

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

**(Councillors Smith, Bell, Chambers,
Ferro, Gosling, Hanratty, Jarvis, Lewis,
Phillips, Singh, Smitten, Symonds, 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
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For enquiries about specific reports please contact
the officer named in the reports.

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

COMMUNITY AND ENVIRONMENT BOARD AGENDA

16 October 2017

The Community and Environment Board will meet in The
Committee Room, The Council House, South Street,
Atherstone on Monday 16 October 2017, 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

PUBLIC BUSINESS (WHITE PAPERS)

- 5 **Minutes of the meetings of the Board held on 17 July and 13 September 2017** – copies herewith, to be approved as a correct record and signed by the Chairman

- 6 **Budgetary Control Report 2017/2018 Period Ended 30 September 2017** – Report of the Assistant Director (Finance and Human Resources).

Summary

This report covers revenue expenditure and income for the period from 1 April 2017 to 30 September 2017. The 2017/2018 budget and the actual position for the period, compared with the estimate at that date, are given, together with an estimate of the out-turn position for services reporting to this Board.

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

- 7 **North Warwickshire Green Space Strategy Progress Report** – Report of the Assistant Director (Leisure and Community Development).

Summary

This report informs Members of progress in respect of delivery against the priorities set out in the North Warwickshire Green Space Strategy (2008 to 2018).

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

- 8 **LEADER Programme Update** - Report of the Assistant Director (Leisure and Community Development).

Summary

This report updates the Board on the progress made to date in respect of delivery of the North Warwickshire and Hinckley and Bosworth LEADER programme (2015 to 2020) and notifies Members of changes that have been made to the funding application process.

The Contact Officer for this report is Iain Neville (719271).

- 9 **Destination Management Plan** - Report of the Assistant Director (Leisure and Community Development).

Summary

This report updates the Board on the work being undertaken in partnership with Hinckley and Bosworth Borough Council to develop and deliver a Destination Development Plan for the combined area.

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

- 10 **Health and Wellbeing Action Plan (2017 to 2020)** – Report of the Assistant Director (Leisure and Community Development).

Summary

This report provides Members with an update of the progress being made in respect of the actions identified in the approved three-year Health and Wellbeing Action Plan.

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

- 11 **Minutes of the Health and Wellbeing Work Party** meeting held on 14 September 2017 (copy herewith).

- 12 **The Arcade, Atherstone** – Report of the Assistant Director (Streetscape)

Summary

This report presents Members with a copy of the annual report on the community use of The Arcade, Atherstone, submitted by Atherstone Town Council.

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

- 13 **The Controlled Waste (England and Wales) Regulations 2012** - Report of the Assistant Director (Streetscape)

Summary

This report sets out how waste arising from different types of premises is classified under the Controlled Waste (England and Wales) Regulations 2012. It explains the charges for collection and disposal which local authorities can apply to such waste and how waste arising from different types of non-domestic premises is charged for at present by North Warwickshire Borough Council.

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

- 14 **Progress Report on Achievement of Corporate Plan and Performance Indicator Targets April – June 2017** – Report of the Chief Executive and Deputy 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 June 2017.

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

- 15 **Exclusion of the Public and Press**

Recommendation:

That under Section 110A(4) of the Local Government Act 1972, the public and press be excluded from the meeting for the following item of business, on the grounds that it involves the likely disclosure of exempt information as defined by Schedule 12A to the Act.

**EXEMPT INFORMATION
(GOLD PAPERS)**

- 16 **Environmental Health Restructure** – Report of the Assistant Chief Executive and Solicitor to the Council **(to follow)**.

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

JERRY HUTCHINSON
Chief Executive

NORTH WARWICKSHIRE BOROUGH COUNCIL

MINUTES OF THE COMMUNITY AND ENVIRONMENT BOARD

17 July 2017

Present: Councillor Smith in the Chair

Councillors Bell, Chambers, Ferro, Gosling, Hanratty, Jarvis, Lewis, Phillips, Singh, Smitten, Symonds and Waters.

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

None were declared at the meeting.

8. **Minutes of the meeting of the Board held on 16 May 2017**

The minutes of the meeting held on 16 May 2017 copies having been previously circulated, were approved as a correct record and signed by the Chairman.

9. **Budgetary Control Report 2017/2018 Period Ended 30 June 2017**

The Assistant Director (Finance and Human Resources) reported on the revenue expenditure and income for the period from 1 April 2017 to 30 June 2017.

Resolved:

That the report be noted.

10. **Play Area Development Programme – Bretts Hall Play Area**

The Assistant Director (Leisure and Community Development) informed the Board of the progress being made in respect of the commitment to enhance play provision at Bretts Hall Recreation Ground.

Resolved:

That the report be noted.

11. **Impact of the Bin Policy**

The Assistant Director (Streetscape) reported on the impact which the bin policy has had on the costs of repairing and replacing lost and damaged bins and updated Members on the resultant effect on front line services.

Resolved:

That the report be noted.

12. The Unauthorised Deposit of Waste (Fixed Penalties) Regulations 2016

The Board was asked to consider the levels of fine to be attached to fixed penalty notices for fly tipping offences.

Resolved:

That the fixed penalty payable for a fly tipping offence be set at £200 or £120 if the penalty is paid before the end of ten days following the date of notice.

13. Minutes of the Health and Wellbeing Working Party Meeting Held on 15 June 2017

The minutes of the Health and Wellbeing Working Party held on 15 June 2017 were received and noted.

Councillor Smith
Chairman

NORTH WARWICKSHIRE BOROUGH COUNCIL

MINUTES OF THE COMMUNITY AND ENVIRONMENT BOARD

13 September 2017

Present: Councillor Bell in the Chair

Councillors Ferro, Gosling, Hanratty, Humphreys, Jarvis, Lewis, Morson, Phillips, Singh, Smitten, Symonds and Waters.

Apologies for absence were received from Councillors Chambers (Substitute Morson) and Smith (Substitute Humphreys).

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

Councillor Symonds declared a non-pecuniary interest in Minute 16 - Road Closure, Sumner Road, Coleshill, by virtue of being a Coleshill Town Councillor.

15. **Warwickshire Third and Public Sector Partnership Group**

The Assistant Director (Leisure and Community Development) provided the Board with an update on the work of the Warwickshire Third and Public Sector Partnership Group, of which the Borough Council is a member. Additionally the work being undertaken by the Community Development section in conjunction with the third sector was highlighted.

Resolved:

That the report be noted.

16. **Road Closure – Sumner Road, Coleshill**

Members were asked to consider a request for the Council to grant a road closure order in relation to Sumner Road, Coleshill, to allow a weekly market to take place in that location every Wednesday for the next twelve months.

Resolved:

a That the road closure order in relation to Sumner Road, Coleshill, be granted for a twelve month period;

b That the impact of the closure on local residents and the surrounding area be reviewed by the Assistant Director (Streetscape) in consultation with the Chairman of the Board after a period of six months; and that a further report be brought back to the Board

in the event that any significant associated problems arise.

17. Refuse and Recycling Service – Round Capacity

The Assistant Director (Streetscape) highlighted the capacity issues facing the refuse and recycling collection services.

Resolved:

- a That the implementation of zonal working for residual waste and dry recycling collections, be approved;**
- b That a further report be brought back to a future meeting of the Board setting out a timetable for the introduction of the necessary changes and the impact on residents; and**
- c That the Task and Finish Group considers the available options for reducing the resource pressures on the green waste collection service and that a report be brought back to the Board with a recommended course of action.**

18. Refuse and Recycling Service – Christmas Working Arrangements

The Board was asked to consider a proposal to suspend, on a permanent basis, all domestic refuse and recycling collections over the week of Christmas. Members were also asked to consider the suspension of the green waste service for four weeks during January/February.

Resolved:

- a That the contents of the report be noted;**
- b That all domestic refuse and recycling collections be suspended on a permanent basis over the Christmas week;**
- c That staff contracts be amended to reflect the new working arrangements;**
- d That the green waste service be suspended for four weeks in January/February; and**
- e That the new arrangements be widely advertised and information setting out the effects of the changes be sent to every household in the Borough.**

Councillor Bell
Chairman

Agenda Item No 6

Community and Environment Board

16 October 2017

Report of the Assistant Director (Finance and Human Resources)

Budgetary Control Report 2017/2018 Period Ended 30 September 2017

1 Summary

- 1.1 The report covers revenue expenditure and income for the period from 1 April 2017 to 30 September 2017. The 2017/2018 budget and the actual position for the period, compared with the estimate at that date, are given, together with an estimate of the out-turn position for services reporting to this Board.

Recommendation to the Board

That the report be noted and that the Board requests any further information it feels would assist it in monitoring the budgets under the Board's control.

2 Introduction

- 2.1 Under the Service Reporting Code of Practice (SeRCOP), services should be charged with the total cost of providing the service, which not only includes costs and income directly incurred, but also support costs relating to such areas as finance, office accommodation, telephone costs and IT services. The figures contained within this report are calculated on this basis.

3 Overall Position

- 3.1 The actual expenditure for budgets reporting to this Board as at 30 September 2017 is £2,628,376 compared with a profiled budgetary position of £2,606,967; an overspend of £20,909 over the period. Appendix A to this report provides details of the profiled and actual position for each service reporting to this Board, together with the variance for the period.
- ...
- 3.2 Where possible, the year-to-date budget figures have been calculated with some allowance for seasonal variations, in order to give a better comparison with actual figures. Reasons for the variations are given, where appropriate, in detail below.

3.3 Leisure Facilities

3.3.1 There is an overall overspend of £19,530 against the profiled budget. This is mainly due to reductions in Direct Debit income at Polesworth Sports Centre, Atherstone Leisure Complex Swimming income and Memorial Hall hire income. These have been partially offset by a reduction in premise related costs at Atherstone Leisure Complex.

3.4 Refuse and Recycling

3.4.1 There is an overall over spend on Refuse and Recycling, This is due to increased employee costs and recycling haulage and disposal costs. This has been partially offset by lower vehicle repairs and maintenance costs and a small increase in Trade waste income.

3.5 Amenity Cleaning

3.5.1 The current underspend is due to lower employee costs resulting from vacancies and significantly lower vehicle repairs and maintenance cost.

3.6 Streetscene Grounds Maintenance

3.6.1 The current underspend is due to lower employee costs resulting from vacancies and lower vehicle repairs and maintenance costs.

3.7 Cesspool Emptying

3.7.1 The Cesspool Emptying over spend is due to the loss of a large contract, causing a reduction in the amount of income received. This has partially been offset by the lower cost of waste disposal and reduction in overtime as a direct consequence of losing the contract.

4 Performance Indicators

4.1 In addition to the financial information provided to this Board, when the budgets were set in February, performance indicators were included as a means of putting the financial position into context. These are shown at Appendix B and C.

4.2 The majority of the Performance Indicators are comparable with the profiled position.

4.3 Overall Leisure facilities subsidy per visit is currently £0.31 over the profiled budget. If you remove the Capital, Central and Departmental support costs this reduces down to £0.28 per visit.

4.4 Parks, Playing Fields and Open Spaces have reduced the number of pitches by 3 with a loss of 4 teams. The reduction in the income per team relates to the mix of junior and senior team users and the number of pavilion hirings.

5 Risks to the Budget

5.1 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 pressure affecting the generation of income.
- Further increases in the need for replacement bins, as well as the cost of bins for new developments
- Additional costs relating to the Refuse and Recycling services.

6 Estimated Out-turn

6.1 Members have requested that Budgetary Control reports provide details on the likely out-turn position for each of the services reporting to this Board. The anticipated out-turn for this Board for 2017/18 is £5,214,530, the same as the original budget.

6.2 The figures provided are based on information available at this time of the year and are the best available estimates for this Board, and may change as the financial year progresses. Members will be updated in future reports of any changes to the forecast out turn.

7 Report Implications

7.1 Finance and Value for Money Implications

7.1.1 The Council's budgeted contribution from General Fund balances for the 2017/18 financial year of £589,740. Income and Expenditure will continue to be closely managed and any issues that arise will be reported to this Board at future meetings.

7.2 Environment and Sustainability Implications

7.2.1 The Council has to ensure that it adopts and implements robust and comprehensive budgetary monitoring and control, to ensure not only the availability of services within the current financial year, but in future years.

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

**Community and Environment Board
Budgetary Control Report 2017/2018 as at 30 September 2017**

Cost Centre	Description	Approved Budget 2017/2018	Profiled Budget 2017/2018	Actual September 2017	Variance	Comments
3072	Polesworth Sports Centre	129,240	47,809	56,061	8,253	Comment 3.3
3074	Arley Sports Centre	163,250	86,905	86,973	68	Comment 3.3
3075	Coleshill Sports Centre	285,470	174,371	174,684	314	Comment 3.3
3077	Atherstone Leisure Complex	459,290	254,308	262,300	7,992	Comment 3.3
3082	Memorial Hall (Sports)	138,870	73,121	74,354	1,233	Comment 3.3
3083	Memorial Hall (Cultural)	(3,290)	(1,645)	26	1,671	Comment 3.3
4002	Public Health Services (Commercial)	301,100	144,625	143,329	(1,296)	
4003	Public Health Services (Domestic)	100,980	51,335	50,628	(707)	
5000	Refuse Domestic Collection	934,670	424,034	450,896	26,862	Comment 3.4
5001	Streetscene Grounds Maintenance	101,850	112,162	96,814	(15,348)	Comment 3.6
5002	Refuse Trade Collection	(15,720)	(47,595)	(50,229)	(2,634)	Comment 3.4
5003	Cesspool Emptying	(23,660)	(14,122)	(9,329)	4,793	Comment 3.7
5004	Recycling	944,350	492,913	494,379	1,467	Comment 3.4
5010	Amenity Cleaning	619,250	296,647	284,906	(11,741)	Comment 3.5
5013	Unadopted Roads	13,640	4,835	4,740	(95)	
5014	Drain Unblocking and Land Drainage	14,380	7,190	7,190	0	
5015	Street Furniture	6,090	3,045	3,815	770	
5016	Atherstone Market	3,030	1,775	1,577	(198)	
5019	Parks, Playing Fields and Open Spaces	596,130	271,300	272,854	1,554	
5021	Public Health Act 1984 Burials	2,720	1,360	4,360	3,000	
5023	Consultation	13,480	6,740	4,460	(2,280)	
5025	Corporate Policy	74,840	39,200	41,391	2,191	
5030	Rural Regeneration	64,750	29,375	29,340	(35)	
5034	Landscape	10,170	9,485	9,300	(185)	
5040	Marketing and Market Research	14,300	14,813	13,284	(1,528)	
5044	Support to Voluntary Organisations	73,810	56,147	56,210	63	
5055	Health Improvement	85,440	35,465	37,419	1,954	
5056	Safer Communities	106,020	46,138	43,325	(2,813)	
5064	Queen Elizabeth School - Artificial Green Pitch	80	2,496	82	(2,414)	
7700	Ext Stronger & Safer	-	(17,265)	(17,265)	-	
7856	High Street Grants	-	500	500	-	
	Total Expenditure	5,214,530	2,606,967	2,628,376	20,909	

Original Budget	5,200,890
Vired Training Budget	8,150
Vired Recruitment Budget	5,490

Approved Budget	<u><u>5,214,530</u></u>
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Key performance Indicators for Budgets Reporting to the Community and Environment Board

Performance as at 30 September 2017

	Budget	Profiled budget	Actual
Polesworth Sports Centre			
Cost per Visit	£4.79	£4.35	£5.19
Income per Visit	£3.08	£3.08	£3.38
Subsidy per Visit	£1.72	£1.27	£1.80
Cost Per Visit (less Capital, Central and Departmental support)	£3.95	£3.51	£4.17
Subsidy per Visit (less Capital, Central and Departmental support)	£0.87	£0.43	£0.78
Arley Sports Centre			
Cost per Visit	£7.42	£7.73	£8.28
Income per Visit	£2.73	£2.73	£2.79
Subsidy per Visit	£4.69	£5.00	£5.49
Cost Per Visit (less Capital, Central and Departmental support)	£5.17	£5.49	£5.81
Subsidy per Visit (less Capital, Central and Departmental support)	£2.44	£2.76	£3.03
Coleshill Leisure Centre			
Cost per Visit	£5.64	£5.97	£6.33
Income per Visit	£3.44	£3.27	£3.47
Subsidy per Visit	£2.20	£2.70	£2.86
Cost Per Visit (less Capital, Central and Departmental support)	£4.31	£4.64	£4.92
Subsidy per Visit (less Capital, Central and Departmental support)	£0.87	£1.37	£1.45
Atherstone Leisure Complex			
Cost per Visit	£6.68	£6.77	£7.02
Income per Visit	£3.91	£3.68	£3.71
Subsidy per Visit	£2.77	£3.09	£3.30
Cost Per Visit (less Capital, Central and Departmental support)	£4.64	£4.73	£4.90
Subsidy per Visit (less Capital, Central and Departmental support)	£0.73	£1.65	£1.60
Memorial Hall			
Cost per Visit	£10.07	£8.23	£7.85
Income per Visit	£2.40	£2.40	£1.68
Subsidy per Visit	£7.67	£5.82	£6.16
Cost Per Visit (less Capital, Central and Departmental support)	£7.81	£5.96	£5.58
Subsidy per Visit (less Capital, Central and Departmental support)	£5.41	£3.56	£3.90
Leisure Overall Summary			
Cost per Visit	£6.24	£6.23	£6.65
Income per Visit	£3.46	£3.31	£3.42
Subsidy per Visit	£2.79	£2.92	£3.23
Cost Per Visit (less Capital, Central and Departmental support)	£4.54	£4.69	£4.89
Subsidy per Visit (less Capital, Central and Departmental support)	£1.09	£1.38	£1.66
Total number of visits		210,647	196,213

Key performance Indicators for Budgets Reporting to the Community and Environment Board

Performance as at 30 September 2017

	Budget	Profiled budget	Actual
Refuse Domestic Collection			
Number of Households	28,047	28,047	27,972
Costs per Household	£33.30	£15.12	£16.12
Maximum missed collections per 100,000 users	125	125	53
Refuse Trade Collection			
Number of Trade Bins	520	520	496
Gross cost per bin collected	£440.75	£321.96	£357.89
Net cost per bin collected	-£30.23	-£91.53	-£101.27
Cespool Emptying			
Number of emptyings	1,210	605	587
Gross cost per emptying	£121.28	£105.39	£89.08
Net surplus per emptying	-£19.55	-£23.34	-£19.48
Recycling			
Cost per household	£33.66	£17.57	£17.67
Tonnes of recycled material collected - green waste	7,000	3,500	4,655
Tonnes of recycled material collected - red box	4,500	2,250	1,679
% of waste recycled	48.0%	48.0%	49.9%
Parks, Playing Fields and Open Spaces			
Number of Pitches	11	11	8
Number of Teams	16	16	12
Number of Hirers	16	16	12
Income per Team	£453.75	£453.75	£397.08

Agenda Item No 7

Community and Environment Board

16 October 2017

**Report of the
Assistant Director
(Leisure and Community Development)**

**North Warwickshire
Green Space Strategy
Progress Report**

1 Summary

- 1.1 This report informs Members of progress in respect of delivery against the priorities set out in the North Warwickshire Green Space Strategy (2008 to 2018).

Recommendation to the Board:

That Members note and comment upon progress in respect of the implementation of the North Warwickshire Green Space Strategy (2008 to 2018).

2 Consultation

- 2.1 The Chairman, Vice-Chairman and Opposition Spokesperson for the Community and Environment and Resources Boards and the Safer Communities Sub-Committee, Members with responsibility for Health, Wellbeing and Leisure and Young People, together with all other Ward Members, have 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 The North Warwickshire Green Space Strategy was formally adopted by the Borough Council in December 2008. Together with its supporting Action and Funding Plan, its purpose is to provide a ten-year framework for the provision and enhancement of green space for the benefit of communities across the Borough. It addresses green and open space provided primarily by the Borough and Parish and Town Councils, but also includes some areas in the management of other providers.
- 3.2 The Action and Funding Plan supporting the Strategy is considered within the context provided by the Council's overall capital and revenue requirements and is rolled forward annually. It directs the work of the "Green Space" team, which is located within the Community Development section of the Leisure and

Community Development Division. Successful delivery, however, is dependent upon extensive partnership working both within and outside the Authority. To be effective, the Strategy must remain current and relevant to the needs of local communities and must help the Borough Council to move forward in meeting those needs, both now and in the future.

3.3 As the Board is aware, a comprehensive review of the Green Space Strategy has been commissioned from external consultants. Subsequent to its receipt, the draft Strategy will be considered by Councillors, after which it is anticipated that a revised Action and Funding Plan will be prepared for the Board's attention.

3.4 The current Green Space Strategy sets out a number of policy and service priorities, area-based priorities and policies in respect of resources, monitoring and development. This report provides the Board with an update on progress in respect of delivery against those priorities, subsequent to the overview that it received in March 2017.

4 Service Priorities

4.1 Safety and Security

4.1.1 The Strategy identifies a commitment to invest in basic service improvements through enhancements to site infrastructure. A programme of related work is prepared annually within the context of available revenue, capital and external funding resources.

4.1.2 In previous years, limited resources have been directed to works at Hurley Daw Mill Sports Ground to further improve site security subsequent to the completion of the project in December 2015. Bollards have been installed at Royal Meadow Drive Recreation Ground, Atherstone, and in Abbey Green Park, Polesworth, as a result of nuisance vehicles gaining access to the sites. At Mancetter Recreation Ground, boundary repairs have been completed through Community Payback, and a deterrent to motorcycle access to the area will be installed in the near future. The Authority also has CCTV situated at Royal Meadow Drive Recreation Ground, Abbey Green Park and Long Street Recreation Ground in Dordon.

4.2 Tree Management

4.2.1 Progress in respect of the Tree Management Programme was last reported to the Board in March 2017. The Green Space Officer (Trees) has day to day responsibility for the implementation of this Programme.

4.2.2 Subsequent to the appointment of the Green Space Officer (Trees), there has been a significant improvement in the timeliness and quality of the Borough Council's tree-related services. Indeed, since April 2017 he has undertaken over 180 reactive, tree-related site visits, in addition to the work that he has carried out on behalf of the Housing and Planning and Development Divisions.

Since April 2017, works have been instructed to 14 trees and five emergency Tree Preservation Orders have been implemented. During 2017/18, it is hoped to be able to reintroduce a proactive tree inspection programme, to which the Authority aspired when it adopted its approach to tree management in 2010.

4.3 Biodiversity and Climate Change – Local Nature Reserves

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

4.3.2 Members will be aware that the Borough Council is working in partnership with Warwickshire Wildlife Trust to manage the reserves at Kingsbury Meadow, Dafferns Wood in New Arley, Cole End Park in Coleshill and Abbey Green Park in Polesworth. Through the partnership, the Trust is carrying out specialist conservation management on each Reserve and is also supporting the Friends of Dafferns Wood group, which is now actively involved in managing that site. The Trust also provides a programme of events to encourage volunteering and participation at each of the Local Nature Reserves.

4.3.3 Under the Management Agreement, the Trust is required to submit a budget for approval by 1 September each year in respect of anticipated expenditure in the following financial year. The Borough Council has committed to meet the minimum cost of £16,000 per annum relating to the agreed level of work to be delivered across the sites by the Trust. Accordingly, in 2017 / 18, this minimum sum will be paid to the Trust from the revenue budget in respect of this Authority's contribution to related work at the Local Nature Reserves. Any additional contribution to fund work undertaken by the Trust must be agreed in advance by the Chairman and Vice-Chairman of the Board.

4.4 Partnership Working

4.4.1 In addition to promoting partnership working to improve and manage the Authority's own sites, the Strategy recognises the important role that other providers have in delivering green space provision across the Borough. It, therefore, commits the Authority to supporting partners where their green spaces have been identified as Area Priorities.

4.5 Outdoor Sports – Hurley Daw Mill Sports Ground

4.5.1 The regeneration project at Hurley Daw Mill Sports Ground was completed in early December 2015 and has enabled the provision of changing facilities, improved site security and significant pitch improvements. By working in partnership, the Borough Council and Hurley Kings Football Club have been able to secure £455,700 in external funding for the project, matched by £10,000 from the Club and a contribution of £10,185 from the Authority's earmarked reserves.

4.5.2 The required Licence to Underlet is currently with CISWO for its authorising signature, further to which the Borough Council will produce the Underlease for endorsement by all parties. Copies of the Underlease will then be shared with Sport England and the Football Foundation, which will enable the final conditions of grant funding for the project to be discharged. The responsibility for the site will then be formally transferred to the Football Club.

4.6 Outdoor Sports – Playing Pitches

4.6.1 The review of playing pitch provision in the Borough is being advanced by Strategic Leisure Ltd. within the overarching review of leisure, health and wellbeing provision in North Warwickshire. One of the outputs of the review will be a revised draft Playing Pitch Strategy for consideration and adoption by the Council.

4.6.2 This Strategy will address current and future needs in terms of both the quantity and the quality of sports pitch provision and will set the platform for considered, coherent funding bids to external organisations, without which it is unlikely that either the Authority or other providers will be able to effect any required improvements. Sport England, for example, is not likely to fund any pitch improvements if it does not consider the adopted Playing Pitch Strategy to be “up-to-date” and the product of using its own methodology.

4.6.3 As previously reported, the Council’s pitches are in need of investment. There have been issues with moles at numerous sites, including Ansley Workshops, Boot Hill, Grendon, and Ridge Lane, which have caused pitches to be temporarily withdrawn. Overall, the Authority has the capacity to provide thirteen adult sports pitches and seven junior pitches. This season, eight of the pitches are being used by teams from North Warwickshire (four adult and four junior).

4.7 Children and Young People

4.7.1 The Green Space Strategy recognises the vital role of open space in helping children and young people to develop skills through play and social interaction and it commits the Authority to supporting the development of a strategic network of play facilities across the Borough. The Play Area Development Programme has enabled the Authority to meet this commitment through the delivery of an associated action plan.

4.7.2 The installation of play equipment within Coleshill Town Council’s wider development of its Memorial Park, was undertaken with a capital finance contribution from the Borough Council. The completion of this project enables the removal of the play equipment at Brendan Close, Coleshill, an undertaking that has been approved by the Board. This action, which it is suggested should only be undertaken after local residents have been notified, will conclude implementation of the Play Area Development Programme, which was introduced over ten years ago in order to ensure that all of the Borough

Council's play facilities conform to current safety and accessibility standards and provide good play value.

- 4.7.3 The Borough Council has commissioned an independent inspection of its play areas through the Children's Play Advisory Service, as well as a number of sites owned by partner organisations. The inspections took place in June 2017 and included a safety inspection, site risk assessment, an accessibility assessment and the production of a "play value" score for each play space. A report was produced, which categorised equipment and ancillary items that needed replacing, repairing, maintaining and / or monitoring, in response to which a prioritised works programme has been developed.
- 4.7.4 Work is being progressed with the Friends of Daffern's Wood Group, which has been successful in applying for a Smart Start grant through Warwickshire County Council to create a safe area for learning for young children in the Wood. The application was a joint bid with the Friends of Daffern's Wood Group, the local Jellybeans Nursery and Arley primary school.

4.8 Customer Engagement

- 4.8.1 The Green Space Strategy acknowledges the value of open space to communities and seeks to encourage people to use their local spaces and to take pride in their development. Local communities are consulted during the preparation of site management plans and they actively inform proposals for the development or refurbishment of play facilities. Additionally, the Local Nature Reserves Project directly engages local people in the development and management of these sites

5 Improvement Schemes 2017 / 18

5.1 Coleshill Area

- 5.1.1 As previously reported, proposals for improvements at Cole End Park in Coleshill have been partially implemented with the establishment of the Local Nature Reserve. Whilst it has not yet been possible to fully implement the additional elements of the site Management Plan, new litter bins and seats have been installed within the Park.
- 5.1.2 Section 106 funding has been secured through a local planning agreement that will eventually realise a receipt to be used in respect of the further enhancement of Cole End Park. Upon receipt of the money, enhancements will be made to the footpaths within the Park, 34 trees will be planted and improvements will be made to the toddler play area.

5.2 Curdworth, Hurley and Wood End Area

- 5.2.1 The Authority continues to work closely with Piccadilly Community Association, and the Board will be aware of the recent significant improvements made to Piccadilly Pavilion and Community Centre, which now benefits from energy

efficient double glazed doors and windows, new signage, newly painted fascias, doors and grates and reusable graffiti boards, which were “decorated” by local young people.

- 5.2.2 Replacement goalposts at Piccadilly Sports Field were installed in May, due to damage having been caused to the original posts. A new three seat swing is due to be installed in the village play area in October, an initiative that has been funded through the Piccadilly Community Association.

5.3 Arley and Whitacre Area

- 5.3.1 An update regarding the play provision at Bretts Hall Recreation Ground in Ansley Common was reported to the Board at its meeting held in July 2017. Members, therefore, will be aware that funding of £68,800 is available to support the installation of new and improved play equipment at this site. Through an approved tendering process, an equipment supplier has been appointed and the associated work will be undertaken over the autumn period.

5.4 Atherstone and Mancetter Area

- 5.4.1 At its meeting held in March 2015, the Board agreed to earmark £25,000 of Section 106 funding towards improvements at Meadow Street Gardens in Atherstone, the scheme for which could cost in the region of £75,000. In March 2016, Councillors approved an additional £1,937 of Section 106 funding for the project.
- 5.4.2 Consultation is being undertaken with the local community in order to ascertain views regarding the needs for, and design of, the Gardens scheme. A community event is planned for the end of October, which will help to enhance local interest in the future of the open space. The Community Development section is additionally working with the Friends of Atherstone Heritage on the progression of the scheme, including in respect of a review of external funding opportunities and a potential financial assistance application to the Heritage Lottery Fund. Thereafter, and subject to the availability of resources, a designer will be appointed to work with the community on the project.
- 5.4.3 Section 106 funding of £152,582 has been received in respect of development at Rowlands Way in Atherstone for “improvement, enhancement and development of open space and recreation purposes on existing open space areas in the locality of the site”. As there could be a number of calls on this funding, it is proposed that its use should be determined by the priorities identified for the area in the review of leisure, health and wellbeing provision currently being undertaken by external consultants.

6 Future Management

- 6.1 The current Green Space Strategy provides a framework for activity through to March 2018. Moving forward, the work being undertaken on the review of health, wellbeing and leisure will provide the strategic direction for the Borough

Council to continue to sustainably manage and develop its green and open spaces for the benefit of local residents and visitors to North Warwickshire.

7 Report Implications

7.1 Finance and Value for Money Implications

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

7.1.2 Delivery against key priorities of the Strategy, from its inception to date, has to a great extent been made possible through external funding and grant aid. It is likely that securing such funding in the future will become increasingly difficult, as partners and funding bodies face similar pressures to those being experienced by the Authority at a time of increasing demand for their support.

7.2 Safer Communities Implications

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

7.3 Legal and Human Rights Implications

7.3.1 Projects advanced through the Green Space Strategy are compliant with all relevant legislation.

7.4 Environment and Sustainability Implications

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

7.5 Human Resources Implications

7.5.1 There is no human resource implication arising directly out of this report.

7.6 Health, Wellbeing and Leisure Implications

7.6.1 Provision and appropriate management of green space have a positive impact on the health and wellbeing of individuals and communities by providing opportunities for outdoor leisure and recreation activities and by contributing to an improved quality of life. The significance of these issues have been drawn to the attention of the external consultants leading on the production of the revised Green Space and Playing Pitch Strategies by the Health and Wellbeing Working Party.

7.7 Risk Management Implications

7.7.1 The corporate risk management process identifies and scores risks associated with the provision and maintenance of green space. Services must manage operational risks to be as low as practicably possible. Implementation of the Green Space Strategy is a control measure that helps to maintain low risk scores, as set out in the report to this Board in October 2015.

7.8 Equalities Implications

7.8.1 The provisions of the Green Space Strategy are targeted at reducing inequalities in access to good quality green space provision. The equalities implications of all projects advanced through the Strategy are considered as part of the project management process.

7.9 Links to Council's Priorities

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

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

7.9.2 The North Warwickshire Green Space Strategy contributes directly to the following priorities of the Sustainable Community Strategy:

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

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

Background Papers

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

Background Paper No	Author	Nature of Background Paper	Date
1	Assistant Director (Leisure and Community Development)	Report to Community and Environment Board (North Warwickshire Green Space Strategy Progress Report)	October 2015
2	Assistant Director (Leisure and Community Development)	Report to Community and Environment Board (North Warwickshire Green Space Strategy Progress Report)	January 2016
3	Assistant Director (Leisure and Community Development)	Report to Community and Environment Board (Proposed Revision of the Green Space and Playing Pitch Strategies)	March 2016
4	Assistant Director (Leisure and Community Development)	Report to Community and Environment Board (North Warwickshire Green Space Strategy Progress Report)	October 2016
5	Assistant Director (Leisure and Community Development)	Report to Community and Environment Board (North Warwickshire Green Space Strategy Progress Report)	March 2017

Agenda Item No 8

Community and Environment Board

16 October 2017

**Report of the
Assistant Director
(Leisure and Community Development)**

LEADER Programme Update

1 Summary

- 1.1 This report updates the Board on the progress made to date in respect of delivery of the North Warwickshire and Hinckley and Bosworth LEADER programme (2015 to 2020) and notifies Members of changes that have been made to the funding application process.

