

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

**(Councillors Bell, Chambers, Ferro,
Gosling, Hanratty, M Humphreys, Lea,
Lewis, Phillips, Singh, Smith, Smitten
and Waters).**

For the information of other Members of the Council

For general enquiries please contact Jenny Price, Democratic Services Officer, on 01827 719450 or via e-mail jennyprice@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

21 January 2019

The Community and Environment Board will meet in The Committee Room, The Council House, South Street, Atherstone on Monday 21 January 2019, 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 15 October 2018** – copies herewith, to be approved as a correct record and signed by the Chairman.

**PUBLIC BUSINESS
(WHITE PAPERS)**

6 **Corporate Plan 2019 -20** – Report of the Chief Executive

Summary

The Corporate Plan is updated on an annual basis. The purpose of this report is to seek the Board's approval for the Corporate Plan targets for which it is responsible and to agree the 2019-20 Service Plans for the Leisure & Community Development, Streetscape and Environmental Divisions.

The Contact Officer for this report is Jerry Hutchinson (719200).

7 **Bulky Waste Service** – Report of the Director of Streetscape

Summary

This report updates Members on the recent change to bulky waste contractor.

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

8 **Leisure Facilities – 2019/20 Bank Holiday Closures** – Report of the Director of Leisure and Community Development

Summary

This report seeks the Board's consideration of a schedule of Bank Holiday closures of leisure facilities during the 2019 / 20 financial year.

The Contact Officer for this report is Andy Dulson (719278).

- 9 **General Fund Fees and Charges 2019/2020** – Report of the Corporate Director Resources

Summary

The report covers the fees and charges for 2018/19 and the proposed fees and charges for 2019/20.

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

- 10 **General Fund Revenue Estimates 2019/2020** – Report of the Corporate Director – Resources

Summary

This report covers the revised budget for 2018/19 and an estimate of expenditure for 2019/20, together with forward commitments for 2020/21, 2021/22 and 2022/23.

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

- 11 **Capital Programme 2019/20 to 2021/22** – Report of the Corporate Director - Resources

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).

- 12 **Prosecutions Taken By The Environmental Health Division 2018** – Report of the Corporate Director – Environment

Summary

The report provides details of the prosecutions taken by the Environmental Health Division during the calendar year 2018.

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

- 13 **Performance Management – Environmental Health Division – Food Hygiene Inspections 2017/18** – Report of the Corporate Director – Environment.

Summary

The report is in response to a request from the Board for information on why 100% of food hygiene inspections were not completed during 2017/18 and therefore performance indicators were missed.

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

- 14 **Removal of Abandoned Vehicles from Private Land. Refuse Disposal (Amenity) Act 1978** – Report of the Corporate – Environment

Summary

The report recommends that the Council charge for the removal of abandoned vehicles from private land.

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

- 15 **Draft Green Space and Playing Pitch Strategies** – Report of the Director of Leisure and Community Development

Summary

Further to the Board's consideration, at its meeting held in July 2018, of the draft Green Space and Playing Pitch Strategies produced by external consultants, this report presents revised drafts of both documents for Members' further consideration, alongside the Football Association's draft Local Football Facilities Plan.

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

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

Summary

Appended to this report, for Members' consideration, are copies of the Quarter 3 (December 2018) Service Improvement Plan (SIP) and the associated set of key performance indicators (KPIs), through which the Board has agreed to monitor the operational and financial performance of the leisure facilities at each of its meetings.

The Contact Officer for this report is Andy Dulson (719278).

- 17 **Minutes of the Health and Wellbeing Working Party** meeting held on 15 November 2018 (copy herewith).

- 18 **Recycling Bag Trial** – Report of the Director of Streetscape

Summary

This report updates Members on the recycling bag trial undertaken between September and November 2018.

The Contact Officer is Olivia Childs (719267).

- 19 **Chewing Gum Action Group Campaign** – Report of the Director of Streetscape.

A report to the Community and Environment Board in October 2018 informed members about a campaign to reduce chewing gum litter. This report summarises the outcome of the campaign.

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

- 20 **Street Cleansing Performance** - Report of the Director of Streetscape

Summary

This report sets out how the Council's street cleansing service has performed in recent years, highlights areas where performance standards have dipped, tries to understand the underlying reasons and outlines those steps which have already been taken as well as suggesting ways in which further improvements might be made.

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

- 21 **Progress Report on Achievement of Corporate Plan and Performance Indicator Targets April to September 2018** – 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 2018.

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

JERRY HUTCHINSON
Chief Executive

NORTH WARWICKSHIRE BOROUGH COUNCIL

MINUTES OF THE COMMUNITY AND ENVIRONMENT BOARD

15 October 2018

Present: Councillor Bell in the Chair.

Councillors Chambers, Ferro, Gosling, Hanratty, M Humphreys, Lea, Lewis, Morson, Singh, Smith, Smitten and Waters.

An apology was received from Councillor Phillips (Substitute Councillor Morson).

10 **Disclosable Pecuniary and Non-Pecuniary Interests**

Councillor Gosling declared a non pecuniary interest in Minute 14 – North Warwickshire Green Space Strategy Progress Report.

Councillor Lea declared a non pecuniary interest in Minute 16 – LEADER Programme Update.

Councillor Chambers declared a pecuniary interest in Minute 16 – LEADER Programme Update.

11 **Minutes of the meeting of the Board held on 16 July 2018**

The minutes of the meeting held on 16 July 2018, copies having been previously circulated, were approved as a correct record and signed by the Chairman.

12 **DisabledGo Presentation**

Emily Edgar gave a presentation to Members to update them on the DisabledGo service. She explained that the service had been rebranded and would be known as AccessAble in future.

Resolved:

That Councillor Smith be appointed as the Council's disability champion.

13 **Budgetary Control Report 2018/19 Period Ended 30 September 2018**

The Corporate Director Resources reported on the revenue expenditure and income for the period from 1 April 2018 to 30 September 2018.

Resolved:

That the report be noted.

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

Members were informed of the progress made in respect of delivery against the priorities set out in the North Warwickshire Green Space Strategy (2008 to 2018). Additionally, the Director of Leisure and Community Development set out the proposals for an approach to the development of a new Green Space Strategy, further to the Board's determination that the draft document produced by external consultants should be re-written.

Resolved:

- a **That the progress made in respect of the implementation of the priorities of the North Warwickshire Green Space Strategy (2008 to 2018) be noted;**
- b **That a brief summary of an audit of progress made in respect of the original Green Space Strategy be circulated to Board Members as a starting point for the development of a draft Green Space Strategy (2019 to 2031); and**
- c **That the proposed approach to the development of the Green Space Strategy (2019 to 2031) be approved, but that it includes integrated working with the Planning Division.**

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

The Director of Leisure and Community Development outlined the progress made in respect of delivery of the actions identified in the approved Service Improvement Plan (SIP), and the associated set of key performance indicators, through which the Board monitors the operational and financial performance of the leisure facilities at each of its meetings.

Resolved:

- a **That the report be noted; and**
- b **That an informal workshop take place prior to the next Board meeting to look in more depth at the Leisure Facilities Service Improvement Plan and Key Performance Indicators.**

16 **LEADER Programme Update**

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

Resolved:

- a That the progress made in respect of the North Warwickshire and Hinckley and Bosworth LEADER programme (2015 to 2020), be noted; and

Recommendation to Executive Board

- b That the approved process to offer short-term loans to voluntary and community organisations in support of approved LEADER projects be extended to include town and parish councils.

17 Health and Wellbeing Action Plan (2017 to 2020)

The Director of Leisure and Community Development updated the Board on the progress being made in respect of the actions identified in the approved three-year Health and Wellbeing Action Plan.

Resolved:

- a That the progress made in respect of the delivery of commitments identified in the current Health and Wellbeing Action Plan, be noted;
- b That the Health and Wellbeing Working Party increase in size from three Members to six through the addition of two Conservative Councillors (Councillors Clews and M Humphreys) and one Labour Councillor (Councillor Morson); and
- c That the minutes of the meetings of the Health and Wellbeing Working Party held on 19 April, 6 August and 13 September 2018 were received and noted.

18 Warwickshire Waste Partnership

Members were provided with details of the most recent agenda and reports of the Warwickshire Waste Partnership held on 12 September 2018.

Resolved:

That the report and appendices be noted.

19 Chewing Gum Action Group

The Director of Streetscape updated Members on the Chewing Gum Action Group campaign which was taking place throughout September and October 2018.

Resolved:

That the report be noted.

20 Progress Report on Achievement of Corporate Plan and Performance Indicator Targets April – June 2018

Members were informed of the progress with the achievement of the Corporate Plan and Performance Indicator targets relevant to the Board for April to June 2018.

Resolved:

That the report be noted.

21 Exclusion of the Public and Press

Resolved:

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

22 Recycling Reprocessing Contracts

The Director of Streetscape sought Members approval of a new payment mechanism for dry mixed recyclables and contract extensions with the Council's current recycling reprocessors.

Resolved:

- a That the new payment mechanism and contract extensions for the processing of dry mixed recycle and paper and card be agreed for two years on the basis as set out in the report of the Director of Streetscape; and**
- b That if necessary at the end of the agreed contract extension, the Director of Streetscape, in consultation with the Chairman and Vice Chairman of the Board, be given the authority to extend the arrangements for a further period of no more than two years.**

Councillor Bell
Chairman

Agenda Item No 6

Community and Environment Board

21 January 2019

**Report of the
Chief Executive**

Corporate Plan 2019 - 20

1 Summary

- 1.1 The Corporate Plan is updated on an annual basis. The purpose of this report is to seek the Board's approval for the Corporate Plan targets for which it is responsible and to agree the 2019-20 Service Plans for the Leisure & Community Development, Community Services, Streetscape and Environmental Divisions.

Recommendation to the Executive Board

- a That those Corporate Plan Targets as set out in Appendix A to the report for which the Community and Environment Board is responsible be agreed; and**

Recommendation to the Board

- b That the Service Plans as set out in Appendix B to the report be agreed.**

2 Report

- 2.1 Corporate Plan Targets and Divisional Service Plans are normally agreed in the January/February cycle of meetings and adopted by Full Council in February at the same time as the Budget.

- 2.2 At its December 2018 meeting the Council considered a report setting out the key corporate issues facing the Council in the mid term future, with a view to assisting Members in addressing those issues during the formulation of the 2019-20 Budget and in the run up to the 2019 Council Elections. This report makes proposals for dealing with ongoing business in the 2019-20 Corporate Plan on the basis that the Corporate Plan is likely to be reviewed by the incoming administration post May 2019.

- ... 2.3 Appendix A sets out proposals for those Corporate Targets which fall within the remit of the Community and Environment Board. Members are requested to recommend to the Executive Board that the Corporate Targets set out in Appendix A are agreed.

- 2.4 A report will be presented to Boards/Sub-Committees after the end of the financial year to show the year end out-turn on the 2018-19 Key Actions. Proposals for 2019-20 will form part of the 2019-20 Corporate Plan which covers the Council's top level priorities.
- 2.5 It is also important, however, that Members are aware of and agree the significant amount of work carried out within the Divisions to provide services to local people. This information appears in a single document for each Division, the Divisional Service Plan, which is the key management tool for ensuring that services deliver their annual work programme.
- ... 2.6 The Service Plans for the Leisure & Community Development, Community Services, Streetscape and Environmental Divisions comprise Appendix B to this report, as most of these programmes relate to work carried out for this Board.
- 2.7 Where there are any budget implications for another Board/Sub-Committee arising out of this work programme, those implications will be drawn to the attention of the relevant Board/Sub-Committee in the Budget report going to this cycle of meetings. Similarly, any budgetary implications for this Board from Divisional Plans being reported to other Boards/Sub-Committees are dealt with in the Budget Report also on this agenda.
- 2.8 Once the Corporate Plan Targets and Divisional Service Plans have been agreed, they will all be subject to the following reporting procedures for monitoring performance:-
- Monthly reports are considered by Management Team;
 - A traffic light warning indicator is used:-
 - Red – target not likely to be achieved.
 - Amber – target currently behind schedule and requires remedial action in order to be achieved.
 - Green – target currently on schedule to be achieved;
 - Progress reports to each Board/Sub-Committee meeting.

3 Report Implications

3.1 Finance and Value for Money Implications

- 3.1.1 Where possible, Targets and indicators for 2019-20 will be achieved from within existing Board/Sub-Committee resources. Details of any additional funding are included in the right hand column of the table in Appendix A and in the Budget report and will be in appropriate cases, the subject of reports to the Board.

3.2 Risk Management Implications

3.2.1 The main risk is ensuring that the Council prioritises its resources to enable it to deliver its priorities. The performance monitoring arrangements set out above provide the mechanism to ensure that remedial action can be taken to review progress and ensure that priority outcomes are delivered.

3.3 Other Report Implications

3.3.1 Any further implications resulting from the proposals in Appendix A will be the subject of further reports to the Board.

3.4 Links to Council's Priorities

3.4.1 These are set out in the Appendices.

The Contact Officer for this report is Jerry Hutchinson (719200).

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

Corporate Plan

Appendix A

PRIORITY 2	
CREATING SAFER COMMUNITIES	Working with our communities and partners to enable our residents to both be and feel safer, whether at home or in and around the Borough.

Target	Board/Lead Officer	Additional Training/ Financial Implications
To ensure that the Council is prepared for emergencies and has suitable emergency and business continuity plans, as required by the Civil Contingencies Act, and to review both the emergency and business continuity plans annually in March.	Executive Board/CE/DCS	To be met within existing budgets.
To continue to work with Warwickshire County Council, the Environment Agency and local communities to mitigate the effects of, and protect against, the impacts of localised flooding and to update as part of the quarterly performance reports.	Executive Board/DS/CDE	Investigations to be carried out within existing budgets.

Corporate Plan

Target	Board/Lead Officer	Additional Training/ Financial Implications
<p>To consider the findings of the 2019/20 North Warwickshire Community Safety Partnership Strategic Assessment and, to work with the community including the Police, Town and Parish Councils and young people to improve public perception and public confidence by contributing towards the achievement of the partnership plan actions and targets for the 2019/20 strategic priorities relating to:-</p> <p>Violent Crime – with a focus on domestic violence and abuse, sexual offences and drug and alcohol related; Anti-Social Behaviour; Road Safety – with a focus on road traffic accidents resulting in killed or serious injuries; Crime in Rural Areas including targeting emerging trends and hot spot locations.</p> <p>In addition to the above priorities vulnerability will be considered as a cross cutting theme and residential burglary and hate crime being areas of concern. Reducing re-offending is considered to be a key part of the actions to address the priorities identified above.</p>	<p>Safer Communities Sub-Committee/CE/ DL&CD</p>	<p>The Council makes additional contributions to supplement the Community Safety Grant received from the Police and Crime Commissioner.</p>

Corporate Plan

Target	Board/Lead Officer	Additional Training/ Financial Implications
To work in partnership to improve referrals and engagement with treatment services for drug and alcohol abuse and support the local Police Safer Neighbourhood Teams in tackling drug related offences.	Safer Communities Sub-Committee/CE/DL&CD	Treatment services are commissioned by Warwickshire County Council. External funding is often required to undertake appropriate action
To continue working with partners to resolve Safer Neighbourhood issues, including, where necessary, taking action to address anti-social and nuisance behaviour.	Safer Communities Sub-Committee/CE/DL&CD	External funding is often required to undertake appropriate actions.
To deliver digitally compliant equipment in Boroughcare by the end of 2019.	Resources Board/DH	Any financial implications will be identified as part of reports on the transfer.
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.	Community & Environment Board/DL&CD	Internal trainers will continue to deliver the Local Safeguarding Partnership Child Protection course to all colleagues and, in 2019, Councillors, throughout the authority. This course will include CSE training.
To carry out the Council's obligations as a member of the Warwickshire Safeguarding Adults Board.	Community & Environment Board/DH	Any financial implications will be reported to Board.
To report on current CCTV camera usage and possible options for future deployment by December 2018.	Safer Communities Sub-Committee/CE	Any financial decisions will be reported as part of the decision-making process.

Corporate Plan

PRIORITY 3	
PROTECTING OUR COUNTRYSIDE & HERITAGE	

Protecting and improving our countryside and heritage in times of significant growth challenges and opportunities.

Target	Board/Lead Officer	Additional Training/ Financial Implications
<p>To continue to:-</p> <ul style="list-style-type: none"> (a) Manage development so as to deliver the priorities on the Council's Corporate Plan and in the Sustainable Community Strategy; (b) Use the Design Champions to ensure the best achievable designs are implemented and developed so as to reflect setting and local character; (c) To seek to secure the protection of the best of the Borough's built and rural heritage; and (d) To continue to work with North Warwickshire Heritage Forum to protect, promote and develop the heritage and tourism of North Warwickshire in accordance with the priorities of the Destination Management Plan. <p>To report on Growth pressures on the Borough, how to protect the Green Belt as far as possible and sustain the rurality of the Borough by February 2020 and at least annually thereafter.</p>	<p>Planning & Development Board/ Design Champions/CDE/DL&CD</p>	<p>To be met within existing budgets.</p>

Corporate Plan

Target	Board/Lead Officer	Additional Training/ Financial Implications
<p>Whilst continuing to oppose the route of HS2 Phase 2b in principle, to press for maximum mitigation and benefits for the Borough, required as a consequence of the HS2 proposal, in partnership with other affected Councils and community action groups; and</p> <p>To continue to oppose the principle of Opencast Mining and Mineral Extraction.</p>	Executive Board/CDE	Should any additional funding be required, this will be subject to further report.
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.	Community & Environment Board/DS/ DH	Any requirement for additional funding will be reported.
To investigate and implement ways to improve the efficiency of the street cleaning service and target cleaning operations more effectively by October 2019.	Community & Environment Board/DS	Any financial implications will be reported to Board
To tackle fly-tipping in line with the Council's Action Plan through joint-working and cross-border co-operation with all relevant stakeholders and through increased promotion, monitoring, investigation and enforcement by October 2019.	Safer Communities Sub-Committee/DS	Progress against the fly-tipping action plan will be regularly reported to the Safer Communities Sub-Committee.

Corporate Plan

Target	Board/Lead Officer	Additional Training/ Financial Implications
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. To work with partners so as to reduce the number of fatalities and injuries on roads in North Warwickshire (see also Safer Communities priorities).	Community & Environment Board/DS/ Safer Communities Sub-Committee/CE	Any financial implications will be reported as part of the decision-making process.
To progress the Local Plan through Inquiry towards adoption and commence further work as agreed by the Local Development framework Sub-Committee.	Executive Board/Planning & Development Board/LDF Sub-Committee/CDE	To be met within existing budgets.
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.	Community & Environment Board/CDE	To be met within existing budgets.

Corporate Plan

PRIORITY 4	
IMPROVING LEISURE & WELLBEING OPPORTUNITIES	Providing opportunities to enable local people to enjoy their leisure and recreation and to improve their health and wellbeing.

Target	Board/Lead Officer	Additional Training/ Financial Implications
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.	Community & Environment Board/DL&CD	Any financial implications will be included in the reports.
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.	Community & Environment Board/DL&CD	The resource implications will be detailed in the supporting Action and Funding Plans.

Corporate Plan

Target	Board/Lead Officer	Additional Training/ Financial Implications
<p>To continue to work in partnership with other agencies to tackle health inequalities and specifically to co-ordinate the sustainable implementation of the 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.</p>	<p>Community & Environment Board/DL&CD</p>	<p>External funding is sought, and often required, to undertake appropriate actions.</p>
<p>In conjunction with WCC and other partners, to ensure the success of North Warwickshire's involvement in the Tour of Britain, 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.</p>	<p>Community & Environment Board/ CDE/DS/DL&CD</p>	<p>This is subject to additional funding being approved.</p>

Corporate Plan

PRIORITY 5	
PROMOTING SUSTAINABLE & VIBRANT COMMUNITIES	Working with local residents including our tenants and partners to help our communities to be sustainable and vibrant, both in terms of facilities and lifestyle.

Target	Board/Lead Officer	Additional Training/ Financial Implications
<p>In order to promote and support community life, the Borough Council:-</p> <p>(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 annually in March on progress.</p> <p>(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.</p>	Community & Environment Board/CE/ CDC/DL&CD	To be met within existing budgets, unless new initiatives come along which will be the subject of separate reports.

Corporate Plan

Target	Board/Lead Officer	Additional Training/ Financial Implications
<p>To continue to review the refuse and recycling service with particular emphasis on options around recycling to ensure the sustainability & cost-effectiveness of the service while building sufficient capacity to accommodate future housing growth and explore how the use of in-cab technology can support more efficient service delivery by October 2019.</p>	<p>Community & Environment Board/DS</p>	<p>Any financial implications will be reported as part of the decision-making process.</p> <p>The Refuse & Recycling Task & Finish Group will oversee work in this area.</p>
<p>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.</p>	<p>Community & Environment Board/DS</p>	<p>Any financial implications will be reported as part of the decision-making process. The Community & Environment Board will receive regular reports and be asked to consider options for progress in this area.</p>
<p>To work in partnership with the County Council and other agencies to bring forward the timetable for CPE implementation in order to introduce a comprehensive new off-street parking strategy to ensure that the service is sustainable and continues to meet local demand by early 2010.</p>	<p>Resources Board/DS</p>	<p>Any financial implications will be reported as part of the decision making process.</p>

Corporate Plan

Target	Board/Lead Officer	Additional Training/ Financial Implications
To participate in the review of the HEART Partnership and report to Board in September 2019.	Resources Board/DH	Any financial implications will be reported as part of the decision-making process.
To deliver the actions set out in the Homelessness Strategy and report on progress by September 2019.	Resources Board/DH	Any financial implications will be reported as part of the decision making process.
To report on the implications of new legislation with regard to standards and licensing in the private sector by September 2019.	Resources Board/DH	Any financial implications will be reported as part of the decision-making process.
To report in March 2020 on the work of the local Financial Inclusion Partnership including, for 2019/20, 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.	Community & Environment Board/CDC	Any financial implications will be reported as part of the decision making process.
To report by September 2019 on progress on the take-up of on-line services, the increased take-up of online forms and the success of driving channel shift electronic payments and social media.	Resources Board/CDC/CDE/ DCS	Any financial implications will be reported as part of the decision-making process.

Corporate Plan

Target	Board/Lead Officer	Additional Training/ Financial Implications
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.	Community & Environment Board/ CDC	Any funding implications will be the subject of discussion with DWP and staffing capacity and roles will be reviewed in light of the impact of the additional works undertaken.
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.	Community & Environment Board/CDC	To be met through existing budgets and external funding applications.
To ensure that, as part of the Council's corporate communications strategy, we effectively engage residents, businesses and all sections of our communities to inform them of the Council's services and priorities and make clear the opportunities for them to be involved in decision making via consultation and social media.	Executive Board/CE/DCS	To be met within existing budgets.

Corporate Plan

PRIORITY 6	
SUPPORTING EMPLOYMENT & BUSINESS	Supporting employment and business to grow the local economy in terms of access to work, skills improvement and wider business development opportunities.

Target	Board/Lead Officer	Additional Training/ Financial Implications
To continue to work with partner organisations in the Coventry, Warwickshire and Hinckley Joint Committee and West Midlands Combined Authority and to consider further options for joint work in the light of Central Government proposals for greater devolution, if this proves beneficial to the local economy.	Executive Board/CE/CDE	To be identified as part of the negotiating process.

Corporate Plan

Target	Board/Lead Officer	Additional Training/ Financial Implications
<p>To:-</p> <p>(a) Work with the County Council, Job CentrePlus and other partners to provide and promote apprenticeships/ training opportunities; and</p> <p>(b) Administer funding provided by developers and through other funding sources to maximise opportunities for employment of local people including employment engagement activity, development of work clubs and bespoke training and to report annually.</p> <p>To work with the County Council, Town/Parish Councils and other partners to maximise section 106/CIL contributions for infrastructure, biodiversity offsetting and community improvements.</p>	<p>Planning & Development Board/CDE</p>	<p>Use of Section 106 funding and any financial implications identified in the report on employing apprentices.</p>
<p>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 to report on progress by March 2020.</p>	<p>Community & Environment Board/DL&CD</p>	<p>LEADER is a predominantly externally funded programme.</p>

Corporate Plan

Target	Board/Lead Officer	Additional Training/ Financial Implications
Progress the North Warwickshire Transport Strategy to improve strategic roads such as the A5 and A446, transport links, including cycle links, footpath links, public transport and HGV parking to local employment and report on progress by March 2020.	Planning & Development Board/CDE	Section 106 funding. Potential national funding through the HIF Programme, plus regional and sub-regional funding through CWLEP and WMCA.
To work to improve broadband access for the people and businesses of North Warwickshire through the work of the Council and specifically the Coventry, Solihull and Warwickshire BDUK Project and report on progress by December 2018.	Resources Board/DCS	BDUK funding and approved Council matched funding.

NORTH WARWICKSHIRE BOROUGH COUNCIL
CORPORATE DIRECTOR - ENVIRONMENT
ENVIRONMENTAL HEALTH DIVISION
ENVIRONMENTAL PROTECTION SERVICE PLAN 2019/20

OVERVIEW

The Council is responsible for a variety of environmental protection issues and there are now two teams in the Division since certain functions were transferred from the Housing Division. One team deals only with commercial premises and the other with domestic premises. The areas of responsibility are detailed below.

2018/19 has been a very busy year.

For a period the commercial team consisted of one instead of three as two colleagues moved on to pursue their careers elsewhere. This negatively impacted on performance, especially the response time to service requests. The team is now fully staffed.

The domestic team transferred into the Division from the Housing Division and has had the difficulty of long term sickness absence by one colleague which again has adversely affected performance.

The number of planning applications for which the team is a consultee has increased dramatically.

Fly tipping has also continued to increase. The Council has created a fly tipping action plan to try and tackle the issue which has created more work for the team.

Nuisance complaints and the regulation of commercial processes have stayed fairly constant.

The construction of HS2 has begun to generate regular workload and this is expected to ramp up significantly in the near future.

The enforcement of scrap metal dealers legislation will transfer to the Licensing Team during 2019 as it is a more appropriate fit with that team and to allow more time for dealing with HS2 work

The service has an enforcement policy which is periodically updated and is available to view on the Council's website.

Performance indicators are reported to the Council's management team and prosecutions are reported annually to the Community and Environment Board

Suggested performance indicators for 2019/20 are:

1. To respond to all service request within 3 working days
2. To complete 100% compliance inspections to all premises with permitted processes.

SERVICE PLAN 2019/20

SERVICE AREA	SERVICE PLAN
Air Quality	<ol style="list-style-type: none"> 1. To respond to complaints (smoke, odour, dust etc) within 3 working days PI 2. To act as consultee on air quality and noise in respect of planning applications. 3. To carry out passive monitoring of local air quality and complete DEFRA returns. 4. To update the local air quality assessment
Environmental Permitting, Pollution Prevention and Control	<ol style="list-style-type: none"> 1. To process applications, variations and revocations 2. To carry out compliance inspections to 100% of premises PI 3. To offer advice to business 4. To act as consultee in respect of relevant planning applications.
Contaminated Land	<ol style="list-style-type: none"> 1. To identify contaminated sites as part of the planning consultation process and monitor remediation during development 2. To respond to complaints about contaminated land within 3 working days. PI 3. To investigate any opportunities for grant funding for intrusive investigations. 4. To update the contaminated land strategy to bring it in line with the 2012 statutory guidance.
Nuisance	<ol style="list-style-type: none"> 1. To respond to complaints (noise, dust, smoke etc) within 3 working days. 2. To investigate the introduction of the 'noise app' as a means of the public reporting cases of noise nuisance
Fly Tipping	<ol style="list-style-type: none"> 1. To respond to complaints about fly tipping, where there is evidence that may identify the perpetrator, within 3 working days PI 2. To carry out a programme of proactive work in conjunction with partner organisations as identified in the Council's fly tipping action plan.
Planning Consultations	<ol style="list-style-type: none"> 1. To give professional advice on any planning application to the Council's planning department in respect of noise, dust, contaminated land etc
HS2	<ol style="list-style-type: none"> 1. To be responsible for receiving and processing notifications under section 61 of the Control Of Pollution Act 1974 in respect of development works 2. To liaise with HS2 over all relevant environmental matters 3. To respond to complaints about noise, dust etc within 3 working days PI
Scrap Metal Dealers	<ol style="list-style-type: none"> 1. To process applications, variations, renewals and revocations 2. To carry out compliance visits as necessary

	based on intelligence or complaints 3. To offer advice to business
Pest Control	1. To respond to complaints about pests within 3 working days

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This Food Service Plan is based on the Guidance provided in the Food Standards Agency Food Law Enforcement – The Standard, amendment version July 2004

Service Aims and Objectives

1.1 Overall Aims

The aim of the service is to protect residents, workers and visitors to the Borough from the effects of

- unsound or unwholesome food;
- unhygienic premises and practices;
- contaminated water supplies;
- contaminated imported food;

1.1.1 Objectives

- To carry out a comprehensive programme of inspections based on risk, to ensure compliance with current European Union and United Kingdom legislation using competent and professional staff;
- To encourage good practice and offer assistance in compliance as well as identifying non compliance;
- To identify premises that are suitable for relevant awards;
- To maintain an up to date database of all registered food premises and mobile traders;
- To have all relevant premises that require ‘approval’ dealt with appropriately
- To be accountable and fair in the enforcement of legislation as per the Regulators Code of Compliance and the Council’s enforcement policy;
- To have a co-ordinated programme of food sampling in conjunction with the other West Midlands Local Authorities and Government.
- To liaise with other local authorities with a view to establishing sound comparable policies, procedures and benchmarking information.
- To have a food service that is responsive to needs and provides high quality results.

1.2 Links to Corporate objectives and plans

The corporate plan identifies the Council’s main strategic and service objectives and its goals. It also includes short-term targets and annual performance indicators. The Corporate plan links to the Community plan, the themes that the Food Service will impact on are Promoting The Wellbeing Of Residents And Business, and Supporting Employment And Business. A portfolio group exists for Health and Well-Being to champion the food service and ensure that as a statutory service it is provided effectively and efficiently with full member support

The food service links to the corporate plan are

- that the service is available equally and fairly to all of the local community and will not exclude anyone;
- to look to working in partnership where appropriate;
- to consider sustainability issues in all of its work;
- to have professional, well-trained, competent and motivated staff, involved with the planning and development of a high quality food service;
- To develop consultation methods with service users to enable interaction with the service;

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- To have agreed procedures for monitoring the service, and bringing forward new concepts to ensure that the Council operates effectively in providing a modern food service that is fair, equitable, transparent and responsive to local needs.
- To develop and maintain links to the community – both consumers and business – that will inform their needs and from which improvement of the service to the standards desired by the vision, can flow.

2 Background

2.1 Local Authority profile

With a population of just 61,800, North Warwickshire Borough Council is one of the smaller district councils. The Borough covers an area of 28,418 hectares (110 square miles), comprising the market towns of Atherstone, Coleshill and Polesworth and a number of smaller villages. North Warwickshire's mainly rural area, is a sea of green amongst its urban neighbours – Birmingham, Solihull and Tamworth to the west, Nuneaton and Hinckley to the east, and Coventry to the south.

2.2 Structure of the Section and its position within the Corporate Director – Environment's Division.

The Commercial and Licensing section is located within the Corporate Director – Environment's Division and the Environmental Health Manager reports to the Director.

The section operates from offices at Old Bank House, 129, Long Street Atherstone.

A One Stop Shop has been introduced staffed by receptionists and a Contact Centre operates during normal working hours.

A 24-hour emergency out of hours service is available for urgent matters through the Council's Boroughcare scheme.

All Officers work flexible hours including evenings and weekends as required to meet the needs of the service.

The Council subscribes to the EHCnet service - which includes Short Messaging Service SMS (text messages) - for Food Hazard Warnings to the mobile phones of the Manager, Senior and Environmental Health Officer of the section. Other features of ehcnets allow electronic networking of all Local Authority food safety units and communication from the Food Standards Agency (FSA).

All officers in the Commercial Licensing and Health Promotion team are equipped with dedicated mobile phones as part of the Lone Worker arrangements.

The current staffing level of the section is:-

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Environmental Health Manager (Commercial, Licensing and Health Promotion)	Stephen Whiles (2 days per week)
Senior Environmental Health Officer	Joanne Phipps (4 days per week)
Food Safety Officer	Sharon Patrick (full time)
Food Safety Officer	Carol Randle (4.5 days per week)
Food Safety Officer	Julia Rowbottom (4.5 days per week)

Steve Maxey, Corporate Director – Environment, has overview of the Divisions functions

Jerry Hutchinson is the Chief Executive, and is member of the Council’s Management Team, Steve Maxey a member of the Management Team and Stephen Whiles is a member of the Principal Officers Group – a third tier officers management group.

2.3 Scope of the service

The Commercial, Licensing & Health Promotion section is responsible for the delivery of the food safety service.

Warwickshire County Council provides trading standards services (food standards, weights and measures, consumer protection, labelling etc.).

2.3.1 Whilst sampling is carried out by its officers, the Council contracts with others for the analysis of such samples. These contracts are reviewed from time to time to ensure that best value is obtained.

Currently, microbiological examination of samples of water, food, faeces and swabs is undertaken by

**Public Health England
Colindale (Food)
Heartlands Hospital, Birmingham (Faeces)**

Other macroscopic, foreign body and miscellaneous analysis is undertaken by the Council’s nominated public analyst – in common with all the Warwickshire Council’s and the County – Eurofins .

2.3.2 Photographs for evidence are normally taken by officers and a protocol exists for the correct handling of digital images for evidential purposes in line with Home Office guidelines.

2.3.3 As well as the food safety service, the section has responsibility for:

- Inspections of premises allocated to the Council under the Health and Safety (Enforcing Authority) Regulations, under the Health and Safety at Work etc Act 1974;
- Accident and dangerous occurrence investigations;
- Licensing – skin piercing activities and activities involving animals.
- Investigation into cases of Infectious diseases
- Monitoring of private water supplies.

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- Monitoring recreational water standards
- Health Promotion

Administration duties in food safety are carried out by the officers themselves with support from central resources for administration of Corporate matters.

The Council's contact centre deals with customer telephone contacts for the most of the Council's business. Dedicated telephone lines still operate for the food service and details of the case officer's contact details are given to customers and at the head of each piece of correspondence.

Health promotion is part of the job description of one of the 4.5 day Food safety Officers, dealing with administration of the Heartbeat awards and promotional events around Food Safety Week, Christmas Food Safety etc.

2.4 Demands on the service.

2.4.1 There are currently 802 premises registered under food safety legislation (The actual number fluctuates). These are recorded on the section's computer database.

2.4.2 Categorised by risk group, these are:

Category A	0	6 monthly inspection
Category B	44	12 monthly inspection
Category C	145	18 monthly inspection
Category D	231	24 monthly inspection
Category E	220	36 monthly inspection
Unrated	2	Awaiting Inspection
Outside programme	141	No Inspection

2.4.3 Eleven premises are approved under Regulation 853/2004 and required to carry the EC official health mark on their products. These premises formerly required additional visits but are now incorporated into the normal risk rating scheme.

Those premises outside the programme include very low risk premises (sweetshops etc) but also include some higher risk premises such as childminders. It is felt inappropriate to visit childminders as they already receive visits from Ofsted that include an element of food safety. However in a joint project with the Early Years service all childminders that prepare food have registered as food businesses with the Division and have been provided with advice including a food safety management system tailored to their needs.

2.4.4 Across the Borough there is a total of 29 premises that have private water supplies – which includes a garden centre, a health club, and a cafe premises at a fishing facility. A commercial bottled water plant operates at Fillongley bottling and distributing water from a private water supply.

2.4.5. The Commercial Enforcement and Licensing section is the home authority for the Sandwich Factory, Atherstone, a large-scale producer of fresh, chilled sandwiches. There is also the Primary Authority Scheme by the Local Better Regulation Office.

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This scheme is similar to the Home Authority scheme but differs in that it is mandatory that enforcement authorities must consult with the Primary Authority before taking enforcement action. The Primary Authority has the power to veto the proposed action if it is contrary to the advice they have already given to the Company. It is not envisaged that this Authority will take on the role of Primary Authority due to the large resource implications which would be disproportionate for an Authority of its size. The Council has not yet been approached by any Companies seeking a partner but a full report would be presented for members to consider should this occur.

- 2.4.6 There is one premises in the Borough that require export certificates and these are running at the rate of around 25 per month.
- 2.4.7 Two golf courses in the Borough - the Belfry and the Forest of Arden – have hosted major international golf tournaments - including the prestigious Ryder Cup in the past. These tournaments involve the construction of large, mobile catering units. During the currency of tournaments, caterers operating in these units, together with other mobile caterers operating at the sites are subject to daily visits by staff of the section. The resource at these events can be in excess of 200 officer hours each year.
- 2.4.8 Because of its rural nature there are still farms in North Warwickshire that produce low volumes of poultry at Christmas. Poultry produced at these establishments is subject to inspection by staff of the section. This can account for 20 officer hours each year
- 2.4.9 There are approximately 20 food premises in the Borough where the occupiers do not speak English as their first language.
- 2.4.10 The authority has two Motorway service areas; one on the M6 at Corley, and the other on the M42 at Tamworth. The throughput of visitors at these premises in summer can be in the region of 30,000 per week. Both have Premises licences to offer late night refreshment.
- 2.4.11 During the past years the continued occupation of warehouses built at Hams Hall Distribution Park, Birch Coppice and Kingsbury Link has increased with several large food, storage and distribution premises now present. Some of these premises are designated as ERTS (Enhanced Remote Transit Sheds) and are involved with the import of a variety of goods including some foodstuffs.
- 2.4.12 In February 2011 the Council joined the Food Standards Agency's National Food Hygiene Rating Scheme. This means that consumers can find out about standards at all food premises in the Borough by visiting a website or looking for the certificates in the premises. This should also have the effect of driving up standards in premises due to consumer pressure.

2.5 Enforcement Policy

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The Council first adopted an enforcement policy for food safety purposes in 1994. This has been reviewed periodically and the current version is available on the Council's website.

There is a separate policy for enforcement of the Health and Safety at Work etc. Act 1974, which was formally adopted by the Council in 1995 reviewed periodically and again published on the Council's website.

The Council is a signatory to the Enforcement Concordat and The Regulators Code which inter-alia embraces all of the enforcement activities of the Division. The enforcement policy is available on the website www.northwarks.gov.uk.

Service Delivery

3.1 Food Premises Inspections.

The food service will aim to complete a programme of interventions (1st April 2019 - 31st March 2020.) The programme will be drawn from the database using risk ratings associated with the Code of Practice scoring scheme, and will be in both annual and monthly targets intervals

- 3.1.1 The senior officer in the section will be responsible for allocating the primary inspections together with any re-inspections that are required during the period and Performance indicator reporting. The Environmental Health Manager will be responsible for monitoring progress and dealing with consistency reports
- 3.1.2 Completion of interventions at high-risk premises and approved premises will take priority over the completion of lower risk premises.

Estimate of Premises inspections due from 01/04/19

Premises category	No. Programmed inspections	Estimated no. of <i>re-visits</i>
A	1	2
B	44	70
C	94	51
D	105	30
E	75	0
Totals	317	157

- 3.1.4 Initial programmed inspections are estimated on last year's figures to take an average of 4.3 hours to complete including planning, travel and correspondence, Revisits take less. A card system is in operation for low risk premises for them to notify the officer in writing that all works have been completed hence there are very few re visits against low risk premises.
- 3.1.5 The target for officers of the section is the completion of all due inspections within the month of the allocation

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- 3.1.6 To ensure that best value is obtained through the inspection process, more than one inspector may travel to larger premises and conduct a unit inspection within the larger premises. Likewise (and because some of the remoter areas of the Borough are in excess of 12 miles each way from the operating base), inspectors, having travelled to a particular geographical area are required to carry out as much productive work as possible in that area whilst they are there.
- 3.1.7 There are no specially targeted inspections during the year 2019/20. Instead, routine risk-rated inspections will be carried out. In line with FSA instruction, all qualified staff will routinely check the legality of imported food during inspection in appropriate cases.
- 3.1.8 The section notifies all relevant business of new or changed legislation by the most expedient means as and when this occurs. The section also has access to the weekly list of planning applications submitted to the Council. By this means it is possible to identify premises where the Food Safety Act might apply, and to make early contact with the applicant in question.
- 3.1.9 It is a priority to have all premises registered with the Council and where required approved.

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- 3.1.10 The training budget for the Division includes provision for practical training updates and the continuing professional development of all staff. As a result, staff of the food safety section attend seminars and training sessions on new legislation or techniques, and all qualified Environmental Health Officers and Food Safety Officers have attended microbiological updates.
The Code of Practice (made under Section 40 of the Food Safety Act) requires that the Council satisfy itself that all food enforcement officers are competent to carry out those duties and requires that specific Hazard Analysis (HACCP) development is carried out by those officers each year. It is the Manager of the section who will identify training needs and bid for funds from the training budget.
- 3.1.11 Food premises are inspected at minimum frequencies decided in accordance with the approved risk rating scheme in the Code of Practice. Inspections are also normally carried out following complaints. In certain circumstances, inspections will be brought forward or delayed where the opening is seasonal to avoid unnecessary failures in outcomes. These are a few premises that for instance only open in the summer at the Country park, or during the cricket season.
- 3.1.12 New premises, especially those handling unwrapped food, are inspected before they open for business. A package of information is available for all new premises on request
- 3.1.13 Inspections of food premises are carried out in accordance with the Food Safety Act 1990, Code of Practice. Inspections include a preliminary assessment of food safety hazards associated with the business and examine the system in place for assessing food hazards and controlling risks. Inspections also identify contraventions of food safety legislation and highlight good practice.
- 3.1.14 The number of food premises by risk bands, A-C and D-F, as a percentage of those which required inspection in any given year is a Local Performance Indicator. The target inspection level for 2019/20 is 100%. Reports are made quarterly to Management Team and variances reported to the relevant Board. A system of traffic lights red, amber and green are used to denote movement away from the desired outcome.

3.1.15 Registration of Food Premises

The Policy

Registration of food premises, with certain exemptions, is required under Regulation (EC) 852/2004 not less than 28 days before it is intended to use them for the purpose of a food business. The Section will ensure that all premises in the Borough – static or mobile – are registered with the appropriate Local Authority.

Copies of public register entries are available on the Council's website.
The register of food premises is in the Council's Freedom of Information Act publication scheme.

3.2 Food Complaints

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The Policy

Food complaints dealt with include those relating to:

- ◆ Unfit Food
- ◆ Contaminated Food
- ◆ Potentially Harmful Food
- ◆ Food Involving contravention of Food Standards Agency or regulatory requirements.

3.2.1 In dealing with complaints, officers will take into account the requirements of the Codes of Practice issued under the Food Safety Act. In particular, officers will be aware of the division of responsibility between the Borough Council and the County Council. Only officers deemed competent as per Code of Practice will deal with food complaints.

3.2.2 All food complaints arising from the Borough will be investigated. All investigations of purchases made by residents of the Borough from premises outside of the Borough will be commenced by the Division and transferred with - if considered necessary by the investigating officer - a statement by that officer to the originating authority by the most expedient means.

The plan

3.2.3 The first response to a food complaint will be within one working day.

3.2.4 The forecast for 2019/20 is that there will be 120 food complaints from within the Borough. This will involve officer time of some 10 hours per event (This does not include complaints referred to other authorities nor investigations or complaints from home authority or originating authority partners or enquirers.) This is a large increase on previous years caused by the introduction of the ability to report issues online via the FSA website. The recent growth can be shown as follows – 2015/16 (43), 2016/17 (53), 2017/18 (75) 2018/19 (52 up until the end of September 2018, final total for year estimate 104)

3.2.5 If the complaint is concerned with composition, labelling or quality, it will be passed to the Trading Standards Department of Warwickshire County Council for investigation. Depending on the nature of the foodstuff complained of, it will be subjected to analysis and photographs for subsequent use in legal proceedings taken.

The section has benefit of digital cameras which can use to transmit images to other local authorities or producers to assist in determining food complaints

3.3 Home Authority Principle

The Policy

There is a home authority agreements with the Sandwich Factory – a large producer of fresh chilled sandwiches for the retail sector.

Experience shows that staff of the Commercial Enforcement and Licensing section are contacted at frequent intervals to deal with food matters because the food has originated from premises in this area. Frozen food distribution warehouses based on the Hams Hall Distribution Park and at Coleshill and Curdworth export food to non EU countries and require health certificates for these destinations.

3.4 Advice to businesses in the Borough

Time allocated to advising residents and business is assessed as being in the order of 120 officer hours per annum.

The policy

The policy of the section is to be as accessible and helpful as necessary. The Council would rather advise proprietors of relevant establishments at an early stage, and for that advice to be acted upon.

All advice given will state clearly what the legal requirements are and what any government guidance, codes of practice etc is. If requested or required, the advice by Council staff will be in writing.

Each piece of correspondence will be sent with a contact officer's name and direct telephone number, and will include a paragraph inviting the recipient to call for further help and assistance.

Other than general enquiries, calls from food businesses will not be routed through the Council's contact centre. Instead, they will continue to be received by the relevant staff in the Commercial and Licensing section

Several leaflets, booklets and guidance sheets (many produced in house) are kept within the section and updated frequently. These are distributed as a result of a specific request or, where considered appropriate, by the inspecting officer as a result of an inspection or service request.

A pack of information is available for new food premises and the Council's website www.northwarks.gov.uk is available for other information streams

Officers of the section give presentations on various aspects of the work to a variety of different trade organisations and schools

3.5 Food Sampling

The Policy

Informal food samples are taken for microbiological analysis as part of:

- ◆ The West Midlands Food Sampling Programme which includes the Food Standards Agency (Official Control of Foodstuffs Directive) co-ordinated food control programme.
- ◆ An investigation of a food complaint.

