

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

**(Councillors Smith, Bell, Chambers,
Ferro, Gosling, Hanratty, Hayfield,
Ingram, Jarvis, Jones, Lewis, Phillips
and Smitten).**

For the information of other Members of the Council

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

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

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

COMMUNITY AND ENVIRONMENT BOARD AGENDA

23 January 2017

The Community and Environment Board will meet in The Committee Room, The Council House, South Street, Atherstone on Monday 23 January 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

5 **Minutes of the meeting of the Board held on 17 October 2016** – copies herewith, to be approved as a correct record and signed by the Chairman.

**PUBLIC BUSINESS
(WHITE PAPERS)**

6 **Corporate Plan 2017 – 2018** – Report of the Chief Executive

Summary

The Corporate Plan is updated on an annual basis. The purpose of this report is to seek the Board's approval for the Corporate Plan targets for which it is responsible and to agree the 2017-18 Service Plans for the Leisure and Community Development, Streetscape and Environmental Divisions.

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

7 **General Fund Fees and Charges 2017/2018** – Report of the Assistant Chief Executive and Solicitor to the Council, Assistant Director (Housing), Assistant Director (Streetscape) and Assistant Director (Leisure and Community Development).

Summary

The report covers the fees and charges for 2016/17 and the proposed fees and charges for 2017/18.

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

8 **General Fund Revenue Estimates 2017/18** – Report of the Deputy Chief Executive.

Summary

This report covers the revised budget for 2016/17 and an estimate of expenditure for 2017/18, together with forward commitments for 2018/19, 2019/20 and 2020/21.

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

- 9 **Capital Programme 2017/18 to 2019/20** – Report of the Assistant Director (Finance and Human Resources).

Summary

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

The Contact Officer for this report is

- 10 **Leisure Facilities – 2017/18 Bank Holiday Closures** – Report of the Assistant Director (Leisure and Community Development).

Summary

This report seeks the Board's approval for the Bank Holiday closure of leisure facilities during the 2017/18 financial year.

The Contact Officer for this report is Peter Wheaton (719257).

- 11 **Strategic Review of Leisure and Community Development Services** - Report of the Assistant Director (Leisure and Community Development).

Summary

This report updates the Board on the progress being made by external consultants in respect of the commission to undertake a Strategic Review of Leisure and Community Development Services and prepare associated supporting strategies and delivery plans. It additionally details the outcome of the consultant's "light touch" review of the Authority's Community Development service.

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

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

Summary

This report provides Members with an update on the progress being made in respect of the production of a corporate Health Improvement Action Plan (2017 to 2020) by the Health and Well-being Working Party.

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

- 13 **Minutes of the Health and Well-being Working Party meeting held on 15 December 2016** (copy herewith).

14 **Coventry and Warwickshire Sustainability and Transformation Plan - Use of Urgent Business Powers** – Report of the Chief Executive

Summary

This report informs Members of the action taken by the Chief Executive under his Urgent Business Powers in responding to the Coventry and Warwickshire Sustainability and Transformation Plan.

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

15 **Prosecutions Taken By The Environmental Health Division 2016** - Report of the Assistant Chief Executive And Solicitor To The Council.

Summary

The report provides details of the prosecutions taken by the Environmental Health Division during the calendar year 2016.

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

16 **Progress Report on Achievement of Corporate Plan and Performance Indicator Targets April – September 2016** - Report of the Chief Executive and the 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 September 2016.

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

17 **Waste Management – Joint Working Opportunities** – Report of the Assistant Director (Streetscape)

Summary

This report updates Members on a recent workshop coordinated by Warwickshire County Council and involving Officers and Members of the Warwickshire Waste Partnership. The report summarises the outcome of the workshop and suggests areas where the partners may wish to look in more detail at closer working arrangements which could be delivered over the short, medium and longer term.

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

- 18 **Glass Recycling** - Report of the Assistant Director (Streetscape).

Summary

This report sets out the issues which the recycling of glass causes as it is currently undertaken within North Warwickshire and explores the options which are open to the Council to address those issues and what the impact might be on recycling operations, resources and the Council's recycling rate.

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

- 19 **Green Waste and Food Recycling Service** - Report of the Assistant Director (Streetscape).

This report looks at the way in which the Council currently recycles food and garden waste and looks at the likely implications of changing various aspects of how the service is delivered in future in order to try and increase efficiency and reduce the costs and pressures on the service.

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

- 20 **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)**

- 21 **Recycling Options – Possible Resource Implications** - Report of the Assistant Director (Streetscape). Report to follow.

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

JERRY HUTCHINSON
Chief Executive

NORTH WARWICKSHIRE BOROUGH COUNCIL

MINUTES OF THE COMMUNITY AND ENVIRONMENT BOARD

17 October 2016

Present: Councillor Smith in the Chair

Councillors Bell, Chambers, Ferro, Gosling, Hanratty, Hayfield, Humphreys, Ingram, Jones, Lewis, Phillips and Smitten.

An apology for absence was received from Councillor Jarvis (Substitute Councillor Humphreys).

Councillors Davey and Singh were also in attendance.

17 **Disclosable Pecuniary and Non-Pecuniary Interests**

None were declared at the meeting.

18 **Public Participation**

The following question was received from Andy Williams, Buryfield Cottage, Berryfields, Fillongley, CV7 8EX.

“Please can the Board confirm the brief which has been given to the external consultant who is reviewing the leisure provision across North Warwickshire, would it be possible that the brief be made public in its entirety”.

The response from Councillor Smith, Chairman of Board, was;

The external commission document relating to the Review of Health, Well-being and Leisure Provision is a long document, some 30 pages in length. It contains eight sections, as follows:

- Preamble
- Conditions of Tender
- Company Information
- Specification
- Pricing Schedule
- Evaluation Criteria
- Collusive Tendering Certificate
- Form of Tender.

In response to the question raised by Mr Williams, I have taken the presumption that he is particularly interested in the Specification section, which details the brief given to the external consultants undertaking the Review.

SPECIFICATION

1. AIM AND SCOPE OF THE COMMISSION

1.1 The aim of the commission is to carry out a review of leisure provision across North Warwickshire, together with a light-touch assessment of an internal review already undertaken of the community development service provided specifically by the Borough Council, in order to:

- i) ensure that service delivery is focused to meet the current and future needs of residents of, and visitors to, the Borough, addresses priorities set out in North Warwickshire Borough Council's Corporate Plan and the North Warwickshire Sustainable Community Strategy and takes account of potential future growth in the Borough
- ii) provide a framework for the delivery of targeted services that contribute directly to the development of sustainable, cohesive communities, improved health and well-being and increased opportunities for participation in both sport and informal recreation
- iii) ensure the appropriate provision of accessible, high quality green space, sports and recreational facilities

1.2 The review will comprise:

- i) a review of open space, sport and recreation need and supply across the Borough
- ii) a brief assessment and overview of the Borough Council's Community Development service
- iii) the development of an overarching Health, Well-being and Leisure Strategy for adoption by the Council
- iv) the development of detailed, supporting Leisure Facilities, Green Space and Playing Pitch Strategies, with clear and deliverable action plans
- v) the preparation of a supporting Community Development Policy Statement for adoption by the Council

2. INTRODUCTION TO NORTH WARWICKSHIRE

3. POLICY CONTEXT

4. OBJECTIVES OF THE COMMISSION

4.1 The objectives of the commission are to:

- i) Provide an up-to-date assessment of open space, sport and recreation need and supply (both indoor and outdoor) in North Warwickshire to 2031, in line with the emerging Local Plan. The assessment should build upon the 2007 Study whilst taking account of projected future growth in the Borough, particularly the increased housing requirement noted in the assessment of need for housing in the Coventry and Warwickshire Housing

Market Area (HMA), set out in the Report to Local Development Framework Meeting, September 2015

- ii. Provide a brief assessment of an internal review already undertaken of the Borough Council's Community Development service and proposed way of working to address inequalities across North Warwickshire.
- iii. Prepare a high-level, overarching Health, Well-being and Leisure Strategy to 2031 for North Warwickshire.
- iv. Prepare a detailed Green Space Strategy to 2031 that addresses the needs identified in the assessment in respect of outdoor provision, provides an evidence base for open space policies for the emerging Local Plan and informs future investment decisions.
- v. Prepare a detailed Playing Pitch Strategy to 2031 to guide future provision and management of sports pitches in North Warwickshire in the context of national policy and local sports development needs.
- vi. Prepare a detailed Leisure Facilities Strategy that addresses the needs identified in the assessment in respect of indoor provision, provides an evidence base for policies addressing facilities provision within the Local Development Framework adopted Core Strategy and informs future investment decisions.
- vii. Formulate local standards for the protection and future provision of open space, sport and recreation facilities (both indoor and outdoor) within the Borough.
- viii. Prepare Supplementary Planning Guidance to inform the planning process, guide the formation of planning agreements and set standards for onsite provision of open space, sport and recreation facilities as appropriate. The guidance should help to establish the required level of CIL necessary to address identified open space, sport or recreation needs offsite. It should also advise upon an appropriate, straightforward method of calculation for determining, at application stage, levels of contributions to be sought to address those needs generated by development proposals on sites exempted from CIL charges but subject to potential Section 106 agreements.
- ix. Prepare a Community Development Policy Statement to guide future provision informed by a light-touch assessment of the Borough Council's service.
- x. Provide a critical assessment of the operational efficiency of the Borough Council's leisure facilities service and, if appropriate, make recommendations for the improvement of such.

The Commission document will be made available on the Borough Council's website.

19 **Minutes of the Meeting of the Board held on 18 July 2016**

The minutes of the meeting held on 18 July 2016 copies having been previously circulated, were approved as a correct record and signed by the Chairman.

20 **Budgetary Control Report 2016/2017 Period Ended 30 September 2016**

The Assistant Director (Finance and Human Resources) reported on the revenue expenditure and income for the period from 1 April 2016 to 30 September 2016.

Resolved:

That the report be noted.

21 **Leisure and Community Development Division – Proposed Savings 2017/18**

The Assistant Director (Leisure and Community Development) set out a proposed area for a revenue budget saving within the Leisure and Community Development Division for inclusion in the 2017/18 revenue estimates.

Recommendation to the Executive Board:

That the proposed budget saving within the Leisure and Community Development Division, as set out in the report of the Assistant Director (Leisure and Community Development) in respect of the 2017/18 revenue estimates, be approved.

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

Members were informed of progress in respect of delivery against the priorities set out in the North Warwickshire Green Space Strategy 2008 to 2018.

Resolved:

That the report be noted.

23 **Health Improvement Activity Update – Leisure and Community Development**

The Assistant Director (Leisure and Community Development) provided Members with an update on the progress being made in respect of the actions identified in the approved three-year Health Improvement Action Plan.

Resolved:

That the report be noted.

24 Minutes of the Health and Well-being Working Party Meeting held on 15 September 2016.

The minutes of the Health and Well-being Working Party meeting held on 15 September 2016 were received and noted.

25 Update on the Refuse and Recycling Services

The Assistant Director (Streetscape) updated Members on the issues affecting the delivery of the Council's Refuse and Recycling services and proposed a number of areas which should be reviewed to determine whether they could be provided in more cost-effective or less resource intensive ways.

Resolved:

a That the report be noted;

b That the green waste service be suspended from 24 December 2016 until 23 January 2017 and;

c That a further report be brought back to the next meeting of the Board setting out options for service changes.

26 Wheeled bins – Repairs and Replacement

The Assistant Director (Streetscape) updated Members on the recent rise in the number (and associated costs) of requests to replace missing or damaged bins and recommended that a charge be introduced to reduce the significant impact that this ongoing issue has on the Refuse and Recycling budget.

Resolved:

a That the report be noted; and

b That charges for replacement bins are brought in with immediate effect along with the other proposals as set out at para 4.1 of the report of the Assistant Director (Streetscape).

27 **Progress Report on Achievement of Corporate Plan and Performance Indicator Targets April – June 2016**

Members were informed of the progress with the achievement of the Corporate Plan and Performance Indicator targets relevant to the Board for April to June 2016.

Resolved:

That the report be noted.

Councillor Smith
Chairman

Agenda Item No 6

Community and Environment Board

23 January 2017

Report of the Chief Executive

Corporate Plan 2017 - 18

1 Summary

- 1.1 The Corporate Plan is updated on an annual basis. The purpose of this report is to seek the Board's approval for the Corporate Plan targets for which it is responsible and to agree the 2017-18 Service Plans for the Leisure & Community Development, Streetscape and Environmental Divisions.

Recommendation to the Executive Board

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

Recommendation to the Board

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

2 Report

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

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

- 2.3 A report will be presented to Boards/Sub-Committees after the end of the financial year to show the year end out-turn on the 2016-17 Key Actions. Proposals for 2017-18 will form part of the 2017-18 Corporate Plan which covers the Council's top level priorities.

- 2.4 It is also important, however, that Members are aware of and agree the significant amount of work carried out within the Divisions to provide services to local people. This information appears in a single document for each Division, the Divisional Service Plan, which is the key management tool for ensuring that services deliver their annual work programme.

- ...
- 2.5 The Service Plans for the Leisure & Community Development, Streetscape and Environmental Divisions comprise Appendix B to this report, as most of these programmes relate to work carried out for this Board.
- 2.6 Where there are any budget implications for another Board/Sub-Committee arising out of this work programme, those implications will be drawn to the attention of the relevant Board/Sub-Committee in the Budget report going to this cycle of meetings. Similarly, any budgetary implications for this Board from Divisional Plans being reported to other Boards/Sub-Committees are dealt with in the Budget Report also on this agenda.
- 2.7 Once the Corporate Plan Targets and Divisional Service Plans have been agreed, they will all be subject to the following reporting procedures for monitoring performance:-
- Monthly reports are considered by Management Team;
 - A traffic light warning indicator is used:-
 - Red – target not likely to be achieved.
 - Amber – target currently behind schedule and requires remedial action in order to be achieved.
 - Green – target currently on schedule to be achieved;
 - Progress reports to each Board/Sub-Committee meeting.

3 Report Implications

3.1 Finance and Value for Money Implications

- 3.1.1 Where possible, Targets and indicators for 2017-18 will be achieved from within existing Board/Sub-Committee resources. Details of any additional funding are included in the right hand column of the table in Schedule A and in the Budget report and will be in appropriate cases, the subject of reports to the Board.

3.2 Human Resources Implications

- 3.2.1 Any Human Resources implications resulting from the proposals in the Schedule will be the subject of further reports to the Board.

3.3 Risk Management Implications

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

3.4 Links to Council's Priorities

3.4.1 These are set out in the Appendices.

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

Background Papers

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

Background Paper No	Author	Nature of Background Paper	Date

PRIORITIES AND KEY ACTIONS

<p>PRIORITY 2</p> <p>CREATING SAFER COMMUNITIES</p>	<p>Working with our communities and partners to enable our residents to both be and feel safer, whether at home or in and around the Borough.</p>
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Target	Board/Lead Officer	Additional Training/ Financial Implications
<p>To ensure that the Council is prepared for emergencies and has suitable emergency and business continuity plans, as required by the Civil Contingencies Act, and to review both the emergency and business continuity plans annually in March.</p>	<p>Executive Board/CE/AD (CS)</p>	<p>To be met within existing budgets.</p>
<p>To continue to work with Warwickshire County Council, the Environment Agency and local communities to mitigate the effects of, and protect against, the impacts of localised flooding and to update as part of the quarterly performance reports.</p>	<p>Executive Board/AD (S)/ACE&StC</p>	<p>Investigations to be carried out within existing budgets.</p>

Target	Board/Lead Officer	Additional Training/ Financial Implications
To consider the findings of the 2017-18 North Warwickshire Community Safety Partnership Strategic Assessment and, to work with the community including the Police, Town and Parish Councils and young people to improve public perception and public confidence by contributing towards the achievement of the partnership plan actions and targets for the 2017/2018 strategic priorities relating to Violence against the person, sexual offences, Anti-Social Behaviour, Crime in rural areas and road safety.	Safer Communities Sub-Committee/CE/ AD (L&CD)	The Council makes additional contributions to supplement the Community Safety Grant received from the Police and Crime Commissioner.
To continue working with partners to resolve Safer Neighbourhood issues, including, where necessary, taking action to address anti-social and nuisance behaviour.	Safer Communities Sub-Committee/CE/ AD (L&CD)	External funding is often required to undertake appropriate actions.
To report to the remaining meetings of the Safer Communities Sub-Committee on progress to tackle Rural Crime (including any initiatives aimed specifically at vulnerable people) together with partners during 2017/18.	Safer Communities Sub-Committee/CE	External funding has been sought to take initiatives forward specifically in relation to rural crime.

Target	Board/Lead Officer	Additional Training/ Financial Implications
To implement the Borough Care Review recommendations, including promoting the service to increase customer take-up and working with the Borough Care Task and Finish Group to develop and shape the service and report on progress to the Resources Board from June 2017.	Resources Board/AD (H)	Any financial implications will be identified as part of the review.
To carry out the Council's obligations as a member of the Warwickshire Safeguarding Children Board, including those relating to the Child Protection Policy and, where appropriate, to co-ordinate all related activity alongside the need to safeguard adults and other vulnerable people in the community and to report on progress by March 2018.	Community & Environment Board/AD (L&CD)	Internal "trainers" will continue to deliver the WSCB Level 1 course to relevant Members and colleagues throughout the Authority.
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.		
To carry out a review of the use and effectiveness of CCTV in the Borough, taking account of its role in creating a safer environment. The review to include the use and impact of the Nomad 3G Mobile CCTV cameras. To report by October 2017 on the current use of mobile CCTV, including whether any upgrades are required as a result of technological change.	Safer Communities Sub-Committee/CE	Any financial decisions will be reported as part of the decision-making process.

<p>PRIORITY 3</p> <p>PROTECTING OUR COUNTRYSIDE & HERITAGE</p>	<p>Protecting and improving our countryside and heritage in times of significant growth challenges and opportunities.</p>
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Target	Board/Lead Officer	Additional Training/ Financial Implications
<p>To continue to:-</p> <p>(a) Manage development so as to deliver the priorities on the Council’s Corporate Plan and in the Sustainable Community Strategy;</p> <p>(b) Use the Design Champions to ensure the best achievable designs are implemented and developed; and</p> <p>(c) To seek to secure the protection of the best of the Borough’s built and rural heritage.</p> <p>To report on Growth pressures on the Borough and how to protect the Green Belt as far as possible by February 2018 and at least annually thereafter.</p> <p>To report on these approaches and their impact on sustaining the rurality of the Borough by March 2018.</p>	<p>Planning & Development Board/Design Champions/ACE&StC</p>	<p>To be met within existing budgets.</p>

Target	Board/Lead Officer	Additional Training/ Financial Implications
<p>(a) Whilst continuing to oppose HS2 in principle, to press for maximum mitigation and benefits for the Borough, required as a consequence of the HS2 proposal, in partnership with other affected Councils and community action groups; and</p> <p>(b) To continue to oppose the principle of Opencast Mining.</p>	Executive Board/ACE&StC	Should any additional funding be required, this will be subject to further report.
<p>(a) 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.</p> <p>(b) Tackle fly-tipping in line with the Council's Action Plan through joint-working and increased promotion, monitoring & enforcement</p>	<p>Community & Environment Board/AD (S)/ AD (H)</p> <p>Safer Communities Sub-Committee/AD (S)</p>	Any requirement for additional funding will be reported.
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).	Community & Environment Board/AD (S)/ Safer Communities Sub-Committee/CE	Any financial implications will be reported as part of the decision-making process.

Target	Board/Lead Officer	Additional Training/ Financial Implications
To submit the revised Local Plan to the Planning Inspectorate in line with the Local Development Scheme.	Executive Board/Planning & Development Board/LDF Sub-Committee/ACE&StC	To be met within existing budgets.
To continue to take action to reduce the Council's carbon footprint and carbon emission in the Borough, in accordance with the Climate Change Strategy and Action Plan, and to report annually in March on progress. This will include acting on any Government led initiatives for domestic properties.	Community & Environment Board/ACE&StC	To be met within existing budgets.

<p>PRIORITY 4</p> <p>IMPROVING LEISURE & WELLBEING OPPORTUNITIES</p>	<p>Providing opportunities to enable local people to enjoy their leisure and recreation and to improve their health and wellbeing.</p>
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Target	Board/Lead Officer	Additional Training/ Financial Implications
<p>To commence implementation of the approved outcomes of the Review of Leisure & Community Development Services and to report to relevant Boards on progress by March 2018.</p>	<p>Community & Environment Board/AD (L&CD)</p>	<p>Any financial implications will be included in the reports.</p>
<p>Subsequent to completion of the process of Review of Leisure & Community Development Services, to commence implementation of phase 9 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.</p>	<p>Community & Environment Board/AD (L&CD)</p>	<p>The resource implications will be detailed in the supporting Action and Funding Plans.</p>

<p>PRIORITY 5</p> <p>PROMOTING SUSTAINABLE & VIBRANT COMMUNITIES</p>	<p>Working with local residents including our tenants and partners to help our communities to be sustainable and vibrant, both in terms of facilities and lifestyle.</p>
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Target	Board/Lead Officer	Additional Training/ Financial Implications
<p>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 2016.</p>	<p>Community & Environment Board/CE</p>	<p>Any additional financial implications would be identified in the report.</p>
<p>In order to promote and support community life, the Borough Council:-</p> <p>(a) Will work in conjunction with partners through the North Warwickshire Community Partnership in order to advance the priorities and objectives of the North Warwickshire Sustainable Community Strategy including, in respect of the commitment to improve access to opportunities, services and facilities for local residents and will report annually in March on progress.</p>	<p>Community & Environment Board/CE/ ACE (CS)/AD (L&CD)</p>	<p>To be met within existing budgets, unless new initiatives come along which will be the subject of separate reports.</p>

Target	Board/Lead Officer	Additional Training/ Financial Implications
(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.		
To continue to review the refuse and recycling service with particular emphasis on options around recycling to ensure the sustainability & cost-effectiveness of the service while building sufficient capacity to accommodate future housing growth	Community & Environment Board/AD (S)	Any financial implications will be reported as part of the decision-making process.
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	Resources Board/AD(S)	Any financial implications will be reported as part of the decision making process.

Target	Board/Lead Officer	Additional Training/ Financial Implications
To work in partnership to develop the HEART (Home Environment & Assessment Response Team) shared service to meet the needs of residents so that they can remain independent in their own homes and to report annually on progress from September 2017. This will include proactive support for the work of the HEART Management Board and monitoring of Business Case actions and performance.	Resources Board/AD (H)	Any financial implications will be reported as part of the decision-making process.
To report on changes to Homelessness Legislation and take action to implement new requirements, starting with a report to Resources Board following publication of the statutory consultation.	Resources Board/AD (H)	Any financial implications will be reported as part of the decision making process
To report in March 2018 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.	Community & Environment Board/ACE (CS)	Any financial implications will be reported as part of the decision making process.

Target	Board/Lead Officer	Additional Training/ Financial Implications
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.	Community & Environment Board/ ACE (CS)/ACE&StC/AD (CS)	Any financial implications will be reported as part of the decision-making process.
To adopt an updated Customer Access Strategy (2018 to 2023) by March 2018.	Executive Board/ACE (CS)/ACE&StC/AD (CS)	
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.	Community & Environment Board/ ACE (CS)	Any funding implications will be the subject of discussion with DWP and staffing capacity and roles will be reviewed in light of the impact of the additional works undertaken.

Target	Board/Lead Officer	Additional Training/ Financial Implications
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.	Community & Environment Board/ACE (CS)	To be met through existing budgets and external funding.
To ensure we communicate effectively to help inform residents, businesses and all sections of our communities of the Council's services and priorities and to make clear the opportunities for them to be involved in decision making via consultation. To take into account the LGA Communications Health-Check and the commitments in the Council's Customer Access Strategy in all aspects of work in this area and to report on progress by May 2018.	Executive Board/CE/AD (CS)/ACE&StC/ ACE (CS)	To be met within existing budgets.

<p>PRIORITY 6</p> <p>SUPPORTING EMPLOYMENT & BUSINESS</p>	<p>Supporting employment and business to grow the local economy in terms of access to work, skills improvement and wider business development opportunities.</p>
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Target	Board/Lead Officer	Additional Training/ Financial Implications
<p>To develop an action plan based on the Economic Review and Impact Assessment and report on progress by March 2018.</p>	<p>Executive Board/ACE&StC</p>	<p>To be identified as part of consideration of the LGA report.</p>
<p>To continue to work with partner organisations in the Coventry, Warwickshire and Hinckley Joint Committee and to consider further options for joint work in the light of Central Government proposals for greater devolution, if this proves beneficial to the local economy.</p>	<p>Executive Board/CE/ACE&StC</p>	<p>To be identified as part of the negotiating process.</p>

Target	Board/Lead Officer	Additional Training/ Financial Implications
<p>To:-</p> <p>(a) Work with the County Council, Job CentrePlus and other partners to provide apprenticeships/training, including reporting by December 2017 on the feasibility and cost of directly employing more apprentices; and</p> <p>(b) Administer funding provided by developers and through other funding sources to maximise opportunities for employment of local people including employment engagement activity, development of work clubs and bespoke training.</p>	<p>Planning and Development Board/ACE&StC/ ACE (CS)</p>	<p>Use of Section 106 funding and any financial implications identified in the report on employing apprentices.</p>
<p>In partnership with the Local Action Group and Hinckley & Bosworth Borough Council, to continue to ensure the successful delivery of the LEADER programme (2015 to 2020) in accordance with the priorities identified in the approved Local Development Strategy and Business Plan and to report on progress by March 2018.</p>	<p>Community & Environment Board/AD (L&CD)</p>	<p>LEADER is a predominantly externally funded programme.</p>

Target	Board/Lead Officer	Additional Training/ Financial Implications
Looking to improve transport links to local employment and report on progress by March 2018.	Planning & Development Board/ACE&StC	Section 106 funding.
To work to improve broadband access for the people and businesses of North Warwickshire through the work of the Council and specifically the Coventry, Solihull and Warwickshire BDUK Project and report on progress by December 2017.	Resources Board/AD (CS)	BDUK funding and approved Council matched funding.

