

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

**(Councillors Bell, Chambers, Gosling,
M Humphreys, Jenns, Jordan, McLauchlan,
Parker, H Phillips, Rose, L Smith, S Smith, Singh
and A Wright)**

For the information of other Members of the Council

For general enquiries please contact Democratic Services, on 01827 719221/719237 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

16 MAY 2022

The Community and Environment Board will meet in The Chamber, The Council House, South Street, Atherstone on Monday 16 May 2022 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.

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.

If attending in person, precautions will be in place in the Council Chamber to protect those who are present however this will limit the number of people who can be accommodated so 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 may 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 14 March 2022** – copies herewith, to be approved and signed by the Chairman.

PUBLIC BUSINESS (WHITE PAPERS)

- 6 **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 2022/23 Service Improvement Plan (SIP), detailing activity through to the end of April 2022, through which the Board has agreed to monitor the operational performance of the leisure facilities at each of its meetings.

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

- 7 **Leisure Facilities: Local Authority Trading Company** – Report of the Director of Leisure and Community Development

Summary

Further to the decision to establish a wholly owned Leisure Facilities Local Authority Trading Company, this report asks the Board to consider and comment upon a vision and an accompanying set of values for the new company.

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

- 8 **Ansley Workshops Sports Ground** – Report of the Director of Leisure and Community Development

Summary

Within the context provided by the adopted North Warwickshire Playing Pitch Strategy (2018 to 2031), this report provides Members with an update on the activity currently being undertaken at Ansley Workshops Sports Ground and presents a related request from Haunchwood Sports Junior Football Club for the Board's consideration.

The Contact Officer for this report is Evan Ross (719270).

- 9 **Climate Change Action Plan** – Report of the Corporate Director - Streetscape

Summary

This report presents Members with the first draft of the Climate Change Action Plan and asks for comments and authority to consult the public and other stakeholders on its content ahead of a final revised version being brought back to this Board for adoption in July 2022.

The Contact Officer for this report is Richard Dobbs (719440)

STEVE MAXEY
Chief Executive

NORTH WARWICKSHIRE BOROUGH COUNCIL

MINUTES OF THE COMMUNITY AND ENVIRONMENT BOARD

14 March 2022

Present: Councillor Bell in the Chair.

Councillors Chambers, D Clews, Gosling, M Humphreys, Jenns, Jordan, H Phillips, McLauchlan, Symonds and A Wright.

Apologies for absence were received from Councillors Parker (Substitute Councillor Symonds), Rose, L Smith and S Smith (Substitute Councillor D Clews).

32 **Disclosable Pecuniary and Non-Pecuniary Interests**

Councillor M Humphreys declared a Non-Pecuniary interest on Minute Number 35 by reason of being a Trustee of North Warwickshire Citizens Advice (NW CA) and took no part in the discussion or voting thereon.

33 **Minutes of the Meeting of the Board held on 17 January 2022**

The minutes of the meeting held on 17 January 2022, copies having been previously circulated, were approved as a correct record and signed by the Chairman.

34 **Leisure Facilities: Service Improvement Plans**

The Director of Leisure and Community Development reported on the Service Improvement Plan (SIP), detailing activity through to the end of January 2022, through which the Board had agreed to monitor the operational performance of the leisure facilities at each of its meetings. In addition, a draft SIP for the 12 months period commencing from April 2022 was appended for Members' consideration and approval.

Resolved:

- a That the progress made against the requirements identified in the approved 2021/22 Leisure Facilities Service Improvement Plan through which operational performance is monitored be noted; and**
- b That the draft Service Improvement Plan through which the operational performance of the leisure facilities will be monitored through to 31 March 2023 be approved.**

35 **Financial Assistance to Outside Organisations**

The Director of Leisure and Community Development reported on the requests for assistance through the provision of an annual grant that had been received from Warwickshire Community and Voluntary Action (WCAVA), North Warwickshire Citizens Advice (NW CA), Live & Local, the North Warwickshire Allotments' Federation and North Warwickshire First Responders. The need to reduce the Annual Grants programme by £20,000, owing to the need to make significant savings in the Authority's revenue budget, was also addressed.

Resolved:

- a That the work undertaken by the organisations funded in 2021/22 through the Annual Grants scheme be noted; and**
- b That £31,100 be awarded to North Warwickshire Citizens Advice (NW CA) and £500 be awarded to North Warwickshire First Responders.**

36 **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 principle of the Authority entering into an agreement with Piccadilly Community Association, through which it could assume responsibility for the management and maintenance of a Memorial Garden within part of Piccadilly Sports Field be agreed, prior to the possible consideration of this matter at a future meeting of the Resources Board; and**
- c That the Resources Board be requested to assess the sustainability of the proposed Piccadilly Memorial Garden project during its consideration of whether or not to enter into a corresponding agreement with the local Community Association.**

37 **Leisure Facilities: Local Authority Trading Company**

The Director of Leisure and Community Development provided information in relation to the establishment of a Leisure Facilities Local Authority Trading Company and sought the Board's approval for the undertaking of such a course of action.

It was proposed by Councillor Chambers and seconded by Councillor Gosling by way of amendment:

That recommendations (a) and (b) be replaced by the following:

- a That the Board assesses the full impact of the last two years of the service improvement measures which have been taken and the current state of the leisure market post Covid 19;**
- b That a full evaluation of the risks and benefits of transferring our leisure services to a single authority LATCo with particular reference to economies of scale and costs compared with continuing with an in-house management approach be undertaken; and**
- c That the Board establishes a task and finish group to oversee, scrutinise and report back regularly on the costs and process of setting up an LATCo.**

Upon being put to the meeting the Chairman declared the amendment to be lost.

Resolved:

- a That the establishment and registration of a wholly owned Leisure Facilities Local Authority Trading Company be approved.**

It was then proposed by Councillor Chambers and seconded by Councillor Gosling by way of amendment:

That recommendation (b) be replaced by the following:

- b That the Board establishes a task and finish group to oversee, scrutinise and report back regularly on the costs and process of setting up an LATCo.**

Upon being put to the meeting the Chairman declared the amendment to be lost.

Resolved:

- b That delegated authority be given to the Chief Executive, in consultation with the Chairman, Vice-**

**Chairman and Opposition Spokesperson of the Board,
to set up a Leisure Facilities Local Authority Trading
Company.**

38 Climate Change Update

Following the Council's declaration of a Climate Emergency, the Corporate Director – Streetscape updated Members on progress and next steps.

Resolved:

- a That the contents of the report be noted, and;**
- b That the collective aim to reach Net Zero by 2050 be endorsed.**

39 Minutes of the Health and Wellbeing Working Party

The minutes of the meeting held on 15 February 2022, copies having been previously circulated, were noted.

Margaret Bell
Chairman

Agenda Item No 6

Community and Environment Board

16 May 2022

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 2022/23 Service Improvement Plan (SIP), detailing activity through to the end of April 2022, through which the Board has agreed to monitor the operational performance of the leisure facilities at each of its meetings.

Recommendation to the Board

That the Board notes and comments upon the progress made against the requirements identified in the approved 2022/23 Leisure Facilities Service Improvement Plan through which operational performance is monitored.

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 2022, the Board approved a 2022/23 Leisure Facilities Service Improvement Plan (SIP), which is intended to guide activity through until the end of March 2023. A copy of the adopted Plan, which details the key actions, work programmes and improvements to be achieved by next 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 April 2022. Members are invited to comment on that progress. Any significant changes and/or progress made in early May 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 facilities.
- 4.3 Leisure Facilities staff have been working with Children Services North-East on the process of “poverty proofing” the public offer made through the centres. The process, which involves training, scoping and consultation work, prior to the production of a feedback report containing recommendations for improvement, aims to make the service more welcoming and accessible for all of the residents of North Warwickshire. The associated staff training programme is now complete and the team is engaged on working with colleagues and the public on scoping and consultation interventions.
- 4.4 As part of the Service Improvement Plan commitment to improve service for disabled, disadvantaged and SEND populations, the Leisure Facilities team has been completing an “inclusivity review”, with a view to improving equality and diversity within service programming. Having completed the initial research work, the service is currently looking to create a leisure specific “Equality, Diversity and Inclusion” Action Plan for the section. The intention is to complete the Action Plan ready for implementation from June onwards.
- 4.5 Easter holiday activities took place across the sites in April. Activities included Nerf Wars, Kiddie Karts, a Roller Disco, Multi Sports and Bouncy Castle sessions and more. Atherstone Family Fun delivered HAF (Holiday Activities and Food) funded programmes at the Memorial Hall, whilst Coleshill saw Dance and Cheerleading added to its holiday service offer. The team is in discussion with the HAF funding leader to better understand how the service can expand its programme of health-related activities across the Borough. Alongside junior activities, the new Walking Sports programme has also launched at Coleshill Leisure Centre. A verbal update on performance will be given to Members at the meeting.
- 4.6 In an attempt to attract new health and fitness members to the facilities, a new promotion will run through April and May, offering an opportunity for people to benefit from a half-price May and June. The offer, which comes at a time when people are thinking about their summer holiday, includes instructor support to help set and achieve each individual’s personal health and wellbeing goals.

- 4.7 Leisure Facilities staff have continued to try to engage customers and the wider public in different ways with the aim of improving people's understanding of their own health and wellbeing. A number of examples of these initiatives are identified below:
- Eight weeks' Couch to 5K groups started in late March in both Atherstone and Coleshill. The groups were offered free of charge to members. Pending feedback and outcomes from the courses it is hoped that another promotion will be offered in the late spring/early summer to get more people active
 - An adult Roller Disco is being held at Coleshill Leisure Centre in late April. This event has generated considerable interest on the Centre's social media feeds
 - Leisure Facilities supported Time Banking to host an event at Atherstone Memorial Hall on 16 April, which raised £843 for Dementia UK
 - Further to its engagement in a Jobs Fayre in February, Atherstone Leisure Complex undertook a series of follow-up interviews with attendees, which subsequently resulted in the recruitment of a number of much needed casual staff into the service. Another Jobs Fayre will now be hosted at the Memorial Hall in May. It is hoped that the relationship with the Job Centre will support local employment and work experience, as well as help to strengthen staff resilience
- 4.8 The team that oversees the operation of gymnastic sessions across the sites has worked hard to change the related awards scheme for participants. With British Gymnastics changing the way it operates its scheme, which would have incurred additional costs throughout the year, the team has identified and sourced an alternative rewards programme that will maintain the cost effectiveness of the service for both the facilities and its gymnasts. This approach is consistent with that of a number of local clubs, including Tamworth Olympic Gymnastics, to which many of our members progress after their introduction to the sport through Polesworth and Coleshill.
- 4.9 The continued use of the sports hall at The Polesworth School has been successful in maintaining high levels of badminton and football bookings, as well as allowing the gymnastics delivery to stay local. The School is working on developments to create a multi-use games area, which may give the opportunity to offer more services to the public in future. The simple hire agreement relating to the Borough Council's use of the sports hall has worked well (for both parties). Subject to establishing a satisfactory financial and operational arrangement with the School, therefore, it is currently considered to be appropriate to extend the arrangement for a further 12 months.

