

**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

20 January 2020

The Community and Environment Board will meet in The Committee Room, The Council House, South Street, Atherstone on Monday 20 January 2020, at 6.30pm.

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 14 October 2019** – copies herewith, to be approved and signed by the Chairman.

**PUBLIC BUSINESS
(WHITE PAPERS)**

6 **General Fund Fees and Charges 2020/2021** – Report of Executive, Corporate Director - Streetscape and Director of Leisure and Community Development **the Chief**

Summary

The report covers the fees and charges for 2019/20 and the proposed fees and charges for 2020/21.

The Contact Officer for this report is Nigel Lane (719371).

7 **General Fund Revenue Estimates 2020/2021** Report of the Corporate Director Resources

Summary

This report covers 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.

The Contact Officer for this report is Nigel Lane (719371).

8 **Capital Programme 2020/2021 to 2022/23** - Report of the Corporate Director Resources

Summary

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

The Contact Officer for this report is Daniel Hogan (719337).

- 9 **Prosecutions Taken By The Environmental Health Division 2019** – Report of the Chief Executive

Summary

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

The Contact Officer for this report is Stephen Whiles (719326).

- 10 **Leisure Facilities – 2020/21 Bank Holiday Closures** – Report of the Director Leisure and Community Development

Summary

This report seeks the Board's consideration of a schedule of Bank Holiday closures of leisure facilities during the 2020 / 21 financial year.

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

- 11 **Leisure Facilities: Service Improvement Plan and Key Performance Indicators** Report of the Director 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 November 2019, through which the Board has agreed to monitor the operational and financial performance of the leisure facilities at each of its meetings. Copies of the KPIs through to the end of December (Quarter Three) will be tabled at the meeting.

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

- 12 **Kerbside Recycling Service Update** – Report of Corporate Director Streetscape

Summary

This report updates Members on the introduction of fully commingled recycling collections in November 2019.

The Contact Officer for this report is Olivia Childs (719267).

- 13 **Bulky Waste Service Update** – Report of Corporate Director Streetscape

Summary

This report updates Members on the successful first year of the bulky waste service operated by the charity Emmaus Coventry and Warwickshire

The Contact Officer for this report is Olivia Childs (719267)

- 14 **North Warwickshire Green Space Strategy (2019 to 2033)** - Report of the Director Leisure and Community Development

Summary

For the Board's consideration, this report presents a revised draft of the North Warwickshire Green Space Strategy (2019 to 2033), further to the conclusion of the associated community consultation programme.

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

- 15 **Minutes of the meeting of the Health and Wellbeing Working Party** held on 7 January 2020 - copies herewith.

- 16 **Sub-Regional MRF Update** – Report of the Corporate Director Streetscape-

Summary

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

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

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

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

STEVE MAXEY
Chief Executive

NORTH WARWICKSHIRE BOROUGH COUNCIL

MINUTES OF THE COMMUNITY AND ENVIRONMENT BOARD

14 October 2019

Present: Councillor Bell in the Chair.

Councillors Deakin, Downes, Gosling, M Humphreys, Lebrun, Lees, McLauchlan, Moss, Rose, Smith and A Wright.

An apology for absence was received from Councillor H Phillips (Substitute Councillor McLauchlan).

Councillor Jarvis was also in attendance.

20 **Disclosable Pecuniary and Non-Pecuniary Interests**

None were declared at the meeting.

21 **Minutes of the Meeting of the Board Held on 6 August 2019**

The minutes of the meeting held on 6 August 2019, copies having been previously circulated, were approved as a correct record and signed by the Chairman.

22 **Food Safety Inspections**

The Board was informed how food safety inspections are carried out, how premises are scored and how this relates to inspection frequency and given details of the National Food Hygiene Rating Scheme.

Resolved:

That the report be noted.

23 **Budgetary Control Report 2019/20 Period Ended 30 June 2019**

The Corporate Director Resources reported on the revenue expenditure and income for the period from 1 April 2019 to 31 August 2019.

Resolved:

That the report be noted.

24 **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 September 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 Service Improvement Plan and the associated set of key indicators through which operational and financial performance are monitored be noted.

25 **Leisure Facilities Fees and Charges Review**

The Director of Leisure and Community Development provided the Board with a review of elements of the fees and charges structure currently in operation within the Authority's leisure facilities. The Board was provided with an early introduction to related matters that will require consideration by the Board at its meeting to be held in January 2020.

Resolved:

- a That the outcome of the review of elements of the fees and charges structure currently in operation within the Borough Council's leisure facilities be noted; and**
- b That Officers be advised that the issues summarised in paragraph 6.1 of the report of the Director of Leisure and Community Development be brought forward to the meeting of the Board to be held in January 2020 for determination.**

26 **North Warwickshire Green Space Strategy Progress Report**

The Director of Leisure and Community Development informed Members of the progress made in respect of delivery against the priorities set out in the North Warwickshire Green Space Strategy (2008 to 2018).

Resolved:

That the report be noted.

27 **LEADER Programme Update**

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

Resolved:

That the report be noted and that congratulations be passed to the team on the achievements made.

28 **Destination Management Plan Update**

The Director of Leisure and Community Development updated Members on the work being undertaken in partnership with Hinckley and Bosworth Borough Council to deliver the Destination Management Plan for the combined area.

Resolved:

That the activity being undertaken in respect of the delivery of the Destination Management Plan for North Warwickshire and Hinckley and Bosworth, be noted.

29 **Garden and Food Waste Service – Winter Suspension**

The Director of Streetscape asked Members to consider a proposal to extend the garden and food waste suspension from four weeks to six weeks during the months of January and February.

Resolved:

- a That the contents of the report be noted;**
- b That the green waste service be suspended for six weeks from 20 January 2020 until 28 February 2020; and**
- c That a report on the effect of the six week suspension be brought back to a future meeting of the Board to enable Members to assess whether the longer suspension should be made permanent.**

30 **Kerbside Recycling Service**

The Director of Streetscape reported to the Board on the work being done to introduce fully comingled recycling collections from 4 November 2019.

Resolved:

That the report be noted.

31 **Health and Wellbeing Action Plan (2017 to 2020)**

Members were provided with an update on the progress being made in respect of the actions identified in the approved three-year Health and Wellbeing Action Plan (2017 to 2020).

Resolved:

That the progress being made in respect of the delivery of those commitments identified in the Health and Wellbeing Action Plan (2017 to 2020), be noted.

32 **Minutes of the Health and Wellbeing Working Party Meeting Held on 11 September 2019**

The minutes of the Health and Wellbeing Working Party meeting held on 11 September 2019 were received and noted.

Margaret Bell
Chairman

Agenda Item No 6

Community and Environment Board

20 January 2020

**Report of the Chief Executive,
Corporate Director - Streetscape and
Director of Leisure and Community
Development**

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

1 Summary

- 1.1 The report covers the fees and charges for 2019/20 and the proposed fees and charges for 2020/21.

Recommendation to the Board

That the schedule of fees and charges for 2020/21, as set out in Appendix A, be accepted.

2 Introduction

- 2.1 At its meeting held in September, the Executive Board agreed the budget strategy for 2020/24, which included an allowance for price increases of 2%.

3 Fees and Charges Proposed for 2020/21

- 3.1 Attached at Appendix A for the Board's consideration are details of present and proposed fees and charges for the financial year 2020/21. The amounts shown have already been assumed in the revenue estimates for 2020/21.

- 3.2 The Leisure and Community Development Division has made focused changes to the fees and charges for 2020 / 21 within the leisure facilities. As well as seeking to simplify the pricing strategy, the proposed fees and charges structure aims to ensure that the facilities remain competitive and continue to offer good value for money.

- 3.2.1 The proposed fees and charges seek to achieve a level of pricing consistency, which has meant, in a limited number of instances, that the charges have been altered to varying extents within and between the different sites. In setting the proposed charges, of which account has been taken in the preparation of the 2020 / 21 revenue estimates, appropriate consideration has also been given to a benchmarking exercise of the charges levied by other service providers, to staff feedback and to the level of competition within the local marketplace.

- 3.2.2 The fees and charges highlighted in Appendix A include those proposals presented to, and approved by, the Community and Environment Board at its meeting held in October 2019 in respect of concessionary pricing, junior swimming, school swimming, student and off-peak pricing. Specifically, these now approved proposals were as follows:
- 3.3 **Pricing Structure:** In October 2019, it was reported that price reductions were not applied consistently across the activity programme. In this respect, prices have been developed to offer a consistent percentage price reduction for Active Card Holders (20%) and for Junior / Concessionary Active Card Holders (50%).
- 3.4 **Concessions:** Aside from the 50% price reduction for Concessionary members, it is not proposed to introduce additional concessionary offers for either direct debit memberships or for racket sports. Prevailing financial pressures are such that the potential levels of income loss from doing so are not sustainable.
- 3.5 **Junior Swimming:** The introduction of free swimming for children under two years of age will be introduced from April 2020. Whilst to do so will result in a loss of income of approximately £1,500 per annum, the initiative will be well received by young families and will additionally enable the service to present an offer to the public that is broadly comparable with that of other service providers.
- 3.6 **School Swimming:** The introduction of two “price per teacher” options for schools will be introduced from April 2020, thereby giving more options and flexibility to the schools themselves. In addition to the current pay structure, schools will have the following payment options:
- Commit to 38 weeks of swimming in the year and pay just £21.00 per swim teacher per week (up to 12 participants per teacher); or,
 - Pay £24.75 per swim teacher per week with no commitment regarding the number of weeks over which lessons will take place
- 3.6.1 This change will increase the number of payment plan options for school swimming, complement the currently available “price per pupil” approach, which will remain as an option, and, at the same time, afford the Borough Council and schools a greater level of assurance in respect of their financial planning.
- 3.7 **Student Memberships:** Alongside the existing Student Pass, a Student direct debit option will be introduced from April 2020. Whilst it is not thought that the introduction of a direct debit student membership is likely to lead to a significant increase in membership numbers, the more consistent approach to payment will be of benefit to some customers and reduce the risk of a significant loss of income through “payment breaks” occurring caused by “lapsed” passes.

- 3.8 **Off Peak Memberships:** The leisure facilities currently only offer an off-peak price for “pay as you go” (PAYG) access to the gyms, for five-a-side football and for racket sports. A benchmarking exercise highlighted that the majority of those facilities reviewed did not offer peak and off-peak pricing options. A review of the potential to remove off-peak prices from the fees and charges structure, therefore, was undertaken and subsequently agreed, in part, by the Board. Off-peak pricing was removed for PAYG gym, squash, badminton and five-a-side football, but it was determined to “honour” the off-peak price for the three existing off-peak football hirers for as long as they continuously maintained their booking with the Authority.
- 3.9 **Other Notable Changes:** As the Board is aware, a different price is applied for five-a-side football at Coleshill Leisure Centre and Polesworth Sports Centre. Through the review of fees and charges, it is hoped to be able to introduce the same price to both sites over a two year period (by 2021 / 22).
- 3.9.1 Due to feedback from the previously referred to competitive benchmarking exercise, the price of sports pitches and pavilions (not including TQEA) remain held at the level of the 2019 / 20 charges. It is felt that to raise these prices will adversely affect levels of both use and income.
- 3.9.2 Action Hire charges have been removed for 2020 / 21 due to the deteriorating state of the equipment available for community use. The cost of replacing the equipment outweighs the income that is being generated through the scheme. The Action Hire offer, therefore, has been suspended for the foreseeable future.
- 3.10 Fees and charges for the Cesspool / Septic Tank Emptying service have been increased in line with inflation. However, fees and charges for the service are currently being reviewed and a further report will be presented to Board in due course once a full assessment has been made.
- 3.11 Industrial pollution fees and charges are statutory and so not set by ourselves. Fly tipping charges were agreed by Board in March 2019 and August 2019 therefore there are no further proposals to change.
- 3.12 Other prices have generally increased in line with inflation, whilst attempting to maximise income, although consideration has been given to the pricing structure of other organisations.

4 **Report Implications**

4.1 **Finance and Value for Money Implications**

- 4.1.1 The pricing structure contained within this report is expected to generate additional income of £95,100 above the 2019/20 revised budget for 2020/21. Of the increase £38,410 relates to price inflation increases, with the difference of £56,690 relating to changes in the customer base.

4.1.2 The pricing structure will contribute to the achievement of income targets, which are contained within the Corporate Director – Resources report on the General Fund estimates 2020/21, presented elsewhere within the agenda for this meeting. A 1% change in income generated by services reporting to this Board would result in an increase or decrease in income of £19,210.

4.2 Risk Management Implications

4.2.1 Changes to fees and charges may impact on the level of demand. However, this has been considered in proposing the revised charges.

The Contact Officer for this report is Nigel Lane (719371).

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

NORTH WARWICKSHIRE BOROUGH COUNCIL
COMMUNITY & ENVIRONMENT BOARD
FEES AND CHARGES FROM 1 APRIL 2020

	2019/2020 TOTAL CHARGE £	2020/2021 TOTAL CHARGE £	VAT RATING
TRADE REFUSE SERVICE			
(weekly collection)			
a) Collection Only			
1100 litre container per annum	236.00	241.00	Outside scope
660 litre container per annum	212.00	216.00	"
330/360 litre container per annum	199.00	203.00	"
240 litre container per annum	170.00	173.00	"
140 litre container per annum	131.00	134.00	"
Sack per annum	72.00	73.00	"
b) Hire & Collection			
1100 litre container per annum	368.00	375.00	Outside Scope
660 litre container per annum	333.00	340.00	"
330/360 litre container per annum	241.00	246.00	"
240 litre container per annum	188.00	192.00	"
140 litre Container per annum	138.00	141.00	"
Reduction for first container at mixed commercial/ domestic premises (per annum).	-39.00	-40.00	Outside Scope
TRADE RECYCLING			
Hire & Collection			
1100 Litre container	368.00	375.00	"
660 Litre container	333.00	340.00	"
360 Litre container	241.00	246.00	"
240 Litre container	188.00	192.00	"
140 Litre container	138.00	141.00	"
Sack	72.00	73.00	Outside Scope
Disposal will be charged at the rate specified by W.C.C.			
Services provided to customers located outside the North Warwickshre Borough Council boundary will be subject to VAT at the standard rate.			
CLINICAL WASTE (per sack @ 3.5 kg capacity) (includes collection)	68.00	69.00	Outside Scope
BLACK REFUSE SACKS (pack of 100) (does not include collection/disposal)	12.20	12.50	Incl VAT at Standard Rate
SALE OF BINS			
New developments & replacements			
240 Litre container	38.00	39.00	Outside Scope
1 each of black, green and red 240 litre bins per individual property	114.00	117.00	"
360 Litre container	101.00	103.00	"
660 Litre container	212.00	216.00	"
1100 Litre container (new)	314.00	320.00	"
1100 Litre container (refurbished)	148.00	151.00	"
SUPPLEMENTARY GARDEN WASTE COLLECTION			
Per additional bin, per annum	40.00	41.00	Standard Rate
HOUSE CLEARANCES			
	As per agreement	As per agreement	Plus VAT at Standard Rate

NORTH WARWICKSHIRE BOROUGH COUNCIL

COMMUNITY & ENVIRONMENT BOARD

FEES AND CHARGES FROM 1 APRIL 2020

	2019/2020 TOTAL CHARGE £	2020/2021 TOTAL CHARGE £	VAT RATING
REMOVAL OF BULKY HOUSEHOLD WASTE			
Up to 5 items	25.00	26.00	Outside scope
Items in excess of 5 charged pro-rata per item (maximum 3 items)	5.00	5.10	"
THE UNAUTHORISED DEPOSIT OF WASTE (FIXED PENALTY) REGULATIONS 2016			
Fly tipping fixed penalty	400.00	400.00	Outside scope
If paid before the end of 10 days following the date of notice	300.00	300.00	"
THE ENVIRONMENTAL PROTECTION (MISCELLANEOUS AMENDMENTS) (ENGLAND AND WALES) REGULATIONS 2018-FIXED PENALTIES-FLY TIPPING-HOUSEHOLD WASTE DUTY OF CARE OFFENCES			
Fly tipping fixed penalty	200.00	200.00	Outside scope
If paid before the end of 10 days following the date of notice	120.00	120.00	"
CESSPOOL/SEPTIC TANK EMPTYING SERVICE			
Collection & Disposal per load or part load -weak strength (on a contract paying by direct debit)	111.00	113.00	Zero Rated
Collection & Disposal per load or part load - standard strength (on a contract paying by direct debit)	213.00	217.00	"
Additional charge to the above fees if not on a contract paying by direct debit	19.50	20.00	"

ACTION HIRE

CATEGORY A North Warwickshire based community, voluntary & charitable organisations

CATEGORY B All other hirers

	2019/2020 TOTAL CHARGE £	2020/2021 TOTAL CHARGE £	2019/2020 TOTAL CHARGE £	2020/2021 TOTAL CHARGE £	VAT RATING
Bouncy Castle 3.6 m x 3.6 m	32.00	N/A	48.00	N/A	Incl. VAT at Standard Rate
Tug-of-war rope	17.50	N/A	22.50	N/A	"
Giant Jenga	17.50	N/A	22.50	N/A	"
Giant Connect 4	17.50	N/A	22.50	N/A	"
Sumo Suit (child size)	22.50	N/A	33.00	N/A	"
Sumo Suit (adult size)	22.50	N/A	33.00	N/A	"
Sumo Suit (both sizes)	32.00	N/A	48.00	N/A	"

NORTH WARWICKSHIRE BOROUGH COUNCIL

COMMUNITY & ENVIRONMENT BOARD
FEEES AND CHARGES FROM 1 APRIL 2020

	2019/2020 TOTAL CHARGE £	2020/2021 TOTAL CHARGE £	2019/2020 TOTAL CHARGE £	2020/2021 TOTAL CHARGE £	
	STANDARD PRICE		LIFETIMES CARD HOLDER		
Lifetimes Card (per annum)					
	N/A	N/A	10.50	11.50	Incl. VAT at Standard Rate
Resident					
Non-resident	N/A	N/A	14.70	14.40	"
Child	N/A	N/A	5.30	0.00	
Concessionary	N/A	N/A	5.30	7.20	"
Spectator	2.10	2.00	Free	2.00	"
Relacement card	N/A	N/A	1.00	1.00	"
Squash (per court)					
Peak	10.50	N/A	8.30	N/A	Incl. VAT at Standard Rate
Off-peak	9.20	N/A	7.60	N/A	"
Anytime junior (under 16yrs)	N/A	N/A	3.60	N/A	"
Adult	N/A	10.80	N/A	8.60	"
Junior	N/A	N/A	N/A	5.40	"
Badminton (per court)					
Peak	10.50	N/A	8.30	N/A	Incl. VAT at Standard Rate
Off-peak	9.20	N/A	7.60	N/A	"
Anytime junior (under 16yrs)	N/A	N/A	3.60	N/A	"
Adult	N/A	10.80	N/A	8.60	"
Junior	N/A	N/A	N/A	5.40	"
Sports Hall - Polesworth					
	42.00	43.50	34.20	34.80	Incl. VAT at Standard Rate
Whole hall - peak					
Whole hall - off-peak	34.00	0.00	28.40	0.00	"
Whole hall - concessionary/junior	N/A	N/A	15.30	21.75	"
Equipment hire	0.50	0.60	0.50	0.60	"
Sports Hall - Coleshill					
Whole hall - peak	34.80	40.00	30.60	32.00	"
Whole hall - off-peak	27.00	0.00	24.00	0.00	"
Whole hall - concessionary/junior	N/A	N/A	15.30	20.00	"
Equipment hire	0.50	0.60	0.50	0.60	"
Commercial Hire					
Club Use - Premium for Commercial Organisations. (series of 10 or more pre-booked lettings is exempt)					Incl. VAT at Standard Rate (Exempt if 10 or more bookings)
Badmington	N/A	N/A	12.30	12.50	"
Squash	N/A	N/A	12.30	12.50	"
Sports Hall	N/A	N/A	N/A	40.00	"

NORTH WARWICKSHIRE BOROUGH COUNCIL

COMMUNITY & ENVIRONMENT BOARD

FEES AND CHARGES FROM 1 APRIL 2020

	2019/2020 TOTAL CHARGE £	2020/2021 TOTAL CHARGE £	2019/2020 TOTAL CHARGE £	2020/2021 TOTAL CHARGE £	
	STANDARD PRICE		LIFETIMES CARD HOLDER		
Birthday Parties					
All Sites	95.00	N/A	85.00	N/A	Incl. VAT at Standard Rate
Adult mascot costume hire-1 hour (Coleshill SC)	N/A	N/A	5.50	N/A	"
Teas & coffees -30 cups	N/A	14.00	13.00	14.00	"
Birthday Party - rafts and floats (Atherstone LC)					Incl. VAT at Standard Rate
	95.00	97.50	85.00	87.50	
Birthday Party - inflatables (Atherstone LC)	127.50	129.50	117.50	119.50	"
Bouncy castle party (Coleshill LC/Polesworth LC)					
	N/A	98.00	N/A	88.00	"
Bouncy castle party (Atherstone LC)					
	N/A	82.50	N/A	75.50	"
Nerf party (Coleshill LC)	N/A	94.00	N/A	84.00	"
Pre-school party (Coleshill LC)	N/A	69.00	N/A	N/A	"
Unlimited squash	N/A	6.00	N/A	6.00	"
Other Activities					
Gymnastics	N/A	N/A	4.30	N/A	Exempt
Trampoline	N/A	N/A	4.30	N/A	Exempt
Carpet bowls (Coleshill SC)	3.80	4.20	3.20	3.30	Standard
Playtimes	3.80	4.20	3.20	3.30	"
Walking football (Coleshill SC)	N/A	4.20	3.20	3.30	"
Fitness classes -all sites	5.50	N/A	4.40	N/A	Exempt
Fitness classes - concessionary	N/A	N/A	3.40	N/A	"
Playtimes (under 12 months)	N/A	N/A	N/A	1.00	
Tea Dance	N/A	4.20	N/A	3.30	
Courses					
Dry Courses Direct Debit payment	N/A	N/A	18.60	19.50	Standard
Dry Courses Direct Debit payment Mondays	N/A	N/A	17.20	18.00	"
Dry Courses Direct Debit payment 1.5 hours	N/A	N/A	27.90	29.25	"
Dry Courses Direct Debit payment 1.5 hours Mondays	N/A	N/A	25.80	27.00	"
Gymnastics/trampoline 1 hour x 10	N/A	N/A	43.00	45.00	Exempt
Gymnastics/trampoline 1.5 hours x 10	N/A	N/A	64.50	67.50	"
Gymnastics taster (1 only)	N/A	5.00	N/A	5.00	Standard

NORTH WARWICKSHIRE BOROUGH COUNCIL

COMMUNITY & ENVIRONMENT BOARD

FEES AND CHARGES FROM 1 APRIL 2020

	2019/2020 TOTAL CHARGE £	2020/2021 TOTAL CHARGE £	2019/2020 TOTAL CHARGE £	2020/2021 TOTAL CHARGE £	VAT RATING
	STANDARD PRICE		LIFETIMES CARD HOLDER		
LIFETIMES FITNESS SUITE					
Induction-monthly direct debits	N/A	N/A	Free	Free	N/A
Joining fee	N/A	N/A	16.80	17.50	Exempt
Joining fee - Concessionary	N/A	N/A	11.50	12.00	"
	N/A	7.00	5.50	5.60	Incl. VAT at Standard Rate
Adult peak workout					
Adult off-peak workout	N/A	N/A	4.60	N/A	"
Concessionary workout	N/A	N/A	3.30	3.50	"
Student direct debit	N/A	N/A	18.50	18.90	Incl. VAT at Standard Rate
Student pass	N/A	N/A	N/A	18.90	N/A
Fitness classes -all sites	5.50	5.70	4.40	4.50	Exempt
Fitness classes -concessionary	N/A	N/A	3.40	3.50	"
GYM DAY PASSES					
1 day	7.00	7.00	N/A	N/A	Incl. VAT at Standard Rate
1 week	15.00	15.00	N/A	N/A	"
2 weeks	25.00	25.00	N/A	N/A	"
4 weeks	40.00	40.00	N/A	N/A	"
PERSONAL TRAINERS					
Block of 10 sessions	280.00	286.00	280.00	286.00	Incl. VAT at Standard Rate
Block of 3 sessions	100.00	103.00	100.00	103.00	"
Individual session	36.00	36.00	36.00	36.00	"
DIRECT DEBIT MONTHLY MEMBERSHIPS					
Ultimate-all sites	N/A	N/A	36.00	37.00	Incl. VAT at Standard Rate
Corporate/employee/army veteran	N/A	N/A	19.99	20.50	"
Lifetimes -Atherstone - Gym & Classes	N/A	N/A	31.90	32.50	"
Lifetimes -Coleshill	N/A	N/A	28.80	29.50	"
Lifetimes -Polesworth	N/A	N/A	25.80	26.50	"
Lifetimes -Swimmer	N/A	N/A	26.80	27.50	"
ANNUAL MEMBERSHIPS					
(12 months for the price of 11 months at contract rate)					
Ultimate-all sites	N/A	N/A	341.00	352.00	Incl. VAT at Standard Rate
Lifetimes -Atherstone- Gym and Classes	N/A	N/A	294.80	302.50	"
Lifetimes -Coleshill	N/A	N/A	260.70	269.50	"
Lifetimes -Polesworth	N/A	N/A	226.60	236.50	"
Lifetimes -Swimmer	N/A	N/A	237.60	242.00	"
DIRECT DEBITS (MONTHLY CONTRACT)					
Ultimate-all sites	N/A	N/A	31.00	32.00	Incl. VAT at Standard Rate
Lifetimes -Atherstone- Gym and Classes	N/A	N/A	26.80	27.50	"
Lifetimes -Coleshill	N/A	N/A	23.70	24.50	"
Lifetimes -Polesworth	N/A	N/A	20.60	21.50	"
Lifetimes -Swimmer	N/A	N/A	21.60	22.00	"

NORTH WARWICKSHIRE BOROUGH COUNCIL

COMMUNITY & ENVIRONMENT BOARD

FEES AND CHARGES FROM 1 APRIL 2020

	2019/2020 TOTAL CHARGE £ STANDARD PRICE	2020/2021 TOTAL CHARGE £	2019/2020 TOTAL CHARGE £ LIFETIMES CARD HOLDER	2020/2021 TOTAL CHARGE £	VAT RATING
QUEEN ELIZABETH SCHOOL SPORTS VILLAGE					
Artificial pitch					
Standard hire (per hour)					
One pitch	43.00	45.00	35.00	36.00	Incl. VAT at Standard Rate
Two pitches	86.00	90.00	70.00	72.00	"
Three pitches	110.30	115.00	89.10	92.00	"
10-30 weeks					
One pitch	38.70	40.00	31.50	32.00	Exempt
Two pitches	77.40	80.00	63.00	64.00	"
Three pitches	99.30	105.00	80.20	84.00	"
31+ weeks					
One pitch	34.40	36.00	28.00	28.80	Exempt
Two pitches	68.80	72.00	56.00	57.60	"
Three pitches	88.20	92.00	71.30	73.60	"
Indoor					
Sports hall adult	42.00	43.50	34.20	34.80	Incl. VAT at Standard Rate
Sports hall junior	N/A	N/A	15.30	21.75	"
Badminton adult	10.50	10.80	8.30	8.60	"
Badminton junior	N/A	N/A	3.60	5.40	"

NORTH WARWICKSHIRE BOROUGH COUNCIL

COMMUNITY & ENVIRONMENT BOARD

FEES AND CHARGES FROM 1 APRIL 2020

	2019/2020 TOTAL CHARGE £	2020/2021 TOTAL CHARGE £	2019/2020 TOTAL CHARGE £	2020/2021 TOTAL CHARGE £	VAT RATING
SWIMMING AT ATHERSTONE LEISURE COMPLEX ONLY					
	STANDARD PRICE		LIFETIMES CARD HOLDER		
Adult swim (age 16+)	4.30	4.50	3.50	3.60	Incl. VAT at Standard Rate
Junior swim (age 0 - 15)	2.40	2.70	2.20	2.25	"
Family swim (2 adults, maximum 3 children)	12.20	13.20	10.40	10.50	"
Concessionary/Blue badge/OAP swim	N/A	N/A	2.60	2.25	"
Inflatable junior	2.70	3.20	2.40	2.55	"
Spectator	2.60	2.00	Free	Free	"
School swimming	2.00	2.10	2.00	N/A	Exempt
Junior lessons:					
Single lesson	4.20	4.40	4.20	N/A	Exempt
Cash payment (10 week block)	42.00	44.00	42.00	44.00	"
Direct debit payment (per month)	18.20	18.34	18.20	18.34	"
Ladies Only	4.30	4.50	3.50	3.60	Standard
Shower only	4.30	4.40	Free	Free	"
Aquacise	5.50	5.60	4.40	4.45	Exempt
Aquacise (concessionary)	N/A	N/A	3.40	3.50	"
Club use (per hour)	103.00	105.00	103.00	105.00	"
Galas (per hour)	135.30	140.00	135.30	140.00	"
Tea dance /indoor bowls	3.80	N/A	N/A	N/A	"
Tea dance /indoor bowls (concessionary)	N/A	N/A	3.10	N/A	"
Swim 1 to 1 - 1 session	N/A	16.00	15.00	16.00	Exempt
Swim 1 to 1 - 3 sessions	N/A	42.00	40.00	42.00	"
Swim 1 to 1 - 10 sessions	N/A	112.50	110.00	112.50	"
Adult Lessons:					
Single lesson	5.30	5.50	5.30	5.50	Exempt
Cash payment (10 week block)	N/A	55.00	N/A	55.00	"
Direct debit payment (per month)	N/A	22.92	N/A	22.92	"
One-off assessment	N/A	4.20	N/A	4.20	"
School swim per teacher	N/A	24.75	N/A	N/A	"
School swim per teacher (39 weeks)	N/A	21.00	N/A	N/A	"
Junior Lessons:					
One-off assessment	N/A	4.20	N/A	4.20	"
Castle Parties	N/A	N/A	N/A	N/A	Standard

MEMORIAL HALL (per hour)

	STANDARD PRICE MAIN HALL	
Functions & Events (up to 6 hours)	101.00	180.00
Hall hire per hour (no additional staff)	22.00	N/A
Main hall (off-peak)	22.00	N/A
Birthday parties	80.00	N/A
Training room (per hour)	12.00	12.50

New Fees

Hall hire per hour (no additional staff)	N/A	30.00
Hall hire per hour (1 additional member of staff)	N/A	15.00
Hall hire per hour (2 additional members of staff)	N/A	50.00
Bar extension	N/A	35.00

Notes

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

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

Charges for Memorial Hall bookings may vary in accordance with usual promotional pricing policy.

