. This is most pertinent for football and rugby union (3G pitches) and for hockey (sand-based pitches).

Table 1.2: Quantitative headline findings

Analysis area	Pitch/facility type	Current supply/ demand balance	Future supply/ demand balance (2033)
Football – grass pitches			
Arley & Whitacre	Adult	At capacity	0.5 match equivalent sessions
Arley & Whitacre	Youth 11v11	3.5 match equivalent sessions	4 match equivalent sessions
Arley & Whitacre	Youth 9v9	At capacity	0.5 match equivalent sessions
Arley & Whitacre	Mini 7v7	0.5 match equivalent sessions	1 match equivalent session
Arley & Whitacre	Mini 5v5	0.5 match equivalent sessions	1 match equivalent session

Analysis area	Pitch/facility type	Current supply/ demand balance	Future supply/ demand balance (2033)
Atherstone & Mancetter	Adult	At capacity	1 match equivalent session
Atherstone & Mancetter	Youth 11v11	0.5 match equivalent sessions	1.5 match equivalent sessions
Atherstone & Mancetter	Youth 9v9	0.5 match equivalent sessions	1.5 match equivalent sessions
Atherstone & Mancetter	Mini 7v7	1 match equivalent session	0.5 match equivalent sessions
Atherstone & Mancetter	Mini 5v5	At capacity	0.5 match equivalent sessions
Baddesley & Grendon	Adult	At capacity	At capacity
Baddesley & Grendon	Youth 11v11	At capacity	At capacity
Baddesley & Grendon	Youth 9v9	At capacity	At capacity
Baddesley & Grendon	Mini 7v7	At capacity	At capacity
Baddesley & Grendon	Mini 5v5	2 match equivalent sessions	2 match equivalent sessions
Coleshill	Adult	At capacity	At capacity
Coleshill	Youth 11v11	At capacity	At capacity
Coleshill	Youth 9v9	1.5 match equivalent sessions	1.5 match equivalent sessions
Coleshill	Mini 7v7	At capacity	At capacity
Coleshill	Mini 5v5	At capacity	At capacity
Curdworth, Hurley & Wood End	Adult	At capacity	At capacity
Curdworth, Hurley & Wood End	Youth 11v11	0.5 match equivalent sessions	0.5 match equivalent sessions
Curdworth, Hurley & Wood End	Youth 9v9	At capacity	At capacity
Curdworth, Hurley & Wood End	Mini 7v7	At capacity	At capacity
Curdworth, Hurley & Wood End	Mini 5v5	At capacity	At capacity
Fillongley	Adult	At capacity	At capacity
Fillongley	Youth 11v11	At capacity	At capacity
Fillongley	Youth 9v9	At capacity	At capacity
Fillongley	Mini 7v7	At capacity	At capacity
Fillongley	Mini 5v5	At capacity	At capacity
Hartshill	Adult	At capacity	At capacity
Hartshill	Youth 11v11	1 match equivalent session	1 match equivalent session
Hartshill	Youth 9v9	1 match equivalent session	1 match equivalent session
Hartshill	Mini 7v7	1 match equivalent session	1 match equivalent session
Hartshill	Mini 5v5	At capacity	At capacity
Kingsbury	Adult	At capacity	At capacity
Kingsbury	Youth 11v11	At capacity	At capacity
Kingsbury	Youth 9v9	At capacity	At capacity
Kingsbury	Mini 7v7	At capacity	At capacity
Kingsbury	Mini 5v5	At capacity	At capacity
Newton Regis & Warton	Adult	At capacity	At capacity
Newton Regis & Warton	Youth 11v11	At capacity	At capacity
Newton Regis & Warton	Youth 9v9	At capacity	At capacity
Newton Regis & Warton	Mini 7v7	At capacity	At capacity
Newton Regis & Warton	Mini 5v5	At capacity	At capacity
Polesworth & Dordon	Adult	At capacity	0.5 match equivalent sessions

Analysis area	Pitch/facility type	Current supply/ demand balance	Future supply/ demand balance (2033)
Polesworth & Dordon	Youth 11v11	6.5 match equivalent sessions	7 match equivalent sessions
Polesworth & Dordon	Youth 9v9	0.5 match equivalent sessions	1 match equivalent session
Polesworth & Dordon	Mini 7v7	0.5 match equivalent sessions	0.5 match equivalent sessions
Polesworth & Dordon	Mini 5v5	2 match equivalent sessions	2 match equivalent sessions
Water Orton	Adult	At capacity	At capacity
Water Orton	Youth 11v11	At capacity	At capacity
Water Orton	Youth 9v9	At capacity	At capacity
Water Orton	Mini 7v7	At capacity	At capacity
Water Orton	Mini 5v5	At capacity	At capacity
North Warwickshire	**Adult**	**At capacity**	**2 match equivalent sessions**
North Warwickshire	**Youth 11v11**	**11 match equivalent sessions**	**13 match equivalent sessions**
North Warwickshire	**Youth 9v9**	**1.5 match equivalent sessions**	**3.5 match equivalent sessions**
North Warwickshire	**Mini 7v7**	**1 match equivalent session**	**At capacity**
North Warwickshire	**Mini 5v5**	**3.5 match equivalent sessions**	**2.5 match equivalent sessions**
Football – 3G pitches			
Arley & Whitacre	Full size	0.63 pitches	0.76 pitches
Atherstone & Mancetter	Full size	0.66 pitches	0.87 pitches
Baddesley & Grendon	Full size	0.13 pitches	0.13 pitches
Coleshill	Full size	0.55 pitches	0.55 pitches
Curdworth, Hurley & Wood End	Full size	0.45 pitches	0.55 pitches
Fillongley	Full size	0.11 pitches	0.11 pitches
Hartshill	Full size	0.21 pitches	0.21 pitches
Kingsbury	Full size	0.13 pitches	0.13 pitches
Newton Regis & Warton	Full size	0.03 pitches	0.03 pitches
Polesworth & Dordon	Full size	0.47 pitches	0.55 pitches
Water Orton	Full size	0.08 pitches	0.08 pitches
North Warwickshire	**Full size**	**2.5 pitches**	**3 pitches**
Rugby union			
Arley & Whitacre	Senior	At capacity	At capacity
Atherstone & Mancetter	Senior	0.5 match equivalent sessions	0.5 match equivalent sessions
Baddesley & Grendon	Senior	At capacity	At capacity
Coleshill	Senior	At capacity	At capacity
Curdworth, Hurley & Wood End	Senior	At capacity	At capacity
Fillongley	Senior	6 match equivalent sessions	6 match equivalent sessions
Hartshill	Senior	At capacity	0.5 match equivalent sessions
Kingsbury	Senior	At capacity	At capacity
Newton Regis & Warton	Senior	At capacity	At capacity
Polesworth & Dordon	Senior	At capacity	At capacity
Water Orton	Senior	5.25 match equivalent sessions	8 match equivalent sessions

Analysis area	Pitch/facility type	Current supply/ demand balance	Future supply/ demand balance (2033)
North Warwickshire	**Senior**	**10.75 match equivalent sessions**	**14 match equivalent sessions**
Hockey			
Arley & Whitacre	Full size	-	-
Atherstone & Mancetter	Full size	0.5 match equivalent sessions	At capacity
Baddesley & Grendon	Full size	-	-
Coleshill	Full size	-	-
Curdworth, Hurley & Wood End	Full size	-	-
Fillongley	Full size	-	-
Hartshill	Full size	-	-
Kingsbury	Full size	-	-
Newton Regis & Warton	Full size	-	-
Polesworth & Dordon	Full size	-	-
Water Orton	Full size	-	-
North Warwickshire	**Full size**	**0.5 match equivalent sessions**	**At capacity**
Cricket			
Arley & Whitacre	Senior (Saturday)	At capacity	At capacity
Atherstone & Mancetter	Senior (Saturday)	42 match equivalent sessions	54 match equivalent sessions
Baddesley & Grendon	Senior (Saturday)	At capacity	At capacity
Coleshill	Senior (Saturday)	14 match equivalent sessions	26 match equivalent sessions
Curdworth, Hurley & Wood End	Senior (Saturday)	4 match equivalent sessions	4 match equivalent sessions
Fillongley	Senior (Saturday)	18 match equivalent sessions	42 match equivalent sessions
Hartshill	Senior (Saturday)	At capacity	At capacity
Kingsbury	Senior (Saturday)	At capacity	At capacity
Newton Regis & Warton	Senior (Saturday)	At capacity	At capacity
Polesworth & Dordon	Senior (Saturday)	At capacity	At capacity
Water Orton	Senior (Saturday)	4 match equivalent sessions	4 match equivalent sessions
North Warwickshire	**Senior (Saturday)**	**82 match equivalent sessions**	**130 match equivalent sessions**
Lacrosse			
Arley & Whitacre	Senior	-	-
Atherstone & Mancetter	Senior	-	-
Baddesley & Grendon	Senior	-	-
Coleshill	Senior	-	-
Curdworth, Hurley & Wood End	Senior	-	-
Fillongley	Senior	5.75 match equivalent sessions	5.75 match equivalent sessions
Hartshill	Senior	-	-
Kingsbury	Senior	-	-
Newton Regis & Warton	Senior	-	-

Analysis area	Pitch/facility type	Current supply/ demand balance	Future supply/ demand balance (2033)
Polesworth & Dordon	Senior	-	-
Water Orton	Senior	-	-
North Warwickshire	**Senior**	**5.75** match equivalent sessions	**5.75** match equivalent sessions

Conclusions

The existing position for all sports is either that demand is being met or that there is a shortfall. As such, there is a clear need to protect all existing playing pitch and outdoor sport provision until all demand is met, or there is a requirement to replace provision to an equal or better quantity and quality before it is lost, in line with national planning policy. Where demand is being met, this does not equate to a surplus of provision, with any spare capacity instead considered as a solution to overcoming shortfalls.

Notwithstanding the above, most of the identified grass pitch shortfalls can be met by better utilising current provision, such as through improving quality, installing additional sports lighting, improving ancillary facilities, bringing disused pitches back into use and enabling access to existing unused provision, such as at unavailable school sites. This means that new grass pitches are not generally required, although for rugby union there is likely to be a need for some new provision to completely alleviate existing deficits given the considerable shortfalls identified. This relates mostly to the Fillongley and Water Orton analysis areas.

In relation to football, there is also a current shortfall of 3G pitches that can only be met through increased provision. With resources to improve the quality of grass pitches being limited, an increase in 3G pitches can also help reduce grass pitch shortfalls through the transfer of play, which in turn can aid pitch quality improvements.

There could also be a need for some new provision in specific areas to completely alleviate existing and future deficits, especially if other forms of eradicating the shortfalls are not possible (e.g., due to unwillingness from partners such as schools) or where they are not the preferred approach (e.g., financially).

PART 2: VISION AND AIMS

A vision has been set out to provide a clear focus with desired outcomes for the North Warwickshire PPS:

> *'An accessible, high quality and sustainable network of playing pitches and supporting facilities that adequately provides for all current and future residents of the Borough and helps promote healthy living.'*

The following overarching aims are based on the three Sport England themes (see figure 2.1 below). It is recommended that they are adopted by the Council and its partners to enable it to achieve the overall vision of the PPS and Sport England planning objectives. Strategy delivery is the responsibility of, and relies upon, all relevant stakeholders.

AIM 1

To **protect** the existing supply of playing pitch provision and ancillary facilities where it is needed for meeting current and future needs.

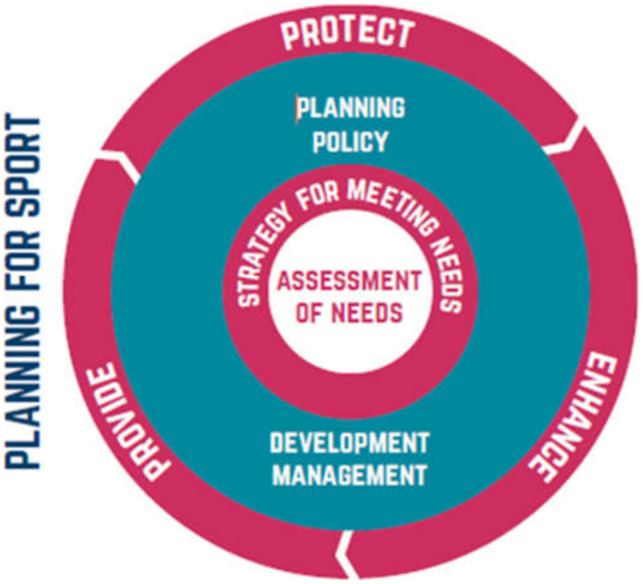
AIM 2

To **enhance** playing pitch provision and ancillary facilities through improving quality and management of sites.

AIM 3

To **provide** new playing pitch provision and ancillary facilities where there is current or future demand to do so.

Figure 2.1: Sport England themes



Source: Sport England, Planning for Sport Guidance (2019)

PART 3: SPORT SPECIFIC ISSUES SCENARIOS AND RECOMMENDATIONS

In this section, in order to help develop recommendations and actions for each sport, and to understand their potential impact, a number of relevant scenario questions are tested against the key issues identified in the preceding Assessment Report for each sport. This then informs sport specific recommendations.

The included scenarios focus on the impact that they will have on the shortfalls and key issues identified and how they can be overcome. However, whilst each can improve the picture to a greater or lesser extent, it should be noted that carrying out some scenarios to the fullest degree is likely to be unviable and that a combination of actions will instead be required to ensure that all current and future demand can be met.

For site-specific and more localised recommendations, please refer to the Action Plan in Part 5 of the report.

Football – grass pitches

Assessment report summary

Football – supply and demand summary

- In total, ten pitches display some level of actual spare capacity across five sites, equating to 8.5 match equivalent sessions, whilst 12 pitches are overplayed across seven sites by a total of 16.5 match equivalent sessions.
- Overall, it is determined that there is current spare capacity on mini 7v7 pitches and mini 5v5 pitches, whilst shortfalls are evident on youth 11v11 and youth 9v9 pitches. Adult pitches are currently at capacity.
- After factoring in future demand, current shortfalls across youth 11v11 and youth 9v9 worsen, whilst a further shortfall is created on adult pitches. In contrast, spare capacity would eradicate for mini 7v7 pitches, leaving a balanced capacity. Only mini 5v5 pitches would still yield spare capacity.

Football – supply summary

- The audit identifies a total of 97 football pitches across 38 sites in North Warwickshire, with 70 pitches available at some level for community use across 30 sites.
- Only eight adult pitches are provided, which does not equate to the level of demand that exists and leads to many teams using the incorrect pitch type (youth 11v11).
- Disused pitches are identified at Baddesley Recreation Ground and Kitwood Avenue Recreation Ground.
- In total, 11 community available pitches assessed as good quality, 21 as standard quality and 38 as poor quality.
- A total of seven sites are identified as being serviced by poor quality ancillary provision, whilst 11 have no changing facilities.

Football - demand summary

- A total of 127 teams across 37 clubs are identified as playing regular, competitive matches on football pitches within North Warwickshire, consisting of 31 senior men’s, 55 youth boys’, six youth girls’ and 35 mini soccer teams.
- Demand has grown in recent years, with more clubs reporting participation increases compared to those reporting a reduction.
- In total, 36 teams travel to North Warwickshire to fulfil match demand, with this consisting of two adult teams, 13 youth 11v11 teams, nine youth 9v9 teams, six mini 7v7 teams and six mini 5v5 teams.
- 56% of clubs indicate that they could field more teams if they had access to more pitches, which represents a high level of latent demand and suggests existing capacity issues.
- Team generation rates predict an increase amounting to four adult, two youth 11v11, four youth 9v9, two mini 7v7 and two mini 5v5 teams, whilst seven clubs have aspirations to grow by a total of 17 teams.

Scenarios

Improving pitch quality

In total, there are 12 pitches in North Warwickshire across seven sites that are overplayed by a combined total of 16.5 match equivalent sessions. Improving quality of such provision will increase capacity across the sites and, as a consequence, of a reduction in current shortfalls across the Borough.

To illustrate the above, Table 3.1 highlights that the large majority of existing overplay would be alleviated if quality improved to good at each site. As a reminder, the capacity rating for each type and quality rating is:

Adult pitches		Youth pitches		Mini pitches	
Pitch quality	**Matches per week**	**Pitch quality**	**Matches per week**	**Pitch quality**	**Matches per week**
Good	3	Good	4	Good	6
Standard	2	Standard	2	Standard	4
Poor	1	Poor	1	Poor	2

Table 3.1: Overplay if all pitches were good quality (in match equivalent sessions)

Site ID	Site name	Analysis area	Pitch type	No. of pitches	Current quality	Current capacity rating	Good quality capacity rating	Actual spare capacity created
4	Ansley Workshops (Ansley Hall Recreation Ground)	Arley & Whitacre	Mini (5v5)	1	Poor	0.5	3.5	0
4	Ansley Workshops (Ansley Hall Recreation Ground)	Arley & Whitacre	Mini (7v7)	1	Poor	0.5	3.5	0
4	Ansley Workshops (Ansley Hall Recreation Ground)	Arley & Whitacre	Youth (11v11)	1	Poor	3.5	0.5	-
10	Birch Coppice Sports & Social Club	Polesworth & Dordon	Youth (9v9)	1	Poor	0.5	2.5	0.5
10	Birch Coppice Sports & Social Club	Polesworth & Dordon	Youth (11v11)	1	Poor	1	2	1
19	Hartshill Academy	Hartshill	Youth (11v11)	1	Standard	2	0	-
29	Mancetter Recreation Ground	Atherstone & Manchetter	Youth (9v9)	1	Poor	0.5	2.5	0
29	Mancetter Recreation Ground	Atherstone & Manchetter	Youth (11v11)	1	Poor	0.5	2.5	0

Site ID	Site name	Analysis area	Pitch type	No. of pitches	Current quality	Current capacity rating	Good quality capacity rating	Actual spare capacity created
34	North Warwickshire Recreational Centre	Polesworth & Dordon	Youth (11v11)	2	Good	5.5	5.5	-
37	Pack Meadow	Coleshill	Youth (9v9)	1	Standard	1.5	0.5	0
39	Polesworth Recreation Ground	Polesworth & Dordon	Mini (7v7)	1	Poor	0.5	1.5	0.5

As seen, most overplayed pitches could accommodate current demand if quality was improved to good and 18.5 match equivalent sessions of potential spare capacity would be created. Only three currently overplayed pitches would remain as such even if quality was maximised, with this identified on a youth 11v11 pitch at Ansley Workshops (Ansley Hall Recreation Ground) and on two youth 11v11 pitches at North Warwickshire Recreational Centre.

Improving quality as set out above will eradicate existing shortfalls on youth 9v9 pitches on a Borough-wide basis and increase overall spare capacity on mini 7v7 and mini 5v5 pitches. Nevertheless, a shortfall would remain for youth 11v11 pitches, whilst adult pitches would remain at capacity. Furthermore, localised shortfalls would remain in the Arley & Whitacre, Hartshill and Polesworth & Dordon analysis areas, as shown in the table below.

Table 3.2: Overall supply and demand if overplayed pitches were improved to good quality

Analysis area	Pitch type	Current supply/ demand balance (match equivalent sessions)	Potential supply/ demand balance (match equivalent sessions)
Arley & Whitacre	Adult	0	0
Arley & Whitacre	Youth 11v11	3.5	0.5
Arley & Whitacre	Youth 9v9	0	0
Arley & Whitacre	Mini 7v7	0.5	0
Arley & Whitacre	Mini 5v5	0.5	0
Atherstone & Mancetter	Adult	0	0
Atherstone & Mancetter	Youth 11v11	0.5	0
Atherstone & Mancetter	Youth 9v9	0.5	0
Atherstone & Mancetter	Mini 7v7	1	1
Atherstone & Mancetter	Mini 5v5	0	0
Baddesley & Grendon	Adult	0	0
Baddesley & Grendon	Youth 11v11	0	0
Baddesley & Grendon	Youth 9v9	0	0
Baddesley & Grendon	Mini 7v7	0	0
Baddesley & Grendon	Mini 5v5	2	2
Coleshill	Adult	0	0
Coleshill	Youth 11v11	0	0
Coleshill	Youth 9v9	1.5	0
Coleshill	Mini 7v7	0	0
Coleshill	Mini 5v5	0	0
Curdworth, Hurley & Wood End	Adult	0	0
Curdworth, Hurley & Wood End	Youth 11v11	0.5	0.5
Curdworth, Hurley & Wood End	Youth 9v9	0	0

Analysis area	Pitch type	Current supply/ demand balance (match equivalent sessions)	Potential supply/ demand balance (match equivalent sessions)
Curdworth, Hurley & Wood End	Mini 7v7	0	0
Curdworth, Hurley & Wood End	Mini 5v5	0	0
Fillongley	Adult	0	0
Fillongley	Youth 11v11	0	0
Fillongley	Youth 9v9	0	0
Fillongley	Mini 7v7	0	0
Fillongley	Mini 5v5	0	0
Hartshill	Adult	0	0
Hartshill	Youth 11v11	1	0
Hartshill	Youth 9v9	1	1
Hartshill	Mini 7v7	1	1
Hartshill	Mini 5v5	0	0
Kingsbury	Adult	0	0
Kingsbury	Youth 11v11	0	0
Kingsbury	Youth 9v9	0	0
Kingsbury	Mini 7v7	0	0
Kingsbury	Mini 5v5	0	0
Newton Regis & Warton	Adult	0	0
Newton Regis & Warton	Youth 11v11	0	0
Newton Regis & Warton	Youth 9v9	0	0
Newton Regis & Warton	Mini 7v7	0	0
Newton Regis & Warton	Mini 5v5	0	0
Polesworth & Dordon	Adult	0	0
Polesworth & Dordon	Youth 11v11	6.5	4.5
Polesworth & Dordon	Youth 9v9	0.5	0.5
Polesworth & Dordon	Mini 7v7	0.5	0.5
Polesworth & Dordon	Mini 5v5	2	2
Water Orton	Adult	0	0
Water Orton	Youth 11v11	0	0
Water Orton	Youth 9v9	0	0
Water Orton	Mini 7v7	0	0
Water Orton	Mini 5v5	0	0
North Warwickshire	**Adult**	**0**	**0**
North Warwickshire	**Youth 11v11**	**11**	**4.5**
North Warwickshire	**Youth 9v9**	**1.5**	**1**
North Warwickshire	**Mini 7v7**	**1**	**2.5**
North Warwickshire	**Mini 5v5**	**3.5**	**4**

As shown overleaf, on an authority-level, future shortfalls would be reduced for youth 11v11 and youth 9v9 pitches, although a future shortfall would remain for both pitch types as well as adult pitches. For mini 7v7 pitches, future spare capacity would be created and future spare capacity would increase for mini 5v5 pitches.

Future localised shortfalls would remain in the Arley & Whitacre, Atherstone & Mancetter, Hartshill and Polesworth & Dordon analysis areas.

Table 3.3: Impact on future supply and demand if quality improved to good

Analysis area	Pitch type	Future supply/ demand balance (match equivalent sessions)	Potential future supply/ demand balance (match equivalent sessions)
Arley & Whitacre	Adult	0.5	0.5
Arley & Whitacre	Youth 11v11	4	1
Arley & Whitacre	Youth 9v9	0.5	0.5
Arley & Whitacre	Mini 7v7	1	0.5
Arley & Whitacre	Mini 5v5	1	0.5
Atherstone & Mancetter	Adult	1	1
Atherstone & Mancetter	Youth 11v11	1.5	1
Atherstone & Mancetter	Youth 9v9	1.5	1
Atherstone & Mancetter	Mini 7v7	0.5	0.5
Atherstone & Mancetter	Mini 5v5	0.5	0.5
Baddesley & Grendon	Adult	0	0
Baddesley & Grendon	Youth 11v11	0	0
Baddesley & Grendon	Youth 9v9	0	0
Baddesley & Grendon	Mini 7v7	0	0
Baddesley & Grendon	Mini 5v5	2	2
Coleshill	Adult	0	0
Coleshill	Youth 11v11	0	0
Coleshill	Youth 9v9	1.5	0
Coleshill	Mini 7v7	0	0
Coleshill	Mini 5v5	0	0
Curdworth, Hurley & Wood End	Adult	0	0
Curdworth, Hurley & Wood End	Youth 11v11	0.5	0.5
Curdworth, Hurley & Wood End	Youth 9v9	0	0
Curdworth, Hurley & Wood End	Mini 7v7	0	0
Curdworth, Hurley & Wood End	Mini 5v5	0	0
Fillongley	Adult	0	0
Fillongley	Youth 11v11	0	0
Fillongley	Youth 9v9	0	0
Fillongley	Mini 7v7	0	0
Fillongley	Mini 5v5	0	0
Hartshill	Adult	0	0
Hartshill	Youth 11v11	1	0
Hartshill	Youth 9v9	1	1
Hartshill	Mini 7v7	1	1
Hartshill	Mini 5v5	0	0
Kingsbury	Adult	0	0
Kingsbury	Youth 11v11	0	0
Kingsbury	Youth 9v9	0	0
Kingsbury	Mini 7v7	0	0
Kingsbury	Mini 5v5	0	0
Newton Regis & Warton	Adult	0	0
Newton Regis & Warton	Youth 11v11	0	0
Newton Regis & Warton	Youth 9v9	0	0
Newton Regis & Warton	Mini 7v7	0	0
Newton Regis & Warton	Mini 5v5	0	0
Polesworth & Dordon	Adult	0.5	0.5
Polesworth & Dordon	Youth 11v11	7	5
Polesworth & Dordon	Youth 9v9	1	0

Analysis area	Pitch type	Future supply/ demand balance (match equivalent sessions)	Potential future supply/ demand balance (match equivalent sessions)
Polesworth & Dordon	Mini 7v7	0.5	0.5
Polesworth & Dordon	Mini 5v5	2	2
Water Orton	Adult	0	0
Water Orton	Youth 11v11	0	0
Water Orton	Youth 9v9	0	0
Water Orton	Mini 7v7	0	0
Water Orton	Mini 5v5	0	0
North Warwickshire	**Adult**	**2**	**2**
North Warwickshire	**Youth 11v11**	**13**	**6.5**
North Warwickshire	**Youth 9v9**	**3.5**	**1**
North Warwickshire	**Mini 7v7**	**0**	**1.5**
North Warwickshire	**Mini 5v5**	**2.5**	**3**

It is imperative to engage with clubs to ensure that sites are not played beyond their capacity. Where overplay is identified and would remain in spite of quality improvements, play should be encouraged, where possible, to be transferred to alternative venues that are not operating at capacity. For more information on ways to improve quality please refer to Objective 2 within Part 4: Strategic Recommendations.

Providing security of tenure

Currently, 7.5 match equivalent sessions per week are played on unsecured pitches across North Warwickshire, identified at 3M Football Field, Austrey CE Primary School, Kingsbury School, Newton Regis Primary School and Outwoods Primary School. If these pitches were to fall out of use, on a Borough-wide level, shortfalls would exacerbate across youth 11v11 and youth 9v9 pitches, whilst spare capacity of mini 5v5 pitches would reduce slightly. No change would occur on adult and mini 7v7 pitches, as shown in the following table.

Table 3.4: Current supply and demand balance without unsecure sites

Analysis area	Pitch type	Current supply/ demand balance (match equivalent sessions)	Potential supply/ demand balance (match equivalent sessions)
Arley & Whitacre	Adult	0	0
Arley & Whitacre	Youth 11v11	3.5	3.5
Arley & Whitacre	Youth 9v9	0	0
Arley & Whitacre	Mini 7v7	0.5	0.5
Arley & Whitacre	Mini 5v5	0.5	0.5
Atherstone & Mancetter	Adult	0	0
Atherstone & Mancetter	Youth 11v11	0.5	1.5
Atherstone & Mancetter	Youth 9v9	0.5	0.5
Atherstone & Mancetter	Mini 7v7	1	1
Atherstone & Mancetter	Mini 5v5	0	1.5
Baddesley & Grendon	Adult	0	0
Baddesley & Grendon	Youth 11v11	0	0
Baddesley & Grendon	Youth 9v9	0	0
Baddesley & Grendon	Mini 7v7	0	0
Baddesley & Grendon	Mini 5v5	2	2
Coleshill	Adult	0	0

Analysis area	Pitch type	Current supply/ demand balance (match equivalent sessions)	Potential supply/ demand balance (match equivalent sessions)
Coleshill	Youth 11v11	0	0
Coleshill	Youth 9v9	1.5	1.5
Coleshill	Mini 7v7	0	0
Coleshill	Mini 5v5	0	0
Curdworth, Hurley & Wood End	Adult	0	0
Curdworth, Hurley & Wood End	Youth 11v11	0.5	0.5
Curdworth, Hurley & Wood End	Youth 9v9	0	0
Curdworth, Hurley & Wood End	Mini 7v7	0	0
Curdworth, Hurley & Wood End	Mini 5v5	0	0
Fillongley	Adult	0	0
Fillongley	Youth 11v11	0	0
Fillongley	Youth 9v9	0	0
Fillongley	Mini 7v7	0	0
Fillongley	Mini 5v5	0	0
Hartshill	Adult	0	0
Hartshill	Youth 11v11	1	1
Hartshill	Youth 9v9	1	1
Hartshill	Mini 7v7	1	1
Hartshill	Mini 5v5	0	0
Kingsbury	Adult	0	0
Kingsbury	Youth 11v11	0	2
Kingsbury	Youth 9v9	0	2
Kingsbury	Mini 7v7	0	0
Kingsbury	Mini 5v5	0	0
Newton Regis & Warton	Adult	0	0
Newton Regis & Warton	Youth 11v11	0	1
Newton Regis & Warton	Youth 9v9	0	0
Newton Regis & Warton	Mini 7v7	0	0
Newton Regis & Warton	Mini 5v5	0	0
Polesworth & Dordon	Adult	0	0
Polesworth & Dordon	Youth 11v11	6.5	6.5
Polesworth & Dordon	Youth 9v9	0.5	0.5
Polesworth & Dordon	Mini 7v7	0.5	0.5
Polesworth & Dordon	Mini 5v5	2	2
Water Orton	Adult	0	0
Water Orton	Youth 11v11	0	0
Water Orton	Youth 9v9	0	0
Water Orton	Mini 7v7	0	0
Water Orton	Mini 5v5	0	0
North Warwickshire	**Adult**	**0**	**0**
North Warwickshire	**Youth 11v11**	**11**	**15**
North Warwickshire	**Youth 9v9**	**1.5**	**3.5**
North Warwickshire	**Mini 7v7**	**1**	**1**
North Warwickshire	**Mini 5v5**	**3.5**	**2**

Future shortfalls would also exacerbate across youth 11v11 and youth 9v9 pitches on a Borough-wide level, with future spare capacity of mini 5v5 pitches reducing. No change would occur for adult and mini 7v7 pitches.

Table 3.5: Impact on future supply and demand without unsecure sites

Analysis area	Pitch type	Future supply/ demand balance	Potential future supply/ demand balance
Arley & Whitacre	Adult	0.5	0.5
Arley & Whitacre	Youth 11v11	4	4
Arley & Whitacre	Youth 9v9	0.5	0.5
Arley & Whitacre	Mini 7v7	1	1
Arley & Whitacre	Mini 5v5	1	1
Atherstone & Mancetter	Adult	1	1
Atherstone & Mancetter	Youth 11v11	1.5	2.5
Atherstone & Mancetter	Youth 9v9	1.5	1.5
Atherstone & Mancetter	Mini 7v7	0.5	0.5
Atherstone & Mancetter	Mini 5v5	0.5	2
Baddesley & Grendon	Adult	0	0
Baddesley & Grendon	Youth 11v11	0	0
Baddesley & Grendon	Youth 9v9	0	0
Baddesley & Grendon	Mini 7v7	0	0
Baddesley & Grendon	Mini 5v5	2	2
Coleshill	Adult	0	0
Coleshill	Youth 11v11	0	0
Coleshill	Youth 9v9	1.5	1.5
Coleshill	Mini 7v7	0	0
Coleshill	Mini 5v5	0	0
Curdworth, Hurley & Wood End	Adult	0	0
Curdworth, Hurley & Wood End	Youth 11v11	0.5	0.5
Curdworth, Hurley & Wood End	Youth 9v9	0	0
Curdworth, Hurley & Wood End	Mini 7v7	0	0
Curdworth, Hurley & Wood End	Mini 5v5	0	0
Fillongley	Adult	0	0
Fillongley	Youth 11v11	0	0
Fillongley	Youth 9v9	0	0
Fillongley	Mini 7v7	0	0
Fillongley	Mini 5v5	0	0
Hartshill	Adult	0	0
Hartshill	Youth 11v11	1	1
Hartshill	Youth 9v9	1	1
Hartshill	Mini 7v7	1	1
Hartshill	Mini 5v5	0	0
Kingsbury	Adult	0	0
Kingsbury	Youth 11v11	0	2
Kingsbury	Youth 9v9	0	2
Kingsbury	Mini 7v7	0	0
Kingsbury	Mini 5v5	0	0
Newton Regis & Warton	Adult	0	0
Newton Regis & Warton	Youth 11v11	0	1
Newton Regis & Warton	Youth 9v9	0	0
Newton Regis & Warton	Mini 7v7	0	0
Newton Regis & Warton	Mini 5v5	0	0
Polesworth & Dordon	Adult	0.5	0.5
Polesworth & Dordon	Youth 11v11	7	7
Polesworth & Dordon	Youth 9v9	1	1
Polesworth & Dordon	Mini 7v7	0.5	0.5
Polesworth & Dordon	Mini 5v5	2	2

Analysis area	Pitch type	Future supply/ demand balance	Potential future supply/ demand balance
Water Orton	Adult	0	0
Water Orton	Youth 11v11	0	0
Water Orton	Youth 9v9	0	0
Water Orton	Mini 7v7	0	0
Water Orton	Mini 5v5	0	0
North Warwickshire	**Adult**	**2**	**2**
North Warwickshire	**Youth 11v11**	**13**	**17**
North Warwickshire	**Youth 9v9**	**3.5**	**5.5**
North Warwickshire	**Mini 7v7**	**0**	**0**
North Warwickshire	**Mini 5v5**	**2.5**	**1**

Whilst not always possible, creating community use agreements between providers and users would ensure that users continue to be provided for in the longer-term. Where there is external investment on sites e.g., by an NGB or Sport England, there are potential opportunities to secure community use as part of the funding or approval agreement. This also applies to new schools or for existing schools seeking changes to provision that requires planning permission as, via planning consent, the Council can mandate the implementation of a community use agreement as part of the planning stipulations.

In addition to unsecured sites that are currently in use, 1.5 match equivalent sessions per week of potential spare capacity is discounted due to no security of tenure being provided at Austrey CE Primary School and Outwoods Primary School. Whilst this is a minimal amount compared to what is found in most authorities, gaining secured access to these would increase spare capacity for mini 5v5 pitches, whilst the shortfall for youth 11v11 pitches would diminish. However, both changes would only be minor.

Table 3.6: Impact on current supply/demand through securing access to unsecure sites

Analysis area	Pitch type	Current supply/ demand balance (match equivalent sessions)	Potential supply/ demand balance (match equivalent sessions)
Arley & Whitacre	Adult	0	0
Arley & Whitacre	Youth 11v11	3.5	3.5
Arley & Whitacre	Youth 9v9	0	0
Arley & Whitacre	Mini 7v7	0.5	0.5
Arley & Whitacre	Mini 5v5	0.5	0.5
Atherstone & Mancetter	Adult	0	0
Atherstone & Mancetter	Youth 11v11	0.5	0.5
Atherstone & Mancetter	Youth 9v9	0.5	0.5
Atherstone & Mancetter	Mini 7v7	1	1
Atherstone & Mancetter	Mini 5v5	0	0.5
Baddesley & Grendon	Adult	0	0
Baddesley & Grendon	Youth 11v11	0	0
Baddesley & Grendon	Youth 9v9	0	0
Baddesley & Grendon	Mini 7v7	0	0
Baddesley & Grendon	Mini 5v5	2	2
Coleshill	Adult	0	0
Coleshill	Youth 11v11	0	0
Coleshill	Youth 9v9	1.5	1.5
Coleshill	Mini 7v7	0	0
Coleshill	Mini 5v5	0	0

Analysis area	Pitch type	Current supply/ demand balance (match equivalent sessions)	Potential supply/ demand balance (match equivalent sessions)
Curdworth, Hurley & Wood End	Adult	0	0
Curdworth, Hurley & Wood End	Youth 11v11	0.5	0.5
Curdworth, Hurley & Wood End	Youth 9v9	0	0
Curdworth, Hurley & Wood End	Mini 7v7	0	0
Curdworth, Hurley & Wood End	Mini 5v5	0	0
Fillongley	Adult	0	0
Fillongley	Youth 11v11	0	0
Fillongley	Youth 9v9	0	0
Fillongley	Mini 7v7	0	0
Fillongley	Mini 5v5	0	0
Hartshill	Adult	0	0
Hartshill	Youth 11v11	1	1
Hartshill	Youth 9v9	1	1
Hartshill	Mini 7v7	1	1
Hartshill	Mini 5v5	0	0
Kingsbury	Adult	0	0
Kingsbury	Youth 11v11	0	0
Kingsbury	Youth 9v9	0	0
Kingsbury	Mini 7v7	0	0
Kingsbury	Mini 5v5	0	0
Newton Regis & Warton	Adult	0	0
Newton Regis & Warton	Youth 11v11	0	1
Newton Regis & Warton	Youth 9v9	0	0
Newton Regis & Warton	Mini 7v7	0	0
Newton Regis & Warton	Mini 5v5	0	0
Polesworth & Dordon	Adult	0	0
Polesworth & Dordon	Youth 11v11	6.5	6.5
Polesworth & Dordon	Youth 9v9	0.5	0.5
Polesworth & Dordon	Mini 7v7	0.5	0.5
Polesworth & Dordon	Mini 5v5	2	2
Water Orton	Adult	0	0
Water Orton	Youth 11v11	0	0
Water Orton	Youth 9v9	0	0
Water Orton	Mini 7v7	0	0
Water Orton	Mini 5v5	0	0
North Warwickshire	**Adult**	**0**	**0**
North Warwickshire	**Youth 11v11**	**11**	**10**
North Warwickshire	**Youth 9v9**	**1.5**	**1.5**
North Warwickshire	**Mini 7v7**	**1**	**1**
North Warwickshire	**Mini 5v5**	**3.5**	**4**

The impact this would have on future demand is shown in the following table, with again on minimal changes identified.

Table 3.7: Impact on future supply and demand if access to unsecure sites is secured

Analysis area	Pitch type	Future supply/ demand balance (match equivalent sessions)	Potential future supply/ demand balance (match equivalent sessions)
Arley & Whitacre	Adult	0.5	0.5
Arley & Whitacre	Youth 11v11	4	4
Arley & Whitacre	Youth 9v9	0.5	0.5
Arley & Whitacre	Mini 7v7	1	1
Arley & Whitacre	Mini 5v5	1	1
Atherstone & Mancetter	Adult	1	1
Atherstone & Mancetter	Youth 11v11	1.5	1.5
Atherstone & Mancetter	Youth 9v9	1.5	1.5
Atherstone & Mancetter	Mini 7v7	0.5	0.5
Atherstone & Mancetter	Mini 5v5	0.5	0
Baddesley & Grendon	Adult	0	0
Baddesley & Grendon	Youth 11v11	0	0
Baddesley & Grendon	Youth 9v9	0	0
Baddesley & Grendon	Mini 7v7	0	0
Baddesley & Grendon	Mini 5v5	2	2
Coleshill	Adult	0	0
Coleshill	Youth 11v11	0	0
Coleshill	Youth 9v9	1.5	1.5
Coleshill	Mini 7v7	0	0
Coleshill	Mini 5v5	0	0
Curdworth, Hurley & Wood End	Adult	0	0
Curdworth, Hurley & Wood End	Youth 11v11	0.5	0.5
Curdworth, Hurley & Wood End	Youth 9v9	0	0
Curdworth, Hurley & Wood End	Mini 7v7	0	0
Curdworth, Hurley & Wood End	Mini 5v5	0	0
Fillongley	Adult	0	0
Fillongley	Youth 11v11	0	0
Fillongley	Youth 9v9	0	0
Fillongley	Mini 7v7	0	0
Fillongley	Mini 5v5	0	0
Hartshill	Adult	0	0
Hartshill	Youth 11v11	1	1
Hartshill	Youth 9v9	1	1
Hartshill	Mini 7v7	1	1
Hartshill	Mini 5v5	0	0
Kingsbury	Adult	0	0
Kingsbury	Youth 11v11	0	0
Kingsbury	Youth 9v9	0	0
Kingsbury	Mini 7v7	0	0
Kingsbury	Mini 5v5	0	0
Newton Regis & Warton	Adult	0	0
Newton Regis & Warton	Youth 11v11	0	1
Newton Regis & Warton	Youth 9v9	0	0
Newton Regis & Warton	Mini 7v7	0	0
Newton Regis & Warton	Mini 5v5	0	0
Polesworth & Dordon	Adult	0.5	0.5
Polesworth & Dordon	Youth 11v11	7	7
Polesworth & Dordon	Youth 9v9	1	1

Analysis area	Pitch type	Future supply/ demand balance (match equivalent sessions)	Potential future supply/ demand balance (match equivalent sessions)
Polesworth & Dordon	Mini 7v7	0.5	0.5
Polesworth & Dordon	Mini 5v5	2	2
Water Orton	Adult	0	0
Water Orton	Youth 11v11	0	0
Water Orton	Youth 9v9	0	0
Water Orton	Mini 7v7	0	0
Water Orton	Mini 5v5	0	0
North Warwickshire	**Adult**	**2**	**2**
North Warwickshire	**Youth 11v11**	**13**	**12**
North Warwickshire	**Youth 9v9**	**3.5**	**3.5**
North Warwickshire	**Mini 7v7**	**0**	**0**
North Warwickshire	**Mini 5v5**	**2.5**	**3**

Enabling community use at sites currently unavailable

There are 14 pitches identified across eight sites in North Warwickshire which are unavailable for community use, located at Corley Centre, Newton Regis Primary School, Polesworth School, Queen Elizabeth Academy, Racemeadow Primary Academy, The Coleshill School and The Nethersole CE Academy & Nursery. If community use agreements were put in place for the use of these pitches, shortfalls would reduce on youth 11v11 pitches and eradiate entirely for youth 9v9 pitches, leaving overall spare capacity. Furthermore, spare capacity would also be produced for adult pitches, with spare capacity increasing for mini 7v7 and mini 5v5 pitches.

Table 3.8: Impact of enabling community use at sites currently unavailable

Analysis area	Pitch type	Current supply/ demand balance (match equivalent sessions)	Potential supply/ demand balance (match equivalent sessions)
Arley & Whitacre	Adult	0	0
Arley & Whitacre	Youth 11v11	3.5	3.5
Arley & Whitacre	Youth 9v9	0	0
Arley & Whitacre	Mini 7v7	0.5	0.5
Arley & Whitacre	Mini 5v5	0.5	0.5
Atherstone & Mancetter	Adult	0	0
Atherstone & Mancetter	Youth 11v11	0.5	0.5
Atherstone & Mancetter	Youth 9v9	0.5	0.5
Atherstone & Mancetter	Mini 7v7	1	2
Atherstone & Mancetter	Mini 5v5	0	1
Baddesley & Grendon	Adult	0	0
Baddesley & Grendon	Youth 11v11	0	0
Baddesley & Grendon	Youth 9v9	0	0
Baddesley & Grendon	Mini 7v7	0	0
Baddesley & Grendon	Mini 5v5	2	2
Coleshill	Adult	0	1
Coleshill	Youth 11v11	0	0
Coleshill	Youth 9v9	1.5	0.5
Coleshill	Mini 7v7	0	0
Coleshill	Mini 5v5	0	2
Curdworth, Hurley & Wood End	Adult	0	0

Analysis area	Pitch type	Current supply/ demand balance (match equivalent sessions)	Potential supply/ demand balance (match equivalent sessions)
Curdworth, Hurley & Wood End	Youth 11v11	0.5	0.5
Curdworth, Hurley & Wood End	Youth 9v9	0	0
Curdworth, Hurley & Wood End	Mini 7v7	0	0
Curdworth, Hurley & Wood End	Mini 5v5	0	0
Fillongley	Adult	0	0
Fillongley	Youth 11v11	0	0
Fillongley	Youth 9v9	0	0
Fillongley	Mini 7v7	0	1
Fillongley	Mini 5v5	0	0
Hartshill	Adult	0	0
Hartshill	Youth 11v11	1	1
Hartshill	Youth 9v9	1	1
Hartshill	Mini 7v7	1	1
Hartshill	Mini 5v5	0	0
Kingsbury	Adult	0	0
Kingsbury	Youth 11v11	0	0
Kingsbury	Youth 9v9	0	0
Kingsbury	Mini 7v7	0	0
Kingsbury	Mini 5v5	0	0
Newton Regis & Warton	Adult	0	0
Newton Regis & Warton	Youth 11v11	0	0
Newton Regis & Warton	Youth 9v9	0	1
Newton Regis & Warton	Mini 7v7	0	0
Newton Regis & Warton	Mini 5v5	0	0
Polesworth & Dordon	Adult	0	3
Polesworth & Dordon	Youth 11v11	6.5	6.5
Polesworth & Dordon	Youth 9v9	0.5	0.5
Polesworth & Dordon	Mini 7v7	0.5	0.5
Polesworth & Dordon	Mini 5v5	2	3
Water Orton	Adult	0	0
Water Orton	Youth 11v11	0	0
Water Orton	Youth 9v9	0	0
Water Orton	Mini 7v7	0	0
Water Orton	Mini 5v5	0	0
North Warwickshire	**Adult**	**0**	**4**
North Warwickshire	**Youth 11v11**	**11**	**10**
North Warwickshire	**Youth 9v9**	**1.5**	**1.5**
North Warwickshire	**Mini 7v7**	**1**	**6**
North Warwickshire	**Mini 5v5**	**3.5**	**4.5**

In addition, on a Borough-wide level, future shortfalls would be alleviated and actual spare capacity would be produced for adult pitches, whilst future spare capacity would remain on mini 5v5 pitches. Furthermore, additional future spare capacity would arise on mini 7v7 pitches. This means that only shortfalls on youth 11v11 and youth 9v9 pitches would remain.