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- ◆ An investigation of food-borne disease.
- ◆ An in-depth inspection of food premises.

All samples procured for microbiological examination are taken in accordance with the Food Safety Act Code of Practice.

Microbiological samples are examined by the Council's nominated food examiner, Public Health England, Colindale

The Plan

Sampling is conducted in accordance with the West Midlands Food Sampling Programme.

The programme is determined each year by the West Midlands Food Sampling Group which consists of the District Councils and representatives from the Health Protection Agency.

The Group meets twice a year to:-

- formulate the sampling programme;
- monitor its progress and discuss the results.
- Report findings back to the Warwickshire Food Liaison Group, the constituent authorities and the public

The foods for sampling during the course of the following year are selected taking into consideration past results and problems as well as recent or emerging food safety issues. The sampling regime and time demands placed on staff

The anticipated demand on the service 2019/20 is 10 samples per month:

The purchase of the samples will normally be anonymous.

Samples are taken to the Laboratory using temperature control techniques and data recording as appropriate.

All results of samples taken as part of the West Midlands Food Sampling Programme are sent to the local authority responsible for collating the results on the form provided by that authority. The responsibility rotates on an annual basis.

The results are compared against the standards set in the HPA guidelines 'Microbiological Food Safety Based On Presence/Absence Of Pathogens.

Samples that fail the criteria above will be discussed with the business from where they were procured and remedial works or actions will be agreed prior to the taking of further samples.

Water Sampling and Water Supplies

The Policy

Water is an essential part of the food industry and the Council samples private water supplies at various premises throughout the area for conformity with the Regulations.

The authority liaises regularly with the public mains water providers (Severn Trent Water and South Staffordshire Water Plc). In addition, staff contribute to, and participate in local

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authority health liaison meetings held by the water companies. They also take part in outbreak control plans and training.

The Plan

The Council's nominated analysts for water samples are:-

Bacteriological analysis Public Health England, Good Hope Hospital, Sutton Coldfield

Chemical analysis Seven Trent water Authority, Torrington Avenue, Coventry

A water sampling programme is declared each year in the Commercial Enforcement and Licensing section's work programme and covers the following activities:-

- ◆ Private Water Supplies.
- ◆ E C Testing.

The parameters tested and the frequency of testing is indicated in the sampling programme.

All sampling in respect of water supplies will normally be carried out as part of the normal operational work of the section.

Legal Position

Under the provisions of the Water Industry Act 1991, the Council has a duty to check private water supplies and keeps a register of such supplies and samples taken.

Any new private water supply is entered in the private water register and a questionnaire sent to the occupier for completion. The supply is classified using the Private Water Supply Regulations.

Private Water Supplies

There are currently 29 properties with a private water supply in North Warwickshire. These are a mixture of domestic residential premises, a garden centre, a health club and a private fisheries cafe

The 29 properties are served by a total of 24 sources.

Samples are taken in line with the revised tables in the Private Water Supply Regulations, which also permits the recovery of some of the Council's costs. This was agreed by the Council's Community & Environment Board in 2011.

The Health Protection Agency's Laboratory at Colindale undertakes analysis of bacteriological samples, and chemical analysis is undertaken by Severn Trent Water Laboratories, Coventry.

Sampling is normally carried out between April and September.

New private water supply Regulations are now in place. These include a requirement for risk assessment of multi user and commercially used supplies and this may impose a greater

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workload on the Division but this may be offset by the exclusion of small supplies from the sampling requirement.

3.5.1 Food Inspection

The policy

The Council's officers routinely inspect foodstuffs, where they are being stored, sold, delivered, imported into or exported from premises in the Borough.

No charge is made for the inspection service to residents or businesses in cases of a freezer breakdown etc. However, if the Council agrees to remove foodstuffs on behalf of owners, the cost of that removal and disposal will be re-charged.

The Plan

Certain premises in the Borough currently export food to non-EU countries. This requires a duly authenticated certificate from the Council to confirm that the food in question is from a reputable source. There is a charge for the issue of such certificates, agreed annually as part of the Council's fees and charges report. The impact of this work on the section has been detailed above

Certain other premises require inspection of poultry that has been slaughtered on premises for human consumption

Officers are duly authorised by the Council to act under all relevant food legislation including that relating to imported food.

3.6 Control and Investigation of Outbreaks of and Food Related Infectious Disease

Notification of an outbreak is usually received from one of the following sources:

- a) Public Health England
- b) One of the local hospital laboratories.
- c) General Practitioners.
- d) Another local authority.
- e) The patient themselves.

Doctors who attend patients either in the community or in hospital have a statutory duty to inform the appropriate officer for the district of a case or cases of cholera, dysentery, food poisoning (proven or suspected), typhoid or paratyphoid fever and viral hepatitis.

3.6.1 Policy

Cases notified to the section will be contacted wherever possible within 1 day of receipt. The investigation of each case will be treated as a potential outbreak. Each case will be investigated fully to a conclusion- albeit that in some instances the conclusion may be

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inconclusive. The individuals involved in each case will be treated with sensitivity and above all confidentiality. Failure to observe such confidentiality may result in disciplinary action. For this reason calls regarding Infectious disease will not be dealt with in the Contact Centre.

The authority is represented on the Warwickshire Control of Infection Committee, and the Primary Care Trust's Communicable Diseases Committee. Training, outbreak control, peer exercises and team briefings originate from this body.

Following the agreement of the Warwickshire Chief Environmental Health Officer group, reciprocal arrangements with the other Warwickshire local authorities exist to provide essential staff cover in the event of a serious outbreak of disease in any of the constituent authority areas.

The Consultant in Communicable Disease Control at Public Health England is the point of contact for advice, and guidance on the medical aspects of outbreaks of infectious disease.

The Assistant Chief Executive And Solicitor To The Council is the Proper Officer under the Health Protection (Notification) Regulations 2010

3.6.2 Procedure

The most commonly notified infectious diseases are Campylobacter, suspected food poisoning and Salmonella.

Every effort is made to contact the affected patient as soon as possible, especially if the person is suffering from E. coli 0157, or is thought to be part of an outbreak.

In some cases it may be more appropriate to send the patient a questionnaire.

To help identify any possible source of infection, questions are asked regarding milk supply, water supply, recent holidays and hobbies, visits to farms, etc and eating preferences, including history of the foods eaten 72 hours prior to onset of symptoms. The particular pathogen isolated will also suggest particular areas to concentrate on due to the different characteristics of the organism such as its incubation period and usual source.

If the information supplied suggests that there is a general outbreak, i.e. more than one household affected, then an in depth investigation is mounted immediately.

The Consultant in Communicable Disease Control will be contacted, and the Assistant Chief Executive And Solicitor To The Council and Environmental Health Manager (Commercial, Licensing and Health Promotion) kept informed.

Under the Public Health (Control of Disease) Act 1984 and the Health protection (Part 2A) Orders Regulations 2010, certain persons in high risk groups can be excluded from work, school or nursery if they are considered to present a risk of infection to other people. Such people include food handlers, health care workers and children under 5 years old. Any decision to exclude persons from work will be taken in consultation with the Consultant in Communicable Disease Control, the Assistant Chief Executive And Solicitor To The Council and the Environmental Health Manager (Commercial, Licensing and Health Promotion).

The Countywide outbreak control plan and associated procedure have been reviewed and are up to date. There is also a Memorandum Of Understanding between the West Midlands

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Local Authorities and the PHE on the roles and responsibilities of each partner in the event of incidents of infectious disease.

3.7 Food Safety Incidents

3.7.1 The Policy

The section will lead the Authority's response to all Food Hazard Warnings.

These are two fold those for information and those for action

The former group has been the most frequent and often ask local authorities 'to assist in the trade withdrawal'

The Environmental Health Manager (Commercial, Licensing and Health Promotion) will take the lead in Food Hazard Warnings. In his absence his role will be taken by the Senior Officer and in the absence of both, any other team member with the assistance if necessary of the Corporate Director - Environment.

The officers named above will have notified their whereabouts to the Divisional administrators as part of the agreed lone worker policy. Divisional Management team diaries will be available electronically. All officers are issued with mobile phones, and can therefore be contacted quickly when they are away from the office.

The Out of Hours service has a procedure for notifications out of hours, and the section EHO's have SMS to their individual mobile phones from the Food Standards Agency.

3.7.2 The Plan

By their very nature, Food Hazard Warnings are unexpected and the resource allocation necessary to respond to each and every warning is difficult to estimate. However, every effort will be made to respond promptly to any food hazard warning in a way that is commensurate with the warning contents.

Currently the aim would be to respond to any actions notifications only. Those classed as for information only and either are dealt with via the trade or the warning is upgraded to an action required from the Food Standards Agency.

3.7.3 Procedure

Currently Food Hazard Warnings are received via Email from the FSA. The mailing system within the Microsoft outlook package ensures that all food team members automatically receive a copy of each Food Hazard warning,

The dedicated mobile phones of the Environmental Health Manager, Senior and Environmental Health Officer for the section are registered to receive SMS (Short Message Service or Text messaging) directly.

The section's computer system is able to search to identify those implicated in the warning. Individuals, companies etc involved will then be contacted by the most expeditious means

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possible, to pass on instructions and guidance contained in the warning. Clear records of the action taken will be kept.

In the case of high grade notifications, de-brief sessions will be held with staff as necessary, but at least at the beginning and end of each working day

Any access to the building is available through the key holders. Staff will be kept aware of key holder's details.

Liaison with other organisations.

3.8.1 The Policy

The Warwickshire and Coventry Food Liaison Group (WCFLG), reports to the Central England Food Group made up of the Chairs and Secretaries of all the West Midlands region food groups which in turn reports to the Centre Of England Environmental Health Management Board (CEEHMB) made up of Heads of Service for the entire West Midlands region, is the main food liaison mechanism across the county. The constituent authorities are the district councils and Warwickshire County Council the PHE and FSA.

Chairmanship and secretariat of the group is rotated bi-annually. Meetings are typically convened at two-month intervals, but special meetings may be convened to consider special issues.

The WFLG has its own vision and work plan which include consideration and debate of food law updates; inter authority audit, benchmarking; food complaints and training. This is the organisation that is best suited to providing the annual 10 hours of Continuous professional development as per the code of practice competency issues.

The Senior Environmental Health Officer will attend and report on the proceedings of the Food Liaison Group.

The Environmental Health Manager (Commercial, Licensing and Health Promotion) and the Food Safety Officer (FT) will attend and report on the proceedings of the Water Companies Liaison Groups

The Sampling Officer will attend the Sampling Liaison Group; otherwise, the most appropriate person will take his place.

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3.9 Food Safety Promotion

The Council's Health Promotion function is part of the work of the Commercial and Licensing Team.

3.9.1 The policy.

Annually the Food Safety Officers will provide a proposed work programme of health promotional activities that can be achieved and reflect the needs of the residents of the Borough. Typically, and based on previous years, initiatives will include food safety; food hygiene; nutrition; food poisoning and ways to avoid it and the 'do's and don'ts' of mass catering etc.

Individual projects and initiatives relating to food safety promotion will also be undertaken.

All requests for training of food handlers updating and refresher courses will be directed in the first instance to local colleges offering these courses.

All requests for lectures, school talks, class visits, interest club talks etc will be responded to if resources of the section permit.

Leaflets in the Division's promotional library will be reviewed and amended or added to as necessary. These are given or sent following any request or inspections and are available in the main reception areas of the Council's buildings.

Consultation questionnaires to evaluate the effectiveness or otherwise of promotional activities will be devised and given out at all events.

4 Resources

4.1 Financial Allocation

The costs for the operation of the section are allocated centrally.

Each professional member of staff will have funding from the Council's training budget allocated to them for professional and technical updates as well as continuing professional development, and subscriptions to the professional body.

The Council's Legal Services department act across all of the Council's functions and their costs are included in the Central support charges to each of the service budgets. The cost of taking legal action would be made from the Divisional Hire and Contracted General Budget.

4.2 Staffing allocation to food safety measures

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All staff in the section are employed on permanent contracts with the Council. The hours allocated to the food safety function and reproduced below result from analysis of the most recent period of time recording sheets, which are completed by all members of staff of the Division.

Stephen Whiles	EHManager	Chartered EHP	0.1FTE
Jo Phipps	SEHO	EHO Graduate	0.6FTE
Sharon Patrick	FSO	Higher Food Premises Inspection Certificate	0.8FTE
Carol Randle	FSO x 0.8 FTE	Higher Food Premises Inspection Certificate	0.8FTE
Julia Rowbottom	FSO x 0.8 FTE	Higher Food Premises Inspection Certificate.	0.8 FTE

4.3 Staff Development Plan

North Warwickshire Borough Council regards development of its staff towards their full potential as being a high priority.

During the forthcoming year, training needs and aspirations of staff will be assessed as part of their annual appraisal. If supported, they will form part of the training plan for the individual in question for the ensuing year.

Additionally all professional Environmental Health officers have to complete continuing professional development in order to maintain their status. All staff engaged in Hazard Analysis will undergo 10 hours of specific training appropriate to the class of premises they are expected to inspect. The Chartered Practitioners need to complete 30 hours of CPD activities.

In-house training as well as relevant external courses and seminars for staff will continue. Peer assessment and inter-authority audits through the Warwickshire Food Liaison Group will also feature in staff development.

The authority contributes to both the Health and Safety and Food Safety Liaison group training funds. The funds are used by the relevant groups to buy appropriate training for the enforcement officers across the County at preferential rates.

Senior Managers have participated in a Management Competency Workshop and have been assessed on a 360° appraisal by line managers, peers and managed staff. The results passed back to the manager of the food service were positive.

5 Quality Assessment

The authority's food service has benchmarked its functions against the food service operated by the four other Warwickshire local authorities. It will continue to monitor its performance against national standards. Inter Authority audits form a key function of the Liaison Groups.

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Inspections of premises will not normally be carried out by the same officer twice in a row.

The Section has internal monitoring procedures for capability of inspectors, quality of inspections and food complaints.

The Warwickshire and Coventry Food Safety Liaison Group supports and organises inter authority auditing currently based on the Food Standards Agency proforma – directed at both policy and specific matters.

The section has a fully documented system and procedures manual.

6.0 Review

The food service plan along with the work programme will be reported monthly and quarterly to the Assistant Director, and will include details of completed work against targets. It will also detail the level of reactive work achieved against that predicted.

Key Performance Indicators are reported to the Director currently at quarterly intervals as an indicator of achievement against the quarterly target, using a traffic light movement monitor (red, amber and green denote the difference between the desired level of performance and the distance from it.)

6.1 Dealing with variances

Variances from the service plan, together with their reasons, are submitted monthly to the Director by the Environmental Health Manager (Commercial, Licensing and Health Promotion) of the section. Additionally, any variance against the service plan will be open to scrutiny by the Council's Internal Audit section, and Scrutiny Board. It has to be accepted that the inspection programme will not be in twelve equal parts and hence variance on a monthly basis is expected. Similarly the health and safety visits to food premises will be brought forward to the scheduled food visit if it is within six months of that date. This is to prevent unnecessary duplication of visits for the benefit of proprietors and the overall efficiency of the operation of the section.

Variances of note are reported to the appropriate Board.

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6.2 Improvements

There is a continual appraisal by the Section of what is possible and practical given budgetary and legal constraints, and regard is had to the reports of Food Standard Agency Inspections of local authority food services carried out to date. A number of improvements were made following an FSA audit of the Divisions handling of approved premises carried out in 2008. The report was generally favourable but highlighted some procedural short coming that have now been addressed.

The Section's commitment is to deliver a first rate service to its users that keeps pace with the demands of government legislation and guidance, and that is effective, compassionate, transparent and fairly delivered to all users.

7.0 Priority Regulatory Outcomes – Local Better Regulation Office Final Report (November 2011)

This document sets out a new approach to setting priorities for local authority regulatory services, recognising that they remain an integral part of local government and placing them firmly at the centre of the localism agenda. Their local presence makes local regulators sensitive to local issues and proportionate in their dealings with local businesses.

For this reason, the delivery of local authority regulatory services neatly reflects the challenges inherent in localism – the need for both national consistency and local presence, while crucially addressing the issue of constrained resources.

This new approach to setting priorities for local authority regulatory services seeks to address these challenges. Priority regulatory outcomes, replacing narrower national enforcement priorities, provide clarity about what the Government wants to achieve and ensure that regulatory activity is focused on delivering outcomes rather than 'ticking boxes' or meeting centrally driven targets. These outcomes, drafted through a collaborative approach between local and national partners, are a key part of the conditions needed to ensure effective local delivery.

The priority regulatory outcomes for England are as follows:

1. Support economic growth, especially in small businesses, by ensuring a fair, responsible and competitive trading environment
2. Protect the environment for future generations including tackling the threats and impacts of climate change
3. Improve quality of life and wellbeing by ensuring clean and safe neighbourhoods
4. Help people to live healthier lives by preventing ill health and harm and promoting public health
5. Ensure a safe, healthy and sustainable food chain for the benefits of consumers and the rural economy

In accordance with the Regulators' Code, when seeking to deliver these priorities, regulators must consider the impact that their interventions have on economic progress, by bearing mind the costs, effectiveness and perceptions of fairness of regulation.

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8:0 Performance Indicators

PI Ref	Description	2019/20 Target	Suggested reporting interval	Board	Reported to MT
ACP1 H1	The percentage of food premises inspections that should have been carried out that were carried out for high risk premises.	100%	Quarterly	C & E Board	Yes
ACP1 H4	Ditto for low risk premises	100%	Quarterly	C & E Board	Yes
	To respond to all complaints and requests for service within three working days	99%	Quarterly	C & E Board	Yes

LICENSING SERVICE PLAN 2019/20

The past year saw the departure of the Licensing Enforcement Officer but a new Officer was appointed to the post quite quickly and has settled into the role very well.

As part of the re-structure of Environmental Health the Licensing function has been added to the remit of the Environmental Health Officer who transferred in from the Housing Division following the loss of her private sector housing duties. This team now cover domestic nuisance, licensing and pest control.

Both of these officers have completed the licensing practitioners course and the new structure will create greater resilience in the licensing function.

The Council has approved a new gambling policy coming into force in January 2019 and lasting for three years.

From October 2018 there have been new Regulations covering the licensing of activities involving animals, such as animal boarding, breeding of dogs, performing animals etc. These Regulations have repealed all of the old Regulations so that all the relevant legislation (apart from Zoos and Dangerous Wild Animals) is now in one set of Regulations. These duties are to be transferred from the Environmental Protection section to the Licensing Section as will duties under the Scrap Metal Dealers Act. The Licensing Section now has more resources whilst the Environmental Protection section have a lot of new workload coming on stream from HS2 and the increase in planning applications across the borough.

Other notable events have been the successful prosecution and revocation of the licence of an animal boarding establishment for failure to comply with their licence conditions. The premises licence of a pub in Coleshill was reviewed following a number of violent incidents and complaints of anti social behaviour resulting in a cut in licensing hours and the imposition of further conditions on the licence.

During the coming year Officers will continue to review existing policies and determine where new policies are needed and bring these to the Licensing Committee for consideration.

SERVICE PLAN 2019/20

Smoke Free Legislation

1. No programmed inspections to be carried out. Routine checks to be carried out by all members of Environmental Health's Commercial Team when visiting Commercial Premises in connection with other core functions such as food safety, Licensing Act etc.

2. All complaints from members of the public or employees to be investigated as appropriate by the Licensing Enforcement Officer and enforcement action taken in accordance with the Licensing Enforcement Policy after consultation with the Environmental Health Manager. Where complaints relate to activities outside normal office hours a joint inspection will be made with another Officer from the Environmental Health Division. Around ten complaints are anticipated.

Hackney Carriages/Private Hire Vehicles

3. All applications/renewals to be dealt with by the Licensing Administrator
4. Each vehicle is to be MoT tested every six months. Notification of due tests to be the responsibility of the Licensing Enforcement Officer.
5. Each vehicle is to receive at least one unannounced inspection by the Licensing Enforcement Officer.
6. All complaints about hackney carriages/private hire vehicles to be investigated by the Licensing Enforcement Officer and appropriate enforcement action taken after consultation with the Environmental Health Manager. Where complaints relate to activities outside normal office hours a joint inspection will be made with another Officer from the Environmental Health Division. Less than five complaints are anticipated.

Street Traders Licenses

7. All applications to be dealt with by the Licensing Enforcement Officer and Licensing Administrator with reference to the Council's street trading consent policy.
8. All licence holders to be inspected twice per annum by the Licensing Enforcement Officer.
9. All complaints about Illegal Street trading to be investigated by the Licensing Enforcement Officer and appropriate enforcement action taken after consultation with the Environmental Health Manager. Where complaints relate to activities outside normal office hours a joint inspection will be made with another officer from the Environmental Health Division. Around ten complaints are anticipated.

Licensing Act 2003

10. All applications, variations and reviews are to be dealt with by the Licensing Enforcement Officer and Licensing Administrator in consultation as required with the Environmental Health Manager and Solicitor to the Council.
11. Visits to licensed premises will be made by the Licensing Enforcement Officer with follow up visits and enforcement action as required, after consultation with the Environmental Health Manager. Visits by the Licensing Enforcement Officer are to be focussed on 'high risk' premises where evidence or intelligence suggest there may be problems and also upon change of ownership or Designated Premises Supervisor and to new premises. Where appropriate joint visits will be made with the Police, Trading Standards, Fire Officer or other responsible body.

- Lower risk premises may be visited by other Officers (eg Food Safety Officers) acting as ‘eyes and ears’ whilst performing their normal duties.
12. All complaints about licensed premises to be investigated by the Licensing Enforcement Officer and where appropriate, enforcement action to be taken after consultation with the Environmental Health Manager. Where complaints relate to activities outside normal office hours a joint inspection will be made with another Officer from the Environmental Health Division
 13. All temporary event notices are to be dealt with by the Licensing Administrator. Around 150 temporary event notices are anticipated.
 14. A multi agency meeting will be arranged bi monthly by the Environmental Health Manager to discuss issues around licensed premises in the Borough and agree a co-ordinated response to any issues identified.

Gambling Act 2005

15. All new applications to be dealt with by the Licensing Enforcement Officer and Licensing Administrator
16. All complaints about Gambling Act activities to be investigated by the Licensing Enforcement Officer and appropriate enforcement action taken after consultation with the Environmental Health Manager. Where complaints relate to activities outside normal office hours a joint inspection will be carried out with another Officer from the Environmental Health Division.
17. Gambling permits issued when the Act first came into force are renewable after ten years and these renewals began in 2017. All applications for renewal will result in an audit of the premises concerned to check on levels of compliance.

Street Collections, Small Society Lotteries & House to House Collections

18. All applications to be dealt with by the Licensing Administrator.(Approximately 30 street collections, 50 house to house collections and 85 small society lotteries)
19. All complaints about illegal street collections etc to be investigated by the Licensing Enforcement Officer and appropriate enforcement action taken after consultation with the Environmental Health Manager. Where complaints relate to activities outside of normal office hours a joint inspection will be made with another Officer from the Environmental Health Division.

Animal Welfare Licenses

20. All applications and applications for renewals will be dealt with by the technical officers and licensing officers in the Environmental Health Division.
21. All licence holders are to be inspected on application for a new licence or a renewal. Other inspections will be carried out where there is reason due to intelligence or a history of non compliance.
22. All complaints about animal welfare to be investigated by the technical officers and licensing officers in the Environmental Health Division and appropriate enforcement action taken after consultation with the Environmental Health

Manager. Where complaints relate to activities outside of normal office hours a joint inspection will be made with another Officer from the Environmental Health Division.

Special Treatments

23. All applications for registration will be dealt with by the Senior Environmental Health Officer (Commercial).
24. All premises are to be inspected on application for a new registration. Other inspections will be carried out where there is reason due to intelligence or a history of non compliance.
25. All complaints about special treatments to be investigated by the Senior Environmental Health Officer (Commercial) and appropriate enforcement action taken after consultation with the Environmental Health Manager. Where complaints relate to activities outside of normal office hours a joint inspection will be made with another Officer from the Environmental Health Division.

Scrap Metal Dealers

25. All applications for licences will be dealt with by the Licensing Officers.
26. All complaints about scrap metal dealers will be investigated by the Licensing Enforcement Officer and/or Senior Pollution Control Officer/Pollution Control Officer in conjunction with the Environment Agency and Police where necessary and appropriate enforcement action taken after consultation with the Environmental Health Manager. Where complaints relate to activities outside of normal office hours a joint inspection will be made with another Officer from the Environmental Health Division and/or Police and Environment Agency.
27. At least one joint operation will be carried out with the Police to check on compliance of licensed scrap metal collectors and take enforcement action against any unlicensed operators found. **PI**
28. Holders of scrap metal site licences will receive inspections in conjunction with the Police and further follow up visits as required to ensure compliance with the legislation. Visits will be made on the basis of intelligence.



North Warwickshire
Borough Council

Working in Partnership With



Revenues, Benefits and Customer Services Service Plan 2019/20

“Striving to deliver Modern, Accessible Quality Services”



SCOPE OF SERVICE AREA

The Division provides the following services to the people of North Warwickshire as well as other stakeholders both within and outside of the District.

Function	Activity	Customers
Benefits Administration	<ol style="list-style-type: none"> 1. Processing of Housing Benefit and Council Tax Support Applications 2. Assisting with the completion of claim forms and offering related advice at The Council House, Atherstone 3. Paying benefit direct to claimants / landlords & crediting rent / council tax accounts 4. Providing a home visiting service to vulnerable and elderly customers 5. Undertaking intervention visits 6. The recovery of Housing Benefit Overpayments 7. Providing general welfare advice to customers at The Council House, Atherstone 8. Making available benefit claim forms, providing information leaflets, displaying posters and providing information through the web-site 9. Processing claims for Discretionary Housing Payments 10. Responding in writing, over the phone and by e-mail to benefit related enquiries, appeals and complaints 11. Responding to Government issued consultation papers 12. Liasing with interested parties on individual claims & administration in general 13. Providing financial and statistical information for Central Government 14. Investigating cases of alleged low level Housing Benefit and Council Tax Support fraud from whistle blowing, data matching or case referral 15. Referring higher value cases of alleged fraud to the Single Fraud Investigation Service 16. Promoting fraud awareness across the Authority and the general public by training and publicising results 17. Responding and engaging with consultation papers surrounding the Welfare Reform Agenda and delivery of changes 18. Delivery of the Councils Financial Inclusion Agenda (in partnership with others) 19. Development of Councils CTS scheme 	<p>Benefit claimants and landlords Government Bodies including:- The Rent Service, Jobcentre Plus, The Pension Service, DWP, The Appeals Service, Inland Revenue and External Audit</p> <p>Internal stakeholders including:- Council Tax, Housing, Fraud, Internal Audit, Debtors, Legal and ICT</p> <p>Other external stakeholders:- CIVICA, CAB, Warwickshire Welfare Rights and voluntary bodies, solicitors, IT providers, Registered Social Landlords and other landlord groups, Ediblelinks, Civil Enforcement Agents</p>
System Support	<ol style="list-style-type: none"> 1. Providing system support in respect of the Revenues, Benefits, Housing, the web and Document Management System across two sites 2. Undertaking bank reconciliation and income management controls 	As Above

<p>Revenues Administration</p>	<ol style="list-style-type: none"> 1. The billing and recovery of Council Tax and Business Rates 2. The recovery of Former Tenant Arrears 3. The recovery of invoiced Housing Benefit Overpayments 4. Receiving and responding to Council Tax and Business Rate related enquiries via all channels of communication 5. Advising the Valuation Office Agency of domestic and non domestic properties which either require banding, rating or reassessment 6. Processing schedules of alterations to domestic and non domestic properties received from the Valuation Office Agency 7. Liaising with the Councils Civil Enforcement Agents, Insolvency Practitioners and the Magistrates Court 8. Inspecting new, empty and altered domestic and non domestic properties 9. Investigating cases of alleged Council Tax and NDR fraud and error from whistle blowing, data matching or case referral 10. Making available council tax and rating information and self service forms via leaflets, posters and the web-site 11. Providing financial and statistical information for Central Government and in respect of information for the NDR pool sub regionally 12. Delivery of the Councils Financial Inclusion Agenda (in partnership with others) 13. Responding to Government issued consultation papers 14. Design of NDR and Council Tax local schemes around discounts, exemptions and reliefs 	<p>Council Taxpayers and Ratepayers Government Bodies including:- The Valuation Office Agency, CLG and External Audit</p> <p>Internal stakeholders including:- Benefits, Housing, Internal Audit, Debtors, Legal and ICT</p> <p>Other external stakeholders:- CAB, Other voluntary bodies, Civil Enforcement Agents, debt collection agencies, Magistrates Court, IT providers, Insolvency Practitioners, Ediblelinks</p>
<p>Contact Centre and One Stop Shop and Financial Inclusion Support</p>	<ol style="list-style-type: none"> 1. Managing services in the Customer Contact Centre 2. Assisting in the re-engineering of business processes 3. Undertaking development work to utilise functionality of the CRM system 4. Answering all the Councils telephone contact via the main number 5. Managing the Councils One Stop Facility and dealing with all face to face contact for all Council Services and partner services under the banner of "Warwickshire Direct" 6. Building relationships and promoting services internally and with other partners 7. Delivering consistent and communicated customer service standards 8. Management of the B.O.B bus and a coordinating role with Ediblelinks and AFC 9. Coordination of the Community Hub and Information access points 10. Lead on the delivery of the Councils Access and Poverty Theme in NWCP 11. Delivery of the Councils Financial Inclusion Agenda (in partnership with others) 	<p>All residents in and outside North Warwickshire</p> <p>Internal stakeholders -all departments External stakeholders:- Warwickshire Direct Partners, Firm step , Warwickshire County Council, Warwickshire Police, Jobcentre Plus, Royal British Legion, Ediblelinks, and a variety of Financial Inclusion Partners including the Armed Forces Covenant (AFC)</p>

Acronyms Used in this Service Plan:

DWP (Department of Works and Pensions); WDP (Warwickshire Direct Partnership); CIVICA (Councils Revenues and Benefits system); CRM or Firmstep (Customer Relationship Management System used in Contact Centre (CC) and One Stop Shop (OSS); JC+ (Job Centre Plus) WCC (Warwickshire County Council); FIP (Financial Inclusion Partnership); VFM (Value for Money); NDR (Non Domestic Rates); NBBC (Nuneaton & Bedworth BC); WCC (Warwickshire County Council); WLWS (Warwickshire Local Welfare Scheme); WWRS (Warwickshire Welfare Rights) CA (Citizens Advice); US (Universal Support – Universal Credit), SFIS (Single Fraud Investigation Service; FISO (Financial Inclusion Support Officer)

CD – C is Bob Trahern, Corporate Director - Communities

R & B M or R&B Manager is Racheal Dobson is the Shared Service Head of Revenues and Benefits

CCM or CC Manager is Jude Smith, Customer Contact Manger

B & FI M is Sally Roberts, Shared Service Benefits and Financial Inclusion Manager

SSSM is Paul Deaves, Shared Services Senior Systems Support Manager

R M is Sue Trahern NBBC employed Shared Service Revenues Manager & CD – R (NBBC) is Simone Hines NBBC Corporate Director (Resources)

D (ICT) is Linda Bird; D(CD) is Simon Powell; D (H) is Angela Coates; CD - R is Sue Garner; Policy is Robert Beggs or Julie Taylor

Major Achievements and Highlights in 2018

- Upper Quartile and very high improving performance levels in benefits & in all areas of revenues collection including HB Overpayments. In 2017/18 we achieved our highest ever collection rates in respect of NDR where we were 2nd in the Country of 327 Councils with a collection rate of 99.91% and 55th in Council Tax of 327 Councils with a collection rate of 98.60%.
- Unqualified audits across HB, Council Tax and NDR and Maximisation of subsidy by operating below the lowest error rate thresholds
- A finalist in 4 National Award categories in October 2018 at the IRRV Awards They were Excellence in Innovation, Excellence in Social Inclusion, Excellence in Partnership and Excellence in Non Domestic Rates. We ultimately won the Excellence in Innovation and were Highly Commended in the Excellence in Social Inclusion and Excellence in Non Domestic Rates, the best performing Council Nationally at the awards.
- We also with Ediblelinks were shortlisted for 2 LGC Awards winning the Best Public/Private Partnership & were Highly Commended in the Best Innovation category in March 2018 and we also won Best Community Based Partnership at the Global Good Awards in May 2018.
- The further embedding of the Shared Service arrangements with NBBC has delivered revenue savings in excess of business case targets and the extensive system review and procurement undertaken in late 2017 resulted in a decision for NWBC to move onto the CIVICA R&B platform. This migration was successfully completed in December 2018 and will save the Council £50,000 per year revenue costs as well as delivering many operational synergies with the potential for future savings. This was a huge exercise completed by the Division with minimal support and impact on current service delivery
- Introduced an improved Discretionary Rate Relief Scheme to businesses experiencing large increases in rates beyond expectation.
- The full roll out of universal support and Universal Credit for all new benefit customers in the borough was implemented successfully across all 4 job centres in NWBC when Atherstone went live in September 2018.

- To date, the service is in the minority Nationally in overachieving its Government targets to provide support to impacted customers who required Assisted Digital and Personal Budgeting Support. This was achieved by making significant improvements to our use of social media to promote positive messages and improved signposting and information to help and advice both electronically via the Customer Referral Form (CRF), with Edibellinks, via our relationship and co location with the DWP and in North Talk
- The innovative work of the Division in relation to its in house developed CRF which is to be rolled out countywide during 2019 was featured as one of 20 National Case Studies by the Money Advice Service Nationally as a best practice model of supporting people in debt
- The Northern Warwickshire Financial Inclusion Partnership successfully bid for £100,000 of WLWS funding via WCC to fund a pilot to recruit 2 Financial Inclusion Support Officers to operate across Northern Warwickshire from January 2019 in further support of customers who are in significant financial difficulty. If successful, this may allow access to further WLWS reserves held by WCC of £400,000 to continue this work.
- The Service has continued to work very closely with Ediblelinks in expanding the food hub project and developing new partnership arrangements across NWBC, NBBC and beyond to supply excess chilled and non chilled food products. The arrangements have been expanded into taking delivery of increased supply on a daily basis in 3 vehicles donated by the Ocado Foundation. We also supported two successful bids for National funding totalling nearly £600,000 and continued to work with Ediblelinks to deliver increased emergency and non emergency support as well as Honesty Shops, community eating and other targeted activities particularly with schools and to achieve Health and Well Being targets .
- Some of these activities have also been also been delivered in support of the Armed Forces Covenant work to support veterans living in the borough from two new outlets opened in 2018 in Atherstone. This has been possible as a result of a successful bid for 2 years funding made with NBBC from which we have benefitted from a third share of £160,000 of Ministry Of Defence (MOD) funding for veteran support activity until mid 2020.
- The work on this project being coordinated with the Housing Division and delivered by the Veterans Contact Point was awarded the Silver Accreditation Level by the MOD in recognition of the level of support and awareness training provided in 2018.
- The division worked with policy colleagues to run 2 very successful jobs fairs 2017 alongside JC+
- We adopted the 2018/19 CTS scheme on time as well as all uprating and relevant legislation changes across the service during the year and alongside Housing colleagues in support of new homelessness responsibilities
- We also responded to 99.3% of Freedom Of Information requests and 100% of complaints received within legal and corporate timescales
- The ongoing delivery of the Firm step on-line and web form programme has been completed in line with our implementation plan. Over the last 12 months this has involved implementing the Housing Repairs service that has significantly increased the efficiency and delivery of that service and delivered a much more responsive and resilient service at lower cost. Other improvements particularly across the streetscape division have also been implemented.
- We continue to deliver a very high quality telephone, face to face service and new improved web chat facility to our customers demonstrated by the low waiting times for service and generally very positive feedback received from our customer service and approach. .
- We supported 1 member of staff qualify as an IRRV Technician and 6 Customer Contact Staff got an NVQ Level 2 qualification
- Undertook a number of Government data matching exercises that have identified and prevented fraud as well as allowing the Council to recover increased revenue in respect of Housing Benefit overpayments by using big data. This has also allowed NDR rate relief abuse to be identified successfully in respect of 10 cases.
- We implemented GDPR changes on time and continue to undertake significant work and awareness raising to ensure ongoing compliance.

Future Issues and Priorities

- Ongoing review of the impact of the wider Welfare Reforms and delivery of the Comprehensive Spending Review (CSR) expectations
- Dealing with the impact and delays attributed to the ongoing migration to Universal Credit (as well as other ongoing welfare reforms) particularly as this is compounded when aligned with the ongoing uncertainty surrounding future funding and reducing administration subsidy. Due to the current climate, additional ad hoc grants are being paid by the DWP to undertake new burdens but what we will receive going forward, workforce planning and managing the expectations of customers and partners is proving evermore difficult. A DWP decision announced in October 2018 to transfer the funding currently received to provide Assisted Digital and Personal Budgeting Support from April 2019 to the local CAB will require a political steer on how and what support we can provide in the future.
- The ongoing support of the community projects around access and emergency help and support remains a key issue and priority in terms of whether we have sufficient demand and funding to continue to support them. Issues remain around identifying funding from external sources, attracting volunteers and working with communities which is a key threat to the sustainability of any outreach initiative
- The challenge of getting people engaged to address debt and benefit responsibilities whether on line or face to face is increasingly challenging where a small but increasing number of individuals are not taking responsibility to help themselves and improve their life chances
- The ongoing need for a more corporate prioritisation of debt approach; and the need to have regard to the financial implications of recovering Council Tax, Housing Rent, Housing Benefit Overpayment, Sundry Debts & NDR debts. This is particularly important as we move to full adoption of UC.
- The need to maximise New Homes Bonus and NDR growth and reduce losses from rates avoidance and evasion / mitigate the impact of HS2
- Identifying any further changes that will make the shared service arrangement with NBBC even better. This could include seeking to expand the shared service beyond its current operation
- The uncertainty around the future of Non Domestic Rates and whether it is fit for purpose remains a huge concern to the future of LG finance.

Challenges and Concerns

- The Level of Government Funding continues to reduce as a result of ongoing CSR requirements, & will reduce further in line with the planned transfer of our Housing Benefit caseload into Universal Credit. This is alongside the wider needs of the Council to deliver ongoing sustainable savings over the next three years. This is needing to be achieved against a backdrop of increasing demands from a relatively small but challenging number of impacted customers as they look to the Council to provide greater help and support around their personal and housing needs. In many cases, this support has been delivered by services from other agencies that have either been fully withdrawn or reduced in scope.
- Workforce planning, staff retention, and dealing with increasingly difficult customer issues and its impact on performance, sickness levels and overall morale within the service
- Relationship with partners, in particular WCC and JC+ – evermore work is needed to maintain positive relationships and deliver on joint Government and Member agendas / priorities around the long term unemployed and our most vulnerable customers health and well being
- Reducing management resources both corporately and within the Division going forward is making delivering on all fronts increasingly difficult

Action	Divisional Objective	Lead Officer	Start Date	End Date	Traffic Light	Measurement of Success	Resources
Performance Management							
Ensure that all performance indicators are delivered in line with targets set for 2019/20, and where possible to upper quartile levels whilst delivering corporate debt ambitions Monitor and report them on a monthly basis internally and quarterly to Resources Board	Quality Service Provision VFM	CD - C R&B Mgr, CCM SSSO	April 2019	March 2020	H	Maintain levels to ensure performance indicator targets are achieved across the service Production of a monthly performance report	None other than already committed Built into existing plans
Maximise Subsidy by operating below Local Authority Error thresholds and monitor the ongoing cost of delivering benefits. Submit an unqualified Subsidy & NDR return and a timely maximised tax base	Quality Service Provision VFM	R&B Mgr B & FI Mgr R&B Mgr RM	April 2019	March 2020	H	Confirmation received from the Councils internal and external auditors of legal and acceptable practice Non Qualification or no financial penalty letters	None other than already committed
Undertake external data matching National Fraud Initiatives, and other big data sharing exercises as appropriate	Quality Service Provision VFM	R&B Mgr SSSM	April 2019	March 2020	H	Completion of exercises	May need to pay staff to do overtime or seek additional resources dependent on the scope of exercises necessary
Monitor and review the performance of SFIS & Bristow & Sutor, our Civil Enforcement Agents and any ad hoc commercial companies engaged to do work for us.	Quality Service Provision VFM	R&B Mgr RM FI & B Mgr	April 2019	March 2020	H	Production of monthly performance report & updates received from monitoring meetings	None other than already committed

Action	Corporate/ Divisional Obj	Lead Officer	Start Date	End Date	Priority	Measurement of Success	Resources
Efficiency / Technical							
Undertake an exercise to review any future potential savings prior to the budget setting process for 2020/21. These will take into account changing demands on the Division	Quality Service Provision VFM	CD - C, R&B Mgr, Customer Contact Manager	October 2019	December 2019	H	Exercise completed and reported to Management Team and Members	Existing Resources to complete exercise. Savings identified have already achieved corporate targets
Promote e billing for both Council Tax & NDR on the new CIVICA open platform	VFM Quality Service provision	R&B Manager	June 2019	March 2020	H	Increase take up from 0 to 1000 by February 2019 levels	None other than already committed
Promote a greater number of payments by electronic means and direct debits		R&B Manager / Customer Contact Manager	June 2019	March 2020	M	Increase the number of electronic payments & DD's. on March 2019 levels	Ongoing use of North Talk & other publicity mail shots in line with take up strategy
Promote getting online		June 2019	March 2020	H	98% of all new applications for CTS and HB received on line by March 2020	Greater work with other internal departments and FIP partners	
Promote and support the use of the "on line benefit form" and other similar e-forms		April 2019	March 2020	H			
Monitor and report ongoing changes to the tax base and NDR base specifically around the impact of successful appeals as part of monthly reporting protocols for pooling purposes	VFM Quality Service provision	CD - C, CD - R, R&B Manager SSSM R Mgr	April 2019	March 2020	H	Robust systems in place that enable budget monitoring and setting to be undertaken with a degree of certainty	None other than committed.
Undertake a Single Person Discount Review	VFM Quality Service provision	CD - C R&B Mgr R Mgr	July 2019	September 2019	M	Completion of the Review on Time	Self Funding as WCC will not make a financial contribution
Undertake the annual review of the court costs calculation for Council Tax and NDR for 19/20	Quality Service Provision VFM	CD - C, R&B Mgr R Mgr	January 2019	April 2020	H	Completion of the reviews on time	Existing Resources to complete exercise

Action	Corporate Objective	Lead Officer	Start Date	End Date	Priority	Measurement of Success	Resources
Review whether to amend the charging decisions on second homes or Long Term Empty dwellings prior to agreeing the 2020/21 tax base	Quality Service Provision VFM	CD - C, R&B Mgr	June 2019	December 2019	H	Completion of the exercise and revised tax base notified and approved by Members	Existing Resources to complete exercise
<p>Implement legislative and operational changes, produce promotional & consultation materials and undertake specific testing and impact reviews of the following</p> <ul style="list-style-type: none"> The Localised Council Tax Support scheme for 2020/21. This will likely see adoption of a countywide wide banded scheme to reflect the impact of the introduction of UC The ongoing roll out of the Universal Credit as part of the National migration programme The ongoing transition from ESA to the new Personal Independence Payments A review of the implemented Business Rates schemes plus any new ones proposed 	Quality Service Provision New Legislation	CD - C, R&B Mgr B & FI Manager, SSO CD -R D (H)	May 2019	December 2019	H	<p>Implemented on time and affected customers notified</p> <p>Reports and briefings completed for Members and other interested groups as appropriate</p> <p>Modelling undertaken, software tested and implemented</p>	<p>Existing Internal Resources to complete exercises in with on occasion temporary resources recruited with specific New Burdens funding provided</p> <p>Working with ;- Housing Division ICT Division</p> <p>Other Warwickshire Councils Warwickshire CC Job Centre Plus Other Public Sector and Third Sector Partner Organisations</p>
			April 2019	March 2020	H	In order to achieve what is as yet an unknown amount of work – success of other service plan commitments may need to be cancelled or deferred to accommodate the amount of “known and as yet unknown” work necessary to introduce changes effectively	
			April 2019	March 2020	H		

Action	Corporate / Divisional Obj	Lead Officer	Start Date	End Date	Priority	Measurement of Success	Resources
ICT and Systems Development							
<p>Continue to develop the Firmstep CRM solution to support the Councils customer access work. This will involve</p> <ul style="list-style-type: none"> • Testing • Training • Reporting and • Ongoing development of the product <p>alongside colleagues from other divisions and supported by ICT and the webmaster</p>	Customer Access Strategy Quality Service Provision VFM	CD - C, D (ICT) Customer Contact Mgr Webmaster	April 2019	March 2020	H	Undertake service and process reviews in line with the agreed plan	None other than existing resources. It may be possible to share some of the process review work with NBBC and other WDP partners
<p>Channel Shift - Increase the number and quality of web forms accessible on line to the public utilising the functionality of the Firm Step product, other corporate systems and JADU</p> <p>Report on the success of delivery of this aim as part of the annual Resources Board update</p>	Customer Access Strategy Quality Service Provision	CD - C, CCM, AD (ICT)	April 2019	March 2020	H	Interactive forms available to access via website developed in line with the implementation plan	None other than existing resources. It may be possible to share with other Warwickshire Councils as outlined above
		CD - C D (ICT)	April 2019	September 2019		Resources Board report presented	
Work with the Corporate Communication Group to agree promotional campaigns & approach around raising awareness of help / support and getting more people online	Customer Access Strategy Quality Service Provision VFM	D (ICT) CD - CCCM PR Officer	April 2019	March 2020	H	Increase in on line forms used and customers moving from other access channels to doing it themselves	Ongoing buy in from all divisions to review and change current approach

