

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

**(Councillors Bell, Deakin, Downes, Gosling
M Humphreys, Lebrun, Lees, Moss, H Phillips,
Rose, Singh, Smith and A Wright)**

For the information of other Members of the Council

For general enquiries please contact Democratic Services, on 01827 719450/719221 or via e-mail democraticservices@northwarks.gov.uk.

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

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

COMMUNITY AND ENVIRONMENT BOARD AGENDA

9 March 2020

The Community and Environment Board will meet in The Committee Room, The Council House, South Street, Atherstone on Monday 9 March 2020, at 6.30pm.

Prior to the commencement of the Board meeting there will be a presentation by Warwickshire Wildlife Trust in the Council Chamber starting at 6pm. All Members are welcome to attend.

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. Questions should be submitted by 9.30am 2 working days prior to the meeting. Participants are restricted to five minutes each. If you wish to put a question to the meeting please contact Jenny Price on 01827 719450 or email democraticservices@northwarks.gov.uk

5 **Minutes of the meeting of the Board held on 20 January 2020** – copies herewith, to be approved and signed by the Chairman.

**PUBLIC BUSINESS
(WHITE PAPERS)**

6 **Leisure Facilities: Service Improvement Plan and Key Performance Indicators** - Report of the Director of Leisure and Community Development

Summary

Appended to this report, for Members' consideration, are copies of the Service Improvement Plan (SIP) and the associated set of Key Performance Indicators (KPIs), detailing activity through to the end of January 2020, through which the Board has agreed to monitor the operational and financial performance of the leisure facilities at each of its meetings. In addition, a revised SIP and set of KPIs for the 12 months period commencing from April 2020 has been appended for Members' consideration and approval.

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

7 **Leisure Facilities** - Report of the Director of Leisure and Community Development

Summary

Further to the Authority's adoption of its Leisure Facilities Strategy, this report seeks the Board's approval of an approach to resolve the long-term future of this important aspect of service provision.

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

- 8 **LEADER Programme Update** - Report of the Director of Leisure and Community Development

Summary

This report updates Members on the progress made in respect of the delivery of the North Warwickshire and Hinckley and Bosworth LEADER programme (2015 to 2020) and includes an overview of a recent independent evaluation of the local programme.

The Contact Officer for this report is Gaynor Valente (719271).

- 9 **Financial Assistance to Outside Organisations** – Report of the Director of Leisure and Community Development

Summary

Borough Council support for outside organisations is provided in many ways, including through its Annual Grants Scheme and through wider partnership agreements. Requests for assistance through the provision of an annual grant have been received from Warwickshire Community and Voluntary Action (WCAVA), North Warwickshire Citizens Advice (NW CA), Live & Local and the North Warwickshire Allotments Federation.

The Contact Officer for this report is Emma McKay (719356).

- 10 **Community Fund** - Report of the Corporate Director - Resources and the Director of Leisure and Community Development

Summary

This report informs the Board of a proposal to establish a new Community Fund and seeks approval for the associated “Information, Advice and Arrangements” to be used in allocating the Fund to deliver projects of local importance across North Warwickshire.

The Contact Officers for this report are Sue Garner (719374) and Simon Powell (719352).

- 11 **Community Development Update** - Report of the Director of Leisure and Community Development

Summary

Further to a request made at its meeting held in August 2019, this report and the associated appendices provide the Board with additional information relating to the progress being made by the Community Development section since the targeted approach to its work was agreed in July 2015.

The Contact Officer for this report is Becky Evans (719346).

12 **Climate Change** – Report of the Director of Streetscape

Summary

Following the Council's declaration of a Climate Emergency, this report sets out how the Council might seek to address the issue of Climate Change and the steps which should be taken in order to reduce carbon emissions and to mitigate and adapt to the effects of Climate Change in North Warwickshire

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

13 **North Warwickshire Green Space Strategy Progress Report** - - Report of the Director of Leisure and Community Development

Summary

This report informs Members of the progress made in respect of delivery against the priorities set out in the North Warwickshire Green Space Strategy (2008 to 2018) and introduces, for the Board's consideration, an initial Action and Funding Plan to support delivery of the recently adopted Green Space Strategy (2020 to 2033).

The Contact Officer for this report is Becky Evans (719346).

14 **Health and Wellbeing Action Plan** - Report of the Director of Leisure and Community Development

Summary

This report provides Members with an update on the progress being made in respect of the actions identified in the approved Health and Wellbeing Action Plan (2017 to 2020) and proposes a new Action Plan (2020 to 2023) for adoption.

The Contact Officer for this report is Becky Evans (719346).

15 **Minutes of the meeting of the Health and Wellbeing Working Party** held on 11 February 2020 - copies herewith.

16 **Introduction of Chargeable Garden Waste Service** – Report of the Corporate Director - Streetscape

Summary

This report updates Members on the introduction of the chargeable Garden Waste Service from 1 June 2020.

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

17 **Progress Report on Achievement of Corporate Plan and Performance Indicator Targets April – December 2019 – Report of the Chief Executive**

Summary

This report informs Members of the progress with the achievement of the Corporate Plan and Performance Indicator targets relevant to the Community and Environment Board for April to December 2019.

The Contact Officer for this report is Robert Beggs (719238).

18 **Exclusion of the Public and Press**

Recommendation:

That under Section 100A(4) of the Local Government Act 1972, the public and press be excluded from the meeting for the following item of business, on the grounds that it involves the likely disclosure of exempt information as defined by Schedule 12A to the Act.

**EXEMPT INFORMATION
(GOLD PAPERS)**

19 **Environmental Health – Report of the Chief Executive**

The Contact Officer for this report is Steve Maxey (719438)

STEVE MAXEY
Chief Executive

NORTH WARWICKSHIRE BOROUGH COUNCIL

MINUTES OF THE COMMUNITY AND ENVIRONMENT BOARD

20 January 2020

Present: Councillor Bell in the Chair.

Councillors Downes, Gosling, M Humphreys, Lebrun, Lees, Phillips, Rose, Singh, Smith and A Wright.

Apologies for absence were received from Councillors Moss and Deakin.

33 **Disclosable Pecuniary and Non-Pecuniary Interests**

None were declared at the meeting.

34 **Minutes of the Meeting of the Board held on 14 October 2019**

The minutes of the meeting held on 14 October 2019, copies having been previously circulated, were approved as a correct record and signed by the Chairman.

35 **General Fund Fees and Charges 2020/21**

The Board was asked to consider the proposed fees and charges for 2020/21.

Resolved:

That the schedule of fees and charges for 2020/21 as set out in Appendix A to the report be accepted, subject to the following amendments;

- **Charges for the Supplementary Garden Waste collection and the hire of Sports Pitches and Pavilions remain at the current 2019/20 levels.**

36 **General Fund Revenue Estimates 2020/21**

The Corporate Director Resources presented the revised budget for 2019/20 and an estimate of expenditure for 2020/21, together with forward commitments for 2021/22, 2022/23 and 2023/24.

Resolved:

- a That the revised budget for 2019/20 be accepted;**

Recommendation to Executive Board

- b That the growth item of £10,000 for treeworks, be accepted; and**
- c That the Estimates of Expenditure for 2020/21, as submitted to the Board, be included in the budget to be brought before the meeting of Executive Board on 10 February 2020.**

37 Capital Programme 2020/21 to 2022/23

The Corporate Director Resources presented proposals for schemes to be included within the Council's Capital programme over the next three years.

Resolved:

- a That the schemes previously approved within the Council's three-year capital programme be supported; and**
- b That the schemes which will not be included within the capital programme be noted.**

38 Prosecutions Taken by the Environmental Health Division

The Board was provided with details of the prosecutions, cautions and fixed penalty notices dealt with by the Environmental Health Division during the calendar year 2019.

Resolved:

That the report be noted.

39 Leisure Facilities – 2020/2021 Bank Holiday Closures

The Director of Leisure and Community Development sought the Board's approval of a schedule of Bank Holiday closures of leisure facilities during the 2020/2021 financial year.

Resolved:

- a That the revised schedule of leisure facility bank holiday closures, as presented to the meeting, be approved; and**
- b That Officers be instructed to review the opening hours of leisure facilities during the Christmas / New Year period and to report the outcomes of this review to a future meeting of the Board.**

40 **Leisure Facilities: Service Improvement Plan and Key Performance Indicators**

The Director of Leisure and Community Development sought Members' consideration of the Service Improvement Plan (SIP) and the associated set of key performance indicators (KPIs), detailing activity through to the end of November 2019, through which the Board monitors the operational and financial performance of the leisure facilities at each of its meetings.

Resolved:

That the progress made against the requirements identified in the approved 2019/20 Leisure Facilities Services Improvement Plan and the associated set of key indicators through which operational and financial performance are monitored be noted.

41 **Kerbside Recycling Service**

The Corporate Director Streetscape updated Members on the introduction of fully commingled recycling collections in November 2019.

Resolved:

That the report be noted.

42 **Bulky Waste Service Update**

The Corporate Director Streetscape updated Members on the successful first year of the bulky waste service operated by the charity Emmaus Coventry and Warwickshire.

Resolved:

That the report be noted.

43 **North Warwickshire Green Space Strategy (2020 to 2033)**

The Director of Leisure and Community Development presented a revised draft of the North Warwickshire Green Space Strategy (2020 to 2033) for consideration, further to the conclusion of the associated community consultation programme.

Resolved:

That the revised draft North Warwickshire Green Space Strategy (2020 to 2033), be adopted.

44 **Minutes of the Health and Wellbeing Working Party Meeting held on 7 January 2020**

The minutes of the Health and Wellbeing Working Party meeting held on 7 January 2020 were received and noted.

Recommendation to Resources Board:

That the Board be asked to consider creating a plan to focus on housing and homelessness as a corporate priority to support the Health and Wellbeing agenda.

45 **Update on Sub-Regional Materials Recycling Facility**

Following the Council's decision to become full partners in the sub-regional MRF project, the Corporate Director Streetscape updated Members on the project's progress to date and the next steps in the process of procuring and delivering the facility.

Resolved:

That the report be noted.

46 **Progress Report on Achievement of Corporate Plan and Performance Indicator Targets April – September 2019**

Members were informed of the progress with the achievement of the Corporate Plan and Performance Indicator targets relevant to the Board for April to September 2019.

Resolved:

That the report be noted.

Margaret Bell
Chairman

Agenda Item No 6

Community and Environment Board

9 March 2020

Report of the Director of Leisure and Community Development

Leisure Facilities: Service Improvement Plan and Key Performance Indicators

1 Summary

- 1.1 Appended to this report, for Members' consideration, are copies of the Service Improvement Plan (SIP) and the associated set of Key Performance Indicators (KPIs), detailing activity through to the end of January 2020, through which the Board has agreed to monitor the operational and financial performance of the leisure facilities at each of its meetings. In addition, a revised SIP for the 12 months period commencing from April 2020 has been appended for Members' consideration and approval.

Recommendation to the Board

- a That the Board notes and comments upon the progress made against the requirements identified in the approved 2019 / 20 Leisure Facilities Service Improvement Plan and the associated set of Key Indicators through which operational and financial performance are monitored; and**
- b That Members approve or otherwise amend the Service Improvement Plan through which operational and financial performance will be monitored through to 31 March 2021.**

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 The two-year Leisure Facilities Service Improvement Plan (2018 to 2020) was approved by the Board at its meeting held in July 2018. The Plan was subsequently revised in June 2019 in order to provide a more focused approach to service delivery. A copy of the revised Service Improvement Plan (SIP) is attached at Appendix A. The Plan details the key actions, work programmes and improvements required to be achieved through to March 2020 that the Board has determined are important in order to enhance the

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quality and financial viability of the service delivered through its leisure facilities.

- 3.2 As well as highlighting a number of key actions and developments that are specific to each individual facility, the SIP identifies the improvements to be sought within areas of activity (“themes”) that are fundamental to the successful operation of any leisure facility.

4 **Service Improvement Plan: Progress**

- 4.1 Both the SIP and the associated Key Performance Indicators (KPIs) and graphs (Appendix B) evidence the progress made by the leisure facilities through to the end of January 2020. The Board is invited to comment on that progress. Performance up to the end of February 2020 will be tabled at the 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 or in respect of performance against each Key Indicator. Instead, it aims to update the Board on the key areas of progress made within the leisure facilities at the end of January 2020. Additionally, it presents a revised Service Improvement Plan (Appendix C), which will guide related activity throughout 2020 / 21. The associated set of Key Performance Indicators for the next financial year will be tabled at the meeting. Members are invited to advise on any areas of activity upon which it wishes Officers to focus in order to improve the operational and financial sustainability of the leisure facilities throughout the next 12 months.

- 4.3 At its meeting held in January 2020, the Board instructed Officers to further review the opening hours of the leisure facilities between Christmas and New Year, with a view to realising a further saving in the revenue cost of the service. In this regard, Members asked that consideration be given to the views of both staff and customers. Early consultation has taken place with staff, in order to gain feedback on how to most appropriately amend the opening hours to make a revenue saving, whilst also best meeting customer demand. This feedback will now shape the consultation with customers in order to establish whether changes can be made without significantly impacting upon levels and patterns of use. Feedback from this consultation and proposals for the Christmas / New Year opening hours will be presented for the Board’s consideration at its meeting to be held in May 2020.

- 4.4 Again in January, the Board asked for further information in respect of the “Open Weekends” planned to be held in 2020. In this regard, an initial event is planned to take place on 14 and 15 March, which will primarily focus on the promotion of health and fitness, gym, classes and swimming. The weekend will also aim to boost prospects for squash, soft play sessions, parties and courses. Members of the facilities will be encouraged to bring family and friends to access services, which will either be free of charge or incentively priced. A number of offers will be available to generate sales and income (e.g. reduced annual gym memberships, free gym, class and swimming

sessions, course tasters / assessments and soft play passes) to help boost performance in the latter part of the year.

- 4.5 As requested by the Board and the Health and Wellbeing Working Party, consideration has been given to the organisation of a further open weekend that will additionally seek to encourage enhanced use of open / outdoor spaces. This event, which will be co-ordinated in conjunction with the Community Development section, will be held on 15 and 16 August and will use a partnership-based approach to bring communities together for a fun weekend, both within and outside each facility. Further information on the nature of this event will be reported to the Board in due course.
- 4.6 In an effort to boost membership levels and enhance the income performance of the health and fitness programme, a promotional campaign ran throughout January, which offered new customers a half price membership until March, alongside a “Member Journey”, through which users received support with goal setting, access to regular health checks, motivational programmes and one-to-one training sessions with a qualified instructor. Through the campaign, 226 new sales were generated in January, with a net gain of approximately 100 new members across the leisure facilities. The recent appointment of two new members of staff in the Business Development team will, upon the commencement of their duties, result in further activity to promote health and fitness, group exercise, sports courses, events and tournaments, as well as family open days / weekends, later in the year.
- 4.7 For the first time, Coleshill Leisure Centre hosted an Indoor Market and Santa Experience in its sports hall on 22 December 2019. The event was a huge success, with 20 stalls sold to local groups and businesses and visits to see Santa being completely booked out (60 bookings). As well as making a profit, the event received very positive feedback through social media, as a consequence of which it is intended to repeat the promotion this December.
- 4.8 It is also pleasing to be able to report that, with the support of a local coach and centre-based staff, the squash programme is growing at Coleshill Leisure Centre. For the first time in a number of years, the local Squash League is operating very successfully, so much so that the Governing Body, England Squash, has cited the Leisure Centre as an exemplar facility for how the sport should be delivered.
- 4.9 Polesworth Sports Centre has enhanced the service that it offers to its junior fitness members by improving accessibility and the level of available instructor support. Through the new Operations Officer, the Centre has introduced additional drop-in sessions throughout the week, which allow junior members to use the gym without adult supervision. With set times for guaranteed support and advice in a friendly environment, the sessions ensure that trained gym instructors are present to supervise, support and develop programmes that meet the needs and goals of young people. This initiative, which will be replicated at Atherstone and Coleshill in the coming months, is viewed as being important at Polesworth, given its location on a school site.

- 4.10 A verbal report on the February half-term holiday programme will be given to the Board at its meeting.
- 4.11 The period covered by the current SIP draws to a conclusion at the end of March 2020. Accordingly, an updated Plan for the progressive delivery of the service has been prepared for the next 12 months. The Board is invited to consider, approve or otherwise amend the draft Plan, which is attached at Appendix C. The associated set of KPI targets will be tabled at the meeting. Subject to Member approval, Officers will commence work against the provisions of the new Plan with effect from April 2020. The draft Plan has taken account of the implementation of the new staff structure within the Leisure Facilities section, which should lead to a sustained improvement in the operational and financial performance of the service across the three sites.
- 4.12 The Business Development 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 (at least monthly) and to report accordingly to each meeting of this Board, including to its next meeting to be held in May 2020. 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 and KPIs will enable the Board to monitor the financial performance of the leisure facilities at each of its meetings.

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 or anti-social behaviour.

5.3 Legal, Data Protection and Human Rights Implications

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

5.4 Environment, Sustainability 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 Plans 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.

5.7 Equalities Implications

5.7.1 The activity identified in the Service Improvement Plans is intended to advance the Borough Council's commitment to ensure equality for all members of the community across its portfolio of service provision.

5.8 Links to Council's Priorities

5.8.1 The Service Improvement Plan and Key Performance Indicators have direct links to the following corporate priorities:

- Responsible financial and resource management
- Creating safer communities
- Improving leisure and wellbeing opportunities
- Promoting sustainable and vibrant communities

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 Plan and Key Performance Indicators)	October 2019
2	Director of Leisure and Community Development	Report to Community and Environment Board (Leisure Facilities: Service Improvement Plan and Key Performance Indicators)	Jan 2020

North Warwickshire Leisure Facilities Service Improvement Plan - 2018 to 2020 (April 2019 – March 2020)

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

Responsible Officers Key:

D:	Director
LFM:	Leisure Facilities Manager
BSO:	Business Support Officer
LOSO:	Leisure Operations Support Officer
SSO:	Systems Support Officer
SMPO:	Sales, Marketing and Promotions Officer
LMT:	All of the above

Theme	Action	Target	Timescale	Resource / Cost	Responsible Officer	RAG	DoT	Comment / Progress
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Service Improvement Plan Last Updated: 28/06/2019

Finance and Pricing	Review and consider the revision / rationalisation of pricing at all sites, having regard to the need to reduce the revenue cost of the Leisure Facilities, also to consider the Concessionary Membership offering	Conclude review and present the proposal in July 2019 (presented to Board in January 2020)	January 2020 Implement 1 April 2020..	Any financial impact to be presented with the review outcome	LFM / BSO / SSO	Green		<ul style="list-style-type: none"> The pricing structure has been finalised following detailed research and consideration of the financial impact.
		Increase Concessionary Membership by 2%, from 2439 to 2500	March 2020		LFM / BSO	Amber		<ul style="list-style-type: none"> Concessionary members are currently 2218. This number is profiled to increase through Q4 with our busiest time of year from January to April.
		Complete a zero budgeting exercise to more effectively plan future budgets, identify efficiencies / service improvements and maximise future income	January 2020		LFM / BSO	Green		<ul style="list-style-type: none"> Exercise completed and consideration made for 2020/21 budgets.
		Review all service contracts to identify opportunities to reduce any fixed costs	August 2019		LFM / BSO	Green		<ul style="list-style-type: none"> Efficiencies identified in 3 service areas CCTV, PA and chemical dosing systems.
Staffing	Ensure the recruitment of a sufficient number of qualified and trained staff in order to provide appropriate levels of cover for all forms of staff leave / absence	Develop and implement a sustainable staffing strategy in key roles through links with schools / colleges / volunteers / training providers	March 2020	Costs identified within the training budget	LOSO	Green		<ul style="list-style-type: none"> Aside from Gymnastics at Coleshill, which has some growth planned, staffing levels have been maintained well through the year.
		Develop staff to deliver in-house training to up-skill workforce in key areas	March 2020		Divisional and Corporate Training Budget	LOSO / BSO	Green	

Theme	Action	Target	Timescale	Resource / Cost	Responsible Officer	RAG	DoT	Comment / Progress
Staffing	Review individual and facility-based training needs at all sites and produce a prioritised Training Plan for implementation							moving forwards.
	Ensure an effective and structured approach to staff communication is maintained throughout the service	Sectional Training Plan produced by 31 July 2019	31 July 2019		LFM / LOSO	Green	➔	<ul style="list-style-type: none"> A business case has been approved by finance and will go to Management team for sign-off; Appropriate training, planning and delivery will take place shortly, though delivery will take place next financial year. The training plan has been confirmed.
		Create a training matrix identifying all of the training required for each staff member and job role.	March 2020		LFM / LOSO	Green	➔	<ul style="list-style-type: none"> Core training identified and annual renewal / review plans are in place to maintain high standards and staff knowledge.
		Ensure that regular teams meetings are held at each site, including at least once a month between Duty Officers and the Leisure Operations Support Officer	March 2020		LOSO	Green	➔	<ul style="list-style-type: none"> Team meetings are being attended by Business Development team. Where possible, the LFM is attending
		Ensure a regular scheme of one to one meetings is being held by the Business Development team and Duty Officers.	March 2020		LOSO	Green	➔	<ul style="list-style-type: none"> The LOSO and BSO have met staff on site to provide support in their areas of work.
	Ensure Duty Officers complete one to one meetings with Centre and front of house staff	March 2020		LOSO	Green	➔	<ul style="list-style-type: none"> Ongoing 	

Theme	Action	Target	Timescale	Resource / Cost	Responsible Officer	RAG	DoT	Comment / Progress
	Develop a work and community culture where mental health first aiders are implemented and a service offered in the workforce	<p>Continue to use cost centre responsibilities and give Duty Officers the ownership to develop their areas of service</p> <p>Train up relevant staff, ensure pathways are established, create awareness of the service and referral systems</p>	March 2020		<p>LOSO / BSO</p> <p>LOSO</p>	<p>Green</p> <p>Amber</p>	<p></p> <p></p>	<ul style="list-style-type: none"> • Ongoing • Although Corporate training dates are likely to deliver training in the next financial year, links with Community Development through 'Suicide Prevention' funding, training dates have been set for march where some leisure facilities staff will attend.
Health and Safety	Ensure the effective implementation of all Health and Safety systems and procedures	<p>Create and implement an operational planner to include all of the key Health and Safety documentation reviews required for all Leisure Facilities</p> <p>Create Health and Safety wall charts to clearly outline a health and safety schedule for each site. To utilise this tool to monitor and manage Health and Safety compliance. To include the PPM schedule within this chart</p> <p>To create a series of questionnaires, spot checks and Safety Audits to ensure staff knowledge maintains up to date.</p> <p>To create a Quality Audit for each site to ensure key daily, weekly and monthly tasks are completed and documented.</p> <p>To improve Safety Audit % score at each</p>	<p>31 March 2020</p> <p>March 2020</p> <p>March 2020</p> <p>March 2020</p> <p>March 2020</p>		<p>LFM / LOSO</p> <p>LFM / LOSO</p> <p>LOSO</p> <p>LOSO</p> <p>LFM / LOSO</p>	<p>Green</p> <p>Green</p> <p>Green</p> <p>Green</p> <p>Green</p>	<p></p> <p></p> <p></p> <p></p> <p></p>	<ul style="list-style-type: none"> • An annual operational planner has been created to include all main service reviews. • H&S wall charts have been created to use as a tool to better monitor and manage H&S • Safety audits and spot checks have taken place in various areas this year to test staff knowledge and adherence and maintain high standards. • Quality Audits are in place and in use. • Internal Safety Audits have taken place led by the

Theme	Action	Target	Timescale	Resource / Cost	Responsible Officer	RAG	DoT	Comment / Progress
Health and Safety		audit (June, October, February).						LFM. Follow up actions have fed into action plans to improve. One more Audit is due to take place before year end to determine a final score.
		To have 75% of all contracted staff taken part in a fire drill	March 2020		LFM / LOSO	Green	➔	<ul style="list-style-type: none"> Several Fire Drills have taken place again across sites since the new year. More drills will be planned soon to improve / maintain staff knowledge and awareness
Customer service and service quality	Create and implement a Customer Service Policy, standards and charter to improve the ability to gain feedback from customers and react to improve our service	Deliver a minimum of two Customer Forums and a minimum of two customer surveys by April 2020. Target 70%+ score on service quality	March 2020		BSO / SMPO	Green	➔	<ul style="list-style-type: none"> Customer Forums and surveys took place at Atherstone, Coleshill and Polesworth in May and September.
		Display "You Said, We Did" information in sites each quarter	March 2020		BSO / LOSO	Green	➔	<ul style="list-style-type: none"> You Said We Did boards were displayed and action plans created from the customer feedback received
		Deliver a minimum of two mystery visit reviews by April 2020. Target 70%+ score on service quality	March 2020		BSO	Amber	➔	<ul style="list-style-type: none"> Mystery visit are planned to pilot at Coleshill Leisure Centre in February / March. Mystery visits will cascade to other sites following this in March or April.
		Ensure customer feedback from comment cards / online and other feedback methods is recorded, responded to and actioned	March 2020		BSO	Green	➔	<ul style="list-style-type: none"> An online feedback link has been set-up to centrally receive customer

Theme	Action	Target	Timescale	Resource / Cost	Responsible Officer	RAG	DoT	Comment / Progress
		Cost / benefit analysis of implementing a Net Promoter Score (NPS) for future years	March 2020		LFM / BSO	Red	↘	<p>comments</p> <ul style="list-style-type: none"> • Customer comments are received, responded to and actioned as to the feedback received. • With the change in structure, the decision was made for the review of NPS to take place in the next financial year, aligned with a new business team to take ownership of service performance.
Programming: Improve the occupancy, attendance and financial performance of our facilities	Understand bookings occupancy, booking types and attendances and identify opportunities to increase programmed space	Increase peak programmed space by an average of 2% across the portfolio (Sports halls, AGP, Squash)	31 March 2020	Provision made within the revenue budget	BSO	Amber	→	<ul style="list-style-type: none"> • Although programmed space has increase in many areas, overall this has not increased due to the reduction in gymnastics at Coleshill. Additional dance bookings and other activities will increase this before year end.
		Increase total space utilisation by 2% across the portfolio (Sports halls, AGP, Squash, Studio)	March 2020		BSO	Amber	→	<ul style="list-style-type: none"> • Despite this, space utilisation year to date has maintained the same as that of 2018, with further developments to boost performance in the new year.
	Creating new programmed sessions	Start five new sessions across the portfolio (See Coaching section)	March 2020		BSO	Green	→	<ul style="list-style-type: none"> • New bookings have been taken for Messy Madness, junior football sessions, cheerleading and additional dance bookings.

Theme	Action	Target	Timescale	Resource / Cost	Responsible Officer	RAG	DoT	Comment / Progress
								<ul style="list-style-type: none"> Playtimes launched at Coleshill and Atherstone, Walking Football launched at Polesworth, squash leagues have been developed and linked to squash coaching opportunities, junior gym sessions have launched at Polesworth, run club is due to launch at Atherstone in March.
Holiday Activities Service Offering	Create a more focused and co-ordinated holiday activity programme. To review internal and external options and explore the option of short sessions, half day, full day schemes, etc.	Complete a review of holiday activities and establish a plan to deliver in summer 2019	June 2019	Provision made within the revenue budget	LFM / BSO	Green	➔	<ul style="list-style-type: none"> Holiday activities are due to be delivered in February as the last of the financial year.
		Pilot a new comprehensive holiday activities service offering across all sites (including Queen Elizabeth Academy)	31 March 2020		BSO	Green	➔	
Parties	Complete a review of the parties offering across the portfolio with the aim to: <ul style="list-style-type: none"> Improve service quality Improve the service offering Increase sales Increase secondary spend Ensure a corporate approach 	Complete a review of the parties offering and develop an action plan (include gamification, food offerings, party bag offering, other services e.g. face paints, mascots / themes etc.)	August 2019	Provision within the revenue budget	BSO	Green	➔	<ul style="list-style-type: none"> Parties have been reviewed and actions identified to improve service. Pre-school parties have been introduced at Coleshill. New castles soft play and equipment has been introduced at Coleshill. Parties occupancy and sales have maintained performance versus last year, with the busiest time of year currently taking place to boost sales
		Deliver an enhanced party offering	September 2019		BSO	Green	➔	
		To improve average occupancy by 4% across the facilities and achieve 736 party sales across all sites	March 2020		LFM / BSO	Amber	➔	

Theme	Action	Target	Timescale	Resource / Cost	Responsible Officer	RAG	DoT	Comment / Progress
		Develop the secondary spend offering with a corporate approach. Achieve an additional £1000 profit through an increase in secondary spend	September 2019		BSO	Green	➔	<p>performance and achieve target.</p> <ul style="list-style-type: none"> • A separate budget line has been created for party re-sale, which has achieved approximately £2740 profit year to date. • Additional re-sale lines have been added to enhance income generation. Further opportunities have been identified to explore to continue improvement.
Coaching including for families, 50+ and junior service provision	<p>Maintain existing and develop new coached services or activities across the portfolio to increase participation, improve occupancy and financial performance</p> <p>Each individual session will be business cased and monitored to ensure occupancy, attendance and financial viability</p>	Start a minimum of five new sessions across the portfolio. Activities may change based on market research and best opportunities, but currently include:	March 2020	Provision within the revenue budget	LFM / BSO	Green	➔	<ul style="list-style-type: none"> • A number of activities have been started up, with others to be delivered in future. • Playtimes is running as a regular weekly session at Atherstone Leisure Complex and Coleshill Leisure Centre. • Enrolment has been taking place with the course to start now in March. • A new walking football session started at Polesworth Sports Centre 30 September 2019. Walking Football sessions continue to run at Coleshill.
		Launch a parent and toddler Playtimes activity in the Memorial Hall	June 2019 (Achieved July 2019)		BSO	Green	➔	
		Launch Couch-to-5k run courses at ALC	June 2019 (Deliver in March 2020)		BSO	Green	➔	
		Maintain Walking Football at CLC. Add Walking Football at PSC			BSO	Green	➔	
		Develop Squash coaching opportunities at	December		BSO	Green	➔	

Theme	Action	Target	Timescale	Resource / Cost	Responsible Officer	RAG	DoT	Comment / Progress
Coaching including for families, 50+ and junior service provision		Coleshill Leisure Centre	2019					<ul style="list-style-type: none"> Links established with an external Squash Coach provider have been established, which has increased the extent of competitive fixture at Coleshill, and links to squash coaching taking place at the Coleshill venue.
		Junior gym sessions have been launched at Polesworth initially, offering specialist staff to oversee the gym and help gym members to achieve their goals without parental supervision. The sessions aim to boost junior participation and memberships.	February 2020		BSO	Green		<ul style="list-style-type: none"> Sessions will be pushed across sites over the coming months.
	Achieve an additional £2,000 profit in coaching and activities		March 2020		LFM / BSO	Red		<ul style="list-style-type: none"> Overall, it is anticipated that in excess of £2,000 will be generated by year end from the introduction of new coached activities. Polesworth gymnastics has been maintained above 90% occupancy all year. Swimming lessons have also reached record numbers this year and remain high. However, the reduction in gymnastics coaching provision at Coleshill will not be recovered to the performance level targeted this financial year.

Theme	Action	Target	Timescale	Resource / Cost	Responsible Officer	RAG	DoT	Comment / Progress
Schools	Optimise the swim offer to schools in order to increase the number of schools utilising ALC, increase income and participation	To develop a comprehensive service package for schools, to include swimming, sports and health and fitness service offerings, in order to optimise off-peak space utilisation, income and participation, and get young people more physically active.	June 2019 (Actioned July 2019)	Provision within the revenue budget	LFM / BSO	Green		<ul style="list-style-type: none"> • Staff are in discussion with a number of other schools with the aim to recruit them to utilise our services and increase school swimming participation. • A review of our Swim scheme took place and is now in place delivering the latest Swim England Water Safety curriculum. • The fees and changes of the school offering has been reviewed with additional options proposed to give schools more flexibility pending approval within the fees and charges report. • Letters have gone out to schools in January to continue communicating with Schools, with the aim to meet Schools in the New Year and secure further bookings next financial year. • Schools usage of the gym at both at Polesworth and Coleshill continues to work well.
		Increase recorded school attendances by 2%	March 2020					

Theme	Action	Target	Timescale	Resource / Cost	Responsible Officer	RAG	DoT	Comment / Progress
		Increase profit from schools by £500	March 2020		LFM / BSO	Amber	➔	<ul style="list-style-type: none"> School swimming up to the end of January received 8715 versus this time last year. This has caught up significantly since October again and target attendances are expected to be met. We are on track to achieve both financial and attendance targets this year.
Swim Development	<p>To ensure the improvement in swim income is maintained and where possible enhanced</p> <p>To develop the swim programme to add more fun, variety and development opportunities for the community</p>	To maintain last year's casual swim visits at last year's performance of 47,094	March 2020	Provision within the revenue budget	LFM/BSO	Red	➔	<ul style="list-style-type: none"> Although casual swimming income is on target, casual swim visits up to the end of January are 35,197 versus 39,106 this time last year. This is attributed mainly to the uptake of the cheap offer last year, where members could take advantage of swimming.
		Improve the quality and variety of the 'fun' swimming (launch in playscheme)	August 2019		BSO	Green	➔	<ul style="list-style-type: none"> Flip 'n' fun, snorkelling, synchronised swimming, and intensive swimming programmes were offered in the summer holidays, and will continue to feature within our holiday programme activities.
		Develop intensive swim courses to aid progress (launch in playscheme)	October 2019		BSO	Green	➔	
		To start two new sessions to aid swim	March 2020		BSO	Green	➔	<ul style="list-style-type: none"> The 'fun' aspect of

Theme	Action	Target	Timescale	Resource / Cost	Responsible Officer	RAG	DoT	Comment / Progress
		development and fun in the pool						swimming has been added; as part of the new school curriculum (lifesaving); with more advanced swimming awards(e.g. rookie lifeguard); and within holiday activities (flip 'n' fun, snorkelling and synchronised swim)..
	Complete a service review of the swim offering to optimise operational effectiveness and improve service quality. As part of the review, investigate Swim England apps, priorities, Disney links and other opportunities		July 2019		LFM / BSO	Green	➔	<ul style="list-style-type: none"> Stand alone 'fun' swimming sessions will be a focus to develop over the next financial year. Both pre-school lessons and more advanced swimming options have been implemented successfully. Plans to grow the scheme further are also in place to ensure ongoing growth of the swim scheme.
	Swim England's 'Learn to Swim' scheme to:		October 2019		BSO	Green	➔	
	<ul style="list-style-type: none"> Add pre-school sessions to the offering Improve service quality of mainstream and adult coaching Develop a more advanced Learn to Swim service offering 		October 2019		BSO	Green	➔	
			October 2019		BSO	Green	➔	
	Review the one to one swim offering to ensure consistencies, efficiencies and optimise income / profit.		December 2019		BSO	Amber	➔	<ul style="list-style-type: none"> Workforce development has sustained a high level of teachers delivering the one to one service. A cost benefits exercise has begun to look at delivery models of one to

Theme	Action	Target	Timescale	Resource / Cost	Responsible Officer	RAG	DoT	Comment / Progress
								one swimming. The Leisure service will either continue to recruit/train and expand our existing model; or change to a 'rental' style model. If change is required, an implementation date will be agreed upon finalising the review.
Health and Fitness	To improve the quality of the health and fitness service offering across the facilities, in order to improve retention, increase sales, attendances and provide a positive customer experience	Retention strategy and initiatives to be developed / enhanced to improve service quality (customer service score), H&F attendances and retention:	July 2019	Provision within the revenue budget	LFM / BSO	Green	➔	• Actions and initiatives have been identified with the aim to increase retention behaviour.
		Review and develop an improved and branded Member Journey including CRM	October 2019 Delivered January 2020		BSO	Green	➔	• A revised member journey launched in January as part of the New Year members promotion
		Deliver monthly gym challenges across sites	March 2020		BSO	Green	➔	• Monthly gym challenges are run at all sites each month to encourage and motivate customers.
		Deliver monthly testimonials across sites	March 2020		BSO	Green	➔	• Monthly testimonials are promoted at sites to reward members for their achievements.
Health and Fitness		Continue to deliver the exercise referral offering	March 2020		BSO	Green	➔	• Exercise Referral continues to be delivered across sites, working closely with the new programme leads.
						Green	➔	• Cardiac Rehab continues

Theme	Action	Target	Timescale	Resource / Cost	Responsible Officer	RAG	DoT	Comment / Progress
Health and Fitness		Continue to deliver the cardiac rehab service	March2020		BSO			to be delivered across sites, working closely with the new programme leads.
		Create a group training session / course to increase use of the gym services e.g. Intro to weightlifting; Intro to functional training; Nutritional and healthy living workshops. Achieve business case occupancy levels to contribute to attendances and average length of stay	March 2020		BSO	Green	➔	<ul style="list-style-type: none"> Rig classes have launched and made more of a feature at Atherstone and Coleshill Leisure facilities. Opportunities for further development from delivery of educational courses will be further explored and delivered next financial year.
		Review and improve the Personal Training offer to ensure consistency, create more awareness and optimise sales.	March 2020		BSO / SMPO	Red	➔	<ul style="list-style-type: none"> Personal training models have been reviewed and future delivery agreed. The implementation of different models will take place in the next financial year with the introduction of the SSRO to drive change and optimise performance.
		Increase Personal Trainer sales by 8% to reach 580 sales			LFM / BSO / SSO / SMPO	Red	➔	<ul style="list-style-type: none"> Personal training sales have been down significantly versus last year due to key staff sickness. This should improve next financial year, with new models to be introduced, which will also increase resilience in this area in future.
	Ensure the delivery of the health and fitness marketing campaigns throughout the year to achieve sales targets.		March 2020		LFM / BSO / SSO / SMPO	Green	➔	<ul style="list-style-type: none"> Campaigns in April; June; August; Big Day Out; Bank Holiday Discovery Day;

Theme	Action	Target	Timescale	Resource / Cost	Responsible Officer	RAG	DoT	Comment / Progress
Health and Fitness		Implement a sales and prospecting procedure to ensure consistency in service, start prospecting and increase sales.	March 2020		LFM / BSO / SSO / SMPO	Green	➔	<p>September; Black Friday; January campaign and an open weekend in March due to enhance gym sales and memberships across our facilities.</p> <ul style="list-style-type: none"> An initial prospecting procedure has been introduced for events and activities. A more detailed sales plan is to be installed later in the financial year.
		Achieve a club live of 2225 across the portfolio	March 2020		LFM / BSO	Red	➔	<ul style="list-style-type: none"> Live memberships currently sit at 1950. Although unlikely to meet the target set, Q4 is always the peak sales opportunity for gym memberships so future growth is expected by year end.
		Review the group exercise programme to ensure occupancy levels are pro-actively managed to perform	March 2020		LFM / SSO	Green	➔	<ul style="list-style-type: none"> The group Exercise programme performance has been reviewed ongoing and amended in May, September and January to optimise performance.
		Increase average group exercise occupancy by 3%	March 2020		BSO / SSO / SMPO	Green	➔	<ul style="list-style-type: none"> Average Occupancy has increased by 2.6% versus end of year last year with the busiest period expected in the remainder of the financial year.

Theme	Action	Target	Timescale	Resource / Cost	Responsible Officer	RAG	DoT	Comment / Progress
		Deliver promotional events to re-launch the group exercise programme across sites, a minimum of twice a year across the Health and Fitness facilities to increase awareness, occupancy and maintain up to date with industry trends	March 2020		BSO / SSO	Green	➔	<ul style="list-style-type: none"> Group exercise was promoted during a number of events this year including: the Polesworth Big Day Out; Bank Holiday Discovery Day; an Ocado Health checks Event. An open weekend is also planned for March.
			March 2020		BSO / SSO			
		To review and business case the cost vs benefit of paying for virtual classes	March 2020		BSO / SSO	Red	➔	<ul style="list-style-type: none"> The requirement for spend on group exercise bikes at Coleshill restricted spend on projects. With a new budget and the introduction of a new business team, pending funding approvals and feasibility, these service enhancement opportunities will be carried forward to the next financial year.
		Review the opportunity for funding and cost / benefit of new hi-tech biometric health testing scales in order to better health check customers and prospects, improve service, increase interactions, increase secondary spend and average income per member	March 2020		SMPO	Red	➔	
		Review the cost / benefit of implementing heart rate technology within the facilities, to increase interaction, attendance, secondary spend and retention of members	March 2020		LFM / BSO	Red	➔	
		Deliver one vlog a week on social media related to H&F	March 2020		LFM / BSO / SSO / SMPO	Green	➔	

Theme	Action	Target	Timescale	Resource / Cost	Responsible Officer	RAG	DoT	Comment / Progress
		Review the need to renew the gym equipment and start to secure funding, procurement models, etc.	March 2020		LFM / BSO / SSO / SMPO	Green		<ul style="list-style-type: none"> Group studio cycle bikes are being purchased for Coleshill. The current bikes will go to Polesworth to add more variety to the class timetable in February 2020 A review of the equipment needs and opportunities has started to take at our leisure facilities. Following this review and input from the new Business Officers, discussions will take place to understand the viability and affordability of gym kit replacement in the next financial year.
		Review the set-up and opportunities of the FT Zone to potentially make a more boutique or specialist feel, optimise awareness, attendance and membership sales from this facility	March 2020		LFM / BSO / SSO / SMPO	Green		<ul style="list-style-type: none"> A review has taken place. A new sound system has been installed and further improvements have been discussed with staff and suppliers to understand opportunities. Improvements and changes reviewed will be considered with the funding for renewal of equipment, hopefully in the next financial year. The extent of changes pending funding available and appropriate approvals will be determined by the priorities on spend.

Theme	Action	Target	Timescale	Resource / Cost	Responsible Officer	RAG	DoT	Comment / Progress
Marketing, Events, PR and Promotions	To ensure effective marketing to optimise engagement, sales, prospects and attendances to the facilities and services	Create a comprehensive Marketing Plan to be proactive in campaigns, to include the events schedule for the year	June 2019		BSO / SMPO	Green	➔	<ul style="list-style-type: none"> • An annual Marketing Business Plan has been created and is being used to manage workflow • Web visits have increased by approximately 2000 year to date, with future growth expected through the last quarter to achieve targets engagement. • Facebook followers have increased by over 600 followers and Twitter has increased by over 50 followers since the start of April 2019. • Leisure Facilities delivered a MacMillan Coffee Morning at Coleshill in September. A charity cake sale and 2 sponsored swim events were also hosted at Atherstone Leisure Complex, raising community engagement and facility profile. • A review of the Memorial Hall has begun, due to be
	Be aware of the local and wider market environment and use events to showcase the service offering and promote the Year of and Wellbeing	Increase website engagements by 5%	March 2020		BSO / SMPO	Green	➔	
		Increase social media / Facebook followers by 80 and Twitter followers by 50 across the facilities	March 2020		SMPO	Green	➔	
	To increase the number of events offered and sell to increase income and participation.	Deliver two charity / community events, including August Bank Holiday	March 2020		BSO / SMPO	Green	➔	
		Memorial Hall event review and action plan to boost sales, income and attendances	March 2020		LFM / BSO / SSO / SMPO	Green	➔	

Theme	Action	Target	Timescale	Resource / Cost	Responsible Officer	RAG	DoT	Comment / Progress
		Brand the campaigns and events with the Year of Wellbeing	March 2020		SMPO	Green	➔	complete by 31 January. An action plan has been to investigate further opportunities and enhance future performance.
		Deliver quarterly internal and external leisure bulletins	March 2020		SMPO	Red	➔	<ul style="list-style-type: none"> Leisure Facilities have fed into the Year of Wellbeing action plan and brand all campaigns with the Year of Wellbeing A leisure bulletin was produced and circulated internally in April and June. A reduction in resource following the departure of the SMPO has delayed progress on delivery of regular bulletins, however the delivery of these will look to be driven more as staffing resource increases again.
		Review and maintain the website up to date with all appropriate activities	March 2020		SMPO / SSO	Green	➔	<ul style="list-style-type: none"> The website has been reviewed and is maintained up to date by site and business teams.
Other services	To deliver other secondary spend services to increase revenue and support the service offering	Monitor and bi-annually review the performance of the in-house vending trial this year versus last year.	March 2020		BSO	Green	➔	<ul style="list-style-type: none"> The in-house vending at Coleshill and Polesworth has turned over approximately 50% additional profit since being taken on by site teams.
		Review the service offering and create a promotional / awareness and sales targets	March 2020		BSO / SSO / SMPO	Green	➔	<ul style="list-style-type: none"> Sales targets have been created for health and

Theme	Action	Target	Timescale	Resource / Cost	Responsible Officer	RAG	DoT	Comment / Progress
		calendar for re-sale / hire / action hire						fitness sales targets, a more recent review of resale. Further performance indicators have been identified through zero based budgeting.
Technology	To maintain up to date with industry and technology changes in order to remove friction from the customer journey, remain competitive and good value for money	Contactless payments to be installed at the facilities	August 2019 (Delivered December)		BSO / SSO	Green	↗	• Contactless payment is due to be installed in December
		Door access control at the Memorial Hall to be installed	September 2019		BSO / SSO	Red	↘	• Quotes for door access at the Memorial Hall have been sourced and discussions held on the cost / benefits. Due to changes in priority this development will not be afforded this financial year.
		Install kiosk style points for leisure bookings and joining up	September 2019		BSO / SSO	Red	↘	• Quotes for kiosk points at all sites have been sourced and discussions held on the cost / benefits. Due to changes in priority this development will not be afforded this financial year. but will remain on the business plan for next year.
		Install a leisure app	December 2019		BSO / SSO	Red	↘	• Quotes have been received and a business case prepared. However, the Gladstone system requires an update for the

Theme	Action	Target	Timescale	Resource / Cost	Responsible Officer	RAG	DoT	Comment / Progress
								App to be supported. Due to changes in priority spend, this development will not be afforded this financial year, but will remain on the business plan for next year.
KPIs	Increase the (average) number of Direct Debit members (per month) at each facility.	Increase average members from 650 to 725	31 March 2020		LFM / BSO	Red	↘	618 average Within this busiest period of the year direct debit members are expected to significantly increase, however it is unlikely the average 725 target will be met. Promotions have been run throughout October, November, December and January with the aim to improve our position, with an open weekend in /March to optimise Q4 performance.
KPIs	Increase the annual number of visits at each facility.	Increase average visits from 131,810 to 134,000	31 March 2020		LFM / BSO	Red	↘	102,132 Average Visits grow through the year. As we head into our busiest period of the year in Q4, visits should see a spike in performance. However even with this spike it is predicted visits will not reach the target set. Despite the positive performance of swim courses at Atherstone and gymnastics at Polesworth, the reduction of gymnastics

Theme	Action	Target	Timescale	Resource / Cost	Responsible Officer	RAG	DoT	Comment / Progress
								at Coleshill with a shortage in specialist staff, along with the gym performance versus last year, visits are likely to fall short.
KPIs	Increase the average income per visit across all sites by 31 March 2020	Increase average income per visit from £3.08 to £3.31	31 March 2020		LFM / BSO	Amber	↗	£3.28 Currently close to the KPI set, with promotion pushes in health and fitness, parties and an expected increase in badminton and squash usage as to seasonal trends, this KPI is likely to be met.
KPIs	Reduce the average subsidy per visit across all sites by 31 March 2020	Reduce the average subsidy per visit from 0.93 to 0.84	31 March 2020		LFM / BSO	Amber	↘	£1.25 'Average subsidy per visit' is expected to reduce through Q4, with the possibility to be on target by the financial year end.
KPIs	Reduce the average staff cost v total income figure (%) across all sites by 31 March 2020	Reduce the average staff cost v total income from 85% to 81%	31 March 2020		LFM / BSO / LOSO	Amber	↘	93% Staff costs vs total income is expected to achieve it's best performance at the end of Q4 and may reach the set KPI.
KPIs	Achieve an average staff cost v total cost figure (%) across all sites at 66% by 31 March 2020	66%	31 March 2020		LFM / BSO / LOSO	Amber	↗	67% With an expected increase in Q4, we are still on track to achieve target.
KPIs	Improve the average	Improve operational recovery rate from 77%	31 March		LFM / BSO /	Amber	↗	72%

Theme	Action	Target	Timescale	Resource / Cost	Responsible Officer	RAG	DoT	Comment / Progress
	operational cost recovery rate across all sites by 31 March 2020	to 80%	2020		LOSO			Although not yet at 80%, this KPI target will potentially achieve this improvement in efficiency at year end
KPIs	Increase the average fitness income received per fitness station across all sites by 31 March 2020	Increase the average fitness income received per fitness station from £5607 to £6842	31 March 2020		LFM / BSO	Red	↘	£4,803 This KPI grows with time and will peak at year end. Currently performance however, is behind profiled target and unlikely to achieve £6842 at year end. Promotions have been run throughout October, November, December and January, including a 'Member Journey' drive, and an open weekend in /March planned to optimise Q4 performance.
KPIs	Increase the average number of members per fitness station across all sites by 31 March 2020	Increase the average number of members per fitness station from 34 to 35	31 March 2020		LFM / BSO	Amber	→	32 This KPI has picked up since last being reported and is expected to peak at the end of Q4 following the 'New Year' intake of members.
KPIs	Increase the average length of stay for a member across all sites to 17 months by 31 March 2020	Increase average length of stay from 16 to 17 months	31 March 2020		LFM / BSO	Green	↗	17 Average length of stay is currently on target and expected to at least achieve target at year end.