Courses & classes - all facilities

Commercial use- all facilities

Promotional pricing

Fees set at management discretion according to cost

Charges negotiable according to the nature of booking

Any of the above prices may be varied for promotional campaigns

NORTH WARWICKSHIRE BOROUGH COUNCIL

COMMUNITY & ENVIRONMENT BOARD

FEES AND CHARGES FROM 1 APRIL 2020

	2019/2020 TOTAL CHARGE £	2020/2021 TOTAL CHARGE £	VAT RATING
SPORTS PITCHES			
Casual hire (adult)	41.00	42.00	Incl. VAT at Standard Rate
Casual hire (junior)	26.00	27.00	"
Seasonal hire (adult)	(conditions apply) 464.00	473.00	Exempt
Seasonal hire (junior)	" 245.00	250.00	"
Seasonal hire (mini)	" 184.00	188.00	"
PAVILIONS			
Casual matches (adult)	20.00	20.00	Incl. VAT at Standard Rate
Casual matches (junior)	20.00	20.00	"
Seasonal hire-matches (adult)	(conditions apply) 184.00	188.00	Exempt
Seasonal hire-matches (junior)	" 184.00	188.00	"
REMOVAL OF ABANDONED VEHICLES (from private land)	75.00	77.00	Outside Scope

NORTH WARWICKSHIRE BOROUGH COUNCIL
COMMUNITY & ENVIRONMENT BOARD
FEES AND CHARGES FROM 1 APRIL 2020

	2019/2020 TOTAL CHARGE £	2020/2021 TOTAL CHARGE £	VAT RATING
THE LOCAL AUTHORITY PERMITS FOR PART A(2) INSTALLATIONS AND SMALL WASTE INCINERATION PLANT (FEES AND CHARGES) (ENGLAND) SCHEME 2017			
The charging scheme may be accessed via the following link: www.gov.uk/government/publications/permits-for-waste-incineration-fees-and-charges-for-applications			
THE LOCAL AUTHORITY PERMITS FOR PART B INSTALLATIONS AND MOBILE PLANT AND SOLVENT EMISSION ACTIVITIES (FEES AND CHARGES) (ENGLAND) SCHEME 2017			
The charging scheme may be accessed via the following link: www.gov.uk/government/publications/permits-for-solvent-emission-fees-and-charges-for-applications			
CONTAMINATED LAND ENQUIRIES			
Simple	14.00	14.00	Outside Scope
Detail	66.00	67.00	"
WORK IN DEFAULT OF NOTICE(S) SERVED			
Where NWBC carries out repairs which are the responsibility of the individual. (NWBC appointed as contractor)	Actual costs plus 20% admin.costs	Actual costs plus 20% admin.costs	Standard
Where the owner has failed to undertake the work.	Actual costs plus 20% admin.costs	Actual costs plus 20% admin.costs	Outside Scope
PRIVATE WATER SUPPLIES REGULATIONS 2009			
Statutory Fees (maximum)			
Risk Assessment (each visit)	500.00	500.00	Outside Scope
Sampling (each visit)	100.00	100.00	"
Investigation (each investigation)	100.00	100.00	"
Granting an authorisation	100.00	100.00	"
Sample analysis -small/single supplies	25.00	25.00	"
Sample analysis -check monitoring	100.00	100.00	"
Sample analysis -audit monitoring	500.00	500.00	"
NWBC Fees			
Risk Assessments/Investigations (per hour)	56.40	57.50	Standard
Sampling visits/Granting authorisations (per hour)	24.60	25.00	"
Sample analysis	As charged by laboratory	As charged by laboratory	
EXPORT CERTIFICATE (NON-VISIT)	54.00	54.00	Outside Scope
FOOD EXPORT CERTIFICATE	66.00	66.00	Outside Scope
Amendment to certificate	27.00	27.00	Outside Scope
SMOKING FIXED PENALTY FOR FAILING TO SIGN OR FOR SMOKING IN A SMOKE FREE AREA (Statutory)	50.00	Outside Scope	50.00
Reduced charge for early payment	30.00	"	30.00
UNADOPTED STREETS AND CAR PARKS			
Builders' skip permits	29.00	30.00	Exempt
Scaffolding/hoarding permits (for a period up to and including 1 month)	121.50	124.00	"
Vehicular access crossing	86.00	88.00	"
Licence agreement for temporary possession	355.00	362.00	"
Licensors surveyor's fee and legal costs	57.00	58.00	"
STREET WORKS LICENCE			
Inspection fee (per opening)	175.00	179.00	Exempt
Administration fee to process application	345.00	352.00	"
ROAD CLOSURES			
Commercial organisations	Cost of advert + 15% admin. Charge	Cost of advert + 15% admin. Charge	Exempt
Town/parish councils	50% of cost of advert + 15% admin. Charge	50% of cost of advert + 15% admin. Charge	Exempt
Charities and non profit making bodies	Free	Free	N/A

NORTH WARWICKSHIRE BOROUGH COUNCIL

COMMUNITY & ENVIRONMENT BOARD

FEES AND CHARGES FROM 1 APRIL 2020

	2019/2020 TOTAL CHARGE £	2020/2021 TOTAL CHARGE £	VAT RATING
HOUSING ACT 2004			
Enforcement notice (service)	218.00	222.00	Outside Scope
PRIVATE SECTOR HOUSING ENFORCEMENT			
Work in default rate	cost + 20%	cost + 20%	Standard
HOUSING MULTIPLE OCCUPATION REGISTRATION			
New Application (Up to 5 Lets) (5-yearly charge)	716.00	730.00	Outside Scope
Transfer of Licence (Up to 5 Lets)	223.00	227.00	"
Variation of Licence (Up to 5 Lets)	223.00	227.00	"
New Application (6-10 Lets) (5-yearly charge)	831.00	848.00	Outside Scope
Transfer of Licence (6-10 Lets)	241.00	246.00	"
Variation of Licence (6-10 Lets)	241.00	246.00	"
New Application (11+ Lets) (5-yearly charge)	930.00	949.00	Outside Scope
Transfer of Licence (11+ Lets)	256.00	261.00	"
Variation of Licence (11+ Lets)	256.00	261.00	"
MOBILE HOMES ACT 2013			
Single Units / Family Sites (incl. Gypsy, Roma & Traveller Sites)			
New Site Licence Application	211.00	215.00	Outside Scope
Annual licence administration	Free	Free	N/A
Site rules lodgement (incl. variation/deletion) :			
Single owner occupied sites	Free	Free	N/A
Privately rented sites / Family Sites (incl. Gypsy, Roma & Traveller Sites)	39.00	40.00	Outside Scope
Transfer of Site Licence	93.00	95.00	"
Variation of Site Licence	142.00	145.00	"
Multiple Units on Commercial Sites			
New Site Licence Application (2-5 Units)	211.00	215.00	Outside Scope
Annual licence administration (2-5 Units)	89.00	91.00	"
Site rules lodgement (incl. variation/deletion) (2-5 Units)	39.00	40.00	"
Transfer of Site Licence (2-5 Units)	93.00	95.00	"
Variation of Site Licence (2-5 Units)	142.00	145.00	"
New Site Licence Application (6-30 Units)	260.00	265.00	Outside Scope
Annual licence administration (6-30 Units)	138.00	141.00	"
Site rules lodgement (incl. variation/deletion) (6-30 Units)	39.00	40.00	"
Transfer of Site Licence (6-30 Units)	93.00	95.00	"
Variation of Site Licence (6-30 Units)	191.00	195.00	"
New Site Licence Application (31+ Units)	392.00	400.00	Outside Scope
Annual licence administration (31+ Units)	269.00	274.00	"
Site rules lodgement (incl. variation/deletion) (31+ Units)	39.00	40.00	"
Transfer of Site Licence (31+ Units)	93.00	95.00	"
Variation of Site Licence (31+ Units)	322.00	328.00	"
ANTISOCIAL BEHAVIOUR CRIME AND POLICING ACT 2014 (Statutory)			
Fixed penalty fine	100.00	100.00	Outside Scope
THE REDRESS SCHEMES FOR LETTINGS AGENCY WORK AND PROPERTY MANAGEMENT WORK (REQUIREMENT TO BELONG TO A SCHEME ETC) (ENGLAND) ORDER 2014 (Statutory)			
Fixed penalty fine	5,000.00	5,000.00	Outside Scope
SMOKE & CARBON MONOXIDE ALARM (ENGLAND) REGULATIONS 2015 (Up to Statutory Maximum)			
First Offence	2,500.00 plus work in default costs	2,500.00 plus work in default costs	Outside Scope
Second Offence	5,000.00 inclusive of work in default costs	5,000.00 inclusive of work in default costs	"

NORTH WARWICKSHIRE BOROUGH COUNCIL
COMMUNITY & ENVIRONMENT BOARD
FEES AND CHARGES FROM 1 APRIL 2020

	2019/2020 TOTAL CHARGE £	2020/2021 TOTAL CHARGE £	VAT RATING
RODENT CONTROL (commercial premises) Per hour (minimum 1 hour per visit)	56.00	57.00	Incl VAT at Standard Rate
	plus cost of materials plus cost of materials		
PEST CONTROL (domestic premises) Fleas,bedbugs,cockroaches etc.	55.00	56.00	Incl VAT at Standard Rate
Residents in receipt of means tested benefits	28.00	29.00	"
Wasps' Nests-subject to service capacity	55.00	56.00	Incl VAT at Standard Rate
Residents in receipt of means tested benefits	28.00	29.00	"
Rats and mice			
Rats in domestic premises	10.50	10.70	Incl VAT at Standard Rate
Residents in receipt of means tested benefits	5.30	5.40	"
Mice only (this fee has to be paid by debit/credit card in advance of treatment)	38.00	39.00	"
Residents in receipt of means tested benefits	20.00	20.00	"
A retention will be made for failed appointments and non-treatment (Applies to fees of £10 and over)	10.00	10.00	"
MOLE TRAPPING			
Initial assessment	Free	Free	N/A
Domestic premises (up to 6 visits)	109.00	111.00	Incl VAT at Standard Rate
Commercial premises	Case Specific	Case Specific	"
STRAY DOGS	56.10	57.20	Outside Scope
	Plus £14.00 per dog, per day plus vets' fees and fouling fines (or the current kennel daily rate)	Plus £14.00 per dog, per day plus vets' fees and fouling fines (or the current kennel daily rate)	
DOG FOULING PENALTIES (Statutory)	80.00	80.00	Outside Scope
If paid within 7 days	50.00	50.00	"
Failure to pay the fixed penalty may lead to prosecution and a fine of up to £1,000.00			
LITTERING PENALTIES (Statutory)	100.00	100.00	Outside Scope
If paid within 7 days	65.00	65.00	"

Agenda Item No 7

Community and Environment Board

20 January 2020

Report of the Corporate Director - Resources

General Fund Revenue Estimates 2020/21

1 Summary

- 1.1 This report covers 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.

Recommendation to the Board

- a To accept the revised budget for 2019/20;
- b To note the growth of £10,000 for treeworks; and
- c To accept or otherwise vary the Estimates of Expenditure for 2020/21, as submitted, for them to be included in the budget to be brought before the meeting of the Executive Board on 10 February 2019.

2 Introduction

- 2.1 In consultation with other Directors, the Corporate Director – Resources has prepared an estimate of net expenditure for 2020/21 and this, together with a revised budget for 2019/20, appears in Appendices A and B. To provide a more complete picture of the spending pattern of the service the actual figures for 2018/19 are shown.

...

- 2.2 At its meeting in September, the Executive Board agreed the budget strategy for 2020-2024, which required savings of £1.60 million over a four year period. This required budget savings of £800,000 in 2020/21 with additional savings of £550,000 in 2021/22 and £250,000 in 2022/23, a savings target was not included for 2023/24 at that time. Some limited growth was built into the strategy in specific areas.
- 2.3 Directors were asked to identify areas where savings could be made, either by a reduction in expenditure or through the generation of additional income.

2.4 A subjective analysis of the Board's requirement is shown below:

	Approved Budget 2019/20 £	Revised Budget 2019/20 £	Original Budget 2020/21 £
Employee Costs	3,811,680	3,832,510	3,858,300
Premises Related	546,210	561,990	571,230
Supplies and Services	1,571,780	1,667,960	1,392,080
Transport	615,130	659,570	653,680
Miscellaneous Expenditure	680	19,370	680
Earmarked Reserves	(205,330)	(243,160)	20,560
Gross Expenditure	6,340,150	6,498,240	6,496,530
Income	(2,899,270)	(2,860,500)	(2,881,860)
Net Controllable Expenditure	3,440,880	3,637,740	3,614,670
Departmental Support	660,330	660,330	696,400
Central Support	647,280	647,280	658,350
Capital Charges	888,160	888,160	888,760
Net Expenditure	5,636,650	5,833,510	5,858,180

2.5 The Council values all of its assets using a five year rolling programme, and this can affect the level of capital charges that are made to services and can therefore significantly affect the net service cost. Changes in net service expenditure that are as a result of increases or decreases in capital charges are shown below net operating expenditure in the following pages.

3 **Comments on the 2019/20 Revised Budget**

3.1 The revised budget for 2019/20 is estimated to be £5,833,510, an increase of £196,860 on the approved provision. The main reasons for variations are set out below.

3.2 **Leisure Centres and Memorial Hall £88,770**

3.2.1 Premises costs have increased by £8,500. Of this a net increase of £14,200 is due to changes in the costs of electricity, gas and water as a result of an average increase in the unit rate of electricity of 14%. This has been offset by one-off reductions of £3,410 at Coleshill Leisure Centre on Heating and Ventilation, Automatic Doors and CCTV system and an ongoing reduction of £2,960 at Atherstone Leisure Complex from a review of the PA and CCTV system.

3.2.2 Supplies and Services have increased by £17,330. £18,660 relates to one-off increases in equipment and equipment maintenance budgets due to repairs to gym equipment, treadmills, spin bikes and repairs to plant. There is an increase in vending machine snacks and resale equipment budgets of £5,310 due to undertaking vending internally now; however this is generating additional income above the costs and a higher profit margin. There is also an ongoing reduction in licences of £3,650 due to rationalisation of classes at Coleshill Leisure Centre.

3.2.3 Income budgets have reduced by £63,750. This is predominately due to lower Direct Debit income of £75,290 as a result of fewer members. Gymnastics income at Coleshill Leisure Centre has been reduced by £22,820 due to staff turnover, however recruitment is in progress. Income from other activities such as Birthday Parties, Fitness Pay and Play, Use of Facilities, Club Use, Squash, Walking Football and Swimming has increased by £36,450 due to promotional campaigns.

3.3 Domestic Refuse and Recycling £101,150

3.3.1 Employee costs have increased by £27,790 due to the use of Grounds Maintenance staff to help meet the demands of the refuse and recycling service and office administration.

3.3.2 Premises costs have increased by £4,670 to cover the costs charged by Warwickshire County Council for the Council's share of the running costs at Lower House Farm.

3.3.3 Supplies and Services have increased by £14,370, due to an increase of £10,200 for recycling disposal costs as a result of the move to co-mingled recycling and an increase of £4,740 for the supply of wheeled bins.

3.3.4 There is an increase in transport costs of £28,710 due to increased repairs and maintenance.

3.3.5 There has been a reduction of £25,610 in income due to the fall in the price of paper and card and to reflect the loss of income from November 2019 as a result of moving to a comingled recycling service.

3.4 Amenity Cleaning £9,240

3.4.1 The increase is predominantly due to higher fuel usage and repairs and maintenance costs.

3.5 Marketing and Market Research (£3,700)

3.5.1 The decrease is predominantly due to lower spend on equipment and advertising.

4 Comments on the 2020/21 Estimates

4.1 The 2020/21 estimate has been prepared, taking into account the following assumptions:

- A 2% pay award from 1 April 2020;
- An increase in income to reflect the increases included in the fees and charges report elsewhere on this agenda.
- Savings of £26,070 have been incorporated into the estimates being considered and are shown in Appendix C.

...

4.2 The total estimated net expenditure for 2020/21 is £5,858,180, an increase of £221,530, on the 2019/20 approved budget and an increase of £24,670 on the revised 2019/20 budget. The main reasons for variations from the revised budget are set out below.

4.3 Leisure Centres and Memorial Hall (£62,060)

4.3.1 Employee costs have increased by £24,750 due to the pay award increase.

4.3.2 Premises costs have increased by £7,470 due to inflationary increases on utilities and business rates and the reinstatement of the one-off reductions mentioned earlier at Coleshill Leisure Centre.

4.3.3 Supplies and Services costs have decreased by £17,570 as the one-off increases mentioned earlier in equipment and equipment budgets have been taken out.

4.3.4 Income has increased by £80,930 to reflect additional income from the price changes detailed in the fees and charges report, business development and marketing, and the recovery of gymnastics income at Coleshill Leisure Centre on the expectation that a Head Gym Coach will be recruited.

4.4 Public Health (Commercial Pollution Control) £11,990

4.4.1 Employee costs have increased due to an increase in the hours of a Food Safety Officer, increments for other Environmental Health staff and the pay award.

4.5 Public Health (Domestic Pollution Control) (£35,210)

4.5.1 Employee costs have decreased due to a change in the allocations of an Environmental Health Officer to reflect activities the officer is spending time on.

4.6 Domestic Refuse and Recycling £31,810

4.6.1 There is a net increase in employee costs of £17,120. Costs have increased by £23,550 due to the pay award, offset by the suspension of the garden waste service for an extra 2 weeks which has saved £6,430.

4.6.2 Supplies and Services have increased by £21,900 to reflect the full year effect of the increase in recycling disposal costs as a result of the move to co-mingled recycling.

4.6.3 Transport costs have decreased £6,020. This is due to a saving of £9,430 from lower transport running costs as a result of the expected purchase and use of some single body recycling vehicles. This has been partially offset by inflationary increases of £3,410.

4.7 Streetscene Grounds Maintenance (£3,830)

4.7.1 Employee costs have increased by £7,900 due to the pay award increase. Transport costs have reduced by £2,980 due to taking out one-off repairs and maintenance costs from 2019/20. Income and the recharge to the Green Space Budget for grounds maintenance work at parks and playing fields have increased by £8,850 due to inflationary increases.

4.8 Cesspool Emptying (£3,220)

4.8.1 Income has increased to reflect inflationary increases in the fees and charges.

4.9 Amenity Cleaning £11,790

4.9.1 Employee costs have increased by £9,700 and transport costs have increased by £2,190 due to the pay award and inflationary increases.

4.10 Green Space Budget £17,400

4.10.1 Recharged salaries have increased by £1,110 due to the pay award increase. There is an increase of £10,000 to cover the costs of reactive tree works and an increase of £5,170 for inflationary increases in the costs of grounds maintenance at parks and playing fields.

4.11 Marketing and Market Research £3,700

4.11.1 The increase is because the one off savings mentioned above have been added back into the budget for 2020/21.

4.12 Departmental and Central Support Services £47,140

4.12.1 Departmental costs have increased by £36,070 due to the pay award, staff increments within Environmental Health, a change in the allocations of an Environmental Health Officer and changes to the allocations of the depot as a result of the refurbishment.

4.12.2 Central Support has increased by £11,070 due to a change in the work plan of Internal Audit, and changes in the allocations for Human Resources and Procurement.

5 Growth Items

5.1 Works to trees are limited to high risk trees, which are considered to be dead, dying or dangerous. Even so, spending has increased, exceeding the normal budget provision. This is unlikely to change, so growth of £10,000 has been included in the Green Space Budget to cover the costs of additional reactive tree works.

6 Income

- 6.1 Changes in the levels of fees and charges for services under the responsibility of this Board are covered in another report on tonight's agenda. Income on fees and charges is expected to contribute to the achievement of income targets.

7 Risks to Services

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

- Deteriorating condition of assets, particularly the Leisure Centres, and further economic and market pressure affecting the generation of income.
- Additional costs relating to the Refuse and Recycling Services.

A risk analysis of the likelihood and impact of the risks identified above are included in Appendix D.

8 Future Year Forecasts

- 8.1 In order to assist with medium-term financial planning, Members are provided with budget forecasts for the three years following 2020/21. The table below provides a subjective summary for those services reporting to this Board:

	Forecast Budget 2021/22 £	Forecast Budget 2022/23 £	Forecast Budget 2023/24 £
Employee Costs	3,910,100	3,988,890	4,061,600
Premises Related	581,560	588,680	599,570
Supplies and Services	1,412,320	1,421,210	1,449,540
Transport	659,470	654,570	652,210
Miscellaneous Expenditure	700	720	740
Earmarked Reserves	32,560	41,090	41,140
Additional Refuse and Recycling rounds	139,190	283,940	289,620
Gross Expenditure	6,735,900	6,979,100	7,094,420
Income	(2,906,110)	(2,961,040)	(3,019,820)
Net Controllable Expenditure	3,829,790	4,018,060	4,074,600
Departmental Support	709,380	721,430	734,550
Central Support	671,220	683,230	696,180
Capital Charges	888,760	888,760	888,760
Net Expenditure	6,099,150	6,311,480	6,394,090

- 8.2 The forecasts given above have used a number of assumptions, which include pay awards of 2% in 2020/21 to 2023/24, increases in contracts and general increases in supplies and services of 2% in 2021/22 and 2023/24. In total, net expenditure is expected to increase by 4.11% in 2021/22, 3.48% in 2022/23 and 1.31% in 2023/24.

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

9 Report Implications

9.1 Finance and Value for Money Implications

9.1.1 As detailed in the body of the report.

9.2 Environment and Sustainability Implications

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

9.3 Risk Management Implications

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

The Contact Officer for this report is Nigel Lane (719371).

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

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

Codes	Description	Actual 2018/2019 £	Approved Budget 2019/2020 £	Revised Budget 2019/2020 £	Original Budget 2020/2021 £
3072	Polesworth Sport Centre	115,454	92,880	109,510	113,560
3074	Arley Sports Centre	110,095	-	-	-
3075	Coleshill Leisure Centre	196,499	172,800	205,010	182,510
3077	Atherstone Leisure Complex	218,221	187,300	228,590	198,310
3082-3	Memorial Hall (Sports and Cultural)	122,895	124,830	123,470	110,140
4002	Public Health (Commercial Pollution Control)	225,847	225,860	228,750	240,740
4003	Public Health (Domestic Pollution Control)	61,621	59,710	59,950	24,740
5000	Domestic Refuse Collection	686,535	649,890	655,200	663,450
5001	Streetscene Grounds Maintenance	39,659	13,710	12,280	8,450
5002	Trade Refuse Collection	(57,641)	(43,600)	(45,750)	(45,880)
5003	Cesspool Emptying	(41,053)	(47,600)	(48,650)	(51,870)
5004	Recycling	811,499	807,820	903,660	927,220
5005	Animal Control	14,696	16,210	15,670	16,220
5006	Abandoned Vehicles	2,241	1,740	1,970	2,010
5010	Amenity Cleaning	512,358	524,570	533,810	545,600
5013	Unadopted Roads	8,676	7,900	7,900	7,900
5014	Drain Unblocking and Land Drainage	1,623	-	-	-
5015	Street Furniture	2,005	1,350	1,350	1,350
5016	Atherstone Market	2,004	1,720	1,800	1,840
5019	Green Space Budget	415,634	414,970	415,270	432,670
5021	Public Health (Control of Disease) Act 1984 Burials	129	-	1,890	-
5023	Consultation	967	4,650	4,650	4,650
5025	Corporate Policy	48,833	43,580	43,580	44,120
5030	Rural Regeneration	32,309	26,980	26,980	27,390
5034	Landscape	9,123	9,250	10,260	10,260
5040	Marketing and Market Research	7,713	8,760	5,060	8,760
5044	Support to Voluntary Organisations	54,722	54,620	54,620	54,620
5047	Community Fund for Local Projects	-	-	-	-
5055	Community Development Health Improvement	40,174	30,210	30,130	32,100
5056	Community Development Safer Communities	63,414	62,140	62,140	62,840
5064	Queen Elizabeth School - Artificial Grass Pitch	(5,823)	(12,890)	(12,890)	(10,080)
7361	England's Rural Heart LEADER Partnership	2,009	1,520	1,530	1,050
7365	Armed Forces Covenant Veteran Hubs Development	-	-	-	-
7700	Stronger & Safer Communities	-	-	-	-
7856	High Street Innovation Grants	-	-	-	-
	Net Controllable Expenditure	3,702,438	3,440,880	3,637,740	3,614,670
	Departmental Support	634,222	660,330	660,330	696,400
	Central Support	630,759	647,280	647,280	658,350
	Capital	1,091,821	888,160	888,160	888,760
	Net Expenditure	6,059,240	5,636,650	5,833,510	5,858,180

3072 - POLESWORTH SPORTS CENTRE

Polesworth Sports Centre is a dual-use facility shared with The Polesworth School. It has a four badminton court-size hall, one squash court and a "Lifetimes" fitness suite.