Action	Corporate Objective	Lead Officer	Start Date	End Date	Priority	Measurement of Success	Resources
Ensure all CIVICA system upgrades are tested, implemented & training provided as appropriate.	Customer Access Strategy Quality Service Provision VFM	SSSM R&B Mgr B & FI Mgr R M	April 2019	March 2020	H	An efficient and legal system	None other than existing resources.
Implement all CIVICA online and open portal modules and where possible maximum automation			April 2019	November 2019	H	A system that makes reporting changes easier and quicker	Systems implemented in line with the business case approved by Members
Implement bulk SMS into recovery and benefit processes			April 2019	June 2019	H	A fully implemented R&B and Document Management System	Potential involvement and expansion to other partners
Implement the single database across the shared service			April 2019	July 2019	H	A robust infrastructure delivering 99% availability between core opening hours	
Test / implement the inspection module for visiting purposes			April 2019	June 2019	H		
Review the Critiqom bulk billing contract and identify if other remote postal solution deliver efficiency and cost savings			July 2019	October 2019	H	Take Up and Use By Customers	
Maintain and Improve the quality of web content and increased use of social media activity around help and support available	Customer Access Strategy Quality Service Provision	R&B Mgr CCM Webmaster SSSM	April 2019	March 2020	H	Informative, up to date and interactive website and social media accounts	None other than existing resources.
Review mechanisms are adequate on how customer feedback is obtained to comment on the quality and ease of access to information and service received	Customer Access Strategy Quality Service Provision VFM	R&B Mgr CCM	April 2019	March 2020	H	Acceptable feedback on general service provision received	As above

Action	Corporate Objective	Lead Officer	Start Date	End Date	Priority	Measurement of Success	Resources
Staffing / Human Resource Matters							
<p>Hold at least quarterly meetings of the Shared Service governance board</p> <p>Review the shared management, performance and operational arrangements put in place with NBBC and make recommendations as to any proposals on the future direction of the service. These will include;</p> <ul style="list-style-type: none"> The ongoing need for FISO Officers following the 12 month pilot by Dec'ber 2019 Reviewing job roles in light of ongoing welfare reform & system changes and the need for agency staff Aligning appropriate policies, approaches, & processes. This will include adoption of a consistent CTS scheme Expanding arrangements to include other partners where interest & business need exist. This could include sharing parts of the service where resilience issues exist or where greater synergies could be achieved 	Quality Service Provision VFM	CD - C R&B Manager CD – R (NBBC)	<p>April 2019</p> <p>September 2019</p> <p>September 2019</p> <p>April 2019</p> <p>April 2019</p>	<p>March 2020</p> <p>November 2019</p> <p>January 2020</p> <p>March 2020</p> <p>March 2020</p>	<p>H</p> <p>H</p> <p>H</p> <p>H</p>	<p>Meetings held and reviews completed and reported to Members where necessary</p> <p>Changes implemented in line with decisions</p> <p>Delivering business case expectations</p>	<p>None other than already committed</p> <p>If any changes are proposed and approved, the existing budget will need reviewing.</p>

Action	Corporate Objective	Lead Officer	Start Date	End Date	Priority	Measurement of Success	Resources
Partnership and Financial Inclusion Commitments							
Oversee the operation of the NW FIP to deliver and coordinate Financial Inclusion (F.I) activity in the borough	Health and Well Being Theme Quality Service Provision	CD - C B & FI Manager	April 2019	March 2020	H	Regular meetings and Action Points implemented	Activity of the CAB, Credit Union and Warwickshire Welfare Rights continues to be reviewed as part of the wider borough wide and countywide commissioning of advice services by WCC
Work with the Countywide FIP as well as NBBC via our shared work on this agenda to determine the best approach around the commissioning and funding of advice services and complimentary activity. This will focus on being party to Lottery and WLWS bids coordinated regionally where possible (to include the FISO review)	Customer Access WCC Priority	CD - C R&B Mgr B & FI Mr D (CD) Policy D (CD) Policy Support	April 2019	March 2020	H	An approach is agreed for advice activity to be undertaken internally and with partners	Internal F.I. support will continue to be delivered by R&B and Housing staff
Continue to develop effective operational & liaison arrangements with the DWP to determine an agreed role for the Council in delivering Universal Support. This will be based on having a financial and political mandate to undertake this work following the transfer of funding to the CAB in April 2019	Customer Access Strategy Quality Service Provision VFM	CD - C R&B Mgr CCM B & FI M	April 2019	March 2020	H	New working practices agreed	None other than those already identified New burdens funding has been provided to date but will in respect of Universal Support will be transferred in 2019 onwards by the DWP
Continue to look for funding and other joint working opportunities to prepare people for UC and mitigate the outcomes from other welfare reforms		CD - C B & FI Manager R & B Mgr	April 2019	March 2020	M	Successful Funding Bids	Additional support will be available from Jobcentre plus staff

Action	Community Plan Obj Corporate Objective	Lead Officer	Start Date	End Date	T/L Priority	Measurement of Success	Resources
<p>Continue to work alongside, and support the CAB, FISO's and our CEA's. This will be undertaken by promoting the awareness of help and support, agreeing process to be followed, using the CRF & making proactive referrals. These will include;</p> <ul style="list-style-type: none"> • Determining the best approach for dealing with customers in debt in a corporate way • Implementing and reviewing alternative enforcement remedies to be used. This will be undertaken where necessary alongside Housing & SD • Promoting budgeting support available <p>Enter peer awards if our performance and partnership working continues to deliver outstanding outcomes</p>	<p>Quality Service Provision Health and Well Being Customer Access Strategy VFM The Local Economy</p> <p>WCC Priority</p>	<p>CD - C R&B M R Mgr B & FI Manager D (H) D (CD)</p>	<p>April 2019</p>	<p>March 2020</p>	<p>H</p>	<p>A customer focused debt advice and information service being delivered and accessible to all residents</p> <p>Ongoing high collection rates</p> <p>Cost effective and realistic enforcement methods deployed</p> <p>Write offs approved in appropriate cases</p> <p>A reduction in the arrears position across all debt types</p> <p>Shortlisted for the award following submission</p>	<p>The Councils main funding to support the CAB is coordinated via the Community Development Division and Housing Division.</p> <p>New burdens funding has been provided to date by the DWP and we have been able to access along with charity partners and other Councils access to external finding that will help inform current activity</p> <p>If any changes are proposed and approved, the existing budget will need reviewing and approving</p>

Action	Corporate Objective Divisional Objective	Lead Officer	Start Date	End Date	T/L Priority	Measurement of Success	Resources
Continue to work with other Councils, The Armed Forces Covenant, FISO's and welfare agencies to promote awareness of ongoing Welfare Reforms and maximising entitlement/ access to help and support in a collaborative way where possible	Quality Service Provision The Local Economy Health and Well Being WCC Priority	CD - C R & B Mgr B & F.I Manager	April 2019	March 2020	H	Advice and Signposting being provided by a number of mediums in a coordinated way via <ul style="list-style-type: none"> • North Talk • Website • Targeted letters Increased take up of benefits or schemes	Within existing resources Any future activity will have to be subject of any successful external bids or utilising Government funding specifically provided to help promote awareness or take up campaigns
Continue to promote fuel poverty & water save messages with Public and Private Sector partners as well as the Housing Division / Public Health and CAB	Quality Service Provision, Health and Well Being	R & B Mgr B & F.I Manager D (H) Policy	April 2019	March 2020	M	Incorporate joined up messages in any targeted campaigns on website and in North Talk Action Plans agreed	None internally – funding to run the service is reliant on agreed funding being identified from, WCC
Continue to support FIP Partners in particular CD, WCC, Public Health and JC Plus to promote and develop activities that support the better delivery of the Councils Community Partnership Agenda, Health and Well Being Action Plan & delivery of community hubs	Corporate themes of Health and Well Being Better Access Improving Skills and Aspirations	CD - P CD - C D (CD) D (H) WCC Lead	April 2019	March 2020	H	Agreed projects being delivered Outcome reports communicated to Members via the NWCP, C&E Reports, Health & Well Being Boards and any other appropriate groups	None other than already committed Explore opportunities for external funding. Any bids will need to be supported from existing resources

Action	Corporate Objective Divisional Objective	Lead Officer	Start Date	End Date	T/L Priority	Measurement of Success	Resources
Continue to work alongside Ediblelinks; NBBC and OCADO / ALDI to determine the future ongoing delivery model of the food hub and the delivery and ongoing viability of its operation to meet its lottery commitments	Health and Well Being Theme Quality Service Provision Customer Access	CD - C CP Officer	April 2019	March 2020	H	Food Banks operating successfully in support of the WLWS scheme and the Councils own referral process / corporate debtors	Existing Resources Discussions will continue with members to determine ongoing local support to continue this initiative
Assist in identifying future funding streams with other external funding providers		CD - C B & FI M D (CD)	April 2019	March 2020	H	Complimentary support to our welfare and health commitments	This may involve seeking to get contributions from other agencies and organisations benefitting from these provisions, or stopping the operation in full or part in line with available resources.
An ongoing review of internal referral process in terms of the provision of emergency food support		R & B Mgr B & FI Mgr R Mgr D (H)	April 2019	March 2020	H	Making a positive difference on welfare, health and well being grounds within the borough	
Support future projects to utilise food supplied		CD - C B & FI M	April 2019	March 2020	M	The ongoing delivery of honesty shops and other community related activities	
Assist in the OCADO Christmas Eve "Turkey Run" project		CD - C CP Officer	October 2018	December 2019	M		
Continue to align work commitments alongside the Armed Forces work and other FIP partners		CD - C D (H)	April 2019	March 2020	M		

Action	Divisional Objective	Lead Officer	Start Date	End Date	T/L Priority	Measurement of Success	Resources
<p>Determine the future direction of Community Hubs</p> <p>Until then and if retained assist in supporting the ongoing development of the Community Hubs. This will involve promoting but not directly delivering</p> <ul style="list-style-type: none"> A variety of Community Focused Activities around health & well being, job clubs, social eating, cooking etc alongside WCC and DWP Promoting the facilities and the technology within them as information points Assist the hubs and CAVA identify volunteers to help resource the hubs deliver outcomes <p>Review location of facilities in line with possible WCC and Public Health involvement</p>	<p>Customer Access Strategy Quality Service Provision</p> <p>Health and Well Being theme links</p> <p>Access theme links</p> <p>Improving Education and Aspiration Theme links</p>	<p>CD - C/ CCM D (CD) B& FI Mgr</p>	<p>April 2019</p> <p>April 2019</p>	<p>November 2019</p> <p>March 2020</p>	<p>H</p>	<p>Each hub open for over 15 hours per week and supporting a variety of programmes to local communities</p> <p>Use of the facilities by communities and organisations making the hubs vibrant and engaging.</p> <p>Delivery of programmes by multi agency with partners and volunteers / paid staff</p>	<p>None other than already committed</p> <p>Explore opportunities for external funding from other partners or elsewhere. Any bids will need to be supported from existing resources</p> <p>Carried Forward underspend on Access budget could be used for funding agreed key activities</p> <p>CAVA identifying monies for the hubs to thrive</p> <p>Armed Forces Covenant Funding and Ediblelinks activity</p>
<p>Determine the appropriate ongoing use of the B.O.B Bus. This is likely to include use by FISO's, the AF covenant work, UC support and CD</p>	<p>Customer Access Strategy Quality Service Provision</p>	<p>CD - C/ CCM D (CD) B& FI Mgr</p>	<p>April 2019</p>	<p>March 2020</p>	<p>M</p>	<p>Vehicles being used at appropriate events at least 20 days per year and by partners where appropriate</p>	<p>None other than already committed</p>

Action	Divisional Objective	Lead Officer	Start Date	End Date	T/L Priority	Measurement of Success	Resources
POLICIES AND PROCEDURES							
Ensure all write offs, credits and internal Council invoices are dealt with in a timely way	Quality Service Provision VFM	R & B Mgr R M	April 2019	March 2020	H	Cases actioned and processed in a timely way	None other than already committed
Work with ICT to ensure that all security and payment protocols, GDPR, PSN, and PCIDSS are in place and being followed	Quality Service Provision Strategic R M	R & B Mgr CCM SSSM	April 2019	March 2020	H	Full compliance with requirements	None other than already committed
Answer all FOI and Complaints in line with the corporate standards	Quality Service Provision Strategic RM	R & B Mgr	April 2019	March 2020	H	100% actioned and processed in a timely way	None other than already committed
Undertake Health & Safety audits in line with divisional programme	Strategic Resource Management	R&B Mgr/CCM	April 2019	March 2020	H	Exercise completed in line with timetable	Build into existing work plans
Undertake all Risk Assessments in line with divisional programme	Strategic Resource Mgt	R&B Mgr/CCM	April 2019	March 2020	H	Exercise completed in line with timetable	Build into existing work plans
Undertake Equality Impact Assessments of any proposed changes	Quality Service Provision	AD (CS) R&B Mgr/CCM	April 2019	March 2020	M	Exercise completed in line with timetable	Build into existing work plans
Ensure all disaster recovery processes & business continuity plans are relevant and up-to-date.	Strategic Resource Management	R&B Mgr/CCM	April 2019	March 2020	H	Exercise completed in line with timetable	Build into existing work plans
Deliver Training in line with appraisals	Quality Service Provision,	R&B Mgr, CCM	April 2019	March 2020	H	Undertaken in line with programme	Deliver within agreed plan
Undertake annual staff survey & act on outcomes	Quality Service Provision	CD - C	October 2019	January 2020	H	Exercise completed in line with timetable	Build into existing work plans
Continue to participate in benchmarking exercises and best practice discussions with external groups	Quality Service Provision VFM	CD - C, R&B Mgr, CCM	April 2019	March 2020	H	Exercises undertaken and data reported	None –. Reliant on data being shared voluntarily

LEISURE AND COMMUNITY DEVELOPMENT DIVISION - SUMMARY ACTION PLAN 2019/20

Action	Links with the Sustainable Community Strategy and Corporate Plan	Lead Officer	Start Date	End Date	Priority	Measurement of Success	Resource / Training Implications
Key "Headline" Divisional Objectives							
<p>Maintain focused programmes of Leisure and Community Development work and ensure that, wherever appropriate, Divisional activity contributes to the advancement of objectives contained within the North Warwickshire Sustainable Community Strategy, the Corporate Plan, the Health and Wellbeing Action Plan and the strategies adopted through the Strategic Leisure Review process. A report on progress will be presented to the C&E Board by March 2020</p> <p>Continue to implement the revised and focused 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</p>	<p>Raising Aspirations / Developing Healthier Communities / Improving Access to Services</p> <p>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</p>	DL&CD / CDM & LFM	April 2019	On-going	High	C&E Board approval of actions taken in support of the North Warwickshire Sustainable Community Strategy, the Corporate Plan, the Health and Wellbeing Action Plan and the strategies adopted through the Strategic Leisure Review process	The extent of activity will be determined by the availability of revenue resources and, in some instances, the acquisition of external funding support

LEISURE AND COMMUNITY DEVELOPMENT DIVISION - SUMMARY ACTION PLAN 2019/20

Action	Links with the Sustainable Community Strategy and Corporate Plan	Lead Officer	Start Date	End Date	Priority	Measurement of Success	Resource / Training Implications
<p>Ensure compliance with the Council’s statutory responsibilities as a member of the Local Safeguarding Partnership, including those relating to the Child Protection Policy and, where appropriate, co-ordinate all related activity alongside the need to safeguard adults and other vulnerable people in the community. A report on progress will be presented to Members by March 2020</p>	<p>Developing Healthier Communities / Improving Access to Services</p> <p>Responsible Financial and Resource Management / Creating Safer Communities / Improving Leisure and Wellbeing Opportunities / Promoting Sustainable and Vibrant Communities</p>	<p>CE & DL&CD</p>	<p>April 2019</p>	<p>On-going</p>	<p>High</p>	<p>Member approval of actions taken in support of the Local Safeguarding Partnership</p> <p>Continued implementation of the Child Protection and Vulnerable Adults Policies</p>	<p>Internal “trainers” will continue to deliver the Local Safeguarding Partnership Child Protection course to all colleagues and, in 2019, Councillors throughout the Authority. This course will include CSE training</p> <p>Similarly, relevant staff will be required to undertake Vulnerable Adults training</p> <p>The Borough Council makes an annual contribution to the work of the Local safeguarding Partnership, including Case Reviews</p>

LEISURE AND COMMUNITY DEVELOPMENT DIVISION - SUMMARY ACTION PLAN 2019/20

Action	Links with the Sustainable Community Strategy and Corporate Plan	Lead Officer	Start Date	End Date	Priority	Measurement of Success	Resource / Training Implications
<p>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</p>	<p>Raising Aspirations / Developing Healthier Communities / Improving Access to Services</p> <p>Responsible Financial and Resource Management / Creating Safer Communities / Improving Leisure and Wellbeing Opportunities / Promoting Sustainable and Vibrant Communities / Supporting Employment and Business</p>	<p>DL&CD / CDM & LFM</p>	<p>April 2019</p>	<p>On-going</p>	<p>High</p>	<p>Board approval of actions taken to implement the approved outcomes of the Strategic Leisure Review process</p>	<p>The associated capital and revenue implications of the Review will be reported to relevant Boards</p>

LEISURE AND COMMUNITY DEVELOPMENT DIVISION - SUMMARY ACTION PLAN 2019/20

Action	Links with the Sustainable Community Strategy and Corporate Plan	Lead Officer	Start Date	End Date	Priority	Measurement of Success	Resource / Training Implications
<p>Continue to implement the provisions of the approved Service Improvement Plan for the Leisure Facilities section, against which performance is being monitored by the C&E Board at each of its meetings</p> <p>Maximise opportunities for income generation and customer retention within Leisure Facilities in order to ensure that corresponding income receipts exceed the levels achieved in 2018/19</p>	<p>Raising Aspirations / Developing Healthier Communities / Improving Access to Services</p> <p>Responsible Financial and Resource Management / Creating Safer Communities // Improving Leisure and Wellbeing Opportunities / Promoting Sustainable and Vibrant Communities / Supporting Employment and Business</p>	<p>DL&CD & LFM</p> <p>DL&CD / LFM & BDT</p>	<p>April 2019</p> <p>April 2019</p>	<p>March 2020</p> <p>March 2020</p>	<p>High</p> <p>High</p>	<p>Evidenced improvement of the Leisure Facilities section, within the context provided by the Service Improvement Plan</p> <p>Corresponding 2019/20 income receipts that exceed those achieved in 2018/19</p>	<p>This action has significant implications for the Council's 2019/20 revenue budget projections</p>

LEISURE AND COMMUNITY DEVELOPMENT DIVISION - SUMMARY ACTION PLAN 2019/20

Action	Links with the Sustainable Community Strategy and Corporate Plan	Lead Officer	Start Date	End Date	Priority	Measurement of Success	Resource / Training Implications
<p>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 to report on progress by March 2020</p>	<p>Raising Aspirations / Developing Healthier Communities / Improving Access to Services</p> <p>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</p>	<p>DL&CD & CDM</p>	<p>April 2019</p>	<p>On-going</p>	<p>High</p>	<p>Board approval of actions taken to implement the first phases of the Green Space and Playing Pitch Strategies and the Local Football Facilities Plan</p>	<p>The significant resource implications will be detailed in the supporting Action and Funding Plans</p>

LEISURE AND COMMUNITY DEVELOPMENT DIVISION - SUMMARY ACTION PLAN 2019/20

Action	Links with the Sustainable Community Strategy and Corporate Plan	Lead Officer	Start Date	End Date	Priority	Measurement of Success	Resource / Training Implications
Supporting Divisional Actions for 2019/20							
<p>Starting with the perceived higher risk sites, commence implementation of the proactive approach to tree management and report on progress to the Community and Environment Board by March 2020</p>	<p>Raising Aspirations / Developing Healthier Communities / Improving Access to Services</p> <p>Responsible Financial and Resource Management / Creating Safer Communities / Protecting our Countryside and Heritage / Improving Leisure and Wellbeing Opportunities / Promoting Sustainable and Vibrant Communities</p>	DL&CD & CDM	April 2019	On-going	Medium	C&E Board approval of action taken to implement the proactive approach to tree management	Significant input will be required from the Green Space Officer (Trees) to implement the proactive approach to tree management. Any revenue implications will be reported to relevant Boards

LEISURE AND COMMUNITY DEVELOPMENT DIVISION - SUMMARY ACTION PLAN 2019/20

Action	Links with the Sustainable Community Strategy and Corporate Plan	Lead Officer	Start Date	End Date	Priority	Measurement of Success	Resource / Training Implications
<p>In conjunction with Hinckley and Bosworth Borough Council and the appointed external consultant, ensure implementation of the relevant provisions of the approved Destination Management Plan, in particular in respect of the priorities related to heritage, cycling and walking. A report on progress will be reported to the C&E Board by March 2020</p>	<p>Raising Aspirations / Developing Healthier Communities / Improving Access to Services</p> <p>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</p>	CDM	Sept 2017	Sept 2022	Medium	Implementation of the relevant priorities identified in the Destination Management Plan	Any revenue implications will be reported to Board(s), as appropriate

LEISURE AND COMMUNITY DEVELOPMENT DIVISION - SUMMARY ACTION PLAN 2019/20

Action	Links with the Sustainable Community Strategy and Corporate Plan	Lead Officer	Start Date	End Date	Priority	Measurement of Success	Resource / Training Implications
<p>In partnership with the Local Action Group and Hinckley and 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 to report on progress by March 2020.</p>	<p>Raising Aspirations / Developing Healthier Communities / Improving Access to Services</p> <p>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</p>	<p>DL&CD & CDM</p>	<p>Jan 2015</p>	<p>March 2020</p>	<p>Medium</p>	<p>Implementation of the relevant priorities identified in the approved Local Development Strategy and Business Plan</p>	<p>LEADER is a predominantly externally funded programme</p>

LEISURE AND COMMUNITY DEVELOPMENT DIVISION - SUMMARY ACTION PLAN 2019/20

Action	Links with the Sustainable Community Strategy and Corporate Plan	Lead Officer	Start Date	End Date	Priority	Measurement of Success	Resource / Training Implications
<p>In conjunction with partner agencies, continue to ensure delivery of relevant actions arising through Safer Neighbourhood processes, including, where necessary, support for the delivery of positive interventions to address anti-social and nuisance behaviour</p>	<p>Raising Aspirations / Developing Healthier Communities / Improving Access to Services</p> <p>Responsible Financial and Resource Management / Creating Safer Communities / Improving Leisure and Wellbeing Opportunities / Promoting Sustainable and Vibrant Communities / Supporting Employment and Business</p>	<p>CDM</p>	<p>April 2019</p>	<p>On-going</p>	<p>High</p>	<p>Community Safety Partnership approval of actions taken through Safer Neighbourhood processes</p>	<p>External funding is sought, and often required, in order to undertake appropriate actions</p>

LEISURE AND COMMUNITY DEVELOPMENT DIVISION - SUMMARY ACTION PLAN 2019/20

Action	Links with the Sustainable Community Strategy and Corporate Plan	Lead Officer	Start Date	End Date	Priority	Measurement of Success	Resource / Training Implications
<p>In conjunction with WCC and other partners, to ensure the success of North Warwickshire's involvement in the Velo Birmingham and Midlands event to be held in May 2019, including its potential impact on local residents and the business community.</p>	<p>Raising Aspirations / Developing Healthier Communities / Improving Access to Services</p> <p>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</p>	CDM	April 2019	May 2019	Medium	Successful organisation of the Velo Birmingham and Midlands event, which meets the requirements of all partners, as well as the local community	Revenue funding will be required to support delivery of related actions

LEISURE AND COMMUNITY DEVELOPMENT DIVISION - SUMMARY ACTION PLAN 2019/20

Action	Links with the Sustainable Community Strategy and Corporate Plan	Lead Officer	Start Date	End Date	Priority	Measurement of Success	Resource / Training Implications
<p>To continue to work in partnership with other agencies to tackle health inequalities and specifically to co-ordinate the sustainable implementation of the 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.</p>	<p>Raising Aspirations / Developing Healthier Communities / Improving Access to Services</p> <p>Responsible Financial and Resource Management / Creating Safer Communities / Improving Leisure and Wellbeing Opportunities / Promoting Sustainable and Vibrant Communities / Supporting Employment and Business</p>	<p>DL&CD / CDM & LFM</p>	<p>April 2019</p>	<p>March 2020</p>	<p>High</p>	<p>Delivery of the anticipated outcomes within the approved corporate Health and Wellbeing Action Plan</p>	<p>External funding is sought, and often required, to undertake appropriate actions</p>

LEISURE AND COMMUNITY DEVELOPMENT DIVISION - SUMMARY ACTION PLAN 2019/20

Action	Links with the Sustainable Community Strategy and Corporate Plan	Lead Officer	Start Date	End Date	Priority	Measurement of Success	Resource / Training Implications
Performance Management and Measurement							
<p>Effectively implement a sustainable and long-term approach to performance management within both Leisure Facilities and Community Development, including through the use of meaningful key performance measures and, in the case of Leisure Facilities, to report on performance to each meeting of the C&E Board</p>	<p>Raising Aspirations / Developing Healthier Communities / Improving Access to Services</p> <p>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</p>	DL&CD / CDM & LFM	April 2019	March 2020	High	Implementation of a new performance management framework and endorsement of performance by the C&E Board	Membership of the APSE benchmarking service requires a revenue contribution, which will be financed from within existing budgetary provision

LEISURE AND COMMUNITY DEVELOPMENT DIVISION - SUMMARY ACTION PLAN 2019/20

Action	Links with the Sustainable Community Strategy and Corporate Plan	Lead Officer	Start Date	End Date	Priority	Measurement of Success	Resource / Training Implications
Risk Management							
<p>Ensure that all identified Divisional risks are assessed and managed in accordance with the moderated and agreed control procedures and that opportunities are taken to reduce risks wherever possible (particularly in respect of those activities and functions that are considered to be “high risk”)</p>	<p>Raising Aspirations / Developing Healthier Communities / Improving Access to Services</p> <p>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</p>	<p>DL&CD / CDM & LFM</p>	<p>April 2019</p>	<p>On-going</p>	<p>Medium</p>	<p>Approved risk moderations and reduction of risk levels within the Division</p>	<p>Training will be required for relevant staff in respect of the Council’s duty to protect vulnerable people</p>

LEISURE AND COMMUNITY DEVELOPMENT DIVISION - SUMMARY ACTION PLAN 2019/20

Action	Links with the Sustainable Community Strategy and Corporate Plan	Lead Officer	Start Date	End Date	Priority	Measurement of Success	Resource / Training Implications
Consultation, Communication and Customer Engagement							
<p>Undertake consultation, communication and community involvement, including with children, young people and their families, within all areas of Divisional activity in order to inform service design, development and delivery in respect of Community Development and Leisure Facility provision</p> <p>Implement the approved market and marketing led approach to Service Improvement and Business Development planning within the Leisure Facilities section, which is designed to increase the operational viability of the service</p>	<p>Raising Aspirations / Developing Healthier Communities / Improving Access to Services</p> <p>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</p>	CDM & LFM	April 2019	On-going	Medium	Analysed and documented outcomes of consultation, communication and engagement activity and Board approval of subsequently revised Action, Service Improvement and Business Development Plans, as appropriate	Activity to be supported through the Divisional Marketing budget

LEISURE AND COMMUNITY DEVELOPMENT DIVISION - SUMMARY ACTION PLAN 2019/20

Action	Links with the Sustainable Community Strategy and Corporate Plan	Lead Officer	Start Date	End Date	Priority	Measurement of Success	Resource / Training Implications
Partnership Working							
<p>Maintain a key role in the co-ordination of activity within relevant Community Partnership delivery groups and other sub-regional and local partnership forums</p> <p>Ensure the active engagement of partners, stakeholders and the community within the Action Plans that support the approved and targeted approach to Community Development work and report on progress by March 2020</p>	<p>Raising Aspirations / Developing Healthier Communities / Improving Access to Services</p> <p>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</p>	DL&CD & CDM	April 2019	On-going	Medium	Action plan progress endorsed by the C&E Board, the Community Partnership and other relevant groups	Involvement in this area of work has a profound effect on the Division's ability to secure external grant support for community-based activity programmes

STREETSCAPE SUMMARY ACTION PLAN 2019/20

Action	The Corporate Priority the task contributes to	Lead Officer(s)	Start Date	End Date	Priority	Measurement of Success	Resource/Training Implications
Street Cleansing							
SC1. Continue to maintain high standards of cleanliness across the borough (LEQS equivalent score of 95% or better)	Protecting and Improving Our Environment	Assistant Director (Streetscape) Grounds & Streets Operations Manager Assistant Grounds & Streets Operations Manager	Ongoing	Ongoing	High	<ul style="list-style-type: none"> ○ LEQS based survey will be used as a framework to assess cleanliness levels (100 every quarter or 200 every six months) to ensure service standards are maintained 	<ul style="list-style-type: none"> ○ Staff time within existing budgets. ○ Costs of mechanical sweeping and weekend cleaning ○ Resource & staffing pressures
SC2. Use APSE benchmarking data, in-house performance information and comparisons with neighbouring local authorities to improve efficiency leading to better scores for litter and detritus and focus resources to raise cleanliness levels.	Protecting and Improving Our Environment	Assistant Director (Streetscape) Grounds & Streets Operations Manager Assistant Grounds & Streets Operations Manager	April 2019	Ongoing	High	<ul style="list-style-type: none"> ○ Low scoring LEQS areas and land types identified ○ Scores in those areas to be improved by 10% ○ Overall LEQS score to be improved by 1% ○ Joint inspections with other local authorities undertaken 	<ul style="list-style-type: none"> ○ Staff time within existing budgets

Action	The Corporate Priority the task contributes to	Lead Officer(s)	Start Date	End Date	Priority	Measurement of Success	Resource/Training Implications
SC3. Continue to monitor & improve partnership arrangements with WCC and Highways England Contractors to share lane closures to increase litter picking and mechanical sweeping operations on the Borough's main roads	Protecting and Improving Our Environment	Assistant Director (Streetscape) Grounds & Streets Operations Manager Assistant Grounds & Streets Operations Manager	Ongoing	Ongoing	High	<ul style="list-style-type: none"> ○ Increase inspections on main roads and improve LEQS scores in those areas by 5%+ ○ Maintain a minimum of four shared cleansing & maintenance operations across the highway network each year 	<ul style="list-style-type: none"> ○ Staff time ○ Protocol allows for shared resources and operations across local authority boundaries
SC4. Continue to review the arrangements for the clearance of fly-tipped asbestos & amend as necessary to save money and/or improve efficiency	Protecting and Improving Our Environment	Assistant Director (Streetscape) Assistant Grounds & Streets Operations Manager	Ongoing	Ongoing	High	<ul style="list-style-type: none"> ○ Current service levels maintained or improved ○ Continue to keep costs relating to removal of fly-tipped asbestos and hazardous material within budgets 	<ul style="list-style-type: none"> ○ Staff time ○ Reduced costs
SC5. Contribute to the implementation of the Fly-tipping action plan agreed by the Safer Communities Sub Committee	Protecting & Improving Our Environment	Assistant Director (Streetscape) Assistant Grounds & Streets Operations Manager	Ongoing	Ongoing	Medium	<ul style="list-style-type: none"> ○ Hotspot locations identified and monitored ○ Fly-tipping enforcements ○ Multi-agency meetings 	<ul style="list-style-type: none"> ○ Staff time ○ Capital & revenue costs of installing and monitoring CCTV (mainly EH)

Action	The Corporate Priority the task contributes to	Lead Officer(s)	Start Date	End Date	Priority	Measurement of Success	Resource/Training Implications
Parking Services							
CP1. Continue to prepare for the successful introduction and integration of CPE into the Borough once DfT have indicated that they have sufficient capacity to process new CPE applications	Making Best Use of Our Resources	Assistant Director (Streetscape) Senior Engineer	Ongoing	Ongoing	Medium	<ul style="list-style-type: none"> ○ CPE submission approved by DfT. ○ Potential options and delivery models agreed. ○ Successful promotion of economic vitality and town centres 	<ul style="list-style-type: none"> ○ Staff time within existing budgets ○ Other capital and revenue implications will be scheme specific
Flood Risk Management							
FR1. Continue to tackle local flooding and drainage issues in partnership with other agencies & riparian owners through inspections, action and enforcement where appropriate and investigate how FRM issues can be addressed more efficiently through greater partnership working (with WCC & others)	Protecting and Improving Our Environment	Assistant Director (Streetscape) Engineering Manager	Ongoing	Ongoing	Medium	<ul style="list-style-type: none"> ○ Flooding & Drainage issues identified and action taken to address them ○ Improvements to Partnership arrangements identified and reported to MT/Board 	<ul style="list-style-type: none"> ○ Staff time within existing budgets

Action	The Corporate Priority the task contributes to	Lead Officer(s)	Start Date	End Date	Priority	Measurement of Success	Resource/Training Implications
FR2. Continue to inspect and maintain Council owned watercourses and associated infrastructure	Protecting and Improving Our Environment Making Best Use of Our Resources	Assistant Director (Streetscape) Senior Engineer	Ongoing	Ongoing	High	<ul style="list-style-type: none"> ○ All identified watercourses & hotspots inspected and maintained as per programme 	<ul style="list-style-type: none"> ○ Staff time within existing budgets
Grounds Maintenance							
GM1. Continue to deliver an efficient and cost-effective grounds maintenance service across the Borough	Protecting and Improving Our Environment	Assistant Director (Streetscape) Grounds & Streets Operations Manager	Ongoing	Ongoing	Medium	<ul style="list-style-type: none"> ○ Tenant satisfaction monitored and reported ○ Weekly service standard inspections undertaken 	<ul style="list-style-type: none"> ○ Staff time within existing budgets

Action	The Corporate Priority the task contributes to	Lead Officer(s)	Start Date	End Date	Priority	Measurement of Success	Resource/Training Implications
GM2. Explore opportunities for providing services to other local authorities, local clubs and businesses	Making Best Use of Our Resources	Assistant Director (Streetscape) Grounds & Streets Operations Manager Streetscape Projects Officer	Ongoing	Ongoing	Medium	<ul style="list-style-type: none"> ○ New contracts won ○ Extra income 	<ul style="list-style-type: none"> ○ Staff time within existing budgets ○ Should generate additional revenue
GM3. Review the use of glyphosate by Streetscape staff and external contractors and assess alternative weed control measures	Protecting and Improving Our Environment	Assistant Director (Streetscape) Grounds & Streets Operations Manager	April 2019	September 2019	Medium	<ul style="list-style-type: none"> ○ Alternative measures evaluated and results reported to C&E Board for consideration 	<ul style="list-style-type: none"> ○ Staff time within existing budgets ○ Use of alternative weed control measures may have cost implications
Transport							
T1. Undertake vehicle fleet renewals in accordance with the agreed programme	Making Best Use of Our Resources	Waste & Transport Manager	Ongoing	Ongoing	Medium	<ul style="list-style-type: none"> ○ Fleet renewals as per agreed programme 	<ul style="list-style-type: none"> ○ Existing budgetary provision for fleet renewals etc.

Action	The Corporate Priority the task contributes to	Lead Officer(s)	Start Date	End Date	Priority	Measurement of Success	Resource/Training Implications
T2. Continue to monitor the vehicle tracking system and implement any identified improvements to its use and effectiveness as a management tool to improve service delivery.	Making Best Use of Our Resources	Assistant Director (Streetscape) Waste & Transport Manager	Ongoing	Ongoing	High	<ul style="list-style-type: none"> ○ All service users requirements accommodated ○ Overall system & service costs reduced ○ KPIs monitored around transport performance measures ○ Reduced fuel usage and transport costs 	<ul style="list-style-type: none"> ○ Staff time within existing budgets ○ Ongoing system costs to be funded through continued efficiency savings ○ Staff training ○ Insurance savings over time
Refuse Collection & Recycling							
RR1. Continue to promote recycling through advertising and awareness raising and increase participation including specific targeted initiatives in identified areas across the Borough	Protecting and Improving Our Environment	Assistant Director (Streetscape) Streetscape Projects Officer	Ongoing	Ongoing	Medium	<ul style="list-style-type: none"> ○ Increased participation ○ Higher recycling and participation rates – with the aim of achieving 90% participation and maintaining 50% recycling rate 	<ul style="list-style-type: none"> ○ Staff time within existing budgets ○ Promotional material funded from existing budgets
RR2. Investigate the potential costs and benefits of a move to a fully commingled recycling collection system	Protecting and Improving Our Environment Making Best Use of Our Resources	Assistant Director (Streetscape) Waste & Transport Manager	April 2019	September 2019	High	<ul style="list-style-type: none"> ○ Service impact reviewed ○ Levels of savings identified ○ Future suspension arrangements agreed by C&E Board 	<ul style="list-style-type: none"> ○ Staff time ○ Should generate revenue savings

Action	The Corporate Priority the task contributes to	Lead Officer(s)	Start Date	End Date	Priority	Measurement of Success	Resource/Training Implications
RR3. Continue to review how the R&R services are operated and look at alternative collection options for green waste, recycling (including glass collections) and additional bins (incl. garden waste service) – zonal working & 4 day weeks	Protecting and Improving Our Environment Making Best Use of Our Resources	Assistant Director (Streetscape) Waste & Transport Manager	April 2019	September 2019	High	<ul style="list-style-type: none"> ○ Refuse & recycling costs reduced and overall efficiency increased ○ Green waste & glass collection options reports presented to Board ○ Number of missed bins maintained below < 125 per 100,000 	<ul style="list-style-type: none"> ○ O/T costs to be further reduced from 2016/17 levels by 5% or more where practicable
RR4. Continue to plan for housing growth by mapping areas of new development and modelling collection implications ready for future implementation	Protecting and Improving Our Environment Making Best Use of Our Resources	Assistant Director (Streetscape) Waste & Transport Manager	Ongoing	Ongoing	High	<ul style="list-style-type: none"> ○ Growth areas mapped ○ Round options modelled ○ Cost implications estimated and reported 	<ul style="list-style-type: none"> ○ Staff time ○ There will be revenue implications once round growth occurs
RR5. Work with colleagues across the sub-region to look into the feasibility of a centrally located, local authority owned and operated MRF and, if cost-effective, pursue its implementation	Protecting and Improving Our Environment Making Best Use of Our Resources	Assistant Director (Streetscape) Waste & Transport Manager	April 2019	June 2019 & Ongoing	High	<ul style="list-style-type: none"> ○ Final options appraisal taken to Board for consideration ○ MRF built and operational by 2022 	<ul style="list-style-type: none"> ○ Professional fees ~ £90k ○ Potential capital contribution in future years depending on level of Council involvement

Action	The Corporate Priority the task contributes to	Lead Officer(s)	Start Date	End Date	Priority	Measurement of Success	Resource/Training Implications
Facilities Management							
FM1. Carry out scheduled refurbishment and maintenance works to corporate buildings in line with the capital programme	Making Best Use of Our Resources	Assistant Director (Streetscape) Facilities Manager	Ongoing	Ongoing	Medium	<ul style="list-style-type: none"> ○ All identified schemes completed 	<ul style="list-style-type: none"> ○ Funded from Capital Programme
FM2. Planned maintenance – implement planned maintenance programmes	Making Best Use of Our Resources	Assistant Director (Streetscape) Facilities Manager	April 2019	March 2020	Medium	<ul style="list-style-type: none"> ○ All identified works completed 	<ul style="list-style-type: none"> ○ Funded from Revenue Budgets
FM3. Continue to review and update all statutory H&S management plans, policies and procedures (including asbestos, legionella, fire safety and emergency lighting) as necessary	Making Best Use of Our Resources	Assistant Director (Streetscape) Facilities Manager	Ongoing	Ongoing	High	<ul style="list-style-type: none"> ○ All plans and policies reviewed ○ Identified actions implemented 	<ul style="list-style-type: none"> ○ Staff time within existing budgets
Asset Management							

Action	The Corporate Priority the task contributes to	Lead Officer(s)	Start Date	End Date	Priority	Measurement of Success	Resource/Training Implications
AM1. Finalise depot refurbishment work (if required) and work with Warwickshire Police to meet their future accommodation requirements	Making Best Use of Our Resources	Assistant Director (Streetscape) Facilities Manager	April 2019	December 2019	High	<ul style="list-style-type: none"> ○ Works completed ○ Business resilience increased ○ Housing staff moved to new base and archive store relocated ○ Police move to new office space within the main building ○ Displaced divisions successfully relocated 	<ul style="list-style-type: none"> ○ Staff time within existing budgets ○ Capital cost of agreed option(s) ○ Increased rental income
AM2. Monitor occupancy of commercial and industrial units. Maintain or improve on current occupancy levels. Reduce void liabilities where possible. Review tenancy agreements and rental charges across the portfolio	Making Best Use of Our Resources	Assistant Director (Streetscape) Facilities Manager Streetscape Projects Officer	Ongoing	Ongoing	High	<ul style="list-style-type: none"> ○ Occupancy levels maintained or increased ○ Costs reduced ○ Income increased 	<ul style="list-style-type: none"> ○ Staff time within existing budgets ○ Potential costs for improvement works (offset by increased income)

Action	The Corporate Priority the task contributes to	Lead Officer(s)	Start Date	End Date	Priority	Measurement of Success	Resource/Training Implications
AM3. Continue to develop the Asset Management Plan & review corporate property assets (including options to expand the Council's commercial property portfolio) and prepare for compulsory land registration	Making Best Use of Our Resources	Assistant Director (Streetscape) Facilities Manager Streetscape Projects Officer	Ongoing	Ongoing	High	<ul style="list-style-type: none"> ○ AMP & Property Strategy reviewed ○ Use of web based/GIS information and data increased ○ PMP for each building updated ○ Options for increased return on investment through expanding the commercial property portfolio explored 	<ul style="list-style-type: none"> ○ Staff time within existing budgets ○ Potential opportunity to Invest to Save
AM4. If successful, utilise OPE funding to support development of public facing facilities in Atherstone and Coleshill as well as the development of a LAHC and the increased use of alternative building methods to increase affordable housing levels within the borough	Making Best Use of Our Resources	Assistant Director (Streetscape) Facilities Manager Streetscape Projects Officer	April 2019	Ongoing	High	<ul style="list-style-type: none"> ○ LAHC established ○ Development options for Coleshill and Atherstone fully assessed ○ Increased use of OMH (off-site modular housing) within the borough 	<ul style="list-style-type: none"> ○ OPE bid £150k ○ May need match funding in addition to: ○ Staff time within existing budgets
Value for Money / Efficiency							

Action	The Corporate Priority the task contributes to	Lead Officer(s)	Start Date	End Date	Priority	Measurement of Success	Resource/Training Implications
VM1. Monitor delivery of previously identified savings. Identify potential savings for future years across whole Division as well as measures to increase revenue income.	Making Best Use of Our Resources	Assistant Director (Streetscape)	Ongoing	Ongoing	High	<ul style="list-style-type: none"> ○ All identified savings achieved ○ Further savings identified and (where possible) implemented ○ Additional revenue sources identified and implemented 	<ul style="list-style-type: none"> ○ Staff time within existing budgets ○ Any additional resources identified as “invest to save”
Performance Indicators							
PI1. Continue to monitor divisional PIs (national and local)	Making Best Use of Our Resources	Assistant Director (Streetscape) SMT Streetscape Projects Officer	Ongoing	Ongoing	Medium	<ul style="list-style-type: none"> ○ Regular reviews completed and results implemented in line with Corporate Data Quality Policy 	<ul style="list-style-type: none"> ○ Staff time within existing budgets

Action	The Corporate Priority the task contributes to	Lead Officer(s)	Start Date	End Date	Priority	Measurement of Success	Resource/Training Implications
PI2. Continue to use APSE's performance networks programme to reduce costs and, where possible, improve service efficiency across the division	Making Best Use of Our Resources	Assistant Director (Streetscape) SMT	Ongoing	Ongoing	Medium	<ul style="list-style-type: none"> ○ Reviews undertaken and any potential savings or efficiencies identified and implemented 	<ul style="list-style-type: none"> ○ Staff time within existing budgets ○ APSE benchmarking costs
Use of Technology							
UT1. Continue to develop & improve Streetscape content on the Council's website.	Making Best Use of Our Resources	Assistant Director (Streetscape) SMT Streetscape Projects Officer	Ongoing	Ongoing	Medium	<ul style="list-style-type: none"> ○ Improvements to website completed ○ In-house & peer assessment of content 	<ul style="list-style-type: none"> ○ Staff time within existing budgets
UT2. Explore the benefits of the use of in-cab technology for R&R services in order prepare for changes such as zonal working and to improve service management, increase efficiency and improve customer service	Making Best Use of Our Resources	Assistant Director (Streetscape) SMT Streetscape Projects Officer	April 2019	September 2019	Medium	<ul style="list-style-type: none"> ○ System implemented across R&R services ○ Integrated with Contact Centre ○ Reduced missed bins ○ Reduced customer complaints ○ Increased service capacity 	<ul style="list-style-type: none"> ○ Staff time within existing budgets ○ System costs met from underspends on current vehicle tracking budget ○ May need additional invest to save funding

Action	The Corporate Priority the task contributes to	Lead Officer(s)	Start Date	End Date	Priority	Measurement of Success	Resource/Training Implications
UT3. Continue to expand the use of mobile recording of H&S, quality control and other inspections	Making Best Use of Our Resources	Assistant Director (Streetscape) SMT Streetscape Projects Officer	Ongoing	Ongoing	Medium	<ul style="list-style-type: none"> Options evaluated and implemented if practicable/cost-effective 	<ul style="list-style-type: none"> Staff time One-off implementation costs to be funded from existing budgets
Health & Safety / Risk Management							
HS1. Finalise the review and updating of Risk Assessments across the Division as well as SSOW and continue to deliver appropriate training to staff	Making Best Use of Our Resources	Assistant Director (Streetscape) SMT Streetscape Projects Officer	Ongoing	Ongoing	High	<ul style="list-style-type: none"> Reviews completed Validation through HR/HSE Training delivered through tool box talks etc. 	<ul style="list-style-type: none"> Staff time within existing budgets Use of reserves to fund additional support for RA reviews
HS2. Undertake six monthly audits in line with H&S Audit Policy. Continue to carry out monthly operational H&S inspections across all front line services	Making Best Use of Our Resources	Assistant Director (Streetscape) SMT	April 2019	March 2020 (Mid-term review September 2019)	High	<ul style="list-style-type: none"> Audits completed every six months Monthly inspections undertaken and reports logged and acted on as necessary 	<ul style="list-style-type: none"> Staff time within existing budgets

Action	The Corporate Priority the task contributes to	Lead Officer(s)	Start Date	End Date	Priority	Measurement of Success	Resource/Training Implications
HS3. Continue to implement compliance with the General Data Protection Regulation across the division, especially in the area of CCTV usage	Making Best Use of Our Resources	Assistant Director (Streetscape) SMT Streetscape Projects Officer	Ongoing	Ongoing	High	<ul style="list-style-type: none"> ○ Compliance with GDPR ○ CCTV protocols and PIAs completed and in use 	<ul style="list-style-type: none"> ○ Staff time within existing budgets
HS3. Continue to monitor and record H&S in relation to operational services (R&R, Street Cleansing and Grounds Maintenance)	Making Best Use of Our Resources	Assistant Director (Streetscape) Waste & Transport Manager Grounds & Streets Operations Manager	Ongoing	Ongoing	High	<ul style="list-style-type: none"> ○ 2 H&S inspections carried out per service per month minimum ○ All inspections logged and monitored ○ Any identified breaches of H&S rectified and revisited the following month 	<ul style="list-style-type: none"> ○ Staff time within existing budgets ○ Staff training as required
Workforce Planning							
WP1. Devise and implement Divisional Training Plan based on H&S requirements and staff appraisals	Making Best Use of Our Resources	Assistant Director (Streetscape) SMT	April 2019	June 2019	High	<ul style="list-style-type: none"> ○ Training Plan devised and implemented 	<ul style="list-style-type: none"> ○ Staff time within existing budgets ○ Training Budget

Action	The Corporate Priority the task contributes to	Lead Officer(s)	Start Date	End Date	Priority	Measurement of Success	Resource/Training Implications
WP2. Continue to monitor sickness absence, deal with identified issues as appropriate and review associated management processes	Making Best Use of Our Resources	Assistant Director (Streetscape) SMT	Ongoing	Ongoing	High	<ul style="list-style-type: none"> ○ Reduced sickness absence (especially short term sickness) ○ Monthly meetings with HR to review sickness 	<ul style="list-style-type: none"> ○ Staff time within existing budgets

Agenda Item No 7

Community and Environment Board

21 January 2019

Report of the Director of Streetscape

Bulky Waste Service

1 Summary

- 1.1 This report updates Members on the recent change to bulky waste contractor.