Recommendation to the Board:

That Members note both the progress made to date in respect of delivery of the North Warwickshire and Hinckley and Bosworth LEADER programme (2015 to 2020) and also the changes that have been made to the associated funding application process.

2 Consultation

- 2.1 The Chairman, Vice-Chairman and Opposition Spokesperson for the Community and Environment and Resources Boards and the Safer Communities Sub-Committee, together with Members with responsibility for Health, Wellbeing and Leisure, have all had an opportunity to comment on the content of this report. Any comments received will be reported verbally at the meeting.

3 Background

- 3.1 LEADER is a community-led development programme that is jointly funded by the Department for Environment, Food and Rural Affairs (DEFRA) and the European Union. North Warwickshire, together with its partner area, Hinckley and Bosworth, was awarded financial support of £1.416m for the programme, which operates until 2020.
- 3.2 The local LEADER programme is managed through a Local Action Group (LAG), which is made up of representatives from partners drawn from the private, voluntary and public sectors across the two Boroughs. The Borough Council is represented on the LAG by the Leader of the Council. The strategic direction for the programme is set by the Local Development Strategy (LDS), which has been agreed by the LAG (see

https://www.northwaricks.gov.uk/erh/downloads/file/4/nwhb_leader_summary_of_the_local_development_strategy_ldsweb-site for a summary of the LDS).

3.3 North Warwickshire Borough Council acts as the Accountable Body for the programme.

3.4 At its meeting held on 13 March 2017, the Board was informed of the progress that had been made in respect of delivery of the local programme. This report develops the information that was provided to Members at that time.

4 Programme Progress

4.1 As the Board will be aware, the LEADER programme has six funding priorities:

- Priority 1 – Farm Productivity
- Priority 2 – Support for Micro and Small Business
- Priority 3 – Rural Tourism
- Priority 4 – Rural Services
- Priority 5 – Culture and Heritage
- Priority 6 – Forestry Productivity

4.2 From the start of the local programme, there have been five calls for projects requesting funding. The details of those projects receiving funding approval and the overall financial commitment are included in Appendix A. In summary, however:

- In total, 17 projects have received funding approval from the LAG, with a cumulative grant total of £299,362.
- Six additional projects have received approval at the Outline Application stage, which have a potential cumulative funding sum of £123,000.
- A further 17 Expressions of Interest (which have replaced Outline Applications) have been invited to submit full applications. These projects involve a total grant request of £339,217.

5 Changes to the Programme

5.1 LEADER Funding Application Process

5.1.1 Throughout the lifespan of the LEADER programme, in both its initial and current form, there has been a two stage funding application process. This process is set by DEFRA (in consultation with the European Union). Local programme managers / organisers, including the Borough Council, have always been of the view that the application process is both too long (it can take up to six months from the point of first submission to receive a decision)

and too complicated. Recently, however, DEFRA agreed to review the process, subsequent to which a small number of minor (but helpful) changes have been made to the process, which it is hoped will lead to a simplification for both applicants and programme managers:

- 5.1.2 For applicants, the Outline Application Form has been replaced by an Expression of Interest Form (Eoi), which is shorter and easier to complete. Additionally, a new Full Application Form has been produced, which is simplified and more logical. Previous duplications between the outline and full application processes have also been removed
- 5.1.3 For programme managers, the Eoi assessment is shorter and each Local Action Group (LAG) has a degree of flexibility in terms of how it assesses Eois. The appraisal of Full Applications is also easier than previously.
- 5.1.4 Nevertheless, the process continues to be two-stage, it is the same process regardless of the level of grant being sought (a shorter process does not exist for smaller funding applications) and the requirement to produce up to three quotations remains, which some applicants find very difficult. Further, the timescale between submission and decision is not much reduced, being around four months instead of six.
- 5.1.5 Within the local programme, more support is provided to applicants and potential applicants than in most areas. The Programme Manager and / or Development Officer are available to discuss projects with potential applicants before a submission (Eoi) is made in order to check that projects are eligible for support and to inform them of the associated process. They are additionally willing to visit applicants at any stage in the process and to provide comment on draft Eois / Full Applications. Applicants will also be signposted to other sources of support if they are best placed to provide, in particular, business advice.

5.2 LEADER Funding

- 5.2.1 At a meeting held in August 2017, DEFRA announced that project spend was to become the main driver for all programmes, with a timetable to commit funding by March 2019, for all claims to be received and processed by December 2019 and for projects and programmes to be closed by March 2020. Projects that can evidence an ability to spend quickly should be prioritised.
- 5.2.2 At the time of the meeting, the local programme had contracted 17% of its funding allocation, which placed it 51st out of 79 LEADER programmes. The clear message from the meeting was that the funding commitment needed to increase quickly and significantly or there was a risk that a proportion of the overall award to North Warwickshire and Hinckley and Bosworth would be withdrawn and reallocated to an area with a better spend profile.
- 5.2.3 One of the principal reasons for the lower than average spend level in the local programme is that it has one of the smallest average grant sizes in

England, which, in itself, is a reflection of the size of projects seeking funding support. This comes as no surprise, as this was also the case within the first (2007 to 2013) LEADER programme.

5.2.4 In response to DEFRA's announcement, at its meeting to be held in October 2017, the LAG will be asked to consider a proposal to introduce funding calls every four months up to July 2018, which is the latest time at which a new call can be made in order to contract projects before the end of March 2019. It will also consider an additional proposal to keep the programme open on a rolling basis, so that funding applications can be received at any time, rather than against a defined timetable.

5.2.5 The LAG will also consider a proposal to increase the maximum grant award to £50,000 for all priorities (it is currently either £25,000 or £35,000, dependent upon to which priority an application relates). A change of this nature would additionally improve the simplicity and clarity of key promotional messages to potential project applicants. Marketing activity, some of which will be targeted at particular businesses across the two Boroughs, will also be increased with a view to encouraging an enhanced level of understanding and interest in the local programme.

6 Conclusion

6.1 Subsequent to the recent meeting with DEFRA, the local programme is progressing at an improved rate, with an enhanced level of interest being evidenced from businesses and communities across the whole area. Subject to the approval of the LAG, it is anticipated that the measures identified above will enable the total allocation of £1.4 million to be committed by March 2019, for projects to be completed and claims received by December 2019 and for the programme to close by March 2020.

7 Report Implications

7.1 Finance and Value for Money Implications

7.1.1 The funding implications of involvement in the LEADER programme are identified in the main body of the report and in the attached Appendix. A. The Authority is incurring indirect expenditure in its capacity as the Accountable Body for the programme, through providing management time and Officer support for related activity. Costs relating to the provision of financial management will be incorporated in the Running Costs and Animation (RCA) return, which will be claimed back through the programme.

7.2 Safer Communities Implications

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

7.3 Environment and Sustainability Implications

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

7.4 Health, Wellbeing and Leisure Implications

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

7.5 Risk Management Implications

7.5.1 The risks associated with the LEADER programme have been, and will continue to be, managed and monitored through approved Divisional Risk Management processes, most specifically in relation to the effective management of partnership work, the efficient delivery of externally supported projects that meet the priorities and expectations of funding partners and the appropriate administration of all forms of financial assistance. Implementation of relevant processes and procedures will ensure the delivery of a LEADER programme that meets the priorities identified in the Local Development Strategy and minimises any risks to the Authority in its capacity as the Accountable Body.

7.5.2 With regard to the Authority's role as the Accountable Body, the financial allocation to the LEADER programme is made in Euros, which is then converted into sterling on an annual basis. This will not entail an additional risk to the Accountable Body, as the Programme Delivery Plan is adjusted annually to take account of currency fluctuations. The amount in sterling will be allocated at the beginning of the final year of the programme, and any fluctuations before the end of the programme will be covered by DEFRA.

7.5.3 The Authority approved a process to offer short-term loans to community organisations. These loans cover the gap between invoices being paid to contractors and the grant being paid by the Rural Payments Agency. To date, two loans to community groups have been agreed, in a cumulative sum of £38,186. Both projects have been completed and the loans are being repaid to the Borough Council.

7.6 Equalities Implications

7.6.1 The research and consultation work that was carried out in advance of the programme provided opportunities for the local community to influence the

production of the LDS. This consultation included groups and individuals defined by the protected characteristics under the Equality Act. Each individual application for funding is asked to evidence the equalities impact of the proposed project, and this evidence is reviewed within the appraisal process. An Equalities Impact and Needs Assessment was included within the LEADER report considered by the Board in July 2015.

7.7 Links to Council Priorities

7.7.1 The LEADER programme, and the projects that it supports, directly link to all six of the corporate priorities:

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

7.7.2 Additionally, projects funded by the LEADER programme will positively impact upon at least one of the priorities of the Sustainable Community Strategy, which are to:

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

The Contact Officer for this report is Iain Neville (719271).

Background Papers

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

Background Paper No	Author	Nature of Background Paper	Date
1	Assistant Director (Leisure and Community Development)	Report to Community and Environment Board (LEADER – Programme Update)	March 17

NWHB LEADER Programme - Approved Projects at September 2017**Appendix 1**

North Warwickshire				
Organisation	Project Name	Location	Grant Size £	Description
Whitmore's Ltd	Post Office Development	Polesworth	5,334	Funding for re-fitting Spar shop to enable post office to be set up and opened. Project completed and post office providing service
Prezzybox.com Ltd	Visual Studio	Austrey	21,756	Funding for on-line retailer to set up and fit out visual studio for video recording of products. Work completed and in operation.
Lauren Marie Photography	Lauren Marie Photography	Atherstone	4,533	Funding for setting up studio in own house for new start baby photography business. Work completed, and business operating
W H Gayton & Sons Ltd	Bakery Building Extension	Grendon	24,997	Funding for established bakery to build extension and install new ovens to widen range of products. Work underway.
St Mary's Church	Refurbish Youth HQ	Atherstone	14,080	Funding to enable refurbishment of "Youth HQ" annexe building to increase use of facility. Work completed
Shustoke Village Hall Committee Ltd	Hall Adaptations to Create Two Rooms	Shustoke	24,106	Funding to develop village hall to enable its use as a café. Work completed

H Lowe & Sons	Long Life Spuds	Hurley	28,430	Creation of refrigeration store for potatoes. Recently approved
TJA Thirlby & Partners	Rotary Goat Parlour	Grendon	48,720	Energy saving, variable vacuum pumps heat exchangers; modern plate cooling systems; and goat handling and segregation system. Recently approved
Total			171,955	
<u>Hinckley and Bosworth</u>				
Organisation	Project Name	Location	Grant Size £	Description
TN & AM Scarratt	Automated Grain Processing	Desford	19,297	Install an automated grain processing facility on the farm. Work completed.
Bosworth Marina Ltd	Bosworth Marina Café	Market Bosworth	16,680	Create new café on first floor of main Marina building. Work completed
Markfield Parish Council	Refurbish Community Centre	Markfield	6,419	Refurbishment to kitchen and reception area to improve facilities and increase usage. Work near completion.
Congerstone KickStart CIC	Congerstone Sports and Leisure Community Hub	Congerstone	24,984	Build a Community Hub Building at Congerstone School to provide facilities for community use. Work not yet started.
Carlton Stud Ltd	Stud Farm Building	Carlton	24,980	New stabling facilities and horse walker to develop thoroughbred racing stud. Work near completion.

Co-operative of Leicestershire Organic Growers	Provide	Botcheston	5,811	Sustainable irrigation system to increase productivity of vegetable growing. Work not started
Spotty Dog Ltd		Newtown Unthank	3,301	New media production facility and equipment - work nearing completion
C J Springthorpe Ltd	Project Kindling	Nailstone	3,390	Purchase of new kindling machine to diversify into new product for sale. Machine purchased and in operation.
Cadeby Tree Sales Ltd	Christmas Tree Netting and Palletiser Machine with Elevator	Cadeby	22,545	Christmas Tree Automatic Netting and Palletiser Machine with Elevator. Recently approved.
Total			127,406	
Overall			299,362	

Jobs
2.8
2
1
2
0.5
1

3
3
15.3
0
4.7
0
0.3
2

0.5
3
1
3
14.5
29.8

Agenda Item No 9

Community and Environment Board

16 October 2017

**Report of the
Assistant Director
(Leisure and Community Development)**

Destination Management Plan

1 Summary

- 1.1 This report updates the Board on the work being undertaken in partnership with Hinckley and Bosworth Borough Council to develop and deliver a Destination Development Plan for the combined area.

Recommendation to the Board:

- a That Members note the progress made in developing and delivering the Destination Development project, which is being funded through the European Agricultural Fund for Rural Development (EAFRD); and**
- b That Members note the content of the Destination Management Plan for North Warwickshire and Hinckley and Bosworth, which has been produced through the project.**

2 Consultation

- 2.1 The Chairman, Vice-Chairman and Opposition Spokesperson for the Community and Environment and Resources Boards and the Safer Communities Sub-Committee, together with Members with responsibility for Health, Wellbeing and Leisure, have all had an opportunity to comment on the content of this report. Any comments received will be reported verbally at the meeting.

3 Background

- 3.1 As the Board is aware, Rural Tourism is one of the six priority themes of the local LEADER programme. During the development phase of the North Warwickshire and Hinckley and Bosworth LEADER programme (2015 to 2020), however, it became apparent that there was a distinct lack of information available concerning the state of the tourism sector across the two boroughs. Members of the LEADER Local Action Group (LAG) did not feel in a position to make decisions on the funding of potential tourism projects based on the limited data and information available. It highlighted a

need for more and specific evidence concerning the local tourism market in advance of any call for tourism-related funding applications.

- 3.2 Given the view of the LAG, the Borough Council, on behalf of a range of partners, including Hinckley and Bosworth Borough Council, Warwickshire County Council and Leicestershire County Council, submitted a funding application to the European Agricultural Fund for Rural Development (EAFRD) under its Growth Programme. The application sought financial support to enable the acquisition of evidence relating to the local tourism product(s), which would then inform the production of a Destination Management Plan for the area. Thereafter, funding was requested to enable the delivery of the first year of a supporting Action Plan.
- 3.3 As previously reported to the Board, in November 2016 it was announced that the funding application had been successful and that the project had been awarded £45,393 to support the work identified above. Additional contributions from Hinckley and Bosworth Borough Council and Leicestershire County Council provided a total project budget of £48,915.
- 3.4 The overall aims of the project, and the guiding principles of the Destination Management Plan, were to:
- Reduce duplication of effort, increase co-ordination and make better use of valuable resources
 - Improve the overall appeal, quality and marketability of the tourism product in a sustainable manner
 - Identify, and seek to address, gaps in provision
 - Increase the number of visitors and levels of visitor spend
 - Inform investment decisions and direct future interventions
 - Stimulate growth
 - Deliver a range of priority actions, in a co-ordinated and strategic manner

4 Production of the Destination Management Plan

- 4.1 The overall aim of the Destination Management Plan (DMP) is to set the strategic direction for a range of stakeholders with an interest in tourism. The Plan is set against a robust set of statistics and an extensive programme of research and consultation.
- 4.2 Specialist consultants, ACK Tourism, who have considerable experience of producing destination management plans, were selected by the LEADER Sub-group to undertake the work for North Warwickshire and Hinckley and Bosworth.
- 4.3 The initial preparatory work undertaken by ACK Tourism included:
- An audit of the current visitor product within the two boroughs
 - A review of all relevant strategy / policy documents
 - An assessment of potential sources of tourism-related funding

- An assessment of current destination marketing materials and activity
- A review of relevant national tourism market trends and forecasts
- Consultations with all relevant public sector stakeholders and partner organisations
- A telephone survey of small accommodation businesses
- In depth discussions with managers of key visitor attractions, hotels, large accommodation businesses and event organisers
- An economic impact assessment

5 Content of the Destination Management Plan

5.1 A draft of the five year Destination Management Plan, a copy of which is attached at Appendix A, was presented to the LEADER Sub Group at the end of August 2017 and was officially endorsed at its meeting held on 20 September 2017.

5.2 The vision for the Plan is that:

By 2022, tourism in North Warwickshire and Hinckley and Bosworth will have grown by 20% through the further development of the visitor product of the two boroughs and the development of viable, market-focused tourism business networking and marketing groups for Bosworth and Northern Warwickshire.

5.3 The Plan identifies that “Tourism is of vital importance to the economies of North Warwickshire and Hinckley and Bosworth”. It reveals that, in 2015, approximately four million people visited the two areas, of which almost 1.4 million came to North Warwickshire, and that nearly £200 million was spent in the local economy by visitors. The tourism sector also supports over 5,300 jobs, 39% of which are based in North Warwickshire.

5.4 The Plan evidences that both areas are ideally placed for day visits by people living in the surrounding centres of population, and that the product to draw local visitors is relatively strong. A range of attractions (of differing sizes), events and festivals provide a significant draw for day visits.

5.5 Additionally, North Warwickshire has a good range of accommodation establishments. Overall they are trading well with business visitors, contractors and NEC exhibitors during the week, and with wedding parties and people visiting friends and relatives at the weekend.

5.6 The Management Plan’s action programme is divided into nine inter-related areas, which have been designed to achieve the vision and address the identified priorities for tourism growth:

- 1 Attraction development
- 2 Accommodation development
- 3 Heritage and culture
- 4 Events and festivals

- 5 Capitalising on the canals
- 6 Walking and cycling
- 7 Explore Bosworth Tourism Partnership
- 8 Strengthening Northern Warwickshire tourism
- 9 Tourism marketing workshops

6 Delivery of the Action Plan

- 6.1 A second consultant, from Roundberry Projects, was selected by the LEADER Sub-group to undertake the delivery of the Action Plan for its initial 12 months.
- 6.2 Delivery activity is being undertaken across North Warwickshire and Hinckley and Bosworth. In addition to serving as a high profile ambassador for the area and generating interest in the Destination Management Plan, Roundberry Projects is responsible for the establishment of an appropriate and sustainable delivery structure that includes tourism businesses and service providers. The consultant will also assist in the development and delivery of a number of key projects (including progressing heritage projects, such as the re-development of the Atherstone Visitor Centre) and support potential tourism-related LEADER projects through the funding application process.
- 6.3 To date, Roundberry Projects has organised the launch event for the Destination Management Plan, which will take place at Twycross Zoo on 1 November 2017, arranged a social media training course for tourism businesses, and assisted numerous groups and organisations with their project development and LEADER funding applications.

7 Future Delivery

- 7.1 Whilst consultancy support for the initial delivery work has only been contracted for a period of one year, it is hoped that the consultant will establish appropriate structures / partnerships that will continue to support the longer-term delivery of the Action Plan. The consultant will also work with the two Tourism Associations operating in the area, in order to enable them to assume a more prominent role in the co-ordinated development of the local tourism product and become a stronger, more fundamental element of the delivery framework.
- 7.2 Opportunities to secure external funding will continue to be explored and, if secured, used to support projects identified within the Action Plan.
- 7.4 Where relevant, opportunities to develop partnership groups, such as that created in Atherstone, will continue to be explored and supported in the future.
- 7.5 The Atherstone Partnership was established in November 2016 (attracting 30 people to its first meeting) to deliver the activities identified in the Tourism Audit. The Audit was published in May 2016, and incorporates a “top ten”

action plan, which has informed and directed the work of the Partnership. The Partnership, which consists of retailers, business operators and event organisers, has already successfully produced a ‘tear off’ map of the town, and has recently commissioned the production of a new website. It has also started to consider visitor orientation, and is due to undertake a review of existing notice boards and signage. Every local retailer has been invited to join the group and encouraged to attend meetings. It is hoped that the number of people involved will continue to grow and that the Partnership will be recognised as a means to share information and improve communication.

8 Report Implications

8.1 Finance and Value for Money Implications

8.1.1 The Destination Management Plan project is being funded jointly through the Rural Payments Agency and financial contributions provided by Hinckley and Bosworth Borough Council and Leicestershire County Council.

8.1.2 Whilst North Warwickshire Borough Council has been identified as a potential partner on a number of projects contained within the Action Plan, it is envisaged that the involvement of the Authority will be subject to securing additional external funding. There is no presumption within the Management Plan, or its supporting Action Plan, that the Borough Council is a source of direct capital or revenue funding for local tourism projects.

8.2 Safer Communities Implications

8.2.1 There are no direct safer community implications arising directly from this report.

8.3 Environment and Sustainability Implications

8.3.1 Whilst one of the objectives of the Destination Management Plan project is to increase the number of visitors to the area, it is anticipated that the Action Plan will enable this to happen in a co-ordinated and sustainable manner.

8.4 Health, Wellbeing and Leisure Implications

8.4.1 It is hoped that by promoting and encouraging local people to participate in tourism activities, including those relating to outdoor pursuits (such as cycling and walking), they will contribute to improving the overall health, wellbeing and quality of life of local residents.

8.5 Risk Management Implications

8.5.1 Any risks associated with the Destination Management Plan relate to an inability to deliver the projects identified within the Action Plan. These risks were considered within the funding application process and they were considered to be relatively low. Measures to mitigate the impacts of the risks have been identified.

8.6 Equalities Implications

8.6.1 Equality and diversity were considered as part of the funding application, and the Destination Management Plan encompasses all aspects of the tourist destination and the overall visitor experience. The Plan does not intend to focus on or exclude any particular group within society. Potential Tourism destinations / attractions may feature within the accessibility audit work to be undertaken through the Disabled Go initiative, which it is hoped will commence in the New Year.

8.7 Links to Council Priorities

8.7.1 The production and delivery of the Destination Management Plan has positive and direct links to the corporate priorities in respect of:

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

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

Background Papers

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

Background Paper No	Author	Nature of Background Paper	Date
1	ACK Tourism	North Warwickshire and Hinckley and Bosworth – Destination Management Plan (2017 to 2022)	September 2017
2	ACK Tourism	North Warwickshire and Hinckley and Bosworth – Destination Management Plan (2017 to 2022) – Executive Summary	September 2017

North Warwickshire and Hinckley & Bosworth Destination Management Plan 2017-2022



prepared for

North Warwickshire Borough Council
Hinckley & Bosworth Borough Council

September 2017



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8. Destination Marketing Review
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1. Introduction

1.1 The Purpose of the Destination Management Plan

The North Warwickshire and Hinckley & Bosworth Destination Management Plan (DMP) seeks to provide a framework to guide the future development and growth of tourism across the two boroughs of North Warwickshire and Hinckley & Bosworth over the next 5 years (2017-2022).

The purpose of the DMP is to:

- Set the strategic direction for a range of stakeholders involved in destination management, marketing and development across the two local authority areas;
- Provide a robust base of evidence on which to base future decisions;
- Reduce duplication and make better use of available funding and staff resources;
- Inform private sector investment decisions in terms of the expansion and development of existing tourism businesses and the establishment of new ones to capitalise on market growth opportunities and plug gaps in current provision;
- Inform public sector interventions to support tourism growth;
- Create an effective delivery structure that will harness and maintain stakeholder commitment;
- Guide the assessment of tourism applications that come forward for funding under the 'England's Rural Heart' LEADER Programme that covers the two council areas.

1.2 The Basis of the DMP

The DMP is based on a comprehensive programme of research and consultations conducted by consultants ACK Tourism between January and April 2017, including:

- An audit of the current visitor product of the two boroughs, how it has been changing, and how it is set to change in the future in terms of pipeline attraction, accommodation and other tourism product development proposals;
- Reviews of all relevant strategy and policy documents and available research;
- An assessment of potential sources of funding for tourism projects;
- An assessment of current destination marketing materials and activity covering the two boroughs;
- A review of relevant national tourism market trends and forecasts;
- Consultations with all relevant public sector stakeholders and partner organisations;
- A telephone survey of small accommodation businesses in the two boroughs;
- In depth discussions with the managers of key visitor attractions, hotels, other large accommodation businesses and event organisers;
- The preparation of estimates of the economic impact of tourism in the two boroughs, using the Cambridge Model.
- A number of brainstorming workshops with stakeholders and tourism businesses.

A full list of individuals, organisations and businesses consulted as part of the process of producing the DMP is given at Appendix 1.

2. Context & Background

2.1 The Economic Importance of Tourism to the Two Boroughs

The Research Solution was commissioned by ACK Tourism to produce estimates of the economic contribution of tourism in North Warwickshire and Hinckley & Bosworth, using the Cambridge Model¹. The detailed outputs from the model for the two boroughs are provided at Appendix 1. They show that tourism makes a significant contribution to the economies of North Warwickshire and Hinckley & Bosworth and supports considerable employment in the two boroughs.

In 2015, almost 4 million people visited the two boroughs and spent just under £200m in the local economy. An estimated 3.5 million people came to North Warwickshire and Hinckley & Bosworth for the day - around 89% of all visitors. The two boroughs played host to just over 430,000 domestic and overseas staying visitors, who spent nearly 1.3 million nights and over £90m in North Warwickshire and Hinckley & Bosworth in 2015. While staying visitors are less significant in volume terms, in value terms they spent almost as much as day visitors.

Hinckley & Bosworth and North Warwickshire Tourism Volume and Value 2015			
	Hinckley & Bosworth	North Warwickshire	Total
Visits ('000s)			
Staying	234	197	431
Day	2273	1266	3539
Total	2507	1463	3970
Visitor days ('000s)			
Staying	735	529	1264
Day	2272	1266	3538
Total	3007	1795	4802
Spend (£m)			
Staying	50.5	40.6	91.1
Day	66.9	41.7	108.6
Total	117.4	82.3	199.7

Source: Economic Impact of Tourism – North Warwickshire 2015
 Economic Impact of Tourism – Hinckley & Bosworth
 The Research Solution

If other spending and indirect and induced business turnover are added to the direct visitor spend estimates, the total value of tourism to the economies of North Warwickshire and Hinckley & Bosworth was just over £267m in 2015. In terms of employment, tourism supported just over 5,300 actual jobs in the two boroughs in 2015, and almost 4,000 FTE jobs.

¹ The Cambridge Model is an alternative tourism economic impact model to the STEAM model. It uses a different methodology to STEAM. The results from the two models are thus not directly comparable.

Hinckley & Bosworth and North Warwickshire Tourism Economic Impact 2015			
	Hinckley & Bosworth	North Warwickshire	Total
Direct Expenditure			
Visitor expenditure	£117.4m	£82.3m	£199.7m
Other spend (Second homes / spend by host friends/relatives)	£15.6m	£9.3m	£24.9m
Total	£133.0m	£91.6m	£224.6m
Tourism business turnover			
Direct Turnover derived from trip expenditure ¹	£124.8m	£86.7m	£211.5m
Indirect and induced turnover ²	£38.3m	£17.3m	£55.6m
Total Local Business turnover	£163.1m	£104.0m	£267.1m
Employment			
FTEs - direct ³	1731	1210	2941
FTEs – total ⁴	2441	1498	3939
Actual jobs – direct ⁵	2465	1739	4204
Actual jobs – total ⁴	3274	2067	5341

Source: Economic Impact of Tourism – North Warwickshire 2015
Economic Impact of Tourism – Hinckley & Bosworth
The Research Solution

Notes:

1. Business turnover broadly reflects direct expenditure but the model assumes that some expenditure relating to travel is accrued at origin of the trip (rather than destination) – hence the slightly lower figure
2. Spend by tourism businesses on the purchase of supplies and services locally (indirect turnover), and spending by employees of tourism businesses (induced turnover).
3. Full time job equivalents (FTEs) supported directly by tourism businesses
4. FTEs / Actual jobs supported by direct, indirect, and induced business turnover.

Actual jobs include part time and seasonal workers

2.2 Organisational Structures, Policies, Strategies and Major Projects

Appendix 2 sets out a review of the current organisational structures, policies, strategies, plans and major projects that are of relevance to the Destination Management Plan (DMP) and the future opportunities and priorities for tourism growth in North Warwickshire and Hinckley & Bosworth. Key points from this review are as follows:

- Key drivers of future growth in tourism in the two boroughs will be:
 - The regeneration of Hinckley Town Centre – The Crescent development and new leisure centre are attracting significantly more people from the surrounding towns, villages and rural areas to come into Hinckley for shopping, meals out, evening entertainment and leisure activities.
 - The plans for the expansion and development of Twycross Zoo will double the number of visitors to the zoo and provide opportunities to attract families to stay in the area for short breaks.
 - The development of MIRA Technology Park is set to provide a significant boost to business demand for hotel accommodation, and could provide a boost to residential conference business for the larger hotels in the area.
 - Population growth will result in growth in day visitor, visiting friends and relatives and wedding and family occasion demand.
- The Borough Councils, County Councils and LEPs all recognise the importance of tourism to the local economy, but have very limited budgets and staff resources to dedicate to capitalising on the opportunities to accelerate tourism growth. The focus currently is on the development and delivery of the Destination Management Plan and the implementation of the England's Rural Heart LEADER Programme and EAFRD programmes in the two LEP areas. Resources to implement the DMP are very limited (a consultant working 2 days a week for a year, with a minimal budget), and longer-term funding and staff resource has as yet not been identified or secured.
- The approaches to destination marketing and tourism co-ordination are different in each borough, but weakly resourced in both. Hinckley & Bosworth Borough Council produces a biannual printed visitor guide and has a service level agreement in place with Leicestershire Promotions for an enhanced Hinckley & Bosworth presence on the Go Leicestershire website. North Warwickshire Borough Council does not undertake or fund any destination marketing activity. This is left to Northern Warwickshire Tourism. In destination marketing terms, Hinckley & Bosworth is positioned as part of Leicestershire, while North Warwickshire is positioned alongside Nuneaton & Bedworth as part of Northern Warwickshire.
- North Warwickshire Borough Council tourism-related interventions have historically been project-driven, as funding has been secured. Many projects have not been sustained once the funding has come to an end.
- The two Borough Councils are working in a Cross Border Partnership with Nuneaton & Bedworth Borough Council in relation to economic development, focused particularly on the MIRA Technology Park.

- The policy focus of the two County Councils is largely on supporting market town regeneration and the development of the rural economy. Leicestershire County Council's role and resources for tourism are currently under review. Leicestershire Promotions will continue as a commercially funded destination marketing organisation.
- There are a number of energetic volunteer-run tourism business, retailer and heritage groups in the two boroughs (Northern Warwickshire Tourism, Love Coleshill, Atherstone Town Partnership, Polesworth Tourism Subgroup, NW Heritage Forum, Market Bosworth Tourism Subgroup, Hinckley & District Past and Present, Hinckley Past & Present, and Friends of Atherstone Heritage), most of which have limited manpower capacity to develop their activities, and are looking for some sort of dedicated staff resource to help them move forward and attract more members. The main exception is Hinckley BID, which is well supported, funded and resourced through the BID levy, and doing a good job in terms of promoting Hinckley as a place to come for shopping, eating out, leisure, and evening entertainment, and organising a good year-round programme of events.
- While there are a number of tourism strategies, action plans and studies in place (Hinckley & Bosworth Tourism Blueprint; Polesworth and Atherstone Visitor Audits and Action Plans; Tourism Development in Coleshill study; Two Battles, One Place Feasibility Study), budgets and staff resources to implement them have been limited and only slow or no progress has been made on taking them forward and acting on recommendations. The exception is the Bosworth 1485 Legacy project, which is moving forward through Arts Council funding.

This analysis suggests the following requirements going forward:

- A need for increased and sustained budgets and dedicated staff resource to implement the DMP;
- A need for a dedicated staff resource to help build the capacity of the various volunteer run tourism business, retailer and heritage groups;
- A focus on acting on the recommendations of the tourism studies and plans that have been completed;
- A focus on sustainable activity, rather than projects that can be funded in the short-term but not sustained on an ongoing basis;
- Scope to look at broadening the Cross Border Partnership to put in place a shared staff resource to support tourism growth in each of the partner boroughs.

3. National Tourism Market Trends and Forecasts

Appendix 3 provides a detailed analysis of current tourism market trends and forecasts in the UK. The key implications of these trends for North Warwickshire and Hinckley & Bosworth are as follows:

- Key growth markets for the two boroughs are likely to be the VFR market, visits to attractions and short breaks.
- The changes in the ways that people are researching, planning and booking short breaks and days out point to a different role for destination guides and websites in the future, with a greater emphasis on in-destination visitor information and orientation to encourage exploration.

4. Visitor Product, Demand and Markets

The following sections provide an assessment of the current visitor product of North Warwickshire and Hinckley & Bosworth in terms of the places; attractions; accommodation provision; conference, corporate activity and wedding venues; and events and festivals that make up the visitor offer of the two boroughs, and the levels of demand and markets for them. Appendix 6 provides an analysis of the visitor markets for the two boroughs.

4.1 Places

Hinckley & Bosworth

Bosworth (the rural part of Hinckley & Bosworth Borough) has a strong visitor product that offers plenty of opportunities for a day out and to attract people for weekend breaks. People are likely to have heard of, and have positive associations with Bosworth, even if they do not necessarily know where it is and what it has to offer as a place to visit. Market Bosworth is an attractive town with a good range of gift shops, boutiques, cafes, pubs and restaurants, heritage buildings, and markets. The floral displays in the summer are a key draw. Bosworth Battlefield Heritage Centre and Country Park is a key attraction, with the Richard III story attracting national and international interest. Twycross Zoo is a major attraction that acts as a full day out in itself. The area also has a good range of smaller visitor attractions - the Battlefield Line, Bosworth Country Park, Bosworth Water Park, Whitemoors Antiques Centre, Woodlands Garden Centre, Station Glass, Oak Farm Park, and Tropical Birdland. The Bosworth countryside is attractive and offers excellent opportunities for walking and cycling. The Ashby Canal is a key feature of the landscape, with visitor facilities focused at Sutton Cheney Wharf, Stoke Golding and Bosworth Marina, where there are significant leisure moorings for canal boats. There are a number of other attractive villages (Dadlington, Sutton Cheney and Stoke Golding), with village pubs and churches. The Bosworth area has a base of visitor accommodation and a programme of events and festivals. All of these elements combine to make Bosworth a compelling place to visit for the day or a short break.