LEISURE AND COMMUNITY DEVELOPMENT DIVISION - SUMMARY ACTION PLAN 2017/18

Action	Links with the Sustainable Community Strategy and Corporate Plan	Lead Officer	Start Date	End Date	Priority	Measurement of Success	Resource / Training Implications
Key "Headline" Divisional Objectives							
<p>Maintain on-going programmes of Leisure and Community Development work and ensure that, wherever appropriate, Divisional activity contributes to the advancement of objectives contained within the North Warwickshire Sustainable Community Strategy, the Corporate Plan and the corporate Health Improvement Action Plan and report on progress to the C&E Board in March 2018</p>	<p>Raising Aspirations / Developing Healthier Communities / Improving Access to Services</p> <p>Responsible Financial and Resource Management / Creating Safer Communities / Protecting our Countryside and Heritage / Improving Leisure and Well-being Opportunities / Promoting Sustainable and Vibrant Communities / Supporting Employment and Business</p>	<p>AD (L&CD) / LFM & CDM</p>	<p>April 2017</p>	<p>On-going</p>	<p>High</p>	<p>C&E Board approval of actions taken in support of the North Warwickshire Sustainable Community Strategy, the Corporate Plan and the corporate Health Improvement Action Plan</p>	<p>The extent of activity will be determined by the availability of revenue resources and, in some instances, the acquisition of external funding support</p>

LEISURE AND COMMUNITY DEVELOPMENT DIVISION - SUMMARY ACTION PLAN 2017/18

Action	Links with the Sustainable Community Strategy and Corporate Plan	Lead Officer	Start Date	End Date	Priority	Measurement of Success	Resource / Training Implications
<p>Ensure compliance with the Council's statutory responsibilities as a member of the 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. A report on progress will be presented to Members in February / March 2018</p>	<p>Developing Healthier Communities / Improving Access to Services</p> <p>Responsible Financial and Resource Management / Creating Safer Communities / Improving Leisure and Well-being Opportunities / Promoting Sustainable and Vibrant Communities</p>	<p>CE & AD (L&CD)</p>	<p>April 2017</p>	<p>On-going</p>	<p>High</p>	<p>Member approval of actions taken in support of the Warwickshire Safeguarding Children Board</p> <p>Continued implementation of the Child Protection and Vulnerable Adults Policies</p>	<p>Internal "trainers" will continue to deliver the WSCB Level 1 course to Members and relevant colleagues throughout the Authority. This course will include CSE training</p> <p>Similarly, relevant staff will be required to undertake Vulnerable Adults training</p>

LEISURE AND COMMUNITY DEVELOPMENT DIVISION - SUMMARY ACTION PLAN 2017/18

Action	Links with the Sustainable Community Strategy and Corporate Plan	Lead Officer	Start Date	End Date	Priority	Measurement of Success	Resource / Training Implications
Commence implementation of the approved outcomes of the Review of Leisure and Community Development Services and report to relevant Boards on progress by March 2018	Raising Aspirations / Developing Healthier Communities / Improving Access to Services Responsible Financial and Resource Management / Creating Safer Communities / Improving Leisure and Well-being Opportunities / Promoting Sustainable and Vibrant Communities / Supporting Employment and Business	DCE / AD (L&CD) / LFM & CDM	April 2017	March 2018	High	Board approval of actions taken to implement the outcomes of the Review of Leisure and Community Development Services	The associated capital and revenue implications of the Review will be reported to relevant Boards

LEISURE AND COMMUNITY DEVELOPMENT DIVISION - SUMMARY ACTION PLAN 2017/18

Action	Links with the Sustainable Community Strategy and Corporate Plan	Lead Officer	Start Date	End Date	Priority	Measurement of Success	Resource / Training Implications
<p>To maximise opportunities for income generation and customer retention within Leisure Facilities in order to ensure that corresponding income receipts exceed the levels achieved in 2016/17</p>	<p>Raising Aspirations / Developing Healthier Communities / Improving Access to Services</p> <p>Responsible Financial and Resource Management / Creating Safer Communities // Improving Leisure and Well-being Opportunities / Promoting Sustainable and Vibrant Communities / Supporting Employment and Business</p>	<p>AD (L&CD) / LFM and Centre Mgrs</p>	<p>April 2017</p>	<p>March 2018</p>	<p>High</p>	<p>Corresponding 2017/18 income receipts that exceed those achieved in 2016/17</p>	<p>This action has significant implications for the Council's 2017/18 revenue budget projections</p>

LEISURE AND COMMUNITY DEVELOPMENT DIVISION - SUMMARY ACTION PLAN 2017/18

Action	Links with the Sustainable Community Strategy and Corporate Plan	Lead Officer	Start Date	End Date	Priority	Measurement of Success	Resource / Training Implications
<p>In accordance with the approved new approach to Community Development work, ensure the appropriate engagement of partners, community groups, individuals and Councillors in the co-ordinated delivery of local activity that is designed to support and enhance community life, and report to Board on progress by March 2018</p>	<p>Raising Aspirations / Developing Healthier Communities / Improving Access to Services</p> <p>Responsible Financial and Resource Management / Creating Safer Communities / Improving Leisure and Well-being Opportunities / Promoting Sustainable and Vibrant Communities / Supporting Employment and Business</p>	CDM	April 2017	On-going	High	<p>Actions undertaken to commence implementation of the new way of working in Community Development approved by the C&E Board</p>	<p>External funding is sought, and often required, to undertake appropriate actions</p>

LEISURE AND COMMUNITY DEVELOPMENT DIVISION - SUMMARY ACTION PLAN 2017/18

Action	Links with the Sustainable Community Strategy and Corporate Plan	Lead Officer	Start Date	End Date	Priority	Measurement of Success	Resource / Training Implications
<p>Subsequent to completion of the process of Review of Leisure and Community Development Services, commence implementation of the new North Warwickshire Green Space and Playing Pitch Strategies in accordance with their associated Action and Funding Plans and report on progress by March 2018</p>	<p>Raising Aspirations / Developing Healthier Communities / Improving Access to Services</p> <p>Responsible Financial and Resource Management / Creating Safer Communities / Protecting our Countryside and Heritage / Improving Leisure and Well-being Opportunities / Promoting Sustainable and Vibrant Communities / Supporting Employment and Business</p>	<p>AD (L&CD) & CDM</p>	<p>April 2017</p>	<p>March 2018</p>	<p>High</p>	<p>Board approval of actions taken to implement the first phases of the Green Space and Playing Pitch Strategies</p> <p>Increased public satisfaction levels with outdoor recreation facilities</p>	<p>The associated resource implications will be detailed in the supporting Action and Funding Plans</p> <p>A significant input will be required from the Green Space Officer in order to appropriately implement the priorities of the strategies</p>

LEISURE AND COMMUNITY DEVELOPMENT DIVISION - SUMMARY ACTION PLAN 2017/18

Action	Links with the Sustainable Community Strategy and Corporate Plan	Lead Officer	Start Date	End Date	Priority	Measurement of Success	Resource / Training Implications
Supporting Divisional Actions for 2016/17							
Develop and commence implementation of a proactive approach to tree management in accordance with the processes and procedures agreed by the Community and Environment Board in 2010	Raising Aspirations / Developing Healthier Communities / Improving Access to Services Responsible Financial and Resource Management / Creating Safer Communities / Protecting our Countryside and Heritage / Improving Leisure and Well-being Opportunities / Promoting Sustainable and Vibrant Communities	AD (L&CD) & CDM	April 2017	March 2018	Medium	C&E Board approval of action taken to develop and implement a proactive approach to tree management	Significant input will be required from the Green Space Officer (Trees) to develop and implement the desired approach to tree management. Any revenue implications will need to be met from existing budgets

LEISURE AND COMMUNITY DEVELOPMENT DIVISION - SUMMARY ACTION PLAN 2017/18

Action	Links with the Sustainable Community Strategy and Corporate Plan	Lead Officer	Start Date	End Date	Priority	Measurement of Success	Resource / Training Implications
<p>In accordance with the approved Management Plan, and in conjunction with the local community, complete improvements at Bretts Hall Recreation Ground in Ansley Common</p>	<p>Raising Aspirations / Developing Healthier Communities / Improving Access to Services</p> <p>Responsible Financial and Resource Management / Creating Safer Communities / Protecting our Countryside and Heritage / Improving Leisure and Well-being Opportunities / Promoting Sustainable and Vibrant Communities</p>	CDM	March 2015	Dec 2017	Medium	Scheme completed and improved public satisfaction with the Recreation Ground	<p>£30,000 has been made available in the capital programme to implement improvements. Additional funding will need to be obtained through external grant aid, to add to that already secured, if the Management Plan is to be implemented in full</p>

LEISURE AND COMMUNITY DEVELOPMENT DIVISION - SUMMARY ACTION PLAN 2017/18

Action	Links with the Sustainable Community Strategy and Corporate Plan	Lead Officer	Start Date	End Date	Priority	Measurement of Success	Resource / Training Implications
<p>In partnership with the Local Action Group and Hinckley and Bosworth Borough Council, 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</p>	<p>Raising Aspirations / Developing Healthier Communities / Improving Access to Services</p> <p>Responsible Financial and Resource Management / Creating Safer Communities / Protecting our Countryside and Heritage / Improving Leisure and Well-being Opportunities / Promoting Sustainable and Vibrant Communities / Supporting Employment and Business</p>	AD (L&CD) & CDM	Jan 2015	Dec 2020	Medium	Implementation of the relevant priorities identified in the approved Local Development Strategy	LEADER is a predominantly externally funded programme

LEISURE AND COMMUNITY DEVELOPMENT DIVISION - SUMMARY ACTION PLAN 2017/18

Action	Links with the Sustainable Community Strategy and Corporate Plan	Lead Officer	Start Date	End Date	Priority	Measurement of Success	Resource / Training Implications
<p>In conjunction with partner agencies, continue to ensure and support delivery of relevant actions arising through Safer Neighbourhood processes, including, where necessary, positive interventions to address anti-social and nuisance behaviour</p>	<p>Raising Aspirations / Developing Healthier Communities / Improving Access to Services</p> <p>Responsible Financial and Resource Management / Creating Safer Communities / Improving Leisure and Well-being Opportunities / Promoting Sustainable and Vibrant Communities / Supporting Employment and Business</p>	CDM	April 2017	On-going	High	Community Safety Partnership and Area Fora approval of actions taken through Safer Neighbourhood Team processes	External funding is sought, and often required, in order to undertake appropriate actions

LEISURE AND COMMUNITY DEVELOPMENT DIVISION - SUMMARY ACTION PLAN 2017/18

Action	Links with the Sustainable Community Strategy and Corporate Plan	Lead Officer	Start Date	End Date	Priority	Measurement of Success	Resource / Training Implications
<p>Continue to work in partnership with other agencies to tackle health inequalities and specifically to co-ordinate the sustainable implementation 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 Warwickshire North Health and Well-being Partnership</p> <p>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</p>	<p>Raising Aspirations / Developing Healthier Communities / Improving Access to Services</p> <p>Responsible Financial and Resource Management / Creating Safer Communities / Improving Leisure and Well-being Opportunities / Promoting Sustainable and Vibrant Communities / Supporting Employment and Business</p>	<p>AD (L&CD) / CDM & LFM</p> <p>CDM</p>	<p>April 2017</p> <p>April 2017</p>	<p>March 2020</p> <p>June 2017</p>	<p>High</p> <p>Medium</p>	<p>Delivery of the anticipated outcomes within the approved corporate Health Improvement Action Plan</p> <p>Successful organisation of the Women's 2017 International Cycle Race, which meets the requirements of all partners</p>	<p>External funding is sought, and often required, to undertake appropriate actions</p> <p>Revenue funding will be required to support delivery of related actions</p>

LEISURE AND COMMUNITY DEVELOPMENT DIVISION - SUMMARY ACTION PLAN 2017/18

Action	Links with the Sustainable Community Strategy and Corporate Plan	Lead Officer	Start Date	End Date	Priority	Measurement of Success	Resource / Training Implications
Performance Management and Measurement							
<p>Ensure implementation of a sustainable and long-term approach to performance management within both Leisure Facilities and Community Development, including through the use of meaningful performance measures</p>	<p>Raising Aspirations / Developing Healthier Communities / Improving Access to Services</p> <p>Responsible Financial and Resource Management / Creating Safer Communities / Protecting our Countryside and Heritage / Improving Leisure and Well-being Opportunities / Promoting Sustainable and Vibrant Communities / Supporting Employment and Business</p>	<p>AD (L&CD) / LFM / CDM</p>	<p>April 2017</p>	<p>March 2018</p>	<p>Medium</p>	<p>Implementation of a new performance management framework and endorsement of performance reports by the C&E Board</p>	<p>Membership of the APSE benchmarking service requires a revenue contribution, which will be financed from within existing budgetary provision</p>

LEISURE AND COMMUNITY DEVELOPMENT DIVISION - SUMMARY ACTION PLAN 2017/18

Action	Links with the Sustainable Community Strategy and Corporate Plan	Lead Officer	Start Date	End Date	Priority	Measurement of Success	Resource / Training Implications
Risk Management							
<p>Ensure that all identified Divisional risks are assessed and managed in accordance with the moderated and agreed control procedures and that opportunities are taken to reduce risks wherever possible (particularly in respect of those activities and functions that are considered to be “high risk”)</p>	<p>Raising Aspirations / Developing Healthier Communities / Improving Access to Services</p> <p>Responsible Financial and Resource Management / Creating Safer Communities / Protecting our Countryside and Heritage / Improving Leisure and Well-being Opportunities / Promoting Sustainable and Vibrant Communities / Supporting Employment and Business</p>	AD (L&CD) / CDM / LFM	April 2017	On-going	High	Approved risk moderations and reduction of risk levels within the Division	Training will be required for relevant staff in respect of the Council’s duty to protect vulnerable people

LEISURE AND COMMUNITY DEVELOPMENT DIVISION - SUMMARY ACTION PLAN 2017/18

Action	Links with the Sustainable Community Strategy and Corporate Plan	Lead Officer	Start Date	End Date	Priority	Measurement of Success	Resource / Training Implications
Consultation, Communication and Customer Engagement							
<p>Undertake consultation, communication and community involvement, including with children, young people and their families, within all areas of Divisional activity in order to inform service design, development and delivery in respect of Community Development and Leisure Facility provision</p> <p>Encourage increased customer engagement with online service opportunities across all areas of Divisional activity, including in respect of online joining, bookings, payments and customer satisfaction surveys</p>	<p>Raising Aspirations / Developing Healthier Communities / Improving Access to Services</p> <p>Responsible Financial and Resource Management / Creating Safer Communities / Protecting our Countryside and Heritage / Improving Leisure and Well-being Opportunities / Promoting Sustainable and Vibrant Communities / Supporting Employment and Business</p>	CDM / LFM	April 2017	On-going	Medium	Analysed and documented outcomes of consultation, communication and engagement activity and Board approval of subsequently revised Action Plans, as appropriate	Activity to be supported through the Divisional Marketing budget

LEISURE AND COMMUNITY DEVELOPMENT DIVISION - SUMMARY ACTION PLAN 2017/18

Action	Links with the Sustainable Community Strategy and Corporate Plan	Lead Officer	Start Date	End Date	Priority	Measurement of Success	Resource / Training Implications
Partnership Working							
<p>Maintain a key role in the co-ordination of activity within relevant Community Partnership delivery groups and other sub-regional and local partnerships</p> <p>Actively engage with the Warwickshire Third and Public Sector Partnership Group, with a view to ensuring the appropriate engagement of community groups, organisations and individuals in the co-ordinated delivery of local activity that is designed to support and enhance community life</p>	<p>Raising Aspirations / Developing Healthier Communities / Improving Access to Services</p> <p>Responsible Financial and Resource Management / Creating Safer Communities / Protecting our Countryside and Heritage / Improving Leisure and Well-being Opportunities / Promoting Sustainable and Vibrant Communities / Supporting Employment and Business</p>	AD (L&CD) / CDM	April 2017	On-going	Medium	Action plan progress endorsed by Community Partnership and other relevant groups	Involvement in this area of work has a profound effect on the Division's ability to secure external grant support for community-based activity programmes

STREETSCAPE SUMMARY ACTION PLAN 2017/18

Action	The Corporate Priority the task contributes to	Lead Officer(s)	Start Date	End Date	Priority	Measurement of Success	Resource/Training Implications
Street Cleansing							
SC1. Continue to maintain high standards of cleanliness across the borough (LEQS equivalent score of 95% or better)	Protecting and Improving Our Environment	Assistant Director (Streetscape) Grounds & Streets Operations Manager Assistant Grounds & Streets Operations Manager	Ongoing	Ongoing	High	<ul style="list-style-type: none"> ○ LEQS based survey will be used as a framework to assess cleanliness levels (100 every four months) to ensure service standards are maintained 	<ul style="list-style-type: none"> ○ Staff time within existing budgets. ○ Costs of mechanical sweeping and weekend cleaning ○ Resource & staffing pressures
SC2. Use APSE benchmarking data and comparisons with neighbouring local authorities to improve efficiency leading to better scores for litter and detritus and focus resources to raise cleanliness levels.	Protecting and Improving Our Environment	Assistant Director (Streetscape) Grounds & Streets Operations Manager Assistant Grounds & Streets Operations Manager	April 2017	Ongoing	Medium	<ul style="list-style-type: none"> ○ Low scoring LEQS areas and land types identified ○ Scores in those areas to be improved by 10% ○ Overall LEQS score to be improved by 1% ○ Joint inspections with other local authorities undertaken 	<ul style="list-style-type: none"> ○ Staff time within existing budgets

Action	The Corporate Priority the task contributes to	Lead Officer(s)	Start Date	End Date	Priority	Measurement of Success	Resource/Training Implications
SC3. Continue to monitor & improve partnership arrangements with WCC and Highways England Contractors to share lane closures to increase litter picking and mechanical sweeping operations on the Borough's main roads	Protecting and Improving Our Environment	Assistant Director (Streetscape) Grounds & Streets Operations Manager Assistant Grounds & Streets Operations Manager	Ongoing	Ongoing	High	<ul style="list-style-type: none"> ○ Increase inspections on main roads and improve LEQS scores in those areas by 5%+ ○ Maintain a minimum of four shared cleansing & maintenance operations across the highway network each year 	<ul style="list-style-type: none"> ○ Staff time ○ Protocol allows for shared resources and operations across local authority boundaries
SC4. Continue to review the new arrangements for the clearance of fly-tipped asbestos & amend as necessary to save money and/or improve efficiency	Protecting and Improving Our Environment	Assistant Director (Streetscape) Assistant Grounds & Streets Operations Manager	Ongoing	Ongoing	High	<ul style="list-style-type: none"> ○ Current service levels maintained or improved ○ Continued 50%+ cost reduction on 2014/15 levels relating to removal of fly-tipped asbestos 	<ul style="list-style-type: none"> ○ Staff time ○ Reduced costs
SC5. Contribute to the implementation of the Fly-tipping action plan agreed by the Safer Communities Sub Committee	Protecting & Improving Our Environment	Assistant Director (Streetscape) Assistant Grounds & Streets Operations Manager	Ongoing	Ongoing	Medium	<ul style="list-style-type: none"> ○ Hotspot locations identified and monitored ○ PSPO implemented and reviewed ○ Fly-tipping enforcements ○ Multi-agency meetings 	<ul style="list-style-type: none"> ○ Staff time ○ Capital & revenue costs of installing and monitoring CCTV (mainly EH)

Action	The Corporate Priority the task contributes to	Lead Officer(s)	Start Date	End Date	Priority	Measurement of Success	Resource/Training Implications
Parking Services							
CP1. Work with WCC, the Police, local communities, local authority partners and others to prepare for the successful introduction and integration of CPE into the Borough -taking both on-street and off-street parking into consideration	Making Best Use of Our Resources	Assistant Director (Streetscape) Car Parks Manager	Ongoing	November 2017	High	<ul style="list-style-type: none"> ○ CPE implemented and successfully integrated (currently planned for Nov 2017) ○ Meet the objectives of Local Transport Plan. ○ Successful promotion of economic vitality and town centres 	<ul style="list-style-type: none"> ○ Staff time within existing budgets ○ Other capital and revenue implications will be scheme specific
CP2. Following on from the completed borough wide review of car parking - implement the resulting parking strategy as agreed by the T&F Group and Resources Board to support the implementation of CPE and to mitigate its impact on off-street parking	Making Best Use of Our Resources	Assistant Director (Streetscape) Car Parks Manager Assistant Grounds & Streets Operations Manager	Ongoing	November 2017	High	<ul style="list-style-type: none"> ○ Parking Strategy recommended by the Task & Finish Group and endorsed by Resources Board ○ Options for additional off-street parking capacity identified and implemented ○ Agreed method of enforcement in place ○ Proposed changes to off-street parking advertised, consulted on and in force 	<ul style="list-style-type: none"> ○ Staff time within existing budgets ○ Capital costs of extra parking capacity and enforcement infrastructure ○ Additional enforcement (revenue) costs ○ Increased income from a variety of sources

Action	The Corporate Priority the task contributes to	Lead Officer(s)	Start Date	End Date	Priority	Measurement of Success	Resource/Training Implications
Flood Risk Management							
FR1. Continue to tackle local flooding and drainage issues in partnership with other agencies & riparian owners through inspections, action and enforcement where appropriate and investigate how FRM issues can be addressed more efficiently through greater partnership working (with WCC & others)	Protecting and Improving Our Environment	Assistant Director (Streetscape) Engineering Manager	Ongoing	Ongoing	Medium	<ul style="list-style-type: none"> ○ Flooding & Drainage issues identified and action taken to address them ○ Improvements to Partnership arrangements identified and reported to MT/Board 	<ul style="list-style-type: none"> ○ Staff time within existing budgets
FR2. Continue to inspect and maintain Council owned watercourses and associated infrastructure	Protecting and Improving Our Environment Making Best Use of Our Resources	Assistant Director (Streetscape) Engineering Manager	Ongoing	Ongoing	High	<ul style="list-style-type: none"> ○ All identified watercourses & hotspots inspected and maintained as per programme 	<ul style="list-style-type: none"> ○ Staff time within existing budgets

Action	The Corporate Priority the task contributes to	Lead Officer(s)	Start Date	End Date	Priority	Measurement of Success	Resource/Training Implications
Grounds Maintenance							
GM1. Continue to deliver and review the effectiveness of the enhanced service at specific locations identified by Housing	Protecting and Improving Our Environment	Assistant Director (Streetscape) Grounds & Streets Operations Manager	Ongoing	Ongoing	Medium	<ul style="list-style-type: none"> ○ New Housing specification implemented at additional locations ○ Tenant satisfaction monitored and reported ○ Weekly service standard inspections undertaken 	<ul style="list-style-type: none"> ○ Staff time within existing budgets ○ Increased Housing contract costs to be met from HRA
GM2. Explore opportunities for providing services to other local authorities, local clubs and businesses	Making Best Use of Our Resources	Assistant Director (Streetscape) Grounds & Streets Operations Manager	Ongoing	Ongoing	Medium	<ul style="list-style-type: none"> ○ New contracts won ○ Extra income 	<ul style="list-style-type: none"> ○ Staff time within existing budgets ○ Should generate additional revenue
Transport							
T1. Undertake vehicle fleet renewals in accordance with the agreed programme	Making Best Use of Our Resources	Waste & Transport Manager	Ongoing	Ongoing	Medium	<ul style="list-style-type: none"> ○ Fleet renewals as per agreed programme 	<ul style="list-style-type: none"> ○ Existing budgetary provision for fleet renewals etc.

Action	The Corporate Priority the task contributes to	Lead Officer(s)	Start Date	End Date	Priority	Measurement of Success	Resource/Training Implications
T2. In conjunction with the Transport Group, review the new vehicle tracking system and implement any identified improvements to its use and effectiveness as a management tool to improve service delivery.	Making Best Use of Our Resources	Assistant Director (Streetscape) Waste & Transport Manager	Ongoing	Ongoing	High	<ul style="list-style-type: none"> ○ All service users requirements accommodated ○ Overall system & service costs reduced ○ KPIs monitored around transport performance measures ○ Reduced fuel usage and transport costs 	<ul style="list-style-type: none"> ○ Staff time within existing budgets ○ Ongoing system costs to be funded through continued efficiency savings ○ Staff training ○ Insurance savings over time
T3. Let the new fuel supply contract	Making Best Use of Our Resources	Assistant Director (Streetscape) Waste & Transport Manager	Ongoing	May 2017	High	<ul style="list-style-type: none"> ○ Contract let ○ Overall fuel costs reduced by 5% or more ○ Price variance between depot & LHF eliminated 	<ul style="list-style-type: none"> ○ Staff time within existing budgets ○ Should generate a significant revenue saving
Refuse Collection & Recycling							
RR1. Continue to promote recycling through advertising and awareness raising and increase participation including specific targeted initiatives in identified areas across the Borough	Protecting and Improving Our Environment	Assistant Director (Streetscape) Recycling Incentives Officer (CCC)	Ongoing	Ongoing	Medium	<ul style="list-style-type: none"> ○ Increased participation ○ Higher recycling and participation rates – with the aim of achieving 90% participation and maintaining 50% recycling rate 	<ul style="list-style-type: none"> ○ Staff time within existing budgets ○ Promotional material funded from existing budgets

Action	The Corporate Priority the task contributes to	Lead Officer(s)	Start Date	End Date	Priority	Measurement of Success	Resource/Training Implications
RR2. Review the impact of the suspension of the green waste service in January 2017	Protecting and Improving Our Environment Making Best Use of Our Resources	Assistant Director (Streetscape) Waste & Transport Manager	April 2017	June 2017	High	<ul style="list-style-type: none"> ○ Service impact reviewed ○ Levels of savings identified ○ Future suspension arrangements agreed by C&E Board 	<ul style="list-style-type: none"> ○ Staff time ○ Should generate revenue savings
RR3. Continue to review how the R&R services are operated and look at alternative collection options for green waste, recycling (including glass collections) and additional bins (incl. garden waste service)	Protecting and Improving Our Environment Making Best Use of Our Resources	Assistant Director (Streetscape) Waste & Transport Manager	April 2017	September 2017	High	<ul style="list-style-type: none"> ○ Refuse & recycling costs reduced and overall efficiency increased ○ Green waste & glass collection options reports presented to Board ○ Number of missed bins maintained below < 125 per 100,000 	<ul style="list-style-type: none"> ○ O/T costs to be further reduced from 2015/16 levels by 5% or more where practicable
RR3. Review the impact of the new Bin Policy	Making Best Use of Our Resources	Assistant Director (Streetscape) Waste & Transport Manager	April 2017	June 2017	High	<ul style="list-style-type: none"> ○ Policy impact reviewed ○ Bin replacement levels fall by at least a third ○ Total cost of new bins reduced to below 50% of 2015/16 level 	<ul style="list-style-type: none"> ○ Staff time ○ Should achieve a significant & sustained cost saving

Action	The Corporate Priority the task contributes to	Lead Officer(s)	Start Date	End Date	Priority	Measurement of Success	Resource/Training Implications
RR4. Continue to plan for housing growth by mapping areas of new development and modelling collection implications ready for future implementation	Protecting and Improving Our Environment Making Best Use of Our Resources	Assistant Director (Streetscape) Waste & Transport Manager	Ongoing	Ongoing	Medium	<ul style="list-style-type: none"> ○ Growth areas mapped ○ Round options modelled ○ Cost implications estimated and reported 	<ul style="list-style-type: none"> ○ Staff time ○ There will be revenue implications once round growth occurs
Facilities Management							
FM1. Implement the capital programme	Making Best Use of Our Resources	Assistant Director (Streetscape) Facilities Manager	April 2017	March 2018	Medium	<ul style="list-style-type: none"> ○ All identified schemes completed 	<ul style="list-style-type: none"> ○ Funded from Capital Programme
FM2. Planned maintenance – implement planned maintenance programmes	Making Best Use of Our Resources	Assistant Director (Streetscape) Facilities Manager	April 2017	March 2018	Medium	<ul style="list-style-type: none"> ○ All identified works completed 	<ul style="list-style-type: none"> ○ Funded from Revenue Budgets
FM3. Continue to review and update all statutory H&S management plans, policies and procedures (including asbestos, legionella, fire safety and emergency lighting) as necessary	Making Best Use of Our Resources	Assistant Director (Streetscape) Facilities Manager	Ongoing	Ongoing	High	<ul style="list-style-type: none"> ○ All plans and policies reviewed ○ Identified actions implemented 	<ul style="list-style-type: none"> ○ Staff time within existing budgets

Action	The Corporate Priority the task contributes to	Lead Officer(s)	Start Date	End Date	Priority	Measurement of Success	Resource/Training Implications
Asset Management							
AM1. Implement any agreed options for depot refurbishment and look to maximise the use of the Council House and look at alternative options for OBH	Making Best Use of Our Resources	Assistant Director (Streetscape) Facilities Manager	April 2017	September 2017	High	<ul style="list-style-type: none"> ○ Works completed ○ Business resilience increased ○ Housing staff moved to new base and archive store relocated 	<ul style="list-style-type: none"> ○ Staff time within existing budgets ○ Capital cost of agreed option (jointly with Housing) ○ Increased rental income
AM2. Monitor occupancy of commercial and industrial units. Maintain or improve on current occupancy levels. Reduce void liabilities where possible	Making Best Use of Our Resources	Assistant Director (Streetscape) Facilities Manager	Ongoing	Ongoing	High	<ul style="list-style-type: none"> ○ Occupancy levels maintained or increased ○ Costs reduced 	<ul style="list-style-type: none"> ○ Staff time within existing budgets ○ Potential costs for improvement works (offset by increased income)
AM3. Continue to develop the Asset Management Plan & review corporate property assets while continuing to support sub-regional asset management programmes such as One Public Estate	Making Best Use of Our Resources	Assistant Director (Streetscape) Facilities Manager	Ongoing	Ongoing	High	<ul style="list-style-type: none"> ○ AMP & Property Strategy reviewed ○ Use of web based/GIS information and data increased ○ PMP for each building updated ○ Options for increased return on investment through PSP (or similar) explored 	<ul style="list-style-type: none"> ○ Staff time within existing budgets ○ Potential opportunity to Invest to Save

Action	The Corporate Priority the task contributes to	Lead Officer(s)	Start Date	End Date	Priority	Measurement of Success	Resource/Training Implications
Value for Money / Efficiency							
VM1. Monitor identified savings for 2016/17. Identify potential future savings for future years across whole Division	Making Best Use of Our Resources	Assistant Director (Streetscape)	Ongoing	Ongoing	High	<ul style="list-style-type: none"> ○ All identified savings achieved ○ Further savings identified and (where possible) implemented 	<ul style="list-style-type: none"> ○ Staff time within existing budgets ○ Any additional resources identified as "invest to save"
Performance Indicators							
PI1. Continue to monitor divisional PIs (national and local)	Making Best Use of Our Resources	Assistant Director (Streetscape) SMT	Ongoing	Ongoing	Medium	<ul style="list-style-type: none"> ○ Regular reviews completed and results implemented in line with Corporate Data Quality Policy 	<ul style="list-style-type: none"> ○ Staff time within existing budgets
PI2. Continue to use APSE's performance networks programme to reduce costs and, where possible, improve service efficiency across the division	Making Best Use of Our Resources	Assistant Director (Streetscape) SMT	Ongoing	Ongoing	Medium	<ul style="list-style-type: none"> ○ Reviews undertaken and any potential savings or efficiencies identified and implemented 	<ul style="list-style-type: none"> ○ Staff time within existing budgets ○ APSE benchmarking costs

Action	The Corporate Priority the task contributes to	Lead Officer(s)	Start Date	End Date	Priority	Measurement of Success	Resource/Training Implications
Use of Technology							
UT1. Continue to develop & improve Streetscape content on the Council's website.	Making Best Use of Our Resources	Assistant Director (Streetscape) SMT	Ongoing	Ongoing	Medium	<ul style="list-style-type: none"> ○ Improvements to website completed ○ In-house & peer assessment of content 	<ul style="list-style-type: none"> ○ Staff time within existing budgets
UT2. Finalise the implementation of an in-cab solution for R&R service to improve service management, increase efficiency and improve customer service	Making Best Use of Our Resources	Assistant Director (Streetscape) SMT	April 2017	September 2017	Medium	<ul style="list-style-type: none"> ○ System implemented across R&R services ○ Integrated with Contact Centre ○ Reduced missed bins ○ Reduced customer complaints 	<ul style="list-style-type: none"> ○ Staff time within existing budgets ○ System costs within TomTom replacement budget
UT3. Continue to explore the potential for mobile recording of H&S and quality control inspections	Making Best Use of Our Resources	Assistant Director (Streetscape) SMT	April 2017	September 2017	Medium	<ul style="list-style-type: none"> ○ Options evaluated and implemented if practicable/cost-effective 	<ul style="list-style-type: none"> ○ Staff time ○ One-off implementation costs to be funded from existing budgets
Health & Safety / Risk Management							
HS1. Review and update Risk Assessments across the Division as necessary	Making Best Use of Our Resources	Assistant Director (Streetscape) SMT	Ongoing	Ongoing	High	<ul style="list-style-type: none"> ○ Reviews completed ○ Validation through HR/HSE 	<ul style="list-style-type: none"> ○ Staff time within existing budgets ○ Use of reserves to fund additional support for RA reviews

Action	The Corporate Priority the task contributes to	Lead Officer(s)	Start Date	End Date	Priority	Measurement of Success	Resource/Training Implications
HS2. Undertake six monthly audits in line with H&S Audit Policy. Continue to carry out monthly operational H&S inspections across all front line services	Making Best Use of Our Resources	Assistant Director (Streetscape) SMT	April 2017	March 2018 (Mid-term review September 2017)	High	<ul style="list-style-type: none"> ○ Audits completed every six months ○ Monthly inspections undertaken and reports logged and acted on as necessary 	<ul style="list-style-type: none"> ○ Staff time within existing budgets
HS3. Continue to monitor and record H&S in relation to operational services (R&R, Street Cleansing and Grounds Maintenance)	Making Best Use of Our Resources	Assistant Director (Streetscape) Waste & Transport Manager Grounds & Streets Operations Manager	Ongoing	Ongoing	High	<ul style="list-style-type: none"> ○ 2 H&S inspections carried out per service per month minimum ○ All inspections logged and monitored ○ Any identified breaches of H&S rectified and revisited the following month 	<ul style="list-style-type: none"> ○ Staff time within existing budgets ○ Staff training as required
Workforce Planning							
WP1. Devise and implement Divisional Training Plan based on H&S requirements and staff appraisals	Making Best Use of Our Resources	Assistant Director (Streetscape) SMT	April 2017	June 2017	High	<ul style="list-style-type: none"> ○ Training Plan devised and implemented 	<ul style="list-style-type: none"> ○ Staff time within existing budgets ○ Training Budget

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

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

Service Aims and Objectives

1.1 Overall Aims

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

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

1.1.1 Objectives

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

1.2 Links to Corporate objectives and plans

The corporate plan identifies the Council's main strategic and service objectives and its goals. It also includes short-term targets and annual performance indicators. The Corporate plan links to the Community plan, the themes that the Food Service will impact on are Health and Well Being, Education and Life Long Learning, the Environment, the Local Economy and Community Life. A portfolio group exists for Health and Well-Being to champion the food service and ensure that as a statutory service it is provided effectively and efficiently with full member support

The food service links to the corporate plan are

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

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

2 Background

2.1 Local Authority profile

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

2.2 Structure of the Section and its position within the Chief Executive's Division.

The Commercial and Licensing section is located within the Chief Executives Division and the Environmental Health Manager reports to the Assistant Chief executive and Solicitor to the Council.