Recommendations to the Board

- a That Members note the contents of the report; and**
- b That Members agree to the revised bulky waste fees as set out in paragraph 5.2**

2 Background

- 2.1 Prior to the new bulky waste contract, bulky waste was collected by Pete Richards Plant Hire. Collections were made on Friday's and non-metal items were transported to Lower House Farm Recycling Centre for onward disposal. Metal items were processed and sold on by Pete Richards Plant Hire who retained the income from this material. This in turn reduced the collection costs. The agreement with Pete Richards Plant Hire started as a trial in November 2012 and continued until the new bulky waste service began in December 2018.
- 2.2 In mid 2018 officers were made aware that Coventry City Council was planning to go out to tender for a bulky waste collection provider as their current contract, a successful partnership with a charity, was due to expire. As partnerships of this nature are rare, and in order to test the market, officers took the opportunity to participate in the tender process. Two bids were received and Emmaus Coventry and Warwickshire was awarded the contract. The contract, a framework agreement, is let for an initial 24 month period with the option to extend for two further 12 month periods.

3 New bulky Waste Contract

- 3.1 The new contract was let on 1 November 2018 and collections began on Monday 3 December. Under the new arrangement Emmaus Coventry and Warwickshire are paid £22 per collection, regardless of the number of items collected.
- 3.2 The Council continues to take bookings and payments and handle 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.

- 3.3 The items available for collection are the same as those collected under the previous agreement. A full list is available on the Council's website.
- 3.4 Items not suitable for re-use are transported to Lower House Farm for disposal. Items which are suitable for re-use, before or after repairs, are pushed up the waste hierarchy for re-sale or re-distribution by the charity within the Coventry and Warwickshire area. Re-usable items include bikes, exercise equipment, fridge freezers, home furnishings (with fire labels where required), garden furniture and mattresses.
- 3.5 The new contract offers a formal contract arrangement with health and safety and GDPR assurances and delivers social value as detailed below.

4 About Emmaus Coventry and Warwickshire

- 4.1 Emmaus Coventry and Warwickshire have successfully operated Coventry City Council's bulky waste collection service since 2015 and continue to do so under this new contract.
- 4.2 Emmaus Coventry and Warwickshire is one of 29 Emmaus communities in the UK. They are based in Coventry and recently celebrated their 25th anniversary. The community provides formerly homeless adults, known as companions, with accommodation, meals, basic clothing, toiletries and support within a secure environment. In return, companions pledge to work full time in the social enterprise, giving up all state benefits (except housing benefit). This work enables Companions to learn new skills, gain confidence and self respect and become more employable. Types of work include collecting bulky waste and donations and repairing and repurposing items and their re-sale and redistribution through the charity's shop in Coventry. Income from collections and sales generates funds to support the community.
- 4.3 Re-usable items donated directly and through bulky waste collections are taken to the charity's shop where they are PAT tested, repaired and repainted as appropriate and are either re-sold or identified as solidarity donations. Solidarity donations are made to people who have been identified by support agencies as living in poverty with no access to funds.
- 4.4 The new bulky waste 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.

5. Proposed Fees and Charges for 2019

- 5.1 The new contract has resulted in an increase in collection costs to £22 per collection. This cost is still covered by the resident payment of between £24.20 and £32.40 however the net level of income from this service, which previously supported other waste management services, has reduced as a result of the increased contract costs.

- 5.2 To address the reduction in income it is proposed to increase the charges from 1 April 2019 to the following:

	Current charge	Proposed charge
Standard rate	£24.20 (Max six items)	£25.00 (Max five items)
Each additional item (max two)	£4.10	£5.00 (Max three items)

- 5.3 The proposed increases are roughly in line with inflation and the charge which North Warwickshire Borough Council levies for its bulky waste collection service remains lower than the local authority average.
- 5.4 The introduction of a similar service at Coventry City Council in 2015 and operated by the same charity saw collections move from two days a week to six days a week. Over the course of the three subsequent years the number of service requests more than doubled.

6 Report Implications

6.1 Finance and Value for Money Implications

- 6.1.1 The increase in contract costs will inevitably reduce the net income to the Council arising from the bulky waste collection service. The proposed changes will result in a net increase in annual budgeted costs of around £10,000. If the number of bulky waste collections increases, then each additional collection will make a contribution of at least £3 in income.

6.2 Environment and Sustainability Implications

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

6.3 Legal, Data Protection and Human Resources Implications

- 6.3.1 There are specific clauses included within the contract to cover the legal requirements for data protection legislation. The Council is a data controller and processor for the processing of personal data relating to bulky waste collection requests for North Warwickshire. Emmaus Coventry and Warwickshire will be a data processor for the processing of personal data relating to bulky waste collection requests for North Warwickshire.
- 6.3.2 The personal data being processed will be kept to a minimal level including title, surname address and contact telephone numbers. The processing is considered to be low risk.

6.4 Links to Council's Priorities

- 6.4.1 Responsible financial and resource management.
- 6.4.2 Promoting sustainable and vibrant communities.

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

Agenda Item No 8

Community and Environment Board

21 January 2019

Report of the Director of Leisure and Community Development

Leisure Facilities – 2019 / 20 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 2019 / 20 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 The Chairman, Vice-Chairman and Opposition Spokesperson for the Community and Environment and Resources Boards, the Safer Communities Sub-Committee and Members with responsibility for Health, Wellbeing and Leisure and Young People, have all had the opportunity to comment on the content of this report. 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 four extra statutory days each calendar year. These 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 works hard to encourage current users and the wider community to take advantage of the increased opening hours. Whilst valued by attendees, as expected, usage is lower during this period than could be anticipated on an "average" day throughout the rest of the year, as can be seen within the table below:

Site	Average Visits Per Day (Taken Over a Six Months Period)	Average Visits Per Day Between Christmas and New Year
Atherstone	592	186
Coleshill	366	205
Polesworth	181	102

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 Tuesday 28 May 2019 be transferred to Tuesday 24 December 2019 and that the extra statutory day following the late Summer Bank Holiday on Tuesday 27 August 2019 be transferred to Tuesday 31 December 2019.

4 Possible 2019 / 20 Leisure Facility Closure Schedule

4.1 The 2019 / 20 leisure facility closure schedule referred to in paragraph 3.2 above is as follows:

Good Friday	19 April 2019
Easter Monday	22 April 2019
May Day Monday	06 May 2019
Spring Bank Holiday Monday	27 May 2019
Late Summer Bank Holiday Monday	26 August 2019
Christmas Eve (Extra Statutory Day from Tuesday 28 May 2019)	24 December 2019
Christmas Day	25 December 2019
Boxing Day	26 December 2019
New Year's Eve (Extra Statutory Day from Tuesday 27 August 2019)	31 December 2019
New Year's Day	01 January 2020

5 Bank Holiday Opening in 2018 / 19

5.1 In recognition of the Board's expressed concern about the closure of leisure facilities on so many days during the year, it made the decision to pilot the opening of Atherstone Leisure Complex on all but Christmas Day, Boxing Day and New Year's Day in 2018 / 19. Consistent with competitor leisure operators, the Leisure Complex offered slightly reduced opening hours during this pilot programme (7:00am to 7:00pm on each day, with the exception of Christmas Eve and New Year's Eve, when the facility closed at 2:00pm). Additional budgetary provision of £16,500 was provided to fund the pilot programme of extending opening at the Leisure Complex.

5.2 The table below shows the visitor numbers generated on the first four Bank Holiday Mondays during the pilot programme. To date, the data evidences that customer demand has been greater for the core fitness suite and swimming activities, rather than sessions specifically provided to appeal to a wider "family" or younger audience. These activities included film shows, Nerf

Gun and Inflatable Fun sessions. Across the programme, visitor numbers were approximately half of the numbers recorded for the four Mondays immediately prior to each Bank Holiday (after allowing for the fact that the Bank Holiday programme did not include the provision of fitness classes). Swimming lesson visits represented 38% of the weekly average. In terms of the generation of direct income receipts, the Bank Holiday takings amounted to approximately 60% of the average weekday takings in the corresponding week. Total income for the four Bank Holidays represented 18% of the additional staff costs incurred, which equates to a total revenue cost of approximately £14,500.

Activity	Visits
Gym	368
Swimming	589
Swimming Lessons	176
Other	59
Total	1,192

6 Future Options

- 6.1 Should Members wish to formalise the pilot programme or extend it on a pilot basis to include one or all of Coleshill Leisure Centre, Polesworth Sports Centre and Atherstone Leisure Complex, 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. The associated 2019 / 20 costs are identified in the tables at 6.3 and 6.4. The difference in cost is a consequence of the levels of staff required to open the different facilities. As the Board is aware, the staffing implications of opening Atherstone Leisure Complex are more expensive than those at the dry facilities.
- 6.2 In considering the future opening / closure schedule, Members also need to determine the opening hours and level of service provision to be offered within the facilities. This year's pilot suggests that customer demand is greatest for the core activities available within the fitness suite and swimming pool (including the swimming lesson programme, the attendance figures for which increased with each Bank Holiday opening). In taking account of the limited recent experience locally, alongside the evidence of the programmes offered by other neighbouring providers, it is suggested that the facilities in Coleshill and Polesworth be opened between 9:00am and 4:00pm (2:00pm on Christmas Eve and New Year's Eve), if the Board wanted to further extend opening at each site on all but New Year's Day, Christmas Day and Boxing Day.
- 6.3 The following table identifies the approximate cost implications of opening each site on a Bank Holiday, alongside an income projection based on this year's pilot programme.

Facility		Cost (£)	Income (18% of Cost) (£)	Net Cost (£)
Atherstone Leisure Complex	7 Bank Hols	3,789	682	3,107
	Xmas Eve and New Year's Eve	1,708	307	1,401
Coleshill Leisure Centre	7 Bank Hols	674	121	552
	Xmas Eve and New Year's Eve	522	94	428
Polesworth Sports Centre	7 Bank Hols	507	111	507
	Xmas Eve and New Year's Eve	464	84	381
Total Per Day	7 Bank Hols	5,091	915	4,166
	Xmas Eve and New Year's Eve	2,694	485	2,209

6.4 The following table shows the cost per facility if the Board resolved to open, albeit for shorter opening hours than normal, on all days, except for New Year's Day, Christmas Day and Boxing Day.

Facility	Cost (£)	Income (18% of Cost) (£)	Net Cost (£)
Atherstone Leisure Complex	29,936	5,388	24,548
Coleshill Leisure Centre	5,758	1,036	4,722
Polesworth Sports Centre	5,260	946	4,313
Total	40,954	7,370	33,583

7 Report Implications

7.1 Finance and Value for Money Implications

7.1.1 Proposed budgetary provision for 2019 / 20 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 2019 / 20 revenue budget proposals will need to be reviewed and adjusted, however, should Members determine to open one or all of Coleshill Leisure Centre, Polesworth Sports Centre and Atherstone Leisure Complex 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 Coleshill Leisure Centre, Polesworth Sports Centre and Atherstone Leisure Complex

on Bank Holidays would require a growth bid to be made to the Executive Board. If the Board wished to open the facilities on all but New Year's Day, Christmas Day and Boxing Day this could incur a revenue cost of approximately £33,583.

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 Andy Dulson (719278).

Agenda Item No 9

Community and Environment Board

21 January 2019

Report of the:
Corporate Director - Environment,
Director of Streetscape and Director of
Leisure and Community Development

General Fund Fees and Charges
2019/2020

1 Summary

- 1.1 The report covers the fees and charges for 2018/19 and the proposed fees and charges for 2019/20.

Recommendation to the Board

That the schedule of fees and charges for 2019/20, 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 2019/23, which included price inflation increases of £37,970.

3 Fees and Charges Proposed for 2019/20

- 3.1 Attached at Appendix A for the Board's consideration are details of present and proposed fees and charges for the financial year 2019/20. The amounts shown have already been assumed in the revenue estimates for 2019/20.
- 3.2 The Leisure and Community Development Division has made focused changes to the fees and charges within leisure facilities following an analysis of usage and benchmarking with local and wider competitors. It is this process of benchmarking and the response to the need to increase prices in January for those members who took advantage of last year's New Year offer that have led to the proposal to freeze the direct debit, annual memberships and monthly contract packages.
- 3.3 The proposed fees and charges for implementation at Queen Elizabeth School will initially appear to be significant. Historically, however, little use has been made of the Lifetimes Card Holder charges at this venue. Current regular users of the facilities will be given a Lifetimes Card, which will mean that the proposed prices rises are minimal. Only occasional hirers, therefore, will need to pay the higher (Standard) charges, which relate to the level of charges at other similar venues.

- 3.4 Industrial pollution fees and charges are statutory and so not set by ourselves. A new scheme came into force during 2017/18.
- 3.5 If the Bulky Waste collections item earlier on the agenda has been agreed Bulky Waste collection charges have changed to £25 for the first five items collected and an additional £5 per item after that up to a maximum of 8 items. It was previously £24.20 for the first six items and £4.10 per item for each additional item after this.
- 3.6 If the charges for the removal of abandoned vehicles from private land as mentioned in another report on the agenda have been agreed, then charges of £75 per vehicle have been included in the proposed fees.
- 3.7 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 £27,740 above the 2018/19 revised budget for 2019/20. Of the increase £37,790 relates to price inflation increases, with the difference of £10,230 relating to one off income in the 2018/19 budget, which has not been carried forward into 2019/20.

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 2019/20, 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 £18,990.

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 2019

	2018/2019 TOTAL CHARGE £	2019/2020 TOTAL CHARGE £	VAT RATING
TRADE REFUSE SERVICE			
(weekly collection)			
a) Collection Only			
1100 litre container per annum	231.00	236.00	Outside scope
660 litre container per annum	208.00	212.00	"
330/360 litre container per annum	195.00	199.00	"
240 litre container per annum	167.00	170.00	"
140 litre container per annum	128.00	131.00	"
Sack per annum	71.00	72.00	"
b) Hire & Collection			
1100 litre container per annum	360.50	368.00	Outside Scope
660 litre container per annum	326.50	333.00	"
330/360 litre container per annum	236.00	241.00	"
240 litre container per annum	184.50	188.00	"
140 litre Container per annum	135.50	138.00	"
Reduction for first container at mixed commercial/ domestic premises (per annum).	-38.00	-39.00	Outside Scope
TRADE RECYCLING			
Hire & Collection			
Sack	70.50	72.00	Outside Scope
140 Litre container	135.50	138.00	"
240 Litre container	184.50	188.00	"
360 Litre container	236.00	241.00	"
660 Litre container	326.50	333.00	"
1100 Litre container	360.50	368.00	"
Disposal will be charged at the rate specified by W.C.C.			
CLINICAL WASTE (per sack @ 3.5 kg capacity) (includes collection)	66.50	68.00	Outside Scope
BLACK REFUSE SACKS (pack of 100) (does not include collection/disposal)	12.00	12.20	Incl VAT at Standard Rate
SALE OF BINS			
New developments & replacements			
240 Litre container	37.00	38.00	Outside Scope
1 each of black, green and red 240 litre bins per individual property	111.00	114.00	"
360 Litre container	99.00	101.00	"
660 Litre container	208.00	212.00	"
1100 Litre container (new)	308.00	314.00	"
1100 Litre container (refurbished)	145.00	148.00	"
SUPPLEMENTARY GARDEN WASTE COLLECTION			
Per additional bin, per annum	40.00	40.00	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 2019

	2018/2019 TOTAL CHARGE £	2019/2020 TOTAL CHARGE £	VAT RATING
REMOVAL OF BULKY HOUSEHOLD WASTE			
Up to 6 items	24.20	N/A	Outside Scope
Items in excess of 6 charged pro-rata per item	4.10	N/A	"
Up to 5 items	N/A	25.00	"
Items in excess of 5 charged pro-rata per item with a maximum of 8 items	N/A	5.00	"

THE UNAUTHORISED DEPOSIT OF WASTE (FIXED PENALTY) REGULATIONS 2016

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)

109.00	111.00	Zero Rated
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Collection & Disposal per load or part load - standard strength (on a contract paying by direct debit)

209.00	213.00	"
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Additional charge to the above fees if not on a contract paying by direct debit

19.00	19.50	"
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ACTION HIRE

CATEGORY A

North Warwickshire based
community, voluntary &
charitable organisations

CATEGORY B

All other hirers

	2018/2019 TOTAL CHARGE £	2019/2020 TOTAL CHARGE £	2018/2019 TOTAL CHARGE £	2019/2020 TOTAL CHARGE £	VAT RATING
Bouncy Castle 3.6 m x 3.6 m	31.00	32.00	47.00	48.00	Incl. VAT at Standard Rate
Tug-of-war rope	17.00	17.50	22.00	22.50	"
Giant Jenga	17.00	17.50	22.00	22.50	"
Giant Connect 4	17.00	17.50	22.00	22.50	"
Sumo Suit (child size)	22.00	22.50	32.00	33.00	"
Sumo Suit (adult size)	22.00	22.50	32.00	33.00	"
Sumo Suit (both sizes)	31.00	32.00	47.00	48.00	"

NORTH WARWICKSHIRE BOROUGH COUNCIL

COMMUNITY & ENVIRONMENT BOARD
FEES AND CHARGES FROM 1 APRIL 2019

	2018/2019 TOTAL CHARGE £	2019/2020 TOTAL CHARGE £	2018/2019 TOTAL CHARGE £	2019/2020 TOTAL CHARGE £	
	STANDARD PRICE		LIFETIMES CARD HOLDER		
Lifetimes Card per annum					
Adult resident	N/A	N/A	10.30	10.50	Incl. VAT at Standard Rate
Adult non-resident	N/A	N/A	14.40	14.70	"
Child	N/A	N/A	5.20	5.30	"
Concessionary	N/A	N/A	5.20	5.30	"
Spectator	2.10	2.10	Free	Free	"
Relacement card	N/A	N/A	1.00	1.00	"
Squash (per court)					
Peak	10.30	10.50	8.10	8.30	Incl. VAT at Standard Rate
Off-peak	9.00	9.20	7.40	7.60	"
Anytime junior (under 16yrs)	N/A	N/A	3.50	3.60	"
Badminton (per court)					
Peak	10.30	10.50	8.10	8.30	Incl. VAT at Standard Rate
Off-peak	9.00	9.20	7.40	7.60	"
Anytime junior (under 16yrs)	N/A	N/A	3.50	3.60	"
Team Games (per 45 minutes)					
5-a-side football peak - Polesworth SC	41.20	42.00	33.50	34.20	Incl. VAT at Standard Rate
5-a-side football off-peak - Polesworth SC	33.00	34.00	27.80	28.40	"
5-a-side juniors (under 16s) - Polesworth SC	N/A	N/A	15.00	15.30	"
5-a-side football peak (Coleshill SC)	31.90	34.80	28.80	30.60	"
5-a-side football off-peak (Coleshill SC)	25.80	27.00	22.70	24.00	"
5-a-side juniors (under 16s) (Coleshill SC)	N/A	N/A	12.00	15.30	"
Club Use - Premium for Commercial Organisations. (series of 10 or more pre-booked lettings is exempt)	N/A	N/A	12.10	12.30	Incl. VAT at Standard Rate (Exempt if 10 or more bookings)
Equipment hire-rackets	0.50	0.50	0.50	0.50	Incl. VAT at Standard Rate

NORTH WARWICKSHIRE BOROUGH COUNCIL

COMMUNITY & ENVIRONMENT BOARD

FEES AND CHARGES FROM 1 APRIL 2019

	2018/2019 TOTAL CHARGE £	2019/2020 TOTAL CHARGE £	2018/2019 TOTAL CHARGE £	2019/2020 TOTAL CHARGE £	
	STANDARD PRICE		LIFETIMES CARD HOLDER		
Birthday Parties					
All Sites	90.00	95.00	80.00	85.00	Incl. VAT at Standard Rate
Adult mascot costume hire-1 hour (Coleshill SC)	N/A	N/A	5.00	5.50	"
Teas & coffees -30 cups	N/A	N/A	11.00	13.00	"
Other Activities					
Gymnastics	N/A	N/A	4.20	4.30	Exempt
Trampoline	N/A	N/A	4.20	4.30	Exempt
Carpet bowls (Coleshill SC)	3.70	3.80	3.00	3.20	Standard
Playtimes (pre-school)	3.70	3.80	3.00	3.20	"
Walking football (Coleshill SC)	N/A	N/A	3.20	3.20	"
Fitness classes -all sites	5.50	5.50	4.30	4.40	Exempt
Fitness classes - concessionary	N/A	N/A	3.20	3.40	"
Courses					
Dry Courses Direct Debit payment	N/A	N/A	18.20	18.60	Standard
Dry Courses Direct Debit payment Mondays	N/A	N/A	16.80	17.20	"
Dry Courses Direct Debit payment 1.5 hours	N/A	N/A	27.30	27.90	"
Dry Courses Direct Debit payment 1.5 hours Mondays	N/A	N/A	25.50	25.80	"
Cash payment (10 week block) 1.5 hours	N/A	N/A	42.00	43.00	Exempt
Cash payment (10 week block) 1.5 hours Mondays	N/A	N/A	63.00	64.50	"

NORTH WARWICKSHIRE BOROUGH COUNCIL

COMMUNITY & ENVIRONMENT BOARD

FEEES AND CHARGES FROM 1 APRIL 2019

	2018/2019 TOTAL CHARGE £	2019/2020 TOTAL CHARGE £	2018/2019 TOTAL CHARGE £	2019/2020 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	16.50	16.80	Exempt
Concessionary	N/A	N/A	11.30	11.50	"
Peak adult - per session	N/A	N/A	5.40	5.50	Incl. VAT at Standard Rate
Off peak adult - per session	N/A	N/A	4.50	4.60	"
Junior/concessionary - per session	N/A	N/A	3.20	3.30	"
Junior/full time student DD	N/A	N/A	18.50	18.50	Incl. VAT at Standard Rate
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	260.00	280.00	260.00	280.00	Incl. VAT at Standard Rate
Block of 3 sessions	96.00	100.00	96.00	100.00	"
Individual session	35.00	36.00	35.00	36.00	"
DIRECT DEBIT MONTHLY MEMBERSHIPS					
Ultimate-all sites	N/A	N/A	36.00	36.00	Incl. VAT at Standard Rate
Ultimate corporate membership (10 or more employees) -all sites	N/A	N/A	19.99	19.99	"
Lifetimes -Atherstone - Gym only	N/A	N/A	31.90	N/A	"
Lifetimes -Atherstone - Gym & Classes	N/A	N/A	N/A	31.90	"
Lifetimes -Coleshill	N/A	N/A	28.80	28.80	"
Lifetimes -Polesworth	N/A	N/A	25.80	25.80	"
Lifetimes -Swimmer	N/A	N/A	26.80	26.80	"
ANNUAL MEMBERSHIPS (12 months for the price of 11 months at contract rate)					
Ultimate-all sites	N/A	N/A	341.00	341.00	Incl. VAT at Standard Rate
Lifetimes -Atherstone- Gym only	N/A	N/A	294.80	N/A	"
Lifetimes -Atherstone- Gym and Classes	N/A	N/A	N/A	294.80	"
Lifetimes -Coleshill	N/A	N/A	260.70	260.70	"
Lifetimes -Polesworth	N/A	N/A	226.60	226.60	"
Lifetimes -Swimmer	N/A	N/A	237.60	237.60	"
DIRECT DEBITS (MONTHLY CONTRACT)					
Ultimate-all sites	N/A	N/A	31.00	31.00	Incl. VAT at Standard Rate
Lifetimes -Atherstone- Gym only	N/A	N/A	26.80	N/A	"
Lifetimes -Atherstone- Gym and Classes	N/A	N/A	N/A	26.80	"
Lifetimes -Coleshill	N/A	N/A	23.70	23.70	"
Lifetimes -Polesworth	N/A	N/A	20.60	20.60	"
Lifetimes -Swimmer	N/A	N/A	21.60	21.60	"

NORTH WARWICKSHIRE BOROUGH COUNCIL

COMMUNITY & ENVIRONMENT BOARD

FEES AND CHARGES FROM 1 APRIL 2019

	2018/2019 TOTAL CHARGE £ STANDARD PRICE	2019/2020 TOTAL CHARGE £	2018/2019 TOTAL CHARGE £ LIFETIMES CARD HOLDER	2019/2020 TOTAL CHARGE £	VAT RATING
QUEEN ELIZABETH SCHOOL SPORTS VILLAGE					
Artificial pitch					
Standard hire (per hour)					
One pitch	34.10	43.00	28.30	35.00	Incl. VAT at Standard Rate
Two pitches	68.30	86.00	56.80	70.00	"
Three pitches	87.40	110.30	74.40	89.10	"
10-30 weeks					
One pitch	28.30	38.70	N/A	31.50	Exempt
Two pitches	57.80	77.40	N/A	63.00	"
Three pitches	74.40	99.30	N/A	80.20	"
31+ weeks					
One pitch	26.30	34.40	N/A	28.00	Exempt
Two pitches	51.50	68.80	N/A	56.00	"
Three pitches	67.30	88.20	N/A	71.30	"
Indoor					
Sports hall adult	34.10	42.00	30.00	34.20	Incl. VAT at Standard Rate
Sports hall junior	18.30	N/A	15.00	15.30	"
Badminton adult	10.30	10.50	5.80	8.30	"
Badminton junior	N/A	N/A	3.50	3.60	"

NORTH WARWICKSHIRE BOROUGH COUNCIL

COMMUNITY & ENVIRONMENT BOARD

FEES AND CHARGES FROM 1 APRIL 2019

	2018/2019 TOTAL CHARGE £	2019/2020 TOTAL CHARGE £	2018/2019 TOTAL CHARGE £	2019/2020 TOTAL CHARGE £	VAT RATING
SWIMMING AT ATHERSTONE LEISURE COMPLEX ONLY					
	STANDARD PRICE		LIFETIMES CARD HOLDER		
Adult swim (age 16+)	4.20	4.30	3.40	3.50	Incl. VAT at Standard Rate
Junior swim (age 0 - 15)	2.30	2.40	2.10	2.20	"
Family swim (2 adults, maximum 3 children)	12.00	12.20	10.00	10.40	"
Concessionary/Blue badge/OAP swim	N/A	N/A	2.50	2.60	"
Inflatable junior	2.60	2.70	2.10	2.40	"
Spectator	2.50	2.60	Free	Free	"
School swimming	1.90	2.00	1.90	2.00	Exempt
Adult lesson	5.20	5.30	5.20	5.30	"
Junior lessons:					
Single lesson	4.10	4.20	4.10	4.20	Exempt
Cash payment (10 week block)	41.00	42.00	41.00	42.00	"
Direct debit payment (per month)	17.80	18.20	17.80	18.20	"
Ladies Only	4.20	4.30	3.40	3.50	Standard
Joggers/shower	4.20	4.30	Free	Free	"
Aquacise	5.30	5.50	4.30	4.40	Exempt
Aquacise (concessionary)	N/A	N/A	3.40	3.40	"
Birthday parties - rafts and floats	80.00	95.00	80.00	85.00	Incl. VAT at Standard Rate
Birthday parties - inflatables	125.00	127.50	125.00	117.50	"
Club use (per hour)	101.00	103.00	101.00	103.00	"
Galas (per hour)	132.60	135.30	132.60	135.30	"
Tea dance /indoor bowls	3.70	3.80	N/A	N/A	"
Tea dance /indoor bowls (concessionary)	N/A	N/A	3.00	3.10	"
Swim 1 to 1 - 1 session	N/A	N/A	N/A	15.00	Exempt
Swim 1 to 1 - 3 sessions	N/A	N/A	N/A	40.00	"
Swim 1 to 1 - 10 sessions	N/A	N/A	N/A	110.00	"

MEMORIAL HALL (per hour)

	STANDARD PRICE MAIN HALL		LIFETIMES CARD HOLDER MAIN HALL		
Functions & Events package * (inc.extension)					
Reception/evening parties (access 2pm)	99.00	101.00	99.00	101.00	Exempt
Small functions*					
Main hall (peak)	22.00	22.00	22.00	22.00	Exempt
Main hall (off-peak)	22.00	22.00	22.00	22.00	"
Birthday parties	65.00	80.00	65.00	70.00	"
Training room (per hour)	12.00	12.00	12.00	12.00	"

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

Fees set at management discretion according to cost

Commercial use- all facilities

Charges negotiable according to the nature of booking

Promotional pricing

Any of the above prices may be varied for promotional campaigns

NORTH WARWICKSHIRE BOROUGH COUNCIL

COMMUNITY & ENVIRONMENT BOARD

FEES AND CHARGES FROM 1 APRIL 2019

	2018/2019 TOTAL CHARGE £	2019/2020 TOTAL CHARGE £	VAT RATING
SPORTS PITCHES			
Casual hire (adult)	40.00	41.00	Incl. VAT at Standard Rate
Casual hire (junior)	25.00	26.00	"
Seasonal hire (adult) (conditions apply)	455.00	464.00	Exempt
Seasonal hire (junior) "	240.00	245.00	"
Seasonal hire (mini) "	180.00	184.00	"
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)	180.00	184.00	Exempt
Seasonal hire-matches (junior) "	180.00	184.00	"
REMOVAL OF ABANDONED VEHICLES (from private land)	Free unless there are prohibitive difficulties	75.00	Outside Scope

NORTH WARWICKSHIRE BOROUGH COUNCIL
COMMUNITY & ENVIRONMENT BOARD
FEES AND CHARGES FROM 1 APRIL 2019

	2018/2019 TOTAL CHARGE £	2019/2020 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	13.60	14.00	Outside Scope
Detail	64.60	66.00	"
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)	55.30	56.40	Standard
Sampling visits/Granting authorisations (per hour)	24.10	24.60	"
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	28.50	29.00	Exempt
Scaffolding/hoarding permits (for a period up to and including 1 month)	119.00	121.50	"
Vehicular access crossing	84.50	86.00	"
Licence agreement for temporary possession	348.00	355.00	"
Licensor surveyor's fee and legal costs	56.00	57.00	"
STREET WORKS LICENCE			
Inspection fee (per opening)	171.50	175.00	Exempt
Administration fee to process application	338.00	345.00	"
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 2019

	2018/2019 TOTAL CHARGE £	2019/2020 TOTAL CHARGE £	VAT RATING
HOUSING ACT 2004			
Enforcement notice (service)	214.00	218.00	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)	702.00	716.00	Outside Scope
Transfer of Licence (Up to 5 Lets)	219.00	223.00	"
Variation of Licence (Up to 5 Lets)	219.00	223.00	"
New Application (6-10 Lets) (5-yearly charge)	815.00	831.00	Outside Scope
Transfer of Licence (6-10 Lets)	236.00	241.00	"
Variation of Licence (6-10 Lets)	236.00	241.00	"
New Application (11+ Lets) (5-yearly charge)	912.00	930.00	Outside Scope
Transfer of Licence (11+ Lets)	251.00	256.00	"
Variation of Licence (11+ Lets)	251.00	256.00	"
MOBILE HOMES ACT 2013			
Single Units / Family Sites (incl. Gypsy, Roma & Traveller Sites)			
New Site Licence Application	207.00	211.00	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)	38.00	39.00	Outside Scope
Transfer of Site Licence	91.00	93.00	"
Variation of Site Licence	139.00	142.00	"
Multiple Units on Commercial Sites			
New Site Licence Application (2-5 Units)	207.00	211.00	Outside Scope
Annual licence administration (2-5 Units)	87.00	89.00	"
Site rules lodgement (incl. variation/deletion) (2-5 Units)	38.00	39.00	"
Transfer of Site Licence (2-5 Units)	91.00	93.00	"
Variation of Site Licence (2-5 Units)	139.00	142.00	"
New Site Licence Application (6-30 Units)	255.00	260.00	Outside Scope
Annual licence administration (6-30 Units)	135.00	138.00	"
Site rules lodgement (incl. variation/deletion) (6-30 Units)	38.00	39.00	"
Transfer of Site Licence (6-30 Units)	91.00	93.00	"
Variation of Site Licence (6-30 Units)	187.00	191.00	"
New Site Licence Application (31+ Units)	384.00	392.00	Outside Scope
Annual licence administration (31+ Units)	264.00	269.00	"
Site rules lodgement (incl. variation/deletion) (31+ Units)	38.00	39.00	"
Transfer of Site Licence (31+ Units)	91.00	93.00	"
Variation of Site Licence (31+ Units)	316.00	322.00	"
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 2019

	2018/2019 TOTAL CHARGE £	2019/2020 TOTAL CHARGE £	VAT RATING
RODENT CONTROL (commercial premises) Per hour (minimum 1 hour per visit)	55.00	56.00	Incl VAT at Standard Rate
	plus cost of materials		plus cost of materials
PEST CONTROL (domestic premises) Fleas,bedbugs,cockroaches etc.	54.00	55.00	Incl VAT at Standard Rate
Residents in receipt of means tested benefits	27.00	28.00	"
Wasps' Nests-subject to service capacity	54.00	55.00	Incl VAT at Standard Rate
Residents in receipt of means tested benefits	27.00	28.00	"
Rats and mice			
Rats in domestic premises	10.30	10.50	Incl VAT at Standard Rate
Residents in receipt of means tested benefits	5.15	5.30	"
Mice only (this fee has to be paid by debit/credit card in advance of treatment)	37.00	38.00	"
Residents in receipt of means tested benefits	19.00	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)	107.00	109.00	Incl VAT at Standard Rate
Commercial premises	Case Specific	Case Specific	"
STRAY DOGS	55.00	56.10	Outside Scope
	Plus £12.00 per dog, per day plus vets' fees and fouling fines (or the current kennel daily rate)	Plus £14.40 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 10

Community and Environment Board

21 January 2019

Report of the
Corporate Director - Resources

General Fund Revenue Estimates
2019/20

1 Summary

- 1.1 This report covers the revised budget for 2018/19 and an estimate of expenditure for 2019/20, together with forward commitments for 2020/21, 2021/22 and 2022/23.

Recommendation to the Board

- a To accept the revised budget for 2018/19;
- b To note the growth of £10,000 for the bulky waste collection service; and
- c To accept or otherwise vary the Estimates of Expenditure for 2019/20, as submitted, for them to be included in the budget to be brought before the meeting of the Executive Board on 11 February 2019.

2 Introduction

- 2.1 In consultation with other Directors, the Corporate Director – Resources has prepared an estimate of net expenditure for 2019/20 and this, together with a revised budget for 2018/19, appears in Appendices A and B. To provide a more complete picture of the spending pattern of the service the actual figures for 2017/18 are shown.

- 2.2 At its meeting in September, the Executive Board agreed the budget strategy for 2019-2023 which required savings of £1.25 million over a four year period. This required budget savings of £200,000 in 2019/20 with additional savings of £450,000 in 2020/21 and £300,000 in 2021/22 and 2022/23 respectively. 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 2018/19 £	Revised Budget 2018/19 £	Original Budget 2019/20 £
Employee Costs	3,774,510	3,728,460	3,811,680
Premises Related	598,060	569,690	546,210
Supplies and Services	1,313,070	1,448,990	1,346,780
Transport	658,220	596,730	615,130
Miscellaneous Expenditure	660	16,190	680
Earmarked Reserves	(24,500)	(103,770)	19,670
Gross Expenditure	6,320,020	6,256,290	6,340,150
Income	(3,012,880)	(2,958,360)	(2,899,270)
Net Controllable Expenditure	3,307,140	3,297,930	3,440,880
Departmental Support	613,490	657,660	660,330
Central Support	665,280	652,280	647,280
Capital Charges	923,700	924,430	888,160
Net Expenditure	5,509,610	5,532,300	5,636,650

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 2018/19 Revised Budget**

3.1 The revised budget for 2018/19 is estimated to be £5,532,300 an increase of £22,690 on the approved provision. The main reasons for variations are set out below.

3.2 **Arley Sports Centre £28,560**

3.2.1 The revised budget for 2018/19 has altered due to the transfer of Arley Sports Centre, on 14 December 2018, to Elite Sports Development.

3.2.2 Employee savings at Arley amount to £14,670, whilst premises and supplies and services costs have reduced by £11,890 since its transfer in December 2018.

3.2.3 Income has offset the savings by a reduced income of £55,000, which relates to the four months of no income because of the transfer of Arley Sports Centre. Additionally, the temporary closure caused by the fire has had an affect on the level of income, in respect of which there is potential for some income to be recovered in the ongoing insurance claim.

3.3 Leisure Centres and Memorial Hall £117,250

3.3.1 Although employee costs have increased by £84,160, £13,580 of this relates to the virement of corporate budgets for training and recruitment. The remaining increase of £70,580 relates to two main areas. The largest is an increase of £34,080, which provides sickness cover at the industry standard. The other main area of increase relates to increased provision for additional swimming lessons, one to one lessons, additional classes and personal training sessions, partially offset by the removal of trampolining classes, giving an increase of £33,780.

3.3.2 Premises costs have reduced by £21,600, reflecting decreases in utility costs and reductions in mechanical/electrical contracts at Coleshill Leisure Centre. Supplies and services across the centres have increased by £17,350. This is mainly due to additional expenditure on software maintenance, increases in music licences fees following the growth in the number of exercise classes and an increase in the costs of chemicals at the Pool.

3.3.3 Income has decreased overall by £44,510, although £9,150 of this is due to the temporary closure at Coleshill Leisure Centre for floor repairs in the free weights area. The main areas affecting the remaining reduction in income include a decline, most particularly from October 2018 onwards, in the levels of Direct Debit income, a continuing decline in the racquet sports of squash and badminton, reduced hall hire including birthday party use, and some reduction in class income.

3.3.4 Additional income is being realised from swimming lessons and personal training sessions, which covers the additional costs mentioned above, although the surplus from these activities is lower than originally anticipated. Atherstone Leisure Complex direct debit income has increased, partially offsetting the declines currently being experienced at Polesworth and Coleshill. A current programme review of classes is taking place across the centres with a view to reversing the reduction in income. The reduction in birthday party income is being addressed by changing / replacing the soft play equipment available, further to which higher levels of bookings are anticipated.

3.4 Public Health (£18,480)

3.4.1 The decrease is attributable to staff vacancies during the year. All vacant posts have now been filled.

3.5 Domestic Refuse and Recycling (£59,320)

3.5.1 Employee costs have reduced by £23,440 over the service due to agency staff filling vacant posts and the subsequent superannuation and national insurance savings.

3.5.2 Supplies and Services have increased by £14,730, due to an increase of £23,230 for the cost of recycling disposal costs. This has been partly off set by the reduced costs of £9,790 for the supply of wheeled bins.

3.5.3 There is a decrease in transport running costs of £36,690, which is a result of lower fuel prices and lower than expected maintenance and repairs needed.

3.5.4 There has been a reduction of £59,020 in the income due to the fall in the price of paper and card. However this is partly off set by the increase in income for bulky collections and additional wheeled bin sales totalling £31,270.

3.5.5 Additionally £30,000 has been used from the recycling income equalisation earmarked reserve to top up the reduced income from the sale of paper and card.

3.6 Streetscene Grounds Maintenance (£28,220)

3.6.1 The decrease is due to an £11,690 reduction in transport costs for fuel, repairs and maintenance on vehicles. In addition there is a decrease of £4,570 on employee costs due to vacancies. There is also a £7,470 reduction in supplies and services.

3.7 Cesspool Emptying £5,760

3.7.1 The increase is caused by a reduction in income totalling £15,250 due to a reduction in number of collections. This has been partially offset by a £7,930 reduction in disposal costs.

3.8 Amenity Cleaning (£49,040)

3.8.1 The decrease is predominantly due to a reduction of £37,600 in employee costs caused by a number of staff vacancies, these have now been filled. Additionally the use of transport has decreased by £10,210, due to lower fuel, repairs and maintenance costs.

3.9 **Departmental and Central Support** charges have increased by £31,170.

3.9.1 Departmental Support has increased overall by £44,170, of which the main changes relate to Public Health (Private Sector Housing) moving from Central Support to Departmental Support following their transfer to Environmental Health. Community Development charges have increased due to the filling of vacant posts.

3.9.2 The main changes in central support relate to changes in financial services recharges due to the Deputy Chief Executive and Financial Services restructure and a change in the work plan of Internal Audit. This has been off set by the movement in Public Health (Private Sector Housing).

4 Comments on the 2019/20 Estimates

4.1 The 2019/20 estimate has been prepared, taking into account the following assumptions:

- A 2% pay award from 1 April 2019 and the revised pay structure;
- An increase in income to reflect the increases included in the fees and charges report elsewhere on this agenda.
- Savings of £181,180 have been incorporated into the estimates being considered and are shown in Appendix C.

...

4.2 The total estimated net expenditure for 2019/20 is £5,636,650 an increase of £127,040, on the 2018/19 approved budget and an increase of £104,350 on the revised 2018/19 budget. The main reasons for variations from the revised budget are set out below.

4.3 Arley Sports Centre (£110,240)

4.3.1 The original budget for 2019/20 has been removed due the transfer of Arley Sports Centre to Elite Sports Development.

4.4 Leisure Centres and Memorial Hall £9,810

4.4.1 Employee costs have increased by £31,180 due to the increased pay award. This has been partly offset by the removal of the one off growth approved for Bank Holiday working at Atherstone Leisure Complex in 2018/19.

4.4.2 Premise costs have increased by £7,220 caused by inflationary increases to premises costs at all sites totalling £13,720. This has been partially offset by the Polesworth Sports Centre rent review, with rent reducing by £6,300.

4.4.3 Contribution to Earmarked Reserves has decreased by £5,190, due to the new initiative repayments ending.

4.4.4 Income has increased overall by £24,730 reflecting the expected price changes detailed in the fees and charges report.

4.5 Public Health (Commercial Pollution Control) £29,240

4.5.1 The increase relates to the staffing restructure which has been implemented.

4.6 Domestic Refuse and Recycling £105,590

4.6.1 Employee costs on refuse have increased by £44,770 due to the pay award increase.

4.6.2 There is an increase of £10,000 for bulky collections to cover the additional cost of disposal of bulky items net of a small increase in income as per the Bulky Waste Collection item earlier on the agenda.

4.6.3 An increase of £7,500 has been added for recycling disposal costs.

4.6.4 In addition there has been an increase of £19,920 in transport maintenance, fuel and repair costs.

4.6.5 The contribution of £30,000 from the recycling income equalisation reserve was a one off contribution in 2018/19, so does not continue in 2019/20.

4.6.6 There is an increase in income of £6,670 relating to additional recycling credits, sale of bins and sale of paper and cardboard.

4.7 **Streetscene Grounds Maintenance £18,190**

4.7.1 The increase of £21,760 in employee costs relates to the pay award and full staffing.

4.8 **Amenity Cleaning £66,840**

4.8.1 The increase mainly relates to the pay award and superannuation costs taking into account a transfer from agency staff to permanent staff.