Table 3.9: Impact on future supply and demand if community use is enabled at all sites

Analysis area	Pitch type	Future supply/ demand balance (match equivalent sessions)	Potential future supply/ demand balance (match equivalent sessions)
Arley & Whitacre	Adult	0.5	0.5
Arley & Whitacre	Youth 11v11	4	4
Arley & Whitacre	Youth 9v9	0.5	0.5
Arley & Whitacre	Mini 7v7	1	1
Arley & Whitacre	Mini 5v5	1	1
Atherstone & Mancetter	Adult	1	1
Atherstone & Mancetter	Youth 11v11	1.5	0.5
Atherstone & Mancetter	Youth 9v9	1.5	0.5
Atherstone & Mancetter	Mini 7v7	0.5	1.5
Atherstone & Mancetter	Mini 5v5	0.5	0.5
Baddesley & Grendon	Adult	0	0
Baddesley & Grendon	Youth 11v11	0	0
Baddesley & Grendon	Youth 9v9	0	0
Baddesley & Grendon	Mini 7v7	0	0
Baddesley & Grendon	Mini 5v5	2	2
Coleshill	Adult	0	1
Coleshill	Youth 11v11	0	0
Coleshill	Youth 9v9	1.5	0.5
Coleshill	Mini 7v7	0	0
Coleshill	Mini 5v5	0	2
Curdworth, Hurley & Wood End	Adult	0	0
Curdworth, Hurley & Wood End	Youth 11v11	0.5	0.5
Curdworth, Hurley & Wood End	Youth 9v9	0	0
Curdworth, Hurley & Wood End	Mini 7v7	0	0
Curdworth, Hurley & Wood End	Mini 5v5	0	0
Fillongley	Adult	0	0
Fillongley	Youth 11v11	0	0
Fillongley	Youth 9v9	0	0
Fillongley	Mini 7v7	0	1
Fillongley	Mini 5v5	0	0
Hartshill	Adult	0	0
Hartshill	Youth 11v11	1	1
Hartshill	Youth 9v9	1	1
Hartshill	Mini 7v7	1	1
Hartshill	Mini 5v5	0	0
Kingsbury	Adult	0	0
Kingsbury	Youth 11v11	0	0
Kingsbury	Youth 9v9	0	0
Kingsbury	Mini 7v7	0	0
Kingsbury	Mini 5v5	0	0
Newton Regis & Warton	Adult	0	0
Newton Regis & Warton	Youth 11v11	0	0
Newton Regis & Warton	Youth 9v9	0	1
Newton Regis & Warton	Mini 7v7	0	0
Newton Regis & Warton	Mini 5v5	0	0
Polesworth & Dordon	Adult	0.5	2.5
Polesworth & Dordon	Youth 11v11	7	7
Polesworth & Dordon	Youth 9v9	1	0.5

Analysis area	Pitch type	Future supply/ demand balance (match equivalent sessions)	Potential future supply/ demand balance (match equivalent sessions)
Polesworth & Dordon	Mini 7v7	0.5	0.5
Polesworth & Dordon	Mini 5v5	2	3
Water Orton	Adult	0	0
Water Orton	Youth 11v11	0	0
Water Orton	Youth 9v9	0	0
Water Orton	Mini 7v7	0	0
Water Orton	Mini 5v5	0	0
North Warwickshire	**Adult**	**2**	**2**
North Warwickshire	**Youth 11v11**	**13**	**12**
North Warwickshire	**Youth 9v9**	**3.5**	**0.5**
North Warwickshire	**Mini 7v7**	**0**	**2**
North Warwickshire	**Mini 5v5**	**2.5**	**6.5**

Notwithstanding the above, it must be noted that gaining access to sites currently unavailable can be difficult, particularly schools whereby the providers can be reluctant to open up facilities. Where there is reluctance, NGBs, the Active Partnership and Sport England can often help to negotiate and engage with schools where the local authority may have limited direct influence i.e. at academies. This is particularly the case at sites that have received funding from the relevant bodies or that could receive funding in the future as community access can be a condition of the funding agreement.

More generally, to help maximise community use of education facilities, the following is advised:

- Create a working group, led by a partner from the education sector but supported by a range of other sectors, to implement the strategic direction in relation to the increased/better use of school facilities.
- Identify priority schools to focus on and establish a more coherent, structured relationship with them, focusing on the largest school that provide the most and/or best quality facilities.
- Identify specific key issues through engagement with schools and identify strategic solutions that can apply to multiple schools (e.g., the creation of a centralised booking system).
- Ensure any new schools allow for community use via a secured agreement and that they provide the right facilities in order to attract demand and reduce local shortfalls via input from relevant NGBs.
- Ensure pricing policies due to not deter access.
- Ensure existing community use agreements are upheld.
- Look to improve quality at school sites that do not currently offer community use due to quality issues, potentially tying in a community use agreement to the funding arrangement.
- Use examples of best practice from other local authorities as a guide to increasing community access, such as through hosting a workshop for schools and exploring Sport England funded strategic approaches.

See Part 4, Recommendation C for more details.

Impact of actioning all scenarios

If pitch quality was improved, tenure was secured across all sites and community use was achieved at sites currently unavailable, only minimal youth 11v11 capacity shortfalls would remain, with spare capacity existing for the remaining pitch types. Localised shortfalls would only amount to youth 11v11 pitches in Arley & Whitacre and Polesworth & Dordon, as well as youth 9v9 pitches in Hartshill.

Table 3.10: Impact on current supply and demand through actioning all scenarios

Analysis area	**Pitch type**	**Current supply/ demand balance (match equivalent sessions)**	**Potential supply/ demand balance (match equivalent sessions)**
Arley & Whitacre	Adult	0	0
Arley & Whitacre	Youth 11v11	3.5	0.5
Arley & Whitacre	Youth 9v9	0	0
Arley & Whitacre	Mini 7v7	0.5	0
Arley & Whitacre	Mini 5v5	0.5	0
Atherstone & Mancetter	Adult	0	0
Atherstone & Mancetter	Youth 11v11	0.5	1
Atherstone & Mancetter	Youth 9v9	0.5	1
Atherstone & Mancetter	Mini 7v7	1	2
Atherstone & Mancetter	Mini 5v5	0	1.5
Baddesley & Grendon	Adult	0	0
Baddesley & Grendon	Youth 11v11	0	0
Baddesley & Grendon	Youth 9v9	0	0
Baddesley & Grendon	Mini 7v7	0	0
Baddesley & Grendon	Mini 5v5	2	2
Coleshill	Adult	0	1
Coleshill	Youth 11v11	0	0
Coleshill	Youth 9v9	1.5	1
Coleshill	Mini 7v7	0	0
Coleshill	Mini 5v5	0	2
Curdworth, Hurley & Wood End	Adult	0	0
Curdworth, Hurley & Wood End	Youth 11v11	0.5	0.5
Curdworth, Hurley & Wood End	Youth 9v9	0	0
Curdworth, Hurley & Wood End	Mini 7v7	0	0
Curdworth, Hurley & Wood End	Mini 5v5	0	0
Fillongley	Adult	0	0
Fillongley	Youth 11v11	0	0
Fillongley	Youth 9v9	0	0
Fillongley	Mini 7v7	0	1
Fillongley	Mini 5v5	0	0
Hartshill	Adult	0	0
Hartshill	Youth 11v11	1	0
Hartshill	Youth 9v9	1	1
Hartshill	Mini 7v7	1	1
Hartshill	Mini 5v5	0	0
Kingsbury	Adult	0	0
Kingsbury	Youth 11v11	0	0
Kingsbury	Youth 9v9	0	0
Kingsbury	Mini 7v7	0	0
Kingsbury	Mini 5v5	0	0
Newton Regis & Warton	Adult	0	0

Analysis area	Pitch type	Current supply/ demand balance (match equivalent sessions)	Potential supply/ demand balance (match equivalent sessions)
Newton Regis & Warton	Youth 11v11	0	1
Newton Regis & Warton	Youth 9v9	0	1
Newton Regis & Warton	Mini 7v7	0	0
Newton Regis & Warton	Mini 5v5	0	0
Polesworth & Dordon	Adult	0	3
Polesworth & Dordon	Youth 11v11	6.5	4.5
Polesworth & Dordon	Youth 9v9	0.5	0.5
Polesworth & Dordon	Mini 7v7	0.5	0.5
Polesworth & Dordon	Mini 5v5	2	3
Water Orton	Adult	0	0
Water Orton	Youth 11v11	0	0
Water Orton	Youth 9v9	0	0
Water Orton	Mini 7v7	0	0
Water Orton	Mini 5v5	0	0
North Warwickshire	**Adult**	**0**	**4**
North Warwickshire	**Youth 11v11**	**11**	**2.5**
North Warwickshire	**Youth 9v9**	**1.5**	**4**
North Warwickshire	**Mini 7v7**	**1**	**4.5**
North Warwickshire	**Mini 5v5**	**3.5**	**8.5**

In addition, a future shortfall would also only remain for youth 11v11 pitches on a Borough-wide level. Localised shortfalls would, however, remain on all pitch types in Arley & Whitacre, on adult pitches in Atherstone & Mancetter, on youth 9v9 pitches in Hartshill, and on youth 11v11 pitches in Polesworth & Dordon.

Table 3.11: Impact on future supply and demand through actioning all scenarios

Analysis area	Pitch type	Future supply/ demand balance (match equivalent sessions)	Potential future supply/ demand balance (match equivalent sessions)
Arley & Whitacre	Adult	0.5	0.5
Arley & Whitacre	Youth 11v11	4	1
Arley & Whitacre	Youth 9v9	0.5	0.5
Arley & Whitacre	Mini 7v7	1	0.5
Arley & Whitacre	Mini 5v5	1	0.5
Atherstone & Mancetter	Adult	1	1
Atherstone & Mancetter	Youth 11v11	1.5	0
Atherstone & Mancetter	Youth 9v9	1.5	0
Atherstone & Mancetter	Mini 7v7	0.5	1.5
Atherstone & Mancetter	Mini 5v5	0.5	1
Baddesley & Grendon	Adult	0	0
Baddesley & Grendon	Youth 11v11	0	0
Baddesley & Grendon	Youth 9v9	0	0
Baddesley & Grendon	Mini 7v7	0	0
Baddesley & Grendon	Mini 5v5	2	2
Coleshill	Adult	0	1
Coleshill	Youth 11v11	0	0
Coleshill	Youth 9v9	1.5	1
Coleshill	Mini 7v7	0	0

Analysis area	Pitch type	Future supply/ demand balance (match equivalent sessions)	Potential future supply/ demand balance (match equivalent sessions)
Coleshill	Mini 5v5	0	2
Curdworth, Hurley & Wood End	Adult	0	0
Curdworth, Hurley & Wood End	Youth 11v11	0.5	0.5
Curdworth, Hurley & Wood End	Youth 9v9	0	0
Curdworth, Hurley & Wood End	Mini 7v7	0	0
Curdworth, Hurley & Wood End	Mini 5v5	0	0
Fillongley	Adult	0	0
Fillongley	Youth 11v11	0	0
Fillongley	Youth 9v9	0	0
Fillongley	Mini 7v7	0	1
Fillongley	Mini 5v5	0	0
Hartshill	Adult	0	0
Hartshill	Youth 11v11	1	0
Hartshill	Youth 9v9	1	1
Hartshill	Mini 7v7	1	1
Hartshill	Mini 5v5	0	0
Kingsbury	Adult	0	0
Kingsbury	Youth 11v11	0	0
Kingsbury	Youth 9v9	0	0
Kingsbury	Mini 7v7	0	0
Kingsbury	Mini 5v5	0	0
Newton Regis & Warton	Adult	0	0
Newton Regis & Warton	Youth 11v11	0	1
Newton Regis & Warton	Youth 9v9	0	1
Newton Regis & Warton	Mini 7v7	0	0
Newton Regis & Warton	Mini 5v5	0	0
Polesworth & Dordon	Adult	0.5	2.5
Polesworth & Dordon	Youth 11v11	7	5
Polesworth & Dordon	Youth 9v9	1	0
Polesworth & Dordon	Mini 7v7	0.5	0.5
Polesworth & Dordon	Mini 5v5	2	3
Water Orton	Adult	0	0
Water Orton	Youth 11v11	0	0
Water Orton	Youth 9v9	0	0
Water Orton	Mini 7v7	0	0
Water Orton	Mini 5v5	0	0
North Warwickshire	**Adult**	**2**	**2**
North Warwickshire	**Youth 11v11**	**13**	**4.5**
North Warwickshire	**Youth 9v9**	**3.5**	**2**
North Warwickshire	**Mini 7v7**	**0**	**3.5**
North Warwickshire	**Mini 5v5**	**2.5**	**7.5**

Where shortfalls do remain, these could be mostly overcome through utilising spare capacity of other pitch types i.e., through pitch re-configuration. The only exception to this is in Arley & Whitacre given that each pitch type has a future shortfall, with new provision therefore potentially required.

Accounting for club future demand aspirations

During consultation, seven clubs report aspirations to increase the number of teams that they provide, equating to a predicted growth of 17 teams. The table below identifies the impact if such future demand is realised, with shortfalls created on adult and mini 7v7 pitches and existing shortfalls worsening on youth 9v9 and youth 11v11 pitches. In contrast, minor spare capacity would remain on mini 5v5 pitches.

This future demand has previously been discounted from calculations as it is considered to be more aspirational than future growth predicted via population growth.

Table 3.12: Supply and demand with club future demand aspirations accounted for

Analysis area	Pitch type	Current supply/ demand balance (match equivalent sessions)	Potential supply/ demand balance (match equivalent sessions)
Arley & Whitacre	Adult	0	0
Arley & Whitacre	Youth 11v11	3.5	3.5
Arley & Whitacre	Youth 9v9	0	0
Arley & Whitacre	Mini 7v7	0.5	0.5
Arley & Whitacre	Mini 5v5	0.5	0.5
Atherstone & Mancetter	Adult	0	0
Atherstone & Mancetter	Youth 11v11	0.5	1
Atherstone & Mancetter	Youth 9v9	0.5	0.5
Atherstone & Mancetter	Mini 7v7	1	0.5
Atherstone & Mancetter	Mini 5v5	0	1
Baddesley & Grendon	Adult	0	0
Baddesley & Grendon	Youth 11v11	0	0
Baddesley & Grendon	Youth 9v9	0	0
Baddesley & Grendon	Mini 7v7	0	0
Baddesley & Grendon	Mini 5v5	2	2
Coleshill	Adult	0	0
Coleshill	Youth 11v11	0	1
Coleshill	Youth 9v9	1.5	2
Coleshill	Mini 7v7	0	0
Coleshill	Mini 5v5	0	0
Curdworth, Hurley & Wood End	Adult	0	0
Curdworth, Hurley & Wood End	Youth 11v11	0.5	0.5
Curdworth, Hurley & Wood End	Youth 9v9	0	0
Curdworth, Hurley & Wood End	Mini 7v7	0	0
Curdworth, Hurley & Wood End	Mini 5v5	0	0
Fillongley	Adult	0	0.5
Fillongley	Youth 11v11	0	0
Fillongley	Youth 9v9	0	0
Fillongley	Mini 7v7	0	0
Fillongley	Mini 5v5	0	0
Hartshill	Adult	0	0
Hartshill	Youth 11v11	1	1
Hartshill	Youth 9v9	1	1
Hartshill	Mini 7v7	1	0.5
Hartshill	Mini 5v5	0	0.5
Kingsbury	Adult	0	0
Kingsbury	Youth 11v11	0	0
Kingsbury	Youth 9v9	0	0

Analysis area	Pitch type	Current supply/ demand balance (match equivalent sessions)	Potential supply/ demand balance (match equivalent sessions)
Kingsbury	Mini 7v7	0	0
Kingsbury	Mini 5v5	0	0.5
Newton Regis & Warton	Adult	0	0
Newton Regis & Warton	Youth 11v11	0	0
Newton Regis & Warton	Youth 9v9	0	0
Newton Regis & Warton	Mini 7v7	0	0
Newton Regis & Warton	Mini 5v5	0	0
Polesworth & Dordon	Adult	0	0
Polesworth & Dordon	Youth 11v11	6.5	7
Polesworth & Dordon	Youth 9v9	0.5	1
Polesworth & Dordon	Mini 7v7	0.5	1.5
Polesworth & Dordon	Mini 5v5	2	1
Water Orton	Adult	0	0
Water Orton	Youth 11v11	0	0
Water Orton	Youth 9v9	0	0
Water Orton	Mini 7v7	0	0
Water Orton	Mini 5v5	0	0
North Warwickshire	**Adult**	**0**	**0.5**
North Warwickshire	**Youth 11v11**	**11**	**13**
North Warwickshire	**Youth 9v9**	**1.5**	**2.5**
North Warwickshire	**Mini 7v7**	**1**	**1**
North Warwickshire	**Mini 5v5**	**3.5**	**0.5**

This further emphasises the need to secure tenure, improve quality and secure access to pitches currently unavailable. As such, the table below identifies the impact of the aspirational future demand identified by clubs on the potential supply and demand balance, providing that all previously mentioned scenarios are also actioned. This shows that adult, youth 9v9, mini 7v7 and mini 5v5 pitches would remain sufficient to accommodate the growth; however, youth 11v11 pitches would not be able to, with a shortfall remaining.

Table 3.13: Impact of future demand aspirations in addition to actioning all other scenarios

Analysis area	Pitch type	Future supply/ demand balance (club aspirations)	Potential supply/ demand balance
Arley & Whitacre	Adult	0	0
Arley & Whitacre	Youth 11v11	3.5	3.5
Arley & Whitacre	Youth 9v9	0	0
Arley & Whitacre	Mini 7v7	0.5	0
Arley & Whitacre	Mini 5v5	0.5	0
Atherstone & Mancetter	Adult	0	0
Atherstone & Mancetter	Youth 11v11	1	0.5
Atherstone & Mancetter	Youth 9v9	0.5	1
Atherstone & Mancetter	Mini 7v7	0.5	1.5
Atherstone & Mancetter	Mini 5v5	1	0.5
Baddesley & Grendon	Adult	0	0
Baddesley & Grendon	Youth 11v11	0	0
Baddesley & Grendon	Youth 9v9	0	0
Baddesley & Grendon	Mini 7v7	0	0
Baddesley & Grendon	Mini 5v5	2	2

Analysis area	Pitch type	Future supply/ demand balance (club aspirations)	Potential supply/ demand balance
Coleshill	Adult	0	1
Coleshill	Youth 11v11	1	1
Coleshill	Youth 9v9	2	0.5
Coleshill	Mini 7v7	0	0
Coleshill	Mini 5v5	0	2
Curdworth, Hurley & Wood End	Adult	0	9
Curdworth, Hurley & Wood End	Youth 11v11	0.5	0.5
Curdworth, Hurley & Wood End	Youth 9v9	0	1
Curdworth, Hurley & Wood End	Mini 7v7	0	3
Curdworth, Hurley & Wood End	Mini 5v5	0	0
Fillongley	Adult	0.5	0.5
Fillongley	Youth 11v11	0	0
Fillongley	Youth 9v9	0	0
Fillongley	Mini 7v7	0	1
Fillongley	Mini 5v5	0	0
Hartshill	Adult	0	0
Hartshill	Youth 11v11	1	0
Hartshill	Youth 9v9	1	1
Hartshill	Mini 7v7	0.5	0.5
Hartshill	Mini 5v5	0.5	0.5
Kingsbury	Adult	0	0
Kingsbury	Youth 11v11	0	0
Kingsbury	Youth 9v9	0	0
Kingsbury	Mini 7v7	0	0
Kingsbury	Mini 5v5	0.5	0.5
Newton Regis & Warton	Adult	0	0
Newton Regis & Warton	Youth 11v11	0	1
Newton Regis & Warton	Youth 9v9	0	1
Newton Regis & Warton	Mini 7v7	0	0
Newton Regis & Warton	Mini 5v5	0	0
Polesworth & Dordon	Adult	0	3
Polesworth & Dordon	Youth 11v11	7	5
Polesworth & Dordon	Youth 9v9	1	0
Polesworth & Dordon	Mini 7v7	1.5	0.5
Polesworth & Dordon	Mini 5v5	1	2
Water Orton	Adult	0	0
Water Orton	Youth 11v11	0	0
Water Orton	Youth 9v9	0	0
Water Orton	Mini 7v7	0	0
Water Orton	Mini 5v5	0	0
North Warwickshire	**Adult**	**0.5**	**12.5**
North Warwickshire	**Youth 11v11**	**13**	**4.5**
North Warwickshire	**Youth 9v9**	**2.5**	**4**
North Warwickshire	**Mini 7v7**	**1**	**5.5**
North Warwickshire	**Mini 5v5**	**0.5**	**5.5**

Recommendations

- Protect existing quantity of pitches.
- Where pitches are overplayed and/or assessed as poor or standard quality, prioritise investment to improve quality.

- Utilise the Football Foundation's (FF) PitchPower app to identify pitch conditions and recommendations to maintain or enhance pitch quality and enable future grant funding.
- Update the Local Football Facility Plan (LFFP) following this study and use it to secure investment into appropriate sites.
- Provide security of tenure for clubs using unsecure sites through community use agreements and support negotiation with schools to secure appropriate access (e.g., via a community use agreement).
- Seek to gain access to sites not currently available for community use, particularly where a large quantity of pitches are provided.
- Work to accommodate exported, latent and future demand at sites which are not operating at capacity or at sites which are not currently available for community use.
- Improve ancillary facilities where there is a demand to do so and where it can benefit the wider footballing offer.
- Where appropriate, develop partnerships and/or lease arrangements with large, sustainable, development-minded clubs to manage their own sites.
- Ensure that any large housing developments are provided for and assess the need for new pitch provision through master planning on an individual basis.
- Where a housing development is not of a size to justify on-site football provision, secure contributions in line with the Council's Supplementary Planning Document to improve existing sites within the locality.
- Where a development is of a size to justify on-site football provision, focus on the creation of multi-pitch sites that reduce existing shortfalls, with accompanying clubhouse provision included given that single pitch sites without appropriate ancillary facilities can be unsustainable.

Third generation turf (3G) pitches

Assessment Report summary

3G – supply and demand summary

- With 127 football teams currently affiliated to North Warwickshire there is a potential shortfall of 2.5 full size 3G pitches to meet training demand, with this rising to a future shortfall of three full size 3G pitches when accounting for future demand.
- For football, with only one 3G pitch currently available for community use, and with capacity limited on this supply when access is most required, there is a clear need to increase provision.

3G – supply summary

- There are currently three full size 3G pitches in North Warwickshire, provided across two sites; Aston Villa Football Club (Recon Training Complex) and Pack Meadow.
- Each pitch is serviced by sports lighting; however, only the pitch at Pack Meadow is considered to be available for community use due to the nature of Aston Villa Football Club (Recon Training Complex) and its use by a professional club.
- In addition, there is one smaller size 3G pitch, located at Outwoods Primary School, although this is not available for community use.
- At Royal Meadow Drive, home to Atherstone Rangers FC and Atherstone RFC, a full size World Rugby compliant 3G pitch is proposed to be constructed.
- The full size 3G pitches are all FA approved and can therefore be used to host competitive matches (none of the smaller sized pitches are).
- None of the pitches are World Rugby compliant.
- The full size pitches at Aston Villa FC (Recon Training Complex) are assessed as good quality, whilst the full size pitch at Pack Meadow is assessed as standard quality.

3G – demand summary

- With only one 3G pitch in North Warwickshire offering community use, the provision is considered to be close to capacity at peak times.
- Monday evenings have a good level of spare capacity for midweek training, although many clubs do not see this as ideal due to its proximity to a weekend match.

- For weekend usage, some capacity remains throughout Saturdays and Sundays for match play, although this is only sufficient for mini matches during times when fixtures currently take place (Saturday afternoons and Sunday mornings).
- For football, 50% of clubs that responded to consultation (representing 72 teams) report that they require additional access to 3G provision, which represents a high proportion of unmet demand.
- Four football clubs currently export training demand outside of North Warwickshire due to a lack of provision within the Borough.
- Future demand from population growth for football will likely result in increased demand for 3G provision, whilst it could also entail further need for World Rugby compliant provision.
- No rugby union teams based in North Warwickshire utilise a 3G pitch for either match or training demand; however, if the proposed full size 3G pitch proposed is constructed at Royal Meadow Drive, this could cater for some demand from Atherstone RFC.

Scenarios

Accommodating football training demand

If all teams were to utilise 3G pitches to accommodate their training demand (based on the FA’s model of one full size pitch being able to cater for 38 teams) there is a need for 3.5 full size 3G pitch equivalents in North Warwickshire (rounded up from 3.34). This means a current shortfall of 2.5 full size 3G pitch equivalents based on the current supply. The sole community available pitch in the Borough is identified at Pack Meadow in the Coleshill Analysis Area.

Table 3.14: Current demand for 3G pitches in North Warwickshire (based on 38 teams per pitch)

Current number of teams	Full size 3G pitch requirement[1]	Current number of full size 3G pitches	Current full size 3G pitch shortfall
127	3.5	1	2.5

Alternatively, the table below considers the number of 3G pitches required if every team was to remain training within the respective analysis area that they play in. This also shows an overall shortfall of 2.5 full size 3G pitches and identifies that there are specific shortfalls within most analysis areas, with the only exception being Coleshill.

Table 3.15: Current demand for 3G pitches in North Warwickshire by analysis area

Analysis area	Current demand	Current full size 3G pitch requirement	Current number of full size pitches	Current full size 3G pitch shortfall
Arley & Whitacre	24	0.63	0	0.63
Atherstone & Mancetter	25	0.66	0	0.66
Baddesley & Grendon	5	0.13	0	0.13
Coleshill	17	0.45	1	0.55
Curdworth, Hurley & Wood End	17	0.45	0	0.45
Fillongley	4	0.11	0	0.11
Hartshill	8	0.21	0	0.21
Kingsbury	5	0.13	0	0.13
Newton Regis & Warton	1	0.03	0	0.03

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[1] Rounded to the nearest 0.25

Analysis area	Current demand	Current full size 3G pitch requirement	Current number of full size pitches	Current full size 3G pitch shortfall
Polesworth & Dordon	18	0.47	0	0.47
Water Orton	3	0.08	0	0.08
North Warwickshire	**127**	**3.5**[2]	**1**	**2.5**

Whilst there is some level of shortfall within 10 of the 11 analysis areas, this does not equate to a whole full size pitch in any of them. As such, focus when increasing the supply should be placed on strategic sites in areas with the highest levels of demand (e.g., Arley & Whitacre and Atherstone & Mancetter) and that could meet lower levels of demand from neighbouring areas. The existing supply at Pack Meadow is to the south-east of the Borough, leaving central, northern and western areas in particular need.

Club aspirational future demand

Factoring in aspirational future demand expressed by clubs (17 additional teams) increases the overall requirement to four full size 3G pitches. This means a future potential shortfall of three pitches. Future demand from clubs has not previously been factored in as this is seen as being more aspirational than what is predicted via population growth.

Table 3.16: Future shortfall of 3G pitches to meet football training demand (club aspirations)

Future demand (number of teams)	3G full size pitch requirement	Current number of full size 3G pitches	Future shortfall
144	4	1	3

When assessing potential future need by analysis area, shortfalls would worsen slightly in Atherstone & Mancetter, Fillongley, Hartshill, Kingsbury and Polesworth & Dordon.

Table 3.17: Future demand for 3G pitches in North Warwickshire by analysis area (club aspirations)

Analysis area	Future demand	Future full size adult 3G pitch requirement	Future number of pitches	Future shortfall (number of full size adult 3G pitches)
Arley & Whitacre	24	0.63	0	0.63
Atherstone & Mancetter	29	0.76	0	0.76
Baddesley & Grendon	5	0.13	0	0.13
Coleshill	20	0.53	1	0.47
Curdworth, Hurley & Wood End	17	0.45	0	0.45
Fillongley	5	0.13	0	0.13
Hartshill	10	0.26	0	0.26
Kingsbury	6	0.16	0	0.16
Newton Regis & Warton	1	0.03	0	0.03
Polesworth & Dordon	24	0.63	0	0.63
Water Orton	3	0.08	0	0.08
North Warwickshire	**144**	**4**[3]	**1**	**3**

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[2] Totals rounded to nearest 0.5.

[3] Totals rounded to nearest 0.5.

Moving football match play demand to 3G pitches

In North Warwickshire, currently only nine affiliated teams are registered as using 3G provision for regular match play, which is a relatively small number, aligned to only one pitch currently being available.

To increase 3G match play demand, the FA is particularly keen to work with local authorities to understand the potential demand for full size 3G pitches should all competitive matches that are currently played on council pitches be transferred. At peak time for each format of play, this applies to 63 teams in North Warwickshire.

Table 3.18: Number of teams currently using council pitches

Pitch type	Pitch size	Peak period	No. of teams
Adult	11v11	Sunday AM	18
Youth	11v11	Sunday AM	10
Youth	9v9	Sunday AM	15
Mini	7v7	Sunday AM	12
Mini	5v5	Saturday AM	8
		Total	**63**

The FA suggests an approach for estimating the number of full size 3G pitches required to accommodate the above demand for competitive matches, as seen in the table overleaf.

Table 3.19: Full size 3G pitches required for the transfer of council pitch demand

Format	No. of teams at peak time	No. of matches at peak time	No. of 3G units required per match[4]	Total 3G units required	No. of full size 3G pitches required
Adult	18	9	32	288	4.5
11v11	10	5	32	160	2.5
9v9	15	7.5	10	75	1.17188
7v7	12	6	8	48	0.75
5v5	8	4	4	16	0.25

In total, five 3G pitches would be required to accommodate all matches played on council pitches. However, as this is more than the number of pitches required to meet current training demand, it could be unfeasible to provide this number in the short-term (as without sufficient midweek access the excess number may become unsustainable).

An alternative approach to consider is the transfer of all mini football from grass to 3G pitches. As such, the table below tests a scenario that would enable all mini 5v5 and mini 7v7 football to transfer based on a programme of play on the same day.

Table 3.20: Moving all mini matches to 3G pitches

Time	AGP	Total games/teams
9.30am – 10.30am	4 x 5v5	4/8
10.30am – 11.30am	2 x 7v7	2/4
11.30am – 12.30pm	2 x 7v7	2/4
12.30pm – 1.30pm	2 x 7v7	2/4

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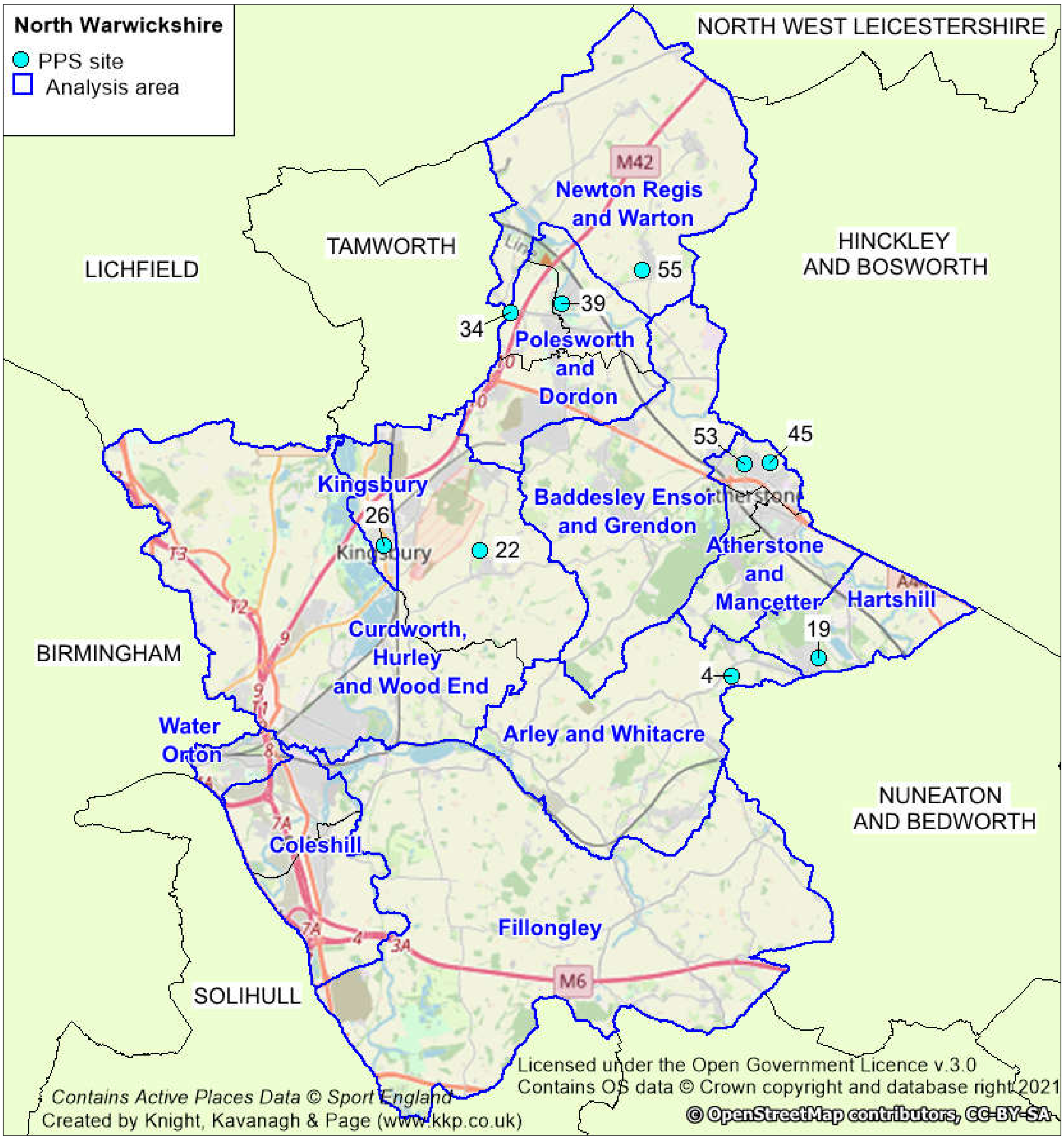
[4] Based on how pitches are split within a full size 3G pitch

Based on the above programming and separate start times for the formats, the overall need is for three full size 3G pitches to accommodate all current mini match play demand. This is calculated based on 17 teams playing 5v5 football and 18 teams playing mini 7v7 football. As this is fewer than the number of pitches required to meet current training demand, it is feasible for all mini-based match demand to be accommodated through meeting the need for training, with some spare capacity remaining for other playing formats.

Meeting 3G pitch shortfalls

To assist with identifying a recommended area for a potential new full size 3G pitch, the figure overleaf identifies where all clubs with reported latent demand for additional 3G pitch provision are situated. As seen, they are predominately spread out across northern, central and eastern parts of the Borough, with demand identified in the Newton Regis & Warton, Polesworth & Dordon, Atherstone & Mancetter, Kingsbury, Hartshill and Arley & Whitacre analysis areas.

Figure 3.1: Location of clubs reporting latent demand for 3G pitch provision


North Warwickshire
● PPS site
☐ Analysis area
NORTH WEST LEICESTERSHIRE
TAMWORTH
LICHFIELD
HINCKLEY AND BOSWORTH
BIRMINGHAM
NUNEATON AND BEDWORTH
SOLIHULL
Newton Regis and Warton
Polesworth and Dordon
Kingsbury
Baddesley Ensor and Grendon
Atherstone and Mancetter
Hartshill
Curdworth, Hurley and Wood End
Arley and Whitacre
Water Orton
Coleshill
Fillongley
M42
M6
55
39
34
53
45
26
22
19
4

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Contains Active Places Data © Sport England
Created by Knight, Kavanagh & Page (www.kkp.co.uk)

Key to figure 3.1:

Site ID	Site	Analysis area	Club
4	Ansley Workshops	Arley & Whitacre	Haunchwood Sports Juniors FC
19	Hartshill Academy	Hartshill	Hartshill Sports Club
22	Hurley Daw Mill	Curdworth, Hurley & Wood End	Hurley Kings FC
26	Kingsbury School	Kingsbury	Kingsbury Aztecs FC
34	North Warwickshire Recreational Centre	Polesworth & Dordon	Polesworth Swifts FC
39	Polesworth Recreation Ground	Polesworth & Dordon	Polesworth Swifts Juniors FC
45	Royal Meadow Drive	Atherstone & Mancetter	Atherstone Rangers FC
53	The Pointons Community Stadium	Atherstone & Mancetter	Atherstone Town FC
55	Warton Recreation Ground	Newton Regis & Warton	Warton Club

In terms of existing proposals, there is currently just one that could realistically reduce the Borough-wide 3G pitch shortfalls, with this relating to plans at Royal Meadow Drive (in the Atherstone Analysis Area). Windmill Sports & Social Club reports of aspirations to construct a full size 3G pitch at its site; however, no discussions have been had with relevant stakeholders and as such is merely aspirational.

The following table summarises where the localised shortfalls exist within the Borough and existing proposals that could meet such shortfalls.

Table 3.21: Summary of new 3G pitch requirements

Sub area	Current supply/ demand balance	Comments
Arley & Whitacre	0.63	No plans currently in place to meet the shortfall.
Atherstone & Mancetter	0.66	A shortfall of 0.66 pitches that could be met through future provision aspirations at Royal Meadow Drive.
Baddesley & Grendon	0.13	A minimal shortfall and no plans in place.
Coleshill	0.55	Demand is being met and no plans in place.
Curdworth, Hurley & Wood End	0.45	No plans currently in place to meet the shortfall.
Fillongley	0.11	A minimal shortfall and no plans in place.
Hartshill	0.21	Aspirations exist from Windmill Sports & Social Club to construct a full size 3G pitch; however, no discussions have been had with relevant stakeholders and as such is merely aspirational.
Kingsbury	0.13	A minimal shortfall and no plans in place.
Newton Regis & Warton	0.03	A minimal shortfall and no plans in place.
Polesworth & Dordon	0.47	No plans currently in place to meet the shortfall.
Water Orton	0.08	A minimal shortfall and no plans in place.

As previously mentioned, whilst there is some level of shortfall within 10 of the 11 analysis areas, this does not equate to a whole full size pitch in any of them. Focus should therefore be on increasing the supply in areas with the highest levels of demand (e.g., Arley & Whitacre and Atherstone & Mancetter) and that could meet lower levels of demand from neighbouring areas.

World Rugby compliant 3G pitches

World Rugby produced the ‘performance specification for artificial grass pitches for rugby’, more commonly known as ‘Regulation 22’ that provides the necessary technical detail to produce pitch systems that are appropriate for rugby union. There are currently no World Rugby compliant 3G pitches in North Warwickshire available for community use, meaning no clubs are utilising the provision for training (or matches).

As previously mentioned, a full size World Rugby compliant 3G pitch is proposed to be constructed at Royal Meadow Drive[5]; meaning that Atherstone RFC (host club) would be able to utilise it for its contact and non-contact demand.

Further World Rugby compliant pitches should be explored as a means to eradicate current and future shortfalls expressed by Keresley RFC and Old Saltleians RFC.

Recommendations

- Protect current stock of 3G pitches.
- Develop additional 3G pitches to alleviate identified shortfalls.
- Support creation of additional 3G pitches above and beyond football training shortfalls if it can also satisfy rugby union demand and reduce rugby union shortfalls.
- Ensure all 3G providers have a sinking fund in place for long-term sustainability.
- Ensure that any new 3G pitches are constructed to meet FA required dimensions (and RFU dimensions where required).
- Seek FIFA/FA testing of all existing and new 3G pitches so that they can be used for competitive football matches and ensure re-testing when it is required (every three years, to ensure pitches remain on the register).
- For any pitches built to RFU specifications, seek World Rugby compliancy so that they can be used for full contact rugby union activity and ensure re-testing when it is required (every two years).
- Encourage more match play demand to transfer to 3G pitches, when and where possible.
- Ensure that any new 3G pitches with external funding have community use agreements in place and seek to use this to also tie in access to grass pitch and other sporting provision, where relevant.

Rugby union – grass pitches

Assessment Report summary

Rugby union – supply and demand summary

- Of the five pitches identified as having potential spare capacity, only one is considered to have actual spare capacity at peak time for an increase demand (at Royal Meadow Drive).
- There are three senior pitches across two sites (John E Radford Fields and Old Saltleians Rugby Club) that are overplayed by a total of 11.25 match equivalent sessions per week.
- There is a current overall shortfall of 10.75 match equivalent sessions per week, with future demand exacerbating this shortfall to 14 match equivalent sessions per week.

Rugby union – supply summary

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[5] Planning application reference: PAP/2022/0139

- There are nine grass rugby union pitches identified in North Warwickshire across five sites, with eight pitches available for community use across four sites.
- There are two disused rugby union pitches identified in North Warwickshire, both of which are age grade pitches, located at Queen Elizabeth Academy and Royal Meadow Drive.
- At Royal Meadow Drive, a World Rugby compliant full size 3G pitch is proposed to be constructed, meaning that Atherstone RFC will be able to utilise it for some of its contact and non-contact demand.
- Keresley, Old Saltleians and Spartans rugby clubs own freehold of their home grounds, whilst Atherstone Sports Club (Atherstone RFC) leases use of the pitch at Royal Meadow Drive from the Council.
- Of pitches which are available for community use, two are good quality, six are standard quality and none are poor quality.
- Spartans RFC reports that its ancillary facilities require improvement, citing that the changing rooms in particular are of a very poor standard (it has received planning permission to refurbish the provision as well as the resurfacing of the car park on-site).

Rugby union – demand summary

- There are four rugby clubs considered to be based in North Warwickshire providing a total of 41 teams.
- Three clubs report a recent decrease in demand, with only Keresley RFC noting an increase in its number of teams.
- Old Saltleians RFC also fields one women's touch rugby team and offers a multi-gender walking rugby session, whilst Old Saltleians Rugby Football Club is used for various County matches/tournament, including match demand from Warwickshire Women's U16 team.
- All but Spartans RFC are known to currently use match pitches to accommodate training demand, with the Club using a dedicated training area is used for training sessions.
- John E Radford Fields is also used for lacrosse activity by Nuneaton Lacrosse Club.
- Atherstone RFC reports latent demand, expressing that if the Club was privy to a higher standard of ancillary facilities, it would attract a higher number of new playing members.
- There is no known exported or imported rugby union demand relating to North Warwickshire.
- Team generation rates predict a growth of one senior men's team, two age grade boys' teams and two age grade mixed teams are projected, whilst all four clubs quantify aspirations to increase their current team numbers.

Scenarios

Improving pitch quality

Improving pitch quality through enhanced maintenance and the installation of drainage systems would alleviate overplay on one of the three overplayed pitches in North Warwickshire. This relates to one of the pitches at John E Radford Fields (Keresley Rugby Club) and is shown in the following table.

Table 3.22: Capacity of overplayed pitches if quality was maximised (M2/D3)

Site ID	Site name	Pitch type	No. of pitches	Current quality	Current capacity rating (match equivalent sessions)	Good quality rating (match equivalent sessions)
24	John E Radford Fields (Keresley Rugby Club)	Age grade	1	Standard (M1/D1)	0.5	1
24	John E Radford Fields (Keresley Rugby Club)	Senior	1	Standard (M1/D1)	5.5	4
35	Old Saltleians Rugby Football Club	Senior	1	Good (M2/D2)	5.25	5

Overall, this would reduce current shortfalls from 10.75 match equivalent sessions to 7.5 match equivalent sessions per week across the North Warwickshire as a whole.

Table 3.23: Potential supply and demand analysis in match equivalent sessions per week (by analysis area) with quality improvements

Analysis area	**Current total**	**Potential current total (with quality improvements)**
Arley & Whitacre	0	0
Atherstone & Mancetter	0.5	0.5
Baddesley & Grendon	0	0
Coleshill	0	0
Curdworth, Hurley & Wood End	0	0
Fillongley	6	3
Hartshill	0	0
Kingsbury	0	0
Newton Regis & Warton	0	0
Polesworth & Dordon	0	0
Water Orton	5.25	5
North Warwickshire	**10.75**	**7.5**

Furthermore, future shortfalls would reduce from 14 match equivalent sessions to 10.75.