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

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

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

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

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

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

The current staffing level of the section is;-

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Environmental Health Manager (Commercial, Licensing and Health Promotion)	Stephen Whiles
Senior Environmental Health Officer	Joanne Phipps
Food Safety Officer	Sharon Patrick
Part time Food Safety Officer (30 hours)	Carol Randle (4 days per week)
Part time Food Safety Officer (30 hours)	Julia Rowbottom (4 days per week)

Steve Maxey, Assistant Chief Executive And Solicitor To The Council has overview of the Divisions functions

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

2.3 Scope of the service

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

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

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

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

Public Health England

Good Hope Hospital, Sutton Coldfield (Food)

Heartlands Hospital, Birmingham (Faeces)

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

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

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

- Inspections of premises allocated to the Council under the Health and Safety (Enforcing Authority) Regulations, under the Health and Safety at Work etc Act 1974;
- Accident and dangerous occurrence investigations;
- Licensing - including taxi's, animals, Liquor and Gambling etc.

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- Investigation into cases of Infectious diseases
- Monitoring of private water supplies.
- Monitoring recreational water standards
- Health Promotion

There are additional dedicated staff working in licensing administration & enforcement. Administration duties in food safety are carried out by the officers themselves with support from central resources for administration of Corporate matters.

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

Health promotion is part of the job description of the 30hours Food safety Officer, dealing with administration of the Heartbeat awards and promotional events around Food Safety Week, Christmas Food Safety etc.

2.4 Demands on the service.

2.4.1 There are currently 780 premises registered under food safety legislation (The actual number fluctuates). These are recorded on the section's computer database.

2.4.2 Categorised by risk group, these are:

Category A	0	6 monthly inspection
Category B	44	12 monthly inspection
Category C	161	18 monthly inspection
Category D	217	24 monthly inspection
Category E	209	36 monthly inspection
Unrated	15	Awaiting Inspection
Outside programme	134	No Inspection

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

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

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

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- 2.4.5. The Commercial Enforcement and Licensing section is the home authority for the Sandwich Factory, Atherstone, a large-scale producer of fresh, chilled sandwiches. There is also the Primary Authority Scheme by the Local Better Regulation Office. This scheme is similar to the Home Authority scheme but differs in that it is mandatory that enforcement authorities must consult with the Primary Authority before taking enforcement action. The Primary Authority has the power to veto the proposed action if it is contrary to the advice they have already given to the Company. It is not envisaged that this Authority will take on the role of Primary Authority due to the large resource implications which would be disproportionate for an Authority of its size. The Council has not yet been approached by any Companies seeking a partner but a full report would be presented for members to consider should this occur.
- 2.4.6 There is one premises in the Borough that require export certificates and these are running at the rate of around 25 per month.
- 2.4.7 Two golf courses in the Borough - the Belfry and the Forest of Arden – have hosted major international golf tournaments - including the prestigious Ryder Cup in the past. These tournaments involve the construction of large, mobile catering units. During the currency of tournaments, caterers operating in these units, together with other mobile caterers operating at the sites are subject to daily visits by staff of the section. The resource at these events can be in excess of 200 officer hours each year.
- 2.4.8 Because of its rural nature there are still farms in North Warwickshire that produce low volumes of poultry at Christmas. Poultry produced at these establishments is subject to inspection by staff of the section. This can account for 20 officer hours each year
- 2.4.9 There are approximately 20 food premises in the Borough where the occupiers do not speak English as their first language.
- 2.4.10 The authority has two Motorway service areas; one on the M6 at Corley, and the other on the M42 at Tamworth. The throughput of visitors at these premises in summer can be in the region of 30,000 per week. Both have Premises licences to offer late night refreshment.
- 2.4.11 During the past years the continued occupation of warehouses built at Hams Hall Distribution Park, Birch Coppice and Kingsbury Link has increased with several large food, storage and distribution premises now present. Some of these premises are designated as ERTS (Enhanced Remote Transit Sheds) and are involved with the import of a variety of goods including some foodstuffs.
- 2.4.12 In February 2011 the Council joined the Food Standards Agency's National Food Hygiene Rating Scheme. This means that consumers can find out about standards at all food premises in the Borough by visiting a website or looking for the certificates in the premises. This should also have the effect of driving up standards in premises due to consumer pressure.

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2.5 Enforcement Policy

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

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

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

Service Delivery

3.1 Food Premises Inspections.

The food service will aim to complete a programme of interventions (1st April 2017 - 31st March 2018.) The programme will be drawn from the database using risk ratings associated with the Code of Practice scoring scheme, and will be in both annual and monthly targets intervals

3.1.1 The senior officer in the section will be responsible for allocating the primary inspections together with any re-inspections that are required during the period and Performance indicator reporting. The Environmental Health Manager will be responsible for monitoring progress and dealing with consistency reports

3.1.2 Completion of interventions at high-risk premises and approved premises will take priority over the completion of lower risk premises.

Anticipated premises inspection on 01/04/17 (subject to change)

Premises category	No. Programmed inspections	Estimated no. of <i>re-visits</i>
A	0	0
B	44	70
C	102	51
D	130	40
E	70	0
Totals	346	161

3.1.4 Initial programmed inspections are estimated on last year's figures to take an average of 4.3 hours to complete including planning, travel and correspondence, Revisits take less. A card system is in operation for low risk premises for them to

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notify the officer in writing that all works have been completed hence there are very few re visits against low risk premises.

- 3.1.5 The target for officers of the section is the completion of all due inspections within the month of the allocation
- 3.1.6 To ensure that best value is obtained through the inspection process, more than one inspector may travel to larger premises and conduct a unit inspection within the larger premises. Likewise (and because some of the remoter areas of the Borough are in excess of 12 miles each way from the operating base), inspectors, having travelled to a particular geographical area are required to carry out as much productive work as possible in that area whilst they are there.
- 3.1.7 There are no specially targeted inspections during the year 2017/18. Instead, routine risk-rated inspections will be carried out. In line with FSA instruction, all qualified staff will routinely check the legality of imported food during inspection in appropriate cases.
- 3.1.8 The section notifies all relevant business of new or changed legislation by the most expedient means as and when this occurs. The section also has access to the weekly list of planning applications submitted to the Council. By this means it is possible to identify premises where the Food Safety Act might apply, and to make early contact with the applicant in question.
- 3.1.9 It is a priority to have all premises registered with the Council and where required approved.

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3.1.10 The training budget for the Division includes provision for practical training updates and the continuing professional development of all staff. As a result, staff of the food safety section attend seminars and training sessions on new legislation or techniques, and all qualified Environmental Health Officers and Food Safety Officers have attended microbiological updates.

The Code of Practice (made under Section 40 of the Food Safety Act) requires that the Council satisfy itself that all food enforcement officers are competent to carry out those duties and requires that specific Hazard Analysis (HACCP) development is carried out by those officers each year. It is the Manager of the section who will identify training needs and bid for funds from the training budget.

3.1.11 Food premises are inspected at minimum frequencies decided in accordance with the approved risk rating scheme in the Code of Practice. Inspections are also normally carried out following complaints. In certain circumstances, inspections will be brought forward or delayed where the opening is seasonal to avoid unnecessary failures in outcomes. These are a few premises that for instance only open in the summer at the Country park, or during the cricket season.

3.1.12 New premises, especially those handling unwrapped food, are inspected before they open for business. A package of information is available for all new premises on request

3.1.13 Inspections of food premises are carried out in accordance with the Food Safety Act 1990, Code of Practice. Inspections include a preliminary assessment of food safety hazards associated with the business and examine the system in place for assessing food hazards and controlling risks. Inspections also identify contraventions of food safety legislation and highlight good practice.

3.1.14 The number of food premises by risk bands, A-C and D-F, as a percentage of those which required inspection in any given year is a Local Performance Indicator. The target inspection level for 2013/14 is 100%. Reports are made quarterly to Management Team and variances reported to the relevant Board. A system of traffic lights red, amber and green are used to denote movement away from the desired outcome.

3.1.15 Registration of Food Premises

The Policy

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

Copies of public register entries are available on the Council's website.

The register of food premises is in the Council's Freedom of Information Act publication scheme.

3.2 Food Complaints

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The Policy

Food complaints dealt with include those relating to:

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

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

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

The plan

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

3.2.4 The forecast for 2017/18 is that there will be 20 food complaints from within the Borough. This will involve officer time of some 10 hours per event (This does not include complaints referred to other authorities nor investigations or complaints from home authority or originating authority partners or enquirers.)

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

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

3.3 Home Authority Principle

The Policy

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

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

3.4 Advice to businesses in the Borough

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

The policy

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

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

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

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

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

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

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

3.5 Food Sampling

The Policy

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

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

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- ◆ An in-depth inspection of food premises.

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

Microbiological samples are examined by the Council's nominated food examiner, Public Health England, Good Hope Hospital, Sutton Coldfield

The Plan

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

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

The Group meets twice a year to:-

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

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

The anticipated demand on the service 2017/18 is 10 samples per month:

The purchase of the samples will normally be anonymous.

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

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

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

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

Water Sampling and Water Supplies

The Policy

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

The authority liaises regularly with the public mains water providers (Severn Trent Water and South Staffordshire Water Plc). In addition, staff contribute to, and participate in local authority health liaison meetings held by the water companies. They also take part in outbreak control plans and training.

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

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

Chemical analysis Seven Trent water Authority, Torrington Avenue, Coventry

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

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

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

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

Legal Position

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

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

Private Water Supplies

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

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

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

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

Sampling is normally carried out between April and September.

New private water supply Regulations are now in place. These include a requirement for risk assessment of multi user and commercially used supplies and this may impose a greater workload on the Division but this may be offset by the exclusion of small supplies from the sampling requirement.

3.5.1 Food Inspection

The policy

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

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

The Plan

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

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

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

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

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

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

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

3.6.1 Policy

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

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all confidentiality. Failure to observe such confidentiality may result in disciplinary action. For this reason calls regarding Infectious disease will not be dealt with in the Contact Centre.

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

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

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

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

3.6.2 Procedure

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

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

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

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

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

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

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

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

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

3.7 Food Safety Incidents

3.7.1 The Policy

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

These are two fold those for information and those for action

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

The Environmental Health Manager (Commercial, Licensing and Health Promotion) will take the lead in Food Hazard Warnings. In his absence his role will be taken by the Senior Officer and in the absence of both, any other team member with the assistance if necessary of the Environmental Health Manager (Domestic and Pollution) or Assistant Chief Executive And Solicitor To The Council.

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

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

3.7.2 The Plan

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

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

3.7.3 Procedure

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

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

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

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

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

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

Liaison with other organisations.

3.8.1 The Policy

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

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

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

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

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

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

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3.9 Food Safety Promotion

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

3.9.1 The policy.

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

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

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

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

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

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

4 Resources

4.1 Financial Allocation

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

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

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

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4.2 Staffing allocation to food safety measures

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

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

4.3 Staff Development Plan

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

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

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

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

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

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

5 Quality Assessment

The authority's food service has benchmarked its functions against the food service operated by the four other Warwickshire local authorities. It will continue to monitor its

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performance against national standards. Inter Authority audits form a key function of the Liaison Groups.

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

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

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

The section has a fully documented system and procedures manual.

6.0 Review

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

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

6.1 Dealing with variances

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

Variances of note are reported to the appropriate Board.

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6.2 Improvements

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

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

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

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

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

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

The priority regulatory outcomes for England are as follows:

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

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

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8:0 Performance Indicators

PI Ref	Description	2014/15 Target	Suggested reporting interval	Board	Reported to MT
ACP1 H1	The percentage of food premises inspections that should have been carried out that were carried out for high risk premises.	100%	Quarterly	C & E Board	Yes
ACP1 H4	Ditto for low risk premises	100%	Quarterly	C & E Board	Yes
	To respond to all complaints and requests for service within three working days	99%	Quarterly	C & E Board	Yes

HEALTH AND SAFETY SERVICE PLAN 2017/18

Introduction

The Council is responsible for the enforcement of the Health and Safety at Work etc Act 1974 (The Act) and associated Regulations in over 1000 premises in the Borough ranging from large warehouses, through tyre and exhaust fitting bays to corner shops – basically all commercial premises with the exception of factories, construction sites, farms and domestic premises which fall to the Health and Safety Executive (HSE) for enforcement. In addition there are known to be a substantial number of new businesses that have never been visited or registered on the Environmental Health Divisions database due to current Government policy banning pro-active inspection in all but the most high risk premises.

Traditionally enforcement was by regular risk based inspections of all premises but now the Government, in an attempt to reduce the 'burden of red tape' on businesses has removed the inspection element for all but the most high risk of premises in favour of a variety of other 'interventions' (see below).

In addition the Council deals with complaints about working conditions and public safety, investigates accidents at work and provides information and advice to businesses and the public.

Section 18 Standard On Enforcement

Section 18 of The Act requires Local Authorities to make adequate arrangements for enforcement. It sets out the arrangements that Local Authorities should put in place to meet this duty.

The standard is very rigorous and covers

- Commitment
- Priorities
- Planning
- Targeting
- Capacity
- Management Infrastructure
- Performance Management
- Information Systems
- Competent Inspectorate
- Enforcement Policy
- Enforcement Decisions
- Complaints
- Partnership
- Governance
- Sensible Risk Management

It is believed that the Council complies with the standard.

Targeting Interventions

HSE Local Authority Circular 67/2 (Rev 5) requires a shift of focus in terms of interventions planning by Local Authorities. It reflects the Governments new strategy as set out in the publication 'Good Health And Safety, Good For Everyone'(April 2011). Under the reforms, protecting people in the workplace and in society as a whole remains a key priority. The

health and safety regime will move to a lighter touch approach concentrating on higher risk industries and on tackling serious breaches of the rules. The reforms require HSE and Local Authorities to:

- Reduce the number of inspections carried out.
- Have greater targeting where proactive inspections continue
- Increase information provision to small businesses in a form that is both accessible and relevant to their needs.

The guidance provides a simple rating system for scoring premises based on four factors:

- Confidence in management.
- Health performance
- Safety performance
- Welfare standards

The categories of premises are:

- A – Highest risk – suitable for proactive inspection. Identify the risk and consider the use of all interventions to address that risk.
- B – Medium risk – Not suitable for proactive inspection. Identify the risk and consider how it might be addressed using the remaining 12 interventions
- C – Lowest risk – Use reactive interventions only.

Local Authorities should consider the full range of interventions at their disposal for managing health & safety risks in their community, these are:

a. Proactive interventions:

1. partnership
2. motivating senior managers
3. supply chain
4. design and supply
5. sector and industry wide initiatives
6. working with those at risk
7. education and awareness
8. inspection (restricted to category A premises only)
9. intermediaries
10. best practice
11. recognising good performance

b. Reactive interventions

1. incident and ill-health investigation

2. dealing with issues of concern that are raised and complaints

Summary Of National Planning Priorities 2017 - 2018

Over arching principles:

Local Authorities should decide, plan and target their health & safety interventions having regard to the range of interventions available, the risk profile of the business/sector, national information (accident statistics, national priorities, Primary/Lead Authority inspection plans) and local knowledge and priorities.

Local Authorities should reserve proactive inspection for Category 'A' premises and consider the use of other non-inspection techniques for other categories of premises. In keeping with the Government's reforms of health and safety, there are no restrictions on reactive work but Local Authorities should consider using HSE's Incident Selection Criteria and risk based approach to complaints handling to assist with targeting their resources.

1) Proactive interventions:

At Premises:

- a) rated Category A within the specific LA enforced sectors published by HSE (see below) - use the most appropriate form of intervention, and this may include proactive inspection;
- b) that are part of an agreed Primary Authority (PA) health and safety inspection plan - use those interventions supported by the PA inspection plan and the site rating - proactive inspections are only appropriate for suitable Category A sites;
- c) demonstrating a significant potential local issue – select the most appropriate intervention to address the risk posed using the interventions appropriate to the premise risk rating;
- d) where there is sufficient weight of intelligence over a period of time (complaints, accident reports, adverse insurance reports, risk rating history, information from other enforcing authorities etc) combined with a relevant workplace context (number of employees , public risk etc) to indicate poor performance and/or potential significant breaches of health and safety law – select the most appropriate intervention to address the risk posed using the interventions appropriate to the premise risk rating, and
- e) identified as part of a recognised national priority, selecting the most appropriate intervention appropriate to the individual premises risk rating. For 2017/18 these are:

1. Construction – advice for owners of commercial premises likely to be clients for construction work.

2. Falls from height – work on/adjacent to fragile roofs/materials

3. E.coli/cryptosporidium infection especially in children
Open Farms/Animal Visitor Attractions
Lack of suitable micro-organism control measures

4. Duty to manage asbestos – raising awareness with duty holders

5. Proactive visits as part of a Home Office led cross agency operation to tackle labour exploitation

6. Health risks – respirable silica dust

- 2) Reactive Interventions identified using HSE's incident selection criteria and complaint handling criteria/risk filter:
- a) investigations in response to information from complaints, accident reports or adverse insurance reports or other intelligence where the nature of the information indicates poor duty holder performance and/or potential significant breaches of health and safety law;
 - b) during visits for another primary purpose, for example a food safety inspection where if matters of evident concern and /or significant breaches of health and safety law are identified they are dealt with at the same time;
 - c) to check compliance with a notice.

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

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

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

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

The priority regulatory outcomes for England are as follows:

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

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

Performance Management

Performance will be measured by the Environmental Health Manager and Senior EHO in the Section on an ongoing basis and PIs reported on an annual basis.

Resilience

There is an agreement in place within Warwickshire to allow Officers to work in any of the other Districts in case of emergencies, staff shortage etc.

HEALTH AND SAFETY WORK PROGRAMME 2017/18

As can be seen from the above the focus has shifted from primarily inspection and enforcement with some advice to business, to primarily advice to business with inspection and enforcement as a last resort. This actually reflects the way the Environmental Health Division (and most local authorities) have always operated. With this in mind the suggested work programme for 2017/18 is as follows:

1. Proactive inspections of any category A premises within the specific LA enforced sectors published by HSE
2. Significant Potential Local Issues:
 - a) To provide health and safety advice to new businesses, particularly small businesses that may have no other access to advice by locating them, making contact with them and offering advice and guidance in a format that is most useful to them.
3. Intelligence led interventions where there is sufficient weight of intelligence over a period of time to indicate poor performance and/or potential significant breaches of health and safety law.
4. Identified as part of a recognised national priority, selecting the most appropriate intervention appropriate to the individual premises risk rating.
5. Identified whilst involved in another primary purpose, for example food safety inspections, where if matters of evident concern and/or significant breaches of health and safety law are identified they are dealt with at the same time.
6. To investigate accidents in accordance with established incident selection criteria. Around 10 accident investigations are anticipated.
7. To respond to all service requests from employers, employees and members of the public concerning health and safety within three working days. (**Performance Indicator**)

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SERVICE PLAN

Chief Executive's Department, Environmental Health Division, Pollution Control Team 2017/18

The priority regulatory outcomes for England are as follows:

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

In accordance with the Regulators' Code 2013, when seeking to deliver these priorities, regulators' must consider the impact that their interventions have on economic progress, by bearing mind the costs, effectiveness and perceptions of fairness of regulation.

All prosecutions will be reported annually to the Community and Environment Board.

The Council has an enforcement policy and this has been reviewed annually and the current version is available on the Council's website.

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

Service specific / team issues [Pollution Team]

Service / issue	Current service(s) - continuing	Variations - +/-	Opportunities, pressures, influences & key issues
Air quality	Respond to complaints and service requests re bonfires, smoke, odours, dust etc. Respond to planning consultations. Give advice. Passive monitoring of local air quality and reporting to DEFRA		The number of service requests and planning issues to be considered continues to rise putting pressure on the service.
Environmental Permitting Pollution Prevention and Control [PPC]	Process applications, variations & revocations. Compliance visits. Give advice and respond to planning consultations.	Cannot predict how many new applications if any, or those which cease trading, alterations in regime technical details etc. Further work on Permits & risk assessments required for reduced fee activities.	Performance is currently meeting target of 100% annual inspections.
Contaminated land	. Complaint/development led site investigations have priority.	Significant and complex problems with many sites. These may require remediation statement, works and decisions on cost recharge.	Lack of grant funding is hindering proactive work which is now mainly dependant upon applicants for planning permission funding reports Continue to investigate any grant funding for intrusive investigations if possible.
Nuisance	Respond to service requests re; industrial/commercial noise, dust, smoke, odour etc. Enforcement action and work in default.		Most complaints are dealt with expeditiously however there are a number of seemingly intractable complaints relating to new industrial sites where complainant expectation is not being met and which make huge demands on the service. With pressure for new development this problem is likely to get worse.
Fly tipping	Investigation of fly tipping and recovery of costs / prosecute where possible.	Improved working with the Streetscape Division has led to greater efficiency	The amount of fly tipping continues to increase and is getting worse. The Council is

		A number of successful prosecutions are taken each year.	currently seeking to provide additional resources to assist in the investigation of this problem
Planning Consultations	Give professional advice on any planning applications NWBC receive re; issues such as noise, odour, dust, contaminated land etc.		There has been a huge increase in planning applications resulting in increased pressure on the service. Comments and recommendations need to be objective and accurate and based on professional judgement.
Scrap Metal Dealers Act 2013	The new legislation has replaced the previous registration of scrap metal dealers and motor salvage operators with a new licensing regime	Totally new legislation.	The duty is being shared with the licensing team. Compliance visits to sites and collectors are also be carried out jointly with the Police.

EH Pollution Control Team – Agreed performance indicators/measures

Board	PI Ref	Sub PI	Description	Year End Target
Community & Environment Board	Local	Quarterly	To respond to all complaints and requests for service within three working days.	99%
Community & Environment Board	Local	Annual	The percentage of permitted process inspections that were carried out within the scheduled time scale.	100%
Licensing Committee	Local	Annual	To arrange at least one joint operation with other agencies to stop and search itinerant scrap metal dealers and one to visit licensed sites.	Two operations

Agenda Item No 7

Community and Environment Board

23 January 2017

**Report of the
Assistant Chief Executive and Solicitor to
the Council, Assistant Director (Housing),
Assistant Director (Streetscape) and
Assistant Director (Leisure and
Community Development)**

**General Fund Fees and Charges
2017/2018**

1 Summary

- 1.1 The report covers the fees and charges for 2016/17 and the proposed fees and charges for 2017/18.

Recommendation to the Board

That the schedule of fees and charges for 2017/18, set out in the report, be accepted.

2 Introduction

- 2.1 At its meeting held in September, the Executive Board agreed the budget strategy for 2017/21, which included an allowance for price increases of 2%, equating to £40,710 of additional income. This was split between leisure-related income of £25,690 and other income of £15,020.

3 Fees and Charges Proposed for 2017/18

- 3.1 Attached at Appendix A for the Board's consideration are details of present and proposed fees and charges for the financial year 2017/18. The amounts shown have already been included in the revenue estimates for 2017/18.
- 3.2 The Leisure and Community Development Division has made focused changes to the fees and charges within leisure facilities following an analysis of usage and benchmarking with local and wider competitors.
- 3.3 It is anticipated that these proposed fees and charges will continue to ensure that the leisure facilities remain competitive and continue to offer value for money services, as well as support the approach to focused pricing that has served the Authority well over the last three years.
- 3.4 For 2016/17, Members approved a proposal to freeze direct debit and membership prices across the Brough Council's leisure facilities, subsequent to the successful introduction of a more sensitive and competitive price

package the previous year. Given the circumstances being experienced at Arley and Polesworth Sports Centres it is proposed to freeze these prices, which will enable the facilities to maintain this level of achievement and remain competitive with other local providers. It is, however, proposed to introduce an inflationary increase in membership prices at Atherstone Leisure Complex and Coleshill Leisure Centre, where the product offering is of a higher quality and the facilities are better able to compete with other operators.

- 3.5 The Division has increased Action Hire charges above inflation following a charges review and in an attempt to take a more commercial approach to charges and service for this area. The Division has maintained a competitive charge for residents over non residents in line with previous fees and charges.
- 3.6 Consideration has been given to the seasonality of the leisure market and going forward it is suggested that a detailed review of pricing within leisure facilities is undertaken earlier in the year. This is with a view to make any changes to the pricing structure to enable implementation in January. This would enable the Division flexibility to respond to a very competitive marketplace and ensure that every opportunity was being taken to maximise both income and attendances.
- 3.7 The trade refuse collection charge for schools has been removed; schools will only have the opportunity to purchase the regular 12 month trade refuse collection service. This move reflects more accurately the collection frequencies experienced at our school sites and simplifies the trade waste service overall.
- 3.8 Industrial pollution fees have remained the same, as the charges are statutory and so not set by ourselves.
- 3.9 Other prices have generally increased in line with inflation, whilst attempting to maximise income, although consideration has been given to the pricing structure of other organisations.

4 Report Implications

4.1 Finance and Value for Money Implications

- 4.1.1 The pricing structure contained within this report is expected to generate additional income of £80,780 above the revised budget for 2016/17. This increase is split between changes in customer base and inflation.
- 4.1.2 There is an increase in customer base of £40,070 relating mainly to changes to the swimming lessons programmes at Atherstone Swimming Pool and additional income from Coleshill Leisure Centre and Polesworth Sports Centre.

4.1.3 The remaining additional income of £40,710 relates to price inflation increases.

4.1.4 This will contribute to the achievement of income targets, which are contained within the Deputy Chief Executive's report on the General Fund estimates 2017/18, presented elsewhere within the agenda for this meeting. A 1% change in income generated by services reporting to this Board would result in an increase or decrease in income of £23,720.