4.9 **Capital Charges** have reduced by £36,420 due to the transfer of Arley Sports Centre to Elite Sports Development.

5 **Growth Items**

5.1 Growth of £10,000 has been included for the new bulky waste collection service. The new service increases the collection days available for residents with minimal changes to charges, so the net cost of the service has increased.

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 are 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.

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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 2019/20. The table below provides a subjective summary for those services reporting to this Board:

	Forecast Budget 2020/21 £	Forecast Budget 2021/22 £	Forecast Budget 2022/23 £
Employee Costs	3,874,270	3,948,370	4,036,820
Premises Related	552,860	562,980	569,870
Supplies and Services	1,345,880	1,371,620	1,370,020
Transport	640,710	654,950	670,080
Miscellaneous Expenditure	680	690	690
Earmarked Reserves	20,150	39,690	39,570
Additional Refuse and Recycling rounds	155,270	316,860	323,200
Gross Expenditure	6,589,820	6,895,160	7,010,250
Income	(2,921,150)	(2,968,610)	(3,019,440)
Net Controllable Expenditure	3,668,670	3,926,550	3,990,810
Departmental Support	674,630	689,700	704,550
Central Support	660,950	676,450	691,230
Capital Charges	888,160	888,160	888,160
Net Expenditure	5,892,410	6,180,860	6,274,750

- 8.2 The forecasts given above have used a number of assumptions, which include pay awards of 2% in 2019/20 to 2022/23, increases in contracts and general increases in supplies and services of 2% in 2021/22. In total, net expenditure is expected to increase by 4.54% in 2020/21, 4.90% in 2021/22 and 1.52% in 2022/23.
- 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 2017/2018 £	Approved Budget 2018/2019 £	Revised Budget 2018/2019 £	Original Budget 2019/2020 £
3072	Polesworth Sport Centre	109,856	75,530	97,510	92,880
3074	Arley Sports Centre	79,972	81,680	110,240	-
3075	Coleshill Leisure Centre	134,565	127,900	163,760	172,800
3077	Atherstone Leisure Complex	333,194	133,840	179,030	187,300
3082	Memorial Hall	150,781	113,480	127,700	124,830
4002	Public Health (Commercial Pollution Control)	211,781	218,370	196,620	225,860
4003	Public Health (Domestic Pollution Control)	105,795	54,140	57,410	59,710
5000	Domestic Refuse Collection	773,773	673,730	609,030	649,890
5001	Streetscene Grounds Maintenance	85,469	23,740	(4,480)	13,710
5002	Trade Refuse Collection	(49,810)	(43,690)	(45,330)	(43,600)
5003	Cesspool Emptying	(48,630)	(53,450)	(47,690)	(47,600)
5004	Recycling	743,507	737,710	743,090	807,820
5005	Animal Control	52,945	12,100	13,400	16,210
5006	Abandoned Vehicles	2,410	1,690	1,690	1,740
5010	Amenity Cleaning	503,724	506,770	457,730	524,570
5013	Unadopted Roads	4,404	7,750	7,750	7,900
5014	Flooding And Land Drainage	2,647	-	-	-
5015	Street Furniture	2,067	1,310	1,310	1,350
5016	Atherstone Market	2,331	1,830	1,680	1,720
5019	Green Space Budget	412,198	405,530	406,400	414,970
5021	Public Health (Control of Disease) Act 1984 Burials	6,310	-	(160)	-
5023	Consultation	1,041	4,650	-	4,650
5025	Corporate Policy	125,197	41,940	42,000	43,580
5030	Rural Regeneration	29,385	29,500	26,700	26,980
5034	Landscape	8,771	8,980	8,980	9,250
5040	Marketing and Market Research	11,224	8,510	8,510	8,760
5044	Support to Voluntary Organisations	54,405	53,100	53,100	54,620
5055	Community Development Health Improvement	28,621	28,810	29,360	30,210
5056	Community Development Safer Communities	65,357	62,380	60,950	62,140
5064	QE - Artificial Grass Pitch	(5,303)	(9,330)	(9,560)	(12,890)
7361	England's Rural Heart LEADER Partnership	3,258	(1,360)	1,200	1,520
7365	Armed Forces Covenant Vetran Hubs Development	-	-	-	-
7700	Stronger & Safer Communities	-	-	-	-
7856	High Street Innovation Grants	-	-	-	-
	Net Controllable Expenditure	3,941,245	3,307,140	3,297,930	3,440,880
	Departmental Support	608,140	613,490	657,660	660,330
	Central Support	613,926	665,280	652,280	647,280
	Capital	1,021,550	923,700	924,430	888,160
	Net Expenditure	6,184,861	5,509,610	5,532,300	5,636,650

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
	2017/2018	BUDGET 2018/2019	BUDGET 2018/2019	BUDGET 2019/2020
Employee Expenditure	242,689	228,060	238,390	247,860
Premises Related Expenditure	51,920	51,250	48,940	42,440
Supplies & Services	17,295	20,580	21,420	21,710
Miscellaneous Expenditure	26	-	-	-
Earmarked Reserves	4,839	3,590	3,590	-
GROSS EXPENDITURE	316,881	303,480	312,340	312,010
GROSS INCOME	(207,025)	(227,950)	(214,830)	(219,130)
NET CONTROLLABLE EXPENDITURE	109,856	75,530	97,510	92,880
Departmental Support	18,074	17,470	15,990	18,880
Central Support Services	29,630	31,530	36,800	39,300
Capital Charges	14,339	13,680	13,840	13,870
NET EXPENDITURE	171,899	138,210	164,140	164,930

Contributes to corporate priority :
- Improving leisure and wellbeing opportunities

KEY PERFORMANCE INDICATORS

Operational Staff V Total Income	87.3%	82.0%	94.6%	96.8%
Operational Recovery Rate (excluding Central Support and Capital Charges)	62.7%	71.8%	65.9%	66.2%

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
	2017/2018	BUDGET 2018/2019	BUDGET 2018/2019	BUDGET 2019/2020
Employee Expenditure	112,976	121,720	107,050	-
Premises Related Expenditure	37,329	39,090	32,490	-
Supplies & Services	19,102	19,390	14,100	-
Miscellaneous Expenditure	(26)	-	-	-
GROSS EXPENDITURE	169,381	180,200	153,640	-
GROSS INCOME	(89,409)	(98,520)	(43,400)	-
NET CONTROLLABLE EXPENDITURE	79,972	81,680	110,240	-
Departmental Support	12,454	13,290	13,900	-
Central Support Services	24,599	26,390	32,090	-
Capital Charges	73,085	36,320	36,420	-
NET EXPENDITURE	190,110	157,680	192,650	-

Contributes to corporate priority :
- Improving leisure and wellbeing opportunities

KEY PERFORMANCE INDICATORS

Operational Staff V Total Income	120.5%	101.7%	184.4%
Operational Recovery Rate (excluding Central Support and Capital Charges)	49.7%	51.4%	26.1%

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
	2017/2018	BUDGET 2018/2019	BUDGET 2018/2019	BUDGET 2019/2020
Employee Expenditure	373,397	373,950	374,830	396,150
Premises Related Expenditure	132,672	143,740	139,380	143,800
Supplies & Services	42,451	42,090	47,350	48,170
Transport Related Expenditure	67	-	-	-
Miscellaneous Expenditure	759	-	-	-
Earmarked Reserves	20,910	20,910	20,910	20,910
GROSS EXPENDITURE	570,256	580,690	582,470	609,030
GROSS INCOME	(435,691)	(452,790)	(418,710)	(436,230)
NET CONTROLLABLE EXPENDITURE	134,565	127,900	163,760	172,800
Departmental Support	19,824	17,990	17,220	21,950
Central Support Services	45,810	50,630	55,580	60,870
Capital Charges	120,792	100,690	100,890	100,940
NET EXPENDITURE	320,991	297,210	337,450	356,560

Contributes to corporate priority :
- Improving leisure and wellbeing opportunities

KEY PERFORMANCE INDICATORS

Operational Staff V Total Income	70.4%	71.1%	80.5%	81.7%
Operational Recovery Rate (excluding Central Support and Capital Charges)	74.0%	76.9%	69.6%	68.3%

3077 - ATHERSTONE LEISURE COMPLEX

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

DESCRIPTION	ACTUALS	APPROVED	REVISED	ORIGINAL
	2017/2018	BUDGET 2018/2019	BUDGET 2018/2019	BUDGET 2019/2020
Employee Expenditure	617,734	484,030	535,740	541,240
Premises Related Expenditure	252,699	255,270	242,390	249,350
Supplies & Services	59,643	52,030	61,600	61,440
Miscellaneous Expenditure	335	-	-	-
Earmarked Reserves	(9,893)	4,100	4,100	2,500
GROSS EXPENDITURE	920,518	795,430	843,830	854,530
GROSS INCOME	(587,324)	(661,590)	(664,800)	(667,230)
NET CONTROLLABLE EXPENDITURE	333,194	133,840	179,030	187,300
Departmental Support	26,754	17,830	16,930	24,760
Central Support Services	61,450	67,580	75,360	83,380
Capital Charges	376,504	250,070	250,270	250,320
NET EXPENDITURE	797,902	469,320	521,590	545,760

Contributes to corporate priority :
- Improving leisure and wellbeing opportunities

KEY PERFORMANCE INDICATORS

Operational Staff V Total Income	71.6%	61.5%	72.0%	71.5%
Operational Recovery Rate (excluding Central Support and Capital Charges)	62.9%	83.3%	77.9%	75.9%

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
	2017/2018	BUDGET 2018/2019	BUDGET 2018/2019	BUDGET 2019/2020
Employee Expenditure	132,680	92,200	103,220	98,110
Premises Related Expenditure	39,629	40,950	38,900	41,240
Supplies & Services	13,466	12,950	14,630	15,010
GROSS EXPENDITURE	185,775	146,100	156,750	154,360
GROSS INCOME	(34,994)	(32,620)	(29,050)	(29,530)
NET CONTROLLABLE EXPENDITURE	150,781	113,480	127,700	124,830
Departmental Support	5,694	3,570	2,700	2,840
Central Support Services	9,856	10,640	11,930	13,290
Capital Charges	(99,717)	25,170	25,170	25,170
NET EXPENDITURE	66,614	152,860	167,500	166,130

Contributes to corporate priority :
- Improving leisure and wellbeing opportunities

KEY PERFORMANCE INDICATORS

Operational Staff V Total Income	267.9%	231.8%	328.6%	305.4%
Operational Recovery Rate (excluding Central Support and Capital Charges)	18.3%	23.5%	18.2%	18.8%

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	REVISED	ORIGINAL
	2017/2018	BUDGET 2018/2019	BUDGET 2018/2019	BUDGET 2019/2020
Employee Expenses	233,088	235,530	214,340	243,760
Supplies & Services	13,666	18,430	24,430	18,980
Transport Related Expenditure	-	-	-	-
Earmarked Reserves	-	-	(6,000)	-
GROSS EXPENDITURE	246,754	253,960	232,770	262,740
GROSS INCOME	(34,973)	(35,590)	(36,150)	(36,880)
NET CONTROLLABLE EXPENDITURE	211,781	218,370	196,620	225,860
Departmental Support	73,994	75,770	76,660	67,650
Central Support Services	7,814	8,150	7,900	8,340
Capital Charges	-	60	60	60
NET EXPENDITURE	293,589	302,350	281,240	301,910

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	REVISED	ORIGINAL
	2017/2018	BUDGET 2018/2019	BUDGET 2018/2019	BUDGET 2019/2020
Employee Expenses	106,065	76,860	54,020	59,890
Supplies & Services	2,343	3,210	6,800	3,300
Earmarked Reserves	-	(23,910)	-	-
GROSS EXPENDITURE	108,408	56,160	60,820	63,190
GROSS INCOME	(2,613)	(2,020)	(3,410)	(3,480)
NET CONTROLLABLE EXPENDITURE	105,795	54,140	57,410	59,710
Departmental Support	3,858	3,800	20,900	18,400
Central Support Services	33,316	40,940	5,800	6,110
Capital Charges	-	60	60	60
NET EXPENDITURE	142,969	98,940	84,170	84,280

Contributes to corporate priority :

- Improving leisure and wellbeing opportunities

5000 - DOMESTIC REFUSE COLLECTION

The collection of domestic refuse from approximately 28,326 households in the Borough. Also the collection of clinical waste from surgeries, nursing homes and private dwellings.

DESCRIPTION	ACTUALS	APPROVED	REVISED	ORIGINAL
	2017/2018	BUDGET 2018/2019	BUDGET 2018/2019	BUDGET 2019/2020
Employee Expenditure	605,274	512,220	499,790	523,160
Premises Related Expenditure	8,442	4,200	4,320	4,450
Supplies & Services	38,879	56,880	52,440	66,210
Transport Related Expenditure	265,385	245,550	205,870	214,180
Miscellaneous Expenditure	882	-	-	-
GROSS EXPENDITURE	918,862	818,850	762,420	808,000
GROSS INCOME	(145,089)	(145,120)	(153,390)	(158,110)
NET CONTROLLABLE EXPENDITURE	773,773	673,730	609,030	649,890
Departmental Support	46,820	60,250	61,260	63,050
Central Support Services	92,541	97,110	102,770	106,400
Capital Charges	148,079	150,430	150,480	150,490
NET EXPENDITURE	1,061,213	981,520	923,540	969,830

Contributes to corporate priority :

- Improving leisure and wellbeing opportunities

KEY PERFORMANCE INDICATORS

No of Households	28,037	28,400	28,326	28,600
Budgeted cost per household	£37.85	£34.56	£32.60	£33.91
Number of bins per 100,000 population missed	48	58	48	48

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
	2017/2018	BUDGET 2018/2019	BUDGET 2018/2019	BUDGET 2019/2020
Employee Expenditure	397,607	349,570	345,000	366,760
Premises Related Expenditure	-	50	-	-
Supplies & Services	29,565	36,690	29,220	30,150
Transport Related Expenditure	82,647	72,170	60,480	64,750
Miscellaneous Expenditure	806	560	560	580
GROSS EXPENDITURE	510,625	459,040	435,260	462,240
GROSS INCOME	(425,156)	(435,300)	(439,740)	(448,530)
NET CONTROLLABLE EXPENDITURE	85,469	23,740	(4,480)	13,710
Departmental Support	31,525	31,620	32,120	32,970
Central Support	27,033	27,960	22,300	23,130
Capital Charges	43,890	31,890	31,890	31,890
NET EXPENDITURE	187,917	115,210	81,830	101,700

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
	2017/2018	BUDGET 2018/2019	BUDGET 2018/2019	BUDGET 2019/2020
Employee Expenditure	15,213	10,380	10,740	11,030
Supplies & Services	195,735	207,520	213,360	221,390
GROSS EXPENDITURE	210,948	217,900	224,100	232,420
GROSS INCOME	(260,758)	(261,590)	(269,430)	(276,020)
NET CONTROLLABLE EXPENDITURE	(49,810)	(43,690)	(45,330)	(43,600)
Departmental Support	12,720	13,040	13,690	14,160
Central Support Services	12,220	12,630	18,090	18,970
NET EXPENDITURE	(24,870)	(18,020)	(13,550)	(10,470)

Contributes to corporate priority :
- Responsible financial and resource management

KEY PERFORMANCE INDICATORS

Number of Trade Bins	482	482	483	483
Gross cost per bin collected	£489.39	£505.33	£529.77	£549.79
Net cost per bin collected	-£51.60	-£37.39	-£28.05	-£21.68

5003 - CESSPOOL EMPTYING

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

DESCRIPTION	ACTUALS	APPROVED	REVISED	ORIGINAL
	2017/2018	BUDGET 2018/2019	BUDGET 2018/2019	BUDGET 2019/2020
Employee Expenditure	40,132	36,920	37,420	38,780
Premises Related Expenditure	-	110	110	110
Supplies & Services	24,865	30,000	22,070	22,730
Transport Related Expenditure	24,435	26,320	24,260	24,960
Miscellaneous Expenditure	-	100	100	100
GROSS EXPENDITURE	89,432	93,450	83,960	86,680
GROSS INCOME	(138,062)	(146,900)	(131,650)	(134,280)
NET CONTROLLABLE EXPENDITURE	(48,630)	(53,450)	(47,690)	(47,600)
Departmental Support	11,524	11,520	12,000	12,360
Central Support Services	11,094	12,720	14,940	15,480
Capital Charges	15,102	14,770	14,770	14,770
NET EXPENDITURE	(10,910)	(14,440)	(5,980)	(4,990)

Contributes to corporate priorities :
- Responsible financial and resource management
- Improving leisure and wellbeing opportunities

KEY PERFORMANCE INDICATORS

Number of emptyings	1,210	1,210	1,152	1,152
Gross cost per emptying	£105.08	£109.47	£109.09	£112.23
Net surplus per emptying	-£9.02	-£11.93	-£5.19	-£4.33

5004 - RECYCLING

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

DESCRIPTION	ACTUALS	APPROVED	REVISED	ORIGINAL
	2017/2018	BUDGET 2018/2019	BUDGET 2018/2019	BUDGET 2019/2020
Employee Expenses	616,307	605,090	594,110	615,510
Premises Related Expenditure	340	-	120	120
Supplies & Services	269,243	261,470	280,640	289,030
Transport Related Expenditure	188,862	213,820	216,530	228,140
Earmarked Reserves	15,000	15,000	(15,000)	15,000
GROSS EXPENDITURE	1,089,752	1,095,380	1,076,400	1,147,800
GROSS INCOME	(346,245)	(357,670)	(333,310)	(339,980)
NET CONTROLLABLE EXPENDITURE	743,507	737,710	743,090	807,820
Departmental Support	47,490	35,680	37,050	38,190
Central Support Services	43,048	46,190	47,960	50,200
Capital Charges	149,613	145,110	145,110	145,110
NET EXPENDITURE	983,658	964,690	973,210	1,041,320

Contributes to corporate priority :
- Promoting sustainable and vibrant communities

KEY PERFORMANCE INDICATORS

Number of Households	28,037	28,400	28,326	28,600
Cost per household	£35.08	£33.97	£34.36	£36.41
Tonnes of recycle material collected	12,311	12,700	13,140	13,700
% of waste recycled	49%	50%	49%	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	REVISED	ORIGINAL
	2017/2018	BUDGET 2018/2019	BUDGET 2018/2019	BUDGET 2019/2020
Employee Expenses	55,295	20,110	20,820	21,480
Supplies & Services	6,381	8,800	9,220	9,070
Transport Related Expenditure	9,622	6,750	7,690	6,110
Earmarked Reserves	-	(4,610)	-	-
GROSS EXPENDITURE	71,298	31,050	37,730	36,660
GROSS INCOME	(18,353)	(18,950)	(24,330)	(20,450)
NET CONTROLLABLE EXPENDITURE	52,945	12,100	13,400	16,210
Departmental Support	596	580	9,130	7,880
Central Support Services	34,083	37,610	16,240	16,870
Capital Charge	5,208	4,290	4,290	4,290
NET EXPENDITURE	92,832	54,580	43,060	45,250

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 2017/2018	APPROVED BUDGET 2018/2019	REVISED BUDGET 2018/2019	ORIGINAL BUDGET 2019/2020
Employee Expenditure	713	-	-	-
Supplies & Services	1,697	1,690	1,690	1,740
NET CONTROLLABLE EXPENDITURE	2,410	1,690	1,690	1,740
Departmental Support	596	580	4,860	4,810
Central Support Services	7,680	7,300	520	560
NET EXPENDITURE	10,686	9,570	7,070	7,110

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 2017/2018	APPROVED BUDGET 2018/2019	REVISED BUDGET 2018/2019	ORIGINAL BUDGET 2019/2020
Employee Expenditure	400,534	390,430	352,830	416,330
Premises Related Expenditure	9,745	21,420	21,420	22,060
Supplies & Services	17,577	17,600	17,500	18,010
Transport Related Expenditure	75,744	87,770	77,560	72,540
Earmarked Reserves	10,400	-	-	-
GROSS EXPENDITURE	514,000	517,220	469,310	528,940
GROSS INCOME	(10,276)	(10,450)	(11,580)	(4,370)
NET CONTROLLABLE EXPENDITURE	503,724	506,770	457,730	524,570
Departmental Support	53,797	53,950	54,510	56,090
Central Support Services	36,619	38,520	33,810	35,360
Capital Charges	40,828	56,030	56,030	56,030
NET EXPENDITURE	634,968	655,270	602,080	672,050

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	REVISED	ORIGINAL
	2017/2018	BUDGET 2018/2019	BUDGET 2018/2019	BUDGET 2019/2020
Employee Expenditure	1,292	-	-	-
Supplies & Services	3,262	7,750	7,750	7,900
GROSS EXPENDITURE	4,554	7,750	7,750	7,900
GROSS INCOME	(150)	-	-	-
NET CONTROLLABLE EXPENDITURE	4,404	7,750	7,750	7,900
Departmental Support	8,920	9,120	8,780	9,030
Central Support Services	544	590	670	670
NET EXPENDITURE	13,868	17,460	17,200	17,600

Contributes to corporate priority :
- Creating safer communities

5014 - FLOODING 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	REVISED	ORIGINAL
	2017/2018	BUDGET 2018/2019	BUDGET 2018/2019	BUDGET 2019/2020
Employee Expenses	2,200	-	-	-
Supplies & Services	447	-	-	-
GROSS EXPENDITURE	2,647	-	-	-
NET CONTROLLABLE EXPENDITURE	2,647	-	-	-
Departmental Support	11,970	12,240	8,780	9,030
Central Support Services	5,835	5,830	5,700	5,730
Capital Charges	2,652	2,650	2,650	2,650
NET EXPENDITURE	23,104	20,720	17,130	17,410

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
	2017/2018	BUDGET 2018/2019	BUDGET 2018/2019	BUDGET 2019/2020
Employee Expenses	641	-	-	-
Supplies and Services	1,426	1,310	1,310	1,350
NET CONTROLLABLE EXPENDITURE	2,067	1,310	1,310	1,350
Departmental Support	3,860	3,910	3,920	4,050
Central Support Services	1,062	1,110	1,220	1,240
NET EXPENDITURE	6,989	6,330	6,450	6,640

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
	2017/2018	BUDGET 2018/2019	BUDGET 2018/2019	BUDGET 2019/2020
Employee Expenses	804	-	-	-
Premises Related Expenditure	1,527	1,830	1,680	1,720
GROSS EXPENDITURE	2,331	1,830	1,680	1,720
NET CONTROLLABLE EXPENDITURE	2,331	1,830	1,680	1,720
Departmental Support	970	980	970	1,000
Central Support Services	421	430	450	460
NET EXPENDITURE	3,722	3,240	3,100	3,180

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
	2017/2018	BUDGET 2018/2019	BUDGET 2018/2019	BUDGET 2019/2020
Employee Expenditure	68,285	54,380	55,480	56,620
Premises Related Expenditure	34,677	36,740	36,510	37,400
Supplies & Services	334,044	328,520	346,610	335,360
Earmarked Reserves	(1,676)	-	-	-
GROSS EXPENDITURE	435,330	419,640	438,600	429,380
GROSS INCOME	(23,132)	(14,110)	(32,200)	(14,410)
NET CONTROLLABLE EXPENDITURE	412,198	405,530	406,400	414,970
Departmental Support	47,827	55,510	58,330	59,710
Central Support Services	57,762	58,860	69,520	72,210
Capital Charge	121,855	90,210	90,210	90,210
NET EXPENDITURE	639,642	610,110	624,460	637,100

KEY PERFORMANCE INDICATORS

Number of Play Areas	27	27	27	27
Number of play areas meeting the safety, DDA and Play Value standard	27	27	27	27
Number of Pitches	9	9	10	10
Number of Teams	13	13	14	14
Number of Hirers	13	13	14	14
Budgeted income per team	£350.77	£371.54	£345.00	£352.14

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
	2017/2018	BUDGET 2018/2019	BUDGET 2018/2019	BUDGET 2019/2020
Employee Expenditure	310	-	-	-
Supplies & Services	6,000	-	-	-
GROSS EXPENDITURE	6,310	-	-	-
GROSS INCOME	-	-	(160)	-
NET CONTROLLABLE EXPENDITURE	6,310	-	(160)	-
Departmental Support	2,676	2,630	2,680	2,720
Central Support Services	250	250	290	290
NET EXPENDITURE	9,236	2,880	2,810	3,010

5023 - CONSULTATION

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

DESCRIPTION	ACTUALS	APPROVED BUDGET	REVISED BUDGET	ORIGINAL BUDGET
	2017/2018	2018/2019	2018/2019	2019/2020
Employee Expenditure	1,041	-	-	-
Supplies & Services	-	4,650	-	4,650
NET CONTROLLABLE EXPENDITURE	1,041	4,650	-	4,650
Departmental Support	6,918	6,810	7,150	7,250
Central Support	2,532	2,580	2,690	2,730
NET EXPENDITURE	10,491	14,040	9,840	14,630

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 BUDGET	REVISED BUDGET	ORIGINAL BUDGET
	2017/2018	2018/2019	2018/2019	2019/2020
Employee Expenditure	38,164	27,870	27,930	28,490
Premises Related Expenditure	351	400	400	410
Supplies & Services	21,932	34,240	71,950	35,260
Miscellaneous Expenditure	17,555	-	-	-
Earmarked Reserves	44,245	(20,260)	(57,970)	(20,260)
GROSS EXPENDITURE	122,247	42,250	42,310	43,900
GROSS INCOME	2,950	(310)	(310)	(320)
NET CONTROLLABLE EXPENDITURE	125,197	41,940	42,000	43,580
Departmental Support	21,521	20,460	21,600	21,780
Central Support	12,584	12,980	20,970	21,720
Capital Charges	9,089	-	-	-
NET EXPENDITURE	159,302	75,380	84,570	87,080

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	REVISED	ORIGINAL
	2017/2018	BUDGET 2018/2019	BUDGET 2018/2019	BUDGET 2019/2020
Employee Expenditure	30,522	28,270	25,470	25,710
Supplies & Services	1,513	3,230	26,230	1,270
Transport Related Expenditure	350	-	-	-
Earmarked Reserves	-	(2,000)	(25,000)	-
GROSS EXPENDITURE	32,385	29,500	26,700	26,980
GROSS INCOME	(3,000)	-	-	-
NET CONTROLLABLE EXPENDITURE	29,385	29,500	26,700	26,980
Departmental Support	35,584	36,740	39,150	39,690
Central Support	2,043	2,150	2,450	2,460
NET EXPENDITURE	67,012	68,390	68,300	69,130

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	REVISED	ORIGINAL
	2017/2018	BUDGET 2018/2019	BUDGET 2018/2019	BUDGET 2019/2020
Employee Expenses	156	-	-	-
Supplies & Services	8,615	8,980	8,980	9,250
NET CONTROLLABLE EXPENDITURE	8,771	8,980	8,980	9,250
Departmental Support	1,192	1,170	1,190	1,210
Central Support Services	278	280	310	320
NET EXPENDITURE	10,241	10,430	10,480	10,780

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
	2017/2018	BUDGET 2018/2019	BUDGET 2018/2019	BUDGET 2019/2020
Employee Expenditure	658	-	-	-
Supplies & Services	16,427	8,510	8,510	8,760
Balance Sheet Items	(5,861)	-	-	-
NET CONTROLLABLE EXPENDITURE	11,224	8,510	8,510	8,760
Departmental Support	5,350	5,430	5,220	5,440
Central Support Services	983	910	1,090	1,100
NET EXPENDITURE	17,557	14,850	14,820	15,300

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
	2017/2018	BUDGET 2018/2019	BUDGET 2018/2019	BUDGET 2019/2020
Employee Expenditure	1,742	-	-	-
Supplies & Services	72,663	78,100	82,100	54,620
Earmarked Reserves	(20,000)	(25,000)	(29,000)	-
NET CONTROLLABLE EXPENDITURE	54,405	53,100	53,100	54,620
Departmental Support	16,784	18,300	21,750	21,590
Central Support Services	8,929	9,150	9,140	1,510
NET EXPENDITURE	80,118	80,550	83,990	77,720

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
	2017/2018	BUDGET 2018/2019	BUDGET 2018/2019	BUDGET 2019/2020
Employee Expenditure	34,873	32,050	36,150	32,760
Premises Related Expenditure	117	-	-	-
Supplies & Services	5,367	11,050	19,750	11,120
Transport Related Expenditure	6,532	2,710	3,210	3,330
Earmarked Reserves	(868)	-	(4,050)	-
GROSS EXPENDITURE	46,021	45,810	55,060	47,210
GROSS INCOME	(17,400)	(17,000)	(25,700)	(17,000)
NET CONTROLLABLE EXPENDITURE	28,621	28,810	29,360	30,210
Departmental Support	36,254	37,480	40,420	41,080
Central Support Services	10,529	12,180	12,830	14,090
NET EXPENDITURE	75,404	78,470	82,610	85,380

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	REVISED	ORIGINAL
	2017/2018	BUDGET 2018/2019	BUDGET 2018/2019	BUDGET 2019/2020
Employee Expenditure	36,896	33,100	33,150	33,830
Premises Related Expenditure	423	330	360	370
Supplies & Services	21,788	27,440	27,440	27,940
Transport Related Expenditure	-	1,510	-	-
Earmarked Reserves	12,000	-	-	-
GROSS EXPENDITURE	71,107	62,380	60,950	62,140
GROSS INCOME	(5,750)	-	-	-
NET CONTROLLABLE EXPENDITURE	65,357	62,380	60,950	62,140
Departmental Support	36,704	37,670	40,620	41,280
Central Support Services	8,847	9,400	10,150	11,310
Capital Charges	-	1,890	1,890	1,890
NET EXPENDITURE	110,908	111,340	113,610	116,620

Contributes to corporate priority :

- Creating safer communities

5064 - QE - ARTIFICIAL GRASS PITCH

An artificial grass pitch has been 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
	2017/2018	2018/2019	2018/2019	2019/2020
Employee Expenditure	11,425	14,420	14,470	14,760
Premises Related Expenditure	3,459	2,420	2,420	2,490
Supplies & Services	11,582	6,330	6,330	6,520
Earmarked Reserves	5,708	7,680	4,650	1,520
GROSS EXPENDITURE	32,174	30,850	27,870	25,290
GROSS INCOME	(37,477)	(40,180)	(37,430)	(38,180)
NET CONTROLLABLE EXPENDITURE	(5,303)	(9,330)	(9,560)	(12,890)
Departmental Support	5,890	8,100	8,180	11,480
Central Support Services	1,115	1,300	1,380	1,410
NET EXPENDITURE	1,702	70	-	-

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 BUDGET	REVISED BUDGET	ORIGINAL BUDGET
	2017/2018	2018/2019	2018/2019	2019/2020
Employee Expenditure	49,547	47,350	47,510	39,450
Premises Related Expenditure	-	260	250	250
Supplies and Services	1,698	3,630	1,590	7,840
Transport Related Expenditure	799	1,620	1,130	1,120
GROSS EXPENDITURE	52,044	52,860	50,480	48,660
GROSS INCOME	(48,786)	(54,220)	(49,280)	(47,140)
NET CONTROLLABLE EXPENDITURE	3,258	(1,360)	1,200	1,520
Central Support	23,419	31,380	31,330	31,770
Capital Charges	231	380	400	410
NET EXPENDITURE	26,908	30,400	32,930	33,700

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
	2017/2018	BUDGET 2018/2019	BUDGET 2018/2019	BUDGET 2019/2020
Supplies and Services		-	8,000	8,000
GROSS EXPENDITURE	-	-	8,000	8,000
GROSS INCOME	-	-	(8,000)	(8,000)
NET CONTROLLABLE EXPENDITURE	-	-	-	-

Contributes to corporate priority :

- Creating safer communities
- Improving leisure and wellbeing opportunities
- Promoting sustainable 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
	2017/2018	BUDGET 2018/2019	BUDGET 2018/2019	BUDGET 2019/2020
Supplies & Services	7,180	-	15,970	-
Miscellaneous Expenditure	11,904	-	15,530	-
GROSS EXPENDITURE	19,084	-	31,500	-
GROSS INCOME	(19,084)	-	(31,500)	-
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
	2017/2018	BUDGET 2018/2019	BUDGET 2018/2019	BUDGET 2019/2020
Supplies & Services	500	-	-	-
Earmarked Reserves	(500)	-	-	-
NET CONTROLLABLE EXPENDITURE	-	-	-	-

Contributes to corporate priority :

- Supporting employment and business

SAVINGS INCLUDED WITHIN 2019/20

Board	Description	2019/20 £
C & E	Reduction in Polesworth Sports Centre Rent	8,940
C & E	Reduction in Safer Communities Transport Costs	1,010
C & E	Transfer of Arley Sports Centre to Elite Sports Development	55,800
C & E	Reduction in Refuse & Recycling Bin Purchases	9,790
C & E	Additional Income from Bulky Collections and Bins	8,270
C & E	Additional Income from Replacement Bins and the Charge for Additional Green Bins	26,530
C & E	Additional Income from Recycling Credits	8,130
C & E	Reduction in Transport Fuel and Repair and Maintenance Costs	53,800
C & E	Reduction in Grounds Maintenance Equipment	4,460
C & E	Reduction in Grounds Maintenance Materials	1,180
C & E	Reduction in Grounds Maintenance Professional Fees	1,850
C & E	Public Health Additional Income	1,420
	Community and Environment Total	181,180

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 11

Community and Environment Board

21 January 2019

Report of the Corporate Director - Resources

Capital Programme 2019/20 to 2021/22

1 Summary

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

Recommendation 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 2018/19 to 2020/21 approved last February. The same approach will be required for setting the capital programme for 2019/20 to 2021/22.

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 recent review of this equipment has determined that it is in better condition after 4 years of use than was initially expected. Therefore, the planned expenditure in this area has been 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 management plan, work will be undertaken for the planned replacement of play area facilities at Ansley Common, Austrey, Coleshill and Piccadilly in 2020/21. Work will then be undertaken for the planned replacement of play area facilities at Polesworth, Corley, Hurley, and Wood End in 2021/22.

... 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 11 February 2019.

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
		2019/20	2020/21	2021/22	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	20,000	30,000	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 2 at Ansley Common, Austrey, Coleshill, Piccadilly; Year 3 at Polesworth, Corley, Hurley, Wood End.	-	200,000	200,000	400,000
TOTAL		20,000	470,000	230,000	720,000

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
			2019/20	2020/21	2021/22	3 Year Programme
Atherstone Leisure Complex - Heating	Replacement of the heating and other M&E systems at the Leisure Complex (additional to the boiler system for which there is funding set aside).	Non Essential	200,000	-	-	200,000
Sports Pavilion - Grendon - Hard standing area replacement and internal refurbishment	If a review shows a need to retain Grendon Sports Pavilion, there will be a need to carry out improvement at the sports pavilion, particularly to meet accessibility standards.	Non Essential	-	25,000	-	25,000
Improvements to Ansley Hall Sports Ground to include refurb 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
Total			200,000	25,000	35,000	260,000

Agenda Item No 12

Community Environment Board

21 January 2019

Report of the Corporate Director - Environment

Prosecutions Taken By The Environmental Health Division 2018

1 Summary

- 1.1 The report provides details of the prosecutions taken by the Environmental Health Division during the calendar year 2018.

Recommendation to the Board

That the report be noted.

2 Consultation

- 2.1 The Chair and Vice Chair have been sent an advanced copy of this report for comment. Any comments received will be reported verbally 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 (Commercial, Licensing and Health Promotion). The legislation relates to food safety, health and safety at work, licensing, pollution control and animal welfare. This delegation was conditional, requiring an annual report to your Board detailing all prosecutions taken.
- 3.2 The Division always offers support to 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 in respect of each of these functions which 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 2018:-

DATE	DEFENDANT	LOCATION	OFFENCES	PENALTY
06/03/18	Lutfur Rahman	Pavilion Restaurant, Lea Marston	Four offences- Food Hygiene Regulations	£2560.76 fine and costs
21/08/18	Roeg Wadham	Five sites in North Warwickshire, Tamworth and Lichfield	Five offences of fly tipping – Environmental Protection Act 1990	Fifty days imprisonment suspended for twelve months. Three year Criminal Behaviour Order. Costs of £2799.47
11/09/18	Mr John Love	Holmleigh Boarding Kennels, Hartshill	One offence Animal Boarding Act 1963	Animal Boarding Licence revoked. Fine and costs of £1359.30

3.5 The Wadham case is worthy of further mention as it involved an investigation taking over twelve months and joint working by Officers from the three local authorities involved and the Environment Agency before the perpetrator was brought to justice. It is also the first time that a prosecution by the Division has resulted in a custodial sentence and reflects the seriousness of the offences.

3.6 Both of the other offenders have been prosecuted previously by the Division – Rahman in 2014 for flytipping and Love in 2016 for breaches of his animal boarding licence. Love’s licence to board animals was revoked by the Court at the request of the Council.

4 Report Implications

4.1 Finance and Value for Money Implications

4.1.1 In each successful case the Council has been awarded full investigation and prosecution costs except the Wadham case where a contribution was received due to the defendants financial circumstances.

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 13

Community and Environment Board

21 January 2019

Report of the Corporate Director - Environment

Performance Management – Environmental Health Division – Food Hygiene Inspections 2017/18

1 Summary

- 1.1 The report is in response to a request from the Board for information on why 100% of food hygiene inspections were not completed during 2017/18 and therefore performance indicators were missed.

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 The Environmental Health Division has amongst its performance indicators a requirement to complete within the year 100% of food hygiene inspections on both high and low risk food premises due during that year.
- 3.2 For 2017/18 137 inspections of high risk and 180 inspections of low risk premises were due. Actual end of year figures for completed inspections were 134 (98%) for high risk and 127 (70.5%) for low risk.
- 3.3 Lists of inspection due are generated monthly and it is a requirement of the Food Standards Agency (FSA) the inspections should be carried out no more than 28 days from when they are due.
- 3.4 All food businesses are risk rated by officers when they are inspected. The risk reflects the inherent risk of the operation, (for example handling open food), the number of consumers affected and standards of hygiene, structural conditions and the management of food safety. Businesses are then risk rated A to E with the highest risk premises being rated A and the lowest risk E.

- 3.5 Inspection frequencies reflect the risk rating with category A premises visited six monthly, B annually, C every eighteen months, D every two years and E every three years. Businesses can move up or down the categories depending on what is found at the time of inspection. Category A - C businesses are classed as high risk and D – E as low risk.
- 3.6 Premises may be high risk because they are not fully compliant with the food hygiene regulations or they may be fully compliant but undertaking high risk activities. Broadly speaking A – C businesses are manufacturers, catering businesses or shops handling open food. Some of these types of business can achieve category D if they have a good record of compliance. Category D – E are typically convenience stores, wet only pubs etc or more complex businesses with a good record of compliance.

4 **Report**

- 4.1 Priority is always given to the high risk inspections and in fact all those inspections that could be carried out were carried out during the year. The three inspections not carried out were of mobile food traders operating on weekend car boot sales. Due to the unusually severe winter of 2017/18 the car boot sales either did not operate or operated at a much reduced level and therefore the businesses were not available to be inspected before the end of March 2018. These businesses were inspected as soon as the weather improved and the car boot sales resumed normal activity.
- 4.2 The inspection of low risk premises suffered due to a number of factors which meant other activities had a greater priority
- Food complaints/complaints about food premises. The FSA have introduced a facility to report complaints about food businesses via their website and social media. These complaints are then forwarded to the appropriate local authority for investigation. This has led to an increase in investigations required to be carried out – 2015/16 (43 complaints), 2016/17 (53), 2017/18 (75), 2018/19 (60 up until 31/10/18 on course to reach 100 by the end of the year).
 - Infectious disease. There was an unusual spike in investigations into cases of infectious disease during the year. One suspected outbreak at an event involved 196 interviews and one officer full time for three weeks with two other officers spending two days each on the case. In the end the cause turned out to be Norovirus but unfortunately it takes time to identify the organism involved and during that period the case has to be investigated as if it is a food poisoning outbreak. Other time consuming issues were two cases of Legionnaires disease and participation in a wider nationwide investigation into an outbreak of E. Coli 0157.
 - Visits to new businesses. A total of 70 new businesses were registered during the year. It is unfortunately the case that many people go into food businesses very ill prepared and therefore officers often have to spend a considerable amount of time coaching them to help them comply with the

food hygiene regulations, often involving multiple visits. It is a source of great frustration that, particularly in the pub sector, turnover of owners is very high meaning that having spent a lot of time and effort coaching a business, at the next inspection they are found to have left and the whole process has to be repeated with new people.

- Advice from the FSA is that local authorities should prioritise and focus resources on the most poorly performing premises. This has been done but providing advice and education on a one to one basis is very time consuming. However the educational approach has raised standards overall as the following table shows the improvement in scores under the National Food Hygiene Rating Scheme (NFHRS) of food premises in the Borough.

NFHRS Rating	March 2014	March 2018
5	48%	66%
4	26.5%	18.8%
3	13%	8.3%
2	5.1%	2.7%
1	3.5%	1.2%
0	0.1%	0.3%

- 4.3 All outstanding inspections of low risk premises were completed by the end of May 2018.
- 4.4 The knock on effect is that due to the time spent catching up it will be more difficult to complete the inspections due in 2018/19 by 31/03/19. However progress is good and it is hoped that the inspections will be completed as planned.
- 4.5 The FSA is currently working on a programme called 'Regulating Our Future' - a design for a modernised regulatory framework. This process, still very much a work in progress, envisages delivering national inspection strategies, a greater role for Primary Authorities, regulating private assurance and designing a sustainable funding model for the new regime. It is anticipated that greater involvement for Primary Authorities and acceptance of private assurance from third parties will mean Environmental Health Departments will be freed up to devote more attention to poorly performing businesses and to food crime. The sustainable funding aspect suggests that the Council may in future be enabled to charge business for carrying out inspections. A further report will be brought to your Board when more details are available.

5 Report Implications

5.1 Finance and Value for Money Implications

- 5.1.1 There are no finance or value for money implications contained in the report for the present. In the future the Council may be able to recover the cost of food hygiene inspections but this is not certain at the present time and further reports will be brought forward in due course.

5.2 Safer Communities Implications

5.2.1 The inspection of food businesses to ensure they comply with the food hygiene regulations is an important public health protection measure.

5.3 Legal, Data Protection and Human Rights Implications

5.3.1 There are no legal, data protection or human rights implications contained in the report.

5.4 Environment, Sustainability and Health Implications

5.4.1 There are potentially health implications if food premises are not inspected. However the high risk premises involved were not actually trading and the low risk premises were all inspected only slightly late so any potential harms were minimal.

5.5 Human Resources Implications

5.5.1 The picture is not clear at present. The increase in food complaints and new businesses might suggest additional resources will be required. However the advent of 'Regulating Our Future' may mean that there will be less routine inspections required in the future balancing out the increase in work load elsewhere.

5.6 Risk Management Implications

5.6.1 Failure to carry out the inspections on time could bring action from the FSA. However the Council has an excellent track record and has achieved 100% inspections consistently over many years, something that not many other authorities have achieved, so it is not considered that this is a threat at present.

5.7 Equalities Implications

5.7.1 There are no negative impacts of opportunity for any known group.

5.8 Links to Council's Priorities

5.8.1 Creating safer communities
Improving leisure and wellbeing opportunities
Supporting employment and business

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 14

Community and Environment Board

21 January 2019

Report of the Corporate Director - Environment

Removal of abandoned vehicles from private land. Refuse Disposal (Amenity) Act 1978

1 Summary

- 1.1 The report recommends that the Council charge for the removal of abandoned vehicles from private land.

Recommendation to the Board

That the fee in paragraph 4.5 be levied in respect of removing abandoned vehicles from private land.

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 Local Authorities are under a duty under section 3 of the Refuse Disposal (Amenity) Act 1978 (the Act), to remove a vehicle which is abandoned in their area, on any land in the open air, or on any other land forming part of a highway. This duty does not cover vehicles abandoned on private land but the Council has the power to remove vehicles from private land with the consent of the landowner.

4 Report

- 4.1 Abandoned vehicles have a negative impact on the environment, look unsightly and can lower the quality of life in neighbourhoods. They can be the result of or lead to crime, they take up valuable parking spaces and can quickly become dangerous when vandalised – there is a risk of explosion or injury, they can leak dangerous fluids which can catch fire or run into the water stream and they are often burnt out which can endanger lives, property and the environment.
- 4.2 The removal and disposal of abandoned vehicles costs local authorities an enormous amount of money. In Warwickshire the District Councils enforce

the removal of the vehicles whilst the County Council is responsible for their collection, storage and ultimate disposal.

- 4.3 The Council's financial commitment is, therefore limited to Officer time in investigating reports of abandoned vehicles including visits to assess the vehicles, further visits to check if the vehicles have been removed by the owners and the associated administrative work including notifying the contractor to collect the vehicle on behalf of the County.
- 4.4 The majority of abandoned vehicles are found on public land and therefore there is no cost recovery mechanism as the Council has a duty to deal with these vehicles. However, calls are received from private land owners requesting that the Council arrange the removal of abandoned vehicles from their land. The Council has the power to remove these vehicles and given the possible adverse environmental impacts from them it is felt that it is desirable that the Council continue to do so.
- 4.5 Currently this is a free service but it is suggested that to defray its costs the Council should charge a fee that reflects its costs in removing abandoned vehicles from private land. A fee of £75 per vehicle is suggested as a fair reflection of the Council's costs

5 Report Implications

5.1 Finance and Value for Money Implications

- 5.1.1 Historically around 5 reports of abandoned vehicles on private land have been dealt with each year which at £75 per vehicle means an expected income of around £375 per annum

5.2 Safer Communities Implications

- 5.2.1 This has been dealt with in the body of the report

5.3 Legal, Data Protection and Human Rights Implications

- 5.3.1 There are no legal or human rights implications arising from the work of the Division, provided the relevant statutory procedures are followed.