Theme	Action	Target	Timescale	Resource / Cost	Responsible Officer	RAG	DoT	Comment / Progress
KPIs	Provide site performance update reports on occupancy and income levels to Duty Officers at each site, the Community and Environment Board, and Senior Management		Monthly		BSO	Green		Reports presented ongoing
Monitoring, Review and Evaluation	Report on performance against the actions, and in respect of the KPIs identified in this Service Improvement Plan to each meeting of the Community and Environment Board		Every C&E Board		D / LFM	Green		Commentary to be provided with P10 performance to present at the C&E Board in March 2020
Monitoring, Review and Evaluation	Report to the Health and Wellbeing Working Party on the action within the Health and Wellbeing Action Plan, 2017 to 2020, which reflects work being undertaken in the Leisure Facilities		Every Health and Wellbeing Working Party		D / LFM / CDM	Green		<ul style="list-style-type: none"> Attendance and contributions are made to the Health and Wellbeing Working Party at each meeting.

To end of June

KPIs cumulative 2019	ALC	CLC	PSC	Overall
Total members	3,053	1,693	910	1,885
Direct Debit members	878	814	321	671
Total visits	50,517	32,021	16,486	33,008
Total income per visit	£3.15	£3.14	£3.03	£3.12
Subsidy per visit	£1.00	£1.23	£1.17	£1.11
Staff cost vs total income	81%	91%	106%	88%
Staff cost vs total cost	62%	65%	76%	65%
Operating recovery rate	76%	72%	72%	74%
Income per station	£1,668	£1,661	£966	£1,499
Member per station	35	37	26	33
Length of stay	15	19	18	17

To end of September

KPIs cumulative 2019	ALC	CLC	PSC	Overall
Total members	3,022	1,592	870	1,828
Direct Debit members	863	777	311	650
Total visits	98,489	60,169	30,678	63,112
Total income per visit	£3.30	£3.35	£3.22	£3.30
Subsidy per visit	£1.06	£1.14	£1.34	£1.13
Staff cost vs total income	84%	89%	109%	90%
Staff cost vs total cost	64%	66%	77%	67%
Operating recovery rate	76%	75%	71%	74%
Income per station	£3,296	£3,323	£1,886	£2,969
Member per station	34	35	26	32
Length of stay	15	20	18	18

To end of December

KPIs cumulative 2019	ALC	CLC	PSC	Overall
Total members	2,818	1,460	826	1,701
Direct Debit members	807	741	306	618
Total visits	138,604	87,267	45,593	90,488
Total income per visit	£3.36	£3.28	£3.23	£3.31
Subsidy per visit	£1.01	£1.36	£1.65	£1.23
Staff cost vs total income	82%	92%	110%	90%
Staff cost vs total cost	63%	65%	73%	65%
Operating recovery rate	77%	71%	66%	73%
Income per station	£4,748	£4,805	£2,766	£4,295
Member per station	33	35	27	32
Length of stay	15	20	18	18

To end of January

KPIs cumulative 2020	ALC	CLC	PSC	Overall
Total members	2,908	1,561	939	1,803
Direct Debit members	807	741	306	618
Total visits	154,475	100,345	51,575	102,132
Total income per visit	£3.25	£3.19	£3.21	£3.23
Subsidy per visit	£1.12	£1.26	£1.61	£1.25
Staff cost vs total income	85%	93%	115%	93%
Staff cost vs total cost	63%	67%	77%	67%
Operating recovery rate	74%	72%	67%	72%
Income per station	£5,293	£5,382	£3,106	£4,803
Member per station	34	35	27	32
Length of stay	15	20	17	17

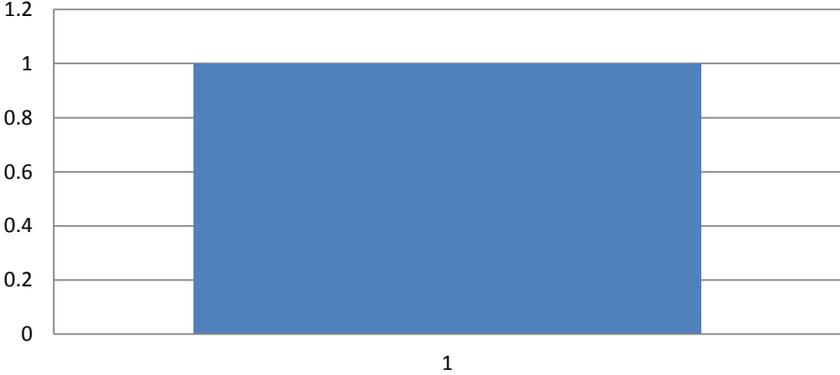
KPIs per Quarter	ALC				CLC				PSC			
	1	2	3	4	1	2	3	4	1	2	3	4
Total members	3053	3,022	2,818		1693	1,592	1,460		910	870	826	
Direct Debit members	878	863	807		814	777	741		321	311	306	
Total visits	50,517	48,063	40,115		32,021	28,240	27,098		16,486	14,244	14,915	
Total income per visit	£3.15	£3.45	£3.36		£3.14	£3.58	£3.28		£3.03	£3.43	£3.26	
Subsidy per visit	£1.00	£1.12	£1.01		£1.23	£1.04	£1.36		£1.17	£1.53	£2.31	
Staff cost vs total income	81%	86%	82%		91%	87%	92%		106%	112%	114%	
Staff cost vs total cost	62%	65%	63%		65%	68%	65%		76%	77%	67%	
Operating recovery rate	76%	75%	77%		72%	77%	71%		72%	69%	59%	
Income per station	£1,668	£1,628	£1,451		£1,661	£1,662	£1,482		£966	£920	£880	
Member per station	35	34	33		37	35	35		26	26	27	
Length of stay	15	15	15		19	20	20		18	18	18	

Definitions/Calculation	Unit	Definition
Total members	No.	All members holding a current subscription
Total visits	No.	All activity visits
Total income per visit	£	Total income <i>divided by</i> total visits
Subsidy per visit	£	Total costs (excludes CECs and capital repayments) <i>minus</i> total income <i>divided by</i> total visits
Staff cost vs total income	%	Operational facility staff cost (DW apportioned across sites) <i>divided by</i> total income
Staff cost vs total cost	%	Operational facility staff cost (DW apportioned across sites) <i>divided by</i> total cost (excludes CECs and capital repayments)
Operating recovery rate	%	Total income <i>divided by</i> total cost (excludes CECs and capital repayments)
Income per station	£	Gym & classes income <i>divided by</i> number of stations
Member per station	No.	All gym members <i>divided by</i> number of stations
Length of stay	No. Mths	Average length of direct debit membership (inc current members)

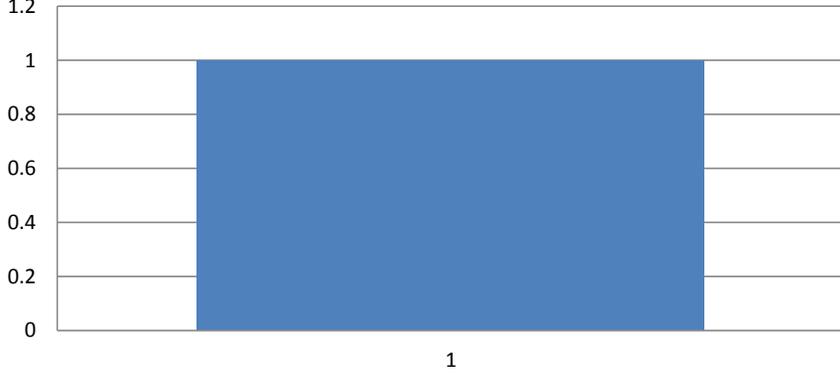
Total members	indicates how many current members we have across all our membership options
Total visits	indicates how many visits we attract across all the activities we provide
Total income per visit	indicates the average amount of money each customer spends per visit, so the higher figure the better
Subsidy per visit	indicates how much it costs to provide the service for each visit, so the lower figure the better
Staff cost vs total income	shows a comparison between our staff cost and the income we generate, so the lower figure the better
Staff cost vs total cost	shows our staff cost as a percentage of total cost, so the lower figure the better
Operating recovery rate	indicates how much of our total cost is recovered by the income we generate, so the higher figure the better
Income per station	indicates how much fitness income we generate from the number of fixed pieces of equipment, so the higher figure the better
Member per station	indicates how many gym members we attract from the number of fixed pieces of equipment we have, so the higher figure the better
Length of stay	indicates on average how long our Direct Debit members continue to pay their monthly fee, so the higher figure the better

Period (P10) Update

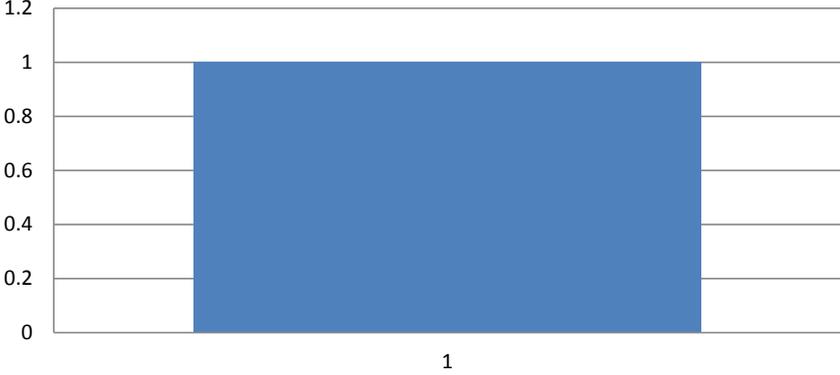
DD Members



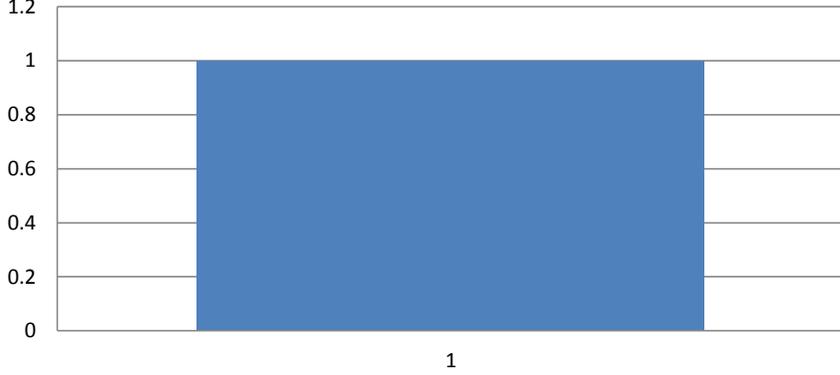
Subsidy per visit



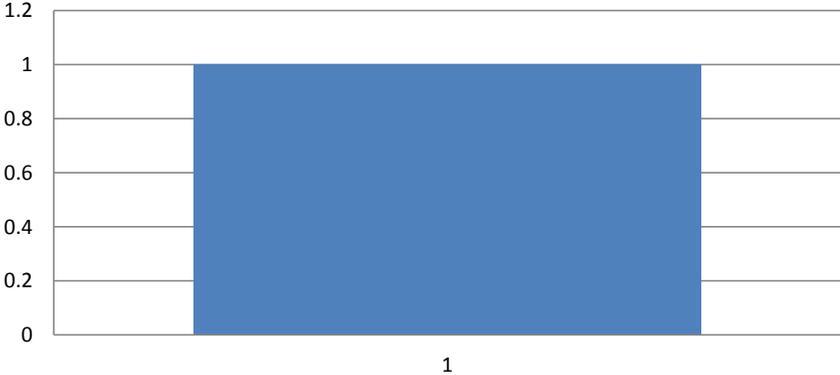
Total Visits



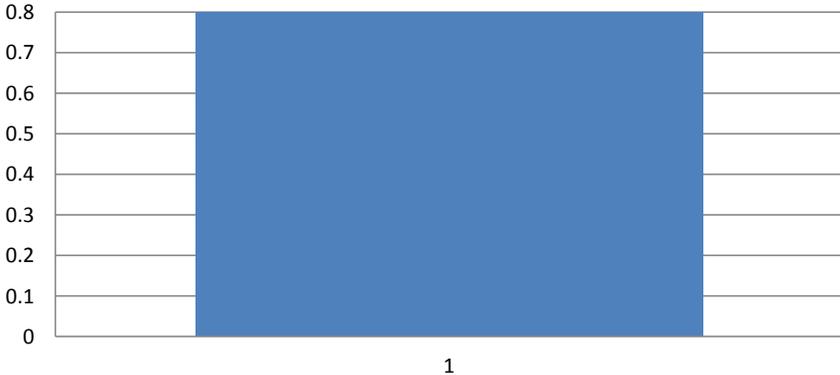
Staff Cost v Total Income



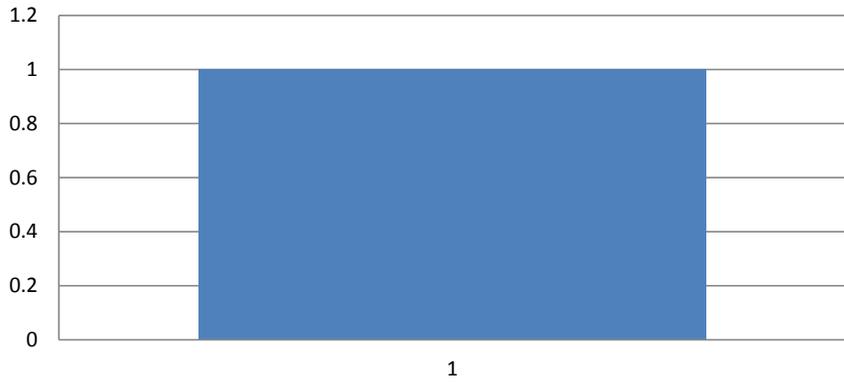
Income per visit



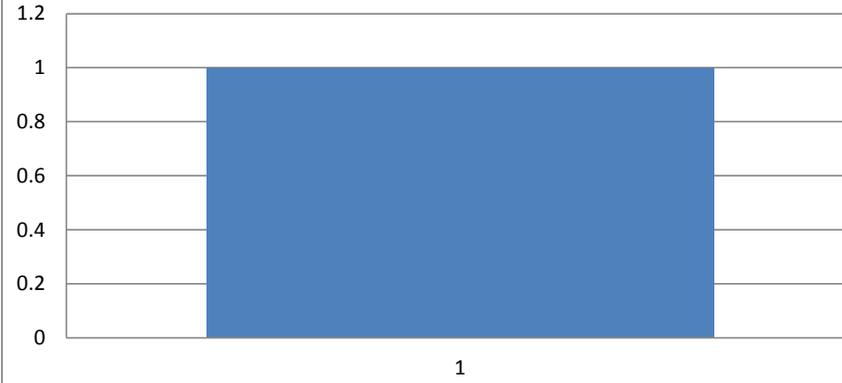
Staff Cost v Total Cost



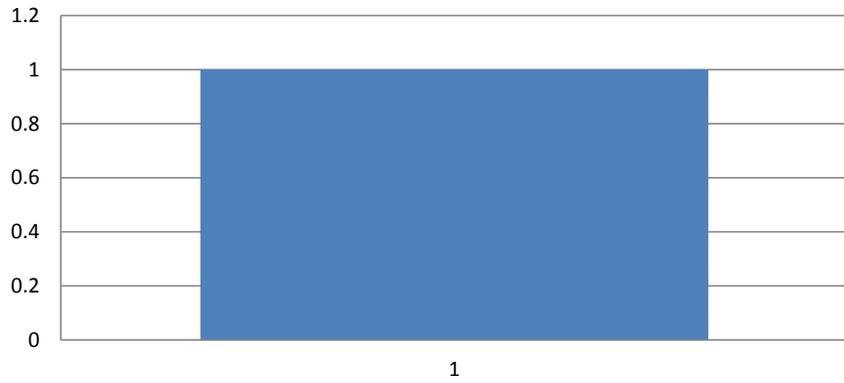
Operating Recovery Rate



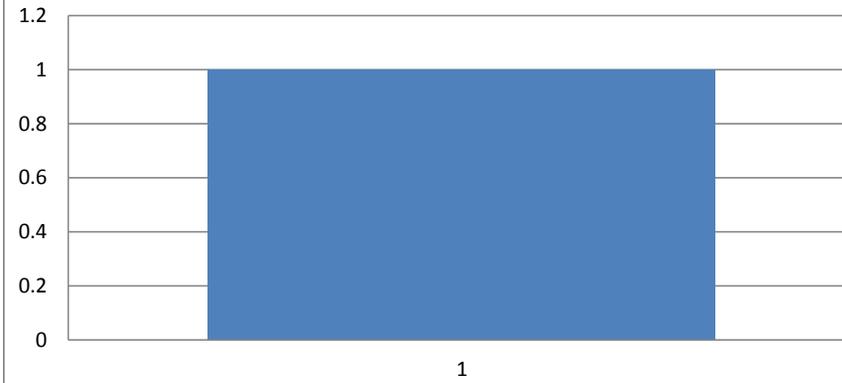
Income Per Station



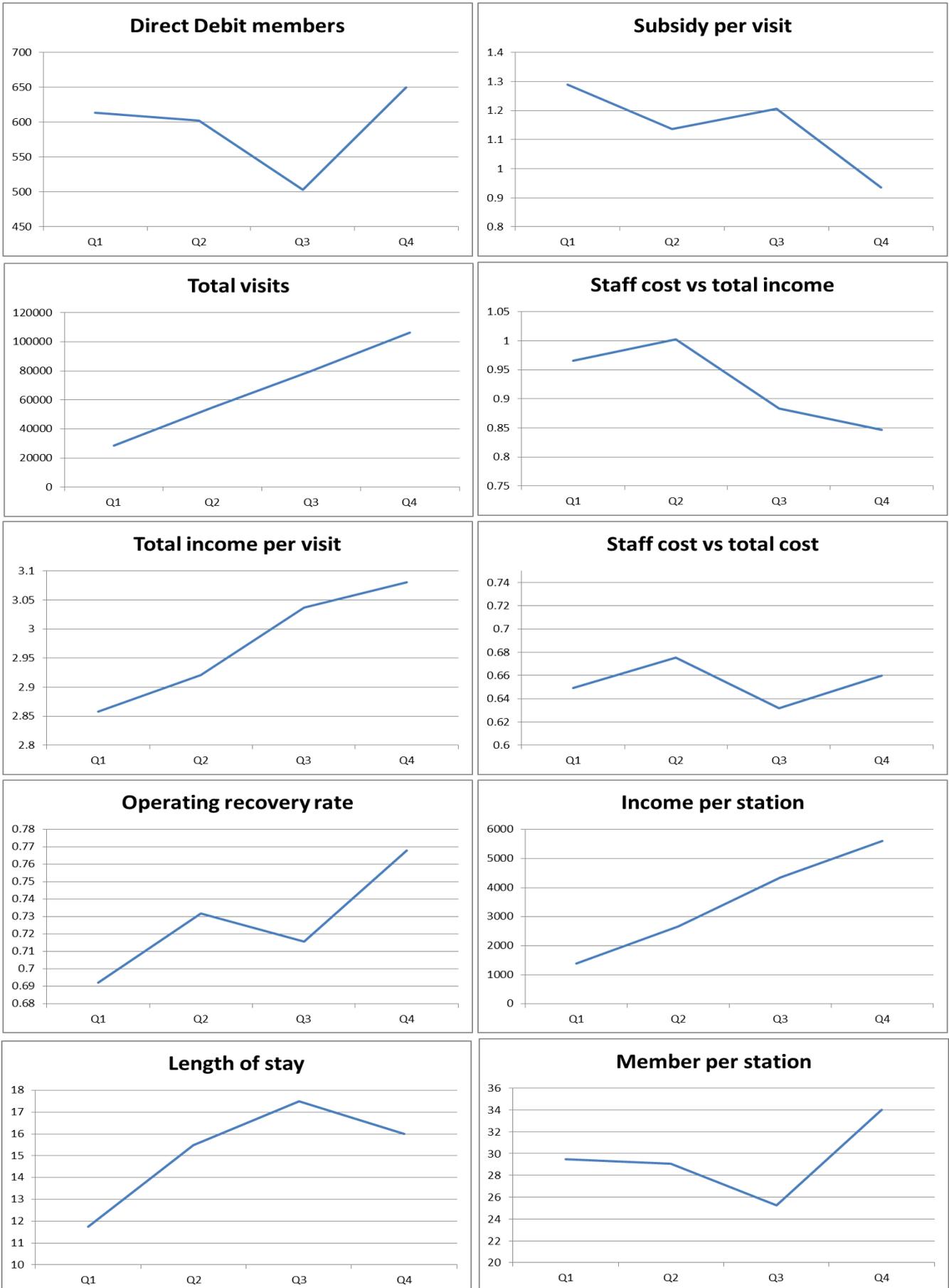
Length Of Stay



Member Per Station



2018/19 KPI trends



North Warwickshire Leisure Facilities

Service Improvement Plan - 2018 to 2021

April 2021 – March 2021

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

Service Improvement Plan Last Updated: 24/02/2021

Theme	Action	Target	Timescale	Resource / Cost	Responsible Officer	Comment / Progress
Finance and Pricing	Review and consider the revision of pricing at all sites, having due regard to the need to reduce the revenue cost of the Leisure Facilities, also to consider the Concessionary Membership offering	Conclude pricing review and present the proposal to C&E Board in October 2021	October 2021	To be identified within the review process	LMT	
		Complete an annual zero budgeting exercise to more effectively budget plan in future, identify efficiencies / service improvements and to maximise future income levels	January 2021		LMT	
Staffing	Ensure the recruitment of a sufficient number of qualified and trained staff in order to provide appropriate levels of cover for all forms of staff leave / absence	Ensure sufficient staffing in key roles through recruitment and links with schools / colleges / volunteers / training providers	March 2021	Costs identified within the training budget	OO's	
		Develop staff to deliver in-house training to up-skill staff in key areas. To pay for itself in year 1 through training savings / income from course delivery	September 2020		LFM / SSRO / SAE0	
	Review individual and facility-based training needs at all sites and produce a prioritised Training Plan for implementation	Sectional Training Plan to be produced by 31 July 2020	31 July 2020	Divisional and Corporate Training Budget	LFM / OO's	
	Ensure effective and structured staff communication is maintained throughout the service	Ensure effective channels of communication are maintained throughout the leisure facilities staff, to include one to one's and team meetings.	March 2021	LMT		
	Develop a work and community culture where mental health first aiders are implemented, and a	Train up relevant staff, ensure pathways are set-up, create awareness of the service and referral systems	March 2021	LFM		

	<p>service offered in the workforce</p> <p>Review the service demand around Christmas and feedback appropriate opening hours proposals to optimise resource</p>	<p>Consult with customers and staff on the opening hours on 24th, 29th, 30th and 31st December to understand demand; to make appropriate recommendations.</p>	<p>May 2020</p>		<p>LFM</p>	
<p>Health and Safety</p>	<p>Ensure the effective implementation of all Health and Safety (including cleaning) Systems and Procedures</p>	<p>Utilise the annual operational planner to include all key Health and Safety documentation reviews required for Leisure Facilities</p> <p>Utilise Health and Safety wall charts for each site to clearly outline their respective health and safety schedules. To utilise this tool to monitor and manage Health and Safety compliance at each site. To include the PPM schedule within this chart and action accordingly</p> <p>To score 65%+ in knowledge Spot-checks throughout the year</p> <p>To achieve 80% + on internal H&S Audit scores</p>	<p>March 2021</p> <p>March 2021</p> <p>March 2021</p> <p>March 2021</p>		<p>LFM / OO'S</p> <p>LFM / OO'S</p> <p>LFM / OO'S</p> <p>LFM / OO'S</p>	
<p>Customer service and service quality</p>	<p>Create and implement a customer Service Policy, standards and charter to improve the ability for us to gain feedback from customers and react to improve our service</p>	<p>Improve customer service performance scores on 2019/20 scores in each area:</p> <p>Deliver a minimum of two customer forums</p> <p>Deliver a minimum of two customer surveys</p> <p>Deliver a minimum of two mystery visits, Ensure customer feedback is recorded, responded to and actioned.</p> <p>Display 'You Said We Did' information in sites each quarter</p> <p>Complete a cost / benefit analysis Net Promoter Score to consider future implementation</p>	<p>March 2021</p> <p>March 2021</p> <p>March 2021</p> <p>March 2021</p> <p>March 2021</p>		<p>SSRO/SAEO</p> <p>SSRO/SAEO</p> <p>SSRO/SAEO</p> <p>SSRO/SAEO</p> <p>LFM / SSRO / SAEO</p>	

Programming: Improve the occupancy, attendance and financial performance of our sports halls and bookable spaces	Understand our bookings occupancy, booking types and attendances and identify opportunities to increase programmed space.	Increase the occupancy across our facilities by 3% (Sportshalls, AGP, Squash, Parties).	March 2021	Provision made within the revenue budget	SSRO / SAEO	
		Start four to six new sports / activity sessions across our portfolio. (See Coaching section).	March 2021		SSRO / SAEO	
	Creating our own new programmed sessions	Recruit four to six new external group and club bookings across our portfolio	March 2021		SSRO / SAEO	
Holiday Activities Service Offering	Create a more focused and co-ordinated holiday activity programme. To review internal and external options and explore the option of short sessions, half day, full day schemes.	To deliver comprehensive holiday programmes at PSC, CLC, ALC (and TQEA when available) during all school holidays:	March 2021 31 March 2021	Provision made within the revenue budget	LMT	
Parties	Continue to enhance the service offering, increase sales and secondary spend opportunities of our parties offering with a corporate approach	Continue to review our parties offering to ensure competitive service and a good value for money Optimise and further develop income from secondary spend and achieve an additional £1,000 profit	March 2021 March 2021	Provision within the revenue budget	SAEO SAEO	
Coaching: (including consideration for families, 50+, and junior service provision)	Maintain existing and develop new coached services or activities across our portfolio to increase participation, improve occupancy and financial performance. Each individual session will be business cased and monitored to ensure occupancy, attendance and financial, viability	Start a minimum between 4 and 6 new sessions of our own across our portfolio. Activities may change based on market research and best opportunities	March 2021	Provision within the revenue budget	LFM / SAEO	
Schools	Optimise our swim offering to schools in order to increase the number of schools utilising our facility, increase income and participation.	To review and further develop the sold services package for schools, to include swimming, sports and health and fitness service offerings, in order to optimise off peak space utilisation, income and participation, and get young people more	June 2020	Provision within the revenue budget	LFM / SSRO / SAEO	

		physically active. To network and offer more partnership work with schools e.g. to make use of newsletters/ bulleting / apps to promote holiday activities and junior fitness; to link with the schools points system into our services'; other. Increase recorded school attendances by 2%	March 2021 March 2021		LFM / SSRO / SAEO LFM / SSRO / SAEO	
Swim Development	To continue to grow the swim scheme, optimise the pool programme, improve income, attendances and enhance service to the public.	To maintain the last years casual swim visits at last year's performance of XXX(tbc) Swim England's 'Learn to Swim' scheme to: <ul style="list-style-type: none"> • Further develop pre-school sessions • Further develop our more advanced LTS service offering <ul style="list-style-type: none"> • Increase average swim course enrolments from X to X (tbc) • Start 2 new sessions to aid swim development and fun in our pool. Review our 'one to one' swim offering to ensure consistencies, efficiencies and optimise income/ profit.	March 2021 March 2021 March 2021 March 2021 March 2021	Provision within the revenue budget	SAEO SAEO SAEO SAEO SAEO	
Health and Fitness	To improve the quality of our health and fitness services and service offering across our facilities, focusing on improving retention, increasing sales, live members, attendances and providing a positive customer experience	Continue to engage with customers through further developing retention initiatives and enhancing the Member Journey Continue to deliver our exercise referral and cardiac rehabilitation service. Create group training sessions / courses to increase use of our gym services e.g. Intro to weightlifting; Nutritional and healthy living workshops. Achieve business case occupancy levels	March 2021 March 2021 March 2021	Provision within the revenue budget	SSRO SSRO/OO's SSRO	

		Review and improve our Personal Training offering to ensure consistency, create more awareness and optimise sales. Increase Personal trainer income by 5%	March 2021		SSRO	
		Ensure the delivery of our Health and fitness marketing campaigns throughout the year to achieve sales targets and live members. Achieve campaign targets.	March 2021		SSRO	
		Implement a sales and prospecting procedure to ensure consistency in service, start prospecting and increase sales. Achieve a club live of 2080 across the portfolio.	March 2021		SSRO	
		Review our group exercise programme ongoing to ensure occupancy levels are pro-actively managed to perform. (Increase average occupancy by 2%)	March 2021		SSRO	
		Deliver promotional events to re-launch our Group exercise programme across sites a minimum twice a year across our H&F facilities to increase awareness, occupancy and maintain up to date with industry trends.	March 2021		SSRO	
		To review and business case the cost vs benefit of paying for virtual classes. To implement or not dependant on budget and benefits at a future date .	March 2021		SSRO	
		Review the opportunity for funding and cost/benefit of some new hi-tech Biometric health testing scales, to implement or not dependant on budget and benefits at a future date	March 2021		SSRO	
		Review the cost / benefits of implementing heart rate technology within our facilities, to	March 2021		SSRO	

		implement or not dependant on budget and benefits at a future date				
		Deliver 1 vlog a week on social media related to H&F.	March 2021		SSRO	
		Review the need to renew our gym equipment and start to procure	March 2021		SSRO	
		Review the set-up and opportunities of the FT Zone	March 2021		SSRO	
Marketing, Events, PR and Promotions	To ensure we market well to the public to optimise engagement, sales, prospects and attendances to our facilities and services, and return on investment. Be aware of the local and wider market environment and use events to showcase our service offering and promote the year of health and wellbeing. To increase the number of events we offer and sell to increase income and participation.	Create an updated marketing plan to be proactive in our campaigns, to include our events schedule for the year. Increase website engagements by 5% Increase social media facebook followers by 200 and Twitter followers by 60 across our facilities Piggyback main leisure related local events Deliver 2 community events Start to deliver opportunities identified from the Memorial hall event review and action plan to boost sales, income and attendances. Deliver quarterly internal and external leisure bulletins Review and maintain the web site up to date with all of our activities	June 2020 March 2021 March 2021 March 2021 March 2021 March 2021 March 2021		SSRO/SAEO SSRO/SAEO /OO's SSRO/SAEO /OO's SSRO/SAEO SAEO SAEO SSRO/SAEO /OO's SSRO/SAEO /OO's	
Technology	To maintain up to date with industry and technology changes in order to remove	Door access control at the memorial hall to be installed	March 2021		SSRO	

	friction from the customer journey, remain competitive and good value for money within our services.	Install kiosk style points for leisure bookings and joining up Install a leisure app	March 2021 March 2021		SSRO SSRO/SAEO	
KPIs	Increase the (average) number of Direct Debit members (per month) at each facility, as follows	Increase average members from X to X	31 March 2021		LFM / SSRO / SAE0	
	Increase the annual number of visits at each facility, as follows:	Increase average visits by 2% from X to X (to be confirmed at year end)	31 March 2021		LFM / SSRO / SAE0 / OO's	
	Increase the average income per visit across all sites by 31 March 2021	Increase average income per visit from X to X	31 March 2021		LFM / SSRO / SAE0	
	Reduce the average subsidy per visit across all sites by 31 March 2021	Reduce the average subsidy per visit X to X	31 March 2021		LFM / SSRO / SAE0	
	Reduce the average staff cost v total income figure (%) across all sites by 31 March 2021	Reduce the average staff cost v total income from X to X	31 March 2021		LFM / SSRO / SAE0 / OO'S	
	Achieve an average staff cost v total cost figure (%) across all sites at 66% by 31 March 2021	X to X	31 March 2021		LFM / SSRO / SAE0 / OO'S	
	Improve the average operational cost recovery rate across all sites by 31 March 2021	Improve operational recovery rate from X to X	31 March 2021		LFM / SSRO / SAE0 / OO'S	
	Increase the average fitness income received per fitness station across all sites by 31 March 2021	Increase the average fitness income received per fitness station from X to X	31 March 2021		LFM / SSRO / SAE0	
	Increase the average number of members per fitness station across all sites by 31 March 2021	Increase the average number of members per fitness station from X to X	31 March 2021		LFM / SSRO / SAE0	
	Increase the average length of		31 March		LFM / SSRO	

	stay for a member across all sites to 17 months by 31 March 2021	Increase average length of stay from X to X months	2021		/ SAEO	
	Provide site performance update reports on occupancy and income levels to Duty Officers at each site, the Community and Environment Board, and Senior Management.		Monthly		LMT	
Monitoring, Review and Evaluation	Report on performance against the actions, and in respect of the KPIs, identified in this Service Improvement Plan to each meeting of the Community and Environment Board		Every Community and Environment Board		D / LFM	
	Report to the Health and Wellbeing Working Party on the action within the Health and Wellbeing Action Plan, 2017 to 2021, which reflects work being undertaken in the Leisure Facilities		Every Health and Wellbeing Working Party		D / LFM / CDM	

Agenda Item No 7

Community and Environment Board

9 March 2020

Report of the Director of Leisure and Community Development

Leisure Facilities

1 Summary

- 1.1 Further to the Authority's adoption of its Leisure Facilities Strategy, this report seeks the Board's approval of an approach to resolve the long-term future of this important aspect of service provision.

Recommendation to the Board

That the Board approves the proposal to engage an external consultant to work with the Authority to undertake a Strategic Outcomes Planning Model exercise through which to identify the most appropriate long-term, sustainable portfolio of leisure facilities to serve the residents of North Warwickshire.

Recommendation to Executive Board

That the Executive Board approves a supplementary estimate for £53,000, to enable the proposed Strategic Outcomes Planning Model to be undertaken.

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 and Background

- 3.1 Members will be aware of the Authority's adoption of its Leisure Facilities Strategy, the production of which had been commissioned as part of an overarching review of leisure, green space and playing pitch provision in North Warwickshire by an external consultant.
- 3.2 Within the commission, the consultant was required to prepare a Leisure Facilities Strategy that assessed current and future growth-related needs in respect of indoor leisure provision.

4 Leisure Facilities Strategy

4.1 The Leisure Facilities Strategy was prepared in accordance with guidance from Sport England and took account of its Facility Planning Model data. Also in line with the National Planning Policy Framework, it assessed the existing leisure facilities, as well as the need for sport and active recreation in the context provided by the anticipated growth in the Borough. In so doing, it addressed the quality, quantity, accessibility and availability of provision and considered how best to replace ageing facilities, which, relatively, are of poor quality and operationally inefficient.

4.2 Based on their analysis, the consultant came to a series of summary conclusions:

Sports Halls

- Taking an existing over-supply (of 8.6 badminton courts) into account, the current supply is sufficient to meet future need through to 2031

Swimming Pools

- There is a small under-supply of swimming pools in North Warwickshire

Health and Fitness

- There is a current under-supply of 65 pay and play fitness stations
- Based on current provision, there will be an under-supply of 123 pay and play fitness stations by 2031

4.3 Based on the local context and an analysis of current (at the time) supply, the consultant asserted a clear requirement to consider how best to deliver increased pay and play access to swimming pools and fitness provision in the Borough to meet current and future need. The consultant additionally proposed a need to begin to plan for the replacement of / investment in a number of leisure facilities due to their age and, thereafter, to consider the options for their future management.

4.4 The adopted Strategy identifies future opportunities for the Borough Council's leisure facilities and includes (amongst others) the following recommendations made by the consultant:

- Recommendation

Prioritise investment into additional swimming pool provision to meet current and future identified need

- Recommendation

Prioritise investment into additional health and fitness provision to meet current and future identified need

- Recommendation

Review the overall future leisure facility portfolio and consider the long-term strategic benefits of:

- Replacing Atherstone Leisure Complex on an alternative site
- Replacing provision in Polesworth with a new facility on an alternative site

- Recommendation

On the basis of its operational effectiveness, close Atherstone Memorial Hall at a time that is most appropriate in the context of the operation of the Leisure Complex

4.5 In pursuance of direction set by the Executive Board, a considerable volume of related work has been undertaken further to the adoption of the Leisure Facilities Strategy. Not least because of their age and known deteriorating condition, however, there remains a need for the Authority to determine the long-term future of Atherstone Leisure Complex and Polesworth Sports Centre, in particular, and to establish a sustainable portfolio of facilities that meets both corporate and community-based objectives.

4.6 As requested by the Board, a summary assessment of the condition of those facilities for which the Borough Council is responsible is attached at Appendix A.

5 Strategic Outcomes Planning Model

5.1 The adopted Leisure Facilities Strategy does not go so far as to identify a clear pathway through which to determine the most appropriate and cost-effective means by which to meet current and future demand for indoor leisure provision. The need has been identified, therefore, for the Authority to develop a Strategic Outcomes Planning Model (SOPM), through which an options appraisal / framework will be undertaken that will inform the decisions required to deliver a long-term and sustainable investment in leisure facility provision.

5.2 It is imperative that a viable approach is identified for the Borough Council that will ensure the provision of effective and sustainable leisure facilities that meet both corporate objectives and community demand, and also that suitable delivery and management solutions are defined. In this regard, the development of a Strategic Outcomes Planning Model will support the identification of the means by which to advance and finance a focused investment in the stock of leisure facilities and, consistent with recommendations drawn from the Leisure Facilities Strategy, will consider the most appropriate means by which they can be sustainably managed.

5.3 The methodology underpinning a SOPM is based on guidance from Sport England and offers a systematic and evidenced-based approach for service investment. The Model, which is diagrammatically presented in Appendix B, is split into four stages: Outcomes, Insight, Interventions and Commitment. Progression of elements within these stages can run concurrently. The Outcomes stage will enable corporate priorities to be identified and community demands to be understood, from which an initial vision and objectives will be established. The Insights stage will include consultation work, gap and demand analysis to be undertaken and focused, strategic objectives to be refined. The Interventions stage will identify the facility mix required to meet the strategic objectives. Potential development sites and resource requirements will be identified and business plans produced for each option. It is at this stage that an analysis of the competition and “soft market testing” (to gauge levels of interest from potential service providers) will be undertaken. Management options will be appraised and a procurement strategy outlined. The Commitment phase will include the production of a final report and resource plan that will enable Members to determine the optimum, sustainable leisure facility mix that will best meet locally identified priorities. This work will determine the means by which any future development options can be financed.

5.4 Subject to Board approval, it is proposed to engage an external consultant to work with the Authority, with a view to completing the SOPM process by August 2020. An outline timetable is attached at Appendix C. Albeit that the proposed work programme is comprehensive, Members will note that the related timetable is relatively compact. This is a reflection of the need to conclude this process in a timely manner, in view of the age and condition of the facilities in Atherstone and Polesworth and the determination to address corporate priorities and the needs of the local community. The cost of the undertaking is expected to be approximately £53,000, including initial consultation work, in respect of which the Corporate Director – Resources has confirmed that provision exists within the earmarked reserve for One-off Growth.

6 **Conclusion**

- 6.1 Whilst the Leisure Centre in Coleshill is a modern, fit for purpose community facility, Atherstone Leisure Complex was built in 1975 (and extensively refurbished in 2000 / 01) and Polesworth Sports Centre, which is owned by the Community Academies Trust and not designed for community use, was built in 1978. Both facilities are believed to be beyond being capable of accommodating any form of extensive refurbishment. Atherstone Leisure Complex is owned by the Borough Council, so any form of infrastructure failure would be seen as its responsibility. The potential for such a failure exists due to the age and identified condition of the building and its associated plant. The service at Polesworth, however, is initially constrained by the length of the dual-use agreement, which has less than two years remaining. There is, therefore, a need for early and clearly informed decisions to be made in respect of the future of both facilities. The SOPM methodology provides a process that will enable Members to make evidenced decisions about the most appropriate and sustainable means by which to meet local leisure facility needs. The Board, therefore, is asked to approve the proposal to engage external support to assist with the advancement of a SOPM approach to resolving the long-term future of leisure facility provision in the Borough.

7 **Report Implications**

7.1 **Finance and Value for Money Implications**

- 7.1.1 The proposal to commission an external consultant to work with the Authority to undertake a Strategic Outcomes Planning Model exercise is estimated to cost £53,000, including initial consultation work. The commission could be funded from the earmarked reserve for One-off Growth, which would avoid any impact upon the approved revenue budget.

7.2 **Safer Communities Implications**

- 7.2.1 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.

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

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

7.4 **Environment, Sustainability and Health Implications**

- 7.4.1 The provision of a sustainable, fit-for-purpose portfolio of leisure facilities will 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.

7.5 Human Resources Implications

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

7.6 Risk Management Implications

7.6.1 The corporate risk management process identifies and scores risks associated with the provision and maintenance of leisure facilities. The progression of a SOPM exercise will provide the evidence through which informed decisions can be made in respect of the most appropriate means by which to sustainably meet the long-term leisure-related needs of the local community, thereby helping to reduce any associated risk scores.

7.7 Equality Implications

7.7.1 It is intended that a robust SOPM will collate the information that enables decisions to be made that will ensure, as far as is reasonably practicable, equality of access to sustainable, good quality indoor leisure facilities.

7.8 Links to Council's Priorities

7.8.1 The proposed SOPM will have direct and positive links to the corporate priorities in respect of:

- Responsible financial and resource management
- Creating safer communities
- Improving leisure and wellbeing opportunities
- Promoting sustainable and vibrant communities
- Supporting employment and business

7.8.2 The Model is also intended to enable decisions to be made that 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	Strategic Leisure Ltd.	Draft Leisure Facilities, Green Space and Playing Pitch Strategies and Associated Supplementary Planning Document	October 2017
2	Assistant Director (Leisure and Community Development)	Draft Leisure Facilities, Green Space and Playing Pitch Strategies	February 2018

Leisure Facilities – Condition Summary

Atherstone Leisure Complex

Opened in 1975 and comprising a 25m swimming pool, teaching pool, fitness suite, small spin studio and ancillary accommodation.

A major refurbishment was undertaken between 1999 and 2001, which included the construction of the fitness suite, new changing rooms, a new entrance and foyer. Significant structural work was undertaken and new doors, windows and curtain walling was fitted. A new roof covering was incorporated to the whole building. The existing structure of the pool tanks remained, but they were repaired and fully re-tiled. The existing coal-fired boilers were replaced with gas boilers, along with the majority of the mechanical, heating, ventilation, filtration and electrical installations.

Many elements and components of the building are nearing, or have reached, the end of their life. The condition of the mechanical, heating, ventilation, filtration and electrical installations gives rise to considerable concern, as the majority requires replacement. The facility has experienced numerous recent breakdowns of essential plant, such as the primary circulating pumps, cold water booster units, air handling units, etc. which has resulted in disruption to service. An increasing number of failures of this nature are viewed as almost inevitable.