Table 3.24: Future potential supply and demand analysis in match equivalent sessions per week (by analysis area) with quality improvements

Analysis area	**Future total**	**Potential future total (with quality improvements)**
Arley & Whitacre	0	0
Atherstone & Mancetter	0.5	0.5
Baddesley & Grendon	0	0
Coleshill	0	0
Curdworth, Hurley & Wood End	0	0
Fillongley	6	3
Hartshill	0.5	0.5
Kingsbury	0	0
Newton Regis & Warton	0	0
Polesworth & Dordon	0	0
Water Orton	8	7.75
North Warwickshire	**14**	**10.75**

Increasing access to training provision (sports-lit grass pitches)

Of the pitches that would remain overplayed despite quality improvements (one of the pitches at John E Radford Fields and a pitch at Old Saltleians Rugby Football Club) both are serviced by sports lighting. As such, increasing the number of sports-lit pitches available at such sites could further reduce deficits as it could allow training demand to be dispersed.

At John E Radford Fields (Keresley Rugby Club), a shortfall of four match equivalent sessions per week would remain despite quality maximisation. As only one sports-lit pitch is provided at the site, equipping the remaining two would enable training demand to be dispersed rather than be concentrated on one pitch. However, due to general high levels of demand, a shortfall would still remain, even if quality was maximised across the site (M2/D3).

Table 3.25: Improved quality and dispersed training demand at John E Radford Fields (in match equivalent sessions)

No. of sports lit pitches	Potential capacity rating	Current competitive demand	Current training demand	Potential capacity rating
3	10.5	6.75	5	1.25

At Old Saltleians Rugby Football Club, a shortfall of five match equivalent sessions per week would remain despite quality maximisation. Only one pitch is sports lit at Old Saltleians Rugby Football Club, meaning training demand could be spread out if lighting was also established on the second pitch at the site. Nevertheless, a shortfall would still remain, even if quality was maximised across the site (M2/D3).

Table 3.26: Improved quality and dispersing training demand at Old Saltleians Rugby Football Club (in match equivalent sessions)

No. of sports lit pitches	Potential capacity rating	Current competitive demand	Current training demand	Potential capacity rating
2	7	6.5	5	4.5

Increasing pitch stock

To fully alleviate the remaining shortfalls for Keresley RFC at John E Radford Fields, in addition to maximising pitch quality and the installation of additional sports lighting, one additional pitch of at least M0/D1 standard would need to be made available (as this would provide an additional 1.5 match equivalent sessions of capacity per week).

To eradicate shortfalls for Old Saltleians RFC at Old Saltleians Rugby Football Club, two additional pitches are required of at least M2/D1 or M1/D2 standard (as this would provide an additional five match equivalent sessions of capacity per week). It should therefore be noted that the Club is due to install an additional pitch at its home ground already, which would then reduce the need to just one further pitch being required.

World Rugby compliant 3G pitches

An alternative to establishing additional pitches and/or additional sports lighting would be to develop and enable access to a World Rugby compliant 3G pitch. This is therefore relevant at Royal Meadow Drive, where a full size pitch is proposed to be constructed. However, if this comes to fruition, only Atherstone RFC would realistically be able to utilise it for some of its contact and non-contact demand due to its location.

Notwithstanding the above, Keresley RFC and Old Saltleians RFC would also benefit from accessing a World Rugby compliant 3G pitch given existing grass pitch shortfalls. As such, if a pitch was provided that they could access, this could offer a solution to the overplay experienced by the clubs. The following table further explores this and potential capacity impact it could have if all training demand from the clubs was to be transferred to a 3G pitch in addition to maximising quality.

Table 3.27: Capacity if training demand was transferred onto a World Rugby compliant 3G pitch (as well as quality maximisation)

Site ID	Site name	No. of pitches	Quality	Capacity rating	Training demand moved to 3G pitch
24	John E Radford Fields (Keresley Rugby Club)	1	Standard (M1/D1)	5.5	0.5
35	Old Saltleians Rugby Football Club	1	Good (M2/D2)	5.25	0.25
If quality is maximised & all training demand is transferred onto a World Rugby compliant 3G pitch					
24	John E Radford Fields (Keresley Rugby Club)	1	Good (M2/D3)	4	1
35	Old Saltleians Rugby Football Club	1	Good (M2/D3)	5	0

As seen, all shortfalls would be alleviated through this. It should, however, be referenced that some rugby clubs can be reluctant to access World Rugby compliant 3G provision, particularly if provided off-site (e.g., because of financial implications). Further engagement may therefore be required, and it should be ensured that only appropriate locations are sought.

Accommodating future demand from club aspirations

Future demand expressed through club aspirations and by the RFU based on its own targets projects the number of rugby union teams to grow by 25 teams across North Warwickshire. This is broken down as eight teams in Curdworth, Hurley & Wood End, seven teams in Atherstone & Mancetter, six teams in Water Orton and four teams in Fillongley.

Future demand through club aspirations has previously been discounted from calculations as it is considered to be more aspirational than future growth predicted via population growth; however, if such demand is realised, it will increase shortfalls throughout the Borough (by 9.25 match equivalent sessions per week). This is further shown in the following table.

Table 3.28: Supply and demand balance with future demand aspirations accounted for

Analysis area	Current supply/ demand balance (match equivalent sessions)	Potential supply/ demand balance (match equivalent sessions)
Arley & Whitacre	0	0
Atherstone & Mancetter	0.5	2.75
Baddesley & Grendon	0	0
Coleshill	0	0
Curdworth, Hurley & Wood End	0	2.25
Fillongley	6	7.25
Hartshill	0	0
Kingsbury	0	0

Analysis area	Current supply/ demand balance (match equivalent sessions)	Potential supply/ demand balance (match equivalent sessions)
Newton Regis & Warton	0	0
Polesworth & Dordon	0	0
Water Orton	5.25	7.75
North Warwickshire	**10.75**	**20**

The table below further investigates the impact of the growth being realised on a club-by-club basis and how it can be sufficiently accommodated.

Table 3.29: Summary of provision required to accommodate future demand aspirations

Club	Future team aspirations	Future demand (match equivalent sessions)	Comments
Atherstone RFC	1 x senior men's, 1 x senior women's, 2 x age grade boys, 2 x age grade girls, 1 x age grade mixed	2.5	Future demand could be accommodated if all training demand is transferred onto the proposed World Rugby compliant 3G pitch at Royal Meadow Drive and quality of the grass pitch is maximised.
Keresley RFC	1 x senior men's, 3 x age grade mixed	1.25	Current and future demand could be accommodated if all training demand is transferred onto a World Rugby compliant full size 3G pitch and quality of the grass pitches at John E Radford Fields is maximised.
Old Saltleians RFC	1 x senior men's, 1 x senior women's, 1 x age grade boys, 1 x age grade girls, 2 x age grade mixed	2.5	Current demand could be accommodated if all training demand is dispersed onto a World Rugby compliant full size 3G pitch and quality of the grass pitches at Old Saltleians Rugby Football Club is maximised. To meet future demand, the proposed additional grass pitch would be needed.
Spartans RFC	1 x age grade boys 7 x age grade mixed	2.25	Future demand could be accommodated if quality is maximised on one pitch.

Recommendations

- Protect existing quantity of rugby union pitches.
- Improve pitch quality at all sites used by clubs through improved maintenance and/or the installation of drainage systems, particularly at sites containing overplayed pitches.
- Consider establishment of World Rugby compliant 3G provision, specifically if it can meet the needs of Keresley and Old Saltleians Rugby Football Club.
- Support plans to provide Old Saltleians RFC with increased pitch provision.
- Improve ancillary facilities where required and support better inclusivity to ensure facilities offer sustainability for both current and future demand.
- Ensure that any large housing developments are provided for and assess the need for new pitch provision through master planning on an individual basis.

- Where a housing development is not of a size to justify on-site rugby union provision, secure contributions in line with the Council's Supplementary Planning Document to improve existing sites within the locality.
- Where a development is not of a size to justify on-site rugby provision, or if sufficient demand cannot be attracted, consider using contributions to improve existing sites within the locality.

Hockey suitable artificial grass pitches (AGPs)

Assessment Report summary

Hockey – supply and demand summary

- There is currently a sufficient supply of hockey suitable pitches in North Warwickshire to accommodate current and future demand.
- Imminent resurfacing of the pitch at Queen Elizabeth Academy is required, and options to improve security of tenure for Atherstone Adders HC should be pursued.

Hockey – supply summary

- There is one full size, sports lit hockey suitable pitch in North Warwickshire located at Queen Elizabeth Academy.
- The pitch is serviced by sports lighting and is available for community use.
- There is also one smaller size hockey suitable pitch in North Warwickshire, located at Baddesley Recreation Ground; however, it is too small for purposeful hockey demand.
- The pitch at Queen Elizabeth Academy does not provide security of tenure; Atherstone Adders HC rents provision on an annual basis at the School, with no longer term agreement in place.
- Based on the guidance of a ten-year carpet life, the pitch at Queen Elizabeth Academy is in need of refurbishment and assessed as poor quality.
- Ancillary provision is adequate at Queen Elizabeth Academy.

Hockey – demand summary

- Atherstone Adders HC is the only hockey club currently playing in North Warwickshire; the Club consists of seven teams, equating to four men's and three senior women's teams.
- It has a membership of 234.
- The Club has seen an increase in participation across both its senior and junior age groups in recent years, evidencing an overall growth in hockey demand.
- There is no known exported/imported hockey demand identified in North Warwickshire, although Atherstone Adders HC expresses it may need to travel outside of the Borough to achieve its future growth aspirations if its demand is not programmed accordingly.
- Most of the hockey suitable provision is also commonly used for other activities, most notably in terms of football, whether that be through formal training or via informal social use.
- Atherstone Adders HC requires significant usage of the pitch at Queen Elizabeth Academy and accesses it for all its training and match demand.
- Spare capacity remains during both midweek and at weekends, although for the latter this is not necessarily suitable for fixtures (as it is 09:00-10:00).

Scenarios

Accommodating current and future demand

With one pitch currently provided and only seven senior teams playing in North Warwickshire, there is currently sufficient provision to cater for demand, with capacity existing to accommodate up to eight teams. However, Atherstone Adders HC could be better catered for at the venue it uses (Queen Elizabeth Academy). To enable this, improved security of tenure should be sought at the site as the Club currently only rents the pitch on an annual basis, whilst the pitch has exceeded its recommended lifespan (ten years) since its installation (in 2011) and thus requires resurfacing.

When accounting for future demand, Atherstone Adders HC aspires to field one additional senior men's team. Such future demand can also be adequately catered for on the pitch at Queen Elizabeth Academy, subject to securing tenure and improving quality and as seen in the following table.

Table 3.30: Summary of capacity at peak time for senior hockey

Site ID	Site	Peak time availability (Saturday)	Capacity (match equivalent sessions)	Capacity (teams)	Usage (match equivalent sessions)	Usage (teams)
41	Queen Elizabeth Academy	09:00-17:00	4	8	3.5	7
Future demand (club aspirations)						
41	Queen Elizabeth Academy	09:00-17:00	4	8	4	8

Based on the above, it is important to emphasise the necessity to protect the AGP provision at Queen Elizabeth Academy for continued hockey usage. Any loss of the provision would be detrimental to the viability of the sport in North Warwickshire, with no alternative venue existing.

Recommendations

- Protect the full size pitch currently used by Atherstone Adders HC for continued hockey access (at Queen Elizabeth Academy).
- Improve security of tenure at Queen Elizabeth Academy to ensure long-term hockey access.
- Resurface the full size pitch at Queen Elizabeth Academy to better accommodate demand from Atherstone Adders HC.
- Ensure the School has a sinking fund in place to ensure long-term sustainability.
- Ensure that the degree of walking football usage and curricular usage accommodated on the pitch does not damage quality and that maintenance is kept to a high standard.
- Where a housing development is not of a size to justify on-site hockey provision, secure contributions in line with the Council's Supplementary Planning Document to improve existing sites within the locality.

Cricket squares

Assessment Report summary

Cricket – supply and demand summary

- Actual spare capacity is identified on one square on Sundays and three squares during midweek (no actual spare capacity is identifed for Saturday cricket).
- Overplay is evident on five squares and amounts to 82 match equivalent sessions.
- Overall, there is currently an insufficient supply of cricket squares in North Warwickshire to cater for all forms of cricket, with shortfalls expected to worsen considering future demand.

Cricket – supply summary

- In total, there are ten grass wicket cricket squares in North Warwickshire provided across the same number of sites.
- All ten squares are available for community use.
- Disused provision is identified at Birch Coppice Sports & Social Club, Hartshill Academy, North Warwickshire Recreational Centre and Spartan Unity Association Ground.
- Pak Shaheen CC is exploring the feasibility of adding a second grass square to its home ground at John E Radford Fields (new playing field), whilst Walmley CC is in discussions to bring provision at Spartan Unity Association Ground back into use.

- The audit of community available grass wicket cricket squares in North Warwickshire found five to be good quality, four to be standard quality and one to be poor quality (at Nether Whitacre Cricket Club).
- Ansley Sports CC, Atherstone Town, Coleshill, Corley, Fillongley, Water Orton and Wishaw cricket clubs all have aspiraitons to improve their ancillary provision.

Cricket – demand summary

- There are nine affiliated cricket clubs which collectively provide 47 cricket teams, equating to 32 senior men's, two senior women's and 13 junior teams.
- Demand has seemingly remained relatively static in recent years, with only two clubs reporting an increase and one club reporting a decrease.
- Atherstone Town, Corley and Fillongley cricket clubs are involved in All Stars, Dynamos and softball cricket programmes.
- Corley CC, Water Orton CC and Wishaw CC report that the current provision is insufficient to meet their needs, which represents latent demand.
- Exported demand is evidenced by Nether Whitacre CC and occasionally Coleshill and Wishaw cricket clubs.
- Future demand predicted from population growth equates to four senior men's and two junior team, whilst Ansley Sports CC, Atherstone Town CC, Corley CC and Fillongley CC all have growth plans.

Scenarios

Addressing overplay

Although a regular, sophisticated maintenance regime can sustain sites with minimal levels of overplay (e.g., at Water Orton Cricket Club and Wishaw Cricket Club), a reduction in play is recommended to ensure there is no detrimental effect on quality over time. Attempts should be made to reduce identified overplay, although it is recognised that many clubs do not necessarily believe that there is an issue and are able to accommodate such demand.

Improving the quality of overplayed squares is one way to increase capacity, the impact of which in North Warwickshire is shown in the following table. There are currently five overplayed squares.

Table 3.31: Overplay if all overplayed squares were good quality

Site ID	Site name	No. of squares	Current quality	Current capacity rating (match equivalent sessions)	Good quality capacity rating (match equivalent sessions)
6	Atherstone Sports Club	1	Good	42	42
14	Coleshill Memorial Park	1	Good	14	14
16	Corley Cricket Club	1	Standard	18	11
56	Water Orton Cricket Club	1	Good	4	4
59	Wishaw Cricket Club	1	Good	4	4

As seen, improving quality will only have minimal impact as most squares are already considered to be good. Overplay would only be reduced on the square at Corley Cricket Club and only seven match equivalent sessions per week of overplay would be alleviated.

Installing NTPs

As another means of reducing/eradicating overplay, the following overplayed sites are currently without an NTP:

- Coleshill Memorial Park
- Water Orton Cricket Club
- Wishaw Cricket Club

However, the installation of NTPs at Coleshill Memorial Park, Water Orton Cricket Club and Wishaw Cricket Club would bring no benefit, as none of the three clubs' demand could be transferred onto such provision (only junior demand and low level senior play can be transferred). Nevertheless, greater utilisation of the current NTP at Atherstone Sports Club could be encouraged. The table below explores the Borough-wide impact of greater utilisation of existing NTPs.

Table 3.32: Supply and demand analysis of cricket squares for senior cricket with greater utilisation of existing NTPs[6]

Analysis area	**Current total**	**Potential total further utilisation of NTPs**
Arley & Whitacre	0	0
Atherstone & Mancetter	42	5
Baddesley & Grendon	0	0
Coleshill	14	14
Curdworth, Hurley & Wood End	4	4
Fillongley	18	18
Hartshill	0	0
Kingsbury	0	0
Newton Regis & Warton	0	0
Polesworth & Dordon	0	0
Water Orton	4	4
North Warwickshire	**82**	**45**

As seen, 37 match equivalent sessions would be alleviated from the grass wicket at Atherstone Sports Club through greater utilisation of its existing NTP; hence, a reduction in the Borough-wide shortfall from 82 match equivalent sessions to 45.

Bringing disused provision back into use

There are three grass wicket squares located across Birch Coppice Sports & Social Club, North Warwickshire Recreational Centre and Spartan Unity Association Grounds. If these were to be brought back into use, at least 172 match equivalent sessions of additional spare capacity per season would be created (based on them being standard quality). Providing that a secure tenure agreement could be offered to clubs utilising overplayed squares, this therefore represents a potential opportunity to help alleviate existing shortfalls.

Table 3.33: Capacity balance if disused squares were brought back into use

Area	**Potential actual spare capacity (match equivalent sessions)**	**Current overplay (match equivalent sessions)**	**Current total (match equivalent sessions)**
North Warwickshire	**172**	**82**	**90**

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[6] Non-turf wicket squares can accommodate up to 60 matches per season.

Whilst it may not be feasible for each square to be brought back into use, it should be referenced that Walmley CC (otherwise based in Birmingham) has opened discussions with Spartans RUFC (the sole users of Spartan Unity Association Grounds) in order to bring the provision back into use. The site is also located within the same analysis area as Wishaw CC so therefore provides a potential option for the Club given its existing shortfall.

Birch Coppice Sports & Social Club and North Warwickshire Recreational Centre are not located within the same analysis area as any clubs with existing shortfalls, and no existing plans are in place to bring them back into use. Nevertheless, Birch Coppice Sports & Social Club is within 10 miles of three of the five overplayed sites:

- Atherstone Sports Club – 4.4 miles
- Water Orton Cricket Club – 9.2 miles
- Wishaw Cricket Club – 8.4 miles

In addition, North Warwickshire Recreational Centre is within 10 miles of two of the five overplayed sites:

- Atherstone Sports Club – 6.1 miles
- Wishaw Cricket Club – 10 miles

Accommodating future demand

In total, four cricket clubs in North Warwickshire express future demand, which if realised would exacerbate shortfalls for Saturday, Sunday and midweek cricket. This has not previously been considered as the aspirational demand is considered to be more theoretical than future growth predicted via population increases.

The table below explores the future supply and demand balance across North Warwickshire if all clubs' aspirational demand was to be realised.

Table 3.34: Future supply and demand balance for Saturday cricket in North Warwickshire (club aspirational demand)

Analysis areas	Current total	Future competitive demand	Future total
Arley & Whitacre	0	12	12
Atherstone & Mancetter	42	18	60
Baddesley & Grendon	0	-	0
Coleshill	14	-	14
Curdworth, Hurley & Wood End	4	-	4
Fillongley	18	54	72
Hartshill	0	-	0
Kingsbury	0	-	0
Newton Regis & Warton	0	-	0
Polesworth & Dordon	0	-	0
Water Orton	4	-	4
North Warwickshire	82	84	166

As seen, shortfalls would increase, which will exacerbate the need for other scenarios set out to be delivered. The table below further explores this and identifies the impact that future demand could have on a club-by-club basis to better understand what can and cannot be accommodated.

Table 3.35: Accommodating future demand (club-by-club)

Club	**Future demand**			**Comments**
	Senior men's	**Senior women's**	**Junior**	
Ansley Sports CC	1	-	-	Insufficient capacity exists at Ansley Workshops (Ansley Hall Recreation Ground).
Atherstone Town CC	-	1	1	Insufficient capacity exists at Atherstone Cricket Club; however, junior demand could potentially be accommodated through greater utilisation of the NTP on-site.
Corley CC	1	-	2	Insufficient capacity exists at Corley Cricket Club; however, junior demand could potentially be accommodated through greater utilisation of the NTP on-site.
Fillongley CC	-	1	3	Insufficient capacity exists for additional senior demand but capacity exists for the additional junior teams.

As seen, most clubs cannot achieve all their future demand aspirations at sites currently used due to existing capacity issues. However, there are ways for the junior and senior women's demand to be accommodated if existing NTPs were to be fully utilised and additional NTPs were installed at relevant sites currently without them.

Recommendations

- Protect existing quantity of cricket squares.
- Improve quality at sites assessed as standard and ensure quality is sustained at sites assessed as good.
- Reduce overplay via quality improvements and greater use of NTPs.
- Consider bringing disused provision back into use, particularly at Spartan Unity Association Grounds given the demand that it can accommodate.
- Improve the changing facilities where there is a need to do so (e.g., at Ansley Workshops and Nether Whitacre Cricket Club).
- Explore providing appropriate practice facilities at sites currently without (e.g. at John E Radford Fields) and support clubs to improve their current provision (e.g. at Atherstone Sports Club, Corley Cricket Club, The Parks and Wishaw Cricket Club).
- Continue to support ECB initiatives such as All Stars and Dynamos and ensure unaffiliated demand and recreational cricket is provided for.
- Ensure that any large housing developments are provided for and assess the need for new pitch provision through master planning on an individual basis.
- Where a development is of a size to justify on-site cricket provision, ensure that any proposals for new squares and new ancillary provision will attract demand.
- Where a housing development is not of a size to justify on-site cricket provision, secure contributions in line with the Council's Supplementary Planning Document to improve existing sites within the locality.
- Ensure that any developments nearby to existing or new cricket sites do not prejudice the use of the provision (e.g., through ball-strike issues).

Lacrosse

Assessment Report summary

Lacrosse – supply and demand summary
- In isolation, the provision at John E Radford Fields is sufficient to accommodate Nuneaton Lacrosse Club; however, the pitches are significantly overused for rugby union demand, with the lacrosse demand therefore adding to the capacity issues.

Lacrosse – supply summary
- There are no dedicated lacrosse pitches in North Warwickshire.
- John E Radford Fields is used by Nuneaton Lacrosse Club via a standard quality rugby union pitch.

Lacrosse – demand summary
- There is one lacrosse club playing in North Warwickshire, with this being Nuneaton Lacrosse Club.
- It currently fields two senior men’s teams and one senior women’s team, all of which utilise provision at John E Radford Fields for both training and match play demand.
- The Club is imported into the Borough, although it also utilises 3G provision at University of Warwick.

Scenarios

Accommodating demand

Given significant usage of the provision at John E Radford Fields for rugby union activity, it is not considered feasible for lacrosse activity to also be accommodated at the site without this resulting in continued overplay. As most other venues that are used for other sports would likely encounter the same issues, the only way for the sport to be adequately catered for within the Borough would be to establish a dedicated lacrosse pitch.

Based on three teams currently being fielded (two senior men’s and one senior women’s), one standard quality pitch would be required.

Recommendations

- Ensure continued access to John E Radford Fields or a suitable alternative to safeguard lacrosse activity.
- Seek to improve quality to reduce resultant capacity issues.
- Longer term, explore opportunities to establish dedicated lacrosse provision in order to better cater for the sport.

PART 4: STRATEGIC RECOMMENDATIONS

The strategic recommendations for the Strategy have been developed via a combination of information gathered during consultation, site visits and analysis which culminated in the production of an assessment report, as well as key drivers identified for the Strategy. They reflect overarching and common areas to be addressed, which apply across outdoor sports facilities and may not be specific to just one sport.

OBJECTIVE 1

To **protect** the existing supply of playing pitch provision and ancillary facilities where it is needed for meeting current and future needs

Recommendations:

a. Ensure, through the use of the PPS, that playing pitches are protected through the implementation of local planning policy.

b. Secure tenure and access to sites for high quality, development minded clubs, through a range of solutions and partnership agreements.

c. Maximise community use of education facilities where needed.

Recommendation (a) – Ensure, through the use of the PPS, that playing pitches are protected through the implementation of local planning policy.

The PPS shows that all existing playing field sites cannot be deemed surplus to requirements because of shortfalls now and in the future. As such, all provision requires protection or replacement until all identified shortfalls have been overcome. This includes disused, underused and poor quality sites as there is a requirement for such provision to help meet and alleviate the identified shortfalls.

NPPF paragraph 99 states that existing open space, sports and recreational buildings and land, including playing fields, should not be built on unless:

- An assessment has been undertaken which has clearly shown the open space, buildings or land to be surplus to requirements; or
- The loss resulting from the proposed development would be replaced by equivalent or better provision in terms of quantity and quality in a suitable location; or
- The development is for alternative sports and recreational provision, the needs for which clearly outweigh the loss.

Should facilities be taken out of use for any reason (e.g., council budget restraints), it is also imperative that the land is retained so that it can be brought back into use in the future. This means that land containing provision should not be altered (except to improve play) and should remain free from tree cover and permanent built structures, unless the current picture changes to the extent that the site in question is no longer needed (subject to being informed by a review of the PPS or a separate needs assessment), or unless replacement provision is provided to an equal or greater quantity and quality.

Development Management

The PPS should be used to help inform Development Management decisions that affect existing or new playing fields and ancillary facilities. All applications should be assessed by the Local Planning Authority on a case-by-case basis taking into account site specific factors.

In addition, Sport England is a statutory consultee on planning applications that affect or prejudice the use of sports facilities and will use the PPS to help assess that planning application against its Playing Fields Policy. It will object to proposals relating to developments impacting on playing field provision (and accompanying ancillary provision) unless at least one of its five policy exceptions is met. The exceptions are:

- **Exception 1**: Excess of provision – a robust and up-to-date assessment has demonstrated, to the satisfaction of Sport England, that there is an excess of playing field provision in the catchment, which will remain the case should the development be permitted, and the site has no special significance to the interests of sport.
- **Exception 2**: Ancillary development – the proposed development is for ancillary facilities supporting the principal use of the site as a playing field and does not affect the quantity or quality of playing pitches or otherwise adversely affect their use.
- **Exception 3**: Land incapable of forming part of a pitch – the proposed development affects only land incapable of forming part of a playing pitch and does not:
  - reduce the size of any playing pitch;
  - result in the inability to use any playing pitch (including the maintenance of adequate safety margins and run-off areas);
  - reduce the sporting capacity of the playing field to accommodate playing pitches or the capability to rotate or reposition playing pitches to maintain their quality;
  - result in the loss of other sporting provision or ancillary facilities on the site; or
  - prejudice the use of any remaining areas of playing field on the site.
- **Exception 4:** Replacement provision of equivalent or better quality and quantity – the area of playing field to be lost as a result of the proposed development will be replaced, prior to the commencement of development, by a new area of playing field:
  - of equivalent or better quality, and
  - of equivalent or greater quantity, and
  - in a suitable location, and
  - subject to equivalent or better accessibility and management arrangements.
- **Exception 5**: New sports provision benefit outweighs the loss of the playing field – the proposed development is for an indoor or outdoor facility for sport, the provision of which would be of sufficient benefit to the development of sport as to outweigh the detriment caused by the loss, or prejudice to the use, of the area of playing field.

Recommendation (b) – Secure tenure and access to sites through a range of solutions and partnership agreements.

A few school sites are being used in North Warwickshire for competitive play, predominantly for football. In some cases, use of such facilities has been classified as secure; however, it is not necessarily formalised and relevant organisations should seek to establish appropriate community use agreements, including access to changing provision where required/available. This is especially the case for sites that have unsecured community use despite receiving high levels of use, such as at Hartshill Academy.

For unsecure sites, NGBs, Sport England and other appropriate bodies such as the FF can often help to negotiate and engage with providers where the local authority may not have direct influence. This is particularly the case at sites that have received funding from these bodies or are going to receive funding in the future as community access can be a condition of any agreement.

Given current budgetary pressures, it is increasingly important for the Council to work with voluntary sector organisations to enable them to take greater levels of ownership and support the wider development and maintenance of facilities. To facilitate this, where practical, it should support and enable clubs to generate sufficient funds for the acquisition and development of sites, providing that this is to the benefit of sport.

The Council should also further explore opportunities where security of tenure could be granted via lease agreements (minimum 25 years as recommended by Sport England and NGBs) so that clubs are in a position manage assets and to apply for external funding for site improvements. This is particularly the case at poor quality local authority sites, possibly with inadequate or no ancillary facilities, so that quality can be enhanced and sites developed.

Local sports clubs that could be able to manage their own assets should be supported by partners, including the Council and NGBs, to achieve sustainability across a range of areas including management, membership, funding, facilities, volunteers and partnership work. For example, club development should be supported and clubs should be encouraged to develop business and sports development plans to show how facilities can be sustainable and to maximise income generation.

Relevant clubs could also be encouraged to look at different management models such as registering as Community Amateur Sports Clubs (CASC)[7]. They should also be signposted to work with partners locally, such as volunteer support agencies or local businesses.

Each club interested in leasing a council site should be required to meet service and/or strategic recommendations. An additional set of criteria should also be considered, which takes into account club quality, aligned to its long-term development objectives and sustainability, as seen in the table below.

Table 4.1: Recommended criteria for lease of council sport sites to clubs/organisations

Club	Site
Clubs should have Clubmark/NGBs accreditation award. Clubs commit to meeting demonstrable local demand and show pro-active commitment to developing school-club links. Clubs are sustainable, both in a financial sense and via their internal management structures in relation to recruitment and retention policy for both players and volunteers. Strong business plans could also be created by the clubs to illustrate this. Ideally, clubs should have already identified any match funding required for initial capital investment identified.	Sites should be those identified as 'Local Sites' (recommendation E) for new clubs (i.e., not those with a Borough-wide significance) but that offer development potential. For established clubs which have proven success in terms of self-management 'Key Centres' are also appropriate. As a priority, sites should acquire capital investment to improve (which can be attributed to the presence of an accreditation award). Sites should be leased with the intention that investment can be sourced to contribute towards the improvement of the site.

Furthermore, the Council could establish a series of core outcomes to derive from clubs taking on a lease arrangement to ensure that the most appropriate clubs are assigned to sites. As an example, outcomes may include:

- Increasing participation, particularly in target areas such as women's and girls' activity.
- Supporting the development of coaches and volunteers.
- Commitment to quality standards.

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[7] http://www.cascinfo.co.uk/cascbenefits

- Improvements (where required) to facilities, or as a minimum retaining existing standards.

In addition, clubs should be made fully aware of the associated responsibilities/liabilities when considering leases of multi-use public playing fields. It is important in these instances that the sites remain available for other purposes and for other users.

For clubs with lease arrangements already in place, these should reviewed when fewer than 25 years remain so that extensions can be secured, thus improving security of tenure and helping them attract funding for site development. Any club with less than 25 years remaining on an agreement is unlikely to gain any external funding (unless the agreement has been recently entered into).

Recommendation (c) – Maximise community use of education facilities where needed

To maximise community use, a more coherent, structured relationship with schools and higher/further education establishments is recommended. The ability to access good facilities within the local community is vital to any sports organisation, yet many clubs struggle to find good quality places to play and train. In North Warwickshire, pricing policies at facilities can be a barrier to access at some education sites but physical access, poor quality and resistance from providers to open up provision is also an issue, especially at academies.

A large number of sporting facilities are located on education sites and making these available to sports clubs can offer significant benefits to both the venues (e.g., via development funding, maintenance assistance and pitch hire income) and local clubs, as well helping to reduce identified shortfalls. It is, however, common for provision not to be fully maximised for community use, even on established community use sites.

In some instances, facilities are unavailable for community use due to poor quality and therefore remedial works will be required before it can be established. The low carrying capacity of these facilities sometimes leads to them being played to capacity or overplayed simply due to curricular and extra-curricular use, meaning they cannot accommodate any additional use by the community.

As a priority, community use options should be explored at large education sites offering several pitches. Securing access to such sites will significantly reduce shortfalls throughout the analysis areas that they are based within.

Although there are a growing number of academies over which the Council has little or no control, it is still important to understand the significance of such sites and attempt to work with the providers where there are opportunities for community use. In addition, relevant NGBs have a role to play in supporting the Council to deliver upon this recommendation and communicating with schools where necessary to address shortfalls in provision.

As detailed earlier, NGBs and Sport England can often help to negotiate and engage with providers where the local authority may have limited direct influence. This is particularly the case at sites that have received funding from the relevant bodies or are going to receive investment in the future as community access can be a condition of the funding agreement. Where new schools are provided, they should be designed to facilitate community access, with opportunities for meeting the community’s outdoor sports needs explored at the outset to maximise the potential impact of the provision. An example of this is ensuring the provision of youth 11v11 grass football pitches, given current shortfalls and their suitability for the playing format of students.

OBJECTIVE 2

To enhance playing pitch provision and ancillary facilities through improving quality and management of sites

Recommendations:

d. Improve quality

e. Adopt a tiered approach (hierarchy of provision) to the management and improvement of sites.

f. Work in partnership with stakeholders to secure funding.

g. Secure developer contributions.

Recommendation (d) – Improve quality

There are a number of ways in which it is possible to improve quality, including, for example, addressing overplay and improving maintenance. Given the number of councils' face reducing budgets, it is currently advisable to look at improving key sites as a priority (e.g., the largest, well used sites that are overplayed and/or poor quality). The Action Plan within this document provides a starting point for this, identifying key sites, poor quality sites and/or sites that are overplayed which should be prioritised for improvement.

With pressures on budgets, any wide-ranging direct investment into quality is unlikely and other options for improvements should be considered. This could be via clubs leasing/managing sites as highlighted in Objective 1, with clubs taking on maintenance, whilst other options may include the use of equipment banks and the pooling of resources for maintenance.

Addressing quality issues

Quality in North Warwickshire is variable but generally facilities are assessed as standard quality with the exception of rugby union pitches which are mostly assessed as poor quality. Where facilities are assessed as standard or poor quality and/or overplayed, maintenance regimes should be reviewed and, where possible, improved to ensure that what is being done is of an appropriate standard to sustain/improve pitch quality. Ensuring continuance of existing maintenance of good quality pitches is also essential.

Based upon an achievable target, using existing quality scoring to provide a baseline, a standard should be used to identify deficiencies and investment should be focused on those sites which fail to meet the proposed quality standard. For the purposes of quality assessments, the Strategy refers to pitches and ancillary facilities separately as being of 'good', 'standard' or 'poor' quality. However, some good quality sites have poor quality elements and vice versa (e.g., a good quality pitch may be serviced by poor quality changing facilities).

It is also important to note the impact the weather has on quality. The worse the weather, the poorer the facilities tend to become, especially if no, or inadequate, drainage systems are in place. This also means that quality can vary year on year dependent upon the weather and levels of rainfall.

If a poor quality site receives little or no usage that is not to say that no improvement is needed. It may instead be the case that it receives no demand because of its quality, thus an improvement in quality will attract demand to the site, potentially from overplayed standard or good quality sites (thus reducing capacity issues). Where this occurs, it is vital that the improvements are advertised and marketed towards potential users as their perception of the provision may need altering.

In addition, without appropriate, fit for purpose ancillary facilities, good quality provision may be underutilised, especially by adults and female users who have more of a requirement. Changing facilities form the most essential part of this offer (although other provision can be key for income generation) and therefore key sites should be given priority for improvement. For the majority of sports, no senior league matches can take place without appropriate changing facilities and the same also applies to women’s and girls’ demand.

For football, clubs can utilise the services of the Football Foundation’s PitchPower app to carry out a free on-site assessment of their pitches. This then provides the Grounds Management Association (GMA) with the detail needed to create a personalised, informative report to advise on how improvements can be made. Clubs then receive bespoke advice and support to help with any future actions, funding applications and equipment, with clubs getting access to discounted rates for machinery and consumables through local partnerships.

Eligible clubs/organisations can also utilise the report as an evidence base to acquire potential funding streams, such as to obtain the required maintenance equipment. If a PitchPower assessment categorises pitches as ‘poor’ or ‘basic’ they are then eligible to apply for Grass Pitch Funding through the Football Foundation through the Grass Pitch Maintenance Fund, a fund offering six-year tapered grants to help organisations enhance or sustain the quality of their grass pitches. The fund is a key part of the Football Foundation's Grass Pitch Improvement Programme - an ambition to deliver 20,000 good quality grass pitches by 2030. Clubs with good quality pitches can also apply for a lower level of funding to sustain good quality.

All applicants must have received a PitchPower Pitch Assessment Report, with the fund currently open to football clubs (except for pitches used for National League System play), leagues, County FAs, community organisations, charities, education organisations and parish/town councils. Local authorities are not currently eligible applicants, although eligible organisations using local authority sites can apply provided they have permission of the landowner via a service level agreement. Opportunities to access the fund to support presently council managed sites include establishment of a service level agreement with a resident club for maintenance responsibilities, or transfer of long-term management to the club/organisation through leasehold or community asset transfer.

Furthermore, the Football Foundation also launched a new Groundskeeping Community online platform in 2019 which provides a resource of expert advice for grounds staff, enabling them to connect with peers, discover new tips and tricks and share advice on best industry practice. Users can seek guidance from the GMA regional pitch advisors, who are available to answer questions and update members on changes to industry standards.

For rugby union and cricket, the RFU and the ECB are now also utilising PitchPower, with reports to be produced similar to those for football.

For the improvement/replacement of 3G and hockey provision, this is most commonly linked to age, with any surfaces older than 10 years generally requiring replacement. Where pitches are provided, sinking funds should be put into place to ensure that refurbishment can take place when it is required.

Addressing overplay

In order to improve the overall quality of the outdoor facility stock, it is necessary to ensure that provision is not overplayed beyond recommended carrying capacity. This is determined by assessing quality (via a non-technical site assessment) and allocating a match limit to each (daily for hockey and weekly for football and rugby union).

The FA, RFU, ECB and EH all recommend a maximum number of matches that pitches should take based on quality, as seen in the table overleaf.

Table 4.2: Carrying capacity of pitches

Sport	Pitch type	No. of matches		
		Good quality	**Standard quality**	**Poor quality**
Football	Adult pitches	3 per week	2 per week	1 per week
	Youth pitches	4 per week	2 per week	1 per week
	Mini pitches	6 per week	4 per week	2 per week
Rugby union	Natural Inadequate (D0)	2 per week	1.5 per week	0.5 per week
	Natural Adequate (D1)	3 per week	2 per week	1.5 per week
	Pipe Drained (D2)	3.25 per week	2.5 per week	1.75 per week
	Pipe and Slit Drained (D3)	3.5 per week	3 per week	2 per week
Cricket	One grass wicket	5 per season	4 per season	0 per season
	One synthetic wicket	60 per season	60 per season	0 per season
Hockey	Sand/water based AGP	4 per day	4 per day	N/A

It is imperative to engage with clubs to ensure that sites are not played beyond their capacity. Where overplay is identified, play should be encouraged, where possible, to be transferred to alternative venues that are not operating at capacity, or quality, where possible, should be improved to increase capacity to appropriate levels. Where play is transferred, this may include transferring play to 3G pitches or to sites not currently available for community use but which may be in the future. In isolated cases, new provision may be required.

For cricket, an increase in NTPs is often key to alleviating overplay as this allows for the transfer of junior demand from grass wickets. It also does not require any additional playing pitch space as NTPs can be installed in situ with existing squares. Where NTPs are already installed, increased usage should be encouraged.

For rugby union, additional sports lighting can reduce levels of overplay at club sites as it will allow clubs to spread demand across a greater number of pitches or unmarked areas, where the space exists. If permanent sports lighting is not possible, portable sports lighting is an alternative.

As mentioned earlier, there are also sites that are poor quality but are not overplayed. These should not be overlooked as often poor quality sites have less demand than others but demand could increase if the quality was improved. It does, however, work both ways as potential improvements may make sites more attractive and therefore more popular, which in the long run can lead again to them becoming poor quality pitches if not properly maintained.

Recommendation (e) – Adopt a tiered approach (hierarchy of provision) to the management and improvement of sites

To allow for facility developments to be programmed within a phased approach, the Council should adopt a tiered approach to the management and improvement of outdoor sport sites and associated facilities.

The identification of sites is based on their strategic importance in a Borough-wide and sporting context. As such, this takes into account the level of demand accommodated and the potential impact the recommended actions will have on addressing the identified shortfalls/issues. The proposed site-hierarchy is summarised in the following table.

Table 4.1: Proposed tiered site criteria

Criteria	Hub sites	Key centres	Local sites
Site location	Strategically located in the Borough. Priority sites for NGBs.	Strategically located within the analysis area.	Services the local community.
Site layout	Accommodates three or more grass pitches, generally including provision of an AGP (or with the potential).	Accommodates two or more grass pitches.	Accommodates one or two pitches.
Type of sport	Multi-sport provision. Could also operate as a central venue.	Single or multi-sport provision.	Generally single sport provision but may cater for more at a basic level.
Management	Management control allows for wide community use, i.e., through the local authority, a leisure operator or a school/college/university with a community use agreement.	Management control generally allows for wide community use but may include sites that are owned or leased by clubs/other organisations.	Management control can be via the local authority, schools, clubs and other providers.
Maintenance regime	Maintenance regime aligns or could align with NGB guidelines.	Maintenance regime aligns or could align with NGB guidelines.	Standard maintenance regime or an in-house maintenance contract.
Ancillary facilities	Good quality ancillary facilities on site (or potential), with sufficient changing rooms and car parking to serve the number of pitches; may include wider social/function facilities.	Good quality ancillary facility on site (or potential), with sufficient changing rooms and car parking to serve the number of pitches.	Limited or no changing room access on site.

Hub sites are of Borough-wide importance where users are willing to travel to access the range and high quality of facilities offered and are likely to be multi-sport. Actions at these sites are likely to have a greater impact on addressing the issues identified in the PPS.

Key centres are more community focused, although some are still likely to service a wider analysis area. However, there may be more of a focus on a specific sport i.e., a dedicated site.

It is considered that some financial investment may be necessary to improve the facilities at both hub sites and key sites. This could be to improve the provision, create additional provision (e.g., a 3G pitch) or to enhance the ancillary facilities in terms of access, flexibility (i.e., single-sex changing if necessary) and quality as well as ensuring that they meet the rules and regulations of local competitions.

Local sites refer to those sites offering minimal provision or that are of minimal value to the wider community. Primarily they are sites with one pitch/facility or a low number of pitches/facilities that service just one or two sports.

For council sites in this tier, consideration should be given, on a site-by-site basis, to the feasibility of a club taking on a long-term lease (if not already present), in order that external funding can be sought. Such sites will require some level of investment, either to the outdoor sport facilities or ancillary facilities, and it is anticipated that one of the conditions of offering a hire/lease is that the Club would be in a position to source external funding to improve/extend the provision.

Other sites considered in this tier may be primary school sites or secondary school sites (especially those unattached) that are not widely used by the community or that do not offer community availability.

Recommendation (f) – Work in partnership with stakeholders to secure funding

Partners, in collaboration with the Council, should ensure that appropriate funding is secured for improved sports provision and directed to areas of need. This should be underpinned by a robust strategy for improvement in playing pitch provision and accompanying ancillary facilities, with the PPS able to be used as an evidence base for attracting investment.

To attract investment, the Council should stay informed in relation to relevant and appropriate funding pots, both in regard to what it can directly attract, as well as to what clubs could attract independently (with the Council able to assist with this process). This can also be helped through the wider Steering Group signposting partners to what could be available.

In order to address the needs of the community, as well as to target priority areas and to reduce duplication of provision, there should be a co-ordinated approach to the strategic investment. In delivering this recommendation, the Council should maintain a regular dialogue with local partners as well as through the PPS Steering Group.

Although some investment in new provision will not be made by the Council directly, it is important that the Steering Group seeks to direct and lead a strategic and co-ordinated approach to facility development. This includes delivery from education sites, NGBs, sports clubs and the commercial sector.

Recommendation (g) –Secure developer contributions

The Council has a Supplementary Planning Document, produced in 2022, which provides guidance on the type and scale of open space, sport and recreation developer contributions that will be sought to support new development, based on the standards set out in the Council’s various Leisure, Open Space, Playing Pitch and Recreation strategies. This should be followed to secure developer contributions, with the PPS used to support this process and to identify sites and actions that the contributions should go towards.

In addition, the Council can utilise Sport England's Playing Pitch Calculator as a tool for helping to determine the additional demand for pitches and to estimate the likely developer contribution required linking to sites within the locality. This should form the basis of the Council working with Sport England to develop a process and guidance for obtaining developer contributions and should aid the negotiation process with developers.

The calculator uses the current number of teams by sport and by pitch type and calculates the percentage within each age group that play that sport and on that provision. That percentage is then applied to the population growth and the additional teams likely to be generated are then converted into match equivalent sessions. This then provides the associated pitch requirements in the peak period, with the associated costs (both for providing the pitch/facility and for its life cycle) provided. The calculator splits the requirement into peak time demand for natural turf pitches, training demand for artificial grass pitches, and the number of new changing rooms required.

The PPS should be used to help determine the likely impact of a new development on demand and the capacity of existing sites in the area, and whether there is a need for contributions to put towards improvements to increase the capacity of existing provision, or if new provision is required (or a combination of both). Where a development is located within access of existing high-quality provision, this does not necessarily mean that there is no need for further provision or improvement to existing provision, as additional demand arising from the development is likely to result in increased usage (which can result in overplay or quality deterioration).

Where offsite contributions are necessary, the PPS should be as a guide to determine suitable sites in the locality and what the investment should achieve in relation to wider shortfalls in the area. Sport England and relevant NGBs should also be consulted to determine their needs and to ensure that there will be no duplication of investment.

For housing developments that warrant the creation of new playing pitches, especially if existing sites in the locality do not have the capacity to absorb any growth in demand, the PPS should assist in identifying the facility mix required. The preference from Sport England and the NGBs is for multi-sport sites to be developed, supported by appropriate ancillary facilities which consider the potential for further development in the future. This is because standalone facilities are more likely to become under-used (or unused), unviable and unsustainable.