5.4 Environment, Sustainability and Health Implications

- 5.4.1 This has been dealt with in the main body of the report

5.5 Risk Management Implications

- 5.5.1 There is a risk that if the Council does not pursue robust enforcement when necessary, unscrupulous persons could cause serious personal or environmental.

5.6 Equalities Implications

5.6.1 There are no known negative impacts of opportunity for any known group.

5.7 Links to Council's Priorities

5.7.1 Responsible financial and resource management

5.7.2 Creating safer communities

5.7.3 Protecting our countryside and heritage

5.7.4 Promoting vibrant and sustainable 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 15

Community and Environment Board

21 January 2019

Report of the Director of Leisure and Community Development

Draft Green Space and Playing Pitch Strategies

1 Summary

- 1.1 Further to the Board's consideration, at its meeting held in July 2018, of the draft Green Space and Playing Pitch Strategies produced by external consultants, this report presents revised drafts of both documents for Members' further consideration, alongside the Football Association's draft Local Football Facilities Plan.

Recommendation to Board

- a That the Board notes and comments upon the latest draft of the Green Space Strategy and advises Officers of the manner in which it wishes this important undertaking to be finalised;**
- b Further to its approval, in principle, in July 2018, the Board adopts, or otherwise amends, the revised draft of the Playing Pitch Strategy; and,**
- c That the Board notes and comments on the draft Local Football Facilities Plan produced by the Football Association and its partners.**

2 Consultation

- 2.1 As the draft Green Space Strategy, Playing Pitch Strategy and Local Football Facilities Plan are potentially of Borough-wide significance, this report has been circulated to all Members for their consideration. Any comments received will be reported verbally at the meeting.

3 Introduction and Background

- 3.1 Members will be aware that, at its meeting held in January 2016, the Community and Environment Board approved the external commissioning of "an overarching review of leisure provision in North Warwickshire, including leisure facilities, open space, sport and recreation need and supply and the revision of the (Authority's) Green Space and Playing Pitch Strategies".

- 3.2 The aim of the Commission was to carry out a review of leisure provision across North Warwickshire. The Review, itself, comprised a number of separate, but linked elements, as follows:
- Health, Wellbeing and Leisure Strategy
 - Leisure Facilities Strategy
 - Leisure Facilities Operational Review and Future Delivery Options
 - Green Space Strategy
 - Playing Pitch Strategy
 - Light Touch Review of Community Development
- 3.3 The outcome of the light touch review of Community Development services was reported to, and approved by, the Community and Environment Board in January 2017. At their respective meetings held in February 2018, the Executive Board and Full Council noted the Strategic Leisure Review work undertaken by the consultants and their preparation of supporting draft strategies; instructed Officers to amend and finalise the Leisure Facilities Strategy, taking account of Members' consideration of the consultants' recommendations; approved the recommendations made in respect of the Leisure Facilities Operational Review and the associated Appraisal of Future Delivery Options, and instructed Officers to submit the draft Green Space and Playing Pitch Strategies for the future consideration of the Community and Environment Board.
- 3.4 The related green space and playing pitch objectives of the Commission were to:
- Prepare a detailed Green Space Strategy to 2031 that addresses the needs identified in the (Open Space, Sports and Recreation) assessment in respect of outdoor provision and provides an evidence base for open space policies for the emerging Local Plan and informs future investment decisions
 - Prepare a detailed Playing Pitch Strategy to 2031 to guide future provision and management of sports pitches in North Warwickshire in the context of national policy and local sports development needs
- 3.5 Subsequent to its appointment, Strategic Leisure Ltd., in conjunction with its partner consultants SES Ltd. (Green Space Strategy), 4Global (Playing Pitch Strategy) and Nortoft (Planning), undertook a considerable volume of work, which was supported by the provision of significant time, information and documentation by Borough Council Officers. The outcome of this process, amongst other things (previously reported to the Community and Environment and Executive Boards), was the production of draft Green Space and Playing Pitch Strategies, copies of which can be found in a clearly marked file in each Political Group Room, as well as on the Borough Council's website:

4 **Draft Green Space and Playing Pitch Strategies**

- 4.1 The drafts of both the Green Space Strategy and the Playing Pitch Strategy were intended to build on those corresponding Strategies that were adopted by the Borough Council a number of years ago, the Green Space Strategy in 2008 and the Playing Pitch Strategy in 2010.

North Warwickshire Green Space Strategy (2019 to 2033)

- 4.2 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. This document sought to consider issues based on the following key service priorities:

- Maintenance and cleanliness
- Safety and security
- Tree management
- Biodiversity and climate change
- Partnership working
- Outdoor sport
- Children and young people
- Community engagement
- Area based priorities

- 4.3 In preparing the revised draft Strategy, the consultants, as well as undertaking renewed consultation with stakeholders and potentially interested parties, used information that evidentially underpinned the production of the original document. In particular, account was taken of the Open Space, Sports and Recreation Study (2007). Within the consultation, views were sought on the quality, quantity and accessibility of open space and anecdotal information was sought on the desire for the provision of additional facilities and services.

- 4.4 The consultants' adopted 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 assessment of open space
- Use of quantitative and accessibility standards
- Consultation and analysis
- Identification of shortfalls in provision
- Conclusions and recommendations
- Action plan

- 4.5 Given this approach, it was considered to be disappointing that the externally produce draft Strategy appeared to make 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. As reported to the Board in July 2018, the revised draft Strategy was not without any merit. It drew a number of

conclusions similar to those of the original Strategy, in that the main issues centre, not on the quantity of provision, but on its quality; that North Warwickshire has sufficient amenity green space, public parks and gardens, natural and semi-natural green space, but there was a need to create opportunities for increased participation in safe walking, jogging and cycling, including through the connection of existing and new settlements, education and leisure sites. The draft Strategy was, however, discursive, in places it used the wrong quantities of provision and concluded with a vague and, in part, unjustified action plan. Understandably, therefore, the Board instructed Officers to re-write the draft Green Space Strategy.

- 4.6 In undertaking this task, use has been 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 have been retained from the original document. Green Corridors, however, has been added as a typology, in order to appropriately reflect the value of routes used for walking, cycling and / or horse riding, whether for leisure purposes or travel. These corridors also provide opportunities 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, for example in respect of “green corridors”, have been identified and, further to detailed discussions with Forward Planning, due account has been taken of the anticipated growth to be accommodated in the Borough. Having worked through this process, a further revised draft of the Green Space Strategy has been produced, a copy of which can be accessed through the following link

... https://www.northwarks.gov.uk/meetings/meeting/817/community_and_environment_board A copy has also been placed in each Political Group Room.

- 4.7 As identified above, the key issues moving forward relate to the significant extent of development proposed within the Borough and the potential impact of HS2. These issues have been taken into account in the formulation of the proposed Vision for the new Strategy, which is:

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

- 4.8 The Policy Priorities have been updated to include, not just the protection and enhancement of existing green space, but also to seek new green space to meet the needs of a growing population. 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.

- 4.9 Although much has been achieved through the production and delivery of the former Green Space Strategy, the current 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. The addition of “Borough-wide Priorities” has reduced the number of area priorities, although there are still many communities that have listed area specific priorities.
- 4.10 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 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.
- 4.11 The Board is asked to consider and advise Officers on the content of this revised draft and to provide instruction on the manner in which it wishes this important undertaking to be finalised. It is anticipated that Members will wish to consider the need for any further consultation to be undertaken, for example with all Borough Councillors, parish councils and key partners / stakeholders, as well as on the Borough Council’s website and through other social media channels, prior to the draft Green Space Strategy being re-presented for possible adoption at the meeting of the Board to be held in March 2019, for implementation with effect from April onwards.

Playing Pitch Strategy

- 4.12 The draft Playing Pitch Strategy, which was adopted in principle by the Board at its meeting held in July 2018, was produced by a different consultancy to that which produced the draft Green Space Strategy. It was also produced against a different methodology to that used to produce the 2010 Playing Pitch Strategy. The methodology used was that prescribed by Sport England, which made it clear that unless its process was used, external funding for future sports pitch projects would not be forthcoming.
- 4.13 Also at its meeting held in July 2018, the Board was informed that the Authority had been contacted by the Football Association (FA), in respect of its partnership with the Premier League, Sport England and the Department for

Digital, Culture, Media and Sport (DCMS) to make a major investment in local football facilities over the next 10 years. To inform and direct this investment, the FA had committed itself to providing every local authority in the country with a Local Football Facilities Plan (LFFP) by 2020. The FA had commissioned external consultants, Knight Kavanagh and Page (KKP), to manage the process of local engagement, consultation and the production of the LFFP.

- 4.14 The intention was for each LFFP to establish a ten year vision for football facilities and to sustainably transform the local playing pitch stock and its associated ancillary accommodation. It was intended to build on existing local evidence and strategic planning work, which, in North Warwickshire's case, was the new draft Playing Pitch Strategy. The LFFP would act as a detailed investment portfolio for schemes that require funding support in the short, medium and long term.
- 4.15 The Board determined that it wanted to consider the draft Playing Pitch Strategy and the draft Local Football Facilities Plan together and it was for this reason that the draft Playing Pitch Strategy was only adopted in principle in July 2018. It had initially been anticipated that KKP would produce the LFFP for North Warwickshire in September 2018, although the timetable slipped and the draft Plan was eventually produced in November 2018. The documents are available via the following links.
- North Warwickshire Playing Pitch Strategy 2018
https://www.northwarks.gov.uk/downloads/download/2570/north_warwickshire_playing_pitch_strategy
 - Local Football Facilities Plan <https://lffp-prod.ff-apps.dh.bytemark.co.uk/local-authorities-index/north-warwickshire/north-warwickshire-local-football-facility-plan/>
 - Copies have been placed in both Political Group Rooms.

It is understood that the LFFP will be considered for adoption by the FA in January 2019.

- 4.16 By way of reminder, the draft Playing Pitch Strategy essentially focuses on four sports (agreed by Sport England), which are those played most frequently in the Borough:
- Football
 - Cricket
 - Rugby Union
 - Hockey
- 4.17 Perhaps not surprisingly, the draft Strategy draws a number of conclusions that are similar to those drawn within the 2010 document, specifically that the most significant issue is the need to improve the quality, not the quantity, of grass pitches, although there is a need to increase the number of junior (5 v 5 and 9 v 9) pitches, particularly for football. The known need to improve ancillary accommodation is emphasised, as is the need to provide two 3G artificial grass pitches (AGPs) in the Borough, one in Atherstone and one in Polesworth. The

consultants also highlighted the need to develop two centralised sports pitch venues (or “hubs”) in North Warwickshire, again including one in Atherstone.

4.18 The main headline summary conclusions for each sport are as follows:

Football

- A significant number of adult pitches have been assessed as being of poor quality
- Atherstone Town Football Club wants to develop, but a financially stable scheme needs to be established
- The quality of pitches and access to suitable changing accommodation need to be improved
- There is a need for two full-size 3G AGPs
- Boot Hill, Grendon, requires improvements to the adult pitch
- There is a need for a feasibility study at Queen Elizabeth School, Atherstone, in order to determine the best use of space, to improve the quality of the grass pitches and to determine if this is the best site for a 3G AGP in Atherstone

Cricket

- The quality of pitches and changing accommodation are important issues to be addressed
- The ancillary accommodation at Atherstone Sports Club does not meet current needs
- There are no women’s or girls’ cricket teams in North Warwickshire

Rugby Union

- Atherstone RFC wants a long-term lease at Royal Meadow Drive Recreation Ground and to fence the playing area
- The demand at Royal Meadow Drive currently outweighs supply
- Poor pitch quality and drainage are issues at a number of sites
- The future of Old Salts RFC has been undermined, at least in the short-term, by HS2

Hockey

- North Warwickshire has only one competitive hockey club, which has no plans to increase the number of its teams (12)
- The AGP at Queen Elizabeth School is almost at capacity at peak times, although there is weekday availability
- The AGP surface at Queen Elizabeth School will need to be replaced in five years time
- No additional provision is recommended for hockey

General Recommendations (non exhaustive)

- Invest in and improve the quality of grass sports pitches
- Invest in and develop multi-sports hubs, including one in Atherstone
- Provide two 3G AGPs, one in Atherstone and one in Polesworth
- Make better provision for youth football, including on 3G AGP surfaces
- Protect funding to re-surface the AGP at Queen Elizabeth School
- Protect playing pitches and outdoor sports facilities in the Local Plan
- Identify a financially stable model for Atherstone Town Football Club
- Secure a long-term lease for Atherstone RFC at Royal Meadow Drive Recreation Ground and assist in the refurbishment / replacement of the Atherstone Sports Club ancillary accommodation
- Improve the quality of the adult football pitch at Boot Hill, Grendon
- Subject to HS2, assist with the re-provision of Austrey Playing Fields

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

Local Football Facilities Plan

4.20 The Local Football Facilities Plan (LFFP) was finally published by the Football Association in December 2018. The Plan has identified 11 priority projects that will seek to deliver two additional 3G Artificial Grass Football Pitches (AGP), improved natural grass pitches, new and refurbished changing accommodation and upgraded small-sided facilities. The 11 projects are listed below:

- The Queen Elizabeth Academy, Atherstone: One new full sized 3G AGP, two natural grass pitch improvements and one new changing pavilion
- Royal Meadow Drive, Atherstone: Three natural grass pitch improvements, one new changing pavilion and one resurfaced small sided facility for informal use (MUGA)
- Abbey Green Park, Polesworth: Potentially one new full sized 3G AGP, one new changing pavilion and one small sided facility improvement
- North Warwickshire Cricket Club, Polesworth: Potentially one new full sized 3G AGP and a refurbished changing pavilion
- Arley Sports Centre / MUGA / Recreation Ground: One new 7 v 7 3G AGP and three natural grass pitch improvements
- Baddesley Ensor Recreation Ground: One new 7 v 7 3G AGP and a refurbished changing pavilion
- Piccadilly Sports Field: One grass pitch improvement and increased storage at the current changing pavilion
- Coleshill Town Football Club: One new changing pavilion
- Ansley Common Recreation Ground: One small sided facility for informal use (MUGA)
- Grendon Road: One small sided facility for informal use (MUGA)

- Mancetter Recreation Ground: One small sided facility for informal use (MUGA)

4.21 The LFFP will address the relatively poor quality of a number of the natural grass pitches identified in the PSS through the provision of two new 3G AGPs, which will support training needs, as well as competitive matches, and through improvements to nine existing pitches. Ancillary facilities will also be improved, with the provision of four new changing pavilions and the refurbishment or improvement of a further three facilities.

4.22 Given the draft Playing Pitch Strategy's conclusions and recommendations relating to the need to improve the quality of both local football pitches and the associated stock of ancillary accommodation, and the clear indication that the vast majority of future external investment in the sport will be made in accordance with priorities identified in LFFPs, this process represents a genuine opportunity to establish a coherent action plan through which to improve local facility and service provision. It will also enable the Authority to maximise the value of the one-off contribution of £150,000 that has been made available to improve playing pitches.

5 **Conclusion**

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

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

6 **Report Implications**

6.1 **Finance and Value for Money Implications**

6.1.1 The value of the Commission to undertake a Strategic Review of Leisure and Community Development services was £70,250, which has been funded through a contribution of £15,000 from the Local Development Framework Fund and a one-off growth item to fund the balance. Payment of just over £10,000 of this sum has been withheld, due to Officers concerns about the quality of the draft Green Space Strategy.

6.1.2 It is necessary to have robust Leisure Facilities, Green Space and Playing Pitch Strategies in place to ensure the provision and protection of related services

and spaces, but also to underpin bids for external funding support, as the council has limited resources available in either revenue or capital budgets. Sport England has specifically stated, in relation to its Protecting Playing Fields programme, that local authorities that do not have a Playing Pitch Strategy, or have one that is more than three years old, will need to develop or review and refresh such a Strategy before it will fund projects.

6.2 Safer Communities Implications

6.2.1 Robust Leisure Facilities, Green Space and Playing Pitch Strategies contribute to community safety by establishing a framework for the provision of well-managed indoor and outdoor leisure and recreation services that are safe by design and afford opportunities for positive activity.

6.3 Legal, Data Protection and Human Rights Implications

6.3.1 The adoption of Leisure Facilities, Green Space and Playing Pitch Strategies provides a sound evidence base to assist the Authority in meeting its statutory duty in respect of the delivery of planning policy. The National Planning Policy Framework (NPPF) states that “access to high quality open spaces and opportunities for sport and recreation can make an important contribution to the health and wellbeing of communities” and that “planning policies should be based on robust and up-to-date assessments of the needs for open space, sports and recreation facilities and opportunities for new provision”. It also states that “existing open space, sports and recreational buildings and land, including playing fields, should not be built on unless:

- an assessment has been undertaken which has clearly shown the open space, buildings or land to be surplus to requirements; or
- the loss resulting from the proposed development would be replaced by equivalent or better provision in terms of quantity and quality in a suitable location; or
- the development is for alternative sports and recreational provision, the needs for which clearly outweigh the loss”

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

6.4 Environment, Sustainability and Health Implications

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

6.4.2 Robust Health, Wellbeing and Leisure, Green Space, Playing Pitch and Leisure Facilities Strategies are essential for the provision, protection and appropriate management of green space, indoor and outdoor recreation provision, which have a positive impact on the health and wellbeing of individuals and

communities by providing opportunities for leisure and recreation activities and by contributing to an improved quality of life.

6.5 Human Resources Implications

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

6.6 Risk Management Implications

6.6.1 The corporate risk management process identifies and scores risks associated with the provision and maintenance of leisure facilities, green space and playing pitches. Services are obliged to manage operational risks, keeping them as low as reasonably possible. Adoption and implementation of robust Health, Wellbeing and Leisure, Green Space, Playing Pitch and Leisure Facilities Strategies are control measures that help to maintain low risk scores.

6.7 Equality Implications

6.7.1 Robust Health, Wellbeing and Leisure, Green Space, Playing Pitch and Leisure Facilities Strategies will ensure that inequalities in access to good quality green space, indoor and outdoor recreation provision are addressed.

6.8 Links to Council's Priorities

6.8.1 The adoption and implementation of approved Green Space and Playing Pitch Strategies will have direct and positive links to the corporate priorities in respect of:

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

6.8.2 The associated strategies, once finalised and adopted, are additionally intended to contribute directly to the priorities of the Sustainable Community Strategy, namely:

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

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

Background Papers

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

Background Paper No	Author	Nature of Background Paper	Date
1	Assistant Director (Leisure and Community Development)	Report to Community and Environment Board (Strategic Review of Leisure and Community Development Services)	January 2017
2	Strategic Leisure Ltd.	Draft Leisure Facilities, Green Space and Playing Pitch Strategies and Associated Supplementary Planning Document	October 2017
3	Assistant Director (Leisure and Community Development)	Report to Executive Board (Strategic Review of Leisure and Community Development Services)	February 2018
4	FA / KKP	Draft Local Football Facilities Plan	November 2018

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	Green Space and Playing Pitch Strategies
Officer Responsible for Assessment	Director of Leisure and Community Development

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

- (a) Is there a positive impact on any of the equality target groups or contribution to promoting equal opportunities and improving 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 proposed strategies are not intended to have a negative impact on any of the equality target groups or to disadvantage them in any way.

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

Requires no further action.

NORTH WARWICKSHIRE

Green Space Strategy

2019 - 2033



North Warwickshire
Borough Council

NORTH WARWICKSHIRE

DRAFT GREEN SPACE STRATEGY

2019 – 2033

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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



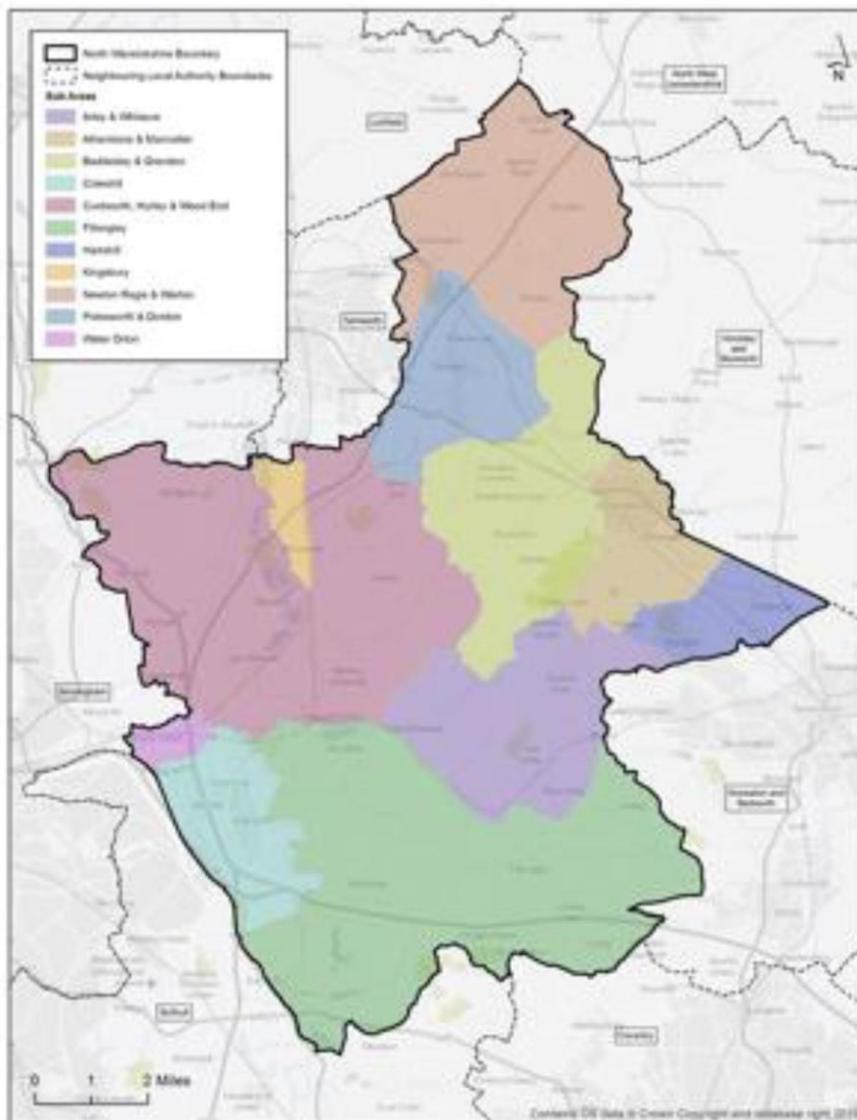
SECTION 2 – KEY PRIORITIES

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 itself is overwhelmingly rural in nature with approximately two third of its area designated as Green Belt. The population of the Borough is 62,124 (Census 2011), most of which is centred in the three main towns in the Borough: Atherstone, Coleshill and Polesworth. The rest of the population is dispersed throughout a number of smaller rural settlements. The dispersed nature of the Borough has particular implications for the provision of open space, sports and recreation facilities.

The map below shows the local authority spatially, illustrating the location of North Warwickshire and its borders with Lichfield and North West Leicestershire to the North, Hinckley & Bosworth, Nuneaton & Bedworth to the East. To the South of NWBC are Coventry and Solihull, and Birmingham to the West.



Sub areas in North Warwickshire



What is Green Space?

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

The Borough Council has produced a Playing Pitch Strategy which covers pitches use for cricket, football, hockey and rugby. These formal pitches will not, therefore, 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 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 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

SECTION 2 – KEY PRIORITIES

- **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.
- **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 cities than in the surrounding countryside. This is known as the 'heat island effect'. Vegetation – whether in public spaces or private gardens – can help to redress this imbalance. It brings many important environmental benefits to urban areas, including the cooling of air and the absorption of atmospheric pollutants.

Our Vision

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

North Warwickshire will have a well planned and managed network of sustainable, biodiverse green spaces that meet the needs of its communities and has maximized HS2 and climate change mitigation opportunities.

Our Objectives

The Green Space Strategy sets out a framework 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 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 who value them the most.
- **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.

SECTION 2 – KEY PRIORITIES

- **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 in giving consideration to public policy priorities
- **Help 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.

Why have we developed a Green Space Strategy?

The PPG 17 Audit undertaken to inform the Borough Council's first Green Space Strategy 2008 – 2018 identified the quality and quantity of the various forms of open space across North Warwickshire. It clarified the areas that were in need of significant attention, such as the provision of facilities which were uneven in spread and of varying quality. Maintenance, cleanliness and vandalism were all identified and were resulting in people feeling unsafe. There was a lack of provision for children and young people, and communities were 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 and achieve our vision.

Key Achievements include:

- The delivery of the Borough Council 12 year Play Area Development programme has resulted in an increase in quality provision across the Borough, with all of the Borough Council's own sites being improved and the local community to each being fully engaged in the process. **Just over £1M has been spent improving the sites, with just under £290K being brought in from external sources.** Support has also been provided to eight parish councils, ensuring that there is no disparity in offer across the Borough.
- A review of the Grounds Maintenance service has resulted in specifications and budgets being revised and Service level Agreements being put in place.
- The Strategy provided the evidence for the Council to successfully apply for £225,249 to develop the Council's first Local Nature Reserves at Abbey Green Park - Polesworth, Kingsbury Meadow - Kingsbury, Cole End Park – Coleshill and Daffern's Wood – New Arley. A partnership agreement is in place with Warwickshire Wildlife Trust for their ongoing management
- Management Plans have been produced for some key sites including: Abbey Green Park, Cole End Park LNR, Coleshill Memorial Park, Long Street and Kitwood Avenue Recreation Grounds, Daffern's Wood and Kingsbury Meadow.
- Two new allotment gardens have been developed in Hurley and Warton and the North Warwickshire Allotment Federation became formally constituted in 2009

SECTION 2 – KEY PRIORITIES

- Daw Mill sportsground has been regenerated and let to Hurley Kings Football Club Ltd
- An Artificial Grass Pitch has been installed, and a partnership agreement is in place for its management with the Queen Elizabeth Academy in Atherstone
- A variety of activities have been supported or delivered in local green spaces to encourage greater community involvement and use, most significant of these are the 'Big Day Out' community fun days, eleven weekly walks delivered by volunteers through the North Walks programme, play area launch events, development of new cycle routes, engagement activities for young people including 'Pedal to the Park', 'Activities 4U' and 'Call4Sport' and community litter picks amongst many others.

Local Context

North Warwickshire Local Plan

This Green Space Strategy is underpinned by the preparation of a new Local Plan to guide development and land use. This review provides the evidence base for protecting existing provision and allocating new open space, it also is preparing for the impact from the construction of HS2 through the Borough.

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 in to 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, the Borough will see a 37% increase in dwellings (from 26,000 to 35,600). Significant developments are due to take place 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 to bring it in line with the current adopted Core Strategy and emerging Site Allocation plan periods.

North Warwickshire Playing Pitch Strategy 2017 - 2031

The Playing Pitch Strategy is a strategic assessment in the context of national policy and local sports development needs that provides an up to date analysis of supply and demand for playing pitches (grass and artificial) in the local authority. The assessment, for practical reasons, focusses only upon Football, Rugby Union, Cricket and Hockey. Key to the Green Space Strategy is the identification in the Playing Pitch Strategy of the future needs with regard to accessible, high quality green space, sports and recreation facilities.

SECTION 2 – KEY PRIORITIES

North Warwickshire Borough Council – Corporate Plan

Although much has been achieved, there is still much more to do. At the local level, the Green Space Strategy will help the Borough Council to deliver its Corporate Priorities:

- **Responsible Financial & Resource Management**
- **Creating Safer Communities**
- **Protecting Our Countryside & Heritage**
- **Improving Leisure & Wellbeing Opportunities**
- **Promoting Sustainable & Vibrant Communities**
- **Supporting Employment & Business**

North Warwickshire Sustainable Community Strategy 2009 - 2026

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

Priority 1	Raising aspirations, educational attainment and skills
Priority 2	Healthier Communities
Priority 3	Tackling Poverty

North Warwickshire Health and Wellbeing Action Plan 2017 – 2020

The Green Space Strategy will help deliver the North Warwickshire Health and Wellbeing Action Plan 2017 – 2020 Aim : 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 theme to increase the number of adults and children who are physically active and reduce the percentage of adults and children with excess weight. It further has the advantage of having a positive impact upon mental health, an issue of concern nationally for all ages.

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 Council to adopt **minimum local standards** for the quality, quantity and accessibility of green spaces that we need in North Warwickshire.

The audits provided an understanding of the current condition, amount and location of the following types of green spaces throughout North Warwickshire:

SECTION 2 – KEY PRIORITIES

Green Space Typology

- **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: Football, Cricket, Rugby and Hockey 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, and biodiversity.
- **Allotments** - plot 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 provided opportunities for wildlife migration.

The standards are key to planning for and managing green space in the future.

Local Green Space Standards

The North Warwickshire Local Standards are based on the results of local consultation, and also informed by pragmatic considerations, and are intended to be achievable. The standards proposed are for minimum levels of provision. It should be noted that just because geographical areas may enjoy levels of provision exceeding minimum standards does not mean there is surplus provision, as 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 given recreational activities. Open space may have intrinsic value for other reasons, including visual and ecological. The recreational utility of open space must therefore be viewed in the round and in the context of broader environmental and planning considerations.

The standards are split in to three categories – Quantity, Quality and Accessibility.

The ‘Quantity’ Local Green Space Standards are detailed in [Appendix A](#) and should be read in conjunction with Section 6 of [Appendix B](#) - the *Open Space, Sport and Recreation Study for North Warwickshire Borough Final Report - Part 1: Context, Overview of Supply and Demand. Local Standards and Action Plan*, which provides more detail regarding the quality and accessibility of green space.

SECTION 2 – KEY PRIORITIES

Policy Priorities

The value of green spaces to local communities is well understood. North Warwickshire is due to see unprecedented amounts of development over the next ten years and will be significantly affected by the construction of HS2. It is critical that green space is protected and that green space development is also 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 Undertake an audit, to include an assessment of quantity, quality and accessibility, of all green space and maintain and update on GIS

Seek New Green Space by:

- PP05 Informing the Planning process through the Local Plan, consideration of strategic allocations and planning applications
- PP06 Using the identified local Green Space Standards along with the Audit of Green Space to identify green space needs in local communities

Seek Mitigation Due to the Construction of HS2 by:

- PP07 Promoting funding opportunities
- PP08 Supporting the local community to apply for funding, particularly those most directly affected.
- PP09 Assisting with the implementation of associated schemes
- PP10 Support the continued use, and availability, of facilities at Kingsbury and Pooley Country Parks
- PP11 Working with other agencies and stakeholders to develop mitigation schemes

SECTION 2 – KEY PRIORITIES

Service Priorities

The consultation for the Open Spaces, Sports and Recreation Study brought out a number of common themes concerning green space provision. From these we have decided that in most areas there is no need for additional green space but we 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 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 provision of, and access to, bridleways and cyclepaths**
- **Encourage greater community engagement with local green spaces**
- **Increase awareness of the availability of recreation facilities by improving publicity and promotion**

We will address these issues through the Service Priorities set out below:

Improvement, Maintenance & 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:	
SP	Review, when required, the current grounds maintenance arrangements to ensure coherent and appropriate work programming and adequate allocation of resources, in light of the potential for extensive new developments
SP	Review grounds maintenance operations and seek to identify opportunities for less intensive management practices that are cost effective and deliver positive outcomes for biodiversity
SP	Explore opportunities for alternative maintenance arrangements for some sites such as partnership working with other providers or community management projects
SP	Invest in basic service improvements, such as improving footpaths, site furniture and installing signage (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)
SP	Work in partnership with other providers and, where improvements to their green spaces have been identified, support them by offering advice and guidance

SECTION 2 – KEY PRIORITIES

Safety & Security

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

- SP Adopt a programme of measures to reduce crime and anti-social behaviour in green spaces, ensuring that ‘secure by design’ principles are followed
- SP Audit unauthorised access from neighbouring properties and land grab. Licence or remove access. Identify legal resolution for land grab
- SP **Develop a policy on the use of drones across NWBC sites**
- SP **Develop a policy on the use of metal detectors across NWBC sites**

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. We will:

- SP Prepare and adopt a Tree Management Policy to inform the management of the Borough Council’s tree stock
- SP **Consider opportunities to plant native trees on open spaces in accordance with the Warwickshire Landscape Guidelines – Arden, 1993**
- SP **In the interests of sustainability and increased biodiversity, aim to replant one or two tree’s in the same community for every tree that is removed**

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. We will:

- SP Seek opportunities to enhance and conserve biodiversity through habitat creation and 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 to enhance and conserve biodiversity on publicly accessible sites, particularly noting the need to mitigate the impact of HS2**

SECTION 2 – KEY PRIORITIES

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 management projects
SP	Support and encourage the development of 'green corridors'
SP	In partnership with Warwickshire Wildlife Trust, continue to manage and develop Local Nature Reserves (LNR)

Children & Young People

Green space plays a vital role in helping children and young people to develop skills through play and social interaction and to explore and learn in the wider environment. We will:

- | | |
|-----------|---|
| SP | Review our 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 | Consider opportunities to provide more exciting and innovative play solutions for all ages, including for example 'BMX / pump tracks' and iplay opportunities |
| SP | When developing green spaces and / or play areas, consider the inclusion of natural 'green' play using natural and renewable materials |

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 and to take pride in their development. We will:

- | | |
|-----------|--|
| SP | Support existing, and develop new, Friends Groups to participate in the development and oversight of local green spaces |
| SP | Continue to support and work in partnership with the North Warwickshire Allotment Federation to ensure that residents are able to access quality allotment sites |
| SP | Support allotment associations to reduce the number of unused plots and improve the quality of provision |
| SP | Publicise and promote our green spaces and play facilities through the internet, and through the promotion of activities and events on sites |
| SP | Develop guidance, procedures and pricing for the community and commercial use of green space for events |
| SP | Work with partners, stakeholders and developers to protect, enhance and increase connectivity between green spaces throughout the borough |

SECTION 2 – KEY PRIORITIES

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|----|--|
| SP | Develop a policy on the installation of memorial benches |
| 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 Borough

- | | |
|----|--|
| BP | Prepare site improvement and management plans for all parks and public gardens and relevant play areas / recreations grounds and natural / semi-natural sites |
| BP | Support Town and Parish Councils and other providers to prepare site improvement and management plans for all parks and public gardens and relevant play areas / recreations grounds and natural / semi-natural sites 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 new play space or for management as natural green space |
| BP | Where appropriate, permit the release of some informal open space only where this will secure funds to improve existing facilities and avoid the loss of all other types of publicly accessible open space across the area |
| BP | Support the development of green 'tree and cycle' corridors |
| BP | As new housing sites are developed ensure new green space sites have appropriate management plans |
| BP | When considering new housing developments or sites identified for disposal, ensure a strategic balance of play provision in the locality |
| BP | Ensure adequate provision for formal outdoor sports not identified through the Playing Pitch Strategy, e.g. Bowls, BMX, Skate, etc. |
| BP | Develop opportunities for the use personal technology to encourage greater use of green spaces and improve mental and physical health through increased activity |
| BP | Target resources, particularly developer contributions, to improve the quality of open spaces in the area |

SECTION 2 – KEY PRIORITIES

Area Priorities

Arley & Whitacre including Old Arley, New Arley, Hill Top, Over Whitacre, Ansley, Ansley Common, Furnace End, Devitt's Green and Birchley Heath	
AP	Support improved access to the countryside through the promotion of footpaths and routeways through the area
AP	Ensure the future and quality of both allotment and recreation facilities, should development take place in Ansley Common
AP	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

Atherstone & Mancetter including Atherstone, Mancetter and Ridge Lane	
AP	Complete heritage improvements to Meadow Street Gardens
AP	Develop Atherstone Riverside Open Space as a Local Nature Reserve
AP	Prioritise the improvement and development of Mancetter Recreation Ground, consider the development of a community woodland / LNR to increase biodiversity and community engagement

Baddesley & Grendon including Baddesley Ensor, Grendon, Baxterley, Bentley, and Merevale	
AP	Work with partners to seek to ensure the sustainable long-term provision of publicly accessible open space in Baxterley
AP	Seek the provision of more play facilities, particularly youth facilities, taking into consideration the A5 corridor as a barrier to access, in the area

Coleshill	
AP	Following the installation of new equipment at the Memorial Park, advance the removal of play equipment at Brendan Close and consider the future of the site
AP	Support the town council to establish new allotment gardens before the allotment gardens next to the Memorial Park are developed upon
AP	Support as required the extension to Coleshill cemetery
AP	Work in partnership with Tame Valley Wetland Partnership and the Environment Agency to create and implement the Cole Valley Landscape Project

SECTION 2 – KEY PRIORITIES

Curdworth, Hurley & Wood End including Curdworth, Wishaw, Middleton, Marston, Bodymoor Heath, Lea Marston, Whitacre Heath, Nether Whitacre, Hurley, Wood End and Piccadilly	
AP	Support the promotion of access to rights of way across the area
Fillongley including Corley, Maxstoke and Shustoke	
AP	Carry out a Risk Assessment in respect of the closed churchyard at Fillongley and implement the findings as appropriate
Hartshill	
AP	Ensure the future of the informal open space at Cherryfields as publicly accessible open space and improve the facilities it offers
AP	Consider allowing some development on Grange Road Recreation Ground, ensuring the provision of funding to improve other facilities in the area.
Newton Regis & Warton including Newton Regis, Seckington, No Man's Heath, Shuttington, Alvecote, Austrey and Warton	
AP	Support the Parish Council to provide sustainable, good quality play provision in Alvecote
AP	Support the improvement of the facilities at the playing field in Shuttington
AP	Support Austrey Parish Council with obtaining funding from HS2 to finance the relocation of its recreation ground
Polesworth & Dordon including Polesworth, Birchmoor and Dordon	
AP	Continue to work towards achieving Green Flag status for Abbey Green Park at Polesworth
AP	Support the development of green 'tree and cycle' corridors, thus maximising 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
AP	As new economic sites are developed, support the relocation of allotment gardens and playing pitches in Dordon
Water Orton	
AP	Seek the provision of additional open space for children's play

SECTION 3 – DELIVERING THE STRATEGY

Resources

There are clearly 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 essential to secure the support and cooperation of local 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, designated habitats with public access.
- Agencies such as British Waterways 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 bodies.
- Institutional landowners such as the Coal Authority, and the Church control substantial tracts of land with great potential for development and use as accessible green space for the public good.
- Developers will be responsible for providing directly or indirectly new green space in relation to planned growth.
- The County Council and local schools control large amounts of educational land with areas of unexploited potential in terms of contributing to green space strategic goals.
- The County Council, with responsibility for highways and rights of way, can also help to influence and promote the creation of green corridors and routes.
- Other local and national agencies such as health authorities, 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 us to secure, co-ordinate and target 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 we can, that our investment priorities reflect this the Borough Council will:	
RP1	Prepare a four year rolling Action Plan and Funding Strategy that identify how and when we and other stakeholders will achieve our 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 Open Space Supplementary Planning document through contributions including s106 agreements and / or the Community Infrastructure Levy (CIL)

SECTION 3 – DELIVERING THE STRATEGY

Resources - <i>continued</i>	
RP4	Seek opportunities to diversify 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)
RP6	Consider assuming the adoption and future management of newly created open spaces and / or play areas only where these are of strategic significance 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 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, under constant review and revision. We will:	
MP1	Review and update the Action and Funding Plan annually
MP2	Set out in the Action Plan performance targets against which delivery of the Green Space Strategy and Action Plan will be monitored and, if necessary, revised
MP3	Report, as a minimum, annually to Members on progress in delivering the Green Space Strategy and Action and Funding Plan
MP4	Ensure that the Green Space Strategy continues to relate to the Borough Council's corporate objectives and is embedded therein
MP5	Review and refresh the Open Spaces, Sports and Recreation Study and the Green Space Strategy on a five-year cycle

SECTION 4 – SUPPORTING DOCUMENTS

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 or can be obtained from Customer Services at The Council House, South Street, Atherstone, Warwickshire CV9 1DE, tel: 01827 71534, e-mail: customerservices@northwarks.gov.uk

CABE Space – Guide: ‘Creating an open space strategy: a guide to best practice,’ 06/01/2008

CABE Space – Report: ‘The Value of Public Space,’ 08/01/2014

North Warwickshire Green Space Strategy 2008 - 2018

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

Appendix A - Minimum Local Green Space Standards - Quantity

OPEN SPACE TYPOLOGY	National Standard QUALITY GUIDELINE (ha / 1,000 population)	National Standard WALKING GUIDELINE (Walking Distance: Metres from Dwellings)	North Warks QUALITY GUIDELINE (ha / 1,000 population)	North Warks WALKING GUIDELINE (Walking Distance: Metres from Dwellings)
Parks and Public Gardens	0.80	710m	0.50	450m
Informal / Amenity Greenspace	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 spec – 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 20ha – 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:

- Explanation of play area types is in Appendix B - the 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
- Need for flexibility
- For settlements of 2000 people or more there should be full provision of TOPS, YOPS and JOPS
- For settlements of 1000 – 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 – 1000 people there should be at least 1 JOP plus a youth meeting place
- For settlements of 100 – 500 there should be at least 1 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 (Dot / MD)
Health and Wellbeing Working Party
Housing ?
Leisure and Community Development (AW)
Streetscape (Lorna)

Other Councils

Birmingham City Council
Coventry City Council
Hinkley and Bosworth Borough Council
Nuneaton and Bedworth Borough Council
Tamworth Borough Council
Warwickshire County Council

Town and Parish Council's

Partner Organisations

Canal and River Trust
Environment Agency
Sports 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

Agenda Item No 16

Community and Environment Board

21 January 2019

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 Quarter 3 (December 2018) Service Improvement Plan (SIP) and the associated set of key performance indicators (KPIs), through which the Board has agreed to monitor the operational and financial performance of the leisure facilities at each of its meetings.

Recommendation to the Board

That the Board notes and comments upon the progress being made against the requirements identified in the approved Leisure Facilities Service Improvement Plan and the associated set of key indicators through which operational and financial performance is monitored.

2 Consultation

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

3 Introduction

- 3.1 The two-year Leisure Facilities Service Improvement Plan (2018 to 2020), a copy of which is attached as Appendix A, was approved by the Board at its meeting held in July 2018. The Plan details the key actions, work programmes and improvements required to be achieved through to 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.
- 3.2 As well as highlighting a number of key actions and developments that are specific to each individual facility, the SIP identifies the improvements both to be sought, and being made, within areas of activity ("themes") that are fundamental to the successful operation of any leisure facility.

4 **Service Improvement Plan: Progress**

4.1 Members will be aware that, at an informal meeting of the Board held on 17 December 2018, very detailed consideration was given to the progress being made by the Leisure Facilities section in respect of each of the key themes identified within the SIP and also in respect of the associated set of key performance indicators, a copy of which is attached at Appendix B. Whilst there has been little movement since that informal meeting, both the SIP and the key performance indicators have been updated to the end of Quarter 3 (December 2018).

4.2 In view of the constructive discussion held on 17 December, this report does not seek to provide further detailed commentary on the progress being made with regard to the SIP and KPIs. The Board, however, is invited to comment on this progress and 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 The Business Development team, in conjunction with relevant colleagues throughout the Authority, will continue to manage and monitor the implementation of the requirements of the SIP on a regular (at least monthly) basis and to report accordingly to each meeting of this Board. This process will continue to afford Members an opportunity to both understand and direct relevant aspects of the performance of the Borough Council's leisure facilities.

5 **Report Implications**

5.1 **Finance and Value for Money Implications**

5.1.1 Whilst there is no financial implication arising directly out of this report, the SIP and KPIs will enable the Board to monitor the financial performance of the leisure facilities at each of its meetings.

5.2 **Safer Communities Implications**

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

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

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

5.4 **Environment, Sustainability and Health Implications**

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

5.5 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, will be risk assessed and appropriate controls put in place, where appropriate.

5.6 Links to Council's Priorities

5.6.1 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

5.6.2 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 Andy Dulson (719278).