Hinckley attracts people from surrounding towns, villages and rural areas for shopping, eating out, evening entertainment and leisure. The numbers of people coming into the town for these purposes have increased substantially since the opening of The Crescent and the new Hinckley Leisure Centre in 2016. Hinckley BID is doing a good job at promoting the town and puts on a year-round programme of events to attract people. Hinckley & District Museum attracts people that are interested in their local history. Hinckley Marina offers significant leisure moorings and attracts canal boaters stopping off for grocery shopping, and perhaps venturing into Hinckley for a meal or evening out. The soon to be opened Triumph Motorcycles Visitor Centre on the edge of town will draw visitors from further afield including international visitors.

North Warwickshire

Atherstone offers opportunities for shopping, eating out, local heritage interest and events, which primarily draw local people to the town. Canal boaters on the Coventry Canal moor up at Atherstone to stock up on provisions and perhaps for a meal out. The town has the potential to be a stronger visitor destination, given the attractive historic fabric and 'feel' of the town, but is currently lacking in terms of its retail and catering offer, and things to do and see in the town. The masterplan currently being prepared for Atherstone Town Centre will seek to address these issues, and could transform the town as a place to visit. The Atherstone Visitor Audit produced in 2016 identifies a number requirements for improving the interpretation of Atherstone's heritage and more proactive promotion of the town's retail offer and events. St Mary's Church is now talking about opening more frequently for visitors and installing some heritage displays, and Atherstone Heritage Centre is in the process of relocating to a retail unit on Long Street. A partnership of retailers and event organisers has been established to improve the promotion of the town.

Polesworth Abbey is the main visitor draw in **Polesworth**. It attracts mainly local visitors, together with some special interest visitors. Polesworth Poets Trail is of visitor interest but requires revitalisation and better promotion. Pooley Country Park is another visitor draw, primarily attracting local people for recreational activities. Passing canal boaters moor up at Polesworth to come into the village. The Polesworth Visitor Audit produced in 2016 identified a series of actions for improving the interpretation and promotion of the village. A Tourism Subgroup has been established to progress these actions, focusing initially on interpretation, signage, and car parking, alongside reinvigorating the Poets Trail, possibly through a LEADER funding application. Polesworth Abbey is looking at ways of attracting canal boaters and towpath walkers to visit the Abbey.

Coleshill attracts local people to come into the town for shopping, meals out, markets, events and local heritage interest. Love Coleshill is a consortium of local traders that promotes the town. A tourism study for Coleshill completed in 2013 recommended a series of actions in terms of improved promotion of the town, building the membership and capacity of Love Coleshill, and the development of events in the town, which have not so far been progressed.

Rural North Warwickshire offers attractive countryside for walking and cycling; a number of country parks and small attractions; a good choice of village pubs; historic churches; and various sites providing opportunities for outdoor activities such as golf and fishing. The Coventry Canal is a key landscape feature, offering opportunities for canal boating, angling, canoeing and towpath walking and cycling. Hartshill Wharf has the potential to become a focal point of visitor interest and activity on the canal. The Canal & River Trust is interested in looking at the potential to develop the site. Mancetter is a potential visitor focus, given its Roman history and reputed location of Boudica's last battle. The Two Battles, Once Place feasibility study completed in 2016 suggested a number of options for interpreting these stories at Mancetter. A Roman heritage exhibition in St Peter's Church looks the most likely of these to proceed at present. Merevale Abbey is another potential focus of visitor interest, given its role as the place where Henry Tudor and his army camped on the night before the Battle of Bosworth. The Two Battles, One Place feasibility study also suggested a number of options for interpreting this story at Merevale. The lack of interest from Merevale Estate remains a barrier to progress here however.

4.2 Attractions

Twycross Zoo stands out as the most significant visitor attraction in the two boroughs. It attracts over 500,000 visitors per year. A 20-year investment strategy for the zoo was unveiled in 2015, which aims to increase visitor numbers to a million. Family day visitors from the local area and surrounding region are the zoo's core market. The zoo is a full day out: its visitors are unlikely to have time to explore the surrounding area, although might possibly stop off for an evening meal before heading home. Secondary visitor markets for the zoo are group visits, school groups, weddings and conferences. The zoo also motivates some family break business for the area's hotels and accommodation businesses, in particular Sketchley Grange and Jury's Inn Hinckley Island that attract Twycross Zoo-focused family break stays through Leicestershire Promotions' 'Stay, Play, Explore' Family Fun Short Breaks programme. The zoo also provides a number of accommodation businesses with discounted tickets that they can use to attract family break business.

The area's other major attraction is **Kingsbury Water Park**. It attracts over 360,000 day visitors per year, primarily families from the local area and surrounding towns and cities (Birmingham, Sutton Coldfield, Solihull, Coventry and Tamworth). It is also a popular place for anglers.

Bosworth Battlefield Heritage Centre and Country Park is another key attraction. It attracts local and regional day visitors, primarily older people, and families during school holidays. Secondary markets are group visits and school groups. The site's connections to Richard III motivate some national and international tourist stays. Visits to the heritage centre increased to 45,000 between 2013 and 2015, as a result of the discovery and reburial of the skeleton of Richard III, but dropped back to 37,500 in 2016. The country park attracts around 85,000 visitors per year. Leicestershire County Council is looking at plans to develop the site over the next 3-5 years, possibly including the interpretation of its Medieval and Roman heritage.

The two boroughs have a number of **smaller attractions** including smaller country parks (Hartshill Hayes, Pooley and Bosworth); farm parks; Tropical Birdland at Desford; Bosworth Water Park; the Battlefield Line steam railway in Bosworth; retail attractions (Whitemoor Antiques Centre, Hoar Park Shopping & Craft Village); garden centres, including two with additional visitor attractions - Plantasia and Maze World at Atherstone Dobbies Garden Centre and Planters Sky Trail Adventure; historic properties (Middleton Hall and Polesworth Abbey); and countryside sites (e.g. Thornton and Shustoke Reservoirs). They primarily attract local people for part-day visits, perhaps as part of a full day out incorporating other activities. Some (e.g. Polesworth Abbey and the Battlefield Line) attract special interest visitors. School visits are a further market for some. A number of attractions are looking at making improvements to their visitor offer, including some that are in the process of making applications for LEADER funding.

Hinckley & District Museum and Atherstone Heritage Centre each attract around 3,000 visitors per year to Hinckley and Atherstone, primarily local people, that are interested in local heritage. Hinckley & District Museum is planning an extension, which will house Hinckley & Bosworth Borough Council's Hansom Cab. Atherstone Heritage Centre is in the process of relocating to a retail unit on Long Street, which offers a more prominent location and space for expansion.

In terms of planned **new attractions**. Triumph is opening a new visitor centre and factory tour experience in 2017 at its factory in Hinckley.

Beyond the two boroughs there are a number of **major visitor attractions in surrounding areas**. The most notable is Drayton Manor Theme Park and Thomas Land. It generates family break business for some hotels and accommodation businesses in the two boroughs. This business has however reduced since the Drayton Manor Hotel opened at the theme park in 2011. Other major attractions in the surrounding areas that drive some family break stays for accommodation businesses in the two boroughs are the Snowdome in Tamworth, Conkers in The National Forest, and the National Space Centre in Leicester. The National Arboretum at Alrewas in Staffordshire also motivates some leisure break stays in the two boroughs.

Plans are currently being progressed for a £20m adventure attraction at the NEC, dubbed 'Project Thor'. The plans include a skydiving experience, high ropes course and a range of other indoor and outdoor activities. It will have the capacity for up to 2,000 visitors per day, and could provide a new driver for leisure break stays in North Warwickshire.

4.3 Accommodation

Current Accommodation Supply

There are currently 102 commercial visitor accommodation businesses in North Warwickshire and Hinckley & Bosworth, with just over 2,600 bedrooms, units and pitches, and around 5,750 bedspaces, providing a total annual capacity for just over 2 million overnight stays in the two boroughs.

**North Warwickshire and Hinckley & Bosworth
Current Visitor Accommodation Supply – April 2017**

Type of Accommodation	North Warwickshire		Hinckley & Bosworth	
	Estabs	Rooms/Units/ Pitches	Estabs	Rooms/Units/ Pitches
Hotel	9	831	10	927
Inn	3	34	5	22
Guest House/B&B	18	103	17	77
Restaurant with Rooms	1	10	1	3
Wedding venue with accommodation			1	6
Self-catering	12	27	11	38
Caravan & camping	6	346	5	152
Glamping	1	3	2	11
Total	50	1354	52	1258

The two boroughs have very similar accommodation supplies. Hotels dominate in both cases. Each borough has a number of 4 star hotels with extensive conference and leisure facilities. This includes two of England's leading golf hotels (The Belfry and Marriott Forest of Arden); Jurys Inn Hinckley Island (one of the largest provincial hotels in England outside of a major city); Sketchley Grange Hotel at Hinckley, Lea Marston Hotel and Bosworth Hall Hotel at Market Bosworth.

The next most significant type of accommodation in terms of total capacity is touring caravan and camping sites. There are two large caravan sites in North Warwickshire – Marston Caravan Park and the Kingsbury Waterpark Camping and Caravanning Club site. Bosworth has 5 small and medium-sized touring caravan and camping sites.

Both boroughs have a reasonable stock of B&Bs and guest houses, but relatively few inns. They each have several self-catering businesses, including a number of barn conversion self-catering complexes with multiple units; the purpose-built chalets and lodges at The Gatehouse at Market Bosworth; the new Goose Meadow Holiday Park at Barton-in-the-Beans, which is currently marketing 6 timber lodges for holiday ownership; and the Ashby Boat Company canal boat holiday hire operation at Stoke Golding. There are two glamping operations in Bosworth, including the award-winning Dandelion Hideaway, and one glamping site in North Warwickshire.

In addition to these forms of commercial accommodation, Trinity Marina in Hinckley provides leisure moorings for 140 privately owned canal boats and Bosworth Marina has space for 150 private canal boats.

Recent Investment

Recent investments in the accommodation stock of the two boroughs have been as follows:

- Jurys Inn Hinckley Island has undergone a £15m refurbishment over the last 2 years;
- Sketchley Grange Hotel added 7 new bedrooms and refurbished its existing bedroom stock, leisure club and bar area in 2016;
- The Hinckley Premier Inn added 18 bedrooms in 2015 and a further 19 bedrooms in 2016;
- Bosworth Marina opened in 2013;
- A number of self-catering businesses have added new letting units;
- Some guest houses have added bedrooms;
- Old Ivy House B&B opened in Congerstone in 2013.
- The Mythe Barn wedding venue has added 8 luxury B&B bedrooms for wedding guests (Mythe Farm B&B).

Accommodation Development Proposals

Significant visitor accommodation development proposals in Hinckley & Bosworth are as follows:

- A hotel is included in the consented outline scheme for MIRA Technology Park;
- Permission was granted in 2014 for a development of 12 holiday lodges around a lake at Carlton House Farm at Market Bosworth;
- Permission was granted in February 2016 for the development of Etties Field at Westlands Farm at Ratcliffe Culey for a luxury caravan site with 29 pitches, to include airstream caravans and gypsy caravans;
- Mallory Meadows at Kirkby Mallory is due to start letting 4 cedar lodges from the summer of 2017.

There are additionally a number of proposals and LEADER funding applications coming forward in the two boroughs for smaller-scale accommodation developments in terms of the expansion and refurbishment of B&Bs, self-catering barn conversions, log cabins and glamping operations.

Current Accommodation Demand

Average annual room occupancies for hotels in North Warwickshire and Hinckley & Bosworth ranged between 60% and 75% in 2016. Midweek occupancies are generally strong, with hotels consistently filling and turning business away on Tuesday and Wednesday nights. Monday occupancies are also strong. Thursday demand is lower and more variable, and dependant on residential conference trade for some hotels. Saturday occupancies are high between April and October, when hotels are often full and turn business away on Saturday nights. Saturday occupancies are not as strong in the winter however. Friday, and in particular Sunday occupancies are very low. Demand can be stronger on Friday nights in the summer. Sunday demand is weak all year round.

Appendix 5 provides the results of the CATI² survey of small accommodation businesses. This was supplemented by in-depth interviews with other B&B owners and self-catering operators. Occupancy levels for B&Bs and guest houses in the two boroughs are reasonably good, broadly in line with England averages, although vary according to the business objectives and personal circumstances of owners. Occupancy patterns are similar to hotels. Demand is strong during the week, and there are frequent midweek shortages of B&B and guest house accommodation, especially during the summer. Saturday demand is high: B&Bs and guest houses consistently fill and turn business away on Saturday nights for much of the year. Friday and Sunday occupancies are lower.

Occupancies are strong for self-catering businesses. There are frequent shortages of self-catering accommodation for much of the year, particularly during the week, but also at weekends.

Weekend demand for touring caravan and camping and glamping sites is very strong between April and September; most sites are usually full and turn business away at weekends in the summer. Midweek occupancies are lower.

Demand for leisure moorings for canal boats is high, with moorings at both Trinity Marina at Hinckley and Bosworth Marina virtually fully occupied.

² Computer Assisted Telephone Interviews

Accommodation Markets

The markets for commercial accommodation businesses can be split into non-discretionary markets (which come for a specific purpose and have little or no discretion on destination choice), and discretionary (or footloose) markets (which have complete freedom on destination choice).

Non-Discretionary Markets

Non-discretionary markets for accommodation businesses in North Warwickshire and Hinckley & Bosworth are as follows:

- **Business customers** visiting local companies are the key midweek market for hotels, inns, guest houses, B&Bs, and some self-catering businesses. This market is set to grow strongly as MIRA Technology Park develops.
- **Contractors** working on construction, infrastructure and other development projects are a key midweek market for budget hotels, lower grade hotels, pub accommodation businesses, guest houses, B&Bs and some self-catering businesses and caravan sites.
- Hotels, guest houses, B&Bs and self-catering businesses attract some demand from **exhibitors** exhibiting at trade shows, conferences and consumer shows at the NEC and Ricoh Arena.
- **People attending weddings** and other family occasions are the main weekend market for hotels, inns, guest houses and B&Bs. Demand should grow as the local population increases.
- **People visiting friends and relatives** are a further weekend market for hotels, inns, guest houses and B&Bs. This is a non-discretionary market in terms of the choice of destination, but semi discretionary in terms of the timing and frequency of visits, and to some extent also in terms of visitor activity during the stay e.g. with regard to visiting attractions or meals out.

Discretionary Markets

Discretionary markets are as follows:

- Twycross Zoo, and to a lesser extent Drayton Manor Theme Park, Leicester's National Space Centre, and Tamworth's SnowDome, motivate some **family breaks** business for hotels, self-catering businesses and caravan and camping sites. Jurys Inn Hinckley Island and Sketchley Grange drive this business through Leicestershire Promotions' 'Stay, Play, Explore' programme. Twycross Zoo provides discounted tickets to a number of local accommodation businesses to help them in attracting family break stays. Some hotels promote family break packages through deal sites such as Groupon and Travelzoo. There is scope for hotels and attractions to work more closely together to develop this market. The development of the 'Project Thor' adventure attraction at the NEC could provide a new opportunity for hotels and accommodation businesses in the two boroughs to attract family break stays.

- Rural B&Bs, high quality inns, self-catering businesses and glamping sites attract strong weekend demand from people living in surrounding towns and cities that want **weekend escapes** to the countryside for a relaxing break. Some high quality rural accommodation businesses attract weekenders from London and the South East.
- The main 4 star hotels with spas (The Belfry, Marriott Forest of Arden, Sketchley Grange, Jurys Inn Hinckley Island, and Lea Marston Hotel) attract demand for **spa breaks**.
- The Belfry and Marriott Forest of Arden attract **golf break stays**. There is opportunity to develop **sports tourism** linked to events within and neighbouring the area.
- **Events** in and around the two boroughs generate some overnight stays. These include major events at the NEC (Crufts, Spring Fair) and Ricoh Arena (concerts, sports events, consumer shows); special interest events (e.g. The Women's Tour cycle race departing from Atherstone, Bosworth Battle Re-enactments, events at the Battlefield Line that attract steam railway enthusiasts and the Blowout bagpipe festival at Polesworth); motor racing at Mallory Park; football competitions; fishing matches; and golf tournaments. The market is primarily influenced by the marketing undertaken for these events.
- Bosworth Battlefield motivates overnight stays by people that are interested in **Richard III**. This includes both national and international visitors, in particular US tourists. This market increased between 2013 and 2015, with the discovery and reburial of the skeleton of Richard III, but reduced in 2016.
- **Family and friend get togethers** and celebration weekends are a key market for self-catering complexes and glamping sites that have the capacity to cater for large groups. This market includes milestone birthday and anniversary celebrations, family and friend get togethers and reunions, and hen parties and 'girly' weekends. North Warwickshire and Hinckley & Bosworth have good potential in this market due to their central location and ease of access, presenting opportunities for the development of accommodation businesses that can cater for group bookings. Demand is primarily driven through a number of specialist group accommodation and house party venue websites.
- **Coach group breaks** are the core market for Bosworth Hall Hotel. A number of national coach holiday operators use the hotel as base for excursions to the Peak District, Stratford-upon-Avon, the Cotswolds, Rutland and Cambridge. Other hotels take some weekend coach break business and coach tour stopovers to help boost weekend occupancies. This is low rated business for hotels. Demand is growing as the UK population ages.
- Caravan and camping sites attract strong, regular weekend demand from **local caravanners** living in surrounding towns and cities that want to come away for the weekend in their caravans but do not want to tow them too far. They also attract some business from **touring caravanners** stopping off for a night or two en-route to other destinations. This market typically searches for caravan and camping sites through specialist caravan and camping websites and guidebooks - it makes relatively little use of destination websites and guides but there may be an opportunity to influence visitor activity in-destination. Demand is seasonal but the season is gradually extending. These markets offer good growth potential given the forecast growth in UK domestic tourism and growth in touring caravan and motorhome ownership. Demand for camping is also growing.

- **Residential conferences** are the core midweek market for Jurys Inn Hinckley Island, and likely to be a key midweek market for The Belfry, Sketchley Grange and Marriott Forest of Arden, given the central location and extensive conference and meeting facilities of these hotels. This is a minor market for some of the other hotels in the two boroughs.
- Some hotels and conference and event venues with accommodation attract overnight stays for **corporate team building events**.
- Another discretionary market is **canal boaters** and canal holiday boat hirers using the Ashby and Coventry Canals for a short break or as part of a longer canal boat holiday. This market will stop off at various points along the canals to stock up on provisions, eat out, visit an attraction or explore a town or village. Canal boat holidays and short breaks are primarily purchased through canal boat holiday companies or directly from holiday hire boat operators.
- A minor market for some accommodation businesses is **people tracing their roots**. This can include overseas visitors.

4.4 Conference, Corporate Activity and Wedding Venues

North Warwickshire and Hinckley & Bosworth have a total of 21 conference venues with capacities for conferences of up to 20-650 delegates (listed at Appendix 7). The majority are hotels. The Belfry, Marriott Forest of Arden, Jurys Inn Hinckley Island, Bosworth Hall Hotel and Sketchley Grange Hotel all have extensive conference facilities. Residential conferences are a key midweek market for some of these hotels. They also attract day conferences and meetings. The two boroughs also have a number of non-residential conference and business centres, most notably the Heart of England Conference and Events Centre at Fillongley. Twycross Zoo and a number of golf clubs also have conference facilities.

There are four corporate activity centres in North Warwickshire and Hinckley & Bosworth – Garlands Leisure at Sheepy Magna, Fradley Croft Corporate Events at Middleton, the Heart of England Conference and Events Centre, and Packington Estate.

Most of the 3 and 4 star hotels in the two boroughs cater for weddings. There are also two popular wedding barns – Mythe Barn at Sheepy Magna and Shustoke Farm Barns. Twycross Zoo and Middleton Hall also cater for weddings.

4.5 Events and Festivals

Major events in the two boroughs that attract local and regional audiences include the Bosworth Battle Re-enactment/ Bosworth Medieval Festival, Market Bosworth Festival, Market Bosworth Country Show, Shackerstone Family Festival, and motor racing at Mallory Park. The Women's Tour cycle race departure from Atherstone also attracts national, and perhaps even international visitors.

Most of the attractions in the two boroughs have programmes of events throughout the year. They mainly attract a local audience. Some events at attractions e.g. the Blowout bagpipe festival at Polesworth Abbey and steam train events on the Battlefield Line, attract special interest visitors, including some that stay overnight.

Hinckley BID puts on a regular programme of events in Hinckley town centre. Events and markets are also held in Atherstone, Coleshill and Market Bosworth. These primarily attract very local audiences. Some, e.g. Hinckley Classic Motorshow and Atherstone Motorshow, attract people from further afield.

5. Visitor Information and Destination Marketing Review

Appendix 5 provides a review of currently available visitor information publications and websites, destination marketing activity and coverage in third party tourist guides and websites for North Warwickshire and Hinckley & Bosworth. The key findings of this review are as follows:

- Hinckley & Bosworth is currently positioned as part of Leicestershire. North Warwickshire is positioned as part of Northern Warwickshire, alongside Nuneaton & Bedworth.
- Visitor information provision and destination marketing activity is focused on printed visitor guides and websites for Hinckley & Bosworth (a microsite on the Go Leicestershire website and a printed visitor guide) and Northern Warwickshire (produced and managed by Northern Warwickshire Tourism), with some social media activity undertaken by Northern Warwickshire Tourism. Hinckley & Bosworth Borough Council and Northern Warwickshire Tourism have no budget or staff resources to undertake other destination marketing activity in terms of advertising, PR, search engine optimisation, e-marketing, or work with third party tourist publications and online search and booking sites. North Warwickshire Borough Council has no budget or staff resource to support visitor information provision or destination marketing on an ongoing basis, but has been successful in the past in securing external funding for one-off publications.
- The Hinckley & Bosworth microsite on Go Leicestershire is attracting good traffic.
- There is anecdotal evidence from accommodation businesses of demand from their guests for information on what they can see and do in the area.
- The printed guides do not appear to be widely available to pick up at attractions, hotels and caravan parks in the two boroughs: they were not displayed at many of the tourism businesses that ACK Tourism visited during the field work for the DMP. NWT has no budget for paid distribution and display of the Visit Northern Warwickshire guide: it is distributed solely through NWT members.
- Hinckley BID actively promotes the shops, places to eat and drink, entertainment venues and events in Hinckley Town Centre through printed guides and leaflets, the BID website, and touchscreen information kiosks in the town centre.
- Town leaflets and heritage trails are available for Market Bosworth and Atherstone, but are variable in terms of their content, usefulness to uninformed visitors, currency, and distribution and promotion.
- The Love Coleshill website provides information on shops, services and places to eat and drink in Coleshill, but is not particularly focused on attracting visitors to the town, or curated in a way that would be useful for uninformed visitors to Coleshill.
- There are a number of websites and publications for specific aspects of the visitor offer of the two boroughs (heritage, churches, cycle routes, walks). These are also variable in terms of their content, usefulness to visitors, currency, and distribution and promotion.

On the whole current visitor information provision and destination marketing is working as effectively as it can, given the limited budgets and staff resources that are available.

6. Other Issues

6.1. Staff Recruitment

Hospitality and catering businesses in North Warwickshire and Hinckley & Bosworth are likely to be facing problems in recruiting staff due to a number of factors:

- The high levels of employment in the area, with most sectors paying higher wages than the hospitality and catering sector;
- The lack of potential recruits with the interpersonal skills that the hospitality industry requires;
- A general lack of interest in working in hotels and restaurants.

Hotels often rely on migrant workers, often from the EU. Brexit poses a potential threat to this source of labour for the sector.

These issues are not specific to North Warwickshire and Hinckley & Bosworth, and it is difficult to see what action local authorities can usefully take. Work to raise awareness in local secondary schools about the career opportunities in the hospitality and catering sector, in partnership with local hotels and tourism businesses, is the most obvious way in which councils might intervene. Supporting wider initiatives to promote hospitality and tourism careers and improve college provision for the sector, perhaps promoted by the LEPs could be another option.

6.2. Tourism Business Networking

Northern Warwickshire Tourism provides networking opportunities for tourism businesses in North Warwickshire. While not all tourism businesses are engaged with NWT, those that are value the networking role that it plays.

The Hinckley & Bosworth Tourism Partnership provides a mechanism for communication and co-ordination on tourism matters in Hinckley & Bosworth. Very few tourism businesses are actively engaged with the Partnership however.

6.3. Wider Partnership Working

In terms of wider partnership working on tourism, Hinckley & Bosworth sits very much as part of Leicestershire, with the Borough Council engaged with Leicestershire Promotions in terms of destination marketing. County level tourism arrangements are currently in a state of flux in Leicestershire, with the County Council seeking to play a more strategic role, and no longer putting funding into Leicestershire Promotions.

There is no equivalent county level destination marketing activity in Warwickshire that North Warwickshire Borough Council can engage in.

7. SWOT Analysis

Key tourism strengths and weaknesses with future opportunities and threats.

Strengths	Weaknesses
<ul style="list-style-type: none"> • Central location and ease of access by road • Twycross Zoo – as a major visitor attraction • Bosworth – an attractive area with a strong visitor offer • Bosworth Battlefield - and its connections with Richard III • Kingsbury Water Park – as a popular country park • A number of major 4 star hotels • A good stock of other hotels, guest houses and B&Bs • A good stock of touring caravan and camping sites • A number of major events • Good programmes of events and markets in towns and villages • The Crescent retail, restaurant and cinema complex in Hinckley – and the boost it has given to the town • Major attractions on the doorstep – Drayton Manor Theme Park, National Space Centre, Tamworth SnowDome, The National Forest • Proximity to the NEC and Ricoh Arena • The Ashby and Coventry Canals • Northern Warwickshire Tourism – as a well-established tourism business network 	<p>Weaknesses</p> <ul style="list-style-type: none"> • Atherstone, Coleshill and Polesworth have limited pulling power to attract visitors from further afield • No major attractions or clusters of attractions in North Warwickshire • Shortages of self-catering and caravanning and camping provision • Limited stock of high quality inns • Very small budgets and limited staff resource available for destination marketing, in-destination visitor information, and tourism development work • Tourism businesses are not engaged in the Hinckley & Bosworth Tourism Partnership • Public transport
Opportunities	Threats
<p>Opportunities</p> <ul style="list-style-type: none"> • The planned development of Twycross Zoo • 'Project Thor' at the NEC – providing opportunities for family break stays • The potential for the Triumph visitor centre to attract international visitors • The improvement and development of smaller attractions in the two boroughs • Hotel and visitor accommodation development • The development of MIRA Technology Park – and the boost that it will provide to business demand • Population growth – that will boost day visitor and VFR demand • The forecast growth in domestic tourism • LEADER and EAFRD funding for tourism projects • The potential for reciprocal marketing between tourism businesses • The opportunities that online marketing and booking channels provide for tourism business marketing • The progression of evolving heritage interpretation projects • Capitalising on the canals • Sports tourism linked to golf, Mallow Park, cycling and events at the NEC, Ricoh Arena and in Leicester 	<p>Threats</p> <ul style="list-style-type: none"> • The lack of local people that want to work in the hospitality sector • Voluntary capacity in existing and emerging tourism business, retailer, event, and heritage groups • Economic uncertainty due to Brexit, which could result in a reduction in business demand and residential conference business

8. Future Potential, Opportunities and Priorities

8.1. The Potential for Tourism Growth

The findings of ACK Tourism's research show potential for significant future growth in tourism in North Warwickshire and Hinckley & Bosworth in terms of:

- The planned development of Twycross Zoo, that will eventually double its visitor numbers and provide increased opportunities to attract family break stays.
- The new Triumph Motorcycles Visitor Centre in Hinckley and 'Project Thor' adventure attraction at the NEC, which could provide a new driver of family break business.
- The major plans for the development of The Belfry as a resort and the opportunities for sports tourism across the area.
- The projected growth in population in and around the two boroughs, which will fuel growth in demand for day visits, visits to friends and relatives, and demand related to weddings and family occasions.
- The strengthening demand for short breaks, growing interest in weekend escapes to the country, and increasing desire to go somewhere different.
- The development of MIRA Technology Park, and the significant boost that it will give to business demand.
- The potential for the two boroughs to capitalise on current tourist accommodation development trends (see Appendix 9).

Future tourism growth must however be in balance with the interests of local people and must comply with the local planning policy frameworks in the two boroughs.

8.2 Priorities for Achieving Tourism Growth

Key Priorities

From the assessments and analysis undertaken by ACK Tourism the key priorities for achieving tourism growth in North Warwickshire and Hinckley & Bosworth are as follows:

- The progression, and if possible acceleration, of the development plans for Twycross Zoo.
- The promotion and development of Bosworth³ as a distinct and compelling visitor destination.
- The regeneration of Atherstone, particularly in terms of upgrading its retail offer.
- The continuing regeneration of Hinckley town centre.
- Upgrading and expanding existing accommodation businesses.
- New hotels to service the growing business demand, especially from MIRA Technology Park.
- Additional rural accommodation to boost weekend capacity.
- Improving and developing existing attractions.
- The development of new attractions that can draw new visitor markets to the area.
- The development and promotion of existing events and festivals.
- The development of new events and festivals that can attract staying visitors and boost off-peak business.
- Strengthening Northern Warwickshire Tourism as a tourism business networking body.
- Stronger destination marketing and visitor information provision that is focused on encouraging exploration by local people and their visitors, and people already staying in the area for different purposes.
- Improving the marketing skills and knowledge of tourism business operators.
- Continuing to seek external funding to support and accelerate tourism growth, and maintain the commitment of the public and private sector partnership to develop the sector.

Other Contributory Actions

³ Defined as the rural parts of Hinckley & Bosworth Borough, with Market Bosworth and Bosworth Battlefield at its core,

Other actions that can contribute to tourism growth in the two boroughs are as follows:

- The continued promotion of Hinckley by Hinckley BID.
- The progression of the already researched and planned heritage and cultural projects and reinvigoration of lapsed projects:
 - The development of the relocated Atherstone Heritage Centre;
 - A heritage display in St Mary's Church, Atherstone;
 - The planned expansion of Hinckley Museum;
 - The development of Polesworth Abbey's visitor offer;
 - The revitalisation of Polesworth Poet's Trail;
 - The progression of the Bosworth 1485 Arts Trail;
 - A Roman Mancetter display in St Peter's Church in Mancetter;
 - The evolution of the Hinckley's major annual events programme;
 - Renewal of Hinckley BID's History Trail.
- Improving, developing and promoting town events and markets.
- Developing the walking and cycling product, primarily in terms of reinvigorating lapsed walking trail and cycle route projects but also with the National Forest:
 - North Arden Heritage Trail
 - Northern Warwickshire Cycleway
 - The Bosworth Cycle + Steam promoted cycle route
- Capitalising on the canals, including potentially:
 - The development of Hartshill Wharf as a focal point for visitor activity on the Coventry Canal;
 - A reinvigorated 'Stop & Shop' programme to encourage boaters to spend time and money in the towns and villages along the canals;
 - Waterways/ canal-based events and festivals, including floating markets;
 - An integrated product in Bosworth combining the Ashby Canal with the Battlefield Line and walking and cycling routes.

In terms of destination marketing, Bosworth and Hinckley should be marketed separately going forward. Hinckley BID is doing an excellent job of promoting Hinckley as a place to come for shopping, eating out, events and evening entertainment. Bosworth is a distinct destination in its own right, with a very different visitor offer and market potential to Hinckley, so requires separate promotion. There is no marketing logic to trying to promote Bosworth and North Warwickshire as a single destination, if for no other reason than what to call the combined area. Bosworth is a sufficiently strong destination to warrant its own marketing. In the absence of any sort of Warwickshire destination marketing activity, North Warwickshire should continue to be marketed as part of Northern Warwickshire.

Going forward, the focus for Bosworth and Northern Warwickshire destination marketing activity needs to be about encouraging exploration by local people and their visitors, and those that are staying in the area for various reasons. While both areas have the potential to attract leisure break stays, there are plenty of effective online marketing channels that accommodation businesses can use to attract this market. The priority for growing short break business is thus to ensure that accommodation businesses are using these channels effectively.