Where it is determined that new provision is required to accompany a development, priority should be placed on providing facilities that also contribute towards alleviating existing shortfalls within the locality. To determine what supply of provision is provided, it is imperative that the PPS findings are taken into consideration and that for particularly large developments consultation takes place with the relevant NGBs and Sport England. This is due to the importance of ensuring that the stock of facilities provided is correct to avoid provision becoming unsustainable and unused.

More generally, Sport England recommends that a number of objectives should be implemented to enable the above to be delivered:

- Planning consent should include appropriate conditions and/or be subject to specific planning obligations. Where developer contributions are applicable, a S106 agreement or equivalent must be completed that should specify, when applied, the amount that will be linked to Sport England's Building Cost Information Service from the date of the permission and timing of the contribution/s to be made.

- Contributions should also be secured towards the first ten years of maintenance on new pitches (lifecycle costs), the cost of which is indicated by the Sport England Playing Pitch Calculator. NGBs and Sport England can provide further and up to date information on the associated costs.
- External funding should be sought/secured to achieve maximum benefit from the investment into appropriate facility enhancement, alongside other open space provision, and its subsequent maintenance.
- Where new provision is provided, appropriate changing rooms and associated car parking should be located on site.
- All new or improved outdoor sports facilities on school sites should be subject to community use agreements.

It is recognised that consultation cannot take place with NGBs for every development due to resource restrictions. Instead, it is recommended that such discussions take place within PPS Steering Group meetings.

For further information, please see Part 6 of this report.

OBJECTIVE 3

To provide new playing pitch provision and ancillary facilities where there is current or future demand to do so.

Recommendations:

h. Rectify quantitative shortfalls through the current facility stock.

i. Identify opportunities to increase to the overall stock to accommodate both current and future demand.

Recommendation (h) – Rectify quantitative shortfalls through the current stock

The Council and its partners should work to rectify identified inadequacies and meet identified shortfalls as outlined in the preceding Assessment Report and the sport-by-sport specific recommendations (Part 3) as well as the following Action Plan (Part 5). Maximising use of existing provision through a combination of the following will help to reduce shortfalls and accommodate future demand:

- Improving quality in order to improve the capacity to accommodate more demand.
- Transferring demand from overplayed sites to sites with spare capacity.
- The re-designation of facilities e.g., converting an unused pitch (or pitch type) for one sport to instead cater for another sport (or another pitch type).
- Bringing disused sites back into use.
- Securing community use at education sites including those currently unavailable.
- Exploring lease/management arrangements with appropriate clubs/organisations.
- Establishing additional sports lighting.
- Installing artificial surfaces (e.g., 3G pitches and NTPs).

The PPS identifies priority sites that should be focused upon, including those that are presently overplayed and/or poor quality as well as unused and unsecure sites that are particularly large. It also advises how issues can be overcome, typically through pitch quality improvements to increase the carrying capacity of pitches, securing community use agreements for sites that do not provide security of tenure to ensure spare capacity can be fully utilised, and gaining access to unavailable sites to increase the pitch stock available to the community.

The Steering Group should use and regularly update the Action Plan within this Strategy. The Action Plan lists recommendations for each site, focused upon both qualitative and quantitative improvements, which if delivered will lessen the need for new provision.

Recommendation (i) – Identify opportunities to add to the overall stock to accommodate both current and future demand

Linked to the above and as evidenced in Part 3, although there are identified shortfalls of match equivalent sessions, most current and future demand is currently being met and most shortfalls can be addressed via quality improvements and/or improved access to sites that presently are used minimally or that are currently unavailable. Adding to the current stock, particularly in the short term, is therefore not recommended as a priority, although there is a clear need for an increase in 3G provision that cannot be reduced without new stock. There could also be a requirement for new rugby union pitches, although to what level is dependent on the success and effectiveness of carrying out other recommendations.

If new pitches are to be provided, it is imperative that any new provision is established in locations/areas where they will be accessed by relevant clubs. Typically, and particularly for sports such as rugby union and cricket, demand can be very club-orientated, which can make the use of secondary venues unlikely. This means that failure to provide pitches in the right location could lead to the provision becoming unused and unsustainable. Focus should be placed on Keresley RFC and Old Saltleians RFC.

Large scale housing developments and the establishment of new schools may also necessitate the need for new provision. Where new schools are developed, there is an opportunity to combine the building of the School to the development of a new multi-sport site that will be of a benefit to the School as well as the wider community.

For housing developments, as outlined in Recommendation (g), Sport England’s Playing Pitch Calculator can be used as a guide to inform requirements. See Part 6 for further information.

PART 5: ACTION PLAN

The site-by-site action plan seeks to address key issues identified in the preceding Assessment Report. It provides recommendations based on current levels of usage, quality and future demand, as well as the potential of each site for enhancement. It is separated by analysis area and includes information pertaining to the sub sections below.

Site hierarchy

The Council should make it a high priority to work with NGBs and other partners to comprise a priority list of actions based on local priorities, NGB priorities and available funding. As stated in Recommendation (e), to allow for facility developments to be programmed within a phased approach, the Council should adopt a tiered approach to the management and improvement of playing pitch sites and associated facilities. This is done via classifying sites as hub sites, key centres or local sites.

Partners

The column indicating partners refers to the main organisations that the Council would look to work with to support delivery of the actions.

Given the extent of potential actions, it is reasonable to assume that partners will not necessarily be able to support all the actions identified but where the action is a priority and resource is available the partner will endeavour to assist.

As all sites sit within the local authority area, the Council is considered to be a partner for each identified action (as the column indicates partners for the Council) and is therefore not included. However, it is acknowledged that it will take on more of a leading role for some specific sites and some specific actions (e.g., at council-operated venues).

Priority

Although hub sites are most likely to have a **high** priority actions, as they have wider importance, these have been identified on the basis of the impact that the site will have on addressing the key issues identified in the assessment. Therefore, some key centres and local sites are on occasion also identified as having a high priority level. It is these projects/sites which should generally, if possible, be addressed within the short term (1-2 years).

The majority of key centres have **medium** priority actions. These have analysis area importance and are identified on the basis of the impact that they will have on addressing the issues identified in the assessment, although not to the same extent as high priority actions.

The **low** priority actions tend to be for single pitch or single sport sites and often club or education sites with local specific importance but that may also contribute to addressing the issues identified for specific users. Whilst low priority, there may be opportunities to action some of the recommendations made against such sites relatively quickly e.g., through S106 funding.

Costs

The strategic actions have also been ranked as low, medium or high based on cost. The brackets are:

(L) – Low – less than £50k
(M) – Medium - £50k-£250k
(H) – High £250k and above

These are based on Sport England's estimated facility costs which can be found at:
https://www.sportengland.org/facilities-planning/design-and-cost-guidance/cost-guidance/

It should also be recognised that recent inflation has likely caused the costs of most recommended actions to increase, in turn leading to many previously low cost actions to become medium cost actions and many medium cost actions to become high cost actions. This something that may continue to change throughout the lifespan of the PPS.

Timescales

The Action Plan has been created to be delivered over a ten-year period and the information within the Assessment Report, Strategy and Action Plan will require updating as developments occur. The indicative timescales relate to delivery times and are not priority based:

(S) – Short (1-2 years)
(M) – Medium (3-5 years)
(L) – Long (6+ years)

Aim

Each action seeks to meet at least one of the three Sport England aims of the Strategy; **Enhance, Provide, Protect.**

ARLEY & WHITACRE ANALYSIS AREA

Area summary

Analysis area	Pitch/facility type	Current supply/ demand balance
Football – grass pitches		
Arley & Whitacre	Adult	At capacity
Arley & Whitacre	Youth 11v11	3.5 match equivalent sessions
Arley & Whitacre	Youth 9v9	At capacity
Arley & Whitacre	Mini 7v7	0.5 match equivalent sessions
Arley & Whitacre	Mini 5v5	0.5 match equivalent sessions
Football – 3G pitches		
Arley & Whitacre	Full size	0.63 pitches
Rugby union pitches		
Arley & Whitacre	Senior	No supply/demand
Hockey - artificial grass pitches		
Arley & Whitacre	Full size	No supply/demand
Cricket pitches		
Arley & Whitacre	Senior	At capacity
Lacrosse		
Arley & Whitacre	Senior	No supply/demand

Priority recommendations

Sport	Headline findings
Football	◂ Protect provision. ◂ Improve pitch quality at Ansley Workshops (Ansley Hall Recreation Ground), Hill Top Playing Fields and Rectory Road Playing Fields. ◂ Improve ancillary facilities where required and provide ancillary facilities at sites that are currently without i.e., at Hill Top Playing Fields.
3G pitches	◂ Explore the viability of new 3G pitches, where this is appropriate.
Rugby union	◂ N/A
Hockey	◂ N/A
Cricket	◂ Protect provision. ◂ Improve quality at Ansley Workshops (Ansley Hall Recreation Ground). ◂ Explore opportunities to utilise actual spare capacity via the transfer of demand from overplayed sites and/or through future demand.
Lacrosse	◂ N/A

ARLEY & WHITACRE

Site ID	Site	Postcode	Sport	Management	Current status	Recommended actions	Partners	Site hierarchy tier	Priority	Timescales	Cost	Aim
4	Ansley Workshops (Ansley Hall Recreation Ground)	CV10 0QN	Football	NWBC	One youth 11v11 pitch, one mini 7v7 pitch and one mini 5v5 pitch, all of which are poor quality and overplayed by 4.5 match equivalent sessions per week in total. The site has poor quality ancillary facilities, although Haunchwood Sports Juniors FC has plans for the toilets and a wider clubhouse refurbishment. The site is now incorporated within the FF Home Advantage programme.	Improve pitch quality to alleviate overplay and support the Club with its aspirations to improve quality of the ancillary facilities to help better cater for demand.	FA, FF	Key Centre	H	S	M	Protect Enhance
4	Ansley Workshops (Ansley Hall Recreation Ground)	CV10 0QN	Cricket	NWBC	One standard quality ten-wicket grass square with an accompanying NTP. The square has spare capacity on Sundays. The site is now incorporated within the FF Home Advantage programme.	Improve square quality to better accommodate demand and utilise spare capacity via the transfer of demand from overplayed sites or through future demand.	ECB, WCC	Key Centre	M	S	L	Protect Enhance
21	Hill Top Playing Fields	CV7 8FZ	Football	NWBC	One poor quality youth 11v11 pitch. The site is without ancillary facilities.	Improve pitch quality and explore aspirations to provide appropriate (basic) ancillary facilities.	FA, FF	Local	M	S	M	Protect Enhance
43	Rectory Road Playing Fields	CV7 8FN	Football	NWBC	Two mini 5v5 pitches, one mini 7v7 pitch and one youth 9v9 pitch, all of which have spare capacity discounted due to poor pitch quality.	Improve pitch quality to establish actual spare capacity.	FA, FF	Local	M	S	M	Protect Enhance

ATHERSTONE & MANCETTER ANALYSIS AREA

Area summary

Analysis area	Pitch/facility type	Current supply/ demand balance
Football – grass pitches		
Atherstone & Mancetter	Adult	At capacity
Atherstone & Mancetter	Youth 11v11	0.5 match equivalent sessions
Atherstone & Mancetter	Youth 9v9	0.5 match equivalent sessions
Atherstone & Mancetter	Mini 7v7	1 match equivalent session
Atherstone & Mancetter	Mini 5v5	At capacity
Football – 3G pitches		
Atherstone & Mancetter	Full size	0.66 pitches
Rugby union pitches		
Atherstone & Mancetter	Senior	0.5 match equivalent sessions
Hockey - artificial grass pitches		
Atherstone & Mancetter	Full size	0.5 match equivalent sessions
Cricket pitches		
Atherstone & Mancetter	Senior	42 match equivalent sessions
Lacrosse		
Atherstone & Mancetter	Senior	No supply/demand

Priority recommendations

Sport	Headline findings
Football	- Protect provision. - Improve pitch quality at Atherstone Sports Club, Mancetter Recreation Ground and Ridge Lane. - Provide ancillary facilities at Mancetter Recreation Ground and improve existing provision at Royal Meadow Drive, Ridge Lane and The Pointons Community Stadium. - Seek to establish community use at currently unavailable schools (Outwoods Primary School, Queen Elizabeth Academy and Race Meadow Primary Academy).
3G pitches	- Investigate the feasibility of the proposed World Rugby compliant 3G pitch at Royal Meadow Drive and ensure it is compatible for both football and rugby union usage given shortfalls that exist and the demand that would be received. Also consider impact the provision may have on other sports at the site before determining its suitability.
Rugby union	- Protect provision. - Improve pitch quality and look to install additional sports lighting at Royal Meadow Drive.
Hockey	- Protect provision for long-term hockey access. - Resurface pitch at Queen Elizabeth Academy to improve quality and ensure a sinking fund is in place for long-term sustainability. - Look to provide a secure tenure agreement with Atherstone Adders HC.
Cricket	- Protect provision. - Sustain quality. - Look to alleviate overplay through greater utilisation of NTPs at Atherstone Cricket Club. - Support aspirations to improve ancillary provision at Atherstone Cricket Club.
Lacrosse	- N/A

ATHERSTONE & MANCETTER

Site ID	Site	Postcode	Sport	Management	Current status	Recommended actions	Partners	Site hierarchy tier	Priority	Timescales	Cost	Aim
1	3M Football Field	CV9 1PJ	Football	Private	One poor quality youth 11v11 pitch that is played to capacity. The pitch is expected to fall out of use following the sale of the site.	Explore options to secure long-term usage of the site and protect it in line with NPPF Paragraph 99 and Sport England's Playing Fields Policy (Exception 4 would need to be met to support any permanent loss).	FA, FF	Local	H	S	L	Protect
6	Atherstone Sports Club	CV9 1LX	Football	Atherstone Sports Club	Two youth 11v11 pitches and one mini 7v7 pitch, all of which are poor quality and have spare capacity discounted due to poor pitch quality.	Improve pitch quality to enable actual spare capacity for clubs.	Club, FA, FF	Key Centre	M	S	L	Protect Enhance
6	Atherstone Sports Club	CV9 1LX	Cricket	Atherstone Sports Club	One good quality nine-wicket square with an accompanying NTP. The square is overplayed by 42 match equivalent sessions per season. Atherstone Town CC aspires to refurbish the clubhouse.	Sustain square quality and look to reduce overplay via greater utilisation of the NTP. Also support the Club with its aspirations to improve the quality of the ancillary facilities.	Club, ECB, WCC	Key Centre	M	S	M	Protect Enhance
29	Mancetter Recreation Ground	CV9 1PT	Football	NWBC	One youth 11v11 pitch, one youth 9v9 pitch and one mini 7v7 pitch, all of which are poor quality. The youth 11v11 and youth 9v9 pitches are overplayed by 0.5 match equivalent sessions per week, respectively, and the site is without ancillary facilities.	Improve pitch quality to alleviate overplay and look to provide suitable ancillary provision on site.	FA, FF	Local	M	S	M	Protect Enhance
36	Outwoods Primary School	CV9 1EH	Football	School	One standard quality mini 5v5 pitch with spare capacity discounted due to unsecure tenure.	Seek to secure tenure to establish actual spare capacity via a community use agreement.	School, FA, FF	Local	L	S	L	Protect
36	Outwoods Primary School	CV9 1EH	3G	School	One smaller sized 3G pitch that is unavailable for community use and is without sports lighting.	Retain for curricular and extra-curricular demand.	School, FA, FF	Local	L	L	L	Protect
41	Queen Elizabeth Academy	CV9 1LZ	Football	School	One youth 11v11 pitch, one youth 9v9 pitch and one mini 7v7 pitch, all of which are standard quality and unavailable for community use.	Explore options to establish community use at the site.	School, FA, FF	Key Centre	M	S	L	Protect
41	Queen Elizabeth Academy	CV9 1LZ	Rugby Union	School	Site previously accommodated one age grade pitch, last provided *circa* 2018.	Consider re-establishing provision to cater for curricular and extra-curricular demand.	School, RFU	Key Centre	L	M	L	Protect Provide
41	Queen Elizabeth Academy	CV9 1LZ	Hockey	School	One poor quality full size AGP, installed in 2011 and therefore requiring a resurface. The provision has 10.5 hours of spare capacity in the peak period during the week and two hours of spare capacity in the peak period at weekends.	Protect for long-term hockey usage and seek to resurface imminently (as a sand-based surface). Also ensure a sinking fund is in place for long term sustainability and look to provide improved security of tenure to Atherstone Adders HC.	School, EH	Key Centre	H	S	H	Protect Enhance

Site ID	Site	Postcode	Sport	Management	Current status	Recommended actions	Partners	Site hierarchy tier	Priority	Timescales	Cost	Aim
41	Queen Elizabeth Academy	CV9 1LZ	Cricket	School	One standalone NTP that is unavailable for community use.	Retain for curricular and extra-curricular demand.	School, ECB, WCC	Key Centre	L	L	L	Protect
42	Racemeadow Primary Academy	CV9 1LT	Football	School	One standard quality mini 5v5 pitch that is unavailable for community use.	Explore options to establish community use at the site.	School, FA, FF	Local	L	S	L	Protect
44	Ridge Lane	CV10 0RB	Football	NWBC	One youth 11v11 pitch with spare capacity discounted due to poor pitch quality. The site also offers poor quality ancillary facilities.	Improve pitch quality to provide actual spare capacity and improve ancillary facilities to better accommodate demand.	FA, FF	Local	M	S	L	Protect Enhance
45	Royal Meadow Drive	CV9 3BE	Football	NWBC	One youth 11v11 and one mini 7v7 pitch, both of which are standard quality, as well as one youth 9v9 pitch, one mini 7v7 pitch and two mini 5v5 pitches, all of which are good quality. Atherstone Rangers FC has redevelopment plans for its clubhouse and kitchen. A full size World Rugby compliant 3G pitch is proposed to be constructed, although it has not yet received planning permission, with Sport England applying a holding objection. It is stated that the pitch will be both football and rugby compliant.	Support the Club's aspirations to improve ancillary facilities to better cater for demand. Support the construction of the pitch to reduce localised football and rugby union shortfalls providing it is compliant for both sports and that no other sports on site are adversely affected.	FA, FF	Hub	H	S	H	Protect Enhance Provide
45	Royal Meadow Drive	CV9 3BE	Rugby Union	NWBC	One standard quality senior pitch with actual spare capacity of 0.5 match equivalent sessions per season. The site also previously accommodated one age grade pitch, last provided *circa* 2018.	Improve pitch quality to better cater for demand.	RFU	Hub	H	S	L	Protect Enhance
53	The Pointons Community Stadium	CV9 3AD	Football	NWBC	One good quality adult pitch with poor quality ancillary facilities. The site is home to Atherstone Town FC (Northern Premier League – Premier Division Midlands) at Step 4.	Improve ancillary facilities to better cater for demand. Ensure the site meets the minimum requirements to progress through the football pyramid.	FA, FF	Local	M	M	M	Protect Enhance

BADDESLEY & GRENDON ANALYSIS AREA

Area summary

Analysis area	Pitch/facility type	Current supply/ demand balance
Football – grass pitches		
Baddesley & Grendon	Adult	At capacity
Baddesley & Grendon	Youth 11v11	At capacity
Baddesley & Grendon	Youth 9v9	At capacity
Baddesley & Grendon	Mini 7v7	At capacity
Baddesley & Grendon	Mini 5v5	2 match equivalent sessions
Football – 3G pitches		
Baddesley & Grendon	Full size	0.13 pitches
Rugby union pitches		
Baddesley & Grendon	Senior	No supply/demand
Hockey - artificial grass pitches		
Baddesley & Grendon	Full size	No supply/demand
Cricket		
Baddesley & Grendon	Senior	No supply/demand
Lacrosse		
Baddesley & Grendon	Senior	No supply/demand

Priority recommendations

Sport	Headline findings
Football	◂ Protect provision. ◂ Explore feasibility of bringing disused provision back into use at Baddesley Recreation Ground. ◂ Improve ancillary facilities at Boot Hill Recreation Ground.
3G pitches	◂ Explore the viability of new 3G pitches, where this is appropriate.
Rugby union	◂ N/A
Hockey	◂ N/A
Cricket	◂ N/A
Lacrosse	◂ N/A

BADDESLEY & GRENDON

Site ID	Site	Postcode	Sport	Management	Current status	Recommended actions	Partners	Site hierarchy tier	Priority	Timescales	Cost	Aim
9	Baddesley Recreation Ground	CV9 2DT	Football	NWBC	Site previously accommodated one youth 11v11 pitch and two mini 5v5 pitches, last provided *circa* 2022.	Consider bringing provision back into use given shortfalls in the wider area and protect in line with NPPF Paragraph 99 and Sport England's Playing Fields Policy (Exception 4 would need to be met to support any permanent loss).	FA, FF	Local	L	M	M	Protect
9	Baddesley Recreation Ground	CV9 2DT	Hockey	NWBC	One smaller sized AGP that is unused for hockey.	Retain for continued recreational use.	FA, FF	Local	L	L	L	Protect
11	Boot Hill Recreation Ground	CV9 2PU	Football	NWBC	Two standard quality mini 5v5 pitches with two match equivalent sessions of actual spare capacity and one standard quality adult pitch that is played to capacity. The site is serviced by poor quality ancillary facilities.	Support the improvement of ancillary facilities to better cater for and to attract demand.	FA, FF	Local	M	S	M	Protect Enhance

COLESHILL ANALYSIS AREA

Area summary

Analysis area	Pitch/facility type	Current supply/ demand balance
Football – grass pitches		
Coleshill	Adult	At capacity
Coleshill	Youth 11v11	At capacity
Coleshill	Youth 9v9	1.5 match equivalent sessions
Coleshill	Mini 7v7	At capacity
Coleshill	Mini 5v5	At capacity
Football – 3G pitches		
Coleshill	Full size	0.55 pitches
Rugby union pitches		
Coleshill	Senior	No supply/demand
Hockey - artificial grass pitches		
Coleshill	Full size	No supply/demand
Cricket pitches		
Coleshill	Senior	14 match equivalent sessions
Lacrosse		
Coleshill	Senior	No supply/demand

Priority recommendations

Sport	Headline findings
Football	◂ Protect provision. ◂ Improve pitch quality at Coleshill Memorial Park and Pack Meadow. ◂ Support aspirations to improve ancillary provision at Coleshill Memorial Park. ◂ Explore options to provide community use at The Coleshill School.
3G pitches	◂ Once the pitch at Pack Meadow reaches the end its recommended lifespan (2025), resurface it to improve quality and ensure a sinking fund is in place for long-term sustainability. ◂ Ensure FA testing at Pack Meadow annually so that it remains suitable for competitive match play and remains on the pitch register.
Rugby union	◂ N/A
Hockey	◂ N/A
Cricket	◂ Protect provision. ◂ Install an NTP to alleviate overplay at Coleshill Memorial Park. ◂ Improve ancillary provision at Nether Whitacre Cricket Club. ◂ Look to provide security of tenure for at Nether Whitacre Cricket Club.
Lacrosse	◂ N/A

COLESHILL

Site ID	Site	Postcode	Sport	Management	Current status	Recommended actions	Partners	Site hierarchy tier	Priority	Timescales	Cost	Aim
14	Coleshill Memorial Park	B46 3LD	Football	NWBC	One youth 11v11 pitch and one adult pitch, both of which are poor quality. The youth 11v11 pitch has spare capacity discounted due to this, whilst the adult pitch is played to capacity. Locomotive Sheldon FC has redevelopment plans for the clubhouse and changing rooms at the site.	Improve pitch quality to provide actual spare capacity and support plans improve the quality of ancillary facilities to better cater for demand.	FA, FF	Local	M	S	M	Protect Enhance
14	Coleshill Memorial Park	B46 3LD	Cricket	NWBC	One good quality eight-wicket grass square that is overplayed by 14 match equivalent sessions per season.	Sustain quality and alleviate overplay via the installation of an NTP.	ECB, WCC	Local	L	S	M	Protect Provide
37	Pack Meadow	B46 3JJ	Football	Private	One standard quality youth 9v9 pitch that is overplayed by 1.5 match equivalent sessions per week. The site is home to Coleshill Town FC (Northern Premier League - Division One Midlands) at Step 5.	Improve pitch quality to alleviate overplay. Ensure the site meets the minimum requirements to progress through the football pyramid.	FA, FF	Key Centre	H	S	L	Protect Enhance
37	Pack Meadow	B46 3JJ	3G	Private / Sports club	One standard quality full size 3G pitch that was installed in 2015 and is available for community use. Serviced by sports lighting.	Ensure sinking fund is in place for long term sustainability and seek to resurface the pitch in 2025. Also ensure FA testing annually so that the provision can continue to be used for competitive matches and seek to maximise usage for this purpose.	FA, FF	Key Centre	H	M	H	Protect Enhance
50	The Coleshill School	B46 3EX	Football	School	Two mini 5v5 pitches, one youth 9v9 pitch and one adult pitch, all of which are standard quality and are unavailable for community use.	Seek to establish community use at the School.	School, FA, FF	Local	L	S	L	Protect
50	The Coleshill School	B46 3EX	Cricket	School	One standalone NTP that is unavailable for community use.	Retain for curricular and extra-curricular demand.	School, ECB, WCC	Local	L	L	L	Protect
61	Nether Whitacre Cricket Club	B46 2HL	Cricket	NWBC	One good quality 16-wicket square with spare capacity for increased Sunday and midweek cricket discounted due to unsecure tenure. The site offers poor quality ancillary facilities.	Look to secure tenure to establish actual spare capacity and improve ancillary provision.	ECB, WCC	Local	M	M	M	Protect Enhance

CURDWORTH, HURLEY & WOOD END ANALYSIS AREA

Area summary

Analysis area	Pitch/facility type	Current supply/ demand balance
Football – grass pitches		
Curdworth, Hurley & Wood End	Adult	At capacity
Curdworth, Hurley & Wood End	Youth 11v11	0.5 match equivalent sessions
Curdworth, Hurley & Wood End	Youth 9v9	At capacity
Curdworth, Hurley & Wood End	Mini 7v7	At capacity
Curdworth, Hurley & Wood End	Mini 5v5	At capacity
Football – 3G pitches		
Curdworth, Hurley & Wood End	Full size	0.45 pitches
Rugby union pitches		
Curdworth, Hurley & Wood End	Senior	At capacity
Hockey - artificial grass pitches		
Curdworth, Hurley & Wood End	Full size	No supply/demand
Cricket pitches		
Curdworth, Hurley & Wood End	Senior	4 match equivalent sessions
Lacrosse		
Curdworth, Hurley & Wood End	Senior	No supply/demand

Priority recommendations

Sport	Headline findings
Football	Protect provision. Improve pitch quality at King George V Playing Fields and Piccadilly Sports Field. Utilise spare capacity via transfer of demand from overplayed sites and/or via future demand at Hurley Daw Mill. Support aspirations to improve ancillary provision at King George V Playing Fields. Consider bringing provision at Church Lane back into use.
3G pitches	Explore the viability of new 3G pitches, where this is appropriate.
Rugby union	Protect provision. Improve pitch quality at Spartans Unity Association Grounds. Support aspirations to improve ancillary provision at Spartans Unity Association Grounds.
Hockey	N/A
Cricket	Protect provision. Install an NTP at Wishaw Cricket Club to alleviate overplay. Support aspirations to improve ancillary provision at Wishaw Cricket Club. Explore feasibility of bringing disused provision back into use at Spartans Unity Association Grounds.
Lacrosse	N/A

CURDWORTH, HURLEY & WOOD END

Site ID	Site	Postcode	Sport	Management	Current status	Recommended actions	Partners	Site hierarchy tier	Priority	Timescales	Cost	Aim
5	Aston Villa Football Club (Recon Training Complex)	B78 2BB	Football	Sports Club	Elite football club training ground with nine adult, one youth 9v9 pitch and three mini 7v7 pitches, all of which are good quality. Unavailable for community use.	Retain for continued elite club usage.	Club, FA, FF	Local	L	L	L	Protect
5	Aston Villa Football Club (Recon Training Complex)	B78 2BB	3G	Sports Club	Elite football club with two good quality full size 3G pitches that are unavailable for community use.	Retain for continued elite club usage.	Club, FA, FF	Local	L	L	L	Protect
13	Church Lane	B76 0BJ	Football	NWBC	Now deemed to be a lapsed site, having been unused for more than five years. The site previously accommodated one youth 9v9 pitch and two mini 5v5 pitches.	Consider bringing provision back into use given local shortfalls and protect it in line with NPPF Paragraph 99 and Sport England Playing Fields Policy (Exception 4 would need to be met to support any permanent loss).	FA, FF	Local	L	M	M	Protect Provide
22	Hurley Daw Mill	CV9 2LS	Football	CISWO (Coal Board)	Two youth 11v11 pitches, one youth 9v9 pitch and one mini 5v5 pitch, all of which are good quality. The youth 11v11 pitches have actual spare capacity of 0.5 match equivalent sessions per week.	Utilise spare capacity via transfer of demand from overplayed sites and/or through future demand.	FA, FF	Key Centre	M	L	L	Protect
25	King George V Playing Fields (Curdworth)	B76 9DR	Football	NWBC	One youth 11v11 pitch and two mini 5v5 pitches, all of which are poor quality. The mini 5v5 pitch have spare capacity discounted due to this, whilst the youth 11v11 pitch is played to capacity. The site offers poor quality ancillary facilities.	Improve pitch quality to establish actual spare capacity and seek to improve the ancillary facilities to better cater for and to attract demand.	FA, FF	Local	M	S	M	Protect Enhance
38	Piccadilly Sports Field	B78 2FD	Football	NWBC	One adult pitch and one youth 11v11 pitch both of which have spare capacity discounted due to poor pitch quality.	Improve pitch quality to establish actual spare capacity.	FA, FF	Local	M	S	M	Protect Enhance
48	Spartan Unity Association Grounds	B78 2BS	Rugby Union	Community organisation	Two standard quality senior pitches, both of which are without sports lighting and are serviced with poor quality ancillary provision. Operating at capacity.	Improve pitch quality to increase capacity and look to provide improved ancillary provision.	RFU	Local	M	S	M	Protect Enhance
48	Spartan Unity Association Grounds	B78 2BS	Cricket	Community organisation	Site previously accommodated a 15-wicket and a nine-wicket square. Walmley CC (based in Birmingham) is in talks in relation to bringing provision back into use.	Support aspirations to bring provision back into use and look to provide a secure tenure to clubs.	ECB, WCC	Local	M	M	M	Protect Provide
59	Wishaw Cricket Club	B76 9QD	Cricket	NWBC	One good quality six-wicket square that is overplayed by four match equivalent sessions. The Club aspires to complete a changing room refurbishment.	Alleviate overplay through the installation of an NTP and support aspirations to improve quality of ancillary facilities.	ECB, WCC	Local	M	S	M	Protect Enhance

FILLONGLEY ANALYSIS AREA

Area summary

Analysis area	Pitch/facility type	Current supply/ demand balance
Football – grass pitches		
Fillongley	Adult	At capacity
Fillongley	Youth 11v11	At capacity
Fillongley	Youth 9v9	At capacity
Fillongley	Mini 7v7	At capacity
Fillongley	Mini 5v5	At capacity
Football – 3G pitches		
Fillongley	Full size	0.11 pitches
Rugby union pitches		
Fillongley	Senior	6 match equivalent sessions
Hockey - artificial grass pitches		
Fillongley	Full size	No supply/demand
Cricket pitches		
Fillongley	Senior	18 match equivalent sessions
Lacrosse pitches		
Fillongley	Senior	5.75 match equivalent sessions

Priority recommendations

Sport	Headline findings
Football	◂ Protect provision. ◂ Improve pitch quality at Fillongley Recreation Ground and John E Radford Fields. ◂ Seek to establish community use at Corley Centre. ◂ Continue with plans to improve ancillary provision at Fillongley Recreation Ground.
3G pitches	◂ Explore the viability of new 3G pitches, where this is appropriate.
Rugby union	◂ Protect provision. ◂ Maximise pitch quality to alleviate overplay at John E Radford Fields. ◂ Improve ancillary provision at John E Radford Fields.
Hockey	◂ N/A
Cricket	◂ Protect provision. ◂ Improve quality at Corley Cricket Club to reduce overplay and eradicate it via greater utilisation of the NTP. ◂ Improve ancillary provision at The Parks (Fillongley Cricket Club). ◂ Look to provide improved security of tenure at John E Radford Fields.
Lacrosse	◂ Protect usage of John E Radford Fields or a suitable alternative. ◂ Improve quality to reduce resultant overplay. ◂ Explore opportunities to create dedicate lacrosse provision.

FILLONGLEY

Site ID	Site	Postcode	Sport	Management	Current status	Recommended actions	Partners	Site hierarchy tier	Priority	Timescales	Cost	Aim
15	Corley Centre	CV7 8AZ	Football	School	One standard quality mini 7v7 pitch that is unavailable for community use.	Seek to establish community use at the School.	School, FA, FF	Local	L	S	L	Protect
16	Corley Cricket Club	CV7 8AA	Cricket	Sports Club	One standard quality seven-wicket square with an NTP. The square is currently overplayed by 18 equivalent match sessions per season. Corley CC aspires to complete a clubhouse refurbishment.	Improve square quality to reduce overplay and encourage greater utilisation of the NTP to fully eradicate it. Also support the Club with its aspirations to improve the ancillary facilities.	Club, ECB, WCC	Local	M	S	M	Protect Enhance
18	Fillongley Recreation Ground	CV7 8EW	Football	Fillongley Parish Council	One adult, one youth 11v11 and one youth 9v9 pitch, all of which are poor quality. The youth 11v11 pitch and the youth 9v9 pitch have spare capacity discounted, whilst the adult pitch is played to capacity. The site has poor quality ancillary facilities although Fillongley Parish Council aspires to refurbish the changing rooms.	Improve pitch quality to establish actual spare capacity and support the Parish Council's with its aspirations to improve quality of ancillary facilities to better cater for and to attract demand.	Parish Council, FA, FF	Local	M	S	M	Protect Enhance
24	John E Radford Fields (Keresley Rugby Club)	CV7 8BE	Football	Sports Club	One youth 11v11 pitch with spare capacity discounted due to poor pitch quality.	Improve pitch quality to establish actual spare capacity.	Club, FA, FF	Key Centre	M	S	L	Protect Enhance
24	John E Radford Fields (Keresley Rugby Club)	CV7 8BE	Rugby Union	Sports Club	Two senior pitches and one age grade pitch, all of which are standard quality. One of the pitches is equipped with sports lighting although some overplay is identified. The site has poor quality ancillary facilities.	Maximise pitch quality to alleviate overplay and support the improvement of the ancillary facilities to better cater for demand. Explore feasibility of a World Rugby compliant 3G pitch to service the Club, via dispersing demand.	Club, RFU	Key Centre	H	S	H	Protect Enhance Provide
24	John E Radford Fields (Keresley Rugby Club)	CV7 8BE	Cricket	Sports Club	One standard quality ten-wicket grass square that has spare capacity for additional midweek cricket discounted due to unsecure tenure. Pak Shaheen CC has aspirations to develop an additional grass square at the site.	Improve square quality with enhanced levels of maintenance. Look to provide security of tenure, enabling actual spare for additional midweek cricket. Support the Club in its aspirations for a second square in an attempt to reduce Borough-wide shortfalls.	Club, ECB, WCC	Key Centre	H	L	M	Protect Enhance
24	John E Radford Fields (Keresley Rugby Club)	CV7 8BE	Lacrosse	Sports Club	Nuneaton Lacrosse Club uses one of the rugby union pitches at the site for match play and training demand.	Safeguard use of the site and seek to improve quality to reduce resultant overplay. Longer term, explore the creation of dedicated lacrosse provision within the area to more suitably accommodate the sport and to further alleviate capacity issues at the site.	Club England Lacrosse	Key Centre	H	M	M	Protect Enhance Provide

Site ID	Site	Postcode	Sport	Management	Current status	Recommended actions	Partners	Site hierarchy tier	Priority	Timescales	Cost	Aim
52	The Parks (Fillongley Cricket Club)	CV7 8EG	Cricket	Sports Club	One good quality 15-wicket square with an NTP. The site has good quality ancillary facilities but Fillongley CC aspires to refurbish its changing rooms.	Support the Club's aspirations to improve ancillary facilities to better cater for demand.	Club, ECB, WCC	Local	L	S	L	Protect Enhance

HARTSHILL ANALYSIS AREA

Area summary

Analysis area	Pitch/facility type	Current supply/ demand balance
Football – grass pitches		
Hartshill	Adult	At capacity
Hartshill	Youth 11v11	1 match equivalent session
Hartshill	Youth 9v9	1 match equivalent session
Hartshill	Mini 7v7	1 match equivalent session
Hartshill	Mini 5v5	At capacity
Football – 3G pitches		
Hartshill	Full size	0.21 pitches
Rugby union pitches		
Hartshill	Senior	No supply/demand
Hockey - artificial grass pitches		
Hartshill	Full size	No supply/demand
Cricket pitches		
Hartshill	Senior	No supply/demand
Lacrosse		
Hartshill	Senior	No supply/demand

Priority recommendations

Sport	Headline findings
Football	Protect provision. Improve pitch quality to alleviate overplay at Hartshill Academy. Utilise spare capacity via transfer of demand from overplayed sites and/or through future demand at Snowhill Recreation Ground. Provide ancillary facilities at Snowhill Recreation Ground.
3G pitches	Explore the viability of new 3G pitches, where this is appropriate.
Rugby union	N/A
Hockey	N/A
Cricket	N/A
Lacrosse	N/A

HARTSHILL

Site ID	Site	Postcode	Sport	Management	Current status	Recommended actions	Partners	Site hierarchy tier	Priority	Timescales	Cost	Aim
19	Hartshill Academy	CV10 0NA	Football	School	One youth 11v11 pitch and one mini 7v7 pitch, both of which are available for community use and are standard quality. The youth 11v11 pitch is overplayed by two match equivalent sessions per week, whilst the mini 7v7 pitch has one match equivalent session of actual spare capacity.	Improve pitch quality to alleviate overplay.	School, FA, FF	Local	M	S	L	Protect Enhance
47	Snowhill Recreation Ground	CV10 0JH	Football	NWBC	One youth 11v11 pitch and one youth 9v9 pitch, both of which are standard quality and have actual spare capacity of one match equivalent session per week. The site is without ancillary facilities.	Utilise spare capacity via transfer of demand from a site with overplay and/or through future demand. Also look to provide appropriate ancillary provision on site.	FA, FF	Local	M	S	M	Protect Enhance
58	Windmill Sports & Social Club	CV10 0HW	Football	Private	One standard quality youth 11v11 pitch. Aspirations exist for the construction of a full size 3G pitch in place of the provision, although funding has not been secured.	Explore the viability of the 3G pitch development aspirations given local shortfalls and other aspirations in the area. A robust business plan and programme of use will be required to ensure long-term sustainability.	FA, FF	Local	M	M	H	Protect Provide

KINGSBURY ANALYSIS AREA

Area summary

Analysis area	Pitch/facility type	Current supply/ demand balance
Football – grass pitches		
Kingsbury	Adult	At capacity
Kingsbury	Youth 11v11	At capacity
Kingsbury	Youth 9v9	At capacity
Kingsbury	Mini 7v7	At capacity
Kingsbury	Mini 5v5	At capacity
Football – 3G pitches		
Kingsbury	Full size	0.13 pitches
Rugby union pitches		
Kingsbury	Senior	No supply/demand
Hockey - artificial grass pitches		
Kingsbury	Full size	No supply/demand
Cricket pitches		
Kingsbury	Senior	At capacity
Lacrosse		
Kingsbury	Senior	No supply/demand

Priority recommendations

Sport	Headline findings
Football	◂ Protect provision. ◂ Improve pitch quality at Kingsbury School and Sycamore Road. ◂ Provide ancillary facilities at Sycamore Road.
3G pitches	◂ Explore the viability of new 3G pitches, where this is appropriate.
Rugby union	◂ N/A
Hockey	◂ N/A
Cricket	◂ Protect provision.
Lacrosse	◂ N/A

KINGSBURY

Site ID	Site	Postcode	Sport	Management	Current status	Recommended actions	Partners	Site hierarchy tier	Priority	Timescales	Cost	Aim
26	Kingsbury School	B78 2LF	Football	School	One youth 11v11 pitch and one youth 9v9 pitch, both of which are standard quality and played to capacity.	Explore opportunities to improve quality to increase capacity in order to ensure no future overplay.	School, FA, FF	Local	L	M	L	Protect Enhance
26	Kingsbury School	B78 2LF	Cricket	School	One standalone NTP.	Retain for curricular and extra-curricular demand.	School, ECB, WCC	Local	L	L	L	Protect
49	Sycamore Road	B78 2PG	Football	NWBC	One poor quality adult pitch that has spare capacity discounted due to poor pitch quality. The site is without ancillary facilities	Improve pitch quality and look to provide appropriate ancillary provision on site.	FA, FF	Local	M	S	M	Protect Enhance

NEWTON REGIS & WARTON ANALYSIS AREA

Area summary

Analysis area	Pitch/facility type	Current supply/ demand balance
Football – grass pitches		
Newton Regis & Warton	Adult	At capacity
Newton Regis & Warton	Youth 11v11	At capacity
Newton Regis & Warton	Youth 9v9	At capacity
Newton Regis & Warton	Mini 7v7	At capacity
Newton Regis & Warton	Mini 5v5	At capacity
Football – 3G pitches		
Newton Regis & Warton	Full size	0.03 pitches
Rugby union pitches		
Newton Regis & Warton	Senior	No supply/demand
Hockey - artificial grass pitches		
Newton Regis & Warton	Full size	No supply/demand
Cricket pitches		
Newton Regis & Warton	Senior	At capacity
Lacrosse		
Newton Regis & Warton	Full size	No supply/demand

Priority recommendations

Sport	Headline findings
Football	- Protect provision. - Improve quality at Austrey Playing Fields and Warton Recreation Ground. - Look to provide security of tenure at Austrey CE Primary School. - Seek to provide community access at Newton Regis Primary School.
3G pitches	- Explore the viability of new 3G pitches, where this is appropriate.
Rugby union	- N/A
Hockey	- N/A
Cricket	- Protect provision. - Utilise spare capacity via transfer of demand from overplayed sites and/or through future demand.
Lacrosse	- N/A

NEWTON REGIS & WARTON

Site ID	Site	Postcode	Sport	Management	Current status	Recommended actions	Partners	Site hierarchy tier	Priority	Timescales	Cost	Aim
7	Austrey CE Primary School	CV9 3EQ	Football	School	One standard quality youth 11v11 pitch that has spare capacity discounted due to unsecure tenure.	Seek to secure tenure to establish actual spare capacity via a community use agreement.	School, FA, FF	Local	L	S	L	Protect
8	Austrey Playing Fields	CV9 3FA	Football	Community organisation	One poor quality adult pitch that is played to capacity.	Improve pitch quality.	FA, FF	Local	M	S	L	Protect Enhance
32	Newton Regis Recreation Ground	B79 0NL	Cricket	NWBC	One standard quality two-wicket square that is currently unused and therefore has spare capacity for six additional midweek teams.	Utilise spare capacity via transfer of demand from a site with overplay or via future demand.	ECB, WCC	Local	L	M	L	Protect
33	Newton Regis Primary School	B79 0NL	Football	School	One standard quality youth 9v9 pitch that is unavailable for community use.	Seek to establish community use at the School.	School, FA, FF	Local	L	S	L	Protect
55	Warton Recreation Ground	B46 1QX	Football	Warton Parish Council	One poor quality youth 11v11 pitch that has spare capacity discounted due to poor pitch quality.	Improve pitch quality to establish actual spare capacity.	Parish Council, FA, FF	Local	M	S	L	Protect Enhance

POLESWORTH & DORDON ANALYSIS AREA

Area summary

Analysis area	Pitch/facility type	Current supply/ demand balance
Football – grass pitches		
Polesworth & Dordon	Adult	At capacity
Polesworth & Dordon	Youth 11v11	6.5 match equivalent sessions
Polesworth & Dordon	Youth 9v9	0.5 match equivalent sessions
Polesworth & Dordon	Mini 7v7	0.5 match equivalent sessions
Polesworth & Dordon	Mini 5v5	2 match equivalent sessions
Football – 3G pitches		
Polesworth & Dordon	Full size	0.47 pitches
Rugby union pitches		
Polesworth & Dordon	Senior	At capacity
Hockey - artificial grass pitches		
Polesworth & Dordon	Full size	No supply/demand
Cricket pitches		
Polesworth & Dordon	Senior	No supply/demand
Lacrosse		
Polesworth & Dordon	Senior	No supply/demand

Priority recommendations

Sport	Headline findings
Football	- Protect provision. - Improve quality at Birch Coppice Sports & Social Club, New Street (Birchmoor) and Polesworth Recreation Ground. - Alleviate overplay via transfer of some demand to a site with spare capacity at North Warwickshire Recreational Centre. - Support aspirations to improve ancillary provision at Birch Coppice Sports & Social Club and Polesworth Recreation Ground. - Seek to establish community use at Polesworth School.
3G pitches	- Explore the viability of new 3G pitches, where this is appropriate.
Rugby union	- Protect provision. - Improve pitch quality at Polesworth School for curricular and extra-curricular demand.
Hockey	- N/A
Cricket	- Protect provision. - Consider bringing squares at Birch Coppice Sports & Social Club and North Warwickshire Recreational Centre back into use if demand can be identified.
Lacrosse	- N/A