4.10 General updates in other key service areas include the following:

- Polesworth Fitness Hub achieved a record high gym attendance in March. With 2150 visits, this is the highest monthly visitor level achieved in the last five years
- Social prescribing meetings with Think Active and Warwickshire-wide organisations have taken place to agree the best delivery models and networks required in each area. These meetings will continue through May and into the early summer. A verbal update on progress can be given at the meeting
- Warwickshire County Council has shared a web-based tool that provides an ideal central location for all clubs and groups in Warwickshire to update their information and promote their activities. This tool is being discussed with wider partners to understand the best format through which to seek the involvement of clubs and groups before it is then promoted locally
- Informal discussions are being held with staff across the service in respect of the Borough Council's decision to establish a wholly owned Local Authority Trading Company. As well as discussing the process and timescales involved, some staff have also been engaged in the development of a vision for the service

4.11 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 July 2022. 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 Report Implications

5.1 Finance and Value for Money Implications

5.1.1 Whilst there is no financial implication arising directly out of this report, the SIP 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.

5.2 Safer Communities Implications

5.2.1 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.

5.3 Legal, Data Protection and Human Rights Implications

5.3.1 There are no direct legal, data protection or human rights implications arising from this report.

5.4 Environment, Climate Change and Health Implications

5.4.1 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.

5.5 Human Resources Implications

5.5.1 There are no 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.

5.6 Risk Management Implications

5.6.1 There are no 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. Merely for the Board's information, a thorough review of both risk assessments and the risks associated with the operation of birthday parties at Atherstone Memorial Hall is being undertaken in conjunction with the Borough Council's Health and Safety Officer.

5.7 Equalities Implications

5.7.1 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. As referred to in the main body of the report, Leisure Facilities staff are also in the process of developing an "Equality, Diversity and Inclusion" Action Plan for implementation within the service.

5.8 Links to Council's Priorities

5.8.1 The Service Improvement Plan has direct links to the following corporate priorities:

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

5.8.2 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, 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 | Report to Community and Environment Board (Leisure Facilities: Service Improvement Plans) | March 2022 |

North Warwickshire Leisure Facilities

Service Improvement Plan - April 2022 to March 2023

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: 22 April 2022

| Theme | Action | Target | Timescale | Resource / Cost | Lead Officer | RAG and DOT | Comment / Progress |
|---|--|--|--|---------------------------------------|--------------|-------------|--|
| Recover and Reinvent 'Optimising the return to an active lifestyle', 'Continue to re-invent to be relevant to the evolving community needs.' | To be pro-active in encouraging more people to return to; or take on a more active lifestyle | Respond to the latest Government guidelines to maintain a safe environment for all To: <ul style="list-style-type: none"> Complete a 'health and wellbeing' review of programmes with the aim to improve inclusivity and remove barriers to participation Work with external professionals to understand the service through a 'poverty proofing' lens | April 2022 and ongoing Updated programme June 22, then ongoing till March 2023 June 2022 | To identify within the review process | OO | ↑ | Facilities are adhering to latest guidance, ensuring a safe environment for staff and public |
| | To continue to understand what communities want / need and be re-active to adapt current or invent new services; and work collaboratively to encourage a 'leadership community' to do the same | Adapt to deliver services differently or to create new services in their place with the goal to keep the community engaged, more active and living healthier, happier lives | March 2023 | | LMT | → | With staff training complete, scoping and consultation is currently taking place with public and staff, which will inform a report and recommendations |
| | Review pricing and packages | To review fees, charges and packages to ensure affordable services in alignment with the local and wider market | January 2023 | | SAEO / SSRO | → | A number of projects are at different stages of delivery that will adapt or offer new services to increase opportunity to be active e.g. walking sports, CLC balcony project, social prescribing progress, etc |
| | Explore the opportunity of optimising use of space across facilities | Review the opportunities to optimise the use of space in facilities to increase services, attendance and improve financial performance | March 2023 | | LMT | → | This review will take place later in the year |
| | | | | | LFM/SAEO | → | An initial "inclusivity" review has taken place that will inform an updated leisure policy and action plan in June 2022 |

| Theme | Action | Target | Timescale | Resource / Cost | Lead Officer | RAG and DOT | Comment / Progress |
|--|--|--|---|--|-----------------------|-------------|---|
| | Become 'greener' and improve the facilities carbon footprint 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 2023 | | LMT | → | and Polesworth School are in discussion Leisure facilities have fed into the corporate 'Climate Change' action plan |
| 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 2023 | Provision made within the revenue budget | OO | → | A Swim England survey was shared with those on swim lessons in the last week of April to gain feedback on their experience A customer forum took place (later than expected) in May to gain feedback on sports and activities across sites |
| | Focus on delivering services more tailored to the wants and needs of the community | Explore Net Promoter Score (NPS) as a feasible measure of performance Collaborate with Community Development, Public Health, community groups and other appropriate partners on the development and delivery of services, events and community projects. Engagement with new groups may further enhance the annual plan, which outlines the delivery timescales | Revised to March 2023 Ongoing until March 2023 | Identify within the review Provision made within the revenue budget process | OO SAEO / SSRO | → → | This review is due to take place later in the year Leisure facilities continues to meet and maintain existing and build new relationships with communities and groups e.g: <ul style="list-style-type: none"> • Recently linked with Time Banking for a Charity Memorial Hall event • Working with the Job Centre on a Jobs Fayre • Continue to work with Atherstone Family Fun, Nouveau Dance and Cheerleading on holiday activity delivery |

| Theme | Action | Target | Timescale | Resource / Cost | Lead Officer | RAG and DOT | Comment / Progress |
|---|--|--|--------------------------|--|--------------|-------------|---|
| | | Optimise service delivery within / by communities, through securing external support for activity programmes. To update the Board at each meeting | Ongoing until March 2023 | | SAEO / SSRO | → | <ul style="list-style-type: none"> Recent links with Warwickshire County Council about a sports and activities central database and links with the HAF co-ordinator Networking with Think Active and other Warwickshire partners around social prescribing initiatives <p>Currently no direct funding has been established since April 2022:</p> <ul style="list-style-type: none"> Discussions are taking place with the HAF co-ordinator to understand the potential for more delivery in North Warwickshire Discussions with Think Active are taking place about social prescription funding |
| Positive Experiences for the community, with a particular focus on: - Children and Young People | 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 levels at or above that in 2021/22 | February 2023 | Provision made within the revenue budget Process | SAEO | → | Holiday activities were delivered in April, including activities run by the facilities, external providers and some HAF funded activity, achieving 620 attendances. Activities are planned for May |
| | | Parties - Optimise party sales to achieve levels at or above that in 2019/20 | March 2023 | | SAEO | → | Parties have been popular across sites. Performance will |

| Theme | Action | Target | Timescale | Resource / Cost | Lead Officer | RAG and DOT | Comment / Progress |
|---|--------|---|---------------|--|--------------|-------------|--|
| <ul style="list-style-type: none"> - Active Ageing - Disabled, Disadvantaged and Special Education Needs (SEND) | | <ul style="list-style-type: none"> - To complete a party review and shape a plan to consider how to improve the quality, choice, packages on offer and timelines for achieving this | October 2023 | Provision made within the revenue budget process | SAEO | → | <p>be monitored through the year and action taken to optimise performance</p> <p>This review will take place later in the year</p> |
| | | <p style="text-align: center;">Schools</p> <ul style="list-style-type: none"> - Maintain or improve the performance of the school swimming service | March 2023 | | SAEO / OO | → | School Swim is still well attended. A more detailed service review is due to take place between July and September |
| | | <ul style="list-style-type: none"> - 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 2023 | | SAEO | → | Work experience is available across sites, with some students already having reserved places with facilities |
| | | <ul style="list-style-type: none"> - Re-introduce work experience schemes and explore opportunities around the development of training and volunteer experiences that may lead to employment | July 2022 | | OO | → | Work experience is available across sites, with some students already having reserved places with facilities |
| | | <p style="text-align: center;">Sports and Coaching</p> <ul style="list-style-type: none"> - 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). To report progress to the Board: comparing occupancy / attendances versus 2019 and informing of changes | March 2023 | | LMT | → | Leisure facilities continue to offer and host a variety of coached activities (gymnastics, Aston Villa camps, cheerleading, dance, martial arts and more) which the team will look to build upon further this year. Extra space created at the Memorial Hall and due to be created at Coleshill Leisure Centre will increase the opportunity to offer more |
| | | <p style="text-align: center;">Swimming</p> <ul style="list-style-type: none"> - Continue to enhance the number of swimmers on the Learn to Swim scheme versus 2019 / 20 | March 2023 | | SAEO | → | The Learn to Swim scheme is performing over 9% better than |

| Theme | Action | Target | Timescale | Resource / Cost | Lead Officer | RAG and DOT | Comment / Progress |
|-------|---|--|--|-----------------|---|-------------------------------------|---|
| | Continue to improve the service offering for the “active ageing” populations within in North Warwickshire | <ul style="list-style-type: none"> - Review the pool timetable through a ‘health and wellbeing’ lens and make positive changes considering the diverse needs of the community <p style="text-align: center;">Health and Fitness</p> <ul style="list-style-type: none"> - Network with schools and communities to increase awareness of junior fitness services, with the aim to increase junior membership sales <p>Engage with more community groups and with Community Development to continue to understand what public want / need within leisure facilities and communities; to feed into current action plans to improve services for active ageing populations. Using action plans, to continue to develop and deliver services that will:</p> <ul style="list-style-type: none"> - Enhance service quality - Increase the in-house service offering - Increase the number of groups and organisations hosted at the leisure facilities - Work with and support those community groups offering services to the active ageing population | <p>June 2022 and March 2023</p> <p>March 2023</p> <p>December 2022</p> | | <p>SAEO</p> <p>SSRO</p> <p>SAEO</p> <p>SAEO</p> | <p>→</p> <p>→</p> <p>→</p> <p>→</p> | <p>this time in 2019. Project work is currently taking place to look at how the scheme can be enhanced and expanded further</p> <p>Having completed the initial research work, the service is currently looking to create a leisure specific “Equality, Diversity and Inclusion” Action Plan for the section. The intention is to complete the Action Plan ready for implementation from June onwards</p> <p>Alongside the general and ongoing awareness and promotion of the service, a more detailed review is due to take place between July and September 2022</p> <p>More walking sports launched at Coleshill Leisure Centre during the Easter half-term</p> <p>As well as taking any opportunities that present themselves through the year, a more detailed review of the service offering and increasing opportunities will take place between October and December 2022</p> |