DESCRIPTION	ACTUALS	APPROVED	REVISED	ORIGINAL
	2018/2019	BUDGET 2019/2020	BUDGET 2019/2020	BUDGET 2020/2021
Employee Expenditure	260,694	247,860	247,820	265,280
Premises Related Expenditure	41,256	42,440	42,710	40,480
Supplies & Services	25,408	21,710	27,420	24,700
Transport Related Expenditure	-	-	-	-
Miscellaneous Expenditure	-	-	-	-
Earmarked Reserves	(261)	-	(2,110)	-
GROSS EXPENDITURE	327,097	312,010	315,840	330,460
GROSS INCOME	(211,643)	(219,130)	(206,330)	(216,900)
NET CONTROLLABLE EXPENDITURE	115,454	92,880	109,510	113,560
Departmental Support	15,100	18,880	18,880	19,260
Central Support Services	35,770	39,300	39,300	40,840
Capital Charges	18,840	13,870	13,870	14,000
NET EXPENDITURE	185,164	164,930	181,560	187,660

Contributes to corporate priority :
- Improving leisure and wellbeing opportunities

KEY PERFORMANCE INDICATORS

Operational Staff V Total Income	95.1%	96.6%	102.5%	108.2%
Operational Recovery Rate (excluding Central Support and Capital Charges)	79.0%	80.2%	74.5%	72.9%

3074 - ARLEY SPORTS CENTRE

Arley Sports Centre's facilities include a three badminton court hall, one squash court, a "Lifetimes" fitness suite and a small social room. It was transferred to Elite Sports Development on 14th December 2018.

DESCRIPTION	ACTUALS	APPROVED	REVISED	ORIGINAL
	2018/2019	BUDGET 2019/2020	BUDGET 2019/2020	BUDGET 2020/2021
Employee Expenditure	101,268	-	-	-
Premises Related Expenditure	31,527	-	-	-
Supplies & Services	23,372	-	-	-
Transport Related Expenditure	68	-	-	-
Earmarked Reserves	(5,015)	-	-	-
GROSS EXPENDITURE	151,220	-	-	-
GROSS INCOME	(41,125)	-	-	-
NET CONTROLLABLE EXPENDITURE	110,095	-	-	-
Departmental Support	13,010	-	-	-
Central Support Services	31,243	-	-	-
Capital Charges	(36,179)	-	-	-
NET EXPENDITURE	118,169	-	-	-

Contributes to corporate priority :
- Improving leisure and wellbeing opportunities

KEY PERFORMANCE INDICATORS

Operational Staff V Total Income	168.7%
Operational Recovery Rate (excluding Central Support and Capital Charges)	34.6%

3075 - COLESHILL LEISURE CENTRE

Coleshill Leisure Centre is situated on the site of Coleshill School and run in partnership with the school. It houses a four badminton court hall, two squash courts, a studio and a 40 station "Lifetimes" fitness suite.

DESCRIPTION	ACTUALS	APPROVED	REVISED	ORIGINAL
	2018/2019	BUDGET 2019/2020	BUDGET 2019/2020	BUDGET 2020/2021
Employee Expenditure	402,351	396,150	394,890	400,630
Premises Related Expenditure	130,057	143,800	139,340	150,620
Supplies & Services	53,210	48,170	54,180	49,350
Transport Related Expenditure	-	-	-	-
Miscellaneous Expenditure	(360)	-	-	-
Earmarked Reserves	17,560	20,910	18,800	20,910
GROSS EXPENDITURE	602,818	609,030	607,210	621,510
GROSS INCOME	(406,319)	(436,230)	(402,200)	(439,000)
NET CONTROLLABLE EXPENDITURE	196,499	172,800	205,010	182,510
Departmental Support	16,330	21,950	21,950	22,470
Central Support Services	54,000	60,870	60,870	61,660
Capital Charges	132,177	100,940	100,940	101,130
NET EXPENDITURE	399,006	356,560	388,770	367,770

Contributes to corporate priority :
- Improving leisure and wellbeing opportunities

KEY PERFORMANCE INDICATORS

Operational Staff V Total Income	79.7%	79.6%	86.0%	81.9%
Operational Recovery Rate (excluding Central Support and Capital Charges)	80.6%	81.4%	75.0%	79.0%

3077 - ATHERSTONE LEISURE COMPLEX

This facility comprises a 25 metre pool, a learner pool and a "Lifetimes" fitness suite.

DESCRIPTION	ACTUALS	APPROVED	REVISED	ORIGINAL
	2018/2019	BUDGET 2019/2020	BUDGET 2019/2020	BUDGET 2020/2021
Employee Expenditure	569,012	541,240	540,860	546,650
Premises Related Expenditure	233,743	249,350	261,250	263,340
Supplies & Services	60,858	61,440	70,660	60,070
Transport Related Expenditure	59	-	-	-
Earmarked Reserves	4,100	2,500	2,500	2,500
GROSS EXPENDITURE	867,772	854,530	875,270	872,560
GROSS INCOME	(649,551)	(667,230)	(646,680)	(674,250)
NET CONTROLLABLE EXPENDITURE	218,221	187,300	228,590	198,310
Departmental Support	16,263	24,760	24,760	25,370
Central Support Services	73,487	83,380	83,380	79,760
Capital Charges	473,205	250,320	250,320	250,950
NET EXPENDITURE	781,176	545,760	587,050	554,390

Contributes to corporate priority :
- Improving leisure and wellbeing opportunities

KEY PERFORMANCE INDICATORS

Operational Staff V Total Income	70.8%	71.8%	74.0%	73.3%
Operational Recovery Rate (excluding Central Support and Capital Charges)	86.3%	86.2%	81.4%	84.2%

3082-3083 - MEMORIAL HALL

The Council's main entertainment and function venue which is available for sports and communal use.

DESCRIPTION	ACTUALS	APPROVED	REVISED	ORIGINAL
	2018/2019	BUDGET 2019/2020	BUDGET 2019/2020	BUDGET 2020/2021
Employee Expenditure	104,677	98,110	99,200	94,960
Premises Related Expenditure	36,182	41,240	42,030	38,360
Supplies & Services	14,456	15,010	11,400	11,970
Earmarked Reserves	107	-	-	-
GROSS EXPENDITURE	155,422	154,360	152,630	145,290
GROSS INCOME	(32,527)	(29,530)	(29,160)	(35,150)
NET CONTROLLABLE EXPENDITURE	122,895	124,830	123,470	110,140
Departmental Support	2,700	2,840	2,840	2,910
Central Support Services	11,672	13,290	13,290	12,430
Capital Charges	(58,122)	25,170	25,170	25,170
NET EXPENDITURE	79,145	166,130	164,770	150,650

Contributes to corporate priority :
- Improving leisure and wellbeing opportunities

KEY PERFORMANCE INDICATORS

Operational Staff V Total Income	274.4%	305.4%	313.6%	251.8%
Operational Recovery Rate (excluding Central Support and Capital Charges)	23.2%	20.2%	20.1%	25.3%

4002 - PUBLIC HEALTH (COMMERCIAL POLLUTION CONTROL)

This extends from dealing with noise and other statutory nuisances to the enforcement of food hygiene and health and safety in relevant premises in the Borough. Air pollution monitoring and the issue of authorisations for certain types of air polluting processes under the Environmental Protection Act 1990 are also dealt with under the budget, as well as statutory duties in respect of contaminated land.

DESCRIPTION	ACTUALS	APPROVED BUDGET	REVISED BUDGET	ORIGINAL BUDGET
	2018/2019	2019/2020	2019/2020	2020/2021
Employee Expenses	240,480	243,760	243,760	256,100
Supplies & Services	13,434	18,980	19,430	19,560
Transport Related Expenditure	-	-	-	-
Earmarked Reserves	-	-	-	-
GROSS EXPENDITURE	253,914	262,740	263,190	275,660
GROSS INCOME	(28,067)	(36,880)	(34,440)	(34,920)
NET CONTROLLABLE EXPENDITURE	225,847	225,860	228,750	240,740
Departmental Support	74,127	67,650	67,650	75,410
Central Support Services	7,643	8,340	8,340	8,380
Capital Charges	-	60	60	60
NET EXPENDITURE	307,617	301,910	304,800	324,590

Contributes to corporate priority :
- Improving leisure and wellbeing opportunities

4003 - PUBLIC HEALTH (DOMESTIC POLLUTION CONTROL)

Private sector domestic enforcement of housing standards

DESCRIPTION	ACTUALS	APPROVED BUDGET	REVISED BUDGET	ORIGINAL BUDGET
	2018/2019	2019/2020	2019/2020	2020/2021
Employee Expenses	61,183	59,890	59,890	24,710
Supplies & Services	5,459	3,300	3,540	3,580
Earmarked Reserves	-	-	-	-
GROSS EXPENDITURE	66,642	63,190	63,430	28,290
GROSS INCOME	(5,021)	(3,480)	(3,480)	(3,550)
NET CONTROLLABLE EXPENDITURE	61,621	59,710	59,950	24,740
Departmental Support	20,406	18,400	18,400	21,300
Central Support Services	5,640	6,110	6,110	7,030
Capital Charges	673	60	60	60
NET EXPENDITURE	88,340	84,280	84,520	53,130

Contributes to corporate priority :
- Improving leisure and wellbeing opportunities

5000 - DOMESTIC REFUSE COLLECTION

The collection of domestic refuse from approximately 28,539 households in the Borough. Also the collection of clinical waste from surgeries, nursing homes and private dwellings.

DESCRIPTION	ACTUALS	APPROVED	REVISED	ORIGINAL
	2018/2019	BUDGET 2019/2020	BUDGET 2019/2020	BUDGET 2020/2021
Employee Expenditure	570,146	523,160	515,810	526,720
Premises Related Expenditure	8,797	4,450	9,120	9,120
Supplies & Services	62,850	66,210	64,180	64,120
Transport Related Expenditure	199,338	214,180	226,100	227,510
Miscellaneous Expenditure	500	-	-	-
GROSS EXPENDITURE	841,631	808,000	815,210	827,470
GROSS INCOME	(155,096)	(158,110)	(160,010)	(164,020)
NET CONTROLLABLE EXPENDITURE	686,535	649,890	655,200	663,450
Departmental Support	61,260	63,050	63,050	64,500
Central Support Services	97,855	106,400	106,400	122,290
Capital Charges	167,797	150,490	150,490	150,550
NET EXPENDITURE	1,013,447	969,830	975,140	1,000,790

Contributes to corporate priority :

- Improving leisure and wellbeing opportunities

KEY PERFORMANCE INDICATORS

No of Households	28,300	28,600	28,539	28,740
Cost per household	£35.81	£33.91	£34.17	£34.82
Maximum missed collections per 100,000 users	42	48	34	40

5001 - STREETSCENE GROUNDS MAINTENANCE

This budget covers the maintenance of informal areas of green space that are intrinsic to the streetscene.

DESCRIPTION	ACTUALS	APPROVED	REVISED	ORIGINAL
	2018/2019	BUDGET 2019/2020	BUDGET 2019/2020	BUDGET 2020/2021
Employee Expenditure	387,712	366,760	354,700	362,600
Premises Related Expenditure	-	-	-	-
Supplies & Services	22,107	30,150	29,830	29,910
Transport Related Expenditure	68,339	64,750	75,240	72,280
Miscellaneous Expenditure	1,120	580	580	580
Earmarked Reserves	-	-	-	-
GROSS EXPENDITURE	479,278	462,240	460,350	465,370
GROSS INCOME	(439,619)	(448,530)	(448,070)	(456,920)
NET CONTROLLABLE EXPENDITURE	39,659	13,710	12,280	8,450
Departmental Support	32,629	32,970	32,970	43,740
Central Support	21,259	23,130	23,130	27,070
Capital Charges	41,999	31,890	31,890	31,890
NET EXPENDITURE	135,546	101,700	100,270	111,150

Contributes to corporate priorities :

- Protecting our countryside and heritage

- Improving leisure and wellbeing opportunities

5002 - TRADE REFUSE COLLECTION

Collecting waste from business premises situated in the Borough.

DESCRIPTION	ACTUALS	APPROVED	REVISED	ORIGINAL
	2018/2019	BUDGET 2019/2020	BUDGET 2019/2020	BUDGET 2020/2021
Employee Expenditure	15,377	11,030	11,030	11,240
Supplies & Services	210,622	221,390	218,300	221,040
GROSS EXPENDITURE	225,999	232,420	229,330	232,280
GROSS INCOME	(283,640)	(276,020)	(275,080)	(278,160)
NET CONTROLLABLE EXPENDITURE	(57,641)	(43,600)	(45,750)	(45,880)
Departmental Support	13,690	14,160	14,160	14,160
Central Support Services	17,004	18,970	18,970	16,290
NET EXPENDITURE	(26,947)	(10,470)	(12,620)	(15,430)

Contributes to corporate priority :

- Responsible financial and resource management

KEY PERFORMANCE INDICATORS

Number of Trade Bins	471	483	476	476
Gross cost per bin collected	£545.00	£549.79	£551.39	£551.95
Net cost per bin collected	-£57.21	-£21.68	-£26.51	-£32.42

5003 - CESSPOOL EMPTYING

The collection and disposal of cesspool and septic tank waste from properties in the Borough.

DESCRIPTION	ACTUALS	APPROVED	REVISED	ORIGINAL
	2018/2019	BUDGET 2019/2020	BUDGET 2019/2020	BUDGET 2020/2021
Employee Expenditure	40,528	38,780	37,800	38,300
Premises Related Expenditure	-	110	-	110
Supplies & Services	20,863	22,730	22,730	23,690
Transport Related Expenditure	25,884	24,960	25,000	25,710
Miscellaneous Expenditure	-	100	100	100
Earmarked Reserves	-	-	-	-
GROSS EXPENDITURE	87,275	86,680	85,630	87,910
GROSS INCOME	(128,328)	(134,280)	(134,280)	(139,780)
NET CONTROLLABLE EXPENDITURE	(41,053)	(47,600)	(48,650)	(51,870)
Departmental Support	12,280	12,360	12,360	13,420
Central Support Services	14,084	15,480	15,480	27,070
Capital Charges	15,102	14,770	14,770	14,770
NET EXPENDITURE	413	(4,990)	(6,040)	3,390

Contributes to corporate priorities :

- Responsible financial and resource management

- Improving leisure and wellbeing opportunities

KEY PERFORMANCE INDICATORS

Number of emptyings	1,208	1,152	1,141	1,141
Gross cost per emptying	£106.57	£112.23	£112.42	£125.51
Net (surplus)/cost per emptying	£0.34	-£4.33	-£5.29	£2.97

5004 - RECYCLING

An in-house service which collects and recycles green and recyclable waste.

DESCRIPTION	ACTUALS	APPROVED BUDGET	REVISED BUDGET	ORIGINAL BUDGET
	2018/2019	2019/2020	2019/2020	2020/2021
Employee Expenses	633,399	615,510	650,650	656,860
Premises Related Expenditure	59	120	120	120
Supplies & Services	305,389	289,030	305,430	327,340
Transport Related Expenditure	218,786	228,140	244,930	237,500
Earmarked Reserves	(15,000)	15,000	15,000	15,000
GROSS EXPENDITURE	1,142,633	1,147,800	1,216,130	1,236,820
GROSS INCOME	(331,134)	(339,980)	(312,470)	(309,600)
NET CONTROLLABLE EXPENDITURE	811,499	807,820	903,660	927,220
Departmental Support	37,050	38,190	38,190	38,080
Central Support Services	45,924	50,200	50,200	50,320
Capital Charges	164,291	145,110	145,110	145,110
NET EXPENDITURE	1,058,764	1,041,320	1,137,160	1,160,730

Contributes to corporate priority :

- Promoting sustainable and vibrant communities

KEY PERFORMANCE INDICATORS

Number of Households	28,300	28,600	28,539	28,740
Cost per household	£37.41	£36.41	£39.85	£40.39
Tonnes of recycle material collected	12,086	13,700	12,580	12,580
% of waste recycled	48%	50%	51%	50%

5005 - ANIMAL CONTROL

Dealing with rats, mice, wasps and certain insects in domestic and non-food business premises. Also sewer baiting for rats in main sewers for Severn Trent Water.

DESCRIPTION	ACTUALS	APPROVED BUDGET	REVISED BUDGET	ORIGINAL BUDGET
	2018/2019	2019/2020	2019/2020	2020/2021
Employee Expenses	22,946	21,480	21,480	21,900
Supplies & Services	6,306	9,070	8,450	8,990
Transport Related Expenditure	8,103	6,110	5,110	5,100
Earmarked Reserves	-	-	-	-
GROSS EXPENDITURE	37,355	36,660	35,040	35,990
GROSS INCOME	(22,659)	(20,450)	(19,370)	(19,770)
NET CONTROLLABLE EXPENDITURE	14,696	16,210	15,670	16,220
Departmental Support	8,833	7,880	7,880	9,960
Central Support Services	15,912	16,870	16,870	11,830
Capital Charge	3,266	4,290	4,290	4,290
NET EXPENDITURE	42,707	45,250	44,710	42,300

Contributes to corporate priority :

- Improving leisure and wellbeing opportunities

- Promoting sustainable and vibrant communities

5006 - ABANDONED VEHICLES

Service provided to deal with abandoned vehicles within the Borough.

DESCRIPTION	ACTUALS 2018/2019	APPROVED BUDGET 2019/2020	REVISED BUDGET 2019/2020	ORIGINAL BUDGET 2020/2021
Employee Expenditure	477	-	-	-
Supplies & Services	1,764	1,740	2,120	2,160
GROSS EXPENDITURE	2,241	1,740	2,120	2,160
GROSS INCOME	-	-	(150)	(150)
NET CONTROLLABLE EXPENDITURE	2,241	1,740	1,970	2,010
Departmental Support	4,723	4,810	4,810	4,980
Central Support Services	495	560	560	570
NET EXPENDITURE	7,459	7,110	7,340	7,560

Contributes to corporate priorities :

- Protecting our countryside and heritage

5010 - AMENITY CLEANING

Street cleaning and road sweeping throughout the Borough. Also site clearance of tipped rubbish.

DESCRIPTION	ACTUALS 2018/2019	APPROVED BUDGET 2019/2020	REVISED BUDGET 2019/2020	ORIGINAL BUDGET 2020/2021
Employee Expenditure	408,051	416,330	420,010	429,710
Premises Related Expenditure	16,093	22,060	23,010	23,010
Supplies & Services	15,232	18,010	28,620	17,400
Transport Related Expenditure	80,895	72,540	78,820	81,010
Earmarked Reserves	11,231	-	(11,230)	-
GROSS EXPENDITURE	531,502	528,940	539,230	551,130
GROSS INCOME	(19,144)	(4,370)	(5,420)	(5,530)
NET CONTROLLABLE EXPENDITURE	512,358	524,570	533,810	545,600
Departmental Support	55,433	56,090	56,090	61,860
Central Support Services	32,347	35,360	35,360	43,540
Capital Charges	38,712	56,030	56,030	56,030
NET EXPENDITURE	638,850	672,050	681,290	707,030

Contributes to corporate priorities :

- Protecting our countryside and heritage

- Improving leisure and wellbeing opportunities

5013 - UNADOPTED ROADS

A small budget to provide minor repairs to the Council's unadopted roads.

DESCRIPTION	ACTUALS	APPROVED BUDGET	REVISED BUDGET	ORIGINAL BUDGET
	2018/2019	2019/2020	2019/2020	2020/2021
Employee Expenditure	909	-	-	-
Supplies & Services	7,767	7,900	7,900	7,900
GROSS EXPENDITURE	8,676	7,900	7,900	7,900
GROSS INCOME	-	-	-	-
NET CONTROLLABLE EXPENDITURE	8,676	7,900	7,900	7,900
Departmental Support	8,780	9,030	9,030	11,340
Central Support Services	597	670	670	740
NET EXPENDITURE	18,053	17,600	17,600	19,980

Contributes to corporate priority :
- Creating safer communities

5014 - DRAIN UNBLOCKING AND LAND DRAINAGE

A service to the Borough's residents to provide assistance in times of flooding, and the provision of professional assistance in cases where land is saturated.

DESCRIPTION	ACTUALS	APPROVED BUDGET	REVISED BUDGET	ORIGINAL BUDGET
	2018/2019	2019/2020	2019/2020	2020/2021
Employee Expenses	1,367	-	-	-
Supplies & Services	256	-	-	-
NET CONTROLLABLE EXPENDITURE	1,623	-	-	-
Departmental Support	8,780	9,030	9,030	11,340
Central Support Services	5,445	5,730	5,730	6,400
Capital Charges	2,652	2,650	2,650	2,650
NET EXPENDITURE	18,500	17,410	17,410	20,390

Contributes to corporate priority :
- Creating safer communities

5015 - STREET FURNITURE

The maintenance and replacement of street furniture e.g. benches and bollards.

DESCRIPTION	ACTUALS	APPROVED	REVISED	ORIGINAL
	2018/2019	BUDGET 2019/2020	BUDGET 2019/2020	BUDGET 2020/2021
Employee Expenses	535	-	-	-
Supplies & Services	1,470	1,350	1,350	1,350
NET CONTROLLABLE EXPENDITURE	2,005	1,350	1,350	1,350
Departmental Support	3,920	4,050	4,050	4,160
Central Support Services	1,090	1,240	1,240	1,300
NET EXPENDITURE	7,015	6,640	6,640	6,810

Contributes to corporate priority :
- Creating safer communities

5016 - ATHERSTONE MARKET

The market is held every Tuesday and Friday at the Market Square in Atherstone. It is principally run by Atherstone Town Council in conjunction with Hinckley & Bosworth Borough Council.

DESCRIPTION	ACTUALS	APPROVED	REVISED	ORIGINAL
	2018/2019	BUDGET 2019/2020	BUDGET 2019/2020	BUDGET 2020/2021
Employee Expenses	704	-	-	-
Premises Related Expenditure	1,300	1,720	1,800	1,840
NET CONTROLLABLE EXPENDITURE	2,004	1,720	1,800	1,840
Departmental Support	970	1,000	1,000	1,020
Central Support Services	387	460	460	480
NET EXPENDITURE	3,361	3,180	3,260	3,340

Contributes to corporate priority :
- Promoting sustainable and vibrant communities

5019 - GREEN SPACE BUDGET

The management and maintenance of parks, recreation grounds and other open spaces in order to enhance the quality and visual appearance of the environment and provide opportunities for formal and informal recreation and play. Costs relating to Pitches and Pavilions are also included

DESCRIPTION	ACTUALS	APPROVED	REVISED	ORIGINAL
	2018/2019	BUDGET 2019/2020	BUDGET 2019/2020	BUDGET 2020/2021
Employee Expenditure	63,709	56,620	56,620	57,730
Premises Related Expenditure	37,935	37,400	38,150	39,690
Supplies & Services	362,481	335,360	365,030	350,700
Miscellaneous Expenditure	-	-	-	-
Earmarked Reserves	(6,635)	-	(19,150)	-
GROSS EXPENDITURE	457,490	429,380	440,650	448,120
GROSS INCOME	(41,856)	(14,410)	(25,380)	(15,450)
NET CONTROLLABLE EXPENDITURE	415,634	414,970	415,270	432,670
Departmental Support	54,811	59,710	59,710	60,690
Central Support Services	69,123	72,210	72,210	54,650
Capital Charge	124,101	90,210	90,210	90,210
NET EXPENDITURE	663,669	637,100	637,400	638,220

KEY PERFORMANCE INDICATORS

Number of Play Areas	27	27	26	26
Number of play areas meeting the safety, DDA and Play Value standard	27	27	26	26
Number of Pitches	10	10	7	7
Number of Teams	14	14	17	17
Number of Hirers	14	14	17	17
Budgeted income per team	£400.63	£352.14	£307.65	£313.53

Contributes to corporate priorities :

- Improving leisure and wellbeing opportunities
- Promoting sustainable and vibrant communities

5021 - PUBLIC HEALTH (CONTROL OF DISEASE) ACT 1984 BURIALS

Making arrangements for burial or cremation of the body of any person who has died or been found dead in the Borough where it appears that no suitable arrangements are being made for disposal of the body.

DESCRIPTION	ACTUALS	APPROVED	REVISED	ORIGINAL
	2018/2019	BUDGET 2019/2020	BUDGET 2019/2020	BUDGET 2020/2021
Employee Expenditure	286	-	-	-
Supplies & Services	-	-	3,000	-
GROSS EXPENDITURE	286	-	3,000	-
GROSS INCOME	(157)	-	(1,110)	-
NET CONTROLLABLE EXPENDITURE	129	-	1,890	-
Departmental Support	2,779	2,720	2,720	2,720
Central Support Services	275	290	290	270
NET EXPENDITURE	3,183	3,010	4,900	2,990

5023 - CONSULTATION

This budget shows the corporate cost of public consultation, focus groups and maintenance of the Citizens' Panel.

DESCRIPTION	ACTUALS	APPROVED	REVISED	ORIGINAL
	2018/2019	BUDGET 2019/2020	BUDGET 2019/2020	BUDGET 2020/2021
Employee Expenditure	967	-	-	-
Supplies & Services	-	4,650	4,650	4,650
NET CONTROLLABLE EXPENDITURE	967	4,650	4,650	4,650
Departmental Support	7,415	7,250	7,250	6,640
Central Support	2,615	2,730	2,730	2,860
NET EXPENDITURE	10,997	14,630	14,630	14,150

Contributes to corporate priority :

- Responsible financial and resource management

5025 - CORPORATE POLICY

The purpose of this budget is to support projects and initiatives developed from the North Warwickshire Community Safety Partnership Plan, the Council's equality policy and other corporate policy initiatives.

DESCRIPTION	ACTUALS	APPROVED	REVISED	ORIGINAL
	2018/2019	BUDGET 2019/2020	BUDGET 2019/2020	BUDGET 2020/2021
Employee Expenditure	34,764	28,490	28,490	29,040
Premises Related Expenditure	681	410	410	420
Supplies & Services	13,770	35,260	35,260	35,260
Miscellaneous Expenditure	17,016	-	-	-
Earmarked Reserves	(17,081)	(20,260)	(20,260)	(20,270)
GROSS EXPENDITURE	49,150	43,900	43,900	44,450
GROSS INCOME	(317)	(320)	(320)	(330)
NET CONTROLLABLE EXPENDITURE	48,833	43,580	43,580	44,120
Departmental Support	22,400	21,780	21,780	20,750
Central Support	20,273	21,720	21,720	15,430
Capital Charges	3,008	-	-	-
NET EXPENDITURE	94,514	87,080	87,080	80,300

Contributes to corporate priorities :

- Creating safer communities

- Promoting sustainable and vibrant communities

5030 - RURAL REGENERATION

A service providing support and assistance to improve and develop local communities in North Warwickshire ensuring their long term sustainability, particularly through supporting implementation of parish plans.

DESCRIPTION	ACTUALS	APPROVED BUDGET	REVISED BUDGET	ORIGINAL BUDGET
	2018/2019	2019/2020	2019/2020	2020/2021
Employee Expenditure	31,079	25,710	25,710	26,120
Premises Related Expenditure	25	-	-	-
Supplies & Services	28,205	26,270	26,270	1,270
Miscellaneous Expenditure	-	-	-	-
Earmarked Reserves	(27,000)	(25,000)	(25,000)	-
GROSS EXPENDITURE	32,309	26,980	26,980	27,390
GROSS INCOME	-	-	-	-
NET CONTROLLABLE EXPENDITURE	32,309	26,980	26,980	27,390
Departmental Support	35,518	39,690	39,690	40,080
Central Support	2,321	2,460	2,460	7,600
NET EXPENDITURE	70,148	69,130	69,130	75,070

Contributes to corporate priority :

- Promoting sustainable and vibrant communities

5034 - LANDSCAPE

This service provides for monitoring and enhancing the built and natural environment of the Borough.