POLESWORTH & DORDON

Site ID	Site	Postcode	Sport	Management	Current status	Recommended actions	Partners	Site hierarchy tier	Priority	Timescales	Cost	Aim
10	Birch Coppice Sports & Social Club	B78 1SY	Football	CISWO (Coal Board)	One youth 11v11 and one youth 9v9 pitch, both of which are poor quality and overplayed by a combined 1.5 match equivalent sessions per week. Also, one mini 7v7 pitch and one mini 5v5 pitch, both of which are standard quality and offer a combined three match equivalent sessions per week of actual spare capacity. One additional mini 5v5 pitch also has spare capacity discounted due to poor pitch quality. The site is serviced by poor quality ancillary facilities.	Improve pitch quality to alleviate overplay and improve the ancillary facilities to better cater for demand.	CISWO, FA, FF	Key Centre	M	S	H	Protect Enhance
10	Birch Coppice Sports & Social Club	B78 1SY	Cricket	CISWO (Coal Board)	Site previously accommodated a ten-wicket grass square, last provided *circa* 2010.	Consider bringing provision back into use if demand can be identified from other analysis areas where shortfalls are present.	CISWO, ECB, WCC	Key Centre	M	S	L	Protect Provide
28	Kitwood Avenue Recreation Ground	B78 1QU	Football	NWBC	Site previously accommodated one adult pitch, last provided *circa* 2019.	Consider bringing provision back into use given shortfalls in the wider area and protect in line with NPPF Paragraph 99 and Sport England's Playing Fields Policy (Exception 4 would need to be met to support any permanent loss).	FA, FF	Local	L	S	M	Protect Provide
31	New Street (Birchmoor)	B78 1AE	Football	NWBC	One poor quality adult pitch with spare capacity discounted due to poor pitch quality.	Improve pitch quality to establish actual spare capacity.	FA, FF	Local	L	S	L	Protect Enhance
34	North Warwickshire Recreational Centre	B78 1HT	Football	Community organisation	Two good quality youth 11v11 pitches, both of which are overplayed by a combined 5.5 match equivalent sessions per week.	Alleviate overplay via transfer of some demand to a site with spare capacity.	Community organisation, FA, FF	Local	M	S	L	Protect
34	North Warwickshire Recreational Centre	B78 1HT	Cricket	Community organisation	Site previously accommodated a nine-wicket grass square, as well as a standalone NTP. Last provided *circa* 2017.	Consider bringing provision back into use if demand can be identified from other analysis areas where shortfalls are present.	Community organisation, ECB, WCC	Local	M	S	L	Protect
39	Polesworth Recreation Ground	B78 1BL	Football	NWBC	One mini 7v7 pitch and one mini 5v5 pitch, both of which are poor quality. The former is overplayed by 0.5 match equivalent session per week. The site is also without ancillary facilities and Polesworth Swifts FC aspires to refurbish the clubhouse and changing rooms.	Improve pitch quality to eradicate overplay and support the Club with the development of the ancillary facilities to better cater for demand.	FA, FF	Local	M	S	M	Protect Enhance

Site ID	Site	Postcode	Sport	Management	Current status	Recommended actions	Partners	Site hierarchy tier	Priority	Timescales	Cost	Aim
40	Polesworth School	B78 1QT	Football	School	One good quality adult pitch that is unavailable for community use.	Seek to establish community use at the School.	School, FA, FF	Local	L	S	L	Protect
40	Polesworth School	B78 1QT	Rugby Union	School	One poor quality senior pitch that is unavailable for community use.	Improve quality for curricular and extra-curricular demand.	School, RFU	Local	L	S	L	Protect Enhance
51	The Nethersole CE Academy & Nursery	B78 1DZ	Football	School	One poor quality mini 5v5 pitch that is unavailable for community use.	Improve quality.	School, FA, FF	Local	L	S	L	Protect Enhance

WATER ORTON ANALYSIS AREA

Area summary

Analysis area	**Pitch/facility type**	**Current supply/ demand balance**
Football – grass pitches		
Water Orton	Adult	At capacity
Water Orton	Youth 11v11	At capacity
Water Orton	Youth 9v9	At capacity
Water Orton	Mini 7v7	At capacity
Water Orton	Mini 5v5	At capacity
Football – 3G pitches		
Water Orton	Full size	0.08 pitches
Rugby union pitches		
Water Orton	Senior	5.25 match equivalent sessions
Hockey - artificial grass pitches		
Water Orton	Full size	No supply/demand
Cricket pitches		
Water Orton	Senior	4 match equivalent sessions
Lacrosse		
Water Orton	Senior	No supply/demand

Priority recommendations

Sport	**Headline findings**
Football	◂ Protect provision.
3G pitches	◂ Explore the viability of new 3G pitches, where this is appropriate.
Rugby union	◂ Protect provision. ◂ Maximise quality at Old Saltleians Rugby Football Club to reduce overplay. ◂ Consider installation of additional sports lighting. ◂ Support the development of an additional pitch at the site to further assist. ◂ Explore feasibility of a World Rugby compliant 3G pitch to service Old Saltleians RFC via dispersing demand.
Hockey	◂ N/A
Cricket	◂ Protect provision. ◂ Look to alleviate overplay through installation of an NTP at Water Orton Cricket Club. ◂ Improve ancillary provision at Water Orton Cricket Club.
Lacrosse	◂ N/A

WATER ORTON

Site ID	Site	Postcode	Sport	Management	Current status	Recommended actions	Partners	Site hierarchy tier	Priority	Timescales	Cost	Aim
35	Old Saltleians Rugby Football Club	B46 1PH	Rugby Union	Sports Club	Two good quality senior pitches, one of which is equipped with sports lighting. The sports-lit pitch is overplayed by five match equivalent sessions per week. An additional pitch is to be created.	Maximise quality to reduce overplay and consider additional sports lighting to help disperse it. Also support development of an additional pitch to further assist. To fully meet demand, explore feasibility of a World Rugby compliant 3G pitch to disperse demand.	Club, RFU	Key Centre	H	M	H	Protect Enhance Provide
54	Vicarage Lane Playing Field	B46 1RE	Football	NWBC	One standard quality youth 11v11 pitch.	Sustain quality to ensure no future overplay.	FA, FF	Local	L	L	L	Protect
56	Water Orton Cricket Club	B46 1QX	Cricket	NWBC	One good quality six-wicket square that is overplayed by four match equivalent sessions per season. Water Orton CC aspires to refurbish the clubhouse and female changing rooms.	Install an NTP to alleviate overplay and support plans to improve the ancillary facilities.	ECB, WCC	Local	M	S	M	Protect Enhance

PART 6: HOUSING GROWTH SCENARIOS

The PPS provides an estimate of demand for pitch sport based on population forecasts and club consultation to 2033 (in line with the Local Plan), with this future demand then translated into teams likely to be generated. Sport England's Playing Pitch Calculator adds to this, updating the likely demand generated for pitch sports based on housing increases before converting the demand into match equivalent sessions and the number of pitches that may be required to meet the growth. It also gives the associated costs of supplying the increased pitch provision. The Calculator splits the total pitch requirement into natural turf pitches to meet peak period demand, artificial grass pitches to meet training demand, and the additional number of changing rooms required to support the new demand.

The scenarios below are provided as a guide to show the additional demand for pitch sports that could be generated from housing growth in North Warwickshire, thus showing how the calculator works and what it can provide. The demand is shown in match equivalent sessions per week for most sports, except for cricket, where match equivalent sessions are by season. Training demand is expressed in either hours or match equivalent sessions; where expressed in hours, it is expected that demand will use either a 3G pitch (football demand) or an AGP (hockey demand). Where expressed in match equivalent sessions, it is expected training will take place on sports-lit grass pitches (i.e., for rugby union).

The scenarios are as follows:

- **Scenario One** – Local Plan Housing Target - Additional demand for pitch sports generated from housing growth of 9,598 dwellings across the Borough.
- **Scenario Two -** Local Plan Annual Housing Target - Additional demand for pitch sports generated from housing growth of 479 dwellings across the Borough.

It should be noted that the figures used were taken from the Council's Local Plan (2021–2033). For reference, the indicative figures assume that population growth will average 2.3[8] per dwelling, which is based on a national average.

Scenario One – Local Plan Housing Target (2011-2033)

The Council's Local Plan (2021-2033) identifies a housing growth of 9,598 dwellings from the period of 2011 to 2033. However, from 2011 to 2022, 2,413 dwellings have been completed, leaving a remaining 7,185 dwellings still to be met; with an occupancy rate of 2.3 per household, the estimated additional population from such dwellings is 16,526 people.

Table 6.1: Likely demand for grass pitch sports generated from 7,185 dwellings

Pitch sport	Estimated demand by sport for 7,185 dwellings	
	Match demand[9]	Training demand[10]
Adult football	3.74	30.60
Youth football	7.35	
Mini soccer	4.21	
Rugby union	3.49	3.98
Adult hockey	0.84	2.53

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[8] The occupancy rate of 2.3 is in line with figures used in the 2011 Census.

[9] As per the PPS Guidance, demand for cricket is considered in terms of match equivalent sessions per season rather than per week.

[10] Hours equate to access to a full size floodlit 3G pitch or hockey suitable AGP

Pitch sport	Estimated demand by sport for 7,185 dwellings	
	Match demand[9]	Training demand[10]
Junior & mixed hockey	0	0.61
Cricket	106.95	N/A

The table below translates estimated demand into new pitch provision with associated capital and lifestyle costs.

Table 6.2: Estimated demand and costs for new pitch provision

Pitch type	Estimated demand and costs for new pitches			Changing rooms	
	Number of pitches to meet demand	Capital cost[11]	Lifecycle Cost (per annum)[12]	Number	Capital cost
Adult football	3.74	£402,650	£79,322	7.47	£1,436,728
Youth football	7.35	£648,446	£130,986	7.95	£1,529,487
Mini soccer	4.21	£123,822	£24,517	-	-
Rugby union	3.49	£565,133	£104,550	6.99	£1,344,331
Rugby league	-	-	-	-	-
Cricket	2.49	£843,478	£155,200	4.99	£959,609
Sand based AGPs	0.21	£196,204	£5,101	0.42	£81,063
3G	0.81	£899,569	£27,538	1.61	£309,720

In total, it is set out that 22.30 pitches will be required to meet the demand, with the capital cost of providing this estimated at £3,679,303 in addition to lifecycle costs of £527,214. In addition, 29.43 changing rooms will be needed at a predicted cost of £5,660,939.

Scenario Two – Local Plan Annual Housing Target

The estimated additional population derived from annual housing growth of 479 dwellings with an occupancy rate of 2.3 per household, is 1,102 people.

Table 6.3: Likely demand for grass pitch sports generated from 479 dwellings

Pitch sport	Estimated demand by sport for 479 dwellings	
	Match demand[13]	Training demand[14]
Adult football	0.25	2.06
Youth football	0.50	
Mini soccer	0.28	
Rugby union	0.24	0.27
Adult hockey	0.06	0.17
Junior & mixed hockey	0	0.04
Cricket	7.20	N/A

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[11] Sport England Facilities Costs Third Quarter 2022 – (https://www.sportengland.org/facilities-planning/design-and-cost-guidance/cost-guidance/)
[12] Lifecycle costs are based on the % of the total project cost per annum as set out in Sport England's Life Cycle Costs Natural Turf Pitches and Artificial Surfaces documents (2012)
[13] As per the PPS Guidance, demand for cricket is considered in terms of match equivalent sessions per season rather than per week.
[14] Hours equate to access to a full size floodlit 3G pitch or hockey suitable AGP

The table overleaf translates estimated demand into new pitch provision with associated capital and lifestyle costs.

Table 6.4: Estimated demand and costs for new pitch provision

Pitch type	**Estimated demand and costs for new pitches**			**Changing rooms**	
	Number of pitches to meet demand	**Capital cost[15]**	**Lifecycle Cost (per annum)[16]**	**Number**	**Capital cost**
Adult football	0.25	£26,154	£5,519	0.50	£94,030
Youth football	0.50	£41,656	£8,748	0.54	£100,058
Mini soccer	0.28	£8,436	£1,772	-	-
Rugby union	0.24	£37,276	£7,977	0.47	£87,949
Rugby league	-	-	-	-	-
Cricket	0.17	£54,907	£11,091	0.34	£62,811
Sand based AGPs	0.01	£12,091	£375	0.03	£5,308
3G	0.05	£57,732	£2,158	0.11	£20,273

In total, it is set out that 1.50 pitches will be required to meet the demand, with the capital cost of providing this estimated at £238,254 in addition to lifecycle costs of £37,639. In addition, 1.98 changing rooms will be needed at a predicted cost of £370,429.

Summary

The above scenarios identify that through overall housing growth, demand will be generated to some extent for all included pitch sports, and the level of demand generated for football, 3G, rugby union and cricket is such that new provision will likely be warranted. As demand generated for hockey does not equate to a whole pitch, contributions would be better focused on improving the existing site to ensure the long-term viability of the provision.

Notwithstanding the above, experience shows that only significantly large housing sites are likely to generate demand for new provision to be created in their own right. Where this is the case, consideration should be given to providing multi-pitch sites with suitable ancillary provision, including appropriate clubhouse/changing facilities and car parking. Single pitch sites which have been provided traditionally by developers are not considered to provide long term sustainable provision for the relevant sports.

Where demand does not warrant new pitch provision, the Action Plan in this document should be consulted to determine whether the additional demand can be accommodated via existing provision (in which case no further action is required). This would only be the case if nearby sites have sufficient actual spare capacity for the relevant sports, which could be established, as an example, through creating a bespoke catchment area for the development and reviewing the provision that falls within this. If sufficient actual spare capacity does not exist, contributions should be sought to enhance existing provision in the locality to accommodate the increased demand. This can be through, for example, improving quality, or providing new or improved ancillary provision. Consultation with appropriate NGBs should also be used to assist in the selection of suitable sites and suitable enhancements.

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[15] Sport England Facilities Costs Third Quarter 2022 – (https://www.sportengland.org/facilities-planning/design-and-cost-guidance/cost-guidance/)

[16] Lifecycle costs are based on the % of the total project cost per annum as set out in Sport England's Life Cycle Costs Natural Turf Pitches and Artificial Surfaces documents (2012)

PART 7: DELIVER THE STRATEGY AND KEEP IT ROBUST AND UP TO DATE

The section below is a generalised approach on how to deliver a PPS whilst also keeping it robust and up to date. However, a more tailored approach should also be considered and designed for North Warwickshire based on the requirements and priorities of the Steering Group.

Delivery

The PPS seeks to provide guidance for maintenance/management decisions and investment made across North Warwickshire. By addressing the issues identified in the Assessment Report and using the strategic framework presented in this Strategy, the current and future sporting and recreational needs of the Borough can be satisfied. The Strategy identifies where there is a deficiency in provision and identifies how best to resolve this in the future.

It is important that this document is used in a practical manner, is engaged with partners and encourages partnerships to be developed, to ensure that outdoor sports facilities are regarded as a vital aspect of community life, and which contribute to the achievement of the Council’s priorities.

The creation of this document should be regarded as part of the planning process. The success of this Strategy and the benefits that are gained are dependent upon regular engagement between all partners involved and the adoption of a strategic approach. Each member of the steering group should take the lead to ensure the PPS is used and applied appropriately within their area of work and influence.

To help ensure the PPS is well used, it should be regarded as the key document within the study area guiding the improvement and protection of playing pitch and outdoor sport provision. It needs to be the document people regularly turn to for information on the how the current demand is met and what actions are required to improve the situation and meet future demand. In order for this to be achieved, the Steering Group needs to have a clear understanding of how the PPS can be applied and therefore delivered.

The process of completing the PPS will hopefully have already resulted in a number of benefits that will help with its application and delivery. These may include enhanced partnership working across different agendas and organisations, pooling of resources along with strengthening relationships and understanding between different stakeholders and between members of the steering group and the sporting community. The drivers behind the PPS and the work to develop the recommendations and action plan will have also highlighted, and helped the steering group to understand, the key areas to which it can be applied and how it can be delivered.

Monitoring and updating

It is important that there is regular monitoring and review against the actions identified in the Strategy. This monitoring should continue be led by the local authority and supported by all members of, and reported back to, the Steering Group. Understanding and learning lessons from how the PPS has been applied should also form a key component of monitoring its delivery. It is possible that in the interim between reviews the Steering Group could also operate as a ‘virtual’ group; prepared to comment on suggestions and updates electronically when relevant.

It is agreed that the Council is responsible for keeping the database and background supply and demand information up to date in order that area-by-area action plans can be updated. This should be carried out in consultation with the NGBs, particularly around affiliation time when information is updated.

As a guide, if no review and subsequent update has been carried out within three years of the PPS being signed off by the steering group, then Sport England and the NGBs would consider it and the information on which it is based to be out of date. The nature of the supply and in particular the demand for provision is likely to change year-on-year, meaning that without any form of review and update it would be difficult to make the case that the supply and demand information and assessment work is sufficiently robust.

An annual review should not be regarded as a particularly resource intensive task. However, it should highlight:

- How the delivery of the recommendations and action plan has progressed and any changes required to the priority afforded to each action (e.g., the priority of some may increase following the delivery of others).
- How the PPS has been applied and the lessons learnt.
- Any changes to particularly important sites and/or clubs in the area (e.g., the most used or high quality sites for a particular sport) and other supply and demand information, what this may mean for the overall assessment work and the key findings and issues.
- Any development of a specific sport or particular format of a sport.
- Any new or emerging issues and opportunities.

Alongside regular steering group meetings a good way to keep the strategy up to date and maintain relationships is to hold sport specific meetings with the NGBs and other relevant parties. These meetings look to update the key supply and demand information, if necessary amend the assessment work, track progress with implementing the recommendations and action plan and highlight any new issues and opportunities.

These meetings could be timed to fit with the annual affiliation process undertaken by the NGBs which would help to capture any changes in the number and nature of sports clubs in the area. Other information that is already collected on a regular basis such as pitch booking records for local authority and other sites could be fed into these meetings.

The NGBs are also able to indicate any further performance quality assessments that have been undertaken within the study area.

Checklist

To help ensure the PPS is delivered and is kept robust and up to date, the steering group can refer to the new methodology Stage E Checklist: Deliver the strategy and keep it robust and up to date:

Stage E: Deliver the strategy and keep it robust and up to date	Tick ✓	
	Yes	Requires Attention
Step 9: Apply & deliver the strategy Are steering group members clear on how the PPS can be applied across a range of relevant areas?		
Is each member of the steering group committed to taking the lead to help ensure the PPS is used and applied appropriately within their area of work and influence?		
Has a process been put in place to ensure regular monitoring of how the recommendations and action plan are being delivered and the PPS is being applied?		
Step 10: Keep the strategy robust & up to date Has a process been put in place to ensure the PPS is kept robust and up to date?		
Does the process involve an annual update of the PPS?		
Is the steering group to be maintained and is it clear of its on-going role?		
Is regular liaison with the NGBs and other parties planned?		
Has all the supply and demand information been collated and presented in a format (i.e. single document that can be filtered accordingly) that will help people to review it and highlight any changes?		
Have any changes made to the Active Places Power data been fed back to Sport England?		

Agenda Item No 12

Community and Environment Board

22 January 2024

Report of the Director of Leisure and Community Development

Regeneration Activity in Atherstone, Coleshill and Polesworth

1 Summary

1.1 This report updates Members on the regeneration work taking place in Atherstone, Coleshill and Polesworth. It looks at the work being undertaken by the Community Development section, as well as the work of the Institute of Place Management and the consultant undertaking the role of Market Towns Officer.

Recommendation to the Board

That Members note the regeneration work being undertaken in Atherstone, Coleshill and Polesworth, including the progress being made by the Market Towns Officer, and endorse the current approach to delivering regeneration activity in the town centres.

2 Consultation

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

3 Introduction

3.1 Historically, the Borough Council's small Community Development section has supported and contributed to regeneration activity in Atherstone, Coleshill and Polesworth. The scale of that involvement has previously been driven by capacity, the needs and priorities identified in each location and the work being delivered by other local stakeholders and partners. This approach has tended to be somewhat ad-hoc and not necessarily driven by any local common goal.

3.2 Community Development's involvement in town centre work increased significantly during the Covid-19 pandemic, when Officers were required to lead on the preparation and delivery of the 'North Warwickshire Town Centre Covid-19 Recovery Action Plan'.

3.3 The Plan sought to provide a co-ordinated approach, not only in restoring consumer confidence in visiting town centres, but also to supporting businesses to operate safely and recover from the damaging effects of the pandemic. The Plan was delivered in three stages - response, recover and transform.

3.4 The Community Development section worked with key stakeholders in each location, including the town and parish councils and the Town Partnerships, to identify and agree the best use of the Central Government funding awarded to approved town centre recovery programmes.

3.5 The initial funding (the Re-opening the High Streets Fund) enabled the Borough Council to implement key safety measures, as well as communicate effectively with residents and local businesses. The later funding, re-named the 'Welcome Back Fund', was designed to promote the localities, and deliver activities and events to entice people back into town centres. The total amount of funding received, across the two programmes, was £117,220, which was split between Atherstone, Coleshill and Polesworth.

3.6 Whilst the towns have started to recover from the negative impacts of Covid-19, there is clear evidence, both anecdotally from the businesses themselves and from the pedestrian counters, that local footfall is yet to return to pre-pandemic levels.

3.7 During Covid-19, many people got into the habit of shopping online, and this need for convenience has continued. There is less incentive for people to support their local "high street", and the use of town centres as a "place to meet and socialise" has reduced. Businesses have reported to the town partnerships and the Community Development section that they are still seeing less people in the towns. Some have ceased trading due to current financial conditions.

4 Current Activity

4.1 In order to support the continued recovery / transformation process, it is recognised that further input is required by the Community Development section to support activity in the town centres. The following regeneration activity has been developed in response to identified needs.

4.2 Institute of Place Management

4.2.1 In early 2022, Warwickshire County Council commissioned the Institute of Place Management (IPM) to undertake a programme of activity across Warwickshire, which included a detailed study of Atherstone. The IPM, which is part of Manchester Metropolitan University, is "the professional body for people involved in making, maintaining, and marketing places". It was also appointed by the UK Government to lead a consortium of partners that comprise the High Street Task Force.

4.2.2 The Atherstone study, led by Professor Steve Millington from the IPM, culminated in the publications of a "Vital and Viable Atherstone" report in March 2022.

4.2.3 The report is based on findings gathered through partner engagement, a stakeholder workshop, as well as online and place-based research. It takes an in-depth look at how well Atherstone is performing in terms of achieving the 25 priorities (see Appendix A) that the IPM considers are needed to achieve viability and vitality, as well as the strategic prioritisation needed in relation to a “4Rs” (Restructure, Rebrand, Reinvent and Reposition) framework. It also includes a ‘Placemaking Action Plan’, which includes both quick wins and longer-term actions designed to enhance the town’s viability (see Appendix B).

4.2.4 The report was well received by local stakeholders, and it was agreed that funding should be sought through the UK Shared Prosperity Fund to commission further reports for Coleshill and Polesworth. The funding application was successful, and, in October 2023, a report was commissioned and produced for Coleshill (see Appendix C). As part of the funding agreement, the project committed to engaging ten local businesses in the production of the report, as well as to the transfer of knowledge to ten other local organisations. These figures were exceeded in Coleshill, where the report will be widely circulated. The Coleshill Partnership and other stakeholders will now use the report to plan and prioritise future activity.

4.2.5 At the time of writing this report, research is underway in Polesworth, and the corresponding report is expected in January 2024. It is hoped that a summary of the findings can be shared verbally at the meeting of the Board.

4.3 Market Towns Officer

4.3.1 Key stakeholders in the work to develop the three town centres are the town partnerships, which have done valuable work in promoting the towns and encouraging visitors.

4.3.2 The partnerships are all at differing stages of development, with the Atherstone Partnership having been established, with Community Development support, in 2016, subsequent to which its form and function have altered significantly. Initially, the Partnership was focused on the delivery of the Atherstone Visitor Audit, which was produced on behalf of the Borough and County Councils by an external consultant. The aim of the Audit Plan was to “improve the quality of the visitor welcome and information as means of driving the visitor economy”. The Partnership was predominantly made up of town centre businesses and those with an interest in tourism. The Coleshill and Polesworth Partnerships have been set-up more recently and the membership extends beyond local businesses to include voluntary groups and local residents.

4.3.3 The town partnerships’ work, however, relies heavily on the goodwill of a small number of volunteers, who have devoted significant amounts of time and effort to establishing the groups, encouraging membership and delivering events and activities. Whilst this is highly commendable, it can be quite difficult to sustain that commitment in the long-term. It was, therefore, felt that the partnerships would benefit from a dedicated resource, which could support their activity and help to strengthen the organisations for the future.

4.3.4 An application was made to the UK Shared Prosperity Fund to support the appointment of a consultant to work on town centre activity, on a three days a week basis, through until March 2025. The application was approved by the funding panel and a grant of £51,600 was awarded to support the appointment of the Market Towns Officer.

4.3.5 After a thorough tendering process, the Heartflood Ltd. consultancy was selected to deliver the contract. The lead consultant, Chris Gregory, commenced the appointment on 1 August 2023. He is being assisted by a second consultant, John Whitehead, who is working predominantly in Coleshill, having grown up there and knowing the town well.

4.3.6 The objectives of Market Town Officer role are:

- To raise the profile of Atherstone, Coleshill and Polesworth (including Dordon), to increase the number and frequency of visitors to the towns and to support local businesses by improving trading conditions

- To work alongside and support the town partnerships to ensure that the activities to develop and promote the towns are well planned, co-ordinated and delivered

- To ensure that the town partnerships remain sustainable, by increasing the number of active / committed members and by giving them the skills and experience to allow them to continue to grow

4.3.7 This undertaking will be achieved through a variety of different activities, including:

- Monitoring the health of the towns
- Writing funding applications
- Maintaining dialogue with key stakeholders
- Supporting the continued development of the partnerships
- Helping to produce future delivery plans

4.3.8 To date, the consultant has undertaken a considerable amount of preparatory work in understanding the towns, including finding out about their strengths and weaknesses, as well as getting to know the town partnerships and some of the key people and businesses who operate within them.

4.3.9 Key areas of work that have been progressed include:

- Compiling business spreadsheets for each town

- Producing and distributing a business newsletter

- Identifying financial needs and applying for initial funding for Atherstone and Coleshill. This has included two applications to the Warwickshire County Councillor Fund, to deliver a lighting scheme in Atherstone and the reintroduction of a Farmers' Market in Coleshill, as well as the development of a Heritage Lottery Fund application in support of a plaque trail in Atherstone. The outcome of these applications for financial assistance is awaited in each case

- Identifying larger potential funding sources, including the National Lottery, HS2 and UK Shared Prosperity

- Working with the town partnership to draft action plans

- Reinvigorating the Polesworth Partnership and working with the Chair to organise meetings, encourage attendance and increase involvement in the stakeholder workshop (through the production and distribution of a promotional flyer)

4.3.10 The Market Towns Officer function will be an evolving role, which is designed to meet the needs of the towns and the partnerships, according to their aims and aspirations.

5 Conclusion

5.1 It is hoped that these interventions will be well received by the towns and will help to reverse the trend in declining levels of footfall. All three town have a great deal to offer both residents and visitors, and it is important to continue to promote and improve the town centres to make them more sustainable in the future.

6 Report Implications

6.1 Finance and Value for Money Implications

6.1.1 The immediate financial implications of this regeneration activity are currently being met through the related UK Shared Prosperity Fund award. The contracts awarded for both the research / action planning report and the Market Towns Officer were procured in-line with the requirements of the grant allocation, in respect of which value for money was a key selection consideration.

6.2 Safer Communities Implications

6.2.1 Whilst there are no direct safer communities implications arising from this activity, it is anticipated that, as an indirect consequence of the regeneration activity, the towns will be safer, more welcoming place to visit.

6.3 Legal, Data Protection and Human Rights Implications

6.3.1 There are no legal, data protection or human rights implications arising directly from this report. As part of the service level agreement to deliver the role of Market Towns Officer, however, the consultant has agreed to meet the respective legal obligations under the GDPR regulations and acknowledged the requirement to comply with the Borough Council's Data Protection Policy.

6.4 Environment, Climate Change and Health Implications

6.4.1 The regeneration activity outlined in the report is designed to strengthen local communities and seeks to make the towns more economically viable for the businesses that operate within them. It also aims to create a stronger sense of place and will actively encourage business owners and residents to get involved and make a positive contribution to the quality of life enjoyed by local people.

6.5 Human Resources Implications

6.5.1 There are no human resource implications arising directly from this report. Whilst the appointment of an employed officer was considered as an alternative delivery option, this was dismissed due to the timeframe and the need to secure a specialist person in post to work alongside the activity being undertaken by the Institute of Place Management.

6.6 Risk Management Implications

6.6.1 The risks associated with the delivery of this activity have been, and will continue to be, managed through approved divisional risk management processes. It is acknowledged that there are risks associated with the ability of the Market Towns Officer to successfully deliver the role, most particularly the barriers and limitations that exist around funding generation and stakeholder engagement. Constant dialogue is maintained, however, between the consultant and the Community Development team to try and mitigate and overcome these issues.

6.7 Equalities Implications

6.7.1 Effective delivery of this regeneration activity will not adversely affect any groups or individuals defined by the protected characteristics under the Equality Act.

6.8 Links to Council's Priorities

6.8.1 This project supports, and has direct and positive links to, the following corporate priorities:

- Safe, liveable, locally focused communities
- Prosperous and healthy
- Sustainable growth and protected rurality

- Efficient organisation

6.8.2 Additionally, it positively impacts upon the priorities of the Sustainable Community Strategy to:

- Raise aspirations, education attainment and skill levels
- Develop healthier communities
- Improve access to services

The Contact Officer for this report is Rachel Stephens (719301)

Background Papers

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

Background Paper No.	Author	Nature of Background Paper	Date
1	Chief Executive	Report to Executive Board (Levelling Up, Devolution and the UK Shared Prosperity Fund)	July 2022

The IPM 25 priorities for vitality and viability

1 Activity

Description: Activity (or town centre activity) is understood as patterns and levels of everyday usage. It refers to a high street or town centre being open for people for a variety of uses (retail, leisure, social exchange, entertainment, work, etc).

Activity includes Opening hours; footfall; shopping hours; evening economy.

2 Retail offer

Description: Retail offer is the overall range of retailers and services available on the High Street including the availability and variety of products and services (comparison/convenience, luxury, discount), retail channels (store-based, online only, click and collect) and retail formats (from small independent shops to shopping centres) that are aimed at satisfying the needs of consumers.

Retail offer includes Retailer offer, retailer representation

3 Vision and strategy

Description: The continuing economic, social, and other challenges that shape the High Street necessitate the development of a clear, shared, and compelling vision that sets out long-term aspirations, aims and goals. Effectively, a vision lays down the blueprint for future strategic development and regeneration of a place, which is then adopted by the wider community.

Vision and strategy include Leadership; collaboration; area development strategies.

4 Experience

Description: Experience refers to a person’s perception and sense of a place, and can comprise physical, cognitive, and emotional attributes. Experience of a place can be related to several factors such as whether it feels welcoming, if it is a good place to spend time, overall customer service experience of retail premises, transport and public space, and environmental factors such as air quality, noise levels and lighting.

Experience includes Centre image; service quality; visitor satisfaction; familiarity; atmosphere.

5 Appearance

Description: Appearance refers to the quality of the public realm and aesthetics of a place. It involves cleanliness, but also other aspects that can translate into positive (or negative) experiences such as lighting, green elements (e.g., trees or flower baskets or beds), congruent landscape (in harmony with the vision and identity of the town), and management of unused spaces.

Appearance includes Visual appearance; cleanliness; ground floor frontages

6 Place management

Description: The Institute of Place Management (IPM) defines place management as “a coordinated, area-based, multi-stakeholder approach to improve locations, harnessing the skills, experiences and resources of those in the private, public and voluntary sectors".

Place management includes Centre management; Shopping Centre Management; Town Centre Management (TCM); Place Management; Business Improvement Districts (BIDs)

7 Necessities

Description: Necessities refers to basic amenities and facilities such as car and bicycle parking, benches and other street furniture, rain and shade structures, streetlights, public toilets, pavements, etc.

Necessities include Car-parking; amenities; general facilities.

8 Anchors

Description: A high street anchor can be described as any type of attraction or infrastructure that significantly increases the presence of people (footfall) in the high street and the surrounding areas. Anchors can be retail, employment, public transport hubs, greenspace, heritage, or culture etc.

9 Non-retail offer

Description: Non-retail offer refers to the opportunities in a centre beyond retail. It includes bars and restaurants; leisure, entertainment, arts, and culture; business and employment; education; health services; and housing.

Non-retail offer includes Attractions; entertainment; non-retail offer; leisure offer.

10 Merchandise

Description: Merchandise refers to the range, assortment, and quality of goods in a centre. It also refers to whether a centre meets the needs of the catchment through the merchandise it offers. Merchandise is not only about availability, but also about pricing, discounts, samples, etc. that customers benefit from.

Merchandise includes Range/quality of goods; assortments; merchandising.

11 Walking

Description: Walking refers to how walking-friendly an area is, the quality of walking conditions, including safety, comfort, and convenience. It also includes other aspects that can improve the walking experience: car free zones, appropriate lighting, signing, etc.

Walking includes Walkability; pedestrianisation/flow; cross-shopping; linked trips; connectivity.

12 Place marketing

Description: Place marketing is traditionally concerned with the development and subsequent promotion of a place product, as well as the construction of a sellable place image that can highlight local difference and enhance a place’s competitive position.

Place marketing includes Centre marketing; marketing; orientation/flow.

13 Networks & partnerships with council

Description: Networks & partnerships with council refers to the presence of strong networks and effective formal or informal partnerships with council, business, and the community. It includes any collaborations that can positively influence the high street.

Networks & partnerships with council include Networking; partnerships; community leadership; retail/tenant trust; tenant/manager relations; strategic alliances; centre empowerment; stakeholder power; engagement.

14 Accessible

Description: Accessibility of a town centre or high street refers to its ease of reach, and to how convenient it is to access it, by a variety of different modes of transport. It also includes how well the centre is connected digitally.

Accessible includes Convenience; accessibility; connected (including digital).

15 Diversity

Description: Diversity is about facilitating a variety of offers that makes a place attractive to live and work in and refers to the importance of making sure places are vibrant and viable at different times of the day, week, and year, attracting different markets for a range of activities.

Diversity includes Range/quality of shops; tenant mix; tenant variety; availability of alternative formats; store characteristics; comparison/convenience; chain vs independent; supermarket impact; retail diversity; retail choice.

16 Attractiveness

Description: Attractiveness is an economic term and refers to the 'pulling power' of a centre and relates to KPIs that measure its performance, over time.

Attractiveness includes Sales/turnover; place attractiveness; vacancy rates; attractiveness; retail spend; customer/catchment views; Construction of OOT centre.

17 Markets

Description: Markets add to the pleasure of the customer experience and for markets that sell locally produced goods they act as signifiers for local identity, providing colour and character and focusing on regional wares and specialities.

Markets include Traditional markets, street trading.

18 Recreational space

Description: Recreational space refers to the amount and quality of recreational areas and public space/open space and places that are uncommodified where people can enjoy spending time without spending money.

Recreational space includes Recreational areas; public space; open space.

19 Barriers to entry

Description: Barriers to entry refers to hindrances that are associated with the profile and characteristics of the location (land prices, rents, vacancy rates, whether there is ground for development, absence/presence of competitors, land uses, commercial lease agreements) that stop new entrepreneurs trading in the centre.

Barriers to entry includes Barriers to entry, landlords.

20 Safety/Crime

Description: Safety/crime is a centre KPI measuring perceptions of safety and crime and actual recorded crime including shoplifting.

21 Adaptability

Description: Adaptability refers to the flexibility of the space, property, and operators in a centre. It is about the flexibility of the planning system and how units can be re-let or re-purposed. It also involves how adaptable retailers are to change their type or style of retail activities in relation to potential shifting consumer behaviour and catchment needs.

Adaptability includes Retail flexibility; retail fragmentation; flexibility; store/centre design; retail unit size; store development; rents turnover; store/centre design.

22 Liveable

Description: Liveable refers to the resident population or potential for residence in the centre. Having town centre residents supports many businesses, particularly food shops, cafes, restaurants; that is, retail and non-retail offer that can improve the vitality and viability of a centre. A liveable place is concerned with quality of life and community wellbeing.

Liveable includes: Multi/mono-functional; liveability; personal services; mixed use.

23 Redevelopment plans

Description: Planning for redevelopment is a complex process involving developers, planners, landowners, investors, community groups, and businesses. Redevelopment plans can often exclude and silence the relevant and most vulnerable stakeholder groups (e.g., small businesses, consumers, residents) in favour of ‘high-returning’ redevelopment projects that are influenced by corporate capital and desensitise people from their place. Town centre regeneration, where misguided can stall plans and leading to situations that have a negative impact on town centres and high streets.

Redevelopment plans include Planning blight, regeneration.

24 Functionality

Description: Functionality refers to the degree to which a centre fulfils a role – e.g., service centre, employment centre, residential centre, tourist centre.

25 Innovation

Description: Innovation refers to transformation that is not just dependent on traditional investment and development but includes place leaders and partnerships being creative and experimenting in their approaches to town centre development. This approach could include encouraging pop-up shops, festivals, events, and community use of redundant retail space.

Innovation includes Opportunities to experiment, retail innovation.

Vital and Viable Atherstone

Dr Steve Millington, Joe Barratt, and Tom Hindmarch

March 2022

Placemanagement.org

About the Institute of Place Management

The Institute of Place Management is the professional body for people involved in making, maintaining, and marketing places. As part of Manchester Metropolitan University, the Institute of Place Management is dedicated to supporting people who serve places, providing them with unbiased research, continuing professional development, qualifications, conferences, events, and networking opportunities.

Authors

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Foreword

This report has been prepared following an online workshop held in December 2021, attended by 12 key local stakeholders from Atherstone, including representatives from the local and county councils. Facilitated by the Institute of Place Management at the invitation of Warwickshire County Council, the event formed part of the journey Atherstone is undertaking to revitalise the town centre in terms of post-pandemic recovery and long-term viability. This report builds, therefore, on findings collated by the High Streets Task Force for England, and a wider piece of work being undertaken by the IPM to inform country policy response to the challenge's affecting Warwickshire's town centres and high streets.

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Summary

The first part of the report summarises some of the main structural challenges facing high streets and town/city centres. Many factors, which currently affect the vitality and viability of places, are the result of long-term processes, some stretching back decades. The global pandemic, however, has brought new and additional challenges, but as we argue, also provides the spur for places to reimagine what they want from their centres, not only to manage recovery, but to also help places prepare and adapt so they are more resilient in the future. In doing so, the report draws on the IPM's extensive research and engagement with places across the UK and beyond in relation the vitality and ability of high streets and centres. The second part of the report presents the workshop findings from Atherstone, before outlining an adaptable framework based on the IPM's 4Rs – Restructuring, Rebranding, Repositioning and Reinventing, which includes suggestions for quick win's together with recommendations for longer term priorities.

Priority 1: Restructuring

QUICK WINS	LONGER TERM
Improve communication between and co-coordination of key local stakeholders e.g., ensure the updating of signage is communicated to local stakeholders.	Establish what short term, actionable objectives can be achieved over the next year, and establish sub-groups to tackle specific initiatives.
Evaluate extent local stakeholders and community share and support the vision.	Revisit and refresh the existing vision for Atherstone and consider whether a new collaborative vision is required.
Re-map stakeholders across the town and circulate findings.	Consider refreshing local networks to widen their diversity and add additional capacity to effect change through engagement with local traders, younger people, event organisers outside the town.
Review how the Atherstone Partnership is resourced and establish a business case for increased funding to support activity. Is there scope to rethink how the partnership is supported by local and county government?	Construct a system for supporting and managing local volunteers – and make a succession management plan for the town centre partnership and volunteer network, to enable their continuity.

Priority 2: Rebranding

QUICK WINS	LONGER TERM
Co-ordinate local social media channels, to improve both consistency and targeting of messages about the town centre, its retail and non-retail offer, and the range of events taking place both in the town, and in nearby places.	Ideally local traders, including market traders, would take responsibility for social media in relation to the town centre.
Establish what retails channels are present in the town e.g., how many retailers/market traders are store-based only compared to traders with an online presence, those offering click and collect services, home-delivery etc.	Encourage independent traders to create active social media accounts and provide training to improve their digital footprint.
Conduct analysis of social media to understand better how people perceive the reputation of Atherstone, visitors experience and review of service quality e.g., collate and analyse TripAdvisor reviews for local businesses and attractions.	Coordinate social media with surrounding events and tourist destinations to encourage visitors to make linked trips to the town centre and develop closer alignment with county wider visitor and tourism strategy.
Assess how welcoming the town is in terms of legibility and atmosphere at different times of the year / compare night and daytime / market days to non-market days / festival and events to non-event days.	Identify small funding pots for small / tactical place-making projects e.g., improvement of shop front, murals, pocket parks, parklets. Trial and experiment to build evidence base for more permanent/large scale intervention.
Collate a list of any obvious eyesores which detract from visitor experience / quality of gateways, signage, street furniture, planting and planters, unkempt verges/micro-plots, lighting, commercial waste, general litter and so on.	Establish feasibility for small-scale place-making interventions to improve legibility and wayfaring Work with other stakeholders to improve appearance e.g., of car parks, transit stops, properties – assets outside the control of local government. Update and improve signage across the town centre.

Priority 3: Repositioning

QUICK WINS	LONGER TERM
Ensure footfall data is widely available and can be accessed by local traders, event organisers and other place-based stakeholders to demonstrate success of delivery.	Continue to track effectiveness of interventions in the town centre through monitoring and interpreting footfall data (volume and pattern of activity), providing impact assessment of events etc.
Conduct a use class survey and analysis to establish: • The mix of retail, leisure, social, entertainment, commercial activity • Any imbalance or underrepresented services or activities, • The overall range of retailers and services, to establish mix of comparison, convenience, luxury, discounters, • The range of retail formats, e.g., balance of national chains compared to independents, shopping centres etc • Establish modal opening and closing towns of town centre businesses.	Establish where there are any key retailers or other services currently absent in the town centre, which might see Atherstone as a viable investment option. Engage local property owners and provide them with insights to inform reuse of vacant units.
Conduct footfall analysis to establish: • Impact of market days on footfall, • Impact of events/festivals on footfall, • The extent business opening times of align with activity patterns, • Regular / routine patterns of activity around major place-based anchors e.g., employment, transit hubs etc.	Establish an action plan to amplify synergies between different place-based anchors and local traders e.g., re-trialling changed opening times, co-ordinated marketing of events, engagement with local employment anchors.
Review existing plans and vision and benchmark against the IPM's 25 Priorities.	Based on this analysis, review existing plans or visions for the town and update them to reflect continuing long term structural trends and challenges to the high street Ensure alignment between Local Plan and the intelligence gathered.

Priority 4: Reinventing

QUICK WINS	LONGER TERM
Review range of place-based anchors (retail, employment, transport, green space, heritage, culture), everyday activity that significantly attracts footfall.	Ensure key place-based attractors are embedded in local plans and visions for the town centre and include in wider messaging. Conduct feasibility study into adding skills/education functionality to the high street e.g., co-working space, hospitality training, support for independent traders.
Review how Atherstone is promoted within the wider North Warwickshire tourism.	Work with local DMO to ensure a clear, consistent messaging is used to promote Atherstone and nearby tourist attractions, festivals, and events.
Evaluate potential to extend dwell time using footfall data to track interventions e.g., through trials of extended opening hours, early evening events, pop-ups.	Identify opportunities to experiment and deliver new innovative place-making interventions e.g., new retail formats, extended market offer, pop-ups, reuse of vacant units.
Review and evaluate impact of new market activity e.g., monthly Farmer's Market, market stalls in the evening e.g., by footfall activity.	Ensure market offer drives footfall and aligns with catchment needs.

Structural challenges facing the high street

The challenge

The collapse of well-known retail brands, declining footfall, high vacancies, and the rise of internet shopping all present major challenges to the vitality and viability of town centres and high streets. Clearly the pandemic had a major impact, but what is becoming evident is not all places were affected in the same way. Many high streets are recovering, and several towns have already returned to, and several have significantly surpassed their pre-pandemic levels of footfall[1]. Despite proclamations about the end of the high street, many centres across the country are performing well, and some thriving. Although attention is currently on post-pandemic recovery, it is important places also recognise the dynamic long-term processes that render high streets and towns in constant state of flux and enact plans to not only address their immediate recovery, but also accommodate room for adaption to address long-term transformation. What is also clear is how the pandemic accelerated the uptake of online shopping, changing consumer priorities, by impacting on spending and holiday plans, and continues to impact on where people work and choose to visit. Although difficult to predict how long such developments will last, certainly the pandemic will continue to have profound implications for high streets in the short to medium term. But there are other developments which will certainly shape the future. There will be a growing and ageing population, for instance, mobile commerce and big data analytics will continue grow, and places will have to confront the challenge of climate change.