Condition of Major Elements

		Comment
1	Structure and Frame	
1.1	Foundations and sub-structure	Assumption reasonable
1.2	Walls	Fair
1.3	Steel frame	Fair
1.4	Glu-lam beams	Poor
2	Roof	
2.1	Decking and insulation	Poor, requires replacement
2.2	Single-ply roof covering	Poor, requires replacement
3	Pool Tank	
3.1	Tiles, render and screed	Reasonable
3.2	Structural concrete	Invasive investigation required
4	Curtain Walling, Windows and External Doors	Reasonable
5	Internal	
5.1	General layout	Poor
5.2	Cubicles, lockers	Poor
5.3	Doors	Poor
5.4	Finishes, plaster, floor, wall and ceiling tiles	poor

6	Plumbing and Sanitary Ware	Poor
7	Mechanical, Heating, Ventilation, Filtration and Electrical Installations	Poor, requires complete replacement
8	Drainage and External Works	Reasonable
<p>Atherstone Memorial Hall</p> <p>Constructed in 1961. The Borough Council took ownership and management responsibility in the late 1980s, when the facility benefitted from modest improvement. The Memorial Hall is now dated and in need of major refurbishment or redevelopment.</p>		
<p>Condition of Major Elements</p>		
		Comment
1	Structure and Frame	
1.1	Foundations and sub-structure	Assumption reasonable
1.2	Walls	Poor
1.3	Concrete portal frame	Invasive investigation required
2	Roof	Requires complete replacement
3	Cladding, Doors and Windows	Require complete replacement
4	Internal	
4.1	All elements	Require complete replacement
5	Mechanical, Heating, Ventilation and Electrical Installations	Require complete replacement
<p>Coleshill Leisure Centre</p> <p>Completed in 2014, the Centre offers comprehensive leisure facilities and, as would be expected, it is in reasonable overall condition. No significant issues are evident, although to keep the facility to an acceptable standard, a good level of maintenance and investment will be necessary.</p> <p>Sports Pavilions</p>		
1	Ansley Workshops	
1.2	Remote location poor access for users with disabilities	In need of significant refurbishment and upgrade
2	Mancetter	
2.1	No vehicle access, impossible to access for users	Recommend closure

	with a disability	
3	Grendon	
3.1	Constructed in the early 1990s, limited accommodation, poor access for users with a disability	In need of refurbishment and upgrade. Subsidence evident
4	Piccadilly	
4.1	A relatively modern facility	Reasonable throughout



Stage	Action	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Project inception	Project Inception										
	Project initiation meeting / project planning										
	Site visits										
Stage 1 - Outcomes	Working group / elected members briefing										
	Review Current Performance and Existing Priorities										
	Review existing strategies - identify gaps (Sport England funding)										
	Key stakeholder input - facility / services										
	Population / demography profile										
	Future population trends and impact of demand										
	Current performance review										
	Understanding Local Need										
	Review data on health and participation										
	Set out the vision and objectives										
Stage 2 - Insight	Insight										
	Map existing members and gap analysis										
	Online residents survey										
	Face to face community/non-user survey										
	Indepth focus groups x 10										
	Identify barriers and opportunities for change										
	Identify opportunities for active environment / travel										
	Produce needs analysis to consolidate research										
Stage 3 - Inventions	Identify strategic objectives										
	Briefing update with elected Members										
	Facility Mix & Service Interventions										
	Latent demand report (fitness Atherstone/Polesworth/Coleshill)										
	Competition analysis / other physical activity opportunities (including market testing)										
	Identify changes to facility mix to meet objectives										
	Identify service interventions										
	Support for site analysis for future facility provision										
	Architect input into feasibility studies PC SUM - to be agreed with the Council (depends on options)										
	High level capital costs for capital interventions PC SUM - to be agreed with the Council										
	Business plans for each option										
	Overall affordability										
	Create outcome and KPIs to meet priorities and local need										
	Management Options Appraisal										
	Workshop - assessment of evaluation criteria										
	Assess options										
	Alternative model business plans										
Report - recommendations											
Procurement strategy, timeline, risk register and budgets											
Briefing update with elected Members											
Stage 4 - Commitment	Report										
	Draft report										
	Resource plan for implementation										
	Presentation to project team / elected Members (if required)										
	Final report										
Delivery	Procurement support - to be agreed as required										

Agenda Item No 8

Community and Environment Board

9 March 2020

Report of the Director of Leisure and Community Development

LEADER Programme Update

1 Summary

- 1.1 This report updates Members on the progress made in respect of the delivery of the North Warwickshire and Hinckley and Bosworth LEADER programme (2015 to 2020) and includes an overview of a recent independent evaluation of the local Programme.

Recommendation to the Board

That Members note the progress made in respect of the delivery of the North Warwickshire and Hinckley and Bosworth LEADER programme (2015 to 2020).

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 LEADER is a community-led development programme that is jointly funded by the Department for Environment, Food and Rural Affairs (DEFRA) and the European Union. North Warwickshire, in conjunction with its partner area, Hinckley and Bosworth, was awarded financial support of £1.4 million for the programme, of which the budget available for disbursement to qualifying projects was eventually set at £1,322,322. This sum includes a successful request, made in autumn 2019, for a modest uplift in allocation.
- 3.2 The programme is managed by a Local Action Group (LAG), which is made up of representatives drawn from the private, voluntary and public sectors across the two Boroughs. North Warwickshire Borough Council is represented on the LAG by the Leader of the Council. The strategic direction for the programme is set by a Local Development Strategy (LDS), which has been agreed by the LAG and DEFRA.

3.3 North Warwickshire Borough Council acts as the Accountable Body for the local programme and it works in partnership with Hinckley and Bosworth Borough Council to oversee its delivery.

4 **Progress**

4.1 As the Board will be aware, the LEADER programme is divided into six priority areas:

- Farm Productivity
- Micro and Small Enterprises
- Rural Tourism
- Rural Services
- Culture and Heritage
- Forestry Productivity

4.2 To date, 48 projects have received funding approval from the Local Action Group, with a cumulative grant total (as at 1 February 2020) of £1,274,988. This sum takes account of one project withdrawal and a variation of a further contract to reduce the associated project costs. Of the remaining 47 projects, 38 have been completed, with a combined actual spend of £870,806 (see Appendix A for details).

...

4.3 A total of 44 projects withdrew their application during the process, with the majority (36) withdrawing at the outline application stage and before completion of the full process. The principal reasons for project withdrawal related to the demands of the application process or an inability to secure match funding.

4.4 A total of 39 applications were rejected for a variety of reasons. A number of applicants were unable to satisfy the eligibility and completeness checks carried out on each application, whilst others had their proposals rejected, either by the Local Action Group or DEFRA, due to an inability to demonstrate a genuine need for LEADER funding or the lack of a demonstrable strategic fit with the programme's six key priorities.

4.5 There were two project appeals received against decisions to reject applications. In both cases, the applications did not meet the stringent RPA eligibility and completeness checks. The appeals have been considered and both were dismissed.

- 4.6 The table below identifies the distribution of LEADER funding against the six priority areas. Following the recent tourism project withdrawal, the greatest level of demand is now from Micro and Small Enterprises and Rural Services projects, and the lowest from Forestry Productivity schemes.

Priority Area	Total Grant Allocation (£)
Farming	168,220
Micro and Small	303,722
Rural Services	296,457 *
Rural Tourism	277,869 **
Forestry Productivity	59,696
Culture and Heritage	169,024
Total	1,274,988

* Includes a reduction of £24,294 due to a contract variation - NWBC area

** Includes a reduction of £23,040 due to the withdrawal of a project from the programme - HBBC area

- 4.7 The level of funding allocated between the two Boroughs is identified in the table below:

Borough	Funding Allocation (£)
North Warwickshire	632,955
Hinckley and Bosworth	642,033
Total	1,274,988

- 4.8 With the contracting period completed, two events have been run to celebrate the success of the LEADER programme. The first was held principally for the benefit of the Local Action Group and included a tour of a number of the funded projects. The second event was open to all LEADER applicants and stakeholders and sought to showcase the experiences of applicants, to provide an opportunity to network and to share successes. Both events were well supported, and a brochure detailing the 2015 to 2020 LEADER programme has also been produced to document its successful delivery.

5 Post-Payment Monitoring Update

- 5.1 The review cycle of the LEADER programme will commence imminently. The RPA has now published procedural guidance for this review phase. This will involve a review of every project, in order to ensure that the approved outputs have been, or are being, delivered in accordance with the funding agreements. An initial phase will seek to capture the outputs of the 23 projects that were completed more than 12 months ago, with a requirement to incrementally bring all 47 projects onto a cyclical quarterly review programme based on the anniversary of each project's completion. This process will enable the monitoring of the phased delivery of outputs over the requisite three-year period following project completion.
- 5.2 The RPA has also sought to facilitate a desktop approach to post-payment monitoring, enabling all reports to be submitted electronically from each beneficiary. An escalation process for handling non-compliance with the post-payment monitoring process, and indeed any significant shortfalls in anticipated outputs, has also been identified. Either scenario could result in action to recoup grants awarded, but this will be considered on a case by case basis by the RPA.

6 Programme Evaluation

- 6.1 To evaluate the success of the programme, in 2019, an independent review was commissioned by Plantagenet Consulting Ltd. The consultants reviewed data and output reports associated with all contracted projects. Their analysis included a desktop review of 40 project files, interviews with Council officers, LAG members and 12 applicants across both North Warwickshire and Hinckley and Bosworth. It is important to note that their report is based on the programme position prior to the recent variation and project withdrawal, which have reduced the committed investment detailed in section 4 of this report.
- 6.2 In acknowledging the very unique nature of the NWHB LEADER area and the partnership with Hinckley and Bosworth Borough Council to secure access to a funding allocation, the evaluation concludes that the programme had been well managed by the Accountable Body on behalf of both organisations. Applicants have been impressed with the level of assistance they received, both when bidding for funds and whilst running their projects. Funds had been managed effectively for both Councils, with near parity in the allocation of funding between the two areas. The impact analysis of the LEADER programme identified that a further £1.9m had been leveraged by way of match funding, with a resultant total investment in the combined rural communities and rural economies of £3.2m over the life of the programme.
- 6.3 The evaluation notes the current position on post-payment monitoring and, through their interviews with applicants, the consultants provided positive insight in respect of the likely wider impacts of the investment for the programme area. Applicants were able to demonstrate significant "added value" from their LEADER funded projects.

- 6.4 The evaluation acknowledges that the application process was not simple and that it was unduly long, especially for smaller projects. The report notes that some applicants felt the level of potential investment fell short of the cost of pursuing a grant, again, particularly for smaller schemes. The report acknowledges the widely held view of LAG members and project Officers that a simpler process for bids for smaller sums of money should be considered by relevant Government departments in any future funding programmes.
- 6.5 The uncertainty around future funding prevailed at the time of the evaluation, but it is widely expected that future opportunities for rural communities will form part of the funding allocation to Local Enterprise Partnerships (LEPs). In looking to the future, the report acknowledges the risk that both North Warwickshire and Hinckley and Bosworth could be overlooked by stakeholders who may be more inclined to invest in the urban centres of their areas. The report notes that the quality of the projects that have been funded, and the outputs achieved by many, show the potential for rural businesses to contribute positively to the economic growth of the wider LEP areas.
- 6.6 The Terms of Reference for this evaluation posed a number of key questions for consideration, in respect of which the assessment made by Plantagenet Consulting Ltd. is detailed in Appendix B.
- ...

7 **Staffing**

- 7.1 The LEADER team remains at full capacity, in respect of which the LEADER Project Assistant and the LEADER Project Manager will remain within the programme until August 2020 and October 2020 respectively.
- 7.2 As the programme enters the post-payment monitoring stage, the team will develop a Legacy Plan and processes in order to ensure that North Warwickshire Borough Council can fulfil its obligations as the Accountable Body. Related work will remain within the Community Development section until the end of the programme's contractual period in 2023.

8 **Conclusion**

- 8.1 LEADER funding was fully committed at the revised commitment date of 31 October 2019, following a small increase in funds. The LEADER programme has been incredibly successful in North Warwickshire and Hinckley and Bosworth. The programme has provided financial support to the rural economy, enabling the creation of 52 new jobs in the area, investment in the development of rural services benefitting local communities and investment in tourism and local heritage, thereby boosting visitor experiences and a growth in places to visit and stay across the two Boroughs.
- 8.2 As the contracting deadline has now passed, it is not possible to contract any further projects in the NWHB area. Surplus funds that arise from project withdrawals or variations in project costs will need to be surrendered to the RPA. Changes in the NWHB LEADER portfolio since the contracting

deadline in October 2019 will result in approximately £47,334 being surrendered in this way. Further adjustments may be necessary as the remaining nine projects develop.

- 8.3 Whilst future funding arrangements and opportunities for rural economies and communities remain unclear, at its meeting held in January 2020, the LAG decided that it would meet again in six months time to consider the outcomes from post payment monitoring and to assess its future role, if any.

9 Report Implications

9.1 Finance and Value for Money Implications

- 9.1.1 The funding implications of involvement in the LEADER programme are identified in the main body of the report and in Appendix. A. The Authority is incurring indirect expenditure in its capacity as the Accountable Body for the programme, through providing management time and Officer support for related activity. Costs relating to the provision of financial management will be incorporated in the Running Costs and Animation (RCA) return, which will be claimed back throughout the lifetime of the programme. The deadline for the submission of the final RCA claim to DEFRA remains as 31 March 2021.

9.2 Safer Communities Implications

- 9.2.1 LEADER funding is being used to create jobs and grow the local economy, which should have a positive impact upon reducing levels of crime and anti-social behaviour.

9.3 Environment, Sustainability and Health Implications

- 9.3.1 There are no direct environment and sustainability implications arising from the report. It should be noted, however, that the LEADER programme supports sustainable rural regeneration and encourages the design and delivery of economic projects that help to regenerate and support local communities. Each individual application for funding was required to provide evidence of the environmental impact of the project and will be assessed against that evidence.

- 9.3.2 LEADER is helping to create a stronger sense of place and improve health through actions that support communities. Approved projects can additionally enhance the rural environment by providing new leisure and recreation opportunities. Improving employment opportunities should also have a positive impact on people's mental health and wellbeing.

9.4 Human Resources Implications

- 9.4.1 There are no human resource implications directly arising from this report, other than those referred to in paragraph 7.1 above.

9.5 Risk Management Implications

- 9.5.1 The risks associated with the LEADER programme have been, and will continue to be, managed and monitored through approved divisional Risk Management processes, most specifically in relation to the effective management of partnership work, the efficient delivery of externally supported projects that meet the priorities and expectations of funding partners and the appropriate administration of all forms of financial assistance. Implementation of relevant processes and procedures will ensure the delivery of a LEADER programme that meets the priorities identified in the Local Development Strategy and minimises any risks to the Authority in its capacity as the Accountable Body.
- 9.5.2 With regard to the Authority's role as the Accountable Body, the financial allocation to the LEADER programme is made in Euros, which is then converted into sterling on an annual basis. This will not entail an additional risk to the Accountable Body, as the Programme Delivery Plan is adjusted annually to take account of currency fluctuations. The amount in sterling will be allocated at the beginning of the final year of the programme and any fluctuations before the end of the programme will be covered by DEFRA.

9.6 Equalities Implications

- 9.6.1 The research and consultation work that was carried out in advance of the programme provided opportunities for the local community to influence the production of the Local Development Strategy. This consultation included groups and individuals defined by the protected characteristics under the Equality Act. Each funding applicant was asked to evidence the equalities impact of the proposed project and this evidence is reviewed within the appraisal process. An Equalities Impact and Needs Assessment was included within the LEADER report considered by the Board in July 2015.

9.7 Links to Council's Priorities

- 9.7.1 The LEADER programme, and the projects that it supports, directly link to all six of the corporate priorities:
- Responsible financial and resource management
 - Creating safer communities
 - Protecting our countryside and heritage
 - Improving leisure and wellbeing opportunities
 - Promoting sustainable and vibrant communities
 - Supporting employment and business
- 9.7.2 Additionally, projects funded by the LEADER programme positively impact upon at least one of the priorities of the Sustainable Community Strategy, which are to:

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

The Contact Officer for this report is Gaynor Valente (719271).

Background Papers

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

Background Paper No	Author	Nature of Background Paper	Date
1	Assistant Director (Leisure and Community Development)	Report to Community and Environment Board (LEADER Programme Update)	October 2017
2	Assistant Director (Leisure and Community Development)	Report to Community and Environment Board (LEADER Programme Update)	March 2018
3	Assistant Director (Leisure and Community Development)	Report to Community and Environment Board (LEADER Programme Update)	October 2018
4	Director of Leisure and Community Development	Report to Community and Environment Board (LEADER Programme Update)	March 2019
5	Director of Leisure and Community Development	Report to Community and Environment Board (LEADER Programme Update)	October 2019
6	Plantagenet Consulting Ltd	Project Evaluation Report on NWHB LEADER Programme	December 2019
7	Director of Leisure and Community Development	NWHB LEADER Programme Brochure	January 2020

LEADER Funding Summary		06/02/2020	
RPA Grant Total	£1,161,120.00		
		Contracted projects	£1,274,987.81
		FA's in Progress	£0.00
		EOI's in Progress	£0.00
		Subtotal	£1,274,987.81
Available funds	-£113,867.81		

RPA Grant Total Updated	£1,322,322.49		
5th July 2019		Contracted projects	£1,274,987.81
		FA's Approved	£0.00
		FA to decide	£0.00
		Subtotal	£1,274,987.81
Available funds	£47,334.68		
Balance as at 01/02/2020	£47,334.68		

Overview of All Projects

CONTRACT PROJECTION ASSUMING ALLEOI's & FULL APP'S COMPLETE									
Priority	RPA Grant	Total Grant Allocated (Approved, FA & EoI)	Variance	RPA Required Contracts	NWHB Contracts	RPA Job requirement	NWHB Jobs	Jobs variance	
Farming	£168,219.96	£168,219.96	£0.00	6	7	2.5	6.8	4.3	
Small and Micro	£303,721.77	£303,721.77	£0.00	23	12	39	28.79	-10.21	
Rural Services	£320,751.77	£296,457.09	£24,294.68	5	10	3	4.8	1.8	
Rural Tourism	£300,908.54	£277,868.54	£23,040.00	7	10	7	6.1	-0.9	
Forestry	£59,696.18	£59,696.18	£0.00	2	3	1	5.5	4.5	
Cultural & Heritage	£169,024.27	£169,024.27	£0.00	4	5	2	0	-2	
Total	£1,322,322.49	£1,274,987.81	£47,334.68	47	47	54.5	51.99	-2.51	
CONTRACTS APPROVED									
Priority	RPA Grant	Approved Grant	NWHB Approved Projects	RPA Projects	RPA Grant	RPA Jobs	Actual Jobs	Available funds	
Farming	£168,219.96	£168,219.96	7	6	£174,168.00	2.5	6.8	£0.00	
Small and Micro	£303,721.77	£303,721.77	12	23	£464,448.00	39	28.79	£0.00	
Rural Services	£320,751.77	£296,457.09	10	5	£155,091.00	3	4.8	£24,294.68	
Rural Tourism	£300,908.54	£277,868.54	10	7	£348,702.54	7	6.1	£23,040.00	
Forestry	£59,696.18	£59,696.18	3	2	£58,056.00	1	5.5	£0.00	
Cultural & Heritage	£169,024.27	£169,024.27	5	4	£116,112.00	2	0	£0.00	
Total	£1,322,322.49	£1,274,987.81	47	47	£1,316,577.54	54.5	51.99	£ 47,334.68	

	Applicant	Project	Priority	Area	Grant £	%	Jobs
NWHB 07	TN & AM Scarratt	Grain processing	Farming	HB	£19,297.60	24	0
NWHB 30	CLOG's (RawnPure)	Irrigation for organic veg and fruit	Farming	HB	£5,810.52	40	0.5
NWHB 42	TJA Thirlby and Partners	Rotary Goat Parlour	Farming	NW	£48,720.00	40	3
NWHB 41	H Lowe and Sons	Long Life Spuds (refrigeration)	Farming	NW	£28,430.64	40	1.8
NWHB 64	C W Antrobus	No Till Seed Drill	Farming	NW	£31,603.60	40	0.5
NWHB 55	Manor Hill Farmers	No Till Soil Improvement Project	Farming	HB	£31,200.00	40	0.5
NWHB 66	Catlane Friesians Ltd	Improvements to out of parlour feeding system/tractor guidance system	Farming	HB	£3,157.60	40	0.5
Number of projects	7		Farming Total		£168,219.96		6.8
NWHB 32	C J Springthorpe	Project Kindling (new machine)	Forestry	HB	£3,390.00	40	0.5
NWHB 37	Cadeby Tree Sales Ltd	Christmas Tree Automatic Netting and Palletiser Machine with Elevator	Forestry	HB	£19,818.18	40	3
NWHB 45	Milner Forestry	bespoke shed for processing and storage of wood chip	Forestry	HB	£36,488.00	40	2
Number of projects	3		Forestry Total		£59,696.18		5.5
NWHB 15	St Mary's Church	Refurbish Youth HQ	Rural Services	NW	£14,079.92	100	0.5
NWHB 20	Markfield Parish Council	Refurbish community centre	Rural Services	HB	£6,418.50	75	0
NWHB 74	Sport in Desford	Construction of floodlit double sports court for tennis, netball, futsal	Rural Services	HB	£50,000.00	16.59	1
NWHB 31	Shustoke Village Hall Committee Ltd	Improve building for providing meals	Rural Services	NW	£24,105.50	100	1
NWHB 68	Market Bosworth Community Library	Audio Visual Equipment to enable film showing	Rural Services	HB	£5,525.65	80	0
NWHB 82	Ruby's Yard	The Big Build	Rural Services	NW	£49,700.00	80	1
NWHB 109	Twycross Zoo	Installing a Changing Places Toilet	Rural Services	HB	£30,398.00	40	0

	Applicant	Project	Priority	Area	Grant £	%	Jobs
NWHB 108	Shuttington Parish Council	Alvecote Play Area	Rural Services	NW	£38,133.00	100	0
NWHB 105	BDMAT	Warton & Nethersole Nursery	Rural Services	NW	£50,445.60	80	1
NWHB 129	The Parochial Church Council of the Ecclesiastical Parish of St Peter and St Paul, Coleshill	Coleshill Parish Church - Warmth and Space	Rural Services	NW	£27,650.92	17.5	0.3
Number of projects	10		Rural Services Total	Total	£296,457.09		4.8
NWHB 09	Whitmore's Ltd	Post Office development	Small & Micro	NW	£5,334.00	40	2.8
NWHB 01	Prezzybox.com Ltd	Visual Studio	Small & Micro	NW	£21,756.00	40	2
NWHB 08	Bosworth Marina Ltd	Marina café	Small & Micro	HB	£16,680.00	40	4.7
NWHB 21	Lauren Marie Photography	Photography studio start-up	Small & Micro	NW	£4,409.77	40	1
NWHB 23	W H Gayton & Sons Ltd	Bakery extension	Small & Micro	NW	£24,996.70	24.1	2
NWHB 24	Carlton Stud Ltd	Stud farm building	Small & Micro	HB	£24,999.95		2.0
NWHB 35	Spotty Dog Communications Ltd	Media Production Expansion	Small & Micro	HB	£3,301.49	40	0.5
NWHB 58	Super Duper Goods Ltd -	New Printer Project	Small and Micro	HB	£34,960	38	3
NWHB 56	KJN Automation -	New Nike Machining Centre	Small & Micro	HB	£24,400.00	40	3
NWHB 116	BH & BC Neep	Forest View Farm Caravan Storage	Small and Micro	HB	£41,970.26	40	1
NWHB 99	Gate hangs Well	Extension to The Gate Hangs Well Public House with larger premises to include coffee shop, local produce shop, in-house beer bottling and restaurant.	Small and Micro	HB	£74,993.60	40	6
NWHB 62	Squirrel at Wellsborough -	Improvement/conversion of existing stable for rural business use	Small and Micro	HB	£25,920.00	40	0.79

	Applicant	Project	Priority	Area	Grant £	%	Jobs
NWHB 47	North Warwickshire BC	Re-invigorating cycle routes	Tourism	NW	£34,946.57	100	0
NWHB 40	Market Bosworth Community Enterprises CiC	Website and event system for promoting town.	Tourism	HB	£3,542.40	80	0
NWHB 63	Northern Warwickshire Tourism -	Explore Northern Warwickshire!	Tourism	NW	£10,693.82	100	0
NWHB 59	Polesworth Parish Council	Polesworth Tourism Project	Tourism	NW	£8,577.05	80	0
NWHB 52	Vale Farm Bed and Breakfast -	Bed & Breakfast at Vale Farm	Tourism	HB	£48,546.00	31	0.5
NWHB 51	Whitacre Hall	Tea Rooms and Educational Walks	Tourism	NW	£49,956.00	36.2	1.5
NWHB 70	Gopsall Hall Farm	Camping and accommodation	Tourism	HB	£34,999.14	40	1
NWHB 101	Brockhall Farms	Conversion of redundant barn to self-catered accommodation	Rural Tourism	NW	£28,817.00	40	0.5
NWHB 117	Mallory Meadows	Mallory Meadows Phase 2 "The Paddock"	Rural Tourism	HB	£50,553.76		0.6
NWHB 122	WDP Paintball LTD	Laser Tag & café	Rural Tourism	NW	£7,236.80	40.0	2
Number of projects	10		Tourism Total		£ 277,868.54		6.1
NWHB 125	Atherstone CIVIC Society	Roman Mancetter & Boudica Project	Heritage	NW	£35,826.93	100.0	0
NWHB 81	Hinckley and Bosworth Borough Council	Consultancy fees	Heritage	HB	£34,200.00	89.53	0
NWHB 50	The Friends of Atherstone Heritage	Upgrade the Atherstone Heritage Centre	Heritage	NW	£12,956.38	100	0
NWHB 75	Market Bosworth Memorial Gardens	Memorial Garden with band stand	Heritage	HB	£11,462.00	100	0
NWHB 128	NWBC	Atherstone Hatters' Celebration Garden	Heritage	NW	£74,578.96	100%	0
Number of projects	5		Heritage Total		£169,024.27		0
Total Nos of approved projects	47		Total of approved projects		£1,274,987.81		51.99

Overview of Assessment by Plantagenet

Key Area of Interest	Assessment
Did the approved projects meet the original objectives of the LDS?	As part of the LEADER appraisal process the strategic fit of each project was checked against the LDS and LEADER contributed towards each of the priorities. Working together on LEADER has helped collaboration between stakeholders and has built on existing cross-boundary partnership between two Borough Councils in different counties.
What level of added value has been achieved?	The level of added value had varied from project to project. Of those interviewed as part of the evaluation, a few found that the opportunity cost of applying for funds (the 'hassle factor') had not been covered by the funding received. Nevertheless, a range of added value has been achieved, including extra turnover, more staff, additional visitors over and above target, improved community cohesion, improved confidence amongst volunteers and underpinning of the tourism sector.
Do projects show how they will make a difference to the population and communities?	In the applications reviewed, this is sometimes not particularly well expressed, however talking to successful applicants with relevant projects, they do make a difference, for example establishing/maintaining a post office. A few projects reviewed have done extensive research to demonstrate demand for their project amongst the local population.
Do they support economic growth and job creation where relevant?	Jobs have been created, the turnover of small businesses increased, additional local suppliers engaged, and farm efficiency projects have led to improved margins and turnover. Farm diversification projects have helped to secure the viability of farms. There is some evidence that tourism projects are bringing new visitors with associated spend into the area.
Were sustainability and exit strategies of projects considered adequately at appraisal?	This depended on the nature of the application – the purchase of kit, often to improve margins and efficiency has led to improved sustainability. Business start-up support is known to be high

Key Area of Interest	Assessment
	risk, and this is covered in appraisal and by the LAG.
Which themes and measures are most likely to meet their outputs?	Some success has been achieved across all priorities, but the monitoring part of the LEADER project is just starting. Successful applicants interviewed had generally met or exceeded their planned outputs, but were only a small sample.
How effective were the management, administration and co-ordination of the programme?	While there has been some staff turnover, due to short term contracts, North Warwickshire BC has managed the situation well and ensured the project has continued with minimum impact on the service offered to applicants. The impact on LAG members was perceived as more noticeable. The current team is working well and all the funds available have been allocated to projects. The appraisal process generally seems to have been thorough.
How was the support from the Programme Management Team?	Applicants were generally full of praise for the support they received (although not always on the decisions on their applications). LAG members were also complimentary about individual members of the LEADER team.
What strategic lessons can be learned, particularly about approval of projects demonstrating value for money?	With such disparate projects and areas of interest, you need expertise to be able to tap into, to test the quality of applications. You need transparent processes to be able to evidence that sectors or communities of interest are not being overly favoured. There is a case for building a local database of projects as the programme progresses that can serve as a guide to applications for similar pieces of farming kit.
How well does LEADER fit with other local economic development strategies?	LEADER's fit with other strategies is satisfactory and it has filled a funding gap in relation to rural areas. There is a case for ensuring that the needs of rural areas are properly reflected in the strategic and funding plans of the relevant LEPs.
Challenges of crossing LEP and county boundaries?	There is a challenge engaging the larger organisations with a wider geographic remit, and in particular ensuring the right calibre of representative, who is able to devote resource to

Key Area of Interest	Assessment
	<p>the area. At the local level however, the challenge is much reduced and organisations and elected members see the benefit of collaboration.</p>
<p>Is there a role and purpose for the LAG beyond the LEADER end date?</p>	<p>The LAG has a very specific function to make informed decisions about which projects to support and to distribute funding. It was not its function to play a strategic role on behalf of the rural economy and it is unlikely that it will continue unless another funding stream becomes available. Nevertheless, it has played a catalysing role to strengthen the local tourism sector in particular and has proved itself to be a 'safe pair of hands' for assessing growth projects and managing funding distribution.</p>
<p>How well did RPA and Defra support and influence programme delivery?</p>	<p>This seems to have worked fine, however there have been challenges in terms of the level of detail and the consistency of advice. Staff have been supportive, but the system should be reviewed. If it costs more to apply for funds than is received back, the application process is not necessarily fit for purpose. While farming and forestry applicants were used to the level of detail, other priority areas were not, and the Department of Business, Energy and Industrial Strategy should be consulted about the relevant detail they would want to see, as their interests are also covered by LEADER funding.</p>

Agenda Item 9

Community and Environment Board

9 March 2020

Report of the Director of Leisure and Community Development

Financial Assistance to Outside Organisations

1 Summary

- 1.1 Borough Council support for outside organisations is provided in many ways, including through its Annual Grants Scheme and through wider partnership agreements. Requests for assistance through the provision of an annual grant have been received from Warwickshire Community and Voluntary Action (WCAVA), North Warwickshire Citizens Advice (NW CA), Live & Local and the North Warwickshire Allotments Federation.

Recommendations to the Board

- a That Members note the progress and potential future changes affecting WCAVA in its delivery of the Third Sector Infrastructure Support Grant Agreement and approve financial assistance in the form of two instalments for 2020 / 21, with the second instalment being made subject to approval as detailed in the report;**
- b That Members approve the draft Service Level Agreement for further negotiation with NW CA and that the proposed financial award for 2020 / 21 be approved and administered as indicated in the report, including the provision for the second instalment to be made subject to the prior agreement of the Chairman and Vice-Chairman of the Board;**
- c That Members note the work undertaken by Live & Local in assisting local promoters to deliver professional arts performances in local venues and approve the proposed grant award towards the countywide Key Client Agreement; and**
- d That Members note the work undertaken by the North Warwickshire Allotments Federation and approve the proposed annual grant award, subject to the successful conclusion of negotiations in respect of the appended draft Service Level Agreement.**

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 Through its provision of financial assistance to voluntary and outside organisations, the Borough Council seeks to ensure cost effective support for a broad range of services for the community of North Warwickshire. In pursuance of this objective, this report considers applications for assistance, and recommends awards, through its Annual Grants for Outside Organisations scheme.
- 3.2 Requests for funding support for 2020 / 21 have been received from four organisations; WCAVA, NW CA, Live & Local and the North Warwickshire Allotments Federation.

4 **Warwickshire Community and Voluntary Action (WCAVA)**

4.1 **Annual Grant Request**

- 4.1.1 The countywide Third Sector Infrastructure Support Services Agreement was awarded to WCAVA by Warwickshire County Council (WCC) in 2016. The Agreement is due to end on 30 June 2020. At the time of writing the report, WCC is in the process of applying for a contract exemption to extend the Agreement for an additional three months, to the end of September 2020. The three months extension is required to allow time for WCC to undertake market testing in order to refine the associated service specification, to go through an open tendering process and to allow sufficient time between any subsequent contract award and the start of the then newly commissioned service.
- 4.1.2 Assuming the exemption order is granted, WCAVA will continue to work to the existing service specification up to 30 September 2020. In view of the process identified above, however, the nature of the service requirement thereafter has yet to be determined. Nevertheless, WCC has made the Borough Council aware that the service specification may be significantly different to that which is the subject of the current Agreement.
- 4.1.3 At present, WCAVA is monitored through its achievements against the WCC commissioned countywide Agreement, in respect of which a report has been provided for North Warwickshire, detailing how it is meeting the outcomes of the Agreement locally. Activity from April to December 2019 is highlighted in Appendix A. The North Warwickshire report provides detailed information on the work undertaken and will help Members to consider the request to provide funding support for 2020 / 21.
- ...

- 4.1.4 In 2019, the North Warwickshire office experienced significant staffing changes, which included the retirement of the former Localities Manager. These changes, and the associated reduction in staff capacity, impacted on the number of organisations supported by WCAVA. Between April and December 2019, 113 organisations were supported, through 155 recorded interventions. This represents a decrease in the outputs achieved for the same period in 2018. These interventions were predominately concerned with funding and group organisational development.
- 4.1.5 During this period, WCAVA supported successful funding bids by local groups and organisations to local and national grant schemes that had a cumulative value of more than £190,000. Additionally, WCAVA held thirteen events or training sessions for local organisations, through which it supported 21 organisations and 359 individual volunteers.
- 4.1.6 WCAVA is represented on the Warwickshire North Health and Wellbeing and Integrated Care Partnership and the North Warwickshire Community Partnership.

4.2 Proposed Financial Support

- 4.2.1 Given the County Council's review of the service specification associated with its support of the third sector, the Board is advised to include a clause of termination within any annual grant agreement with WCAVA, which would allow the second instalment of any approved award to be paid only upon satisfactory performance being achieved within the first six months and subject to approval of the nature of any service to be provided from October 2020 onwards. It is proposed, therefore, that a 2020 / 21 award to WCAVA be made in the sum of £11,875, excluding VAT, to be paid in two equal instalments in April and October and subject to the termination clause referred to above. This will afford the Board an opportunity to fully understand any impact on WCAVA of the countywide review, prior to the allocation of the second instalment of any grant award. It is proposed that the recommended award will provide financial assistance towards the core functions of WCAVA, in providing infrastructure and development support to the third sector in North Warwickshire.

5 North Warwickshire Citizens Advice (NW CA)

5.1 Annual Grant Request

- 5.1.1 Members will be familiar with the nature of the request from the CA and the need to link any annual grant award to the negotiation of an approved annual Service Level Agreement (SLA). Through the Agreement, the Borough Council seeks to ensure the delivery of mutually compatible outcomes in return for its investment. Wherever possible, these outcomes are linked to the objectives and priorities of the North Warwickshire Sustainable Community Strategy (2009 to 2026), which sets out three key priorities for improving local quality of life. In this regard, the draft 2020 / 21 SLA for the CA is attached at

... Appendix B. Subject to Board approval, it will provide the basis for the negotiation of the final Agreement.

5.1.2 NW CA is monitored through the production of a report that details the support work that has been provided to the residents of North Warwickshire. The April to December 2019 review report is attached at Appendix C. In brief, the report identifies that in this period NW CA secured a number of positive outcomes. It dealt with 2,110 enquiries, within which almost 8,000 separate issues were addressed, which equates to an average of 3.7 issues per case. Consistent with the previous year, the most prevalent issues were Benefits Tax Credits, Universal Credit and debt. This work resulted in 264 benefit claim increases, reinstatements or new awards, with an annualised value of over £804,000. The report highlights that customers still prefer to present themselves in person to receive support, with 67% people accessing services in this way, although there was an increase in the number of people accessing information through the CA website. NW CA employs eight members of staff (5.4 FTEs) and currently has 22 volunteers, who typically offer 1 to 2 days of their time each week.

5.2 Proposed Financial Support

5.2.1 NW CA is providing services that continue to be required by the local community. The level of financial assistance proposed through the Annual Grant scheme for NW CA in 2020 / 21 is £34,807.50. This sum is set at the same level as that awarded during the previous financial year.

5.2.2 The SLA for NW CA requires a six-monthly review of its work to be undertaken in order to ensure compliance with the provisions of the Agreement. It is proposed that this award continues to be made in two half-yearly instalments and that the second payment is only made with the prior agreement of the Chairman and Vice-Chairman of the Board and upon the satisfactory completion of work in the first period.

5.2.3 The funding agreed through the Annual Grants scheme provides financial assistance towards the core functions of NW CA. The Borough Council also provides financial support (subject to application) by offering NW CA the maximum level of Discretionary Rate Relief (a sum of £1,058.40 was awarded in 2019 / 20). Although not yet confirmed, based upon the provisional multipliers and subject to no changes in the circumstances of North Warwickshire CA, the expected Discretionary Rate Relief award for 2020 / 2021 will be in the region of £1,075.

6 Live & Local

6.1 Annual Grant Request

6.1.1 Live & Local works with voluntary groups and professional artists to create new audiences for the performing arts, with a view to enabling the development of stronger communities. The organisation achieves this by co-ordinating professional, good quality performances in a network of non-

mainstream venues, such as community halls, and by working in partnership with voluntary and other organisations.

6.1.2 Live & Local brings people together, playing an important part in the social life of participating communities. It builds support for community venues, encourages volunteering and helps to develop active communities, thereby contributing to a range of local priorities, such as raising aspirations and skill levels, developing healthier communities and improving access to services.

6.1.3 The Grant Aid Agreement is produced for a period of one year and is administered by Warwickshire County Council's Art Service. The Agreement is produced on behalf of its partners, which include North Warwickshire Borough Council, Rugby Borough Council and Warwick District Council.

6.1.4 In previous years, Warwickshire County Council made a financial contribution to the Agreement. This has not been the case for the last two financial years, however, due to internal budgetary pressures. At the time of writing this report, it is believed that Rugby Borough Council and Warwick District Council will continue with the same level of investment as that made in 2019 / 20 and that Stratford upon Avon District Council will also be supporting the scheme.

6.1.5 Live & Local has stated that if the Authority's baseline investment (£2,000) remains unaltered, then the level of outputs delivered in North Warwickshire (ten shows) will also remain unchanged. It has asked if additional support, above this perceived baseline level, can be made available, subject to the evidence of demand from additional communities within the Borough. If the Board was minded to allocate any additional funds to Live & Local, this would require either a reduction in the level of support proposed to be given to one or more of the other organisations that have requested an annual grant or the submission of a growth bid to the Executive Board at a time when the Authority is seeking to make savings within its revenue budget.

6.1.6 Live & Local had a target to deliver ten shows in 2018 / 19. This target was surpassed, however, as 11 shows were delivered in North Warwickshire, at five community venues. The total number of individual attendances during the season was 671, which attracted £7,062 of inward investment from Arts Council England and £4,870 in additional earned income. Attached at Appendix D is a "Value for Money" overview of Live & Local's 2018 / 19 performances. Appendix E details the current position in respect of its 2019 / 20 programme, which commenced in June 2019 and will complete in May 2020. There is an increase in the number of local promoters from the previous year, with six community venues hosting 11 performances (in Atherstone, Austrey, Baddesley Ensor, Coleshill, Fillongley and Hurley).

6.2 Proposed Financial Support

6.2.1 It is proposed that the level of support awarded to Live & Local last year (£2,000) is retained for 2020 / 21. The funding agreed through the Annual Grants scheme provides financial assistance towards the core functions of Live & Local. The Key Client Contract identifies the required key functions

and it is used to monitor Live & Local's performance over the period of the Agreement.

7 North Warwickshire Allotments Federation

7.1 Annual Grant Request

7.1.1 The North Warwickshire Allotments Federation, which is run by volunteers, seeks to bring together representatives from allotment associations and groups across North Warwickshire. The Federation is monitored on several outcomes, which include the number of entrants to the Annual Allotment Awards and an up-to-date allotments website.

7.1.2 Progress during 2019 has been examined from the annual summary report and from the minutes of the last AGM (January 2020). This progress has been encouraging, despite a number of significant changes in personnel on the Federation's committee.

7.1.3 The Federation hosts or takes part in regular events aimed at developing and promoting allotments. During 2019, the Allotment Federation had a successful year, with an annual allotment competition, a visit to Malvern Spring Show, a plant sale, a Best Site Competition, a Produce Show and an annual awards evening. A summary of the Federation's work can be seen in Appendix F.

...

7.2 Proposed Financial Support

7.2.1 It is proposed that the level of support provided to the Federation in 2019 / 20 (£500) is retained for 2020 / 21. The Authority is continuing to support the North Warwickshire Allotments Federation through an annual Service Level Agreement, a draft of which is attached at Appendix G. The principles within the Agreement remain unchanged from the previous year. It is proposed that the suggested grant award is made conditional upon the successful conclusion of negotiations in respect of the Service Level Agreement.

...

8 Report Implications

8.1 Finance and Value for Money Implications

8.1.1 Provision has been made for the proposed Annual Grant Awards within the Support to Voluntary Organisations revenue budget allocation for 2020 / 21.

8.1.2 Supporting community and voluntary sector work is a very cost-effective way for the Borough Council to maintain service provision for the residents of North Warwickshire.

8.2 Safer Communities Implications

8.2.1 There is no direct safer communities implication arising directly from this report, although the activities that are supported by Live & Local provide positive diversions from anti-social and / or nuisance behaviour. NW CA's work, particularly with regard to the provision of financial advice, can also help to prevent people from resorting to criminal activity to resolve their personal problems.

8.3 Environment, Sustainability and Health Implications

8.3.1 Providing financial assistance to community and voluntary sector organisations is a cost-effective way of increasing local service provision and helping to enhance individual and collective quality of life.

8.3.2 The Allotments Federation provides support to local Allotment Associations, supporting their sustainability, which is, in turn, having a positive impact upon the local environment. Similarly, Live & Local supports communities in their endeavours to ensure the on-going sustainability of local venues.

8.3.3 The activities of each of the organisations identified in this report positively impact upon people's health and wellbeing. Live & Local's support enables promoters to provide good quality arts productions in local venues, which positively advance people's mental health and wellbeing. The Allotments Federation's work supports allotment gardening, which has the potential to improve both physical and mental health.

8.4 Risk Management Implications

8.4.1 There is no change to the risk management implications previously reported to the Board consequent upon the content of this report.

8.5 Equalities Implications

8.5.1 An Equality Impact and Needs Assessment has previously been undertaken, which did not highlight any negative impact consequent upon the proposed financial awards. The advice offered by NW CA helps to provide equality of opportunity and address inequality within the local community. By helping local promoters to provide professional arts productions in local venues, Live & Local is increasing access to art and entertainment services for all members of the community.

8.6 Links to Council's Priorities

8.6.1 The provision of financial assistance to community and voluntary sector organisations has positive and direct links to the corporate priorities in respect of:

- Responsible financial and resource management
- Creating safer communities

- Protecting our countryside and heritage
- Improving leisure and wellbeing opportunities
- Promoting sustainable and vibrant communities
- Supporting employment and business

8.6.2 The provision of financial assistance to community and voluntary sector organisations also has a positive impact upon the Sustainable Community Strategy objectives to:

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

The Contact Officer for this report is Emma McKay (719356).

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 (Financial Assistance to Outside Organisations)	March 2019

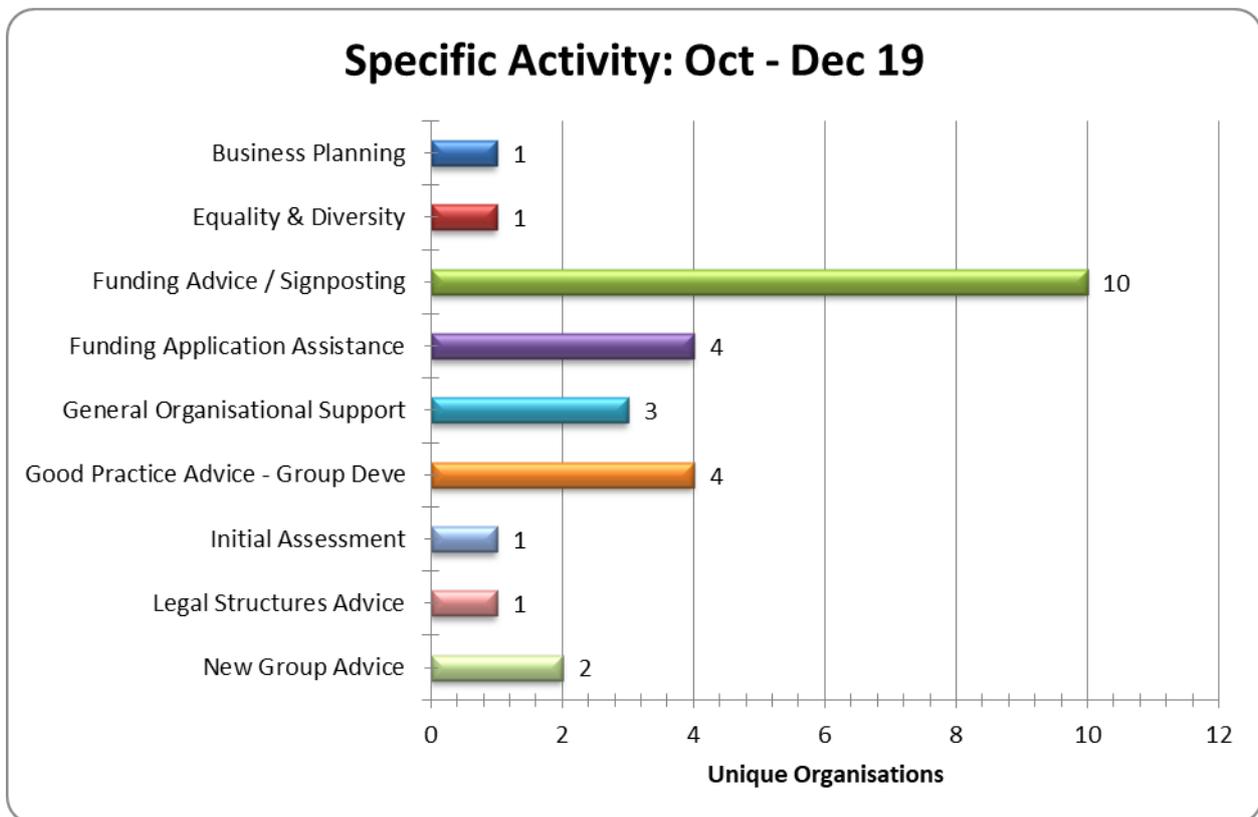
North Warwickshire Oct - Dec 2019 Performance Report

KPI 1. Infrastructure Support to the Sector

We want to see an increase in the volume and quality of organisational support provided to the third sector (e.g. support with funding applications, support with policy development etc.)