5.2 Risk Management

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

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

Background Papers

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

Background Paper No	Author	Nature of Background Paper	Date

NORTH WARWICKSHIRE BOROUGH COUNCIL
COMMUNITY & ENVIRONMENT BOARD
FEEES AND CHARGES FROM 1 APRIL 2017

	2016/2017 TOTAL CHARGE £	2017/2018 TOTAL CHARGE £	VAT RATING
TRADE REFUSE SERVICE			
(weekly collection)			
a) Collection Only			
1100 litre container per annum	219.50	224.00	Outside scope
660 litre container per annum	197.50	201.50	"
330/360 litre container per annum	185.00	189.00	"
240 litre container per annum	159.00	162.00	"
140 litre container per annum	121.50	124.00	"
Sack per annum	67.00	68.50	"
b) Hire & Collection			
1100 litre container per annum	343.00	350.00	Outside Scope
660 litre container per annum	311.00	317.00	"
330/360 litre container per annum	224.50	229.00	"
240 litre container per annum	175.50	179.00	"
140 litre Container per annum	129.00	131.50	"
Reduction for first container at mixed commercial/ domestic premises (per annum).	-36.50	-37.00	Outside Scope
TRADE RECYCLING			
Hire & Collection			
Sack	67.00	68.50	Outside Scope
140 Litre container	129.00	131.50	"
240 Litre container	175.50	179.00	"
360 Litre container	224.50	229.00	"
660 Litre container	311.00	317.00	"
1100 Litre container	343.00	350.00	"
Disposal will be charged at the rate specified by W.C.C.			
CLINICAL WASTE (per sack @ 3.5 kg capacity) (includes collection)	63.00	64.50	Outside Scope
BLACK REFUSE SACKS (pack of 100) (does not include collection/disposal)	11.20	11.50	Incl VAT at Standard Rate
SALE OF BINS			
New developments & replacements			
240 Litre container	35.00	36.00	Outside Scope
1 each of black, green and red 240 litre bins per individual property	105.00	107.00	"
360 Litre container	94.00	96.00	"
660 Litre container	198.00	202.00	"
1100 Litre container (new)	293.00	299.00	"
1100 Litre container (refurbished)	138.00	141.00	"
REMOVAL OF BULKY HOUSEHOLD WASTE			
Up to 6 items	23.00	23.50	Outside Scope
Items in excess of 6 charged pro-rata per item	4.00	4.00	"
HOUSE CLEARANCES	As per agreement	As per agreement	Plus VAT at Standard Rate

NORTH WARWICKSHIRE BOROUGH COUNCIL
COMMUNITY & ENVIRONMENT BOARD
FEES AND CHARGES FROM 1 APRIL 2017

	2016/2017 TOTAL CHARGE £	2017/2018 TOTAL CHARGE £	VAT RATING
CESSPOOL/SEPTIC TANK EMPTYING SERVICE			
Collection & Disposal per load or part load -weak strength (on a contract paying by direct debit)	104.00	106.00	Zero Rated
Collection & Disposal per load or part load -standard strength (on a contract paying by direct debit)	198.50	202.50	"
Additional charge to the above fees if not on a contract paying by direct debit	17.50	18.00	"

ACTION HIRE

	CATEGORY A North Warwickshire based community, voluntary & charitable organisations		CATEGORY B All other hirers		VAT RATING
	2016/2017 TOTAL CHARGE £	2017/2018 TOTAL CHARGE £	2016/2017 TOTAL CHARGE £	2017/2018 TOTAL CHARGE £	
Bouncy Castle 3.6 m x 3.6 m	25.00	30.00	40.00	45.00	Incl. VAT at Standard Rate
Tug-of-war rope	15.00	16.00	20.00	21.00	"
Giant Jenga	15.00	16.00	20.00	21.00	"
Giant Connect 4	15.00	16.00	20.00	21.00	"
Sumo Suit (child size)	20.00	21.00	30.00	31.00	"
Sumo Suit (adult size)	20.00	21.00	30.00	31.00	"
Sumo Suit (both sizes)	25.00	30.00	40.00	45.00	"

NORTH WARWICKSHIRE BOROUGH COUNCIL
COMMUNITY & ENVIRONMENT BOARD
FEES AND CHARGES FROM 1 APRIL 2017

	2016/2017 TOTAL CHARGE £	2017/2018 TOTAL CHARGE £	2016/2017 TOTAL CHARGE £	2017/2018 TOTAL CHARGE £	
	STANDARD PRICE		LIFETIMES CARD HOLDER		
Lifetimes Card per annum					
Adult resident	N/A	N/A	9.40	10.00	Incl. VAT at Standard Rate
Adult non-resident	N/A	N/A	13.60	14.00	"
Child	N/A	N/A	4.20	5.00	"
Concessionary	N/A	N/A	4.20	5.00	"
Spectator	2.00	2.00	Free	Free	"
Relacement card	N/A	N/A	1.10	1.50	"
Squash (per court)					
Peak	9.90	10.00	7.75	7.90	Incl. VAT at Standard Rate
Off-peak	8.40	8.50	6.75	6.90	"
Anytime junior (under 16yrs)	N/A	N/A	3.10	3.10	"
Squash League pass (Arley SC)	N/A	N/A	21.00	21.40	Incl. VAT at Standard Rate
Badminton (per court)					
Peak	9.90	10.00	7.75	7.90	Incl. VAT at Standard Rate
Off-peak	8.40	8.50	6.75	6.90	"
Anytime junior (under 16yrs)	N/A	N/A	3.10	3.10	"
No Strings badminton (adult) (Arley SC)	4.70	4.80	4.20	4.30	Incl. VAT at Standard Rate
No Strings badminton (junior) (Arley SC)	3.70	3.80	3.20	3.30	"
Court cancellation fee (Polesworth SC)	3.20	3.00	3.20	3.00	Incl. VAT at Standard Rate
Team Games (per 45 minutes)					
5-a-side football peak - Polesworth SC	39.60	40.00	32.50	32.50	Incl. VAT at Standard Rate
5-a-side football off-peak - Polesworth SC	31.20	32.00	26.50	27.00	"
5-a-side juniors (under 16s) - Polesworth SC	N/A	N/A	13.60	14.00	"
5-a-side football peak - Arley SC & Coleshill LC	29.20	31.00	26.50	28.00	"
5-a-side football off-peak - Arley SC & Coleshill LC	21.30	25.00	21.00	22.00	"
5-a-side juniors (under 16s) - Arley SC & Coleshill LC	N/A	N/A	10.50	11.00	"
Club Use - Premium for Commercial Organisations. (series of 10 or more pre-booked lettings is exempt)	N/A	N/A	11.50	11.70	Incl. VAT at Standard Rate (Exempt if 10 or more bookings)
School use peak & off-peak (Arley SC)	N/A	N/A	12.45	13.00	Standard (Exempt if 10 or more bookings)
Equipment hire-rackets	0.50	0.50	0.50	0.50	Incl. VAT at Standard Rate

NORTH WARWICKSHIRE BOROUGH COUNCIL

COMMUNITY & ENVIRONMENT BOARD
FEES AND CHARGES FROM 1 APRIL 2017

	2016/2017 TOTAL CHARGE £	2017/2018 TOTAL CHARGE £	2016/2017 TOTAL CHARGE £	2017/2018 TOTAL CHARGE £	
	STANDARD PRICE		LIFETIMES CARD HOLDER		
Birthday Parties					
Coleshill SC & Polesworth SC	81.60	85.00	71.40	75.00	Incl. VAT at Standard Rate
Bouncy castle party (Saturday/Sunday) (Arley SC)	78.00	85.00	72.85	75.00	
Bouncy castle party (Saturday/Sunday) (Coleshill SC)	81.60	85.00	71.40	75.00	"
Other Activities					
Gymnastics	N/A	N/A	3.90	4.20	Exempt
Trampoline	N/A	N/A	3.90	4.20	Exempt
Carpet bowls (Coleshill SC & Arley SC)	3.50	3.60	2.85	2.90	Standard
Playtimes (pre-school) (Arley SC)	3.50	3.60	2.85	2.90	"
Fitness classes -all sites	5.10	5.20	4.10	4.20	Exempt
Fitness classes -concessionary (Coleshill SC & Polesworth SC)	N/A	N/A	3.00	3.10	"
Adult mascot costume hire-1 hour (Coleshill SC)	21.00	21.40	20.00	20.40	Standard
Toys & trikes hire-1 hour (Coleshill SC)	5.10	6.00	5.15	5.50	"
Teas & coffees -30 cups (Coleshill SC)	10.20	11.00	10.20	10.50	"
Dry Courses Direct Debit payment	N/A	16.80	N/A	16.80	"
Dry Courses Direct Debit payment Mondays	N/A	15.80	N/A	15.80	"
Dry Courses Direct Debit payment 1.5 hours	N/A	25.20	N/A	25.20	"
Dry Courses Direct Debit payment 1.5 hours Mondays	N/A	23.70	N/A	23.70	"

NORTH WARWICKSHIRE BOROUGH COUNCIL**COMMUNITY & ENVIRONMENT BOARD****FEES AND CHARGES FROM 1 APRIL 2017**

	2016/2017 TOTAL CHARGE £	2017/2018 TOTAL CHARGE £	2016/2017 TOTAL CHARGE £	2017/2018 TOTAL CHARGE £	VAT RATING
	STANDARD PRICE		LIFETIMES CARD HOLDER		
LIFETIMES FITNESS SUITE					
Induction-monthly direct debits	N/A	N/A	Free	Free	N/A
Joining fee	N/A	N/A	15.50	16.00	Exempt
Concessionary	N/A	N/A	10.80	11.00	"
Peak adult - per session	N/A	N/A	5.10	5.20	Incl. VAT at Standard Rate
Off peak adult - per session	N/A	N/A	4.20	4.30	"
Junior/concessionary - per session	N/A	N/A	3.00	3.10	"
Junior/full time student pass	N/A	N/A	18.00	18.50	Incl. VAT at Standard Rate
LIFETIMES STUDIO					
Adult induction	N/A	N/A	10.00	10.20	Exempt
Concession induction	N/A	N/A	5.00	5.10	"
Adults (30 minute session)	N/A	N/A	3.25	3.30	"
Concessions (30 minute session)	N/A	N/A	2.65	2.70	"
GYM DAY PASSES					
1 day	7.00	7.00	N/A	N/A	Incl. VAT at Standard Rate
1 week	15.00	15.00	N/A	N/A	"
2 weeks	25.00	25.00	N/A	N/A	"
4 weeks	40.00	40.00	N/A	N/A	"
PERSONAL TRAINERS					
Arley, Atherstone & Coleshill					
Block of 10 sessions	N/A	260.00	N/A	250.00	Exempt
Block of 3 sessions	N/A	96.00	N/A	90.00	"
Individual session	N/A	35.00	N/A	35.00	"
DIRECT DEBIT MONTHLY MEMBERSHIPS					
Ultimate-all sites	N/A	N/A	35.00	36.00	Incl. VAT at Standard Rate
Lifetimes -Atherstone	N/A	N/A	30.00	31.00	"
Lifetimes -Coleshill	N/A	N/A	27.00	28.00	"
Lifetimes -Polesworth	N/A	N/A	25.00	25.00	"
Lifetimes -Arley	N/A	N/A	25.00	25.00	"
Lifetimes -Swimmer	N/A	N/A	25.00	26.00	"
Lifetimes -Studio	N/A	N/A	25.00	25.00	"
Pay As You Go Annual Memberships (12 mths for the price of 11 mths)					
Ultimate-all sites	N/A	N/A	330.00	341.00	Incl. VAT at Standard Rate
Lifetimes -Atherstone	N/A	N/A	275.00	286.00	"
Lifetimes -Coleshill	N/A	N/A	242.00	253.00	"
Lifetimes -Polesworth	N/A	N/A	220.00	220.00	"
Lifetimes -Arley	N/A	N/A	220.00	220.00	"
Lifetimes -Swimmer	N/A	N/A	220.00	231.00	"
Lifetimes -Studio	N/A	N/A	220.00	220.00	"
Direct Debit Monthly Contract					
Ultimate-all sites	N/A	N/A	30.00	31.00	Incl. VAT at Standard Rate
Lifetimes -Atherstone	N/A	N/A	25.00	26.00	"
Lifetimes -Coleshill	N/A	N/A	22.00	23.00	"
Lifetimes -Polesworth	N/A	N/A	20.00	20.00	"
Lifetimes -Arley	N/A	N/A	20.00	20.00	"
Lifetimes -Swimmer	N/A	N/A	20.00	21.00	"
Lifetimes -Studio	N/A	N/A	20.00	20.00	"
Outdoor floodlit area (Arley SC)					
Football					
Full pitch peak	26.00	26.50	25.00	25.50	Incl. VAT at Standard Rate
Half pitch peak	15.00	15.30	12.50	12.80	"
Full pitch off peak	20.00	20.40	18.00	18.40	"
Half pitch off-peak	12.50	12.80	10.00	10.20	"
Full pitch junior (Anytime)	N/A	N/A	10.00	10.20	"
Half pitch junior (Anytime)	N/A	N/A	5.00	5.10	"

NORTH WARWICKSHIRE BOROUGH COUNCIL

COMMUNITY & ENVIRONMENT BOARD

FEES AND CHARGES FROM 1 APRIL 2017

	2016/2017 TOTAL CHARGE £	2017/2018 TOTAL CHARGE £	2016/2017 TOTAL CHARGE £	2017/2018 TOTAL CHARGE £	VAT RATING
	STANDARD PRICE		LIFETIMES CARD HOLDER		
Tennis					
Peak	9.90	10.10	7.75	7.90	Incl. VAT at Standard Rate
Off-peak	8.40	8.60	6.50	6.60	"
Junior (Anytime)	N/A	N/A	3.20	3.30	"
Netball					
Training-half court	15.00	15.30	10.00	10.20	Incl. VAT at Standard Rate
Game-full court	20.00	20.40	15.00	15.30	"
QUEEN ELIZABETH SCHOOL SPORTS VILLAGE					
Artificial pitch					
Standard hire (per hour)					
One pitch	32.40	33.10	27.00	27.50	Incl. VAT at Standard Rate
Two pitches	65.00	66.30	54.00	55.10	"
Three pitches	83.20	84.90	70.80	72.20	"
Sports clubs					
One pitch	27.00	27.50	N/A	N/A	Exempt
Two pitches	55.00	56.10	N/A	N/A	"
Three pitches	70.00	72.20	N/A	N/A	"
31+ weeks					
One pitch	25.00	25.50	N/A	N/A	Exempt
Two pitches	49.00	50.00	N/A	N/A	"
Three pitches	64.00	65.30	N/A	N/A	"
Sports hall adult	32.45	33.10	27.00	27.50	Incl. VAT at Standard Rate
Sports hall junior	17.45	17.80	15.00	15.30	"
Badminton adult	6.45	10.00	5.00	5.10	"
Badminton junior	3.20	N/A	3.00	3.10	"

NORTH WARWICKSHIRE BOROUGH COUNCIL
COMMUNITY & ENVIRONMENT BOARD
FEES AND CHARGES FROM 1 APRIL 2017

	2016/2017 TOTAL CHARGE £	2017/2018 TOTAL CHARGE £	2016/2017 TOTAL CHARGE £	2017/2018 TOTAL CHARGE £	VAT RATING
SWIMMING AT ATHERSTONE LEISURE COMPLEX ONLY					
	STANDARD PRICE		LIFETIMES CARD HOLDER		
Adult swim (age 16+)	4.00	4.10	3.25	3.30	Incl. VAT at Standard Rate
Junior swim (age 0 - 15)	2.00	2.10	1.85	1.90	"
Family swim (2 adults, maximum 3 children)	12.50	11.50	10.00	9.50	"
Concessionary/Blue badge/OAP swim	4.00	N/A	2.30	2.40	"
Inflatable junior	3.50	2.50	2.50	2.00	"
Spectator	2.30	2.40	Free	Free	"
School swimming	1.65	1.80	1.65	1.80	Exempt
Adult lesson	4.90	5.00	4.90	5.00	"
Junior lessons:					
Single lesson	4.00	4.10	4.00	4.10	Incl. VAT at Standard Rate
Cash payment (10 week block)	38.40	39.40	38.40	39.40	"
Direct debit payment (per month)	15.50	16.40	15.50	16.40	"
Direct debit payment Mondays (per month)	14.66	15.70	14.66	15.70	"
Ladies Only	4.00	4.10	3.30	3.30	"
Joggers/shower	4.00	4.10	Free	Free	"
Aquacise	5.00	5.10	4.10	4.20	Exempt
Aquacise (concessionary)	N/A	N/A	3.20	3.30	"
					Incl. VAT at Standard Rate
Birthday parties - rafts and floats	78.00	80.00	78.00	80.00	"
Birthday parties - inflatables	120.00	125.00	120.00	125.00	"
Castle parties	55.00	56.00	55.00	56.00	"
Club use (per hour)	99.00	101.00	99.00	101.00	"
Galas (per hour)	130.00	132.60	130.00	132.60	"
Tea dance /indoor bowls	3.50	3.60	N/A	N/A	"
Tea dance /indoor bowls (concessionary)	N/A	N/A	2.85	2.90	"

MEMORIAL HALL (per hour)

	MAIN HALL		BOTH HALLS		
Functions & Events package * (inc.extension)					
Reception/evening parties (access 2pm)	99.00	99.00	99.00	99.00	Exempt
Small functions*					
Main hall (peak)	N/A	N/A	36.00	36.00	Exempt
Main hall (off-peak)	N/A	N/A	25.00	25.00	"
Small hall (per hour)	12.00	15.00	13.00	15.00	"
Birthday parties	57.00	60.00	61.00	60.00	"
Training room (per hour)	10.00	12.00	10.00	12.00	"

Notes

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

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

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

Courses & classes - all facilities

Commercial use- all facilities

Promotional pricing

Fees set at management discretion according to cost

Charges negotiable according to the nature of booking

Any of the above prices may be varied for promotional campaigns

NORTH WARWICKSHIRE BOROUGH COUNCIL
COMMUNITY & ENVIRONMENT BOARD
FEES AND CHARGES FROM 1 APRIL 2017

		2016/2017 TOTAL CHARGE £	2017/2018 TOTAL CHARGE £	VAT RATING
SPORTS PITCHES				
Casual hire (adult)		40.00	40.00	Incl. VAT at Standard Rate
Casual hire (junior)		25.00	25.00	"
Seasonal hire (adult)	(conditions apply)	430.00	440.00	Exempt
Seasonal hire (junior)	"	225.00	230.00	"
Seasonal hire (mini)	"	170.00	175.00	"
PAVILIONS				
Casual matches (adult)		20.00	20.00	Incl. VAT at Standard Rate
Casual matches (junior)		20.00	20.00	"
Seasonal hire-matches (adult)	(conditions apply)	170.00	175.00	Exempt
Seasonal hire-matches (junior)	"	170.00	175.00	"

NORTH WARWICKSHIRE BOROUGH COUNCIL
COMMUNITY & ENVIRONMENT BOARD
FEEES AND CHARGES FROM 1 APRIL 2017

PLEASE NOTE THAT THE CHARGES BELOW ARE SUBJECT TO CHANGE BY DEFRA

**LOCAL AUTHORITY ENVIRONMENTAL REGULATION OF INDUSTRIAL PLANT
2014/2015 AIR FEES AND CHARGES SCHEME**

LA-IPPC CHARGES

PART A

NB-every subsistence charge in the table below includes the additional £99 charge to cover LA extra costs in dealing with reporting under the E-PRTR Regulation.

	NET CHARGE £	VAT RATING	TOTAL CHARGE £
Type of Charge	Local Authority Element		
Application	3,218.00	Outside Scope	3,218.00
Additional fee for operating without a permit	1,137.00	"	1,137.00
Annual Subsistence LOW	1,384.00	"	1,384.00
Annual Subsistence MEDIUM	1,541.00	"	1,541.00
Annual Subsistence HIGH	2,233.00	"	2,233.00
Late payment fee	50.00	"	50.00
Substantial Variation	1,309.00	"	1,309.00
Transfer	225.00	"	225.00
Partial Transfer	668.00	"	668.00
Surrender	668.00	"	668.00

Key

Subsistence charges can be paid in four equal quarterly instalments paid on 1st April, 1st July, 1st October and 1st January
Where paid quarterly the total amount payable to the local authority will be increased by £36.00.
Reduced fee activities are listed in the Schedule to the Part B Charging Scheme.

Newspaper advertisements

Newspaper adverts may be required under EPR at the discretion of the LA as part of the consultation process when considering an application (see Chapter 9 of the General Guidance Manual). This will be undertaken and paid for by the LA and the charging scheme contains a provision for the LA to recoup its costs.

LAPPC CHARGES

PART B

	NET CHARGE £	VAT RATING	TOTAL CHARGE £
Application Fee			
Standard process (includes solvent emission activities)	1,579.00	Outside Scope	1,579.00
Additional fee for operating without a permit	1,137.00	"	1,137.00
PVRI, SWOBs and dry cleaners	148.00	"	148.00
PVR I & II combined	246.00	"	246.00
VRs and other reduced fee activities	346.00	"	346.00
Reduced fee activities : additional fee for operating without a permit	68.00	"	68.00
Mobile plant **	1,579.00	"	1,579.00
For the third to seventh applications	943.00	"	943.00
For the eighth and subsequent applications	477.00	"	477.00
Where an application for any of the above is for a combined part B & waste application, add an extra £297 to the above amounts			

NORTH WARWICKSHIRE BOROUGH COUNCIL
COMMUNITY & ENVIRONMENT BOARD
FEES AND CHARGES FROM 1 APRIL 2017

	NET CHARGE £	VAT RATING	TOTAL CHARGE £
Annual Subsistence Charge			
Standard process LOW	739.00(+99.00)*	Outside Scope	739.00(+99.00)*
Standard process MEDIUM	1,111.00 (+149.00)*	"	1,111.00 (+149.00)*
Standard process HIGH	1,672.00 (+198.00)*	"	1,672.00 (+198.00)*
PVRI, SWOBs and dry cleaners LOW	76.00	"	76.00
PVRI, SWOBs and dry cleaners MEDIUM	151.00	"	151.00
PVRI, SWOBs and dry cleaners HIGH	227.00	"	227.00
PVR I & II combined LOW	108.00	"	108.00
PVR I & II combined MEDIUM	216.00	"	216.00
PVR I & II combined HIGH	326.00	"	326.00
VRs and other reduced fees LOW	218.00	"	218.00
VRs and other reduced fees MEDIUM	349.00	"	349.00
VRs and other reduced fees HIGH	524.00	"	524.00
Mobile plant for first & second permits LOW **	618.00	"	618.00
Mobile plant for first & second permits MEDIUM**	989.00	"	989.00
Mobile plant for first & second permits HIGH**	1,484.00	"	1,484.00
For the third to seventh permits LOW	368.00	"	368.00
For the third to seventh permits MEDIUM	590.00	"	590.00
For the third to seventh permits HIGH	884.00	"	884.00
For the eighth and subsequent permits LOW	189.00	"	189.00
For the eighth and subsequent permits MEDIUM	302.00	"	302.00
For the eighth and subsequent permits HIGH	453.00	"	453.00
Late payment fee	50.00	"	50.00

* the additional amounts in brackets must be charged where a permit is for a combined part B & waste installation

Where a Part B installation is subject to reporting under the E-PRTR Regulation add an extra £99 to the above amounts

Transfer and Surrender			
Standard process transfer	162.00	Outside Scope	162.00
Standard process partial transfer	476.00	"	476.00
New operator at low risk reduced fee activity (extra one-off subsistence charge-see Art 15 (2) of charging scheme)	75.00	"	75.00
Surrender : all Part B activities	0.00	"	0.00
Reduced fee activities : transfer	0.00	"	0.00
Reduced fee activities : partial transfer	45.00	"	45.00

Temporary transfer for mobiles			
First Transfer	51.00	"	51.00
Repeat following enforcement or warning	51.00	"	51.00

Substantial Change			
Standard process	1,005.00	Outside Scope	1,005.00
Standard process where the substantial change results in a new PPC activity	1,579.00	"	1,579.00
Reduced fee activities	98.00	"	98.00

** Not using simplified permits

NORTH WARWICKSHIRE BOROUGH COUNCIL
COMMUNITY & ENVIRONMENT BOARD
FEES AND CHARGES FROM 1 APRIL 2017

PLEASE NOTE THAT THE CHARGES BELOW ARE SUBJECT TO CHANGE BY DEFRA

NET CHARGE £	VAT RATING	TOTAL CHARGE £
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LOCAL AUTHORITY ENVIRONMENTAL REGULATION OF INDUSTRIAL PLANT

**LAPPC STANDARD MOBILE PLANT CHARGES
(NOT USING SIMPLIFIED PERMITS)**

PART B contd.

Application Fee

Application Fee			
Number of permits			
1	1,579.00	Outside Scope	1,579.00
2	1,579.00	"	1,579.00
3	943.00	"	943.00
4	943.00	"	943.00
5	943.00	"	943.00
6	943.00	"	943.00
7	943.00	"	943.00
8 and over	477.00	"	477.00

Subsistence Fee-Low

Subsistence Fee-Low			
Number of permits			
1	618.00	Outside Scope	618.00
2	618.00	"	618.00
3	368.00	"	368.00
4	368.00	"	368.00
5	368.00	"	368.00
6	368.00	"	368.00
7	368.00	"	368.00
8 and over	189.00	"	189.00

Subsistence Fee-Medium

Subsistence Fee-Medium			
Number of permits			
1	989.00	Outside Scope	989.00
2	989.00	"	989.00
3	590.00	"	590.00
4	590.00	"	590.00
5	590.00	"	590.00
6	590.00	"	590.00
7	590.00	"	590.00
8 and over	302.00	"	302.00

Subsistence Fee-High

Subsistence Fee-High			
Number of permits			
1	1,484.00	Outside Scope	1,484.00
2	1,484.00	"	1,484.00
3	884.00	"	884.00
4	884.00	"	884.00
5	884.00	"	884.00
6	884.00	"	884.00
7	884.00	"	884.00
8 and over	453.00	"	453.00

NORTH WARWICKSHIRE BOROUGH COUNCIL

COMMUNITY & ENVIRONMENT BOARD

FEES AND CHARGES FROM 1 APRIL 2017

	2016/2017 TOTAL CHARGE £	2017/2018 TOTAL CHARGE £	VAT RATING
CONTAMINATED LAND ENQUIRIES			
Simple	12.90	13.20	Outside Scope
Detail	61.50	62.70	"
 WORK IN DEFAULT OF NOTICE(S) SERVED			
Where NWBC carries out repairs which are the responsibility of the individual. (NWBC appointed as contractor)	Actual costs plus 20% admin.costs	Actual costs plus 20% admin.costs	Standard
Where the owner has failed to undertake the work.	Actual costs plus 20% admin.costs	Actual costs plus 20% admin.costs	Outside Scope
 PRIVATE WATER SUPPLIES REGULATIONS 2009			
Statutory Fees (maximum)			
Risk Assessment (each visit)	500.00	500.00	Outside Scope
Sampling (each visit)	100.00	100.00	"
Investigation (each investigation)	100.00	100.00	"
Granting an authorisation	100.00	100.00	"
Sample analysis -small/single supplies	25.00	25.00	"
Sample analysis -check monitoring	100.00	100.00	"
Sample analysis -audit monitoring	500.00	500.00	"
 NWBC Fees			
Risk Assessments/Investigations (per hour)	52.60	44.75	Standard
Sampling visits/Granting authorisations (per hour)	22.90	19.50	"
Sample analysis	As charged by laboratory	As charged by laboratory	
 EXPORT CERTIFICATE (NON-VISIT)			
	51.60	52.00	Outside Scope
 FOOD EXPORT CERTIFICATE			
	63.90	64.00	Outside Scope
Amendment to certificate	25.80	26.00	Outside Scope
 UNADOPTED STREETS AND CAR PARKS			
Builders' skip permits	27.00	27.50	Exempt
Scaffolding/hoarding permits (for a period up to and including 1 month)	113.00	115.50	"
Vehicular access crossing	80.00	82.00	"
Licence agreement for temporary possession	331.50	338.00	"
Licensors surveyor's fee and legal costs	53.00	54.00	"
 STREET WORKS LICENCE			
Inspection fee (per opening)	163.00	166.50	Exempt
Administration fee to process application	321.50	328.00	"
 ROAD CLOSURES			
Commercial organisations	Cost of advert + 15% admin. Charge	Cost of advert + 15% admin. Charge	Exempt
Town/parish councils	50% of cost of advert + 15% admin. Charge	50% of cost of advert + 15% admin. Charge	Exempt
 Charities and non profit making bodies			
	Free	Free	N/A
Inspection fee (per opening)	160.00	163.00	Exempt
Administration fee to process application	315.00	321.50	"

Agenda Item No 8

Community and Environment Board

23 January 2017

Report of the
Deputy Chief Executive

General Fund Revenue Estimates
2017/18

1 Summary

- 1.1 This report covers the revised budget for 2016/17 and an estimate of expenditure for 2017/18, together with forward commitments for 2018/19, 2019/20 and 2020/21.