| Theme | Action | Target | Timescale | Resource / Cost | Lead Officer | RAG and DOT | Comment / Progress |
|---|--|--|---------------|--|--------------|-------------|--|
| | | Use the “We are Undefeatable” Sport England campaign to promote the service offer and encourage participation | March 2023 | | SAEO / SSRO | → | service offering and increasing opportunities will take place between October and December 2022 The campaign will be scheduled later in the year (set out in the actions of the Equality review) |
| 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 on the Leisure Facilities-related actions within the Health and Wellbeing Action Plan | Ongoing | Provision made within the revenue budget Process | LFM | → | Regular updates will be provided to the H&WWP throughout the year |
| | To further develop the choice of health and wellbeing services to strive to improve physical and mental wellbeing within the community | 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 2023 | | SEAO / SSRO | → | A calendar of engagement activities and events is planned to deliver through the year Leisure Facilities provided a venue for Time Banking to host a charity event that raised over £800 for dementia charities. Atherstone Memorial Hall will be a venue for a jobs fayre led by the Job Centre in May Couch to 5K courses are currently running at Coleshill and Atherstone |
| | | 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; to increase participation, physical activity, physical and mental health and wellbeing of the public | August 2022 | | SSRO | → | |
| | | | November 2022 | | SSRO | → | Regular meetings continue to take place with Everyone Health about exercise referral. Meetings with Think Active and other partners across Warwickshire are taking place to understand the best models for increasing social |

| Theme | Action | Target | Timescale | Resource / Cost | Lead Officer | RAG and DOT | Comment / Progress |
|----------------------------|--|--|---|--|--|----------------------------|--|
| | | <p>Working with corporate and local businesses, create a "Workplace Wellbeing" pack and service offering, targeting corporate and local / high street businesses</p> <p>Explore the opportunity to introduce Mental Health First Aiders within the service, to identify concerns, signpost to support and enhance the opportunity for suicide prevention within the community</p> <p>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</p> | <p>Revised to Corporate timescales (tbc in 2022)</p> <p>September 2022 and March 2023</p> | | <p>SSRO</p> <p>LFM</p> <p>OO</p> | <p>→</p> <p>→</p> <p>→</p> | <p>prescription. The SSRO is also looking at funding options and schemes to support this work</p> <p>The project is due to take place from October to December 2022</p> <p>Training has been included in the corporate training plan. Funding opportunities will also continue to be assessed</p> <p>Surveys and feedback will be collected through the year and updates provided to the Board</p> |
| Active Environments | Continue to network and increase opportunities to improve health and wellbeing in alternative environments | <p>To increase the use of parks and outdoor spaces in the delivery of in-house services and events</p> <p>To work with groups and organisations to improve participation opportunities delivered externally in alternative environments</p> | <p>October 2022</p> <p>October 2022</p> <p>November 2022</p> | <p>To identify within the review process</p> <p>Provision made within the revenue budget Process</p> | <p>SEAO / SSRO</p> <p>SEAO / SSRO</p> <p>LFM / SEAO</p> | <p>→</p> <p>→</p> <p>→</p> | <p>Couch to 5K courses are running at Coleshill and Atherstone</p> <p>A number of events and activities are scheduled to be delivered through the year using alternative environments</p> <p>Leisure facilities are working with Think Active to push a web directory tool created by Warwickshire County Council that will help to promote clubs and groups</p> |

| Theme | Action | Target | Timescale | Resource / Cost | Lead Officer | RAG and DOT | Comment / Progress |
|---------------------------|---|---|--|---|--|----------------------------|---|
| | To explore digital technology in supporting service delivery | <p>To work with Community Development on the planning and delivery of the Borough's Cycling Plan</p> <p>Work with Community Development to include the leisure facilities as hubs for walking, running and cycling groups</p> <p>To scope digital and technological opportunities that will enhance the service offering and reduce barriers to participation (cost, time, access, other)</p> | <p>November 2022</p> <p>March 2023</p> | <p>To identify within the review process</p> | <p>LFM / SEAO</p> <p>LFM</p> | <p>→</p> <p>→</p> | <p>Leisure facilities and Community Development meet regularly to progress a number of initiatives, including walking, running and cycling projects</p> <p>As part of the member journey reviews we expect to identify opportunities to introduce technologies to improve the customer experience</p> |
| 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 | <p>Further develop the 'Member Journey' for health and fitness members across leisure facilities</p> <p>Ensure the delivery of health and fitness marketing campaigns throughout the year to achieve sales targets</p> <p>Deliver regular member engagements, incentives and service developments to optimise retention</p> | <p>July 2022</p> <p>Ongoing until March 2023</p> <p>Ongoing until March 2023</p> | <p>Provision made within the revenue budget Process</p> <p>Identify in the review process</p> | <p>SSRO</p> <p>SSRO / LFM</p> <p>SSRO</p> | <p>→</p> <p>→</p> <p>→</p> | <p>A detailed review is currently under way to improve the member journey for gym, classes, exercise referral and personal training members. A review will take place later in the year to look at the customer journey before they become a facility user</p> <p>A campaign is currently live to attract new membership sign-ups. Feedback will be given to the Board following the promotion period</p> <p>Regular engagement events are planned to take place through the year for public and customers. Gym challenges, class timetable launches and a Roller Disco event took place in April</p> |

| Theme | Action | Target | Timescale | Resource / Cost | Lead Officer | RAG and DOT | Comment / Progress |
|---------------------------------------|---|---|--------------------------|--|--------------|-------------|--|
| | | Review the group exercise programme to ensure occupancy levels are proactively managed | Ongoing until March 2022 | | SSRO | → | The group exercise timetable is regularly and changes made as required |
| | | Review the opportunity for funding and cost / benefit of procuring hi-tech biometric health testing scales | July 2022 | | SSRO | → | Scoping of the market has taken place and a business case will be written in the near future for Management Team's consideration |
| 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 through the year | Ongoing until March 2023 | Divisional and Corporate Training Budget | OO | → | Recruitment and selection take place through the year to service needs Training plans have been completed and submitted corporately |
| | 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 2023 | | OO | → | Appraisals for the start of the year have taken place and will be re-visited through the year. Team and one to one meeting are scheduled and will also take place through the year |
| | 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 2023 | | OO | → | Health and Safety review schedules are set across sites. The responsible team will meet regularly to ensure health and safety tasks are completed through the year |
| | | 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 2023 | | LFM | → | Audits are scheduled through the year to assess performance and identify improvements |
| Marketing and Promotion | Ensure effective marketing to the public to optimise engagement | Create an updated Marketing Plan to be proactive in service campaigns, to include events scheduled throughout the year | April 2022 | Provision made within the | LFM | → | Planned marketing and promotional campaigns have been identified through the year |

| Theme | Action | Target | Timescale | Resource / Cost | Lead Officer | RAG and DOT | Comment / Progress |
|--|--|--|---------------------------------------|------------------------|--------------|-------------|--|
| | and potential return on investment | To update the Board on campaigns and marketing activity through the year | Ongoing until March 2023 | revenue budget Process | LFM | → | A campaign is currently live to attract new membership sign-ups. Feedback will be given to the Board following the promotion period |
| | | Optimise web engagements (at or above that of 2021 / 22) and increase social media followers and engagements | Ongoing until March 2023 | | LMT | → | Leisure engagements have continued to grow. Feedback on performance will be given to the Board once a larger data-set has been established |
| | | Deliver quarterly internal and external leisure bulletins | April, July, October, January | | LFM | → | Leisure updates were communicated internally and externally in early May 2022 |
| 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 7

Community and Environment Board

16 May 2022

Report of the Director of Leisure and Community Development

Leisure Facilities: Local Authority Trading Company

1 Summary

- 1.1 Further to the decision to establish a wholly owned Leisure Facilities Local Authority Trading Company, this report asks the Board to consider and comment upon a vision and an accompanying set of values for the new company.

Recommendation to the Board

That, in order to guide the work of service staff, the Board considers and comments upon the vision and accompanying set of values for the Leisure Facilities Local Authority Trading Company, as outlined in the main body of the report.

2 Consultation

- 2.1 As the Authority's leisure facilities are of Borough-wide significance this report has been circulated to all Councillors for their consideration. Any comments received will be reported at the meeting.

3 Introduction

- 3.1 At the outset of the process to establish a Local Authority Trading Company (LATCo), it is obviously important for the Borough Council to have a clear vision for, in this respect, its leisure facilities and for it to understand the broad outcomes that it wants to deliver through the related service. Successful Local Authority Trading Companies also have a clear vision. The adoption of a shared vision would help to build mutual trust between the Authority and the company, as well as support the process for strategic planning between the two organisations. Additionally, it would help to ensure that the LATCo supports the Borough Council in the delivery of its own Corporate Plan priorities.

- 3.2 In support of the process to establish a shared vision between the Borough Council and the LATCo, and in building on work that has been on-going for some time, the Leisure Facilities Manager and his Business Development, Operations Officer and Duty Officer colleagues have been giving further consideration to the vision and values that guide their approach to service provision.

4 Corporate Plan and Key Strategic Objectives

- 4.1 In undertaking this task, the logical starting point was considered to be the Authority's adopted Corporate Plan Vision and Key Objectives, which, as Members will be aware, are as follows:

Vision

- Protecting the rurality of North Warwickshire, supporting its communities and promoting the wellbeing of residents and business

Key Objectives

- Efficient Organisation: Effective financial management, a lean and responsive organisation
 - Safe, Liveable, Locally Focussed Communities: Feeling safe, place-based enforcement, good quality of life
 - Prosperous and Healthy: Jobs, infrastructure, connectivity, health
 - Sustainable Growth, Protected Rurality: Vibrant growth, sense of place, recognisably "home"
- 4.2 Leisure Facilities staff could clearly see their role in promoting the wellbeing of residents, in being efficient and responsive and in helping to contribute to a good quality of life in the Borough.
- 4.3 Staff also wanted to ensure that their work was consistent with the direction and key objectives provided within other key strategic documents, most specifically the North Warwickshire Health and Wellbeing Action Plan (2020 to 2023) and the Borough Council's Leisure Facilities Strategy (2018 to 2031).

North Warwickshire Health and Wellbeing Action Plan (2020 to 2023)

Key Vision

- To encourage and support the local community to adopt a proactive approach in the positive self-management of their health and wellbeing

North Warwickshire Borough Council Leisure Facilities Strategy (2018 to 2031)

Vision

- To provide sustainable, high quality and accessible leisure facilities, both formal and informal places and spaces, to enable increased participation in sport and physical activity and to contribute to improved community health and wellbeing

4.4 Again, Leisure Facilities staff were content that their work was being undertaken in furtherance of these visions.

4.5 The Board will be aware that, in 2020, Members approved the undertaking of a Strategic Outcomes Planning Model (SOPM), through which an options appraisal/framework would be undertaken that would inform the decisions required to deliver a long-term and sustainable investment in leisure facility provision. The Model was intended to identify an approach to the provision of effective and viable leisure facilities that would meet both corporate objectives and community demand. An external consultant was engaged to work through this process with the Authority.