8.3. Hotel and Visitor Accommodation Development Opportunities

ACK Tourism's analysis of current visitor accommodation supply and demand in the two boroughs, assessment of the market potential for future growth in demand for accommodation, and review of national tourist accommodation development trends (Appendix 9), suggests potential opportunities for the development of the following types of hotel and visitor accommodation in North Warwickshire and Hinckley & Bosworth, subject to planning permission and adherence to Local and Neighbourhood Plans:

- A budget hotel in Hinckley town centre, once the local economy has expanded. Hinckley is a target location for Travelodge;
- A hotel potentially at MIRA Technology Park;
- Hotels on golf courses – and potentially golf lodges for ownership or rental;
- Country house hotels, given suitable properties for conversion.
- Rural pub accommodation and boutique inns;
- Restaurants with rooms;
- New guest houses and B&Bs to replace those that close, including some contemporary/ boutique B&Bs;
- Holiday cottages, including some boutique self-catering, 'super' cottages that can accommodate large parties, and 'Access Exceptional' cottages that are fully adapted for independent wheelchair users.
- Holiday lodge complexes and parks - for ownership or rental;
- Fishing lodges around fishing lakes;
- Eco lodges and eco lodge parks;
- Holiday lodges linked to equestrian centres;
- The expansion and upgrading of existing touring caravan and camping sites;
- Camping pods;
- Glamping sites;
- Children's activity holiday centres, give suitable properties (ideally residential institutions with extensive grounds)
- Wedding venues with accommodation;
- Accommodation at Twycross Zoo.

New supply is needed to boost weekend capacity. Care is however needed to avoid diluting midweek and winter demand. Incremental, rather than rapid, supply growth is needed, and high quality, distinctive and different types of accommodation that can bring new markets to the area.

8.4. The Potential Scale of Tourism Growth

While ACK Tourism has not prepared detailed forecasts for tourism growth in North Warwickshire and Hinckley & Bosworth, given good progress on addressing the above priorities for growth, it is not unreasonable to expect tourism to grow in the two boroughs by at least 20% over the next 5 years in both volume and value terms. This would see visitor numbers to Hinckley & Bosworth growing to around 3 million, and increasing to around 1.75 million in North Warwickshire, and visitor spending (at 2015 values) increasing to £140 million in Hinckley & Bosworth and almost £100 million in North Warwickshire. Visitor spending would be much higher in real terms. Such growth could create around 1,000 new jobs.

9. Destination Management Plan 2017-2022

9.1. Purpose

The purpose of the Destination Management Plan is to provide a strategic framework for:

- Supporting, co-ordinating and accelerating the various projects that will contribute to tourism growth in North Warwickshire and Hinckley & Bosworth over the next 5 years.
- Focusing interventions to support tourism growth in the two boroughs.
- The allocation of LEADER and EAFRD funding over the next two years.
- Building the case for additional funding and staff resource to accelerate progress.
- Applications for other external funding as opportunities arise.

The Destination Management Plan focuses on activity that is specifically focused on tourism growth. As such, it is intended to sit alongside other town and community development programmes that will also have a bearing on the visitor economy, in particular the work of Hinckley BID in promoting Hinckley as a place for shopping, meals out, evening entertainment and events; the regeneration of Atherstone through the implementation of the Town Centre Masterplan; and the work of Love Coleshill in promoting the businesses and events in Coleshill. It will also complement the emerging Heritage Strategy that is being developed by Hinckley & Bosworth Borough Council and the LEP's Sports Sector Growth Plan.

9.2. Action Programmes

The North Warwickshire and Hinckley & Bosworth Destination Management Plan 2017-2022 comprises 9 inter-related programmes of projects designed to address the identified priorities for achieving tourism growth in the two boroughs, and to support and accelerate projects that have already been worked up, or that are being actively talked about:

Programme 1: Attraction Development

Programme 2: Accommodation Development

Programme 3: Heritage and Culture

Programme 4: Events & Festivals

Programme 5: Capitalising on the Canals

Programme 6: Walking & Cycling

Programme 7: Bosworth Tourism Partnership

Programme 8: Strengthening Northern Warwickshire Tourism

Programme 9: Tourism Marketing Workshops

Programme outlines, setting out the objectives, rationale and scope of each programme follow. Indicative budgets have been included for some projects, but not for others. Projects have not been costed however, so any suggested budgets should be taken as indicative only at this stage. Further work will need to be undertaken to cost up projects as funding is identified.

A number of partners and lead agencies have also been identified within the programme and listed against specific projects. Again it should be noted that this is indicative only and does not commit the listed organisations to either any involvement in, or funding of, the projects themselves

Programme 1: Attraction Development

Objective

To encourage and support the development of the visitor attractions product of North Warwickshire and Hinckley & Bosworth

Rationale

A strong and compelling attractions offer is vital for future tourism growth in the two boroughs. Twycross Zoo has plans for major development that will double its visitor numbers to a million. These plans should be strongly supported and if possible accelerated. There is also a need and potential for other established attractions to improve and develop their offer. Given the huge catchment population in the surrounding areas, there could also be scope for the development of new attractions that can add to the current visitor offer and attract new visitors to the area. In the short term, LEADER, EAFRD, and Heritage Lottery Fund (for heritage attractions) funding can support the development of smaller attractions. In the longer term, other sources of funding may become available for successor programmes of support for attraction development.

Project	Lead Agency	Potential Partners	Indicative Public Sector Budget Requirement	Funding Sources
The Development of Twycross Zoo - this will be progressed by the Zoo, but can be supported and accelerated through public sector financial assistance.	Twycross Zoo	HBBC Leicester & Leicestershire LEP (LLLEP)	tba	Leicester & Leicestershire LEP (Government funding programmes)
Grants and Other Financial Assistance - to support the improvement and development of existing visitor attractions, and development of new attractions that will add to the visitor offer and attract new visitor markets.	NWBC/HBBC (LEADER for the next 2 years)	LLLEP Coventry & Warwickshire LEP (CWLEP)	tba	LEADER EAFRD HLF Future external funding – if opportunities arise
Attraction Development Consultancy Support – the provision of fully funded or subsidised consultancy support to assist existing and potential new attraction operators in formulating and progressing their investment plans	HBBC NWBC	LLLEP CWLEP Leicestershire County Council (LCC) Warwickshire County Council (WCC) National Forest Company (NFC)	£5k p.a.	LAs LEPs

Programme 2: Accommodation Development

Objective

To accelerate an increase in hotel and visitor accommodation provision in North Warwickshire and Hinckley & Bosworth

Rationale

The research undertaken for the DMP identifies a market need and potential for investment in existing accommodation businesses and the development of additional hotel and visitor accommodation in the two boroughs in order to:

- Meet weekend shortages;
- Satisfy the anticipated future growth in corporate demand for hotel accommodation that will arise as a result of the development of MIRA Technology Park;
- Exploit the potential to develop family break business as Twycross Zoo develops, and potentially as a result of the 'Project Thor' adventure attraction at the NEC;
- Capitalise on the growing demand for short breaks and weekend escapes to the countryside;
- Take advantage of current tourist accommodation development trends;
- Capitalise on the growth of caravanning, motorhoming and camping.

Hotel and visitor accommodation development is ultimately for the private sector to bring forward. Public sector agencies can however play a role in terms of:

- A supportive planning approach;
- Raising awareness of the opportunities;
- Identifying and promoting suitable sites e.g. for hotels or holiday lodge parks;
- Funding support through LEADER and EAFRD in the next two years, successor funding programmes in the future (if opportunities arise), and possibly direct local authority funding (see Appendix 10)

Project	Lead Agency	Potential Partners	Indicative Public Sector Budget Requirement	Funding Sources
Grants and Other Financial Assistance - to support the improvement and development of existing accommodation businesses, and the development of new high quality, distinctive accommodation to meet existing and future shortages and gaps in provision and help attract new visitor markets	NWBC/HBBC (LEADER for the next 2 years)	LLLEP CWLEP	tba	LEADER EAFRD Future external funding – if opportunities arise HBBC NWBC
Hotel & Visitor Accommodation Sites Promotion – a programme of work to identify, assess and promote suitable sites for hotel development in Hinckley and for larger-scale accommodation development projects, e.g. holiday lodge parks, touring caravan and camping sites, camping pod developments, in the rural parts of the two boroughs.	HBBC NWBC NFC	LLLEP CWLEP LCC WCC	£5k	HBBC NWBC LEPs NFC
Visitor Accommodation Development Opportunities Awareness Raising Programme – a series of periodic seminars, workshops and events to raise awareness of the opportunities for visitor accommodation development in the two boroughs, and provide access to specialist advice and support for those considering progressing accommodation development schemes	HBBC NWBC	LLLEP CWLEP LCC WCC NFC	£5k p.a.	LAs LEPs

Programme 3: Heritage & Culture

Objective

To progress live heritage and cultural projects and reinvigorate lapsed projects

Rationale

A number of voluntary groups in North Warwickshire and Hinckley & Bosworth are currently progressing projects to interpret and/or improve the interpretation of local heritage stories and/or the development of local cultural assets and/or reinvigorate lapsed heritage and cultural projects. It makes sense therefore to seek to bring these projects forward in order to develop these aspects of the visitor offer of the two boroughs.

Project	Lead Agency	Potential Partners	Indicative Public Sector Budget Requirement	Funding Sources
Bosworth 1485 Legacy Arts Trail	Bosworth 1485 Legacy Project Group	HBBC LCC	tba	Arts Council LEADER HBBC
Expansion of Hinckley & District Museum	Hinckley & District Museum	HBBC	tba	HLF HBBC
Development of the relocated Atherstone Heritage Centre	Friends of Atherstone Heritage	NWBC WCC	tba	LEADER HLF
Roman Mancetter display, St Peter's Church, Mancetter	St Peter's Church/ Friends of Atherstone Heritage	NWBC WCC	tba	LEADER HLF WCC
Heritage display, St Mary's Church, Atherstone	St Mary's Church/ Friends of Atherstone Heritage	NWBC WCC	tba	LEADER HLF WCC
Development of the visitor offer of Polesworth Abbey	Polesworth Abbey	NWBC WCC	tba	LEADER HLF WCC
Reinvigoration of Polesworth Poets Trail	Polesworth Tourism Subgroup	NWBC WCC	tba	LEADER Arts Council WCC
Renewal of Hinckley BID's History Trail	Hinckley BID	HBBC	tba	HLF
Growth of the Hinckley Annual Heritage Weekend	Hinckley BID	HBBC Heritage gps	tba	HLF

Programme 4: Events & Festivals

Objective

To support the development of sustainable events and festivals that are capable of attracting sizeable audiences, staying visitors and/or off-peak demand.

Rationale

An interesting, year-round programme of events and festivals is an important element of the visitor offer of any destination. Events and festivals help to animate the destination, add interest for the visitor, attract visitors, encourage longer stays and return visits, and extend the season. There are already good programmes of events and a number of popular festivals in North Warwickshire and Hinckley & Bosworth, which can make an even greater contribution to tourism growth in the two boroughs, given further development and stronger promotion. There is also scope for the development of new events and festivals to attract different audiences and fill gaps in the current events calendar.

Events and festivals will be largely developed and promoted by voluntary groups or commercial event organisers. Public sector bodies can however play a role to support event and festival development through advice, contacts, marketing support and financial assistance.

Project	Lead Agency	Potential Partners	Indicative Public Sector Budget Requirement	Funding Sources
<p>Events & Festivals Support Programme – a programme of support for the development and promotion of existing and new events and festivals in terms of advice and contacts; marketing, PR and social media support; and financial assistance. This programme should ideally be delivered by a dedicated Events Officer with a reasonable working budget, if funding can be secured for such a post.</p>	<p>HBBC NWBC</p>	<p>WCC LCC</p>	<p>£50k p.a. (including the salary of an Events Officer)</p>	<p>HBBC NWBC WCC LCC LEADER Future external funding – if opportunities arise</p>

<p>The Development of Umbrella Festivals – to promote a series of small events under themed festivals e.g. an Arts Festival, Food & Drink Festival, Music Festival</p>	<p>HBBC NWBC</p>	<p>WCC LCC</p>	<p>£20k p.a.</p>	<p>HBBC NWBC WCC LCC LEADER Future external funding – if opportunities arise Arts Council Sponsorship</p>
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Programme 5: Capitalising on the Canals

Objective

To capitalise on the tourism potential of the Ashby and Coventry Canals.

Rationale

The Ashby and Coventry Canals are key landscape features and tourism assets, providing opportunities for canal boating, canoeing, fishing, towpath walking and cycling, and canalside eating and drinking. There is potential to make more of the canals as visitor draws and scope for the towns and villages along the canals to secure greater spending by canal boaters that stop in them. Hartshill Wharf is a key site on the Coventry Canal that the Canal & River Trust would like to develop. There is good potential to develop the Ashby Canal Corridor as a visitor destination by combining walking and cycling routes with the canal and Battlefield Line to create an integrated visitor offer.

Project	Lead Agency	Potential Partners	Indicative Public Sector Budget Requirement	Funding Sources
Hartshill Wharf Development – the development of the site as a visitor destination, potentially including the re-opening of the tea room, craft workshops, a boat trip operation, and improved access and parking (which will need to be resolved if the site is to become more of a visitor destination). A masterplan will be required.	Canal & River Trust (CRT)	NWBC	tba	Commercial EAFRD HLF
Ashby Canal Corridor Development Programme – a programme to develop a stronger, integrated visitor offer in the Canal Corridor through linked walks, cycle routes, boat trips and steam train journeys on the Battlefield Line	HBBC	CRT LCC Battlefield Line	25k	HBBC LCC
Stop Awhile Programme – a programme to encourage canal boaters to moor up and spend time and money in the towns and villages along the canals, to include town and village information leaflets for canal boaters, interpretation and signage at mooring points, and events e.g. floating markets.	HBBC NWBC	CRT WCC LCC	25k	HBBC NWBC LCC WCC

Programme 6: Walking & Cycling

Objective

To reinvigorate the Northern Warwickshire Cycleway and North Arden Heritage Trail and develop the Bosworth Cycle & Steam cycle route

Rationale

The Northern Warwickshire Cycleway is a fully signed 35-mile cycle route around North Warwickshire. It is not supported by any route information, directions or cycling infrastructure and is not proactively promoted as part of North Warwickshire's visitor offer. There is potential to make more of the cycle route as a visitor asset.

The North Arden Heritage Trail is a fully waymarked 25-mile heritage trail in North Warwickshire, with 12 waymarked circular parish walks. It is supported by a website with downloadable walks information, maps and directions. There is scope to refresh and promote the trail and parish walks as part of North Warwickshire's visitor offer.

The Bosworth Cycle + Steam cycle route is featured in the Hinckley & Bosworth Cycling Map, but does not appear to have been fully developed as a visitor product with signage, a route map with directions and information on places to stop en-route, and supporting cycling infrastructure e.g. cycle hire, cycle rescue services, and cycle parking. There is scope to develop the cycle route as a much stronger visitor product.

Project	Lead Agency	Potential Partners	Indicative Public Sector Budget Requirement	Funding Sources
Northern Warwickshire Cycleway – a programme to develop the cycleway as a stronger visitor product, to include a review of route signage, the production of a route map, and the development of the cycling infrastructure along the route in terms of cycle parking, cycle hire and cycle repair and rescue services	NWBC	Sustrans	£30k	LEADER NWBC
North Arden Heritage Trail – a programme to refresh and promote the trail, to include a review and update of waymarking and in-situ interpretation, reprint of walks leaflets and more proactive marketing of the trail	NWBC		£20k	LEADER

<p>Bosworth Cycle + Steam Cycle Route – a programme to develop the cycle route as a visitor product in terms of route signage, a route map, and the development of the cycling infrastructure along the route in terms of cycle parking, cycle hire and cycle repair and rescue services.</p>	<p>HBBC</p>	<p>LCC</p>	<p>£40k</p>	<p>LEADER HBBC LCC</p>
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Programme 7: Bosworth Tourism Partnership

Objective

To establish a viable tourism business networking and marketing group for Bosworth, with an active membership of 80 businesses and an annual budget of at least £25k

Rationale

Bosworth (the rural part of Hinckley & Bosworth Borough) is a strong destination that warrants separate promotion to Hinckley. There is a clear case for the establishment of a tourism partnership to lead on the marketing of Bosworth as a visitor destination and facilitate tourism business networking in the area. Subject to its resources and structures, it could also play a role on leading, supporting or co-ordinating some of the Bosworth product development initiatives that are identified under other DMP programmes e.g. the Bosworth 1485 Legacy Arts Trail, Ashby Canal Corridor, Bosworth Cycle & Steam cycle route projects, or the development of umbrella festivals in Bosworth.

Project	Lead Agency	Potential Partners	Indicative Public Sector Budget Requirement	Funding Sources
Bosworth Tourism Partnership – the development of a business plan for the new partnership; membership recruitment drive; and a programme of business networking events, familiarisation tours of the area, e-newsletters and social media networking activity. The Partnership will require some form of dedicated staff resource to fulfil its potential as a tourism business networking and marketing body.	HBBC	Tourism businesses LCC Leicester & Leicestershire Promotions (LSP) Parish Councils	£10k.	Tourism businesses (membership subscriptions) HBBC LCC
Explore Bosworth Marketing Programme – to include the production and effective distribution of an Explore Bosworth visitor map, the development of an Explore Bosworth website, with regularly updated events information; a social media and PR programme; and Explore Bosworth content and images for use by member businesses in their own websites	Bosworth Tourism Partnership (BTP)	LSP	£15k p.a.	Tourism businesses (Advertising) MBPC HBBC LCC

Programme 8: Strengthening Northern Warwickshire Tourism

Objective

To strengthen Northern Warwickshire Tourism as a tourism business networking group and develop its role in encouraging visitor exploration of Northern Warwickshire

Rationale

Northern Warwickshire Tourism is well-established as a tourism business networking organisation and plays a role in encouraging visitor exploration of its area. As an entirely volunteer-run body, it requires a dedicated staff resource to help it to grow its membership, develop its networking role, and improve the effectiveness of its marketing activity.

Project	Lead Agency	Potential Partners	Indicative Public Sector Budget Requirement	Funding Sources
Northern Warwickshire Tourism Recruitment Drive – a membership recruitment drive for NWT and implementation of a wider programme of business networking events, familiarisation tours of the area, e-newsletters and social media networking activity. NWT will require some form of dedicated staff resource to progress this activity.	NWT	NWBC	£5k	LEADER (2017/18) Tourism businesses (membership subscriptions) NWBC Nuneaton & Bedworth Borough Council (NBBC) WCC
Explore Northern Warwickshire Marketing Programme – to include the redevelopment of the Visit Northern Warwickshire guide as an Explore Northern Warwickshire visitor map; effective distribution of the visitor map in the area; relaunching the Visit Northern Warwickshire website as an Explore Northern Warwickshire website; a social media and PR programme; and Explore Northern Warwickshire content and images for use by member businesses in their own websites.	NWT	NWBC	£10k	Tourism businesses (Advertising) NWBC NBBC Sponsorship

Programme 9: Tourism Marketing Workshops

Objective

To ensure the effective marketing of tourism businesses in North Warwickshire and Hinckley & Bosworth

Rationale

There are now a multitude of digital marketing opportunities that tourism businesses can use to promote themselves to their target markets. Many tourism business operators require help however, to enable them to better understand how to make the best use of these opportunities. A programme of bite-sized tourism marketing workshops will help to improve the marketing knowledge and skills of tourism businesses in the two boroughs.

Project	Lead Agency	Potential Partners	Indicative Public Sector Budget Requirement	Funding Sources
Tourism Marketing Workshops – a programme of bite-sized (2-hour) marketing workshops for tourism businesses, covering topics such as website design, search engine optimisation, working with OTAs and TripAdvisor; social media marketing, PR, and customer relationship marketing.	NWBC/ HBBC	NWT BTP LSP	£10k p.a.	LEADER (2017/18) NWBC HBBC LCC WCC

9.3. Delivery

a) Staff Resources

The DMP is based on an ambitious set of programmes, each comprising a series of projects. Some of the projects are already being progressed by the economic development teams of the two borough councils, particularly in terms of their joint work on the England's Rural Heart LEADER Programme, but also in terms of other projects that they are leading on. The county council economic development teams are also progressing a number of programmes that could incorporate some of the DMP projects, particularly in relation to town centre development. It is however clear that there will need to be some form of dedicated staff resource to progress many of the projects in the DMP.

The LEADER Programme is providing funding for a consultant to work two days a week on the implementation of the DMP for a year from May 2017. It is recommended that this consultant should take on the role of a **Tourism Link Officer** as a shared staff resource for North Warwickshire and Hinckley & Bosworth Borough Councils, and possibly also Nuneaton & Bedworth Borough Council (thus acting as a Tourism Link Officer for the Cross-Border Partnership) to progress three of the DMP programmes:

- Programme 7: the establishment of the Bosworth Tourism Partnership
- Programme 8: strengthening Northern Warwickshire Tourism
- Programme 9: Tourism Marketing Workshops

The objective then should be for this role to evolve into a full-time shared Tourism Link Officer for the Cross-Border Partnership, ideally from 2018/19, to progress other elements of the DMP and projects in Nuneaton & Bedworth.

If success can be demonstrated, the ambition should be to grow this Cross-Border Partnership tourism staff resource to a team of two or three, including the Tourism Link Officer, an Events Development Officer, and possibly a Tourism Development Officer.

In terms of delivery, the staff resource could be a team of local authority employed posts, perhaps also with some specialist consultancy support. The alternative would be to contract out delivery to a third-party tourism agency or consultancy. Harborough District Council has, for example, contracted with Leicester Shire Promotions to employ and manage a Tourism Development Officer on its behalf. Visit Kent is managing a contract to deliver a Destination Management Plan for Hertfordshire, while South Oxfordshire District Council employs consultants TEAM Tourism to deliver a Midsummer Murders tourism marketing programme on its behalf. Similar arrangements could be considered for the North Warwickshire and Hinckley & Bosworth DMP (or Cross Border Partnership DMP if it evolves into this).

b) Co-ordination

The DMP identifies a number of different lead agencies for projects within the DMP programmes, each of which may have different officers working on projects. The proposed Bosworth Tourism Partnership and Northern Warwickshire Tourism, and a number of tourism businesses, other organisations and voluntary groups will also have a role to play in project delivery. Other organisations, such as Hinckley BID, will also be interested in how the implementation of the DMP is progressing. It will be important therefore going forward to periodically bring these interested parties together to ensure that activity is effectively co-ordinated. This will be achieved through an annual DMP conference at which each organisation will be able to give an update on the progress of their projects. If needed, more frequent conferences, or sub-conferences can be organised.

c) Measuring Success

It will be important to measure the impact of the DMP on tourism growth through a set of key performance indicators that can easily and cost effectively be monitored. The following simple KPIs are envisaged:

- Visitor attraction development;
- Visitor attraction visitor numbers;
- Visitor accommodation supply growth.

A mechanism will need to be put in place to capture this information and provide a narrative of progress.

Surveys of accommodation businesses could also be undertaken to monitor accommodation business performance. These can be time consuming and costly to implement however, so may not be viable.

There is also merit in repeating the Cambridge Model runs for the two boroughs (and Nuneaton & Bedworth) every third year, to measure the overall change in tourism volume, value and employment.

Agenda Item No 10

Community and Environment Board

16 October 2017

**Report of the
Assistant Director
(Leisure and Community Development)**

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

1 Summary

- 1.1 This report provides Members with an update on the progress being made in respect of the actions identified in the approved three-year Health and Wellbeing Action Plan.

Recommendation to the Board:

That the Board notes and comments upon the progress being made in respect of the delivery of commitments identified in the current Health and Wellbeing Action Plan.

2 Consultation

- 2.1 The Chairman, Vice-Chairman and Opposition Spokesperson for the Community and Environment and Resources Boards and the Safer Communities Sub-Committee, together with Members with responsibility for Health, Wellbeing and Leisure and Young People, have all had an opportunity to comment on the content of this report. Any comments received will be reported verbally at the meeting.

3 Introduction

- 3.1 The three-year Health and Wellbeing Action Plan (2017 to 2020), a copy of which is attached at Appendix A, has been developed by the Health and Wellbeing Working Party and was endorsed by the Board in March 2017. The Working Party monitors progress in respect of delivery of the actions identified within the Plan at each of its meetings.
- 3.2 The Action Plan provides an holistic view of activity that takes place across the Authority that impacts on the health and wellbeing of the local population. Accordingly, the Action Plan seeks to ensure that the Borough Council, along with its partners, is doing all that it can to improve the health of the community in a co-ordinated and effective manner.

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

4 Progress to Date in 2017 / 18

4.1 Health Needs Assessment

4.1.1 A needs assessment is a systematic method for reviewing the health issues facing a population, leading to the identification of agreed and shared priorities and, subject to availability, an allocation of resources that will enable an improvement in community health and wellbeing and a reduction in health inequalities.

4.1.2 As the Board is aware, Public Health has completed a Place Based Needs Assessment for Atherstone and Mancetter. Initially, this work was advanced through desk-based research, which was further advanced through a successful key stakeholder event held in June 2017. Feedback from the event is currently being collated by Public Health, further to which a draft action plan will be considered by the Health and Wellbeing Working Party.

4.2 Events

4.2.1 The Borough Council organises and delivers two Big Day Out events each year. The initiative, which was originally supported through Warwickshire County Council, is designed to get more people outdoors and enjoying their local green space. The Community Development section has developed the events to engage with the community, including in respect of the wider determinants of health, such as local businesses having stalls through which to boost the local economy and getting people out and about to increase social interaction and reduce social isolation. Working with #onething, Big Day Out has also become a successful means through which to engage people who would not ordinarily be seen by their GP in having a mini health check. The checks themselves have the potential to impact positively on the prevention of ill-health (see 4.6).

4.2.2 A Big Day Out was held at Long Street Recreation Ground, Dordon, on 4 June 2017 and attracted approximately 800 people to the event. The most recent event, held at Royal Meadow Drive Recreation Ground, Atherstone, on 17 September 2017, was well attended, with approximately 1500 people enjoying activities such as children’s rides, dog shows, Live and Local’s story telling whale and face painting.

4.3 Community Health and Wellbeing Hubs (CHAW)

4.3.1 In February 2017, the North Warwickshire Community Partnership commissioned the opportunity to manage and facilitate the delivery of the Community Health and Wellbeing (CHAW) Hubs in North Warwickshire. Working with the Borough Council, County Council and Warwickshire Community and Voluntary Action, the service was specifically commissioned

to provide delivery support to champion health and wellbeing across the hubs through, amongst other things, events, publicity material and training. The service will deliver both preventative and early intervention approaches to health and wellbeing at each of the six hub locations:

- Arley
- Atherstone
- Baddesley Ensor
- Coleshill
- Dordon
- Hartshill

4.3.2 The Healthy Living Network was successful in securing the commission and its work commenced in June 2017.

4.3.3 Action plans are currently being produced to embed health and wellbeing within the hubs. Initial work includes:

Arley:

- A meeting of relevant stakeholders is due to take place to discuss moving the service forward

Atherstone:

- The vision for the St Mary's Church hub is to prioritise increasing its use to create a larger audience
- An Honesty Shop was held on 12 September, which was attended by 47 families, just under half of whom were new to the hub
- The Healthy Living Network has received a high volume of social media evidence indicating a need to prioritise support for mental health issues

Baddesley Ensor:

- Through links with the Employment and Support Allowance (ESA) events, work is underway with the Recovery Partnership to deliver sessions from this hub

Coleshill

- A gap around activities to promote wellbeing and social inclusion has been identified
- To address this need, the Healthy Living Network is looking to organise a community café one day a week
- A six weeks cookery course has started at the hub
- A Jobs Club and the Citizen's Advice Bureau also operate from the venue
- Food hygiene training has taken place, through which potential volunteers are being trained
- A weekly food offer is also being established at the hub

Dordon:

- Social inclusion and activities that promote wellbeing have been identified as the major priorities at the hub
- A weekly bingo group is being established
- Healthy food options are available, with a view to increasing footfall at the hub
- Events to attract the parents of young people, such as home safety awareness and paediatric first aid, are also being planned

Hartshill:

- A hub setting in Hartshill is being explored due to capacity issues at the current venue

4.3.4 As well as the specific issues in each hub, a number of themes are beginning to emerge, which will inform the planning of the Community Health and Wellbeing Hubs initiative. These themes include the following:

- Communities unwilling or unable to work at the pace and to the timescales of partners / stakeholders
- A perception amongst some volunteers that they are overwhelmed by work
- A need to recruit new volunteers to provide additional capacity. Social media is being used to support this work
- A need to develop a communication plan across partners to support activity

4.3.5 A steering group has been established through the Community Partnership to provide a network for those partners who are linked or have an interest in the project, with the aim of supporting the Healthy Living Network in its delivery of the service, reducing duplication and making the links between agencies and partners. Membership includes representation from the Clinical Commissioning Group, Warwickshire County Council, North Warwickshire Borough Council, Age UK and the Healthy Living Network.

4.4 Reducing the Number of Under 18 Conceptions

4.4.1 The number of conceptions amongst people under 18 years of age is on the increase in North Warwickshire. Indeed, Atherstone Central is identified as the Ward with the highest teenage conception figures on the National Child and Maternal Health Intelligence Network.

4.4.2 An Addressing Teenage Conceptions (ATC) group has been established, which (according to its terms of reference) will develop and monitor the delivery of the Warwickshire North Health and Wellbeing Partnership's Teenage Conception Action Plan. Membership of the group includes representatives from Nuneaton and Bedworth Borough Council, North Warwickshire Borough Council, Warwickshire North Clinical Commissioning Group, Warwickshire County Council and appropriate local services. By co-

ordinating partnership action plans and initiatives, the ATC group will seek to reduce teenage conception rates across the districts of Nuneaton and Bedworth and North Warwickshire under the following themes:

- Service Development
- Partnership
- Education
- Supporting Young People

4.4.3 Work is underway to extend the “Health Store” service, which offers Chlamydia Screening, Condom Distribution, Contraception, Pregnancy Testing, Health Advice and Signposting to young people under 25 years of age, to a location in Atherstone. The service is currently only available in Nuneaton. A consultation has been undertaken with young people to establish the preferred day and time at which to access the service. This information will be used to shape the provision locally. Initially, the service will be delivered from the Ratcliffe Centre, although it is proposed to find an alternative long-term venue due to a lack of clinic rooms. Members will be aware that the Borough Council has committed a sum of up to £4,000 to support the initial development of this service in Atherstone.

4.5 **Fitter Futures**

4.5.1 In July 2015, Fitter Futures Warwickshire was commissioned by Warwickshire County Council (Public Health) to deliver a county-wide Physical Activity on Referral project and to co-ordinate the referral pathways to related commissioned services, which include a structured family weight management scheme and an adult weight management service.

4.5.2 Physical Activity on Referral for young people and adults, a 12 weeks exercise programme accessible by referral from a health professional, is managed by Nuneaton and Bedworth Leisure Trust. In North Warwickshire, the programme continues to be delivered at all four of the Borough Council’s leisure facilities; in Arley, Atherstone, Coleshill and Polesworth. From April to June 2017, 68 people were referred on to the programme in North Warwickshire.

4.5.3 “Change Makers” is the structured family weight management scheme, which offers a nine weeks programme for children aged from 4 to 12 years and their families, and has been commissioned by Public Health until 30 June 2018. This service is managed across the county by Rugby Borough Council and in North Warwickshire is delivered by a Family Lifestyle Advisor, who sits within the Community Development section. A total of 245 children from North Warwickshire have been identified as being overweight on the current National Child Measurement Programme (NCMP). Since April 2017, Change Makers has delivered courses in six venues, including Woodside Primary School in Baddesley Ensor, Warton Nethersole School, Hurley Primary School, Racemeadow Primary School in Atherstone, Birchwood Primary School and in Abbey Green Park, Polesworth. Twelve overweight children from nine families have completed a course since April 2017.

4.5.4 In North Warwickshire, the Adult Weight Management Service is being delivered by Slimming World, which offers 12 weeks of free sessions to eligible individuals (anyone aged over 12 years of age with a BMI 30+ or BMI 28+ with a health-related condition), and the Healthy Living Network, which continues to deliver its Weight Busters class at Arley Community Centre. From April to June 2017, there were 97 referrals to the Adult Weight Management Service in North Warwickshire.

4.6 **#onething**

4.6.1 Originally established to respond to an increasing trend in the number of women with cardiovascular disease in Warwickshire North, the #onething campaign supports people to make an informed small change to their lifestyle, with a view to improving their health and encouraging them to have an NHS health check.

4.6.2 In North Warwickshire, from April to June 2017, 128 people had a mini health check, of which:

- 28 people were identified with an early detection of hypertension
- 9 people were identified with an early detection of (pre) diabetes
- 37 people were identified with an early detection of cardiovascular disease
- 13 people completed a health pledge

4.6.3 Moving forward, the campaign will be re-commissioned, with a proposal to extend the current target group to working adults aged 18 to 64 years and to extend its reach to include the Borough of Rugby. The programme will be focused on encouraging those people who do not ordinarily access their GP to have a health check and for the initiative to establish a closer link with the Atherstone / Mancetter Place Based Needs Assessment programme being led by Public Health.

4.7 **Holiday Provision in Leisure Centres**

4.7.1 A targeted programme of activity for children and young people was provided in each of the Borough Council's leisure facilities over the school summer holiday period.

4.7.2 The nature of provision was different at each site. The service provided at Coleshill Leisure Centre and Polesworth Sports Centre was delivered by an external organisation, which has considerable experience of organising programmes for children in North Warwickshire. A proportion of the activity programme at Arley Sports Centre was also delivered by an external provider. The programme at Atherstone Leisure Complex, which included cinema and circus skills at the Memorial Hall, snorkelling and inflatable fun sessions at the Swimming Pool and cooking courses run in conjunction with Change Makers, was delivered almost entirely in-house.

4.7.3 The level of community engagement within the activity programmes varied between the sites and important lessons were learned, particularly in respect of the need to improve related marketing and promotional activity.