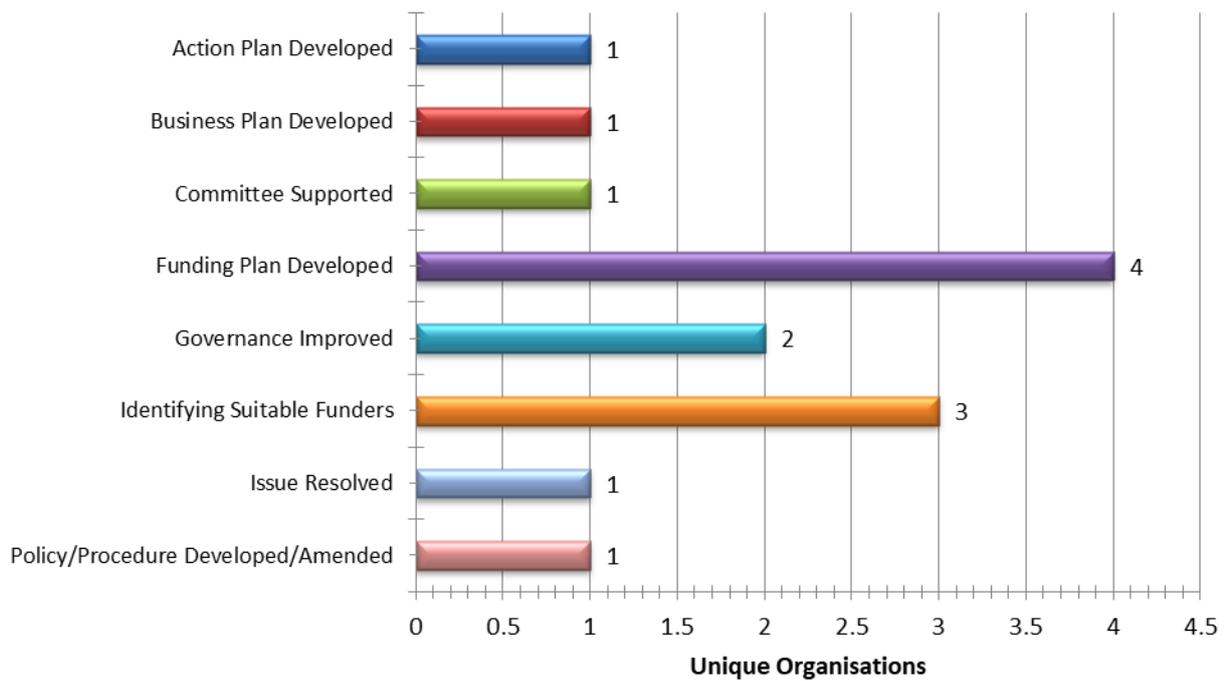
	Organisations Supported	Interventions
Quarter 1: Apr – Jun 2019	40	51
Quarter 2: Jul – Sep 2019	27	36
Quarter 3: Oct – Dec 2019	46	68

This quarter we have supported **46** unique organisations, with **68** different interventions, meaning we worked with each organisation on **1.5** issues. This is inclusive of Funding & Groups Development and Volunteering support.



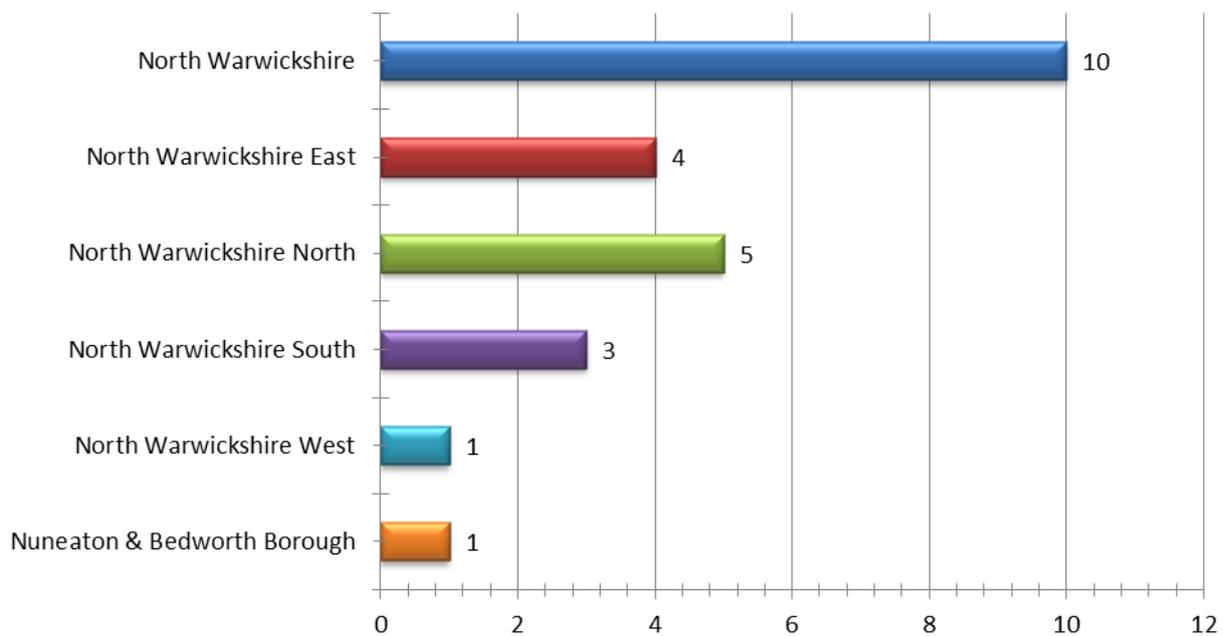
NOTE This chart shows Funding & Groups Development data only

Outcomes of Support: Oct - Dec 19



NOTE This chart shows Funding & Groups Development data only

Area of Benefit for each Intervention: Oct - Dec 19



NOTE This chart shows Funding & Groups Development data only

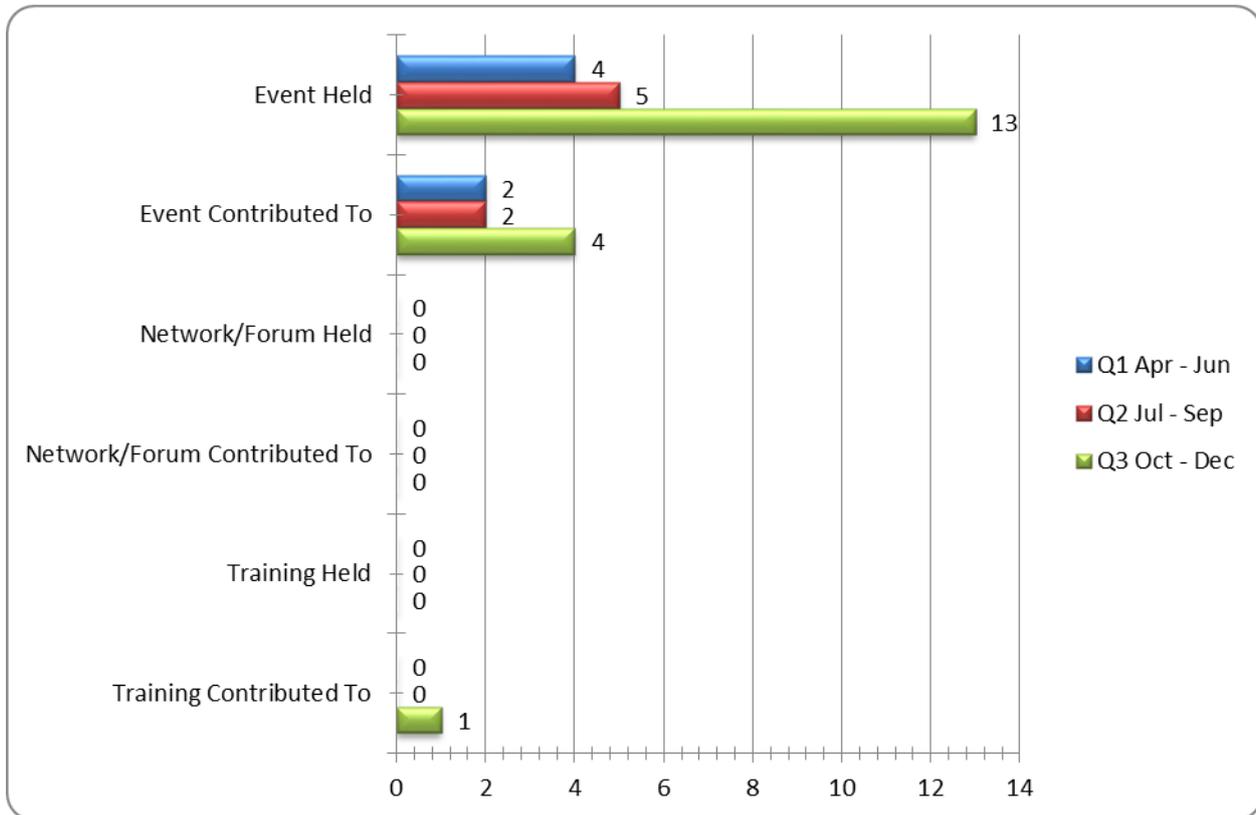
Over the period the amount of support provided was comparatively less than in previous periods due to staffing changes and the North Warwickshire Funding & Group Development Officer only coming back from maternity leave in December on reduced hours. Some examples of the work undertaken have been:

- **Village Connections:** Helping to set up a new community transport organisation that aims to provide flexible and accessible community-led solutions in response to unmet local transport needs, specifically focusing on rurally isolated individuals and groups in North Warwickshire. We assisted with the constitution, essential policies and significant support around business planning & financial forecasting.
- **Oldbury Farm CIC:** Advice to a new community business established as a care farm for adults with learning disabilities. The Farm needed initial funding advice, policy support and signposting.
- **North Warwickshire Older People's Forum:** This well established group is going through a period of transition, so we have assisted with helping the committee to understand its roles and responsibilities; we have also helped with signposting to services that could present to the group to empower the older people attending.
- **Values Education for Life:** We have been supporting the trustees of this organisation who offer programmes of support for young people at risk of social and educational exclusion; they are also hoping to open a new 'safe school' for these vulnerable young people.
- **The Phoenix Group:** We have offered consistent support to this entirely volunteer-led support group for individuals with dementia and their families/ friends. We regularly provide a 'friendly ear' to ensure the committee are confident and well supported.
- **Water Orton Cricket Club:** We met with this popular sports club and offered funding advice that will hopefully see them upgrade the club facilities to increase participation and be more inclusive. We advised on HS2 funds and landfill funding opportunities.
- **STOP:** This is a new group to be established in Atherstone for individuals with anxiety and depression. We have offered advice on safe working practices, including appropriate policies, volunteer opportunities and signposting to CW Mind with their peer support programme.
- **Scamps:** Scamps is an inclusive playgroup in Nether Whitacre, with a range of sensory activities for children with special needs and their siblings. The group came to us after being unsuccessful in their own attempts to secure funding. We assisted them with a successful lottery Awards for All grant.

KPI 2. Effective Conduit

We want to be an effective conduit between the Third sector and the Council.

Quarter 3: Oct – Dec 2019	
No. Events/Training Held	13
No. Events/Training Contributed to	5
No. People Reached (approx.)	359
No. Orgs Supported/Trained at Events	21



We hold regular Volunteer outreach drop-ins that are accessible for community members; these are in Atherstone Job Centre and Coleshill Library. We also held ad-hoc sessions at Kingsbury Café, Springhill (Arley), Atherstone Leisure Centre, Polesworth School Careers Fair and North Warwickshire & Hinckley College. We promote opportunities to North Warwickshire residents, as well as opportunities to a wider audience that are based in North Warwickshire organisations/services.

We have also supported voluntary sector and community events, from the Get Grants Bid Writing Course with NWBC, North Warwickshire Older Peoples Forum Christmas meeting, the Ansley Tree Festival and supporting the Mancetter Mind Hub.

We pay an active role in the Warwickshire North Health and Wellbeing Partnership and are also a member of the North Warwickshire Community Partnership.

We work with NWBC as a referral point for people expressing an interest in volunteering via the Customer Referral Form. We have met with Financial Inclusion workers to explain WCAVA's role, introduced some sample volunteering opportunities and give them some leaflets so they could give them to people when they visit them.

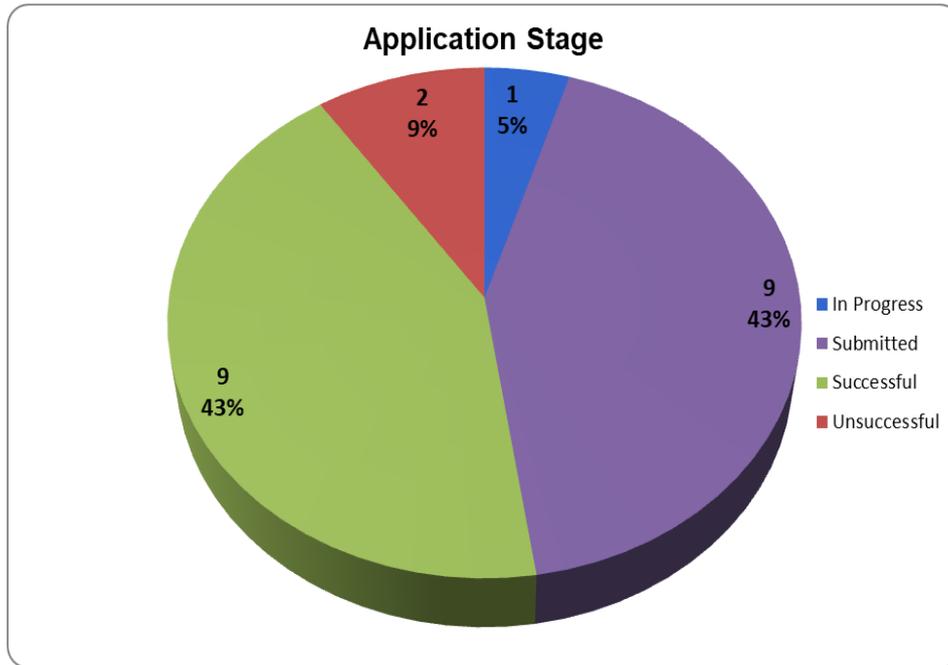
We regularly put features in local newsletter, papers and updates, for example the Coleshill Post, the Green Grapevine. We also regularly update Twitter and Facebook to promote through alternative platforms, and have the popular local weekly e-bulletin.

Our leaflets have been left at doctors surgeries in Kingsbury and Atherstone, also taken to Alexandra Court Café, Hartshill Community Centre and Arley Community Centre, Mancetter Community Centre.

KPI 3. Vibrant Third Sector

We want to effectively support the sector to maximise the opportunities to secure funding (both inside and outside of local authority funding).

Cumulative Totals 19/20		
	Applied for	Awarded
Total	£276,137.00	£190,040.00
Local	£81,275.00	£14,040.00
National	£191,862.00	£175,000.00

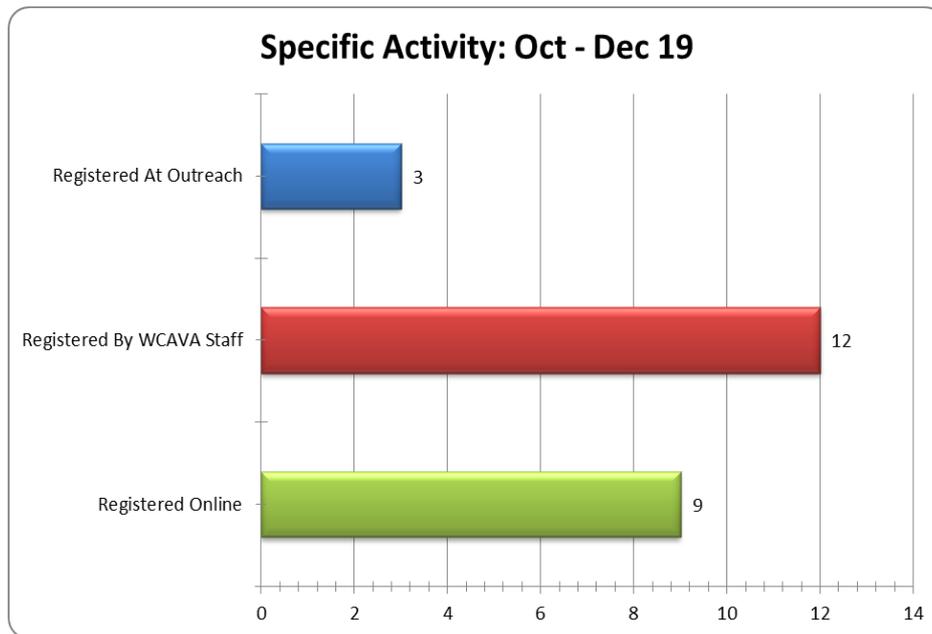


We have supported a number of successful funding applications since April 2019 (see below), but this is just a small sample of the applications that we have actually supported local organisations with. We continue to be part of a consortium that is also looking to apply for nearly £2million from Arts Council England to develop a 'Creative People & Places' strategic arts programme across northern Warwickshire.

Organisation	Funder	Amount	Purpose
Polesworth Carnival	Awards 4 All	£8,000.00	To run the annual carnival with live entertainment
Ansley Parish Council	Warwickshire County Council	£12,000.00	Awarded if successful in PCC application for safer Birmingham Road.
Cohort 4	Reaching Communities	£72,000.00	
Alvecote Play Equipment	Lords Mayor Fund	£500.00	Party in the Park event
Bodymoor Heath Victory Hall	HS2	£75,000.00	Village hall
Polesworth Air Cadets	Co-Operative Cash in the Bag	£1,000.00	Flight simulator
Dickens Night	Awards 4 All	£10,000.00	To expand their yearly community event
Phoenix Group	Warwickshire County Council	£1,540.00	Activities within the group
SCAMPS	Awards 4 All	£10,000.00	Activities for special needs group

KPI 4. Volunteer Recruitment

We want to see more volunteers actively supporting local services and particularly services it considers 'priority' (health and social care (HSC) services).



	Volunteers Registered/ Recruited	Volunteer Involving Organisations (VIO's) Registered	New Volunteering Opportunities Advertised
Quarter 1: Apr – Jun 2019	15	4	27
Quarter 2: Jul – Sep 2019	34	8	21
Quarter 3: Oct – Dec 2019	57	5	33
Total	106	17	81

Overall, it is estimated (from a feedback sample) that **85** of the **106** volunteers registered/ recruited were placed. The economic value of placed volunteers equates to approx. **£211,556*** a year.

We often get referrals from organisations whose clients have expressed an interest to develop their confidence and skills, so we work hard to join up individuals with placements that are supportive for their needs. An example is we are working with the ISS Community Wellbeing Hub in Atherstone to organise group volunteering sessions for adults with learning disabilities. We have connected them with Atherstone Football Club who would like some gardening doing; a group of 4 adults will be volunteering there on a regular basis as a group in the new year.

Over the quarter our Volunteering Coordinator linked into Hartshill School with their 'Ready For Life' programme for years 7,8 and 9 where the young people had to come up with ideas about how they could get involved in the community more. 4 young people set up a project to collect unwanted toys and distribute them to organisations who are working with families who would benefit from having them (see attached case study). We have made a further link with students to host dementia friendly cinemas in the school hall.

We still work with numerous individuals who we interact with at volunteer drop-ins, those who registered online or those that are referred to our services. A sample of these over the quarter include:

- 'P' came to one of our drop-in sessions at Coleshill library. He has recently retired and was looking to see what volunteering opportunities were available to him. P's mum had recently

been diagnosed with dementia, so P wanted to give something back and do something to help others about. At first P thought he wanted to help with The Alzheimer’s Society, but after having a chat with them about their Side By Side project decided that the opportunity wasn’t for him. We told him about the Coleshill Hub and put him in touch with Helen. He is now volunteering once a week on the front desk meeting and greeting people. P is still interested in helping people with dementia, but not on a one to one basis, so he is thinking about volunteering at the new dementia café in the town in the new year. It is important to find the right opportunity. P said “With Michelle’s help I was able to explore a few different opportunities and have a chat with people before deciding which one is right for me”.

- ‘M’ is retired and held a senior position in the National Health Service. Since retiring she hasn’t really got stuck into anything. She says “I was in a professional role and I want to continue to use the skills I have to keep my brain active”. After meeting our Coordinator, M decided on two volunteering opportunities. M met with the Citizens Advice and is going to start their training programme in the new year. M also wanted something a bit different, so was going to continue to look into the range of opportunities advertised on Volunteer Connect, WCAVA’s online portal.
- ‘B’ is a young man with autism. He doesn’t get out much and spends a lot of time at home with his mum. His mum contacted WCAVA and arranged a meeting. B is really interested in sport so Michelle organised a taster session for him at Atherstone Football Club. B really enjoyed it and now volunteers twice a week and he goes along to watch matches. He says “Volunteering has been great for me. It has got me out of the house and I have met people who have similar interests to me that I can talk to” (See more detailed case study attached).
- We met ‘J’ at Atherstone Job Centre. He is unable to work at the moment due to health issues. He is a practical man and doesn’t use technology. He was interested in the wood working workshop at the White Hart Community Groups. We arranged for him to go and meet Julie and other volunteers. He fitted in really well. He says “I am glad I met Michelle in the Job Centre. I didn’t know about the project at the White Hart. It is ideal for me because I do have some wood working skills and it is not far from where I live”. We also told him about the computer club at the White Hart which he has started attending. Here he will be able to get to grips with the Internet and get help with using his email which he doesn’t really use that much. This will help him in the future looking for more volunteering opportunities and eventually when he starts actively looking for work again.

Micro-Volunteering

Since April 2019 we have recruited volunteers for one-off group volunteering sessions:

Volunteering Activity	No. Volunteers
Arley and Ansley Litter Pick	10
Arley and Ansley Litter Pick	8

Employer Supported Volunteering

In addition to this, we have also worked with local companies to engage in Employer Supported Volunteering to benefit the communities in which they live/work.

Organisation Name	Volunteering For	Volunteer Role/s	No. Volunteers
3M	AIM Educational	Gardening/ Clearing debris	7
Greencore	Atherstone Nursery School	Gardening	8

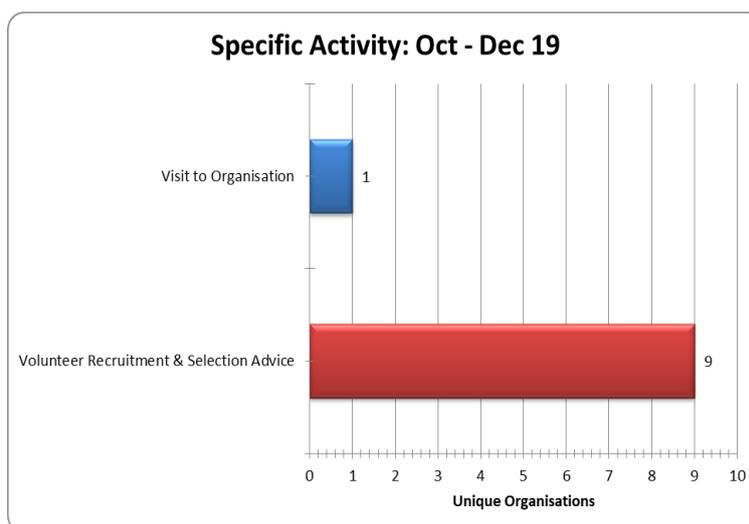
An example of ESV is that a employees from Greencore got in touch with Atherstone Nursery School having read our local e-bulletin where we advertised for people or workplaces to come forward to help plant two hundred saplings the school were receiving from the Woodlands Trust.

*Calculated by (number of volunteers placed x average number of hours a year (11.6 hrs a month x 12 (139.2hrs) [NCVO UK Civil Society Almanac 2016] (Rates of formal volunteering have not changed since 2016/17)) x average hourly wage (£17.88 - the mean figure of Gross Hourly Pay for Warwickshire, Annual Survey of Hours and Earnings (ASHE), 2019 (provisional))

KPI 5. Support to Organisations Recruiting Volunteers

We want to see an increase in the volume of organisations supported to recruit volunteers and a high quality level of support provided to those organisations. This applies to organisations in the public, third and private sectors.

Organisations supported within:	Public Sector	Private Sector	Third Sector
Quarter 1: Apr – Jun 2019	2	1	10
Quarter 2: Jul – Sep 2019	1	2	12
Quarter 3: Oct – Dec 2019	8	3	15



17 'None specified' activities, please complete Specific Activity drop down where possible

We help organisations to stimulate new volunteering activities as well as support existing organisations and projects to develop high quality opportunities. Our work can range from supporting Volunteer Managers to use the Volunteer Connect online portal, to advising on policies and practices that affect safe and effective volunteer recruitment and management. Some examples over the quarter include:

- Our Volunteering Coordinator has been involved in the setting up of a dementia café in Coleshill. We met Diana in the library who had the idea; she attended the dementia friendly community meetings for North Warwickshire and linked in with other organisations. The café idea will now be overseen by Father Hudsons with Diana bringing in people that she knows to volunteer. There are currently seven signed up for this project.
- Orchard Blythe Residential Home – added as a new organisation, added to ESV spreadsheet and added opportunities.
- Updated volunteering opportunities for North Warwickshire Citizen's Advice, White Hart Community Groups, Arley Community Centre, Over Fifties Group
- Atherstone Town Football Club – visited the club to see how they are getting on with putting together their volunteer induction pack. They had made good use of the WCAVA resources and information we had given them by creating a pack, a volunteer board and putting together a volunteer and safeguarding policy.
- Hartshill Community Centre / Hub - added as an organisation and updated volunteering opportunities.
- Father Hudsons - update their profile and volunteering opportunities.
- Lucky Tails Alpaca Farm – added as a new organisations, updated volunteering opportunities and offered good practice advice.
- Coventry and Warwickshire CDA – met with them about Timebanking. Updated their profile. Waiting on them to let me know how Timebanking will work and if they want to add any volunteering opportunities.

NORTH WARWICKSHIRE CITIZENS ADVICE SERVICE LEVEL AGREEMENT 2020 – 2021

North Warwickshire Borough Council (NWBC) agrees funding for the provision of core advice and information services by North Warwickshire Citizens Advice (CA) as set out in this agreement.

INTRODUCTION

The objective of the CA is to provide free, confidential, impartial and independent advice to enable local residents to deal with a wide range of issues, including benefits, housing, money advice, employment, consumer, relationships, taxation and many more. The nature of the assistance provided will depend on a client's needs and ranges from the provision of information to formal representation.

The CA deals with approximately 3500 work actions a year involving in the region of 10,000 issues.

The provision of this service requires that, at any one time, up to 3 advisers are on duty and 2 telephone lines are available to members of the public for a period of 16 hours per week as part of the County CA telephone advice service and free telephone access is available from North Warwickshire's main Community and Information Hubs (only during opening times). For face-to-face advice, offices are available in Atherstone. Advice by e-mail is also available.

The standard of service is set out in the Citizens Advice Quality Assurance Standards Membership Agreement and Advice Quality Standard (see Part 2 of this agreement).

The CA also receives funding for core services from Warwickshire County Council (WCC).

Further information can be found in the CA's Annual Report 2019/20, which is submitted with this agreement.

CONTENTS:

Part 1 – General conditions

Part 2 – Service objectives and specification

Part 3 – Financial and resourcing arrangements

Part 4 – Monitoring arrangements

Part 5 – Declaration

PART 1 – GENERAL CONDITIONS

1.1 PARTIES

This is an agreement between North Warwickshire Borough Council (hereinafter called “the council”) and the Trustee Board of North Warwickshire Citizens Advice (hereinafter called “the CA”).

1.2 OBJECT OF AGREEMENT

The council wishes to support the services of the CA for the purpose of providing an information and advice service operated within the aims, principles and policies of Citizens Advice subject to an agreed grant and to a defined level of service.

1.3 PERIOD OF THE AGREEMENT

The agreement will commence on 1 April 2020 for a period of 12 months.

1.4 THE PARTIES’ OBLIGATIONS

- a) The CA agrees to provide the services specified in Part 2 of this agreement (Service Objectives and Specifications).
- b) The council agrees to make the grant payments specified in Part 3 of this agreement (Financial and resourcing arrangements).

1.5 STATUS OF AGREEMENT

It is not the intention of either party that this agreement shall be legally binding and therefore neither party shall have any liability to the other for any failure to observe the terms of this agreement.

1.6 STATUS OF SERVICE PROVIDER

In carrying out this agreement, the CA is acting in its own right as an independent organisation, and not as agents of the council.

1.7 MANAGEMENT

Responsibility for the management of the CA is vested in the Trustee Board, the membership and operation of which is laid down by a constitution Memorandum and Articles of Association.

1.8 PARTIES’ REPRESENTATIVES

The council and the CA will each appoint a contact officer.

- a) The role of the council’s contact officer is to:
 - Be the initial point of contact within the council for the CA
 - Inform the CA of any issues which may have an effect on the implementation of the service provision in this agreement
 - Provide information, advice and support to the CA as reasonably required
 - Set up an six monthly monitoring meeting with the CA contact officer to

- consider the information set out in Part 4 of this agreement
 - Inform the CA of any change in the council's contact officer.
- b) The role of the CA's contact officer is to provide the information required in Part 4 of this agreement and to inform the council's contact officer, in writing, if there is:
- a proposal by the CA to change or reduce the core services set out in Part 2 of this agreement;
 - a major change to the CA's financial budget;
 - a change to the CA's constitution; or
 - a change in the CA contact officer.

The parties' contact officers will be the Engagement and Funding Officer of the Council and the CA Manager.

1.9 CONFIDENTIALITY

The council accepts that the CA offers a confidential service and that all matters raised by individual clients are kept confidential.

1.10 STAFFING

- a) Paid and volunteer staff will be recruited and selected with full regard to an equal opportunities policy and procedures approved by Citizens Advice.
- b) Paid staff will be employed and remunerated with full regard to Citizens Advice Guidelines.

1.11 QUALITY ASSURANCE

The CA undertakes to operate the quality assurance systems described in Part 2 of this agreement.

1.12 HEALTH AND SAFETY

The CA shall have regard to the requirements of the Health and Safety at Work Act, 1974 and any other Acts, Regulations, Directives or Orders etc about health and safety.

1.13 INSURANCES

The CA shall maintain with a reputable insurer the following insurances:

- Employer's Liability in a minimum amount of £5 million
- Public Liability in a minimum amount of £5 million per claim or series of claims.

1.14 DISPUTE RESOLUTION

If either party considers the other to be in breach of their duties under this agreement or has a grievance about some aspect of the agreement's operation, the parties shall make every effort to resolve the issue through joint discussions. Where this fails:

- the party wishing to make the complaint should provide the other with written details, including proposals for resolving it;
- a written response should be sent to the initiating party within 14 days;
- if the response is not considered to resolve the issue, the initiating party may request in writing to the contact officer a meeting of the authorised signatories (or their successor);
- where possible the meeting should be held within 14 days of the contact officer receiving the request;
- where the meeting does not resolve the complaint, the issue should be considered by the CA's Trustee Board or the relevant council committee as a confidential item. Any submissions should be sent in advance to the other party and representation permitted;
- If either party is dissatisfied with the outcome as notified to it in writing within seven days of the meeting, arbitration can be requested and this will take place with a mutually acceptable external party.

1.15 REVIEW

- a) This agreement may require amendments in the light of experience of implementing its terms. Any amendments will need to be negotiated and agreed in writing by both parties.
- b) The mechanism used for determining the core-funding grant set out in 3.2 cannot be the subject of an amendment under a).
- c) A review of the level of services specified in 2.3 and 2.4 can be requested by either party, and a meeting held as soon as practicable after this. It can take into account changes in community needs, feedback from clients or other stakeholders, changes in the council's corporate objectives and any other relevant factors beyond the control of the CA, such as the availability of staff.
- d) Any amendment to the service specification under c) will need to be negotiated and agreed in writing by both parties, as would any amount to be taken into account under 3.2c).

1.16 TERMINATION

- a) Either party giving the other party six months notice in writing, clearly stating the reasons, can terminate the agreement.
- b) Notice can be served if delivered, posted or faxed to the contact officer (see 1.8)

PART 2 – SERVICE OBJECTIVES AND SPECIFICATIONS

2.1 AIMS OF THE SERVICE

The aims of the Citizens Advice service, of which the CA is a member and to which the CA adheres are:

- To provide the advice people need for the problems they face.
- To improve the policies and practices that affect people's lives.

The service provides free, independent, confidential and impartial advice to everyone on their rights and responsibilities. It values diversity, promotes equality and challenges discrimination.

2.2 PRINCIPLES UNDER WHICH THE SERVICES ARE PROVIDED

The CA will provide an information and advice service which is:

- free
- confidential
- impartial
- open to all regardless of race, gender, sexuality or disability and
- in accordance with the Citizens Advice guidelines on equal opportunities.

2.3 CORE SERVICES FUNDED UNDER THIS AGREEMENT

The service (to which the funding arrangements in Part 3 relate) offered by the CA shall be 'assisted information' and 'general help' (as defined by the Advice Quality Standard - see 2.5)

Assisted information is a service in which staff are available to help clients access information, and to identify where a client needs further information or advice.

General help is:

- Diagnosing the client's problems
- Giving information and explaining options
- Identifying further action the client can take and
- Giving basic assistance e.g. filling in forms, helping the client draft letters, and contacting third parties to seek information on the client's behalf.

Where necessary for a particular client, the core service provided by the CA will also include contacting a third party to negotiate on the client's behalf.

In accordance with the Citizens Advice membership agreement the subjects covered will include:

- Consumer
- Money advice
- Welfare Benefits
- Employment
- Housing
- Family and personal matters

- Taxes
- Immigration and nationality
- Health
- Education

The service covered by this agreement will not include casework as defined by the Advice Quality Standard i.e. with casework, the service provider takes responsibility for further action, whereas with a general help service, the client retains responsibility for the case. Casework also includes representing a client at appeal proceedings where necessary, which general help does not.

2.4 MEANS OF ACCESSING THE SERVICE

The core service shall be available:

- by phone call, email or letter
- to personal callers on a drop-in and appointment based basis at:

Location: The Parish Rooms, Welcome Street, Atherstone, CV9 1DU.

OFFICE OPENING HOURS:

Monday – Thursday 9am – 4.30pm

Friday 9am – 4pm

DROP-IN:

Monday 10am – 1pm

Tuesday 10am – 1pm

Wednesday 3pm – 6pm

Thursday Appointments

Friday 10am – 1pm

APPOINTMENTS: available to book throughout the week

- by telephone on 0300 330 1193 to the CA Advice Line telephone advice service between 10am and 4 pm Monday to Friday.
- through online engagement, information sharing and advice at <http://nwcab.org.uk/>
- In addition an assisted information service is provided by e-mail on: advice@nwcab.org.uk

A home visiting service is not provided as part of this agreement.

All of these services shall be clearly advertised.

2.5 QUALITY ASSURANCE

- The CA operates the core service to the requirements of the Advice Quality Standard at General Help level. This quality scheme for advice services is set nationally by the Advice Services Alliance and audits are carried out annually. The key quality areas covered are:

- Client experience
 - People management
 - New approach to quality of advice
 - Leadership self-assessment
 - Financial health monitoring
 - Membership and standards committee and sanctions
- b) The CA also complies with Citizens Advice Quality Assurance Standards Membership Agreement, which is fully convergent with a) but contains additional requirements. The quality areas covered are:
- Governance
 - Strategic Business Planning
 - Risk Management
 - Financial Management
 - People Management
 - Operational Performance Management
 - Partnership Opening
 - Research and Campaigns
 - Equality Leadership

All staff, both paid and voluntary, are required to undergo relevant training in order to achieve their competence level to a standard acceptable to the Trustee Board, and compatible with the aims, principles, and membership standards of Citizens Advice.

2.6 SERVICE DEVELOPMENT AND IMPROVEMENT

- a) The CA has a business and development plan (see 4.6), the monitoring of which and the results of audits (see 4.2 and 4.3) lead to innovation and improvements in its service
- b) The CA will participate in the activities of the Legal Advice Warwickshire Network and other relevant local networks in order to enhance the services provided to local residents.
- c) The CA will work to secure additional funding in order to meet unmet needs for advice amongst the diverse local communities.
- d) The CA will make use of clients' experiences to inform and influence the policy and delivery of other local services, and will inform the council of relevant issues

2.7 USER FEEDBACK AND INVOLVEMENT

- a) The CA will operate a procedure for representations and complaints about the service in accordance with Citizens Advice guidelines and shall take all reasonable steps to bring this to the attention of the users of the CA.
- b) The CA will undertake an annual client satisfaction survey.
- c) The CA will consult both clients and potential clients about service provision and opening hours.
- d) The CA will encourage users to take up appropriate training opportunities within the CA.
- e) The Trustee Board are to be constituted in such a way as to encourage

representation from as wide a range of local people and organisations as possible.

2.8 CIRCUMSTANCES BEYOND THE CA'S CONTROL

- a) The CA will not be held responsible for any interruption in or disruption to the core services due to circumstances beyond its control.
- b) The services specified are dependent on the availability of suitable advisers.

PART 3 – FINANCIAL AND RESOURCING ARRANGEMENTS

- 3.1 The Council has agreed that the grants to be paid to the CA for the financial year beginning April 2020 shall be a total of £34,807.50, made in two half-yearly instalments of £17,403.75.
- 3.2 Together with the funds from WCC, these grants shall be construed as being sufficient to fund those core services referred to in Part 2 of this agreement, and for the purposes of this agreement are deemed to be the CA's 'core funding'.
- 3.3 Service developments and additional services over and above those supported by the core funding and described in Part 2 of this agreement, can be considered for additional funding by the Council on the understanding that the Council can offer no commitment to fund. If the Council does fund these developments or additions in any one year, such funding will not affect the core funding arrangements and shall not be taken into account when calculating the core funding grants in the succeeding year.
- 3.4 All payments to be made under this agreement are exclusive of VAT. In the event of the CA becoming liable for VAT during the period of the operation of this agreement, the council will enter into discussions with the CA with the aim of reaching a mutually acceptable outcome.
- 3.5 The core funding grants awarded to the CA under this agreement will be paid in two instalments, subject to full compliance with the terms of Part 4 of this agreement by the CA, by 1 May and 1 November. There will be no need for the CA to invoice or otherwise apply for the payments.
- 3.6 The CA agrees to submit, to the council a copy of its approved accounts, within the meaning of the Charities Act, 1992 and 1993.
- 3.7 Any change to the core funding provided by NWBC or WCC referred to in 3.3 could cause the CA to be unable to provide the services specified in part 2 of this agreement.
- 3.8 Where the CA gains a surplus of income from grants, fundraising or other sources in any one year, the council will not seek repayment of any part of the grant. The CA will maintain a level of reserves appropriate to meet its financial responsibilities.

PART 4 – MONITORING ARRANGEMENTS

- 4.1 The CA monitors and evaluates its services in accordance with the procedures and directions set out in the Citizens Advice Quality Assurance Standards Membership Agreement (a copy of which is supplied with this agreement).
- 4.2 The CA will be subject to three yearly external audits to ensure that it is meeting the standards required for the Advice Quality Standard at the General Help level.
- 4.3 The CA is subject to a three-yearly audit by Citizens Advice, which is updated annually, to ensure the service meets the standards set down in the Quality Assurance Standards Membership Agreements, as well as the Advice Quality Standard. This audit includes a quality of advice assessment. Continued membership of Citizens Advice is dependent on a satisfactory performance in this audit.
- 4.4 The CA will provide a copy of the Annual Report to the council and an invitation for the council's contact officer to its Annual General Meeting.
- 4.5 The CA will provide to the Council the annual information that it provides to Citizens Advice such as follows:
- a) Opening hours.
 - b) Number of enquiries (new and repeat listed separately).
 - c) Number of enquiries categorised by their complexity.
 - d) Percentage of people using the CA by telephone [and by e-mail].
 - e) Number of 'hits' made online to access valuable information such as Money Matters Resources Kit.
 - f) Number of paid staff. Hours worked. Type of paid staff.
 - g) Number of volunteers. Hours worked. Type of volunteer staff.
 - h) Training sessions undertaken by staff. Number of trainees.
 - i) Number of formal complaints about the CA.
- 4.6 The CA produces a three-year business and development plan, which it reviews annually. The plan includes, amongst other things:
- an assessment of client satisfaction
 - a client and community profile
 - a community advice needs analysis
 - a strategy for promoting the CA within the community
 - a funding strategy; and
 - an equality action plan covering all aspects of the CA's operation.
- 4.7 The CA will provide information reasonably required by the council, subject to those requirements not being in breach of clients' confidentiality. Information will not be required more frequently than at quarterly intervals.
- 4.8 Subject to Citizens Advice guidelines these monitoring arrangements can be amended by agreement between the council and the CA to reflect changes in service practice, for example data collection.

4.9 The CA undertakes, in discussion with NWBC and WCC, over the period of this agreement to develop a set of performance indicators. These indicators should take note of those under development nationally.

PART 5 – DECLARATION

On behalf of NWBC I confirm that I have read the agreement as set out above and the council will comply with the terms and conditions contained within

Signed ...

Date:

Name of authorised signatory for North Warwickshire Borough Council: Emma McKay

Address of NWBC:

The Council House, South Street, Atherstone, Warwickshire, CV9 1DE.

On behalf of North Warwickshire CA I confirm that I have read the agreement as set out above and the CA will comply with the terms and conditions contained within

Signed ...

Date:

Name of authorised signatory(ies) for North Warwickshire CA: Catherine Johnson

Address of CA:

The Parish Rooms, Welcome Street, Atherstone, CV9 1DU

North Warwickshire Citizens Advice

**Report to North Warwickshire
Borough Council**

April – December 2019



Figures from NWCA: April 1st 2019 – December 31st 2019, and comparable period in 2018.

a) Opening hours

Face-to-face drop in sessions:

Monday: 10:00 – 13:30

Tuesday: 10:00 – 13:30

Wednesday: 15:00 – 18:00

Thursday: Appointments only

Friday: 10:00 – 13:30

Telephone advice:

Monday to Friday: 10:00 – 2:00

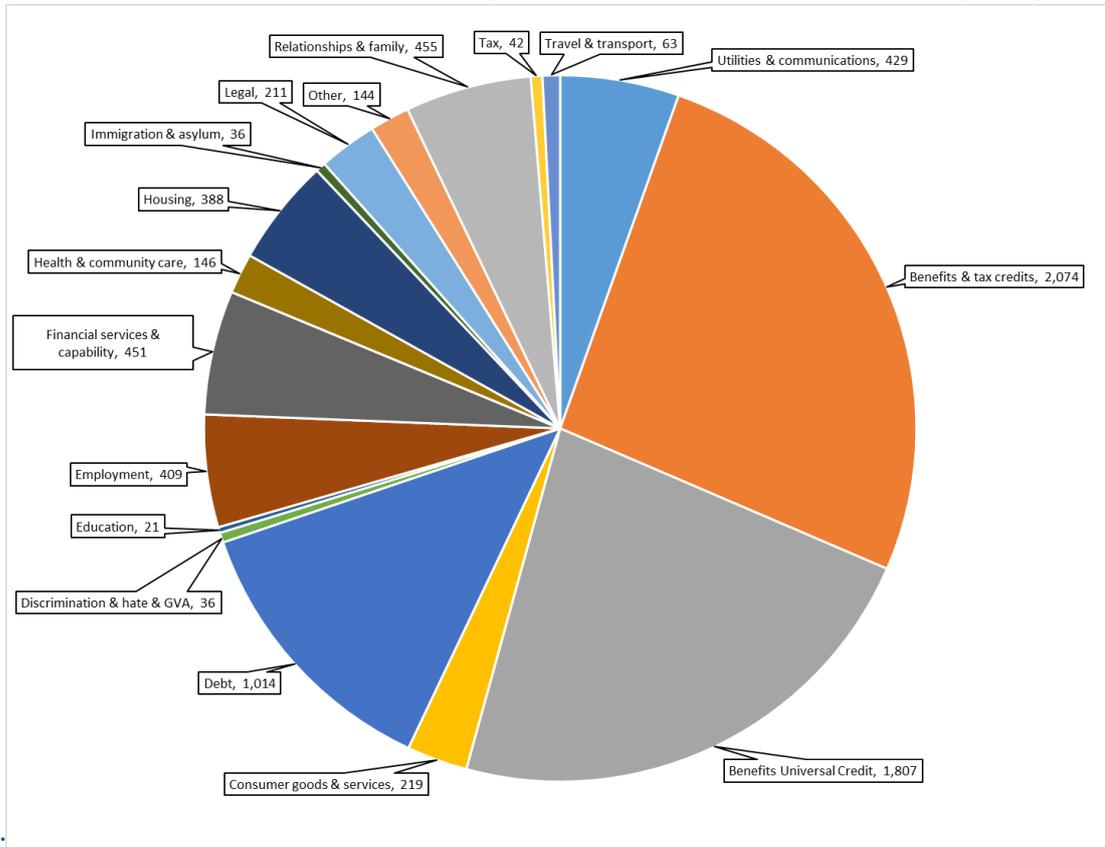
Email advice:

Monday to Friday: 10:00 – 2:00

b) Number of enquiries

NWCA dealt with **2,110** enquiries in this period.