Recommendation to the Board

- a To accept the revised budget for 2016/17; and**
- b To accept or otherwise vary the Estimates of Expenditure for 2017/18, as submitted, for them to be included in the budget to be brought before the meeting of the Executive Board on 7 February 2017.**

2 Introduction

- 2.1 In consultation with other Assistant Directors, the Assistant Director (Finance and Human Resources) has prepared an estimate of net expenditure for 2017/18 and this, together with a revised budget for 2016/17, appears in Appendices A and B. To provide a more complete picture of the spending pattern of the service the actual figures for 2015/16 are shown.

- 2.2 At its meeting in September, the Executive Board agreed the budget strategy for 2017-2021 which required savings of £2.3 million over a four year period. This required budget savings of £730,000 in 2017/18 with additional savings of £500,000, £500,000 and £550,000 in 2018/19, 2019/20 and 2020/21 respectively. Some limited growth was built into the strategy in specific areas.

- 2.3 Assistant Directors were asked to identify areas where savings could be made, either by a reduction in expenditure or through the generation of additional income.

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

	Approved Budget 2016/17 £	Revised Budget 2016/17 £	Original Budget 2017/18 £
Employee Costs	3,444,120	3,476,570	3,499,460
Premises Related	586,150	576,050	605,790
Supplies and Services	1,275,050	1,467,760	1,311,230
Transport	628,000	629,950	619,280
Miscellaneous Expenditure	1,990	31,830	2,030
Earmarked Reserves	(7,260)	(46,790)	32,200
Gross Expenditure	5,928,050	6,135,370	6,069,990
Income	(2,715,010)	(2,846,880)	(2,938,050)
Net Controllable Expenditure	3,213,040	3,288,490	3,131,940
Departmental Support	617,410	615,240	636,920
Central Support	533,250	505,330	513,000
Capital Charges	919,630	920,020	919,030
Net Expenditure	5,283,330	5,329,080	5,200,890

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

3 **Comments on the 2016/17 Revised Budget**

3.1 The revised budget for 2016/17 is estimated to be £5,329,080; an increase of £45,750 on the approved provision. The main reasons for variations are set out below.

3.2 **Leisure Centres and Memorial Hall (£8,410)**

3.2.1 Employee costs have increased by £21,140. These include an increase in salaries as a result of additional sickness cover, the staffing costs of new classes operated by centres, redundancy pay and additional employees joining the pension scheme. These costs have been partially offset by reduced staffing costs as the extension of the swimming lesson programme was not fully implemented.

3.2.2 Premise costs have reduced by £23,010, reflecting decreases in electricity costs and the recharges from the Building Maintenance Fund at Arley Sports Centre, a reduction in gas costs at Atherstone Leisure Complex and reduced Business Rates at Coleshill Leisure Centre.

3.2.3 Supplies and services have increased by £11,260. This is mainly due to additional expenditure on Gladstone software lessons module for all sites.

This position will continue into 2017/18. Spending on resale equipment, beer and provisions have all slightly increased.

3.2.4 Income has increased overall by £17,640, due to additional income at Atherstone Leisure Complex of £19,960 with the main increases in Direct Debits and Adult Swimming Lessons. Income is forecast to increase at the Memorial Hall and Coleshill, with decreases for Polesworth Sports Centre and Arley.

3.3 **Public Health – Domestic Pollution Control £7,020**

3.3.1 Domestic Pollution Control costs have increased due to a reallocation of the salary recharges of the Environmental Health Manager.

3.4 **Domestic and Trade Refuse £50,050**

3.4.1 The increase in costs is due to additional employee costs of £34,000 due to an increased need for agency staff, Increases in transport running costs of £17,120 due to the timing of vehicle replacements and the sale of old refuse freighters. This has been marginally offset by a small increase in trade refuse income.

3.5 **Streetscene Grounds Maintenance (£26,570)**

3.5.1 The decrease in costs is mainly due to the reallocation of the salary recharges of the Grounds and Streets Operations Manager to other services and a reduction in other employee overtime.

3.6 **Recycling Service £34,740**

3.6.1 The increase in costs are largely due to an increase in the haulage costs of the mixed recycling of £77,780, a one off cost of redundancy of £24,590 and the increased need for agency staff of £4,550. These have been partially offset by increased recycling credits and the sale of paper and card of £41,680, reductions in transport running costs of £16,840 and a reduction in the expected number of replacement wheeled bins of £13,650.

3.7 **Amenity Cleaning (£11,100)**

3.7.1 The decrease in costs is due to reduced fuel and maintenance costs for transport. Although the cost of asbestos removal has increased, it has been offset by a reduction in employee costs.

3.8 **Green Space Budget £11,250**

3.8.1 There is a one off increase on supplies and services for additional spend on tree management and professional services. This is mainly due to salary vacancies, although some additional work has been funded from the use of earmarked reserves of £13,760 and additional income of £9,040. In addition premise costs have increased due to a one off payment for Baxterley

Recreation field and play area rent which had not been charged and a higher recharge from the Building Maintenance.

3.9 Corporate Policy £25,930

Corporate Policy costs have increased due to a reallocation of the salary recharges of the Policy Support Manager.

3.10 Support to Voluntary Organisations (£15,040)

3.10.1 There are reductions in Refuse Collection costs to voluntary organisations of £6,290. The budget for Health grant of £8,750 has been transferred to the Health Improvement Budget.

3.11 Community Development Activities (£8,020)

3.11.1 The saving on Community Development activities has arisen due to the major changes in the structure of the Community Development team, which has curtailed the level of services provided on Young People and Intergeneration, Environment and Social Inclusion and Sport activities. This has been partially offset by the transfer of the health grant budget of £8,750 as detailed in 3.9 above.

3.12 Marketing and Market Research £15,250

3.12.1 An additional £15,250 has been approved by Board for costs relating to the Leisure Review in 2016/17 only.

3.13 **Departmental and Central Support** charges have decreased by £30,090. The main changes relate to the retirement of the Green Space landscape manager and the Community and Development restructure.

4 Comments on the 2017/18 Estimates

4.1 The 2017/18 estimate has been prepared, taking into account the following assumptions:

- A 1% pay award from 1 April 2017;
- Increases in the Council's pension contribution rate for current employees of 0.75% per annum up to 2020/21;
- An increase in income to reflect the increases included in the fees and charges report elsewhere on this agenda
- Savings of £161,760 have been incorporated into the estimates being considered and are shown in Appendix C.

...

4.2 The total estimated net expenditure for 2017/18 is £5,200,890; a decrease of £82,440 on the 2016/17 approved budget and a decrease of £128,190 on the revised 2016/17 budget.

4.3 Leisure Centres (£49,530)

4.3.1 Employee costs have decreased by £19,040. This includes a reduction of £43,430 against the original 2016/17 budget in 2017/18 once the full impact of the reduced opening hours at Arley Leisure Centre takes effect. The reinstatement of staffing for the extension of the swimming lesson programme of £13,290, and an allowance for a pay award and increments have been offset by the reversal of the training and recruitment budgets.

4.3.2 Premise costs have risen by £31,070 due an increase in the NDR bill at Coleshill Leisure Centre and allowing for inflation on utility cost, NDR bills and insurance budgets.

4.3.3 Income has increased overall by £65,850. This reflects the inflationary increase in prices for activities as well as the extension of the swimming lesson programme of £26,290, an increase in DD take up across the Centres of £11,980 and increases in Birthday Parties, Personal Trainers and Use of Facilities.

4.4 Domestic and Trade Refuse (£18,650)

4.4.1 The main change is the additional income of £15,000 expected to come from new developments as a result of changing the requirement for developers to provide bins for new housing.

4.5 Streetscene Grounds Maintenance £12,980

4.5.1 The recruitment of permanent employees is expected to increase national insurance and superannuation costs. This will reduce the dependency of the service on agency staff.

4.6 Support to Voluntary Organisations (£14,000)

4.6.1 Reduction in the grant payable to the Citizen's Advice Bureau.

4.7 Community Development Activities (£50,440)

4.7.1 The reduction reflects the restructure noted above in 2016/17.

4.8 **Departmental and Central Support** recharges have increased by £29,350, relating to the inclusion of a pay award and pension increases. In addition the Green Space vacancies in 2016/17 have been reinstated.

5 Growth Items

5.1 Provision for growth was built into the Council's Budget Strategy, approved in September 2016 by the Executive Board, covering additional costs on the Refuse and Recycling service of £82,910 which will continue into 2017/18 onwards.

6 Income

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

7 Risks to Services

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

- Deteriorating condition of assets, particularly the Leisure Centres, and further economic pressure affecting the generation of income
- Additional costs relating to the Refuse and Recycling services.
- Further reduction or cessation of grants received and the possibility of redundancy costs for those staff affected by withdrawal of funding for given projects.

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

8 Future Year Forecasts

- 8.1 In order to assist with medium-term financial planning, Members are provided with budget forecasts for the three years following 2017/18. The table below provides a subjective summary for those services reporting to this Board:

	Forecast Budget 2018/19 £	Forecast Budget 2019/20 £	Forecast Budget 2020/21 £
Employee Costs	3,593,030	3,695,650	3,801,200
Premises Related	613,020	625,170	632,750
Supplies and Services	1,308,950	1,334,410	1,346,570
Transport	625,500	639,850	649,890
Miscellaneous Expenditure	2,030	2,070	2,070
Earmarked Reserves	43,250	47,830	47,980
Gross Expenditure	6,185,780	6,344,980	6,480,460
Income	(2,987,090)	(3,045,750)	(3,104,420)
Net Controllable Expenditure	3,198,690	3,299,230	3,376,040
Departmental Support	651,180	666,360	679,980
Central Support	525,770	539,090	548,420
Capital Charges	919,030	919,030	919,030
Net Expenditure	5,294,720	5,423,710	5,523,470

- 8.2 The forecasts given above have used a number of assumptions, which include pay awards of 2% in 2018/19 to 2020/21, increases in contracts and general increases in supplies and services of 2% in 2019/20. In total, net

expenditure is expected to increase by 1.80% in 2018/19, 2.44% in 2019/20 and 1.84% in 2020/21.

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

9 Report Implications

9.1 Finance and Value for Money Implications

- 9.1.1 As detailed in the body of the report.

9.2 Environment and Sustainability Implications

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

9.3 Risk Management Implications

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

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

Background Papers

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

Background Paper No	Author	Nature of Background Paper	Date

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

Codes	Description	Actual 2015/2016 £	Approved Budget 2016/2017 £	Revised Budget 2016/2017 £	Original Budget 2017/2018 £
3072	Polesworth Sport Centre	87,856	67,660	72,130	65,550
3074	Arley Sports Centre	133,804	120,180	121,210	84,840
3075	Coleshill Leisure Centre	134,596	104,990	111,080	112,440
3077	Atherstone Leisure Complex	185,438	148,090	130,000	120,570
3082-3083	Memorial Hall	91,247	95,440	93,530	95,520
4002	Public Health (Commercial Pollution Control)	199,893	196,220	197,170	200,630
4003	Public Health (Domestic Pollution Control)	38,328	46,150	53,170	47,280
5000	Domestic Refuse Collection	762,677	634,900	670,030	652,490
5001	Streetscene Grounds Maintenance	66,634	31,620	5,050	18,030
5002	Trade Refuse Collection	(40,175)	(51,570)	(36,650)	(37,760)
5003	Cesspool Emptying	(59,540)	(64,800)	(59,450)	(64,770)
5004	Recycling	668,489	659,800	694,540	714,210
5010	Amenity Cleaning	491,048	483,230	472,130	478,890
5013	Unadopted Roads	3,352	7,600	7,600	7,750
5014	Flooding And Land Drainage	778	-	-	-
5015	Street Furniture	956	1,280	1,280	1,310
5016	Atherstone Market	2,163	1,640	1,700	1,680
5019	Green Space Budget	424,167	387,790	399,040	397,810
5021	Public Health (Control of Disease) Act 1984 Burials	6,110	-	1,430	-
5023	Consultation	614	4,470	4,470	4,560
5025	Corporate Policy	15,487	13,390	39,320	40,410
5030	Rural Regeneration	17,584	17,020	23,110	27,750
5034	Landscape	8,684	8,800	8,800	8,800
5040	Marketing and Market Research	8,658	48,350	63,600	8,510
5044	Support to Voluntary Organisations	84,822	82,140	67,100	53,100
5051	Young People and Intergeneration	20,363	38,260	28,200	-
5052	Community Development Environment	9,158	27,880	18,060	-
5054	Social Inclusion and Sport	24,795	31,690	18,430	-
5055	Community Development Health Improvement	33,249	27,570	41,090	39,940
5056	Community Development Safer Communities	28,252	50,870	48,760	59,520
5059	Allotments and Biodiversity	110	-	-	-
5064	QE - Artificial Grass Pitch	(6,987)	(7,620)	(7,440)	(7,120)
7700	Stronger & Safer Communities	-	-	-	-
7856	High Street Innovation Grants	-	-	-	-
	Net Controllable Expenditure	3,442,610	3,213,040	3,288,490	3,131,940
	Departmental Support	598,034	617,410	615,240	636,920
	Central Support	514,263	533,250	505,330	513,000
	Capital	1,294,899	919,630	920,020	919,030
	Net Expenditure	5,849,806	5,283,330	5,329,080	5,200,890

3072 - POLESWORTH SPORTS CENTRE

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

DESCRIPTION	ACTUALS	APPROVED	REVISED	ORIGINAL
	2015/2016	BUDGET 2016/2017	BUDGET 2016/2017	BUDGET 2017/2018
Employee Expenditure	221,875	214,110	216,170	218,930
Premises Related Expenditure	49,458	52,780	49,910	51,910
Supplies & Services	14,949	18,270	20,210	20,620
Transport Related Expenditure	10	-	-	-
Miscellaneous Expenditure	792	-	-	-
Earmarked Reserves	4,839	5,000	4,840	4,840
GROSS EXPENDITURE	291,923	290,160	291,130	296,300
GROSS INCOME	(204,067)	(222,500)	(219,000)	(230,750)
NET CONTROLLABLE EXPENDITURE	87,856	67,660	72,130	65,550
Departmental Support	18,100	16,690	18,890	21,050
Central Support Services	32,488	30,370	28,740	28,570
Capital Charges	7,347	13,520	13,680	13,680
NET EXPENDITURE	145,791	128,240	133,440	128,850

Contributes to corporate priority :

- Improving leisure and wellbeing opportunities

KEY PERFORMANCE INDICATORS

No of Visits	77,561	80,000	73,850	75,000
Budgeted cost per visit	£4.51	£4.38	£4.77	£4.79
Budgeted income per visit	£2.63	£2.78	£2.97	£3.08
Budgeted Subsidy per visit	£1.88	£1.60	£1.81	£1.72

3074 - ARLEY SPORTS CENTRE

Arley Sports Centre's facilities include a three badminton court hall, one squash court, a "Lifetimes" fitness suite and a small social room. The centre moved to reduced opening hours towards the end of 2016./17.

DESCRIPTION	ACTUALS	APPROVED	REVISED	ORIGINAL
	2015/2016	BUDGET 2016/2017	BUDGET 2016/2017	BUDGET 2017/2018
Employee Expenditure	179,265	163,950	163,890	120,520
Premises Related Expenditure	39,834	40,970	38,050	39,880
Supplies & Services	16,300	16,790	19,130	19,530
Miscellaneous Expenditure	(324)	-	-	-
GROSS EXPENDITURE	235,075	221,710	221,070	179,930
GROSS INCOME	(101,271)	(101,530)	(99,860)	(95,090)
NET CONTROLLABLE EXPENDITURE	133,804	120,180	121,210	84,840
Departmental Support	17,400	15,550	17,410	15,320
Central Support Services	30,257	28,680	26,180	26,530
Capital Charges	36,318	36,210	36,320	36,320
NET EXPENDITURE	217,779	200,620	201,120	163,010

Contributes to corporate priority :

- Improving leisure and wellbeing opportunities

KEY PERFORMANCE INDICATORS

No of Visits	44,253	53,000	36,240	34,790
Budgeted cost per visit	£7.21	£5.70	£8.31	£7.42
Budgeted income per visit	£2.29	£1.92	£2.76	£2.73
Budgeted Subsidy per visit	£4.92	£3.79	£5.55	£4.69

3075 - COLESHILL LEISURE CENTRE

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

DESCRIPTION	ACTUALS	APPROVED	REVISED	ORIGINAL
	2015/2016	BUDGET 2016/2017	BUDGET 2016/2017	BUDGET 2017/2018
Employee Expenditure	343,653	333,320	343,140	344,930
Premises Related Expenditure	126,634	135,500	126,220	146,420
Supplies & Services	36,859	37,140	43,300	43,780
Miscellaneous Expenditure	698	-	-	-
Earmarked Reserves	20,910	20,910	20,910	20,910
GROSS EXPENDITURE	528,754	526,870	533,570	556,040
GROSS INCOME	(394,158)	(421,880)	(422,490)	(443,600)
NET CONTROLLABLE EXPENDITURE	134,596	104,990	111,080	112,440
Departmental Support	19,030	19,570	21,730	23,770
Central Support Services	49,362	48,140	47,760	47,370
Capital Charges	129,438	100,480	100,690	100,690
NET EXPENDITURE	332,426	273,180	281,260	284,270

Contributes to corporate priority :
- Improving leisure and wellbeing opportunities

KEY PERFORMANCE INDICATORS

No of Visits	138,879	140,000	126,530	129,060
Budgeted cost per visit	£5.23	£4.96	£5.56	£5.64
Budgeted income per visit	£2.84	£3.01	£3.34	£3.44
Budgeted Subsidy per visit	£2.39	£1.95	£2.22	£2.20

3077 - ATHERSTONE LEISURE COMPLEX

This facility comprises a 25 metre pool, a learner pool, a "Lifetimes" fitness suite and a new "Lifetimes Studio" (Easyline).

DESCRIPTION	ACTUALS	APPROVED	REVISED	ORIGINAL
	2015/2016	BUDGET 2016/2017	BUDGET 2016/2017	BUDGET 2017/2018
Employee Expenditure	409,984	427,360	436,610	454,180
Premises Related Expenditure	254,721	256,300	248,360	255,100
Supplies & Services	44,317	49,790	50,350	53,130
Miscellaneous Expenditure	472	-	-	-
Earmarked Reserves	1,790	2,500	2,500	2,500
GROSS EXPENDITURE	711,284	735,950	737,820	764,910
GROSS INCOME	(525,846)	(587,860)	(607,820)	(644,340)
NET CONTROLLABLE EXPENDITURE	185,438	148,090	130,000	120,570
Departmental Support	18,991	18,820	20,580	22,310
Central Support Services	64,333	64,210	61,860	62,690
Capital Charges	267,858	249,860	250,070	250,070
NET EXPENDITURE	536,620	480,980	462,510	455,640

Contributes to corporate priority :
- Improving leisure and wellbeing opportunities

KEY PERFORMANCE INDICATORS

No of Visits	189,800	184,400	163,137	164,770
Budgeted cost per visit	£5.60	£5.80	£6.56	£6.68
Budgeted income per visit	£2.77	£3.19	£3.73	£3.91
Budgeted Subsidy per visit	£2.83	£2.61	£2.84	£2.77

3082-3083 - MEMORIAL HALL

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

DESCRIPTION	ACTUALS	APPROVED	REVISED	ORIGINAL
	2015/2016	BUDGET 2016/2017	BUDGET 2016/2017	BUDGET 2017/2018
Employee Expenditure	81,827	84,650	84,720	86,930
Premises Related Expenditure	35,796	40,170	40,170	40,470
Supplies & Services	9,647	10,000	10,260	10,580
Miscellaneous Expenditure	31	-	-	-
GROSS EXPENDITURE	127,301	134,820	135,150	137,980
GROSS INCOME	(36,054)	(39,380)	(41,620)	(42,460)
NET CONTROLLABLE EXPENDITURE	91,247	95,440	93,530	95,520
Departmental Support	4,256	4,250	4,650	5,110
Central Support Services	8,786	9,170	9,630	9,730
Capital Charges	3,348	25,170	25,170	25,170
NET EXPENDITURE	107,637	134,030	132,980	135,530

Contributes to corporate priority :
- Improving leisure and wellbeing opportunities

KEY PERFORMANCE INDICATORS

No of Visits	16,194	17,230	17,500	17,675
Budgeted cost per visit	£8.87	£10.06	£9.98	£10.07
Budgeted income per visit	£2.23	£2.29	£2.38	£2.40
Budgeted Subsidy per visit	£6.65	£7.78	£7.60	£7.67

4002 - PUBLIC HEALTH (COMMERCIAL POLLUTION CONTROL)

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

DESCRIPTION	ACTUALS	APPROVED	REVISED	ORIGINAL
	2015/2016	BUDGET 2016/2017	BUDGET 2016/2017	BUDGET 2017/2018
Employee Expenses	216,225	211,860	214,290	217,720
Supplies & Services	14,226	18,060	18,060	18,430
GROSS EXPENDITURE	230,451	229,920	232,350	236,150
GROSS INCOME	(30,557)	(33,700)	(35,180)	(35,520)
NET CONTROLLABLE EXPENDITURE	199,893	196,220	197,170	200,630
Departmental Support	85,551	89,050	91,140	92,130
Central Support Services	11,620	12,440	7,800	8,280
Capital Charges	61	60	60	60
NET EXPENDITURE	297,125	297,770	296,170	301,100

Contributes to corporate priority :
- Improving leisure and wellbeing opportunities

4003 - PUBLIC HEALTH (DOMESTIC POLLUTION CONTROL)

Private sector domestic enforcement of housing standards and associated licensing, domestic origin nuisances, drainage and associated environmental crimes.

DESCRIPTION	ACTUALS	APPROVED	REVISED	ORIGINAL
	2015/2016	BUDGET 2016/2017	BUDGET 2016/2017	BUDGET 2017/2018
Employee Expenses	40,262	44,660	51,850	46,030
Supplies & Services	7,135	3,240	3,240	3,210
GROSS EXPENDITURE	47,397	47,900	55,090	49,240
GROSS INCOME	(9,069)	(1,750)	(1,920)	(1,960)
NET CONTROLLABLE EXPENDITURE	38,328	46,150	53,170	47,280
Departmental Support	47,820	45,000	39,090	43,560
Central Support Services	9,845	10,310	9,670	10,080
Capital Charges	61	60	60	60
NET EXPENDITURE	96,054	101,520	101,990	100,980

Contributes to corporate priority :
- Improving leisure and wellbeing opportunities

5000 - DOMESTIC REFUSE COLLECTION

The collection of domestic refuse from approximately 28,047 households in the Borough. Also the collection of clinical waste from surgeries, nursing homes and private dwellings.

DESCRIPTION	ACTUALS	APPROVED	REVISED	ORIGINAL
	2015/2016	BUDGET 2016/2017	BUDGET 2016/2017	BUDGET 2017/2018
Employee Expenditure	523,678	450,450	484,450	489,580
Premises Related Expenditure	11,000	6,800	6,800	6,940
Supplies & Services	60,105	64,750	68,020	69,370
Transport Related Expenditure	310,542	235,220	252,340	245,800
Miscellaneous Expenditure	-	1,350	1,350	1,380
GROSS EXPENDITURE	905,324	758,570	812,960	813,070
GROSS INCOME	(142,647)	(123,670)	(142,930)	(160,580)
NET CONTROLLABLE EXPENDITURE	762,677	634,900	670,030	652,490
Departmental Support	39,640	40,280	41,470	42,180
Central Support Services	91,053	101,470	86,280	88,980
Capital Charges	82,863	150,380	150,430	150,430
NET EXPENDITURE	976,233	927,030	948,210	934,080

Contributes to corporate priority :
- Improving leisure and wellbeing opportunities

KEY PERFORMANCE INDICATORS

No of Households	27,671	27,747	28,047	28,047
Budgeted cost per household	£35.28	£33.41	£33.81	£33.30
Number of bins per 100,000 population missed	105	125	125	125

5001 - STREETSCENE GROUNDS MAINTENANCE

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

DESCRIPTION	ACTUALS	APPROVED	REVISED	ORIGINAL
	2015/2016	BUDGET 2016/2017	BUDGET 2016/2017	BUDGET 2016/2017
Employee Expenditure	349,566	355,140	329,990	341,360
Premises Related Expenditure	9	50	50	50
Supplies & Services	31,969	33,870	31,200	34,550
Transport Related Expenditure	93,278	67,590	68,840	68,490
Earmarked Reserves	247	(4,550)	(4,550)	-
Misc	(1,352)	540	540	550
GROSS EXPENDITURE	473,717	452,640	426,070	445,000
GROSS INCOME	(407,083)	(421,020)	(421,020)	(426,970)
NET CONTROLLABLE EXPENDITURE	66,634	31,620	5,050	18,030
Departmental Support	25,446	25,640	28,540	28,930
Central Support	20,182	21,070	18,060	19,640
Capital Charges	25,622	31,890	31,890	31,890
NET EXPENDITURE	137,884	110,220	83,540	98,490

Contributes to corporate priorities :
- Protecting our countryside and heritage
- Improving leisure and wellbeing opportunities

5002 - TRADE REFUSE COLLECTION

Collecting waste from business premises situated in the Borough.