4.8 Walking and Cycling

4.8.1 Eleven health walks continue to operate throughout the Borough, in Coleshill, Kingsbury, Old Arley, Atherstone, Austrey, Dordon, Hartshill, Mancetter, Middleton, Ridge Lane and Nether Whitacre. Each walk is led by trained volunteer leaders, who co-ordinate and manage their individual walk programmes. Additional walks are established upon request, such as the Nether Whitacre walk, which was organised in response to a direct approach from the community to the Borough Council.

4.8.2 The walking groups have recently been constituted, which will enable them to apply for, and take ownership of, funding if, for example, they need particular items of equipment or if they wanted to organise walking trips to destinations outside North Warwickshire.

4.8.3 As an outcome of both the Aviva Women's Tour and the production of a Destination Management Plan for North Warwickshire and Hinckley and Bosworth, a scheme had been developed to re-establish the North Warwickshire Cycle Way and to additionally develop three family cycle routes around Kingsbury Water Park. The Cycle Way, which had been informally decommissioned by the County Council, will be the subject of an application for LEADER funding, which would include new route signage, interpretation boards and publicity leaflets.

4.8.4 Moving forward, it has been acknowledged that there is a need for the work to be incorporated into a wider strategic approach to the development of walking and cycling routes in the Borough. Work is progressing to establish a steering group of various partners through which to advance this work.

4.9 Takeaway Food Outlets

4.9.1 Mapping work has been undertaken to highlight the location of takeaways throughout the Borough. Officers from the Planning Division will be invited to an early future meeting of the Health and Wellbeing Working Party to discuss any possible links between planning, health and the accessibility of fast food outlets.

4.10 Safeguarding

4.10.1 The Authority is continuing to provide a comprehensive programme of child protection and adult safeguarding training, in order to ensure that all Borough Council employees receive appropriate training within three months of commencing their employment (and every three years thereafter). In accordance with the provisions of the related policies, Borough Councillors receive the training once within each political cycle.

4.11 Dementia Friendly Communities

4.11.1 Improving integration and access for people with dementia is a priority for the Warwickshire North Health and Wellbeing Partnership. In this regard, partnership work is continuing with a view to making North Warwickshire a “dementia friendly” community, which will include compiling an action plan and signing up to the Coventry and Warwickshire Dementia Action Alliance.

4.11.2 Quarterly meetings are being held with groups and organisations that offer a service to people living with dementia and their carers, with a view to sharing information, good practice, raising awareness of other services and networking. This work is being supported with funding made available through Warwickshire County Council.

5 Moving Forward

5.1 As identified, the Health and Wellbeing Working Party is responsible for monitoring progress in respect of the provisions of the Action Plan and it will do so at each of its meetings. The minutes from the meetings of the Working Party will continue to be presented to the Board.

5.2 On 6 September 2017, the Director of Public Health released his Annual Report 2017 – Everyone in Warwickshire Counts: Valuing the Vulnerable, a copy of which is attached at Appendix B. The Warwickshire Health Profile contained within the Report indicates that North Warwickshire, in comparison to the England average:

- Has a higher number of under 18 conceptions
- A significantly lower percentage of breastfeeding initiation
- A higher percentage of overweight and obese children (reception)
- A higher number of hospital admissions for unintentional and deliberate injuries in children (aged 0 to 14 years)
- A significantly higher percentage of excess weight in adults
- A significantly higher percentage of recorded diabetes (aged 17+)
- A higher number of infant mortality (under 1 year)
- A higher under 75 mortality rate: cancer
- More hip fractures in people aged 65 and over
- A significantly higher number of people who are killed or seriously injured on the roads

5.3 This information will continue to influence future work and priorities within the Health and Wellbeing Action Plan.

6 Report Implications

6.1 Finance and Value for Money Implications

6.1.1 The health and wellbeing actions that are identified within the Action Plan as having a cost implication for the Authority will be funded either through

approved revenue budgets or secured external funding. The Board will be aware that annual revenue provision of £8,750 is made to support the activity of the Health and Wellbeing Working Party, in addition to which a further one-off allocation of £5,000 has been made in 2017 / 18.

- 6.1.2 An agreement has been negotiated and signed with Warwickshire County Council that commits its Public Health Department to providing a grant of £17,000 to the Borough Council in 2017 / 18 and 2018 / 19 to support related activity. The agreement includes an option to extend its provisions by a further year, subject to satisfactory progress having been made between 2017 and 2019.

6.2 Safer Communities Implications

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

6.3 Environment and Sustainability Implications

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

6.4 Health, Wellbeing and Leisure Implications

- 6.4.1 The current and proposed activity identified within the Health and Wellbeing Action Plan is designed to positively impact upon individual and collective health and wellbeing, with the aim of helping people to live longer, healthier lives and to reduce health inequalities in society.
- 6.4.2 There is a clear and evident link between good quality service provision and the positive health and wellbeing of participants. Programmes of work, therefore, will include increasing the quality and extent of provision, most especially in targeted locations within the Borough.

6.5 Risk Management Implications

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

6.6 Equalities Implications

6.6.1 Hard to reach communities are often those that are most in need of health and wellbeing advice and support. Interventions are, and will continue to be, targeted at specific communities identified as being most in need of related services.

6.7 Links to Council Priorities

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

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

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

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

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

Background Papers

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

Background Paper No	Author	Nature of Background Paper	Date
1	North Warwickshire Borough Council	Health and Wellbeing Action Plan	2017 to 2020
2	Warwickshire County Council	Warwickshire Health and Wellbeing Strategy	2014 to 2018

North Warwickshire Health and Wellbeing Action Plan 2017 to 2020

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

Theme	Action	Target	Timescale	Resource / Cost	Responsible Officer	Progress
To study and respond to the factors contributing to Atherstone / Mancetter's poor health outcomes and disseminate the results to stakeholders and within the community	Support Public Health Warwickshire to conduct an in-depth study of a place-based Health Needs Assessment focused on Atherstone / Mancetter	<ul style="list-style-type: none"> Completed Health Needs Assessment 	March 2018	Nil	Warwickshire County Council (WCC PH)	Stakeholder event took place June 2017 by PH
		<ul style="list-style-type: none"> H&WWP agreement on key health messages 	March 2018	Nil	Community Development Officer (Health Improvement) (CDO (HI))	Now to include Hartshill
	Organise a series of community events to disseminate the key health messages	<ul style="list-style-type: none"> ✓ Deliver one health event per Hub per year ✓ Organise one Big Day Out event in Atherstone / Mancetter each year 	March 2020	£500	Community Projects Officer (CPO)	17 September, Atherstone 1500 attendees
			March 2020	£1,500	Special Projects Officer (SPO)	June 2017 Dordon event 800 attendees

	Use the data to influence the internal and external planning and provision of health and wellbeing services in Atherstone / Mancetter	<ul style="list-style-type: none"> Disseminate the health statistics and their causal factors to the CCG Hubs + local GPs (via a local seminar) 	March 2018	Nil	CDO (HI) WCC PH	
Development of the "Health Offer" in Community Hubs	Develop a signposting and access to health services programme within Community Hubs	<ul style="list-style-type: none"> ✓ Delivery of a (national / local) health campaign information service within the Hubs 	June 2017	Nil	CDO (HI)	
	Support the North Warwickshire Community Partnership in its tender for Facilitation and Service Delivery Support in the Hubs	<ul style="list-style-type: none"> ✓ Employment of a Support Worker to organise and deliver health events in the Community Hubs 	June 2017	Nil (funded through the Community Partnership)	CPO	
	Engage with, and promote, initiatives regarding food provision (Food Hub)	<ul style="list-style-type: none"> ✓ Support a "Cook It" session during one school holiday ✓ If appropriate, support "Cook It" sessions during each school holiday at one of the Hubs 	March 2018 March 2020	£100 £1000	CDO (HI) CPO CDO (HI)	
Reducing the number of under 18 conceptions through the provision of support for services in North Warwickshire relating to teenage pregnancy	Work with the WCC "Respect Yourself" team to raise awareness of its website and to develop student mentors in local	<ul style="list-style-type: none"> A student mentor to be available within one North Warwickshire secondary school 	March 2018	£500	CDO (HI)	

	schools	<ul style="list-style-type: none"> At least one student mentor within each secondary school 	March 2020			
	Support the Addressing Teenage Conceptions (ATC) group	<ul style="list-style-type: none"> Borough Council attendance at ATC meetings Progress reports presented to the Community and Environment Board 	March 2020 March and October each year	Nil Nil	Assistant Director (Leisure and Community Development) (AD (L&CD))	Simon Powell is the NWBC rep
	Extend the Health Store service to a location in Atherstone	<ul style="list-style-type: none"> Health Store service available one day per week in Atherstone 	July 2017	£4,000 (2017 / 18)	AD (L&CD) and Community Development Manager (CDM)	Work progressing to provide a Health Store in Atherstone. Due to start 26 September at Ratcliffe Centre
	Investigate the viability of providing a series of sexual health and unplanned pregnancy programmes for students in local secondary schools	<ul style="list-style-type: none"> ✓ Work with ATC to identify the most suitable programme(s) ✓ Attend a relevant 	March 2018 TBC	Nil Nil	CDO (HI) Portfolio	

		<p>theatre production</p> <p>✓ Commission the delivery of a relevant theatre production in at least one local secondary school</p>	March 2019	Approx. £1,500 per school	Holder for Health CDO (HI)	
<p>Increase the number of adults and children who are physically active and reduce the percentage of adults and children with excess weight</p>	<p>Support and promote the Fitter Futures services in North Warwickshire, including Physical Activity on Referral, Adult Weight Management and Family Weight Management</p>	<p>Change Makers:</p> <ul style="list-style-type: none"> • Deliver 11 courses • 85 completers • 7 new courses • Target of 48 • Average 7 children per course <p>Physical Activity on Referral</p> <ul style="list-style-type: none"> • 200 new referrals <p>Adult Weight Management</p> <ul style="list-style-type: none"> • 300 new referrals 	July 2018	Nil	Fitter Futures	
	<p>Investigate the viability of extending the Physical Activity on Referral service to include other activities, such as Yoga</p>	<p>✓ Undertake related consultation with service users</p>	June 2017	Nil	CDO (HI)	
		<p>✓ Extension of the service to include at least one</p>	March 2018	£1,000	CDO (HI)	

		alternative activity in one leisure centre				
	Continue to support the #onething campaign, including the desire to increase the number of health checks given to local residents	<ul style="list-style-type: none"> ✓ Increased number of people screened ✓ Increased in number of pledges ✓ Increased early detection of hypertension ✓ Increased early detection of (pre) diabetes ✓ Increased early detection of cardiovascular disease ✓ Increase in early risk detection % through health checks 	June 2018	£500	WCC PH	
	Provide a programme of holiday provision for children and young people in the Borough Council's leisure facilities	<ul style="list-style-type: none"> • Provision of a holiday programme for young people at each Borough Council leisure facility • Undertake a programme of promotional work to ensure awareness of the holiday programmes 	March 2020	Provision made within facilities' revenue budgets	Leisure Facilities Manager (LFM)	
			March 2020	£1,000 per year	LFM	

		<ul style="list-style-type: none"> Link with the Food Hub to provide water and health snacks during holiday programmes 	March 2020	Nil	CDO (HI)	Organise through Peter Wheaton the delivery of fruit and water to all venues throughout holidays
	Increase the number of members of, and visits to, the Borough Council's leisure facilities	<ul style="list-style-type: none"> KPIs to be recommended through the Strategic Leisure Review 	March 2018	Nil	AD (L&CD) and LFM	Strategies still outstanding
	Support and develop the existing network of local walking groups	<ul style="list-style-type: none"> ✓ Constitution of the walking groups 	March 2018	Nil	SPO	Complete
		<ul style="list-style-type: none"> ✓ Continuum of walks available from entry level to independent walks 	March 2020	£500 (for marketing)	SPO	
	Encourage the improvement and accessibility of the walking and cycling networks in North Warwickshire	<ul style="list-style-type: none"> Re-establishment of the North Warwickshire Cycle Way 	March 2018	Seeking LEADER funding	Engagement and Funding Officer (E&FO)	Outlined approved, form to be submitted.
		<ul style="list-style-type: none"> Complete a review of the accessibility of walking routes in the Borough 	March 2020	Nil	SPO	
		<ul style="list-style-type: none"> Production of publicity to promote all accessible 	March 2020	£500	SPO	

		walking routes in the Borough				
	Monitor and challenge the number of take-away food outlets in North Warwickshire	<ul style="list-style-type: none"> Undertake a mapping and analysis of take-away food outlets in North Warwickshire 	July 2017	Nil	Licencing	Complete
Promote adult and children safeguarding as being everyone's responsibility	Deliver Child Protection / Child Sexual Exploitation training to all Borough Council staff and Councillors	<ul style="list-style-type: none"> 100% of staff to attend safeguarding training within three months of commencing their employment 	On-going	Provision in training budget	CDM	Complete for current political term
		<ul style="list-style-type: none"> 100% of staff to attend safeguarding training every three years 	On-going	Provision in training budget	CDM	
		<ul style="list-style-type: none"> 100% of Borough Councillors to attend safeguarding training in each political term 	On-going	Provision in training budget	CDM	
	Deliver Safeguarding Adults training to all frontline employees	<ul style="list-style-type: none"> 100% of frontline staff trained within three months of commencing their employment 	On-going	Provision in training budget	Assistant Director (Housing) (AD (H))	
	Support the promotion of the Borough Care service	<ul style="list-style-type: none"> Service update presented to the 	March 2018	Nil	Community Support	

	throughout North Warwickshire	H&WWP			Manager (CSM)	
Work with internal and external partners to address health and wellbeing priorities for North Warwickshire	Work with Warwickshire North Health and Wellbeing Partnership to improve End of Life Care provision in North Warwickshire	<ul style="list-style-type: none"> Targets - CSM Service update presented to the H&WWP by the End of Life Care GP lead Report back from Warwickshire North Health and Wellbeing Partnership Support the "Compassionate Communities" initiative 	June 2017	Nil	CDM	CDM attends meetings
			On-going	Nil	AD (L&CD)	
			On-going	Nil	WCC (PH)	
	In conjunction with Warwickshire North Health and Wellbeing Partnership and NHSE seek to improve access to primary care services in North Warwickshire	<ul style="list-style-type: none"> Progress reports from the CCG presented to both the H&WWP and the WN H&WP 	On-going	Nil	Portfolio Holder for Health	
	Work with Warwickshire North Health and Wellbeing Partnership to improve early referral to cancer services in North Warwickshire	<ul style="list-style-type: none"> Identify the barriers to early referral to cancer services and disseminate the findings accordingly 	March 2020	Nil	CDO (HI)	Bernie Lee to attend Health and Wellbeing Working Party in December 2017
Work with Warwickshire	<ul style="list-style-type: none"> Progress report 	June 2017	Nil	CDO (HI)		

	County Council to improve transport for health and access to health services in North Warwickshire	<p>presented to the H&WWP regarding the countywide transport for health services</p> <ul style="list-style-type: none"> • Report to the H&WWP on the work of Beeline 	June 2017	Nil	CDO (HI)	Presentation given at HWWP June 2017
	Work with those Parish Councils developing Neighbourhood Plans to ensure the inclusion of commitments to promote a healthy environment	<ul style="list-style-type: none"> • Analyse and report to the H&WWP on Neighbourhood Plans and their links to the development of a health environment 	March 2018	Nil	CDM	
	Work with the Warwickshire Health and Wellbeing Board and the Adult Social Care and Scrutiny Committee to ensure that the Sustainability and Transformation Plan (STP) brings improvements to North Warwickshire	<ul style="list-style-type: none"> • Progress reports relating to the STP (proactive and preventative) presented to the H&WWP and in turn in the minutes presented to the C&E Board 	March 2020	Nil	Portfolio Holder for Health	
	Support the implementation of Warwickshire County Council's Suicide Strategy in North Warwickshire	<ul style="list-style-type: none"> • Annual County Council report to the H&WWP on the outcomes identified in the Strategy 	March 2020	Nil	WCC	
	Work with Warwickshire	<ul style="list-style-type: none"> • Annual reports to 	March 2020	Nil	WCC	

	County Council, The Partnership Trust and the West Midland Combined Authority in the implementation of their mental health strategies in North Warwickshire	the H&WWP from the County Council and the Combined Authority on the outcomes identified in the strategies				
	Influence the development and implementation of the Strategic Leisure Review in order to ensure provisions for the improvement of the health and wellbeing of local residents	<ul style="list-style-type: none"> • Successful production of Health, Wellbeing and Leisure, Green Space, Playing Pitch and Leisure Facilities Strategies 	October 2017	Provision made within revenue budget	AD (L&CD)	Still awaiting strategies
	Work with Environment Health to improve and extend the monitoring of air quality in North Warwickshire	<ul style="list-style-type: none"> • Investigate the potential to monitor PM₁₀ and PM_{2.5} • Report on the Nitrogen Dioxide in North Warwickshire 	March 2020 March 2020	Nil	Environmental Health	
	Support residents to live independently by providing an effective adaptations service and / or taking action to ensure that properties are in good repair and do not have significant hazards, as reflected in the	<ul style="list-style-type: none"> • Actively promote the HEART service • Promote related services through the Community Hubs 	March 2020	Nil	AD (H)	

	national Decent Homes Standard	<ul style="list-style-type: none"> Provide training for frontline staff to provide links with health and social care services and priorities 				
	Underpin all services delivered with a philosophy of promoting positive mental wellbeing in all users of the service and in all staff working within the provider service	<ul style="list-style-type: none"> Encourage frontline staff to complete the Five Ways to Wellbeing e-learning module 	March 2020	Nil	CDO (HI)	
		<ul style="list-style-type: none"> Encourage frontline staff to become Dementia Friends 	March 2020	Nil	CDO (HI)	
		<ul style="list-style-type: none"> Continue the goal to create a Dementia Friendly Community & Organisation 	March 2020	Nil	CDO (HI)	
		<ul style="list-style-type: none"> Encourage frontline staff to complete MECC training 	March 2020	Nil	CDO (HI)	

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

#onething clarification on measurable outcomes

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

Number of pledges made

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

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

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

Everyone in Warwickshire Counts: Valuing the Vulnerable

Director of Public Health Annual Report 2017



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If you would like this information in a different format, please contact Marketing and Communications on 01926 413727.

References are available online: warwickshire.gov.uk/publichealthannualreport

Foreword

I very much welcome our Director of Public Health's (DPH) annual report. The focus on vulnerable groups reminds us all of our over-riding responsibility to protect those who are less able to protect themselves. This is a core responsibility of the council and other statutory partners and one that Warwickshire County Council's One Organisational Plan 2020 (OOP 2020) seeks to address.¹

We must strive continuously to ensure that those in the greatest need have access to the personalised support and services they need, to enable them to live fulfilling independent lives. This will improve the health and wellbeing of vulnerable people and also makes good financial sense for public services. If we can prevent vulnerability or intervene earlier to reduce its impact, we can save money in the longer-term and improve health outcomes.

There are challenges - vulnerability is not always visible and providing the right kind of support that enables independence and personal growth is not easy.

This means we must:

- Know our communities through understanding their needs and strengths and the differences in opportunities and outcomes they experience in key areas such as health, education, housing and access to work.
- Continue to work in partnership as statutory agencies, with third sector organisations and with the communities that we serve. Reducing the gaps in outcomes and improving the life chances of different groups requires joint action through pooling of evidence and resources.
- As commissioners and providers of services, respond to local need, providing integrated proactive support that can contribute to equality in outcomes across our communities.

Difficult financial choices will continue to be faced and we must ensure that the changes we make do not further disadvantage those who most need our help. I am confident that if the DPH's recommendations are addressed, we can reduce the impact of vulnerability on the lives of people living in Warwickshire and improve the health and wellbeing of the population.



Councillor Les Caborn

*Portfolio Holder for Adult Social Care and Health
Warwickshire County Council*

Introduction and recommendations

We want everyone in Warwickshire to experience good health and wellbeing. To make this a reality, we need to focus attention on those who are at greatest risk of harm and enable them to achieve their aspirations. I have chosen vulnerable groups as the focus of my report this year as I am concerned that, whilst the health and wellbeing of the Warwickshire population in general has seen significant improvements over recent years, the health and wellbeing of vulnerable groups continues to lag behind.

Chapter 1 of this report includes an overview of the health and wellbeing of the Warwickshire population. **Chapters 2** and **3** focus on the theme of this year's report, vulnerability. In **Chapter 4**, I provide information on progress with the recommendations I made in 2016.

Reflecting on the key challenges highlighted in this report, I make the following recommendations that I believe will improve the health and wellbeing of the most vulnerable in Warwickshire:

1. In order to ensure a continued focus on the needs of the most vulnerable, I recommend all Commissioners should:
 - a. Adopt the Social Value Act (2012) to secure economic, social and/or environmental benefits for vulnerable groups through procurement processes.²
 - b. Expand the statutory Equality Impact Assessment (EqIA) processes for services to include, where relevant, additional vulnerable groups e.g. the homeless or Children Looked After, along with the defined 'protected groups'.
2. We need to ensure the current approach to community resilience and community hub developments across Warwickshire includes an explicit assessment of the impact of hubs, and their reach, on vulnerable groups. For example, an evaluation should include an assessment of the impact of hubs on access to services and/or outcomes for vulnerable individuals and groups.
3. Commissioners and providers should consider opportunities to reduce vulnerability among key groups, for example, schools should be encouraged to work towards achieving the Warwickshire Young Carers Schools Award and frontline staff working with Gypsies and Travellers should be provided with community engagement training where appropriate.



Dr John Linnane
Director of Public Health
Warwickshire County Council

Chapter 1

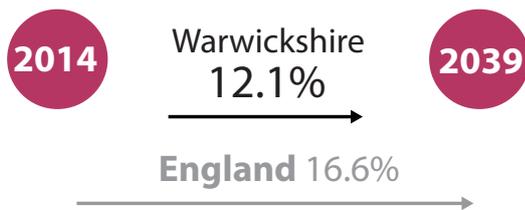
The picture of health and wellbeing in Warwickshire

This chapter provides an update on the health and wellbeing of our local population at district/borough, county and Clinical Commissioning Group (CCG) levels. At a Warwickshire level, health and wellbeing is generally reported as good compared to England. This is to be celebrated, however it does mask significant variation in different areas across the county (see pages 8 and 9).

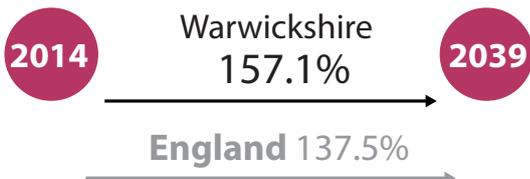
Warwickshire is ranked in the 20% least deprived local authorities in the country but some of our health outcomes do not reflect this relative affluence.³ A number of health inequalities exist within the county that require interventions to ensure health and wellbeing needs are met.

Over the period 2014-2039 the population in Warwickshire is expected to increase by around **66,900** people (12.1%); this is slower than the England rate (16.6%). By 2039, more than **1 in 4** of the Warwickshire population is expected to be aged over 65 and around **1 in 16** aged over 85.⁴

Population increase



85+ population increase



Life expectancy has been rising. A baby born in Warwickshire today will live for an average of **80 years** (male) or **83.6 years** (female), marginally better than the national average.⁴

While it is good that we are living longer, much of the additional time is spent in poor health – around **12 years** for men and **16 years** for women. Years spent in poor health impact on families and workplaces, and increase pressure on health and social care services.⁴

Life expectancy at birth

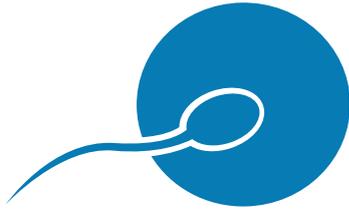


Healthy life expectancy at birth



Working together with statutory partners in health and social care, we can help our residents stay healthy for longer, through enabling them to quit smoking, drink less alcohol, eat well, be active and enjoy good mental wellbeing. In addition, we need to consider the wider determinants that affect our health, for example, jobs, housing, education, social networks and the environment.⁵

Warwickshire continues to face a number of public health challenges⁶



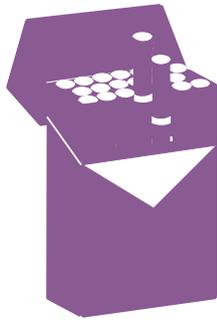
The conception rate in females aged 15-17 is **19.5 per 1,000**

England: 20.8 per 1,000 2015

14.5%

of adults smoke

England: 15.5%
2016

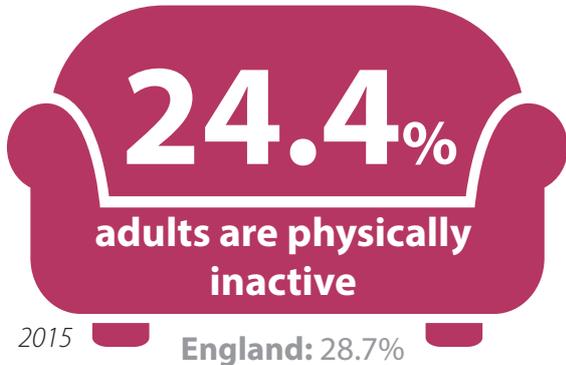


594 people per 100,000

were admitted to hospital for alcohol-related conditions

England: 647 per 100,000

2015/16



of adults are classified as overweight or obese

England: 64.8%

2013-15



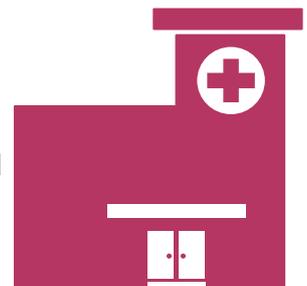
adults will experience a mental health problem in any given year

510.7 per 100,000

10-24 year olds were admitted to hospital for self-harm

England: 430.5 per 100,000

2015/16.



There have been improvements in core areas of public health:

- The rate of teenage conceptions continues to fall from **22.9%** in 2014 to **19.5%** in 2015.
- Physical inactivity in adults has reduced from **1 in 3** down to **1 in 4**.

However, there are areas where health outcomes have deteriorated or remain unchanged:

- The estimated rate of adults smoking in Warwickshire increased from **12.1%** in 2015 to **14.5%** in 2016.
- Hospital admissions as a result of self-harm in 10-24 year olds in Warwickshire have generally **risen** since 2011/12 and are above the England average. Nationally, admissions for young women are much higher than admissions for young men.

Public Health in Warwickshire commission a range of services and initiatives to improve the health and wellbeing of local residents - warwickshire.gov.uk/health

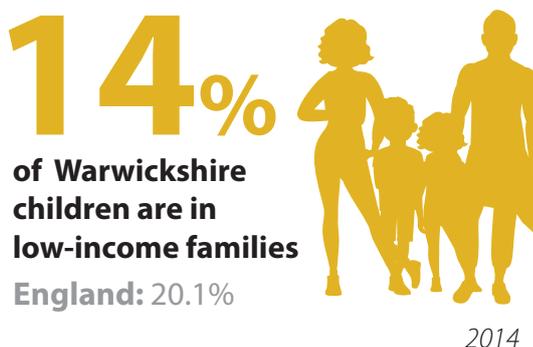
Wider factors influencing health and wellbeing

18 local areas in Warwickshire are in the top 20% most deprived areas nationally
(Index of Multiple Deprivation 2015)

Deprivation - Warwickshire is among the 20% least deprived areas in England, ranked 124th out of 152 upper tier local authorities in England. However, there are pockets of deprivation within the county that are ranked in the 20% most deprived areas nationally.³

Children in low-income families -

Warwickshire has a lower proportion of children living in low-income families compared to England. However, the north of the county is home to a larger proportion of children living in low-income families than the south, with Nuneaton & Bedworth Borough having the largest concentration (19.5%).⁷



61.9%

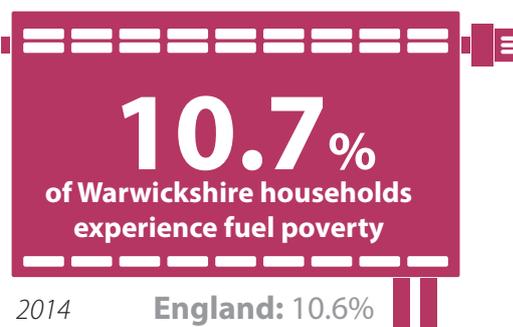


of pupils achieved 5 or more GCSEs at grades A*-C (including English & Maths)

England: 57.8%
 2015/16

GCSE attainment - pupils in Warwickshire perform significantly better at the end of Key Stage 4 (age 15-16) than the England average, but there is a gap in attainment when looking at disadvantaged groups (see page 13).⁸

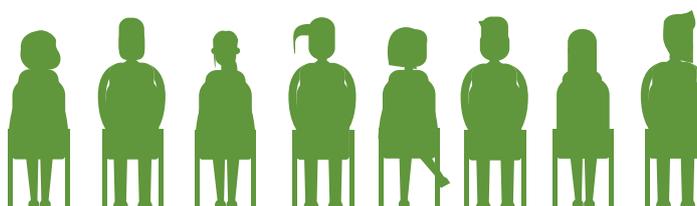
Fuel poverty - a household is said to be in fuel poverty if it needs to spend more than 10% of its income on fuel to maintain a warm home. The estimated percentage of households in Warwickshire in fuel poverty reduced from 10.9% in 2013 to 10.7% in 2014.⁶



Just over **500**

people in Warwickshire are long-term unemployed¹⁰

June 2017



Warwickshire Health Profile 2017



Table 1: This shows the current health measures for the Warwickshire population and allows comparisons between the districts and boroughs. The values are coloured to indicate statistical significance compared to England. This is the published data as of 1st August 2017.