4.6 In seeking to establish a set of outcomes for the Leisure Facilities service, the consultant acknowledged that the Borough Council had a comprehensive collection of strategic documents, a number of which were focused, in part at least, on building a healthier community in North Warwickshire. Having reviewed this documentation, the consultant then undertook an exercise with leading Councillors to determine the strategic objectives that would guide the future provision and management of the Leisure Facilities service. This process led to the development of the following outcome themes and underpinning strategic objectives:

Strategic Objectives for North Warwickshire:

To help our children and young people to get the best possible start to life

- Increase the number of children who are physically active
- Help to stop the rise in obesity in children
- Increase the number of children reaching Chief Medical Officer recommended activity levels
- Promote healthy activities for children

To enable people to effectively manage and maintain their physical wellbeing

- Encourage more participation in cycle to work or wellbeing schemes
- Encourage active travel
- Increase the number of adults who are physically active
- Help to reduce the number of adults who are obese and encourage maintenance of a healthy weight

To improve people's mental health and wellbeing

- Promote good mental health and wellbeing
- Improve prevention and early intervention for people with mental illness
- Promote cohesive, strong and active communities through encouraging access to local activities
- Improve access to health and wellbeing services within local communities

To enable older people to keep well and live independently as they grow older

- Reduce social isolation and loneliness
- Services and facilities to plan for an increasingly elderly population
- Help to increase the number of elderly people achieving recommended Chief Medical Officer activity levels
- Help to increase activity levels in people living with long-term health conditions

5 North Warwickshire Leisure Facilities – Vision and Values

5.1 Within the context provided by the key drivers identified above, the Leisure Facilities Manager and his colleagues are working to establish a vision and a set of values that will guide them in their work, both now and after the establishment of the Leisure Facilities Local Authority Trading Company. In this regard, they have proposed to adopt the following vision:

Vision

- To be the leading provider of accessible, inclusive, good quality leisure services within North Warwickshire for people of all generations and with a view to improving community health and wellbeing.
- 5.2 The ambition of the staff team is to be the best provider of leisure facilities and services in North Warwickshire. The proposed vision is underpinned by the desire to increase opportunities to engage, to deliver high quality services and to provide an enjoyable, active and friendly service for everyone. The customer will continue to be at the heart of the Leisure Facilities service offer. Equally, the staff want to inspire more people, of all ages to become more active and engaged in sport and leisure activity.

5.3 Having drafted a shared vision, the staff then determined to look at a set of values (or behaviours) and key aims that will frame the way in which they wish to deliver their service to the public.

Values

- Customer Focused: Deliver an excellent customer experience and put the customer at the heart of everything we do
- Progressive: Embrace learning and change, and strive to constantly improve the customer experience
- Positive: Possess and exhibit a positive, “can-do” attitude with both our customers and colleagues
- Integrity: Maintain an honest, respectful and inclusive service environment at all times
- Better Together: Constantly seek ways in which to build constructive partnerships and strengthen our working relationships, with a view to improving the service for our customers and community

Key Aims

- Engage with and better understand community and customer needs, with a view to achieving high levels of customer service satisfaction
- Increase the quality, quantity and accessibility of service opportunities
- Continuously improve the quality of the service offer
- Value our partners and partnerships and build a leisure community of which we all want to be a part
- Improve the physical and mental health and wellbeing of our community
- Be more commercial, optimising business opportunities and sales

5.4 It is hoped and felt that the vision, values and key aims identified by Leisure Facilities staff reflect the strategic corporate visions and objectives identified in section 4 of the report. They are, therefore, presented to the Board for consideration, in the hope that they will be shared by the Borough Council and the new LATCo, that they will help to support mutual trust and that they will guide a successful and productive relationship between the two organisations. This represents an on-going piece of work for the Leisure Facilities Manager and his staff. The comment, advice and direction of Members would be welcome, however, as the service seeks to finalise the vision that will set the framework for future activity.

6 Report Implications

6.1 Finance and Value for Money Implications

6.1.1 There are no financial implications arising directly from 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 is no human resources implication arising directly 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. The process through which a LATCo will be established and the services transferred thereto will require the detailed assessment of risk at a number of key stages in order to ensure the maintenance of the best interests of both the Borough Council and the new company.

6.7 Equality Implications

6.7.1 It is intended that Local Authority Trading Company management and operation of the Authority's Leisure Facilities service will ensure continued equality of access to sustainable, good quality leisure opportunities. The identified vision and values, however, include a commitment to the provision of an accessible and inclusive service for the local community.

6.8 Links to Council's Priorities

6.8.1 The Borough Council's decision to establish a wholly owned LATCo has direct and positive links to the corporate priorities in respect of:

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

6.8.2 It is also intended that management of the Borough Council's Leisure Facilities service through a LATCo will contribute 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 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 | Leisure Facilities: Local Authority Trading Company | March 2022 |

Agenda Item No 8

Community and Environment Board

16 May 2022

Report of the Director of Leisure and Community Development

Ansley Workshops Sports Ground

1 Summary

- 1.1 Within the context provided by the adopted North Warwickshire Playing Pitch Strategy (2018 to 2031), this report provides Members with an update on the activity currently being undertaken at Ansley Workshops Sports Ground and presents a related request from Haunchwood Sports Junior Football Club for the Board's consideration.

Recommendation to the Board

- a That the Board considers and determines the request from Haunchwood Sports Junior Football Club to locate its teams to Ansley Workshops Sports Ground in order to meet its immediate facility needs; and,**
- b That the proposal to prepare a Service Level Agreement with Haunchwood Sports Junior Football Club, to enable it to apply for and secure external investment in the site, be approved, subject to the content of the Service Level Agreement being agreed by the Chairman, Vice-chairman and Opposition Spokesperson for the Board prior to it being signed by both parties.**

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 Ansley Workshops Sports Ground is a designated playing field located between Ansley Common and Ansley Village. The current facilities provide grass and artificial cricket pitches, one 11-a-side football pitch and a four-team changing pavilion with social amenities. Whilst the quality of the cricket provision is relatively poor, the Playing Pitch Strategy recommends that the Sports Ground be maintained only for cricket, as, at the time of producing the Strategy, a demand for additional pitch sports had not been identified.

4 Current Activity

- 4.1 In 2018, the sole user of the site was Ansley Cricket Club, which then operated two adult teams. The full-size football pitch had suffered damage from moles, which had left the playing area unsafe for use. At that time, the local demand for football pitches could be accommodated elsewhere (including at Arley Recreation Ground) and it was for these reasons that the Playing Pitch Strategy recommended that Ansley Workshops Sports Ground be maintained for cricket use.
- 4.2 Currently, Ansley Cricket Club, which has a long tradition of being involved in the maintenance of the cricket pitches, only supports one adult team and its diminishing volunteer resource has placed an extra burden on the few remaining committee members to maintain the on-site facilities. Additionally, the Club also prepares pitches for Corley Cricket Club, which uses the site to support its adult third team fixtures.
- 4.3 Haunchwood Sports Junior Football Club has, for a number of years, located most of its teams at Arley Recreation Ground. More recently, however, the Club has considerably increased playing capacity and the number of teams within its structure, most particularly in support of the growth in girls' football. Following repairs to the playing surface undertaken by the Club, those teams needing an 11-a-side pitch were relocated to Ansley Workshops Sports Ground during the 2020 / 21 season.
- 4.4 The growth of the Junior Football Club highlighted the need for ancillary provision at Arley Recreation Ground. A previous arrangement with Elite Sports Centre to use its toilet facilities became unworkable due to the increased number of teams using the site. In response, the Club hired in temporary toilets, which are located adjacent to a storage container within the Recreation Ground. More recently, an "agreement" with the local Medical Centre to use its car park in support of Club activity in Old Arley has been withdrawn. Given the number of teams using the Recreation Ground, there is no immediate and safe car parking solution that will meet the Club's on-site needs.

5 Future Activity

- 5.1 At a recent meeting with Haunchwood Sports Junior Football Club, a request was made to increase the number of football pitches at Ansley Workshops Sports Ground and to relocate the Club to this site. The Sports Ground has the benefit of ancillary accommodation and there are large areas of the cricket outfield that can be reconfigured into mini football pitches to support the Club's small-sided teams. The site also has a reasonably large grassed that can accommodate around 50 parked vehicles. Fortunately, the Junior Football Club also enjoys a positive relationship with Ansley Cricket Club.
- 5.2 Relocating the Junior Football Club to Ansley Workshops Sports Ground would enable its immediate needs to be met and remove the need for significant investment in ancillary and parking provision at Arley Recreation

Ground, which, in any event, would require the negotiation of a long-term arrangement with the Club in order to try and secure the external funding that would be required to effect the required facility developments. Currently, the Club has no immediate aspirations to enter into a long-term agreement for its use of any one particular site.

- 5.3 In order to appropriately accommodate the Junior Football Club at Ansley Workshops, there would be a need to undertake a small number of improvement works at the Sports Ground. Whilst there is sufficient space for cars to park at Ansley Workshops, the grassed area used for this purpose has really only been used in this way during the summer months. During the winter, and in bad weather, it can become unusable. Haunchwood Sports, therefore, has proposed to create a stone-based parking area in its place, which would facilitate year-round use. The changing pavilion would also benefit from cosmetic improvement and the Junior Sports Club has indicated its desire to make better use of the social space, which would require the provision of a new kitchen area, new carpet and other fixtures and fittings within the building.
- 5.4 The proposed improvements outlined above would require external funding and, in support of this need, Haunchwood Sports has begun to raise funds internally. To assist with this process and to support a potential application for external investment in the grass pitches, the Junior Football Club requires a signed Service Level Agreement to use the facilities for a 24 month period. Given its immediate needs, its evident commitment to the development of both local junior football and the Sports Ground, its effective relationship with the “resident” Cricket Club and the lack of any competing demand to use the site, it is considered to be appropriate to establish a Service Level Agreement with the Club. The matter, however, is brought to the Board for its determination in view of the recommendation in the Playing Pitch Strategy to maintain the site only for the playing of cricket. Nevertheless, it is felt that Strategies should always be seen as “live” documents that are capable of being amended to take account of changing needs and demands. If Members are minded to support the proposal to relocate the Junior Football Club to Ansley Workshops, it is suggested that the content of any Service Level Agreement be approved by the Chairman, Vice-chairman and Opposition Spokesperson for the Board prior to it being signed by the Club and the Borough Council.
- 5.5 Subject to Board approval, a sufficient number of improvements could be made for the Junior Football Club to relocate to Ansley Workshops with effect from the start of the 2022 / 23 football season.

6 Report Implications

6.1 Finance and Value for Money Implications

- 6.1.1 During the 2021 / 22 football season, the Authority received £1,690 in pitch fee income from Haunchwood Sports Junior Football Club in respect of its use of Arley Recreation Ground. If the Board approves the signing of a Service

Level Agreement with the Junior Football Club in support of its proposed use of Ansley Workshops Sports Ground, it is likely that this income stream would reduce to approximately £500 per season. It is estimated, however, that the works proposed to be undertaken to the playing pitches and ancillary accommodation at the Sports Ground would cost in the region of £15,000. This work would be undertaken through the Junior Football Club and, subject to a successful application, with the benefit of external funding. There would be no direct cost to the Borough Council.