DESCRIPTION	ACTUALS	APPROVED BUDGET	REVISED BUDGET	ORIGINAL BUDGET
	2018/2019	2019/2020	2019/2020	2020/2021
Employee Expenses	143	-	-	-
Supplies & Services	8,980	9,250	10,260	10,260
NET CONTROLLABLE EXPENDITURE	9,123	9,250	10,260	10,260
Departmental Support	1,234	1,210	1,210	1,210
Central Support Services	294	320	320	330
NET EXPENDITURE	10,651	10,780	11,790	11,800

Contributes to corporate priority :

- Protecting our countryside and heritage

5040 - MARKETING & MARKET RESEARCH

The marketing and promotion of all aspects of the leisure centres and community development activity.

DESCRIPTION	ACTUALS	APPROVED	REVISED	ORIGINAL
	2018/2019	BUDGET 2019/2020	BUDGET 2019/2020	BUDGET 2020/2021
Employee Expenditure	607	-	-	-
Supplies & Services	1,606	8,760	5,060	8,760
Earmarked Reserves	5,500	-	-	-
NET CONTROLLABLE EXPENDITURE	7,713	8,760	5,060	8,760
Departmental Support	5,220	5,440	5,440	5,400
Central Support Services	1,033	1,100	1,100	1,960
NET EXPENDITURE	13,966	15,300	11,600	16,120

Contributes to corporate priority :

- Improving leisure and wellbeing opportunities

5044 - SUPPORT TO VOLUNTARY ORGANISATIONS

Annual grants to the North Warwickshire Citizens Advice Bureau and Warwickshire Community and Voluntary Action (CAVA)

DESCRIPTION	ACTUALS	APPROVED	REVISED	ORIGINAL
	2018/2019	BUDGET 2019/2020	BUDGET 2019/2020	BUDGET 2020/2021
Employee Expenditure	1,898	-	-	-
Supplies & Services	82,427	54,620	54,620	54,620
Earmarked Reserves	(29,603)	-	-	-
NET CONTROLLABLE EXPENDITURE	54,722	54,620	54,620	54,620
Departmental Support	18,231	21,590	21,590	22,030
Central Support Services	8,780	1,510	1,510	1,610
NET EXPENDITURE	81,733	77,720	77,720	78,260

Contributes to corporate priorities :

- Creating safer communities
- Improving leisure and wellbeing opportunities
- Promoting sustainable and vibrant communities

5047 - COMMUNITY FUND FOR LOCAL PROJECTS

Community Fund from which local organisations can obtain funding for local projects.

DESCRIPTION	ACTUALS	APPROVED	REVISED	ORIGINAL
	2018/2019	BUDGET 2019/2020	BUDGET 2019/2020	BUDGET 2020/2021
Supplies & Services	-	200,000	200,000	-
Earmarked Reserves	-	(200,000)	(200,000)	-
NET EXPENDITURE	-	-	-	-

Contributes to corporate priorities :

- Creating safer communities
- Improving leisure and wellbeing opportunities
- Promoting sustainable and vibrant communities

5055 - COMMUNITY DEVELOPMENT HEALTH IMPROVEMENT

To work with partners to develop and co-ordinate initiatives designed to improve health and remove health inequalities concentrating on prevention rather than cure.

DESCRIPTION	ACTUALS	APPROVED	REVISED	ORIGINAL
	2018/2019	BUDGET 2019/2020	BUDGET 2019/2020	BUDGET 2020/2021
Employee Expenditure	43,522	32,760	32,760	34,530
Premises Related Expenditure	171	-	-	-
Supplies & Services	20,257	11,120	11,120	11,120
Transport Related Expenditure	2,224	3,330	3,250	3,450
Earmarked Reserves	21,700	-	-	-
GROSS EXPENDITURE	87,874	47,210	47,130	49,100
GROSS INCOME	(47,700)	(17,000)	(17,000)	(17,000)
NET CONTROLLABLE EXPENDITURE	40,174	30,210	30,130	32,100
Departmental Support	36,759	41,080	41,080	41,710
Central Support Services	12,484	14,090	14,090	12,650
Capital Charges	-	-	-	-
NET EXPENDITURE	89,417	85,380	85,300	86,460

Contributes to corporate priorities :

- Improving leisure and wellbeing opportunities
- Promoting sustainable and vibrant communities

5056 - COMMUNITY DEVELOPMENT SAFER COMMUNITIES

To work with partners to develop and co-ordinate initiatives and projects designed to make North Warwickshire a safer place to live, work and visit.

DESCRIPTION	ACTUALS	APPROVED BUDGET	REVISED BUDGET	ORIGINAL BUDGET
	2018/2019	2019/2020	2019/2020	2020/2021
Employee Expenditure	40,182	33,830	33,830	34,530
Premises Related Expenditure	356	370	370	370
Supplies & Services	17,276	27,940	27,940	27,940
Transport Related Expenditure	-	-	-	-
Earmarked Reserves	8,000	-	-	-
GROSS EXPENDITURE	65,814	62,140	62,140	62,840
GROSS INCOME	(2,400)	-	-	-
NET CONTROLLABLE EXPENDITURE	63,414	62,140	62,140	62,840
Departmental Support	36,954	41,280	41,280	41,710
Central Support Services	9,756	11,310	11,310	9,910
Capital Charges	-	1,890	1,890	1,890
NET EXPENDITURE	110,124	116,620	116,620	116,350

Contributes to corporate priority :
- Creating safer communities

5064 - QE - ARTIFICIAL GRASS PITCH

An artificial grass pitch was constructed at Queen Elizabeth School in Atherstone in 2011, which is capable of hosting a range of sporting activities all year round whatever the weather. The pitch is run in partnership with Queen Elizabeth School, with the Council managing community use of the pitch. In addition the council now manages the community use of the school sports hall.

DESCRIPTION	ACTUALS	APPROVED BUDGET	REVISED BUDGET	ORIGINAL BUDGET
	2018/2019	2019/2020	2019/2020	2020/2021
Employee Expenditure	12,535	14,760	15,900	16,430
Premises Related Expenditure	3,367	2,490	3,430	3,500
Supplies & Services	17,583	6,520	6,520	6,520
Miscellaneous Expenditure	-	-	-	-
Earmarked Reserves	(2,306)	1,520	(560)	2,420
GROSS EXPENDITURE	31,179	25,290	25,290	28,870
GROSS INCOME	(37,002)	(38,180)	(38,180)	(38,950)
NET CONTROLLABLE EXPENDITURE	(5,823)	(12,890)	(12,890)	(10,080)
Departmental Support	6,617	11,480	11,480	8,180
Central Support Services	1,327	1,410	1,410	1,900
NET EXPENDITURE	2,121	-	-	-

Contributes to corporate priority :
- Improving leisure and wellbeing opportunities

7361 - ENGLAND'S RURAL HEART LEADER PARTNERSHIP (externally funded)

The Council is the accountable body for the North Warwickshire and Hinckley and Bosworth LEADER Programme, which has been awarded £1.416m (from DEFRA and the European Union) as part of the Rural Development Programme for England (RDPE). Payments to supported projects over the period from 2015 to 2020 will be made directly by the Rural Payments Agency (RPA). This budget, therefore, represents the Management and Administration costs awarded to the Council to manage the programme.

DESCRIPTION	ACTUALS	APPROVED	REVISED	ORIGINAL
	2018/2019	BUDGET 2019/2020	BUDGET 2019/2020	BUDGET 2020/2021
Employee Expenditure	40,211	39,450	41,300	24,260
Premises Related Expenditure	180	250	250	250
Supplies and Services	2,127	7,840	7,840	7,850
Transport Related Expenditure	391	1,120	1,120	1,120
Miscellaneous Expenditure	-	-	-	-
GROSS EXPENDITURE	42,909	48,660	50,510	33,480
GROSS INCOME	(40,900)	(47,140)	(48,980)	(32,430)
NET CONTROLLABLE EXPENDITURE	2,009	1,520	1,530	1,050
Central Support	30,624	31,770	31,770	31,180
Capital Charges	299	410	410	-
NET EXPENDITURE	32,932	33,700	33,710	32,230

Contributes to corporate priority :

- Promoting sustainable and vibrant communities
- Supporting employment and business

7365 - ARMED FORCES COVENANT VETERAN HUBS DEVELOPMENT

The Armed Forces Covenant (AFC) is a promise from the nation ensuring that those who serve or who have served in the Armed Forces and their families, should be treated with fairness and respect in the communities, economy and society they serve with their lives.

DESCRIPTION	ACTUALS	APPROVED	REVISED	ORIGINAL
	2018/2019	BUDGET 2019/2020	BUDGET 2019/2020	BUDGET 2020/2021
Supplies and Services	5,151	8,000	20,000	-
Earmarked Reserves	6,849	-	-	-
GROSS EXPENDITURE	12,000	8,000	20,000	-
GROSS INCOME	(12,000)	(8,000)	(20,000)	-
NET CONTROLLABLE EXPENDITURE	-	-	-	-

Contributes to corporate priority :

- Creating safer communities
- Improving leisure and wellbeing opportunities
- Promoting sustainable and vibrant communities
- Supporting employment and business

7700 - STRONGER & SAFER COMMUNITIES

Grant funded position which provided assistance to local community projects to provide activities for communities

DESCRIPTION	ACTUALS	APPROVED	REVISED	ORIGINAL
	2018/2019	BUDGET 2019/2020	BUDGET 2019/2020	BUDGET 2020/2021
Supplies & Services	5,691	-	13,700	-
Miscellaneous Expenditure	13,902	-	18,690	-
GROSS EXPENDITURE	19,593	-	32,390	-
GROSS INCOME	(19,593)	-	(32,390)	-
NET CONTROLLABLE EXPENDITURE	-	-	-	-

Contributes to corporate priority :
- Creating safer communities

7856-HIGH STREET INNOVATION GRANTS

The Government awarded £100,000 to this Council under the High Street Innovation Fund, part of the Portas scheme to renew the "High Street". The Council received the money as a result of the number of empty business premises as a whole, rather than just in the "High Street" shopping areas.
The money is intended to help Councils support retailers against recent trends, such as the effects of the internet and out of town shopping areas.

DESCRIPTION	ACTUALS	APPROVED	REVISED	ORIGINAL
	2018/2019	BUDGET 2019/2020	BUDGET 2019/2020	BUDGET 2020/2021
Supplies & Services	9,397	-	1,150	-
Earmarked Reserves	(9,397)	-	(1,150)	-
NET CONTROLLABLE EXPENDITURE	-	-	-	-

Contributes to corporate priority :
- Supporting employment and business

SAVINGS INCLUDED WITHIN 2020/21

Board	Description	2019/20 £
C & E	Reduction in Commercial Pollution Control professional fees	680
C & E	Reduction in telephone costs	140
C & E	Reduction in poisons and traps	500
C & E	Income from Abandoned Vehicles	150
C & E	Leisure Restructure	9,960
C & E	Move to Co-mingled Recycling	8,210
C & E	Extra 2 weeks garden waste suspension	6,430
	Community and Environment Total	26,070

Risk Analysis

	Likelihood	Potential impact on Budget
Detriating condition of assets, particularly the Leisure Centres, and further economic and market pressure affecting the generation of income	Medium	Medium
Additional Costs relating to the Refuse and Recycling services	Medium	High

Agenda Item No 8

Community and Environment Board

20 January 2020

Report of the Corporate Director - Resources

Capital Programme 2020/21 to 2022/23

1 Summary

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

Recommendations to the Board

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

2 Introduction

- 2.1 The Council has a shortfall of capital resources when compared against potential capital schemes. As a result, schemes considered to be non essential were not included in the three year capital programme for 2019/20 to 2021/22 approved last February. The same approach will be required for setting the capital programme for 2020/21 to 2022/23.

3 Schemes Currently In the Approved Capital Programme

- 3.1 **Leisure Equipment** - Equipment at the Council's three leisure facilities is in constant need of updating and renewal if the product offering is going to continue to conform to health and safety standards and meet customer demands and expectations. The capital allocation will enable facility managers to meet legislative requirements, to maintain service standards and to protect significant levels of income.
- 3.2 **Leisure Centre Fitness Suite Equipment Replacement** – The fitness suite equipment was initially planned to be replaced every five years, as this was the industry accepted anticipated lifespan of this heavily used product. However, a review of this equipment last year determined that it was in better condition after four years of use than was initially expected. Therefore, the planned expenditure in this area was pushed back into 2020/21, following the most recent replacement, which took place in 2014/15.

3.3 **Play Area Replacement Programme** – In line with the approved Development Programme, detailed consideration will be given to the scheduled replacement/refurbishment of play area facilities at Ansley Common, Austrey, Coleshill and Piccadilly in 2020/21, the last significant improvements to which were made 15 years ago. Thereafter consideration will be given to the need for improvement works at the play area facilities in Polesworth, Corley, Hurley and Wood End in 2021/22 and Dordon and Mancetter in 2022/23.

... 3.4 A detailed breakdown of these schemes can be found in Appendix A.

4 **Schemes for Inclusion in the Approved Capital Programme**

4.1 There are no additional schemes to be considered for approval in the three year capital programme.

4.2 Schemes relating to this Board which were considered to be non essential at this time, or unaffordable and were excluded from the programme, are shown in Appendix B.
...

5 **Report Implications**

5.1 **Finance and Value for Money Implications**

5.1.1 In terms of the overall capital programme, the bids included in this report will be collated into an overall programme and submitted to the Executive Board for final approval on 10th February 2020.

5.1.2 Due to the surplus of schemes to the capital resources available, Members of this Board should be aware that if schemes not currently approved are to be moved into the recommended capital programme, they may only do so if another approved scheme is reduced or deleted, or additional resources are found.

5.2 **Safer Communities Implications**

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

5.3 **Environment and Sustainability Implications**

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

5.4 **Equality Implications**

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

as defined by the protected characteristics in making any decisions about the allocations of resources.

5.5 Risk Management Implications

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

5.6 Links to Council's Priorities

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

The Contact Officer for this report is Daniel Hogan (719337).

Draft Capital Programme - Approved Schemes

Name of the Scheme	Basic Details of the Scheme	Year 1	Year 2	Year 3	Total
		2020/21	2021/22	2022/23	3 Year Programme
Leisure Equipment	To replace the equipment used in the execution of various activity programmes in each of the leisure centres that conforms to industry and market standards relating to customer needs and safety requirements. The proposed investment protects significant levels of income. Whilst fitness equipment has been replaced over the last few years, there is other sports equipment that is in need of renewal.	20,000	30,000	20,000	70,000
Leisure Centre Fitness Suite Equipment Replacement	Planned full replacement of the fitness centre equipment at the three leisure centres in the Borough. This replacement will take place once the fund has built up sufficient funding for the work to take place.	250,000	-	-	250,000
Play Area Replacement Programme	Planned replacement of play facilities - Year 1 at Ansley Common, Austrey, Coleshill, Piccadilly; Year 2 at Polesworth, Corley, Hurley, Wood End; Year 3 at Mancetter and Dordon (Kitwood Avenue).	200,000	200,000	100,000	500,000
TOTAL		470,000	230,000	120,000	820,000

Draft Capital Programme - Unapproved Schemes

Name of the Scheme	Basic Details of the Scheme	Essential or Non Essential	Year 1	Year 2	Year 3	Total
			2020/21	2021/22	2022/23	3 Year Programme
Improvements to Ansley Hall Sports Ground to include refurbishment of Pavilion	If a review shows a need to retain Ansley Hall Sports Ground, there will be a need to carry out improvement works at the sports pavilion, the extent and nature of which will be determined once future management options for the site have been agreed.	Non Essential	-	35,000	-	35,000
Gladstone System Upgrade	To ensure that the Council is using the most up to date version of the system.	Non Essential	5,240		-	5,240
TOTAL			5,240	35,000	-	40,240

Agenda Item No 9

Community and Environment Board

20 January 2020

Report of the Chief Executive

Prosecutions Taken By The Environmental Health Division 2019

1 Summary

- 1.1 The report provides details of the prosecutions, cautions and fixed penalty notices dealt with by the Environmental Health Division during the calendar year 2019.

Recommendation to the Board

That the report be noted.

2 Consultation

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

3 Introduction

- 3.1 Delegated authority has been given, by the Council, to officers, for the instigation of prosecutions in relation to legislation enforced by the Environmental Health Division. This delegation was conditional, requiring an annual report to your Board detailing all prosecutions taken.
- 3.2 The Division always offers support to the public businesses to help them comply with the law. However, enforcement remains an important tool for those businesses and individuals that cannot or will not comply with the law or deliberately or recklessly flout the law endangering people and/or the environment.
- 3.3 The Council has enforcement policies that set out its approach to regulatory compliance. These policies are regularly reviewed and the most recent versions are available to view on the Council's website.

3.4 The following prosecutions have been taken by the Division during 2019:-

Date	Defendant	Location	Offences	Penalty
14/05/19	Rajrani Bengal Cuisine Ltd	Rajrani Restaurant, High Street, Coleshill	9 x food hygiene offences	£9107 fine, £700 investigation costs and £250 legal costs
17/09/19	Mr Matthew Paul Harrison	Off A446 near Water Orton	Fly tipping	£1,177 fine and £250 legal costs.

In addition the following penalties have been applied:-

- a) 1 x simple caution – fly tipping duty of care
- b) 1 x simple caution – food hygiene offences
- c) 2 x fixed penalty notices – fly tipping
- d) 1 x fixed penalty notice – fly tipping duty of care
- e) 4 x fixed penalty notices – littering
- f) 1 x fixed penalty notice – breach of community protection notice

4 Report Implications

4.1 Finance and Value for Money Implications

4.1.1 In the two successful prosecutions, the Council has been awarded a total of £1200 in costs made up of £700 investigation costs and £500 legal costs.

4.2 Safer Communities Implications

4.2.1 The work of the Division contributes to the safer communities agenda by investigating and prosecuting criminal activity.

4.3 Legal, Data Protection and Human Rights Implications

4.3.1 There are no legal or human rights implications arising from the work of the Division, provided the relevant statutory procedures are followed. Anyone convicted of an offence has a right of appeal.

4.4 Environment, Sustainability and Health Implications

4.4.1 The work of the Division helps to protect the environment.

4.5 Human Resources Implications

4.5.1 The Division's work requires a well trained, skilled and flexible workforce.

4.6 Risk Management Implications

4.6.1 There is a risk that if the Council does not pursue robust enforcement when necessary, unscrupulous persons could cause serious personal or environmental harm and non-compliant businesses gain financial advantage over compliant businesses.

4.7 Equalities Implications

4.7.1 There are no known negative impacts of opportunity for any known group. All cases are considered in accordance with legislative requirements and the Council's enforcement policies and each case is assessed on its merits.

4.8 Links to Council's Priorities

4.8.1 Supporting employment and business.

4.8.2 Protecting our countryside and heritage

4.8.3 Creating safer communities

The Contact Officer for this report is Stephen Whiles (719326).

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

Agenda Item No 10

Community and Environment Board

20 January 2020

Report of the Director of Leisure and Community Development

Leisure Facilities – 2020 / 21 Bank Holiday Closures

1 Summary

- 1.1 This report seeks the Board's consideration of a schedule of Bank Holiday closures of leisure facilities during the 2020 / 21 financial year.

Recommendation to the Board

That the schedule of leisure facility closures, as set out in paragraph 4.1 of this report, be approved or otherwise amended.

2 Consultation

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

3 Background

- 3.1 In recent years, the Authority's leisure facilities have closed for eight statutory and two extra statutory days each calendar year. This approach was continued during 2019, with the notable exception of the facilities opening on Bank Holiday Monday, 26 August, for the specific purpose of holding an Open (Discovery) Day at the three sites in Atherstone, Coleshill and Polesworth. The closures have been organised to coincide with periods when public demand and income levels are likely to be relatively low and, conversely, open when the demand for access is higher. Historically, the schedule included an extended period of closure over the Christmas / New Year period in order to allow an opportunity for maintenance work to be undertaken. This arrangement was changed in 2013 / 14 when the Board agreed to extend the opening times of the leisure facilities between Christmas and New Year. The extended provision remains in place and the Leisure Facilities Business Development team and on-site staff work hard to encourage current users and the wider community to take advantage of the increased opening hours. Whilst valued by attendees, as expected, usage levels are approximately 55% lower during this period than could be anticipated on an "average" day throughout the rest of the year.
- 3.2 In accordance with recent practice, a schedule of Bank Holiday closures is identified in paragraph 4.1 for the consideration of the Board. In respect of

the schedule, it is suggested that the extra statutory day on 26 May 2020 be transferred to 24 December 2020 and that the extra statutory day following the late Summer Bank Holiday on 01 September 2020 be transferred to 31 December 2020.

4 Possible 2020 / 21 Leisure Facility Closure Schedule

4.1 The 2020 / 21 leisure facility closure schedule referred to in paragraph 3.2 above is as follows:

Good Friday	10 April 2020
Easter Monday	13 April 2020
May Day (Friday, 75 th Anniversary of VE Day)	08 May 2020
Spring Bank Holiday Monday	25 May 2020
Late Summer Bank Holiday Monday	31 August 2020
Christmas Eve (Extra Statutory Day from 26 May 2020)	24 December 2020
Christmas Day	25 December 2020
Boxing Day	26 December 2020
New Year's Eve (Extra Statutory Day from 01 September 2020)	31 December 2020
New Year's Day	01 January 2021

5 Bank Holiday Opening in 2019 / 20

5.1 In recognition of the Board's expressed concern about the closure of leisure facilities on so many days during the year, Members made the decision to hold an Open Day at all three sites on 26 August 2019, the aims of which were to attract new users to the facilities and to generate additional income following the event. The Bank Holiday Discovery Day received very positive feedback from both customers and, encouragingly, staff, achieving approximately 455 visits, around one third of which were new to the facilities. The Discovery Day was funded at a cost of £6,910 through the budget held by the Health and Wellbeing Working Party, thereby avoiding a negative impact on the Borough Council's revenue position. To replicate the success of the Discovery Day and to further advance its aims, the Business Development team will be organising and promoting another "Open Weekend" during March 2020.

5.2 The table below shows the visitor numbers generated during the Open Day.

Facility	Visits
Atherstone Leisure Complex	277
Coleshill Leisure Centre	121
Polesworth Sports Centre	57
Total	455

5.3 Research has identified that the majority of facilities across the sub-region offering a similar range of services to those available through the Borough Council are open to the public on most Bank Holidays, albeit with reduced services and opening hours. Given the potential revenue cost implications of opening the leisure facilities on each Bank Holiday (approximately £5,100 for one day or £25,500 for five days), Members will need to give consideration to the future opening of the centres on these days within the context of setting the revenue budget for 2020 / 21.

6 Future Options

6.1 Should Members wish to formalise the opening of the leisure facilities on one or more of the scheduled Bank Holiday closures there would, of course, be a need to adjust the revenue budgets accordingly, which, in turn, would require the consideration of a growth bid to the Executive Board. In consideration of the schedule of openings, Members would also need to determine the opening hours and the required level of service provision.

6.2 The potential 2020 / 21 costs associated with opening the leisure facilities on Bank Holidays, as identified in the table below, are based on the approximate cost of providing a core programme of activities (gym and swim, etc.) between 9.00am and 4.00pm, although a presumption has been made to continue to offer the swimming lesson programme at Atherstone Leisure Complex, thereby resulting in a potential later closure, at 7.00pm. The income projection is based on that reported from the 2018 Bank Holiday opening pilot, with inflation added to reflect the proposed fees and charges to be levied in 2020 / 21. The table below identifies the approximate cost implications of opening each site on one full Bank Holiday, an income projection and an overall net cost.

Facility	Cost (£)	Income (£)	Net Cost (£)
Atherstone Leisure Complex	3,222	709	2,513
Coleshill Leisure Centre	1,782	126	1,656
Polesworth Sports Centre	1,047	115	932
Total Per Day	6,051	950	5,101

6.3 The following table shows the cost per facility if the Board resolved to open, albeit for shorter opening hours than normal (as above), on five of the ten days, (opening on Good Friday, Easter Monday, Early May, Spring and Late Summer Bank Holiday), thereby maintaining closure on Christmas Eve, Christmas Day, Boxing Day, New Year's Eve and New Year's Day.

Facility	Cost (£)	Income (£)	Net Cost (£)
Atherstone Leisure Complex	16,110	3,545	12,565
Coleshill Leisure Centre	8,910	630	8,280
Polesworth Sports Centre	5,235	575	4,660
Total	30,255	4,750	25,505

- 6.4 A number of local authorities and other service providers choose to reduce their open hours between Christmas and New Year, in order to make efficiencies in both facility and staff costs, whilst at the same time offering a service more in line with customer demand at this relatively quiet time of year. Whilst consultation has not taken place with either customers or staff, a provisional review has identified a potential cost saving of approximately £3,000 if opening hours were reduced, for example, to between 9:00 and 16:00 from 28 to 30 December 2020. This projection has assumed that a core leisure service (gym, swim, classes and coaching) would be maintained for the public during the identified hours of opening. The Board is asked to determine whether or not it wishes Officers to further review the option of reducing opening hours between Christmas and New Year, thereby realising a saving in the revenue cost of the Leisure Facilities service, including through consultation with customers and staff. The outcome of any such review would be the subject of a further report to the Board in due course.

7 Report Implications

7.1 Finance and Value for Money Implications

- 7.1.1 Proposed budgetary provision for 2020 / 21 will provide for the extent of closures identified in the schedule included at paragraph 4.1 above. This schedule will also enable the facilities to minimise the impact of the closures and remain open during periods of higher customer demand. The 2020 / 21 revenue budget proposals will need to be reviewed and adjusted, however, should Members determine to open one or all of Atherstone Leisure Complex, Coleshill Leisure Centre and Polesworth Sports Centre on any of the Bank Holidays identified in the schedule detailed in paragraph 4.1.

- 7.1.2 As identified in paragraph 6.1 above, a decision to open one or all of the facilities on Bank Holidays would require a growth bid to be made to the Executive Board. If the Board wished to open the facilities on five of the ten Bank Holidays this could incur a revenue cost of approximately £25,505 in 2020 / 21.

7.2 Safer Communities Implications

- 7.2.1 The Authority's leisure facilities contribute to community safety by providing well-managed recreation services that afford opportunities for positive activity

and, therefore, a creative alternative to potential criminal or anti-social behaviour.

7.3 Environment, Sustainability and Health Implications

7.3.1 There is a judgement to be made on the balance between the likely lower level of demand for the services on the identified days of closure and the potential benefits for the health and wellbeing of a relatively small number of customers who may wish to use the facilities on these days. If the facilities are open during peak periods of demand this will maximise the potential health benefits for customers.

7.3.2 Leisure facilities have a positive impact on the health and wellbeing of individuals and communities by providing opportunities for formal and informal recreation and by contributing to an improved quality of life.

7.4 Human Resources Implications

7.4.1 Should Members decide to formalise the opening of the leisure facilities on any or all of the Bank Holidays and / or extra statutory days there would be a need for a period of formal staff consultation, in view of the requirement to amend individual contracts to reflect any changes in their terms and conditions of employment.

7.4.2 If a decision is taken to open any or all of the leisure facilities on any of the dates identified in the closure schedule included within the main body of the report there will be a need to adjust the leave allowance of affected staff in order to ensure that they do not incur any loss of entitlement.

7.5 Risk Management Implications

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

7.6 Equalities Implications

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

7.7 Links to Council's Priorities

7.7.1 The proposals contained in this report 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

7.7.2 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).

Agenda Item No 11

Community and Environment Board

20 January 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 November 2019, through which the Board has agreed to monitor the operational and financial performance of the leisure facilities at each of its meetings. Copies of the KPIs through to the end of December (Quarter Three) will be tabled at the meeting.