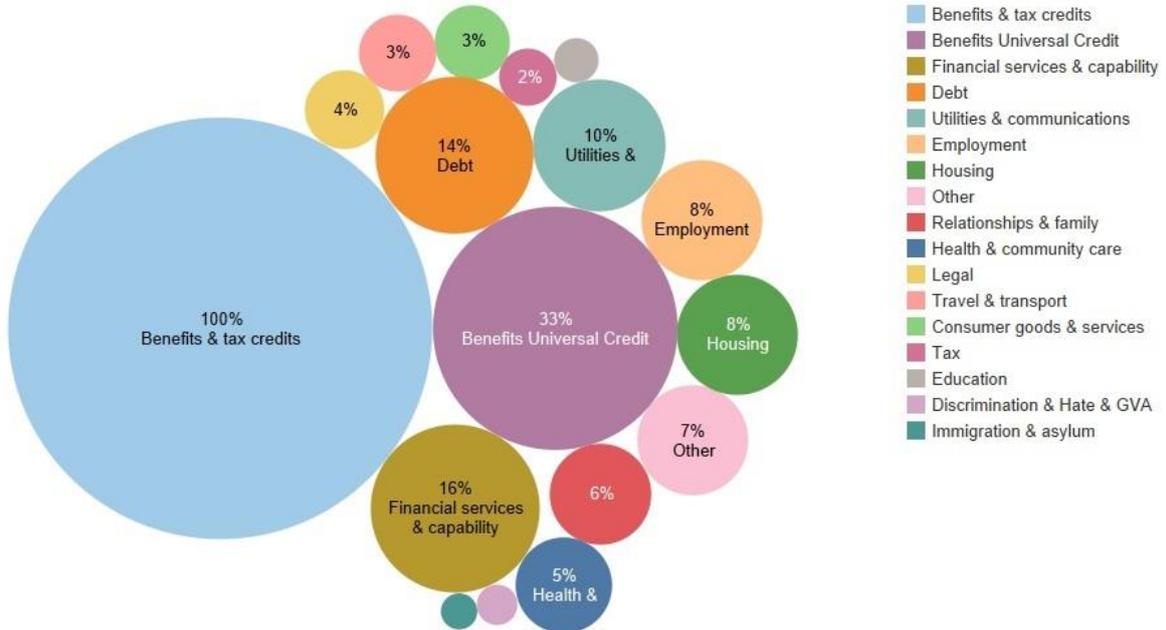
c) Enquiries categorised by complexity: 7945 issues – representing an average of 3.7 issues per case. The most common issue type we dealt with was **Benefits** by a significant



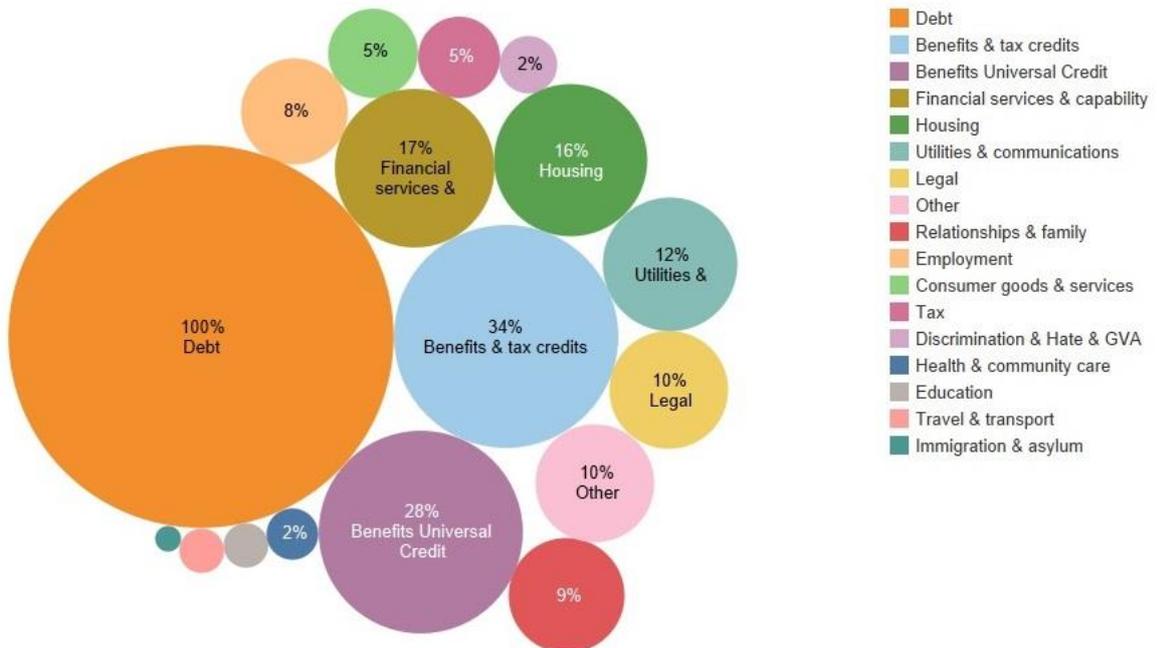
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Most cases include multiple issues as shown by the cluster diagrams below.

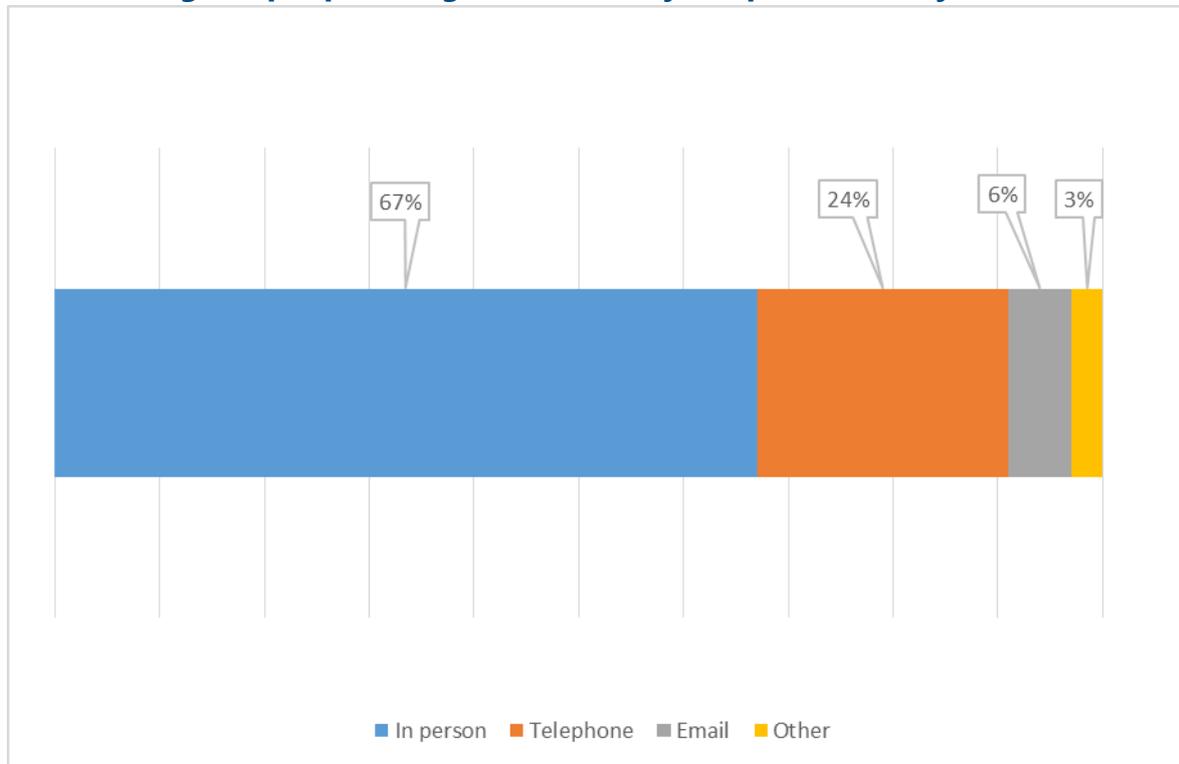
Benefits Linked Issues



Debt Linked Issues



d) Percentage of people using the bureau by telephone and by email



e) Number of hits made online to access valuable information such as the Money Matters resource kit:

Money Matters Resource Kit Item	No. of Hits
Separation	363
Losing your job – Redundancy	268
Serious illness/disability	258
Significant change in income	248
Losing your job – Disciplinary action & dismissal	217
Got married or moved in with a partner	213
Starting a new job	139
Having a child leave school or college	123
Moving house	109
Preparing for retirement	107
Bereavement	105
Having a baby	100
Losing your home	97
TOTAL	2,347

The Money Matters fact sheets continue to be very popular downloads, with Separation continuing to be the most downloaded.

f) Paid Staff

North Warwickshire Citizens Advice currently employs 8 staff, FTE 5.4.

g) Volunteers

There are currently 22 volunteers working with North Warwickshire Citizens Advice. These include admin and trustee roles, but are predominantly Advisers who give either 1 or 2 days of their time for advice sessions, typically lasting 5-6 hours.

h) Training sessions undertaken by staff

The bureau delivers a monthly training session, usually on the last Thursday of each month. Attendance is mandatory for all volunteers and paid staff. During this period the following training was delivered:

26th April – Advising Eviction & Possession

This training was delivered by staff, focusing on how we can help clients with their tenancies and housing options at each stage of possession proceedings.

18th, 21st, 22nd & 23rd May – GDPR

This training was delivered in small group workshops by staff, focusing on changes to our data collection, usage and protection practices brought about by the upcoming changes in legislation. 5 paid staff underwent additional training delivered by Citizens Advice during this month.

26th July – Case Recording: Issues, Outcomes & Tags

This training was delivered by staff and focused on how we record our cases using Casebook, the new CRM Citizens Advice began using in May 2017, to ensure compliance with audit requirements and make the best use of our case record data for reports.

27th September – Universal Credit

Our Universal Credit training was delivered by the benefits specialist service at BRANCAB, providing an overview of the components, claims process and common issues to enable advisers to support UC claimants.

In addition, 2 members of staff attended a 2-day course provided by national Citizens Advice on supporting clients with Gender Violence and Abuse on September 20th-21st, and our Advice Session Supervisor attended a course on Advice Auditing from national Citizens Advice on September 17th.

17th October - Equality and Diversity

Equip delivered a presentation to help staff and volunteers understand the impact of Hate Crime on victims. Information was provided on other support agencies to help staff and volunteers have a better understanding of how to support/signpost victims.

21st November – Gender Abuse

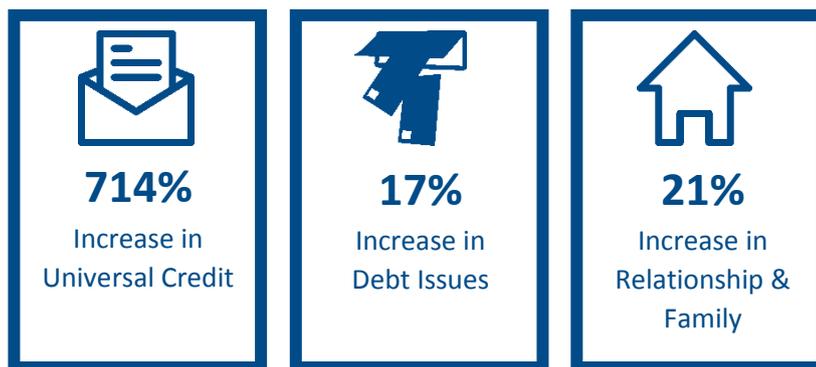
Training supervisor delivered ASK routine enquiry gender-based violence and abuse training as part of the preparation for the launch of ASK in February 2020. REFUGE followed with a presentation about their support and services for victims of all forms of violence and abuse in Warwickshire.

i) Number of formal complaints about the bureau

0 formal complaints were received during this period.

Key Increases:

Issue Increases: Part Year 2019-20



Key Outcomes

- **264** benefit increases, reinstatements or new awards for a total **annualised value of £804,196**
- **22** Food provisions or referrals at an average value of **£88**
- **189 clients** reporting improved health and improved capacity to manage their circumstances
- **Universal Credit** claims submitted to the value of **£191,849**

Free, confidential advice.

Whoever you are.

We help people overcome their problems and campaign on big issues when their voices need to be heard.

We value diversity, champion equality, and challenge discrimination and harassment.

We're here for everyone



@NorthWarksCAB

nwcab.org.uk

Registered charity number 1105712.



Value for Money

In return for a cash contribution from **North Warwickshire Borough Council** in 2018/2019 of **£2,000** Live & Local:

Helped build sustainable, vibrant and cohesive communities by:

- Supporting **5** voluntary organisations to develop their skills and volunteer base;
- Creating **35** volunteering instances;
- Enabling **5** communities to choose and promote **11** professional, high quality events in villages & towns;
- Entertaining **671** people in their own community;
- Achieving an average of **59%** audience capacity.

Supported the local economy by:

- Attracting inward investment of **£7,062** from Arts Council England;
- Raising **£4,870** in earned income;
- Enabling 140 hours of voluntary time (equivalent **£2,286** in-kind contribution¹);

Therefore, for each pound invested by NWBC, an additional **£7.11** was attracted from other sources.

- Enabling groups to retain **£ 538²** from the events that is reinvested in their local community.

Gave communities more say:

- All events are chosen and run by community groups with Live & Local's support;
- It motivates people to volunteer and get involved, and supports the work of village hall committees and other local associations;
- Many of the volunteers are retired or semi-retired and have worked to increase participation in communities whilst developing new skills.

Promoted health and wellbeing:

It is a focus of social interaction for weeks before and after the show; helping reduce isolation and loneliness; getting people out to see and make friends.

Supported environmental sustainability:

Through reducing the carbon footprint of audiences travelling to see shows, by enabling events actually in their communities

"The attendances have grown and grown. We now have our own stage which we bought through lottery funding as a direct result of Live & Local - this has spawned other events in the village hall."

Volunteer Promoter

"It's very rewarding to see the church full and being used. Vital for regeneration of the building and removing barriers for use of the church and obtaining grants to build toilets"

Volunteer Promoter

"[Live & Local] gives us confidence in handling professional artists and managing events. [It] adds colour to our lives."

Volunteer Promoter

¹ Based on ESF £13.85/hr for a project co-ordinator

² Retained box office and other income (raffles etc)

Live & Local Warwickshire Monitoring

North Warwickshire Borough Council

Autumn Healthcheck Report

As at: 10/09/2019

Programme Year: 2019/2020

These quantitative reports represent the outcomes from local authority funds committed in the equivalent financial year to the above Programme Year. However they support activity during our Program Year period, crossing two financial years (June to May).

Outputs Summary

The Performances and Shows

Unique Events	11	
Unique Shows	10	
Priority Performances	6	(55%)
Diverse Performances	0	(0%)
BAME Performances	1	(9%)
International Performances	3	(27%)
CYP Performances	0	(0%)

The Communities & Promoters

Unique Groups	6
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District/Borough Targets & Outputs

These targets and outputs relate to our four year Arts Council England funded NPO period and assumes local authority investment stays as for this reporting year.

Authority	Targets		Outputs				Remaining	
	NPO	Avg/Yr	2018-19	2019-20	2020-21	2021-22	Target	Avg/Yr
North Warwickshire Borough Council	40	10	11	11	0	0	18	9.0
Requests this Programme Yr: 13								

Promoter Groups List

Active Groups with Events Booked

	Events
Baddesley Ensor Parish Council	2
Fillongley Village Hall Committee	2
Austrey Village Hall Committee	1
Coleshill Town Council	1
Hurley Community Association	1
Owen Street Community Arts Centre	4
Total Promoter Groups:	6
Total Events:	11

Show Details

05/10/19	Austrey Village Hall	A capella Quadruplets	Music/Comedy	Adults/Older Children
12/10/19	Hurley Village Hall	The Stars Look Down	Drama	Adults/Older Children
25/10/19	Owen Street Community Arts Centre, Atherstone	Eduardo Niebla Duo in Concert	Music (World)	Adults/Family
01/11/19	Fillongley Village Hall	UpDownSizing	Drama	Adults/Older Children
01/11/19	Baddesley Ensor Village Hall	A capella Quadruplets	Music/Comedy	Adults/Older Children
15/11/19	Owen Street Community Arts Centre, Atherstone	Tears of Laughter	Music (Mixed Genre)	Adults/Family
25/01/20	Baddesley Ensor Village Hall	Kathryn Roberts & Sean Lakeman in Concert	Music (Folk)	Adults/Family
28/02/20	Owen Street Community Arts Centre, Atherstone	Sam Lewis in Concert	Music (Roots)	Adults/Family
14/03/20	Coleshill Town Hall	Kiriki Club in Concert	Music (World)	Adults/Family
25/04/20	Owen Street Community Arts Centre, Atherstone	The Mechanicals Band in Concert	Music (Folk)	Adults/Family
23/05/20	Fillongley Village Hall	Moscow Drug Club in Concert	Music (Jazz & Blues)	Adults/Older Children

Total Events 11

Events by Audience & Show

Adults/Older Children

A capella Quadruplets	2
Moscow Drug Club in Concert	1
The Stars Look Down	1
UpDownSizing	1
Total this Group:	5 45%

Adults/Family

Eduardo Niebla Duo in Concert	1
Kathryn Roberts & Sean Lakeman in Con	1
Kiriki Club in Concert	1
Sam Lewis in Concert	1
Tears of Laughter	1
The Mechanicals Band in Concert	1
Total this Group:	6 55%

Total Events for Year: 11

Events by Artform & Show

Drama		
The Stars Look Down	1	
UpDownSizing	1	
Total this Group:	2	18.2
Music (Jazz & Blues)		
Moscow Drug Club in Concert	1	
Total this Group:	1	9.1%
Music (World)		
Eduardo Niebla Duo in Concert	1	
Kiriki Club in Concert	1	
Total this Group:	2	18.2
Music (Folk)		
Kathryn Roberts & Sean Lakeman in Concert	1	
The Mechanicals Band in Concert	1	
Total this Group:	2	18.2
Music (Mixed Genre)		
Tears of Laughter	1	
Total this Group:	1	9.1%
Music (Roots)		
Sam Lewis in Concert	1	
Total this Group:	1	9.1%
Music/Comedy		
A capella Quadruplets	2	
Total this Group:	2	18.2
Total Events for Year:	11	

Priority Performances Summary

These are companies or shows that have a particular significance within the overall programme and that we have said to our main arts funders (Arts Council England) that we will support. Their subsidy is partly predicated on these shows featuring in the final performance programme. They are companies or shows that:

- Came through our DART programme including work that has been created in partnership with promoters and/or their audiences;
- Are our current artform priorities (currently dance, drama and live literature);
- Are our audience priorities (currently children and young people);
- Have featured at the NRTF New Directions showcase;
- Have an uncommon, exceptional or surprising content or presentational style.

Priority	6	55%
Non Priority	5	45%
<hr/>		
Total	11	100%
International	3	27%
Diverse	0	0%
Drama	2	18%
BME	1	9%
Priority	6	55%
Creative Case	1	9%

Report Summary

Live & Local continues to be popular in North Warwickshire Borough. This year we can look forward to eleven shows throughout the 2019/20 season. There is a mixture of genres across six different promoter groups, including a high proportion of priority shows. We are pleased to welcome Baddesley Ensor Parish Council and Austrey Village Hall Cttee as new promoter groups on the scheme. Both have their first events in 19/20. We are also pleased that Coleshill Town Council is continuing on the scheme, following a successful first event in March 2019. They have booked Kiriki Club concert as part of their weekend festival in March 2020. This show is a new show which has been developed with assistance from our DART scheme.

The only promoter group who has not had a show with us this year, but did the previous year, was Atherstone -The Big Weekend (outdoor show).

The Big Picture Show also continues to do well with regular and popular film screenings in Fillongley Village Hall. We are confident that Fillonley will continue using BPS for film screenings in 2019/20.

North Warwickshire Allotment Federation Annual Summary 2019

2019 was a year of mixed fortunes. In September our chair and a founder member of the federation, Barry Coton, passed away. Barry was an enthusiastic supporter of the federation and spent many hours encouraging sites to take part in the events as well as using his numerous contacts to gain sponsorship for activities and spreading the word about the federation.

January: 2019 began with the Annual General Meeting. This was due to be held again at Ridge Lane Community Hall. However, due to problems with a frozen door lock we hastily reconvened to Church End brewery, which kindly accommodated us at a moment's notice. The event was attended by 14 people representing 7 sites, plus Katherine Webster representing NWBC.

The chair gave a brief statement thanking everyone for supporting events throughout the year

The secretary distributed a report on activities undertaken in 2018 and activities proposed for 2019 that attendees could read at their leisure. The secretary also highlighted the minor changes made to the allotment competition judging criteria and the federation's involvement in a request from a local allotment association regarding self management.

The treasurer reported on the accounts for the year.

The committee was then re-elected unchanged.

During the Q and A session a lively discussion took place regarding the judging criteria for the allotment competition. One allotment site felt they could never win as they could not achieve any points in some of the criteria. Despite being assured that no site could win points in all criteria but the criteria were designed to reward different achievements made by sites across the borough, they remained unconvinced. As they have not entered the competition for a number of years it was suggested they entered to see how they would actually fair. Subsequent to the meeting the committee discussed the issue but decided the criteria were appropriate to the objectives and aims of the federation in encouraging sites to manage their green spaces in a way appropriate to the 21st century. It was decided to request attendance at the AGM of the allotment site concerned to persuade the members that they were not excluded from the competition but due to timing issues and illness it proved not to be possible.

May: A busy month for the federation.

- The 2019 Annual allotment competition opened.
- The federation ran an excursion for members to Malvern Spring Show. A small subsidy was made by the federation to keep the costs of the trip reasonable and to

encourage people to take part. A total of 35 people made the trip and the event was deemed a success by all those who came along.

- The federation's third plant sale was held at Church End brewery to raise funds for the federation.

July: Competition judging of sites and plots took place over 2 days. A total of 6 sites were entered in the best site competition and there were 56 entries from 10 different sites for the plot awards including 5 in the family friendly category and 3 in the little seedlings category. Entries overall were slightly down on last year. The family friendly and little seedlings categories were, in the majority, new entrants

August: After the 2018 produce show it was decided to bring forward the show from mid September to mid August in the hope of boosting the produce entries.

The federation runs the produce show in conjunction with a Country Fayre organised by Church End brewery. The proceeds from the produce show, auction and raffle are donated to charity and the federation run stalls/activities to raise funds for the federation. However, this year due to various changes in manager, the brewery did not manage to put on a country fayre. This impacted significantly on the success of the event. A total of 85 entries were received. £240 was raised for the Mary Ann Evans hospice, significantly down on previous years.

Katherine Webster (NWBC) was invited to judge the best allotment trug in conjunction with our regular produce show judge. She accepted the challenge and was surprised when she judged the order of the winners exactly the same as the judge. We are grateful to Katherine for her support at events like this.

As last year, the prizes for Little Seedlings competition were also presented at the show to enable the recipients to receive their prizes in person.

October

The Annual Awards evening was our last event of the year, where the winners of the allotment competition were announced. This took place soon after the untimely death of our chair, Barry Coton. The federation decided to make the evening a celebration of Barry's achievements for the federation and his love of allotments and showing produce. We were delighted to welcome Barry's widow to the event.

Gerald Ingram, director of Planters Garden Centre, gave a talk about growing for showing, an activity both Gerald and Barry shared. Again a donation was made to the Perennials charity for Gerald's talk.

2 new trophies were announced for 2019

- Outstanding achievement, awarded for the quality of the entry
- The Barry Coton award for endeavour (replacing the NWAFF committee award), which recognises a special achievement by an allotment holder or an allotment site.

The winners for 2019:

Best Site: Warton

Best Plot in North Warwickshire: Joint winners - Chris Henderson, Ansley Village and Barry Coton, Shustoke plus 6 Best Plot on site winners

Best Newcomer: Andrew Lewis, Stonebridge Road , Coleshill

Outstanding Achievement: Andrew Lewis, Stonebridge Road , Coleshill, who within 12 months turned an overgrown plot into a superb allotment and came within 2 points of winning the Best Plot in North Warwickshire prize

Most Family Friendly Plot: Janette Gibbs, Fillongley

Judge's award: Gun Hill Allotment Association for the transformation of the site over the last 12 months.

Barry Coton Award for Endeavour: Rachel Hunt, Bretts Hall for an outstanding non-traditional plot which mixed fruit, vegetables and flowers together in a the style of a potager and encouraged biodiversity. A good example of a 21st Century allotment plot

It was intended to run a Pre Christmas event in late November but due to lack of volunteers and time the event did not take place. However, it is the intention to try again in 2020.

Other activites in 2019

Over the course of 2019 the committee met on 11 occasions, including 3 meetings with Church End Brewery to organise the Country Fayre and Produce show.

Allotment Federation Service Level Agreement (2020 - 2021)

North Warwickshire Borough Council agrees funding for the promotion of allotment gardening through information and activities provided by North Warwickshire Allotment Federation as set out in this agreement.

INTRODUCTION

The Allotment Federation is made up of representatives from within the allotment community of North Warwickshire. The Federation is run by a committee of elected volunteers with an agreed constitution.

The aim of the Federation is to promote and support Allotments Associations and Allotment gardening in all its forms.

CONTENTS

- Part 1 - General conditions
- Part 2 - Service objectives and specification
- Part 3 - Financial and resourcing arrangements
- Part 4 - Monitoring arrangements
- Part 5 - Declaration

PART 1 - GENERAL CONDITIONS

1.1 PARTIES

This is an agreement between North Warwickshire Borough Council (hereinafter called "the Council") and the committee of North Warwickshire Allotment Federation (hereinafter called "the Federation").

1.2 OBJECT OF AGREEMENT

The Council wishes to support the services of the Federation to promote allotment gardening in North Warwickshire within the aims of the Federation's constitution and subject to an agreed grant and to a defined level of service.

1.3 PERIOD OF THE AGREEMENT

The agreement will commence on 1 April 2020 and will be reviewed annually on or before 1st November each year. The agreement will continue until such time as:

- a) either party is unable to meet its obligations as laid out in PART 2 and PART 3 of this agreement; OR
- b) either party decides to end the agreement following the process laid out at 1.10 below.

1.4 THE PARTIES' OBLIGATIONS

- a) The Federation agrees to provide the services specified in Part 2 of this agreement.
- b) The Council agrees to make the grant payments specified in Part 3 of this agreement.

1.5 STATUS OF SERVICE PROVIDER

In carrying out this agreement, the Federation is acting in its own right as an independent organisation and not as agents of the Council.

1.6 MANAGEMENT

Responsibility for the management of the Federation is vested in the committee, the membership and operation of which is laid down by a constitution.

1.7 PARTIES' REPRESENTATIVES

The Council and the Federation will each appoint a contact officer.

- a) The role of the Council's contact officer is to:
 - Be the initial point of contact within the Council for the Federation
 - Inform the Federation of any issues which may have an effect on the implementation of the service provision in this agreement
 - Provide information, advice and support to the Federation as reasonably required.
 - Set up an annual monitoring meeting with the Federation contact officer to consider the information set out in Part 4 of this agreement
 - Inform the Federation of any change in the Council's contact officer.
- b) The role of the Federation's contact officer is to provide the information required in Part 4 of this agreement and to inform the Council's contact officer, in writing, if there is:
 - a proposal by the Federation to change or reduce the services set out in Part 2 of this agreement;
 - a major change to the Federation's financial budget;
 - a change to the Federation's constitution; or
 - a change in the Federation contact officer.
- c) The parties' contact officers shall be the Community Development Manager of the Council and the Federation Committee Secretary.

1.8 DISPUTE RESOLUTION

If either party considers the other to be in breach of their duties under this agreement or has a grievance about some aspect of the agreement's operation, the parties shall make every effort to resolve the issue through joint discussions. Where this fails:

- the party wishing to make the complaint should provide the other with written details, including proposals for resolving it;
- a written response should be sent to the initiating party within 14 days;
- if the response is not considered to resolve the issue, the initiating party may make a request in writing to the contact officer a meeting of the authorised signatories (or their successor);
- where possible the meeting should be held within 14 days of the contact officer receiving the request;
- where the meeting does not resolve the complaint, the issue should be considered by a full meeting of Federation members or the relevant council committee. Any submissions should be sent in advance to the other party and representation permitted;
- if either party is dissatisfied with the outcome as notified to it in writing within seven days of the meeting, arbitration can be requested, and this will take place with a mutually acceptable external party.

1.9 REVIEW

- a) This agreement may require amendments in the light of experience of implementing its terms. Amendments can take into account changes in community needs, feedback from members of the Federation or other stakeholders, changes in the Council's corporate objectives and any other relevant factors beyond the control of the Federation, such as the availability of volunteers.
- b) Any amendments will need to be negotiated and agreed in writing by both parties.

1.10 TERMINATION

- a) Either party giving the other party six months notice in writing, clearly stating the reasons, can terminate the agreement.
- c) In the case of termination of the agreement, the Federation will be required to return to the Council any part of the funding which has not been used for legitimate purposes within the terms of the agreement.
- b) Notice can be served if delivered, posted or faxed to the contact officer (see 1.8)

PART 2 - SERVICE OBJECTIVES AND SPECIFICATIONS

2.1 AIMS OF THE SERVICE

The aims of the services provided by the Federation under this agreement are:

- To provide a point of contact for information on allotment gardening in North Warwickshire,
- To identify the needs of the allotment community in North Warwickshire
- To assist the allotment community in meeting its needs
- To organise activities which promote allotment gardening and support allotment groups

2.2 PRINCIPLES UNDER WHICH THE SERVICES ARE PROVIDED

The Federation will provide information and activities which are:

- Confidential
- Impartial
- In keeping with all relevant legislation
- In accordance with the constitution of the Federation

2.3 SERVICES FUNDED UNDER THIS AGREEMENT

The services (to which the funding arrangements in Part 3 relate) offered by the Federation shall be:

- a) to work with interested individuals, the Borough Council, Town and Parish Councils and other organisations to support the development and management of allotment land as appropriate and within available resources.
- b) to run an annual Allotment awards competition open to all allotment sites in North Warwickshire
- c) to develop and maintain a website to provide information on allotment gardening in North Warwickshire and the work of the Federation.
- d) to keep a contact list for all known allotment sites in the Borough and update this list on an annual basis

2.4 SERVICE DEVELOPMENT

The Federation committee will actively seek feedback from the allotment community through the AGM and after events. This will be used to inform the future work of the Federation. The Federation will seek to keep the allotment community informed of their work through site representatives and contacts.

2.5 CIRCUMSTANCES BEYOND THE FEDERATION'S CONTROL

- a) The Federation will not be held responsible for any interruption in or disruption to services due to circumstances beyond its control.
- b) The services specified are dependent on the availability of suitable volunteers.

PART 3 - FINANCIAL AND RESOURCING ARRANGEMENTS

- 3.1 The Council has agreed that the grant to be paid to the Federation on 1st April annually shall be £500, subject to confirmation of the availability of resources within the Council's annual revenue budget.
- 3.2 This grant shall be construed as being sufficient to fund those services referred to in Part 2 of this agreement.
- 3.3 Service developments and additional services over and above those supported by the funding and described in Part 2 of this agreement, can be considered for additional funding by the Council on the understanding that the Council can offer no commitment to fund.
- 3.4 The funding grants awarded to the Federation under this agreement will be paid in one instalment, subject to full compliance with the terms of Part 4 of this agreement by the Federation, The Federation will be required to apply for the following year's funding at the time that it submits its annual report to the Council.
- 3.5 The Federation agrees to submit, to the Council a copy of its approved accounts on request.
- 3.6 Any change to the core funding provided by the Council referred to in 3.1 could cause the Federation to be unable to provide the services specified in part 2 of this agreement.
- 3.7 Where the Federation gains a surplus of income from grants, fundraising or other sources in any one year, the Council will not seek repayment of any part of the grant.

The Federation will maintain a level of reserves appropriate to meet its financial responsibilities.

PART 4 - MONITORING ARRANGEMENTS

- 4.1 The Federation shall provide an annual report to the Council during November each year. The report shall include the following information:
 - a) a summary of activity undertaken in the previous twelve months including feedback from events and the Annual General Meeting

- b) the number of entrants to Allotment awards
 - c) confirmation that information on the Federation's website is current
 - d) a current contact list for all known allotment sites in the Borough
- 4.2 The Federation shall provide any other information reasonably required by the Council. Information shall not be requested more frequently than at quarterly intervals.
- 4.3 The Federation shall provide the Council with notification of its Annual General Meeting and an invitation for the Council's Contact Officer to attend.
- 4.4 These monitoring arrangements can be amended by agreement between the Council and the Federation.

PART 5 – DECLARATION

On behalf of North Warwickshire Borough Council I confirm that I have read the agreement as set out above and the Council will comply with the terms and conditions contained within

Signed:

Date:

Name of authorised signatory(ies) for North Warwickshire Borough Council:
Emma McKay, Engagement and Funding Officer

Address of North Warwickshire Borough Council:
The Council House, South Street, Atherstone, Warwickshire, CV9 1BG.

On behalf of North Warwickshire Allotment Federation I confirm that I have read the agreement as set out above and the Federation will comply with the terms and conditions contained within

Signed:

Date:

Name of authorised signatory(ies) for North Warwickshire Allotment Federation:
Wendy Townsend (Secretary)

Address of North Warwickshire Allotment Federation:
45 Hill Top, New Arley, CV7 8FZ.

Agenda Item No 10

Community and Environment Board

9 March 2020

Report of the Corporate Director - Resources and the Director of Leisure and Community Development

Community Fund

1 Summary

- 1.1 This report informs the Board of a proposal to establish a new Community Fund and seeks approval for the associated “Information, Advice and Arrangements” to be used in allocating the Fund to deliver projects of local importance across North Warwickshire.

Recommendation to the Board

- a That the Board approves the introduction of the Community Fund in accordance with the arrangements detailed in Appendix A of the report and with effect from no later than 06 April 2020; and**
- b That the allocation of monies from the Fund be determined by the Director of Leisure and Community Development, in consultation with the Borough Councillors from the Ward(s) in which the proposed community benefits are to be realised, other than under the circumstances detailed in the appended “Information, Advice and Arrangements” document.**

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 Members will be aware that, within the 2019 / 20 budget, there is a “one-off” sum of £300,000 available to support community projects across North Warwickshire; £100,000 in the capital programme and £200,000 in the revenue budget.

- 3.2 Previously, organisations applying for funding support have been required to submit an application form, which has been assessed by Officers to ensure compatibility with the relevant scheme criteria. Compliant bids have then been put forward for Member consideration and potential approval, either at a Board, such as the Community and Environment Board, or within an alternative meeting, such as an Area Forum. For the former Local Community Projects Fund and Area Forum Fund, the support of a local Ward Member was a pre-requisite for the consideration of a grant application.

4 Community Fund - Criteria for Consideration

- 4.1 It is intended for the Community Fund to provide an easily accessible source of financial support for a wide range of projects that seek to make a real and positive difference within local communities. In this way, the Fund will endeavour to benefit residents across the Borough in a fair and equitable manner. In order to progress this commitment, it is proposed to allocate a sum of £17,650 for disbursement within each Ward. The Fund is intended to provide grants to organisations and / or individuals to advance the delivery of projects of local importance in the Borough. It is, however, intended that it will be the responsibility of the Councillors within each Ward to identify those projects to which they collectively wish to allocate Community Fund support. There will be a presumption that maximum awards will not exceed £10,000, although in exceptional circumstances consideration may be given to the allocation of a larger award. There is no requirement for grant recipients to match fund an award from the Authority.

- 4.2 A document detailing the proposed “Information, Advice and Arrangements” to be used in allocating the Fund is attached at Appendix A for Members’ consideration. Subject to Board approval, the scheme will be promoted with a view to the Fund becoming available by no later than 06 April 2020.

5 Community Fund Process

- 5.1 In respect of the Community Fund, it is suggested that projects / schemes in receipt of funding will have to satisfy the following eligibility criteria to be considered for a grant:

- Projects should be for “one-off” capital or revenue undertakings that provide a clear and lasting benefit to the local community. Projects that require on-going funding will only be considered if there is a realistic plan of how they will be financed after the award of any initial contribution from the Community Fund.
- Projects must have evidence of any relevant and required permissions in place before a grant award is made.
- Where a project has the potential for regular access to vulnerable people, organisers must have an appropriate and adopted Safeguarding Policy.

5.2 Additionally, it is proposed that the Fund is subject to the following limitations:

- Approved projects / schemes will receive Community Fund support only once, although recipients that have been allocated a grant will be eligible for a further award in respect of a different project.
- Projects will only be eligible for support from one source of Borough Council funding, of which the Community Fund is one. Projects may be signposted to other schemes if a more appropriate source of funding can be identified.
- As the Community Fund is designed to address issues of local concern, it is unlikely that projects that seek to address Borough-wide matters will be successful. Projects that seek to benefit residents across more than one Ward will be eligible for a grant, however, subject to majority support from the Ward Councillors concerned.

5.3 There are various circumstances under which a Community Fund award will not be considered and these are identified in Appendix A. The proposed process and the associated terms and conditions are also detailed in this document.

6 Report Implications

6.1 Finance and Value for Money Implications

6.1.1 An allocation of £300,000 has been made available within the 2019/20 budget for the Community Fund, in respect of which £17,650 is being made available for disbursement within each Ward.

6.1.2 The proposed Community Fund will be administered through the Leisure and Community Development Division.

6.2 Safer Communities Implications

6.2.1 There is no direct safer communities implication arising from this report, although the community-based activities that would be supported through the proposed Community Fund are likely to provide a positive diversion from anti-social and / or nuisance behaviour.

6.3 Legal, Data Protection and Human Rights Implications

6.3.1 By providing a support scheme with clear and open criteria and processes, the Borough Council will ensure that its new Community Fund is COMPACT compliant.

6.4 Environment, Sustainability and Health Implications

6.4.1 Providing grant-aid to local organisations and individuals is a cost-effective way of enhancing community service provision and helping to enhance individual and collective quality of life.

6.4.2 There is no direct health implication arising from this report, although the projects that would be supported through the proposed Community Fund will provide activities that improve collective and individual physical and mental health and wellbeing.

6.5 Human Resources Implications

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

6.6 Risk Management Implications

6.6.1 The risks associated with the proposed Community Fund would be managed through corporate Risk Management processes.

6.7 Equalities Implications

6.7.1 The Community Fund is intended to be open and transparent. It is not envisaged that any individuals or groups defined by the protected characteristics under the Equality Act will be excluded from the scheme, although its impacts will be monitored.

6.8 Links to Council's Priorities

6.8.1 The proposed Community Fund would have potentially positive and direct links to all six corporate priorities:

- Responsible financial and resource management
- Creating safer communities
- Protecting our countryside and heritage
- Improving leisure and wellbeing opportunities
- Promoting sustainable and vibrant communities
- Supporting employment and business

6.8.2 The proposed Community Fund would also have positive implications for the Sustainable Community Strategy priorities to:

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

The Contact Officers for this report are Sue Garner (719374) and 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	Assistant Director (Leisure and Community Development)	Community and Environment Board Report - Local Community Projects Fund	March 2013

North Warwickshire Borough Council

Community Fund

Information, Advice and Arrangements

The Community Fund provides grants to organisations and / or individuals to deliver projects of local importance in North Warwickshire.

The total funding available through the scheme is £300,000, in respect of which a sum of £17,650 is being made available for allocation by Borough Councillors within each Ward.

The Community Fund is NOT subject to a formal application process. It is the responsibility of Borough Councillors within each Ward to identify suitable projects within their area (having regard to the Eligibility, Limitations and Restrictions criteria listed below) that they, collectively, wish to support. The Borough Councillors will also determine the level of funding to be allocated to each approved project, although the cumulative sum for each Ward will not exceed £17,650. Projects that seek to benefit residents across more than one Ward will be eligible for a grant, subject to majority support from the Ward Councillors concerned.

Grants

There is a presumption that grants will not exceed £10,000, although under exceptional circumstances awards of a higher sum may be considered by Councillors. There is no minimum grant award.

Eligibility

As identified, Ward Councillors will identify the organisations / individuals that they wish to support through the Community Fund.

In order to be eligible for grant support, projects / individuals must satisfy the following criteria:

- Projects / schemes should be “one-off” capital or revenue undertakings that provide a clear and lasting benefit to the local community. Projects that require on-going funding will only be considered if there is a realistic plan of how they will be financed after the award of any initial contribution from the Community Fund
- Projects must have evidence of any relevant and required permissions in place before a grant award is made (e.g. Planning Consent, landowners permission, etc.)
- Where a project has the potential for regular access to vulnerable people, organisers must have an appropriate and adopted Safeguarding Policy in

place. Advice on this matter can be provided by the Borough Council's Engagement and Funding Officer (see over)

- Fund recipients must have a bank account into which the grant can be paid
- Where works or services of a value between £1,501 and £10,000 are being procured from a single contractor, evidence of at least two written quotations will need to be provided in order to release payment of a grant. Works or services of a value greater than £10,000 will require the provision of three written quotations

Limitations

- Approved projects will receive Community Fund support only once, although recipients that have been allocated a grant will be eligible for a further award in respect of a different project
- Projects will only be eligible for support from one source of Borough Council funding, of which the Community Fund is one. Projects may be signposted to other schemes if a more appropriate source of funding can be identified
- As the Community Fund is designed to address issues of local concern, it is unlikely that projects that seek to address Borough-wide matters will be supported

Restrictions

The Community Fund will not support:

- The existing operational / running costs (including staff costs) of an organisation
- Any costs incurred before a grant award is made
- Projects promoting religious or political beliefs
- Organisations with significant "uncommitted financial reserves"
- Loan or debt repayments

Community Fund Process

- As previously stated, the Community Fund is NOT subject to a formal application process
- It is the responsibility of Borough Councillors to identify suitable projects within their Ward that they, collectively, wish to support
- The Borough Councillors will determine the level of funding to be allocated to each approved project, although the cumulative sum for each Ward will not exceed £17,650
- Approved projects must satisfy the Eligibility, Limitations and Restrictions criteria listed above, evidence of which may be required at any time by Auditors. Borough Councillors, therefore, must satisfy themselves that projects meet these criteria

- Borough Councillors will forward the details of approved projects to the Engagement and Funding Officer (details supplied below)
 - Ward area
 - Project name and name of lead contact, including email address
 - Project cost
 - Grant award
 - Bank account details
- The allocation of grant awards from the Fund will be made by the Director of Leisure and Community Development, in consultation with the Borough Councillors from the Ward(s) in which the proposed community benefits are to be realised
- Payment of any approved award will be made in advance of the commencement of the project
- Funding decisions can be made at any time, although it is expected that each Ward allocation will be used by 31 March 2021
- Any funds unallocated by 31 March 2021 will be made available, at the discretion of the Chairmen and Vice-chairmen of the Community and Environment and Resources Boards, to new community-based projects from any part of North Warwickshire, subject to these projects meeting the Eligibility, Limitations and Restrictions criteria listed above
- Decisions in respect of any and all Community Fund awards will be final and will not be subject to an appeals process

Upon the Fund being exhausted, a report will be presented to the Borough Council's Community and Environment Board, detailing the grants awarded to approved projects.

Terms and Conditions

- The bank details relating to approved projects will be required
- Any grant monies unspent at the end of an approved project will have to be repaid to the Borough Council within three months of the scheduled end of the project
- Project organisers will be asked to forward a simple evaluation form, supported by a record of expenditure, at the end of an approved project. This evaluation will require the provision of evidence, including photographs, of how the project benefitted the local community
- All expenditure must be supported by evidence, such as an invoice or receipt, which must be produced, if required, for auditing purposes
- There will be no formal monitoring forms to be completed during the delivery of an approved activity
- All promotional material relating to a funded project must include the Borough Council's logo

Please Note: All details concerning grants awarded will be kept on file for five years. This is for monitoring purposes only. Personal details will not be shared with outside agencies, although grant information may be shared when deemed relevant by the Borough Council.

For further information or advice on the Community Fund please contact:

The Engagement and Funding Officer, Emma McKay, on (01827) 719356, or email emmamckay@northwarks.gov.uk

Engagement and Funding Officer
Leisure and Community Development Division
North Warwickshire Borough Council
The Council House
South Street
Atherstone
Warwickshire
CV9 1DE

Agenda Item No 11

Community and Environment Board

9 March 2020

Report of the Director of Leisure and Community Development

Community Development Update

1 Summary

- 1.1 Further to a request made at its meeting held in August 2019, this report and the associated appendices provide the Board with additional information relating to the progress being made by the Community Development section since the targeted approach to its work was agreed in July 2015.

Recommendation to the Board

That the Board notes and comments upon the progress being made by the Community Development section in respect of the targeted approach to its work agreed by Members in July 2015.

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 The Borough Council's Community Development section provides, enables and co-ordinates a wide range of services that contribute to the attainment of Sustainable Community Strategy and Corporate Plan priorities. These services are always undertaken in conjunction with the local community, in partnership with other agencies / organisations and invariably with external financial support. They have evolved in direct response to evident demand within the local community, including through community planning processes.
- 3.2 In July 2015, the Board considered the outcome of an internal assessment of community development activity, which concluded that, whilst high priority work was being addressed by the section, related activity was spread too thinly across the Borough, although not necessarily based on a coherent assessment of relative need. In response, Members concluded that the section's resources would need to be more focused and better targeted. It was determined that the section would primarily focus on three key areas of activity, health improvement, rural regeneration and safer communities, within three localities that were identified as being most in need of long-term engagement and support. Specifically, these three areas were, and remain,

Atherstone / Mancetter, Dordon and Arley / Whitacre. In 2017 / 18, the Board commissioned an external consultant to undertake a “light touch assessment” of this approach to related work. The consultant acknowledged that community development work was difficult, but concluded that the approach taken by the Borough Council was the most logical means by which to effect long-term meaningful change for local residents and to “break the cycle of disadvantage”.

- 3.3 At its meeting held in August 2019, the Board considered a report that detailed the progress being made by the Community Development section. In noting the content of the report, Members were encouraged by the range of engagement and activity undertaken by the section and by the progress being made within the target communities. It did, however, request that additional information and, in particular, case study examples be tabled to additionally highlight the value of the adopted approach to community development activity. This information and the requested case studies are appended to this report for the Board’s consideration.

4 **Social Need Indicators**

- 4.1 Within the 2015 assessment of community development activity, a detailed analysis of various health, rural regeneration and safer communities-related social indicators was undertaken. The chosen indicators were measures that referred to populations / communities, rather than individuals, and performance against these measures was, and continues to be, influenced by a wide range of organisations and, in many cases, unique local circumstances. The work of the Community Development section, therefore, is far from being the only influence on these indicators. It does, however, make an important contribution to activity that impacts upon people’s quality of life. Progress (2015 to 2019) against these indicators, which the Board used to determine the priority communities within which the section would target the majority of its activity, is outlined in Appendix A. The indicators were never intended to be, and should not be seen as, measures of the relative success of the work of the Community Development section. Rather, in the context of this aspect of the Authority’s work, they are indicators of social / community need.

...

- 4.2 For ease of reference, the indicators have been grouped into the three target locations of Atherstone / Mancetter, Dordon and Arley / Whitacre and then into the approved key areas of activity; rural regeneration, health improvement and safer communities. A colour-coded (red or green) direction of travel is highlighted for each social indicator, from which the Board will see that progress has been made in a number of areas, most especially in respect of the rural regeneration and some health-related indicators, but that the need continues to exist for targeted, place-based partnership working within the priority communities.
- 4.3 Through the asset-based (ABCD) approach to its activity, the Community Development section works with local residents (and partner agencies) to support and empower community-led action to address issues that are

important to them. This approach increases levels of local participation, thereby enhancing community resilience and generating local ownership of the solutions to improving the lives of those people who live in the areas of greatest need.