6.2 Safer Communities Implications

6.2.1 Projects advanced through the Playing Pitch Strategy contribute to community safety by providing well-managed open space and recreation areas that 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 Robust Playing Pitch Strategies are essential for the provision, protection and appropriate management of green space and outdoor recreation provision, which have 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 resource implications arising directly out of this report.

6.6 Risk Management Implications

6.6.1 There are no direct risks consequent upon the proposal to relocate Haunchwood Sports Junior Football Club to Ansley Workshops Sports Ground.

6.7 Equalities Implications

6.7.1 There are no adverse 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. As identified in the main body of the report, Haunchwood Sports Junior Football Club has an excellent track record in the development of opportunities for girls and boys to play football.

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, education attainment and skill levels
- Develop healthier communities
- Improve access to services

The Contact Officer for this report is Evan Ross (719270).

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 | North Warwickshire Borough Council | North Warwickshire Playing Pitch Strategy (2018 to 2033) | 2018 |

Agenda Item No 9

Community and Environment Board

16 May 2022

Report of the Corporate Director – Streetscape

Climate Change Action Plan

1 Summary

- 1.1 This report presents Members with the first draft of the Climate Change Action Plan and asks for comments and authority to consult the public and other stakeholders on its content ahead of a final revised version being brought back to this Board for adoption in July 2022.

Recommendations to the Board

- a That Members propose any amendments or additions to the current draft Action Plan,
- b That the draft Action Plan (including any revisions) be published and comments invited from the public and other stakeholders, and;
- c That the Member Climate Change Group considers the responses to the public consultation, amends the Action Plan accordingly so that a final version can be brought back to this Board at its next meeting for approval and adoption.

2 Consultation

- 2.1 The Action Plan has been developed by officers in consultation with the all-party Climate Change Member Group. The Group has had the opportunity to discuss individual action areas with officers from the relevant departments alongside further evidence and information collated outside of those Member Group meetings. The final draft of the Action Plan which is included in this report at Appendix A has been circulated to the Climate Change Group for comment ahead of this Board report being finalised.

...

3 Background

- 3.1 The Council declared a Climate Emergency at the Extraordinary Full Council meeting on 22 October 2019. As part of that declaration, the Council committed to taking steps to tackle the issue and confirmed that action is required to assess the impact the Council's activities have on the environment

and the climate and to take steps to ensure that the level of the impact is reduced, as far as is practicable, with the ultimate aim of carbon neutrality.

- 3.2 The Action Plan is focussed on several key areas which have the greatest direct impact on the Council's carbon emissions such as transport, waste & recycling, and energy usage, but also on other areas of activity where the Council has both a direct and indirect impact on Climate Change and Environmental Sustainability including Housing, Planning, and Biodiversity. The Action Plan also begins to address the issue of adapting to the effects of Climate Change and identifies areas where more work needs to be done.
- 3.3 Members will note the activity undertaken to date across the Council to reduce carbon emissions and to make Council activity more sustainable. For the first time the Action Plan commits the Council to making its activities net zero by 2030 which is in line with the Council's wider commitment to meet the COP26 collective aim to reach Net Zero by 2050.

4 Public Consultation

- 4.1 The Council's Climate Change Action Plan focusses on steps which the Authority can take to reduce its own carbon emissions in order to achieve net zero, but there is also a wider responsibility to support local communities and businesses to reduce carbon emissions across the borough and the wider sub-region. The Council also has a significant role to play in the broader regional and national response to the Climate Emergency and the Council's Action Plan aims and targets and its "business as usual" activity needs to support wider efforts to tackle Climate Change and reduce carbon emissions.
- 4.2 It is critical therefore that the Council seeks the views of the Public, local businesses, neighbouring local authorities and other stakeholders on its Climate Change Action Plan and takes into account the feedback it receives ahead of publishing the final version. The Action Plan recognises the critical role that communities, businesses, health and education providers, Government, utilities companies, transport providers, charities, and other stakeholders will play in both tackling Climate Change and adapting to it. The Council's Action Plan should, wherever possible, support, enhance and complement the actions and measures taken by other organisations in respect of tackling Climate Change.
- 4.3 It is proposed that the Council's Action Plan, once amended to reflect the views of the Board, should be open to public and stakeholder consultation for a minimum of four weeks with the results of that consultation process being considered by the all-party Member Group in order for the Action Plan to be suitably amended to reflect the feedback received ahead of a final version of the plan being presented for approval and adoption by the Community & Environment Board at its meeting in July 2022.

5 Next Steps

- 5.1 The Council's Climate Change Action Plan is an evolving document and will be updated continuously during the draft stages and over the coming years. Officers will continue to engage with colleagues across the County and the wider sub-region to develop joint strategies to tackle climate change as effectively as possible.
- 5.2 It is proposed that the regular updates on the Climate Change Action Plan will be brought to future meetings of this Board and that the plan should be kept under constant review and developed and updated as necessary. The Climate Change Member Group should continue to meet to drive and oversee that process. Finally, it should be acknowledged that the development of this Action Plan is only the first step in achieving the Council's aims in relation to Climate Change. Further work needs to be undertaken on a case-by-case basis to develop key activities within each focus area with further reports brought back to future meetings of this Board for consideration.

6 Report Implications

6.1 Financial Implications

- 6.1.1 There is no specific budget allocated for climate change related activity. It is expected that individual Divisions will account for climate change measures within existing budgets and as part of "business as usual". Ultimately, the aim is that climate change mitigation and carbon reduction should become an integral part of the Council's activities, policies and procedures.

6.2 Risk Management Implications

- 6.2.1 The risks of climate change are well documented. The Council needs to take action to ensure that those risks are reduced as much as possible for North Warwickshire's residents.

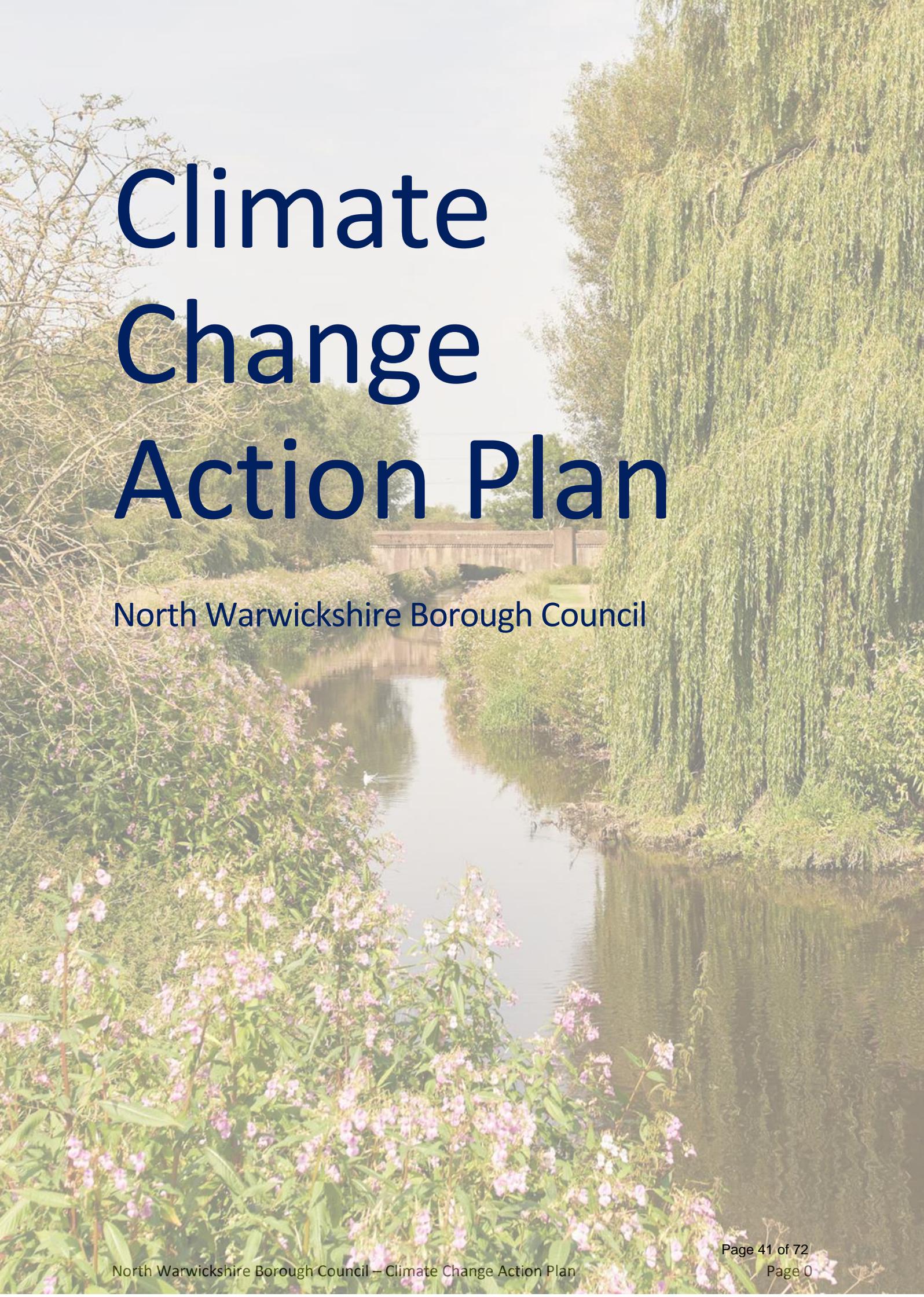
6.3 Equality Implications

- 6.3.1 In terms of equalities implications, the actions set out and further proposed in this report do not affect any individual, group or community more than any other. Individual equality impact assessments will be considered as part of any key policy and service change decisions.

6.4 Environment, Climate Change and Health Implications

- 6.4.1 Tackling climate change is vital to ensure a sustainable Environment.

The Contact Officer for this report is Richard Dobbs (719440).



Climate Change Action Plan

North Warwickshire Borough Council

Foreword

Contents

| | |
|---|----|
| Foreword..... | 1 |
| Executive Summary..... | 3 |
| Background | 4 |
| Where we are now..... | 5 |
| Our key targets & Commitments | 6 |
| How we will get there | 7 |
| Focus Area 1 – Travel & Transport..... | 8 |
| Focus Area 2 – Waste..... | 11 |
| Focus Area 3 – Our buildings | 15 |
| Focus Area 4 – Housing..... | 19 |
| Focus Area 5 – Forward planning and development management..... | 22 |
| Focus Area 6 – Supporting Communities..... | 24 |
| Focus Area 7 – Biodiversity and open space management | 26 |
| Monitoring and reporting on progress | 29 |
| Acronyms & Glossary of terms | 30 |
| Calculations..... | 31 |

Executive Summary

Background

What is climate change?

Climate change refers to long-term shifts in temperatures and weather patterns. Whilst some shift is natural, human activity has greatly contributed to the release of gases into the air which have and are continuing to cause global temperatures to rise. These gases include carbon dioxide and methane.