Recommendation to the Board

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.

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 original two-year Leisure Facilities Service Improvement Plan (2018 to 2020) was approved by the Board in July 2018. Members will recall that the SIP was revised in June 2019, in order to better reflect a more focused, business unit approach to service delivery. A copy of the most up-to-date version of the Service Improvement Plan is attached at Appendix A.

- 3.2 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 quality and financial viability of the service delivered through its leisure facilities. 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 that are fundamental to the successful operation of any leisure facility.

4 **Service Improvement Plan: Progress**

- 4.1 Both the SIP and the associated KPIs and graphs, copies of which are attached at Appendix B, evidence the progress made by the leisure facilities through to the end of November 2019. Performance up to the end of the third quarter (December 2019) will be tabled at the meeting. The Board is invited to comment on the usefulness of the appended information and / or identify any further data that would help in better understanding and directing performance within the Authority's leisure facilities.
- 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 main areas of progress made within the leisure facilities through to the end of November 2019. Further to their consideration of this information, Members are asked 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.
- 4.3 In pursuance of a Board commitment to provide activities for children and young people during school holiday periods, the leisure facilities in Atherstone (although not at the Queen Elizabeth Academy sports hall), Coleshill and Polesworth each delivered a programme of activities during the October half-term. Leisure facilities staff delivered a range of Halloween themed activities, for example, including "Zombie Nerf", "Slime Workshops" and an "Inflatable Halloween Disco". The week of activities generated almost 200 attendances and realised a "profit" of approximately £270.
- 4.4 In a continued effort to encourage heightened levels of memberships and use at each of the Borough Council's leisure facilities, the Business Development team has organised a number of health and fitness related promotions and campaigns in recent months. In this respect, a promotion ran from 25 September until 31 October 2019, offering "20% off" all contract gym memberships. Cumulative sales of 155 new memberships were achieved across the three facilities during the period of the promotion.
- 4.5 In conjunction with Public Health's "Health Check" service, Officers attended the Ocado workplace in October. The aim of the visit was to support Public Health in educating the workforce on the "Fitter Futures" programme and, as a secondary objective, to recruit new corporate customers. The event achieved 10 "prospects" and two contract membership sales. It was also successful in establishing a stronger relationship between Ocado and Leisure

Facilities, to which an invitation has been made to undertake a return visit in January 2020, at which the opportunity will be taken to try and develop further sales and a corporate membership partnership with the company. Additionally, the relationship with Public Health has been strengthened to the extent that it is looking to deliver health checks within the facilities in the near future.

- 4.6 An online “Black Friday” promotion ran from 29 November to 02 December offering people an opportunity to join the facilities and “Pay Nothing Until January”. The short promotional offer achieved 24 new memberships across the four days.
- 4.7 In order to reward the loyalty of existing members (an issue that has been raised within the facility-based Customer Forums) and in an effort to improve customer retention during what is traditionally a “slow” month, a special promotion operated throughout November. The campaign asked members using the facilities to enter their receipts as “tickets” into a “Twelve Days of Christmas” prize draw. Through December, 12 prize draws were held, within which winners received small prizes (such as a month’s free membership, a Christmas Hamper, shopping vouchers and a Body MOT). The opportunity was then taken to share these “prize” moments on social media to optimise their impact, to positively engage with members and to enhance the facilities social media presence.
- 4.8 To further maintain the customer base and to boost membership levels, a promotional campaign will operate throughout January, offering customers a personalised “Member Journey”, which will include consultation and goal setting, access to regular health checks, progressive motivational programmes and up to five one-to-one training sessions with an instructor. Alongside the campaign, new members will also benefit from a half price January.
- 4.9 Performance within the swimming programme has been a positive area of focus and progress for staff at Atherstone Leisure Complex, alongside the Business Development team. Efforts to enhance the School Swimming Programme have led to the recruitment of a new school (from Arley) into the scheme. As directed by the Health and Wellbeing Working Party, this programme will continue to be developed in the New Year with a view to increasing attendances and improving the service.
- 4.10 Officers have also developed the swimming lesson programme, within which a particular focus has been given to increasing the service for both pre-school and more advanced swimmers. Atherstone Leisure Complex currently has a record number of people (840) enrolled on its swimming programme.
- 4.11 The Board will be pleased to learn that contactless payments were successfully installed across the sites during early December. Additionally, 30 new group exercise bikes have been purchased for use at Coleshill Leisure Centre, which will significantly improve the product offering at this venue. A

number of the better quality bikes at Coleshill will be recycled for use at Polesworth Sports Centre.

- 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 and to report accordingly to each meeting of this Board. This process will continue to afford Members an opportunity to both understand and direct performance within the Authority's leisure facilities. Performance through to the end of February 2020 in respect of both the SIP and the KPIs will be presented to the next meeting of the Board to be held in March 2020. At this time, a draft Service Improvement Plan for 2020 / 21 will also be presented to Members for their consideration.

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 Environment, Sustainability and Health Implications

- 5.3.1 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.

5.4 Human Resources Implications

- 5.4.1 There are no human resources implications arising from this report, other than those referred to in the appended Service Improvement Plan, upon which commentary is provided therein.

5.5 Risk Management Implications

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

5.6 Equalities Implications

5.6.1 The activity identified in the Leisure Facilities Service Improvement Plan is intended to advance the Borough Council's drive to ensure equality for all members of the community across its portfolio of service provision.

5.7 Links to Council's Priorities

5.7.1 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

5.7.2 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)	March 2019
2	Director of Leisure and Community Development	Report to Community and Environment Board (Leisure Facilities: Service Improvement Plan and Key Performance Indicators)	June 2019
3	Director of Leisure and Community Development	Report to Community and Environment Board (Leisure Facilities: Service Improvement Plan and Key Performance Indicators)	August 2019
4	Director of Leisure and Community Development	Report to Community and Environment Board (Leisure Facilities: Service Improvement Plan and Key Performance Indicators)	October 2019

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 2268. This number is profiled to increase in Q4 with our busiest time of year from January.
		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	Amber		<ul style="list-style-type: none"> Attended Careers event at Polesworth School in November
		Develop staff to deliver in-house training to up-skill workforce in key areas	March 2020		LOSO / BSO	Amber		<ul style="list-style-type: none"> In respect of gymnastics coach resilience, a number of volunteer staff have been booked on Level 1 courses and efforts to recruit Level 2 coaches are being made.
				Divisional and Corporate Training Budget				

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	Sectional Training Plan produced by 31 July 2019	31 July 2019		LFM / LOSO	Green	➔	• The training plan has been confirmed.
		Create a training matrix identifying all of the training required for each staff member and job role. To achieve 75% completion of all staff training matrix tasks by March 2020	March 2020		LFM / LOSO	Amber	➔	• Training Matrix template created, to be completed by year end.
		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	➔	• Team meetings are being attended by Business Development team. Where possible, the LFM is attending
	Ensure an effective and structured approach to staff communication is maintained throughout the service	Ensure a regular scheme of one to one meetings is being held by the Business Development team and Duty Officers.	March 2020		LOSO	Green	➔	• 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	➔	• Being undertaken on a regular basis.
		Continue to use cost centre responsibilities and give Duty Officers the ownership to develop their areas of service			LOSO / BSO	Green	➔	• Ongoing
		Train up relevant staff, ensure pathways are established, create awareness of the service and referral systems	March 2020		LOSO	Amber	➔	• Enquiries have been made as to corporate plans and timelines with regards to installing this service and support within the workforce.
Develop a work and community culture where mental health first aiders are implemented and a service offered in the workforce								

Theme	Action	Target	Timescale	Resource / Cost	Responsible Officer	RAG	DoT	Comment / Progress
Health and Safety	Ensure the effective implementation of all Health and Safety systems and procedures	Create and implement an operational planner to include all of the key Health and Safety documentation reviews required for all Leisure Facilities	31 March 2020		LFM / LOSO	Green		<ul style="list-style-type: none"> An annual operational planner has been created to include all main service reviews.
		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	March 2020		LFM / LOSO	Green		<ul style="list-style-type: none"> H&S wall charts have been created to use as a tool to better monitor and manage H&S
		To create a series of questionnaires, spot checks and Safety Audits to ensure staff knowledge maintains up to date. To score 65%+ in knowledge spot-checks throughout the year	March 2020		LOSO	Amber		<ul style="list-style-type: none"> Spot checks are taking place for some areas of service e.g. cash handling and fire. This will be developed further through the year. Further knowledge spot checks will be developed and scored throughout the remainder of the year.
		To create a Quality Audit for each site to ensure key daily, weekly and monthly tasks are completed and documented.	March 2020		LFM / LOSO	Amber		<ul style="list-style-type: none"> Atherstone Leisure Complex has a Quality Audit in place and in use. Other sites will implement by year end.
		To improve Safety Audit % score at each audit (June, October, February). To score 80%+ in Safety Audit February 2020	March 2020		LOSO	Amber		<ul style="list-style-type: none"> Safety Audits have taken place led by the 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 score.

Theme	Action	Target	Timescale	Resource / Cost	Responsible Officer	RAG	DoT	Comment / Progress
Health and Safety		To have 75% of all contracted staff taken part in a fire drill	March 2020		LFM / LOSO	Amber	➔	<ul style="list-style-type: none"> • Fire Drills have taken place at all sites in June and July. Second drills will run in December and January.
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, with an average service score of 76%. Forums took place again in October with an average score of 77%. Action plans have been created and information was fed back to customers via web, social media and on site via "You Said, We did" posters. • Mystery visit customers have been identified and questionnaires created. Concepts will be introduced to staff in January with a February launch date. • An online feedback link has been set-up to centrally receive customer comments • Customer comments are received, responded to and actioned as to the feedback received. • Review to take place in Q4
		Display "You Said, We Did" information in sites each quarter	March 2020		BSO / LOSO	Green	➔	
		Improved customer service score in all assessment methods May / June versus February / March	March 2020		BSO	Green	➔	
		Deliver a minimum of two mystery visit reviews by April 2020. Target 70%+ score on service quality	March 2020		BSO	Amber	➔	
		Ensure customer feedback from comment cards / online and other feedback methods is recorded, responded to and actioned	March 2020		BSO	Green	➔	
		Cost / benefit analysis of implementing a Net Promoter Score for future years	March 2020		LFM / BSO	Amber	➔	

Theme	Action	Target	Timescale	Resource / Cost	Responsible Officer	RAG	DoT	Comment / Progress
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. Introduction of football leagues, 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	Amber	➡	<ul style="list-style-type: none"> New bookings have been taken for Messy Madness, junior football sessions, cheerleading and additional dance bookings. Playtimes has launched at Coleshill and Atherstone with Couch to 5K at Atherstone and additional Walking Football launched at Polesworth.
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,	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 programmes have been delivered at each holiday through the year to date. October half term week attracted 181 visitors and achieved £270 profit.
		Pilot a new comprehensive holiday activities service offering across all sites (including Queen Elizabeth Academy)	August 2019		BSO	Green	➡	

Theme	Action	Target	Timescale	Resource / Cost	Responsible Officer	RAG	DoT	Comment / Progress
	half day, full day schemes, etc.	Comprehensive holiday programmes at ALC, CLC and PSC during all school holidays Achieve an extra £2,000 income across our portfolio versus 2018 / 19	31 March 2020		BSO	Amber	➔	TQEA was not included in the summer or October holidays due to Sportshall repairs. Holiday activities are due to be delivered in February as the last of the financial year.
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 and equipment have been introduced, with more 'Soft Play' due to be purchased at Coleshill before the New Year. • Further actions have been identified to continue to develop the service offering and income generation.
		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	➔	
		Develop the secondary spend offering with a corporate approach. Achieve an additional	September 2019		BSO	Amber	➔	<ul style="list-style-type: none"> • Parties occupancy and sales have maintained performance versus last year, with the busiest time of year leaving the opportunity to boost sales performance and achieve target. • Separate budget line have been created for party re-

Theme	Action	Target	Timescale	Resource / Cost	Responsible Officer	RAG	DoT	Comment / Progress
		£1000 profit through an increase in secondary spend						<p>sale, which has achieved approximately £1300 profit year to date.</p> <ul style="list-style-type: none"> 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	Amber	➔	<ul style="list-style-type: none"> A number of activities have been started up, with others to be delivered in future.
		Launch a parent and toddler Playtimes activity in the Memorial Hall	June 2019 (Achieved July 2019)		BSO	Green	➔	<ul style="list-style-type: none"> Playtimes is running as a regular weekly session at Atherstone Leisure Complex and Coleshill Leisure Centre.
		Launch Couch-to-5k run courses at ALC	June 2019 (Delivered January 2020)		BSO	Green	➔	<ul style="list-style-type: none"> We are currently recruiting and will launch this in late January. The start date was revised to launch during people's key time for behaviour change (the New Year), with the aim to optimise participation.
		Maintain Walking Football at CLC. Add Walking Football at PSC	September 2019		BSO	Green	➔	<ul style="list-style-type: none"> A new walking football session started at Polesworth Sports Centre 30 September 2019. Walking Football sessions continue to run at Coleshill.

Theme	Action	Target	Timescale	Resource / Cost	Responsible Officer	RAG	DoT	Comment / Progress
Coaching including for families, 50+ and junior service provision		Launch Walking Netball sessions in at least one of the facilities (CLC / PSC / QE)	December 2019		BSO	Amber	➔	<ul style="list-style-type: none"> Links to local walking netball groups have been sourced and will be contacted
		Develop Squash coaching opportunities at Coleshill Leisure Centre	March 2020		BSO	Green	➔	<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.
		(Addition to original SIP) Football leagues are working to be launched at Coleshill in late January / Early February.	March 2020		BSO	Amber	➔	<ul style="list-style-type: none"> Football leagues have a number of teams recruited, with a promotional push to recruit more before a launch date anticipated to be at the end of January / early February.
		Achieve an additional £2000 profit in coaching and activities	March 2020		LFM / BSO	Red	➔	<ul style="list-style-type: none"> Overall we anticipate generating in excess of £2000 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 we targeted

Theme	Action	Target	Timescale	Resource / Cost	Responsible Officer	RAG	DoT	Comment / Progress
								this financial year. We look to recover this as soon as possible.
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"> • With a concerted effort to develop the service another school has been recruited (Arley). • 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.

Theme	Action	Target	Timescale	Resource / Cost	Responsible Officer	RAG	DoT	Comment / Progress
		Increase recorded school attendances by 2% Increase profit from schools by £500	March 2020 March 2020		LFM / BSO LFM / BSO	Amber Amber	➡ ➡	<ul style="list-style-type: none"> School swimming up to the end of November received 6804 visits versus 6984 this time last year. An additional booking was achieved this quarter, and target attendances are expected to be met. We are on track to achieve both financial and attendance targets this year.
Swim Development	To ensure the improvement in swim income is maintained and where possible enhanced To develop the swim programme to add more fun, variety and development opportunities for the community	To maintain last year's casual swim visits at last year's performance of 47,094 Improve the quality and variety of the 'fun' swimming (launch in playscheme) Develop intensive swim courses to aid progress (launch in playscheme) To start two new sessions to aid swim	March 2020 August 2019 October 2019 March 2020	Provision within the revenue budget	LFM/BSO BSO BSO BSO	Red Green Green Green	➡ ➡ ➡ ➡	<ul style="list-style-type: none"> Although casual swimming income is on target, casual swim visits up to the end of November are 29386 versus 33160 this time last year. This is attributed mainly to the uptake of the cheap offer last year, where members could take advantage of swimming. 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.

Theme	Action	Target	Timescale	Resource / Cost	Responsible Officer	RAG	DoT	Comment / Progress
		development and fun in the pool						<ul style="list-style-type: none"> The 'fun' aspect of 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).. Stand alone 'fun' swimming sessions will be a focus to develop over the next financial year. As part of a review of swimming the service has expanded its lessons, from 777 in April to 833 in November. Both pre-school lessons and more advanced swimming options have been created. Plans to grow the scheme further are also in place. 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 one swimming. The
		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	➔	
		Swim England's 'Learn to Swim' scheme to: <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	➔	
			October 2019		BSO	Green	➔	
		Review the one to one swim offering to ensure consistencies, efficiencies and optimise income / profit.	December 2019		BSO	Amber	➔	

Theme	Action	Target	Timescale	Resource / Cost	Responsible Officer	RAG	DoT	Comment / Progress
								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 will launch in January as part of the New Year members promotion, which will promote increased member interactions.
		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.

Theme	Action	Target	Timescale	Resource / Cost	Responsible Officer	RAG	DoT	Comment / Progress
Health and Fitness		Continue to deliver the cardiac rehab service	March2020		BSO	Green	➔	<ul style="list-style-type: none"> Cardiac Rehab continues to be delivered across sites, working closely with the new programme leads. Educational courses are require to be planned and delivered later in the financial year. A review is taking place to determine the future delivery model of Personal Training; to push what we currently do; or to move to a rental model. Outcomes will be determined and progress before financial year end. 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 to which will also increase resilience in this area in future. Campaigns in April; June; August; Big Day Out; Bank Holiday Discovery Day; September; and Black Friday have all been
		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	Amber	➔	
		Review and improve the Personal Training offer to ensure consistency, create more awareness and optimise sales.	March 2020		BSO / SMPO	Amber	➔	
		Increase Personal Trainer sales by 8% to reach 580 sales			LFM / BSO / SSO / SMPO	Red	➔	
	Ensure the delivery of the health and fitness marketing campaigns throughout the year to achieve sales targets.		March 2020		LFM / BSO / SSO / SMPO	Green	➔	

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	Amber	➔	<p>promoted with a January promotion live now 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 1935, however Q4 is always the peak sales opportunity for gym memberships.
		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%				Green	➔	<ul style="list-style-type: none"> Average Occupancy has increased by 2.2% versus end of year last year with the busiest quarter to come.
		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	March 2020		BSO / SSO / SMPO	Green	➔	<ul style="list-style-type: none"> Group exercise was promoted during a number of events this year including: the Polesworth

Theme	Action	Target	Timescale	Resource / Cost	Responsible Officer	RAG	DoT	Comment / Progress
		industry trends						Big Day Out; Bank Holiday Discovery Day; an Ocado Health checks Event. An open weekend is also planned for February / March.
	To review and business case the cost vs benefit of paying for virtual classes		March 2020		BSO / SSO	Amber	➡	<ul style="list-style-type: none"> A full review is required to take place later in the year to determine if this is something we plan to introduce.
	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		BSO / SSO	Amber	➡	<ul style="list-style-type: none"> A full review is required to take place later in the year to determine if this is something we plan to introduce.
	Review the cost / benefit of implementing heart rate technology within the facilities, to increase interaction, attendance, secondary spend and retention of members		March 2020		BSO / SSO	Amber	➡	<ul style="list-style-type: none"> A full review is required to take place later in the year to determine if this is something we plan to introduce.
	Deliver one vlog a week on social media related to H&F		March 2020		SMPO	Red	➡	<ul style="list-style-type: none"> A reduction in resource following the departure of the SMPO has delayed progress on delivery of regular Vlogs, however the delivery of these will look to be driven more as staffing resource increases again.
	Review the need to renew the gym equipment and start to secure funding, procurement models, etc.		March 2020		LFM / BSO	Amber	➡	<ul style="list-style-type: none"> Group studio cycle bikes are being purchased for

Theme	Action	Target	Timescale	Resource / Cost	Responsible Officer	RAG	DoT	Comment / Progress
		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	Amber	➔	<p>Coleshill. The current bikes will go to Polesworth to add more variety to the class timetable in February 2020</p> <ul style="list-style-type: none"> A review has taken place. A new sound system has been installed. Further improvement will take place with affordability.
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
	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	➔	<ul style="list-style-type: none"> Web visits have increased approximately 65% from an average 1887 a month in 2018/19 to 3175 a month in 2019/20 year to date.
		Increase social media / Facebook followers by 80 and Twitter followers by 50 across the facilities	March 2020		SMPO	Green	➔	<ul style="list-style-type: none"> Facebook followers have increased by 654 followers and Twitter has increased by 44 followers since the start of April 2019.
	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	➔	<ul style="list-style-type: none"> 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.

Theme	Action	Target	Timescale	Resource / Cost	Responsible Officer	RAG	DoT	Comment / Progress
		Memorial Hall event review and action plan to boost sales, income and attendances	March 2020		LFM / BSO / SSO / SMPO	Green		<ul style="list-style-type: none"> A review of the Memorial Hall has begun, due to be complete by 31 January. An action plan has been to investigate further opportunities and enhance future performance.
		Brand the campaigns and events with the Year of Wellbeing	March 2020		SMPO	Green		<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
		Deliver quarterly internal and external leisure bulletins	March 2020		SMPO	Red		<ul style="list-style-type: none"> A leisure bulleting 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.

Theme	Action	Target	Timescale	Resource / Cost	Responsible Officer	RAG	DoT	Comment / Progress
		Review the service offering and create a promotional / awareness and sales targets calendar for re-sale / hire / action hire	March 2020		BSO / SSO / SMPO	Amber	➔	<ul style="list-style-type: none"> Sales targets have been created for health and fitness sales targets, a more recent review of resale will require targets to be set to monitor performance. 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	➔	<ul style="list-style-type: none"> Contactless payment is due to be installed in December
		Door access control at the Memorial Hall to be installed	September 2019		BSO / SSO	Red	➔	<ul style="list-style-type: none"> 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	➔	<ul style="list-style-type: none"> Work took place with IT with the aim to install kiosks to improve booking, joining, surveys and other leisure functions on site. 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		BSO / SSO	Red	➔	<ul style="list-style-type: none"> Quotes have been

Theme	Action	Target	Timescale	Resource / Cost	Responsible Officer	RAG	DoT	Comment / Progress
			2019					received and a business case prepared. However, the Gladstone system requires an update for the 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	↓	645 average As we head into our 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 and December with the aim to improve our position, with another due to take place in January, including a 'Member Journey' drive, and an open weekend in February/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	↓	83706 average (251,117 total) Visits grow through the year. As we head into our busiest period of the year in Q4, visits should see a spike in

Theme	Action	Target	Timescale	Resource / Cost	Responsible Officer	RAG	DoT	Comment / Progress
								<p>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 at Coleshill with a shortage in specialist staff, along with the gym performance versus last year, visits are likely to fall short.</p> <p>A new year promotion for health and fitness memberships, parties and the recruitment push for specialist coaches at Coleshill look to optimise performance to year end. And reverse the trend moving forwards.</p>
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		<p>£2.98</p> <p>Income per visit has reduced versus last quarter. This is attributed to the quieter time of year, the level of gym memberships versus last year. Income per visit is expected to pick up significantly in Q4 during our busiest time of year to improve on performance, with promotion pushes in health and fitness, parties and an expected increase in badminton and squash</p>

Theme	Action	Target	Timescale	Resource / Cost	Responsible Officer	RAG	DoT	Comment / Progress
								usage as to seasonal trends.
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	➔	£0.91 'Average subsidy per visit' has improved performance versus last quarter, better than performance last year and, expected to be at its lowest at the end of Q4 with the potential to reach target.
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	Green	➔	81% Staff costs vs total income as expected profile has reduced since Q2 and is expected to achieve it's best performance at the end of Q4 and achieve 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	Green	➔	62% As to expected profile, 'staff costs vs total costs' are the lowest so far year to date and comfortably under KPI target. With an expected slight increase in Q4, (last year by 3% in Q4), we are on track to achieve target.
KPIs	Improve the average operational cost recovery rate across all sites by 31 March 2020	Improve operational recovery rate from 77% to 80%	31 March 2020		LFM / BSO / LOSO	Amber	➔	77% Although not yet at 80%, this KPI is moving in the right direction and on target to achieve this improvement in

Theme	Action	Target	Timescale	Resource / Cost	Responsible Officer	RAG	DoT	Comment / Progress
								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	↓	£3209 This KPI grows with time and will peak at year end. Currently performance however, is behind profiled target. Promotions have been run throughout October, November and December with the aim to improve our position, with another to take place in January, including a 'Member Journey' drive, and an open weekend in February/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	↓	31 As expected, in the quietest time of year, this KPI has reduced versus last quarter and is down versus target, albeit by far less than this time last year. Members per station 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	↑	18 Average length of stay is currently above target and expected to at least achieve

Theme	Action	Target	Timescale	Resource / Cost	Responsible Officer	RAG	DoT	Comment / Progress
								target at year end.
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 Q3 performance to present at the C&E Board in January
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	ALC	CLC	PSC	Average
Total members	3053	1693	910	1885
Direct Debit members	878	814	321	671
Total visits	50130	30405	16060	32198
Total income per visit	£3.05	£3.30	£3.09	£3.13
Subsidy per visit	£0.82	£0.98	£0.60	£0.83
Staff cost vs total income	84%	90%	105%	90%
Staff cost vs total cost	66%	70%	88%	71%
Operating recovery rate	79%	77%	84%	79%
Income per station	£1,668	£1,661	£966	£1,499
Member per station	35	37	26	32
Length of stay	15	19	18	17

To end of September

KPIs cumulative	ALC	CLC	PSC	Average
Total members	3050	1661	889	1867
Direct Debit members	874	803	324	667
Total visits	79,166	50,569	26,067	51,934
Total income per visit	£3.42	£3.14	£3.15	£3.28
Subsidy per visit	£1.13	£1.63	£1.27	£1.32
Staff cost vs total income	94%	109%	128%	104%
Staff cost vs total cost	70%	72%	91%	74%
Operating recovery rate	75%	66%	71%	71%
Income per station	£2,750	£2,794	£1,599	£2,491
Member per station	33	35	25	31
Length of stay	15	20	18	18