Before the pandemic, support for town centres and high streets was high on the UK government's agenda with the establishment of the Towns Fund in 2019, including the Future High Streets Fund, with £3.6 billion ring-fenced to support for towns in England. However, considering the pandemic it became clear additional immediate support was needed to ensure the survival of towns and high street businesses. In response, the government provided a multi-billion-pound package of support through rates relief, grants, and the furlough scheme. More recently, the government launched a £56 million Welcome Back Fund and Reopening High Streets Safely to support the safe reopening of high streets. The government's response illustrates the severity of the challenge facing town and city centres. We are encouraged that Warwickshire County Council recognises the need to act quickly and has enlisted the support of IPM to build consensus amongst stakeholders in the region.

The IPM and planning for the future

As we look to the future, it is essential centres of all scale adapt to a rapidly changing environment. Local place management and leadership was more important than ever as places combat the pandemic's short-term impact. However, it is important for the future of Atherstone local stakeholders also consider the long-term future of their town, identifying and driving forward change as the 'new normal' begins to take shape.

The IPM is uniquely placed to support Atherstone on the road to recovery, having conducted extensive research on town centre change and more recently on recovery from the pandemic. The Expert Panel established by the former Minister for the High Street, Jake Berry, and led by Sir John Timpson, strongly advocated for additional funding and support for town centres. The recommendations in Sir John's *High Street Report* draw on evidence collated by the IPM. The IPM visited six towns in England listening to the first-hand opinions, concerns, and aspirations of local stakeholder groups, much like the group in Atherstone. The findings are summarised in the report *High Street 2030: Achieving Change*[2], published in December 2018.

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[1] High Street Task Force Annual Review of Footfall 2020-2021

In 2019, following a successful bid, the IPM was appointed by the UK government to lead a consortium of partners who comprise the High Streets Task Force (HSTF). The HSTF provides expertise, knowledge, training, and support to local stakeholders involved in regenerating their local centres and high streets across the whole of England. Since 2020, the IPM, through the work with the HSTF, has been at the forefront of research on town centre recovery and transformation, firstly producing the 'COVID-19 recovery framework' (see Figure 1 below), and the 'Routemap to Transformation'[3]. Both frameworks have been widely adopted and adapted by places throughout the UK and Europe, including major cities like Liverpool and Newcastle and multiple locations across Greater London.

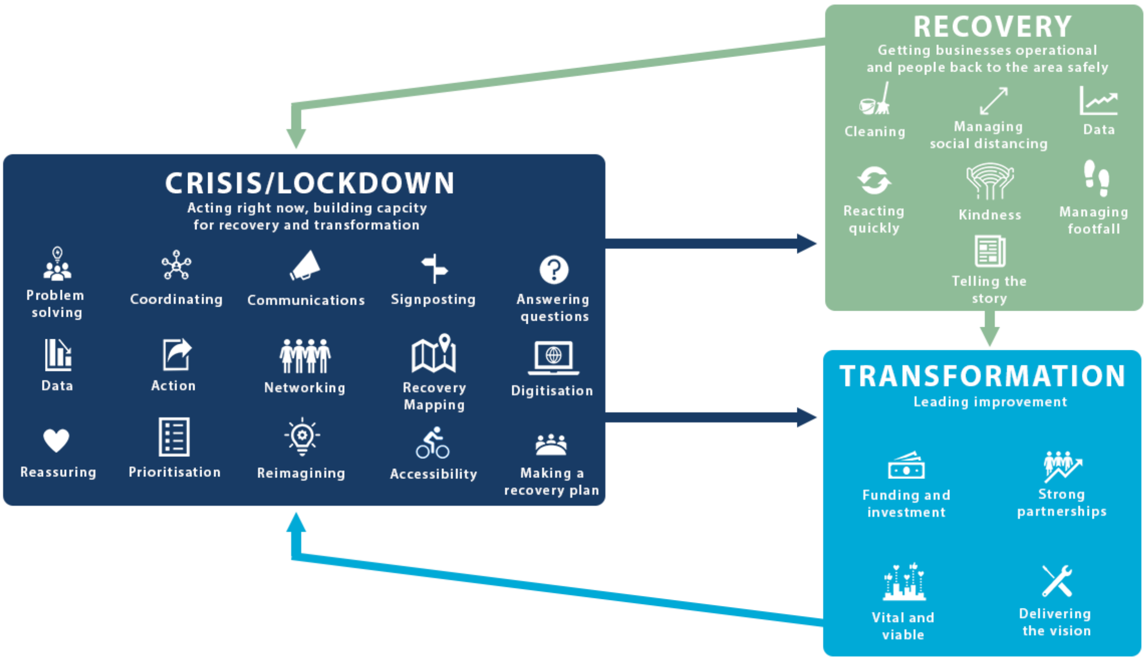
CRISIS/LOCKDOWN
Acting right now, building capcity for recovery and transformation
Problem solving
Coordinating
Communications
Signposting
Answering questions
Data
Action
Networking
Recovery Mapping
Digitisation
Reassuring
Prioritisation
Reimagining
Accessibility
Making a recovery plan
RECOVERY
Getting businesses operational and people back to the area safely
Cleaning
Managing social distancing
Data
Reacting quickly
Kindness
Managing footfall
Telling the story
TRANSFORMATION
Leading improvement
Funding and investment
Strong partnerships
Vital and viable
Delivering the vision

Figure 1: IPM's COVID-19 recovery framework

This frameworks draw underpinning research conducted by the IPM, such as 'the 25 factors for vitality and viability'[4] and the '4Rs framework'[5]. These were developed through academic investigation in consultation with key national stakeholders, policy professionals, practitioners, and importantly through partnership working with several places across the UK.

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[2] High Street 2030: Achieving Change

[3] Routemap to Transformation

[4] IPM 25 Priorities for Vitality and Viability

[5] IPM 4Rs Framework

The changing high street

Footfall

In the decade prior to the pandemic, high street footfall was decreasing year-on-year, with a cumulative fall of over 20% between 2010-19. Pandemic lockdown measures which began in March 2020, led to a sharp decline in the numbers visiting high street, with footfall down by 81.4% in March 2020 compared to March 2019. Comparing the whole of 2020 to the previous year, retail intelligence experts Springboard reported a 28.3% decline in footfall across all high streets.

However, the national average hides significant differences in the relative performance of different types of towns. The HSTF *Annual Review of Footfall*[6], published in 2022, reveals how comparison centres, typically large city centres, not only experienced the greatest drop in footfall, but are also recovering more slowly than other types of centre. Towns and district centres, for instance, not only experienced much lower declines in footfall, but also recovered more quickly. By the end of 2021, 100% of district centres, typically local high streets, and 70% of towns for example, had recovered their pre-pandemic levels. With more people working at home or flexibly, rather than commuting into the bigger cities, local high streets and smaller towns received a boost. We conclude that recovery appears to be linked to the size of towns.

From this analysis, we can also conclude that centres dependent on retailing to attract visitors were most vulnerable and recovered more slowly compared to places which offer a broader range of attractions. For example, towns investing in culture and heritage led regeneration recovered a little more quickly, and 'multi-functional' centres, centres which provide a wide range of services to their local communities, proved to be the most resilient during the pandemic. Finally, with many people unable to holiday abroad, footfall levels during the summer of 2021, meant that the best performing high streets in the UK were holiday towns, where several reported a better performance than in 2019. People are primarily drawn to these places for reasons other than shopping, but nevertheless high streets in resort towns received a boost as visitor numbers soared. Ultimately, we can conclude that national averages only provide insight into the general picture, and they hide significant geographical differences. Consequently, we would strongly recommend local stakeholders analyze what is happening locally, as the local experience may not necessarily reflect that of the 'average' town.

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[6] HSTF Annual Review of Footfall 2020-21

Working from home

Another consequence of the pandemic has been a rise in working from home. ONS research suggests the number of people who did some work at home in 2020 increased by 9.4% compared to 2019, 35.9% of the workforce, which is more than 11 million employees. With large employers such as JP Morgan, HSBC and KPMG announcing plans to permanently allow workers to operate from their homes and suggestions more jobs are being advertised as working from 'anywhere', thousands of staff may never return permanently to the office, with flexible and online working becoming more normalised.

It remains to be seen whether these changes will have long term consequences. There are predictions companies might begin to review their commercial space requirements and reconsider the need to maintain costly office space in central locations. With potentially fewer office workers, there is likely to be a significant impact on the local economies in terms of demand for professional support services, building maintenance (cleaning, security, and maintenance), transport infrastructure and providers (including deliveries and logistics), hotels, and food/drink. Office workers, for example, often drive the morning, lunchtime, and early-evening economies. Clearly, larger central city business districts will be most affected by this change should it happen. In central London for example, despite experiencing a visitor surge post-lockdown, footfall is still nearly two-thirds down compared to 2019. The most likely explanation between the relative performance of larger and smaller centres relates to the drop in commuting. With many working at home, the suggestions are that many people started using their nearest local centre more often during lockdown, discovering local assets, including retail, services, and attributes such as green and open space.

The early signs are that changing patterns of work have clearly provided opportunities for smaller towns, but the extent working at home will become a permanent aspect of everyday life remains open to question, with calls already for workers to return to the office. These changes, if they become permanent, may lead to the rise of "secondary cities" – smaller towns and rural areas who stand to benefit from the pursuit of workers to achieve a better quality of life in a greener environment. To capitalise on this development, however, will require many locations to adapt, with calls for more commercial and flexible working space on high streets, together with more diverse retail and hospitality sector, and potentially residential uses.

Store Closures

According to the Centre for Retail Research, over 16,000 store units were closed across the UK in 2020, and a further 11,000 in 2021, affecting around 200,000 retail jobs. Big name casualties included Debenhams, the oldest retail chain in the UK, which went into liquidation in December 2020, with the loss of 97 stores. Others included Arcadia, the parent company of big-name brands such as Topshop, Dorothy Perkins, Burtons and Miss Selfridge, and a range of others also closed including Poundstretcher, Go Outdoors, Monsoon, Oasis, Warehouse and Laura Ashley. Notably, some of these brands will live on, but only online.

Whilst the economic effects of the pandemic played its part in some of these closures, it must be noted 30,000 units were closed across 2018-2019, a continuation of a long-term pattern which accelerated after the 2008 financial crash. There are multiple factors driving store closures, including:

- The high costs of running retail outlets, including rents, business rates and labour costs,
- Low profitability caused by high costs, slow growth in sales, squeezed profit margins and heavy price competition,
- The rapid growth of online competition such that by 2018 online sales accounted for around 18.4% of total retail merchandise sales, mainly at the expense of bricks-and-mortar retailers,
- Lack of investment in stores and weak forward planning to meet the challenges of the new retailing.

Although many independent traders face similar challenges, the biggest impact has been on national multiple retailers, those companies operating a large network of stores across the UK. 34,000 stores closed between 2008-2020 as a direct consequence of well-known chains going into administration, rationalizing their property portfolio, or using CVAs to renegotiate their rental terms. The additional pressures on bricks n mortar shopping arising from the pandemic lockdowns perhaps should not be seen as the root cause of this decline. Instead, the pandemic accelerated the demise of already struggling retailers. Many simply failed to adapt to new market conditions and long terms trends in consumer behaviour. This is clear with the case of online shopping, which had been rising steadily year-on-year since the turn of the century. Its growth was entirely predictable. Retailers with strong online sales simply do not need to operate an extensive network of branches to achieve national coverage, with new major clothing retailers, such as BooHoo, not requiring any stores at all. Again, the pandemic is not the cause. Rather it has accelerated the country’s transition to a nation of online shoppers. It is unlikely, such national multiples will return to most centres in any great number, and towns can no longer rely on bricks and mortar shops to drive footfall and commercial investment.

Whereas media commentary might focus on the plight of retail, the contraction of other traditional high street businesses services receives much less attention, but nevertheless has contributed further to a decline in the attractiveness of high streets. The shift to online service provision and the need to cut property costs underpin the closure of more than 4,700 bank and building society branches across the UK since 2015. In addition, according to *Which? Magazine*, 9,500 cash machines were removed between 2018-19. This will most likely accelerate further the adoption of cashless payment systems that most businesses have shifted to during the pandemic, with implications for traders and communities reliant on cash transactions. Almost 1000 travel agencies have closed since 2016, and the Association of British Travel Agencies is forecasting the physical industry is under dire threat with potentially 750 further closures as major tour operators are unlikely to return to normal trading conditions in the foreseeable future. This has already led to notable casualties with the collapse of Thomas Cook in 2019, and STA travel in 2020, affecting over 650 high street branches. Swinton Insurance once operated a network of 220 branches, but only 40 remain, as their main business goes online. A similar picture is emerging in the retail property sector, with around 1200 estate agents closing since have gone since 2018. High property costs and the shift to online, therefore, is disrupting many business models, not just retail. It must be added though that not all these closed are all vacant. In some cases, independent shops have begun to take the place of national chains, and many others have been converted into non-retail use. According to the Local Data Company, during the first half of 2021, UK gained a net increase of over 800 small stores.

Online shopping

In 2019, the UK led the world in online shopping, which accounted for 19.2% of all retail sales. Pre-pandemic predictions suggested this would rise to 30% by 2030, but with the forced closure of bricks and mortar shops during lockdown, online sales grew rapidly, peaking at 36.4% in January 2021, the highest annual growth seen since 2007. With ASOS, the online fashion retailer, acquiring the brands of Topshop, Topman and Miss Selfridge for the value of their digital brand presence, and with competitor BooHoo, purchasing the Burton brands, Dorothy Perkins, and Wallis, along with the Debenhams brand and website, it underlines the extent to which our high street experience is going online. According to KPMG, high streets could lose between 20-40% of their retail offering because of the growth of online retailing. Across all the towns and cities covered by KPMG's analysis, there could be nearly 400,000 job losses on the high street, affecting between 1-5% of the labour force. Consequently, we might conclude towns dependent on retail to attract footfall are most at risk

Places, however, should be cautious in responding to claims physical retail will disappear entirely. Even with 30% of retail sales online, 70% remains in-store. Retail expenditure, in general, is expected to grow as the population size of the UK increases. In short, town centres may have a smaller slice of retail spend going forward, but the market volume will become larger. Furthermore, places might take note of Amazon’s plans to open 3000 convenience stores worldwide, and the company’s experiments in clicks ‘n’ mortar, suggesting there are limits to online growth, and there is a future for in-store shopping. Notably, Primark, one the most successful retailers of recent times, does not have an online store offering home delivery, citing the high costs of establishing a cost-effective logistics operation to support an online business. Their online presence, however, deliberately drives customers pick up items instore, where there hope customers will purchase additional items at the same time. However, the qualities of retail experience may need to change in alignment with consumer preferences, explored in the next section.

Experiential economy

With customers now able to buy almost anything they desire from the comfort of their own home; more retailers are having to provide a reason for people to travel to their stores. The rise of experiential retail has occurred as a result, offering consumers a combination of entertainment and retail to deliver a personalised experience. An example of this includes House of Vans, which provides an open-to-all, free to use indoor skate bowl for visitors to its store in central London.

Another development, termed retail+, refers to stores where customers might do courses: learn how to bake, to sew, to knit, to mix cocktails and even drive a sports car by using virtual reality. We are also seeing demand for variety, delivered through pop-ups, encompassing everything from market stalls to events space used for entertainment, health, education, and other community-focused activities. The high street, therefore, is becoming a place to ‘do’, as well as ‘buy’. With more flexible and short-term leases, pop-up and meanwhile uses, seasonal offers, and events, the future high street may well offer a new experience each time you visit. In this context, independent traders are well positioned to offer more flexible, tailored, and experiential offer compared to their larger competitors.

Out-of-town Shopping

Over the last 40 years, and despite robust planning guidance to prevent it, the UK experienced rapid growth of out-of-town (OOT) shopping. In 1994, just 14% of retail development was happening in town centres. With concern huge shopping mall developments were harming nearby town and city centres, tighter planning policies requiring a ‘town centres first ’approach were introduced, with local authority planning departments asked to apply the “sequential test”, which was designed to funnel new retail planning development into traditional centres. Unfortunately, this did not prevent retail expansion, with over 4 million sq.m of new space constructed between 2001-11 through OOT retail parks and supermarkets, whereas town centre floorspace began to decline. Research suggests that when a new major out-of-town retail development is constructed within 10 miles of an existing town centre, it will deflect on average 30% of footfall to the OOT location. Consequently, and long before online shopping began to dent retail spend in town centres, between 1970-2000 high streets lost around 25% of spend to OOT shopping. When combined with online competition, it is not surprising to learn that by 2018 the share of retail spend on high streets had declined further to around 37%, with the Centre for Retail Research estimating it could fall to 34% by 2022.

Competition OOT shopping once seemed an insurmountable challenge, but the restructuring of the retail sector has also created problems for malls and shopping centres, especially those dependent on large department store anchors and national multiple retailers to act as tenants. With many brands closing, or companies seeking lower cost leases, including several who during lockdown even refusing to pay any rent at all, it is also not surprising to see one of the UK’s largest shopping centre operators, Intu Properties, with a portfolio including Manchester's Trafford Centre, Nottingham's Victoria Centre, and Norwich's Chapelfield, fall into administration in June 2020 with total debts of £4.5bn. The shopping centre giant Hammerson posted a £1.7bn loss in March 2021— the largest in its history — after the COVID-19 pandemic wiped £2bn off the value of its property portfolio. Although the pandemic has been particularly damaging, with suggestions people preferring to avoid enclosed spaces when the shops were open, we should not less this divert attention from the fact investment in covered shopping centres was already declining to a 25-year low.

Losing more footfall than high streets, increasing vacancy rates as long-standing tenants fell into bankruptcy, and with remaining traders unwilling to honour existing rental costs, poor trading conditions preceded the pandemic, and the scale of change taking place is beginning to have a wider impact on retail property values. Recent advice from the Royal Institute of Chartered Surveyors suggests we can no longer rely on past valuations. With the sale of shopping centres significantly below previous values (some to local authorities), and some property owners taking bold steps to mark down, new opportunities are arising to rethink the function of town and city centres. It may be the case that more towns might need to follow the lead of Stockton[7], where the local authority took control of a shopping centre and revealed plans to demolish it, and instead replace it with a hub for public services and new public park.

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[7] Arch Daily

Ageing Towns

As town and city centres change, they also must respect wider changes in society. Overall, the UK population is growing, but it is also ageing. Over the past two decades, the average age of a UK resident has risen by two years, to 40. Within 30 years, it is anticipated that one in four people will be aged 65 and over, and the number of people aged over 85 will have doubled. Yet this ageing process is not happening uniformly across the UK.

Overall, towns are getting older, whilst cities are getting younger. Since 1981, Britain's towns have lost more than a million people aged under 25, while gaining more than two million over-65s. In contrast, the UK's main cities have seen more than 300,000 under-25s arrive and 200,000 over-65s leave. This problem is perhaps most keenly felt in coastal towns such as Blackpool and Scarborough, which could see a 7% fall in the number of people under 30 living in the area by 2039. In contrast, coastal authorities in the south, such as Bristol, Southampton, and Canterbury, could see substantial rises in the number of children and young people.

Town and city centres can play a vital role in providing for the needs of an ageing society, not just through residential provision, but also through providing activities, health and educational facilities and opportunities. This is becoming increasingly important for smaller towns, which will more than likely see their labour markets become less dynamic and suffer from further strain on health and social care. Attempts to bridge the gap between the young and old should be welcomed across all communities, and there is nowhere better to centre that activity than around the high street to foster inter-generational contact and exchange. An important consideration, however, is the nature of ageing is also changing. Older generations are likely to be fitter, more active, and likely to be working to a later age compared to previous ones. It is vital then, that local partnerships and networks responsible for high street change, begin to listen to the voices of both the younger and older generations, and ideally involve their representatives in decision-making.

Technological Changes

By 2030, it is anticipated that our retail experience will be very different. Retailers will know far more about us through accessing our data, enabling greater personalisation. Currently people make about two thirds of their online purchases on a mobile device, but, with the rise of the Internet of Things and AI, an increasing proportion of the goods we order will become subject to automatic payment and delivery. Retailers such as Schuh and Asos have already seen mobile spending quadruple in just six years, totaling close to 80% share of online purchases.

In the last year, we have seen the rollout of the first Amazon Go store in the country, opening in Ealing, West London. The stores allow customers to shop and leave without queuing, with purchases tracked by in-store cameras and sensors before charging customers using the Amazon app. The move towards hyper-convenience may be a paradigm shift in the way that consumers view convenience, with no long queues or self-service checkouts slowing the shopping experience down.

Technology is also allowing new transport options in cities. Apps such as *Whim* offer seamless travel by a range of modes within urban areas, and they will become more commonplace as many cities ban or restrict cars in their centres. With data from the Universities of Oxford and Bristol finding that there has been a 40% decline in 18–24-year-old car drivers now compared to the 1990s, it suggests we are entering a world with declining demand for private vehicle ownership, with implications for the level of road transport infrastructure and parking requirements in town centres.

For those trips that still use the car, the growth in electric vehicles will do much to improve air quality in town and city centres, with forecasts that 30 million will be on the road by 2030 and claims 84% of buses will be electric by 2030. We are also seeing the development of autonomous vehicles, with expectations that 50% of vehicles will be highly autonomous by 2030. Research by the University of Toronto suggests this will increase car-parking capacity in urban areas by 62%. These developments, however, do not necessarily address the continuing problems of congestion within centres. The pandemic, for example, brought to attention to paucity of public realm within many centres, in terms of both quality and quantity, drawing attention to the domination of road infrastructure in centres. This created a particular challenge for many places in relation to street-trading and the safe reopening of hospitality. To create safer, more livable, and walkable places, and centres which are perhaps more resilient to the impact of a global pandemic, town and city centres across the world are beginning to rebalance the amount of space given over to vehicles, to pedestrians and cyclists, creating car-free zones and streets that can be dynamically rebalanced according to need. The IPM often encounters local concerns about levels of parking and road access to centres, but there is little evidence to suggest restrictions will impact on trade. In certain cases, it is often the reverse, with increased visitor numbers and dwell-time. Plans high street, therefore, again need to acknowledge these wider trends, and create room for adaption and change as new technology emerges.

How should centres respond?

In the face of these challenges, what should be done? How can centres become more sustainable, a place people want to be, and where business can thrive? In 1994, the government commissioned the publication of *Vital and Viable Town Centres: Meeting the Challenge* (HMSO, 1994). This led to changes in national planning policy, which introduced the 'town centres first' concept. The report defined vitality and viability in respect of town centres. They are both concerned with life: the first (vitality) being about whether a centre feels lively and the second (viability) whether a centre has the capacity to attract the investment needed, not only to maintain the fabric of the place, but also to allow for adaptation to changing circumstances.

The complex problem of high street change is compounded by a lack of guidance for local stakeholders to enact viable and effective programmes of intervention. Building analysis of 1000s of academic studies, a national footfall data set, and importantly drawing on insights from towns themselves, the IPM has developed frameworks design to help places make the right decisions. These are not planning documents, nor are they prescriptive programmes for change. Instead, the frameworks allow for local stakeholders to build their own customised programme of support for their high streets.

The first framework is based on the IPM's 25 factors of Vitality and Viability. The tool identifies potential areas of intervention which should have the most impact on making centres attractive, or resilient. Importantly, these interventions should all fall within the control or responsibility of local stakeholders. It is not the case that all places have to act on all 25 factors. Rather, the 25 factors framework is designed to provoke local discussions about what the priorities for that place but framed within a set of both meaningful and practical solutions. The second, the 4Rs Regeneration Framework provides a routemap for place transformation. Through this tool, places can begin to identify short-term quick wins, as well as long-term objectives. Importantly, this framework encourages places to think about delivery of plans and proposals.

To reiterate, these frameworks have not come about by accident, but are based on years of applied research undertaken by the IPM in partnership with local places across the UK. The frameworks were applied and developed first in Manchester, through a programme of work analysing hourly footfall patterns in 10 district centres across the city, supported by more in-depth studies of 5 centres. The resultant Vital and Viable programme has been delivered for both large and small centres, from major city centres to small rural market towns. The workshop has been delivered to North American Business Improvement District managers, and place-based stakeholders from small towns and suburban centres located across Victoria State (Australia). In 2021 alone the IPM supported the counties of Derbyshire, Hertfordshire as well as Warwickshire, in addition to completing work with Watford, Salisbury and Sleaford. In 2022, we are undertaking projects in Salford and Stockport, which will encompass a further 13 district centres. Each of these programmes utilise the frameworks to provide unique place-based recommendations.

25 Priorities for Vitality and Viability

In 2014, research by the IPM identified 201 factors that influence the vitality and viability of the high street and town/city centres. This work was updated in 2020, through research for the High Streets

Task Force, which identified 36 new factors said to impact on the performance of high streets/ centres, reflecting new developments from *crowd funding* to *hipster stores*. With 237 factors to consider, place leaders and local partnerships face a bewildering array of potential interventions. Through working with a panel of experts, and importantly local town teams across the UK, the IPM began to distil this complexity into more meaningful guidance. This involved organising the evidence in terms of:

1. How much *influence* each factor has on the vitality and viability of town centres/high streets? In other words, **what matters?**
2. How much local *control* there is over each factor? In other words, **what can you do about it?**

By calculating a score for each factor, based on both *influence* and *control* this enabled us to identify the Top 25 Priorities that local place leaders and place leaders should focus on, to support the vitality and viability of their high streets and centres. As part of our method, we have grouped the top-rated factors into 25 priorities, presented in detail in Appendix 1.

4Rs of Regeneration framework

The '4Rs' framework is a strategic tool developed to support place leaders to navigate their town and city centres and high streets onto a path of positive change. The 4Rs have been used by many centres to identify higher-level strategic priorities for a given location. The framework underpins the High Streets Task Force's 'Routemap from Recovery to Transformation' a tool endorsed by the UK government designed to help centres navigate the challenges brought about by the pandemic.

Previous research and projects from IPM such as High Street 2020 project has demonstrated how the 4Rs framework provides a structure to the incredibly complex process of place transformation. It distinguishes between the processes of analysis and decision making (repositioning), effecting change (reinventing), communication (rebranding) and governance/spatial planning (restructuring).

Repositioning

In some locations, there is a poor understanding of the catchment, the challenges and trends impacting on the place as well as a lack of data on which to base decisions. In these instances, a strategy of repositioning is sensible. This entails taking time to collect and analyse data and information, as well as develop appropriate visions and strategies that can get widespread buy-in.

Reinventing

Other places have the data they need and sensible plans for how the town or city needs to change to better serve its catchment communities, but nothing is happening there. A process of reinvention is needed. Transformation needs to start! This might be through temporary interventions, events, pop-ups, or experimental place-making.

Rebranding

Sometimes there are good plans, based on good evidence and these are being brought to life. The place is both repositioning and reinventing – but catchment perceptions have not changed. People are still negative about the town or city. In this case, rebranding may be needed. Rebranding includes better stakeholder communications, not just marketing and PR activities. It also involves using communication to channels to listen to what people say about a place.

Restructuring

Finally, some places just seem to be stuck in a state of inertia around decision making or, when decisions are made and action taken, it doesn't have the impact that was expected. This can be tackled through a process of restructuring. Either the governance and management mechanisms in the place need changing or, large scale spatial planning is needed to address some structural problem – for example the town is too fragmented and needs to be restructured around a centre of gravity that is not the town's current designated core.

Vital and Viable Atherstone

Introduction

On the 9th December the IPM team consisting of Dr Steve Millington, Joe Barratt and Tom Hindmarch delivered a place-based workshop with key local stakeholders from Atherstone. This section of the report summarises the outcomes of the Vital and Viable workshop. The workshop was based on the Vital and Viable programme, a service which the IPM provides for people who are concerned about their local high street, town, or city centre. The full version of the programme would normally involve the installation of automated footfall counters, place quality audits conducted independently by the IPM, a walking tour of the town led by local stakeholders, an in-situ workshop, and final report. In Atherstone's case, the town has an existing footfall counter, and due to concerns about social distancing, the workshop was adapted to be online only. To make up for the other elements, the IPM team instead undertook detailed desk-based research, using a technique developed for the High Streets Task Force, called Transforming Your High Street (TYHS). The outcomes of this work were presented to participants during the workshop. The mix of stakeholders from Atherstone was encouraging, provoking a wide-ranging discussion, with well-informed and passionate people providing important local insights and experience. In addition, we utilised several online survey tools to summarise local opinions. Participants were asked to complete an independent survey ranking the 25 factors. Later, the group was split into three subgroups and discussed priorities using the 4Rs. This was the same exercise completed during the county wide workshop. First, the report outlines the local context, before summarising the Strengths, Weaknesses and Opportunities identified by the participants. Using the IPM's 25 Priorities for Vitality and Viability, the report identifies priority areas of intervention for the town. Finally, the report outlines potential quick-wins and long-term ambitions with the findings organised using the IPM's 4Rs Framework.

Locating Atherstone

Alongside Coleshill and Polesworth, Atherstone is one of North Warwickshire's key market towns. It has a population of c.8000 and acts as the administrative centre for a wider district of c.60,000. Atherstone is within reach of three major cities, Birmingham, Coventry, and Leicester, and is well connected, with an hourly direct train service to London. Situated on the A5, the town is well positioned in relation to the national motorway network, with access to the M42, M40, M1, M6, and M69.

Atherstone possesses a diverse range of independent traders, from quirky shops and cafes ideal for leisurely browsing, to more everyday services, including a baker and butcher, shops which have disappeared from many other high streets. Long Street is the focus for shopping, although the library and a leisure complex (comprising a gym, swimming pool and fitness classes) are also on high street. Notably, social media impressions draw attention to the number of bridal shops in the town. The town has a historic centre based around St. Mary's Church and the Market Square, which hosts markets on Tuesdays and Fridays, and is used for many of Atherstone's community events. Tourism is an increasing feature, with Atherstone a popular stopping point on the Coventry Canal, which runs through the town. Atherstone can draw on a rich history dating back to Roman times, it is alleged

Queen Boadicea (Boudica) met her fate outside the fort in the Anker Valley. Atherstone can also boast about connections to Henry Tudor, acting as an importance location during the English. Dating back to the 12th century, the Atherstone Ball Game remains an important date in the town's calendar, normally taking place on Shrove Tuesday, when hundreds of people gather to play this unique version of 'the beautiful game.' Atherstone became well known for its hatting factories with the last one, Wilson and Stafford's, closing as recently as 1999. With the decline of the mining industry, Atherstone falls within the Coalfield Regeneration schemes. Atherstone has also recently reinvented itself as a book town, with several bookshops selling new and second-hand stock. Furthermore, Atherstone and North Warwickshire are becoming cycling hotspots, hosting regular international events. Ultimately, Atherstone today might be considered a highly liveable place, an attractive historic market town and visitor destination, providing a range of amenities for both residents and tourists.

Atherstone's *Transforming Your High Street* Report prepared by the High Streets Task Force, reveals the town possesses many strengths, including a range of active community groups and events and festivals. The town centre partnership perhaps remains embryonic, but potentially provides a mechanism through which to build on local strengths and co-ordinate local activity and deliver the vision and plans for Atherstone. The workshop, however, identified several shared concerns and issues about the future of Atherstone's town centre. The findings from the stakeholder workshop presented in this report draws attention to what these changes might be, and what action local stakeholders might take. The report provides only a snapshot from the workshop findings. Our recommendation is that Atherstone should review in more detail the 25 factors and see how the town is performing in respect of each.

In communicating a potential strategy to take Atherstone town centre forward, it is important to acknowledge there a potential quick wins, whereas other interventions are only achievable in the long term. Atherstone has several strong attributes, and it may be the case that many existing interventions and activity simply need to be more effectively communicated across a wider range of stakeholders in the town centre. It also clear, given the workshop attendance and levels of engagement, there is potentially a strong network of stakeholders who are willing and invested in the town's future.

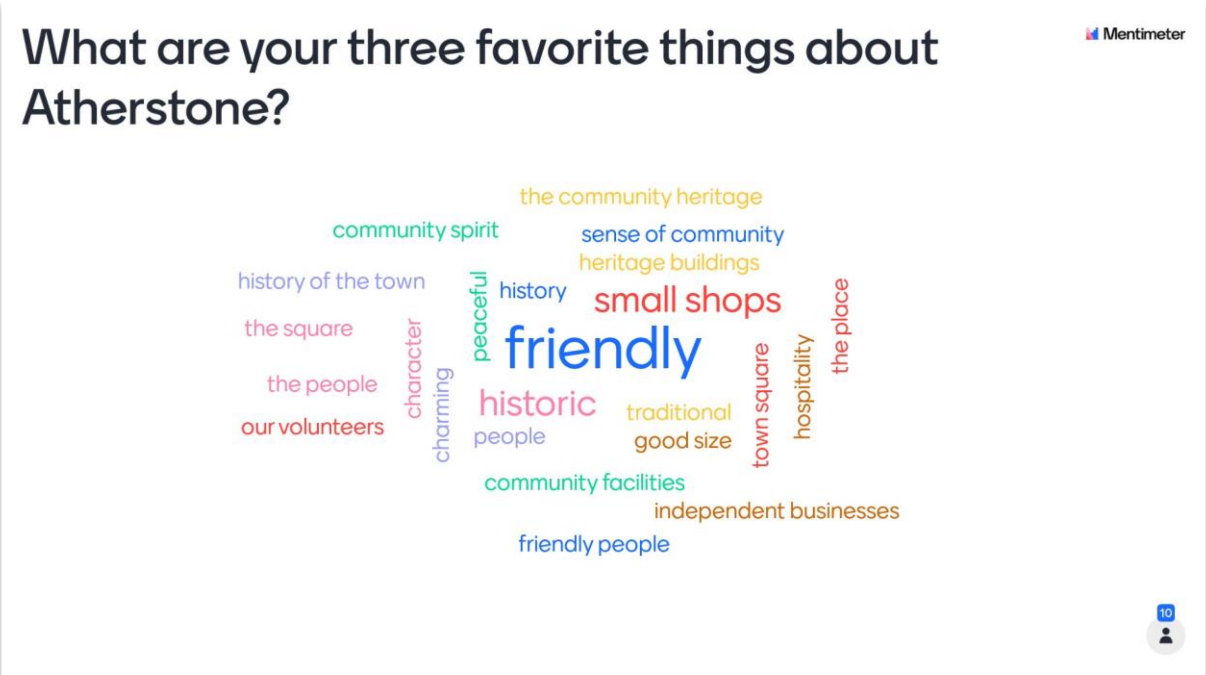
Understanding Atherstone

As an introductory exercise we asked participants to undertake a short exercise on Mentimeter, an interactive word cloud tool. The exercise presented participants with two simple questions.

- What are your three favorite things about Atherstone?
- What are three main things that hold Atherstone back?

The results from the exercise can be seen in Figures 2 and 3 below:

Figure 1: Favourite things about Atherstone

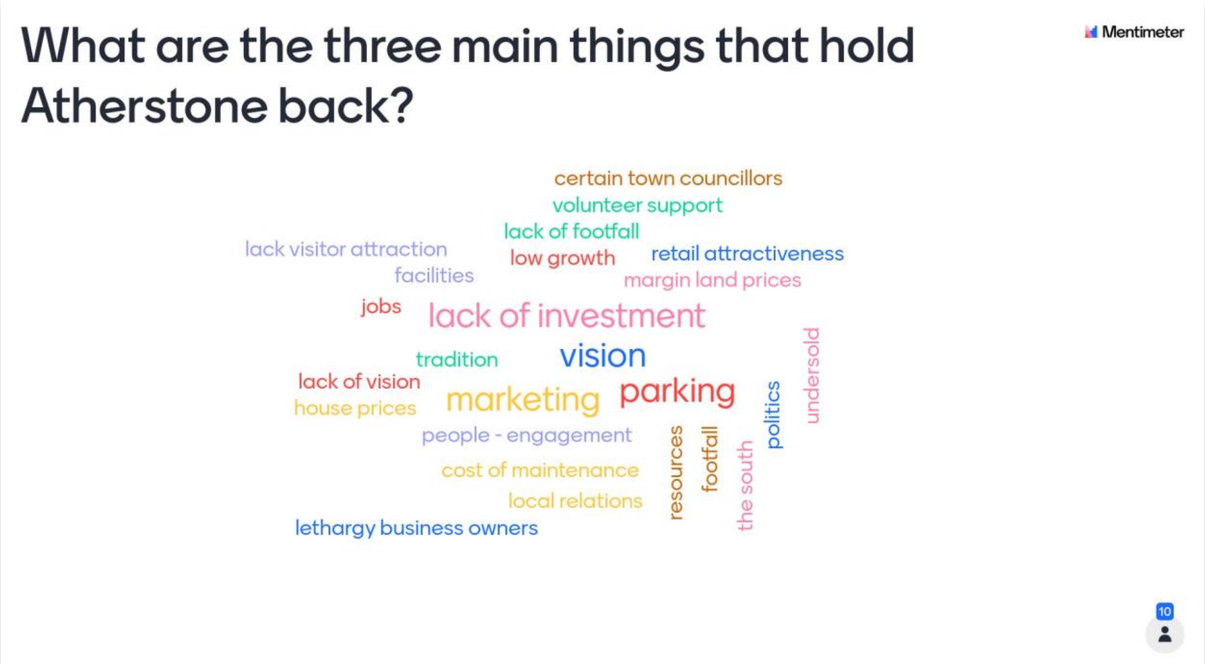


What are your three favorite things about Atherstone?

Mentimeter
the community heritage
community spirit
sense of community
heritage buildings
history of the town
history
small shops
peaceful
the place
the square
character
friendly
the people
charming
historic
traditional
town square
hospitality
our volunteers
people
good size
community facilities
independent businesses
friendly people
10

As can be seen from the figure above 24 different words and phrases were used to describe positive aspects of Atherstone. Clearly standing out are themes related friendliness, people and community, history and heritage, and small independent traders. The main positive here is there appears to be a clear shared understanding of the town’s image and identity.

Figure 2: Things holding Atherstone back



What are the three main things that hold Atherstone back?

Mentimeter
certain town councillors
volunteer support
lack of footfall
lack visitor attraction
low growth
retail attractiveness
facilities
margin land prices
jobs
lack of investment
tradition
vision
undersold
lack of vision
marketing
parking
politics
house prices
people - engagement
resources
footfall
the south
cost of maintenance
local relations
lethargy business owners
10

25 different words and phrases were used to describe different elements holding Atherstone back. The list here is more diverse, there appears to be less consensus or shared understanding of the challenges facing Atherstone. This is where the Vital and Viable workshop can really help, in terms of helping local stakeholders to develop a shared understanding of the problems, together with priorities for intervention.

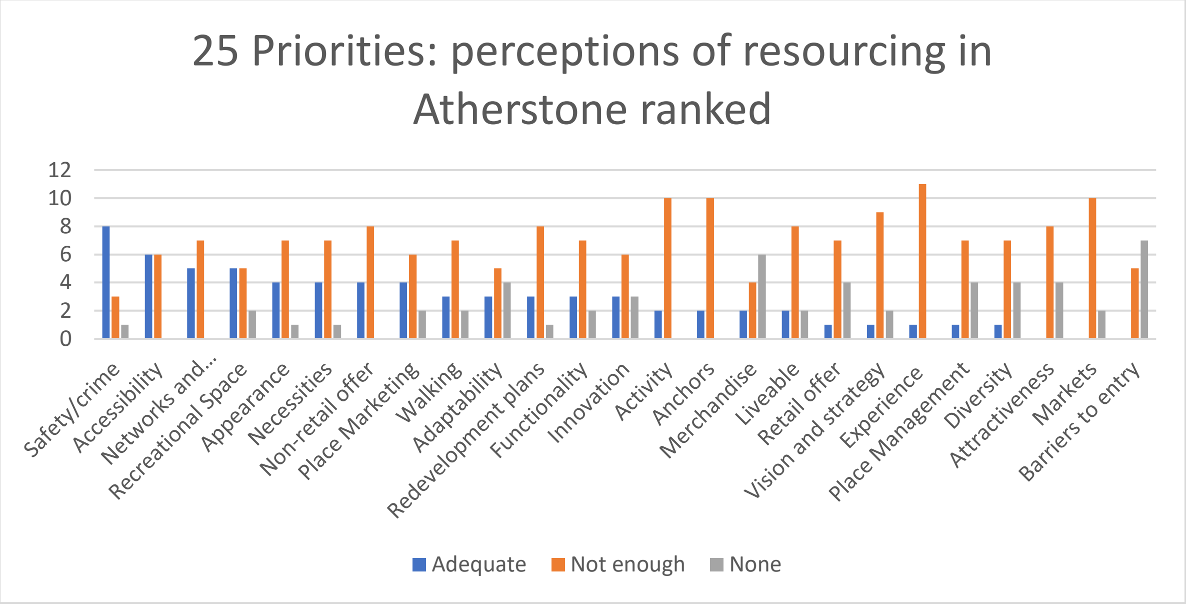
Specific factors affecting the vitality and viability of Atherstone

Participants were asked to independently fill out our 25 Priorities survey, which requires each respondent to rank each factor in relation to two questions:

1. How much effort/resource is dedicated to the priority in Atherstone?
2. How important do you think the priority is to the vitality and viability of your town?

In total 12 participants within the workshop completed the survey. Figure 4 below summarises how the group ranked each factor according to their perception of how well each factor is resourced in within centres in Atherstone.

Figure 3: 25 Priorities: perceptions of resourcing



Perhaps somewhat unusually, most of the group perceives Safety/Crime as sufficiently resourced, followed by Accessibility. All the remaining factors, however, are perceived to be under-resourced, notably Attractiveness, Markets, and Barriers to Entry. Before drawing any firm conclusion, it must be emphasized this is a small sample group, and it records perceptions, not actual resourcing. The challenge maybe that Markets, for instance, is something that is well resourced (there must be more than zero resource), but for some reason this is not communicated well or widely appreciated in the town. More transparency and the sharing of data and information amongst key stakeholder groups maybe the quick fix in terms of addressing what on the outset appears to be quite a negative picture of the town.

Figure 4: 25 Priorities - perceptions of importance

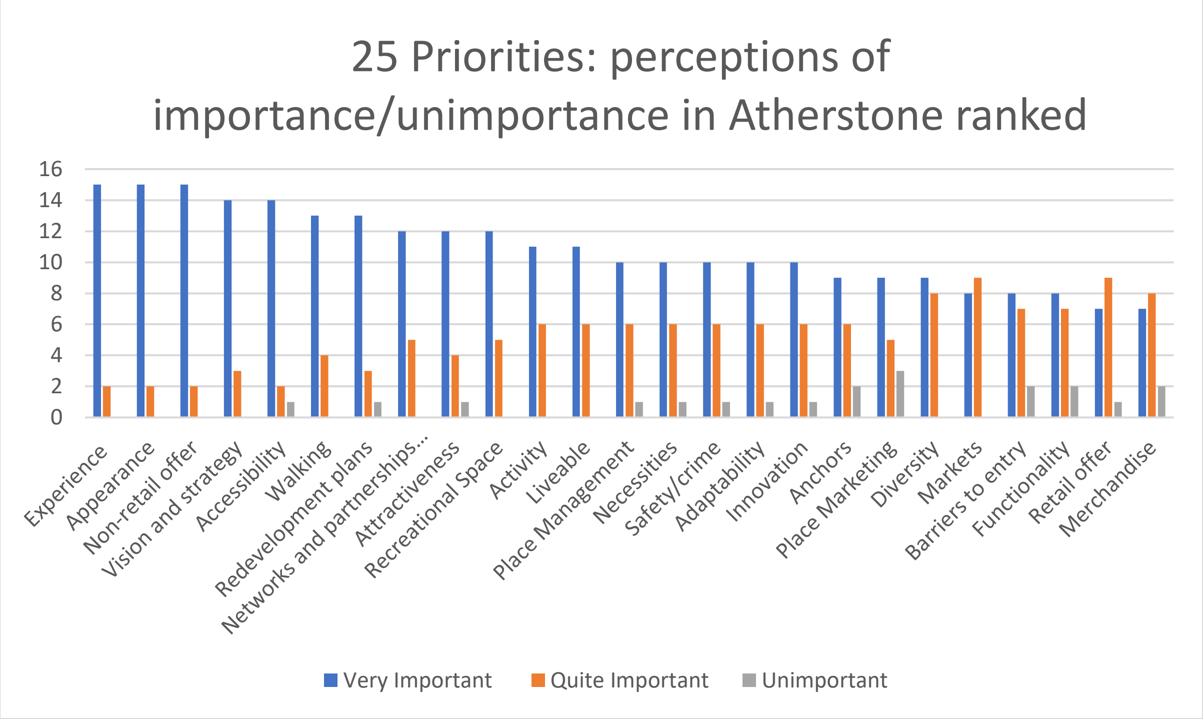


Figure 5 reveals some interesting challenges. For example, when asked what you favourite things are about Atherstone, the small independent traders stood out, but the survey suggests the retail offer, and merchandise are not so important. Instead, here the survey reveals of wide range of important priorities, but amongst the top priorities are Experience, Appearance, Non-Retail Offer, Vision and Strategy, and Accessibility.