DESCRIPTION	ACTUALS	APPROVED	REVISED	ORIGINAL
	2015/2016	BUDGET 2016/2017	BUDGET 2016/2017	BUDGET 2017/2018
Employee Expenditure	11,207	9,980	10,040	10,140
Supplies & Services	175,735	176,920	193,410	197,010
GROSS EXPENDITURE	186,942	186,900	203,450	207,150
GROSS INCOME	(227,117)	(238,470)	(240,100)	(244,910)
NET CONTROLLABLE EXPENDITURE	(40,175)	(51,570)	(36,650)	(37,760)
Departmental Support	7,800	7,960	8,990	9,140
Central Support Services	12,997	13,950	13,220	12,900
NET EXPENDITURE	(19,378)	(29,660)	(14,440)	(15,720)

Contributes to corporate priority :

- Responsible financial and resource management

KEY PERFORMANCE INDICATORS

No. of Bins Collected	468	462	520	520
Gross budgeted cost per bin collected	£443.89	£451.97	£433.96	£440.75
Net budgeted (surplus)/Deficit per bin collected	-£41.41	-£64.20	-£27.77	-£30.23

5003 - CESSPOOL EMPTYING

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

DESCRIPTION	ACTUALS	APPROVED	REVISED	ORIGINAL
	2015/2016	BUDGET 2016/2017	BUDGET 2016/2017	BUDGET 2017/2018
Employee Expenditure	37,176	34,030	34,610	35,450
Premises Related Expenditure	-	110	110	110
Supplies & Services	34,018	35,840	44,730	45,620
Transport Related Expenditure	31,260	27,550	28,190	24,490
Miscellaneous Expenditure	-	100	100	100
GROSS EXPENDITURE	102,454	97,630	107,740	105,770
GROSS INCOME	(161,994)	(162,430)	(167,190)	(170,540)
NET CONTROLLABLE EXPENDITURE	(59,540)	(64,800)	(59,450)	(64,770)
Departmental Support	9,341	9,470	9,360	9,480
Central Support Services	15,322	16,500	16,340	16,730
Capital Charges	-	14,770	14,770	14,770
NET EXPENDITURE	(34,877)	(24,060)	(18,980)	(23,790)

Contributes to corporate priorities :

- Responsible financial and resource management

- Improving leisure and wellbeing opportunities

KEY PERFORMANCE INDICATORS

Number of emptyings	1,192	1,210	1,210	1,210
Gross budgeted cost per emptying	£106.64	£114.36	£122.49	£121.28
Net budgeted (surplus)/ deficit per emptying	-£29.26	-£19.88	-£15.69	-£19.66

5004 - RECYCLING

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

DESCRIPTION	ACTUALS	APPROVED BUDGET	REVISED BUDGET	ORIGINAL BUDGET
	2015/2016	2016/2017	2016/2017	2017/2018
Employee Expenses	510,995	501,400	530,540	580,640
Premises Related Expenditure	-	-	-	-
Supplies & Services	221,553	219,670	283,790	289,220
Transport Related Expenditure	205,980	210,300	193,460	194,160
Miscellaneous Expenditure	-	-	-	-
Earmarked Reserves	20,000	15,000	15,000	15,000
GROSS EXPENDITURE	958,528	946,370	1,022,790	1,079,020
GROSS INCOME	(290,039)	(286,570)	(328,250)	(364,810)
NET CONTROLLABLE EXPENDITURE	668,489	659,800	694,540	714,210
Departmental Support	40,940	41,730	42,000	42,730
Central Support Services	48,226	50,580	40,460	42,040
Capital Charges	111,227	145,110	145,110	145,110
NET EXPENDITURE	868,882	897,220	922,110	944,090

Contributes to corporate priority :

- Promoting sustainable and vibrant communities

KEY PERFORMANCE INDICATORS

Number of Households	27,671	27,747	28,047	28,047
Budgeted cost per household	£31.40	£32.34	£32.88	£33.66
Budgeted tonnes of recycle material collected	12,650	11,310	11,500	11,500
Budgeted % of waste recycled	49%	50%	48%	48%

5010 - AMENITY CLEANING

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

DESCRIPTION	ACTUALS	APPROVED BUDGET	REVISED BUDGET	ORIGINAL BUDGET
	2015/2016	2016/2017	2016/2017	2017/2018
Employee Expenditure	378,456	370,680	366,230	374,430
Premises Related Expenditure	11,237	15,040	21,000	21,420
Supplies & Services	12,732	17,280	17,270	17,600
Transport Related Expenditure	91,864	83,310	71,500	69,390
Miscellaneous Expenditure	(106)	-	-	-
Earmarked Reserves	1,270	-	-	-
GROSS EXPENDITURE	495,453	486,310	476,000	482,840
GROSS INCOME	(4,405)	(3,080)	(3,870)	(3,950)
NET CONTROLLABLE EXPENDITURE	491,048	483,230	472,130	478,890
Departmental Support	49,558	50,170	45,170	45,800
Central Support Services	34,737	37,230	39,110	38,370
Capital Charges	41,244	57,020	57,020	56,030
NET EXPENDITURE	616,587	627,650	613,430	619,090

Contributes to corporate priorities :

- Protecting our countryside and heritage

- Improving leisure and wellbeing opportunities

5013 - UNADOPTED ROADS

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

DESCRIPTION	ACTUALS	APPROVED	REVISED	ORIGINAL
	2015/2016	BUDGET 2016/2017	BUDGET 2016/2017	BUDGET 2017/2018
Employee Expenditure	476	-	-	-
Supplies & Services	2,876	7,600	7,600	7,750
Earmarked Reserves	-	-	-	-
GROSS EXPENDITURE	3,352	7,600	7,600	7,750
GROSS INCOME	-	-	-	-
NET CONTROLLABLE EXPENDITURE	3,352	7,600	7,600	7,750
Departmental Support	5,260	5,360	5,320	5,390
Central Support Services	434	490	410	500
Capital Charges	-	-	-	-
NET EXPENDITURE	9,046	13,450	13,330	13,640

Contributes to corporate priority :
- Creating safer communities

5014 - FLOODING AND LAND DRAINAGE

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

DESCRIPTION	ACTUALS	APPROVED	REVISED	ORIGINAL
	2015/2016	BUDGET 2016/2017	BUDGET 2016/2017	BUDGET 2017/2018
Employee Expenses	778	-	-	-
Supplies & Services	-	-	-	-
GROSS EXPENDITURE	778	-	-	-
NET CONTROLLABLE EXPENDITURE	778	-	-	-
Departmental Support	6,280	6,390	6,340	6,430
Central Support Services	5,053	5,340	5,310	5,300
Capital Charges	2,652	2,650	2,650	2,650
NET EXPENDITURE	14,763	14,380	14,300	14,380

Contributes to corporate priority :
- Creating safer communities

5015 - STREET FURNITURE

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

DESCRIPTION	ACTUALS	APPROVED	REVISED	ORIGINAL
	2015/2016	BUDGET 2016/2017	BUDGET 2016/2017	BUDGET 2017/2018
Employee Expenses	354	-	-	-
Supplies & Services	602	1,280	1,280	1,310
NET CONTROLLABLE EXPENDITURE	956	1,280	1,280	1,310
Departmental Support	3,670	3,730	3,710	3,780
Central Support Services	994	1,120	840	1,000
NET EXPENDITURE	5,620	6,130	5,830	6,090

Contributes to corporate priority :
- Creating safer communities

5016 - ATHERSTONE MARKET

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

DESCRIPTION	ACTUALS	APPROVED	REVISED	ORIGINAL
	2015/2016	BUDGET 2016/2017	BUDGET 2016/2017	BUDGET 2017/2018
Employee Expenses	440	-	-	-
Premises Related Expenditure	1,723	1,640	1,700	1,680
GROSS EXPENDITURE	2,163	1,640	1,700	1,680
NET CONTROLLABLE EXPENDITURE	2,163	1,640	1,700	1,680
Departmental Support	1,020	1,030	1,020	1,040
Central Support Services	271	220	290	310
NET EXPENDITURE	3,454	2,890	3,010	3,030

Contributes to corporate priority :
- Promoting sustainable and vibrant communities

5019 - GREEN SPACE BUDGET

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

DESCRIPTION	ACTUALS	APPROVED	REVISED	ORIGINAL
	2015/2016	BUDGET 2016/2017	BUDGET 2016/2017	BUDGET 2017/2018
Employee Expenditure	48,131	50,020	32,760	50,750
Premises Related Expenditure	30,505	33,870	40,790	38,860
Supplies & Services	318,863	319,830	364,220	324,470
Earmarked Reserves	43,629	-	(13,760)	-
GROSS EXPENDITURE	441,128	403,720	424,010	414,080
GROSS INCOME	(16,961)	(15,930)	(24,970)	(16,270)
NET CONTROLLABLE EXPENDITURE	424,167	387,790	399,040	397,810
Departmental Support	38,275	36,220	49,430	53,850
Central Support Services	33,636	34,640	53,060	54,130
Capital Charge	574,120	90,210	90,210	90,210
NET EXPENDITURE	1,070,198	548,860	591,740	596,000

KEY PERFORMANCE INDICATORS

Number of Play Areas	29	29	25	25
Number of play areas meeting the safety, DDA and Play Value standard	29	29	25	25
Number of Pitches	11	15	11	11
Number of Teams	17	30	17	16
Number of Hirers	17	30	17	16
Budgeted income per team	£340.00	£237.33	£412.94	£453.75

Contributes to corporate priorities :

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

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

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

DESCRIPTION	ACTUALS	APPROVED	REVISED	ORIGINAL
	2015/2016	BUDGET 2016/2017	BUDGET 2016/2017	BUDGET 2017/2018
Employee Expenditure	146	-	-	-
Supplies & Services	5,964	-	1,430	-
GROSS EXPENDITURE	6,110	-	1,430	-
GROSS INCOME	-	-	-	-
NET CONTROLLABLE EXPENDITURE	6,110	-	1,430	-
Departmental Support	2,510	2,470	2,460	2,490
Central Support Services	155	170	230	230
NET EXPENDITURE	8,775	2,640	4,120	2,720

5023 - CONSULTATION

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

DESCRIPTION	ACTUALS	APPROVED	REVISED	ORIGINAL
	2015/2016	BUDGET 2016/2017	BUDGET 2016/2017	BUDGET 2017/2018
Employee Expenditure	614	-	-	
Supplies & Services	-	4,470	4,470	4,560
Earmarked Reserves				
NET CONTROLLABLE EXPENDITURE	614	4,470	4,470	4,560
Departmental Support	8,400	8,390	6,370	6,460
Central Support	2,509	2,470	2,460	2,460
NET EXPENDITURE	11,523	15,330	13,300	13,480

Contributes to corporate priority :

- Responsible financial and resource management

5025 - CORPORATE POLICY

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

DESCRIPTION	ACTUALS	APPROVED	REVISED	ORIGINAL
	2015/2016	BUDGET 2016/2017	BUDGET 2016/2017	BUDGET 2017/2018
Employee Expenditure	2,182	-	26,050	26,460
Premises Related Expenditure	296	260	260	270
Supplies & Services	6,296	25,240	29,340	34,240
Miscellaneous Expenditure	17,994	-	-	-
Earmarked Reserves	(6,681)	(12,110)	(16,330)	(20,260)
GROSS EXPENDITURE	20,087	13,390	39,320	40,710
GROSS INCOME	(4,600)	-	-	(300)
NET CONTROLLABLE EXPENDITURE	15,487	13,390	39,320	40,410
Departmental Support	25,720	26,070	18,990	19,370
Central Support	11,098	11,520	11,590	11,660
NET EXPENDITURE	52,305	50,980	69,900	71,440

Contributes to corporate priorities :

- Creating safer communities

- Promoting sustainable and vibrant communities

5030 - RURAL REGENERATION

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

DESCRIPTION	ACTUALS	APPROVED	REVISED	ORIGINAL
	2015/2016	BUDGET 2016/2017	BUDGET 2016/2017	BUDGET 2017/2018
Employee Expenditure	15,971	15,400	21,900	26,520
Supplies & Services	2,901	1,210	8,510	1,230
Transport Related Expenditure	332	410	-	-
Earmarked Reserves	8,380	-	(3,800)	-
GROSS EXPENDITURE	27,584	17,020	26,610	27,750
GROSS INCOME	(10,000)	-	(3,500)	-
NET CONTROLLABLE EXPENDITURE	17,584	17,020	23,110	27,750
Departmental Support	15,493	14,520	24,060	35,000
Central Support	767	840	400	2,000
NET EXPENDITURE	33,844	32,380	47,570	64,750

Contributes to corporate priority :

- Promoting sustainable and vibrant communities

5034 - LANDSCAPE

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

DESCRIPTION	ACTUALS	APPROVED	REVISED	ORIGINAL
	2015/2016	BUDGET 2016/2017	BUDGET 2016/2017	BUDGET 2017/2018
Employee Expenses	69	-	-	-
Supplies & Services	8,615	8,800	8,800	8,800
NET CONTROLLABLE EXPENDITURE	8,684	8,800	8,800	8,800
Departmental Support	1,100	1,100	1,090	1,110
Central Support Services	163	180	260	260
NET EXPENDITURE	9,947	10,080	10,150	10,170

Contributes to corporate priority :

- Protecting our countryside and heritage

5040 - MARKETING & MARKET RESEARCH

The marketing and promotion of all aspects of the leisure centres and community development activity. The increase in the revised budget covers additional costs of the Strategic Leisure Review.

DESCRIPTION	ACTUALS	APPROVED	REVISED	ORIGINAL
	2015/2016	BUDGET 2016/2017	BUDGET 2016/2017	BUDGET 2017/2018
Employee Expenditure	308	-	-	-
Supplies & Services	11,195	48,350	67,310	8,510
Balance Sheet Items	(2,845)	-	(3,710)	-
NET CONTROLLABLE EXPENDITURE	8,658	48,350	63,600	8,510
Departmental Support	4,710	4,790	4,820	4,880
Central Support Services	857	950	910	910
NET EXPENDITURE	14,225	54,090	69,330	14,300

Contributes to corporate priority :

- Improving leisure and wellbeing opportunities

5044 - SUPPORT TO VOLUNTARY ORGANISATIONS

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

DESCRIPTION	ACTUALS	APPROVED	REVISED	ORIGINAL
	2015/2016	BUDGET 2016/2017	BUDGET 2016/2017	BUDGET 2017/2018
Employee Expenditure	221	-	-	-
Supplies & Services	79,554	112,140	98,790	53,100
Earmarked Reserves	5,047	(30,000)	(31,690)	-
NET CONTROLLABLE EXPENDITURE	84,822	82,140	67,100	53,100
Departmental Support	4,952	4,870	10,680	18,120
Central Support Services	946	1,060	2,430	2,590
NET EXPENDITURE	90,720	88,070	80,210	73,810

Contributes to corporate priorities :

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

5051 - YOUNG PEOPLE AND INTERGENERATION

To work with partners to develop and co-ordinate initiatives, projects and activities designed to address priority issues identified through the community planning process and to ensure that the Council is meeting its obligations as identified in the Children Act.

DESCRIPTION	ACTUALS	APPROVED	REVISED	ORIGINAL
	2015/2016	BUDGET 2016/2017	BUDGET 2016/2017	BUDGET 2017/2018
Employee Expenditure	8,259	31,100	17,340	-
Premises Related Expenditure	-	330	-	-
Supplies & Services	10,910	4,890	10,830	-
Transport Related Expenditure	664	1,940	30	-
Earmarked Reserves	530	-	-	-
NET CONTROLLABLE EXPENDITURE	20,363	38,260	28,200	-
Departmental Support	14,308	20,620	9,050	-
Central Support Services	5,397	5,870	3,200	-
Capital Charges	1,931	350	-	-
NET EXPENDITURE	41,999	65,100	40,450	-

Contributes to corporate priorities :

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

5052 - COMMUNITY DEVELOPMENT ENVIRONMENT

To work on environmental priorities identified in the corporate and community plan concentrating on the involvement and education of communities to try and ensure a sustainable future for the environment of North Warwickshire.

DESCRIPTION	ACTUALS	APPROVED	REVISED	ORIGINAL
	2015/2016	BUDGET 2016/2017	BUDGET 2016/2017	BUDGET 2017/2018
Employee Expenditure	8,097	26,740	17,340	-
Premises Related Expenditure	-	30	-	-
Supplies & Services	153	690	720	-
Transport Related Expenditure	338	420	-	-
Earmarked Reserves	570	-	-	-
NET CONTROLLABLE EXPENDITURE	9,158	27,880	18,060	-
Departmental Support	14,308	20,620	9,050	-
Central Support Services	3,491	3,890	2,960	-
NET EXPENDITURE	26,957	52,390	30,070	-

Contributes to corporate priorities :

- Protecting our countryside and heritage
- Promoting sustainable and vibrant communities

5054 - SOCIAL INCLUSION AND SPORT

The management and development of activities that focus on using sport as a tool for promoting social inclusion and addressing issues highlighted through the community planning process.

DESCRIPTION	ACTUALS	APPROVED	REVISED	ORIGINAL
	2015/2016	BUDGET 2016/2017	BUDGET 2016/2017	BUDGET 2017/2018
Employee Expenditure	24,123	30,930	18,090	-
Premises	-	-	-	-
Supplies & Services	104	340	340	-
Transport Related Expenditure	338	420	-	-
Earmarked Reserves	230	-	-	-
GROSS EXPENDITURE	24,795	31,690	18,430	-
GROSS INCOME	-	-	-	-
NET CONTROLLABLE EXPENDITURE	24,795	31,690	18,430	-
Departmental Support	18,387	21,370	9,190	-
Central Support Services	5,341	5,940	4,800	-
NET EXPENDITURE	48,523	59,000	32,420	-

Contributes to corporate priorities :

- Creating safer communities
- Improving leisure and wellbeing opportunities

5055 - COMMUNITY DEVELOPMENT HEALTH IMPROVEMENT

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

DESCRIPTION	ACTUALS	APPROVED	REVISED	ORIGINAL
	2015/2016	BUDGET 2016/2017	BUDGET 2016/2017	BUDGET 2017/2018
Employee Expenditure	47,778	42,250	31,850	30,450
Premises Related Expenditure	-	-	-	-
Supplies & Services	4,538	9,000	18,630	11,050
Transport Related Expenditure	600	420	15,590	15,440
Earmarked Reserves	-	(7,100)	(6,980)	-
GROSS EXPENDITURE	52,916	44,570	59,090	56,940
GROSS INCOME	(19,667)	(17,000)	(18,000)	(17,000)
NET CONTROLLABLE EXPENDITURE	33,249	27,570	41,090	39,940
Departmental Support	26,236	25,480	29,270	35,770
Central Support Services	6,106	6,520	4,030	9,730
Capital Charges				
NET EXPENDITURE	65,591	59,570	74,390	85,440

Contributes to corporate priorities :

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

5056 - COMMUNITY DEVELOPMENT SAFER COMMUNITIES

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

DESCRIPTION	ACTUALS	APPROVED	REVISED	ORIGINAL
	2015/2016	BUDGET 2016/2017	BUDGET 2016/2017	BUDGET 2017/2018
Employee Expenditure	10,101	32,630	30,940	30,450
Premises Related Expenditure	290	-	330	330
Supplies & Services	16,183	23,440	23,110	27,230
Transport Related Expenditure	338	420	-	1,510
Earmarked Reserves	1,340	(5,620)	(5,620)	-
NET CONTROLLABLE EXPENDITURE	28,252	50,870	48,760	59,520
Departmental Support	16,621	23,650	29,100	35,770
Central Support Services	6,669	6,840	5,870	8,840
Capital Charges	10,809	1,890	1,890	1,890
NET EXPENDITURE	62,351	83,250	85,620	106,020

Contributes to corporate priority :

- Creating safer communities

5059 - ALLOTMENTS AND BIODIVERSITY

This budget is to support a programme of improvements to Borough Council owned allotment sites.

DESCRIPTION	ACTUALS	APPROVED	REVISED	ORIGINAL
	2015/2016	BUDGET 2016/2017	BUDGET 2016/2017	BUDGET 2017/2018
Employee Expenditure	110	-	-	-
Earmarked Reserves	-	-	-	-
NET CONTROLLABLE EXPENDITURE	110	-	-	-
Departmental Support	-	-	-	-
Central Support Services	-	-	-	-
NET EXPENDITURE	110	-	-	-

Contributes to corporate priority :
- Improving leisure and wellbeing opportunities

5064 - QE - ARTIFICIAL GRASS PITCH

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

DESCRIPTION	ACTUALS	APPROVED	REVISED	ORIGINAL
	2015/2016	BUDGET 2016/2017	BUDGET 2016/2017	BUDGET 2017/2018
Employee Expenditure	11,368	13,460	13,770	13,990
Premises Related Expenditure	2,084	2,300	2,300	2,350
Supplies & Services	3,449	6,150	6,210	6,330
Miscellaneous Expenditure	278	-	-	-
Earmarked Reserves	13,144	8,710	8,520	9,210
GROSS EXPENDITURE	30,323	30,620	30,800	31,880
GROSS INCOME	(37,310)	(38,240)	(38,240)	(39,000)
NET CONTROLLABLE EXPENDITURE	(6,987)	(7,620)	(7,440)	(7,120)
Departmental Support	6,441	6,550	6,270	5,950
Central Support Services	1,006	1,070	1,170	1,170
NET EXPENDITURE	460	-	-	-

Contributes to corporate priority :
- Improving leisure and wellbeing opportunities

7700 - STRONGER & SAFER COMMUNITIES

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

DESCRIPTION	ACTUALS	APPROVED	REVISED	ORIGINAL
	2015/2016	BUDGET 2016/2017	BUDGET 2016/2017	BUDGET 2017/2018
Supplies & Services	14,868	-	1,080	-
Miscellaneous Expenditure	9,459	-	29,840	-
Earmarked Reserves	-	-	-	-
GROSS EXPENDITURE	24,327	-	30,920	-
GROSS INCOME	(24,327)	-	(30,920)	-
NET CONTROLLABLE EXPENDITURE	-	-	-	-
Departmental Support	470	-	-	-
Central Support Services	162	-	-	-
NET EXPENDITURE	632	-	-	-

Contributes to corporate priority :

- Creating safer communities

7856-HIGH STREET INNOVATION GRANTS

The Government awarded £100,000 to this Council under the High Street Innovation Fund, part of the Portas scheme to renew the "High Street". The Council received the money as a result of the number of empty business premises as a whole, rather than just in the "High Street" shopping areas.

The money is intended to help Councils support retailers against recent trends, such as the effects of the internet and out of town shopping areas.

DESCRIPTION	ACTUALS	APPROVED	REVISED	ORIGINAL
	2015/2016	BUDGET 2016/2017	BUDGET 2016/2017	BUDGET 2017/2018
Supplies & Services	23,008	-	12,120	-
Earmarked Reserves	(23,008)	-	(12,120)	-
NET CONTROLLABLE EXPENDITURE	-	-	-	-
Central Support Services	-	-	-	-
NET EXPENDITURE	-	-	-	-

Contributes to corporate priority :

- Supporting employment and business

APPENDIX C**SAVINGS INCLUDED WITHIN 2017/18**

Board	Description	2017/18 £
C&E	Community Development Restructure	64,760
C&E	Reduced Operation –Arley Leisure Centre	37,000
C&E	Remove of additional Citizens Advice Bureau grant	15,000
C&E	Refuse and Recycling - Charge for replacement bins	45,000
	Community and Environment Total	161,760

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

Codes	Description	Actual 2015/2016 £	Approved Budget 2016/2017 £	Revised Budget 2016/2017 £	Original Budget 2017/2018 £
3072	Polesworth Sport Centre	87,856	67,660	72,130	65,550
3074	Arley Sports Centre	133,804	120,180	121,210	84,840
3075	Coleshill Leisure Centre	134,596	104,990	111,080	112,440
3077	Atherstone Leisure Complex	185,438	148,090	130,000	120,570
3082-3083	Memorial Hall	91,247	95,440	93,530	95,520
4002	Public Health (Commercial Pollution Control)	199,893	196,220	197,170	200,630
4003	Public Health (Domestic Pollution Control)	38,328	46,150	53,170	47,280
5000	Domestic Refuse Collection	762,677	634,900	670,030	652,490
5001	Streetscene Grounds Maintenance	66,634	31,620	5,050	18,030
5002	Trade Refuse Collection	(40,175)	(51,570)	(36,650)	(37,760)
5003	Cesspool Emptying	(59,540)	(64,800)	(59,450)	(64,770)
5004	Recycling	668,489	659,800	694,540	714,210
5010	Amenity Cleaning	491,048	483,230	472,130	478,890
5013	Unadopted Roads	3,352	7,600	7,600	7,750
5014	Flooding And Land Drainage	778	-	-	-
5015	Street Furniture	956	1,280	1,280	1,310
5016	Atherstone Market	2,163	1,640	1,700	1,680
5019	Green Space Budget	424,167	387,790	399,040	397,810
5021	Public Health (Control of Disease) Act 1984 Burials	6,110	-	1,430	-
5023	Consultation	614	4,470	4,470	4,560
5025	Corporate Policy	15,487	13,390	39,320	40,410
5030	Rural Regeneration	17,584	17,020	23,110	27,750
5034	Landscape	8,684	8,800	8,800	8,800
5040	Marketing and Market Research	8,658	48,350	63,600	8,510
5044	Support to Voluntary Organisations	84,822	82,140	67,100	53,100
5051	Young People and Intergeneration	20,363	38,260	28,200	-
5052	Community Development Environment	9,158	27,880	18,060	-
5054	Social Inclusion and Sport	24,795	31,690	18,430	-
5055	Community Development Health Improvement	33,249	27,570	41,090	39,940
5056	Community Development Safer Communities	28,252	50,870	48,760	59,520
5059	Allotments and Biodiversity	110	-	-	-
5064	QE - Artificial Grass Pitch	(6,987)	(7,620)	(7,440)	(7,120)
7700	Stronger & Safer Communities	-	-	-	-
7856	High Street Innovation Grants	-	-	-	-
	Net Controllable Expenditure	3,442,610	3,213,040	3,288,490	3,131,940
	Departmental Support	598,034	617,410	615,240	636,920
	Central Support	514,263	533,250	505,330	513,000
	Capital	1,294,899	919,630	920,020	919,030
	Net Expenditure	5,849,806	5,283,330	5,329,080	5,200,890

3072 - POLESWORTH SPORTS CENTRE

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

DESCRIPTION	ACTUALS	APPROVED	REVISED	ORIGINAL
	2015/2016	BUDGET 2016/2017	BUDGET 2016/2017	BUDGET 2017/2018
Employee Expenditure	221,875	214,110	216,170	218,930
Premises Related Expenditure	49,458	52,780	49,910	51,910
Supplies & Services	14,949	18,270	20,210	20,620
Transport Related Expenditure	10	-	-	-
Miscellaneous Expenditure	792	-	-	-
Earmarked Reserves	4,839	5,000	4,840	4,840
GROSS EXPENDITURE	291,923	290,160	291,130	296,300
GROSS INCOME	(204,067)	(222,500)	(219,000)	(230,750)
NET CONTROLLABLE EXPENDITURE	87,856	67,660	72,130	65,550
Departmental Support	18,100	16,690	18,890	21,050
Central Support Services	32,488	30,370	28,740	28,570
Capital Charges	7,347	13,520	13,680	13,680
NET EXPENDITURE	145,791	128,240	133,440	128,850

Contributes to corporate priority :

- Improving leisure and wellbeing opportunities

KEY PERFORMANCE INDICATORS

No of Visits	77,561	80,000	73,850	75,000
Budgeted cost per visit	£4.51	£4.38	£4.77	£4.79
Budgeted income per visit	£2.63	£2.78	£2.97	£3.08
Budgeted Subsidy per visit	£1.88	£1.60	£1.81	£1.72

3074 - ARLEY SPORTS CENTRE

Arley Sports Centre's facilities include a three badminton court hall, one squash court, a "Lifetimes" fitness suite and a small social room. The centre moved to reduced opening hours towards the end of 2016./17.

DESCRIPTION	ACTUALS	APPROVED	REVISED	ORIGINAL
	2015/2016	BUDGET 2016/2017	BUDGET 2016/2017	BUDGET 2017/2018
Employee Expenditure	179,265	163,950	163,890	120,520
Premises Related Expenditure	39,834	40,970	38,050	39,880
Supplies & Services	16,300	16,790	19,130	19,530
Miscellaneous Expenditure	(324)	-	-	-
GROSS EXPENDITURE	235,075	221,710	221,070	179,930
GROSS INCOME	(101,271)	(101,530)	(99,860)	(95,090)
NET CONTROLLABLE EXPENDITURE	133,804	120,180	121,210	84,840
Departmental Support	17,400	15,550	17,410	15,320
Central Support Services	30,257	28,680	26,180	26,530
Capital Charges	36,318	36,210	36,320	36,320
NET EXPENDITURE	217,779	200,620	201,120	163,010

Contributes to corporate priority :

- Improving leisure and wellbeing opportunities

KEY PERFORMANCE INDICATORS

No of Visits	44,253	53,000	36,240	34,790
Budgeted cost per visit	£7.21	£5.70	£8.31	£7.42
Budgeted income per visit	£2.29	£1.92	£2.76	£2.73
Budgeted Subsidy per visit	£4.92	£3.79	£5.55	£4.69

3075 - COLESHILL LEISURE CENTRE

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

DESCRIPTION	ACTUALS	APPROVED	REVISED	ORIGINAL
	2015/2016	BUDGET 2016/2017	BUDGET 2016/2017	BUDGET 2017/2018
Employee Expenditure	343,653	333,320	343,140	344,930
Premises Related Expenditure	126,634	135,500	126,220	146,420
Supplies & Services	36,859	37,140	43,300	43,780
Miscellaneous Expenditure	698	-	-	-
Earmarked Reserves	20,910	20,910	20,910	20,910
GROSS EXPENDITURE	528,754	526,870	533,570	556,040
GROSS INCOME	(394,158)	(421,880)	(422,490)	(443,600)
NET CONTROLLABLE EXPENDITURE	134,596	104,990	111,080	112,440
Departmental Support	19,030	19,570	21,730	23,770
Central Support Services	49,362	48,140	47,760	47,370
Capital Charges	129,438	100,480	100,690	100,690
NET EXPENDITURE	332,426	273,180	281,260	284,270

Contributes to corporate priority :
- Improving leisure and wellbeing opportunities

KEY PERFORMANCE INDICATORS

No of Visits	138,879	140,000	126,530	129,060
Budgeted cost per visit	£5.23	£4.96	£5.56	£5.64
Budgeted income per visit	£2.84	£3.01	£3.34	£3.44
Budgeted Subsidy per visit	£2.39	£1.95	£2.22	£2.20

3077 - ATHERSTONE LEISURE COMPLEX

This facility comprises a 25 metre pool, a learner pool, a "Lifetimes" fitness suite and a new "Lifetimes Studio" (Easyline).

DESCRIPTION	ACTUALS	APPROVED	REVISED	ORIGINAL
	2015/2016	BUDGET 2016/2017	BUDGET 2016/2017	BUDGET 2017/2018
Employee Expenditure	409,984	427,360	436,610	454,180
Premises Related Expenditure	254,721	256,300	248,360	255,100
Supplies & Services	44,317	49,790	50,350	53,130
Miscellaneous Expenditure	472	-	-	-
Earmarked Reserves	1,790	2,500	2,500	2,500
GROSS EXPENDITURE	711,284	735,950	737,820	764,910
GROSS INCOME	(525,846)	(587,860)	(607,820)	(644,340)
NET CONTROLLABLE EXPENDITURE	185,438	148,090	130,000	120,570
Departmental Support	18,991	18,820	20,580	22,310
Central Support Services	64,333	64,210	61,860	62,690
Capital Charges	267,858	249,860	250,070	250,070
NET EXPENDITURE	536,620	480,980	462,510	455,640

Contributes to corporate priority :
- Improving leisure and wellbeing opportunities

KEY PERFORMANCE INDICATORS

No of Visits	189,800	184,400	163,137	164,770
Budgeted cost per visit	£5.60	£5.80	£6.56	£6.68
Budgeted income per visit	£2.77	£3.19	£3.73	£3.91
Budgeted Subsidy per visit	£2.83	£2.61	£2.84	£2.77

3082-3083 - MEMORIAL HALL

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

DESCRIPTION	ACTUALS	APPROVED	REVISED	ORIGINAL
	2015/2016	BUDGET 2016/2017	BUDGET 2016/2017	BUDGET 2017/2018
Employee Expenditure	81,827	84,650	84,720	86,930
Premises Related Expenditure	35,796	40,170	40,170	40,470
Supplies & Services	9,647	10,000	10,260	10,580
Miscellaneous Expenditure	31	-	-	-
GROSS EXPENDITURE	127,301	134,820	135,150	137,980
GROSS INCOME	(36,054)	(39,380)	(41,620)	(42,460)
NET CONTROLLABLE EXPENDITURE	91,247	95,440	93,530	95,520
Departmental Support	4,256	4,250	4,650	5,110
Central Support Services	8,786	9,170	9,630	9,730
Capital Charges	3,348	25,170	25,170	25,170
NET EXPENDITURE	107,637	134,030	132,980	135,530

Contributes to corporate priority :
- Improving leisure and wellbeing opportunities

KEY PERFORMANCE INDICATORS

No of Visits	16,194	17,230	17,500	17,675
Budgeted cost per visit	£8.87	£10.06	£9.98	£10.07
Budgeted income per visit	£2.23	£2.29	£2.38	£2.40
Budgeted Subsidy per visit	£6.65	£7.78	£7.60	£7.67

4002 - PUBLIC HEALTH (COMMERCIAL POLLUTION CONTROL)

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

DESCRIPTION	ACTUALS	APPROVED	REVISED	ORIGINAL
	2015/2016	BUDGET 2016/2017	BUDGET 2016/2017	BUDGET 2017/2018
Employee Expenses	216,225	211,860	214,290	217,720
Supplies & Services	14,226	18,060	18,060	18,430
GROSS EXPENDITURE	230,451	229,920	232,350	236,150
GROSS INCOME	(30,557)	(33,700)	(35,180)	(35,520)
NET CONTROLLABLE EXPENDITURE	199,893	196,220	197,170	200,630
Departmental Support	85,551	89,050	91,140	92,130
Central Support Services	11,620	12,440	7,800	8,280
Capital Charges	61	60	60	60
NET EXPENDITURE	297,125	297,770	296,170	301,100

Contributes to corporate priority :
- Improving leisure and wellbeing opportunities

4003 - PUBLIC HEALTH (DOMESTIC POLLUTION CONTROL)

Private sector domestic enforcement of housing standards and associated licensing, domestic origin nuisances, drainage and associated environmental crimes.