To end of November

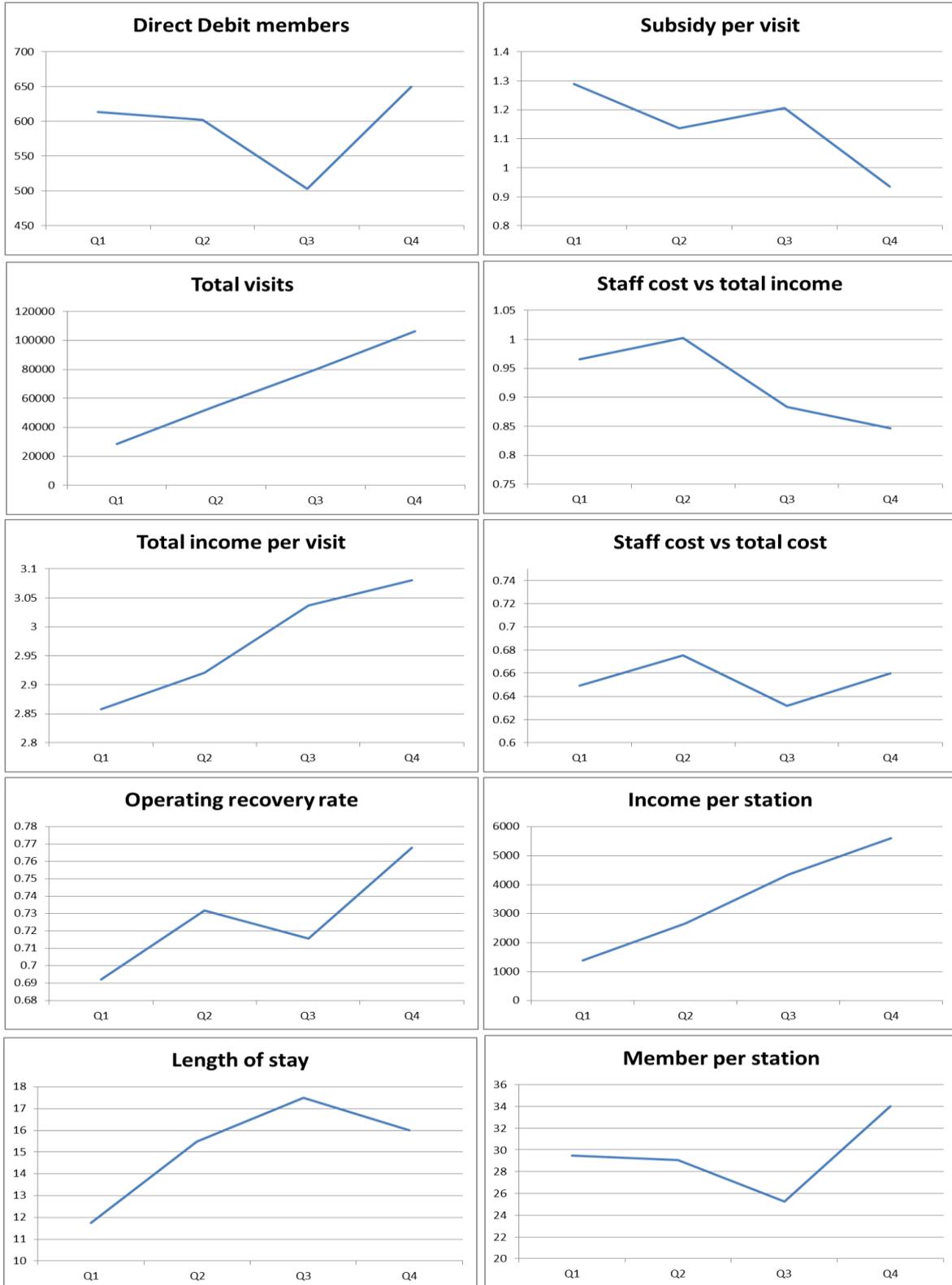
KPIs cumulative	ALC	CLC	PSC	Average
Total members	2903	1550	886	1780
Direct Debit members	838	769	328	645
Total visits	129,358	80,068	41,691	251,117
Total income per visit	£3.22	£2.50	£3.19	£2.98
Subsidy per visit	£0.95	£0.71	£1.18	£0.91
Staff cost vs total income	80%	66%	108%	81%
Staff cost vs total cost	62%	51%	79%	62%
Operating recovery rate	77%	78%	73%	77%
Income per station	£4,127	£2,573	£2,511	£3,209
Member per station	32	34	25	31
Length of stay	15	20	18	18

KPIs per Quarter	ALC				CLC				PSC			
	1	2	P8	4	1	2	P8	4	1	2	P8	4
Total members	3053	3050	2903	0	1693	1661	1550	0	910	889	886	0
Direct Debit members	878	874	838	0	814	803	769	0	321	324	328	0
Total visits	50130	79166	129358	0	30405	50569	80068	0	16060	26067	41691	0
Total income per visit	£3.05	£3.42	£3.22	£0.00	£3.30	£3.14	£2.50	£0.00	£3.09	£3.15	£3.19	£0.00
Subsidy per visit	£0.82	£1.13	£0.95	£0.00	£0.98	£1.63	£0.71	£0.00	£0.60	£1.27	£1.18	£0.00
Staff cost vs total income	84%	94%	80%	0%	90%	109%	66%	0%	105%	128%	108%	0%
Staff cost vs total cost	66%	70%	62%	0%	70%	72%	51%	0%	88%	91%	79%	0%
Operating recovery rate	79%	75%	77%	0%	77%	66%	78%	0%	84%	71%	73%	0%
Income per station	£1,668	£2,750	£4,127	£0	£1,661	£2,794	£2,573	£0	£966	£1,599	£2,511	£0
Member per station	35	33	32	0	37	35	34	0	26	25	25	0
Length of stay	15	15	15	0	19	20	20	0	18	18	18	0

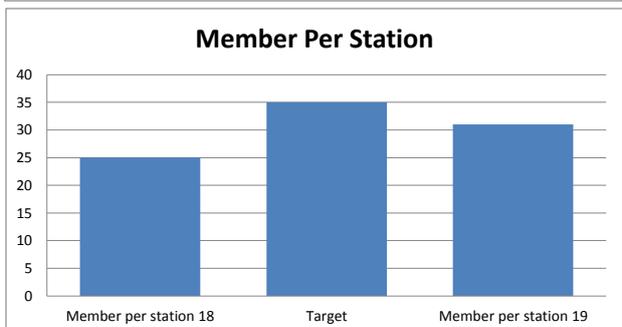
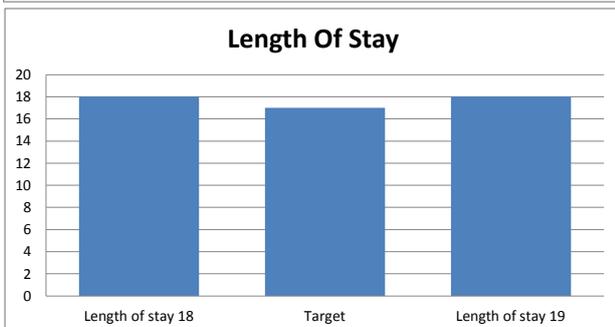
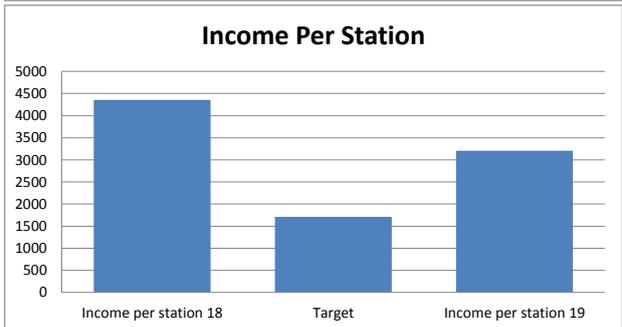
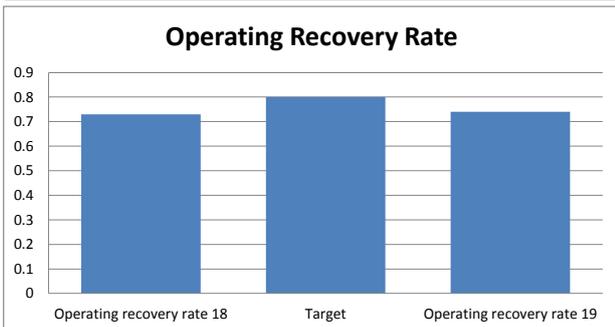
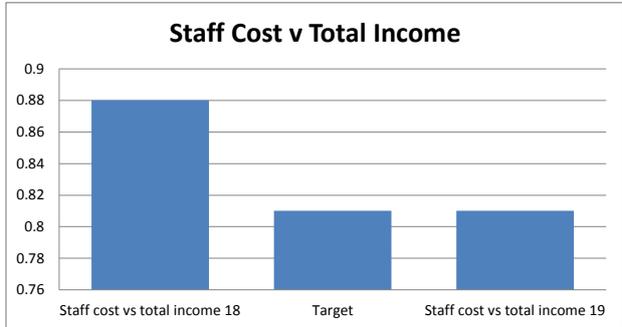
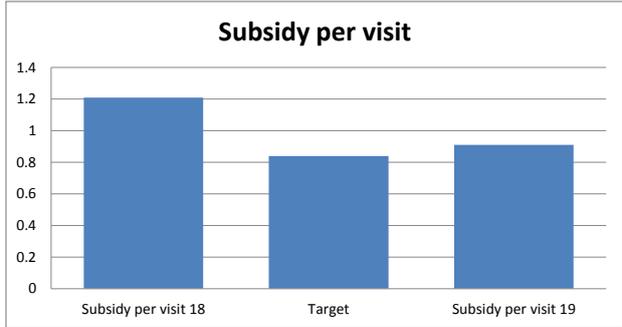
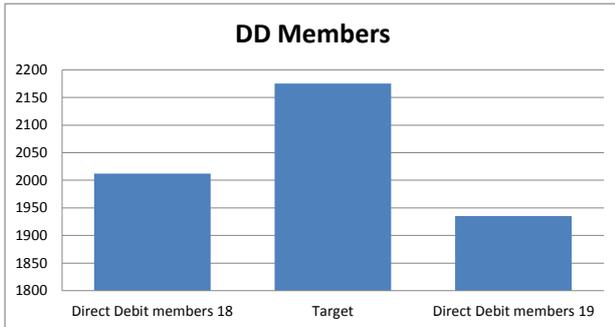
Definitions/Calculation	Unit	Definition
Total members	No.	All members holding a current subscription
Total visits	No.	All activity visits
Total income per visit	£	Total income <i>divided by</i> total visits
Subsidy per visit	£	Total costs (excludes CECs and capital repayments) <i>minus</i> total income <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

2018/19 KPI trends



2019/20 Period 8 KPI Performance



Agenda Item No 12

**Community and Environment
Board**

20 January 2020

**Report of the Corporate Director -
Streetscape**

Kerbside Recycling Service

1 Summary

- 1.1 This report updates Members on the introduction of fully commingled recycling collections in November 2019.

Recommendations to the Board

That Members note the contents of the report.

2 Background

- 2.1 The Community and Environment Board agreed at its meeting in August 2019 to change the Council's kerbside recycling service from a dual-stream system to a fully commingled operation. Fully commingled collections began on Monday 4 November 2019.

3 Service Change

- 3.1 The service change was communicated using a wide range of methods including bin tags, social media, website, press releases, leaflets, posters, North Talk and to town and parish councils. Communication about the service change took place between August and December 2019.
- 3.2 Residents were encouraged to keep and reuse their container insert for other uses or leave it out on recycling day to be collected. Approximately 3,000 container inserts were collected in throughout November 2019. The majority of these have been sent to energy from waste and the remainder have been recycled as rigid plastic.
- 3.3 Feedback about service change has mainly been positive amongst residents which is unsurprising given that it is now even easier to recycle. Despite the wide range of communication methods, including a bin tag, there were some residents who advised that they were still not aware of the change.
- 3.4 Operationally the collection crews are also pleased with the service change as it has made the task of collecting recycling quicker and easier. It is also now easier to move operatives around between different waste streams as the process is now the same for all three bins. This has made the collection

service more resilient. Following the busy Christmas and New Year period officers will evaluate the time saving with the intention of possibly restructuring collection rounds to create a more balanced work load.

4 Contamination

- 4.1 Two loads of recycling were rejected in November due to contamination. These rejected loads incurred additional disposal costs. This is not thought to be linked to a change in resident behaviour since the service change but instead as a result of increased scrutiny of incoming fully commingled materials at the materials recovery facility (MRF).
- 4.2 To coincide with the introduction of the fully commingled service and following the rejection of these two loads of recycling, kerbside monitoring of recycling bins by collection crew has increased. Red bins found to have the wrong items inside are left unemptied and a yellow “Oops there is a problem with your bin” tag is left with details of the problem and what to do next.
- 4.3 For a short time loads of recycling were also pre-sorted at Lower House Farm to remove any obvious contaminants, e.g. black bagged rubbish. The cost of pre-sorting waste in this way was lower than the potential cost of a rejected load at the MRF.
- 4.4 All trade waste customers have been contacted by letter regarding contamination and what is and what is not accepted in recycling bins.
- 4.5 Since these steps have been taken the number of issues has significantly reduced and no further loads of recycling have been rejected.

5 Next steps

- 5.1 Since the introduction of the red-bin recycling service in October 2013 there has been limited direct communication to residents regarding what can and cannot go in all three wheeled bins. Officers will be running a communications campaign focused on reducing contamination in early 2020.
- 5.2 Whilst it is too soon to reliably assess the impact of the service change on refuse and recycling tonnage, early indications are positive. A further report will be brought to the May 2020 meeting of the Community and Environment board.

6 Report Implications

6.1 Finance and Value for Money Implications

- 6.1.1 The move to fully commingled recycling collections adds a cost of around £10,200 in 2019/20 however once all vehicles have been replaced in 2022/23, a saving of up to £123,000 is expected on an annual basis.

6.2 Environment and Sustainability Implications

6.2.1 Based on the experience of other local authorities, a move to a fully commingled kerbside recycling service is likely to increase the Council's recycling rate. Commingled recycling collections are also expected to reduce the Council's local environmental impact and reduce our overall carbon emissions.

6.3 Links to Council's Priorities

6.3.1 Promoting sustainable and vibrant communities

The Contact Officer for this report is Olivia Childs (719267).

Agenda Item No 13

**Community and Environment
Board**

20 January 2020

**Report of the Corporate Director –
Streetscape**

Bulky Waste Service Update

1 Summary

- 1.1 This report updates Members on the successful first year of the bulky waste service operated by the charity Emmaus Coventry and Warwickshire

Recommendations to the Board

That Members note the contents of the report.

2 Background

- 2.1 In November 2018 the bulky waste service contract, a framework agreement let with Coventry City Council, was awarded to Emmaus Coventry and Warwickshire. The contact was let for an initial 24 month period with the option to extend for two further 12 month periods. Collections began on Monday 3 December 2018.
- 2.2 The Council takes bookings, payments and handles customer enquiries directly. Emmaus undertakes collections from Monday to Friday with collection availability distributed across the Borough. Bookings are fulfilled within two weeks and residents are given a collection day at the time of booking.
- 2.3 Collected items are reused and/or re-sold by the charity where possible. The remainder of the material is recycled or disposed of.

3 First year of operation

- 3.1 A total of 1,412 bulky waste collections were completed within the first twelve months of operation, totalling 5,121 items. This is a slight decrease when compared with the previous twelve months where 1,419 collections were completed, totalling 5,316 items. The number of items collected is thought to have reduced as the pricing brackets were amended in April 2019 to change a standard collection to 5 items rather than 6. It should also be noted that when the service was set up the Borough was divided into areas to make collection routes efficient. The level of demand in the Coleshill and Water Orton area was higher than expected and therefore these days booked up in advance

whilst others had spare slots. Officers have re-allocated areas of the Borough to balance out this demand.

- 3.2 A total of 3.5 tonnes of items have been re-used by the charity and saved from disposal over the last twelve months. Officers are in discussion with Emmaus to see if there is anything which can be done to increase the proportion of re-use.

4 Report Implications

4.1 Finance and Value for Money Implications

- 4.1.1 Emmaus are paid £22 per collection, regardless of the number of items collected. Residents are charged £25 for up to five items and £5 for each additional item (maximum three). In the last twelve months the service has provided a surplus income of £4,747.60 (£35,811.60 income minus £31,064 collection cost).

- 4.1.2 The contract supports economic, social and environmental well-being in connection with public service contracts as per the Public Services (Social Value) Act 2012. Research undertaken by Emmaus shows that for every £1 invested in an Emmaus community, there is an £11 return.

- 4.1.3 For information a list of comparable charges by other local authorities is included in Appendix A.

4.2 Environment and Sustainability Implications

- 4.2.1 The contract delivers environmental and sustainability benefits through social value, increased levels of re-use and a reduction in waste disposal.

4.3 Links to Council's Priorities

- 4.3.1 Responsible financial and resource management

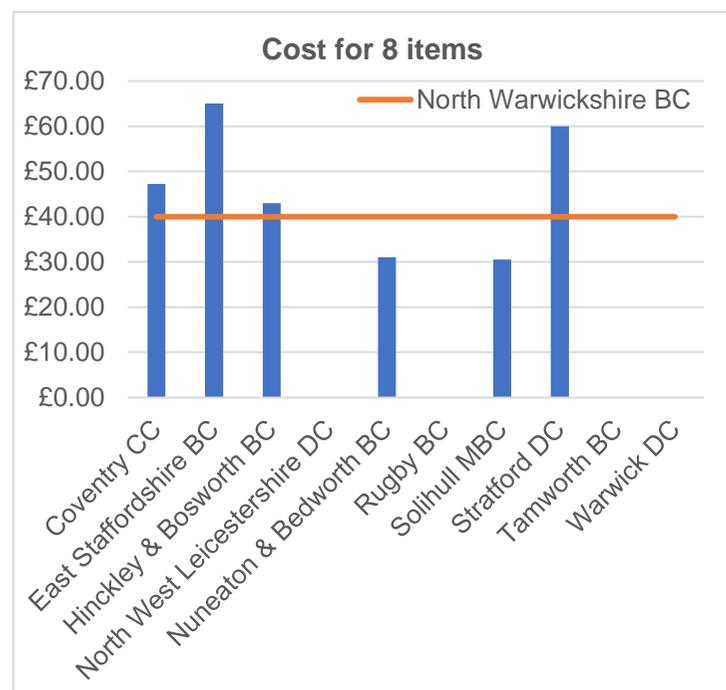
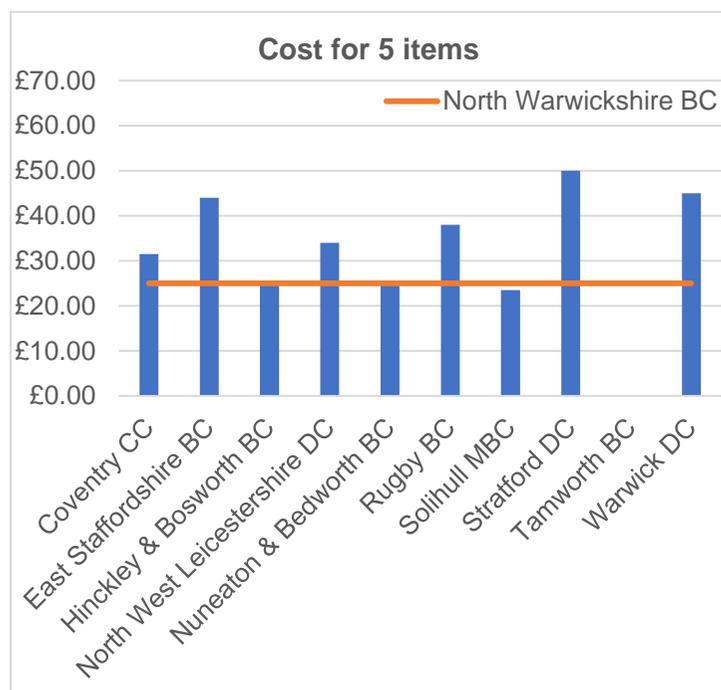
- 4.3.2 Promoting sustainable and vibrant communities.

The Contact Officer for this report is Olivia Childs (719267)

Appendix A – Comparison of bulky waste collection charges

Authority	1 item	2 items	3 items	4 items	5 items	6 items	7 items	8 items
North Warwickshire BC	£25.00	£25.00	£25.00	£25.00	£25.00	£30.00	£35.00	£40.00
Coventry CC	£31.50	£31.50	£31.50	£31.50	£31.50	£36.75	£42.00	£47.25
East Staffordshire BC *	£30.00	£30.00	£30.00	£37.00	£44.00	£51.00	£58.00	£65.00
Hinckley & Bosworth BC	£15.00	£15.00	£15.00	£25.00	£25.00	£31.00	£37.00	£43.00
North West Leicestershire DC	£24.00	£24.00	£24.00	£29.00	£34.00	£39.00	Max 6 items	
Nuneaton & Bedworth BC	£25.00	£25.00	£25.00	£25.00	£25.00	£25.00	£28.00	£31.00
Rugby BC	£26.00	£26.00	£26.00	£32.00	£38.00	£44.00	Max 6 items	
Solihull MBC	£15.00	£23.50	£23.50	£23.50	£23.50	£30.50	£30.50	£30.50
Stratford DC	£40.00	£40.00	£40.00	£50.00	£50.00	£50.00	£60.00	£60.00
Tamworth BC	£15.00	£21.20	£27.40	£33.60	Max 5 items			
Warwick DC	£35.00	£35.00	£35.00	£45.00	£45.00	Max 5 items		

* Fridge freezers are charged at £20 each



Authorities which do not collect 5 or 8 items are shown as blank.

Agenda Item No 14

Community and Environment Board

20 January 2020

Report of the Director of Leisure and Community Development

North Warwickshire Green Space Strategy (2020 to 2033)

1 Summary

- 1.1 For the Board's consideration, this report presents a revised draft of the North Warwickshire Green Space Strategy (2020 to 2033), further to the conclusion of the associated community consultation programme.

Recommendation to the Board

That the Board adopts, or otherwise amends, the revised draft North Warwickshire Green Space Strategy (2020 to 2033).

2 Consultation

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

3 Introduction

- 3.1 The previous North Warwickshire Green Space Strategy came to a theoretical conclusion at the end of March 2018. The Board will recall that, at its meeting held in July 2018, it gave consideration to the final draft of a new Green Space Strategy produced by external consultants. The consultants' methodology was in accordance with the National Planning Policy Framework (NPPF) and its predecessor, Planning Policy Guidance 17 (PPG 17). This methodology included the following elements:

- Review of national, regional and local strategy and policy documents
- Division of open space into typologies
- Qualitative and quantitative assessments of open space
- Use of quantitative and accessibility standards
- Consultation and analysis
- Identification of shortfalls in provision
- Conclusions and recommendations

- 3.2 Given this approach, it was considered to be disappointing that the externally produced draft Strategy made little use of the content of the previous

document, which had set out a succinct framework through which to strive to meet certain standards of provision. Whilst correctly concluding that the main issue in North Warwickshire centred, not on the quantity of provision, but on its quality, the draft Strategy was discursive, in places it used the wrong quantities of provision and concluded with a vague and, in part, unjustified action plan. In short, it was unfit for purpose. Understandably, therefore, the Board instructed Officers to re-write the draft Green Space Strategy.

- 3.3 In undertaking this task, use was made of the framework and structure provided by the original Green Space Strategy, with which both the Board and its partners are familiar. The types of green space, key service areas and area based profiles were retained from the original document, although Green Corridors was added as a typology, in order to appropriately reflect the value of routes used for walking, cycling and / or horse riding, as well as for wildlife migration. Officers audited the progress made in respect of the delivery of the key priorities and actions within the original Strategy and, as requested, this information was circulated to the Board for its observations and comment. Outstanding areas of work were then be compared with the conclusions and recommendations made by the external consultants, having due regard to accurate data relating to the quantity and accessibility of current provision in North Warwickshire. Known and perceived gaps in local provision were identified and due account was taken of the anticipated growth to be accommodated in the Borough, as well as the potential impact of HS2.

4 North Warwickshire Green Space Strategy (2020 to 2033)

- 4.1 At its meeting held in January 2019, the Board approved the internally produced revised draft Green Space Strategy for consultation. Accordingly, the draft Strategy was circulated to all Borough Councillors, parish and town councils and key partners / stakeholders. Community consultation took place through an online survey and, throughout the summer, via a range of community events in green spaces across the Borough. The draft document was also made available on the Authority's website, as well as through social media channels. The consultation closed on 31 August 2019.
- 4.2 The aim of the consultation was to establish local needs, priorities and aspirations for green space and to identify any issues that would help to inform decisions about the future provision, development and management of related sites and spaces across North Warwickshire. The table below indicates the level of response received within the consultation programme:

	Location	Number of Attendees
Community Events	New Arley Recreation Ground	30
	Ansley Village Recreation Ground	30
	Royal Meadow Drive Recreation Ground, Atherstone	100
	Kitwood Avenue Recreation Ground, Dordon	70
	Meadow Street Gardens, Atherstone	70
	Mancetter Recreation Ground	80
	Grendon Recreation Ground	40
	Wood End Recreation Ground	130
	Cole End Park, Coleshill	60
	Old Arley Recreation Ground	25
	Abbey Green Park, Polesworth	170
	Piccadilly Sports Field	40
Surveys	Community Survey	56
	Stakeholder Survey	8
Individual Responses		6
Total		915

5 Consultation Feedback

- 5.1 Generally, the comments received about the draft Green Space Strategy were positive and evidenced that the current green spaces are valued and well-used community assets. Various ideas were received regarding how sites could potentially be developed / improved and, encouragingly, a number of individuals were identified through the consultation events who expressed an interest in becoming involved in the future progression of green space projects.
- 5.2 In the main, the public agreed with the initial Vision for the Strategy, that “North Warwickshire will have a well planned and managed network of sustainable, biodiverse green spaces that meets the needs of its communities and that maximised the opportunities presented by new developments and HS2”. There was, however, a concern about the reference to “the opportunities presented by new developments and HS2” and the perceived conflict with the need to protect green space from the potentially adverse impacts of related growth in the Borough. An amendment to the Vision has been made, therefore, to emphasise the commitment to protecting green space.
- 5.3 Respondents evidently supported the Policy Priorities to protect and enhance existing green space and to seek new green space. The general scepticism about seeking mitigation due to the construction of HS2 remained, however, given that this potential development was seen as a threat, rather than an opportunity.

- 5.4 Overwhelmingly, the comments received supported the draft Service Priorities. In this section, extensive feedback was received about a wide range of issues, including the need to increase the number of litter bins within green space, the desire to introduce wildflower meadows to sites and the wish to see the creation of dog-friendly spaces emphasised within site specific management plans.
- 5.5 The Board will be encouraged that a number of people within the community expressed a commitment to want to increase their participation in the future development of their green space. In this respect, respondents wanted the Strategy to provide a positive structure for continuous community engagement in the development of open space, as well as the Strategy itself.
- 5.6 Further to the conclusion of the consultation programme, the draft Strategy has been updated and amended to include a significant number of the representations received from within the community. For ease of reference, these amendments are highlighted within the appended revised draft Green Space Strategy. In this respect, adjustments have been made to the Policy, Service and Area-based Priorities, although the overall direction provided by the draft document has not changed. The minimum Local Green Space Standards, which were identified in the former Strategy, have been retained, with the exception of that relating to “allotments”, which has been amended to take into account the relevant National Standard and the fact that some local sites are not in use and, therefore, potentially available to be released for alternative forms of use. By following the recommended Local Standards, it will be possible to ensure that the Borough retains the types and quantities of green space needed for healthy, sustainable communities.
- 5.7 Although much has been achieved through the production and delivery of the former Green Space Strategy, the current open spaces have not been thoroughly audited. This undertaking is identified as a priority within the new Strategy, in order to ensure that limited resources are allocated in an effective manner. The audit completed by the external consultants did establish the need to improve site access and “welcome”, noting that, generally, they have poor signage and many lack furniture and good quality footpaths. The inclusion of Green Corridors is essential, not just for wildlife, but also to enable more sustainable transport through newly expanding communities. Although this is one of several Borough-wide priorities, it is specifically highlighted in Dordon, which is proposed to see significant development to the east of the current community, as well as in Coleshill and the Anker Valley. Account has also been taken of the content of those Neighbourhood Plans (in Arley, Austrey, Coleshill, Fillongley, Hartshill and Mancetter) that detail the importance of protecting green space and ensuring that the rural character of the area is not lost.
- 5.8 The section on resources identifies the need to maximise developer contributions and to diversify the funding streams for green spaces. Further, due to the strain on Borough Council resources, it is proposed that only strategically significant sites (the impact of which are designed to be of

influence beyond the immediate community in which they are located) will be considered for adoption by the Authority, and, where this is the case, only where appropriate commuted sums have been negotiated within any associated developer agreements.

6 Conclusion

- 6.1 The Board is asked to consider the content of this revised draft Green Space Strategy and to adopt, or otherwise amend, its content. Subject to its adoption, the Strategy will then frame the development of a supporting Action and Funding Plan, which will be tabled for Members' consideration at a future meeting of the Board.
- 6.2 Upon its adoption, the Green Space Strategy will provide an invaluable long-term framework that will enable Members and Officers to prioritise activity and resources and to secure external funding support for related projects that are known to be of considerable value to local residents. Furthermore, it will be material to the planning process and will inform both the Development Control and Forward Planning functions to ensure adequate green space provision across the Borough.
- 6.3 Adoption of robust strategies that are fully integrated with the Local Development Framework and Planning Policy will enable North Warwickshire to benefit fully from the opportunities that a new era of potential infrastructure growth will bring and to meet the challenges that will arise in promoting both sustainable development and the health and wellbeing of communities across the Borough.