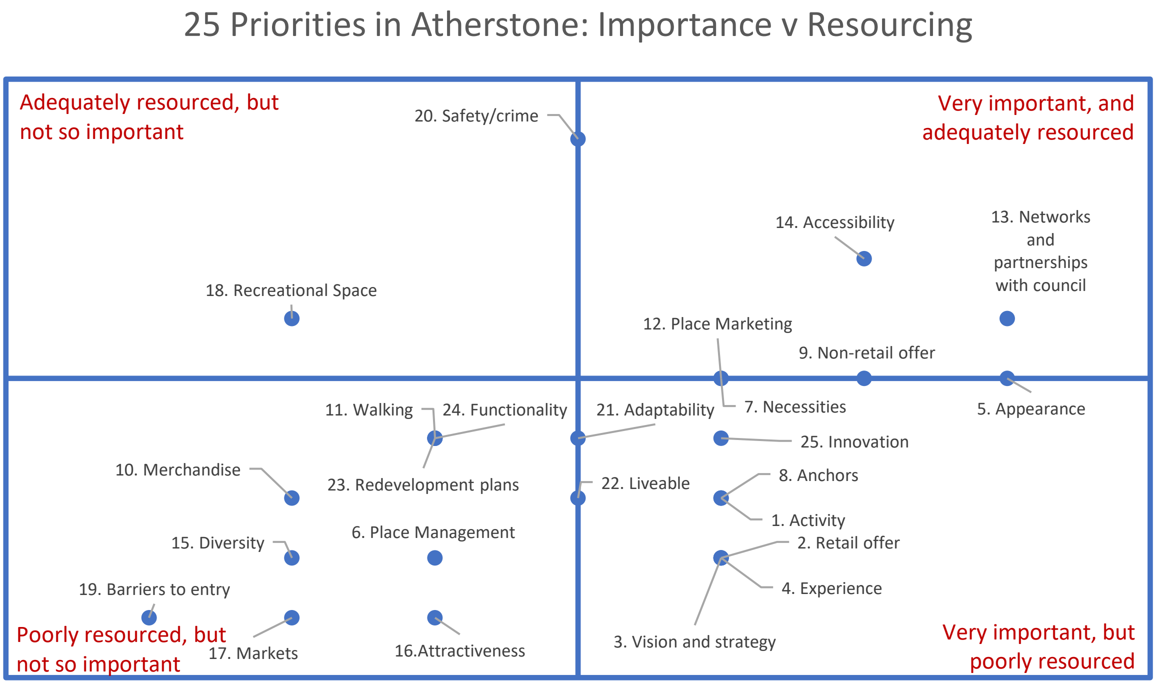
The next consideration, however, relates to how underpinning research behind the IPM 25 Priorities ranks the importance of each factor (see Table 2 below), according to the potential impact on vitality and viability, and the levels of local control.

Table 1: List of the IPM 25 Priorities

1. Activity
2. Retail offer
3. Vision and strategy
4. Experience
5. Appearance
6. Place Management
7. Necessities
8. Anchors
9. Non-retail offer
10. Merchandise
11. Walking
12. Place Marketing
13. Networks and partnerships
14. Accessible
15. Diversity
16. Attractiveness
17. Markets
18. Recreational Space
19. Barriers to entry
20. Safety/crime
21. Adaptability
22. Liveable
23. Redevelopment plans
24. Functionality
25. Innovation

Taking this list into consideration reveals some challenges, for example, whereas the participants ranked Retail Offer low in Figure 5, the IPM's research ranks this more highly. This is not to suggest Atherstone should necessarily attach higher priority to Retail Offer, rather the IPM listing might help local stakeholders to refine the priorities they have identified. To assist with this process, Figure 7 below, maps the ranking of importance against perceptions of resourcing. Priorities located in the top two quadrants are identified by participants as adequately resourced in Atherstone. Priorities located on the right-hand side quadrants are seen as more important to Atherstone, compared to those on the left. Our attention, therefore, is drawn to the bottom right-hand quadrant, which locates issues participants believed to be important to Atherstone, but inadequately resourced.

Figure 5 perceptions of resourcing plotted against perceptions of importance.



Overall, is it a concern that only 4 factors were seen to be well resourced. For the sake of clarity, if we rule out all the factors located on the x-axis (Adaptability and Liveable, Place Marketing, Necessities, Non-retail Offer, and Appearance), this leaves a group of priorities firmly located in the Very Important to Atherstone, but poorly resourced quadrant. To help order these, the labels positioned in the matrix also include the IPM ranking. Activity, Retail Offer, and Vision and Strategy are the top 3 most important Priorities according to the IPM analysis. Taking this into account, Table 3 below ranks each Priority according to its importance in the IPM ranking. The table also includes indicative activities or interventions to address each priority.

Table 2: Priorities for Atherstone?

Priority	Indicative activities, which might require additional resource
Activity	• Analysis of hourly footfall data – to ascertain the balance between day and evening economies • Review opening times of local business – do they align with activity patterns and if what can local traders do to change this? • Analysis of use classes in town centre (to ascertain mix of retail, leisure, social, entertainment, commercial activity etc), and identify imbalances/underrepresented services • Analysis of the impact of market days and other events/festivals on footfall – what can be done to amplify synergies with local traders?
Retail Offer	• Review of overall range of retailers and services, to establish mix of comparison, convenience, luxury, discounters. • Establish what retails channels are present in the town e.g., how many retailers are store-based only v traders with an online presence, click and collect services. • Review retail formats, e.g., balance of national chains compared to independents, shopping centres etc • Are there any key retailers or retail services currently absent in the town centre?
Vision and Strategy	• Review existing plans or visions for the town and update them to reflect continuing long term structural trends and challenges to the high street? • To what extent do local stakeholders and the community share and support the vision? • Is there a need to develop a new vision, or refresh the existing one?
Experience	• Review centre image and reputation e.g., through survey of local business, residents and visitors, online sentiment analysis, media representation etc. • Review service quality and visitor satisfaction e.g., analyse TripAdvisor reviews • Does the town appear welcoming, is it legible, what kind of atmosphere exists in the town on different days e.g., how market days compare with non-market days, what differences are between day and night-time experiences?
Anchors	• Review the range of place-based anchors in the town (retail, employment, transport hubs, green space, heritage, culture), basically any activity that significantly attracts footfall into the town. • How strong are the synergies between nearby anchors and the town centre? E.g., do employees regularly come into the town? • What scope is there to quickly improve links between town and nearby anchors e.g., signage, route-making etc?
Innovation	• What opportunities are there to experiment e.g., innovative place-making interventions, to introduce new retail formats or offer in the town centre? • What can be done to encourage pop-ups, festivals, events, e.g., through the re-use of vacant shops, or under-utilised public space? • What potential is there to extend the market, or introduce an extended market offer e.g., focused on street-food, crafts etc,

It may well be the case the data and information to tackle these priorities already exists, but the necessary analysis or insights have not been shared widely with local stakeholders. Furthermore, it may also be the case, for example, innovation is already happening, but this activity is perhaps not well co-ordinated or communicated.

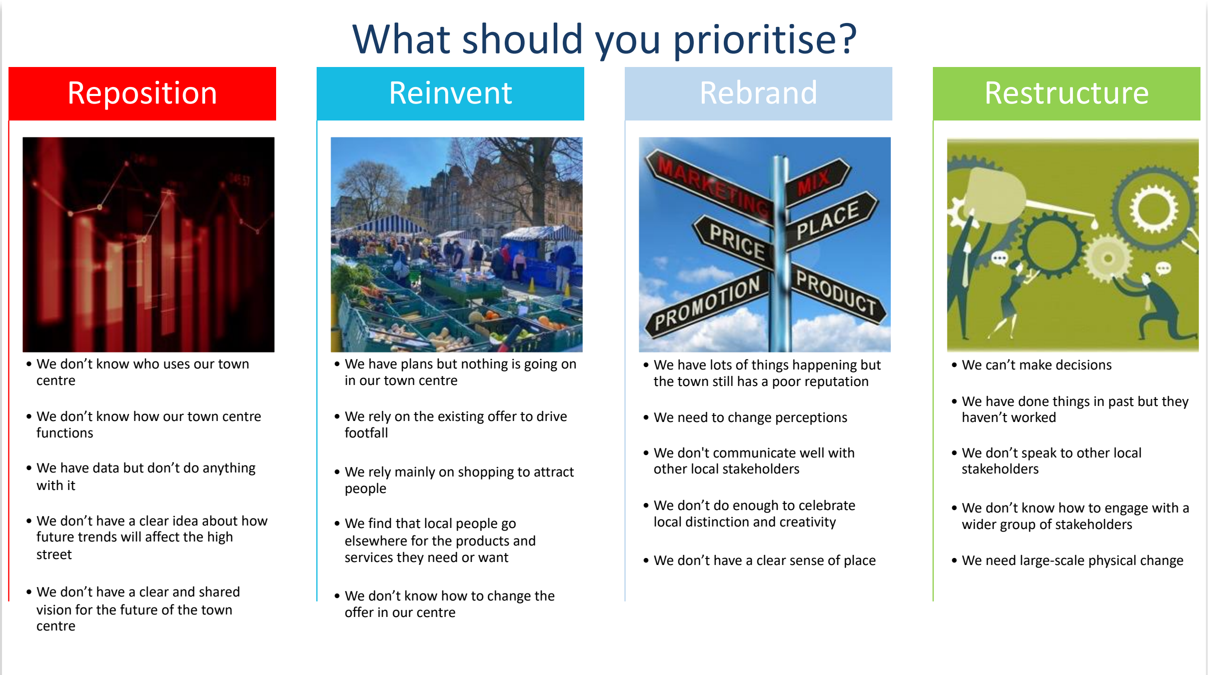
An important message is that addressing these priorities might not necessarily require major investment or significant capital funding, but instead might be tackled by improved working practices to better coordinate and communicate what is happening locally. However, you may find your review of these priorities reveals need for a more strategic reappraisal of future development plans. For example, improving synergies between the town centre and nearby footfall anchors, might only require better signage, clearer waymarking, and some promotion e.g., to make employees aware of the local retail offer and direct them to it. Alternatively, it might require more substantive interventions to remove physical blockages and to improve walkability into the town centre from surrounding neighbourhoods.

Ultimately, the recommendations above are based on a single workshop, with small, although important group of participants. We would suggest our recommendations here are taken back to this group for review and comment, or they could form the basis of future discussions in a process whereby local stakeholders in Atherstone refine their vision for the town and agree shared priorities.

The 4Rs Framework in Atherstone

Following the completion of the survey, the IPM team facilitated a more in-depth discussion focussing on the 4Rs framework. Please refer to the Figure 6 below to see the visual representation of the exercise, where participants were asked to identify and justify which off the scenarios best described the situation in Atherstone. The group was split into two breakout rooms, and the outcomes of these discussions are organised within the IPM's 4Rs Framework. In short, participants were asked to identify which of the following scenarios best match the situation in town. From these local insights we still feel Repositioning should be a top priority and Rebranding the lowest, but we would then propose Restructuring takes precedence over Reinvention. is second, rather

Figure 6: 4Rs Framework Workshop Exercise


MARKETING MIX
PRICE
PLACE
PROMOTION
PRODUCT

What should you prioritise?

Reposition

- We don't know who uses our town centre
- We don't know how our town centre functions
- We have data but don't do anything with it
- We don't have a clear idea about how future trends will affect the high street
- We don't have a clear and shared vision for the future of the town centre

Reinvent

- We have plans but nothing is going on in our town centre
- We rely on the existing offer to drive footfall
- We rely mainly on shopping to attract people
- We find that local people go elsewhere for the products and services they need or want
- We don't know how to change the offer in our centre

Rebrand

- We have lots of things happening but the town still has a poor reputation
- We need to change perceptions
- We don't communicate well with other local stakeholders
- We don't do enough to celebrate local distinction and creativity
- We don't have a clear sense of place

Restructure

- We can't make decisions
- We have done things in past but they haven't worked
- We don't speak to other local stakeholders
- We don't know how to engage with a wider group of stakeholders
- We need large-scale physical change

The initial outcomes of this exercise were fed back to a group of local stakeholders on the 17th of February 2022, including representatives from local government, elected members, Civic Society, local traders, Federation for Small Businesses, which led to further refinement of the priorities based on feedback received in this session. For example, the group thought improving communication and co-ordination should be considered a quick win, as opposed to a longer-term priority.

Recommendations: the main priorities

The IPM's view is that Atherstone needs to revisit its partnership arrangements first, to address the challenge of communication across the town, and to consider how new capacity might be added to existing structures and provide new impetus. The first task should be to revisit existing visions and plans and consider whether these too new a refresh considering the pandemic and its impact on wider society. Consequently, we see **Restructuring** as the top priority. Given that the town already possess several strong attributes, has events, festivals, and markets, together with a strong independent retail offer, we see **Rebranding** as the second priority. Resolving local communication issues, for example, through a single co-ordinated online social media communication channel, will help Atherstone reconnect with its existing catchment by clearly communicating what is happening in the town and advertising its retail offer. Once the town has reactivated its existing offer it will then be timely to review how well the existing offer meets the needs of the local catchment and to think about new opportunities and markets. Consequently, we see **Repositioning** as the next stage of Atherstone's development, to consider what could be done in the short-term to help the town prepare for future adaption. Finally, we have **Reinventing** as the fourth priority, as a strategy for activating the town through new interventions which help the town to reposition itself.

Priority 1 – Restructuring

In some cases, local action is constrained by structural barriers, which require large scale spatial planning interventions to resolve. In the short-term, this does not necessarily appear to be the case in Atherstone. Possibly, long-term planning solutions might focus on the synergies between the town centre and the railway station, or the major employment hubs on the edge of Atherstone.

Another consideration, drawing from the IPM's wider research experience, should Atherstone pursue major regeneration projects in the future, their impact and legacy will be amplified if there are effective networks and partnerships already in place. So, our focus here in relation to restructuring is on the local partnership working and governance arrangements.

With representatives from Warwickshire County Council, North Warwickshire Borough Council, Atherstone Partnership, Federation of Small Businesses, local traders, Civic Society, and St Mary's Church, a range of people could speak for the public, private and voluntary sectors. It is clear there are a numerous active groups in the town, but concern was raised about momentum, but the pandemic stalled activity and collaborative working. There is a need to reenergise existing networks and partnerships, establish events and simply the get the momentum going again.

The main challenge or barrier holding Atherstone back, and something which was mentioned repeatedly throughout the workshop by numerous participants, was the lack of coordination. There was some frustration expressed concerning why "everyone is fighting against each other". One participant referred to the Welcome Back funding and reflected on how difficult that has been due to everyone wanting their own say on how that money is spent. As another remarked, working with stakeholders in Atherstone, compared to other Warwickshire towns, was like "herding cats".

To illustrate the point about coordination, the Charity Christmas Tractor Rally, which despite being a great spectacle, there is a feeling there might be stronger synergies with the town centre. It was also revealed the Atherstone Heritage Centre had previously worked with Mancetter and there was a need to refresh this collaboration.

> “We have been trying for years to tie in Atherstone, Mancetter, Battle of Bosworth, canals etc as contributors to Atherstone heritage and attraction. We are seeing some progress, but more effort and support needs to be coordinated in this” (Workshop Participant).

Furthermore, there was reference to a Destination Management Plan produced by the County Council, but questions were raised about what happened to this. Despite some history to wider working, participants can see value in bringing event organisers located outside Atherstone into local networks and partnerships, including the county council.

Several participants also referred to a disconnect between local businesses and other events, resulting in local traders failing to take advantage of increased footfall. Despite attempts to improve digital skills and presence, and trailing different opening days, there remains a concern about engaging local traders, where participants believed the relationship between this group and local government needs improvement. One suggestion was to run a programme of networking events with local business to identify their needs and challenges, but as one participant opined “people have long memories” and complained about interventions in the past which have not worked out, to suggest future engagement with traders would be challenge.

In Atherstone there is an active group of local volunteers firmly committed to making the town a better place. However, the pandemic perhaps has stalled local networks and partnerships, and certainly workshop participants were concerned about the reliance on a small group of volunteers to take things forward. As we have seen elsewhere this can create challenges in the long term, with individuals becoming burnt-out and withdrawing from volunteer networks, and without a succession management plan in place, the volunteer network eventually dwindles as people over time naturally move on and draw back from activities, and there is no clear idea about who will take their place. Questions were asked about whether the local authority might take on a role in providing support for volunteers, but public resource for this appears limited. There is perhaps an opportunity to refresh membership by reaching out to and including new residents or including more younger people. It appears the Atherstone Partnership has been working on by bringing together a ‘Youth Partnership’ as a sub-group, together with work with local schools, but this currently seems to be less of a priority. Although mapping exercises may have been done previously, given the pandemic and new arrivals in the own, it maybe apposite to review local community capacity, to determine whether new individuals and groups might be added to existing partnership arrangement.

Sometimes places just seem to be stuck in a state of inertia around decision making or, when decisions are made and action taken, it does not have the impact that was expected. This can be tackled through a process of restructuring. Strengthening existing synergies perhaps involves more than simply improving communications between local stakeholders, and instead calls for more greater collaboration and coordination of local stakeholders. This may involve a refreshing of existing networks. Sometimes wider town partnerships meet too often or are simply too large to be effective. It might prove useful, therefore, consider delegating specific tasks to sub-groups, which meet more often, who report back to a smaller executive group. It is not for the IPM, however, to determine how this operates, the various partnerships and stakeholders involved in Atherstone, including local government, need to work out what works best. Consequently, there are not many easy wins here, but hopefully the Vital and Viable workshop provided a springboard to address this issues in proactive way.

Priority 1: Restructuring

QUICK WINS	LONGER TERM
Improve communication between and co-coordination of key local stakeholders e.g., ensure the updating of signage is communicated to local stakeholders.	Establish what short term, actionable objectives can be achieved over the next year, and establish sub-groups to tackle specific initiatives.
Evaluate extent local stakeholders and community share and support the vision.	Revisit and refresh the existing vision for Atherstone and consider whether a new collaborative vision is required.
Re-map stakeholders across the town and circulate findings.	Consider refreshing local networks to widen their diversity and add additional capacity to effect change through engagement with local traders, younger people, event organisers outside the town.
Review how the Atherstone Partnership is resourced and establish a business case for increased funding to support activity. Is there scope to rethink how the partnership is supported by local and county government?	Construct a system for supporting and managing local volunteers – and make a succession management plan for the town centre partnership and volunteer network, to enable their continuity.

Priority 2 – Rebranding

Strategies of rebranding focus upon the application of branding, marketing communications, and public relations techniques to deliver a consistent place identity, which relates to the sum of beliefs, ideas, and impressions in the minds of potential consumers of a place (Ntounis, and Kavaratzis, 2017). Successful place brand management can lead to positive word-of-mouth, and assist in the transformation of previously negative, or just as problematic, non-existent images. In this respect, the overall reputation of Atherstone is a largely positive, and its position in relation to nearby tourist destinations enables the town to benefit from visitor markets, although more might be done to exploit this advantage.

Sometimes there are good plans, based on good evidence and these are being brought to life. The place is both repositioning and reinventing – but catchment perceptions have not changed. People are still negative about the town or city. In this case, rebranding may be needed. This might be case for Atherstone town centre, where the offer and attributes of the centre might be more clearly communicated to the existing local catchment. By this we mean both residents and others who regularly visit the town centre, including who work in Atherstone, but may live elsewhere. We would suggest more research is undertaken to analyse and understand how Atherstone is perceived, e.g., through social media sentiment analysis, as sometimes concerns expressed by stakeholders about place reputation are not necessarily reflected in how wider consumers or residents talk about a place. It also involves using communication to channels to listen to what people say about a place.

Rebranding includes stakeholder communications, not just marketing and PR activities. An illustration of this issue relates to events taking place in or near Atherstone, such as cycling or the tractor run, participants reported concern about the reach and effectiveness of the communications promoting these events. However, the challenge is not necessarily related to a lack of communication, as there appears to be numerous active social media channels. Rather the issues appear to relate to the consistency of this messaging, which again points to the need for greater coordination of activity between local stakeholders. The same situation might apply to internal messaging, in relation the independent retail offer and the market.

Ultimately, a strong place brand should be positive and consistent, and the product of local co-creation. It might be appropriate to establish a local subgroup to review and develop an appropriate a participatory place branding process, which engages a wide range of local stakeholders. We would emphasise, this does not necessarily require professional branding assistance, and neither does the target audience need to be an external one. Rather, low-level, and low-cost social media communication across multiple platforms designed to engage and inform existing users of the town-centre, stakeholders and residents, about existing activities and the wider offer in the centre might prove just as effective.

In terms of physical interventions, participants raised concern about tired and dated signage, which according to one participant “point to things that don’t exist anymore”. Clearly legibility and wayfaring are significant issues to address both in terms of accessibility and for visitors unfamiliar with the town, but as another participant pointed out work was being done to address this issues, further illustrating the priority should be focused on getting the different voices working together, to “bring all the disparate groups together”. The updating of signage, however, not only needs to reflect existing assets and strengths in the town but needs to be consistent with the wider vision and identity of Atherstone in terms of style, design, colour and so on. Signage should contribute to place distinction, not distract from it.

Priority 2: Rebranding

QUICK WINS	LONGER TERM
Co-ordinate local social media channels, to improve both consistency and targeting of messages about the town centre, its retail and non-retail offer, and the range of events taking place both in the town, and in nearby places.	Ideally local traders, including market traders, would take responsibility for social media in relation to the town centre.
Establish what retails channels are present in the town e.g., how many retailers/market traders are store-based only compared to traders with an online presence, those offering click and collect services, home-delivery etc.	Encourage independent traders to create active social media accounts and provide training to improve their digital footprint.
Conduct analysis of social media to understand better how people perceive the reputation of Atherstone, visitors experience and review of service quality e.g., collate and analyse TripAdvisor reviews for local businesses and attractions.	Coordinate social media with surrounding events and tourist destinations to encourage visitors to make linked trips to the town centre and develop closer alignment with county wider visitor and tourism strategy.
Assess how welcoming the town is in terms of legibility and atmosphere at different times of the year / compare night and daytime / market days to non-market days / festival and events to non-event days.	Identify small funding pots for small / tactical place-making projects e.g., improvement of shop front, murals, pocket parks, parklets. Trial and experiment to build evidence base for more permanent/large scale intervention.
Collate a list of any obvious eyesores which detract from visitor experience / quality of gateways, signage, street furniture, planting and planters, unkempt verges/micro-plots, lighting, commercial waste, general litter and so on.	Establish feasibility for small-scale place-making interventions to improve legibility and wayfaring Work with other stakeholders to improve appearance e.g., of car parks, transit stops, properties – assets outside the control of local government. Update and improve signage across the town centre.

Priority 3 – Repositioning

Repositioning is a strategy that relates to clearly identifying and communicating a place's market position (Millington and Ntounis, 2017). In some locations, there is a poor understanding of the catchment, the challenges and trends impacting on the place as well as a lack of data on which to base decisions. In these instances, a strategy of repositioning is sensible. This entails taking time to collect and analyse data and information, as well as develop appropriate visions and strategies that can get widespread buy-in.

Upon review, we feel Atherstone is performing well in this area. The town, for example, has footfall data collected from automated counters, and participants in the workshop expressed a willingness to share the data locally. However, it would also be useful for someone to take the lead on providing insights and analysis from this data. For instance, some participants expressed they did not fully understand who uses the town centre and what really attracts visitors to Atherstone. That said, workshop participants appear to have a good understanding of Atherstone as a multifunctional and liveable employment, residential and cultural centre. Participants could recognise the town's attributes and appear to share a strong sense of place identity. Nevertheless, continued knowledge exchange between stakeholders is also crucial in repositioning strategies, to maintain a shared understanding of a centre's identity and function.

Repositioning can also be used to counteract decline and enable a centre to identify potential competitive advantages. Currently, Atherstone is performing relatively well, and the long-term picture appears healthy. But, repositioning also involves understanding forces of change, and the value of unique responses that reposition centres. High streets are extremely dynamic places, and they change to reflect both short- and long-term change in consumer behaviour. Inevitably the offer will need to change and adapt to future local needs. One participant did express they were unclear about how future trends are going to affect the high street, and that understanding this was vitally important. Responding to change, however, involves a careful balance between building on a place's existing and distinct capabilities, whilst also accommodating new activities to ensure centre remains resilient. Going forward, Atherstone will need to ensure processes are in place to continually review and respond to data and trends.

Priority 3: Repositioning

QUICK WINS	LONGER TERM
Ensure footfall data is widely available and can be accessed by local traders, event organisers and other place-based stakeholders to demonstrate success of delivery.	Continue to track effectiveness of interventions in the town centre through monitoring and interpreting footfall data (volume and pattern of activity), providing impact assessment of events etc.
Conduct a use class survey and analysis to establish: • The mix of retail, leisure, social, entertainment, commercial activity • Any imbalance or underrepresented services or activities, • The overall range of retailers and services, to establish mix of comparison, convenience, luxury, discounters, • The range of retail formats, e.g., balance of national chains compared to independents, shopping centres etc • Establish modal opening and closing towns of town centre businesses.	Establish where there are any key retailers or other services currently absent in the town centre, which might see Atherstone as a viable investment option. Engage local property owners and provide them with insights to inform reuse of vacant units.
Conduct footfall analysis to establish: • Impact of market days on footfall, • Impact of events/festivals on footfall, • The extent business opening times of align with activity patterns, • Regular / routine patterns of activity around major place-based anchors e.g., employment, transit hubs etc.	Establish an action plan to amplify synergies between different place-based anchors and local traders e.g., re-trialling changed opening times, co-ordinated marketing of events, engagement with local employment anchors.
Review existing plans and vision and benchmark against the IPM's 25 Priorities.	Based on this analysis, review existing plans or visions for the town and update them to reflect continuing long term structural trends and challenges to the high street Ensure alignment between Local Plan and the intelligence gathered.

Priority 4 – Reinventing

Reinventing strategies relate to the activities undertaken to revitalise a place's identity and offer (Theodoridis, Ntounis, and Pal, 2017. Any place should understand and seek to meet the needs of its catchment and the visitors it may attract and be sensitive to these insights when making any changes within a centre. Sometimes places have the data they need and sensible plans for how the town or city needs to change to better serve its catchment communities, but nothing is happening there. A process of reinvention is needed. Transformation needs to start, and this might be through temporary interventions, events, pop-ups, or experimental place-making.

The general picture for Atherstone, is that the town is in a good position, is performing relatively well, and is seen as an attractive location. The town has a range of place-based anchors, which attract people into Atherstone, although more needs to be done to generate synergies with the town centre. For example, before the pandemic the over 171,000 passengers used the local railway station. Aldi's head-office employs over 1,400 people. The town and surrounding areas boast numerous attractions and visitor destinations. To echo the views of local stakeholders, more could be done to capitalise on existing assets either in the town or located nearby.

As identified above, it perhaps not necessary for the town to completely reinvent itself as something new. The town possesses a unique set of strong attributes from which to build on. Rather efforts should be made to protect the existing offer, but at same steps need to be taken to ensure future resilience. It is important this is led by evidence and data, which reflects what is happening locally. An interesting example here relates to point raised about the changing nature of the local catchment, with reference to the "Education, Skills & Training" domain of the IMD 2019, compounded, according to participants, by cuts to adult education in the town. There is a suggestion, therefore, that the high street might provide a space and opportunities for skills and education development. This perhaps needs further research and development but may provide a channel through which to rethink the vision for the town centre to diversify beyond retail and add additional functionality.

Broadly the workshop participants expressed a drive and passion to effect change, but there remains concern that the town's unique attributes had not been fully exploited, and there seems to be a lack of clarity in terms of what to do next and move from a position of talking about plans for change, to delivering that change through practical interventions. However, the IPM view is that there are many events and festivals taking place in the town already, there is a market, and there is a small but passionate group of volunteers willing to take things forward. The issues to address, therefore, relate more to restructuring and rebranding. From the workshop, however, we feel the main issues relate to maintaining and sustaining existing qualities, with scope to enhance existing synergies. We would suggest, therefore,

Priority 4: Reinventing

QUICK WINS	LONGER TERM
Review range of place-based anchors (retail, employment, transport, green space, heritage, culture), everyday activity that significantly attracts footfall.	Ensure key place-based attractors are embedded in local plans and visions for the town centre and include in wider messaging. Conduct feasibility study into adding skills/education functionality to the high street e.g., co-working space, hospitality training, support for independent traders.
Review how Atherstone is promoted within the wider North Warwickshire tourism.	Work with local DMO to ensure a clear, consistent messaging is used to promote Atherstone and nearby tourist attractions, festivals, and events.
Evaluate potential to extend dwell time using footfall data to track interventions e.g., through trials of extended opening hours, early evening events, pop-ups.	Identify opportunities to experiment and deliver new innovative place-making interventions e.g., new retail formats, extended market offer, pop-ups, reuse of vacant units.
Review and evaluate impact of new market activity e.g., monthly Farmer's Market, market stalls in the evening e.g., by footfall activity.	Ensure market offer drives footfall and aligns with catchment needs.

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Appendix 1: The IPM 25 priorities for vitality and viability

1 Activity

Description: Activity (or town centre activity) is understood as patterns and levels of everyday usage. It refers to a high street or town centre being open for people for a variety of uses (retail, leisure, social exchange, entertainment, work, etc).

Activity includes Opening hours; footfall; shopping hours; evening economy.

2 Retail offer

Description: Retail offer is the overall range of retailers and services available on the High Street including the availability and variety of products and services (comparison/convenience, luxury, discount), retail channels (store-based, online only, click and collect) and retail formats (from small independent shops to shopping centres) that are aimed at satisfying the needs of consumers.

Retail offer includes Retailer offer, retailer representation

3 Vision and strategy

Description: The continuing economic, social, and other challenges that shape the High Street necessitate the development of a clear, shared, and compelling vision that sets out long-term aspirations, aims and goals. Effectively, a vision lays down the blueprint for future strategic development and regeneration of a place, which is then adopted by the wider community.

Vision and strategy include Leadership; collaboration; area development strategies.

4 Experience

Description: Experience refers to a person’s perception and sense of a place, and can comprise physical, cognitive, and emotional attributes. Experience of a place can be related to several factors such as whether it feels welcoming, if it is a good place to spend time, overall customer service experience of retail premises, transport and public space, and environmental factors such as air quality, noise levels and lighting.

Experience includes Centre image; service quality; visitor satisfaction; familiarity; atmosphere.

5 Appearance

Description: Appearance refers to the quality of the public realm and aesthetics of a place. It involves cleanliness, but also other aspects that can translate into positive (or negative) experiences such as lighting, green elements (e.g., trees or flower baskets or beds), congruent landscape (in harmony with the vision and identity of the town), and management of unused spaces.

Appearance includes Visual appearance; cleanliness; ground floor frontages

6 Place management

Description: The Institute of Place Management (IPM) defines place management as “a coordinated, area-based, multi-stakeholder approach to improve locations, harnessing the skills, experiences and resources of those in the private, public and voluntary sectors".

Place management includes Centre management; Shopping Centre Management; Town Centre Management (TCM); Place Management; Business Improvement Districts (BIDs)

7 Necessities

Description: Necessities refers to basic amenities and facilities such as car and bicycle parking, benches and other street furniture, rain and shade structures, streetlights, public toilets, pavements, etc.

Necessities include Car-parking; amenities; general facilities.

8 Anchors

Description: A high street anchor can be described as any type of attraction or infrastructure that significantly increases the presence of people (footfall) in the high street and the surrounding areas. Anchors can be retail, employment, public transport hubs, greenspace, heritage, or culture etc.

9 Non-retail offer

Description: Non-retail offer refers to the opportunities in a centre beyond retail. It includes bars and restaurants; leisure, entertainment, arts, and culture; business and employment; education; health services; and housing.

Non-retail offer includes Attractions; entertainment; non-retail offer; leisure offer.

10 Merchandise

Description: Merchandise refers to the range, assortment, and quality of goods in a centre. It also refers to whether a centre meets the needs of the catchment through the merchandise it offers. Merchandise is not only about availability, but also about pricing, discounts, samples, etc. that customers benefit from.

Merchandise includes Range/quality of goods; assortments; merchandising.

11 Walking

Description: Walking refers to how walking-friendly an area is, the quality of walking conditions, including safety, comfort, and convenience. It also includes other aspects that can improve the walking experience: car free zones, appropriate lighting, signing, etc.

Walking includes Walkability; pedestrianisation/flow; cross-shopping; linked trips; connectivity.

12 Place marketing

Description: Place marketing is traditionally concerned with the development and subsequent promotion of a place product, as well as the construction of a sellable place image that can highlight local difference and enhance a place’s competitive position.

Place marketing includes Centre marketing; marketing; orientation/flow.

13 Networks & partnerships with council

Description: Networks & partnerships with council refers to the presence of strong networks and effective formal or informal partnerships with council, business, and the community. It includes any collaborations that can positively influence the high street.

Networks & partnerships with council include Networking; partnerships; community leadership; retail/tenant trust; tenant/manager relations; strategic alliances; centre empowerment; stakeholder power; engagement.

14 Accessible

Description: Accessibility of a town centre or high street refers to its ease of reach, and to how convenient it is to access it, by a variety of different modes of transport. It also includes how well the centre is connected digitally.

Accessible includes Convenience; accessibility; connected (including digital).

15 Diversity

Description: Diversity is about facilitating a variety of offers that makes a place attractive to live and work in and refers to the importance of making sure places are vibrant and viable at different times of the day, week, and year, attracting different markets for a range of activities.

Diversity includes Range/quality of shops; tenant mix; tenant variety; availability of alternative formats; store characteristics; comparison/convenience; chain vs independent; supermarket impact; retail diversity; retail choice.

16 Attractiveness

Description: Attractiveness is an economic term and refers to the ‘pulling power’ of a centre and relates to KPIs that measure its performance, over time.

Attractiveness includes Sales/turnover; place attractiveness; vacancy rates; attractiveness; retail spend; customer/catchment views; Construction of OOT centre.

17 Markets

Description: Markets add to the pleasure of the customer experience and for markets that sell locally produced goods they act as signifiers for local identity, providing colour and character and focusing on regional wares and specialities.

Markets include Traditional markets, street trading.

18 Recreational space

Description: Recreational space refers to the amount and quality of recreational areas and public space/open space and places that are uncommodified where people can enjoy spending time without spending money.

Recreational space includes Recreational areas; public space; open space.

19 Barriers to entry

Description: Barriers to entry refers to hindrances that are associated with the profile and characteristics of the location (land prices, rents, vacancy rates, whether there is ground for development, absence/presence of competitors, land uses, commercial lease agreements) that stop new entrepreneurs trading in the centre.

Barriers to entry includes Barriers to entry, landlords.

20 Safety/Crime

Description: Safety/crime is a centre KPI measuring perceptions of safety and crime and actual recorded crime including shoplifting.

21 Adaptability

Description: Adaptability refers to the flexibility of the space, property, and operators in a centre. It is about the flexibility of the planning system and how units can be re-let or re-purposed. It also involves how adaptable retailers are to change their type or style of retail activities in relation to potential shifting consumer behaviour and catchment needs.

Adaptability includes Retail flexibility; retail fragmentation; flexibility; store/centre design; retail unit size; store development; rents turnover; store/centre design.

22 Liveable

Description: Liveable refers to the resident population or potential for residence in the centre. Having town centre residents supports many businesses, particularly food shops, cafes, restaurants; that is, retail and non-retail offer that can improve the vitality and viability of a centre. A liveable place is concerned with quality of life and community wellbeing.

Liveable includes: Multi/mono-functional; liveability; personal services; mixed use.

23 Redevelopment plans

Description: Planning for redevelopment is a complex process involving developers, planners, landowners, investors, community groups, and businesses. Redevelopment plans can often exclude and silence the relevant and most vulnerable stakeholder groups (e.g., small businesses, consumers, residents) in favour of 'high-returning' redevelopment projects that are influenced by corporate capital and desensitise people from their place. Town centre regeneration, where misguided can stall plans and leading to situations that have a negative impact on town centres and high streets.

Redevelopment plans include Planning blight, regeneration.

24 Functionality

Description: Functionality refers to the degree to which a centre fulfils a role – e.g., service centre, employment centre, residential centre, tourist centre.

25 Innovation

Description: Innovation refers to transformation that is not just dependent on traditional investment and development but includes place leaders and partnerships being creative and experimenting in their approaches to town centre development. This approach could include encouraging pop-up shops, festivals, events, and community use of redundant retail space.

Innovation includes Opportunities to experiment, retail innovation.

Appendix C

Vital and Viable Coleshill

Professor Steve Millington
Ben Stephenson

October 2023

With Thanks From
Coleshill in Bloom Committee
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About the Institute of Place Management

The Institute of Place Management (IPM) is the professional body for people involved in making, maintaining, and marketing places. As part of Manchester Metropolitan University, the IPM dedicates itself to supporting people who serve places, providing them with unbiased research, continuing professional development, qualifications, conferences, events, and networking opportunities.

The Institute has guided the Expert Panel established by the former Minister for the High Street, Jake Berry (MP), and led by Sir John Timpson, who advocated for additional funding and support for town centres in his *High Street Report.* His recommendations draws on evidence collated by the IPM from several towns in England, captured in the report *High Street 2030: Achieving Change*, published in December 2018. In 2019, the IPM was appointed by the UK government to lead a consortium of partners who comprise the High Streets Task Force (HSTF). The HSTF provides expertise, knowledge, training, and support to local stakeholders involved in revitalising their local centres and high streets across the whole of England.

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Introduction

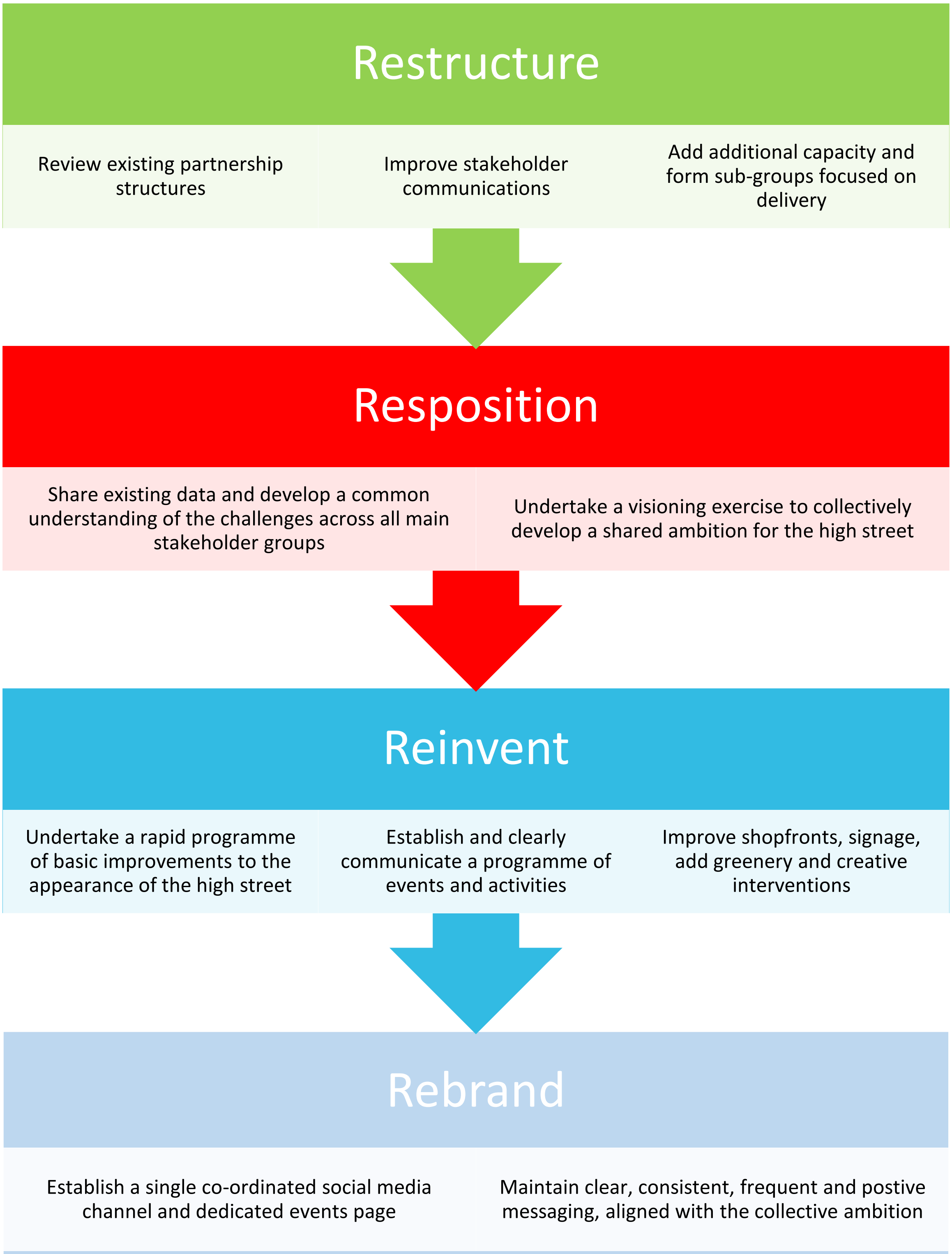
At the invitation of North Warwickshire Borough Council, we prepared this report following a workshop the IPM led in July 2023 for local stakeholders in Coleshill. It is worth noting this work follows a programme of activity provided by the IPM which brought together agencies responsible for management, development, and marketing of towns across Warwickshire. This aimed to identify the key factors that will dictate the future of the county's towns and high streets and assess what stakeholders and partnerships need to focus on to survive and thrive over the next 15 years. Stakeholders in Coleshill can access all the materials from this project on The Warwickshire Future Places Routemap landing page. The guidance underpinning this programme was developed through the IPM's academic investigation over many years, in consultation with key national stakeholders, policy professionals, practitioners, and importantly through partnership working with several places across the UK. We have translated this body of knowledge into two frameworks, the 4Rs (Reposition, Reinvent, Rebrand, Restructure) and the 25 Priority Interventions. Consequently, this report for Coleshill applies these frameworks to identify specific recommendations.

In Coleshill, we sought to engage a range of local stakeholders and listen to their views about the future of the high street. Overlayed with our professional and independent insights, this report mainly captures the views of local business and stakeholders.

It clear, given the workshop attendance and levels of engagement, there is a strong group of willing local people who are invested in the town's future. To take the recommendations forward we would advise they utilise the HSTF website which hosts a compendium of free resources for people who want to improve their high streets, including online learning, policy guidance, case studies and over 800 reports and documents covering all facets of high street change. In this report, therefore, we provide not only strategic recommendations and a placemaking action plan, but also signposting to useful starter resources for the people of Coleshill to consider in their plans.

Professor Steve Millington, Director – Institute of Place Management

Summary of key recommendations: transformation routemap



Restructure

- Review existing partnership structures
- Improve stakeholder communications
- Add additional capacity and form sub-groups focused on delivery

Resposition

- Share existing data and develop a common understanding of the challenges across all main stakeholder groups
- Undertake a visioning exercise to collectively develop a shared ambition for the high street

Reinvent

- Undertake a rapid programme of basic improvements to the appearance of the high street
- Establish and clearly communicate a programme of events and activities
- Improve shopfronts, signage, add greenery and creative interventions

Rebrand

- Establish a single co-ordinated social media channel and dedicated events page
- Maintain clear, consistent, frequent and postive messaging, aligned with the collective ambition

Figure 1

How should local stakeholders respond to the challenge?

A common challenge we encounter is how the scale and complexity of the problems facing high street overwhelms local communities and can lead to paralysis and in-action. It is important we get over this hurdle by breaking challenges down into viable tasks. To help, the IPM has considered what makes high streets sustainable, places where people want to be, and centres where business can thrive. In 1994, the UK government commissioned the publication of *Vital and Viable Town Centres: Meeting the Challenge* (HMSO, 1994). This led to changes in national planning policy, which introduced the 'town centres first' concept. Importantly the report defined vitality and viability. They are both concerned with life: the first (vitality) being about whether a centre feels lively and the second (viability) whether a centre has the capacity to attract the investment needed, not only to maintain the fabric of the place, but also to allow for adaptation to changing circumstances. The IPM's view is vitality and viability remain important measures of high street progress, and we can use these ideas to build feasible plans for local high streets today.

The challenge of where to start is compounded by a lack of guidance for local stakeholders. The IPM, therefore, undertook analysis of over 9000 academic studies about vitality and viability, which it then tested with experts and with local partnerships in towns across the UK. The outcomes are the 4Rs Framework and 25 Priorities, which combine both expert opinion, peer-reviewed academic research, and insights from local stakeholders, to provide a framework to help places make the right decisions. The 4Rs provide long-term strategic direction, whereas the 25 Priorities encourages places to think about the delivery of plans and proposals. Neither should be treated as a prescriptive programme for change. Rather, they allow local stakeholders to build their own customised programme of support for their specific high street.