Activities such as burning fossil fuels for heating and electricity and driving petrol cars contributes to the release of these gases. In addition, deforestation can also release carbon dioxide into the atmosphere.

Greenhouse gas emissions are at their highest levels in 2 million years and the last decade was the warmest on record.

Why we must do something

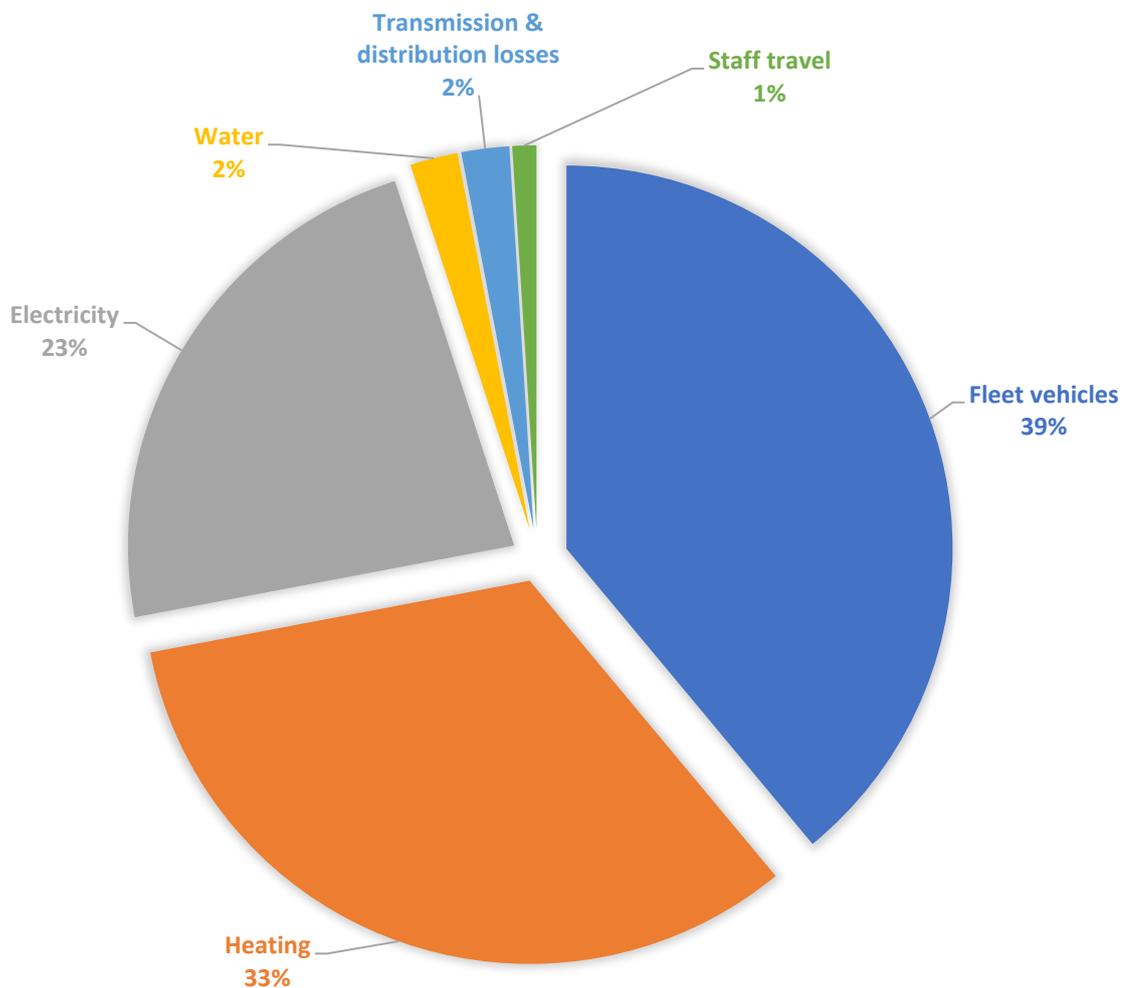
Rising temperatures and changing weather patterns have dire consequences for everyone across the planet. It is not simply a case of warmer temperatures, consequences of climate change now include:

- Melting polar ice
- Rising sea levels
- Flooding
- Catastrophic storms
- Declining biodiversity
- Habitat Loss
- Intense droughts
- Water scarcity
- Severe fires

Doing all we can to limit the global temperature rise to no more than 1.5°C is estimated to limit the worst of the damage and enable us to maintain a liveable climate.

Where we are now

The Council has calculated its carbon emissions using the Local Government Association Carbon Emissions Accounting Tool and identified that main carbon emissions originate from fleet vehicles, heating and electricity.



Our key targets & Commitments



How we will get there

Our action plan includes climate change mitigation and adaptation.

Mitigation

Taking action to reduce our emissions of harmful gases into the atmosphere. This helps to prevent the planet from warming to more extreme temperatures.

Adaptation

Preparing for climate change and the impact it will have on people, the economy and the environment. Including adapting our ways of working, ensuring new developments are resilient and planning for flooding and severe weather events.

Further reading: [Climate Impacts Assessment for Warwickshire County Council](#)

We've split our action plan into 7 focus areas

- Travel and transport
- Waste
- Our buildings
- Our housing
- Forward Planning and Development Management
- Supporting communities
- Biodiversity and open space management

Who we will work with:

We believe working with others to share knowledge, experience and skills has great benefits and ensures those with the greatest influence are leading in the right areas. Stakeholders we will work with include, but are not limited to:

- National Government
- Infrastructure & Utilities Providers
- Local Authorities/Combined Authorities/LEPS/Regional Agencies
- Transport Providers
- Businesses & Industry including retailers
- Farming & Food Production
- Charities, Faith & Community Groups (including Voluntary Sector)
- Health & leisure
- Education
- Individuals
- Housing providers

We will work collaboratively with others to achieve joint goals:

- Net Zero Coventry and Warwickshire by 2050
- New homes 'zero carbon ready' by 2025
- COP26 targets 2050

Focus Area 1 – Travel & Transport

Our fleet of cars, vans, refuse collection vehicles, tractor and a cesspool tanker produce 745 tonnes of CO₂ which is 38.6% of our total output



What we want to achieve

- Rationalise our fleet and switch to low carbon fuels, with a move to electric wherever possible as vehicles reach their end of life and need replacement
- Create a policy for staff travel, encouraging low-carbon options such as public transport, cycling, walking and eco-driving where driving is necessary
- Increase the number of electric vehicle charging points across the Borough
- Optimise waste collection routes to complete bin collections by driving the fewest miles.
- Work with stakeholders to ensure public transport provision meets the needs of our residents and supports our goals to become net-zero

Our achievements so far

- Streamlined our fleet and reduced the number of vehicles we use by 16% since 2014.
- Reduced our diesel usage by 2% since 2013-14 saving over 12,000kg of CO₂
- Switched to hybrid electric bin lifts on 46% of our refuse collection vehicles with a further 23% fitted with eco-drive hydraulic lifts
- Switched to fuel efficient gearboxes, engines, fuel save technology and introduced vehicle tracking
- Reduced staff travel to work by encouraging hybrid working.
- Introduced the Cycle2Work scheme in 2016, encouraging staff to travel by bike by providing up to 47% off the cost of bikes and equipment
- Installed 19 electric car charging points Borough wide
- In conjunction with Warwickshire County Council, developed a green travel project associated with the canal gateways into Atherstone and Polesworth
- Encouraged green travel through walking (11 local walking groups) and cycling (Bikeability) schemes

How we will achieve our targets

Rationalise our fleet and switch to low carbon fuels, with a move to electric wherever possible as vehicles reach their end of life and need replacement

We're switching to Hydrotreated Vegetable Oil (HVO) in fleet vehicles where possible. This is expected to achieve a 95% reduction in CO2 (as well as reducing other air pollutants). We plan to do this by the end of 2022.

We're looking into the practicality of electric refuse collection vehicles however technology in this area is not yet suitable for a large rural Borough like North Warwickshire. We'll keep working on this but this is expected to be a longer term goal. For our smaller fleet such as vans and cars we'll be moving to electric vehicles as soon as financially viable. This will be as and when vehicles reach their end of life and need replacing.

We'll further rationalise our fleet by looking at which vehicles get the lowest use and if working patterns can be adapted to enable the sharing of vehicles. Unfortunately it will be necessary to expand our refuse collection vehicle fleet to enable us to cope with expected housing growth.

Create a policy for staff travel, encouraging low-carbon options such as public transport, cycling and walking

We already encourage our staff to work from home for part of the week. This isn't always possible depending on the job role. We'll develop a policy for staff travel both to work and travel to meetings and site during the working day. We'll encourage people to travel by bus, train, cycling, walking and car share. Switching to virtual meetings where possible eliminates the need to travel at all.

When our staff do need to drive, we'll investigate the option of eco-driver training for all staff who drive for work. We'll also look to introduce an efficient lower speed limit for high speed roads such as motorways. All of our fleet vehicles have trackers which we can use to monitor driver behaviour.

Increase the number of electric vehicle charging points across the Borough

and support their introduction at other locations.

As outlined in Warwickshire County Council's Ultra Low Emission Vehicle (ULEV) strategy 2021, we're aiming to install:

- An additional 110 charging points by 2025
- An additional 343 charging points by 2030

We introduced Civil Parking Enforcement in 2022. It is hoped that some of the income from these car parks will help fund these additional electric charging points. We'll also be looking into funding options from National Government wherever possible to make this happen.



Optimise waste collection routes to complete bin collections in the fewest miles

In 2022 we're introducing in-cab technology which will streamline our back office functions, reduce paper and guide our drivers using the most fuel efficient routes as they are now.

Our last major overhaul to waste collection routes was in 2013 when we switched to the three bin system. There have been a lot of new properties since then which means our current routes are not as efficient as they could be. We're planning to complete an initial review of new collection routes in 2022 with a planned move to zonal working in the medium term.

Work with stakeholders to ensure public transport provision meets the needs of our residents and supports our goals to become net-zero

We're working closely with Warwickshire County Council to ensure public transport provision is efficient, accessible and reliable. The latest Local Transport Plan which sets out the transport needs, challenges, priorities and objectives for Warwickshire is due to be published in 2022.

Further reading

[Local Transport Plan \(LTP3\) – LTP4 is expected to be published in 2022](#)

[Transport Decarbonisation Plan](#)

[Future of Transport Programme](#)

[UK Transport Vision 2050](#)



Focus Area 2 – Waste

Key figures for 2020-21:

- **2.2 million bins emptied**
- **Almost 30,000 tonnes of waste and recycling collected**
- **46.6% recycling rate**

What happens to the waste and recycling we collect?

Red Bin (Recycling)

Recycling is taken to a waste transfer station in Dordon where it is stored until there is enough quantity to take it to a Materials Recycling Facility (MRF). At the MRF it is sorted and separated using conveyor belts, optical sorters, and magnets. It is then sold onto re-processors for recycling.