Indicator	Unit	England	Warwickshire	North Warwickshire	Nuneaton & Bedworth	Rugby	Stratford-on-Avon	Warwick	Period
Under 18 conceptions	per 1,000	20.8	19.5	29.6	25.4	18.8	11.5	16.2	2015
Low birth weight of term babies	%	2.8	2.7	2.8	2.7	3.1	1.9	2.9	2015
Breastfeeding initiation	%	74.3	72.1	67.2	i	82.2	74.3	69.1	2014/15
Smoking prevalence in adults	%	15.5	14.5	6.4	19.1	15.8	11.1	15.6	2016
New sexually transmitted infections	per 100,000	750	574	580	766	623	473	450	2016
5 year olds free from dental decay	%	75.4	73.7	78.5	74.5	59.9	80.4	72.8	2014/15
Overweight & obese children (reception)	%	22.1	21.3	23.6	21.9	21.7	19.1	20.8	2015/16
Overweight & obese children (Year 6)	%	34.2	32.6	34.2	37.3	35.0	28.6	28.3	2015/16
Hospital admissions for unintentional and deliberate injuries in children (aged 0-14 years)	per 10,000	104.2	124.7	115.5	131.1	127.8	118.3	125.1	2015/16
Excess weight in adults	%	64.8	65	71.3	68.7	66.9	63.7	58.5	2013-15
Recorded diabetes (aged 17+)	%	6.4	6.1	6.6	7.5	6.2	5.4	5.4	2014/15
Incidence of TB ⁱⁱⁱ	per 100,000	12.0	7.4	2.7	12.4	9.4	2.2	8.1	2013-15
Suicide rate (aged 10+)	per 100,000	10.1	11.8	ii	13.5	ii	10.9	14.4	2013-15
Infant mortality (under 1 year)	per 1,000 live births	3.9	4.4	6.3	5.7	2.7	3.3	4.7	2013-15

Preventable mortality	per 100,000	184.5	167.4	175.4	200.2	168.8	149.2	152.7	2013-15
Potential years of life lost due to smoking-related illness	per 100,000 aged 35+	1,399	1,253	1,349	1,490	1,201	1,048	1,234	2013-15
Under 75 mortality rate: cardiovascular	per 100,000	74.6	67.8	71.2	77.4	70.4	57.2	65.7	2013-15
Under 75 mortality rate: cancer	per 100,000	138.8	130.6	140.6	143.6	121.1	125.1	126.1	2013-15
Cancer diagnosed at an early stage ^{iv}	%	52.4	50.2 ^{iv}	47.0 ^{iv}	43.1 ^{iv}	56.9 ^{iv}	49.6 ^{iv}	53.5 ^{iv}	2015
Cancer screening coverage - bowel cancer	%	57.9	62.5	61.8	59.1	63.9	64.6	62.8	2016
Cancer screening coverage - breast cancer	%	75.5	77.7	78.3	78.1	76.4	78.9	76.6	2016
Cancer screening coverage - cervical cancer	%	72.7	74.7	75.4	72.7	74.5	76.7	74.6	2016
Hip fractures in people aged 65 and over	per 100,000	589	645	712	612	629	644	657	2015/16
Hospital admissions for alcohol-related conditions (Narrow).	per 100,000	647	594	496	599	679	568	605	2015/16
Emergency Hospital Admissions for Intentional Self-Harm (all ages)	per 100,000	196.5	196.5	170.2	256.6	208.1	170.4	173	2015/16
Killed or seriously injured on the roads ^v	per 100,000	38.5	55.8	85.4	36.2	63.1	77.4	36.1	2013-15

The values are coloured red, amber and green (RAG) to indicate statistical significance compared to England. RAG ratings are affected by small numbers for some indicators.

i Value not published for data quality reasons

ii Value cannot be calculated as number of cases is too small

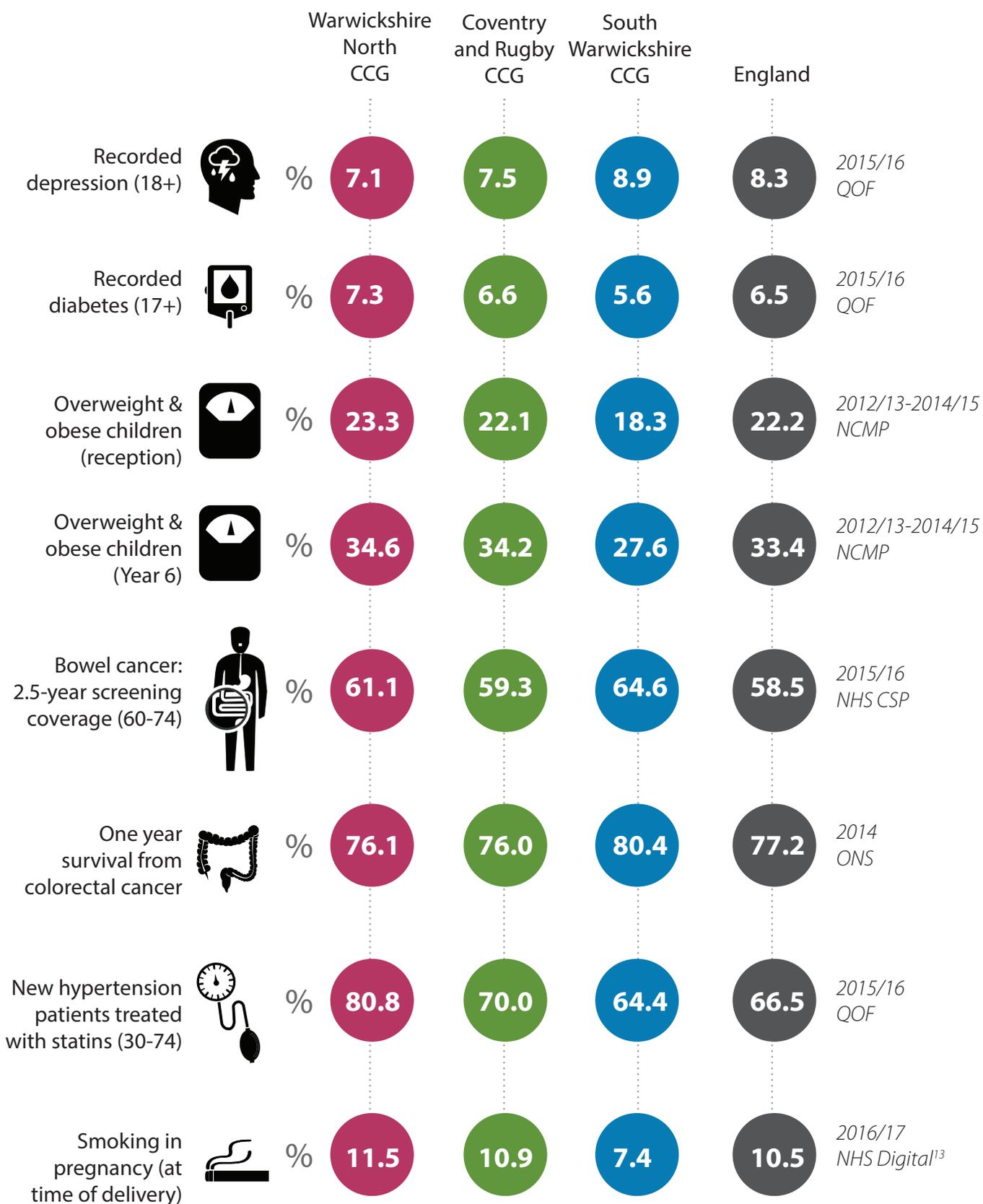
iii Colours reflect benchmarking against the TB target  > 50th-percentile of Upper Tier Local Authority (UTLA)  ≤ 50th to > 10th  ≤ 10th-percentile

iv Experimental statistics - no statistical significance information available

v This includes all people (residents & non-residents) killed or seriously injured on Warwickshire roads.

Clinical Commissioning Group (CCG) Health and Wellbeing Profiles

There are 3 CCG areas commissioning health services in Warwickshire. The indicators below provide information on both the services provided and the health of the population served.



Source

NCMP - National Child Measurement Programme¹¹

NHS CSP - NHS Cancer Screening Programme¹²

ONS - Office for National Statistics⁴

QOF - Quality and Outcomes Framework, NHS Digital¹³

Chapter 2

Vulnerability: the context

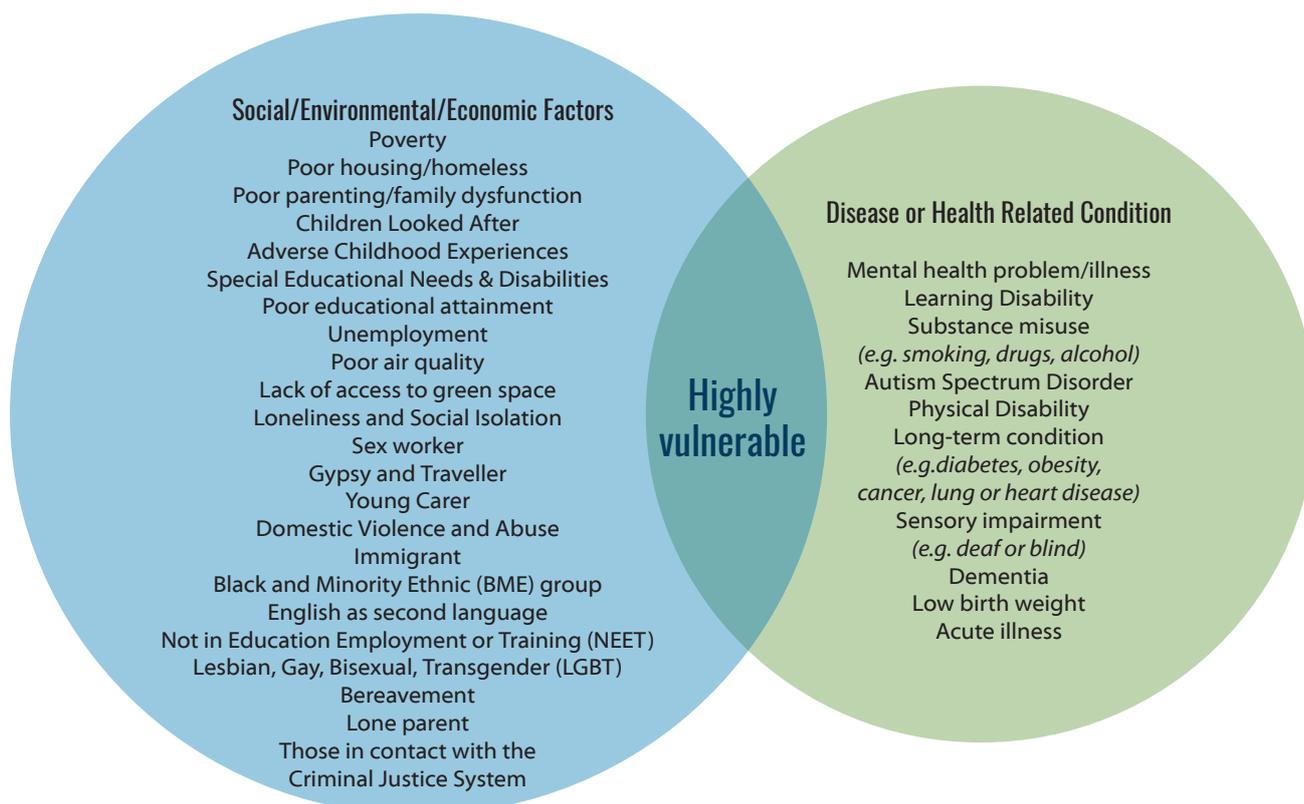
What is vulnerability?

Vulnerability is a complex concept with no universally accepted definition. It is a term applied to those who are considered to be at increased risk of harm. Anyone can be vulnerable in certain circumstances but there are some individuals and groups who are generally considered to be at more risk of harm than others. For example, children due to their age and relative immaturity, or older people due to age-related frailty are often considered to be more vulnerable than working age adults.^{14,15} At the same time some people facing the same threat will have a greater degree of resilience or will be protected from harm.¹⁵

There is a wide range of vulnerable groups. For example, individuals with a physical and/or learning disability or those with mental health problems are at risk of various harms, and are more susceptible to discrimination that adds to their existing vulnerability. Likewise, those experiencing domestic violence and abuse, or loneliness and social isolation are also more vulnerable to harm than others. Harm can be physical, psychological, sexual or financial.¹⁶ Among some groups, there is a risk they will harm themselves (or not act to protect themselves from harm) whilst others may be at greater risk of being harmed by other people.

Vulnerabilities can be cumulative i.e. the more risk factors, the greater the likely vulnerability. The risk factors can also interact with each other to increase the severity of the vulnerability for a person or group. For example, a mental health problem can interact with poor housing conditions potentially worsening both of the independent vulnerabilities.¹⁷ Figure 1 illustrates some of the factors that lead to vulnerability either on their own or in combination with each other.

Figure 1 Factors underpinning vulnerability



Whilst figure 1 lists a range of factors that tend to be more common among vulnerable groups, there can be specific circumstances and factors that make some individuals more vulnerable. For example, among some communities girls are at risk of female genital mutilation (FGM) or other forms of violence and abuse such as honour based violence.¹⁸ Likewise, young people in general can be at risk of harm through their use of social media, which leaves them vulnerable to grooming and exploitation.¹⁹ In these circumstances, educating groups about the risks and advising them how to protect themselves can reduce vulnerability.

Vulnerable groups tend to be more socially excluded than others and there is a strong association between vulnerability, poverty and health inequalities. Vulnerable groups tend to live in more deprived environments, with poorer housing conditions, greater exposure to poor air quality, reduced employment opportunities and poorer access to good quality education and health services, which compound their disadvantage.²⁰ This explains the close relationship between vulnerability and inequality, whereby vulnerable groups tend to have poorer outcomes, including poorer health, than the general population.

It is also notable that individuals or groups may not consider themselves as vulnerable, and for some being labelled as vulnerable can be associated with stigma.

Vulnerability in Warwickshire

This report will illustrate:

- The range of vulnerable groups that exist across the county.
- How vulnerability can impact on a person's health and wellbeing.
- How commissioners and services can work with communities to support vulnerable groups, promoting and protecting health and wellbeing and reducing inequalities.

Patterns of vulnerability across Warwickshire

There is no single count or definition of vulnerable people across Warwickshire but the number of individuals potentially at risk of harm include:

- **639** homeless people (2015/16)²¹
- **765** Children Looked After (CLA) (2016)²²
- **1 in 3** residents aged 50-59 years providing unpaid care (2016)²³



Children Looked After are Unaccompanied Asylum Seeking Children (UASC) (31st March 2016)²²

The nature of these groups means data capture and recording through routine sources is not always possible.

- **20,420** people claiming out of work benefits (November 2016)¹⁰
- **1 in 8** children living in low-income families (2014)⁷
- An estimated **770** 16-18 year olds Not in Education, Employment or Training (NEET) (2015)⁶
- Nearly **12,000** children and young people with Special Educational Needs & Disabilities (SEND) (August 2016)²⁴
- An estimated **10,400** adults with a Learning Disability (2017)²⁵
- **522** patients successfully completing treatment for opiate, non-opiate and alcohol misuse (2015)⁶
- An estimated **1 in 10** households in fuel poverty (2014)⁶
- Disadvantaged pupils in Warwickshire are less likely to achieve 5+ A*-C GCSEs (including English and Maths). **429** (or 41%) of disadvantaged pupils achieved this result in Warwickshire, compared with 71% of non-disadvantaged pupils nationally, representing an attainment 'gap' of **30%** points (2016).⁸

Over
1 in 10
respondents aged under
30 years reported being
targeted through online
harassment or bullying
(2015)²⁶



Impact of vulnerability on health and wellbeing

Different vulnerabilities have different impacts on health and wellbeing, for example **national** data shows:

- People with severe mental illness die on average **20 years** earlier than the rest of the population, and are more likely to develop preventable conditions like diabetes, heart disease and some cancers.²⁷
- Young men who are NEET are **3 times** more likely to suffer from depression than their peers.²⁸
- Lone mothers in the UK are almost twice as likely as partnered mothers to describe their health as 'not good' **13%** compared to **7%**.²⁹
- Nearly **1 in 9** deaths registered among people in their 20s and 30s in England and Wales in 2014 were related to drug misuse.³⁰
- Almost **half** of Children Looked After have a diagnosable mental health disorder and **2 in 3** have special educational needs.³¹

The average age of death for
a homeless man is

48 years

and even lower
for a woman at just

43 years³²



National and local policies to protect and support vulnerable people

There is a wide range of legislation, strategies and policies that support vulnerable people, nationally and locally. Some examples are referenced below:

National Legislation:



Local Strategies and Plans:



In both commissioning and providing services, local authorities, alongside all other public sector organisations, must comply with the Public Sector Equality Duty. This duty seeks to promote greater equality between different groups, in particular those with 'protected characteristics' who might be vulnerable to discrimination such as BME or LGBT groups.³³ Equality Impact Assessments (EqIAs) are undertaken to ensure that such groups are not disadvantaged by policy or service changes. This helps to protect some potentially vulnerable groups from harm.³⁴

Investing to reduce vulnerability

Prevention of vulnerability and early intervention when it is first recognised are key principles that will help reduce health inequalities across the county. For example, good parenting and early years' support is key to good educational achievement, leading to employment and economic prosperity, reducing the future risk of vulnerability and dependency.³⁵

Figure 2 illustrates the wide range of factors that influence health and wellbeing. In tackling vulnerability investment can be made in various ways, such as influencing the wider socio-economic circumstances of the person's life (e.g. support to get a job or retain employment) and/or through strengthening the network of support available to the vulnerable person.

One way in which commissioners can promote the wellbeing of vulnerable groups in a cost-effective

way is to commission for 'social value'. This means that they can secure economic, social and/or environmental benefits when buying services, often to the advantage of disadvantaged groups, and at the same time save money. However, not all commissioners are realising these benefits at the moment and more can be done to gain social value through commissioning.²

Figure 2: Factors that influence health and wellbeing³⁶



Invest to save

Research has demonstrated that investing in key services and tailoring interventions to local needs, can reduce vulnerability and limit the associated harm, improving health and other outcomes. Such interventions can also save money in the longer term and some examples are provided below.³⁷

For every **£1** invested the savings are:



Family focused support for young carers ^{9, 38}



Key worker support to families with complex needs (Priority Families Programme) ^{39, 40}



Cognitive behavioural therapy for those with post traumatic stress disorder following domestic violence and abuse ^{41, 42, 43, 44}

In order to highlight the impact of vulnerability on individual and population health and wellbeing, the following **chapter** provides more information in relation to **five different vulnerable groups**. These vulnerable groups are no more important than any others in Warwickshire but have been selected to illustrate in more detail, the impacts of vulnerability and what can be done to reduce the risk of harm.

Chapter 3: Vulnerable Groups

Domestic Violence and Abuse

Definition

Domestic violence and abuse (DVA) is defined as “any incident or pattern of incidents of controlling, coercive or threatening behaviour, violence or abuse between those aged 16 or over who are, or have been, intimate partners or family members regardless of gender or sexuality. This can encompass, but is not limited to, the following types of abuse: psychological, physical, sexual, financial, and emotional”.⁴⁵

Background

DVA occurs across all communities and socio-economic groups irrespective of gender, age, disability, sexuality, nationality and religious belief. However, it often remains hidden and is frequently under-reported. DVA causes the victim-survivor to suffer an overwhelming sense of powerlessness, lack of resilience, low self-esteem and deteriorating mental health. Physical injuries from abuse are far ranging and sometimes lead to death.⁴² For every **3** victims of domestic abuse, **2** will be female, **1** will be male.⁴⁶

Risk factors for DVA⁴²

- Those with previous experience of DVA or child abuse
- Individuals in the process of separating from a partner
- People living with a disability
- People living in poverty or on low income
- People who are socially excluded
- Pregnancy



Female victims are more likely to suffer multiple and more severe incidents of violence⁴²

1 in 3 females attending emergency departments for self harm are DVA victim-survivors⁴²

Male victims are more than twice as likely than women not to tell anyone about the partner abuse they are suffering from⁴²

Impact on health and wellbeing⁴²



Physical health

- Extensive physical injuries, including cuts and bruises, broken bones, miscarriages, permanent disability and at worst death.



Mental Health

- Increased risk of mental health problems.
- Abused women experience depression or anxiety disorders at a rate that is at least **3 times** higher than the general population.
- Abused women are **5 times** more likely to attempt suicide.



Social Health

- Isolation from family and friends.
- A loss of income or work.
- Homelessness.

Nationally 44% of female homicides and 6% of male homicides are perpetrated by a current or former partner⁴²

Many women who are imprisoned for crime have often been victims of DVA⁴²

The Warwickshire picture

The complete picture of DVA locally is difficult to illustrate due to under-reporting and changes in the way data is recorded. By applying the Cardiff Model to the population estimates for Warwickshire, the estimated number of DVA cases in female adults in 2016 was **9,304**.^{4, 47}

Table 2 shows the number of DVA incidents reported to the police for both females and males in Warwickshire. Warwickshire has a lower rate of police reported incidents per 1,000 population when compared to the West Midlands and nationally. The police incident reporting rates of DVA per 1,000

Table 2: Rates of Domestic Violence and Abuse incidents per 1,000 of 16+ population*⁴⁸

	2014/15	2015/16	2016/17
North Warwickshire	13.6	12.8	13.3 (691)
Nuneaton & Bedworth	22.6	21.6	23.2 (2,375)
Rugby	16.0	15.0	16.8 (1,396)
Stratford-on-Avon	9.0	9.9	11.2 (1,131)
Warwick	11.5	12.3	12.7 (1,465)
Warwickshire	14.5	14.4	15.5 (7,058)

(Source: Warwickshire Police)

Actual numbers in brackets

population aged 16 and over are variable across the county. The highest rate is in Nuneaton & Bedworth Borough and lowest in Stratford-on-Avon District, but again under-reporting is likely to hide the true picture.⁴⁸

Evidence of best practice and recommendations

Warwickshire's Violence Against Women and Girls Strategy draws on national and local evidence and consultation with key stakeholders including victim-survivors. It recommends that the following all contribute to successful prevention and early intervention to tackle DVA.⁴⁹

Prevention - challenging attitudes and behaviours towards DVA through education e.g. awareness raising campaigns.

Provision - joined up high quality support from services to support victim-survivors and their families. In addition to this, it is important there is support for children suffering from the effects of witnessing DVA in the home, as well as for children who are victims of abuse.

Protection - take action to reduce the risk of violence and ensure perpetrators are brought to justice e.g. multi agency risk assessment meetings, rehabilitating perpetrators programmes to lead to sustainable behaviour change which could reduce reoffending rates.

Partnership - organisations to work together to ensure the best outcome for victims and their families e.g. partnership meetings/joint action planning.

Support in Warwickshire.

Local support services can be found online - **talk2someone.org.uk**. Examples include the Refuge - Warwickshire's Domestic Violence Service helpline - 0800 408 1552.

Just about managing

Definition

'Just about managing' can be a difficult group to define. This is partly because there is a fine line between 'just about managing' and not managing at all. With this in mind, the 'just about managing' are defined as households falling short of achieving the minimum income standard but who are not in poverty or destitute or, simply put, those households struggling to maintain a balance to keep financially afloat.^{50, 51}

Background

Those who are 'just about managing' can live in different household structures with varying incomes. As this group is above the poverty line, individuals may fall short of meeting criteria for certain financial support despite their income being inadequate. The perceived stigma attached to getting help may also prevent those 'just about managing' from seeking support. Raising awareness of this group, and the support available in Warwickshire could change this.⁵¹

Figure 3: This shows the number of people estimated to be 'just about managing' nationally is **8 million (12.6%)**, in Warwickshire this equates to **69,800**. This is calculated using local population estimates and the Minimum Income Standard (MIS). * 4, 50, 51



Risk factors for 'just about managing'⁵²

- A change in employment status e.g. a job loss.
- A change in personal circumstance e.g. a disability or long-term condition diagnosis which could impact on income.
- Increased cost of living e.g. if rents are raised but incomes remain the same.
- A change in relationship status e.g. relationship breakdown resulting in a loss of income.
- Starting a family and therefore having more people to support.
- An unforeseen financial problem e.g. car breakdown, boiler breakdown.

Impact on health and wellbeing⁵³



Physical health

- People are more likely to make unhealthy lifestyle choices if they are feeling anxious or depressed e.g. eating more junk food and this can impact on health and wellbeing.
- Poor living conditions such as cold or damp housing could lead to, or exacerbate, long term respiratory conditions.



Mental Health

- Financial concerns can impact on mental health and wellbeing, causing stress and worry which could lead to anxiety or depression.



Social Health

- Those who are 'just about managing' may be reluctant to seek support from friends and family and this could result in feelings of social isolation.

The Warwickshire picture

It is estimated that there are **69,800** people 'just about managing' in Warwickshire, making up **12.6%** of the population.^{4, 50, 51}

The 2016 Living in Warwickshire Survey highlights that almost **20%** of residents find it either 'difficult' or 'very difficult' to cope on their current income (Table 3). There is variation across the county with the highest rate in Nuneaton and Bedworth.²³

Table 3: Findings from the 2016 Living in Warwickshire Survey

Describe how you feel about your household income?	Number	%
Living comfortably on current income	1,393	36.0
Coping on current income	1,582	40.9
Finding it difficult on current income	521	13.5
Finding it very difficult on current income	192	5.0
Prefer not to say	180	4.6
Total	3,868	100

Evidence of best practice and recommendations

- People who are 'just about managing' may find it difficult to manage their budgets, putting them at greater financial risk. There are a number of national and local schemes which offer support such as the Government's 'Help to Save' scheme which aims to support people on low incomes to build up their savings.⁵⁴
- Online credit unions can be a valuable service for households offering affordable and immediate access to credit with low rates of interest.⁵⁵
- Improving access to schemes which improve skills, provide training and education such as apprenticeship schemes, can enable people to better their employment prospects and earning potential.⁸¹

Support in Warwickshire

Examples of local support services include Citizens Advice Bureaus and the Warwickshire Financial Inclusion Partnership. Information on local support services is available online - warwickshire.gov.uk/directory

Gypsies and Travellers

Definition

'Gypsy Traveller' is an umbrella term for a set of distinct and diverse communities: Romany Gypsies; Irish Travellers; Roma Non-ethnic Travellers; New Travellers; Bargees (boat people); and Showmen Circus Families.⁵⁶

Background

Gypsies and Travellers have the poorest self-reported health outcomes of all ethnic groups. National research suggests life expectancy is reduced by **10-12** years compared to the settled community and there are higher infant mortality rates in this group. These inequalities arise due to a range of factors including discrimination, poor accommodation, poor health literacy, and barriers in accessing health services.^{57,58}



Impact on health and wellbeing



There is limited recent data on the health and wellbeing of Gypsies and Travellers. Available studies suggest that compared to the overall population there are:^{9, 59, 60}

Higher rates of:

- miscarriages, stillbirths, neonatal deaths, and infant mortality
- maternal death
- diabetes
- long-term conditions
- measles, whooping cough and other infections
- smoking
- drinking alcohol
- anxiety and depression

Lower rates of:

- parental literacy
- educational attainment
- registration with a GP practice
- child immunisations

A local health needs survey of 40 Gypsies and Travellers (95% women) in 2015 found that:⁶¹



52% said it is difficult to access healthcare services when they travel.



74% see a dentist regularly.



67% of interviewees said that either themselves or someone in the family has experienced a mental health problem.



62% said that they do not read anything related to health because they cannot read.



70% are registered with a GP.

The Warwickshire picture

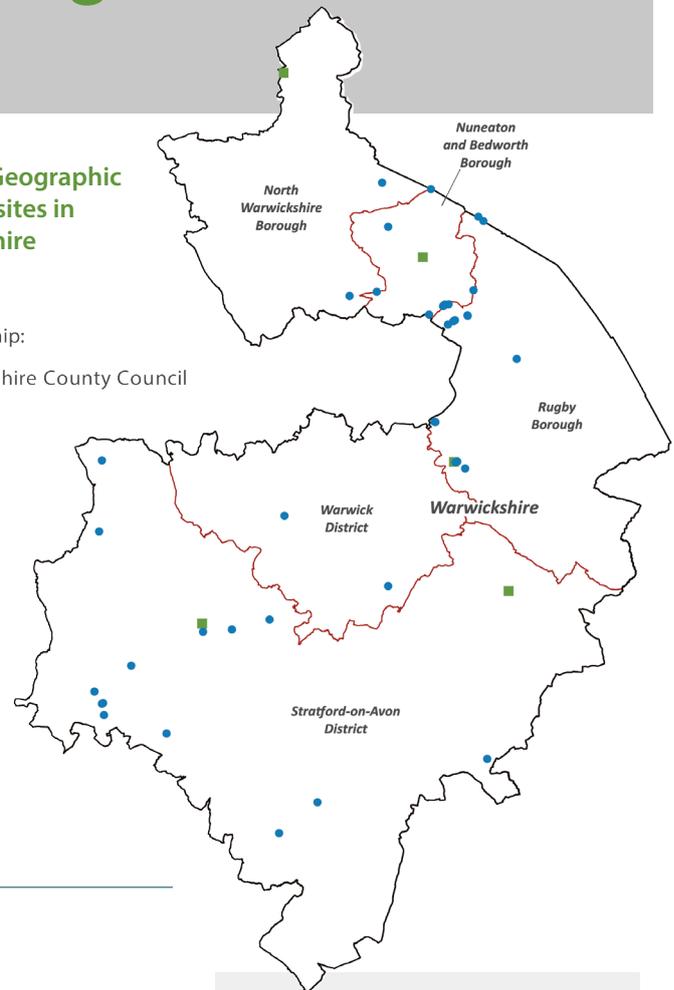
In the 2011 Census, **58,000** people identified themselves as Gypsy or Irish Travellers across England and Wales with **494** in Warwickshire (0.1% of the resident population). In reality, it is believed the number is a lot higher as a large proportion of this group may not have participated in the Census.⁹

In Warwickshire, the Gypsy and Traveller Service estimate the resident figure to be between **3,500** and **4,200**. It is estimated an additional **700** families also transit through the county every year staying for a number of weeks on the roadside. Figure 4 illustrates some of the Gypsy and Traveller sites in Warwickshire.⁶²

Figure 4: Geographic spread of sites in Warwickshire

Site Ownership:

- Warwickshire County Council
- Private



Evidence of best practice and recommendations

A number of national organisations and reports focus on improving the collection of health data, health outcomes and access to healthcare for Gypsies and Travellers.⁶³

Recommendations include:

- Commissioning of effective health and wellbeing services to meet the needs of this group.
- Raising awareness of the health and wellbeing needs of this group with partners in health, social care, community and third sector organisations.
- Establishing a partnership group to help support the health and wellbeing needs of this group.
- Providing community engagement training to all frontline staff working with Gypsies and Travellers to improve engagement and the health and wellbeing of this group.

Support in Warwickshire

Examples of local support services in Warwickshire include the WCC Gypsy and Traveller Service who have a primary focus around site management (including unauthorised encampments) and also provide welfare support to the Gypsy and Traveller community.

Local support services can be found online - warwickshire.gov.uk/directory

Young Carers

Definition

A young carer is a child or young person who helps look after a family member who is physically or mentally ill, disabled or misuses substances.⁶⁴

A young carer may undertake some or all of the following:

- Emotional support.
- Physical & personal care such as lifting, washing, dressing, giving medication.
- Practical tasks and responsibilities such as cooking, housework, shopping, managing the family budget, paying bills, looking after younger siblings.

Background

A young carer becomes vulnerable when the level of care giving and responsibility to the person in need of care becomes excessive or inappropriate for that child.⁶⁵

Risk factors

The key risk factor for a child becoming a young carer is where there is someone within the family who is physically or mentally ill, disabled or misuses substances.⁶⁴

Impact on health and wellbeing

Caring has a significant long-term impact on a child or young person's health and wellbeing, development, opportunities, educational attainment and future economic potential.^{65,66}

The effects can include:

- poor mental wellbeing
- problems at school
- lower educational attainment
- greater chance of not being in education, employment or training (NEET)
- emotional difficulties
- isolation
- lack of time for leisure
- feeling different
- pressure from keeping family problems secret
- difficulties with transition to adulthood
- feeling they are not being listened to and lack of recognition



For some young carers there can be safeguarding concerns, for example, where the young person is vulnerable to abuse and/or neglect.⁶⁷

Nationally, young carers are **twice** as likely to report that their health is 'not good' compared with their peers. This difference increases with young carers who care for **50 hours** or more per week; they are **five times** more likely to report their health as 'not good' compared to those of the same age not identified as carers. **This implies that high levels of unpaid care have a greater adverse effect on**

the health and wellbeing of young people.^{9,64}

Research carried out into young carers of school age found that the impact was significant in all age groups, with **27%** of the secondary school age group experiencing educational difficulties or missing school, which could then have longstanding impacts on their future economic potential.⁶⁸

Young carers have significantly lower educational attainment at GCSE level, the equivalent to nine grades lower overall than their peers.⁵⁹

The Warwickshire picture

The 2011 Census shows there were over 200,000 young carers in the UK and **1,124** children aged 0-15 years and **2,562** young people aged 16 to 24 years were providing unpaid care in Warwickshire. These figures are expected to be a lot higher as many carers remain hidden.⁹

In 2016 the Warwickshire Young Carers' Project worked with over 1,700 young carers:⁶⁹

- Nearly **2 in 5** of these carers were aged between 12 - 16 years.
- **30%** were from Nuneaton & Bedworth Borough.
- Where recorded, **over half (54%)** of those cared for have a physical disability, **23%** have a learning disability, **21%** a mental health condition and **2%** have substance misuse issues.

The Warwickshire School Health and Wellbeing Service assessed year 6 school children in 2016:

1 in 10 reported they have had to go home from school to care for someone (14% boys, 8% girls).⁷⁰



Nearly **9%** are unable to take part in activities with friends because they are caring for someone at home.

Evidence of best practice and recommendations

Early identification of young carers and a whole family approach of support is vital to improve young carers health and wellbeing, summarised below.⁷¹



Further recommendations include:

- Review existing services and support for young carers and young adult carers in relation to the recommendations contained in the forthcoming National Carers Strategy.
- Establish a multi-agency steering group to oversee strategic recommendations to improve the support for young carers and their families.
- Warwickshire schools to work towards achieving the Warwickshire Young Carers Schools Award.
- Raise awareness and identify young carers in health settings

Support in Warwickshire

Local support in Warwickshire for young carers includes Warwickshire Young Carers Project warwickshireyoungcarers.org.uk and the School Health & Wellbeing Service - warwickshire.gov.uk/schoolhealthandwellbeing

Other local support services can be found online warwickshire.gov.uk/directory.

Source: Adapted model from the Carers Trust UK developed by Northamptonshire Carers⁷¹

Loneliness and Social Isolation

Definition

The terms 'loneliness' and 'social isolation' are often used interchangeably, and whilst there are clear links between the two, they are distinct concepts. People can be socially isolated without feeling lonely, or feel lonely whilst spending time with others.