4Rs of Regeneration framework

This is a strategic tool to help place leaders navigate their town and city centres and high streets onto a path of positive change. The 4Rs have been used in many places to identify higher-level priorities for a given location, including 150 local authorities receiving support from the High Streets Task Force. The framework underpins the HSTF's 'Routemap from Recovery to Transformation', a tool endorsed by the UK government designed to help centres navigate the challenges brought about by the pandemic. Previous research by the IPM such as High Street 2020 project has demonstrated how the 4Rs framework provides a structure to the incredibly complex process of place transformation. It distinguishes between the processes of analysis and decision making (repositioning), effecting change (reinventing), communication (rebranding) and governance/spatial planning (restructuring). In summary:

Repositioning In some locations, there is a poor understanding of the catchment, the challenges and trends impacting on the place as well as a lack of data on which to base decisions. In these instances, a strategy of repositioning is sensible. This entails taking time to collect and analyse data and information, as well as develop appropriate visions and strategies that can get widespread buy-in.	Reinventing Other places have the data they need and sensible plans for how the town or city needs to change to better serve its catchment communities, but nothing is happening there. A process of reinvention is needed. Transformation needs to start! This might be through temporary interventions, events, pop-ups, or experimental place-making.
Rebranding Sometimes there are good plans, based on good evidence and these are being brought to life. The place is both repositioning and reinventing – but catchment perceptions have not changed. People are still negative about the town or city. In this case, rebranding may be needed. Rebranding includes better stakeholder communications, not just marketing and PR activities. It also involves using communication to channels to listen to what people say about a place.	Restructuring Finally, some places just seem to be stuck in a state of inertia around decision making or, when decisions are made and action taken, it does not have the impact that was expected. This can be tackled through a process of restructuring. Either the governance and management mechanisms in the place need changing or, large scale spatial planning is needed to address large problems – for example the town is too fragmented and needs to be restructured around a centre of gravity that is not the town's current designated core.

Table 1

25 Priorities for Vitality and Viability

This tool identifies potential areas of intervention which should have the most impact on making centres attractive, or resilient. Importantly, these interventions should also fall within the control of local stakeholders, provided they work together in collaboration. It is not the case that all places have to act on all 25 Priorities. Rather, the framework is designed to help communities establish local priorities and meaningful and practical solutions.

The underpinning research was initially undertaken in 2014 and identified 201 potential areas of intervention. Following a year of piloting and testing with 10 UK towns, additional interventions were identified based on this local experiences. This work was updated in 2020, through research for the High Streets Task Force, which identified 36 new factors said to impact on the performance of high streets/ centres, reflecting new developments from *crowd funding* to *hipster stores*. With 237 factors to consider, place leaders and local partnerships face a bewildering array of potential interventions. Through working with a panel of experts, and importantly local town teams across the UK, the IPM began to distil this complexity into more meaningful guidance. This involved organising the evidence in terms of:

1. How much *influence* each factor has on the vitality and viability of town centres/high streets? In other words, **what matters?**
2. How much local *control* there is over each factor? In other words, **what can you do about it?**

By calculating a score for each factor, based on both *influence* and *control* this enabled us to identify 25 Priorities that local place leaders should focus on, to support the vitality and viability of their high streets and centres. As part of our method, we have grouped the top-rated factors into 25 priorities, presented in detail in Appendix 1. But, to make the list more palatable to local decision-makers, we have organised the priorities in the following way:

What affects the look and feel of the high street or centre?

4) Experience 5) Appearance 12) Place marketing 20) Crime and Safety 22) Liveability

How does the town centre function?

1) Activity Hours 7) Necessities 14) Accessibility 11) Walkability 24) Functionality

What does the town centre have to offer?

2) Retail Offer 8) Anchors 9) Non-Retail Offer 10) Merchandise 16) Attractiveness 17) Markets 18) Recreational Space

How does the town centre need to change?

15) Diversity 19) Barriers to entry 21) Adaptability 25) Innovation 23) Redevelopment Plans

How is the town centre managed?

3) Vision and strategy 6) Place management 15) Networks and partnership

Figure 2

Vital and Viable Coleshill

Understanding what people love about the town, and what changes they want to see

During the workshop, we discussed the structural challenges, past, present, and future, before calling for participants to reveal the big changes they would like to see happen in Coleshill. This was achieved by asking participants to map out from memory the broad structure of the high street, revealing what local people understand as constituting the high street and its limits. The mapping reveals a consistent understanding of the high street as constituting a linear strip running from the river, uphill to around Parkfield Road roundabout. Participants referred to several side streets and pedestrian connections to nearby facilities including parking, supermarket, cricket club and bowling green. Although the railway station is important more broadly to the town, it is simply too far away to be considered vital to the high street itself. The Croft and churchyard clearly resonate strongly with the participants.

We then asked people to mark out existing qualities they would want to see protecting for the future. For the final part of the first exercise, we asked people to mark out what change they would like to see. The tables below summarise what people identified, and we benchmarked the findings against the IPM’s 25 Priorities.

What affects the look and feel of the high street?	
Things people love ♥	**Changes people want to see** ★
• The church and the Croft • Almshouses and cottages	• Use of vacant units • Improvements to run down shopfronts • Improved general appearance of the high street

Table 2

The Croft and historic streetscape are clearly important to participants and are central to Coleshill’s wider reputation as a historic town. The maintenance, restoration, and preservation of the town’s architectural assets, therefore, are highly important, although this presents a challenge in terms of adaption and change. The other central concern however reflects features which compromise this historic identity, such as empty or degraded shops, and a general feeling the whole town needs a deep clean and basic maintenance in terms of public realm.

How does the high street function?	
Things people love ♥	**Changes people want to see ★**
Various everyday functions	Pedestrianised high street Toilets Parking on the edges Clear and consistent parking regulations Better traffic management (bridge, limited turns) Clearer signage and wayfinding Improved public transport options Improved cycle routes and active travel connections

Table 3

Our assessment is Coleshill is a liveable multifunctional town, with several heritage assets. Through the mapping exercise, participants mentioned a range of everyday facilities such as the library, petrol station, doctors, convenience stores. Although people may not necessarily 'love' these functions, they all contribute to the notion Coleshill is a liveable place.

The functionality of the town, however, raises several concerns. Change is needed in relation to necessities (improved traffic circulation, improved and consistent parking regime, public toilets), accessibility to the town from surrounding areas (through better public transport and improved active travel options), improved walkability (more space for pedestrians, improved wayfinding). There is scope to link up the town centre's main assets, and create a more contiguous and pleasurable walking experience, which might encourage visitors and locals alike to make linked trips and dwell for longer in Coleshill. The parking regime seems to be a concern and requires review. Whereas there are potential quick-wins here, many of the challenges cited by participants, such as improved public transport options, are long-term and will be dependent on significant resourcing. There is a need, therefore, for the local authority to think through these options in its longer-term plans.

What does the high street have to offer?	
Things people love ♥	**Change people want to see ★**
Social and hospitality (Red Lion, George Pub, existing places to eat) Independent shops, Glitzy Bitz, Partridges) Open space and recreation (The Croft, Football club, Cricket club, Social club, access to countryside and river and river park) Town Hall hub / Library	Beer and food festivals on the Croft Small family and local events Dramatic performances Shared banking hub

Table 4

It is refreshing to see participants in a workshop refer to multiple assets either on or close to the high street. Clearly there is a strong sense of civic pride. The Croft and the views it offers of the nearby countryside are great assets. The suggested changes in terms of the offer all appear to be highly achievable. A programme of events and festivals utilising existing open space may simply involve bringing greater attention to existing activities. In terms of the future, a review is needed to assess the scope of hosting additional events throughout the year or scaling up existing activities. The shared banking hub seems like a sensible proposal, although the post-office can facilitate everyday banking.

How does the high street need to change?	
Things people love ♥	**Changes people want to see** ★
Nothing mentioned	Greater variety of restaurants/eating options

Table 5

In terms of change and adaptability, the only salient proposal relates to diversifying the range of local eating options. In the short term this might connect to temporary events and activities, e.g., a food festival which trials new options, or pop-up cafes in vacant units. This needs further exploration, however, as our view is the town is well-served by cafes and restaurants. The long term barriers to change are more likely to stem from restrictions on adapting historic buildings and lowering other barriers to entry for new business ideas.

How is the high street managed?	
Things people love ♥	**Changes people want to see** ★
Nothing mentioned	Groups working together Joined up communications and marketing, sharing the love Shared funding pot for events

Table 6

An important message is addressing these priorities might not necessarily require major investment or significant capital funding, but instead could be tackled by improved through better coordination and communication of what is already happening locally. However, you may find your review of these priorities reveals the need for a more strategic reappraisal of future development plans. For example, improving synergies between the town centre and nearby residential area, might only require better signage, clearer waymarking, and some promotion e.g., to make the local catchment more aware of the local retail offer and direct them to it. Alternatively, it might require more substantive interventions to remove physical blockages and to improve active travel into the town centre from surrounding neighbourhoods, especially if plans were to involve rebalancing traffic priorities on the high street itself.

Nevertheless, the changes people want to see here provides a strong foundation on which to build collaborative working across the various stakeholder group. Ultimately, we would hope from this exercise, you can begin to develop a collective ambition for the town, which might consolidate Coleshill's identity as a historic centre serving its local communities.

Barriers to change

During the second part of the workshop, we presented a range of placemaking ideas, before asking stakeholders to identify what barriers needed to be removed to enable similar activity to happen in Coleshill. Our examples, included ideas about trialling new activity times, spreading or moving activity into different parts of the town, greening, shop-front improvements, and a plethora of creative, micro-interventions. Importantly all these examples are real projects, found in other places mainly across the UK. The examples are designed to inspire local people by providing insight into what is possible. The projects are also all scalable, to fit the requirements of specific locations, big or small. Finally, the examples are not prescriptions, rather they are presented as you might present items in a catalogue. We hope some of the projects will resonate locally, to inspire stakeholders to find simple solutions which make it easier for people to work together and gradually transform the high street. Once again we have grouped and benchmarked barriers against the IPM’s 25 Priority Interventions, summarised in the table below.

Based on this evidence, there is little to suggest the town’s offer/functionality are major barriers to change. Rather, and this is clear, participants are mainly concerned about how the high street is managed. A secondary, but related concern is around communications across the different stakeholder groups and the wider reputation of the high street within the local catchment. Other local stakeholders might follow the example of Glitzy Bitz in creating strong and consistent social media messaging. Other towns have simply formed on online identity, but importantly, success requires constant and positive messaging. As discussed in the workshop, a challenge for Coleshill is not necessarily the high street has a poor reputation, but rather the local catchment appears unaware of the offer. A third area of concern reflects issues round planning and bureaucracy. Greater clarity is perhaps needed here, a review of how guidance is communicated and might be simplified.

Many of these challenges perhaps reflect a lack of a collectively defined ambition for the high street. It would seem further work is required to identify a vision which would achieve wider buy-in and support. This should feed into a review of existing capacity and assessment of networks and governance arrangements for the high street. Additional capacity is needed, together with wider representation of voices from the local community, especially younger people. The challenge for the IPM’s approach is that our recommendations need to land with a coalition of the willing, and it seems more partnership development might be needed in this case. A quick win, might be simply to improve communication between local stakeholders, including better interaction between and within the three local authorities to overcome both silo working and perceived lack of coordination. Other places, for example, have created their own local high streets Task Force to address issues like this.

What affects the look and feel of the high street?	
Place marketing	• Negativity and apathy of local community • Mindset – why what's the point, all money, no gain. • Communication between residents, community, and business • Keyboard warriors
How does the high street function?	
N/A	N/A
What does the high street have to offer?	
N/A	N/A
How does the high street need to change?	
Adaptability	• Limitations of /heritage conservation area, permissions and red tape, rules, and regulations • Health and safety • Council won't let me advertise or put stuff outside shops – planning etc.
How is the high street managed?	
Vision and Strategy	• Resistance to/fear of change, people • Group communications, understanding ultimate missions • People who say no to change, or chances to change • Giving up before it gets going/ blame culture • Liability – who's responsible
Place management capacity	• Apathy • "Same few people doing their best … lots of people talk, the same people DO!" • Negativity – "council responsibility" • Needs to seek permissions or approval from others
Networks and partnerships	• Fragmentation, not enough working together/ territorial • The local authorities are blockers • Lack of communication between different levels of the local authorities (town, borough, county) • Not joined up coms and decisions on doing things as a town • Lack of representation of younger people

Table 7

Your ideas to transform Coleshill

Finally, we introduced the IPM's 25 Priority interventions. We then asked participants to share their ideas about potential short-term projects that could be enacted quickly by local stakeholders. These are captured in Table 8 below:

What affects the look and feel of the high street?	
Appearance	Litter picking Deep clean the high street/sweep and clean up/clean up waste areas Buildings new attention/painting – looks run down Potholes on high streets/weeds/graffiti removal Tidy/clean-up shop fronts /Exciting window displays Change look of empty shops New businesses entering the high street might receive a £250 grant to refresh shop front e.g., paint/decoration Planters/tidy up existing planters/trees/community gardens A big plant-out day once a quarter – each person buys a plant and plant it Improve Chamberlain Walk (remove large planter, canopies for shops) Bunting, look of the high streets, personalised to Coleshill Art around town/ presentation of Coleshill is bland, not enough colour Coleshill 'bee-like' statue WET (wheel, elephant, teapot)
Place marketing	Collectively talking about Coleshill on social media in a positive way – bigging each other up e.g., have you been to here/there Push events on social media and other channels/positive shout outs/ #Coleshill/ #B46 Rocks positive promotional posters One dedicated events website/Whats on in Coleshill Create and promote an events calendar, get the shop to promote events to their customers
Crime and safety	Police presence, most days smell of pot/weed
How does the high street function?	
Activity	Late night shopping once a month
Necessities	Benches on Church Hill Improve parking at Social Club/improved directions to parking across the town/standard parking bays on Blythe Road/There is a huge sign that tells people Coleshill is here, but no signage for parking, none – where are the carparks? Community toilet scheme
Walkability	Better signage off main route.

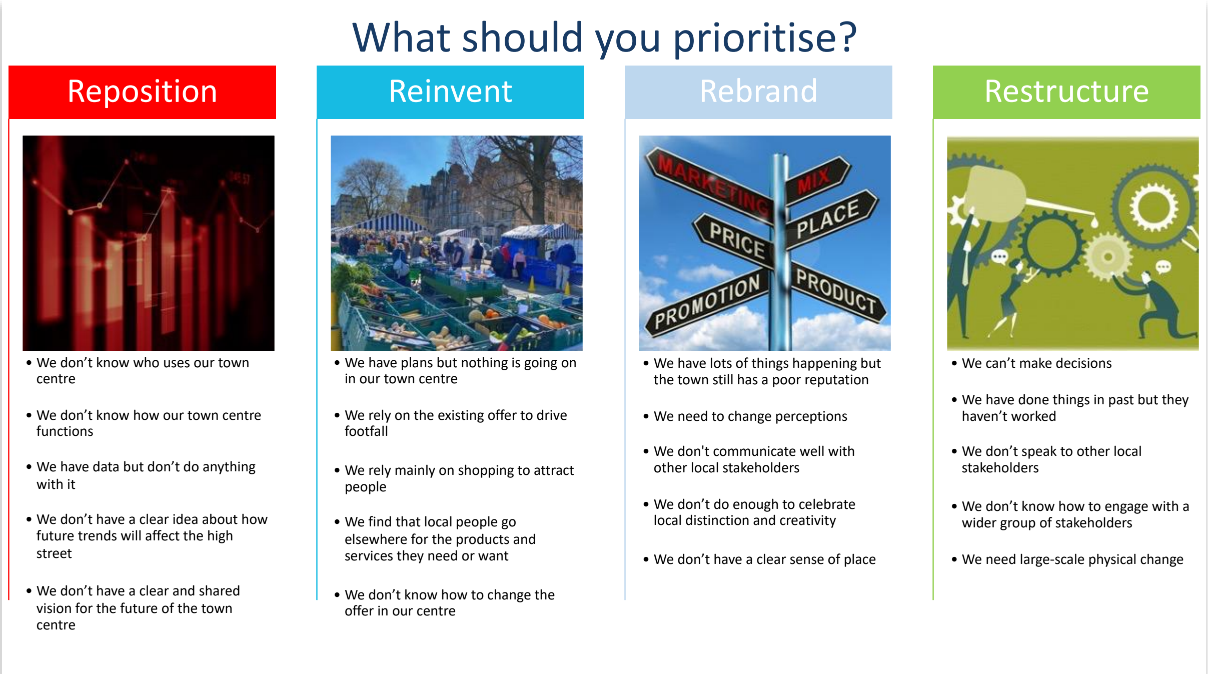
What does the high street have to offer?	
Markets/events	More events on the Croft Pop-ups/Treasure Hunts Community Show case event Activate bandstand?
How does the high street need to change?	
Adaptability	Advice on possible changes e.g., listed buildings
Barriers to entry	Find out what is happening with block of shops
How is the high street managed?	
Vision and Strategy	Review positive reviews and messages All saying the same thing together Determine message for local community, short term visitors, identify correct channels
Place management capacity	Increase the size of the partnership, involving more residents, less business focused Coordination of events and bandstand Branding workshop, to develop logo and design guide for all comms
Networks and partnerships	Change the constitution of the partnership. Only four people have the vote at the moment. Work together and plan/talk to your neighbours/ Joined up communications/external = not closed Facebook

Table 8

There is a strong consensus about the need to immediately address the general appearance of the town. We would strongly advise this is a priority. However, the ongoing management remains a concern. Many of the ideas expressed above are viable but can only come about through better communication and collaborative working. The second priority area appears to a be review of currently town partnership and governance arrangements, which would lead to improved communication between stakeholders to underpin the collaboration needed. There is also a sense capacity is limited, and simply more people need to be involved. This does not necessarily mean creating a larger but unwieldy partnership structure. Rather we would advise creating a network of subgroups to lead on specific actions, with the town partnership providing oversight and direction. There should be clear lines of responsibility e.g., community to run events, facilitated by the council. Shop owners and landlords to take responsibility for shop frontages and other buildings. Council to lead on basic improvements to public realm etc.

Recommendations: the main priorities

When we put all the evidence together, we have been able to identify strategic priorities and a starting point for Coleshill, using the IPM's 4Rs Framework. We considered the following questions:



What should you prioritise?

Reposition

- We don't know who uses our town centre
- We don't know how our town centre functions
- We have data but don't do anything with it
- We don't have a clear idea about how future trends will affect the high street
- We don't have a clear and shared vision for the future of the town centre

Reinvent

- We have plans but nothing is going on in our town centre
- We rely on the existing offer to drive footfall
- We rely mainly on shopping to attract people
- We find that local people go elsewhere for the products and services they need or want
- We don't know how to change the offer in our centre

Rebrand

- We have lots of things happening but the town still has a poor reputation
- We need to change perceptions
- We don't communicate well with other local stakeholders
- We don't do enough to celebrate local distinction and creativity
- We don't have a clear sense of place

Restructure

- We can't make decisions
- We have done things in past but they haven't worked
- We don't speak to other local stakeholders
- We don't know how to engage with a wider group of stakeholders
- We need large-scale physical change

Figure 3

#1 Restructuring

The IPM's view is that Coleshill needs to revisit its partnership arrangements first, address the challenge of communication across the town and its stakeholder, and consider how new capacity might be added to existing structures and provide new impetus. Consequently, we see **Restructuring** as the top priority. Sometimes places just seem to be stuck in a state of inertia around decision making or, when decisions are made and action taken, it does not have the impact that was expected. This can be tackled by strengthening existing synergies, but this perhaps involves more than simply improving communications between local stakeholders, and instead calls for more greater collaboration and coordination of local stakeholders. This may involve a refreshing of existing networks. It might prove useful to consider delegating specific tasks to sub-groups, which meet more often, who report back to a smaller executive group. Aligned with this is a need to resolve local differences in opinion about the future of the high street, and instead work towards a shared and collective ambition, focusing on what people can agree on, whilst parking interventions which may lead to conflict and blockages. Developing a revised governance mechanism and associated shared visioning process might draw together potential new volunteers in residents, businesses, faith leaders and other participants. Many people are willing to contribute something if they understand the vision and their part in delivering it. It is not for the IPM, however, to determine how this operates, the various partnerships and stakeholders involved in Coleshill, including local government, need to work out what works best. Consequently, there are not many easy wins here, but hopefully the Vital and Viable workshop provided a springboard to address issues in a proactive way.

#2 Repositioning

Second, there needs to be a shared understanding of the main challenges facing Coleshill, backed up with the necessary evidence. Sharing footfall data and insights for a start, would be helpful. In some locations, there is a poor understanding of the catchment, the challenges and trends impacting on the place as well as a lack of data on which to base decisions. In these instances, a strategy of repositioning is sensible. This entails taking time to collect and analyse data and information, as well as develop appropriate visions and strategies that can get widespread buy-in. The next stage of Coleshill's development therefore should be **Repositioning**. We would advise once the partnership issues are resolved, local stakeholders should meet and start to define a shared ambition for the town. This needs to be a simple idea that wins backing of all stakeholders and community. For example, a clean, green, historic centre that serves its local communities, might be good start point for this discussion. A facilitated visioning workshop might be helpful in this case.

#3 Reinventing

Once established, we feel **Reinventing** should follow. The focus here should be on supporting action to improve the general appearance of the town through immediate short-term interventions, but also embeds the maintenance of the town's basic appearance as an ongoing activity. Medium and long-term plans then might focus on other challenges e.g., improving building facades, walkability etc. A parallel workstream needs to focus on events and activation, which will draw in the local catchment more often and frequently, perhaps filling gaps in the existing offer, and priming the high street for adaption by introducing new activities or offers that would appeal to a diverse range of audiences. Broadly the workshop participants expressed a drive and passion to effect change, but there remains concern the town's unique attributes had not been fully exploited, and there seems to be a lack of clarity in terms of what to do next and move from a position of talking about plans for change, to delivering that change through practical interventions. Transformation might start, with temporary interventions, events, pop-ups, or experimental place-making,

#4 Rebranding

Finally, once improvements are made and clear and full events programme established, its then logical to consider **Rebranding**, which might amplify the town's attributes, its historic streetscape, The Croft, events, independent retail, and hospitality offer. Resolving local communication issues, for example, might be achieved through a single co-ordinated online social media communication channel, will help Coleshill reconnect with its existing catchment by clearly communicating what is happening in the town and advertising its retail offer. Once the town has reactivated its existing offer it will then be timely to review how well the existing offer meets the needs of the local catchment and to think about new opportunities and markets. Ultimately, a strong place brand should be positive and consistent, and the product of local co-creation. It might be appropriate to establish a local subgroup to review and develop an appropriate a participatory place branding process, which engages a wide range of local stakeholders. We would emphasise, this does not necessarily require professional branding assistance, and neither does the target audience need to be an external one. Rather, low-level, and low-cost social media communication across multiple platforms designed to engage and inform existing users of the town-centre, stakeholders, and residents, about existing activities and the wider offer in the centre might prove just as effective.

Coleshill Placemaking Action Plan

1: Improving the look and feel of the town centre

Challenge	Quick wins	Longer-term actions	Supporting resources
Public realm and general appearance of the town centre is run-down, and comprising the historic nature or charm of the high street	Undertake a deep clean Organise volunteer litter picking to get more community people involved Complete an audit of poor-quality public realm under council ownership as well as private ownership and identify community-led micro projects to improve each site. e.g., artwork, street furniture, bollards etc.	Establish an art and colour programme, commissioning local or nearby organisations to brighten the town centre.	Great Public Spaces: Guide and Evaluation Tool Street Art and Community in Oxford Pocket Park: Product Urban Design FaceLift: A transparent deep learning framework to beautify urban scenes How do I Improve Public Space in my Town Centre?
Despite the Croft, nearby parks and views of the countryside, not enough planting, or greenery on the high street itself, to reinforce the connection between the town and its rural identity.	Undertake a community led green audit to identify hard landscaped sites amenable to simple planting schemes Encourage local traders to put planters/floral displays/hanging baskets, outside premises. Encourage volunteer led micro-gardening and informal planting.	Ensure trees, pocket parks, and other green infrastructure is embedded into future redevelopment plans. Encourage planting integrated into, new seating. Facilitate both formal and informal community-led gardening initiatives, with greater involvement of community organisations and schools/businesses and volunteers to support maintenance – create a green network.	First Steps in Valuing Trees and Green Infrastructure Façade Gardening Incredible Edible Trees in Hard Landscapes: A Guide for Delivery Trees in the Townscape: A Guide for Decision Makers The Canopy Improving access to greenspace: A new review for 2020

Inconsistent quality of shopfronts, shop display and premises upkeep.	Undertake an audit of shop fronts and displays and provide guidance on merchandising. Activate small grants to enable basic improvements, cleaning, and repairs to building frontages, facades, signage, and shutters.	Implement a collaborative initiative for shop displays to attract new audiences – Easter Egg Hunt / Christmas light displays / trails etc. Start a shutter-art scheme. Organise a best window display competition. Identify best practice and encourage shop owners to share tips on window display and basic facade maintenance.	Plinth Rating Manual The Art of Window Design
The town centre offer is not well communicated to the local catchment, and has a small online presence	Establish low-level, low-cost social media channels (managed locally) to ensure a clear, consistent messaging is used to promote the high street offer, festivals, and events. Ideally independent traders should lead this. This will highlight to others that change is happening, and they too can have role in this regard. Create an Ambassadors Group from the existing local stakeholder group present at the workshop. Organise a branding workshop, to develop logo and design guide for all comms	Conduct wider stakeholder engagement with people and organisations to evaluate joint promotion and offers to drive footfall and spend on the high street. Communicate the benefits of the wider area not just in terms of its offer but also the access to nearby greenspace. Develop a longer-term marketing and communications plan that includes a dedicated website.	Marketing We are Withington Digital, cultural and social connectivity Decentralised place branding through multiple authors and narratives: the collective branding of a small town in Sweden Love Bishy Road Rebranding the High Street Telling your story

Table 9

2: Improving the functionality of the town centre

Challenge	Quick wins	Longer-term actions	Supporting resources
There is a general lack of activity, specifically after shops close.	Trial early evening events, markets, and pop-up stalls, marquees for flexible community use, street music and entertainment. Locate or scale up events and activities to draw visitors to the high street. Experiment with extended opening hours, especially to create synergy with non-retail anchors and boost activity during quieter hours.	The Council should remove barriers and incentivise community groups to run events in public space. Establish a regular programme of community events throughout the year (at least one a month) Locate or scale up events and activities to draw visitors to the high street.	Temporary Use as a Participatory Placemaking Tool Trader and community-run markets: A practical guide to setting up, running your market and accessing support Street-trading Meanwhile city: How temporary interventions create welcoming places with a strong identity
Signage and wayfinding are poor, and might better support active travel into the high street	Improve connectivity through basic signage and pathfinding, e.g., use planters and simple creative installations to mark routes and amplify pedestrian links and parking locations	Install new signage in keeping with local heritage architecture	25 priorities – Walkable Footpaths Design on Renovation of City Centres: A Model of Assessments
The high street is dominated by traffic	Complete an audit to identify micro public spaces, alleyways, and side streets, which could be activated to provide additional pedestrian and trading space. Trial and evaluate the dynamic rebalancing of highways to create space for temporary events	Introduce a parklets scheme on streets, working in collaboration with local traders. Initiate a traffic planning study to assess creating a series of public spaces suitable for specialist markets, events, and possibly Pocket Parks	Guides for Creating Parklets Street-space reallocation in the Oslo city center: Adaptations, effects, and consequences Temporary Public Realm Changes From temporary arrangements to permanent change: Assessing the transitional capacity of city street experiments Pedestrianisation in Hackney
Key necessities are missing	Trial a toilets scheme	Review redevelopment plans to ensure greater public access	A toilet on every high street: Regeneration workshop

Table 10

3: Improving the town centre offer

Challenge	Quick wins	Longer-term actions	Supporting resources
Lack of on-street activation	Review barriers to alfresco trading and hospitality and trial community, cultural, leisure and hospitality meanwhile uses on underutilised sites or in vacant/ underused buildings.	Establish meanwhile / pop-up food and drink hubs, explore café culture and alfresco dining experiences in both towns.	Advice for the hospitality sector on outdoor dining Glaston-Bury Tactical urbanists guide Supporting al fresco trading during the winter (guidance from Westminster)
The town needs to have regular programme of events throughout the year	Use the Croft to trial makers markets and food festivals throughout year	Establish a regular markets programme	Foodie Friday (Stockport) Trader and community-run markets: A practical guide to setting up, running your market, and accessing support
The offer is unappealing to younger people.	Focus events on engaging younger people e.g., run a Teenage Market, or similar, to provide a show case for local creative talent and entrepreneurs.	Establish more permanent activities on the high street likely to appeal to younger people, children, and families	Teenage Market National Youth Market How can cities reimagine public space to support children and families? High Streets Taskforce Online Learning: Understanding Futures Users of the High Street
There is not enough activity in the early evening	Trial and evaluate opening times that extend into the evening.	Consider greater flexibility of opening times in alignment with events and long-term changes in shopping activity	A guide to managing your night time economy How can I improve the night time economy in my town centre?

Table 11

4: Creating opportunities to change

Challenge	Quick wins	Longer-term actions	Supporting resources
Perception heritage and conservation rules stop change from happening	The relevant council officers need to review existing guidance and engage local stakeholder directly to communicate what they can and can't do.	Use a wish list of potential improvements as a negotiating tool with the town and district council to challenge bureaucratic blockages. Council to challenge internal procedures by empowering town council and district cabinet members with business portfolio to advocate for locals.	Case Studies: Architectural Heritage Fund Tyldesley High Street Heritage Action Zone Young People's Engagements with Heritage Personalities of Historic Places (video)
Limited opportunities for new businesses to find a presence in the town	Engage landlords and commercials agents to gain access to vacant units	Trial pop-up shops and community events in vacant units.	High Street Rental Auctions Planning in England: permitted development and change of use A platform for places: Reviving town centres by changing how communities access property

Table 12

5: Improving place management

Challenge	Quick wins	Longer-term actions	Supporting resources
Concern existing partnership structures are not delivering enough activity	Review partnership working Undertake a visioning exercise, but keep it social rather than administrative e.g., review positive reviews and messages for a user perspective Provide leadership and co-ordinate events in the town centre. Improve communication between key local stakeholders.	Explore options for a more formalized partnership tailored to the unique factors of either place. Establish a placemaking partnership group meeting, and agree terms of reference, and appoint a leadership team and begin to establish sub-groups to lead on specific activities. Determine message for local community, short term visitors, identify correct channels	Saving the High Street – the community takeover Vital and Viable Factor: Community Power Community businesses and high streets: 'taking back' and leading forward Take Back the High Street: Putting communities in charge of their own town centres Saving the High Street – the community takeover
More capacity is need if the partnerships wants Coleshill to become the place they want it to be	Identify additional partners, focusing on greater diversity, e.g., younger people Increase the size of the partnership, involving more residents, less business focused	Delegate delivery of specific projects to named organisations/individuals. Coalesce volunteering action around any emerging partnership. Crowdfund for equipment to start a greening group or a festival and events committee as the basis for more formal governance structure later.	Altrincham revitalisation What makes effective place-based working Shared decision-making Community leadership Withington: Power of Community
Communication and coordination between the different levels of government need improving	Identify all the relevant departments with responsibility for Coleshill and establish an internal working group	Establish a multi-partner Coleshill High Streets Task Force, with representation from all levels of local government	Networks and Partnerships with Councils Developing strategies for effective town centres Partnerships

Table 13

Appendix 1: The IPM 25 priorities for vitality and viability

1 Activity

Description: Activity (or town centre activity) is understood as patterns and levels of everyday usage. It refers to a high street or town centre being open for people for a variety of uses (retail, leisure, social exchange, entertainment, work, etc).

Activity includes Opening hours; footfall; shopping hours; evening economy.

2 Retail offer

Description: Retail offer is the overall range of retailers and services available on the High Street including the availability and variety of products and services (comparison/convenience, luxury, discount), retail channels (store-based, online only, click and collect) and retail formats (from small independent shops to shopping centres) that are aimed at satisfying the needs of consumers.

Retail offer includes Retailer offer, retailer representation

3 Vision and strategy

Description: The continuing economic, social, and other challenges that shape the High Street necessitate the development of a clear, shared, and compelling vision that sets out long-term aspirations, aims and goals. Effectively, a vision lays down the blueprint for future strategic development and regeneration of a place, which is then adopted by the wider community.

Vision and strategy include Leadership; collaboration; area development strategies.

4 Experience

Description: Experience refers to a person’s perception and sense of a place, and can comprise physical, cognitive, and emotional attributes. Experience of a place can be related to several factors such as whether it feels welcoming, if it is a good place to spend time, overall customer service experience of retail premises, transport and public space, and environmental factors such as air quality, noise levels and lighting.

Experience includes Centre image; service quality; visitor satisfaction; familiarity; atmosphere.

5 Appearance

Description: Appearance refers to the quality of the public realm and aesthetics of a place. It involves cleanliness, but also other aspects that can translate into positive (or negative) experiences such as lighting, green elements (e.g., trees or flower baskets or beds), congruent landscape (in harmony with the vision and identity of the town), and management of unused spaces.

Appearance includes Visual appearance; cleanliness; ground floor frontages

6 Place management

Description: The Institute of Place Management (IPM) defines place management as “a coordinated, area-based, multi-stakeholder approach to improve locations, harnessing the skills, experiences and resources of those in the private, public and voluntary sectors".

Place management includes Centre management; Shopping Centre Management; Town Centre Management (TCM); Place Management; Business Improvement Districts (BIDs)

7 Necessities

Description: Necessities refers to basic amenities and facilities such as car and bicycle parking, benches and other street furniture, rain and shade structures, streetlights, public toilets, pavements, etc.

Necessities include Car-parking; amenities; general facilities.

8 Anchors

Description: A high street anchor can be described as any type of attraction or infrastructure that significantly increases the presence of people (footfall) in the high street and the surrounding areas. Anchors can be retail, employment, public transport hubs, greenspace, heritage, or culture etc.

9 Non-retail offer

Description: Non-retail offer refers to the opportunities in a centre beyond retail. It includes bars and restaurants; leisure, entertainment, arts, and culture; business and employment; education; health services; and housing.

Non-retail offer includes Attractions; entertainment; non-retail offer; leisure offer.

10 Merchandise

Description: Merchandise refers to the range, assortment, and quality of goods in a centre. It also refers to whether a centre meets the needs of the catchment through the merchandise it offers. Merchandise is not only about availability, but also about pricing, discounts, samples, etc. that customers benefit from.

Merchandise includes Range/quality of goods; assortments; merchandising.

11 Walking

Description: Walking refers to how walking-friendly an area is, the quality of walking conditions, including safety, comfort, and convenience. It also includes other aspects that can improve the walking experience: car free zones, appropriate lighting, signing, etc.

Walking includes Walkability; pedestrianisation/flow; cross-shopping; linked trips; connectivity.

12 Place marketing

Description: Place marketing is traditionally concerned with the development and subsequent promotion of a place product, as well as the construction of a sellable place image that can highlight local difference and enhance a place’s competitive position.

Place marketing includes Centre marketing; marketing; orientation/flow.

13 Networks & partnerships with council

Description: Networks & partnerships with council refers to the presence of strong networks and effective formal or informal partnerships with council, business, and the community. It includes any collaborations that can positively influence the high street.

Networks & partnerships with council include Networking; partnerships; community leadership; retail/tenant trust; tenant/manager relations; strategic alliances; centre empowerment; stakeholder power; engagement.

14 Accessible

Description: Accessibility of a town centre or high street refers to its ease of reach, and to how convenient it is to access it, by a variety of different modes of transport. It also includes how well the centre is connected digitally.

Accessible includes Convenience; accessibility; connected (including digital).

15 Diversity

Description: Diversity is about facilitating a variety of offers that makes a place attractive to live and work in and refers to the importance of making sure places are vibrant and viable at different times of the day, week, and year, attracting different markets for a range of activities.

Diversity includes Range/quality of shops; tenant mix; tenant variety; availability of alternative formats; store characteristics; comparison/convenience; chain vs independent; supermarket impact; retail diversity; retail choice.

16 Attractiveness

Description: Attractiveness is an economic term and refers to the ‘pulling power’ of a centre and relates to KPIs that measure its performance, over time.

Attractiveness includes Sales/turnover; place attractiveness; vacancy rates; attractiveness; retail spend; customer/catchment views; Construction of OOT centre.

17 Markets

Description: Markets add to the pleasure of the customer experience and for markets that sell locally produced goods they act as signifiers for local identity, providing colour and character and focusing on regional wares and specialities.

Markets include Traditional markets, street trading.

18 Recreational space

Description: Recreational space refers to the amount and quality of recreational areas and public space/open space and places that are uncommodified where people can enjoy spending time without spending money.

Recreational space includes Recreational areas; public space; open space.

19 Barriers to entry

Description: Barriers to entry refers to hindrances that are associated with the profile and characteristics of the location (land prices, rents, vacancy rates, whether there is ground for development, absence/presence of competitors, land uses, commercial lease agreements) that stop new entrepreneurs trading in the centre.

Barriers to entry includes Barriers to entry, landlords.

20 Safety/Crime

Description: Safety/crime is a centre KPI measuring perceptions of safety and crime and actual recorded crime including shoplifting.

21 Adaptability

Description: Adaptability refers to the flexibility of the space, property, and operators in a centre. It is about the flexibility of the planning system and how units can be re-let or re-purposed. It also involves how adaptable retailers are to change their type or style of retail activities in relation to potential shifting consumer behaviour and catchment needs.

Adaptability includes Retail flexibility; retail fragmentation; flexibility; store/centre design; retail unit size; store development; rents turnover; store/centre design.

22 Liveable

Description: Liveable refers to the resident population or potential for residence in the centre. Having town centre residents supports many businesses, particularly food shops, cafes, restaurants; that is, retail and non-retail offer that can improve the vitality and viability of a centre. A liveable place is concerned with quality of life and community wellbeing.

Liveable includes: Multi/mono-functional; liveability; personal services; mixed use.

23 Redevelopment plans

Description: Planning for redevelopment is a complex process involving developers, planners, landowners, investors, community groups, and businesses. Redevelopment plans can often exclude and silence the relevant and most vulnerable stakeholder groups (e.g., small businesses, consumers, residents) in favour of ‘high-returning’ redevelopment projects that are influenced by corporate capital and desensitise people from their place. Town centre regeneration, where misguided can stall plans and leading to situations that have a negative impact on town centres and high streets.

Redevelopment plans include Planning blight, regeneration.

24 Functionality

Description: Functionality refers to the degree to which a centre fulfils a role – e.g., service centre, employment centre, residential centre, tourist centre.

25 Innovation

Description: Innovation refers to transformation that is not just dependent on traditional investment and development but includes place leaders and partnerships being creative and experimenting in their approaches to town centre development. This approach could include encouraging pop-up shops, festivals, events, and community use of redundant retail space.

Innovation includes Opportunities to experiment, retail innovation.

Health and Wellbeing Working Party Minutes

13 December 2023

Present: Cllr. Smith (Chairperson), Cllr. Davey, Cllr. Stuart, Cllr. Whapples, Becky Evans (NWBC), David Simkins (WCAVA), Tracey Seal and Shabina Khalifa (GEH).

Apologies for Absence: Cllr. Hobley, Cllr. Bates

Item	Notes	Action
2	**Minutes of the Last Meeting (10 July 2023) and Matters Arising** The minutes of the meeting held on 10 July 2023 were agreed as an accurate record of the proceedings. The meeting of the Working Party which was due to be held in September was cancelled due to technical issues at the Council House.	
3	**SPOTLIGHT – Climate Change** Due to staff absence, this could not take place.	
4	**George Eliot Hospital** Shabina, a Community Engagement Officer, and Tracey, a Social Prescriber, attended the meeting to update on their work within the George Eliot Hospital NHS Trust. *Back to Health Pathway* - with the help of hospital volunteers, supporting patients during their recovery in the hospital by providing medicine deliveries, mealtime companions and ward support. *Shape Up for Surgery (SU4S)* - the service has been commissioned in partnership with AmbaCare to aid patients in getting fit before planned surgery. A 12-week programme encourages patients to eat a healthier balanced diet, get moving, manage weight, make healthier life choices (quitting smoking or reducing alcohol intake), look after their emotional and mental wellbeing, and have their medication reviewed. *Improving the uptake of cancer screening for breast, bowel and cervical cancer* - The CEO is working with the cancer screening hubs, Integrated Care Board, Macmillan Cancer Support, Jo's Trust and Bowel Cancer UK to provide information leaflets and host awareness sessions in the local community. Sessions have taken place within faith-based community groups in Nuneaton and Bedworth. Now looking to expand sessions into the traveller community, armed forces and veterans, and rural North Warwickshire. *Armed Forces, Veterans and Families* - The NHS has signed up to the Armed Forces Covenant which highlights a duty of care for the health service towards the armed forces, veterans and their families. The CEO is working with Warwickshire County Council, the	

Item	Notes	Action
	Integrated Care Board, North Care Collaborative, and Bramcote Barracks to identify the current health needs, gaps in services and opportunities to improve healthcare on site. *Reducing admissions to the Emergency Department* - The CEO is working with the Emergency Department, Primary Care Networks, Faith and Community Leaders to identify trends in ED admissions. A pilot is being run with Red Roofs Surgery, Old Mill Surgery, Riversley Road Surgery and Queens Road Surgery in Nuneaton to determine the reasons why patients are attending ED and how we can improve signposting to other services. *Sepsis Awareness* – The CEO is working with the Lead Sepsis Nurse to raised awareness of sepsis in the local community. Health awareness sessions have taken place in schools in Nuneaton. Local colleges and community groups have been identified for future visits. *Traveller, Romany and Gypsy Community* – The CEO has arranged for a health minibus (service provided by South Warwickshire Foundation Trust and Coventry & Warwickshire Partnership Trust) to attend the council owned traveller sites at Griff Coton and Alvecote to provide on-site health checks and determine health inequalities experienced by this community. *Improving access to maternity services* – The CEO and ICB are looking to develop a peer support service in Warwickshire North for BME women accessing maternity care which will be based on the model used by the MAMTA group in Coventry. *Diabetes Awareness and Prevention* – The CEO is working with the community engagement lead for XYLA Health to raise awareness of the National Diabetes Prevention Programme. *Improving uptake of Covid and Flu Vaccinations in the BME communities* – The CEO is working with local PCN Health Inequalities Leads to identify the reasons why some groups are reluctant to have the Vaccine. The CEO will arrange for the GEH Vaccine Specialist Nurse to visit local community groups. *Hospital to Home Transport Service* – The CEO has met with the Warwickshire Fire & Rescue Service who provide a transport service to patients who are medically fit for discharge. The CEO has sent leaflets and referral forms to all senior ward sisters and mangers, the Discharge Liaison team and the Communications department. Ward visits will be planned with Warwickshire Fire Officers to assess if this service is being utilised. *Cardiovascular Disease (CVD) Community Heart Health Checks* – Delivered by Warwickshire North PLACE Team in collaboration with PCN's and Public Health England. Eligible service users have a blood pressure monitor, cholesterol test, atrial fibrillation check and BMI check. The team has hosted sessions in Nuneaton, Atherstone, Bedworth, Polesworth and Coleshill and are looking for further venues to host events. "If you are happy for us to come and host a health awareness session at one of your events or at your community hall or centre, please get in touch. If you have an event or support group information you wish to share with the wider community, please forward it to us. Our contact details are: Shabina Khalifa (Community Engagement Officer): Shabina.khalifa@geh.nhs.uk Tel: 07920380481	

Item	Notes	Action
	Parveen Deen (Community Engagement Officer): parveen.deen@geh.nhs.uk Tel: 07939588825”	
5	**Coronation Living Heritage Fund** To celebrate the King’s Coronation, North Warwickshire Borough Council has joined forces with Warwickshire County Council and other local authorities in the county to secure UK government funding from the Coronation Living Heritage Fund (CLHF). This fund will help create community orchards across Warwickshire. If you are a community or group interested in setting up a community orchard in your area, you can apply for this fund. The fund will cover the initial costs of planting the trees, such as buying fruit trees, tree supports, equipment and fencing. Communities will be responsible for the long-term care and management of the orchard. Upcoming Projects: Community Orchards | Climate Change | North Warwickshire (northwarks.gov.uk)	
6	**WCAVA** WCAVA run volunteer drop-ins at various locations. The Warwickshire Rural Community Council (WRCC) have released Phase 2 of Winter Warm Hubs grants scheme. This has now been extended with a new closing date of Wednesday 17th January 2024. Winter Warm Hubs grants of up to £500 each are available for non-profit organisations in Warwickshire who wish either to start a new community event or to provide new/extended activity at an existing community hub, to support residents affected by social isolation and costs of living including energy costs. Such community activity is to be carried out during the winter period prior to mid-April 2024.	
7	**Partner Updates** None reported.	
8	**Budget** The Working Party has a budget that can be used to support health and wellbeing initiatives. Proposals should be submitted before each meeting. None received for this meeting.	
9	**Feedback from Relevant Partnership Meetings** None recorded.	
10	**Any Other Business**	

Item	Notes	Action
	Government has given upper tier authorities funding for smoking cessation services. More information can be found at Local stop smoking services and support: additional funding - GOV.UK (www.gov.uk) The current GP Out of Hours (OOH) contract was due to expire June 2023. A paper was shared with the Care Collaboratives in April 2023, requesting agreement for a contract extension of up to 2 years to enable transformation of this service, as part of an integrated urgent care offer. The contract now expires June 2025, with a new service to be mobilised July 2025. The presentation shared a the Care Collaborative will be circulated with the minutes. The Working Party requested that an update is shared at the next meeting regarding pollution monitors.	BE MW
	Future Meeting Dates tbc	