Background Papers

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

Background Paper No	Author	Nature of Background Paper	Date
1	Strategic Leisure Ltd.	Leisure Facilities Strategy Documents	2017
2	Assistant Director (Leisure and Community Development)	Report to Community and Environment Board (Leisure Facilities: Service Improvement Plan and Key Performance Indicators)	July 2018

North Warwickshire Leisure Facilities Service Improvement Plan - 2018 to 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

Service Improvement Plan Last Updated: 09/01/2019

Theme	Action	Target	Timescale	Resource / Cost	Responsible Officer	Comment / Progress
Finance and Pricing	Review and consider the revision / rationalisation of pricing at all sites, having due regard to the need to reduce the revenue cost of the Leisure Facilities	Conclude review and report to Community and Environment Board by January 2019 at the latest	January 2019		LFM / BSO / SSO	Need to be mindful of the requirement for the pricing structure to be both as fair and as simple as possible New fees drafted for approval and a proposal to simplify the pricing structure is to be developed for consideration by C&E Board
	Increase the number of concessionary memberships, which are currently offered for: Unemployed Full time students 60 plus Blue badge holder Disability allowance Personal independence letter Employment and support allowance Working Tax Credit Notification letter of Housing Benefit Carers allowance Armed forces veterans	Increase by 5%, to 1841 concessionary members	March 2020		LFM / LOSO / SMPO	Armed Forces Covenant, now offer a reduced monthly fee for gym membership
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	Production of an annual divisional training plan. Engaging with further education recruitment days	31 May 2019 and 2020 December 2018	Divisional and corporate training budget	LFM / LOSO	Attended a local school careers event in October at Nuneaton Academy to promote leisure career opportunities Looking to host a Swim Teacher course in April 2019 to increase teaching staff
	Monitor and evaluate the retention levels of staff to ensure minimum disruption to service provision		Quarterly	Provision made within the revenue	LOSO	There were three leavers of scale 6 and above in the first quarter, April-June 2018

				budget		<p>There were two leavers of scale 6 and above between July and November</p> <p>All vacancies have since been filled. A new Leisure Facilities Manager has been appointed and will commence his duties in late January</p>
	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 2018	31 July 2018	Divisional & Corporate Training budget	LFM / LOSO	
	Ensure that focused staff training sessions (including Gladstone based training workshops) are held at each site at least once a month		Monthly	Provision made within the revenue budget	LOSO / SSO	Training sessions, including Gladstone, are being held at each site to update the skills of current staff and induct new staff
	Ensure that regular teams meetings are held at each site, including at least once a month between Duty Officers and the Leisure Operations Support Office		Monthly	Provision made within the revenue budget	LOSO	Duty Officer team meetings are part of the weekly rota and are held regularly at each facility
	Ensure that regular meetings of the Leisure Management Team are held at each site at least once a month		Monthly	Provision made within the revenue budget	BSO / LOSO	Business Team meetings are held onsite at least once a month
	To create cost centre responsibilities for Duty Officers	Give more autonomy and ownership to onsite staff with specific regard to programme development		Provision made within the revenue budget	BSO/LOSO	Cost centres identified, performance reports to be distributed monthly
Programming General	Improve the operational effectiveness and financial efficiency of the classes and courses programme at each facility	All classes across all sites exceed break even number	31 March 2020	Provision made within the revenue budget	BSO	<p>Monthly occupancy reports</p> <p>Monthly income reports</p> <p>Attendance reports</p> <p>Attendance report improved and now updated weekly</p>

						<p>A thorough review of the classes programme is currently being undertaken across all facilities</p> <p>Non-attendance policy for classes introduced, using Gladstone reports to encourage customers to cancel rather than just not turn up</p>
	Create a more focused and co-ordinated holiday activity programme	<p>Pilot summer holiday programme at Queen Elizabeth Academy</p> <p>Review the Bank Holiday programme at Atherstone Leisure Complex</p> <p>Comprehensive holiday programmes at every site during all school holidays</p>	<p>July 2019</p> <p>January 2019</p> <p>31 March 2020</p>	Provision made within the revenue budget		<p>A summer holiday programme of activities was undertaken across all four facilities and promoted via school leaflet distribution and social media. It attracted over 2400 visits over the period, with the most popular facility being Polesworth, where all day provision is provided, a fact that is to be considered in a review of how and what we provide for future programmes</p> <p>The Bank Holiday opening pilot at Atherstone Leisure Complex has included four Bank Holidays to date. Total visits on these days were 50% lower than comparable Mondays, with an average of around 300 visits each day. The majority of the visits are made up of adult Fitness Suite workouts and casual Swimming, along with Children's Swimming Lessons. The number of children attending Swimming Lessons on Bank Holiday Mondays has shown a steady increase, which is very encouraging. Family-based activity sessions have proved less</p>

						successful
Arley Sports Centre	Conclude the asset transfer of Arley Sports Centre to Elite Sports Development in accordance with the terms agreed by Full Council	Conclude the approved asset transfer by September 2018	September 2018	To be determined by the outcome of the asset transfer Annual revenue saving	D	Work being undertaken in conjunction with the Corporate Director (Environment), the Corporate Director (Resources) and the Corporate Property Officer Arley Sports Centre was transferred to Elite Sports Development on 14 December 2018
	Ensure the effective operation of Arley Sports Centre until such time as a transfer of the Centre is complete	Maintain service programme through to the formal handover of the Centre	September 2018	Provision made within the revenue budget	LFM / LOSO	
	Increase the number of party bookings.	Increase bookings by 5% (63 to 68)	31 March 2019	Need to invest in party equipment. To be funded from the Leisure Facilities capital allocation	BSO / SMPO	
Atherstone Leisure Complex	Enhance the % occupancy of participants on the junior swimming lesson programme. This will require direct marketing to local schools, inclusion within holiday activity and events leaflets and continuous social media coverage.	Increase % occupancy by 12% (from 72% to 84%)	31 March 2020	Provision made within the revenue budget	LFM / BSO	12% equates to £15,773 per annum Occupancy increasing slowly, influenced by an increase in capacity and choice, more lessons, including adults and extended stages to level 10 (from 7) Record number of attendees recorded, no drop in numbers during the summer Lesson capacity has been reduced

						due to staff departures, although numbers are still significantly up on last year, occupancy has risen to 76% and income is £26,000 up on this time last year
	Increase the number of weekly school swimming sessions. This will require direct approaches and marketing to existing and potential new schools	Increase the number of weekly school swimming sessions from 13 to 17	31 March 2019	Business cases to cover Instructor cost	BSO / SMPO	Four new sessions with an average of 25 children equates to £7,400 per annum No increase as yet but all last year's bookings have rebooked
	Review and, if appropriate, implement a new pricing and administrative structure for school swimming, with effect from January 2019	Report to C&E Board in October 2018 Implement any approved changes from January 2019	January 2019	Consult with schools	LFM / BSO	More efficient use of resources and issuing of invoices, so improved budgetary profiling Deferred to April 2019, need school feedback
	Increase the number of casual swimming visits to Atherstone Swimming Pool (which have been in decline since 2014). This will require monthly promotion of swimming, including via social media	5% increase in visits from 43,250 to 45,500 Adopt Swim England's "Just Swim" initiative	31 March 2019 December 2018	Provision made within the revenue budget	LFM / BSO / SMPO	Regular social media posts and all publicity material has been redesigned to promote swimming generally Casual swimming income is now above target, having achieved an increase of 14% from this time last year Similarly, visits are 10% up on this time last year
	Increase the number of pool party bookings.	Increase bookings by 9% (61 to 70)	31 March 2019	Need to invest in party equipment. To be funded from the Leisure	BSO / SMPO	Slight increase to date at 63%

				Facilities capital allocation		
Atherstone Memorial Hall	Introduce and launch a new FT Zone in the small hall at the Memorial Hall	Operate the new training area in accordance with the approved business case Monitor as a "profit centre" and report performance to Management Team in October 2018	April 2018 December 2018	Funding from Leisure Facilities capital allocation	LMT	This work has involved the relocation of the Phlebotomy Service to the main Complex building Access door control introduced in August 2018 Performance reported to Management Team on 11 December Rig based classes introduced
	Increase the number of specific Memorial Hall related visits, by: Increasing the number of function (private) hirings. Creation and promotion of different party options.	Increase in visits by 5%, from 45,000 to 47,250 Increase number of Hall bookings by 10% to 48%	31 March 2019	Provision made within the revenue budget	BSO / SMPO	Projected increase in income of £1,800 per annum
Coleshill Leisure Centre	Increase the use of the Centre's two squash courts, both from casual hire and the reintroduction of a Centre-based club / team	Increase peak court occupancy by 5%, to 51%	31 March 2019		BSO / SMPO	Projected increase in income of £1,000 per annum Squash team matches started on Monday evenings. Need to reinvigorate related activities, such as junior coaching, competitions, etc. Team rebooked for Winter league, dedicated web page created
	Increase the number of peak time badminton court hirings, through the use of Badminton England promotional initiatives and club development activities	Increase peak court occupancy by 5%, to 80%	31 March 2019	Provision made within the revenue budget	BSO / SMPO	Projected increase in income of £600 per annum £300 up on this time last year

	Maintain the number of party bookings.	Maintain at 86%	31 March 2019	Need to invest in party equipment. To be funded from the Leisure Facilities capital allocation	BSO / SMPO	Order of new equipment has been placed for Coleshill and Polesworth, with the help of customer feedback via social media. Marketing re-launch followed in October. Performance is slightly down but new inflatable is now in place and soft play to be ordered to further consolidate provision. Marketing campaign to continue. Atherstone refurbishment is to be undertaken in the New Year
						Gymnastics Club attended external competitions in October and December and did a performance at Birmingham Hippodrome Attracted new Cheerleading Club block booking Currently hosting Diabetes Prevention course Hosting Tae Kwon Do Great Britain team trials
Polesworth Sports Centre	Resolve the short-term future of Polesworth Sports Centre on the site of The Polesworth School on terms to be agreed by the Executive Board by 31 October 2018	Conclude negotiations with The School and report to Executive Board by November 2018	November 2018	Potential reduction in revenue budget	D	Agreement reached with the school and approved by Members
	Increase the number of party bookings.	Increase bookings by 9% (from 75% to 84%)	31 March 2020	Need to invest in party equipment. To be funded from the	BSO / SMPO	Order of new equipment has been placed for Coleshill and Polesworth, with the help of customer feedback via social media. Marketing re-launch followed in October. Polesworth soft play now in place,

				Leisure Facilities capital allocation		marketing to continue. Performance is down across the year, but big improvement has been achieved in November
						Birch Coppice Business Park visited to promote corporate memberships Hosted annual, internal Gymnastics competition
The Queen Elizabeth Academy	Increase indoor community use of the QE School facilities	Increase peak time occupancy of the indoor facilities at QE School by 5%, to 68% Availability of the indoor facilities to be re-promoted to local sports clubs	31 March 2019 December 2018	Provision made within the revenue budget	BSO / SMPO	Projected increase in income of £300 per annum Winter / summer booking availability has a new rota, which has created more casual booking opportunity Peak occupancy currently stands at 74%
	Increase community / club use of the QE School Artificial Grass Pitch, particularly during weekday evenings	Increase occupancy of the AGP by 10%, to 45% Availability of the AGP to be re-promoted to local sports clubs Consideration to be given to the holiday activity programmes at the AGP	31 March 2019 December 2018		BSO / SMPO	Projected increase in income of £3,100 per annum Accommodated new walking football session Peak occupancy currently stands at 47%
Marketing and	Produce a costed marketing and	Research similar	December	Provision	LFM / BSO /	Completed September but as a live

Promotion	promotional plan for implementation at all sites	marketing plans from other organisations	2018	made within the revenue budget	SMPO	document work will continue to develop the Plan further
	Produce a distribution network and timetable for the circulation of publicity material at each site	Have an identified number of outlets within each site's catchment area	July 2018	Provision made within the revenue budget	BSO / SMPO	Created September but as a live document work will continue to develop the Plan further to ensure all possible outlets are considered
	Improve the Leisure Webpage	Increase the number of website views by 5%, from 245,000 in 17/18	August 2018	Provision made within the revenue budget	SMPO	Web views to the end of November 2018 were 158,173, which is behind schedule
	Improve the social media profile of the leisure facilities (Facebook and Twitter)	Post items weekly Increase the number of Facebook followers by 10%, from 6385 in 17/18 Increase the number of Twitter followers by 5%, from 1156 in 17/18	Weekly	Provision made within the revenue budget	SMPO	Posts happening every week Facebook followers increased by 4% to date Twitter followers increased by 1% "Our Day" Twitter campaign undertaken in November 2018
	Produce a quarterly Leisure Bulletin	Raise awareness of achievements for members and all employees	31 March 2020	Provision made within the revenue budget	BSO / SMPO	Three editions produced, with positive feedback
						Attended a North Warwickshire business networking event in November at Hams Hall to promote fitness / corporate memberships
						"Workout while you wait" promotion launched, to promote fitness suite use to gymnastic parents
						Internal signage to be updated in keeping with that done at other sites earlier this year
	Launch discount new contract member	Increase membership	Jan 2019	Provision	SMPO/SSO	30% discount applied to new

	offer	by 400		made within the revenue budget		members taking out a contract Direct Debit, effective until May 2019. System developed so for the first time the discount offer can be bought online. Social media campaign, local press adverts and onsite material produced
KPIs	Increase the (average) number of Direct Debit members (per month) at each facility, as follows: Arley Sports Centre Atherstone Leisure Complex Coleshill Leisure Centre Polesworth Sports Centre	160 (151 in 2017/18) 1100 (927 in 2017/18) 900 (860 in 2017/18) 410 (377 in 2017/18)	31 March 2019		LFM / BSO	
	Increase the annual number of visits at each facility, as follows: Arley Sports Centre Atherstone Leisure Complex Coleshill Leisure Centre Polesworth Sports Centre	2% (41542 to 42373) 8% (197790 to 213613) 6% (130143 to 137952) 4% (71879 to 74754)	31 March 2019		LFM / BSO	
	Increase the average income per visit across all sites from 2.84 to 2.88 by 31 March 2019	2.84 to 2.88	31 March 2019		LFM / BSO	
	Reduce the average subsidy per visit across all sites from 0.84 to 0.82 by 31 March 2019	0.84 to 0.82	31 March 2019		LFM / BSO	
	Reduce the average staff cost v total income figure (%) across all sites from	84 to 82%	31 March 2019		LFM / BSO / LOSO	

	84 to 82 by 31 March 2019					
	Maintain the average staff cost v total cost figure (%) across all sites at 66% by 31 March 2019	66%	31 March 2019		LFM / BSO / LOSO	
	Improve the average operational cost recovery rate across all sites from 79% to 80% by 31 March 2019	79% to 80%	31 March 2019		LFM / BSO / LOSO	
	Increase the average fitness income received per fitness station across all sites from £5405 to £5800 by 31 March 2019	£5405 to £5800	31 March 2019		LFM / BSO	
	Increase the average number of members per fitness station across all sites from 30 to 33 by 31 March 2019	30 to 33	31 March 2019		LFM / BSO	
	Increase the average length of stay for a member across all sites from 13 months to 14 months by 31 March 2019	13 to 14 months	31 March 2019		LFM / BSO	
	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	
Community	Ensure the active engagement of the leisure facilities in at least four community based initiatives / programmes organised by the Community Development section (e.g. Big Day Out, Cycle Race, Health Improvement programmes, etc.)	Participation in at least four community based activities / events each year	31 March 2020		SMPO / BSO	Participation in community events is an effective means by which to embed the significance of the facilities within their communities Big Day Out community event held in Coleshill and Mancetter were attended by Leisure Facilities staff
Health and Safety	Ensure the effective implementation of all Health and Safety (including cleaning) Systems and Procedures		31 March 2020		LFM / LOSO	Leisure is working closely with Facilities Management to ensure reactive work is undertaken promptly and efficiently. Recent examples of this include roof repairs, pipework and boiler replacement at Atherstone Leisure Complex

						<p>Work is being undertaken with Human Resources to improve the management of First Aid reporting and ensure, where necessary, responsive action is taken swiftly</p> <p>An annual programme of Health and Safety Audits is being followed in conjunction with Human Resources, to ensure all practices and procedures are being adhered to across all sites</p> <p>Legionella awareness training for duty officers booked in New Year</p> <p>Facility Fire Risk Assessment conducted, remedial action is being undertaken</p>
Maintenance	Introduction of a Planned Preventative Maintenance Programme for each facility		31 March 2020		LFM / LOSO	<p>Work to be undertaken in conjunction with Facilities Management (Streetscape)</p> <p>Programme of works identified with Facilities Manager</p>
Technology	Promote Connect (online booking) to all customers Launch the Get Connected card, issued with every sign up.	Increase web-based bookings by 5% across all sites, to 34000 from 32000 in 2017 / 18	31 March 2019		SSO / SMPO	Get Connected Card launched across all sites to promote availability of online booking. Each site has a pop up banner promoting it
	GDPR Gladstone upgrade	Achieve compliance	August 2018 2018		SSO	Work undertaken and several applications upgraded
					SSO	Gladstone now on a dedicated server to ensure database resilience

						SSO attended annual Gladstone user summit to network with other users, share information, view new system developments SSO provides internal helpdesk for facility staff with aim of resolving issues within two days.
	Improve onsite Internet network capability	Consistent and quick connectivity	31 March 2020	IT	SSO	Consideration being given to a public hard wired connection at each site to achieve a stable and consistent connection Now agreed, implementation plan required, will improve customer booking facility and new member sign up
	Introduce contactless payments for onsite paying customers across all sites		December 2018	IT	SSO	
Monitoring, Review and Evaluation	Report on performance against the actions, and in respect of the KPIs, identified in this Service Improvement Plan to each meeting of the Community and Environment Board		Every Community and Environment Board		D / LFM	Achieved and progressing
	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	Achieved and progressing

To end of June

To end of September

To end of December

KPIs cumulative 2018	ASC	ALC	CLC	PSC	Average
Total members	304	3322	1945	1016	1647
Direct Debit members	105	1082	847	420	614
Total visits	9066	54781	34594	16502	28736
Total income per visit	£2.13	£3.10	£2.85	£3.36	£2.86
Subsidy per visit	£2.20	£0.83	£1.10	£1.02	£1.29
Staff cost vs total income	121%	78%	89%	98%	97%
Staff cost vs total cost	59%	61%	64%	75%	65%
Operating recovery rate	49%	79%	72%	77%	69%
Income per station	£516	£2,007	£1,888	£1,180	£1,398
Member per station	12	39	38	29	30
Length of stay	12	11	13	11	12

KPIs cumulative 2018	ASC	ALC	CLC	PSC	Average
Total members	222	3217	1830	1009	1570
Direct Debit members	96	1055	865	392	602
Total visits	16971	105998	63300	32586	54714
Total income per visit	£1.80	£3.27	£3.33	£3.29	£2.92
Subsidy per visit	£2.62	£0.49	£0.43	£1.01	£1.14
Staff cost vs total income	151%	74%	79%	97%	100%
Staff cost vs total cost	61%	65%	70%	74%	68%
Operating recovery rate	41%	87%	89%	76%	73%
Income per station	£891	£3,873	£3,683	£2,255	£2,675
Member per station	11	39	37	29	29
Length of stay	17	13	17	15	16

KPIs cumulative 2018	ASC	ALC	CLC	PSC	Average
Total members	130	2,962	1,583	886	1,390
Direct Debit members	25	932	731	322	503
Total visits	29,592	149,904	93,246	47,103	79,961
Total income per visit	£1.51	£3.23	£3.06	£3.35	£3.04
Subsidy per visit	£2.42	£0.96	£1.21	£1.22	£1.21
Staff cost vs total income	142%	81%	87%	98%	88%
Staff cost vs total cost	54%	63%	62%	72%	63%
Operating recovery rate	38%	77%	72%	73%	72%
Income per station	£1,214	£5,485	£4,968	£3,226	£4,352
Member per station	6	35	33	27	25
Length of stay	19	15	19	17	18

KPIs per Quarter	ASC				ALC				CLC				PSC			
	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4
Total members	304	222	130		3322	3217	2,962		1945	1830	1,583		1016	1009	886	
Total visits	9066	7905	12,209		54781	51217	43,296		34594	28706	27,232		16502	16084	14,490	
Total income per visit	£2.13	£1.41	£1.13		£3.10	£3.46	£3.25		£2.85	£3.76	£2.93		£3.36	£3.22	£3.47	
Subsidy per visit	£2.20	£3.10	£2.24		£0.83	£0.13	£2.06		£1.10	-£0.24	£2.94		£1.02	£1.00	£1.72	
Staff cost vs total income	121%	203%	125%		78%	71%	96%		89%	73%	100%		98%	96%	101%	
Staff cost vs total cost	59%	63%	42%		61%	69%	59%		64%	78%	50%		75%	73%	68%	
Operating recovery rate	49%	31%	33%		79%	96%	61%		72%	107%	50%		77%	76%	67%	
Income per station	£516	£375	£312		£2,007	£1,865	£1,644		£1,888	£1,794	£1,305		£1,180	£1,075	£970	
Member per station	12	11	6		39	39	35		38	37	33		29	29	27	
Length of stay	12	17	19		11	13	15		13	17	19		11	15	17	

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

Health and Wellbeing Working Party Minutes

15 November 2018

Present: Cllr. Bell (Chairman), Cllr. Chambers, Cllr Clews, Cllr M Humphries, Simon Powell, Becky Evans, Emma Bracey, Zoe Bickley, Bob Trahern (all NWBC), Yasser Din (Public Health), Jane Coates (WCC)

Apologies for Absence: Rachel Robinson (Public Health)

Item	Notes	Action
2	<p>Minutes of the Last Meeting (13 September 2018) The minutes were agreed as an accurate record of the proceedings.</p> <p>Matters Arising: Cancer Rehabilitation / Mental Health Training Only two members of staff were eligible for the training, so the Borough Council will not be hosting a course. The training provider will be looking to hold courses closer to Warwickshire, onto which staff will be booked.</p> <p>Launch of the New Cycle Routes EB informed the Working Party about the Halloween Launch event of the family cycle routes in Kingsbury Water Park and also that the Borough-wide Red Route would be launched in Spring 2019. JC commented that there had not been any photographs of the event or routes online, EB to resolve.</p> <p>MB commented that she had been speaking with Cllr D Reilly regarding North Warwickshire becoming a cycling Borough and that Cllr Reilly was reviewing the implications for the Destination Management Plan or the possible production of a Cycling Strategy. As progress develops, Cllr Reilly to be invited to give an update at a future Working Party meeting.</p>	<p>EB</p> <p>EB</p> <p>EB</p>
3	<p>Year of Wellbeing Jane Coates presented the Year of Wellbeing 2019 proposals to those present. JCo stated that the aim of the Year of Wellbeing is to encourage and celebrate changes people make to their own and others wellbeing. JCo also stated that the little money that is available will be spent on communications and promotion / recognition of current projects, rather than the development of new projects. JCo reported that Health and Wellbeing Champions will be used throughout the year for promotion and case studies. MB suggested that this could link with the Working Party's agreement to put forward one case study per month throughout 2019. DC suggested a case study around people that have completed a Fitter Futures service, EB to investigate.</p> <p>BT suggested using North Talk as a promotional tool alongside social media for both internal and external case studies, as well as launching the Year of Wellbeing. It was suggested that a meeting take place with Jerry Hutchinson, Communications, and the Working Party to discuss the Year of Wellbeing programme.</p>	<p>EB</p> <p>EB</p>

Item	Notes	Action
	<p>EB reported that an “app”, called “Better Points”, is available for download, which allows people to transfer completed exercise minutes into points for vouchers in high street chains. The app is also available for development to include local businesses and charities. EB and BE are meeting with the app developers in November, and will report progress back to the Working Party. YD reported that Public Health had a number of apps that have been developed alongside the NHS Choices website and will send them to EB for dissemination.</p>	<p>BE/EB YD</p>
<p>4</p>	<p>Health and Wellbeing Action Plan Update</p> <p>Air Quality ZB reported that a trial of personal air quality monitors will be held in Warwick and Nuneaton and Bedworth, focusing on people cycling to work and walking children to school. Upon completion of the pilot, the scheme will then be rolled out across the County. JC queried if the monitors would measure accumulatively or acutely, to which ZB stated that would be clarified after the trial schemes. ZB also reported that 10 additional NOX tubes will be allocated to North Warwickshire in January. MB asked if the Working Party would be able to suggest where they could be located, to which ZB agreed, and suggested that it be discussed in depth at the next Working Party meeting.</p> <p>CHAW Update YD reported that the CHAW was only funded for one year, so will finish in December 2018, and that the sustainability of projects is being reviewed. MB queried how the impact that CHAW has had on health could be measured, to which YD said that an evaluation is being drafted for all projects.</p> <p>Holiday Hunger EB reported that Holiday Hunger sessions had now finished for 2018 and that the overall feedback had been very positive. Sessions for 2019 will continue in Dordon and Atherstone, while an additional session will start in Kingsbury from the February half-term holiday.</p> <p>Health Store MB stated that nurses are still not in the Atherstone Health Store and that the issue needs to be taken further. MB stated that she will be raising this issue at the next Warwickshire North Health and Wellbeing Partnership meeting. YD also stated that he would investigate. BE commented that this issue had also been raised at the recent Addressing Teenage Conceptions meeting. Progress to be given at the next meeting.</p> <p>Fitter Futures EB reported that the Q2 figures from Fitter Futures are available in the Health and Wellbeing Action Plan, and that the Fitter Futures contract will go out to tender in January, with the current projects ending in 2019. EB will report progress back to the Party.</p> <p>#onething MB stated that all Members should complete a mini health check and suggested having #onething attend a future Full Council meeting to ensure all Members complete a health check. MB also suggested there needs to be systematic approach to ensure all NWBC Members and staff complete a mini health check. This was supported by the group. SP agreed to raise this matter at the next Extended Management Team meeting, after which feedback would be given to the Working Party.</p>	<p>ZB</p> <p>EB</p> <p>MB YD</p> <p>EB</p> <p>SP/BE</p>

Item	Notes	Action
	<p>Leisure Update SP reported on the October half-term attendance figures, stating that Coleshill and Polesworth had disappointing figures, while the figures at Atherstone and Arley were positive. SP also updated the group on the transfer of Arley Sports Centre, as the contracts had been signed by both parties. Once a completion date was known, SP would inform Members. BE reported progress on the gym floor in Coleshill, works to which are due to be completed by mid December.</p> <p>Dementia MH updated the Working Party regarding the Herbert Protocol. It will now be included in the missing persons pack, which the police can access. MH also reported that all residential and nursing homes in Atherstone are aware of the Protocol and are now sharing it with other homes. JC suggested making the link between MH and Borough Care to promote the Protocol. MH to make contact. EB informed the Working Party about a Dementia Friendly Cinema event in Mancetter on 11 December, which MH would attend to promote the Herbert Protocol. EB to report back at next meeting.</p>	<p>SP</p> <p>MH</p> <p>EB</p>
5	<p>Public Health Update / JSNA YD reported that the JSNA report will be finalised in January. MB requested that the report be sent to the Working Party to be discussed at the next meeting. MB raised a question around any Public Health funding that may be available for the health app development, YD to investigate.</p>	<p>EB</p> <p>YD</p>
6	<p>Stroke Services MB reported that changes have been proposed for stroke services in Coventry and Warwickshire, with the Hyper-Acute and Acute services being removed from the GEH and moved to University Hospital Coventry and Warwickshire. MB also stated that consultation would have to take place for the proposed changes, and that when the details of the consultation are released, they would be passed on to the Working Party.</p>	<p>MB/EB</p>
7	<p>WCC Director of Public Health Report MB stated that she wanted to form a response to the Report and would, therefore, request comments and feedback on the report at the next meeting.</p>	<p>ALL</p>
8	<p>Any Other Business</p> <p>Red Box Project EB informed the Working Party about the Red Box Project, which aims to reduce period poverty in school age women via community support. The Project was supported by the Working Party. EB to feed back progress at the next meeting. JC stated that incontinence products could also be beneficial to different communities through the same project. EB to investigate.</p> <p>Day of Wellbeing EB reported that a Corporate Day of Health and Wellbeing will take place on 9 January 2019 in line with the Year of Wellbeing. Mini health checks, stress workshops and other information will be available throughout the day. Feedback will be given at the next meeting.</p> <p>Universal Credit Update BT reported that more people are using the One Stop Shop for support with the switch to Universal Credit. BT also reported that one Financial Support Officer had been</p>	<p>EB</p> <p>EB</p>

Item	Notes	Action
	recruited in North Warwickshire to assist.	
	Dates of Future Meetings 13 February 2019 – 10:00am – Committee Room 17 April 2019 – 10:00am - Committee Room	

Agenda Item No 18

Community and Environment Board

21 January 2019

Report of the Director of Streetscape

Recycling Bag Trial

1 Summary

- 1.1 This report updates Members on the recycling bag trial undertaken between September and November 2018.

Recommendations to the Board

- a That Members note the contents of the report; and**
- b That Members ask officers to investigate the feasibility of moving to a fully comingled recycling service and to bring a report on the implications of such a change to a future meeting of this Board.**

2 Background

- 2.1 Since October 2013 dry mixed recycling (DMR) has been collected using a 240 litre wheeled bin with a removable internal 55 litre container insert for paper and cardboard. On collection day, split bodied vehicles are used to collect recycling with DMR emptied into one side and the paper and cardboard into the other.
- 2.2 From January to November 2018, the Council has replaced 2281 container inserts for paper and cardboard. The container inserts are brittle and prone to breaking and are replaced free of charge once they become unusable. Unfortunately the container inserts which fit the bins we use are only available from one supplier. The cost of each container insert is £4.65 meaning that the cost of replacement inserts between January and November 2018 was in excess of £10,600 in addition to the costs involved to deliver them to residents.
- 2.3 The Refuse and Recycling Task and Finish Group met early in the year and the decision was made to trial two types of recycling bag as an alternative to the container insert. The bags cost £1.19 and £1.38 each.

3. Recycling Bag Trial

- 3.1 Just over 400 properties in Polesworth, Birchmoor and Austrey were identified for the trial. This figure comprised of a variety of housing types to include bungalows, terraced, semi-detached and detached properties.
- 3.2 The first bag, a peach coloured bag with a wide base and a flap with a Velcro fastening, was delivered to trial households in mid-September. This bag has a

capacity of 90 litres. An informational flier was delivered with the bag to advise residents about the trial and how to use the bag. Residents and collection crews then trialled this bag for four weeks (two collections).

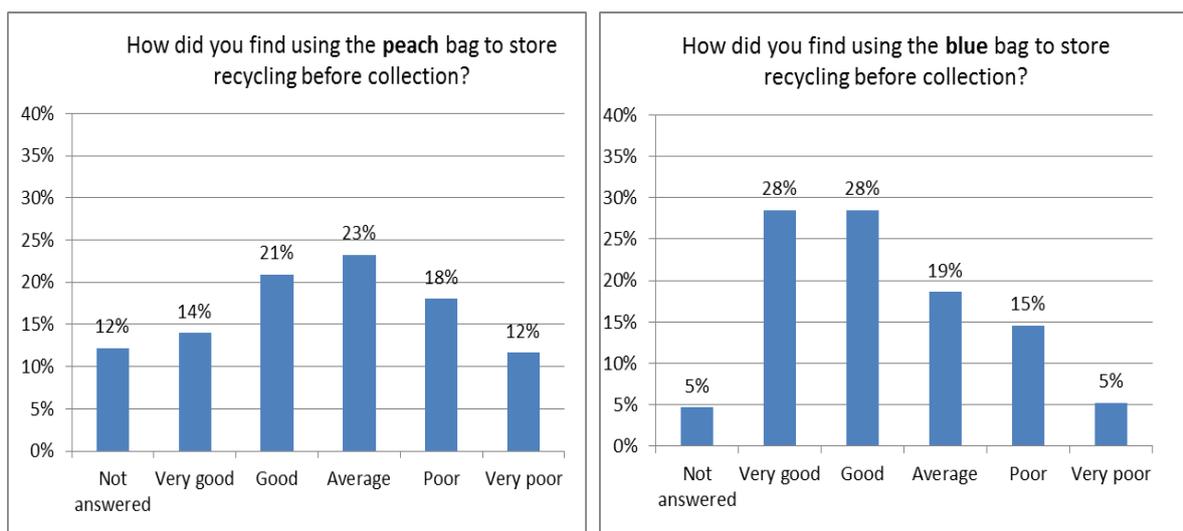
- 3.3 After four weeks the second bag, a blue coloured bag with a smaller weighted base and a flap with a Velcro fastening, was delivered to the same households. This bag has a capacity of 54 litres. Again a flier was delivered with the bag to thank residents for their help so far and advise them about how to use the bag. Residents and collection crews then trialled this bag for four weeks (two collections)
- 3.4 After four weeks a final flier and feedback form was delivered to the same households. Residents were given the option to complete the feedback form online or by completing and returning the feedback form by post using a pre-paid envelope. The collection crews were given a similar form to provide their feedback.
- 3.5 Surveys were completed during the trial to ascertain participation levels. Approximately 65% of properties presenting a red-lidded recycling bin took part in the trial. The majority (80%) of residents presented the bags next to the red-lidded bin and the other 20% of participants presented the bags inside the red-lidded bin.

4 Trial Outcome

4.1 Feedback has been received from 172 residents (43%), the collection crews and waste supervisors.

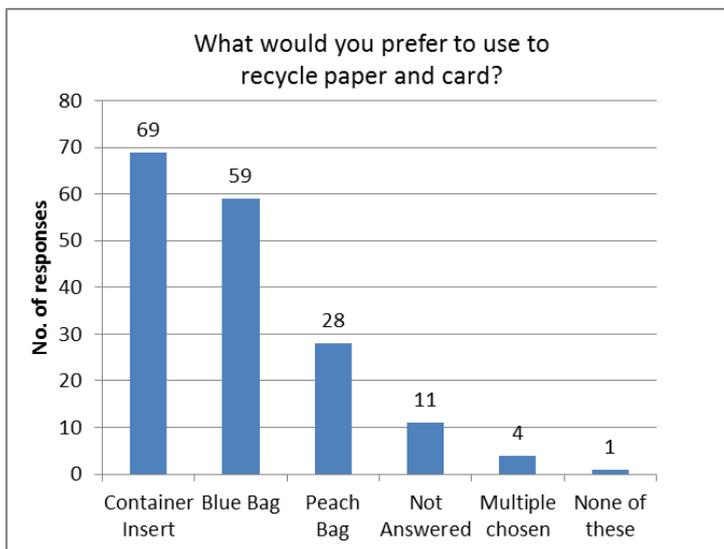
4.1.1 Resident Feedback

4.1.2 Residents were asked how they found using both bags to store recycling before collection. The results indicate that the blue bag was the preferred bag.



4.1.3 When responding to “What did you like about the peach bag?” the top answer was “Nothing” followed by its size. However, when asked what they disliked about the peach bag a number of residents stated the bag was too large, floppy and/or difficult to use.

- 4.1.4 When responding to “What did you like about the blue bag?” the top answer was its size followed by how the bag stood up and kept its shape. When asked what they disliked about the blue bag the top answer was “Nothing”, followed by its size, with many residents stating the bag was too small or too narrow for large pieces of cardboard.
- 4.1.5 Residents expressed concerns about having limited or no space to store either bag (especially once they became dirty and wet), litter, losing the bags in bad/windy weather and difficulty lifting and carrying the bags when full. Residents storing the bags within bins said the bag had to be lifted in and out each time they wanted to recycle something other than paper and cardboard.
- 4.1.6 The final question on the resident feedback form was “Thinking of both bags and your experience of using the container insert. What would you prefer to use to recycle paper and card?” The results show the preferred container is the existing container insert, followed by the blue bag, then peach bag.



4.2.1 Collection Crew Feedback and Operational Issues

- 4.2.2 The collection crew were asked how they found both bags to empty. Both bags were ranked “Very Poor” by all collection crew involved in the trial.
- 4.2.3 The collection crew were asked how they found both bags to return. Both bags were ranked “Poor” or “Very Poor” by the collection crew.
- 4.2.4 When responding to “What did you like about the peach bag?” and “What did you like about the blue bag?” the only answer provided was “Nothing”.
- 4.2.5 When asked what they disliked about both bags the collection crews expressed some similar concerns to residents including litter, windy weather and the bags being heavy when full or overfilled.
- 4.2.6 Collection crews expressed concerns around manual handling. Including bending or reaching to pick up heavy bags off the floor or out of the bin, the blue bag being too tall to tip into the slave bin comfortably and emptying blue bags with larger pieces of cardboard wedged in.

4.2.7 Collection crews also reported that emptying the bags took longer than emptying the container inserts.

4.2.8 The final question on the collection crew feedback form was “Thinking of both bags and the container insert. What would you prefer residents to use?” The container insert was preferred by all collection crew staff involved in the trial.

4.3.1 **Operational Issues**

4.3.2 The trial has identified manual handling issues. When full or overfilled the bags are heavy and awkward and need to be either lifted from ground height and carried from the kerbside to the collection vehicle or lifted from within the bin at varying heights depending on how full the bin is at the time of emptying.

4.3.3 Feedback from the collection crews and vehicle tracking software shows the participating properties took up to 20% longer to service than when they were using container inserts. This increase would likely reduce slightly over time with experience however unfortunately the process takes longer to complete, particularly when bags are presented next to recycling bins and there are then two containers to take to the collection vehicle per household. With mounting pressure on collection rounds as a result of housing growth this increase in collection time is unsustainable.

5 **Next Steps**

5.1 Based on resident and collection crew feedback and the operational issues identified, officers recommend that recycling bags are not implemented as a replacement for container inserts at this time.

5.2 It is proposed that the financial and operational feasibility of switching to a fully comingled recycling service be investigated. A fully comingled recycling service would offer improved health and safety through a reduction in manual handling and removal of the risk of suffering cuts from sharp broken edges of container inserts. A fully comingled recycling service would significantly reduce collection times, enabling the impact of increased housing growth to be managed in the short to medium term. A fully comingled recycling service would also provide a reduction in capital costs as single bodied refuse collection vehicles are easier and cheaper to procure than the current split bodied vehicles currently in use. A single compartment vehicle also offers greater capacity and therefore payload than current dual compartment vehicles. These potential efficiencies and savings need to be further investigated along with the associated haulage and processing costs. The impact on potential material income also needs to be evaluated before any final recommendation can be made.

6 **Report Implications**

6.1 **Finance and Value for Money Implications**

6.1.1 The cost of providing participating households with both bags to trial was £1,045 plus in house printing, return postage costs and officer time. If the bag trial was successful, switching to a bag rather than a container insert had the potential to save £7,458 to £7,892 per year.

6.1.2 Switching to a fully comingled recycling service has the potential to deliver significantly greater capital and revenue savings although these need to be evaluated further.

6.2 **Environment and Sustainability Implications**

6.2.1 Improvements to the recycling collection service would likely result in an increase in resident participation and recycling tonnage collected.

6.3 **Links to Council's Priorities**

6.3.1 Responsible financial and resource management

6.3.2 Promoting sustainable and vibrant communities

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

Agenda Item No 19

**Community and Environment
Board**

21 January 2019

Report of the Director of Streetscape

**Chewing Gum Action Group
Campaign**

1 Summary

- 1.1 A report to the Community and Environment Board in October 2018 informed Members about a campaign to reduce chewing gum litter. This report summarises the outcome of the campaign.

Recommendations to the Board

That Members note the contents of the report.

2 Background

- 2.1 The Chewing Gum Action Group draws together representatives from the chewing gum industry, environmental charity Keep Britain Tidy and the Chartered Institution of Waste Management and is chaired by the Department for Environment, Food and Rural Affairs.
- 2.2 The group develops an annual behaviour change campaign, designed for local authorities, to reduce gum littering which the Council is participating in.
- 2.3 The campaign involves encouraging people to 'Bin it Your Way' to 'Step away from a fine of up to £80'. As part of the campaign officers were provided with free promotional material including posters, window stickers, pull up roller banners, beer mats, vinyl bin stickers, boards for lamp posts, large PVC banners and gum paper boxes.
- 2.4 In September 2018, promotional material was distributed around the Borough to locations including schools (ages 11 – 19), doctors' surgeries, dentists, community hubs, leisure centres, retail outlets, lampposts, litter bins and pubs.

3 Impact of the Campaign

- 3.1 The aim of the campaign was to reduce chewing gum litter by urging people to put used chewing gum in a bin instead of littering it on the ground.
- 3.2 To measure the effectiveness of the campaign the Street Cleansing teams identified hot spot locations within their team area and monitored chewing

gum levels before and after the campaign period. The survey results were as follows:

Sites	Pre-campaign (number of chewing gum pieces deposited in 30 days before campaign start)	Post campaign (number of chewing gum pieces deposited in 30 days during the campaign)
Length of the Clock Pub, Long Street, Atherstone	+70 pieces	-90 pieces
Length of Shops, Browns Lane, Dordon	+26 pieces	+10 pieces
Length of shops, Birmingham Road, Water Orton	+34 pieces	+2 pieces

3.3 The results for Long Street suggest either a counting error or that chewing gum was removed mid-way through the campaign. There have been no clean-up operations by NWBC during this period however when engaging with businesses along Long Street it became clear that some businesses do remove chewing gum themselves to avoid the risk of it being bought in and damaging carpets or flooring.

3.4 The results for Browns Lane and Birmingham Road show a decrease in the number of chewing gum pieces deposited following the campaign. This result suggests the campaign has been successful.

4 **Next steps**

4.1 Officers have provided feedback to the Chewing Gum Action Group regarding the materials provided and have expressed an interest in participating in the campaign in future.

4.2 If materials are offered again next year, this opportunity will be taken up.

5 **Report Implications**

5.1 **Finance and Value for Money Implications**

5.1.1 All promotional materials were provided free of charge.

5.2 **Environment and Sustainability Implications**

5.2.1 Encouraging behaviour change is a long term solution to reduce chewing gum litter and thus improve the environment.

5.3 **Links to Council's Priorities**

5.3.1 Contributes to protecting our countryside.

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

Agenda Item No 20

Community and Environment Board

21 January 2019

Report of the Director of Streetscape

Street Cleansing Performance

1 Summary

- 1.1 This report sets out how the Council's street cleansing service has performed in recent years, highlights areas where performance standards have dipped, tries to understand the underlying reasons and outlines those steps which have already been taken as well as suggesting ways in which further improvements might be made.

Recommendations to the Board

- a That Members note the contents of this report, and;
- b That a further report on how street cleansing inspections are undertaken and reported be brought back to a future meeting of this Board

2 Background

- 2.1 At the last meeting of the Community & Environment Board the quarterly performance report highlighted a significant dip in performance in the area of street cleanliness. The number of streets which were considered to have levels of litter above an acceptable standard had risen from an average of just over 6% in 2017/18 to 17% during the first quarter of 2018/19. The Council's target for litter is 5% and although results for the second quarter had shown an improvement, the Director of Streetscape agreed to produce a report for the next meeting of the Community & Environment Board to allow Members to better understand the issues behind the reported figures.

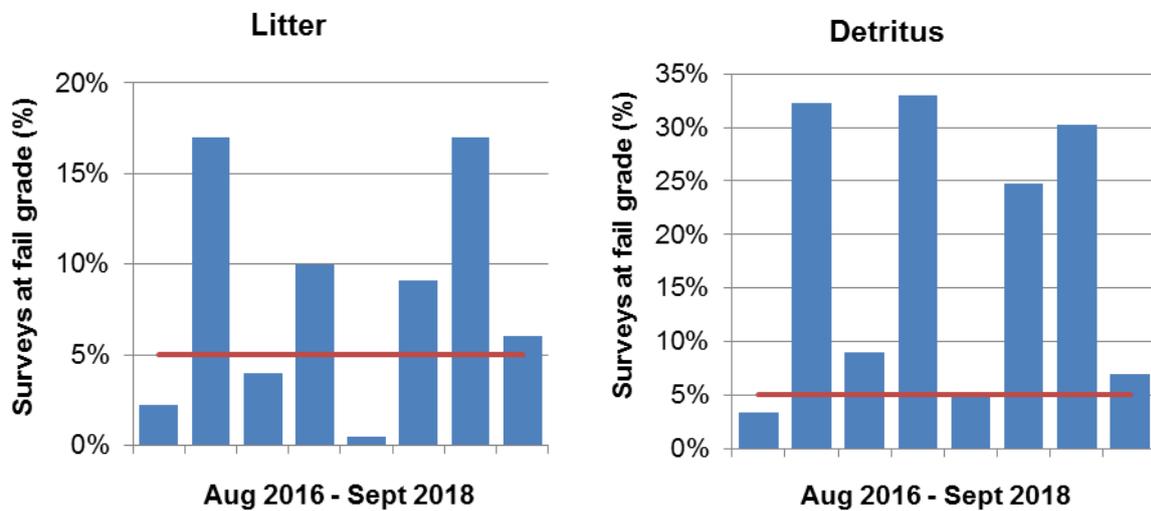
3 How Cleanliness Levels Are Assessed

- 3.1 Since the abolition of NI195 (the national performance indicator for environmental cleanliness) it has been left to individual local authorities to decide whether and, if so, how they assess cleanliness levels. North Warwickshire Borough Council currently uses the Association for Public Sector Excellence (APSE) Land Audit Management System (LAMS) method to score cleanliness and to allow some degree of comparison with other local authority areas. The methodology for LAMS mirrors NI195 in many respects in that a number of areas of land are chosen at random from within a number of set land use categories (high, medium and low amenity – e.g. town centres, general housing areas, rural lanes) and assigns a cleanliness standard based

on the levels of litter (and detritus) present on the day of inspection (grade A is excellent, B is acceptable, C is unacceptable and D is poor). Essentially the sample area “passes” if it scores A or B and “fails” if it scores C or D. The reported performance indicator is the percentage of areas that were inspected which were scored C or D on the day of inspection. Similar assessments are carried out for detritus levels at the same sites and these largely reflect the efficacy of the Council’s mechanical sweeping operations. On average, 100 assessments are carried out each quarter and the surveys are undertaken by the Council’s Assistant Street Cleansing Manager.

4 Performance Data

4.1 The tables below show the Council’s performance on litter and detritus over the last two and a half years.



4.2 These graphs only offer a snapshot of performance and Members should bear in mind that surveys are carried out in different parts of the Borough on each occasion. The figures do not, therefore, tell the whole story.

4.3 Where performance has overshoot the 5% target, this has typically been down to resource issues. High litter and detritus scores in early 2016/17 were influenced by persistent mechanical problems with the Council’s smaller precinct sweeper, that machine has now been replaced and is far more reliable. The service has also suffered at times from reduced staffing levels. Both the refuse & recycling and street cleansing services rely heavily on agency staff to cover both long-term and short-term vacancies. When staff shortages are acute in the refuse & recycling teams, agency (and sometimes permanent) staff are transferred over from the street cleaning teams to meet demand. This has a knock-on effect on street cleansing standards.

4.4 In addition to staffing limitations, equipment and resource availability can also cause issues. The Council only has one each of its precinct and carriageway

sweepers. When they are off the road for servicing or repair, or if the driver is away from work or has been reassigned, then mechanical sweeping is suspended for the duration as there is no suitable cover available. Experienced HGV drivers are often in high demand (and short supply) so this too can have a negative effect on sweeping operations.