DESCRIPTION	ACTUALS	APPROVED	REVISED	ORIGINAL
	2015/2016	BUDGET 2016/2017	BUDGET 2016/2017	BUDGET 2017/2018
Employee Expenses	40,262	44,660	51,850	46,030
Supplies & Services	7,135	3,240	3,240	3,210
GROSS EXPENDITURE	47,397	47,900	55,090	49,240
GROSS INCOME	(9,069)	(1,750)	(1,920)	(1,960)
NET CONTROLLABLE EXPENDITURE	38,328	46,150	53,170	47,280
Departmental Support	47,820	45,000	39,090	43,560
Central Support Services	9,845	10,310	9,670	10,080
Capital Charges	61	60	60	60
NET EXPENDITURE	96,054	101,520	101,990	100,980

Contributes to corporate priority :
- Improving leisure and wellbeing opportunities

5000 - DOMESTIC REFUSE COLLECTION

The collection of domestic refuse from approximately 28,047 households in the Borough. Also the collection of clinical waste from surgeries, nursing homes and private dwellings.

DESCRIPTION	ACTUALS	APPROVED	REVISED	ORIGINAL
	2015/2016	BUDGET 2016/2017	BUDGET 2016/2017	BUDGET 2017/2018
Employee Expenditure	523,678	450,450	484,450	489,580
Premises Related Expenditure	11,000	6,800	6,800	6,940
Supplies & Services	60,105	64,750	68,020	69,370
Transport Related Expenditure	310,542	235,220	252,340	245,800
Miscellaneous Expenditure	-	1,350	1,350	1,380
GROSS EXPENDITURE	905,324	758,570	812,960	813,070
GROSS INCOME	(142,647)	(123,670)	(142,930)	(160,580)
NET CONTROLLABLE EXPENDITURE	762,677	634,900	670,030	652,490
Departmental Support	39,640	40,280	41,470	42,180
Central Support Services	91,053	101,470	86,280	88,980
Capital Charges	82,863	150,380	150,430	150,430
NET EXPENDITURE	976,233	927,030	948,210	934,080

Contributes to corporate priority :
- Improving leisure and wellbeing opportunities

KEY PERFORMANCE INDICATORS

No of Households	27,671	27,747	28,047	28,047
Budgeted cost per household	£35.28	£33.41	£33.81	£33.30
Number of bins per 100,000 population missed	105	125	125	125

5001 - STREETSCENE GROUNDS MAINTENANCE

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

DESCRIPTION	ACTUALS	APPROVED	REVISED	ORIGINAL
	2015/2016	BUDGET 2016/2017	BUDGET 2016/2017	BUDGET 2016/2017
Employee Expenditure	349,566	355,140	329,990	341,360
Premises Related Expenditure	9	50	50	50
Supplies & Services	31,969	33,870	31,200	34,550
Transport Related Expenditure	93,278	67,590	68,840	68,490
Earmarked Reserves	247	(4,550)	(4,550)	-
Misc	(1,352)	540	540	550
GROSS EXPENDITURE	473,717	452,640	426,070	445,000
GROSS INCOME	(407,083)	(421,020)	(421,020)	(426,970)
NET CONTROLLABLE EXPENDITURE	66,634	31,620	5,050	18,030
Departmental Support	25,446	25,640	28,540	28,930
Central Support	20,182	21,070	18,060	19,640
Capital Charges	25,622	31,890	31,890	31,890
NET EXPENDITURE	137,884	110,220	83,540	98,490

Contributes to corporate priorities :
- Protecting our countryside and heritage
- Improving leisure and wellbeing opportunities

5002 - TRADE REFUSE COLLECTION

Collecting waste from business premises situated in the Borough.

DESCRIPTION	ACTUALS	APPROVED	REVISED	ORIGINAL
	2015/2016	BUDGET 2016/2017	BUDGET 2016/2017	BUDGET 2017/2018
Employee Expenditure	11,207	9,980	10,040	10,140
Supplies & Services	175,735	176,920	193,410	197,010
GROSS EXPENDITURE	186,942	186,900	203,450	207,150
GROSS INCOME	(227,117)	(238,470)	(240,100)	(244,910)
NET CONTROLLABLE EXPENDITURE	(40,175)	(51,570)	(36,650)	(37,760)
Departmental Support	7,800	7,960	8,990	9,140
Central Support Services	12,997	13,950	13,220	12,900
NET EXPENDITURE	(19,378)	(29,660)	(14,440)	(15,720)

Contributes to corporate priority :

- Responsible financial and resource management

KEY PERFORMANCE INDICATORS

No. of Bins Collected	468	462	520	520
Gross budgeted cost per bin collected	£443.89	£451.97	£433.96	£440.75
Net budgeted (surplus)/Deficit per bin collected	-£41.41	-£64.20	-£27.77	-£30.23

5003 - CESSPOOL EMPTYING

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

DESCRIPTION	ACTUALS	APPROVED	REVISED	ORIGINAL
	2015/2016	BUDGET 2016/2017	BUDGET 2016/2017	BUDGET 2017/2018
Employee Expenditure	37,176	34,030	34,610	35,450
Premises Related Expenditure	-	110	110	110
Supplies & Services	34,018	35,840	44,730	45,620
Transport Related Expenditure	31,260	27,550	28,190	24,490
Miscellaneous Expenditure	-	100	100	100
GROSS EXPENDITURE	102,454	97,630	107,740	105,770
GROSS INCOME	(161,994)	(162,430)	(167,190)	(170,540)
NET CONTROLLABLE EXPENDITURE	(59,540)	(64,800)	(59,450)	(64,770)
Departmental Support	9,341	9,470	9,360	9,480
Central Support Services	15,322	16,500	16,340	16,730
Capital Charges	-	14,770	14,770	14,770
NET EXPENDITURE	(34,877)	(24,060)	(18,980)	(23,790)

Contributes to corporate priorities :

- Responsible financial and resource management

- Improving leisure and wellbeing opportunities

KEY PERFORMANCE INDICATORS

Number of emptyings	1,192	1,210	1,210	1,210
Gross budgeted cost per emptying	£106.64	£114.36	£122.49	£121.28
Net budgeted (surplus)/ deficit per emptying	-£29.26	-£19.88	-£15.69	-£19.66

5004 - RECYCLING

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

DESCRIPTION	ACTUALS	APPROVED BUDGET	REVISED BUDGET	ORIGINAL BUDGET
	2015/2016	2016/2017	2016/2017	2017/2018
Employee Expenses	510,995	501,400	530,540	580,640
Premises Related Expenditure	-	-	-	-
Supplies & Services	221,553	219,670	283,790	289,220
Transport Related Expenditure	205,980	210,300	193,460	194,160
Miscellaneous Expenditure	-	-	-	-
Earmarked Reserves	20,000	15,000	15,000	15,000
GROSS EXPENDITURE	958,528	946,370	1,022,790	1,079,020
GROSS INCOME	(290,039)	(286,570)	(328,250)	(364,810)
NET CONTROLLABLE EXPENDITURE	668,489	659,800	694,540	714,210
Departmental Support	40,940	41,730	42,000	42,730
Central Support Services	48,226	50,580	40,460	42,040
Capital Charges	111,227	145,110	145,110	145,110
NET EXPENDITURE	868,882	897,220	922,110	944,090

Contributes to corporate priority :
- Promoting sustainable and vibrant communities

KEY PERFORMANCE INDICATORS

Number of Households	27,671	27,747	28,047	28,047
Budgeted cost per household	£31.40	£32.34	£32.88	£33.66
Budgeted tonnes of recycle material collected	12,650	11,310	11,500	11,500
Budgeted % of waste recycled	49%	50%	48%	48%

5010 - AMENITY CLEANING

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

DESCRIPTION	ACTUALS	APPROVED BUDGET	REVISED BUDGET	ORIGINAL BUDGET
	2015/2016	2016/2017	2016/2017	2017/2018
Employee Expenditure	378,456	370,680	366,230	374,430
Premises Related Expenditure	11,237	15,040	21,000	21,420
Supplies & Services	12,732	17,280	17,270	17,600
Transport Related Expenditure	91,864	83,310	71,500	69,390
Miscellaneous Expenditure	(106)	-	-	-
Earmarked Reserves	1,270	-	-	-
GROSS EXPENDITURE	495,453	486,310	476,000	482,840
GROSS INCOME	(4,405)	(3,080)	(3,870)	(3,950)
NET CONTROLLABLE EXPENDITURE	491,048	483,230	472,130	478,890
Departmental Support	49,558	50,170	45,170	45,800
Central Support Services	34,737	37,230	39,110	38,370
Capital Charges	41,244	57,020	57,020	56,030
NET EXPENDITURE	616,587	627,650	613,430	619,090

Contributes to corporate priorities :
- Protecting our countryside and heritage
- Improving leisure and wellbeing opportunities

5013 - UNADOPTED ROADS

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

DESCRIPTION	ACTUALS	APPROVED	REVISED	ORIGINAL
	2015/2016	BUDGET 2016/2017	BUDGET 2016/2017	BUDGET 2017/2018
Employee Expenditure	476	-	-	-
Supplies & Services	2,876	7,600	7,600	7,750
Earmarked Reserves	-	-	-	-
GROSS EXPENDITURE	3,352	7,600	7,600	7,750
GROSS INCOME	-	-	-	-
NET CONTROLLABLE EXPENDITURE	3,352	7,600	7,600	7,750
Departmental Support	5,260	5,360	5,320	5,390
Central Support Services	434	490	410	500
Capital Charges	-	-	-	-
NET EXPENDITURE	9,046	13,450	13,330	13,640

Contributes to corporate priority :
- Creating safer communities

5014 - FLOODING AND LAND DRAINAGE

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

DESCRIPTION	ACTUALS	APPROVED	REVISED	ORIGINAL
	2015/2016	BUDGET 2016/2017	BUDGET 2016/2017	BUDGET 2017/2018
Employee Expenses	778	-	-	-
Supplies & Services	-	-	-	-
GROSS EXPENDITURE	778	-	-	-
NET CONTROLLABLE EXPENDITURE	778	-	-	-
Departmental Support	6,280	6,390	6,340	6,430
Central Support Services	5,053	5,340	5,310	5,300
Capital Charges	2,652	2,650	2,650	2,650
NET EXPENDITURE	14,763	14,380	14,300	14,380

Contributes to corporate priority :
- Creating safer communities

5015 - STREET FURNITURE

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

DESCRIPTION	ACTUALS	APPROVED	REVISED	ORIGINAL
	2015/2016	BUDGET 2016/2017	BUDGET 2016/2017	BUDGET 2017/2018
Employee Expenses	354	-	-	-
Supplies & Services	602	1,280	1,280	1,310
NET CONTROLLABLE EXPENDITURE	956	1,280	1,280	1,310
Departmental Support	3,670	3,730	3,710	3,780
Central Support Services	994	1,120	840	1,000
NET EXPENDITURE	5,620	6,130	5,830	6,090

Contributes to corporate priority :
- Creating safer communities

5016 - ATHERSTONE MARKET

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

DESCRIPTION	ACTUALS	APPROVED	REVISED	ORIGINAL
	2015/2016	BUDGET 2016/2017	BUDGET 2016/2017	BUDGET 2017/2018
Employee Expenses	440	-	-	-
Premises Related Expenditure	1,723	1,640	1,700	1,680
GROSS EXPENDITURE	2,163	1,640	1,700	1,680
NET CONTROLLABLE EXPENDITURE	2,163	1,640	1,700	1,680
Departmental Support	1,020	1,030	1,020	1,040
Central Support Services	271	220	290	310
NET EXPENDITURE	3,454	2,890	3,010	3,030

Contributes to corporate priority :
- Promoting sustainable and vibrant communities

5019 - GREEN SPACE BUDGET

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

DESCRIPTION	ACTUALS	APPROVED	REVISED	ORIGINAL
	2015/2016	BUDGET 2016/2017	BUDGET 2016/2017	BUDGET 2017/2018
Employee Expenditure	48,131	50,020	32,760	50,750
Premises Related Expenditure	30,505	33,870	40,790	38,860
Supplies & Services	318,863	319,830	364,220	324,470
Earmarked Reserves	43,629	-	(13,760)	-
GROSS EXPENDITURE	441,128	403,720	424,010	414,080
GROSS INCOME	(16,961)	(15,930)	(24,970)	(16,270)
NET CONTROLLABLE EXPENDITURE	424,167	387,790	399,040	397,810
Departmental Support	38,275	36,220	49,430	53,850
Central Support Services	33,636	34,640	53,060	54,130
Capital Charge	574,120	90,210	90,210	90,210
NET EXPENDITURE	1,070,198	548,860	591,740	596,000

KEY PERFORMANCE INDICATORS

Number of Play Areas	29	29	25	25
Number of play areas meeting the safety, DDA and Play Value standard	29	29	25	25
Number of Pitches	11	15	11	11
Number of Teams	17	30	17	16
Number of Hirers	17	30	17	16
Budgeted income per team	£340.00	£237.33	£412.94	£453.75

Contributes to corporate priorities :

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

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

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

DESCRIPTION	ACTUALS	APPROVED	REVISED	ORIGINAL
	2015/2016	BUDGET 2016/2017	BUDGET 2016/2017	BUDGET 2017/2018
Employee Expenditure	146	-	-	-
Supplies & Services	5,964	-	1,430	-
GROSS EXPENDITURE	6,110	-	1,430	-
GROSS INCOME	-	-	-	-
NET CONTROLLABLE EXPENDITURE	6,110	-	1,430	-
Departmental Support	2,510	2,470	2,460	2,490
Central Support Services	155	170	230	230
NET EXPENDITURE	8,775	2,640	4,120	2,720

5023 - CONSULTATION

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

DESCRIPTION	ACTUALS	APPROVED	REVISED	ORIGINAL
	2015/2016	BUDGET 2016/2017	BUDGET 2016/2017	BUDGET 2017/2018
Employee Expenditure	614	-	-	
Supplies & Services	-	4,470	4,470	4,560
Earmarked Reserves				
NET CONTROLLABLE EXPENDITURE	614	4,470	4,470	4,560
Departmental Support	8,400	8,390	6,370	6,460
Central Support	2,509	2,470	2,460	2,460
NET EXPENDITURE	11,523	15,330	13,300	13,480

Contributes to corporate priority :

- Responsible financial and resource management

5025 - CORPORATE POLICY

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

DESCRIPTION	ACTUALS	APPROVED	REVISED	ORIGINAL
	2015/2016	BUDGET 2016/2017	BUDGET 2016/2017	BUDGET 2017/2018
Employee Expenditure	2,182	-	26,050	26,460
Premises Related Expenditure	296	260	260	270
Supplies & Services	6,296	25,240	29,340	34,240
Miscellaneous Expenditure	17,994	-	-	-
Earmarked Reserves	(6,681)	(12,110)	(16,330)	(20,260)
GROSS EXPENDITURE	20,087	13,390	39,320	40,710
GROSS INCOME	(4,600)	-	-	(300)
NET CONTROLLABLE EXPENDITURE	15,487	13,390	39,320	40,410
Departmental Support	25,720	26,070	18,990	19,370
Central Support	11,098	11,520	11,590	11,660
NET EXPENDITURE	52,305	50,980	69,900	71,440

Contributes to corporate priorities :

- Creating safer communities

- Promoting sustainable and vibrant communities

5030 - RURAL REGENERATION

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

DESCRIPTION	ACTUALS	APPROVED	REVISED	ORIGINAL
	2015/2016	BUDGET 2016/2017	BUDGET 2016/2017	BUDGET 2017/2018
Employee Expenditure	15,971	15,400	21,900	26,520
Supplies & Services	2,901	1,210	8,510	1,230
Transport Related Expenditure	332	410	-	-
Earmarked Reserves	8,380	-	(3,800)	-
GROSS EXPENDITURE	27,584	17,020	26,610	27,750
GROSS INCOME	(10,000)	-	(3,500)	-
NET CONTROLLABLE EXPENDITURE	17,584	17,020	23,110	27,750
Departmental Support	15,493	14,520	24,060	35,000
Central Support	767	840	400	2,000
NET EXPENDITURE	33,844	32,380	47,570	64,750

Contributes to corporate priority :

- Promoting sustainable and vibrant communities

5034 - LANDSCAPE

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

DESCRIPTION	ACTUALS	APPROVED	REVISED	ORIGINAL
	2015/2016	BUDGET 2016/2017	BUDGET 2016/2017	BUDGET 2017/2018
Employee Expenses	69	-	-	-
Supplies & Services	8,615	8,800	8,800	8,800
NET CONTROLLABLE EXPENDITURE	8,684	8,800	8,800	8,800
Departmental Support	1,100	1,100	1,090	1,110
Central Support Services	163	180	260	260
NET EXPENDITURE	9,947	10,080	10,150	10,170

Contributes to corporate priority :

- Protecting our countryside and heritage

5040 - MARKETING & MARKET RESEARCH

The marketing and promotion of all aspects of the leisure centres and community development activity. The increase in the revised budget covers additional costs of the Strategic Leisure Review.

DESCRIPTION	ACTUALS	APPROVED	REVISED	ORIGINAL
	2015/2016	BUDGET 2016/2017	BUDGET 2016/2017	BUDGET 2017/2018
Employee Expenditure	308	-	-	-
Supplies & Services	11,195	48,350	67,310	8,510
Balance Sheet Items	(2,845)	-	(3,710)	-
NET CONTROLLABLE EXPENDITURE	8,658	48,350	63,600	8,510
Departmental Support	4,710	4,790	4,820	4,880
Central Support Services	857	950	910	910
NET EXPENDITURE	14,225	54,090	69,330	14,300

Contributes to corporate priority :

- Improving leisure and wellbeing opportunities

5044 - SUPPORT TO VOLUNTARY ORGANISATIONS

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

DESCRIPTION	ACTUALS	APPROVED	REVISED	ORIGINAL
	2015/2016	BUDGET 2016/2017	BUDGET 2016/2017	BUDGET 2017/2018
Employee Expenditure	221	-	-	-
Supplies & Services	79,554	112,140	98,790	53,100
Earmarked Reserves	5,047	(30,000)	(31,690)	-
NET CONTROLLABLE EXPENDITURE	84,822	82,140	67,100	53,100
Departmental Support	4,952	4,870	10,680	18,120
Central Support Services	946	1,060	2,430	2,590
NET EXPENDITURE	90,720	88,070	80,210	73,810

Contributes to corporate priorities :

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

5051 - YOUNG PEOPLE AND INTERGENERATION

To work with partners to develop and co-ordinate initiatives, projects and activities designed to address priority issues identified through the community planning process and to ensure that the Council is meeting its obligations as identified in the Children Act.

DESCRIPTION	ACTUALS	APPROVED	REVISED	ORIGINAL
	2015/2016	BUDGET 2016/2017	BUDGET 2016/2017	BUDGET 2017/2018
Employee Expenditure	8,259	31,100	17,340	-
Premises Related Expenditure	-	330	-	-
Supplies & Services	10,910	4,890	10,830	-
Transport Related Expenditure	664	1,940	30	-
Earmarked Reserves	530	-	-	-
NET CONTROLLABLE EXPENDITURE	20,363	38,260	28,200	-
Departmental Support	14,308	20,620	9,050	-
Central Support Services	5,397	5,870	3,200	-
Capital Charges	1,931	350	-	-
NET EXPENDITURE	41,999	65,100	40,450	-

Contributes to corporate priorities :

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

5052 - COMMUNITY DEVELOPMENT ENVIRONMENT

To work on environmental priorities identified in the corporate and community plan concentrating on the involvement and education of communities to try and ensure a sustainable future for the environment of North Warwickshire.

DESCRIPTION	ACTUALS	APPROVED	REVISED	ORIGINAL
	2015/2016	BUDGET 2016/2017	BUDGET 2016/2017	BUDGET 2017/2018
Employee Expenditure	8,097	26,740	17,340	-
Premises Related Expenditure	-	30	-	-
Supplies & Services	153	690	720	-
Transport Related Expenditure	338	420	-	-
Earmarked Reserves	570	-	-	-
NET CONTROLLABLE EXPENDITURE	9,158	27,880	18,060	-
Departmental Support	14,308	20,620	9,050	-
Central Support Services	3,491	3,890	2,960	-
NET EXPENDITURE	26,957	52,390	30,070	-

Contributes to corporate priorities :

- Protecting our countryside and heritage
- Promoting sustainable and vibrant communities

5054 - SOCIAL INCLUSION AND SPORT

The management and development of activities that focus on using sport as a tool for promoting social inclusion and addressing issues highlighted through the community planning process.

DESCRIPTION	ACTUALS	APPROVED	REVISED	ORIGINAL
	2015/2016	BUDGET 2016/2017	BUDGET 2016/2017	BUDGET 2017/2018
Employee Expenditure	24,123	30,930	18,090	-
Premises	-	-	-	-
Supplies & Services	104	340	340	-
Transport Related Expenditure	338	420	-	-
Earmarked Reserves	230	-	-	-
GROSS EXPENDITURE	24,795	31,690	18,430	-
GROSS INCOME	-	-	-	-
NET CONTROLLABLE EXPENDITURE	24,795	31,690	18,430	-
Departmental Support	18,387	21,370	9,190	-
Central Support Services	5,341	5,940	4,800	-
NET EXPENDITURE	48,523	59,000	32,420	-

Contributes to corporate priorities :

- Creating safer communities
- Improving leisure and wellbeing opportunities

5055 - COMMUNITY DEVELOPMENT HEALTH IMPROVEMENT

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

DESCRIPTION	ACTUALS	APPROVED	REVISED	ORIGINAL
	2015/2016	BUDGET 2016/2017	BUDGET 2016/2017	BUDGET 2017/2018
Employee Expenditure	47,778	42,250	31,850	30,450
Premises Related Expenditure	-	-	-	-
Supplies & Services	4,538	9,000	18,630	11,050
Transport Related Expenditure	600	420	15,590	15,440
Earmarked Reserves	-	(7,100)	(6,980)	-
GROSS EXPENDITURE	52,916	44,570	59,090	56,940
GROSS INCOME	(19,667)	(17,000)	(18,000)	(17,000)
NET CONTROLLABLE EXPENDITURE	33,249	27,570	41,090	39,940
Departmental Support	26,236	25,480	29,270	35,770
Central Support Services	6,106	6,520	4,030	9,730
Capital Charges				
NET EXPENDITURE	65,591	59,570	74,390	85,440

Contributes to corporate priorities :

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

5056 - COMMUNITY DEVELOPMENT SAFER COMMUNITIES

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

DESCRIPTION	ACTUALS	APPROVED	REVISED	ORIGINAL
	2015/2016	BUDGET 2016/2017	BUDGET 2016/2017	BUDGET 2017/2018
Employee Expenditure	10,101	32,630	30,940	30,450
Premises Related Expenditure	290	-	330	330
Supplies & Services	16,183	23,440	23,110	27,230
Transport Related Expenditure	338	420	-	1,510
Earmarked Reserves	1,340	(5,620)	(5,620)	-
NET CONTROLLABLE EXPENDITURE	28,252	50,870	48,760	59,520
Departmental Support	16,621	23,650	29,100	35,770
Central Support Services	6,669	6,840	5,870	8,840
Capital Charges	10,809	1,890	1,890	1,890
NET EXPENDITURE	62,351	83,250	85,620	106,020

Contributes to corporate priority :

- Creating safer communities

5059 - ALLOTMENTS AND BIODIVERSITY

This budget is to support a programme of improvements to Borough Council owned allotment sites.

DESCRIPTION	ACTUALS	APPROVED	REVISED	ORIGINAL
	2015/2016	BUDGET 2016/2017	BUDGET 2016/2017	BUDGET 2017/2018
Employee Expenditure	110	-	-	-
Earmarked Reserves	-	-	-	-
NET CONTROLLABLE EXPENDITURE	110	-	-	-
Departmental Support	-	-	-	-
Central Support Services	-	-	-	-
NET EXPENDITURE	110	-	-	-

Contributes to corporate priority :
- Improving leisure and wellbeing opportunities

5064 - QE - ARTIFICIAL GRASS PITCH

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

DESCRIPTION	ACTUALS	APPROVED	REVISED	ORIGINAL
	2015/2016	BUDGET 2016/2017	BUDGET 2016/2017	BUDGET 2017/2018
Employee Expenditure	11,368	13,460	13,770	13,990
Premises Related Expenditure	2,084	2,300	2,300	2,350
Supplies & Services	3,449	6,150	6,210	6,330
Miscellaneous Expenditure	278	-	-	-
Earmarked Reserves	13,144	8,710	8,520	9,210
GROSS EXPENDITURE	30,323	30,620	30,800	31,880
GROSS INCOME	(37,310)	(38,240)	(38,240)	(39,000)
NET CONTROLLABLE EXPENDITURE	(6,987)	(7,620)	(7,440)	(7,120)
Departmental Support	6,441	6,550	6,270	5,950
Central Support Services	1,006	1,070	1,170	1,170
NET EXPENDITURE	460	-	-	-

Contributes to corporate priority :
- Improving leisure and wellbeing opportunities

7700 - STRONGER & SAFER COMMUNITIES

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

DESCRIPTION	ACTUALS	APPROVED	REVISED	ORIGINAL
	2015/2016	BUDGET 2016/2017	BUDGET 2016/2017	BUDGET 2017/2018
Supplies & Services	14,868	-	1,080	-
Miscellaneous Expenditure	9,459	-	29,840	-
Earmarked Reserves	-	-	-	-
GROSS EXPENDITURE	24,327	-	30,920	-
GROSS INCOME	(24,327)	-	(30,920)	-
NET CONTROLLABLE EXPENDITURE	-	-	-	-
Departmental Support	470	-	-	-
Central Support Services	162	-	-	-
NET EXPENDITURE	632	-	-	-

Contributes to corporate priority :
- Creating safer communities

7856-HIGH STREET INNOVATION GRANTS

The Government awarded £100,000 to this Council under the High Street Innovation Fund, part of the Portas scheme to renew the "High Street". The Council received the money as a result of the number of empty business premises as a whole, rather than just in the "High Street" shopping areas.

The money is intended to help Councils support retailers against recent trends, such as the effects of the internet and out of town shopping areas.

DESCRIPTION	ACTUALS	APPROVED	REVISED	ORIGINAL
	2015/2016	BUDGET 2016/2017	BUDGET 2016/2017	BUDGET 2017/2018
Supplies & Services	23,008	-	12,120	-
Earmarked Reserves	(23,008)	-	(12,120)	-
NET CONTROLLABLE EXPENDITURE	-	-	-	-
Central Support Services	-	-	-	-
NET EXPENDITURE	-	-	-	-

Contributes to corporate priority :
- Supporting employment and business

APPENDIX C**SAVINGS INCLUDED WITHIN 2017/18**

Board	Description	2017/18 £
C&E	Community Development Restructure	64,760
C&E	Reduced Operation –Arley Leisure Centre	37,000
C&E	Remove of additional Citizens Advice Bureau grant	15,000
C&E	Refuse and Recycling - Charge for replacement bins	45,000
	Community and Environment Total	161,760

Risk Analysis

	Likelihood	Potential impact on Budget
Detoriatng condition of assets, particularly the Leisure Centres, and further economic pressure affecting the generation of income	Medium	High
Further reduction or cessation of grants received	Medium	Low
As grants cease, possibility of redundancy costs for those staff affected by withdrawal of funding for given projects	Medium	Low
Additional Costs relating to the Refuse and Recycling services	Medium	Medium

Agenda Item No 9

Community and Environment Board

23 January 2017

**Report of the Assistant Director
(Finance and Human Resources)**

**Capital Programme 2017/18 to
2019/20**

Summary

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

Recommendation to the Board

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

2 Introduction

- 2.1 The Council has a shortfall of capital resources when compared against potential capital schemes. As a result, schemes considered to be non essential were not included in the three year capital programme for 2016/17 to 2018/19 approved last February. The same approach will be required for setting the capital programme for 2017/18 to 2019/20.