7 Report Implications

7.1 Finance and Value for Money Implications

- 7.1.1 There is no new financial implication arising directly out of this report. Subject to its approval, the Green Space Strategy will require to be underpinned by a robust and sustainable Action and Funding Plan, a draft of which will be presented to the Board at an early future meeting.
- 7.1.2 Taken together, an approved Green Space Strategy and its supporting Action and Funding Plan will help to ensure the provision and protection of related services and provide the evidence for bids for external funding support, without which it will not be possible to realise all of the aspirations within the Strategy itself.

7.2 Safer Communities Implications

- 7.2.1 A robust Green Space Strategy and the projects advanced through its provisions will contribute to community safety by providing well-managed and maintained open space and recreation areas 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 delivery of priorities identified in the Green Space Strategy will contribute directly to environmental improvement, the enhancement of biodiversity and mitigation of the effects of climate change. It will also help to build sustainable and vibrant communities.

7.5 Human Resources Implications

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

7.6 Risk Management Implications

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

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	North Warwickshire Green Space Strategy Progress Report	October 2019
2	Director of Leisure and Community Development	Draft Green Space and Playing Pitch Strategies	January 2019

Equality Impact Assessment Summary Sheet

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

Name of Policy / Procedure / Service	Draft Green Space Strategy
Officer Responsible for Assessment	Community Development Manager

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

- (a) Is there a positive impact on any of the equality target groups or contribute to promoting equal opportunities and improve relations or:
- (b) could there be a negative impact on any of the equality target groups i.e. disadvantage them in any way

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

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

The Authority's 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.

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

Needs no further action.

NORTH WARWICKSHIRE

Green Space Strategy 2020 to 2033



NORTH WARWICKSHIRE

(DRAFT) GREEN SPACE STRATEGY

2020 to 2033

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Appendix C	List of Consultees

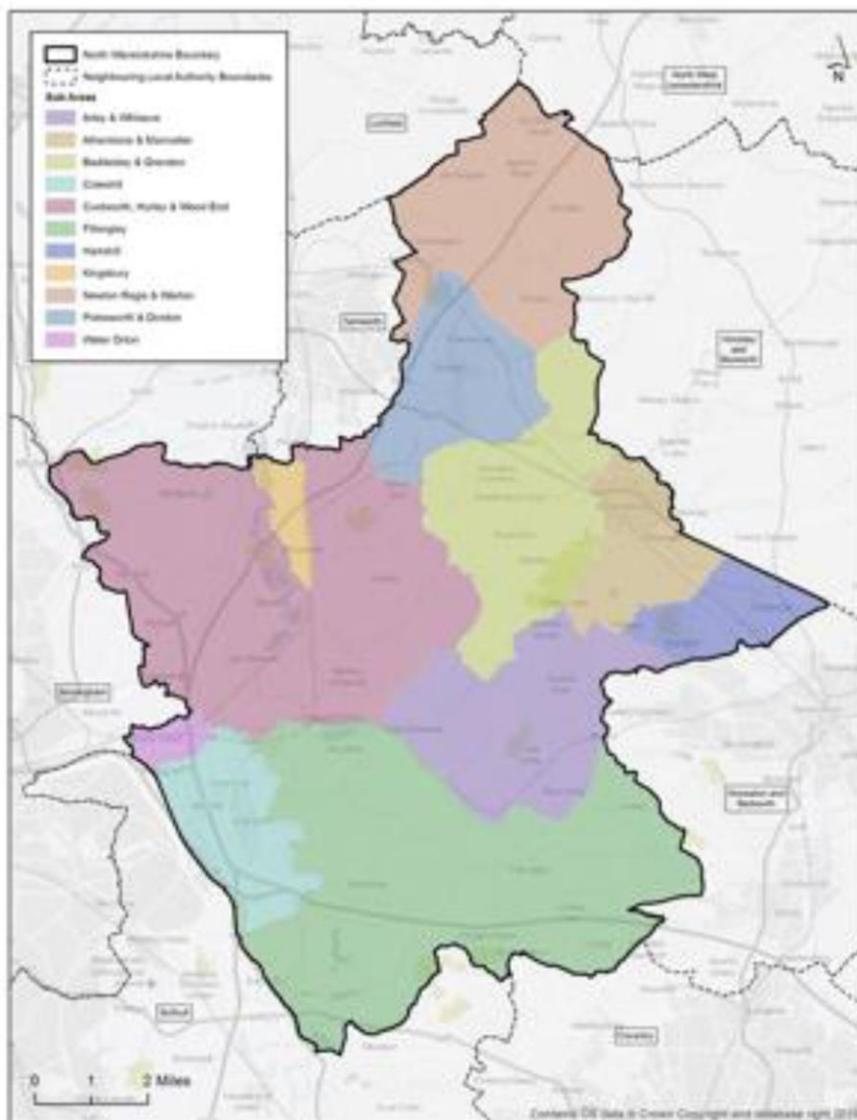


Introduction to North Warwickshire

The Borough is the northernmost district in the county of Warwickshire. It has several large urban settlements on its doorstep, including Tamworth, Nuneaton, Coventry, Sutton Coldfield and other settlements within the Birmingham conurbation.

North Warwickshire is overwhelmingly rural in nature, with approximately two thirds of its area designated as Green Belt. The population of the Borough is just over 62,000 (Census 2011), most of which is centred in the three main towns of Atherstone, Coleshill and Polesworth. The rest of the population is dispersed throughout a number of smaller rural settlements. The dispersed nature of the population has particular implications for the provision of open space, sport and recreation facilities.

The map below illustrates the location of North Warwickshire and its borders with Lichfield and North West Leicestershire to the north, Hinckley and Bosworth and Nuneaton and Bedworth to the east. To the south of the Borough are Coventry and Solihull, and Birmingham is to the west.



What is Green Space?

Green Space refers to the range of green areas that are used by the public and includes parks and gardens, landscaped spaces in and around housing estates, recreation grounds and sports pitches, children's play areas, wildlife areas, allotments, cemeteries and churchyards.

The Borough Council has produced and adopted a Playing Pitch Strategy (2018), which covers pitches used for cricket, football, hockey and rugby. The use and development of these formal pitches, therefore, will not be considered alongside other green space in this Strategy.

Why is Green Space Important?

“A network of well-designed and cared-for open spaces adds to the character of places where people want to live, work and visit. Open spaces also provide the vital green infrastructure that enables us to deal with floods or mitigate and adapt to climate change while providing wildlife habitats, sporting facilities or beautiful parks.”

CABE Space (2009) Open Space Strategies – Best Practice Guidance.

As identified in “The Value of Public Space” (CABE Space, 2014), good quality green space has many benefits:

- **The Economic Value of Public Space:** The presence of good quality parks, squares, gardens and other public spaces becomes a vital business and marketing tool. Companies are attracted to locations that offer well-designed, well-managed public places and these, in turn, attract customers, employees and services.
- **The Impact on Physical and Mental Health:** Access to good-quality, well-maintained public spaces can help to improve our physical and mental health by encouraging us to walk more, to play sport, or simply to enjoy a green and natural environment. In other words, our open spaces are a powerful weapon in the fight against obesity and ill-health.
- **The Benefits to Children and Young People:** Play is crucial for many aspects of children's development, from the acquisition of social skills, experimentation and the confrontation and resolution of emotional crises, to moral understanding, cognitive skills, such as language and comprehension, and, of course, physical skills. Good quality public spaces can help to fill this gap, providing children with opportunities for fun, exercise and learning.
- **Reducing Crime and the Fear of Crime:** Fear of crime and, to a much lesser extent, crime itself can deter people, not just vulnerable groups, from using even good quality public spaces. Children and young people, for example, are often prevented from using our parks, squares and streets because of their parents' fears about crime, whilst women often also face particular concerns. Physical changes to, and the better management of, public space can help to allay these fears. Such changes can help everyone to make the most of public spaces.
- **The Social Dimension:** Public spaces are open to all, regardless of ethnic origin, age or gender and, as such, they represent a democratic forum for citizens and society. When properly designed and cared for, they bring communities together, provide meeting places and foster social ties of a kind that have been disappearing in many urban areas. These spaces shape the cultural identity of an area, are part of its unique character and provide a sense of place for local communities.

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- **Movement In and Between Spaces:** Well-designed streets and public spaces encourage walking and cycling, and have the power to make our environment a safer one by reducing vehicle speeds and use. “Home Zones” have begun to demonstrate the benefits of redesigning streets for shared use by residents and pedestrians, not just cars.
- **Biodiversity and Nature:** The significant increase in hard surfacing and the reduction in green spaces lead to higher temperatures in towns and villages than in the surrounding countryside. This is known as the “heat island effect”. Open space and vegetation, whether in public spaces or private gardens, can help to redress this imbalance. They bring many important environmental benefits to communities, including the cooling of air and the absorption of atmospheric pollutants. **The opportunity for contact with nature is highly valued. Open Spaces provide people with an opportunity to experience nature and to see local wildlife at close quarters. They are places for exploration and “adventure”, and they provide a variety of natural forms in contrast to the man-made environment in which many people live.**

Why We Have Developed a New Green Space Strategy

The Planning Policy Guidance (PPG) 17 Audit, undertaken to inform the Borough Council’s first Green Space Strategy (2008 to 2018), identified the quality and quantity of various forms of open space across North Warwickshire. It evidenced the areas that were in need of significant attention, such as the provision of facilities that were uneven in spread and of varying quality. Standards of maintenance and cleanliness and levels of vandalism, which were resulting in people feeling unsafe, were all identified. There was a lack of provision for children and young people, and communities were feeling disengaged from their local green spaces. Implementation of the action plan associated with the first Green Space Strategy saw major improvements to green space across the Borough. By auditing where we are, and looking to the future, we will be able to build on this progress and achieve our Vision.

A non-exhaustive list of key achievements from the first Green Space Strategy includes:

- Delivery and completion of the Borough Council’s 12 year Play Area Development Programme has resulted in an increase in the quality of play provision across North Warwickshire, with all of the Authority’s sites being improved through a process that included the active engagement of local communities. Support has also been provided to eight parish and town councils, thereby ensuring a relatively even spread of play provision across the Borough
- A review of the Grounds Maintenance service has resulted in the introduction and implementation of new service specifications through which maintenance standards have been raised
- The initial Strategy provided the evidence for the Borough Council to successfully apply for £225,000 to develop North Warwickshire’s first Local Nature Reserves; at Abbey Green Park, Polesworth; Kingsbury Meadow; Cole End Park, and Daffern’s Wood in New Arley. A partnership agreement has been established through which Warwickshire Wildlife Trust has assumed responsibility for the management of the Reserves
- Management Plans have been produced for a number of key sites, including Abbey Green Park, Cole End Park, Long Street and Kitwood Avenue Recreation Grounds in Dordon, Daffern’s Wood and Kingsbury Meadow

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- Two new allotment gardens have been developed, in Hurley and Warton, and the North Warwickshire Allotment Federation became formally constituted in 2009
- Hurley Daw Mill Sports Ground has been redeveloped and sub-leased to Hurley Kings Football Club
- An Artificial Grass Pitch has been installed, and a partnership agreement is in place for the management of community use with the Queen Elizabeth Academy in Atherstone
- A variety of activities have been supported or delivered to encourage greater community involvement in, and use of, their local green spaces. Of considerable significance in this regard have been the “Big Day Out” community fun days, the establishment of eleven walking groups led by local volunteers, play area launch events, the development of new cycle routes, engagement activities for young people, including “Pedal to the Park”, and community litter picks and clean ups held across the Borough

Local Context

North Warwickshire Local Plan (2011 to 2033)

This Green Space Strategy is underpinned by the preparation of a new Local Plan to guide development and land use in North Warwickshire. The Local Plan provides the evidence base for protecting existing provision and allocating new open space, as well as preparing the Borough for the impact to be realised from the construction of HS2.

At paragraph 2.15 in the North Warwickshire Local Plan Submission (March 2018), it is noted that:

“The Borough’s own objectively assessed housing need and the need to consider delivering further growth for neighbours means that growth is much greater than ever experienced by the Borough before. This will bring many challenges. In particular, due to the rural nature of the Borough, making quality places that are integrated into the fabric of settlements wherever possible will be important. Making settlements work will be just as important as delivering a specific site, as this will lead to their long lasting success.”

Over the life of the Local Plan (from 2011 to 2033), North Warwickshire is projected to experience a 37% increase in dwellings (from 26,000 to 35,600). Significant developments are anticipated in Polesworth / Dordon, Hartshill and Atherstone.

The Local Development Framework consists of the Core Strategy (adopted in 2014) and the Development Management Plan (adopted 2015).

The Green Space Strategy will run until 2033 in order to bring it into line with the adopted Core Strategy and the emerging Site Allocation Plan periods.

North Warwickshire Playing Pitch Strategy (2018 to 2031)

Set in the context provided by national policy and local sports development needs, the Playing Pitch Strategy provides an up-to-date strategic assessment of supply and demand for playing pitches (grass and artificial) throughout the Borough. Given the breadth of sports played locally, the assessment focusses upon Cricket, Football, Hockey and Rugby Union. Key to the Green Space Strategy is the Playing Pitch Strategy’s identification of future need with regard to accessible, high quality green space, sports and recreation facilities.

**** Cross-referencing with the PPS!!!**

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North Warwickshire Sustainable Community Strategy (2009 to 2026)

The Green Space Strategy will contribute to meeting all three priorities identified in the North Warwickshire Sustainable Community Strategy (2009 to 2026):

Priority 1	Raising Aspirations, Educational Attainment and Skills
Priority 2	Healthier Communities
Priority 3	Tackling Poverty

North Warwickshire Borough Council – Corporate Plan

Additionally, the Green Space Strategy will help the Borough Council to deliver its 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**

North Warwickshire Health and Wellbeing Action Plan

The Green Space Strategy will contribute to the delivery of the North Warwickshire Health and Wellbeing Action Plan, the current aim of which is “to encourage and support the local community to adopt a proactive approach in the positive self-management of their health”. In particular, it will directly impact upon the themes to increase the number of adults and children who are physically active and to reduce the percentage of adults and children with excess weight. It will also positively influence individual and collective mental wellbeing.

Further, the intentions of the Green Space Strategy are consistent with, and seek to advance, the Joint Strategic Needs Assessment recommendation to improve the quality of, and people’s engagement with, the natural environment.

Our Vision

The Green Space Strategy is about land and about people. Our Vision is:

North Warwickshire will have a well planned, managed and protected network of sustainable, biodiverse green spaces that meets the needs of its communities and that maximizes the opportunities presented by new developments and by HS2.

Our Objectives

The Green Space Strategy sets out a framework through which to fulfil the following objectives:

- **Improve the Management, and Maximise the Benefits, of Green Spaces:** New research from Fields in Trust demonstrates that parks and green spaces across the United Kingdom provide people with over £34 billion of health and wellbeing benefits. The report also calculates that parks provide a total economic value to each person in the UK of just over £30 per year. The value of parks and green spaces is higher for individuals from lower socio-economic groups and also for those people from black and minority ethnic backgrounds. This means that any loss of parks and green spaces will disproportionately impact disadvantaged and underrepresented communities, precisely those people who benefit from them the most. Effective management of green spaces, therefore, is crucial for everyone in the community
- **Community Engagement:** It is recognised that green spaces are important to local people and, for this reason, the Strategy seeks to provide a structure through which to nurture and maintain the ongoing involvement of communities in the management and development of appropriate spaces. Where appropriate, projects and priorities identified within local communities will be supported. It is expected that this approach will lead to a heightened sense of ownership and the increased sustainability of green spaces.
- **Co-ordinate Action and Develop Partnership Working:** Many local groups and other organisations and agencies are actively engaged in bringing forward a wide range of site improvement projects. There is a need to co-ordinate all of this activity to ensure that resources are effectively used and the benefits are maximised
- **Access More Funding Opportunities:** There is a range of funding possibilities for green spaces. By providing a clear and co-ordinated set of policies and proposals, the Green Space Strategy will ensure that an effective case for investment is made when submitting bids for funding. Experience shows that in areas of the country where a strategy has been produced, access to different funding sources has increased significantly
- **Promote Green Space Investment as a Policy Priority:** Having a Green Space Strategy will elevate the status of green space issues in the Borough and ensure that it is afforded appropriate recognition in the development of public policy
- **Help to Create Sustainable Communities:** Attractive green spaces can play a vital role in creating sustainable, inclusive and cohesive communities, where people will choose to live and work, both now and in the future

Typology and Local Standards

The audit undertaken for the first Green Space Strategy looked at the quality, quantity and accessibility of green spaces. Following on from this, research was undertaken to enable the Borough Council to adopt minimum local standards for the quality, quantity and accessibility of those green spaces that are needed in North Warwickshire.

The audit provided an understanding of the current condition, amount and location of the following types of green spaces throughout the Borough:

Green Space Typology

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- **Parks and Public Gardens:** Accessible, high quality opportunities for informal recreation and community events
- **Informal / Amenity Open Space:** Typically, green spaces in and around housing estates and village greens
- **Equipped Children’s Play Areas and Places for Young People:** Areas designed primarily for play and social interaction involving children and young people
- **Outdoor Sports Areas:** Areas providing opportunities for participation in formal competitive outdoor sports (Note: Cricket, Football, Hockey and Rugby Union are covered in the North Warwickshire Playing Pitch Strategy)
- **Natural and Semi-natural Spaces:** Woodland and other spaces that are managed in a way that promotes biodiversity and allows nature to develop
- **Cemeteries and Churchyards:** Burial grounds providing opportunities for quiet recreation and contemplation, as well as biodiversity
- **Allotments:** Plots of land subdivided to provide opportunity for people to grow produce
- **Green Corridors:** Routes used for walking, cycling and / or horse riding, whether for leisure purposes or travel, which also provide opportunities for wildlife migration

Local Green Space Standards

The minimum quality, quantity and accessibility standards are important for planning and managing green space provision in North Warwickshire. They are based on the results of local consultation, as well as being informed by pragmatic considerations. They are intended to be achievable. It should be noted that just because a geographical area may enjoy a level of provision that exceeds an identified minimum standard, it does not mean that provision is in surplus. All such provision may be well used. In addition, the standards (as they relate to various forms of open space) reflect only the importance for specific recreational activities. Open space may have an intrinsic value beyond that for a specific activity, such as its visual or ecological value. The recreational utility of open space, therefore, must be viewed in the context of broader environmental and planning considerations.

The minimum standards are split in to three categories, quality, quantity and accessibility. The green space quantity standards are detailed in Appendix A and should be read in conjunction with Section 6 of Appendix B.

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Policy Priorities

The value of green spaces to the local community is recognised by the Borough Council. North Warwickshire is due to see unprecedented levels of development over the next ten years and beyond and could be affected significantly by the construction of HS2. It is critical that green space is protected and that green space development is planned in a considered, strategic and sustainable manner.

Protection and Enhancement of Existing Green Space by:

- PP01 Informing the Planning process in the consideration of planning applications to protect against the loss or inappropriate development of green space
- PP02 Informing any review of the Borough Council's land holdings and any proposals for disposal
- PP03 Informing the development of a Green Space Strategy Action and Funding Plan
- PP04 Undertaking an audit, to include a documented assessment of the quality, quantity and accessibility of all green space

Seek New Green Space by:

- PP05 Informing the Planning process through the consideration of the Local Plan, strategic allocations and planning applications
- PP06 Using the identified minimum standards and the outcomes of the proposed audit to evidence green space needs in local communities
- Pursuing the creation of green corridors, including along canals, rivers and hedgerows, by seeking to link existing and new green space

Seek Mitigation Due to New Development and the Construction of HS2 by:

- PP07 Promoting funding opportunities
- PP08 Supporting the local community to apply for funding, particularly those most directly affected by new development and the proposed construction of HS2
- PP09 Assisting with the implementation of associated green space schemes
- PP10 Supporting the continued use and availability of facilities at Kingsbury Water Park and Pooley Country Park
- PP11 Working with other agencies and stakeholders to develop schemes that mitigate the impact of new development and the proposed construction of HS2

Service Priorities

The consultation, in respect of both the Open Spaces, Sports and Recreation Study and this Strategy, has evidenced a number of common themes concerning green space provision, from which it has been determined that, with regard to most typologies, there is no need for additional green space. Instead, there is a need to:

- Prepare site improvement and management plans for **all** green space sites, noting the need for more seating and improved signage / welcoming entrances
- Improve site safety and security
- Continue to tackle vandalism and graffiti
- Continue to tackle anti-social behaviour
- Ensure an even spread and quality of facilities across the Borough
- Ensure that facilities are accessible to people in rural areas
- Improve partnership working between the Borough Council and other providers of green space
- Target **providers'** combined resources more effectively
- Increase provision for children and young people
- Increase the provision of, and access to, footpaths, cycle paths and bridleways
- Encourage greater community engagement with the **management, development and use of** local green spaces
- Increase awareness of the availability of recreation facilities by improving publicity and promotional interventions

These issues will be addressed through the Service Priorities set out below:

Improvement, Maintenance and Cleanliness

The Borough Council recognises that effective, efficient and adequately resourced grounds maintenance is key to improving the quality of its green spaces and will:

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SP	Review, when required, 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 developments within the Borough
SP	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
SP	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
SP	Invest in basic service improvements, such as improving footpaths and site furniture, installing site signage and more litter bins and ensuring the timely removal of fly tipping and graffiti (including the use of Quick Response 'QR' codes, which will allow smart phone users access to additional information, thus making information available to people interested in new technology) Seek opportunities to enhance the attractiveness of natural and built landscapes and improve the maintenance and value of play spaces
SP	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

Safety and Security

Green spaces should be welcoming places where people can enjoy recreation and leisure activities in confidence and safety. The Borough Council will:

- | | |
|----|---|
| SP | 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 parks and recreation grounds from all forms of unwanted incursion |
| SP | Audit and respond to all forms of unauthorised access or “land grab” from properties or parties neighbouring Borough Council green space

Where opportunities present themselves, seek to improve arrangements for the parking of vehicles in Borough Council parks and recreation grounds and adjacent to play spaces |
| SP | Where appropriate, and in partnership with the County Council, seek to reduce the speed of vehicles on roads adjacent to parks, recreation grounds and play spaces |
| SP | Develop a policy / policies on the use of drones and / or metal detectors across Borough Council green space ??or simply disallow their use?? |

Tree Management

A well-managed, sustainable and renewable tree stock provides long-term benefits for our environment and is an essential element of attractive, good quality green space. The Borough Council will:

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SP	Prepare and adopt a Tree Management Policy to inform the management of its tree stock
SP	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
SP	In the interests of sustainability and increased biodiversity, where resources permit, aim to replace, on a one for one basis, every tree that is felled on Borough Council land. Trees will be replaced with a native species within the community that any felling is undertaken

Biodiversity and Climate Change

Well-managed, multi-functional green space benefits both people and wildlife and can contribute to the mitigation of the effects of climate change. The Borough Council will:

SP	Seek opportunities to conserve and enhance biodiversity through habitat creation and land management when developing individual site management plans and grounds maintenance schedules
SP	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
SP	Support partners, including within the Tame Valley Wetlands Landscape Partnership, to conserve and enhance biodiversity on publicly accessible sites, particularly noting the need to mitigate the impact of HS2 and new housing, business and industrial developments
	In conjunction with relevant partners, including the Warwickshire Wildlife Trust, retain its commitment to the management of the four Local Nature Reserves sited on Borough Council land
SP	Continue to be a Board member of the Tame Valley Wetlands Landscape Partnership and support its work and vision 'to create a wetland landscape, rich in wildlife and accessible to all'
SP	Work with partners to increase opportunities for community engagement in habitat creation and its subsequent management
SP	Support and encourage the development of "green corridors", most especially where these corridors link green spaces and those areas where people choose to live, work, visit and play
	Where resource capacity exists and community support is evident, create wild flower meadows in appropriate locations on Borough Council land

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Children and Young People	
Green space is of fundamental importance in helping children and young people to develop skills through play and social interaction and to explore and learn in the wider environment. The Borough Council will:	
SP	Review its 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
SP	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 of all ages, including, for example, “natural play”, BMX / skate / pump tracks and facilities of interest to teenagers
SP	When developing or refurbishing play spaces, consider the potential to use natural / renewable materials and play elements that foster a wider understanding of the natural environment

Community Engagement	
Green space is for people. It is somewhere to relax, to enjoy sport and recreation and to enjoy the natural environment. Local spaces can provide a focus for family outings and for community activities. The Borough Council is keen to encourage people to use their local spaces positively and to participate and take pride in their protection, management and enhancement. The Borough Council will:	
SP	Support existing, and develop new, “Friends” groups to participate in the development and, potentially, future management of local green spaces Seek opportunities to enhance the opportunity for, and value of, green spaces in making a positive contribution to individual health and well being and community engagement, including through the development of site management plans, the provision of seating, relaxation and dog friendly spaces and places that encourage interactions between people and their natural environment
SP	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
SP	Publicise and promote its green spaces and play facilities, through the internet and through the promotion of activities and community, cultural and / or sporting events on sites
SP	Develop guidance, pricing and operational procedures for the community and commercial use of green space for activities and events
SP	Work with partners, stakeholders and developers to protect and enhance the connectivity between green spaces throughout North Warwickshire
SP	Develop a method for measuring and monitoring the level of use of key parks and green spaces

Borough-wide Priorities

The following priorities apply to the whole of North Warwickshire, in respect of which it is the Borough Council's intention to:	
BP	In conjunction with the local community, prepare site improvement and management plans for each of its major parks, public gardens and those play spaces the significance of which extends beyond the community in which it is located
BP	Support parish and town councils and other providers to prepare site improvement and management plans for those parks, public gardens and play areas in their ownership
BP	Where appropriate, and in consultation with the local community, allow some informal open space to be developed for alternative green space uses, such as a new play space or for management as natural green space
BP	Where appropriate, permit the release of some informal open space, only where that open spaces is surplus to requirements and / or the loss will be replaced with equivalent or better provision in terms of quality and quantity in a suitable location and / or the space will be used for alternative recreation provision the need for which clearly outweighs the loss
BP	Support the development of green walking and cycling corridors, most especially where these corridors link those places where people live, work and play
BP	As new housing sites are developed ensure that these areas incorporate appropriate green space provision and that they benefit from appropriate management plans Only formally adopt strategically significant new green space sites (those whose value extends beyond the immediate catchment community), with the benefit of appropriate commuted sums
BP	Ensure adequate provision for those formal outdoor sports not identified within the approved Playing Pitch Strategy, such as bowls, BMX cycling, skateboarding, etc.
BP	Develop opportunities for the use personal technology in order to encourage greater use of green spaces and to improve individual mental and physical health through increased levels of physical activity
BP	Target resources, particularly developer contributions, to improve the quality of green spaces in North Warwickshire