- 4.5 The rise in fly-tipping has also had a negative impact on street cleansing. Since 2013, the number of fly-tipping incidents within the borough has nearly doubled. The clearance of fly-tips diverts resources away from street cleaning, especially in rural areas. Figures collated by APSE show that the number of incidents of fly-tipping within the Borough is over 40% higher than the national average. In a local authority area which covers over 100 square miles the impact is significant.
- 4.6 There are also seasonal factors at play. Autumn leaf fall can cause resource issues and litter is exposed more during the winter months and, worst of all, when highways contractors and farmers are cutting highway verges. The timing and nature of such works means that high volumes of litter along main and rural roads can be exposed (and in some cases shredded and scattered) over a wide area within a short period of time. Officers are currently considering how to better prepare for highway verge cutting and whether our response to the issue could be improved.
- 4.7 In addition to the data on fly-tipping, the APSE performance reports attached at Appendix A (which cover the last two financial years) give more context and background information on the Council's overall street cleaning performance. Amongst other information, the reports show that the Council's spending on the service is significantly lower than the national average (although it is about average for our family group).

5 Next Steps

- 5.1 Both the Street Cleaning service and the Refuse & Recycling section are recruiting to vacant positions within their respective teams to reduce the reliance on agency workers. This should address the issue of agency staff frequently moving over from street cleansing to refuse to tackle temporary staffing shortages. The precinct sweeper has been replaced and the mechanical carriageway sweeper is due to be replaced later this year. The new vehicle will have a greater range and larger capacity allowing it to cover far more ground before returning to tip or refuel. This should significantly increase efficiency.
- 5.2 There is an action plan in place to try to tackle fly-tipping and the Council is increasing the use of CCTV and undertaking other measures to try to reduce the number of incidents it has to deal with on an annual basis. Progress in this area is reported regularly to the Council's Safer Communities Sub-Committee.

- 5.3 From mid-January to mid-February agency staff who would normally work on the green waste service for refuse & recycling will transfer to street cleaning for the duration of the period during which the service is suspended. This will go some way to redressing the staffing balance, allow deep cleans to be undertaken in areas where litter and detritus has built up while retaining staff who might otherwise find alternative employment, thus benefiting the green waste collection service when it resumes later in the year.

6 Inspections

- 6.1 It is also proposed that officers review the way in which street cleanliness is monitored and assessed. The previous NI195 regime was comprehensive and time consuming but did give officers a wealth of performance and management data which highlighted areas for improvement. Although the current system allows performance to be assessed, the LAMS surveys in their current format lack the detail and rigour of the previous arrangements. Cleanliness surveys are resource intensive and can be very time consuming and it may be the case that future surveys should be more numerous but less frequent. It is proposed that more work is done by officers on the type, number and frequency of inspections which are undertaken in future so that both officers and Members can get a more accurate picture of cleanliness levels and to identify where resources may to be better focussed. Upon completion of that review, a further report on this subject should then be brought back for consideration by the Board.

7 Report Implications

7.1 Finance and Value for Money Implications

- 7.1.1 The cost of agency staff transferring from the garden waste collection service to street cleansing duties will be managed by underspends on current budgets and the use of earmarked reserves.

7.2 Environment and Sustainability Implications

- 7.2.1 Tackling litter and detritus more effectively will improve the local environment.

7.3 Links to Council's Priorities

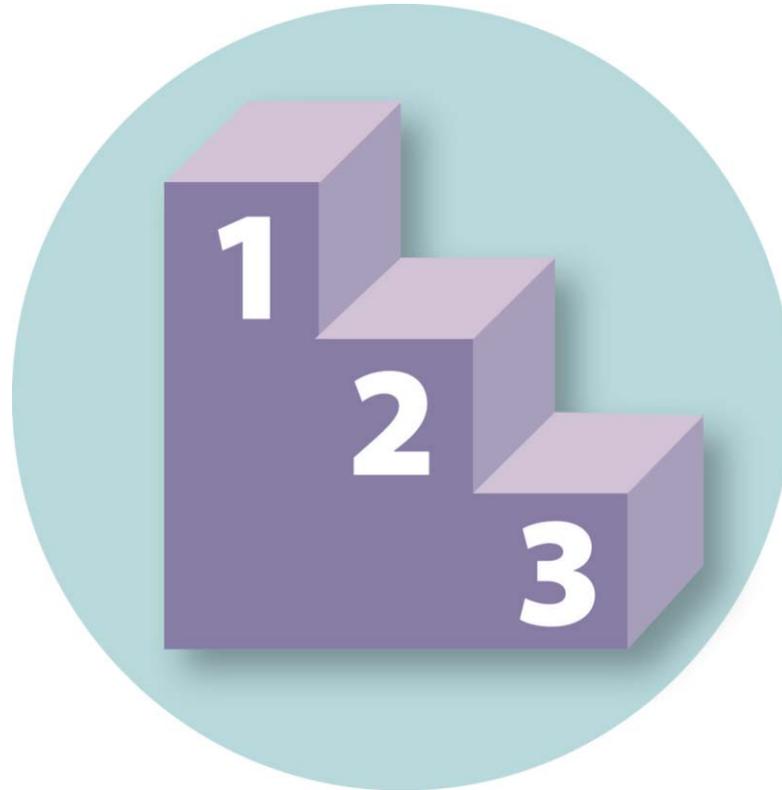
- 7.3.1 Contributes to protecting our countryside.

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

Street cleansing

2016-17, Issue 2

Performance indicator standings



Street cleansing performance indicator standings 2016/17 : Family group report

Name of authority North Warwickshire Borough Council
PIN 40293
Family group C1/2

Performance indicator

Performance indicator	Number in group	Highest in group	Average for group	Lowest in group	Your output/score	Standing in group	Top quartile mark	Quartile achieved	Ten percentile mark	High / Low / Neutral
Key performance indicators										
PI 03 - Cost of cleansing service per household (including CEC)	15	£37.19	£23.51	£13.85			£15.68		£15.23	L
PI 04 - Cost of cleansing service per household (excluding CEC)	16	£35.47	£20.82	£10.36			£15.33		£12.30	L
PI 20 - Customer satisfaction performance	1	74.26%	74.26%	74.26%			-		74.26%	H
PI 39 - Community / customer surveys undertaken	9	98.82%	67.50%	35.00%			84.00%		96.74%	H
PI 37a - Percentage of sites surveyed falling below grade b for cleanliness (England only) (LeqsPro survey carried out with requisite numbers)	4	9.89%	7.21%	3.82%			-		4.47%	L
PI 37b - Percentage of sites surveyed falling below grade b for cleanliness (England only) (LeqsPro survey with reduced numbers or other survey type)	3	7.00%	4.90%	3.69%	7.00%	3	-	-	3.75%	L
PI 37e - LEAMS cleanliness index score assessed by Keep Wales Tidy	1	71.40	71.40	71.40			-		71.40	H
PI 37g - LEAMS cleanliness index score from self inspections (Wales only)	1	79.41	79.41	79.41			-		79.41	H
PI 37h - LEAMS cleanliness index score assessed by Keep Scotland Beautiful (Rural/Mixed)	3	96.30	87.37	77.00			-		94.80	H
PI 37i - LEAMS cleanliness index score assessed by Keep Scotland Beautiful (Urban)	2	91.30	83.15	75.00			-		89.67	H
PI 37j - LEAMS cleanliness index score from self inspections (Scotland only – Rural/mixed)	3	95.70	90.42	84.00			-		94.87	H
PI 37k - LEAMS cleanliness index score from self inspections (Scotland only – Urban)	2	92.85	88.93	85.00			-		92.07	H
PI 37l - Percentage of sites surveyed which were assessed as acceptably clean by Keep Wales Tidy (Wales only)	1	97.76%	97.76%	97.76%			-		97.76%	H
PI 37m - Percentage of sites surveyed which were assessed as acceptably clean by Keep Scotland Beautiful (Scotland only)	5	97.40%	93.56%	90.60%			-		96.40%	H
PI 44a - Quality Indicator (England)	11	137.50	94.84	9.00	76.50	8	120.00	3	127.50	H
PI 44b - Quality Indicator (Scotland) Rural / mixed	3	57.50	39.67	26.50			-		53.00	H
PI 44c - Quality Indicator (Scotland) Urban	2	46.50	37.25	28.00			-		44.65	H
PI 44d - Quality Indicator (Wales)	1	40.00	40.00	40.00			-		40.00	H

Notes:

- The authority will only be ranked in family group if it has shown an output / score within the set parameters for the performance indicator.
- Quartile / percentile marks are only shown for those performance indicators for which there is a desirable achievement.
- Quartile marks are only shown for those performance indicators for which there are a minimum of 8 outputs / scores within the set parameters.

Street cleansing performance indicator standings 2016/17 : Family group report

Name of authority
PIN
Family group

North Warwickshire Borough Council
40293
C1/2

Performance indicator

	Number in group	Highest in group	Average for group	Lowest in group	Your output/score	Standing in group	Top quartile mark	Quartile achieved	Ten percentile mark	High / Low / Neutral
Other cost performance indicators										
PI 06 - Total staff costs as percentage of total expenditure	16	81.10%	67.54%	52.51%		-	-	-	-	N
PI 08 - Transport costs as percentage of total expenditure	14	35.11%	20.27%	12.55%		-	-	-	-	N
PI 21 - Front line staff costs as percentage of total staff costs	13	95.47%	86.22%	70.71%		-	-	-	-	N
PI 19 - Cost of street cleansing service per head of population (including CEC)	15	£18.15	£11.16	£6.15			£7.24		£7.10	L
PI 05 - Cost of street cleansing service per head of population (excluding CEC)	16	£17.31	£9.88	£4.74			£6.93		£5.63	L
PI 33 - Front line staff costs as percentage of total expenditure	14	73.70%	57.81%	44.13%		-	-	-	-	N
PI 15 - Net cost per public convenience site	1	£16,574	£16,574	£16,574			-		£16,574	L
PI 14 - Cost per gully per annum	2	£6.33	£4.18	£2.02			-		£2.45	L
PI 38 - CEC as a percentage of total expenditure	14	18.92%	8.21%	0.26%		-	-	-	-	N
PI 40 - Percentage of the street cleansing budget allocated to education and publicity of initiatives	13	6.00%	1.16%	0.00%			1.00%		4.52%	H
Customer services performance indicators										
PI 17 - Quality assurance and community consultation	16	89	51.81	13	62	6	72.00	2	84.00	H
PI 18 - Human resources and people management	18	84	56.28	38	48	13	64.00	3	69.30	H
Staff absence performance indicators										
PI 22a - Staff absence (all staff)	10	10.31%	6.10%	1.15%	1.15%	1	4.50%	1	3.83%	L
PI 22b - Staff absence - days lost per FTE (Scotland only)	1	10.90	10.90	10.90			-		10.90	L
Environmental performance indicators										
PI 25d - Number of incidents of fly-tipping/dumps per 1,000 households (from DEFRA fly-capture database)	12	66.13	31.41	7.99	54.18	10	19.10	4	10.63	L
PI 43 - Percentage of street cleansing waste that is recycled	13	100.00%	41.33%	0.00%	90.55%	3	85.00%	1	98.00%	H

Street cleansing performance indicator standings 2016/17 : Whole service report

Name of authority North Warwickshire Borough Council
PIN 40293

Performance indicator	Number in service	Highest in service	Average for service	Lowest in service	Your output/score	Standing in service	Top quartile mark	Quartile achieved	Ten percentile mark	High / Low / Neutral
Key performance indicators										
PI 03 - Cost of cleansing service per household (including CEC)	53	£70.15	£30.95	£13.85			£19.74		£15.69	L
PI 04 - Cost of cleansing service per household (excluding CEC)	61	£65.02	£27.50	£10.08			£18.56		£13.95	L
PI 20 - Customer satisfaction performance	2	74.26%	66.36%	58.47%			-		72.68%	H
PI 39 - Community / customer surveys undertaken	29	98.82%	69.86%	35.00%			80.00%		95.00%	H
PI 37a - Percentage of sites surveyed falling below grade b for cleanliness (England only) (LeqsPro survey carried out with requisite numbers)	18	11.69%	5.15%	0.00%			1.07%		0.08%	L
PI 37b - Percentage of sites surveyed falling below grade b for cleanliness (England only) (LeqsPro survey with reduced numbers or other survey type)	10	7.00%	3.44%	0.00%	7.00%	10	0.70%	4	0.00%	L
PI 37e - LEAMS cleanliness index score assessed by Keep Wales Tidy	4	71.40	67.30	65.41			-		69.96	H
PI 37g - LEAMS cleanliness index score from self inspections (Wales only)	4	87.50	80.12	71.90			-		85.75	H
PI 37h - LEAMS cleanliness index score assessed by Keep Scotland Beautiful (Rural/Mixed)	6	96.30	88.22	77.00			-		96.20	H
PI 37i - LEAMS cleanliness index score assessed by Keep Scotland Beautiful (Urban)	5	91.30	77.06	71.00			-		85.18	H
PI 37j - LEAMS cleanliness index score from self inspections (Scotland only – Rural/mixed)	5	98.10	88.87	75.00			-		97.14	H
PI 37k - LEAMS cleanliness index score from self inspections (Scotland only – Urban)	4	92.85	84.21	75.00			-		90.50	H
PI 37l - Percentage of sites surveyed which were assessed as acceptably clean by Keep Wales Tidy (Wales only)	4	97.76%	89.72%	68.85%			-		97.71%	H
PI 37m - Percentage of sites surveyed which were assessed as acceptably clean by Keep Scotland Beautiful (Scotland only)	11	97.40%	93.42%	90.60%			96.30%		97.00%	H
PI 44a - Quality Indicator (England)	48	160.00	91.13	9.00	76.50	35	127.50	3	140.00	H
PI 44b - Quality Indicator (Scotland) Rural / mixed	6	75.00	41.75	26.50			-		66.25	H
PI 44c - Quality Indicator (Scotland) Urban	5	51.00	36.10	27.00			-		49.20	H
PI 44d - Quality Indicator (Wales)	4	65.00	41.88	30.00			-		57.50	H

Notes:

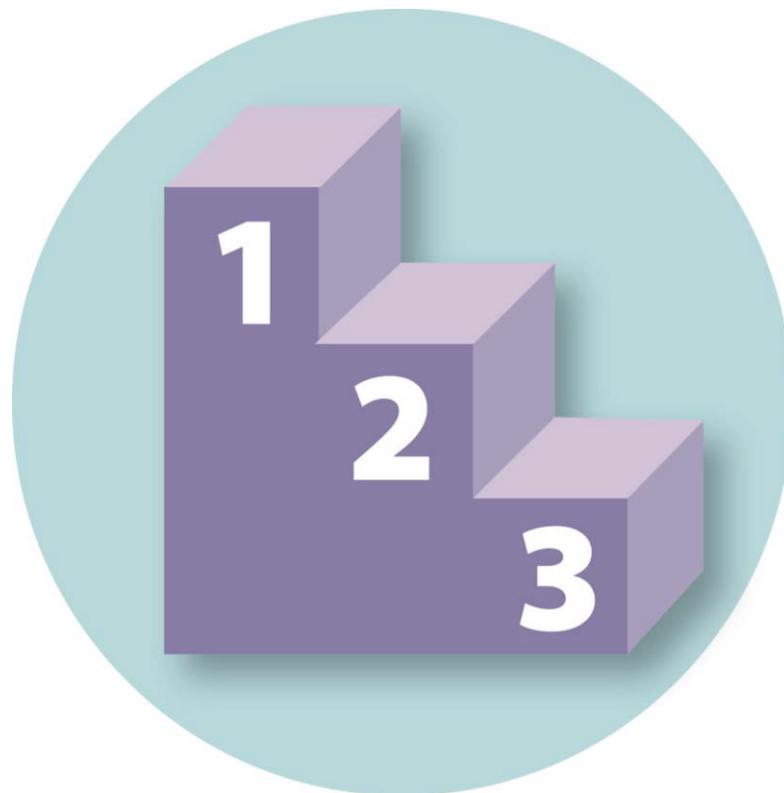
- a. The authority will only be ranked in service if it has shown an output / score within the set parameters for the performance indicator.
- b. Quartile / percentile marks are only shown for those performance indicators for which there is a desirable achievement.
- c. Quartile marks are only shown for those performance indicators for which there are a minimum of 8 outputs / scores within the set parameters.



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2017-18, Issue 1

Performance indicator standings



Family group comparison

Street cleansing performance indicator standings 2017/18

Name of authority
PIN
Family group

North Warwickshire Borough Council
40293
C1/2

Performance indicator

Performance indicator	Number in group	Highest in group	Average for group	Lowest in group	Your output/score	Standing in group	Top quartile mark	Quartile achieved	Ten percentile mark	High / Low / Neutral
Key performance indicators										
PI 03 - Cost of cleansing service per household (including CEC)	9	£32.47	£22.84	£15.03	£21.04	5	£19.58	2	£18.05	L
PI 04 - Cost of cleansing service per household (excluding CEC)	12	£32.13	£19.21	£10.96	£20.37	8	£16.15	3	£12.24	L
PI 20 - Customer satisfaction performance	-	-	-	-			-		-	H
PI 39 - Community / customer surveys undertaken	7	96.35%	74.05%	48.90%			-		92.30%	H
PI 37a - Percentage of sites surveyed falling below grade b for cleanliness (England only) (LeqsPro survey carried out with requisite numbers)	2	9.48%	8.99%	8.50%			-		8.60%	L
PI 37b - Percentage of sites surveyed falling below grade b for cleanliness (England only) (LeqsPro survey with reduced numbers or other survey type)	4	13.73%	6.34%	2.89%	13.73%	4	-	-	2.95%	L
PI 37e - LEAMS cleanliness index score assessed by Keep Wales Tidy	-	-	-	-			-		-	H
PI 37g - LEAMS cleanliness index score from self inspections (Wales only)	-	-	-	-			-		-	H
PI 37h - LEAMS cleanliness index score assessed by Keep Scotland Beautiful (Rural/Mixed)	1	94.90	94.90	94.90			-		94.90	H
PI 37i - LEAMS cleanliness index score assessed by Keep Scotland Beautiful (Urban)	1	91.30	91.30	91.30			-		91.30	H
PI 37j - LEAMS cleanliness index score from self inspections (Scotland only – Rural/mixed)	1	94.90	94.90	94.90			-		94.90	H
PI 37k - LEAMS cleanliness index score from self inspections (Scotland only – Urban)	1	89.50	89.50	89.50			-		89.50	H
PI 37l - Percentage of sites surveyed which were assessed as acceptably clean by Keep Wales Tidy (Wales only)	-	-	-	-			-		-	H
PI 37m - Percentage of sites surveyed which were assessed as acceptably clean by Keep Scotland Beautiful (Scotland only)	2	95.00%	93.70%	92.40%			-		94.74%	H
PI 44a - Quality Indicator (England)	11	140.00	81.98	8.00	66.25	7	130.00	3	133.75	H
PI 44b - Quality Indicator (Scotland) Rural / mixed	1	37.50	37.50	37.50			-		37.50	H
PI 44c - Quality Indicator (Scotland) Urban	1	28.00	28.00	28.00			-		28.00	H
PI 44d - Quality Indicator (Wales)	-	-	-	-			-		-	H

Notes:

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- Quartile / percentile marks are only shown for those performance indicators for which there is a desirable achievement.
- Quartile marks are only shown for those performance indicators for which there are a minimum of 8 outputs / scores within the set parameters.

Family group comparison

Street cleansing performance indicator standings 2017/18

Name of authority

North Warwickshire Borough Council

PIN

40293

Family group

C1/2

Performance indicator

Performance indicator	Number in group	Highest in group	Average for group	Lowest in group	Your output/score	Standing in group	Top quartile mark	Quartile achieved	Ten percentile mark	High / Low / Neutral
LAMS performance indicators										
PI L02 - LAMS percentage of sites classed as acceptable (combined litter and detritus)	3	97.11%	93.47%	86.39%	86.39%	3	-	-	97.07%	H
PI L04 - Percentage of sites classed as acceptable (litter)	3	99.61%	96.68%	93.65%	93.65%	3	-	-	99.04%	H
PI L05 - Percentage of sites classed as grade A (fly tipping)	2	98.69%	98.36%	98.03%			-		98.62%	H
PI L06 - Percentage of sites classed as acceptable (dog fouling)	2	100.00%	100.00%	100.00%			-		100.00%	H
PI L07 - Percentage of sites where bins were overflowing	2	3.85%	2.22%	0.59%			-		0.91%	L
PI L08 - Percentage of sites classed as acceptable (bin structure)	2	100.00%	99.49%	98.99%			-		99.90%	H
PI L09 - Percentage of sites classed as acceptable (bin cleanliness)	2	100.00%	99.49%	98.99%			-		99.90%	H
Other cost performance indicators										
PI 06 - Total staff costs as percentage of total expenditure	13	83.27%	65.27%	48.84%	69.56%	-	-	-	-	N
PI 08 - Transport costs as percentage of total expenditure	11	39.57%	24.54%	16.73%	20.93%	-	-	-	-	N
PI 21 - Front line staff costs as percentage of total staff costs	11	90.89%	85.41%	68.48%	86.07%	-	-	-	-	N
PI 19 - Cost of street cleansing service per head of population (including CEC)	10	£40.30	£13.61	£6.93	£9.50	4	£9.18	2	£8.67	L
PI 05 - Cost of street cleansing service per head of population (excluding CEC)	12	£14.96	£8.91	£5.05	£9.20	8	£7.63	3	£5.21	L
PI 33 - Front line staff costs as percentage of total expenditure	11	71.73%	54.83%	42.81%	59.87%	-	-	-	-	N
PI 15 - Net cost per public convenience site	2	£23,671	£21,300	£18,928	£23,671.39	2	-	-	£19,402	L
PI 14 - Cost per gully per annum	1	£1.78	£1.78	£1.78			-		£1.78	L
PI 38 - CEC as a percentage of total expenditure	10	13.99%	7.60%	1.02%	3.24%	-	-	-	-	N
PI 40 - Percentage of the street cleansing budget allocated to education and publicity of initiatives	13	5.00%	0.94%	0.00%	0.00%	6	1.00%	2	4.20%	H
Customer services performance indicators										
PI 17 - Quality assurance and community consultation	11	132	50.82	10			66.00		76.00	H
PI 18 - Human resources and people management	14	92	55.21	14	46	11	67.00	3	73.60	H
Staff absence performance indicators										
PI 22a - Staff absence (all staff)	13	13.39%	5.76%	0.00%	1.15%	4	1.15%	1	0.94%	L
PI 22b - Staff absence - days lost per FTE (Scotland only)	1	12.45	12.45	12.45			-		12.45	L
Environmental performance indicators										
PI 25d - Number of incidents of fly-tipping/dumps per 1,000 households (from DEFRA fly-capture database)	13	61.03	26.26	5.29	41.04	11	9.33	4	7.92	L
PI 43 - Percentage of street cleansing waste that is recycled	9	84.55%	17.10%	0.00%	0.00%	5	1.97%	2	69.96%	H

Whole service comparison

Street cleansing performance indicator standings 2017/18

Name of authority
PIN

North Warwickshire Borough Council
40293

Performance indicator

Performance indicator	Number in service	Highest in service	Average for service	Lowest in service	Your output/score	Standing in service	Top quartile mark	Quartile achieved	Ten percentile mark	High / Low / Neutral
Key performance indicators										
PI 03 - Cost of cleansing service per household (including CEC)	41	£79.73	£31.47	£14.13	£21.04	11	£21.04	1	£16.44	L
PI 04 - Cost of cleansing service per household (excluding CEC)	51	£78.47	£27.69	£10.96	£20.37	19	£18.14	2	£14.53	L
PI 20 - Customer satisfaction performance	2	73.07%	65.77%	58.47%			-		71.61%	H
PI 39 - Community / customer surveys undertaken	28	98.82%	71.59%	25.24%			89.60%		95.39%	H
PI 37a - Percentage of sites surveyed falling below grade b for cleanliness (England only) (LeqsPro survey carried out with requisite numbers)	8	9.48%	4.43%	0.00%			1.18%		0.29%	L
PI 37b - Percentage of sites surveyed falling below grade b for cleanliness (England only) (LeqsPro survey with reduced numbers or other survey type)	14	13.73%	4.88%	0.00%	13.73%	14	2.59%	4	1.13%	L
PI 37e - LEAMS cleanliness index score assessed by Keep Wales Tidy	4	72.20	67.72	65.29			-		70.64	H
PI 37g - LEAMS cleanliness index score from self inspections (Wales only)	4	91.00	79.51	71.59			-		88.78	H
PI 37h - LEAMS cleanliness index score assessed by Keep Scotland Beautiful (Rural/Mixed)	5	96.50	87.62	65.00			-		95.86	H
PI 37i - LEAMS cleanliness index score assessed by Keep Scotland Beautiful (Urban)	4	91.30	77.85	66.00			-		87.64	H
PI 37j - LEAMS cleanliness index score from self inspections (Scotland only – Rural/mixed)	5	97.25	87.73	76.00			-		96.31	H
PI 37k - LEAMS cleanliness index score from self inspections (Scotland only – Urban)	3	95.60	84.03	67.00			-		94.38	H
PI 37l - Percentage of sites surveyed which were assessed as acceptably clean by Keep Wales Tidy (Wales only)	4	97.00%	95.33%	92.40%			-		96.94%	H
PI 37m - Percentage of sites surveyed which were assessed as acceptably clean by Keep Scotland Beautiful (Scotland only)	9	97.00%	92.07%	85.80%			95.00%		95.80%	H
PI 44a - Quality Indicator (England)	41	160.00	96.41	8.00	66.25	34	130.00	4	145.00	H
PI 44b - Quality Indicator (Scotland) Rural / mixed	5	57.50	41.30	31.50			-		52.50	H
PI 44c - Quality Indicator (Scotland) Urban	4	46.50	32.00	26.50			-		40.95	H
PI 44d - Quality Indicator (Wales)	4	60.00	36.25	27.00			-		51.00	H

Notes:

a. The authority will only be ranked in service if it has shown an output / score within the set parameters for the performance indicator.

b. Quartile / percentile marks are only shown for those performance indicators for which there is a desirable achievement.

c. Quartile marks are only shown for those performance indicators for which there are a minimum of 8 outputs / scores within the set parameters.

Whole service comparison

Street cleansing performance indicator standings 2017/18

Name of authority
PIN

North Warwickshire Borough Council
40293

Performance indicator	Number in service	Highest in service	Average for service	Lowest in service	Your output/score	Standing in service	Top quartile mark	Quartile achieved	Ten percentile mark	High / Low / Neutral
LAMS performance indicators										
PI L02 - LAMS percentage of sites classed as acceptable (combined litter and detritus)	11	100.00%	95.06%	86.39%	86.39%	11	97.73%	4	97.83%	H
PI L04 - Percentage of sites classed as acceptable (litter)	11	100.00%	97.67%	93.13%	93.65%	10	99.67%	4	99.68%	H
PI L05 - Percentage of sites classed as grade A (fly tipping)	10	100.00%	97.70%	90.38%			99.35%		99.64%	H
PI L06 - Percentage of sites classed as acceptable (dog fouling)	9	100.00%	99.69%	97.17%			100.00%		100.00%	H
PI L07 - Percentage of sites where bins were overflowing	8	3.85%	0.70%	0.00%			0.00%		0.00%	L
PI L08 - Percentage of sites classed as acceptable (bin structure)	7	100.00%	98.67%	91.67%			-		100.00%	H
PI L09 - Percentage of sites classed as acceptable (bin cleanliness)	7	100.00%	99.86%	98.99%			-		100.00%	H
Other cost performance indicators										
PI 06 - Total staff costs as percentage of total expenditure	50	85.86%	67.36%	48.84%	69.56%	-	-	-	-	N
PI 08 - Transport costs as percentage of total expenditure	46	39.57%	21.58%	9.46%	20.93%	-	-	-	-	N
PI 21 - Front line staff costs as percentage of total staff costs	47	99.30%	86.13%	68.48%	86.07%	-	-	-	-	N
PI 19 - Cost of street cleansing service per head of population (including CEC)	42	£40.30	£14.50	£6.13	£9.50	11	£9.50	1	£7.29	L
PI 05 - Cost of street cleansing service per head of population (excluding CEC)	50	£26.91	£11.86	£5.05	£9.20	19	£8.38	2	£6.48	L
PI 33 - Front line staff costs as percentage of total expenditure	46	71.73%	57.49%	42.27%	59.87%	-	-	-	-	N
PI 15 - Net cost per public convenience site	13	£30,593	£13,696	£3,707	£23,671.39	10	£6,000	3	£4,740	L
PI 14 - Cost per gully per annum	2	£2.41	£2.09	£1.78			-		£1.84	L
PI 38 - CEC as a percentage of total expenditure	43	19.35%	7.50%	0.29%	3.24%	-	-	-	-	N
PI 40 - Percentage of the street cleansing budget allocated to education and publicity of initiatives	45	5.35%	0.92%	0.00%	0.00%	23	1.00%	2	3.40%	H
Customer services performance indicators										
PI 17 - Quality assurance and community consultation	53	132	55.43	5			74.00		94.40	H
PI 18 - Human resources and people management	57	94	52.14	12	46	38	65.00	3	69.40	H
Staff absence performance indicators										
PI 22a - Staff absence (all staff)	47	13.39%	4.94%	0.00%	1.15%	6	3.18%	1	1.10%	L
PI 22b - Staff absence - days lost per FTE (Scotland only)	5	21.10	14.69	10.76			-		11.44	L
Environmental performance indicators										
PI 25d - Number of incidents of fly-tipping/dumps per 1,000 households (from DEFRA fly-capture database)	57	177.78	28.78	5.29	41.04	49	11.41	4	8.20	L
PI 43 - Percentage of street cleansing waste that is recycled	29	99.90%	40.42%	0.00%	0.00%	23	71.98%	4	90.12%	H

Street cleansing performance indicator standings 2016/17 : Whole service report

Name of authority
PIN

North Warwickshire Borough Council
40293

Performance indicator

Performance indicator	Number in service	Highest in service	Average for service	Lowest in service	Your output/score	Standing in service	Top quartile mark	Quartile achieved	Ten percentile mark	High / Low / Neutral
Other cost performance indicators										
PI 06 - Total staff costs as percentage of total expenditure	59	81.10%	68.19%	52.51%		-	-	-	-	N
PI 08 - Transport costs as percentage of total expenditure	57	36.72%	19.28%	12.29%		-	-	-	-	N
PI 21 - Front line staff costs as percentage of total staff costs	54	97.70%	86.28%	70.09%		-	-	-	-	N
PI 19 - Cost of street cleansing service per head of population (including CEC)	54	£27.99	£13.88	£6.15			£8.76		£7.24	L
PI 05 - Cost of street cleansing service per head of population (excluding CEC)	62	£24.78	£12.27	£4.24			£8.10		£6.18	L
PI 33 - Front line staff costs as percentage of total expenditure	56	78.08%	59.16%	41.82%		-	-	-	-	N
PI 15 - Net cost per public convenience site	15	£27,430	£12,304	£3,732			£6,000		£5,077	L
PI 14 - Cost per gully per annum	4	£7.85	£4.85	£2.02			-		£2.38	L
PI 38 - CEC as a percentage of total expenditure	53	18.92%	7.76%	0.26%		-	-	-	-	N
PI 40 - Percentage of the street cleansing budget allocated to education and publicity of initiatives	47	6.00%	1.12%	0.00%			1.56%		4.91%	H
Customer services performance indicators										
PI 17 - Quality assurance and community consultation	61	134	53.79	5	62	21	80.00	2	95.00	H
PI 18 - Human resources and people management	66	87	53.42	6	48	41	66.00	3	71.50	H
Staff absence performance indicators										
PI 22a - Staff absence (all staff)	43	10.31%	5.25%	0.82%	1.15%	3	4.24%	1	2.69%	L
PI 22b - Staff absence - days lost per FTE (Scotland only)	5	19.07	13.29	10.90			-		10.94	L
Environmental performance indicators										
PI 25d - Number of incidents of fly-tipping/dumps per 1,000 households (from DEFRA fly-capture database)	51	181.22	33.44	1.53	54.18	43	13.07	4	8.15	L
PI 43 - Percentage of street cleansing waste that is recycled	38	100.00%	42.52%	0.00%	90.55%	6	71.85%	1	98.19%	H

Agenda Item No 21

Community and Environment Board

21 January 2019

Report of the Chief Executive

Progress Report on Achievement of Corporate Plan and Performance Indicator Targets April – September 2018

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 2018.

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 2018/19. This is the second report showing the progress achieved so far during 2018/19.

4 Progress achieved during 2018/19

- ... 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 2018/19 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 2018/19.

6 Overall Performance

- 6.1 The Corporate Plan performance report shows that 88% of the Corporate Plan targets and 73% 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	14	88%
Amber	2	12%
Red	0	0%
Total	16	100%

Performance Indicators

Status	Number	Percentage
Green	8	73%
Amber	3	27%
Red	0	0%
Total	11	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 18/19

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	The Council has a Carbon Management Plan with a list of actions. The life span of certain buildings and a lack of dedicated resource hampers progress but a number of actions are progressing. An alternative energy use scheme is under investigation for Atherstone leisure centre and our land holdings are being reviewed for sustainable energy production. A district heating feasibility study has been completed and may be submitted as part of a sub regional bid for European funding. A proposal across Warwickshire to provide an energy company is being developed by the Districts/Boroughs and County Councils. Solar panels have been fitted to the new Coleshill Leisure Centre. As well as saving carbon the Council receives feed in tariff payments, totally around £700 in 16/17 and £1,032.85 in 17/18. The latest project is a County wide bid for funding to put electric car charging points in a number of car parks.	The Council has a Carbon Management Plan with a list of actions. The life span of certain buildings and a lack of dedicated resource hampers progress but a number of actions are progressing. An alternative energy use scheme is under investigation for Atherstone leisure centre and our land holdings are being reviewed for sustainable energy production. A district heating feasibility study has been completed and may be submitted as part of a sub regional bid for European funding. A proposal across Warwickshire to provide an energy company is being developed by the Districts/Boroughs and County Councils. Solar panels have been fitted to the new Coleshill Leisure Centre. As well as saving carbon the Council receives feed in tariff payments, totally around £700 in 16/17 and £1,032.85 in 17/18. The latest project is a County wide bid for funding to put electric car charging points in a number of car parks.	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/Angela Coates	Q1 saw worse than anticipated street cleansing results due to a number of factors including staff vacancies and high volumes of fly-tipping causing capacity issues at key times. Measures are now in place to address those issues and return cleanliness standards across the Borough to previous levels.	There was a significant improvement in performance in Q2 with cleanliness levels back to just under target levels. A report investigating the issue in more detail will go to C&E Board in January	Amber 	
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 its focus on priorities that are compatible with those of the approved Health, Well-being and Leisure Strategy, the Community Partnership and the Warwickshire North Health and Well-being Partnership	Improving Leisure & Wellbeing Opportunities	Simon Powell	Work continues to be progressed in respect of the implementation of the Health and Wellbeing Action Plan, including in partnership with other agencies and the expanded Warwickshire North Health and Wellbeing Partnership	Work continues to be progressed in respect of the implementation of the Health and Wellbeing Action Plan, including in partnership with other agencies and the expanded Warwickshire North Health and Wellbeing Partnership. Membership of the Health and Wellbeing Working Party has been expanded and it continues to monitor health-related work across the Authority.	Green 	
4	In accordance with the priorities established by relevant Boards, commence implementation of the approved outcomes of the Strategic Leisure Review process and report on progress by March 2019	Improving Leisure & Wellbeing Opportunities	Simon Powell	Work has commenced on the implementation of the approved outcomes of the Leisure Facilities Strategy, including in respect of Arley and Polesworth Sports Centres. The draft Green Space and Playing Pitch Strategies are to be considered by the C&E Board in July 2018	Work has commenced on the implementation of the approved outcomes of the Leisure Facilities Strategy, including in respect of Arley and Polesworth Sports Centres. The Playing Pitch Strategy has been approved in principle by the C&E Board and Officers have been instructed to re-write the externally produced draft Green Space Strategy.	Green 	
5	Subsequent to completion of the process of external review, commence implementation of the new North Warwickshire Green Space and Playing Pitch Strategies in accordance with their associated Action and Funding Plans and report on progress by March 2019	Improving Leisure & Wellbeing Opportunities	Simon Powell	Work will commence on the implementation of the Green Space and Playing Pitch Strategies upon their formal adoption by the C&E Board	Work will commence on the implementation of the Green Space and Playing Pitch Strategies upon their formal adoption by the C&E Board	Amber 	

No	Action	Priority	Reporting Officer	Quarter 1	Quarter 2	Status	Direction
6	In conjunction with WCC and other partners, to ensure the success of the Women's 2018 International Cycle Race and its impact upon the community of North Warwickshire. Encourage and support the future staging of similar events within the Borough	Improving Leisure & Wellbeing Opportunities	Steve Maxey/Richard Dobbs/Simon Powell	The 2018 race was a great success with community interest, including schools, very high. Debriefing meetings are taking place and data about participation/economic impact will be included in this update when available. Work now moves onto the Men's Tour which comes to the Borough on 5th September, and also the 'West Midlands' Velo event in May 2019	The 2018 race was a great success with community interest, including schools, very high. Debriefing meetings are taking place and data about participation/economic impact will be included in this update when available. The Men's Tour came to the Borough on 5th September and was also a great success. Anecdotal evidence suggests Atherstone attracted visitors from around the country, many visiting North Warwickshire for the first time. The next cycling event is the 'West Midlands' Velo event in May 2019	★ Green	➡
7	To carry out the Council's obligations as a member of the Warwickshire Safeguarding Children Board, 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 2019.	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.	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.	★ Green	➡
8	To continue to review the refuse and recycling service with particular emphasis on options around recycling to ensure the sustainability and cost-effectiveness of the service while building sufficient capacity to accommodate future housing growth	Promoting Sustainable & Vibrant Communities	Richard Dobbs	Service capacity is being squeezed, largely due to new developments and preparation for a move to zonal working is being made to try to address that issue.	Work is progressing on specifying the technology required to effectively move the R&R service over to zonal working	★ 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 2019	Supporting Employment & Business	Simon Powell	Despite the resignation of the Programme Manager, work is continuing in respect of the successful delivery of the LEADER programme (2015 to 2020)	Work is continuing in respect of the delivery of the approved LEADER programme. A new Project Manager has been appointed and recruitment to the Development Officer position is being pursued. The local programme has been granted a three months extension and the call for project applications has been re-opened.	★ Green	➡
10	In partnership with Job Centre Plus, implement the ongoing roll-out of Universal Credit and input into the Universal Support/Delivery local agenda, to support residents impacted by providing support and advice	Promoting Sustainable & Vibrant Communities	Bob Trahern	This is progressing well. A report was taken to the Resources Board in May that outlined the implementation and communication programme for going fully live across the whole borough when Atherstone Job Centre, the last of our 4 job centres starts on 12 September	Universal Credit went live full service across the whole of the Borough on 12 September. To date things are still bedding in although it is clear from the requests from customers to date that many are needing additional support from us to complete claims and seek advice on bridging the financial gap prior to receiving their first payment made after 6 weeks. This support is being provided under the Universal Support responsibility which sees the Council reimbursed by results on a case by case basis. This funding we have been advised this week will transfer unexpectedly to the Citizens Advice Service to deliver nationally from 1 April 2019 which came as a surprise as no consultation took place. This will need to be reviewed how it will work locally in the future	★ 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. To work with partners so as to reduce the number of fatalities and injuries on roads in North Warwickshire (see also Safer Communities priorities)	Protecting our Countryside & Heritage	Richard Dobbs	The street cleaning teams are still successfully sharing road space and lane closures across the local highways network.	The street cleaning teams are still successfully sharing road space and lane closures across the local highways network.	★ Green	➡

No	Action	Priority	Reporting Officer	Quarter 1	Quarter 2	Status	Direction
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 Community 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. b) Ensure the active engagement of partners, stakeholders and the community within the Action Plans that support the approved and targeted approach to Community Development work and report on progress by March 2019	Promoting Sustainable & Vibrant Communities	Steve Maxey/Bob Trahern/Simon Powell	Work on this agenda continues to be developed with the ever closer working by agencies both internally and with other partners in joining up approaches in particular to address health / well being and poverty. A number of projects including the ever expanding Ediblelinks work is enabling evermore innovative approaches to be taken as well as the ongoing review with WCC of the proposed use of the Partnership Centre on which a decision is due soon. Additionally, partners, stakeholders and, most importantly, the community continue to be engaged in long-term programmes to advance targeted community development work in accordance with the approach approved by the C&E Board	Work continues on this agenda that is overseen by the North Warwickshire Community Partnership and C&E Board. This is a challenging agenda with most partners struggling to meet demand although funding has also been secured from part of the underspent reserve in the Warwickshire Local Welfare Scheme from WCC to pilot the appointment of 3 Financial Inclusion Officers alongside NBBC and RBC for 12 months to support people in significant debt. The aim will be to help resolve their immediate needs and help them help themselves in the future starting in January 2019. Discussions around the use of the Partnership Centre have not been progressed due to lack of interest and cost and Ediblelinks is now delivering support from alternative venues that appear more sustainable alongside the Armed Forces Project being supported by the Housing and Community Services Divisions. Partners, stakeholders and the local community continue to be engaged in long-term programmes to advance targeted community development work in accordance with the approach approved by the C&E Board.	★ Green	➡
13	To report in March 2019 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	Whilst a full report is taken to board in March each year, regular progress reports are submitted to the North Warwickshire Community Partnership (NWCP) that meets quarterly, The last in June 2018. The Councils Financial Inclusion Partnership has been shortlisted for 2 awards to be announced in October	Whilst a full report is taken to board in March each year, regular progress reports are submitted to the North Warwickshire Community Partnership (NWCP) that meets quarterly, The last in October 2018. The Councils Financial Inclusion Partnership and Ediblelinks have been shortlisted for 3 awards to be announced in October recognising its joined up approach in this difficult area	★ Green	➡
14	To work with public, voluntary and business partners to deliver ongoing food-related projects if a business case can be agreed to continue to support individuals and community organisations supported from our award-winning innovative food hub project. 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 2019	Promoting Sustainable & Vibrant Communities	Bob Trahern	This has been a fantastic quarter for the Ediblelinks project. It has won 2 major National awards and was Highly Commended in 2 others. It has also been awarded two major grants including one from the Big Lottery totalling just over £550,000 . Again as above quarterly reports on progress are made to the NWCP. The project has been shortlisted for a further award to be announced in October	Work continues with Ediblelinks to review its current delivery model and the demands being placed upon it that are already growing in respect of the increased issue of emergency parcels following the full roll out of Universal Credit. How we engage with customers needing this support will be a key focus for the Community Service and Housing Department going forward. A very successful social eating kitchen has started to run in Atherstone this quarter as well as activities promoting joined up partnership work using food from a community shop being used in the Arcade. The Council will be seeking to continue to work with Ediblelinks to help meet both our aims and ambitions	★ Green	➡

No	Action	Priority	Reporting Officer	Quarter 1	Quarter 2	Status	Direction
15	To carry out the Council's obligations as a member of the Warwickshire Safeguarding Adults Board. This will include delivering a comprehensive training programme for staff during 2018, to support the Council's policy and procedures	Creating Safer Communities	Angela Coates	The Director of Housing engages proactively with the Warwickshire Adults Safeguarding Board. We are working closely with the County Council to ensure referrals are appropriate. The annual report has been published, placed in Members' offices and on the website. There is a new joint chair for both childrens and adults safeguardning Boards. A training programme will be developed over the Autumn	The Director of Housing engages proactively with the Warwickshire Adults Safeguarding Board. We are working closely with the County Council to ensure referrals are appropriate. The annual report has been published, placed in Members' offices and on the website. There is a new joint chair for both childrens and adults safeguardning Boards. A training programme will be developed over the Autumn	★ 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	Promoting Sustainable & Vibrant Communities	Richard Dobbs	Work is ongoing with local authority partners to explore options for processing recycling material more cost-effectively on a sub-regional basis. A joint partnering contract was tendered with NBBC during Q1 but this was not pursued due to cost.	Work has progreesed on exploring the feasibility of developing more stable recycling processing capacity within the sub-region and officers continue to work closely with colleagues on this and related waste management issues	★ Green	➡

NWPI Community & Environment Board 18/19

Ref	Description	Section	Priority	Year End Target 2018/19	Outturn 2017/18	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	98	78			The shortfall is due to the holiday season and the need to complete the backlog from last year's programme (all now complete)
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	70.5	70			The shortfall is due to the holiday season and the need to complete the backlog from last year's programme (all now complete)
NWLPI 085	Swimming pools and sports centres: The net cost per swim/visit	Leisure Facilities	Health and Well-being	1.90	0.53	1.16			
NWLPI 086	Leisure Centres - Total income per visit	Leisure Facilities	Health and Well-being	2.47	2.86	2.9			
NWLPI 119	Number of collections missed per 100,000 collections of household waste (former BV88)	Refuse & Recycling	Recycling	125	48.04	46.76			
@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	48.84%	52.66%			
@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	6.35	11.5% (6% in Q2)			Results are improving with cleanliness levels recovering from their low point of 17% in Q1.
New	Average Time Taken to Remove Fly-tipping	Streetscape	Environment	2	1.47	1.28			
NWLPI 163	Number of projects/programmes being delivered	Community Development	Health & Well-being	50	87	48			
NWLPI 165	Number of people engaged on projects/programmes	Community Development	Health & Well-being	1600	8,539	6,413			This figure includes people engaged through two Big Day Out events
NWLPI 167	Satisfaction with service delivered	Community Development	Health & Well-being	90	96.00%	100.00%			