Green Bin (Garden & Food Waste)

Garden and food waste is taken to a waste transfer station in Nuneaton where it is stored for a short time until there is enough quantity to transport it to an In-Vessel Composter (IVC). At the IVC, the material is matured at high temperatures for 4-6 weeks and turned into compost which can be spread onto farmland.



Black Bin (Non-recyclable rubbish)

After bulking at a waste transfer station in Dordon this is taken to an Energy Recovery Facility (ERF) in Staffordshire. At this facility the waste is burnt at over 850°C which produces steam. This steam is used to generate electricity for thousands of homes in Staffordshire. The ash leftover at the end of the process is used for aggregate to make roads.



What we want to achieve

- Further encourage our residents to reduce, reuse and recycle and achieve a higher recycling rate
- Adapt to new regulations and support a circular economy
- Work with partners to develop and build a new state-of-the-art materials recycling facility (MRF).

Our achievements so far

- Transport and waste are linked. Some of our achievements in this area are detailed in Area Focus 1 – Transport.
- We've invested in a state of the art MRF which is due to open in summer 2023 (more information below)
- We're working with a charity to reuse bulky waste, diverting it from landfill and towards those in need instead

How we will achieve our targets

Further encourage our residents to reduce, reuse and recycle and achieve a higher recycling rate

To calculate our recycling rate we look at what percentage of the total waste collected is dry recycling (from red bins), garden and food waste (from green bins) and reuse (from bulky waste collections). A higher recycling rate means our residents are recycling more.

Rubbish (black bins) is sent for energy recovery, and whilst this is much more environmentally friendly than landfill it still causes emissions of CO₂. The more we can recycle, the less emissions there will be. It also simply makes sense to use things again rather than produce them from raw materials. For example, a plastic bottle put in the red bin can be recycled and used again. A plastic bottle put in the black bin is gone for good.

We'll be increasing our efforts to encourage our residents to recycle more and waste less. We'll be working with Warwickshire County Council to deliver some of these messages. Main messages will include:

- Recycle more plastics, cans, tins, paper, cardboard and glass

- Reduce contamination by putting the right things in the right bin.
- Reduce food waste by shopping smart, storing food properly and eating it.
- Reuse or donate items rather than throwing them away

Food waste accounts for 8-10% of global greenhouse gas emissions.

Adapt to new regulations and support a circular economy

We operate in a two tier waste system where North Warwickshire Borough Council is the Waste Collection Authority (WCA) and Warwickshire County Council is the Waste Disposal Authority (WDA). We'll continue to work together to achieve the best collection and treatment options for all our waste and to adapt to upcoming regulations in the most efficient way.

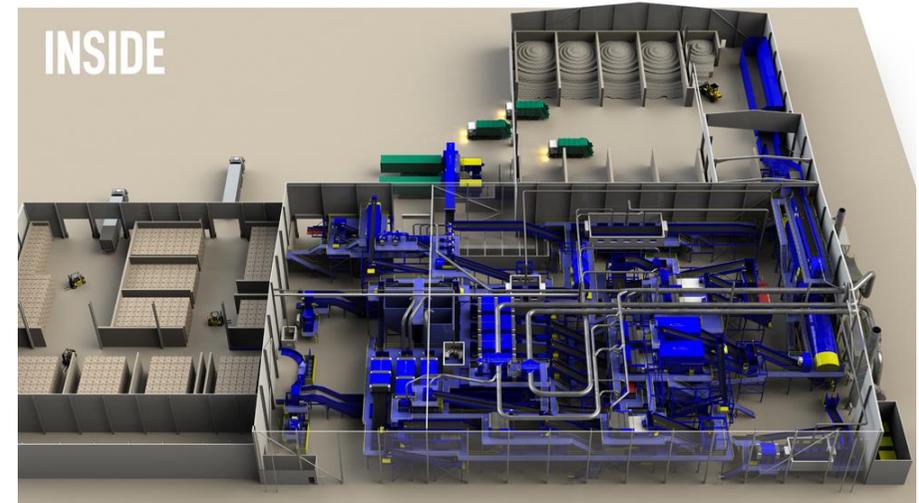
A circular economy ensures we keep resources in use for as long as possible, recovering their maximum value and regenerating products and materials whenever we can.

Work with partners to develop and build a new state-of-the-art MRF

We're one of eight partner councils which have invested in the development of a new state of the art materials recycling facility (MRF) in Sherbourne, Coventry. The MRF is due to open in mid-2023 and will handle all of North Warwickshire's recycling.

The new MRF will:

- Secure a long term arrangement for the processing of materials
- Provides a technologically advanced and flexible solution which will adapt as consumer habits and waste legislation change
- Reduces reliance on manual labour in a time of industry wide staff shortages
- Delivers a high quality end product
- Aim to work exclusively with UK-based reprocessors which will vastly reduce the distance waste travels
- Brings partners together to increase bulking and haulage efficiency
- Include an educational facility and officer to provide on-site tours
- Be powered by the energy from waste facility in Coventry and on-site solar panels which will export excess energy back to the grid



Adaptation

- Investment in the Sherbourne MRF will ensure we always have a way to recycle our materials even if the economy gets tough
- The MRF will be future-proofed to enable it to adapt to changing demographic trends, meaning different materials can be recovered in greater quantities as household outputs change
- We will adapt our collection methods to reflect more extreme weather, such as changing collection times to avoid extreme heat or cold and wearing different workwear and PPE

Further reading

[Environment Act 2021](#)

[Resources and waste strategy for England](#)

[Warwickshire Municipal Waste Strategy](#)

[Love Food Hate Waste](#)

[Sherbourne MRF](#)

Focus Area 3 – Our buildings

Our assets include:

- Corporate office buildings
- Sheepy Road Depot
- Leisure centres
- Industrial units
- Retail units
- Sports pavilions and community rooms
- Housing (see Focus Area 4 – Housing)

What we want to achieve

- Rationalise our entire building estate
- Reduce our reliance on fossil fuels
- Reduce water usage
- Increase building efficiency and thermal insulation
- Continue hybrid working
- Work with our commercial tenants to make their operations more energy efficient
- Ensure our leisure facilities operate efficiently

Our achievements so far



- Our office refit in 2013 resulted in a reduction in energy use by over a third. This is the equivalent of 41.6 tonnes of CO₂ per year. The refit included:
 - Replacing windows
 - Switching to LED lighting
 - Improved insulation
 - New boilers
 - New heating system
 - Open plan office layout
 - New more efficient server room
- In 2014 we built a new Leisure Centre in Coleshill to the latest design standards and fitted photovoltaic solar panels
- Upgrades to Atherstone Leisure Complex including:
 - Replacement of lights in the swimming pool and fitness suite with energy efficient LED bulbs
 - Pool filtration changed to a UV system to provide more efficient use of chemicals
- We've trained our Leisure Facilities staff in how to reduce energy usage
- We sublet our vacant areas to maximise the use of space and increase efficiency. Our sublets include Atherstone Town Council, Warwickshire Police, Department of Work and Pensions, Warwickshire County Council and the NHS



How we will achieve our targets

Rationalise our entire building estate

We'll review all our buildings and decide if they're still fit for purpose and utilised efficiently. We are currently working on consolidating our office space, particularly as a result of hybrid working and we will continue to do this. Rationalising our buildings will ensure that we are operating in the most carbon-efficient way and not powering and heating buildings for very little gain.

Reduce our reliance on fossil fuels

We'll switch to a green energy tariff as soon as financially possible, and before 2030. We'll also ensure that any new, non-housing buildings we build include on-site renewable energy production. For retrofit buildings, we'll consider if on-site renewable energy production can be achieved.

Reduce water usage

We'll do a full audit of our water use and identify areas where we can reduce this, including reuse where possible. For example by upgrading our taps and urinals.

Increase building efficiency and thermal insulation

We'll review our existing buildings to see what we can do to improve their efficiency and thermal insulation. This will also be a main consideration for construction of new buildings. Any new buildings will incorporate as many low carbon measures as possible. Including co-locating services to reduce travel.

Continue hybrid working

As a result of the Covid-19 pandemic our workforce quickly adapted to working from home where possible. Although restrictions have been lifted we continue to encourage our staff to work in a hybrid manner, partly in the office and partly from home so long as it meets the needs of services.

Work with our tenants to make their operations more energy efficient

Our industrial unit tenants run a huge variety of businesses including automotive servicing, fitness and furniture making. We'll work with our commercial tenants to provide advice and encourage access to funding to enable them to make carbon efficiency improvements.

Ensure our leisure facilities operate efficiently

We're investigating ways to:

- Circulate heat generated from heating our swimming pools
- Encourage our members to use greener methods of transport to visit our sites, including walking and cycling. To do this we'll survey all our members about their travel options and choices.
- Continue virtual classes which eliminate the need to travel at all

Adaptation

It is important we ensure our buildings, and the services they deliver, can tolerate the impacts of climate change. Some of the measures we are considering, in addition to thorough maintenance and monitoring, are:

- Storms and flooding – temporary barriers, increasing air tightness, replacing carpets with solid flooring, increasing the capacity of guttering and ensuring thorough maintenance throughout
- Cold weather and heat waves – building insulation to reduce energy demand, thermal blinds and solar shading in the form of trees, window film and shutters. Changing work patterns.
- Drought – water efficiency measures including rainwater harvesting and grey water recycling
- Adapting our services to the impacts of climate change. For example amending our leisure centre opening hours and activity times

Further reading

[The Future Buildings Standard](#)

Leisure Service Improvement Plan



Focus Area 4 – Housing

We are the landlord for 2600 dwellings in North Warwickshire. We also work closely with other social housing landlords and housing associations in the Borough.

What we want to achieve

- Ongoing retrofit of existing homes
- Build new homes to a low or zero carbon standard
- Engage our tenants to help us deliver solutions

Our achievements so far

- We've been working hard to retrofit our existing properties and provide more energy efficient homes. Since 2015, 329 individual properties have had new windows fitted and 379 have had external wall insulation. Blocks of flats have also benefitted from new windows and external wall insulation
- Through our roofing programme we deliver 50 new roofs annually
- We've fitted properties with loft insulation to further improve their energy efficiency and save tenant money



- Through our replacement heating scheme we deliver 150 to 200 new efficient gas heating systems annually
- Low energy lighting has been installed in our blocks of flats as part of electrical upgrades
- Over the last six months, thanks to Green Homes funding from central Government, we've installed energy efficient Air Source Heat Pump systems in properties across the Borough to replace inefficient and expensive heating

- All new properties developed by the Council since 2020 have electric vehicle charging provision
- All new properties developed by the Council between 2015 and 2018 have solar panels
- Our new build regeneration schemes have ensured that local shop facilities have been provided to support the new developments, reducing the need to for those residents to travel by car



How we will achieve our targets

Retrofit of existing Local Authority homes

To date programmes of work to improve energy efficiency have considered the construction of and facilities in the property. In future this information will be considered in combination with the information from our bespoke property energy efficiency database. The combined information will promote our understanding of the needs of the stock and direct future programmes of work. Over time we will consider setting a minimum energy performance that we want to achieve for all our homes.