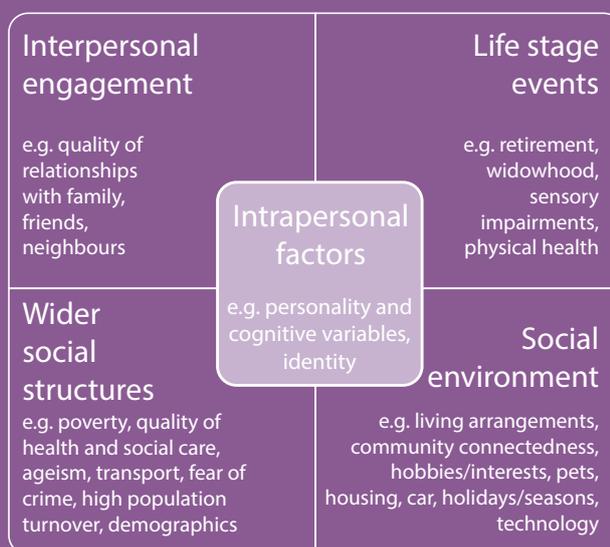
'Loneliness' is a psychological state. It is a subjective, negative feeling associated with lack or loss of companionship. 'Social isolation' relates to imposed isolation from social networks or access to services and can lead to loneliness.⁷²

Background

Loneliness is often associated with increasing age, however, both loneliness and social isolation (LSI) occur across all age groups. Prevention and early intervention is vital to enable people to live well, remain as independent as possible and reduce the demand on health and social care.⁷²

Risk factors for loneliness and social isolation

The relationship between loneliness and social isolation (LSI) is complex, and can change over the life course. There are a number of predictors of LSI.⁷³



In older people loneliness is more common among:⁷²

- Males
- Widows/widowers
- People with limited contact with family and friends
- People with low self esteem
- People on a low income
- Informal carers



Impact on health and wellbeing

For most people, feelings of LSI are short lived. However, long term LSI can affect health in many ways and can reduce life expectancy. The impact of a lack of social relationships on the risk of mortality is comparable with smoking and alcohol misuse, and exceeds that of physical inactivity and obesity.⁷⁴

Research shows loneliness can be as harmful for health as smoking 15 cigarettes a day⁷⁵



Physical health⁷²

- Increased likelihood of poor lifestyle choices (e.g. overeating, smoking, increased alcohol consumption)
- Increased risk of dementia
- Earlier onset of disability
- Increased risk of high blood pressure and cardiovascular disease
- Higher incidence of falls



Mental Health⁷²

- Increased risk of anxiety and depression
- Increased risk of suicide



Social Health⁷²

- Increased risk of needing long term care
- Enter into residential or nursing care early

The Warwickshire picture

Almost **1 in 3** (31%) of the population aged 65 and over are estimated to be lonely 'some of the time' and **7%** 'all of the time or often'. In Warwickshire, this equates to over **43,000** people experiencing some degree of LSI in this age group (Table 4).^{4, 76}

Table 4: Estimates of the number of lonely people in Warwickshire

	Total Population (Aged 65+)	Lonely 'all of the time or often'	Lonely 'some of the time'
North Warwickshire	13,531	947	4,195
Nuneaton and Bedworth	24,098	1,687	7,470
Rugby	19,847	1,389	6,153
Stratford-on-Avon	31,136	2,180	9,652
Warwick	25,885	1,812	8,024
Warwickshire	114,497	8,015	35,494

Evidence of best practice and recommendations

Age UK and The Campaign to End Loneliness (campaigntoendloneliness.org) have proposed a framework to tackle LSI and the challenges of: **reaching** lonely individuals; **understanding** the nature of their loneliness and developing a personalised response; and **supporting** individuals to access appropriate services. It sets out the full range of interventions needed from stakeholders across the community, beyond the health and social care sector, to support people experiencing, or at risk of experiencing, LSI.⁷⁷

Examples include:

- Group based activities e.g. lunch clubs
- One to one approaches e.g. befriending services
- Psychological support services e.g. Cognitive Behavioural Therapy

Transport and technology are critical to sustaining existing relationships with family and friends and to help access services.

Recommendations:

- Residents should be encouraged to take an active part in their communities, looking out for those who are most vulnerable, acknowledging that different approaches will be required within different communities.
- Recognise and use existing assets including volunteers to support communities.
- Raise awareness of LSI and the services available for support.

Support in Warwickshire

Community and Voluntary organisations, WCC, NHS and other organisations are delivering services and interventions across Warwickshire to tackle LSI. These include social clubs, befriending services and telephone support lines.

Local support services can be found online warwickshire.gov.uk/directory

Giving vulnerable people a voice: Warwickshire case studies

Domestic Violence and Abuse

Scenario

Warwickshire Domestic Violence Service received a referral from the Police after a violent incident. The female victim-survivor, Sophia had been experiencing a prolonged period of psychological abuse with a proportion of this abuse being physical. Examples of the controlling behaviour included Sophia being restricted from having personal household items, seeing family and socialising with friends.

Impact on health and wellbeing

The abuse impacted on Sophia's mental health and wellbeing and she suffered short term physical injuries from periods of physical abuse.

Intervention

Sophia was supported to separate from her partner by the service. This enabled her to understand the situation and how her partner had used violence and abuse to control her life. Sophia was also referred to a counselling service for support.



Outcome

Sophia described the support as a 'real life saver'. Warwickshire's Domestic Violence Service helpline - **0800 408 1552**

'Just about managing'

Scenario

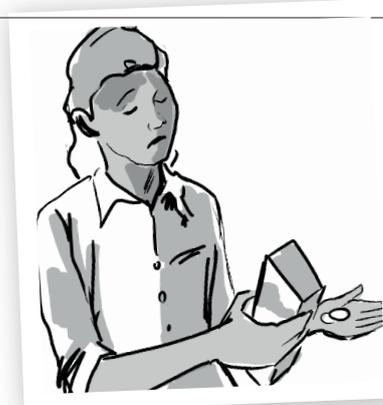
Karen suffered a relationship breakdown and lost her job. She was then referred to the Warwickshire Local Welfare Scheme (WLWS).

Impact on health and wellbeing

The relationship breakdown had a negative impact on Karen's mental health and wellbeing causing her stress which led to anxiety and depression. She was also struggling to feed herself and her family.

Intervention

Karen submitted a new job seekers allowance claim and the WLWS supported her with a food bank referral.



Outcome

Karen visited her local Foodbank and was able to cook nutritious food for herself and her family. The allowance claim provided ongoing financial support to Karen and her family.

Gypsies and Travellers

Scenario

Pete a middle-aged traveller, suffered a cardiac arrest at a family event and was admitted to hospital.

Impact on health and wellbeing

Pete's ill health adversely affected his wife Maggie's mental wellbeing. Maggie experienced stress and anxiety whilst her husband was in hospital due to pressure from her family. She was not adhering to their cultural expectation, which is to care for family members in their own home. Maggie was also unable to understand the care and medication required by Pete, and felt unsupported.

Intervention

The Warwickshire Gypsy and Traveller Service acted as an advocate for the family with housing, social care and health services. The service supported Maggie and Pete by explaining processes, organising rehabilitation and coordinating activity with health and social care.



Outcome

Maggie and Pete greatly appreciated the support from the service but commented that it was required earlier in the process to reduce the impact on Maggie's mental health and wellbeing.

Young Carers

Scenario

Carly is 7 years old and helps to look after her father, Steve, who has Type 1 Diabetes and heart problems. During the last year Steve has lost a considerable amount of weight and is undergoing further investigations. Steve has prolonged periods of not feeling well. During these times Carly was either getting herself to school or staying at home to look after her father.

Impact on health and wellbeing

Being a young carer was impacting on Carly's health and wellbeing. Carly's attendance record at school was 75% and she was worried about her father.



Intervention

The school contacted the Warwickshire Young Carers Service. A Young Carers Family Support Worker assessed the family's needs and worked with partners including Adult Social Care and Health to ensure the family was supported. Support provided included equipment installed to improve Steve's mobility in the home, carers, a cleaner and Carly receives one-to-one and group support from the Warwickshire Young Carers Project.

Outcome

Carly's school attendance record is 100% and she is regularly attending the support group. The group has provided Carly with a break and she has made many new friends which has positively impacted on her health and wellbeing.

Loneliness and Social Isolation

Scenario

Gita is a resident in her late 70's who was confined to her home. WCC Localities & Partnerships Team were made aware of this situation through targeted locality work the team were doing in Gita's neighbourhood. Gita was socially active but became isolated in her home due to a decline in her mobility. This resulted in Gita being unable to visit family and friends independently, attend her local community groups, or go out to do her gardening.

Impact on health and wellbeing

This impacted on Gita's physical, social and mental wellbeing. She had low self esteem, became isolated from family and friends and was physically inactive.

Intervention

The team assisted Gita to make a 'Blue Badge Scheme' application and worked with key partners to ensure she was receiving all the benefits she was entitled to. Adaptations were made to her house to ensure she could live independently. This included new ramps and grab rails.



Outcome

Gita feels happier as she is able to keep mobile and active at home and can regularly attend local community groups. She feels more confident and secure in her home and remains independent.

Chapter 4

Progress on 2016 recommendations

This chapter outlines progress with the recommendations made in last year's annual report, which were endorsed by the Warwickshire Health and Wellbeing Board in September 2016. Great progress has been made in a relatively short period of time. It is expected that further progress will be made throughout 2017/18 as partners continue to work together.



Recommendation	Progress
<p>Recommendation 1 - Sustainability & Transformation Plan (STP)</p> <p>I recommend that the Health & Wellbeing Board (HWBB) does all it can to ensure that the local STPs:</p> <ul style="list-style-type: none"> acknowledge their individual organisational responsibilities to focus on prevention and early intervention. 	<ul style="list-style-type: none"> The STP is now locally called the 'Better Health, Better Care, Better Value, Coventry & Warwickshire's, Sustainability & Transformation Partnership' (STP). The plan includes a 'Proactive and Preventative' workstream that explicitly focuses on ensuring that prevention and early intervention are everyone's business. The HWBB have agreed that they have a critical role in delivering this programme of work, providing a more unified approach across the public sector. This focus on prevention has been ratified by the HWBB.
<p>Recommendation 2 - Community Capacity</p> <p>I recommend that all statutory partners with health and wellbeing responsibilities across Warwickshire:</p> <ul style="list-style-type: none"> develop a coordinated comprehensive asset based approach to community capacity; recognise and support the increasing role played by informal carers; ensure the voluntary sector is central to this asset based approach; engage with other 'community assets' - families, friends and local people who have the ability to support each other; and promote 'wellbeing' and empower people to find solutions to improve their health and wellbeing. 	<ul style="list-style-type: none"> Developing community capacity is a key part of the county council's transformation programme to 2020.¹ Building community capacity improves the ability of a community and its members to cope with adverse circumstances and to adapt positively to change, so the community can thrive. WCC work to support residents and community groups in utilising community assets including, the development of three proof of concept community hubs and improved information and advice, enabling people to become more resilient and knowledgeable, making it easier for them to access support at an early stage. The STP, Out of Hospital Programme encompasses community capacity building as a core feature and this links to the work of the local authorities.⁷⁸

Recommendation 3 - Place based working

I recommend that the HWBB partners:

- renew their commitment to place-based working to improve health and wellbeing;
- promote and challenge the STP to acknowledge and embed this place-based working at the core of their plans; and
- engage with local government assets such as housing, transport and planning to develop a healthy places approach.

The HWBB have endorsed a new 'place-based' approach to the delivery of the Joint Strategic Needs Assessment (JSNA).⁷⁹

- The JSNA provides the evidence base for understanding the current and future needs and assets of the local population.
- The new approach will focus on understanding need and assets on a geographical basis.
- 22 geographies have been endorsed by the HWBB, in consultation with a wide range of partners and stakeholders.
- This approach aligns with the requirement to inform the STP 'Proactive & Preventative' workstream, which seeks to build integrated services around populations of 30,000 – 50,000.
- A set of profiles will be produced to provide a summary of relevant intelligence reflecting the health and wellbeing of the local population. These profiles will then be followed by the production of detailed needs assessments for each area, enabling health and wellbeing partners to commission the most appropriate services for each locality.
- For example, the Health and Wellbeing 'hubs' will use this evidence base to inform the development of their offer in each of the geographical areas.

Recommendation 4 - Making Every Contact Count (MECC)

I recommend the HWBB partners:

- commit to the principles of MECC;
- promote the MECC approach;
- ensure all front line staff are trained in the Five Ways to Wellbeing/MECC approach and feel confident to have the conversation, where appropriate; and
- include Five Ways to Wellbeing/MECC as an essential element of the induction programme for new staff.

- MECC is an evidence-based behaviour change technique where front line practitioners use everyday conversations to encourage and support people to lead healthier lifestyles. Warwickshire County Council, Public Health have developed a refreshed MECC training programme - online and face to face - for frontline practitioners in Warwickshire.⁸⁰ This training will be available to HWBB organisations in 2017/18.
- MECC is a key part of the 'Proactive and Preventative' workstream which has been approved as part of the STP and commissioners are increasingly including MECC training for front line staff in contracts for services.
- The HWBB have committed to supporting the MECC approach in 2017/18.

Recommendation 5 - The workplace

I recommend that all statutory partners in Warwickshire:

- sign up to the 'Workplace Wellbeing charter' (or equivalent);
- promote adoption of the charter through the Local Enterprise Partnership (LEP) and the Chamber of Commerce; and
- encourage a similar commitment from partners across the combined authority area.

- Workplace wellbeing is a feature in the 'Proactive and Preventative' workstream of the STP across Coventry and Warwickshire which will create the framework for supporting wellbeing in the workplace. Some progress has been made for example, Warwick District Council have achieved the 'Workplace Wellbeing Charter' and other organisations have internal programmes to promote staff health, including lunchtime walks and joint work with occupational health services.
- Work is in progress to develop workplace MECC champions creating a network of people to support workplace wellbeing.

Glossary

Alcohol-related conditions (narrow) - primary diagnosis is an alcohol-attributable code or a secondary diagnosis is an alcohol-attributable external cause code.

Blue Badge - the Blue Badge scheme helps those with severe mobility problems entitling them to park close to where they need to go.

Breastfeeding initiation - babies given breast milk in the first 48 hours after delivery.

Black and Minority Ethnic (BME) groups - population classified as being from Black and Minority Ethnic groups.

Children Looked After - a child is looked after by a local authority if a court has granted a care order to place a child in care, or a council's children's services department has cared for the child for more than 24 hours.

Clinical Commissioning Group (CCG) - NHS organisations set up by the Health and Social Care Act 2012 to organise the delivery of NHS services in England.

Commissioning (Public Health) - planning, setting up and contracting of a service.

Deprivation - covers a broad range of issues and refers to unmet needs caused by a lack of resources of all kinds, not just financial. The English Indices of Deprivation 2015 use 38 separate indicators, organised across seven distinct domains of deprivation which can be combined, using appropriate weights, to calculate the Index of Multiple Deprivation 2015 (IMD 2015). This is an overall measure of multiple deprivation experienced by people living in an area.

Equality - ensuring that every individual has an equal opportunity to make the most of their lives and talents, and believing that no one should have poorer life chances.

Equality Impact Assessment (EqIA) - a process designed to ensure that a policy, project or scheme does not discriminate against those who belong to protected groups.

Excess weight - overweight including obese

Female genital mutilation (FGM) - is the complete or partial removal or alteration of external genitalia and is mostly carried out on young girls between infancy and 15 years.

Fuel Poverty - households are considered to be fuel poor where they have fuel costs that are above average and were they to spend that amount, they would be left with a residual income below the official fuel poverty line.

Grooming - when someone builds an emotional connection with a child to gain their trust for the purposes of sexual abuse, sexual exploitation or trafficking.

Health inequalities - differences in health outcomes between people or groups due to social, geographical, biological or other factors.

Health intervention - the action or process of intervening, which could relate to commissioning a service for disadvantaged populations, in an attempt to address a particular issue.

Health outcome - a change in the health status of an individual, group or population.

Healthy life expectancy at birth - the average number of years a person would expect to live in good health based on current mortality rates and prevalence of self-reported good health.

Honour based violence - is violence committed to protect or defend the 'honour' of a family and/or community where young women are the most common targets and can, in extreme cases, include murder.

Hypertension - high blood pressure (as a general guide this is considered to be 140/90mmHg or higher).

Incidence - the number of new events e.g. new cases of disease in a defined population within a specified time period.

LGBT - lesbian, gay, bisexual, and transgender.

Life expectancy at birth - the average number of years a person would expect to live based on current mortality rates.

Local Authority - an organisation that is responsible for public services and facilities in a particular area.

Long-term unemployment - those residents claiming job seekers allowance for over 12 months.

Low birth weight - recorded birth weight under 2500g.

Low-income families - families in receipt of out of work benefits or tax credits where their reported income is less than 60% of the national median income.

National Institute for Health and Care Excellence (NICE) - a public body that develops guidance, standards and information on high quality health and social care.

Obese - Adults are defined as obese if their body mass index (BMI) is greater than or equal to 30kg/m². In children, obesity is defined as BMI greater than or equal to the 95th centile for population monitoring, or the 98th centile for clinical assessment (UK90 BMI reference).

Overweight - Adults are defined as overweight if their BMI is greater than or equal to 25kg/m². In children, overweight is defined as BMI greater than or equal to the 85th centile for population monitoring, or the 91st centile for clinical assessment (UK90 BMI reference).

Physically active adults - at least 150 minutes of moderate intensity physical activity per week.

Physically inactive adults - less than 30 minutes of at least moderate intensity physical activity per week.

Poverty - those whose lack of resources forces them to live below a publicly agreed minimum standard.

Prevalence - measures existing cases of disease and is expressed as a proportion e.g. 1% of the population or as a rate per 1,000 or per 100,000.

Protected groups - are identified in the Equality Act 2010 as sharing a particular characteristic against which it is illegal to discriminate. The groups are age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion and belief, sex and sexual orientation.

Public Sector Equality Duty - requires public bodies to have due regard to the need to eliminate discrimination, advance equality of opportunity and foster good relations between different people when carrying out their activities through a focus on those with protected characteristics.

Quality and Outcomes Framework (QOF) - a system for the quality improvement and payment of general practitioners in the NHS.

Quality assurance - part of quality management focused on providing confidence that quality requirements will be fulfilled (ISO 9000).

Screening coverage - the proportion of the resident population eligible for a screening programme (e.g. bowel, breast, cervical) who were screened adequately within a specified time period.

Socio-economic - relating to or concerned with the interaction of social and economic factors.

Special educational needs and disabilities (SEND) - can affect a child or young person's ability to learn. They can affect their:

- behaviour or ability to socialise, for example they struggle to make friends
- reading and writing, for example because they have dyslexia
- ability to understand things
- concentration levels, for example because they have attention deficit hyperactivity disorder (ADHD)
- physical ability

Stakeholder - in terms of business, an organisation interested in your area of work, or a 'partner'.

Unaccompanied Asylum Seeking Child - a child who is applying for asylum in their own right and is separated from both parents and is not being cared for by an adult who in law or by custom has responsibility to do so.

Warwickshire Health and Wellbeing Board (HWBB) - the board is a statutory committee of the county council with members from the county council (Social Care and Public Health), clinical commissioning groups, district & borough councils, the Police & Crime Commissioner, NHS Provider Trusts, Healthwatch Warwickshire and NHS England. Its primary purpose is to provide strategic direction and develop shared outcomes for improving health and wellbeing in Warwickshire.

Warwickshire County Council, Public Health

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warwickshire.gov.uk/publichealth

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References are available online:

warwickshire.gov.uk/publichealthannualreport



Warwickshire
County Council

Health and Wellbeing Working Party

Minutes

14 September 2017

Present Cllr. Bell (Chairman) and Cllr. Chambers
 Rachel Robinson (WCC), Simon Powell, Becky Evans, Richard Dobbs, Chris Jones and Emma McKay (all NWBC)

Apologies for Absence Cllr. Smith

Item	Notes	Action
2	<p>Minutes of the Last Meeting (15 June 2017)</p> <p>The minutes of the previous meeting, which had been considered and accepted by the Community and Environment Board in July 2017, were agreed as an accurate record of the proceedings.</p> <p>Matters Arising</p> <p>None.</p>	
3	<p>Disabled Go</p> <p>Further to the recent presentation to Councillors, RD provided the Working Party with an update on the associated Disabled Go process. The Borough Council will be commissioning Disabled Go to undertake an audit on the accessibility of public and other buildings in North Warwickshire. The audit could also include events, country parks and formal open spaces. The proposal was endorsed by the Working Party and it was hoped that Disabled Go would be able to commence its work in the New Year.</p> <p>Changing Places is a national initiative that offers capital funding, through the County Council, to provide severely disabled people with a publicly accessible place in which to get changed. An initial review of potential locations for a changing space in Atherstone had been undertaken (One Stop Shop, Atherstone Leisure Complex, etc.). BE and CJ would meet with the relevant County Council Officer (CL) to progress the project.</p>	<p>RD / CJ</p> <p>BE / CJ</p>
4	<p>North Warwickshire Cycle Way</p> <p>As an outcome of both the Aviva Women's Tour and the production of a Destination Management Plan for North Warwickshire and Hinckley and Bosworth, a scheme had been developed to re-establish the North Warwickshire Cycle Way and to additionally develop three family cycle routes around Kingsbury Water Park. The Cycle Way, which had been informally</p>	

Item	Notes	Action
	<p>Future Meeting Dates (all at 10:00am)</p>	
	<p>07 December 2017: (Dr Khan, Bernie Lee, Lori Harvey, Fitter Futures, #onething, Public Health Annual Report)</p>	
	<p>08 February 2018: (Planning)</p>	

Agenda Item No 12

Community and Environment Board

16 October 2017

Report of the Assistant Director (Streetscape)

The Arcade, Atherstone

1 Summary

- 1.1 This report presents Members with a copy of the annual report on the community use of The Arcade, Atherstone, submitted by Atherstone Town Council.

Recommendation to the Board:

That the report be noted.

2 Background

- 2.1 The sale of the Arcade to Atherstone Town Council was completed on 20 December, 2013. The sale agreement included a covenant which requires the Town Council to ensure that all reasonable efforts are made to allow and encourage community use of the property (such use to include but not be limited to the use of offices or retain units within the property in general for training events, public meetings and meetings by community groups, local clubs, charities, voluntary organisations, parish councils etc.).
- 2.2 The covenant also requires the Town Council to submit an annual report demonstrating such encouragement of said community use. As a result, the Clerk to Atherstone Town Council has compiled a report on Community Use of The Arcade which is attached at Appendix A. Previously, such reports were considered by Resources Board, but it was resolved by that Board on 1 June 2015 to pass that responsibility to the Community and Environment Board given the focus on Community use.

3.0 Report Implications

3.1 Equality Implications

- 3.1.1 The report from Atherstone Town Council highlights an improved provision of a toilet and kitchen facility on the ground floor of the Arcade which is compliant with current standards for accessibility.

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



Atherstone Town Council

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20th September 2017

Richard Dobbs
Assistant Director
Streetscape
North Warwickshire Borough Council

REPORT FROM ATHERSTONE TOWN COUNCIL REGARDING COMMUNITY USE IN THE ARCADE BUILDING

Dear Richard,

In accordance with the agreement made, during the purchase of the Arcade, 71-73 Long Street, Atherstone, the Town Council is required to submit an annual report to NWBC, demonstrating its ongoing commitment to community use.

This report covers the period from February 2015 to date and was approved at the Town Council meeting of 20th September 2017

Unit 7 was let to the Friends of Atherstone Heritage until April 2017 when they vacated the unit. This was at a peppercorn rent, with the service charge being covered by the Town Council.

The unit was advertised inviting applications to lease this unit for both community or retail use including charitable organisations. The only interest was for retail use and it was let to Mason Osborne in June 2017 for a bespoke menswear shop.

The Town Council engaged an architect to produce a design for the installation of a DDA compliant toilet and kitchen facility, downstairs, this is now in place and the downstairs tenants no longer have use of upstairs space.

Regarding the general upkeep of the building, roofing work and repairs to the flat roof between the rear of the upstairs and the front office was carried out in September 2016.

The inside of the arcade has been re painted and quotations have been approved to paint the outside rear of the arcade, work to commence soon.

There is currently a Town Council Arcade Working Group in place exploring options of a financially viable project to refurbish the upstairs of the arcade for community use.

Kind Regards

Odette Ghent
Town Clerk

Agenda Item No 13

Community and Environment Board

16 October 2017

Report of the Assistant Director (Streetscape)

The Controlled Waste (England and Wales) Regulations 2012

1 Summary

- 1.1 This report sets out how waste arising from different types of premises is classified under the Controlled Waste (England and Wales) Regulations 2012. It explains the charges for collection and disposal which local authorities can apply to such waste and how waste arising from different types of non-domestic premises is charged for at present by North Warwickshire Borough Council.

Recommendations to the Board

That Members note the contents of this report.

2 Background

- 2.1 The Borough Council collects waste from a number of different types of property across North Warwickshire. As well as domestic waste from residential properties and trade waste from commercial premises, the Council also collects waste from premises which are neither typically domestic nor wholly commercial. Such collections are referred to historically as 'Schedule 2' properties (in reference to the list of property/waste types defined in the original Controlled Waste Regulations 1992).
- 2.2 The original regulations did not allow for Waste Disposal Authorities such as Warwickshire County Council to levy a charge for disposal on certain types of non-domestic premises. In response to the significant increases in waste disposal costs and landfill tax rises over many years, the Government introduced the Controlled Waste (England and Wales) Regulations 2012 in order to produce a comprehensive and definitive schedule of non-domestic premises and the associated waste collection and disposal charges which can be levied in each case. A copy of the regulations is attached at Appendix A.
- ...
- 2.3 The question of how waste from non-domestic premises is charged in North Warwickshire and whether the charging framework is applied consistently across the Borough has been raised previously by the Opposition Spokesperson for Community and Environment. This report sets out the way such waste is classified and charged for within North Warwickshire.

3 Premises Covered by the Regulations

- 3.1 The Controlled Waste (England and Wales) Regulations 2012 classifies the types of non-domestic premises which produce household, commercial or industrial waste and the charges which may be applied by the relevant local authority for collecting, treating and disposing of such waste.
- 3.2 A complete list of the types of premises covered by the legislation is contained in Appendix A, but broadly it includes:
- A residential hostel which provides accommodation only to persons with no other permanent address or who are unable to live at their permanent address is household waste
 - A charity shop selling donated goods originating from domestic property is household waste
 - Premises used wholly or mainly for public meetings is household waste
 - Domestic property used in the course of a business for the provision of self-catering accommodation is commercial waste
 - Premises occupied by a charity and wholly or mainly used for charitable purposes is commercial waste
 - Premises occupied by a club, society or any association of persons in which activities are conducted for the benefit of the members is commercial waste
 - Premises occupied by a government department, a local authority, a person appointed by or under any enactment to discharge public functions is commercial waste

4 Charges Which Can Be Levied

- 4.1 The Controlled Waste Regulations set out what charges can be levied on household waste from different types of non-domestic premises. In summary, these include:
- Waste from premises used wholly or mainly for public meetings can be charged for collection, but not for disposal
 - Waste from a residential hostel which provides accommodation only to persons with no other permanent address or who are unable to live at their permanent address can be charged for collection, but not disposal
 - Waste from a charity shop selling donated goods originating from domestic property, or a charity or other not for profit body, which collects goods for re-use or waste to prepare for re-use from domestic property, can be charged for both collection and disposal
 - Waste from a residential home or land belonging to or wholly or mainly used in connection with a residential home can be charged for both collection and disposal

- Waste from premises forming part of a university, school or other educational establishment can be charged for both collection and disposal
- Waste from premises forming part of a hospital or nursing home except for waste from a residential hostel forming such part which provides accommodation only to persons with no other permanent address can be charged both collection and disposal

4.2 The regulations also state that all clinical waste (medical) is to be considered as industrial waste but that the following should apply in all cases: "Clinical waste and offensive waste produced at a domestic property, a residential home, a caravan or a vehicle or vessel used wholly for the purposes of living accommodation is to be treated as household waste, except that where such a vehicle or vessel is used in the course of a business for the provision of self-catering accommodation, such waste is to be treated as commercial waste".

5 Charges Levied by North Warwickshire Borough Council

5.1 The charges levied by North Warwickshire Borough Council on 'Schedule 2' waste comprise three parts, not all of which are applied in every circumstance:

- A collection charge - applied to each bin, covering labour, vehicle and administrative costs
- A disposal charge - to cover the costs of disposal charged by Warwickshire County Council (this could be for household waste, commercial waste, industrial waste or clinical/medical waste)
- A hire charge - for the rental of the bins that contain the waste we collect, plus an administrative charge (A handful of trade customers own their own bins. Hire charges also cover the repair and replacement of the bins).

5.2 We currently collect non-domestic household or commercial waste from 61 chargeable, 'Schedule 2' premises:

- 14 x Community Centres/Village Halls/Day Centres/Memorial Halls
 - All are charged collection
 - All are charged for disposal
 - All but 3 are charged for container hire
- 16 x Care Home/Residential Home/Nursing Home/Children's Home/Social Care
 - All are charged collection
 - All are charged disposal
 - All are charged for container hire

- 3 x Charities
 - All are charged collection
 - All are charged disposal
 - All are charged for container hire
- 28 x Schools
 - All are charged collection
 - None is charged for disposal
 - All are charged for container hire

5.3 There are almost certainly a number of 'Schedule 2' properties that are not on our database, as they are not collected by our trade crew (probably collected by our domestic waste crews on their regular rounds). Officers are carrying out a study of all crew collections to ensure that we can pass on the correct charges for collection, disposal and container hire to all relevant people/organisations. We contact each of them individually, as and when we become aware of them in order to create a cost plan that covers the provision of the service required.

5.4 Officers are currently reviewing the charges for the hire of containers at all schedule 2 properties and all other trade customers to ensure that everyone is treated equally and to check that the information on our database is correct.

6 **Report Implications**

6.1 **Finance and Value for Money Implications**

6.1.1 The various 'Schedule 2' collections raise revenue income of around £32,000 per annum.

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

2012 No. 811

**ENVIRONMENTAL PROTECTION, ENGLAND AND
WALES**

The Controlled Waste (England and Wales) Regulations 2012

Made - - - - - *12th March 2012*

Laid before Parliament *15th March 2012*

Laid before the National Assembly for Wales *15th March 2012*

Coming into force - - - *6th April 2012*

The Secretary of State is designated(a) for the purposes of the European Communities Act 1972(b) in relation to the environment. The Welsh Ministers are designated(c) for the purposes of that Act in relation to the prevention, reduction and management of waste.

The Secretary of State, in relation to England, and the Welsh Ministers, in relation to Wales, in exercise of the powers conferred by section 2(2) of the European Communities Act 1972 and sections 45(3), 75(7)(d) and (8) and 96(2)(b) of the Environmental Protection Act 1990(d), make the following Regulations.

Citation, extent and commencement

1.—(1) These Regulations may be cited as the Controlled Waste (England and Wales) Regulations 2012.

(2) They extend to England and Wales.

(3) They come into force on 6th April 2012.

Interpretation

2. In these Regulations—

“the Act” means the Environmental Protection Act 1990;

“Directive waste” means anything that—

(a) is waste within the meaning of Article 3(1) of Directive 2008/98/EC of the European Parliament and of the Council on waste and repealing certain Directives(e); and

(a) S.I. 2008/301.

(b) 1972 c. 68. Section 2(2) was amended by section 27(1)(a) of the Legislative and Regulatory Reform Act 2006 (c. 51) and by section 3(3) of, and Part 1 of the Schedule to, the European Union (Amendment) Act 2008 (c. 7).

(c) S.I. 2010/1552.

(d) 1990 c. 43. Functions of the Secretary of State under sections 45, 75 and 96, so far as exercisable in relation to Wales, were transferred to the National Assembly for Wales by article 2 of, and Schedule 1 to, S.I. 1999/672. Those functions were then transferred to the Welsh Ministers by section 162 of, and paragraph 30 of Schedule 11 to, the Government of Wales Act 2006 (c. 32).

(e) OJ No L 312, 22.11.08, p3.

- (b) is not excluded from the scope of that Directive by Article 2(1), (2) or (3);
“septic tank sludge” and “sludge” have the meaning given in regulation 2(1) of the Sludge (Use in Agriculture) Regulations 1989(a).

Waste which is not to be treated as household waste, industrial waste or commercial waste

3.—(1) Waste which is not Directive waste is not to be treated as household waste, industrial waste or commercial waste for the purposes of Part 2 of the Act.

(2) The following waste (where it is Directive waste) is not to be treated as household waste, industrial waste or commercial waste for the purposes of Part 2 of the Act—

- (a) sewage, sludge or septic tank sludge which is treated, kept or disposed of (otherwise than by means of mobile plant) within the curtilage of a sewage treatment works as an integral part of the operation of those works;
- (b) sludge which is supplied or used in accordance with the Sludge (Use in Agriculture) Regulations 1989;
- (c) septic tank sludge which is used on agricultural land within the meaning of those Regulations.

(3) Animal by-products (where they are Directive waste) which are collected and transported in accordance with Article 21(1) to (3) of the Animal By-Products Regulation are not to be treated as household waste, industrial waste or commercial waste for the purposes of section 34 of the Act.

(4) In this regulation—

- (a) “animal by-products” has the meaning given in Article 3(1) of the Animal By-Products Regulation;
- (b) “the Animal By-Products Regulation” means Regulation (EC) No 1069/2009 of the European Parliament and of the Council laying down health rules as regards animal by-products and derived products not intended for human consumption and repealing Regulation (EC) No 1774/2002 (Animal by-products Regulation)(b).

Household, industrial and commercial waste

4. Subject to regulation 3, Schedule 1 (household, industrial and commercial waste) has effect.

Litter and refuse

5. Part 2 of the Act has effect as if references to controlled waste collected under section 45 include references to litter and refuse collected under sections 89(1)(a) and (c), 92(9) and 92C(3) of the Act(c).

Amendments to other legislation

6. Schedule 2 (amendments to other legislation) has effect.

Revocation

7. The following Regulations are revoked in England and Wales—

- (a) the Waste Management Licensing (Amendment etc.) Regulations 1995(d);

(a) S.I. 1989/1263, to which there are amendments not relevant to these instruments.

(b) OJ No L 300, 14.11.09, p1, amended by Directive 2010/63/EU of the European Parliament and of the Council (OJ No L 276, 20.10.10, p33).

(c) A relevant amendment to section 92 was made by the Anti-social Behaviour Act 2003 (c. 38), section 56(1). Section 92C was inserted by the Clean Neighbourhoods and Environment Act 2005 (c. 16), section 20(2).

(d) S.I. 1995/288, amended by S.I. 2007/3538.

(b) the Controlled Waste Regulations 1992(a).