5 Measuring Impact

5.1 In view of its complexity, its reliance on strong multi-agency partnership relationships and the length of time over which meaningful change can be seen, measuring the impact of the work of the Community Development section is challenging. These factors were important in the Board's agreement, in August 2019, to measure progress against a new set of key performance indicators, which are as follows:

- Number of community-led activities
- Number of co-led activities (those activities that are delivered with the community)
- Number of people who attend co-led activities
- Number of "discovered" people (those members of the community who are engaged to lead on local activity)
- Number of Borough Council-led activities
- Number of people who attend Borough Council-led activities

5.2 The section has additionally determined to seek to measure its impact on the perceived levels of connectedness, participation and resilience within its target communities. It will seek to do so through the use of a community survey, which has been based on a version first introduced by the AHEAD project in Ayrshire. A copy of the questionnaire is attached at Appendix B. Accordingly, baseline information will be gathered this year (2020) and then again in three years time. Further, the section is going to benchmark its approach to performance measurement with that of other rurally-based community development programmes around the country, including in areas that benefit from Big Local projects. The outputs from this work will be reported to a future meeting of the Board.

6 Case Studies

6.1 The Board specifically requested that a number of case studies be prepared and presented that sought to evidence the progress being made through the asset-based approach to community development activity. These case studies are presented for Members' information in Appendix C. Case studies have been provided for each of the three priority areas of health improvement, rural regeneration and safer communities. They also provide examples of projects at different stages of development and advanced through different approaches to a locally identified need (projects undertaken for the community, with the community and by the community). The intention of the section's work is to significantly increase the number of projects and initiatives delivered by the community.

- 6.2 The case studies themselves provide an alternative perspective on the relative success, or otherwise, of the asset-based approach to community development work, which is less concerned with “quantity” (for example, the number of participants), but more about the “quality” of engagement with key individuals who help to lead change within the community in which they live.
- 6.3 This year, the Community Development section is also going to trial the use of video to demonstrate the impact of working in the priority communities. Individuals and groups will be invited to complete video case studies of their respective actions, with a view to further evidencing the difference that is being made to the quality of life being experienced within the target communities.
- 6.4 The Board has already recognised that the challenges facing North Warwickshire’s communities will take significant time and cultural change to address. Members, however, are invited to comment on the impact of the community development work undertaken to date and to advise Officers on the need, or otherwise, for change in the focused approach taken to this important and valued service, in order to ensure that resources are being deployed in a manner that is of most benefit to those communities evidencing the greatest need for long-term intervention.

7 Conclusion

- 7.1 In acknowledging its support for the delivery of asset-based community development, the Board is asked to recognise that, whilst this approach is showing clear and positive progress, many of the relationships that have been built with residents and the activities that are emerging in target communities remain in their infancy and require continued support if they are to lead to long-term change. It is considered that those areas that were identified as being a priority continue to face significant challenges and the Board is asked to support the ongoing delivery of activity in these target locations. By way of reassurance, however, Members are additionally advised that health improvement, rural regeneration and safer communities needs identified in other parts of North Warwickshire are addressed by the Community Development section and that this will continue to be the case, even whilst a predominantly targeted approach to its work is advanced.

8 Report Implications

8.1 Finance and Value for Money Implications

- 8.1.1 Any actions undertaken by the Community Development section are funded either through approved revenue budgets or secured external funding.

8.2 Safer Communities Implications

- 8.2.1 Engaging local people in community development initiatives seeks, amongst other things, to make North Warwickshire a safer place in which to live, work and visit.

8.3 Legal, Data Protection and Human Rights Implications

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

8.4 Environment, Sustainability and Health Implications

8.4.1 The targeted approach to working with and through local communities in development activity that is focused on residents taking ownership of local endeavour deliberately seeks to improve the sustainability of related projects and initiatives. If local people are involved in the design, delivery and leadership of activities they are more likely to take responsibility for the associated local outcomes.

8.4.2 The immediate and wider environment in which people live and work has a direct impact on individual and collective health. Local community development activity is focused on recognising and building upon existing assets to bring about positive community-led change.

8.5 Risk Management Implications

8.5.1 There are no direct risks consequent upon the services identified within this report. All Community Development activity is risk assessed and appropriate controls put in place, where appropriate.

8.6 Equalities Implications

8.6.1 Community Development work is deliberately targeted in the three priority areas (Atherstone / Mancetter, Dordon and Arley / Whitacre) identified by the Board as being most in need of related services. Adverse impacts on any of the identified protected characteristics raised during community development activities will be considered further as necessary.

8.7 Links to Council's Priorities

8.7.1 Community Development work positively impacts on all of the Authority's corporate priorities:

- Responsible financial and resource management
- Creating safer communities
- Protecting our countryside and heritage
- Improving leisure and wellbeing opportunities
- Promoting sustainable and vibrant communities
- Supporting employment and business

8.7.2 The activity identified in this report additionally impacts positively on the Sustainable Community Strategy priorities to:

- Raise aspirations, educational attainment and skills

- Develop healthier communities
- Improve access to services

The Contact Officer for this report is Becky Evans (719346).

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 (Community Development Update)	August 2019
2	Assistant Director of Leisure and Community Development	Report to Community and Environment Board (Strategic Review of Leisure and Community Development Services)	January 2017

Indicators	2016	2019
Qualifications Gained (QS502EW) (% with No Qualifications)	33.20%	 28.12%
Fuel Poverty by LSOA (% Households fuel poor)	11.87%	 10.07%
Income Deprivation (%)	14.80%	 14.83%
Child Poverty (%)	20.80%	 17.73%
GCSE Achievement (5A*-C inc. Eng & Maths) (%)	41.10%	 44.10%
Unemployment (%)	3.40%	 1.70%

Older People in Deprivation (%)	19.10%	 17.23%
Obese Children (Reception Year) (%)	12.40%	 14.40%
Children with excess weight (Reception Year) (%)	28.50%	 33.10%
Obese Children (Year 6) (%)	18.37%	 17.50%
Children with excess weight (Year 6) (%)	32.27%	 34.10%
Emergency hospital admissions for CHD (SAR)	79.90	 91.80
Emergency hospital admissions for stroke (SAR)	106.70	 96.40
Emergency hospital admissions for Myocardial Infarction (heart attack) (SAR)	86.60	 96.90
Emergency hospital admissions for Chronic Obstructive Pulmonary Disease (COPD) (SAR)	105.30	 106.20
Incidence of all cancer (SIR)	87.40	 96.00
Incidence of breast cancer (SIR)	82.70	 94.70
Incidence of colorectal cancer (SIR)	96.10	 64.80
Incidence of lung cancer (SIR)	107.70	 88.60
Incidence of prostate cancer (SIR)	87.90	 89.10
Hospital stays for self harm (SAR)	145.80	 121.40
Life expectancy at birth for males (years)	76.30	 76.87
Life expectancy at birth for females (years)	83.57	 83.47
Deaths from all causes, under 75 years (SMR)	115.10	 123.87
Deaths from all cancer, all ages (SMR)	103.10	 94.37
Deaths from all cancer, under 75 years (SMR)	91.37	 100.27
Deaths from stroke, all ages (SMR)	104.93	 93.27
Deaths from respiratory diseases, all ages (SMR)	108.77	 97.87

Anti-social behaviour	518	 403
Bicycle theft	3	 5
Burglary	99	 111
Criminal Damage and Arson	140	 99
Drugs	18	 21
Other Crime	8	 21
Other Theft	96	 94
Possession of Weapons	3	 15
Public order	19	 72
Robbery	2	 14
Shoplifting	36	 107
Theft from the person	5	 7
Vehicle Crime	82	 104
Violence and sexual offences	93	 451

Indicators	2016	2019
Qualifications Gained (QS502EW) (% with No Qualifications)	28.08%	31.06%
Fuel Poverty by LSOA (% Households fuel poor)	14.30%	11.95%
Income Deprivation (%)	14.80%	15.00%
Child Poverty (%)	20.80%	20.10%
GCSE Achievement (5A*-C inc. Eng & Maths) (%)	41.10%	44.10%
Unemployment (%)	3.40%	1.30%

Older People in Deprivation (%)	19.10%	16.20%
Obese Children (Reception Year) (%)	15.00%	14.40%
Children with excess weight (Reception Year) (%)	30.00%	33.10%
Obese Children (Year 6) (%)	18.20%	17.50%
Children with excess weight (Year 6) (%)	28.40%	34.10%
Emergency hospital admissions for CHD (SAR)	79.90	91.80
Emergency hospital admissions for stroke (SAR)	106.70	96.40
Emergency hospital admissions for Myocardial Infarction (heart attack) (SAR)	86.60	96.90
Emergency hospital admissions for Chronic Obstructive Pulmonary Disease (COPD) (SAR)	105.30	106.20
Incidence of all cancer (SIR)	87.40	96.00
Incidence of breast cancer (SIR)	82.70	94.70
Incidence of colorectal cancer (SIR)	96.10	64.80
Incidence of lung cancer (SIR)	107.70	88.60
Incidence of prostate cancer (SIR)	87.90	89.10
Hospital stays for self harm (SAR)	145.80	121.40
Life expectancy at birth for males (years)	79.20	77.90
Life expectancy at birth for females (years)	85.40	85.00
Deaths from all causes, under 75 years (SMR)	94.50	112.70
Deaths from all cancer, all ages (SMR)	79.00	80.20
Deaths from all cancer, under 75 years (SMR)	54.40	99.20
Deaths from stroke, all ages (SMR)	106.20	87.30
Deaths from respiratory diseases, all ages (SMR)	89.90	64.10

Anti-social behaviour	228.00	164.00
Bicycle theft	1	2
Burglary	68	65
Criminal Damage and Arson	28	50
Drugs	12	2
Other Crime	2	4
Other Theft	42	25
Possession of Weapons	2	3
Public order	7	24
Robbery	1	4
Shoplifting	5	14
Theft from the person	2	2
Vehicle Crime	65	46
Violence and sexual offences	42	137

Indicators	2016	2019
Qualifications Gained (QS502EW) (% with No Qualifications)	36.62%	 25.39%
Fuel Poverty by LSOA (% Households fuel poor)	13.54%	 12.56%
Income Deprivation (%)	13.20%	 13.90%
Child Poverty (%)	17.80%	 19.60%
GCSE Achievement (5A*-C inc. Eng & Maths) (%)	40.00%	 59.30%
Unemployment (%)	2.50%	 1.00%

Older People in Deprivation (%)	18.90%	 17.20%
Obese Children (Reception Year) (%)	10.40%	 13.00%
Children with excess weight (Reception Year) (%)	21.70%	 22.60%
Obese Children (Year 6) (%)	16.10%	 20.10%
Children with excess weight (Year 6) (%)	30.60%	 33.20%
Emergency hospital admissions for CHD (SAR)	90.60	 92.90
Emergency hospital admissions for stroke (SAR)	93.40	 115.20
Emergency hospital admissions for Myocardial Infarction (heart attack) (SAR)	82.90	 94.80
Emergency hospital admissions for Chronic Obstructive Pulmonary Disease (COPD) (SAR)	82.30	 98.10
Incidence of all cancer (SIR)	88.30	 84.20
Incidence of breast cancer (SIR)	92.90	 104.30
Incidence of colorectal cancer (SIR)	68.80	 75.30
Incidence of lung cancer (SIR)	101.80	 88.00
Incidence of prostate cancer (SIR)	58.30	 60.10
Hospital stays for self harm (SAR)	84.10	 97.20
Life expectancy at birth for males (years)	78.60	 78.20
Life expectancy at birth for females (years)	83.60	 81.50
Deaths from all causes, under 75 years (SMR)	101.80	 106.90
Deaths from all cancer, all ages (SMR)	102.30	 97.90
Deaths from all cancer, under 75 years (SMR)	129.50	 100.10
Deaths from stroke, all ages (SMR)	59.60	 92.10
Deaths from respiratory diseases, all ages (SMR)	97.70	 86.00

Anti-social behaviour	108	 103
Bicycle theft	1	 5
Burglary	28	 9
Criminal Damage and Arson	14	 30
Drugs	8	 2
Other Crime	0	 4
Other Theft	32	 65
Possession of Weapons	1	 0
Public order	2	 12
Robbery	0	 1
Shoplifting	5	 11
Theft from the person	0	 1
Vehicle Crime	11	 33
Violence and sexual offences	27	 92

Community Survey

We would like to find out more about social networks and how connected you feel to your local community.

About You?

Where do you live?

Atherstone	
Mancetter	
Ridge Lane	
Dordon	
Old Arley	
New Arley	
Ansley Village	
Ansley Common	
Other – please comment	

What is your gender?

Male	
Female	
Other – please specify	
Prefer not to say	

How long have you lived there?

Less than 12 months	
13 months to 3 years	
3-5 years	
5-10 years	
10-20 years	
20+ years	

Do you attend or take part in any local groups, events or activities?

No	
Yes – please specify	

What is your age?

16-24 years	
25-44 years	
45-64 Years	
65+ years	
Prefer not to say	

In the last 12 months have you volunteered for any groups or activities?

Yes – please specify	
No	
Other – please comment	

About Your Community?

Answer the following statements with 1 being completely disagree and 10 being completely agree



1. I feel like I belong to this community

1	2	3	4	5	6	7	8	9	10
---	---	---	---	---	---	---	---	---	----

2. The friendships and connections I have with other people in my community mean a lot to me

1	2	3	4	5	6	7	8	9	10
---	---	---	---	---	---	---	---	---	----

3. If I needed advice about something I could go to someone in my community

1	2	3	4	5	6	7	8	9	10
---	---	---	---	---	---	---	---	---	----

4. I would be willing to work together with others on something to improve my community

1	2	3	4	5	6	7	8	9	10
---	---	---	---	---	---	---	---	---	----

5. Other people in the area pull together to improve my community

1	2	3	4	5	6	7	8	9	10
---	---	---	---	---	---	---	---	---	----

6. I regularly stop and talk with people in my community

1	2	3	4	5	6	7	8	9	10
---	---	---	---	---	---	---	---	---	----

7. Taking into account everything, my community is a good place to live

1	2	3	4	5	6	7	8	9	10
---	---	---	---	---	---	---	---	---	----

8. By working together, people in my community can influence decisions that affect the community

1	2	3	4	5	6	7	8	9	10
---	---	---	---	---	---	---	---	---	----

Would you be interested in volunteering to help others in the community and receive credit in return?

E.g. Help someone with gardening and in return receive help with computer skills

Yes – please specify and leave contact details	
No	
Other – please comment	

Name: _____

Email Address: _____

Telephone Number: _____

Privacy Statement - The information that you provide in this survey will be used understand the communities in which we work and will remain anonymous. If you provide a name or contact details then this will be used to contact you only for the purpose discussed and if you have shown an interest in volunteering. This data will be kept within NWBC offices and electronic filing system. If you wish to have the information removed or amended during this time then please use the contact details below.

communitydevelopment@northwarks.gov.uk

North Warwickshire Borough Council
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Community Development Case Studies

Asset Based Community Development - Dordon Activities Group

Project Description

An asset-based approach to community development seeks to identify people within the community with a skill or passion and mobilise them to action that has a positive outcome for the wider community.

The Dordon Activities Group (DAG) organises and delivers local events for the residents of the village.

Aims / Objectives

The community will become better connected and empowered to take positive action to address needs within the community.

How the Project Developed

Following the asset-based approach, the section undertook “discovery work” in Dordon. Through this work, an individual was identified who wanted to make a difference in the community. This individual fulfilled the role of a “community connector” and sought input from the wider community via social media in order to determine a direction for their enthusiasm.

This generated lots of ideas, which the section then discussed with the wider community.

Since then, the number of individuals wanting to be involved in the Group has grown and they have successfully hosted a number of events.

Success

- The Group is now constituted and has its own insurance
- A number of events have been organised, including Big Bounce, Cinemas, Halloween and Christmas Parties, Spring Clean and a coach trip
- Nominations for Christmas hampers resulted in their delivery to individuals / families in the village
- DAG is now running the Family Food and Fun sessions during school holidays and has recently organised a youth first aid course that has been filled by 28 local young people
- The Group won the North Warwickshire Volunteers Award 2019 for Community Impact

Partners

- Warwickshire CAVA
- Warwickshire County Council Localities Team

Indicators

Measuring success in community development is difficult, but indicative measures include:

Figures below cover the period from 1/1/2019 – 31/12/2019

- Number of Borough Council led activities - 44
- Number of people who attend Borough Council led activities - 6578
- Number of co-led activities - 17
- Number of people who attend co-led activities - 532
- Number of community-led activities - 32
- Number of discovered people - 108

Further Actions

DAG is committed to offering affordable projects to address poverty in the village. The section will continue to work with the Group to build relationships with other service providers in this field, such as Citizens' Advice, and to additionally support the Group in the development of its further ideas and initiatives.



Dementia Friendly Community Cinemas

Project Description

The development of Community Cinemas that are open to any members of the community, but are specifically designed for people living with dementia.

Aims / Objectives

To offer a cinema experience for those living with dementia who may not otherwise be able to enjoy a traditional screening.

How the Project Developed

Currently, there are thought to be around 840 people living with dementia within the Borough and, due to the rurality of the area, access to services and support can be difficult. In 2014, the North Warwickshire Dementia Friendly Communities Group was established, attended by any groups and organisations which work with people living with dementia and / or their carers. Supported by North Warwickshire Borough Council and Warwickshire County Council, the Group provides opportunities to network, share best practice, to better support people living with dementia and their carers.

The Group, as part of their desire to offer events and opportunities for people living with dementia, has set up dementia friendly cinemas.

Success

To date, six cinemas screenings have been held, which have grown in popularity from one participant at the first event to thirty at the most recent screening held at Bracebridge Court Nursing Home.

Partners

WCC

Local Care Homes

Time Out

Indicators

Number of events held - 6

Number of people in attendance - 108

Further Actions

The last cinema was held at Bracebridge Court Nursing Home, with both residents and the public allowed access to the screening. Long-term, it is proposed to work with nursing homes and Time Out to provide cinema events in this way.



Atherstone Partnership

Project Description

The Partnership is a group open to anyone with an interest in developing the town. It consists of a range of members from the public, private and voluntary sectors.

Aims / Objectives

Aim - To improve communication and networking opportunities between the local business community, the local authority and event organisers in Atherstone, and provide a co-ordinated approach to the delivery and promotion of activities.

Objective - To increase the appeal of Atherstone to local people and visitors, and to raise levels of footfall through the co-ordinated delivery and promotion of events / activities.

How the Project Developed

The Atherstone Partnership was established in November 2016, in response to a need identified in the Atherstone Visitor Audit (May 2016).

Warwickshire County Council also provided a grant of £10,000 to support the delivery of the action plan. It was agreed that it should be the newly established 'Atherstone Partnership' that should take responsibility for allocating this grant to actions and for deciding how best it should be spent.

The Partnership has developed slowly since its establishment in 2016. It has moved away from being a group led by the Borough Council to a group that is very much led by its members. The Community Development section continues to provide the Partnership with ongoing support, both in the form of administrative support and officer time as and when it is required, including attendance at meetings. This is a real example of where Officers have helped to create a group in response to an identified need, but where they have stepped back to allow it to evolve naturally according to the group's needs and the wishes of its members.

Success

- Creation of a promotional town map
- Hosting of monthly Sunday markets during the summer months
- Creation of a website (www.visitatherstone.com), which is currently at the developmental phase
- Purchase of a 'pop-up park', which features a grassy area, complete with fencing, deckchairs and a giant deckchair, for use at a range of town events
- Sharing of information on initiatives (such as Dementia Friends) and training opportunities (such as the "Digital Business Skills for Retailers")
- Involvement in applications to the Future High Streets Fund and Heritage Action Zone
- Partnership has become constituted

There are approximately thirty organisations on the email list, which receive details about the meetings and copies of the minutes. Whilst not all of them are able to attend, they are at least in receipt of details about discussions and are able to attend meeting as and when possible.

Indicators

The indicators which relate to the Partnership are as follows:

- Engagement with 30 + organisations in Atherstone
- Hosting of three Sunday markets, allowing 14 local businesses to trade in the town
- The creation of a website (where future traffic to the site can be monitored and an audience profile determined)
- Improved networking and communication within the town amongst members, through monthly meetings

Further Actions

The Partnership is also looking at options to increase and retain the number of private-sector members, and opportunities of generating funding (possibly through a membership fee), which will help to make the group more sustainable and provide an income to enable ongoing development activity.



North Warwickshire Heritage Support Group and Heritage Grant Scheme

Project Description

The North Warwickshire Heritage Support Group is a collaboration of heritage groups and organisations across the Borough that was established to promote and celebrate the heritage of North Warwickshire, share information and provide a more co-ordinated approach to future heritage related activity.

The Community Heritage Grant Scheme aimed to support and facilitate the development of heritage related activity and the delivery of heritage projects in North Warwickshire. The scheme provided grants of between £50 and £5,000 to not-for-profit organisations and individuals.

Aims / Objectives

The aims and objectives of the Heritage Support Group are to identify heritage related skills, knowledge, activity, events and opportunities within the Borough.

How the Project Developed

Initially the Group was established to support heritage activity taking place in Atherstone and Mancetter, around the Romans and Henry Tudor. It soon became apparent that other heritage groups and individuals involved in heritage activities across the Borough would also benefit from attending the meetings. The Group now meets every three months, with an average of 12 to 15 people attending from across North Warwickshire.

Success

As a result of the Heritage Support Group and a number of related activities being undertaken across the Borough, the Authority was able to offer funding to support local community heritage projects. This funding was available for the financial years 2018 / 19 and 2019 / 20. In total, £50,000 has been awarded across 15 projects that will make a positive difference to the heritage of North Warwickshire.

The Heritage Support Group has been a useful platform to promote the Borough Council's Local List and to raise awareness of the processes to nominate and protect heritage assets.

The national Heritage Open Day festival was promoted to members of the Heritage Support Group. Heritage attractions were encouraged to participate in the events to raise the profile of North Warwickshire's heritage. The support group played a key role in promoting confirmed events and in supporting the delivery of one event. In total, seven heritage attractions and venues put on free heritage related activity across two weekends in September 2019.

Partnership work is key objective of the Heritage Support Group. One recent project that has been developed as a result of the Support Group is that of the North Warwickshire Heritage Attractions Group. The project is a partnership of seven heritage attractions / assets in North Warwickshire, which seeks to increase the number of group visits to the area. The project secured funding from the Heritage Grant Scheme to attend travel trade shows, place joint adverts in specialist publications, design and print promotional leaflets.

Partners

The Heritage Support Group is delivered by the Rural Regeneration Officers, with the support of local heritage groups and individuals.

As a result of the Group, a number of partnerships have been developed, particularly with regard to providing support and knowledge.

Indicators

Indicators that measure the success of the North Warwickshire Heritage Support Group include:

- Regular engagement with 15 + organisations and individuals across the Borough
- £50,000 allocated towards 15 heritage projects across North Warwickshire
- Seven heritage attractions offering free access and / or free heritage related activity as part of the national Heritage Open Day Festival
- Improved co-ordination across heritage groups and organisations leading to improved networking, knowledge sharing and signposting

Further Actions

- Potential to explore best practice sessions with guest speakers
- Deliver relevant training or specific workshops
- Continue to signpost and share knowledge
- Promote relevant funding and heritage initiatives
- Continue to promote and support partnership work with heritage groups and organisations across the Borough



Boxing

Project Description

In response to an increase in young person related ASB in Atherstone, Mancetter and Baddesley during 2019, the local Safer Neighbourhoods Team established boxing sessions to engage the young people.

Aims / Objectives

To reduce ASB in Atherstone, Mancetter and Baddesley through the provision of a boxing session that engages identified individuals known to be causing the high level of reports in these areas.

How the Project Developed

A key group of young people was identified (through Police investigations) who have received further attention in terms of referrals to support services such as Youth Justice and Early Help. The individuals have continued to come to Police attention and the need for something positive to fill their time was identified.

The project started in June 2019 and has funding to continue until December 2019. The sessions are offered on a Monday evening from 4:30 to 6:30 at Dave's Gym in Atherstone. The sessions are delivered by qualified Police staff on a voluntary basis.

. Success

Since the project launched in June 2019, ASB incidents have reduced with the exception of August and the school holidays.

ASB reports in North Warwickshire East

May 2019 - 42 incidents

June 2019 – 32 incidents

July 2019 – 32 incidents

August 2019 – 47 incidents

September 2019 – 30 incidents

Partners

Warwickshire Police has delivered this project through Officers from the North Warwickshire Safer Neighbourhood Team. Youth Justice has supported the project through referral onto the scheme of young people they are engaging as part of their preventative programme.

Atherstone Town Council has also supported the project with a grant for boxing equipment

Indicators

- Number of young people engaged – 40 young people
- The “right” young people engaged – all of the original group who caused issues in the locality attended sessions at the project
- ASB reports – Please see above success

Further Actions

The project is funded until December 2019 and following a meeting with the Officers involved in running the project, a club will be constituted to allow external funding to be applied for in order to ensure that the project is supported throughout 2020.

The project will offer further support to the individuals who attend, within areas such as substance misuse and employability skills, as well as signposting to additional diversionary projects that are available in the locality.



Agenda Item No 12

Community and Environment Board

9 March 2020

Report of the Corporate Director – Streetscape

Climate Change

1 Summary

- 1.1 Following the Council's declaration of a Climate Emergency, this report sets out how the Council might seek to address the issue of Climate Change and the steps which should be taken in order to reduce carbon emissions and to mitigate and adapt to the effects of Climate Change in North Warwickshire.

Recommendations to the Board

- a That Members note the contents of the report; and
- b That a Member Group is established to consider the issue of Climate Change in more detail and to report back to the Board, recommending the steps which the Council should take to address the challenges which the Borough faces in this area.

2 Background

- 2.1 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 that 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.
- 2.2 Furthermore, the Council must also recognise that it is a stakeholder, decision maker and influencer in a far wider range of activities (commercial, industrial, transport, development, tourism, education, housing, health and others). As such, the Council also needs to set out its strategy for ensuring that activity within its remit, but outside of its direct control, is also made more sustainable.

3 Council Resolution

- 3.1 At the meeting on 22 October 2019 the Council resolved that the following actions would be taken to address the Climate Emergency:-
- A baseline audit of what measures are currently in place to address climate change and the current emissions of the Council.

- Steps to ensure the Council's direct and indirect activities achieve net-zero carbon emissions and the date by which this can be achieved.
- Ensuring that measures to reduce carbon emissions, as well as an assessment of the carbon consequences of all major projects or decisions, are considered at Board meetings and Working Groups.
- How to engage with residents, workers and businesses to reduce emissions across the Borough.
- How progress against the plan will be reported.

4 Next Steps

4.1 The tasks set out below form the initial basis of an action plan to address climate change from a North Warwickshire perspective. It is accepted that these are only initial steps and that a far more comprehensive and wide-reaching plan of action will need to be developed over time, to ensure that the Borough meets its Climate Change obligations as far as possible.

4.2 It is proposed that:

- The Council will establish a baseline of its carbon impact for the current financial year 2019/20 and this will be reported to Community & Environment Board in May 2020. A draft action plan setting out the measures identified below will be taken to Community & Environment Board in March 2020.
- The Council will identify those measures which have already been taken (by each Division) to reduce its carbon footprint and set out details of those plans, which are already in the pipeline to tackle climate change.
- Each Division should appoint a Climate Champion to oversee how the activities, policy development and decisions of that Division contributes to the Council's overall climate objectives.
- The Council will develop an action plan to establish a range of measures and activities to reduce its carbon footprint with progress on that action plan reported regularly to Management Team and the Community & Environment Board.
- Key areas of activity will be identified, with efforts focussed on those areas over which the Council has most influence and where the greatest impacts can be made.
- The budgetary implications of delivering on the action plan will be established and any impacts considered in the context of the Council's overall financial strategy ahead of implementation.

- The Council will work with other local authorities across Warwickshire and the wider sub-region to share best practice and to ensure that there is, wherever practicable, a consistent and integrated approach to tackling climate change.
- A Climate Change Implications section will be included on Board reports and completed by the Climate Champion for each relevant Division, when service changes or policy decisions are reported to Boards.
- A cross-party Member Group will be established to set direction and oversee the Council's response to the climate emergency.

4.3 Progress on the actions set out above and on the development of a broader action plan to tackle climate change will be reported to Board on a regular basis.

5 Key Areas of Activity

5.1 In terms of the key activities where the Council has both a direct and indirect impact on climate change, the following will need to be included in the scope of any future comprehensive plan of action:-

- Transport
- Planning
- Procurement
- Leisure
- Facilities Management
- IT
- Economic Development
- Housing

6 Climate Change Mitigation and Adaptation

6.1 In addition to measures to reduce the Council's carbon footprint, the Council also needs to recognise that the climate is changing and to understand the impact that will have on the residents, visitors and businesses of North Warwickshire. Once that impact is understood, action will also need to be taken to plan for those changes within the Council's fields of activity and those areas where it has direct financial, legal or regulatory influence. Those actions need to be identified on a Division by Division basis and the Council's response captured in a specific plan of action, but also in its day-to-day policies and procedures. The financial impact of any measures being considered needs to be calculated and deliverability within existing resource constraints needs to be assessed ahead of implementation.

7 Report Implications

7.1 Financial Implications

- 7.1.1 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.
- 7.1.2 As set out in the report, where specific activities have financial impacts on the Council, those activities should be assessed in order that the best outcome is achieved without compromising the Council’s financial stability and its ability to deliver essential front-line services.

7.2 Risk Management Implications

- 7.2.1 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.

7.3 Equality Implications

- 7.3.1 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.

7.4 Environment and Sustainability Implications

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

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

Agenda Item No 13

Community and Environment Board

9 March 2020

Report of the Director of Leisure and Community Development

North Warwickshire Green Space Strategy Progress Report

1 Summary

- 1.1 This report informs Members of the progress made in respect of delivery against the priorities set out in the North Warwickshire Green Space Strategy (2008 to 2018) and introduces, for the Board's consideration, an initial Action and Funding Plan to support delivery of the recently adopted Green Space Strategy (2020 to 2033).

Recommendation to the Board

- a That Members note and comment upon the progress made in respect of the implementation of the priorities of the North Warwickshire Green Space Strategy (2008 to 2018); and**
- b That the Board approves or otherwise amends the content of the initial Action and Funding Plan that it is proposed will support delivery of the recently adopted Green Space Strategy (2020 to 2033).**

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 As Members are aware, the Board formally adopted a new North Warwickshire Green Space Strategy (2020 to 2033) at its meeting held in January 2020. The previous Strategy came to a theoretical conclusion at the end of March 2018. This report provides an update on progress in respect of delivery against those priorities identified in the initial (2008 to 2018) document, to which Officers have been working whilst consideration was given to the development and adoption of the new Strategy.

4 Service Priorities

4.1 Safety and Security

- 4.1.1 The Strategy identifies a commitment to invest in basic service enhancements by improving site infrastructure. A programme of related work is prepared annually within the context of available revenue, capital and external funding resources.
- 4.1.2 Members will be aware of the unauthorised incursion at Arley Recreation Ground in May 2019, where access was secured by breaking a lock on a removable bollard adjacent to the Sports Centre car park. An injunction against such incursions was sought and granted for a period of three years, expiring in July 2022. Additional landscape work, designed to further secure the site and which included the installation of a vehicle gate and the provision of additional bollards, took place in October 2019.
- 4.1.3 A risk assessment of all major Authority-owned recreation grounds will be undertaken in 2020, with a view to the creation of a costed action plan, implementation of which would help to further reduce the risk of unauthorised incursions at sites across the Borough.

4.2 Tree Management

- 4.2.1 The Green Space Officer (Trees) is responsible for the provision of a professional Arboricultural service in respect of the Authority's tree stock.
- 4.2.2 During 2019/20, work has been instructed in relation to 72 specific sites, 143 trees have been felled, 104 of which related to work undertaken on behalf of the Housing Division. The number of trees removed on behalf of the Housing Division may seem high, but this number does include trees removed within / forming hedges (for example, inappropriately maintained conifer hedges within void properties). Additionally, between January 2019 and February 2020, the Green Space Office (Trees) was the Case Officer for 47 tree-related Planning Applications.
- 4.2.3 Members are aware of the need to develop and implement a proactive tree inspection programme, to which the Authority aspired when it adopted its approach to tree management in 2010. Sites across North Warwickshire have now been classified according to their potential level of risk to people and / or certain types of property and, as and when capacity exists, priority is being given to those trees or areas that have been assessed as carrying the highest risk within the implementation of the inspection programme. The various means by which this work can be accelerated, together with the associated cost implications, are being assessed.

4.3 Biodiversity and Climate Change

4.3.1 The Green Space Strategy sets out a number of priorities in respect of the conservation and enhancement of biodiversity through habitat creation and management, to which the Local Nature Reserves Project is making a significant contribution.

4.3.2 The Borough Council is working in partnership with Warwickshire Wildlife Trust to manage the Local Nature Reserves at Kingsbury Meadow, Dafferns Wood in New Arley, Cole End Park in Coleshill and Abbey Green Park in Polesworth. A report detailing the Wildlife Trust's work over the last twelve months is attached for information at Appendix A, upon which comment is invited.

4.3.3 Under the Management Agreement, the Trust is required to submit a budget for approval by 1 September each year in respect of anticipated expenditure in the following financial year. In 2019/20, this amounted to £16,000 being payable by the Borough Council, in return for which the Trust will have provided approximately 480 volunteer hours on site by the end of the year. The sum required for 2020 / 21 will not exceed the £16,000 made available in support of this year's activity.

4.4 Partnership Working

4.4.1 In addition to promoting partnership working to improve and manage the Authority's own sites, the Strategy recognises the important role that other providers have in delivering green space provision across the Borough. It, therefore, commits the Authority to supporting partners where their green spaces have been identified as Area Priorities. In this regard, the Green Space Officer is currently supporting Warwickshire Wildlife Trust in the Cole Valley River Project and the associated applications for HS2 funding to support the initiative. Support is also being provided to Lea Marston Parish Council in respect of the development of a children's play site. The Borough Council continues to progress work with the Friends of Atherstone Heritage on the project to develop Meadow Street Gardens, which includes the community-based consultation for the design of the ornamental arch at the entrance to the site.

4.5 Outdoor Sports

4.5.1 Playing Pitch Strategy and Local Football Facilities Plan

4.5.2 The Borough Council's Playing Pitch Strategy (2018 to 2031) was formally adopted by the Board at its meeting held in January 2019, at which time it also noted the complementary content of the Football Association's Local Football Facilities Plan (2018 to 2028) for North Warwickshire. Copies of both documents are available on the Borough Council's website www.northwarks.gov.uk/sportspitches.

4.5.3 The Strategy clearly identifies that the most significant issue is the need to improve the quality, not the quantity, of grass pitches, although there is also a need to improve the number of junior pitches, most particularly for football. The known need to improve ancillary accommodation is emphasised, as is the need to provide two 3G artificial grass pitches in the Borough, one in Atherstone and one in Polesworth. The Strategy also highlights the need to develop two centralised sports pitch venues (or “hubs”) in North Warwickshire, again including one in Atherstone.

Atherstone Sports Club

4.5.4 Further to the meeting of Board held in July 2018 and that of the Resources Board held in September 2018, Members will be aware that approval has been given to Atherstone Sports Club to enter into a Tenancy at Will with the Authority in respect of its use of part of Royal Meadow Drive Recreation Ground. The Tenancy at Will is seen as the first step towards a long-term lease agreement through which the Club would assume responsibility for the management and maintenance of part of the Recreation Ground and for the creation of a multi-sports hub, as recommended within the Playing Pitch Strategy.

4.5.5 The Sports Club has developed three new football pitches at Royal Meadow Drive, principally catering for small-sided matches. This work was enabled through the removal of one of the copse areas and the old, disused skate park. A storage container has been purchased and deployed on site to allow for the storage of goals, spectator barriers and other equipment required whilst the sports pitches are in use.

4.5.6 A Pitch Improvement Plan (PIP) assessment has been undertaken at the site and a detailed Institute of Groundsmen report has been received by the Sports Club, which provides guidance on the work required to improve the condition of the playing pitches. Unfortunately, due to the wet autumn and winter, it has not been possible to advance aspects of the proposed initial ground works, which has restricted progress in respect of the development of additional sports pitches at the Recreation Ground. The Sports Club is, however, seeking planning consent to install a bridge between Ratcliffe Road Sports Ground and Royal Meadow Drive Recreation Ground, which will enable the transportation of grounds maintenance equipment between the two sites.

Boot Hill Recreation Ground, Grendon

4.5.7 The need to improve the quality of the adult football pitch at Boot Hill Recreation Ground, Grendon, which has not been used for the last three seasons, is recognised in the Playing Pitch Strategy. Members will be aware that an associated improvement scheme, including significant drainage works, has been approved and the contract awarded. Regrettably, however, the wet weather conditions have meant that the associated work has had to be scheduled to commence in March 2020 at the earliest.

4.6 Children and Young People

- 4.6.1 The Green Space Strategy recognises the vital role of open space in helping children and young people to develop skills through play and social interaction and it commits the Authority to supporting the development of a strategic network of play facilities across the Borough. The Play Area Development Programme has enabled the Authority to meet this commitment through the delivery of an associated action plan.
- 4.6.2 The need to develop or refurbish those play areas that were first improved through the Development Programme has previously been reported to the Board, in respect of which the initial sites to be considered for associated work (in 2020/21) will be the play spaces located in Ansley Common, Austrey, Coleshill and Piccadilly.

4.7 Community Engagement

- 4.7.1 The Green Space Strategy acknowledges the value of open space to communities and seeks to encourage people to use their local green areas and to take pride in their development. The Community Development section currently organises two Big Day Out events each year in parks and recreation grounds across the Borough. These events, the organisation of which is compatible with the priorities of the health-related Joint Strategic Needs Assessment, are designed to encourage local people to use and appreciate their local green space, as well as gain an awareness of local services and organisations. In 2019, these well attended events were held in Abbey Green Park, Polesworth, and Arley Recreation Ground. In 2020, it is intended for the events to be located in Atherstone (06 September) and Warton (09 August). On these occasions, however, they will be organised in conjunction with, and co-led by, local community groups.
- 4.7.2 Local communities are also actively engaged in work being undertaken by the Authority at Meadow Street Gardens in Atherstone, at Wood End Recreation Ground and, in conjunction with the Warwickshire Wildlife Trust, within the Borough Council's four Local Nature Reserves.

5 Improvement Schemes 2019/20

5.1 Curdworth, Hurley and Wood End

- 5.1.1 Following consultation with local residents, plans are being developed to install a 330m tarmac footpath around the perimeter of Wood End Recreation Ground. This project, which is being funded by the capital receipt from the installation of a telecoms pole in the Recreation Ground, will incorporate new seating and a "measured mile" and will provide much improved safe access to the site for the local community. In accordance with the consultation outcomes, any funds remaining after the completion of the footpath will be used to improve children and young people's play opportunities in the Recreation Ground.

5.2 Arley and Whitacre

5.2.1 As previously reported, during October 2019, a scheme to further secure Arley Recreation Ground from unauthorised incursions was implemented. This work included the provision of a lockable barrier and the installation of additional bollards at the site.

5.3 Atherstone and Mancetter

5.3.1 Following a successful tendering exercise, work commenced on the development of Meadow Street Gardens, Atherstone, during November 2019. Featuring a circular path, a raised brick “performance” area and an ornamental arch and railings, the scheme, which is being funded through LEADER and S106 contributions, will lead to significant improvements at this important local amenity. Due to the higher than average rainfall during the autumn and winter months the project completion date for initial activity has been delayed until April 2020. It is pleasing to be able to report, however, that a further application for external funding, to the Heritage Lottery Fund, has been successful, which will enable on-site heritage interpretation works, the production of a promotional leaflet, the development of a children’s trail, youth engagement activity, the procurement of outdoor cinema equipment and the delivery of a number of community events.

5.4 Polesworth and Dordon

5.4.1 In accordance with priorities drawn from both the initial and recently adopted Green Space Strategies, and following consultation with the local community, a comprehensive Management Plan for Abbey Green Park has been developed. The Plan has been produced in accordance with guidance from Keep Britain Tidy, with a view to securing “Green Flag” status for the site. A related application has been submitted to Keep Britain Tidy, the outcome of which is expected during the summer. Subject to the outcome of this process and available capacity, a similar approach may be used in the development of management plans for other key green space sites around the Borough.

5.4.2 In the meantime, a review of the condition of the tennis courts in Abbey Green Park has been undertaken (with support from the Lawn Tennis Association), further to which a programme of improvement work will be advanced. This activity will include the introduction of an improved method of booking the courts for local participants, as well as the provision of new nets.

6 North Warwickshire Green Space Strategy (2020 to 2033)

6.1 The new North Warwickshire Green Space Strategy (2020 to 2033) was formally adopted by Board in January 2020. An initial draft supporting Action and Funding Plan is attached at Appendix B. The Plan, upon which comment is invited from the Board, seeks to underpin the delivery of the Strategy in its first year. A rolling Action and Funding Plan will be produced upon the Green Space Officer’s return to work following a period of maternity leave.

...

6.2 The draft Plan details activity, much of which is an evolution of priority work drawn from the first Strategy. Additionally, however, it includes commitments to further progress a review of the means by which open and green space sites are managed and maintained, to ensure that key play spaces meet the needs of local children and young people, to ensure the delivery of important work being undertaken in conjunction with community-based partners and to implement elements of the Abbey Green Park Management Plan. Further actions will be dependent upon the identification of funds within approved capital and revenue budgets, through external funding support and / or the receipt of developer contributions. The Board is asked to review, adopt or otherwise amend the draft Year 1 Action and Funding Plan.

7 Report Implications

7.1 Finance and Value for Money Implications

7.1.1 The new financial implications arising directly out of this report are identified within the draft Action and Funding Plan. The corresponding actions will be financed through approved budgets, through external funding support or through developer contributions. They will not lead to a need for additional capital or revenue budgetary support.

7.2 Safer Communities Implications

7.2.1 Projects advanced through the Green Space Strategy contribute to community safety by providing well-managed open space and recreation areas that afford opportunities for positive activity.

7.3 Legal, Data Protection and Human Rights Implications

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

7.4 Environment, Sustainability and Health Implications

7.4.1 Delivery of priorities identified in the Green Space Strategy contributes directly to environmental improvements, enhancement of biodiversity and mitigation of the effects of climate change. It also helps to build sustainable and vibrant communities.

7.5 Human Resources Implications

7.5.1 There are no human resource implications arising directly out of this report.

7.6 Risk Management Implications

7.6.1 There are no direct risks consequent upon the services identified within this report. The activity that is included within the Green Space Strategy, however, will be risk assessed and appropriate controls put in place, where appropriate.

7.7 Equalities Implications

7.7.1 There are no equalities implications arising from this report. The Authority's green spaces 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.

7.8 Links to Council's Priorities

7.8.1 The North Warwickshire Green Space Strategy has direct and positive links to all six corporate priorities:

- Responsible financial and resource management
- Creating safer communities
- Protecting our countryside and heritage
- Improving leisure and wellbeing opportunities
- Promoting sustainable and vibrant communities
- Supporting employment and business

7.8.2 Additionally, implementation of the provisions of the Green Space Strategy contributes directly to the attainment of the priorities of the Sustainable Community Strategy to:

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

The Contact Officer for this report is Becky Evans (719346).

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 Green Space Strategy	2008 to 2018
2	Director of Leisure and Community Development	Landscape Works to Prevent Unauthorised Access at Arley and Mancetter Recreation Grounds	Sept 2018
3	Director of Leisure and Community Development	North Warwickshire Green Space Strategy Progress Report	October 2019
4	Director of Leisure and Community Development	North Warwickshire Green Space Strategy (2020 to 2033)	January 2020
5	North Warwickshire Borough Council	North Warwickshire Green Space Strategy	2020 to 2033

NORTH WARWICKSHIRE LOCAL NATURE RESERVE REPORT FOR 2019 / 20

The following comprises a summary of works delivered over the last twelve months by the Warwickshire Wildlife Trust (“WWT”) in connection with Abbey Green Park, Cole End Park, Daffern’s Wood and Kingsbury Meadow Local Nature Reserves (“LNR”s).

The year began with the finalisation of new management plans for the four LNR’s. During this process the plans, which were due for review, were put into WWT’s new management plan format and following consultation with North Warwickshire Borough Council (“NWBC”) were updated and approved. The plans will cover the period to 2022.

The programme of habitat management commenced with the annual task of Himalayan balsam control at Cole End Park. In addition to four days of volunteer time manually pulling the non-native invasive plant, we also received the support of colleagues at Tame Valley Wetlands. Working with CABI scientists, the team introduced a biocontrol to help manage the balsam, which currently dominates the plantation woodland. The biocontrol is a ‘species specific’ rust fungus that has been given Government approval for release after ten years of research and consultation. A control area was designated for the fungus application with the remaining areas being removed by hand.

An important part of our work is to engage with people about their local green spaces. One of the ways in which we do this is by taking the time to speak to local residents when on site. We receive a lot of positive feedback in this way and this year has been no different. At Abbey Green Park, our volunteers received praise for their efforts from a local businessman who showed his support by providing the team with some much needed chocolate! At Cole End Park, the team were thanked for tackling the never ending balsam and opening up the paths. At Daffern’s Wood, a new resident to the local area was pleased to see the team managing the woodland and a long conversation was had about how special a place he felt the wood was.

We also welcomed comments from residents regarding opportunities for habitat management improvement. At Daffern’s Wood, residents had been pleased to see the array of wild flowers that had developed over the last few years but were concerned as to the amount of bramble that had begun to encroach. We agreed and planned in targeted bramble removal, which should allow for a continued display of wild flowers once again this year. At Cole End Park, we were asked to provide some viewing points in the vegetation along the river bank, which we did and which will be factored into future management.

In July 2019, our team of survey volunteers visited Abbey Green Park to conduct a survey of the back water channel vegetation and plantation woodland. Not content with this, they also reported all manner of other species including dragonflies, damselflies, butterflies, birds and even galls. The session also allowed the team to engage with local families and children and encourage them to see what they could spot on the reserve.