Area Priorities

Arley and Whitacre (Including Over Whitacre, Ansley, Ansley Common, Furnace End, Devitt's Green and Birchley Heath)	
AP	<p>Support improved access to the countryside through the improvement and promotion of footpaths, route ways and green corridors through the area</p> <p>In conjunction with the local community and, where appropriate, other local groups / stakeholders, develop and commence implementation of a management plan for Old Arley Recreation Ground</p> <p>In conjunction with the Warwickshire Wildlife Trust and the local "Friends" group, support the improved management, development and promotion of Daffern's Wood, New Arley</p> <p>Support and encourage the Parish Council in its future development of Gun Hill Recreation Ground, New Arley</p> <p>Support the Parish Council in its endeavours to improve provision at the Hill Top Recreation Ground and play area, New Arley</p>
AP	<p>Particularly in the event of development taking place in Ansley Common, ensure the future and quality of both allotment and recreation provision</p>
AP	<p>Develop a management plan for Bretts Hall Recreation Ground in Ansley Common, in conjunction with an improvement plan for the adjacent Bretts Hall Allotments site. In the management plan, consideration will be given to the potential provision of an off-road cycling facility within the Recreation Ground</p> <p>Support and encourage the Parish Council in the development and implementation of a management plan for its green space in Birmingham Road, Ansley</p>
Atherstone and Mancetter (Including Ridge Lane)	
AP	<p>Complete the approved heritage improvement project at Meadow Street Gardens, Atherstone</p> <p>Ensure that the needs of the local community are taken into account by Atherstone Sports Club during each stage of the development of Royal Meadow Drive Recreation Ground</p>
AP	<p>In conjunction with relevant partners, seek to develop the Atherstone Riverside open space as a Local Nature Reserve</p>
AP	<p>In conjunction with the local community and, where appropriate, other local groups / stakeholders, develop and commence implementation of a management plan for Mancetter Recreation Ground, including its potential for development as a local park, rather than a formal sports ground</p>

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Baddesley Ensor and Grendon (Including Baxterley, Bentley and Merevale)	
AP	<p>Work with partners to seek to ensure the sustainable long-term provision of publicly accessible open space in Baxterley</p> <p>Work with partners and stakeholders to ensure that the green spaces and green corridors in and around Baddesley Ensor continue to meet the needs of local residents and wildlife</p> <p>Ensure the successful completion of the approved redevelopment project at Boot Hill Recreation Ground, Grendon, thereby safeguarding its future use for both formal and informal recreation</p>
AP	<p>Seek the provision of more and appropriately located play spaces, particularly to include youth facilities, taking into consideration the A5 corridor as a barrier to access</p>
Coleshill	
AP	<p>Work in partnership with the Tame Valley Wetlands Landscape Partnership and the Environment Agency to develop and implement the Cole Valley Landscape Project</p> <p>In conjunction with the local community and key local groups, partners and stakeholders, develop and commence implementation of a management plan for Cole End Park, which takes due account of its significance for local wildlife</p> <p>Following the installation of new play equipment in the Memorial Park, Coleshill, resolve the long-term future of the play area at Brendan Close</p>
AP	<p>Support Coleshill Town Council to establish new and appropriately located allotment gardens before the allotment site adjacent to the Memorial Park is re-developed</p>
AP	<p>Support, as required, the extension to Coleshill Cemetery</p>
Curdworth, Hurley and Wood End (Including Wishaw, Middleton, Marston, Bodymoor Heath, Lea Marston, Whitacre Heath, Nether Whitacre and Piccadilly)	
AP	<p>Support the promotion of access to rights of way across the area</p> <p>In conjunction with the local community and key stakeholders, develop action plans for both Wood End Recreation Ground and Piccadilly Sports Field that address the needs of all interested parties</p>

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Fillongley (Including Corley, Maxstoke and Shustoke)	
AP	<p>Carry out a risk assessment in respect of the closed churchyard at Fillongley and implement the findings, as appropriate</p> <p>Support and encourage the Parish Council in its proposed future development of Shustoke Recreation Ground</p> <p>Support the parish councils and local communities in protecting and enhancing existing green spaces, definitively mapped footpaths and current levels of biodiversity within the area of the adopted Neighbourhood Plan</p>
Hartshill	
AP	<p>Ensure the future of the informal open space at Cherryfields as publicly accessible open space and seek to improve the facilities that it offers to the local community</p>
AP	<p>Consider allowing development on a small part of Grange Road Recreation Ground, subject to any financial receipts being used to enhance and / or improve other facilities in Hartshill</p>
Newton Regis and Warton (Including Austrey, Seckington, No Man's Heath, Shuttington and Alvecote)	
AP	<p>Support the Parish Council to provide sustainable, good quality play provision in both Shuttington and Alvecote</p>
AP	<p>Support the improvement of the facilities at the playing field in Shuttington</p>
AP	<p>Support Austrey Parish Council to obtain funding from HS2 to finance the appropriate relocation of its Playing Field and associated play space</p> <p>Where appropriate, work with partners to protect the River Anker green corridor</p>
Polesworth and Dordon (Including Birchmoor)	
AP	<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>
AP	<p>Support the development of green corridors across the area, where appropriate linking sites within and beyond the Borough, and taking the opportunity to maximise the assets on the development site to the east of Dordon, including the ancient woodland, the old orchard site (former brickworks mine), Hoo Hill and Margaret Wood</p>

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AP As opportunities arise, support the relocation of the allotment gardens and playing pitches in Dordon

In conjunction with the local community, develop and commence implementation of a management plan for Kitwood Avenue Recreation Ground in Dordon

POOLEY COUNTRY PARK!!

Water Orton

AP Seek the provision of additional open space for children's play in the village

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Resources

Clearly, there are financial implications attached to the implementation of the Green Space Strategy. In providing and managing green space within the public realm, the Borough Council does not, and cannot, work in isolation. In particular:

- **It is essential to secure the support and co-operation of parish and town councils, associated trusts and committees responsible for the management and maintenance of much of the Borough’s stock of accessible green space**
- **Nature conservation trusts, agencies, and the County Council have responsibility for much of the accessible natural green space found in rural areas, in particular wildlife sites, country parks and designated habitats with public access**
- **Agencies, such as the Canal and River Trust and the Environment Agency, have the ability to control and influence the management and maintenance of green space associated with the Borough’s considerable network of water corridors and other important sites**
- **Institutional landowners, such as the Coal Authority and the Church, control substantial tracts of land with great potential for development and public access**
- **Either directly or indirectly, developers will be responsible for providing new green space in relation to planned growth**
- **The County Council and local schools control large amounts of educational land with the potential to make a significant contribution to strategic green space priorities**
- **The County Council, with its responsibility for highways and rights of way, can also help to influence and promote the creation of green corridors and access routes**
- **Other local and national agencies, such as health bodies, the Police, Natural England and Sustrans, can help to achieve many projects that increase positive community interaction with, use and appreciation of, green space**

The following policies will help the Borough Council to secure, co-ordinate and target limited resources effectively:

Resources	
	The study underpinning the Strategy clearly identified the value attached to green spaces by the community for many forms of recreation, both informal and organised. The evidence, both locally and nationally, points to the primacy of the outdoor environment in providing the majority of people’s physical recreation needs. To ensure, as far as it possibly can, that its resources are matched against its investment priorities, the Borough Council will:
RP1	Prepare a four-year rolling Action and Funding Plan that identifies how and when the Authority will seek to achieve its key priorities
RP2	Review its investment of time and resources into the management and maintenance of local green space
RP3	Maximise developer contributions, through the implementation of the Leisure and Open Space Supplementary Planning Document (SPD) and including via S106 Agreements and / or the Community Infrastructure Levy (CIL)

SECTION 3 – DELIVERING THE STRATEGY

Resources - <i>continued</i>	
RP4	Seek opportunities to enhance funding streams for green spaces, including greater income from partnerships, commercial activity, fees and charges, developer contributions, sponsorship, grant funding and fundraising (such as crowd sourcing)
RP5	Consider assuming the adoption and future management of newly created open spaces and / or play areas only where these are of strategic significance (of value beyond the community in which an asset is located) and only where appropriate resources (staffing / finance) have been allocated, for example through the provision of a commuted sum

Monitoring

The Green Space Strategy must be kept up-to-date and must continue to meet its priorities whilst fulfilling the Borough Council’s corporate objectives, local planning policies and the objectives of the Sustainable Community Strategy. This means that monitoring and review of progress are essential. The following policies will help to ensure the currency and legitimacy of the Strategy:

Monitoring	
To be effective, the Green Space Strategy must be a “living” document, and be kept under constant review and revision. In this regard, the Borough Council will:	
MP1	Review and update the rolling Action and Funding Plan annually
MP2	Set out in the Action Plan performance targets against which delivery of the Green Space Strategy and the Action Plan will be monitored and, if necessary, revised
MP3	Report, as a minimum, annually to Borough Councillors on progress in delivering the Green Space Strategy and the associated Action and Funding Plan
MP4	Ensure that the Green Space Strategy continues to relate to the Borough Council’s corporate objectives and that it is embedded therein
MP5	Review and refresh the Open Spaces, Sports and Recreation Study and the Green Space Strategy on a five-year cycle

Appendix A - Minimum Local Green Space Standards - Quantity

This Strategy has been prepared using the following supporting documents, which are available to view on the North Warwickshire Borough Council website www.northwarks.gov.uk Copies can also be obtained from Customer Services at The Council House, South Street, Atherstone, Warwickshire, CV9 1DE, Telephone: 01827 715341, Email: customerservices@northwarks.gov.uk

CABE Space – Guide: Creating an Open Space Strategy: A Guide to Best Practice (2008)

CABE Space – Report: The Value of Public Space (2014)

North Warwickshire Green Space Strategy (2008 to 2018)

Open Space, Sport and Recreation Study for North Warwickshire Borough Council Final Report - Part 1: Context, Overview of Supply and Demand, Local Standards and Action Plan

Open Space, Sport and Recreation Study for North Warwickshire Borough Council Final Report - Appendix 1: Quality Assessment Form

Appendix A - Minimum Local Green Space Standards - Quantity

OPEN SPACE TYPOLOGY	National Standard	National Standard	North Warks	North Warks
	QUANTITY GUIDELINE (ha / 1,000 population)	WALKING GUIDELINE (Walking Distance: Metres from Dwellings)	QUANTITY GUIDELINE (ha / 1,000 population)	WALKING GUIDELINE (Walking Distance: Metres from Dwellings)
Parks and Public Gardens	0.80	710m	0.50	450m
Informal / Amenity Green Space	0.60	480m	0.50	100m
Equipped / Designated Play Areas	0.25	LAPs – 100m LEAPs – 400m NEAPs – 1,000m Other outdoor provision (MUGAs and Skateboard Parks) – 700m	No minimum space specified – just sufficient for creative play 1:1,000 people 1:2,000 people 1:15,000 people	TOPS – 250m JOPS – 450m YOPS – 600m FOPS – 15min drive *see note
Natural and Semi-Natural Spaces	1.80	Natural Green Space 2 ha – 300m 20 ha – 2km 100 ha – 5km 500 ha – 10km Woodland 2 ha - 500m 20 ha – 4km	0.50 ha – 450m	Natural Green Space Focus on improving provision within easy walking distance
Allotments	0.20	N/A	0.40	Straight line distance of 1,000m (15 mins walk time)

*Note:

- The explanation of play area types is in Appendix B - the Open Space, Sport and Recreation Study for North Warwickshire Borough Council - Final Report (2007) - Part 1: Context, Overview of Supply and Demand, Local Standards and Action Plan
- For settlements of 2000 people or more, there should be full provision of TOPS, YOPS and JOPS
- For settlements of 1000 to 2000 people, there should be provision of TOPS and JOPS relative to the standard, plus a youth meeting place for young people
- For settlements of 500 to 1000 people, there should be at least one JOP, plus a youth meeting place
- For settlements of 100 to 500 people there should be at least one TOP

**Appendix B - Open Space, Sport and Recreation Study for North Warwickshire Borough
Final Report (June 2007)- Part 1: Context, Overview of Supply and Demand, Local Standards
and Action Plan**

Appendix C – List of Consultees

North Warwickshire Borough Council

Environmental Health

Forward Planning

Health and Wellbeing Working Party

Housing

Leisure and Community Development

Streetscape

Other Councils

Birmingham City Council

Coventry City Council

Hinckley and Bosworth Borough Council

Nuneaton and Bedworth Borough Council

Tamworth Borough Council

Warwickshire County Council

Town and Parish Councils

Partner Organisations

Canal and River Trust

Environment Agency

Sport England

Warwickshire North Clinical Commissioning Group

Warwickshire Wildlife Trust

Woodland Trust

Community and Voluntary Sector

Age Concern

Friends of Abbey Green

Friends of Daffern's Wood

North Warwickshire Allotment Federation

Tame Valley Wetland Partnership

**Health and Wellbeing Working Party Minutes
7 January 2020**

Present: Cllr. M. Humphreys (Chairman), Cllr. Bell, Cllr. Macdonald, Cllr. Chambers, Becky Evans, Russell Simkiss, (all NWBC), Lori Harvey (WCC), Liann Brookes – Smith (Public Health), Yasser Din (Public Health), Georgia Denmark (Present for Item 3), Mandy Bygrave (Present for Item 4)

Apologies for Absence: Cllr. Clews, Cllr. Lebrun, Simon Powell (NWBC) Zoe Bickley (NWBC)

Item	Notes	Action
2	<p>Minutes of the Last Meeting (11 September 2019)</p> <p>One amendment was made to Item 3, which should state that “Grapevine and Mary Ann Evans Hospice have been awarded the tender to deliver the Compassionate Communities programme”.</p>	
3	<p>Fitter Futures</p> <p>A presentation was given to the Working Party on Fitter Futures, which was recommissioned in 2019. Fitter Futures now consists of Adult Weight Management and Physical Activity on Referral. Family Weight Management is now managed through the school nurse contract within Compass.</p> <p>The issue of North Warwickshire residents accessing the programme when their GP is located out of the county was raised. Georgia explained that this has been raised previously and is currently being discussed.</p> <p>The Working Party requested that the option of self-referral into Physical Activity on Referral and sessions which are outreach in the community be explored. The potential for people being able to be referred through social prescribing is also being investigated.</p>	
4	<p>Time Banking</p> <p>A presentation was given to the Working Party on Time Banking, which is being delivered by the Coventry and Warwickshire Co-operative Development Agency. The project has been commissioned through the North Warwickshire Community Partnership for a twelve months pilot in Atherstone and Mancetter.</p> <p>Time Banking is a way of encouraging the community to help each other by banking</p>	

Item	Notes	Action
	<p>volunteer hours as a form of “currency”.</p> <p>Volunteers are currently being recruited for the project, which will be officially launched in February.</p>	
5	<p>Health and Wellbeing Action Plan (2017 to 2020) Update</p> <p>The Health Store in Atherstone has changed venue and is now open:</p> <p>Tuesday 5.00 to 7.00pm Atherstone Clinic</p> <p>BE to meet with staff from the Health Store to discuss taking action to increase the number of young people accessing the service.</p> <p>#onething has been extended for a further twelve months. Any opportunities to engage with the community for health checks should be sent to Yasser</p>	<p>BE</p> <p>ALL</p>
6	<p>The Future Health and Wellbeing Action Plan</p> <p>An outline Action Plan was circulated with some suggested priorities for the Working Party. This will be populated and recirculated for comment, with the new draft Action Plan being tabled at Community and Environment Board in March.</p> <p>There is a need to ensure that the new Action Plan links to other relevant work, including the JSNA and the Place Based Executive.</p> <p>The Borough Council is still awaiting confirmation regarding the annual financial contribution from Public Health. The current contract regarding funding finishes on 31 March 2020. LB-S to confirm.</p>	<p>BE</p> <p>LB-S</p>
7	<p>Public Health / JSNA Update</p> <p>Warwickshire County Council has made funds available to community and voluntary sector groups under the countywide health and wellbeing grants programme. Groups can bid for funding from £5,000 to a maximum of £10,000 per initiative. Projects must be delivered in Warwickshire and need to address one or more of the following health and wellbeing priorities:</p> <ul style="list-style-type: none"> • Children and young people health and wellbeing • Promoting healthy ageing • Mental health and wellbeing • Healthy lifestyles • Support for carers • Housing and homelessness 	

Item	Notes	Action
	<ul style="list-style-type: none"> • Transport and road safety • Reducing inequalities in health and wellbeing outcomes <p>The JSNA steering group will be re-established and co-ordinated by Public Health.</p>	YD
8	<p>Leisure Facilities Update</p> <p>Facilities offered a programme of events during Halloween, which generated approximately 200 attendances.</p> <p>Coleshill Leisure Centre organised an Indoor Market and Santa Experience on 22 December, which completely sold out.</p> <p>A Black Friday promotion took place from 29 November to 2 December, which generated 24 new memberships.</p> <p>A promotional campaign is running throughout January, offering customers a personalised “Member Journey”, which will include consultation and goal setting, access to regular health checks, progressive motivational programmes and up to five one-to-one training sessions with an Instructor. Alongside the campaign, new members will also benefit from a half price membership until the end of March.</p> <p>The team at Atherstone Leisure Complex has developed the swimming lesson programme, increasing both pre-school and more advanced swimming options. The team has achieved a record number of people enrolled on the swimming programme in 2019 / 20.</p>	
9	<p>WCC Localities Update</p> <p>To be reported at the next meeting.</p>	
10	<p>Any Other Business</p> <p>Following an inspection by the Care Quality Commission (CQC), the Accident and Emergency Department at the George Eliot Hospital has been issued a Section 29a Notice.</p> <p>Issues were raised regarding the Out of Hours pathway, where patients have been sent to the Hospital rather than using their local GP.</p>	
12	<p>Dates of Future Meetings</p> <p>Tuesday 11 February 10.00am, Committee Room Tuesday 21 April 10.00am, Committee Room</p>	

Agenda Item No 16

Community and Environment Board

20 January 2020

Report of the
Corporate Director - Streetscape

Update on Sub-Regional Materials
Recycling Facility

1 Summary

- 1.1 Following the Council's decision to become full partners in the sub-regional MRF project, this report updates Members on the project's progress to date and the next steps in the process of procuring and delivering the facility.

Recommendation to Board

That Members note the contents of the report.

2 Background

- 2.1 The Council's Executive Board resolved in September 2019 to continue to support the work to develop a sub-regional materials recycling facility (MRF) as full partners in the project and to become signatories to a second Joint Working Agreement (JWA2) which built on the work already undertaken and which is intended to take the project through the procurement phase to financial close.

- 2.2 Officers agreed to update Members on a regular basis on how the project was progressing. To that end, the Project Manager has produced a quarterly report, attached at Appendix A, which sets out action taken to date and the key activity planned for the coming three months. These update reports will be presented regularly to future meetings of this Board.

- 2.3 The highlights of this update report are:

- All partner Councils have now signed JWA2.
- The first stage of tender evaluation is due to be completed by the end of January 2020.
- Planning application submission is anticipated in early 2020.
- The project is on budget and running to the anticipated timescale.

3 Report Implications

3.1 Financial Implications

3.1.1 The project is currently on budget.

3.2 Risk Management Implications

3.2.1 The risk of markets not being available for the Council's recyclable waste or being unaffordable is a major one. Full engagement with this project significantly helps the Council to manage and mitigate that risk well into the future.

3.3 Environment and Sustainability Implications

3.3.1 Engagement in the project will support the provision and development of the Council's recycling services and help to ensure that the Council's recycling rates meet local and national targets while keeping the costs of delivering those services as low as possible. The use of a modern, technologically advanced sorting facility should also help the Council to recycle more waste of a higher quality.

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



Appendix A

QUARTERLY PROGRESS REPORT

DECEMBER 2019

CONTENTS

1	SUMMARY	1
2	ACTIVITIES AND OUTPUTS	1
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4	PARTNERS AND STAKEHOLDERS.....	3
5	BUDGET.....	4
6	PLAN FOR THE NEXT THREE MONTHS	5

1 SUMMARY

- 1.1.1 Cabinet and Full Councils meetings held by each Partner Council when approval given to continue the project through to the development phase, allowing for the Contract Notice to be published and the formal tender process to begin.
- 1.1.2 Bidder returns were received on 25th November and will be evaluated by the Project Team to shortlist four potential providers from each Lot to go through to the next stage – evaluation due to conclude 30th January 2020.
- 1.1.3 All necessary planning chapters have been completed in readiness of planning application submission, anticipated early 2020, including a public engagement event held on 9 October.
- 1.1.4 The proposed site has been secured and clearance works have begun to allow for full site investigation to be undertaken early 2020. This information will be available to Bidders ahead of Final Tender so that it can be incorporated in to their bids and costings.
- 1.1.5 Further financial modelling has been undertaken to evaluate the anticipated impact of the proposed government Deposit Return Scheme and the potential for positive extraction of low-grade plastics.

2 ACTIVITIES AND OUTPUTS

- 2.1.1 The following table provides a summary of the core tasks that have been progressed during the last three months:

Task	Status	% Complete	Comments on Progress, Outputs and Results
Planning Application – anticipated early 2020 submission	In Progress	95%	Fee paid to Coventry City Council planning team for formal review of chapters. Meetings held with CCC ecologist and parks team to develop plan to replace lost ecology on site in the Whitley Common area /along the River Sherbourne. Public sewer running beneath site confirmed as abandoned with Severn Trent Water.
Public Engagement	Achieved	100%	Engagement event held 09 Oct 2019. Newsletter circulated to properties in the immediate vicinity of the proposed site.

Contract Notice Publication	Achieved	100%	Market engagement pre-tender notice at RWM trade event (Sept 19). Contract notice issued 30 September 2019. Webinar to provide context to tender documents held 14 October 2019.
Evaluation of Tender Returns	In Progress	10%	Returns received 25 November 2019. Standard Selective Questionnaire and Invitation to Submit Outline Solution evaluation completion due 30 January 2020.
Joint Working Agreement (JWA)	Achieved	100%	All Partner Councils signed up to JWA (2) committing to the project and associated development costs up to contract award.
Additional Partner Councils	In Progress	80%	Further discussion and modelling with additional potential Partner Councils ongoing.
Deposit Return Scheme (DRS) Impact Review	Achieved	100%	Impact of DRS modelled against tonnage presented by Partner Councils and income achieved through the sale of recyclate. Positive public participation likely to reduce over sale of materials by c.£2/t through the extraction of higher values materials.
Power Capacity Review	In Progress	75%	Progressing proposal for a private wire connection for electricity supply from the Energy from Waste Facility on the adjacent site operated by CSWDC. Proposal for MRF building roof to be covered in Photovoltaic Panels as an additional source of Green Energy.
Low Grade Plastics	In Progress	95%	Project team exploring technology required and impact on design and costs for the inclusion of sorting equipment to target low grade plastics (e.g. film).
Project Team and Governance	In Progress	75%	Secondment of Project Director, Project Manager and Financial Manger roles. Operational Manger role recruitment to support procurement phase agreed to be undertaken early 2020. Richard Dobbs appointed Project Board chair.

Status:	Achieved	In Progress	Challenges	Not Started
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3 SITE ACTIVITY

3.1.1 The table below provides a summary of the site activities undertaken this quarter.

Activity	When	Comments
Site preparation <ul style="list-style-type: none"> - Clearance of vegetation and fly tipped waste to allow for full topographic surveys to be undertaken 	Autumn 2019	Preparation of site to allow full Site Investigation to be undertaken
Continued site surveys <ul style="list-style-type: none"> - Various, including Bats, Otters, Trees, Breeding Birds 	Autumn 2019	In support of planning application
Securing site <ul style="list-style-type: none"> - Perimeter Heras fencing erected to secure site from intruders 	November 2019	Temporary footpath closure (1 week) whilst fencing installed to prevent contact between contractors and members of the public
Bird nesting boxes <ul style="list-style-type: none"> - Placement of nesting boxes along the public footpath running along the boundary of the site 	December 2019 / January 2020	Early biodiversity offset

4 PARTNERS AND STAKEHOLDERS

4.1.1 The following table summarises our relationship with key partners and stakeholders during the reporting period:

Partner / Stakeholder	Relationship Update
Coventry City Council	Confirmed as Project Partner
North Warwickshire District Council	Confirmed as Project Partner
Nuneaton and Bedworth Borough Council	Confirmed as Project Partner
Rugby Borough Council	Confirmed as Project Partner
Stratford District Council	Confirmed as Project Partner
Solihull Metropolitan Borough Council	Confirmed as Project Partner

Walsall Council	Confirmed as Project Partner
Additional Partner Councils	Meetings being held to discuss involvement with project with 3 potential additional Partner Councils. Formal decision on involvement within the project to be concluded January 2020.
Planning Authority	Positive Pre-Application meetings held for planning and traffic. Ecologist and Tree Officer also being engaged regarding survey approach.
Depot / transport staff	Ongoing communication regarding access and activities on site.
Severn Trent Water	Engagement continuing regarding sewer traversing site

5 BUDGET

5.1.1 Please see below for a summary table of spend.

Activities	Spend to Date	Budget	Status
Phase 1			
- Detailed feasibility study	£808,000	£800,000	Complete
- Financial Model			
Phase 2			
- Development of contract documentation	£380,724	£2,053,500	Ongoing
- Procurement of contractor(s)			
- Preparation of proposed site, including planning			
Total Spend	£1,188,724	£2,853,500	

6 PLAN FOR THE NEXT THREE MONTHS

6.1.1 The table below provides an outline of the planned tasks for the next month.

Activity	Comments
Planning Application	Submit planning application early 2020

Site Investigation	Undertake full site investigation in support of planning application and bidder returns
Partner Councils	Finalise Partner Councils end of January 2020
Tender Evaluation	Shortlist tender returns for bidders to take through to detailed solution stage
General	Finalise contract documentation
Dialogue	Commencement of Competitive Dialogue with the successful bidders following outline solution tender evaluation in the lead up to detailed solution submissions.

Agenda Item No 9

Community and Environment Board

20 January 2020

Report of the Chief Executive

Progress Report on Achievement of Corporate Plan and Performance Indicator Targets April – September 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 September 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 second quarter position with the achievement of the Corporate Plan and Performance Indicator targets for 2019/20. This is the second 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 September 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. A number of previous national and best value indicators have been kept as local indicators as they are considered to be 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 79% 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	11	79%
Amber	3	21%
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 a number of 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 number of 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 a number of 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	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.	★ 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.	★ 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	★ 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	★ 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	★ 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	★ 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	★ Green	➡

No	Action	Priority	Reporting Officer	Quarter 1	Quarter 2	Status	Direction
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.	Green	
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	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.	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	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	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	Green	

No	Action	Priority	Reporting Officer	Quarter 1	Quarter 2	Status	Direction
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	★ Green	➡
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.	★ 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.	★ 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	★ 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	★ Green	➡

NWPI Community & Environment Board 19/20

Ref	Description	Section	Priority	Year End Target 2019/20	Outturn 2018/19	April - Sept 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	79			This figure represents a slight improvement on the 1st quarter. Now that the holiday season is over things should continue to improve.
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	62			This figure represents a slight improvement on the 1st quarter. Now that the holiday season is over things should continue to improve.
NWLPI 085	Swimming pools and sports centres: The net cost per swim/visit	Leisure Facilities	Health and Well-being	0.84	0.93	1.13			Additional costs have been incurred in Quarter Two, primarily associated with long-term absence cover, maintenance at Atherstone Leisure Complex and summer playscheme provision
NWLPI 086	Leisure Centres - Total income per visit	Leisure Facilities	Health and Well-being	3.31	3.09	3.3			
NWLPI 119	Number of collections missed per 100,000 collections of household waste (former BV88)	Refuse & Recycling	Recycling	125	41.85	31.53			
@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%	54.04%			
@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%	3%			Reduced refuse bin and inset work has increased street cleansing staff resource. Also there's been a significant increase in community litter picking events throughout the year and is ongoing across the Borough.
New	Average Time Taken to Remove Fly-tipping	Streetscape	Environment	2	1.05	1.12			
New	Number of Borough Council led activities	Community Development	Health & Well-being	30	New KPI for 2019 / 20	32			
New	Number of people who attended Borough Council led activities	Community Development	Health & Well-being	7,000	New KPI for 2019 / 20	6,351			
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	10			

Appendix B
Performance Indicators

Ref	Description	Section	Priority	Year End Target 2019/20	Outturn 2018/19	April - Sept Performance	Traffic Light	Direction of Travel	Comments
New	Number of people who attended co-led activities	Community Development	Health & Well-being	500	New KPI for 2019 / 20	301	 Green		
New	Number of community led activities	Community Development	Health & Well-being	15	New KPI for 2019 / 20	14	 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	62	 Green		