12th March 2012

Taylor of Holbeach
Parliamentary Under Secretary of State
Department for Environment, Food and Rural Affairs

12th March 2012

John Griffiths
Minister for Environment and Sustainable Development
One of the Welsh Ministers

SCHEDULE 1

Regulation 4

Household, industrial and commercial waste

Interpretation

1. In this Schedule—

“camp site” means land on which tents are pitched for the purpose of human habitation and land the use of which is incidental to that purpose;

“charity shop” means a hereditament used wholly or mainly for the sale of goods donated to a charity where the proceeds of sale (after deduction of expenses) are applied for the purposes of a charity;

“clinical waste” means waste from a healthcare activity (including veterinary healthcare) that—

- (a) contains viable micro-organisms or their toxins which are known or reliably believed to cause disease in humans or other living organisms,
- (b) contains or is contaminated with a medicine that contains a biologically active pharmaceutical agent, or
- (c) is a sharp, or a body fluid or other biological material (including human and animal tissue) containing or contaminated with a dangerous substance within the meaning of Council Directive 67/548/EEC on the approximation of laws, regulations and administrative provisions relating to the classification, packaging and labelling of dangerous substances(b),

and waste of a similar nature from a non-healthcare activity;

“composite hereditament” has the same meaning as in section 64(9) of the Local Government Finance Act 1988(c);

“construction” includes improvement, repair or alteration;

“factory” has the meaning given in section 175 of the Factories Act 1961(d);

“general medical practitioner” means a person registered in the General Practitioner Register kept by the General Medical Council under section 34C of the Medical Act 1983(e);

“gypsies and travellers”—

- (a) in relation to England, has the same meaning as in regulation 2 of the Housing (Assessment of Accommodation Needs) (Meaning of Gypsies and Travellers) (England) Regulations 2006(f);

(a) S.I. 1992/588, amended by S.I. 1994/1056, 1995/288, 2005/22, 2900, 2006/937 and 2007/3538.

(b) OJ No 196, 16.8.67, P 1 (OJ/SE: Series I, Chapter 1967, P 234), last amended by Directive 2009/2/EC (OJ No L 11, 16.1.09, p6).

(c) 1988 c. 41.

(d) 1961 c. 34. Section 175(2) was amended by S.I. 1983/978, regulation 3(1) and Schedule 1.

(e) 1983 c. 54. Section 34C was inserted by S.I. 2010/234, article 4 and Schedule 1, paragraph 10.

(f) S.I. 2006/3190.

(b) in relation to Wales, has the same meaning as in regulation 2 of the Housing (Assessment of Accommodation Needs) (Meaning of Gypsies and Travellers) (Wales) Regulations 2007(a);

“hazardous waste”—

(a) in relation to England, has the meaning given in regulation 6 of the Hazardous Waste (England and Wales) Regulations 2005(b);

(b) in relation to Wales, has the meaning given in regulation 6 of the Hazardous Waste (Wales) Regulations 2005(c);

“not for profit body” means a body which, by virtue of its constitution or any enactment—

(a) is required (after payment of outgoings) to apply the whole of its income, and any capital which it expends, for charitable or public purposes; and

(b) is prohibited from directly or indirectly distributing among its members any part of its assets (otherwise than for charitable or public purposes);

“offensive waste” means waste that—

(a) is not clinical waste,

(b) contains body fluids, secretions or excretions, and

(c) falls within code 18 01 04, 18 02 03 or 20 01 99 in Schedule 1 to—

(i) the List of Wastes (England) Regulations 2005(d), in relation to England, or

(ii) the List of Wastes (Wales) Regulations 2005(e), in relation to Wales;

“place of worship” means a hereditament exempt from local non-domestic rating by virtue of paragraph 11 of Schedule 5 to the Local Government Finance Act 1988(f);

“scientific research association” has the meaning given in section 469 of the Corporation Tax Act 2010(g);

“scrap metal” has the meaning given in section 9(2) of the Scrap Metal Dealers Act 1964(h);

“vessel” includes a hovercraft within the meaning of section 4(1) of the Hovercraft Act 1968(i);

“waste oil” means any mineral or synthetic lubrication or industrial oil which is unfit for its original purpose.

Sources of household, industrial and commercial waste

2.—(1) This paragraph describes waste which is to be treated as household waste, industrial waste or commercial waste because of the place where it is produced.

(2) The second column of the table describes the places at which waste is produced.

(3) The waste must be treated for the purposes of Part 2 of the Act as the type of waste mentioned in the third column, subject to any exception in the fourth column.

(4) But in a case where paragraph 3 or 4(3) requires waste to be treated inconsistently with subparagraph (3), the requirements of those paragraphs take precedence.

(a) S.I. 2007/3235 (W. 285).

(b) S.I. 2005/894, to which there are amendments not relevant to these Regulations.

(c) S.I. 2005/1806 (W. 138), to which there are amendments not relevant to these Regulations.

(d) S.I. 2005/895, to which there are amendments not relevant to these Regulations.

(e) S.I. 2005/1820 (W. 148), to which there are amendments not relevant to these Regulations.

(f) Paragraph 11 was amended by the Local Government Finance Act 1992 (c. 14), section 104 and paragraph 3 of Schedule 10.

(g) 2010 c. 4.

(h) 1964 c. 69. Section 9(2) was amended by the Local Government Act 1972 (c. 70), section 272(1) and Schedule 30 and by the Statute Law (Repeals) Act 1993 (c. 50).

(i) 1968 c. 59.

Classification by place of production

<i>No.</i>	<i>Description</i>	<i>Classification</i>	<i>Exceptions</i>
1	Private storage premises used wholly or mainly for the storage of articles of domestic use	Household waste	
2	Land belonging to or used wholly or mainly in connection with domestic property or a caravan where waste from that property or caravan is to be treated as household waste	Household waste	
3	A private garage	Household waste	Where the garage has a floor area exceeding 25m ² or is not used wholly or mainly for the accommodation of a private motor vehicle, the waste is to be treated as commercial waste
4	A vehicle or vessel used wholly for the purposes of living accommodation	Household waste	Where the vehicle or vessel is used in the course of a business for the provision of self-catering accommodation, the waste is to be treated as commercial waste
5	A place of worship	Household waste	
6	A residential hostel which provides accommodation only to persons with no other permanent address or who are unable to live at their permanent address	Household waste	
7	A penal institution	Household waste	
8	A charity shop selling donated goods originating from domestic property	Household waste	
9	A caravan or mobile home site for gypsies and travellers	Household waste	
10	Premises used wholly or mainly for public meetings	Household waste	
11	Domestic property used in the course of a business for the provision of self-catering accommodation	Commercial waste	
12	A caravan— (a) used in the course of a business for the provision of self-catering accommodation, or (b) which is not allowed to be used for human habitation throughout the year by virtue	Commercial waste	

<i>No.</i>	<i>Description</i>	<i>Classification</i>	<i>Exceptions</i>
	of a licence or planning permission		
13	Premises occupied by a charity and wholly or mainly used for charitable purposes	Commercial waste	Where the waste is from a place of worship or from premises used wholly or mainly for public meetings, it is to be treated as household waste
14	A camp site or a tent pitched on land other than a camp site	Commercial waste	Where the waste is from domestic premises at a camp site, it is to be treated as household waste
15	A royal palace	Commercial waste	
16	Premises occupied by a club, society or any association of persons in which activities are conducted for the benefit of the members	Commercial waste	
17	Premises occupied by— (a) a court; (b) a government department; (c) a local authority; (d) a person appointed by or under any enactment to discharge public functions; (e) a body incorporated by Royal Charter	Commercial waste	Waste classified as household waste or industrial waste because it is from a place— (a) otherwise described in this table (except for entry 27); or (b) described in section 75(5) or (6) of the Act (household waste or industrial waste)
18	A hotel	Commercial waste	
19	Any part of a composite hereditament used for the purposes of a trade or business	Commercial waste	
20	A market or fair	Commercial waste	
21	The practice of a general medical practitioner	Commercial waste	
22	A workshop or similar premises which is not a factory only because— (a) those working there are not employees; or (b) the work carried on there is not carried on by way of trade or for purposes of gain	Industrial waste	Where the principal activities at the premises are computer operations or the copying of documents by photographic or lithographic means the waste is to be treated as commercial waste
23	Waste from a laboratory	Industrial waste	

<i>No.</i>	<i>Description</i>	<i>Classification</i>	<i>Exceptions</i>
24	Waste from a scientific research association	Industrial waste	
25	Waste from premises used for the breeding, boarding or stabling of animals	Industrial waste	
26	Waste imported into England or Wales	Industrial waste	
27	Directive waste from a place (including any vehicle, vessel or aircraft) not otherwise described in this table or in section 75(5) or (7) of the Act(a) (household waste and commercial waste)	Industrial waste	

Nature of waste and activities producing waste

3.—(1) This paragraph describes waste which is to be treated as household waste, commercial waste or industrial waste because of its nature or the activity which produces it notwithstanding the place where it is produced.

(2) The second column of the table describes the nature of the waste or the activity which produces it.

(3) The waste must be treated for the purposes of Part 2 of the Act as the type of waste mentioned in the third column, subject to any exception in the fourth column.

(4) But in a case where paragraph 4(3) requires waste to be treated inconsistently with subparagraph (3), the requirements of that paragraph take precedence.

Classification by nature of waste or activity producing waste

<i>No.</i>	<i>Description</i>	<i>Classification</i>	<i>Exceptions</i>
1	Waste arising from the discharge of duties under section 89(1)(a), (c) or (f) of the Act (duties to collect litter and refuse)	Household waste	
2	Waste arising from the discharge by a local authority of its duty under section 89(2) of the Act (duty to ensure highways and roads are kept clean)	Household waste	
3	Waste arising from the discharge of duties under sections 89(1)(d), 92(9), 92C(3) and 93 of the Act(b) (duties and powers in relation to the collection of litter and refuse)	Commercial waste	
4	Waste collected under section 22(3) of the Control of Pollution Act 1974(c) (street cleaning)	Commercial waste	
5	Waste arising from the discharge of	Industrial	

(a) Section 75(7) was amended by S.I. 2006/937.

(b) Section 92C was inserted by the Clean Neighbourhoods and Environment Act 2005, section 20(2).

(c) 1974 c. 40.

<i>No.</i>	<i>Description</i>	<i>Classification</i>	<i>Exceptions</i>
	duties under section 89(1)(b) and (e) of the Act (duties to collect litter and refuse)	waste	
6	Waste arising from the discharge by the Secretary of State or the Welsh Ministers of the duty under section 89(2) of the Act ^(a) (duty to ensure highways and roads are kept clean)	Industrial waste	
7	<p>Hazardous waste arising from the following activities carried on at premises used for the purposes of a trade or business—</p> <ul style="list-style-type: none"> (a) mixing or selling paints; (b) sign writing; (c) laundering or dry cleaning; (d) developing photographic film or making photographic prints; (e) selling petrol, diesel fuel, paraffin, kerosene, heating oil or similar substances; (f) selling pesticides, herbicides or fungicides 	Industrial waste	
8	Waste oil, waste solvent or scrap metal	Industrial waste	<p>Where the waste is produced at the following places it is to be treated as household waste—</p> <ul style="list-style-type: none"> (a) a residential home; (b) domestic property, a caravan or land belonging to or used in connection with such a place; (c) a private garage which has a floor area of 25m² or less or is used wholly or mainly for the accommodation of a private motor vehicle; (d) private storage premises used wholly or mainly for the storage of articles of domestic use; (e) a vehicle or vessel used wholly for the purposes of living accommodation, except

(a) Functions of the Secretary of State under section 89(2), so far as exercisable in relation to Wales, were transferred to the National Assembly for Wales by article 2 of, and Schedule 1 to, S.I. 1999/672. Those functions were then transferred to the Welsh Ministers by section 162 of, and paragraph 30 of Schedule 11 to, the Government of Wales Act 2006 (c. 32).

<i>No.</i>	<i>Description</i>	<i>Classification</i>	<i>Exceptions</i>
			where it is used in the course of a business for the provision of self-catering accommodation
9	Waste from construction or demolition works, including preparatory works	Industrial waste	The waste is to be treated as household waste for the purposes of section 34(2) and (2A) of the Act only (disapplication of section 34(1) and duty on the occupier of domestic property to transfer household waste only to an authorised person or for authorised transport purposes)
10	Septic tank sludge	Industrial waste	The waste is to be treated as household waste for the purposes of section 34(2) and (2A) of the Act only
11	Sewage	Industrial waste	
12	Clinical waste and offensive waste	Industrial waste	<p>Clinical waste and offensive waste produced at domestic property, a residential home, a caravan or a vehicle or vessel used wholly for the purposes of living accommodation is to be treated as household waste, except that where such a vehicle or vessel is used in the course of a business for the provision of self-catering accommodation, such waste is to be treated as commercial waste</p> <p>Clinical waste and offensive waste collected under section 22(3) of the Control of Pollution Act 1974 or section 89, 92(9), 92C(3) or 93 of the Act is to be treated as household waste or commercial waste in accordance with entries 1 to 6</p>

Household waste for which collection and disposal charges may be made

4.—(1) The second column of the table in this paragraph describes waste which is household waste (by virtue of section 75(5) of the Act) or waste which is to be treated as household waste (by virtue of paragraph 2 or 3).

(2) The third column indicates which household waste is prescribed for the purposes of section 45(3) of the Act (cases in respect of which a charge for collection may be made).

(3) Subject to sub-paragraphs (5) and (8), the fourth column indicates which waste must be treated as commercial waste for the purposes of the following provisions of the Act—

- (a) section 45(4) to the extent that it concerns liability to pay a reasonable charge for disposal of commercial waste and the recovery of such a charge; and
- (b) section 52(9) (which entitles waste disposal authorities to reimbursement by waste collection authorities in relation to costs incurred in arranging the disposal of commercial and industrial waste).

(4) Sub-paragraphs (5) to (8) apply in England only.

(5) Nothing in sub-paragraph (3) has the effect of making a person liable to pay a charge under section 45(4) of the Act for the disposal of waste if the first and second conditions are satisfied.

(6) The first condition is that no charge would have been payable under section 45(4) of the Act for the disposal of that waste had it been collected under section 45(1) of the Act before the coming into force of these Regulations.

(7) The second condition is that the waste is from a hereditament as regards which the person is subject to a non-domestic rate under section 45(1) of the Local Government Finance Act 1988(a), for which the chargeable amount payable is calculated in accordance with section 45(4A)(a) of that Act(b).

(8) In relation to entry 15 of the table (waste from premises forming part of a university, school or other educational establishment), nothing in sub-paragraph (4) has the effect of making a person liable to pay a charge under section 45(4) of the Act for the disposal of waste from premises forming part of—

- (a) a school maintained by a local authority (within the meaning of section 142(1) of the School Standards and Framework Act 1998(c)),
- (b) an institution within the further education sector (within the meaning of section 91 of the Further and Higher Education Act 1992(d)), or
- (c) an Academy (within the meaning of section 1(10) of the Academies Act 2010(e)),

if, immediately before the coming into force of these Regulations, the collection of waste from those premises was being undertaken pursuant to arrangements made under section 45(1) of the Act.

Collection and disposal charges

<i>No.</i>	<i>Description of household waste</i>	<i>Collection charge</i>	<i>Disposal charge</i>
1	Any article of waste which exceeds 25kg in weight	Yes	No, subject to entries 11 to 17
2	Any article of waste which does not fit or cannot be fitted into— (a) a receptacle for household waste provided in accordance with section 46 of the Act; or	Yes	No, subject to entries 11 to 17

- (a) 1988 c. 41. Relevant amendments were made by the Local Government and Housing Act 1989 (c. 42) section 139 and Schedule 5, paragraphs 23(2), 79(3), and by the Rating (Empty Properties) Act 2007 (c. 9), section 1(1).
- (b) The chargeable amount is calculated in accordance with section 45(4A)(a) where section 45(4B) applies: see article 2 of the Non-Domestic Rating (Small Business Rate Relief) (England) Order 2012 (S.I. 2012/148) for the conditions prescribed under subsection (4B)(a)(ii).
- (c) 1998 c. 31. Section 142(1) was amended by S.I. 2010/1158, article 5(1) and Schedule 2, Part 1, paragraph 10(1) and (2). There are other amendments to that section that are not relevant to this instrument.
- (d) 1992 c. 13. Section 91 was amended by the Learning and Skills Act 2000 (c. 21), sections 149 and 153, Schedule 9, paragraphs 1 and 42, and Schedule 11, and the Apprenticeships, Skills, Children and Learning Act 2009 (c. 22), section 125, Schedule 8, paragraphs 1 and 13(1) to (3).
- (e) 2010 c. 32. Section 1 has been amended, as from a date to be appointed, by the Education Act 2011 (c. 21), sections 52 and 53. Section 15(4) of the Academies Act 2010 provides that a reference to an Academy is to be read as including a reference to a city technology college and a city college for the technology of the arts.

<i>No.</i>	<i>Description of household waste</i>	<i>Collection charge</i>	<i>Disposal charge</i>
	(b) where no such receptacle is provided, a cylindrical container 750mm in diameter and 1m in length		
3	Garden waste	Yes	No, subject to entries 11 to 17
4	Dead domestic pets	Yes	No, subject to entries 11 to 17
5	Waste oil or grease	Yes	No, subject to entries 11 to 17
6	Asbestos	Yes	No, subject to entries 11 to 17
7	Waste which may not be put into a receptacle provided under section 46 of the Act because of a notice served under that section	Yes	No, subject to entries 11 to 17
8	Waste from premises used wholly or mainly for public meetings	Yes	No
9	Clinical waste and offensive waste produced at a domestic property, a caravan or a vehicle or vessel used wholly for the purposes of living accommodation	Yes	No
10	Waste from a residential hostel which provides accommodation only to persons with no other permanent address or who are unable to live at their permanent address	Yes	No
11	Waste from a charity shop selling donated goods originating from domestic property	Yes	Yes, but only to the extent that the waste originated from non-domestic property
12	Waste from premises occupied by— (a) a community interest company (being a company which is registered as such with the registrar of companies), or (b) a charity or other not for profit body, which collects goods for re-use or waste to prepare for re-use from domestic property	Yes	Yes, but only to the extent that the waste originated from non-domestic property
13	Litter and refuse collected under section 89(1)(f) of the Act	Yes	Yes
14	Waste from a residential home or land belonging to or wholly or mainly used in connection with a residential home	Yes	Yes
15	Waste from premises forming part of a university, school or other educational establishment	Yes	In Wales: yes In England: yes, subject to paragraph

<i>No.</i>	<i>Description of household waste</i>	<i>Collection charge</i>	<i>Disposal charge</i>
			4(8)
16	Waste from premises forming part of a hospital or nursing home except for waste from a residential hostel forming such part which provides accommodation only to persons with no other permanent address	Yes	Yes
17	Waste from a penal institution	Yes	Yes

SCHEDULE 2

Regulation 6

Amendments to other legislation

The Waste (Household Waste Duty of Care) (England and Wales) Regulations 2005

1. Omit regulation 4 of the Waste (Household Waste Duty of Care) (England and Wales) Regulations 2005(a).

The Waste (Household Waste Duty of Care) (Wales) Regulations 2006

2. Omit regulation 2(2) in the Welsh and English texts of the Waste (Household Waste Duty of Care) (Wales) Regulations 2006(b).

The Waste Management (England and Wales) Regulations 2006

3. Omit regulation 5 of the Waste Management (England and Wales) Regulations 2006(c).

The Environmental Permitting (England and Wales) Regulations 2007

4. Omit paragraphs 33 and 36 of Schedule 21 to the Environmental Permitting (England and Wales) Regulations 2007(d).

The Environmental Permitting (England and Wales) Regulations 2010

5. In regulation 2(1) of the Environmental Permitting (England and Wales) Regulations 2010(e), in the definition of "excluded waste operation", for "regulation 7(1) of the Controlled Waste Regulations 1992, substitute "regulation 3(2) of the Controlled Waste (England and Wales) Regulations 2012".

The Animal By-Products (Enforcement) (England) Regulations 2011

6. Omit paragraph 2 of Schedule 2 to the Animal By-Products (Enforcement) (England) Regulations 2011(f).

(a) S.I. 2005/2900.

(b) S.I. 2006/123 (W. 16).

(c) S.I. 2006/937, to which there are amendments not relevant to these Regulations.

(d) S.I. 2007/3538, to which there are amendments not relevant to these Regulations.

(e) S.I. 2010/675, to which there are amendments not relevant to these Regulations.

(f) S.I. 2011/881.

EXPLANATORY NOTE

(This note is not part of the Regulations)

These Regulations classify waste as household waste, industrial waste or commercial waste for the purposes of Part 2 of the Environmental Protection Act 1990 (“the Act”) and in consequence determine the meaning of “controlled waste” for the purposes of Part 2 of the Act (the definition of “controlled waste” is in section 75(4)).

They also prescribe the types of household waste for which a charge for collection may be made and provide that certain litter and refuse is to be treated under Part 2 in the same way as waste collected under section 45 of the Act.

Regulation 3 provides that certain waste is not to be classified as household, industrial or commercial waste, in particular waste which falls outside the scope of Directive 2008/98/EC on waste (OJ No L 312, 22.11.08, p3).

Regulation 4 gives effect to Schedule 1 which, read with section 75(5), (6) and (7) of the Act, establishes the classification of waste as household, industrial or commercial.

Paragraph 2 of Schedule 1 describes waste which is to be classified according to its place of production. It is subject to any inconsistent classification made by paragraphs 3 or 4.

Paragraph 3 of Schedule 1 describes waste which is to be classified according to its nature or the activity producing it. It is subject to any inconsistent classification made by paragraph 4.

Paragraph 4 of Schedule 1 prescribes household waste for which a collection charge may be made and specifies household waste which is to be treated as commercial waste only for the purposes of charging for disposal.

A full impact assessment of the effect that this instrument will have on the costs of business, the voluntary sector and the public sector is available from the Waste Programme, Department for Environment, Food and Rural Affairs, Ergon House, Horseferry Road, London SW1P 2AL and is published with the Explanatory Memorandum alongside the instrument on www.legislation.gov.uk.

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STATUTORY INSTRUMENTS

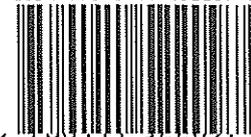
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**ENVIRONMENTAL PROTECTION, ENGLAND AND
WALES**

The Controlled Waste (England and Wales) Regulations 2012

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Agenda Item No 14

Community and Environment Board

16 October 2017

Report of the Chief Executive and the Deputy Chief Executive

Progress Report on Achievement of Corporate Plan and Performance Indicator Targets April – June 2017

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 June 2017.

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 first quarter position with the achievement of the Corporate Plan and Performance Indicator targets for 2017/18. This is the first report showing the progress achieved so far during 2017/18.

4 Progress achieved during 2017/18

- 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 June 2017/18 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 2017/18.

6 Overall Performance

- 6.1 The Corporate Plan performance report shows that 85% of the Corporate Plan targets and 64% of the performance indicator targets are currently on schedule to be achieved. The report shows that individual targets that have been classified as red, amber or green. Individual comments from the relevant division have been included where appropriate. The table below shows the following status in terms of the traffic light indicator status:

Corporate Plan

Status	Number	Percentage
Green	17	85%
Amber	3	15%
Red	0	0%
Total	20	100%

Performance Indicators

Status	Number	Percentage
Green	7	64%
Amber	4	36%
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

NWCP Community and Environment Board 17/18

	Action	Priority	Reporting Officer	Quarter 1 Update	Status	Direction
NWCP 017	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	 Green	
NWCP 018	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	1st Quarter cleanliness score for litter was 90%. A report on the street cleaning service will be considered by a future meeting of the C&E Board. Increased public awareness and social media campaigns are in the pipeline.	 Amber	
NWCP 028	To continue to work in partnership with other agencies to tackle health inequalities and specifically to co-ordinate the sustainable implementaton of the new corporate Health Improvement 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 Northern Warwickshire Health and Well-being Partnership	Improving Leisure & Wellbeing Opportunities	Simon Powell	The new corporate Health and Wellbeing Action Plan was endorsed by the C&E Board in March 2017. Its provisions and actions are being implemented through the direction provided by the Health and Wellbeing Working Party. Recent activity has included a "Big Day Out" held in Dordon in June 2017, advancement of a commitment to host a "Health Store" in Atherstone in response to the rise in teenage conceptions and the continued development of the Fitter Futures programme in the Borough	 Green	
NWCP 101	To commence implementation of the approved outcomes of the review of Leisure and Community Development services and to report to relevant Boards on progress by March 2018	Improving Leisure & Wellbeing Opportunities	Simon Powell	Receipt of the draft Green Space, Playing Pitch and Leisure Facilities Strategies is anticipated at the end of July 2017	 Green	
NWCP 102	Subsequent to completion of the process of Review of Leisure and Community Development Services, to commence implementation of the new North Warwickshire Green Space and Playing Pitch Strategies, in accordance with their associated Action and Funding Plans and to report on progress by March 2018	Improving Leisure & Wellbeing Opportunities	Simon Powell	Receipt of the draft Green Space and Playing Pitch Strategies is anticipated at the end of July 2017	 Amber	
NWCP 103	In conjunction with WCC and other partners, ensure the success of the Women's 2017 International Cycle Race and its impact upon the community of North Warwickshire	Improving Leisure & Wellbeing Opportunities	Steve Maxey	The 2017 race was a significant success with crowds and community involvement up on the previous year.	 Green	

	Action	Priority	Reporting Officer	Quarter 1 Update	Status	Direction
NWCP 029	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, where appropriate and to report on progress by March 2018	Creating Safer Communities	Simon Powell	The Authority's commitment to "child protection" and to the Safeguard Children Board continue to be advanced in accordance with the Child Protection Policy. Initial work has also been undertaken to introduce more consistency with the approach being taken to safeguard adults and other vulnerable people in the community	 Green	
NWCP 055	To report by September 2017 on progress on the delivery of the Customer Access Strategy, including the use of Community Hubs, the BOB bus, increased take-up of online services and the success of driving channel shift	Promoting Sustainable & Vibrant Communities	Bob Trahern	Whilst this deadline could be achieved, due to unplanned work caused by the revaluation of business rates and a re-prioritisation of work, the report on updating on the BOB Bus and Community Hubs will now be taken later in the year. An update on online take up and the success of driving channel shift will be delivered as planned in partnership with the AD (CS) and a report will be taken to the September Resources Board	 Green	
NWCP 081	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	A special meeting of C&E Board in September will consider a number of changes to the Refuse & Recycling service designed to increase efficiency and build in capacity. Partnership work with neighbouring authorities is also being progressed	 Green	
NWCP 090	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 2018	Supporting Employment & Business	Simon Powell	A LEADER LAG meeting was held in May 2017, at which 13 outline applications were considered, 11 of which were approved for progression towards a full application	 Green	
NWCP 091	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/Angela Coates	The Chelmsley Wood Job centre has gone live with full service Universal Credit in June. This will impact on customers who sign on in the South of the borough. Further roll out across the Tamworth and Nuneaton jobcentres are planned for the end of the year and Atherstone Jobcentre goes live in May 2018. The Council has developed on line forms to assist customers better manage their affairs which we anticipate will support UC customers and has further events planned with the DWP to better support customers going forward over the rest of the year.	 Green	
NWCP 097	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 (see also Safer Communities priorities)	Protecting our Countryside & Heritage	Richard Dobbs	Ongoing partnership work continues across the sub region and the highways network. Closer cooperation on tackling fly-tipping is also being explored	 Green	
NWCP 106	To report on options for reviewing local facilities and issues within individual Wards through a programme of Ward walks/audits (including engaging partner agencies) by March 2018	Promoting Sustainable & Vibrant Communities	Steve Maxey	A ward walk has taken place in Arley and further walks will be arranged when resources allow	 Amber	

	Action	Priority	Reporting Officer	Quarter 1 Update	Status	Direction
NWCP 107a	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.	Promoting Sustainable & Vibrant Communities	Steve Maxey/Bob Trahern/	A regular report on progress is taken to the North Warwickshire Community Partnership on all matters related to addressing poverty and the wider community impacts that we are seeking to address around health and well being. This will form the basis of the report taken to the board in March 2018 that will pull together the wide ranging activity we undertake in this area to support customers in an area our approach appears to be working	★ Green	➡
NWCP 107b	b) In accordance with the approved new approach to Community Development work, will ensure the appropriate engagement of partners, community groups and individuals in the co-ordinated delivery of local activity that is designed to support and enhance community life and will report to Board on progress by March 2018	Promoting Sustainable & Vibrant Communities	Simon Powell	The approved new way of working in Community Development continues to be progressed in Atherstone and Dordon in accordance with the approach agreed by the C&E Board in January 2017. This work includes the active engagement of stakeholders, community groups and local residents	★ Green	➡
NWCP 108	To work in partnership with the County Council and other agencies to agree and implement CPE and introduce a comprehensive new off-street parking strategy to ensure that the service is sustainable and continues to meet local demand	Promoting Sustainable & Vibrant Communities	Richard Dobbs	The CPE process is ongoing. Additional survey work has been completed and a final draft report is being reviewed prior to consideration by the Parking Task & Finish Group	★ Green	➡
NWCP 003	To report in March on the work of the local Financial Inclusion Partnership including for 2017/18, to advise on actions and initiatives undertaken to mitigate local impact of the Welfare Reform programme in order to maximise the collection of monies due to the Council	Promoting Sustainable & Vibrant Communities	Bob Trahern	A regular report on progress is taken to the North Warwickshire Community Partnership on all matters related to addressing poverty and the impact of welfare reforms. These will form the basis of the report taken to the board in March 2018 that pulls together the wide ranging activity we undertake in this area to support customers. Recent data released by the Government indicated that the Council was in the upper quartile in its collection of both Council Tax and NDR indicating that our approach appears to be working	★ Green	➡
NWCP 109	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 and report to Community & Environment Board by March 2018	Promoting Sustainable & Vibrant Communities	Bob Trahern	The food hub in Atherstone continues to develop under the "Ediblelinks" brand which is a delivery arm of the Healthy Living Network charity that operate predominantly in the north of the county. In April, the food hub took delivery of two vehicles supplied by Ocado that has allowed the expansion of goods supplied to include dairy and perishable. The service is supporting an increasing number of schools and community eating projects and a lottery bid has been submitted that will hopefully provide funding to put the project on a sustainable footing for at least 3 years. A decision on this bid is expected shortly.	★ Green	➡

	Action	Priority	Reporting Officer	Quarter 1 Update	Status	Direction
NEW	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 2017, to support the Council's policy and procedures	Creating Safer Communities	Angela Coates	The Council has a policy and procedure in place to support our work to safeguard adults, we are a part of the safer spaces initiative and the first tranche of training has been delivered.	★ Green	➡
NEW	To work with Warwickshire County Council to improve transport for health and access to health services in North Warwickshire	Promoting Sustainable & Vibrant Communities	Simon Powell	Transport and access to health services are issues being progressed through the corporate Health and Wellbeing Action Plan and through the Warwickshire North Health and Wellbeing Partnership	★ Green	➡

NWPI Community & Environment Board 17/18

Ref	Description	Section	Priority	Year End Target 2017/18	Outturn 2016/17	April - June Performance	Traffic Light	Direction of Travel	Comments
NWLPI 007	The percentage of food premises inspections that should have been carried out that were carried out for high risk premises.	Env Health (C, L & HP)	Health and Well-being	100	100	80			No problems are anticipated in finishing the programme.
NWLPI 157	The percentage of food premises interventions that should have been carried out that were carried out for low risk premises	Env Health (C, L & HP)	Health and Well-being	100	100	62			No problems are anticipated in finishing the programme.
NWLPI 085	Swimming pools and sports centres: The net cost per swim/visit	Leisure Facilities	Health and Well-being	1.90	1.62	1.86			
NWLPI 086	Leisure Centres - Total income per visit	Leisure Facilities	Health and Well-being	2.47	3.18	2.36			A level of anticipated income had yet to be received by the end of the first quarter
NWLPI 119	Number of collections missed per 100,000 collections of household waste (former BV88)	Refuse & Recycling	Recycling	125	70.15	58.5			
@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	48.73%	54.18%			
@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	11%	Please note the results for the period April to June is 10%			An improvement is due to the fact we are now delivering less wheelie bin units.
New	Average Time Taken to Remove Fly-tipping	Streetscape	Environment	2	n/a	2.47 days			Since 2013 the number of incidents of fly-tipping cleared by the Streetscape division has almost doubled. Individual fly-tips are also larger and more of them contain hazardous waste and so take longer to clear. The sheer volume of work has led to the 2 day target being narrowly missed
NWLPI 163	Number of projects/programmes being delivered	Community Development	Health & Well-being	50	40	26			
NWLPI 165	Number of people engaged on projects/programmes	Community Development	Health & Well-being	1600	12,943	5,804			This figures includes the number of people engaged through the Women's Tour Cycle Race
NWLPI 166	Percentage of people who are 'better off'	Community Development	Health & Well-being	75	79.00%	None recorded	n/a	n/a	
NWLPI 167	Satisfaction with service delivered	Community Development	Health & Well-being	90	100.00%	98.00%			

Agenda Item No 15

**Community and Environment
Board**

16 October 2017

**Report of the
Chief Executive**

Exclusion of the Public and Press

Recommendation to the Board

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

Agenda Item No 16

Environmental Health Restructure – Report of the Assistant Chief Executive and Solicitor to the Council

Paragraph 1 – by reason of the report relating to staffing matters

The Contact Officer for this report is Jenny Price (719450).