At Kingsbury Meadow, the team got stuck into a task that doesn’t come along very often; the removal of a giant Russian vine, which had escaped from an adjacent garden. Whilst it was a hard days’ work; a lot of fun was had by all. This lovely reserve continues to be a haven for wildlife.

Our work with local schools continued with the education team delivering to Hurley and Kingsbury Schools through which they engaged with 285 children. A further session with Arley Primary School is scheduled in for March 2020.

This is only a snapshot of the year's work, as from April 2019 to date; volunteers gave over 962 hours of their time to managing the four LNR's with associated staff guidance time at 166 hours.

Photographs

Opening up the paths at Cole End Park



Bramble control (before and after) at Daffern's Wood



Meadow management at Kingsbury Meadow



Green Space Strategy Action and Funding Plan

Year 1

Service Priorities

Priority Number	Action	Timescale	Cost	Funding	Responsible Officer / Partners
SP1	<p>Review the current grounds maintenance arrangements to ensure coherent and appropriate work programming and adequate allocation of resources, most particularly in view of the potential for extensive new development within the Borough</p> <ul style="list-style-type: none"> Review and manage the current service level agreement 	March 2021	£263,900	Revenue budget	Leisure and Community Development and Streetscape Divisions
SP2	In reviewing the grounds maintenance operations, seek to identify opportunities for less intensive management practices that are cost effective and deliver positive outcomes for biodiversity	March 2021			Green Space Officer (GSO)
SP3	<p>Explore opportunities for alternative management and / or maintenance arrangements for some sites, such as partnership working with other providers or the community management of particular areas</p> <ul style="list-style-type: none"> Ensure briefs for site management plans include the need to consider alternative management arrangements Continue to develop management, maintenance and use arrangements with local sports clubs in respect of Royal Meadow Drive, Atherstone, and Boot Hill Recreation Ground, Grendon 	<p>On going</p> <p>To be determined in conjunction with local clubs</p>	<p>N / A</p> <p>None, at present</p>		<p>GSO</p> <p>Community Development Officer (Community Safety) [CDO (CS)]/ GSO</p>
SP4	Invest in basic service improvements, such as improving				

	<p>footpaths and site furniture, installing site signage and more litter bins and ensuring the timely removal of fly tipping and graffiti</p> <ul style="list-style-type: none"> • Update car park sign at the entrance to Elite Sports Centre, Arley • Subject to the outcome of the application for Green Flag status and within the context provided by available resources, implement the relevant provisions of the Abbey Green Park, Polesworth, management plan, including in respect of the service improvements referred to herein • Implement the community-approved programme of site improvements within Wood End Recreation Ground 	<p>June 2020</p> <p>March 2025</p> <p>May 2020</p>	<p>Approx. £500</p> <p>To be determined</p> <p>£40,000</p>	<p>Revenue budget and Elite Sports Development</p> <p>Revenue budget</p> <p>Capital receipt</p>	<p>Special Projects Officer (SPO)</p> <p>GSO</p> <p>GSO</p>
SP5	<p>Seek opportunities to enhance the attractiveness of natural and built landscapes and improve the maintenance and value of play spaces</p> <ul style="list-style-type: none"> • Within the context provided by the Play Area Development Programme, review the need for refurbishment / re-development work at the play spaces located in the following areas: <ul style="list-style-type: none"> ✓ Ansley Common ✓ Austrey ✓ Coleshill ✓ Piccadilly 	<p>March 2021</p>	<p>Approx. £200,000</p>	<p>Capital budget</p>	<p>GSO</p>
SP6	<p>Work in partnership with other providers and, where the need for improvements to their green spaces have been identified, support them by offering advice and guidance</p>				

	<ul style="list-style-type: none"> Offer the opportunity to all Parish Councils to have their play areas inspected 	June 2020	No additional cost (any costs reimbursed by partners)		GSO GSO and Green Space Officer (Trees) [GSO (T)]
SP7	<p>Adopt a programme of measures, including the targeted use of CCTV, to reduce crime and anti-social behaviour in green spaces, ensuring that “secure by design” principles are followed. Further, whilst accepting the practical and resource difficulties of so doing, the Authority will seek to protect its major parks and recreation grounds from all forms of unwanted incursion</p> <ul style="list-style-type: none"> Complete a risk assessment for each major Authority-owned parks and recreation ground Create a related action plan for each site based on the aforementioned risk assessments Record all incidences of anti-social behaviour on green spaces and work with the Safer Neighbourhood Team to deter nuisance behaviour Ensure that the Police are consulted on proposals to re-design / redevelop any Borough Council green spaces and play areas Review the terms and conditions of hire through which use is made of Borough Council-owned parks and recreation grounds by outside organisations 	<p>August 2020</p> <p>August 2020</p> <p>On-going</p> <p>Ongoing</p> <p>October 2020</p>	<p>N / A</p> <p>To be determined</p> <p>N / A</p> <p>N / A</p>	<p>To be determined</p>	<p>GSO</p> <p>GSO</p> <p>CDO(CS)</p> <p>GSO</p> <p>GSO</p>
SP12	<p>Prepare and adopt a Tree Management Policy to inform the management of its tree stock</p> <ul style="list-style-type: none"> Monitor the contract for all aspects of tree work on behalf of the Authority (Currently with Stump and Grind until 31 	March 2021 and then into 2021 /	Approx.	Revenue	GSO (T)

	<p>March 2022)</p> <ul style="list-style-type: none"> Within the context provided by resource availability, continue to develop a proactive approach to the management of the Authority's tree stock 	<p>22 March 2021</p>	<p>£45,000</p>	<p>budget</p>	<p>GSO (T)</p>
SP13	<p>Where appropriate, where resources allow and, where possible, in conjunction with partners and / or community organisations, seek opportunities to plant native trees on green spaces in accordance with the Warwickshire Landscape Guidelines – Arden, 1993. Under appropriate circumstances, this initiative will include the development of community orchards on Borough Council land</p> <ul style="list-style-type: none"> 420 trees scheduled to be planted by the community at Kitwood Avenue Recreation Ground, Dordon 	<p>September 2020</p>	<p>N / A</p>	<p>Trees being supplied by the Woodlands Trust</p>	<p>CDO (CS), GSO (T) and GSO</p>
SP15	<p>Seek opportunities to conserve and enhance biodiversity through habitat creation and land management when developing individual site management plans and grounds maintenance schedules</p> <ul style="list-style-type: none"> Commission a three-year contract relating to the treatment of Japanese Knotweed and other injurious weeds 	<p>April 2020</p>	<p>Approx. £1,500</p>	<p>Revenue budget</p>	<p>GSO</p>
SP16	<p>Seek opportunities to mitigate the effects of climate change, particularly increased flood risk, through appropriate planting and land management when developing individual site management plans and grounds maintenance schedules</p> <ul style="list-style-type: none"> Meet with the Woodlands Trust and create a Local Authority Emergency Tree Plan, if appropriate 	<p>June 2020</p>	<p>To be determined</p>		<p>GSO / GSO (T)</p>
SP18	<p>In conjunction with relevant partners, including the Warwickshire Wildlife Trust, retain the commitment to the management of the</p>				

	<p>four Local Nature Reserves sited on Borough Council land</p> <ul style="list-style-type: none"> Manage the Service Level Agreement with WWT and the implementation of the site management plans associated with the four Local Nature Reserves 	On-going	£16,000 per annum	Revenue budget	GSO
SP21	<p>Where resource capacity exists and community support is evident, create wildflower meadows in appropriate locations on Borough Council land</p> <ul style="list-style-type: none"> In conjunction with local partners, and in the context provided by its management plan, review opportunities for additional wildflower planting in Abbey Green Park 	March 2021	To be determined		GSO
SP22	<p>Review current play provision to ensure that all built play facilities continue to offer good play value, meet current safety standards, are accessible and are secured by design. Prepare an action plan for enhancements and refurbishments</p> <ul style="list-style-type: none"> Commission a three-year independent inspection programme for Borough Council play areas See also SP5 above (in particular, the actions proposed for Ansley Common, Austrey, Coleshill and Piccadilly) 	<p>June 2020</p> <p>March 2021</p>	Approx. £6,000	Revenue budget	GSO
SP23	<p>In preparing an action plan for the refurbishment of its play spaces, seek opportunities to provide more exciting and innovative play solutions for all children and young people, including, for example, “natural play”, BMX / skate / pump tracks and facilities of interest to teenagers</p> <ul style="list-style-type: none"> See also SP5 above (in particular, the actions proposed for Ansley Common, Austrey, Coleshill and Piccadilly) In conjunction with the local community, consider the opportunity to develop an off-road cycling facility in Bretts Hall Recreation Ground 	<p>March 2021</p> <p>March 2021</p>	To be determined	Capital budget	GSO

SP25	<p>Support existing, and develop new, "Friends" groups to participate in the development and, potentially, future management of local green spaces</p> <ul style="list-style-type: none"> In conjunction with WWT, continue to support those Friends groups working within the Borough Council' Local nature Reserves 	March 2021	Funded through SLA with WWT	Revenue budget	GSO
SP27	<p>Continue to support, and work in partnership with, the North Warwickshire Allotment Federation and local allotment associations, both to protect the availability of, and access to, good quality allotment sites</p> <ul style="list-style-type: none"> Continue to fund the North Warwickshire Allotment Federation through the Financial Assistance to Outside Organisations scheme 	March 2021	£500	Revenue budget	Engagement and Funding Officer (EFO)
AP9 (Atherstone and Mancetter)	<p>Complete the approved heritage improvement project at Meadow Street Gardens, in conjunction with partners and stakeholders</p>	May 2020	Approx. £100,000	LEADER and S106 funding (Heritage Lottery Fund for Stage 2)	GSO and Community Development section
AP33 (Polesworth and Dordon)	<p>Continue to work towards achieving Green Flag status for Abbey Green Park, Polesworth, taking due account of the needs and wishes of the local community</p> <ul style="list-style-type: none"> Repair the tennis courts and introduce a booking system for the same 	June 2020	Approx. £2,000	Revenue budget	SPO / GSO

Agenda Item No 14

Community and Environment Board

9 March 2020

Report of the Director of Leisure and Community Development

Health and Wellbeing Action Plan

1 Summary

- 1.1 This report provides Members with an update on the progress being made in respect of the actions identified in the approved Health and Wellbeing Action Plan (2017 to 2020) and proposes a new Action Plan (2020 to 2023) for adoption.

Recommendation to the Board

- a That the Board notes and comments upon the progress made in respect of the delivery of those commitments identified in the Health and Wellbeing Action Plan (2017 to 2020); and
- b That the Board approves or otherwise advises Officers on amendments that it wishes to see made to the proposed Health and Wellbeing Action Plan (2020 to 2023).

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 The three-year Health and Wellbeing Action Plan (2017 to 2020), a copy of which is attached at Appendix A, was developed by the Health and Wellbeing Working Party and endorsed by the Board at its meeting held in March 2017. The Working Party monitors progress in respect of delivery of the actions identified within the Plan at each of its meetings.

- 3.2 The Action Plan provides an holistic view of activity that takes place across the Authority that impacts on the health and wellbeing of the local population. Accordingly, the Action Plan seeks to ensure that the Borough Council, along with its partners, is doing all that it can to improve the health of the community in a co-ordinated and effective manner.

3.3 “Improving Leisure and Wellbeing Opportunities” is a corporate priority, and the actions outlined in the Health and Wellbeing Action Plan are aligned with this commitment.

4 Progress in 2019 / 20

4.1 Joint Strategic Needs Assessment

4.1.1 As the Board is aware, a needs assessment is a systematic method for reviewing the health issues facing a defined population. Its production is intended to lead towards the development of an agreed set of resourced priorities that will improve health and reduce related inequalities.

4.1.2 In 2018 a needs assessment was undertaken in Atherstone. A copy of the final assessment can be accessed through the following link: <https://apps.warwickshire.gov.uk/api/documents/WCCC-644-422>. The JSNA Action Plan attached at Appendix B covers the remaining areas of North Warwickshire. The Plan has been adopted by the Warwickshire North Health, Wellbeing and Integrated Care Partnership and a steering group, upon which the Borough Council will be represented, is being established to co-ordinate and monitor the associated actions.

4.2 Events

4.2.1 The Borough Council continues to organise and deliver two Big Day Out events each year. The initiative, which was originally supported through Warwickshire County Council, is designed to get more people outdoors and enjoying their local green space, a commitment that is consistent with the JSNA Action Plan referred to at 4.1.2 above. The Community Development section has organised the events to engage with the community, including in respect of the wider determinants of health, such as local businesses having stalls through which to boost the local economy and getting people out and about to increase social interaction and to reduce social isolation, which is another JSNA priority.

4.2.2 In 2019, successful Big Day Out events were held in Abbey Green Park, Polesworth, and Old Arley Recreation Ground. In 2020, the events will be held in Warton and Atherstone, but they will be organised and co-led with the respective communities.

4.3 Addressing Teenage Conceptions

4.3.1 Members will be aware of the Health Store provision in Atherstone, which has secured funding through until 31 March 2021. This provision was initially available at the Ratcliffe Centre, but has recently moved to Atherstone Clinic. The service is now available from 17:15 to 20:00 on a Tuesday evening, and work is taking place with relevant partners to promote the Health Store to local young people.

4.3.2 The current sexual education programme commissioned by Warwickshire County Council is under review after receiving a degree of community-based criticism. The Respect Yourself website, which is aimed at young people aged 13 and over and provides information on healthy relationships, sex and contraception, is included within this review process. The review will seek to conclude by offering reassurance on the nature and suitability of the content for the target audience.

4.4 **Fitter Futures**

4.4.1 On 1 July 2019, Fitter Futures, with its aim of supporting Warwickshire residents to lead a healthy and active lifestyle, was re-commissioned through the County Council.

4.4.2 The Adult Weight Management service now has four options in which residents can participate:

- Slimming World
- Weight Watchers
- A group programme provided by Everyone Health, which includes weekly nutrition and physical activity sessions
- One to one home-based support provided by Nuneaton and Bedworth Leisure Trust

4.4.3 Participants aged 12 or over can access twelve weeks of free sessions if they have a BMI of 30+, or a BMI of 28+ if they have an additional complex health-related need. There have been 196 “completers” in North Warwickshire since 1 April 2019.

4.4.4 The Physical Activity on Referral service is now being delivered by Everyone Health. Since 1 April 2019, there have been only 19 completers in North Warwickshire. In acknowledging that this figure is well below that of other areas in the county, Public Health is investigating the reasons for this relatively poor performance, subsequent to which it is expected that corrective action will be taken.

4.4.5 Change Makers, the Family Weight Management service, has been co-ordinated and delivered by Compass since November 2019. Information on progress within the programme has been requested, but not received at the time of writing this report. It is hoped to be able to provide the Board with a verbal update on progress at its meeting.

4.5 **#onething**

4.5.1 #onething provides free, 15 minutes health checks to Warwickshire residents at various community events and in a variety of community settings. Delivered by the Healthy Living Network, the health checks measure height, weight, (and, therefore, calculate BMI), blood pressure and blood sugar levels. Any result outside of healthy levels leads to a referral, either to an individual’s GP or to services such as Fitter Futures.

4.5.2 The #onething contract has been extended until 31 March 2021 and will continue to focus on the areas of Nuneaton and Bedworth, North Warwickshire and Rugby. The extension is scheduled to coincide with Public Health England's national review findings for NHS Health Checks, which is proposing to take a more targeted and community-based approach in future.

4.5.3 From April 2019 to December 2019, the Healthy Living Network attended 10 North Warwickshire events (see below) and it undertook 341 health checks, with a referral rate to GPs, etc. of just under 10%. Through #onething, 173 pledges were made by North Warwickshire residents to make a positive change to their lifestyle.

- Polesworth Fun Day - 10.5% referral rate to GPs
- Edible Links - 29.4% (second highest) referral rate to GPs
- NWBC Council House - 0% referral rate to GPs
- Fourways Play Centre - 10% referral rate to GPs
- Greencore - 8.3% referral rate to GPs
- Arley Big Day Out - 12.5% referral rate to GPs
- NWBC Councillors - 38.5% (highest) referral rate to GPs
- Coleshill Fire Station - 20% referral rate to GPs
- Greencore Sandwich Factory - 7.1% referral rate to GPs
- Ocado - 21% (third highest) referral rate to GPs

4.5.4 In total, 114 individuals were identified as having a BMI of between 25 and 30, 58 had a BMI of 30+, 44 had high blood pressure and three people were identified as having a risk of diabetes.

4.6 Holiday Provision

4.6.1 The adopted Leisure Facilities Service Improvement Plan includes a commitment to deliver a focused and co-ordinated holiday activity programme for children and young people. Accordingly, the Business Development team and staff within the facilities have worked together to offer a more comprehensive set of activities for young people throughout the year. The table below shows the attendances and profit made through the delivery of these 2019 / 20 activities to date.

	Total Attendances	Profit (£)
April	336	708
May	128	225
Summer	787	1,558
October	171	270
February	TBC	TBC
Total	1,451	2,811

4.6.2 A verbal report on the relative success of the February half-term holiday activity programme will be provided to the Board at its meeting.

4.7 **Walking**

- 4.7.1 Eleven health walks continue to operate throughout the Borough, in Old Arley, Atherstone, Austrey, Coleshill, Dordon, Hartshill, Kingsbury, Mancetter, Middleton, Nether Whitacre and Ridge Lane. Each walk is led by trained volunteer leaders, who co-ordinate and manage their individual walk programmes.
- 4.7.2 Over 600 people participate in these organised walks each month. The walks support people to experience the benefits of getting and staying active, including improving their mental health and wellbeing and reducing social isolation.
- 4.7.3 Walk Leader training is delivered by the Authority's Special Projects Officer. Six volunteers were trained in this way in January and a further course is scheduled to take place in March.

4.8 **Safeguarding**

- 4.8.1 Members will be aware of the new corporate Safeguarding Policy, which was considered and adopted by the Executive Board at its meeting held in September 2019. The Policy addresses the means by which the Borough Council will seek to work, including in partnership with other agencies / organisations, to protect children, young people and adults at risk. The adopted approach is consistent with Warwickshire's new, integrated model for safeguarding children and adults.
- 4.8.2 The Authority has continued to provide a comprehensive programme of child protection and adult safeguarding training to all Borough Council employees within three months of commencing their employment (and every three years thereafter). This training is currently delivered separately, with the adult safeguarding training being sourced externally. A new programme is being designed, which will bring together child protection and adult safeguarding training into one course. The proposed programme will be aligned with the Safeguarding Policy and the integrated county-wide model and will be delivered internally.

4.9 **Borough Care**

- 4.9.1 As the Board will be aware, the Borough Care service offers 24/7 help and support to residents in North Warwickshire. Currently, over 2,000 Borough residents of all ages enjoy the reassurance of being able to get help quickly and easily should an accident, sudden illness or other crisis occur in the home. This, along with Borough Care Visiting Officers providing information, advice and help to access the many statutory and voluntary services and government agencies, ensures that the Borough Care service plays a key role in maintaining people's wellbeing and independence.

4.9.2 The Raizer lifting chairs purchased last year to help people who have fallen to get to their feet continue to be a valuable asset. On average, the chairs are used at least once a week, thereby relieving the pressure on the Ambulance Service and significantly reducing the time casualties spend on the floor waiting for help.

4.9.3 During the year, the Borough Care team will be undertaking a campaign to raise awareness and promote the benefits of its services. Related activities will include team members attending various events and demonstrating the service at local clubs and venues, as well as distributing leaflets to GP surgeries, pharmacies, public buildings, etc.

4.10 **Dementia**

4.10.1 Improving integration and access for people living with dementia is a priority for the Warwickshire North Health and Wellbeing and Integrated Care Partnership. In this regard, partnership work is continuing in North Warwickshire to create and maintain a Dementia Friendly Community.

4.10.2 Through the Dementia Friendly Communities Group, an action plan was submitted to the Alzheimer's Society giving North Warwickshire the status of "Working Towards Becoming a Dementia Friendly Community", which is defined as:

"a city, town or village where people with dementia are understood, respected and supported. In a dementia-friendly community, people will be aware of and understand dementia, so that people with dementia can continue to live in the way they want to and in the community they choose."

4.10.3 Following on from the success of the dementia friendly cinemas held last September, a further two events took place in December in Atherstone and Coleshill, with 30 people attending the event in Atherstone and four in Coleshill.

4.10.4 A new memory café, "Forget Me Nots", has been established in Coleshill, which operates from the community room within St Joseph's Care Home. The café offers valuable support and social opportunities for people living with dementia and their carers.

4.11 **Air Quality**

4.11.1 The Borough Council continues to monitor and report on air quality in the area. This year, the number of monitoring sites for NO_x has increased from 10 to 29, and the 2019 Annual Status report has been accepted by DEFRA. A copy of the report can be found on the Authority's website at https://www.northwarks.gov.uk/downloads/file/3737/air_quality_progress_report_2019.

4.12 Thrive at Work

- 4.12.1 Created by the West Midlands Combined Authority, Thrive at Work is an organisational commitment focused on creating a workplace that promotes employee health and wellbeing through the use of key enablers, such as health and safety, manager training, etc., in addition to the promotion of healthy lifestyles, mental, musculoskeletal and physical health.
- 4.12.2 The commitment has been reviewed and the Authority has existing workplace initiatives in place that meet various requirements within the Thrive at Work bronze standard, as well as some in the silver and gold standard categories. The next stage is to submit the evidence and create an action plan to ensure progression of the related workplace commitments. This initiative is being led by the Human Resources section.

5 Health and Wellbeing Action Plan (2020 to 2023)

- 5.1 As Members are aware, the current Health and Wellbeing Action Plan concludes at the end of March 2020. Through the Health and Wellbeing Working Party, a new corporate Action Plan for 2020 to 2023 has been drafted, and this is attached for the Board's consideration at Appendix C. The Board is invited to comment on, and endorse, the proposed themes and actions identified within the draft Action Plan. Subject to approval of its content to date, further detail within the Plan will continue to be populated by the Working Party.
- 5.2 To ensure that local health issues within North Warwickshire are reflected in the Health and Wellbeing Action Plan (2020 to 2023), account has been taken of data from the JSNA and the Local Authority Health Profile produced by Public Health England (<https://fingertips.phe.org.uk/static-reports/health-profiles/2019/e07000218.html?area-name=north%20warwickshire>).
- 5.3 The new draft Plan includes a commitment to encourage enhanced use of open and green spaces, thereby ensuring a clear link with the priorities of the recently adopted Green Space and Playing Pitch Strategies. This commitment additionally extends to improving the accessibility of local walking and cycling networks. The draft Plan also recognises the importance of housing and climate change with regard to the wider determinants of health. The Board is aware that the Authority has declared a Climate Emergency and a related action plan will be prepared in due course. Further, the proposed new Plan includes a strengthened commitment to the promotion of good mental health and wellbeing.
- 5.4 A number of generic actions relating to partnership working have been removed from the 2020 to 2023 Plan, due to the non-specific nature of the impact the Authority can hope to have within certain areas of activity. The Working Party remains absolutely committed to partnership working, however, and Members and Officers will continue to constructively engage with partners and partnership forums, with a view to advancing a proactive approach to improving the health and wellbeing of the local community.

6 Report Implications

6.1 Finance and Value for Money Implications

6.1.1 The health and wellbeing actions within the Plan that are identified as having a cost implication for the Authority will be funded either through approved revenue budgets or secured external funding. The Board will be aware that annual revenue provision of £8,750 is made to support the activity of the Health and Wellbeing Working Party, in addition to which a one-off allocation of £5,000 was made in 2017/18.

6.1.2 At the time of writing this report, there had been no confirmation of future funding through Public Health, which has potential implications for the extent of activity outlined in the Health and Wellbeing Action Plan (2020 to 2023) that it will be possible to undertake. Discussions with Public Health are ongoing in respect of its continued support, or otherwise, for the Authority's concerted efforts to improve the health and wellbeing of the local community and its commitment to advance the priorities identified through JSNA processes.

6.2 Safer Communities Implications

6.2.1 Tackling evident health-related problems in society, such as alcohol and drug misuse, seeks, amongst other things, to make communities safer places in which to live, work and visit.

6.3 Legal, Data Protection and Human Rights Implications

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

6.4 Environment, Sustainability and Health Implications

6.4.1 The immediate and wider environment in which people live and work have a direct impact on individual and collective health. Good quality housing, green space and focused health improvement interventions, therefore, positively impact upon people's environment and their wellbeing. If people are in good health they are more likely to live longer, happier, independent lives and to make a positive contribution to their community, thereby improving quality of life for everyone.

6.4.2 The current and proposed activities identified within the Action Plans are designed to positively impact upon individual and collective health and wellbeing, with the aim of helping people to live healthier lives and to reduce health inequalities in society.

6.4.3 There is a clear and evident link between good quality service provision and the positive health and wellbeing of participants. Programmes of work, therefore, will include increasing the quality and extent of provision, most especially in targeted locations within the Borough.

6.5 Human Resources Implications

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

6.6 Risk Management Implications

6.6.1 There are no direct risks consequent upon the services identified within this report. The activity that is included within the Health and Wellbeing Action Plan, however, will be risk assessed and appropriate controls put in place, where appropriate.

6.7 Equalities Implications

6.7.1 Hard to reach communities are often those that are most in need of health and wellbeing advice and support. As directed by the Board, interventions are, and will continue to be, targeted at specific communities identified as being most in need of related services.

6.8 Links to Council's Priorities

6.8.1 Health and wellbeing activity positively impacts on all of the services provided by the Borough Council and, therefore, links to each of the Authority's corporate priorities:

- Responsible financial and resource management
- Creating safer communities
- Protecting our countryside and heritage
- Improving leisure and wellbeing opportunities
- Promoting sustainable and vibrant communities
- Supporting employment and business

6.8.2 Additionally, health improvement activity directly links to all three Sustainable Community Strategy priorities:

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

The Contact Officer for this report is Becky Evans (719346).

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	Health and Wellbeing Action Plan	2017 to 2020
2	Director of Leisure and Community Development	Report to Community and Environment Board (Health and Wellbeing Action Plan)	October 2019

North Warwickshire Health and Wellbeing Action Plan 2017 to 2020

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

Theme	Action	Target	Timescale	Resource / Cost	Responsible Officer	Progress
To study and respond to the factors contributing to Atherstone / Mancetter's poor health outcomes and disseminate the results to stakeholders and within the community	Support Public Health Warwickshire to conduct an in-depth study of a place-based Health Needs Assessment focused on Atherstone / Mancetter	<ul style="list-style-type: none"> Completed Health Needs Assessment 	March 2018	Nil	Warwickshire County Council (WCC PH)	Stakeholder event took place June 2017 by PH Atherstone/Mancetter JSNA now to include Hartshill
		<ul style="list-style-type: none"> H&WWP agreement on key health messages 	March 2018	Nil	Community Development Officer (Health Improvement) (CDO (HI))	Becky Evans attends the JSNA steering Group meetings. Stakeholder event run in Wood End on 21 st June 2018. Presentation given by RR.
	Organise a series of community events to disseminate the key health messages	<ul style="list-style-type: none"> ✓ Deliver one health event per Hub per year ✓ Organise one Big Day Out event in Atherstone / Mancetter each year 	<p>March 2020</p> <p>March 2020</p>	<p>£500</p> <p>£1,500</p> <p>£8,700 awarded by Armed Forces Covenant Trust for Mancetter Big Day Out</p>	<p>Community Projects Officer (CPO)</p> <p>Special Projects Officer (SPO)</p>	<p>17 September 2018, Atherstone – 1500 attendees</p> <p>10 June 2018 Coleshill Memorial Park – 2000 attendees</p> <p>23 September 2018 Mancetter (WW1 centenary event) – 2000 attendees</p> <p>9 June 2019, Abbey Green Park Polesworth – 4000 attendees</p> <p>8 September 2019, Old Arley Rec, Old Arley – 1200 attendees</p>

	Use the data to influence the internal and external planning and provision of health and wellbeing services in Atherstone / Mancetter	<ul style="list-style-type: none"> Disseminate the health statistics and their causal factors to the CCG Hubs + local GPs (via a local seminar) 	March 2018	Nil	CDO (HI) WCC PH	Being completed as part of the JSNA process
Development of the "Health Offer" in Community Hubs	Develop a signposting and access to health services programme within Community Hubs	✓ Delivery of a (national / local) health campaign information service within the Hubs	June 2017	Nil	CDO (HI)	Supported CHAW /Healthy Living Network with health campaign events
	Support the North Warwickshire Community Partnership in its tender for Facilitation and Service Delivery Support in the Hubs	✓ Employment of a Support Worker to organise and deliver health events in the Community Hubs	June 2017	Nil (funded through the Community Partnership)	CPO	Healthy Living Network were awarded the contract for CHAW in 2017
	Engage with, and promote, initiatives regarding food provision (Food Hub)	<ul style="list-style-type: none"> Support a "Cook It" session during one school holiday If appropriate, support "Cook It" sessions during each school holiday at one of the Hubs 	<p>March 2018</p> <p>March 2020</p>	<p>£100</p> <p>£1000</p>	<p>CDO (HI) CPO</p> <p>CDO (HI)</p>	<p>CHAW delivered Family Cookery Club at Arley Community Centre</p> <p>Atherstone Community Kitchen organised and run by Healthy Living Network. Atherstone Community Kitchen now expanded to Mancetter and Polesworth. Lunch clubs are currently once a month.</p>

						<p>Holiday Hunger sessions being delivered during school holidays.</p> <p>Volunteers have taken over the running of the holiday hunger sessions. The Dordon Activities Group, Wings Family CIC (Kingsbury), and the Atherstone Family Fun group are now leads for each area. WCC, NWBC and Change Makers continue to support the sessions.</p>
Reducing the number of under 18 conceptions through the provision of support for services in North Warwickshire relating to teenage pregnancy	Work with the WCC "Respect Yourself" team to raise awareness of its website and to develop student mentors in local schools	<ul style="list-style-type: none"> A student mentor to be available within one North Warwickshire secondary school At least one student mentor within each secondary school 	<p>March 2018</p> <p>March 2020</p>	£500	CDO (HI)	<p>Respect Yourself and TQEA school have been contacted regarding student mentors.</p> <p>Due to the website and programme being on hold due to an external review this area of work is not being progressed at this time.</p>
	Support the Addressing Teenage Conceptions (ATC) group	<ul style="list-style-type: none"> Borough Council attendance at ATC meetings Progress reports presented to the Community and Environment Board 	<p>March 2020</p> <p>March and October each year</p>	<p>Nil</p> <p>Nil</p>	Assistant Director (Leisure and Community Development) (AD (L&CD))	<p>Becky Evans is the NWBC rep</p> <p>Reports are sent with the Health Update to Community and Environment Board</p>
	Extend the Health Store service to a location in Atherstone	<ul style="list-style-type: none"> Health Store service available one day per week in Atherstone 	July 2017	£4,000 (2017 / 18)	AD (L&CD) and Community Development Manager (CDM)	Health Store in Atherstone started in November 2017. Awareness event in March 2019. 30 students from QE School attended with teachers. Loudmouth production, Doorway service, Compass, C-card and Health Store information available for students. All students signed up for C-Card.

						The service has been moved from the Ratcliffe Centre to Atherstone Clinic. A meeting has been arranged with the service commissioners to discuss the promotion of the new venue.
	Investigate the viability of providing a series of sexual health and unplanned pregnancy programmes for students in local secondary schools	✓ Work with ATC to identify the most suitable programme(s)	March 2018	Nil	CDO (HI)	Loudmouth production will be offered in the Ratcliffe Centre for the launch of Health Store. 'Trust Me' production shown. All secondary schools have been offered their choice of Loudmouth productions. Productions have run at QE (on 5 th March 2018) and Coleshill Secondary School (20 th March 2018), with both schools choosing the relationship based production.
✓ Attend a relevant theatre production		March 2018	Nil	Portfolio Holder for Health		
✓ Commission the delivery of a relevant theatre production in at least one local secondary school		March 2019	Approx. £1,500 per school	CDO (HI)		
Increase the number of adults and children who are physically active and reduce the percentage of adults and children with excess weight	Support and promote the Fitter Futures services in North Warwickshire, including Physical Activity on Referral, Adult Weight Management and Family Weight Management	Change Makers: <ul style="list-style-type: none"> • Deliver 7 courses (previously 11) • 85 completers • Target of 52 overweight children (was previously 48) Physical Activity on Referral <ul style="list-style-type: none"> • 200 new referrals Adult Weight Management <ul style="list-style-type: none"> • 300 new referrals 	July 2019	Nil	Fitter Futures	Fitter Futures was recommissioned in July 2019. Adult Weight Management consists of: <ul style="list-style-type: none"> • Slimming World • Weight Watchers • A group programme provided by Everyone Health, which includes weekly nutrition and physical activity sessions • One to one home-based support provided by Nuneaton and Bedworth Leisure Trust Physical Activity on Referral is being delivered by Everyone Health Change Makers sits with Compass

	Investigate the viability of extending the Physical Activity on Referral service to include other activities, such as Yoga	<ul style="list-style-type: none"> ✓ Undertake related consultation with service users ✓ Extension of the service to include at least one alternative activity in one leisure centre 	<p>June 2018</p> <p>March 2018</p>	<p>Nil</p> <p>£1,000</p>	<p>CDO (HI)</p> <p>CDO (HI)</p>	<p>4 employees trained qualified as Exercise Referral instructors (June 2018).</p>
	Continue to support the #onething campaign, including the desire to increase the number of health checks given to local residents	<ul style="list-style-type: none"> ✓ Increased number of people screened ✓ Increased in number of pledges ✓ Increased early detection of hypertension ✓ Increased early detection of (pre) diabetes ✓ Increased early detection of cardiovascular disease ✓ Increase in early risk detection % through health checks 	<p>June 2018</p>	<p>£500</p>	<p>WCC PH</p>	<p>Since 1st April 2019 to December 2019, Healthy Living Network have attended 10 North Warwickshire events and undertaken 341 health checks with a 9.92% referral rate to GPs. 173 pledges were made by North Warwickshire residents to make a change to their lifestyle.</p> <p>#onething also conducted the health checks at the 2019 corporate health and wellbeing days held for North Warwickshire Borough Council staff and Members as part of the Year of Wellbeing</p> <p>In total, 114 individuals were identified as having a BMI 25-30, 58 with a BMI 30+, 44 with high blood pressure and 3 with a risk of diabetes</p>
	Provide a programme of holiday provision for children and young people in the Borough Council's leisure facilities	<ul style="list-style-type: none"> • Provision of a holiday programme for young people at each Borough Council leisure facility 	<p>March 2020</p>	<p>Provision made within facilities' revenue budgets</p>	<p>Leisure Facilities Manager (LFM)</p>	<p>On going.</p> <p>Holiday provision is provided at each facility during each school holiday</p>

		<ul style="list-style-type: none"> • Undertake a programme of promotional work to ensure awareness of the holiday programmes • Link with the Food Hub to provide water and health snacks during holiday programmes • Work with the Ocado Foundation to develop an 'Ocado Games' event 	<p>March 2020</p> <p>March 2020</p> <p>July 2019</p>	<p>£1,000 per year</p> <p>Nil</p> <p>Nil (Externally Funded)</p>	<p>LFM</p> <p>CDO (HI)</p> <p>CDO (HI)</p>	<p>Organise through each facility the delivery of fruit and water to all venues throughout holidays. Each facility has been provided with foodbank contact and order details. Schools local to Polesworth contacted regarding an Ocado Games in Polesworth Sports Centre.</p>
	Increase the number of members of, and visits to, the Borough Council's leisure facilities	<ul style="list-style-type: none"> • KPIs to be recommended through the Strategic Leisure Review 	<p>March 2018</p>	<p>Nil</p>	<p>AD (L&CD) and LFM</p>	<p>Service Improvement Plan and associated KPIs are tabled at every C&E Board</p>
	Support and develop the existing network of local walking groups	<ul style="list-style-type: none"> ✓ Constitution of the walking groups ✓ Continuum of walks available from entry level to independent walks 	<p>March 2018</p> <p>March 2020</p>	<p>Nil</p> <p>£7831 Awards for All funding</p> <p>£500 (for marketing)</p>	<p>SPO</p> <p>SPO</p>	<p>Complete. Funding obtained from Awards for All obtained 15th March 2018 to enable groups to promote and buy equipment (e.g. GPS devices).</p>

	Encourage the improvement and accessibility of the walking and cycling networks in North Warwickshire	<ul style="list-style-type: none"> Re-establishment of the North Warwickshire Cycle Way 	March 2018	LEADER funding granted £34,946.57	Engagement and Funding Officer (E&FO)	Grant Funding Agreement signed. Work commenced Jan 18. Signage in place throughout Kingsbury Water Park, with a launch event for the family routes taking place on October 31 st . Signage in places across the borough outlining the Red Cycling route.
		<ul style="list-style-type: none"> Complete a review of the accessibility of walking routes in the Borough Production of publicity to promote all accessible walking routes in the Borough 	March 2020	£500	SPO	'Cycle North Warwickshire' website up and running with information about the various routes. The Red route has also been created as a segment on the fitness tracking app Strava. This allows a leader board to be created with everyone who has cycled the route.
			March 2020			North Walks Walking booklet has been produced and distributed to the walking groups, allowing them to promote themselves. Information also available on the Walking for Health website.
	Monitor and challenge the number of take-away food outlets in North Warwickshire	<ul style="list-style-type: none"> Undertake a mapping and analysis of take-away food outlets in North Warwickshire 	July 2017	Nil	Licencing	Complete
Promote adult and children safeguarding as being everyone's	Deliver Child Protection / Child Sexual Exploitation training to all Borough Council staff and Councillors	<ul style="list-style-type: none"> 100% of staff to attend safeguarding training within three months of commencing their employment 	On-going	Provision in training budget	CDM	New safeguarding policy has been produced and adopted. Moving forwards training will incorporate child protection and safeguarding adults in a joint course.

responsibility		<ul style="list-style-type: none"> 100% of staff to attend safeguarding training every three years 	On-going	Provision in training budget	CDM	
		<ul style="list-style-type: none"> 100% of Borough Councillors to attend safeguarding training in each political term 	On-going	Provision in training budget	CDM	
	Deliver Safeguarding Adults training to all frontline employees	<ul style="list-style-type: none"> 100% of frontline staff trained within three months of commencing their employment 	On-going	Provision in training budget	Assistant Director (Housing) (AD (H))	
	Support the promotion of the Borough Care service throughout North Warwickshire	<ul style="list-style-type: none"> Service update presented to the H&WWP Targets – CSM 	March 2018	Nil	Community Support Manager (CSM)	
Work with internal and external partners to address health and wellbeing priorities for North Warwickshire	Work with Warwickshire North Health and Wellbeing Partnership to improve End of Life Care provision in North Warwickshire	<ul style="list-style-type: none"> Service update presented to the H&WWP by the End of Life Care GP lead 	June 2017	Nil	CDM	Heather Kelly (Senior Commissioning Manager CCG) attended Working Party Jan 18
		<ul style="list-style-type: none"> Report back from Warwickshire North Health and Wellbeing Partnership 	On-going	Nil	AD (L&CD)	
		<ul style="list-style-type: none"> Support the “Compassionate Communities” initiative 	On-going	Nil	WCC (PH)	CDM attends meetings. Two compassionate communities’ projects have been developed and will commence in North Warwickshire in

						Autumn 2019. Project 1 - to develop compassionate communities in Atherstone and Mancetter. Project 2 – Working with Mary Ann Evans hospice in Nuneaton.
	Work with Warwickshire County Council to support the 'Year of Wellbeing' throughout 2019		On-going	Nil		Jane Coates presented to the Working Party 15/11/18. Pledges have been agreed by the Working Party (see Year of Health and Wellbeing Action Plan)
	In conjunction with Warwickshire North Health and Wellbeing Partnership and NHSE seek to improve access to primary care services in North Warwickshire	<ul style="list-style-type: none"> Progress reports from the CCG presented to both the H&WWP and the WN H&WP 	On-going	Nil	Portfolio Holder for Health	
	Work with Warwickshire North Health and Wellbeing Partnership to improve early referral to cancer services in North Warwickshire	<ul style="list-style-type: none"> ✓ Identify the barriers to early referral to cancer services and disseminate the findings accordingly 	March 2020	Nil	CDO (HI)	Bernie Lee to attended Health and Wellbeing Working Party in January 2018

	Work with Warwickshire County Council to improve transport for health and access to health services in North Warwickshire	<ul style="list-style-type: none"> Progress report presented to the H&WWP regarding the countywide transport for health services Report to the H&WWP on the work of Beeline 	June 2017	Nil	CDO (HI)	Presentation given at HWWP June 2017
			June 2017	Nil	CDO (HI)	
	Work with those Parish Councils developing Neighbourhood Plans to ensure the inclusion of commitments to promote a healthy environment	<ul style="list-style-type: none"> Analyse and report to the H&WWP on Neighbourhood Plans and their links to the development of a health environment 	March 2019	Nil	CDM	
	Work with the Warwickshire Health and Wellbeing Board and the Adult Social Care and Scrutiny Committee to ensure that the Sustainability and Transformation Plan (STP) brings improvements to North Warwickshire	<ul style="list-style-type: none"> Progress reports relating to the STP (proactive and preventative) presented to the H&WWP and in turn in the minutes presented to the C&E Board 	March 2020	Nil	Portfolio Holder for Health	
Support the implementation of Warwickshire	<ul style="list-style-type: none"> Annual County Council report to the H&WWP on the outcomes 	March 2020	Nil	WCC	Each district/borough in the Warwickshire North Partnership Group has been allocated £5,000 from the Coventry and Warwickshire	

	County Council's Suicide Strategy in North Warwickshire	identified in the Strategy				Sustainability and Transformation Partnership Suicide Prevention Steering Group. 3 Mental Health First Aid sessions are being delivered in 2020.
	Work with Warwickshire County Council, The Partnership Trust and the West Midland Combined Authority in the implementation of their mental health strategies in North Warwickshire	<ul style="list-style-type: none"> Annual reports to the H&WWP from the County Council and the Combined Authority on the outcomes identified in the strategies 	March 2020	Nil	WCC	
	Influence the development and implementation of the Strategic Leisure Review in order to ensure provisions for the improvement of the health and wellbeing of local residents	<ul style="list-style-type: none"> Successful production of Health, Wellbeing and Leisure, Green Space, Playing Pitch and Leisure Facilities Strategies 	October 2017	Provision made within revenue budget	AD (L&CD)	Strategies were considered by Members at Exec Board 12 February 2018 The Action and Funding Plan associated with the newly adopted GSS will be tabled at C&E in March.
	Work with Environment Health to improve and extend the monitoring of air quality in North Warwickshire	<ul style="list-style-type: none"> Investigate the potential to monitor PM₁₀ and PM_{2.5} Report on the Nitrogen Dioxide in North Warwickshire 	March 2020 March 2020	Nil	Environmental Health	
	Support residents to	<ul style="list-style-type: none"> Actively promote the 	March	Nil	AD (H)	

	live independently by providing an effective adaptations service and / or taking action to ensure that properties are in good repair and do not have significant hazards, as reflected in the national Decent Homes Standard	<p>HEART service</p> <ul style="list-style-type: none"> Promote related services through the Community Hubs Promote the Borough Care service run across North Warwickshire Provide training for frontline staff to provide links with health and social care services and priorities 	2020			
	Underpin all services delivered with a philosophy of promoting positive mental wellbeing in all users of the service and in all staff working within the provider service	<ul style="list-style-type: none"> Encourage frontline staff to complete the Five Ways to Wellbeing e-learning module Encourage frontline staff to become Dementia Friends 	<p>March 2020</p> <p>March 2020</p>	<p>Nil</p> <p>Nil</p>	<p>CDO (HI)</p> <p>CDO (HI)</p>	<p>Dementia Friends training now mandatory for all NWBC staff. All current staff will complete sessions by Jan 2019. Current number: 225</p> <p>Dementia Friends sessions have been run for a variety of community groups including some of the walking groups, community members, schools, as well as some business owners in Atherstone. All personnel at the Atherstone Fire Station have become dementia friends, and links are being established with police officers across North Warwickshire.</p> <p>NWBC signed up to Dementia Action</p>
		<ul style="list-style-type: none"> Continue the goal to 	March	Nil	CDO (HI)	

		create a Dementia Friendly Community & Organisation	2020			<p>Alliance in May 2018. Work is ongoing to make Atherstone and other towns in the borough 'Dementia Friendly'. Quarterly meetings occur with representatives from a wide range of groups, organisations and services. Work is underway to encourage business sign up in the major towns, as well work with faith organisation, community groups, children and young people, fire and police, and transport providers. Warwickshire County Council is working within Coleshill to create a Dementia Friendly Coleshill.</p> <p>A variety of events have been organised for national dementia awareness campaigns such as Dementia Action Week. 2 dementia friendly cinemas (Atherstone and Coleshill) are being planned for September 2019 as it is World Alzheimer's Month.</p>
		<ul style="list-style-type: none"> Encourage frontline staff to complete MECC training 	March 2020	Nil	CDO (HI)	MECC has been updated.

✓ Please note that those targets indicated with a "tick" are reported to Public Health as part of the agreed offer of funding for the North Warwickshire Health Improvement Service

#onething clarification on measurable outcomes

Mini health check consists of lifestyle advice, blood pressure, blood sugar levels, cholesterol (not all are offered at all events, this is dependant on appropriately skilled staff available on the day). These tests results provide early risk indicators

Number of pledges made

Number of individuals who were signposted to their GP due to high blood pressure readings

Number of individuals who were signposted to their GP due to high blood sugar level readings

Number of individuals who were signposted to their GP due to high cholesterol readings

JSNA Action Plan: 2019/20 - 2020/21

Joint Strategic Needs Assessment

North Warwickshire

Population Health Model (PHM) Domains -

- A) Wider determinants;
- B) Healthy lifestyles;
- C) Integrated Health & Social Care;
- D) Places & communities.

This action plan is developed from the Place Based Needs Assessment for Warwickshire North which contains further detail of the priorities in the area.