Private Social Housing Providers

There are 1350 housing association properties to rent in the Borough. We will promote the benefit of retrofit schemes with local housing association providers, seek data from them about their stock and work in partnership were possible to deliver energy efficiency measures.

Build new homes to a low or zero carbon standard

When developing new homes we will seek designs which include energy efficiency considerations and include renewable energy measures where possible. We will engage partner housing associations and influence them to do the same. It is our goal that new homes are net-zero ready. Modern methods of construction will be considered.

When considering new developments we will reflect on Forward Planning guidelines with regard to having accessible local services and alternatives to using vehicles for transport.

Adaptation

We will consider how properties can be adapted respond to the impacts of climate change – this includes prevention from flooding, protection from hotter weather as well as energy efficient homes in colder weather.

We will promote our energy efficiency measures and engage our tenants in our plans so that we can work with together to meet the challenges.

Further reading

Future Homes Standard



Focus Area 5 – Forward planning and development management

What we want to achieve

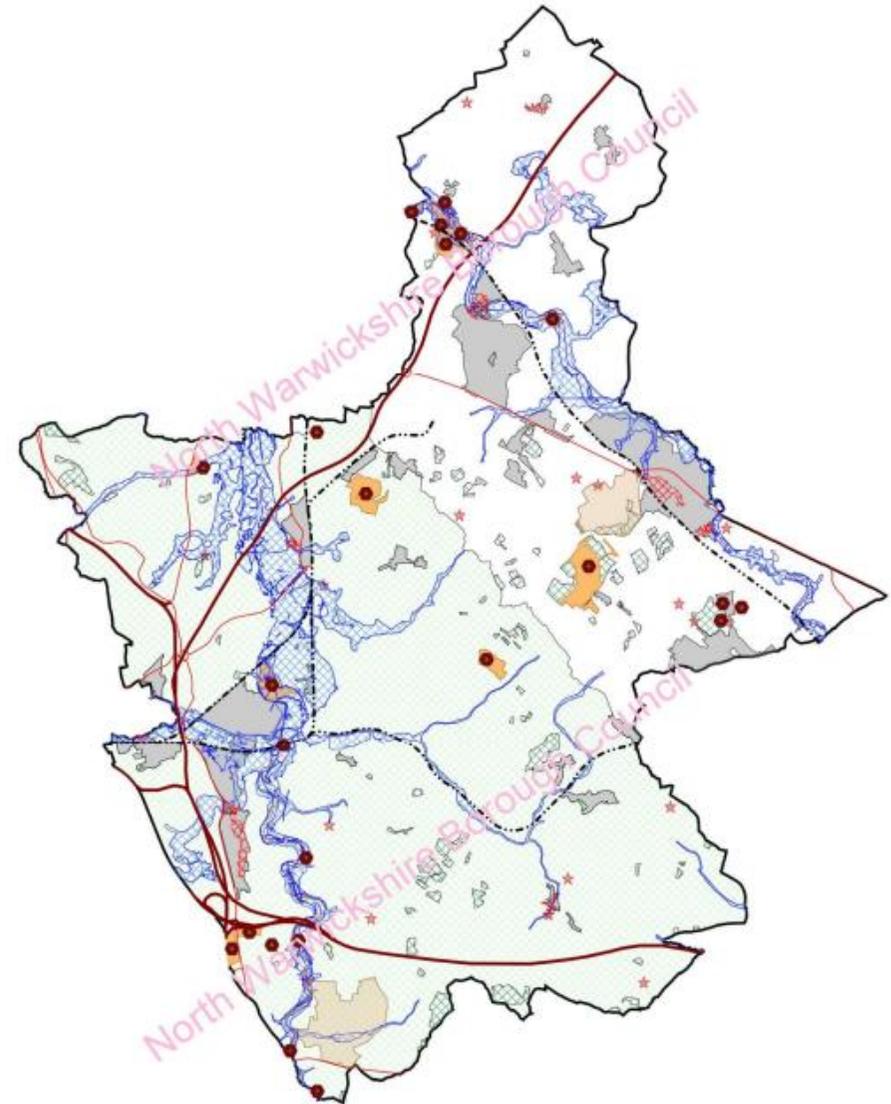
Our goal is to achieve local and national planning policy with climate change at the forefront. This will include new and existing small and large scale developments both residential and non-residential and focus on both mitigation and adaptation measures.

Our achievements so far

- Adoption of the latest Local Plan in September 2021 with a focus on sustainable and inclusive design.
- Climate change considerations and implications are now required for every major planning application

How we will achieve our targets

We will:



- Work with partners to deliver Local Transport Plan 4 with focus on reducing emissions and encouraging walking and cycling. This is due to be published in 2022
- Develop design codes and supplementary planning documentation encompassing climate change mitigation and adaptation
- Encourage landowners and developers to utilise space for renewable energy production
- Work on setting tougher minimum standards for green space and biodiversity within local developments
- Complete master planning for Strategic Allocations with walking and cycling routes through sites, making essential local services more accessible without the need to travel by car
- Encourage modern methods of construction

[National Planning Policy Framework \(NPPF\) 2012/2019](#)

Section 19(1A) of the Planning and Compulsory Purchase Act 2004

Climate Change Act 2008 (as amended 2009)

Environment Act 2021

[Planning for the Future](#)

Future Homes Standard

Future Buildings Standard

[British Energy Security Strategy](#)

Further reading

[North Warwickshire Local Plan \(adopted September 2021\)](#)



Focus Area 6 – Supporting Communities

What we want to achieve

- Support local communities to deliver low carbon projects and climate adaption initiatives
- Communication of key messages and advice for residents, groups and businesses
- Promote localism



Our achievements so far

Our Community Development team have supported the creation of:

- Arley community orchard
- Shuttington Wildflower meadow
- Walking for health groups



How we will achieve our targets

Support local communities to deliver low carbon projects and climate adaption initiatives

We'll support Town and Parish Councils, voluntary and community groups in the delivery of low carbon projects, improving sustainability, and climate adaptation initiatives. We'll do this by signposting to advice and funding opportunities.

Working with stakeholders in the sub-region we'll establish a climate change forum to help connect individuals and groups to pool resources and share best practice

Promote localism

We will actively promote local initiatives which encourage:

- Growing your own food
- Reducing food waste through redistribution and smarter cooking
- Shopping local and plastic free e.g. markets and refill shops
- Health and wellbeing
- Swap shops and repair cafes

Training our staff about climate change and energy efficiency

We'll investigate ways to ensure all our staff have a basic awareness of climate change and energy efficiency making it easier for residents to get advice and support.

Communication of key messages and advice for residents, groups and businesses

We'll communicate key messages and advice on climate change and actions people can take which to suit all budgets. We'll also work with schools to engage with young people and encourage them to develop knowledge and skills in climate change topics, including sustainable development.

Adaptation

Climate change is happening and the impacts will be felt hardest by the most vulnerable in the community. We'll do everything we can to support those impacted by climate change by adapting our service delivery and support to suit the changing environment.

Further reading

[Warwickshire County Council – Grants and Funding](#)

[Living in North Warwickshire – advice, signposting and funding](#)

[North Warwickshire BC – Climate Change Webpage](#)

Focus Area 7 – Biodiversity and open space management

North Warwickshire covers an area of 106 square miles

What we want to achieve

- Achieve biodiversity net gain
- Encourage landowners and occupiers to use their land in sustainable and biodiverse ways
- Identify areas of Council land which can be used for renewable energy generation

Our achievements so far

- We're working with Warwickshire Wildlife Trust on the development and delivery of a Green Recovery Plan within the "Love Your River Cole" project
- Through the Green Space Strategy we encourage natural play as an alternative to the installation of traditional play equipment
- Community tree planting schemes in Coleshill, Dordon and Piccadilly, with a further project currently being developed in Ansley and Ansley Common
- Successful application for Local Authority Treescape Funding, through which over 350 trees will be planted in Polesworth, Piccadilly and Wood End



How we will achieve our targets

Achieve biodiversity net gain

Our next Green Space Strategy we will include focus on climate change mitigation.

We'll start by undertaking a land and open space audit to identify areas of Council owned land which could be used in more sustainable and biodiverse ways. We'll investigate and consult and engage with our residents on 'rewilding' more of our open spaces and verges.

Working with local, regional and national stakeholders together we'll be planting a tree for every resident. We'll be reinstating hedgerows and developing green corridors too as they provide huge benefits for the natural environment.

Encourage landowners and occupiers to use their land in sustainable and biodiverse ways

We'll engage with local large landowners including farmers to agree common targets and actions to using land in a sustainable and biodiverse ways.

We'll engage with smaller landowners and occupiers such as schools, colleges and sports clubs to do the same, and to encourage them to make best use of their open space. For example using nature as a classroom, composting, wildflowers, nature habitats and increasing biodiversity.



Identify areas of Council land which can be used for renewable energy schemes

As well as encouraging landowners and developers to use land for renewable energy, we'll be auditing our own land to see where we could do this too.

Adaptation

Increasing biodiversity not only has great carbon-cutting benefits, it can also be used to prevent flooding. We'll investigate and implement eco-engineering and landscaping to prevent flooding and reverse habitat loss.

Further reading

[North Warwickshire's Green Space Strategy](#)

[Queens Green Canopy](#)

[Warwickshire Wildlife Trust](#)

[Biodiversity Net Gain Regulations](#)



Monitoring and reporting on progress

How we will be measured

Our work on climate change is taken seriously at all levels within the Council and is governed by the Community and Environment Board. The Board meets approximately every two months to review and decide on a range of topics, including climate change. Decisions made by the Board are ratified at Full Council which also meets regularly throughout the year.

We are working to set up a Climate Change Partnership Group which will include residents, Councillors, young citizens, businesses and other relevant parties.

We also work in close collaboration with our stakeholders, such as Warwickshire County Council, and we are held accountable by these joint working relationships.

How we will keep you informed

We commit to publishing annual updates detailing our progress. We also plan to publish updates of our achievements as we progress.

We have set up a dedicated area on our website for Climate Change. Find out more at: www.northwarks.gov.uk/climatechange



Acronyms & Glossary of terms

| | |
|------|---|
| PiV | Plug in vehicle |
| EV | Electric Vehicle |
| ICE | Internal Combustion Engine (relating to vehicles) |
| LGV | Large Goods Vehicle |
| HGV | Heavy Goods Vehicle |
| RCV | Refuse Collection Vehicle |
| NPPF | National Planning Policy Framework |
| LTP | Local Transport Plan |
| ULEV | Ultra-Low Emissions Vehicle |
| WCC | Warwickshire County Council |
| SPD | Supplementary Planning Document |
| HVO | Hydrogenated or Hydrotreated Vegetable Oil |

Calculations

0.233kg of CO₂e per kwh of electricity

0.184kg of CO₂e per kwh of gas

2.62kg of CO₂e per litre of diesel