<https://www.warwickshire.gov.uk/jsna>



THEME	RECOMMENDATIONS	ACTION	JSNA Geography	Proposed Action Owner (Job title to be added)
1) Overarching actions PHM Domains: C) Integrated H&SC D) Places & communities	Ensure commissioners and providers respond to the findings of place-based JSNA	<ul style="list-style-type: none"> ● Include reference to JSNAs findings in commissioning intentions and consider population needs in development of place-based commissioning approaches 	All	WCC, NWBC, WNCCG
		<ul style="list-style-type: none"> ● Consider findings of JSNA when developing services within the North Warwickshire JSNA areas 	All	WCC, NWBC, WNCCG.
		<ul style="list-style-type: none"> ● Promote the JSNA findings among public sector service providers and to voluntary and community sector organisations 	All	WCC, NWBC, WNCCG, WN H&W P
2) Promoting Inclusive Communities PHM domain: D) Places & communities	Increase opportunities for social connections across all age groups, particularly for those with limited access to transport or where a lack of venues may limit opportunities for social contact	<ul style="list-style-type: none"> ● Establish better engagement across organisations and community by establishing local network to share information between each other, utilise use of hubs, local assets, improve access to services, improve engagement with smaller villages, young people and those at risk of / suffering from isolation 	All	WCC, NWBC, WNCCG, WCAVA
		<ul style="list-style-type: none"> ● Promote existing opportunities around accessible transport and develop volunteer schemes / car share / time bank to enable more opportunities within community assets 	All	WCC, NWBC, WCAVA, VCNW
		<ul style="list-style-type: none"> ● Improve the identification of carers and young carers and promote the offers of support available to them 	All	WCC, NWBC, WCAVA, VCNW, CA
3) Improving the quality of and engagement with the environment PHM Domains A) Wider determinants	Identify opportunities to reduce harm from poor air quality in localised areas.	<ul style="list-style-type: none"> ● Identify opportunities to reduce harm from poor air quality in localised areas 	All	WCC, NWBC, WN H&W P
		<ul style="list-style-type: none"> ● Complete the NW Air quality report and the Supplementary Planning guidance 	All	WCC, NWBC, WN H&W P
		<ul style="list-style-type: none"> ● Develop a plan for the allocation of PM monitors in NW 	All	WCC, NWBC, WN H&W P
	Increase the range of opportunities for physical activity including safe walking, cycling routes, use of parks and green spaces, community based activities, including provision that will appeal to young people, men and older people	<ul style="list-style-type: none"> ● Promote the use of green spaces with community events and activity ● Promote existing cycle / walking routes and groups, identify where networks can be improved. 	All	WCC, NWBC, WN H&W P, WCAVA
			All	WCC, NWBC, WN H&W P, WCAVA

<p>4) Supporting good mental health and Well-being</p> <p>PHM domains: C) Integrated Health & Social Care D) Places & communities</p>	<p>Work with partners from health, statutory and community settings to improve mental health</p>	<ul style="list-style-type: none"> ● Increase collaboration between General Practices, mental health services, voluntary and community sector to improve timely access to appropriate mental health services and support including diagnosis of / support for dementia / services for carers and young people ● Educate parents, schools and the wider public on mental health issues, available support and good mental health - promote Five Ways to Wellbeing ● Review memory cafe provision in the North Warwickshire ● Comprehensively review of loneliness, its impact and actions to address needs locally 	<p>All</p> <p>All</p> <p>All</p>	<p>WCC, WNCCG, NWBC, NW H&WB B, WCAVA, Trusts, CA</p> <p>WCC, NWBC, WCAVA, Primary Care Networks (PCN),</p> <p>WCC, NWBC, WCAVA</p> <p>WCC, NWBC, WCAVA</p>
<p>5) Promote healthy lifestyles and reduce the burden of long-term conditions</p> <p>PHM domains: B) Healthy lifestyles C) Integrated Health & Social Care D) Places & communities</p>	<p>Increase proactive identification of hypertension and diabetes and empower patients to self manage and take appropriate action to reduce the risk of serious adverse health events and complications</p>	<ul style="list-style-type: none"> ● Increase uptake of NHS Health checks and the National Diabetes Prevention Programme locally ● Improve the offer for #onething to deliver within workplaces and reach those that do not engage with the health service ● Identification of the barriers to access to cancer screening programmes - improve take up ● Map the access to pharmacy and phlebotomy services in NW 	<p>All</p> <p>Atherstone, Mancetter, Dordon and Polesworth, Coleshill</p> <p>Coleshill, Arley, Dordon and Polesworth</p> <p>All</p>	<p>Primary Care (PC), PCN, WCC</p> <p>WCC, NWBC, WCAVA</p> <p>WCC, PCN</p> <p>WCC, WNCCG, Trusts</p>
<p>PHM domains: B) Healthy lifestyles C) Integrated Health & Social Care D) Places & communities</p>	<p>Promote healthy lifestyles including physical activity, diet and safe alcohol consumption to reduce risk factors for long-term diseases</p>	<ul style="list-style-type: none"> ● Promote to all front facing staff in statutory and VCS organisations to undertake 'Make Every Contact Count' training to effectively identify and signpost to relevant service i.e. Fitter Futures, Drugs & Alcohol, Stop Smoking, Sexual health etc. ● Improve the promotion / digital offer to support individuals make positive lifestyle changes ● Develop the local social prescribing offer and ensure practitioners are confident in promoting physical activity and healthy lifestyle changes ● Promote a single front door as a way to get a variety of services from a range of partners in one place 	<p>All</p> <p>All</p> <p>All</p> <p>All</p>	<p>WCC, NWBC, WCAVA</p> <p>WCC, NWBC</p> <p>WCC, PCN, NWBC, WNCCG</p> <p>NWBC, WCC, WCAVA</p>
<p>6) Addressing Poverty, Housing and Inequalities</p> <p>PHM Domains: A) Wider determinants B) Healthy lifestyles C) Integrated H&SC D) Places & communities</p>	<p>Reduce food poverty by increasing opportunity for accessible food to those at highest risk</p>	<ul style="list-style-type: none"> ● Promote and raise awareness of food poverty programmes across North Warwickshire, Review Holiday Hunger / Breakfast clubs and opportunities to expand the programme across NWB ● Food poverty programmes to offer a more balanced range of food to support healthier options ● Improve offer for financial advice for the support for people accessing benefits and budgeting 	<p>All</p> <p>All</p> <p>All</p>	<p>NWBC, WCC, WCAVA</p> <p>NWBC, WCC, WCAVA</p> <p>NWBC, WCC, WCAVA</p>
<p>PHM Domains: A) Wider determinants B) Healthy lifestyles C) Integrated H&SC D) Places & communities</p>	<p>Improve jobs offer for the local community by ensuring relevant training opportunities are accessible locally.</p>	<ul style="list-style-type: none"> ● Review employment trends in the area now and in the future and align training opportunities to meet the projected demand 	<p>All</p>	<p>NWBC, WCC</p>

Key:

CA - Carers Association
HN H&W P - Warwickshire North Health & Wellbeing Partnership
NWBC - North Warwickshire Borough Council
PCN - Primary Care Networks

VCNW - Volunteer Centre North Warwickshire
WCAVA - Warwickshire Community and Voluntary Action
WCC - Warwickshire County Council
WNCCG - Warwickshire North Clinical Commissioning Group

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

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

Action	Outcome	Timescale	Resource / Cost	Responsible Officer	Progress
Work with partners in support of the delivery of the Joint Strategic Needs Assessment for North Warwickshire and its associated Action Plan	<p>Borough Council representation on the JSNA Steering Group (once re-established)</p> <p>Contribution to the delivery of specific activities drawn from the JSNA Action Plan</p>	<p>TBC</p> <p>March 2021</p>	<p>To be determined in conjunction with partners</p> <p>Certain activities will require external funding support</p>	<p>Community Development Manager (CDM) / Community Development Officer (Health Improvement) [CDO (HI)]</p>	<p>JSNA Steering Group to be re-established once priorities of the Warwickshire North Health, Wellbeing and Integrated Care Partnership are known</p>
Encourage and increase the use of open and green spaces throughout the Borough	<p>In conjunction with local communities, organise two Big Day Out events per year</p> <p>Implementation of specific acts identified within the Action and Funding Plans that support delivery of the adopted Green Space Strategy and Playing Pitch Strategy</p>	<p>September 2020</p> <p>As identified within the Action and Funding Plans</p>	<p>£3,000 (£1,500 each event)</p> <p>As identified within the Action and Funding Plans</p>	<p>Special Projects Officer (SPO) and Community Development (CD) section</p>	<p>Warton: 9 August 2020</p> <p>Atherstone: 6 September 2020</p>

	In conjunction with partners, complete the project to renovate Meadow Street Garden	May 2020	Funded by LEADER and S106 contributions	Green Space Officer	Project implementation proceeding according to agreed timescales
Reduce the number of under 18 conceptions in North Warwickshire	Attend the local (WN) Addressing Teenage Conception (ATC) meetings	On-going		CDM	
	Actively promote the Health Store in Atherstone	March 2021	Maximum £200	CDO (HI)	
	Financially support the Health Store in Atherstone in 2020 / 21	March 2021	£2,500		
Promote the Fitter Futures services in North Warwickshire with a view to increasing the number of scheme referrals and completers	Challenge the current commissioned process, which only allows North Warwickshire residents to access the service if their GP is located in Warwickshire	October 2020		CDM	
	Referrals and completers targets to be agreed with Public Health and service provider(s)	To be determined	Maximum £500	CDO (HI)	
Promote the #onething campaign to increase the number of people receiving mini health checks and making personal health pledges	#onething targets to be determined in conjunction with the Healthy Living Network	March 2021	Maximum £200	CDO (HI)	

Provide a programme of holiday provision for children and young people in the Borough Council's leisure facilities during each school holiday	To be reviewed in the context of the 2020 / 21 Service Improvement Plan	On-going through to March 2023	See SIP	Leisure Facilities Manager (LFM) and Business Development Team (BDT)	
Increase the number of members of, and visits to, the Borough Council's leisure facilities	To be reviewed in the context of the 2020 / 21 Service Improvement Plan	March 2021	See SIP	LFM and BDT	
Encourage the improvement and accessibility of the walking and cycling networks in North Warwickshire	Promotion of walking through the production of a booklet of all the walking groups in the Borough	Annually	£500	SPO	
Support the North Walks group, including in its organisation of two charity walks per year and with its annual trip for volunteers	Delivery of a minimum of two Walk Leader training courses per year	March 2021, then on-going	£400 per annum	SPO	
	Delivery of two charity walks and an annual trip for walk volunteers	March 2021		SPO	
	Successful delivery of national cycling events taking place in North Warwickshire in 2020	June 2020	£15,000	CD section	

<p>Promote adult and child safeguarding as being everyone's responsibility</p>	<p>Delivery of Child Protection / Child Sexual Exploitation and Safeguarding Adults training to all Borough Council staff and Councillors</p> <p>All Borough Council staff in receipt of safeguarding training within three months of commencing their employment and every three years thereafter</p>	<p>Three courses per quarter</p>	<p>N / A</p>	<p>CDM</p>	
<p>Promote the Borough Care service throughout North Warwickshire to increase the number of service users</p> <p>Actively promote the HEART service</p>	<p>Delivery of established Borough Care targets, including:</p> <ul style="list-style-type: none"> • Answer alarm calls within one minute (target of 97.5%) • Answers alarm calls within three minutes (target of 99%) • Response arrives within 45 minutes of deployment (target of 90%) • Response arrives within 60 minutes of deployment (target of 100%) <p>To be confirmed with HEART</p>	<p>On-going</p>	<p>£500</p>	<p>Community Support Manager (CSM)</p> <p>CDO (HI)</p>	

<p>Monitor the delivery of the Timebank Project commissioned to the Coventry and Warwickshire Co-Operative Development Agency</p>	<p>Timebank targets include:</p> <ul style="list-style-type: none"> • Bi-monthly reports to commissioners (NWBC, Public Health and WCC) • Social media posts (two per week) • Volunteers recruited (four) • Awareness raising events organised by CDA (four) • Number of participants on the database (100) • Case studies (12) 	<p>November 2021</p>	<p>Funded through the NW Community Partnership</p>	<p>CDM</p>	
<p>Identify opportunities to reduce harm from poor air quality in localised areas</p> <p>Assess the impact that 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.</p>	<p>Continue to monitor the 29 NOx tubes</p> <p>Submit the Annual Status report to DEFRA</p> <p>Audit what measures are currently in place to address climate change and the Council's current carbon emission levels</p> <p>Identify steps to ensure the Council's direct and indirect activities achieve net-zero carbon emissions</p>	<p>On-going</p> <p>Annually</p> <p>May 2020</p> <p>To be determined</p>	<p>To be determined</p> <p>To be determined</p>	<p>Senior Pollution Control Officer</p> <p>Corporate Director (Streetscape)</p> <p>Corporate Director - Streetscape</p>	

<p>Actively support and promote good mental health and wellbeing to people who live and work in North Warwickshire</p> <p>Work with Warwickshire County Council, the Partnership Trust and the West Midland Combined Authority in the implementation of their mental health strategies in North Warwickshire</p> <p>Assist the Dementia Friendly Communities Group in the delivery of its Action Plan</p>	<p>Provide three Mental Health First Aid sessions for a total of 15 volunteers in Arley, Atherstone and Dordon</p> <p>Ensure that all Borough Council frontline staff receive Dementia Friends training</p> <p>Establish North Warwickshire Borough Council as a Dementia Friendly Organisation</p> <p>To be determined in line with the Action Plan</p>	<p>March 2021</p> <p>March 2021 and then on-going</p> <p>March 2021</p> <p>On-going</p>	<p>Funded through Suicide Prevention</p> <p>£1000</p>	<p>SPO</p> <p>CDO (HI)</p> <p>CDO (HI)</p> <p>CDO (HI)</p>	
<p>In conjunction with partners, actively promote the FAST service through the Stroke Awareness Campaign in May</p>	<p>To be determined</p>	<p>May 2020</p>	<p>£100</p>	<p>CDO (HI)</p>	

Health and Wellbeing Working Party Minutes

11 February 2020

Present: Cllr. M. Humphreys (Chairman), Cllr. Bell, Cllr. Macdonald, Becky Evans, (all NWBC), Lori Harvey (WCC), Liann Brookes – Smith (Public Health) and Yasser Din (Public Health)

Apologies for Absence: Simon Powell, Russell Simkiss and Zoe Bickley (all NWBC)

Item	Notes	Action
2	<p>Minutes of the Last Meeting (7 January 2020)</p> <p>The minutes were agreed as an accurate record of the proceedings.</p>	
3	<p>WCC Localities Update</p> <p>MH apologised to LH for her not being able to update the Working Party at the last meeting and requested this was noted in the minutes.</p> <p>There are two events planned to launch the Compassionate Communities project, which is being piloted in Atherstone and Mancetter. A Bereavement Hub is starting in March and will run twice a month out of Unit 7 in the Arcade in Atherstone. This will be run by local people and will aim to make people feel more supported and open to discussions around death and bereavement. MH asked if the service links to the CASTLE register, which GPs use. YD to feedback. It was requested that the project is promoted on screens in GP surgeries.</p> <p>The next Dementia Friendly Communities meeting is taking place in March and will have a focus on Dementia Awareness Week, which will be held in May. A “Forget Me Nots” café has started in Coleshill. Time Out has taken on the responsibility for running dementia friendly cinemas. MH is a Dementia Friends Champion and has attended the Pheonix Group in Wood End to update the group on the Herbert Protocol.</p> <p>Both IndieGo transport schemes (to Atherstone and Coleshill) are active and an official launch is planned for March. The Working Party discussed the “Transport for Health” initiative and noted that this scheme may not completely address the priority regarding routes to the hospital. The scheme, however, does focus on isolation and improves alternative access to GPs.</p>	YD

Item	Notes	Action
	<p>agreed.</p> <p>£10k has been available for bids from Voluntary and Community Sector Groups. A number of applications have been received and will be shortlisted in due course.</p>	
9	<p>Feedback From Relevant Partnership Meetings</p> <p>BE has attended a meeting regarding Health Store in Atherstone. Further meetings are scheduled.</p> <p>MH attended a training session on energy provider's Priority Services Register through Citizen's Advice. Information will be given to Councillors.</p>	MH
10	<p>Any Other Business</p> <p>MH would like to provide information on groups running in North Warwickshire to promote in North Talk. Information to be sent to the corporate Communications Officer.</p>	ALL
	<p>Dates of Future Meetings</p> <p>Tuesday 21 April 10.00am, Committee Room</p>	

Agenda Item No 16

Community and Environment Board

9 March 2020

Report of the Corporate Director – Streetscape

Introduction of Chargeable Garden Waste Service

1 Summary

- 1.1 This report updates Members on the introduction of the chargeable Garden Waste Service from 1 June 2020.

Recommendations to the Board

That Members note the contents of the report.

2 Background

- 2.1 The collection of garden waste is a discretionary service which costs the Borough Council in the region of £498,000 per annum to provide to its residents. On 10 February, due to the need to address the continuing budgetary pressures faced by the Council, the Executive Board agreed to introduce a charge for the collection of garden waste with effect from 1 June 2020. This decision was confirmed at Full Council on 26 February.
- 2.2 The service will be opt-in with an annual charge of £40 per green bin in line with the Council's existing charge for additional green bin collections and other Warwickshire local authorities
- 2.3 Collections will operate fortnightly with no collections for one week over Christmas/New Year and during the winter service break.

3 Proposed communication messages and methods

- 3.1 Following the decision by Executive Board to introduce the service, a press release was published and circulated. The purpose of the press release was to convey the decision and proposed service as clearly as possible.
- 3.2 There will be a significant amount of communication with residents ahead of service start on 1 June 2020. The main messages to be communicated are:
- Why the service is changing
 - What the service is
 - How to sign up
 - Gardeners Club promotion
 - Alternatives to signing up

... The Project Plan is attached as Appendix 1.

3.3 The proposed communication methods are:

Method	Start date
Press releases	Ongoing
Information to town and parish councils	Ongoing
Website content	Ongoing
Vehicle banners	April
Bin tag	April
Social media posts (promoted and free)	April
Information leaflet (online and for public spaces and events)	April
Pull up roller banners (for public spaces and events)	April
Banners at Lower House Farm and participating garden centres (pending permission/TBC)	April
Advertising in the Herald, Grapevine, e-Grapevine, Look Local	April
Email to North Warwickshire residents signed up for the Warwickshire Waste Newsletter (sent by WCC)	April
North Talk content	May

4 Processing of sign ups and permit stickers

- 4.1 Residents will be able to sign up for the service online and by phone from April 2020. Payment by cheque is also possible where card payment is not an option.
- 4.2 The existing Extra Garden Waste Service will end on 31 May 2020. Residents who use this service will be contacted by post in advance to advise them about the change and how they can sign up.
- 4.3 The existing Extra Garden Waste Service is managed in-house with letters and permits posted out by Central Services. As the garden waste service is anticipated to receive a 40-55% sign up (11,343 to 15,597 properties) the printing and posting of permit stickers and letters will be completed by an external company, a method which is widely used by several local authorities for the same purpose.
- 4.4 The Council will continue to process sign up and take payment in house. Following this, officers will upload the data (addresses and number of bins only) to a secure portal. The external company will then print and post a permit pack directly to the resident within 10 days. Officers are already in discussion with permit providers and the cost per permit is estimated at £1.05.
- 4.5 From the outset of the new scheme, collection crews will only empty green bins which display a valid sticker. A database of subscribers will be held centrally which can be referred to if required. The eventual aim is for the proposed in-cab system to automatically notify collection crews of those households which are current subscribers as they enter each street to begin collections, making the process quicker, simpler and more robust.

5 North Warwickshire Gardeners Club

- 5.1 To add value and offset the cost to residents of chargeable garden waste collections, Officers are continuing to investigate the opportunity of providing discounts or offers at local garden centres. Since the Executive Board decision further discussions with local garden centres have been positive. At the time of writing this report, one garden centre had already confirmed their interest and submitted a proposal. All proposals received from garden centres will be considered on 12 March.
- 5.2 A further report about how the Gardeners Club will operate will be brought to the May meeting of the Community and Environment board.

6 Promotion of alternatives

- 6.1 Officers will be working with Warwickshire County Council to promote the alternatives to using the Garden Waste Service. These alternatives are home composting and use of household waste recycling centres. Information about these alternatives will be included within many of planned communication methods listed in section 3.
- 6.2 Home composting is the preferred alternative as it has a lower environmental impact. Warwickshire County Council offer discounted compost bins for £10 and food digesters (which can take all food waste) from £30. Warwickshire County Council also run free to attend home composting workshops about how to get started. The next workshop in North Warwickshire is scheduled to take place on 31 March.
- 6.3 The two closest household waste recycling centres are Lower House Farm, Dordon and Judkins, Nuneaton. Both accept garden waste.

7 Report Implications

7.1 Financial Implications

- 7.1.1 Communication to residents about the service change is anticipated to cost up to £7,000.
- 7.1.2 Printing and posting out scheme permit stickers (based on 55% sign up) is anticipated to cost £16,375. This cost may increase if the Gardeners Club vouchers are to be included in this mail-out.
- 7.1.3 The costs above will be funded from the income charged for the Green Waste service.

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

Appendix 1 – Project Plan

TASK	09/3	16/3	23/3	30/3	06/4	13/4	20/4	27/4	04/5	11/5	18/5	25/5	01/6	08/6	15/6
Board Approval															
Create board report for Executive Board – 10 th February															
Create board report for C&E Board – 9 th March															
Service Planning & Implementation															
Set up project meetings – Lower House Farm, Finance, Central Services, Contact Centre, Web, Communications															
Conduct service DPIA and create privacy statement															
Determine service operation															
Obtain quotes from permit print and post providers															
Meet with WCC to discuss service															
Amend existing Extra Garden Waste Service sign up form to suit															
Create master database in Content Manager and circulate															
Crew briefings															
Gardeners Club															
Contact garden centres again															
Evaluate garden centre proposals															
Confirm club details															
Update DPIA/privacy statement if sharing data															
Communications															
Prepare decision press release															
Prepare webpage, FAQ's, Contact Centre briefing															
Social media - create, schedule, publish from mid-April															
Press release															
Create, submit content for North Talk – published end of April															
Information to Parish and Town Councils															

TASK	09/3	16/3	23/3	30/3	06/4	13/4	20/4	27/4	04/5	11/5	18/5	25/5	01/6	08/6	15/6
Bin tag design – delivery from mid-April		█											█		
Vehicle banner design – fit from mid-April	█												█		
Leaflet design – distribution from mid-April	█												█		
Obtain permission to site banners at HWRC and GC's		█											█		
Banner design – distribution from mid-April		█	█										█		
Advertising – e.g. Herald Newspaper, Grapevine, Look Local, e-grapevine				█	█	█	█						█		
Amend new and replacement bin form to state a charge will be in effect													█		
Contact Extra Garden Waste Service customers		█											█		
Promotion of alternatives with WCC				█	█	█	█						█		
Email to Warwickshire Waste Newsletter residents (WCC)						█							█		
Website banner							█	█	█	█	█	█	█		
Internal - mid week email										█			█		
Postcards or peel off stickers - properties not signed up and presenting green bins													█	█	█

Agenda Item No 17

Community and Environment Board

9 March 2020

Report of the Chief Executive

Progress Report on Achievement of Corporate Plan and Performance Indicator Targets April – December 2019

1 Summary

- 1.1 This report informs Members of the progress with the achievement of the Corporate Plan and Performance Indicator targets relevant to the Community and Environment Board for April to December 2019.

Recommendation to the Board

That Members consider the performance achieved and highlight any areas for further investigation.

2 Consultation

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

3 Background

- 3.1 This report shows the third quarter position with the achievement of the Corporate Plan and Performance Indicator targets for 2019/20. This is the third report showing the progress achieved so far during 2019/20.

4 Progress achieved during 2019/20

- 4.1 Attached at Appendices A and B are reports outlining the progress achieved for all the Corporate Plan targets and the performance with the local performance indicators during April to December 2019/20 for the Community and Environment Board.
- 4.2 Members will recall the use of a traffic light indicator for the monitoring of the performance achieved.

Red – target currently not being achieved (shown as a red triangle)

Amber – target currently behind schedule and requires remedial action to be achieved (shown as an amber circle)

Green – target currently on schedule to be achieved (shown as a green star)

5 Performance Indicators

- 5.1 Members will be aware that national indicators are no longer in place and have been replaced by national data returns specified by the government. Several previous national and best value indicators have been kept as local indicators as they are useful in terms of managing the performance of our service delivery corporately.
- 5.2 The current national and local performance indicators have been reviewed by each division and Management Team for monitoring for the 2019/20.

6 Overall Performance

- 6.1 The Corporate Plan performance report shows that 94% of the Corporate Plan targets and 86% of the performance indicator targets are currently on schedule to be achieved. The report shows that individual targets that have been classified as red, amber or green. Individual comments from the relevant division have been included where appropriate. The table below shows the following status in terms of the traffic light indicator status:

Corporate Plan

Status	Number	Percentage
Green	17	94%
Amber	1	6%
Red	0	0%
Total	18	100%

Performance Indicators

Status	Number	Percentage
Green	12	86%
Amber	2	14%
Red	0	0%
Total	14	100%

7 Summary

- 7.1 Members may wish to identify any areas that require further consideration where targets are not currently being achieved.

8 Report Implications

8.1 Safer Communities Implications

8.1.1 There are several Safer Communities related actions highlighted in the report including improving community life, health and well being and adult safeguarding.

8.2 Legal and Human Rights Implications

8.2.1 The national indicators were specified by the Secretary of State for Communities and Local Government. They have now been ended and replaced by a single list of data returns to Central Government from April 2011.

8.3 Environment and Sustainability Implications

8.3.1 Improvements in the performance and quality of services will contribute to improving the quality of life within the community. There are a number of specific actions and indicators included within the report which contribute towards improving the environment and sustainability under the priority of promoting sustainable and vibrant communities.

8.4 Risk Management Implications

8.4.1 Effective performance monitoring will enable the Council to minimise associated risks with the failure to achieve targets and deliver services at the required performance level.

8.5 Equality Implications

8.5.1 There are a few equality related actions and indicators highlighted in the report including developing access to community services, tackling health inequalities and raising aspirations work.

8.6 Links to Council's Priorities

8.6.1 There are several targets and performance indicators contributing towards the priorities of improving leisure and well being opportunities, promoting sustainable and vibrant communities and supporting employment and businesses.

The Contact Officer for this report is Robert Beggs (719238).

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
National Indicators for Local Authorities and Local Authority Partnerships	Department for Communities and Local Government	Statutory Guidance	February 2008

Community and Environment Board 19/20								
No	Action	Priority	Reporting Officer	Quarter 1	Quarter 2	Quarter 3	Status	Direction
1	To continue to take action to reduce the Council's carbon footprint and carbon emission in the Borough, in accordance with the Climate Change Strategy and Action Plan, and to report annually in March on progress. This will include acting on any Government led initiatives for domestic properties.	Protecting our Countryside & Heritage	Steve Maxey	A variety of measures have been put in place to reduce carbon and increase energy efficiency across the Council. A more comprehensive approach will be considered over coming quarters.	A variety of measures have been put in place to reduce carbon and increase energy efficiency across the Council. A more comprehensive approach will be considered over coming quarters.	The Council has declared a climate emergency and an action plan is being worked up for Member consideration	★ Green	➡
2	To maintain a very high standard of street cleanliness (95%) throughout the Borough and to continue to raise awareness (both of the public and other agencies) of the problems of litter, fly-posting and dog fouling	Protecting our Countryside & Heritage	Richard Dobbs	Street cleanliness was recorded at 96% in Q1 so standards remain high. Working with local parishes to tackle litter and other issues in community areas	Latest round of cleanliness surveys is currently underway.	Last round of surveys showed that cleanliness levels across the Borough have remained high at 96%	★ Green	➡
3	To continue to work in partnership with other agencies to tackle health inequalities and specifically to co-ordinate the sustainable implementation of the new corporate Health and Wellbeing Action Plan (2017 to 2020), including the Borough Council's active engagement in, and promotion of, the 'Year of Wellbeing' throughout 2019	Improving Leisure & Wellbeing Opportunities	Simon Powell	Through the Health and Wellbeing Working Party, work continues to be progressed in respect of the delivery of the provisions of the Health and Wellbeing Action Plan (2017 to 2020). The principal focus for 2019 is the Year of Wellbeing, in respect of which an Action Plan has been produced and upon which progress is reported to the Working Party and, in August, the C&E Board	Through the Health and Wellbeing Working Party, work continues to be progressed in respect of the delivery of the provisions of the Health and Wellbeing Action Plan (2017 to 2020). The principal focus for 2019 is the Year of Wellbeing, in respect of which an Action Plan has been produced and upon which progress has been reported to the Working Party and the C&E Board, as well as the Warwickshire North Health, Wellbeing and Integrated Care Partnership	Through the Health and Wellbeing Working Party, work continues to be progressed in respect of the delivery of the provisions of the Health and Wellbeing Action Plan (2017 to 2020). A new Action Plan is currently being developed and will be presented for the consideration of the Working Party and the C&E Board in March	★ Green	➡
4	In accordance with the priorities established by relevant Boards, continue to implement the approved outcomes of the Strategic Leisure Review process including, in particular, the need to determine the long-term future of leisure facility provision in Polesworth and report on progress by March 2020	Improving Leisure & Wellbeing Opportunities	Simon Powell	Work is continuing to implement the approved outcomes of the Strategic Leisure Review, including in respect of leisure facility provision in Polesworth. In this regard, a recent meeting has been held with the Community Academies Trust. Operationally, the leisure facilities are continuing to work to the provisions of the C&E Board approved Service Improvement Plan, which has been updated for 2019 / 20	Work is continuing to implement the approved outcomes of the Strategic Leisure Review, including in respect of leisure facility provision in Atherstone and Polesworth. Operationally, the leisure facilities are continuing to work to the provisions of the C&E Board approved Service Improvement Plan and the associated set of Key Performance Indicators	Work is continuing to implement the approved outcomes of the Strategic Leisure Review, including in respect of leisure facility provision in Atherstone and Polesworth. Operationally, the leisure facilities are continuing to work to the provisions of the Member Board approved Service Improvement Plan and the associated set of Key Performance Indicators, progress against which is reported to each meeting of the C&E Board	★ Green	➡
5	Subsequent to completion of the process of external review, commence implementation of the new North Warwickshire Green Space and Playing Pitch Strategies, and the accompanying Local Football Facilities Plan, in accordance with their associated Action and Funding Plans and report on progress by March 2020	Improving Leisure & Wellbeing Opportunities	Simon Powell	Work is progressing in respect of the implementation of the recently adopted Playing Pitch Strategy, including in respect of projects being undertaken with sports clubs in both Atherstone and Grendon. An extensive programme of community consultation has been arranged to advance consideration of the draft Green Space Strategy. A report on this subject will be presented to the C&E Board in October	Work is progressing in respect of the implementation of the recently adopted Playing Pitch Strategy, including in respect of projects being undertaken with sports clubs in both Atherstone and Grendon. Consultation on the new Green Space Strategy closed on 31 August. A revised draft of the Strategy will be tabled for the consideration of the Community and Environment Board in January	Work is progressing in respect of the implementation of the adopted Playing Pitch Strategy, including in respect of projects being undertaken with sports clubs in both Atherstone and Grendon. A revised draft of the Green Space Strategy will be tabled for consideration of the Community and Environment Board in January, subsequent to which a supporting Action and Funding Plan will be developed for the consideration of Members	★ Green	➡
6	In conjunction with WCC and other partners, to ensure the success of North Warwickshire's involvement in the Tour of Britain, the Velo Birmingham and Midlands event to be held in May 2019 and other similar events and initiatives within North Warwickshire, including taking account of the potential impact on local residents and the business community	Improving Leisure & Wellbeing Opportunities	Simon Powell	The externally organised 2019 Velo Birmingham and Midlands event was held in May. The Men's Tour of Britain will be held in September and will pass through the Borough. Officers are working with the event organisers and the County Council to ensure its smooth operation. The Authority is using the Tour of Britain to involve schools and the local community as part of the Year of Wellbeing and, in a wider context, North Warwickshire is continuing to be promoted as a cycling destination	The externally organised 2019 Velo Birmingham and Midlands event was held in May. The Men's Tour of Britain smoothly passed through the Borough in September. The Authority used the Tour of Britain to engage with schools and the local community as part of the Year of Wellbeing. In a wider context, North Warwickshire is continuing to be promoted as a cycling destination	The externally organised 2019 Velo Birmingham and Midlands event was held in May. The Men's Tour of Britain smoothly passed through the Borough in September. The Authority used the Tour of Britain to engage with schools and the local community as part of the Year of Wellbeing. In a wider context, North Warwickshire is continuing to be promoted as a cycling destination	★ Green	➡
7	To carry out the Council's obligations as a member of the Local Safeguarding Partnership, including those relating to the Child Protection Policy and, where appropriate, to co-ordinate all related activity alongside the need to safeguard adults and other vulnerable people in the community and to report on progress by March 2020.	Creating Safer Communities	Simon Powell	The Borough Council continues to carry out its obligations as a member of the WSCB, including in respect of delivery of its own Child Protection Policy. A joint Child Protection and Adult Safeguarding Policy is currently being produced for the consideration of the Executive Board in September	The new Safeguarding Partnership Arrangements (for Children, Young People and Adults) came into effect on 29 September. A joint child protection and adult safeguarding policy was approved by the Executive Board in September	The new Safeguarding Partnership Arrangements (for Children, Young People and Adults) came into effect in September 2019. A joint Child Protection and Adult Safeguarding Policy was approved by the Executive Board in September 2019, the provisions of which are being disseminated to staff throughout the Authority	★ Green	➡
8	To continue to review the refuse and recycling service with particular emphasis on options around recycling to ensure the sustainability and cost-effectiveness of the service while building sufficient capacity to accommodate future housing growth and explore how use of in-cab technology can support more efficient service delivery by October 2019	Promoting Sustainable & Vibrant Communities	Richard Dobbs	Consultants have finalised a review on kerbside recycling options with a view to simplifying collection operations and increasing participation levels. A full report is being prepared on the report's findings for C&E Board	The Council moves to a fully commingled service on 4th November, 2019 which is expected to realise efficiencies and improvements to the Council's recycling rate while making the service easier for residents.	The full commingling service is now in operation and the transition from dual-stream went well. The impact of the service change will be monitored and reported to C&E Board	★ Green	➡

No	Action	Priority	Reporting Officer	Quarter 1	Quarter 2	Quarter 3	Status	Direction
9	In partnership with the Local Action Group and Hinckley & Bosworth Borough Council, to continue to ensure the successful delivery of the LEADER programme (2015 to 2020) in accordance with the priorities identified in the approved Local Development Strategy and Business Plan and report on progress by March 2020	Supporting Employment & Business	Simon Powell	Work is continuing in respect of the delivery of the approved LEADER programme, which has now closed for the receipt of new funding applications.	The LEADER programme has committed all of the available funds, including an additional sum allocated to the programme by the Rural Payments Agency (RPA). An external consultant has been appointed to complete an appraisal of the programme, the outcome of which will be reported to Members. A celebratory event is being planned to mark the end of the programme	The LEADER programme has committed all of the available funds, including an additional sum allocated to the programme by the Rural Payments Agency (RPA). An external consultant is currently completing an appraisal of the programme, the outcome of which will be reported to Members. A celebratory event will be held on 30 January 2020	★ Green	➡
10	In partnership with Job Centre Plus, manage the ongoing migration of existing benefit customers onto Universal Credit and input into the Universal Support/Delivery local agenda, to support residents impacted by providing support and advice and to report on progress by March 2020	Promoting Sustainable & Vibrant Communities	Bob Trahern	The roll out of Universal Credit continues but has slowed down to allow modifications to be made to the existing scheme to help its successful roll out that is not now due to be completed until 2023. The responsibility to deliver assisted support to help customers make Universal Credit claims transferred to the Local Citizens Advice from April 2019 so we do not have any data that indicates the level of support being required by customers. The Community Services Division continue to work very closely with Housing colleagues alongside Ediblelinks to ensure proactive support is being delivered in an attempt to ensure the impact on rent and council tax collection is minimised	The roll out of Universal Credit is still on a slowdown until March 2020 to allow modifications to be made to the existing scheme. The responsibility to deliver assisted support to help customers make Universal Credit claims transferred to the Local Citizens Advice from April 2019 so we no longer have any data that indicates the level of support being required by customers.	The roll out of Universal Credit continues, it has recently been announced that the Live roll out will now not be until 2024. The responsibility to deliver assisted support to help customers make Universal Credit claims still lies with the Local Citizens Advice, so we no longer have any data that indicates the level of support being required by customers.	★ Green	➡
11	To work in partnership with the Highways Authority, Highways England and other partners to improve both the appearance and safety of the Borough's main roads.	Protecting our Countryside & Heritage	Richard Dobbs	Work in this area remains hit & miss. Lane closures have been successfully shared along the A5 in recent weeks, but there have been persistent communication issues with Highways England which officers are trying to resolve	Work continues with Highways England to improve communication and access to shared road closures, but more needs to be done to ensure consistency and that NWBC is able to take advantage of night time closures	The increasing use of night works by Highways England has meant sharing closures is more difficult but daytime closures are used wherever practicable	● Amber	➡
12	In order to promote and support community life, the Borough Council:- a) Will work in conjunction with partners through the North Warwickshire Community Partnership in order to advance the priorities and objectives of the North Warwickshire Sustainable Community Strategy including, in respect of the commitment to improve access to opportunities, services and facilities for local residents and will report in March on progress.	Promoting Sustainable & Vibrant Communities	Steve Maxey/Bob Trahern/Simon Powell	A number of honesty shops and eating projects are operating out of a number of regional community hubs being delivered by Ediblelinks in partnership with the Council to address health and financial inclusion related issues. The hope is that other County and Health agencies alongside the Community Services Division will take a more proactive presence in delivering outreach work to support communities locally but the resources to deliver this model to improve access and services will need a review by December to ensure it can be delivered in line with future resources	A number of honesty shops and eating projects are operating out of a number of regional community hubs being delivered by Ediblelinks in partnership with the Council to address health and financial inclusion related issues. The hope is that other County and Health agencies alongside the Community Services Division will take a more proactive presence in delivering outreach work to support communities locally but the resources to deliver this model to improve access and services will need a review by December to ensure it can be delivered in line with future resources	A number of honesty shops and eating projects, being delivered in partnership with Ediblelinks, are operating out of community hubs. These honesty shops are helping to address financial inclusion and health and wellbeing-related issues. The hope is that other County and Health agencies, alongside the Community Services Division, will take a more proactive role in delivering outreach work to support local communities	★ Green	➡
	b) Will continue to implement the revised and focussed way of working in Community Development, through which activity will be targeted in locations determined by Members (Atherstone/Mancetter, Dordon and Arley and Whitacre) and in which communities are central to the identification of their own needs and the means by which those needs are met and to report on progress by March 2020	Promoting Sustainable & Vibrant Communities	Steve Maxey/Bob Trahern/Simon Powell	The Board approved approach to targeted Community Development activity is continuing to be advanced, in conjunction with local residents, in the communities of Atherstone / Mancetter, Dordon and Arley and Whitacre. A progress report on this undertaking will be presented to the C&E Board at its meeting to be held in October	The Board approved approach to targeted Community Development activity is continuing to be advanced, in conjunction with local residents in the communities of Atherstone / Mancetter, Dordon and Arley / Whitacre. A progress report was presented to, and endorsed by, the C&E Board in October. Related case studies are being prepared for the further consideration of the Board in January	The Board approved approach to targeted Community Development activity is continuing to be advanced, in conjunction with local residents in the communities of Atherstone / Mancetter, Dordon and Arley / Whitacre. A progress report was presented to, and endorsed by, the C&E Board in October. A supplementary report, which will include case studies of local development work, is being prepared for the further consideration of the Board	★ Green	➡
13	To report in March 2020 on the work of the local Financial Inclusion Partnership including, for 2018/19, to advise on actions and initiatives undertaken to mitigate local impact of the Welfare Reform programme and other economic changes in order to maximise the collection of monies due to the Council and best support customers to find solutions to help themselves	Promoting Sustainable & Vibrant Communities	Bob Trahern	The next meeting of this group is proposed to take place by August. Its agenda will be aligned to the work streams adopted at a recent County Council organised workshop attended by public and third sector partners. The pace of welfare reforms has slowed with the decision to delay the roll out of Universal Credit. The Council continues to deliver its holistic financial and well being approach to support its customers with meeting its everyday bills	The council continues to deliver a holistic approach to delivering financial assistance to its customers	The council continues to deliver a holistic approach to delivering financial assistance to its customers. The FIP has extended its financial support by a further 3 months while reviewing the work being undertaken.	★ Green	➡

No	Action	Priority	Reporting Officer	Quarter 1	Quarter 2	Quarter 3	Status	Direction
14	To work with public, voluntary and business partners to deliver ongoing food-related projects to continue to support individuals and community organisations supported by Ediblelinks. This will also incorporate support to veterans via the Armed Forces Covenant work. Quarterly reports on progress will be made to the North Warwickshire Community Partnership and an annual report will be made to the Community & Environment Board in March 2020	Promoting Sustainable & Vibrant Communities	Bob Trahern	This work continues in line with the Financial Inclusion approach adopted by the Council that has been highlighted as National best practice by both our peers, the Money Advice Service and Cabinet Office in the last 12 months. Reports as appropriate will be taken reporting on progress made as advised	This is a continuing project in partnership with WCC. CFISO approach continues to show best practice as highlighted nationally. Project due to be reviewed in Q4.	This is an ongoing project with WCC. The CFISO approach continues to show best practice. Project due to be reviewed in Q4.	★ Green	➡
15	To carry out the Council's obligations as a member of the Warwickshire Safeguarding Adults Board.	Creating Safer Communities	Angela Coates	Further training for staff has been delivered. The arrangements for safeguarding have recently been reviewed with the establishment of an Executive Board and extended arrangements for partners.	The new joint policy for safeguarding has been agreed by the C&E Board and the new Countywide arrangements are in place from September 2019.	The new Safeguarding Partnership Arrangements (for Children, Young People and Adults) came into effect in September 2019. A joint Child Protection and Adult Safeguarding Policy was approved by the Executive Board in September 2019, the provisions of which are being disseminated to staff throughout the Authority	★ Green	➡
16	To explore ways in which the waste management service can operate more efficiently and cost-effectively through a more strategic and co-ordinated approach across the sub-region, especially through the development of sub-regional infrastructure to manage waste by June 2019	Promoting Sustainable & Vibrant Communities	Richard Dobbs	Work on the sub-regional MRF project is proceeding well. The number of potential and committed partners is growing and the cost/benefit analysis looks strong at this stage. A full series of presentations and reports will go to Boards in September	NWBC has now committed to the MRF project as a full partner. JWA(2) has been signed by NWBC, CC, SMBC, NBBC, RBC, Walsall Council & SDC. The procurement process has started	The MRF Project is progressing well with procurement, site preparation and pre-planning work well under way. Update reports are taken regularly to C&E Board	★ Green	➡
17	To investigate and implement ways to improve the efficiency of the street cleaning service and target cleaning operations more effectively by October 2019	Protecting our Countryside & Heritage	Richard Dobbs	Officers are investigating ways to strengthen staff resourcing across the division's workforce to reduce the reliance on agency staff which should improve performance and resilience in a number of key areas	Options to reduce reliance on agency staff across the Streetscape division are being explored in order to increase performance and resilience across front-line services	Staff recruitment is currently underway to reduce the service's reliance on agency staff and increase service resilience	★ Green	➡

NWPI Community & Environment Board 19/20

Ref	Description	Section	Priority	Year End Target 2019/20	Outturn 2018/19	April - Dec Performance	Traffic Light	Direction of Travel	Comments
NWLPI 007	The percentage of food premises inspections that should have been carried out that were carried out for high risk premises.	Env Health (C, L & HP)	Health and Well-being	100	100	92			The situation has improved significantly since Q2 and is on course to be 100% by year end.
NWLPI 157	The percentage of food premises interventions that should have been carried out that were carried out for low risk premises	Env Health (C, L & HP)	Health and Well-being	100	100	85			The situation has improved significantly since Q2 and is on course to be 100% by year end.
NWLPI 085	Swimming pools and sports centres: The net cost per swim/visit	Leisure Facilities	Health and Well-being	0.84	0.93	1.23			Performance is a reflection of the fact that Q3 is the quietest period within the leisure facilities. Trends suggest that performance will improve in Q4
NWLPI 086	Leisure Centres - Total income per visit	Leisure Facilities	Health and Well-being	3.31	3.09	3.31			The ratio between income and visitor numbers is positive
NWLPI 119	Number of collections missed per 100,000 collections of household waste (former BV88)	Refuse & Recycling	Recycling	125	41.85	33.89			
@NW:NI192	The percentage of household waste arisings which have been sent by the Authority for reuse, recycling, composting or treatment by anaerobic digestion.	Refuse & Recycling	Recycling	45	47.91%	50.97%			
@NW:NI195a	The percentage of relevant land and highways that is assessed as having deposits of litter that fall below an acceptable level. Only the level of litter is monitored and excludes detritus	Streetscape	Environment	5	7%	4%			Rural team has more frequently worked with 3 crew rather than two. Also the fly-tip crew have been utilised in areas known for littering.
New	Average Time Taken to Remove Fly-tipping	Streetscape	Environment	2	1.05	1.03			
New	Number of Borough Council led activities	Community Development	Health & Well-being	30	New KPI for 2019 / 20	35			
New	Number of people who attended Borough Council led activities	Community Development	Health & Well-being	7,000	New KPI for 2019 / 20	6,397			
New	Number of co-led activities (those activities that are delivered with the community)	Community Development	Health & Well-being	20	New KPI for 2019 / 20	13			The number of activities which are community-led have exceeded target, therefore required less co-led activities
New	Number of people who attended co-led activities	Community Development	Health & Well-being	500	New KPI for 2019 / 20	519			

Ref	Description	Section	Priority	Year End Target 2019/20	Outturn 2018/19	April - Dec Performance	Traffic Light	Direction of Travel	Comments
New	Number of community led activities	Community Development	Health & Well-being	15	New KPI for 2019 / 20	25	 Green		
New	Number of discovered people (those members of the community who are engaged to lead on local activity)	Community Development	Health & Well-being	50	New KPI for 2019 / 20	37	 Green		

Agenda Item No 18

**Community and Environment
Board**

9 March 2020

**Report of the
Chief Executive**

Exclusion of the Public and Press

Recommendation to the Board

That under Section 100A(4) of the Local Government Act 1972, the public and press be excluded from the meeting for the following item of business, on the grounds that it involves the likely disclosure of exempt information as defined by Schedule 12A to the Act.

Agenda Item No 19

Environmental Health – Report of the Chief Executive

Paragraph 1 – The report contains information relating to an individual.

The Contact Officer for this report is Jenny Price (719450)