3 Schemes currently in the approved Capital Programme

- 3.1 **Leisure Equipment** - Equipment at the Council's four leisure facilities is in constant need of updating and renewal if the product offering is going to continue to conform to health and safety standards and meet customer demands and expectations. The capital allocation of £20,000 per year will enable facility managers to meet legislative requirements, to maintain service standards and to protect significant levels of income.
- 3.2 **Easyline Replacement** - Atherstone Leisure Complex needs to have the Easyline equipment replaced on a periodic basis in order to ensure the availability of the service for the public. Annual revenue contributions have been established for the replacement of the equipment every four years. The first scheduled replacement of this equipment is 2017/18.

4 Schemes for inclusion in the approved Capital Programme

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

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

5 Report Implications

5.1 Finance and Value for Money Implications

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

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

5.2 Safer Communities Implications

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

5.3 Environment and Sustainability Implications

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

5.4 Equality Implications

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

5.5 Risk Management Implications

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

5.6 Links to Council's Priorities

5.6.1 The capital projects proposed for inclusion will contribute to improving recycling, enhancing community involvement and access to services and

tackling health inequalities through improving well-being and providing leisure opportunities to all our citizens

The Contact Officer for this report is Sue Garner (719374).

Draft Capital Programme - Unapproved Schemes

Name of the Scheme	Basic Details of the Scheme	Essential or Non Essential	Year 1	Year 2	Year 3	3 Year
			2017/18	2018/19	2019/20	Programme
Atherstone Leisure Complex - Heating	Replacement of the heating and other M&E systems at the Leisure Complex (additional to the boiler system for which there is funding set aside)	Non Essential	£0	£200,000	£0	£200,000
Arley Sports Centre - Full replacement	If the Strategic Leisure Review evidences a need to retain Arley Sports Centre, consideration would need to be given to its future replacement / refurbishment in due course. This would include a requirement to improve the storage facilities	Non Essential	£1,576,000	£0	£0	£1,576,000
Memorial Hall-Refurbishment & Improvement	If a review shows a need to retain the Memorial Hall, there would be a need to carry out internal refurbishment and structural works to the facility including the leaking roof.	Non Essential	£1,000,000	£0	£0	£1,000,000
Polesworth Sports Centre - Roofing and Cladding	If a review shows a need to retain Polesworth Sports Centre, over time the cladding may fall into disrepair and cause structural damage to those parts of the building that are the responsibility of the Borough Council.	Non Essential	£50,000	£0	£0	£50,000
Sports Pavilion - Grendon - Hard standing area replacement and internal refurbishment	If a review shows a need to retain Grendon Sports Pavilion, there will be a need to carry out improvement at the sports pavilion, particularly to meet accessibility standards.	Non Essential	£0	£0	£25,000	£25,000
Improvements to Mancetter Brook Walk Rec Ground to include replacement of Sports Pavillion	If a review shows a need to retain Mancetter Brook Walk Rec Ground, there will be a need for a new pavilion / changing facilities. The current facility needs refurbishment, does not meet accessibility standards and is inappropriately located within the site.	Non Essential	£350,000	£0	£0	£350,000
Improvements to Arley Recreation Ground to include a MUGA	Carry out improvements to the infrastructure at Old Arley Recreation Ground, including the car park and MUGA in accordance with the site management plan.	Non Essential	£50,000	£0	£0	£50,000
Improvements to Cole End Park Coleshill	Implement the provisions of the outline Management Plan, in accordance with a priority identified in the Green Space Strategy.	Non Essential	£30,000	£0	£0	£30,000
			£3,056,000	£200,000	£25,000	£3,281,000

Agenda Item No 10

Community and Environment Board

23 January 2017

Report of the Assistant Director (Leisure and Community Development)

Leisure Facilities – 2017/18 Bank Holiday Closures

1 Summary

- 1.1 This report seeks the Board's approval for the Bank Holiday closure of leisure facilities during the 2017/18 financial year.

Recommendation to the Board

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

2 Consultation

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

3 Background

- 3.1 In previous years, the Authority's leisure facilities have closed for eight statutory and four extra statutory days each calendar year. These closures have been organised to coincide with periods when public demand and income levels are likely to be relatively low and, conversely, open when the demand for access is higher. Historically, the schedule included an extended period of closure over the Christmas / New Year period in order to allow an opportunity for maintenance work to be undertaken. This practice was amended by the Board to allow for additional opening over the 2013 Christmas period. Whilst attendances were slightly lower than the seasonal average, the initiative was well received by customers, as a consequence the practice has been repeated ever since.
- 3.2 Usage and income patterns are monitored in order to ensure the on-going sustainability of the service, including during the additional opening over the Christmas / New Year period. In this regard, it is proposed that the extra statutory day in May 2017 be transferred to 24 December 2017 and that the extra statutory day following the late Summer Bank Holiday be transferred to 31

December 2017. The two additional statutory days afforded to employees for the 2017/18 period will be added to the annual leave entitlement of relevant staff in order to ensure that they receive the same benefits as those enjoyed by other colleagues throughout the Authority. Accordingly, it is requested that the schedule of closures identified in paragraph 4.1 below is approved by Members

4 Proposed Leisure Facility Closure Schedule

4.1 The proposed 2017/18 leisure facility closure schedule is as follows:

1	Good Friday	Friday 14 April 2017
2	Easter Monday	Monday 17 April 2017
3	May Day	Monday 01 May 2017
4	Spring Bank Holiday	Monday 29 May 2017
5	Summer Bank Holiday	Monday 28 August 2017
6	Christmas Eve	Sunday 24 December 2017
7	Christmas Day	Monday 25 December 2017
8	Boxing Day	Tuesday 26 December 2017
9	New Year's Eve	Sunday 31 December 2017
10	New Year's Day	Monday 01 January 2018
11	Good Friday	Friday 30 March 2018

5 Report Implications

5.1 Finance and Value for Money Implications

5.1.1 Proposed budgetary provision for 2017/18 will provide for the extent of closures indicated in this report. The proposed schedule will also enable the facilities to minimise the impact of the closures and remain open during periods of higher customer demand. The 2017/18 revenue budget proposals will need to be reviewed and adjusted, however, should Members determine to open the facilities on any of the Bank Holidays identified in the schedule detailed in paragraph 4.1 above.

5.2 Safer Communities Implications

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

5.3 Environment and Sustainability Implications

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

5.4 Health, Well-being and Leisure Implications

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

5.5 Human Resources Implications

5.5.1 None, other than the proposed closures will afford the opportunity to meet the leave entitlement of staff at times that are consistent with the priorities and objectives of the Borough Council.

5.6 Risk Management Implications

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

5.7 Equalities Implications

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

5.8 Links to Council's Priorities

5.8.1 The proposals contained in this report have direct links to the following corporate priorities:

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

5.8.2 Additionally, the Borough Council's leisure facilities contribute directly to the priorities of the Sustainable Community Strategy to:

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

The Contact Officer for this report is Peter Wheaton (719257).

Agenda Item No 11

Community and Environment Board

23 January 2017

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

**Strategic Review of Leisure and
Community Development Services**

1 Summary

- 1.1 This report updates the Board on the progress being made by external consultants in respect of the commission to undertake a Strategic Review of Leisure and Community Development Services and prepare associated supporting strategies and delivery plans. It additionally details the outcome of the consultant's "light touch" review of the Authority's Community Development service.

Recommendation to the Board

- a That the progress being made by external consultants in respect of the commission to undertake a Strategic Review of Leisure and Community Development Services and their preparation of supporting strategies and delivery plans be noted; and**
- b That, consequent upon the outcome of the external consultant's "light touch" review of the Borough Council's Community Development service, the proposed new way of working in this important area of service provision be approved.**

2 Consultation

- 2.1 The Chairman, Vice-Chairman and Opposition Spokesperson for the Community and Environment and Resources Boards, the Safer Communities Sub-Committee and Members with responsibility for Health, Well-being and Leisure and Young People have all had the opportunity to comment on the content of this report. Any comments received will be reported verbally at the meeting.
- 2.2 As the proposed Health, Well-being and Leisure, Green Space, Playing Pitch and Leisure Facilities Strategies are of Borough-wide significance the report has also been circulated to all other Ward Members for comment.

3 Background

3.1 The Board will recall that, at its meeting held on 18 January 2016, consideration was given to the need to undertake a review of open space, sport and recreation need and supply in North Warwickshire. Mindful of the need to have a clear and holistic view of its entire Leisure and Community Development service, however, the Board adopted the following resolution:

“That, subject to Executive Board approval of the required supplementary estimate, an overarching review of leisure provision in North Warwickshire, including leisure facilities, open space, sport and recreation need and supply and the revision of the Green Space and Playing Pitch Strategies, be commissioned by an external contractor.”

3.2 Further to the meeting of the Board, it was necessary to carry out a comprehensive procurement exercise in order to recruit external consultants to undertake the work required by Members. The first stage of this process was to produce a Commission Brief for the approval of the Chairman and Vice-chairman of the Board.

3.3 The Commission document relating to the Strategic Review of Leisure and Community Development services is long, some 30 pages in length. It contains eight sections, as follows:

- Preamble
- Conditions of Tender
- Company Information
- Specification
- Pricing Schedule
- Evaluation Criteria
- Collusive Tendering Certificate
- Form of Tender

3.4 The Specification details the aim and scope of the brief given to the external consultants undertaking the Review. The aim of the Commission is to carry out a review of leisure provision across North Warwickshire, together with a light-touch assessment of an internal review already undertaken of the Community Development service provided specifically by the Borough Council. The intentions of the Review are to:

- Ensure that service delivery is focused to meet the current and future needs of residents of, and visitors to, the Borough, addresses priorities set out in the Borough Council’s Corporate Plan and the North Warwickshire Sustainable Community Strategy and takes account of potential future growth in the Borough
- Provide a framework for the delivery of targeted services that contribute directly to the development of sustainable, cohesive

communities, improved health and well-being and increased opportunities for participation in both sport and informal recreation

- Ensure the appropriate provision of accessible, high quality green space, sports and recreational facilities

3.5 The Review, itself, comprises:

- A review of open space, sport and recreation need and supply across the Borough
- A brief assessment and overview of the Borough Council's Community Development service
- The development of an overarching Health, Well-being and Leisure Strategy for adoption by the Borough Council
- The development of detailed, supporting Leisure Facilities, Green Space and Playing Pitch Strategies, with clear and deliverable action plans

3.6 The objectives of the Commission are to:

- Provide an up-to-date assessment of open space, sport and recreation need and supply (both indoor and outdoor) in North Warwickshire to 2031, in line with the emerging Local Plan. The assessment will build upon a similar 2007 Study, whilst taking account of projected future growth in the Borough
- Provide a brief assessment of an internal review already undertaken of the Borough Council's Community Development service and proposed way of working to address inequalities across North Warwickshire
- Prepare a high-level, overarching Health, Well-being and Leisure Strategy to 2031 for North Warwickshire
- Prepare a detailed Green Space Strategy to 2031 that addresses the needs identified in the assessment in respect of outdoor provision and provides an evidence base for open space policies for the emerging Local Plan and informs future investment decisions
- Prepare a detailed Playing Pitch Strategy to 2031 to guide future provision and management of sports pitches in North Warwickshire in the context of national policy and local sports development needs
- Prepare a detailed Leisure Facilities Strategy that addresses the needs identified in the assessment in respect of indoor provision, provides an evidence base for policies addressing facilities provision and informs future investment decisions

- Formulate local standards for the protection and future provision of open space, sport and recreation facilities (both indoor and outdoor) within the Borough
- Prepare Supplementary Planning Guidance to inform the planning process, guide the formation of planning agreements and set standards for onsite provision of open space, sport and recreation facilities as appropriate. The guidance will help to establish the required level of CIL necessary to address identified open space, sport or recreation needs offsite. It will also advise upon an appropriate, straightforward method of calculation for determining, at application stage, levels of contributions to be sought to address those needs generated by development proposals on sites exempted from CIL charges, but subject to potential Section 106 agreements
- Prepare a Community Development Policy Statement to guide future provision informed by a light-touch assessment of the Borough Council's service
- Provide a critical assessment of the operational efficiency of the Borough Council's leisure facilities service and, if appropriate, make recommendations for the improvement of such

3.7 The Commission document has been made available on the Borough Council's website and can be accessed through the following link: https://www.northwarks.gov.uk/downloads/download/2392/leisure_and_community_development_review_tender

3.8 The appointed consultant, Strategic Leisure Ltd., was selected further to a rigorous procurement and interview process, which involved the Chairmen of the Community and Environment and Resources Boards. The contract, which has a value of £70,250, effectively commenced in August 2016. The consultant's work timetable has indicated that their draft final reports and strategies will probably be submitted in May 2017, although this is dependent upon a number of factors, not all of which are within its control.

4 Progress to Date

- 4.1 Subsequent to its appointment, Strategic Leisure Ltd., in conjunction with its partner consultants SES Ltd. (Green Space Strategy), 4Global (Playing Pitch Strategy) and Nortoft (Planning), has undertaken a considerable volume of work, which has been supported by the provision of significant time, information and documentation by Borough Council Officers. The work of the consultants includes, but is not limited to, the following areas of activity:

Health, Well-being and Leisure Strategy

- Attended two meetings of the Health and Well-being Working Party and engaged in detailed discussions with Councillors
- Undertaken detailed consultation with Public Health
- Undertaken consultation with Officers from the County and Borough Councils, including Community Development Officers
- Begun to collate a number of emerging health-related themes and priorities

Leisure Facilities Strategy

- Drafted strategic context for review
- Commenced stakeholder consultation, including with KASCO. This work will be complete by January 2017
- Initiated a local club survey
- Initiated a school survey, the importance of which has been emphasised by the Borough Council, given the current location of a number of its facilities
- Initiated a parish and town council survey
- Progressed consultation with appropriate national governing bodies of sport
- Completed leisure facility quality audits
- Drafted a Leisure Facility Audit report
- Secured a Facility Planning Model (FPM) report for swimming. A sports hall FPM report will be sought from Sport England in January 2017
- Options for future provision being considered, subsequent to which financial modelling work will be undertaken

Green Space Strategy

- Defined suitable typology for open space auditing
- Defined methodology for qualitative auditing
- Undertaken initial research of Borough Council documentation
- Undertaken research into national open space initiatives relevant to the study
- Commenced and almost completed site audit work
- Undertaken liaison with Planning Officers.

Playing Pitch Strategy

- Held a Stage A (Preparation and Information) meeting held with Borough Council and national governing body Officers
- Confirmed playing pitch site list
- Audited summer sport pitches
- Audited winter sports pitches
- Initiated a local club survey
- Initiated a school survey
- Initiated a parish and town council survey
- Commenced consultation with national governing bodies of sport
- Sub areas have been identified by the Borough Council and forwarded to the consultants
- Moving towards Stage B (Supply and Demand) of Sports England's Playing Pitch Strategy methodology

Planning Policy

- Contact and discussion held with Planning Officers
- Comments provided on the draft Infrastructure Delivery Plan

4.2 Strategic Leisure Ltd. has also begun to formulate its Operational Review report in respect of the Authority's leisure facilities. It has reviewed the context for the service and benchmarked certain aspects of operational performance. Whilst the final report is awaited, certain aspects of the service are considered to be good, whilst others are considered to have the potential for improvement. The opportunity for a more "commercial" approach to service provision is likely to be highlighted by the consultant.

5 Light Touch Review of Community Development

5.1 As Members will be aware, further to the receipt of related reports by this Board in July 2015 and by the Special Sub-Group in May 2016, Officers have undertaken a considerable volume of work relating to the Authority's approach to its Community Development services. The Commission Brief required the consultants to undertake a review of this work in order to provide an assurance about its rigour and legitimacy and with a view to providing a Community Development Policy Statement to guide future provision.

5.2 The Community Development Section provides and enables a wide range of services that contribute to the attainment of priorities in both the Corporate Plan and the Sustainable Community Strategy. These services are always undertaken in partnership with other agencies / organisations and invariably with external financial support. They have evolved in direct response to evident demand within the local community, including through community planning processes.

5.3 Within a context of increasingly constrained resource provision, the Board and the Special Sub-Group accepted that the way in which the Section was

structured and works needed to change if current and future challenges were to be met and if the service was to continue making a positive impact within the local community, particularly for those people considered to be in greatest need. Accordingly, the Special Sub-Group, at its meeting in May 2016, approved the introduction of a revised and leaner staff structure that focuses activity on three key areas of work that specifically address corporate and Sustainable Community Strategy priorities; health improvement, rural regeneration and safer communities

- 5.4 The internal assessment of community development activity concluded that, whilst high priority work, such as tackling the rise in levels of obesity, was being addressed by the Section, related activity was notionally spread across the Borough, although not necessarily based upon any coherent assessment of relative need. Whilst participants undoubtedly benefit, in the short-term, from their engagement in these activity programmes, the determination to adopt a Borough-wide approach, alongside the contraction in resource provision, had, of necessity, meant that interventions had been very short-term. There was little evidence to suggest that related activity programmes were contributing to sustainable, long-term impacts, either for individuals or communities in general. There was a genuine concern, therefore, that with limited resources spread thinly across North Warwickshire, the opportunity to “narrow the gap” between the least and the most deprived communities was being missed. To help those communities most in need, it was concluded that the Section’s resources would need to be more focused and better co-ordinated. The Section would need to work as a community development “team”, not as individual theme-based units. It would need to ensure community and partner engagement in service design, development and delivery if the related benefits were to be sustainable and, whilst not ignoring needs across the Borough, it would have to target the majority of its time and effort into two or three priority areas.
- 5.5 It is imperative to make it clear that a proposed approach to future, targeted community development work would and, indeed, must recognise that children and young people (and older people) live in communities. As such, they are fundamental to the growth and health of community life. Accordingly, their needs would be addressed through the community development processes that guide the work of the Section. They would be central to, and at the heart of, all future related activity.
- 5.6 The financial constraints under which the Authority is required to operate mean that it is not possible for the Community Development Section to provide a comprehensive and meaningful service across the entire Borough. It is, therefore, proposed that future service provision will have to be targeted towards communities considered to be in particular need of focused support and where longer-term interventions than have previously been considered will lead to demonstrable benefits and an improved “quality of life”. Only in this way can community development interventions hope to provide a legacy of positive and lasting change that makes a significant difference to individuals and the communities within which they live.

5.7 This proposed approach to community development work will require the Section to work with and within communities and with and alongside partner agencies in a shared approach to tackling needs identified by local people. Communities will require to be helped and empowered not merely to recognise their needs, but also to identify the solutions required to effect lasting change. This approach will take time. It does not mean that the Section will not work to address priorities in other locations, but it does mean that the majority of its time and resource will be focused on two or three areas of the Borough

5.8 As identified above, a light touch assessment of the proposed future delivery approach for Community Development services was commissioned as part of the overall Strategic Review being undertaken by the Authority. In this regard, Strategic Leisure Limited's assessment involved:

- Reviewing the corresponding Report of the Assistant Director (Leisure and Community Development), a copy of which is attached at Appendix A
- Meeting with the Community Development Section to discuss the report and the proposed approach to future activity
- Consultation with Community Development and appropriate Warwickshire County Council Officers
- Provision of comments and feedback on the report
- Discussion of feedback and comments with Borough Council Officers
- Development of a "light touch" report

5.9 Strategic Leisure Ltd. has concluded that the proposed new way of working in Community Development reflects the following:

- A reduction in available Borough Council resources for community development work (the staff restructure approved by the Special Sub-Group will realise a long-term annual saving of almost £76,500)
- A reduction in external partner resources for community development work
- The recognition that the challenges facing North Warwickshire's communities will take significant time and a culture change to address
- The need to focus resources and interventions to make a difference to "hard to reach" communities
- The need to ensure that the approach is delivered in line with agreed corporate priorities

5.10 In its commentary on the research and rationale relating to the proposed new way of working in Community Development, the consultants made the following comments:

- The research and analysis undertaken to inform the proposed new way of working are clear and rational

- The research is based on an assessment of need
- The research is clearly evidenced and based on the current population

5.11 Based upon the light touch review, the consultants further commented that the proposed new way of working will be:

- Long term, to address head on the cultural and health challenges in the local community. This long-term approach, whilst requiring more time to have an impact, is likely to result in lasting and generational change, which is the only way to break the current cycles of disadvantage
- Intervention based, linked to addressing specific issues in specific geographical areas
- More focused, which will make better use of available resources and align more closely with the resources of potential external partners and funders, thereby leading to the improved co-ordination of related activity

5.12 Strategic Leisure Ltd. concluded by reporting that it supported the proposed new way of working in Community Development. In supporting the proposed new approach, however, it additionally stated that it would be important to take account of the following:

- The proposed approach is logical in terms of the existing North Warwickshire communities, although it will take time to see the impact of the interventions delivered, given the challenges to be addressed, and the nature of the communities involved
- There is a need to be consistent in referencing the identified priority areas for targeted community work
- The work will be difficult. It is about changing community culture and is unlikely to be effective until people realise and welcome that there is a need for change
- Moving forward, account needs to be taken of population growth in the Borough and the impact that this will have upon local communities
- A consistent message, about improving quality of life, will be important. local people and communities need to be involved in the change process. Community development work is not about imposition
- There will be a clear need to make best use of all available resources and experience

5.13 The consultants stated that it was clear why and how the assessment of Community Development activity had been undertaken and concurred with the Wards that had been identified as being the immediate priority areas for related work. The appended report details the reasoning for such, but the three priority areas are, namely:

- Atherstone and Mancetter
- Arley and Whitacre
- Dordon

- 5.14 Strategic Leisure Ltd. additionally concluded that the proposed aim of the Community Development service reflected the new approach, set out the focus for future activity and communicated the new role and remit of the Section:

“Working with local residents and partners to bring about positive, lasting, community led change”

6 Conclusion

- 6.1 The consultants have made a positive start in the Commission to undertake a Strategic Review of Leisure and Community Development activity. The Health, Well-being and Leisure, Green Space, Playing Pitch and Leisure Facilities Strategies to be produced by the consultants will provide invaluable tools to enable Members and Officers to prioritise activity and resources and to secure external funding support for related projects. Furthermore, they will be material to the planning process and will inform both the Development Control and Forward Planning functions to ensure adequate leisure provision across the Borough.
- 6.2 Adoption of robust strategies that are fully integrated with the Local Development Framework and Planning Policy will enable North Warwickshire to benefit fully from the opportunities that a new era of potential infrastructure growth will bring and to meet the challenges that will arise in promoting both sustainable development and the health and well-being of communities across the Borough.
- 6.3 The Board will continue to receive progress reports in respect of the Strategic Review Commission.

7 Report Implications

7.1 Finance and Value for Money Implications

- 7.1.1 The value of the Commission to undertake a Strategic Review of Leisure and Community Development services is £70,250, which has been funded through a contribution of £15,000 from the Local Development Framework Fund and a one-off growth item to fund the balance.
- 7.1.2 It is necessary to have robust Leisure Facilities, Green Space and Playing Pitch Strategies in place to ensure the provision and protection of related services and spaces, but also to underpin bids for external funding support. Sport England has specifically stated, in relation to its Protecting Playing Fields programme, that local authorities that do not have a Playing Pitch Strategy, or have one that is more than three years old, will need to develop or review and refresh such a Strategy before it will fund projects.

7.1.3 The report to the Board in October 2015 demonstrated the value of having relevant strategies in place, when it set out details of funding in respect of the delivery of the current Green Space Strategy. It was noted in this report that of £2.74 million expenditure over the life of the Strategy, more than £2.15 million was externally funded.

7.2 Safer Communities Implications

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

7.3 Legal and Human Rights Implications

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

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

7.4 Environment and Sustainability Implications

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

7.5 Human Resources Implications

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

7.6 Health, Well-being and Leisure Implications

7.6.1 Robust Health, Well-being and Leisure, Green Space, Playing Pitch and Leisure Facilities Strategies are essential for the provision, protection and

appropriate management of green space, indoor and outdoor recreation provision, which have a positive impact on the health and well-being of individuals and communities by providing opportunities for leisure and recreation activities and by contributing to an improved quality of life.

7.7 Risk Management Implications

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

7.8 Equality Implications

7.8.1 Robust Health, Well-being and Leisure, Green Space, Playing Pitch and Leisure Facilities Strategies will ensure that inequalities in access to good quality green space, indoor and outdoor recreation provision are addressed. Further, the proposed new way of working within the Community Development Section seeks to address inequalities between the least and most deprived communities in the Borough.

7.9 Links to Council's Priorities

7.9.1 The outcomes of the Strategic Review of Leisure and Community Development services are intended to have direct and positive links to the corporate priorities in respect of:

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

7.9.2 The associated strategies to be produced by the consultants are additionally intended to contribute directly to the priorities of the Sustainable Community Strategy, namely:

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

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

Background Papers

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

Background Paper No	Author	Nature of Background Paper	Date
1	Assistant Director (Leisure and Community Development)	Report to Community and Environment Board (Proposed Revision of Green Space and Playing Pitch Strategies)	January 2016

Community Development – A Proposed New Way of Working

1 Summary

- 1.1 For the past ten years, in order to address inequalities across North Warwickshire, the Community Development Section of the Leisure and Community Development Division has delivered short-term, project based activity under specific priority themes (Environment, Health Improvement, Safer Communities, etc.). This report proposes a new approach to community development activity, which focuses on a long-term, locality based, team delivery model, with the expectation that this approach will have a greater impact on narrowing the gaps that exist between the most and least deprived communities in the Borough.

Recommendation to the Board

That the Board adopts the new long-term, locality based delivery model for future community development activity within the Borough, as identified within the main body of the report.

2 Consultation

- 2.1 The Chairman, Vice-Chairman and Opposition Spokesperson for the Community and Environment Board and the Safer Communities Sub-Committee, together with those with responsibility for Health, Well-being 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 Members will be aware that the Community Development Section provides and enables a wide range of services, most frequently in partnership with external agencies and / or funding support, which contribute to the attainment of Sustainable Community Strategy and Corporate Plan priorities.
- 3.2 Whilst the current structure of the Section has served the local community and the Authority well, recent changes have given cause to review its “fitness for purpose”. The change of focus adopted by the North Warwickshire Community Partnership, which resulted in a concentration on fewer priorities, was followed by significant changes within a number of external partners, most notably in respect of health and services for young people. These changes have impacted on frontline service delivery, where there are now fewer partners available to support direct activity provision and less external funding through which to assist in its delivery.

- 3.3 Subsequent to consultation with internal and external partners and detailed consideration of the effectiveness of community development activity in enabling a sustainable improvement in local quality of life, the view is held that the way in which the Section works will need to change if current and future challenges are to be met and if the service is to continue to make a positive impact within the local community, most particularly for those people considered to be in greatest need.
- 3.4 Whilst high priority work, such as tackling aspects of anti-social behaviour or the rise in levels of obesity, is being addressed by the Section, related activity is spread thinly across the Borough, and not necessarily based on a coherent assessment of need. Whilst participants undoubtedly benefit, in the short-term, from their involvement in activity programmes, the determination to adopt a Borough-wide approach to service provision has meant that interventions have been short-term in nature. There is little evidence to suggest that related activity programmes are contributing to sustainable, long-term impacts, either for individuals or communities. The opportunity to narrow the gap between the least and most deprived communities, therefore, is being lost.
- 3.5 In order to help those communities most in need, it is proposed that the Section's resources need to be more focused and better co-ordinated. The Section will need to operate as a community development "team", and not, as currently, individual theme-based units. It will need to ensure partner and community engagement in service design, development and delivery and it will have to target the majority of its time and effort into two or three priority areas.

4 Locality Based Community Development

- 4.1 Subject to Board approval of the proposed locality based approach to community development work, initial activity will focus on securing a more detailed understanding of the communities in question. In this regard, the short-term aim of the Section will be to:

"Provide information and consult communities on current priorities"

- Understand the issues and needs within potential target area
- Map existing service provision
- Build links with local partners
- Ensure communities have access to relevant information on the core priorities – health improvement, rural regeneration and safer communities
- Obtain opinions on local issues and possible courses of action
- Increase the number of people who attend events / activities
- Build the capacity and skills of local people

- 4.2 Once the Section has a greater understanding of the priority communities, it will start to work towards the longer term aim of:

“Working with local residents and partners to bring about positive, community-led change”

- Involve local people in decision-making processes on matters that will have an impact on their lives
- Enable groups and individuals to play an active role in their local communities, at a level that they feel is appropriate to them
- Alongside the community and local partners, support the development of a range of services that address the issues identified by the communities

4.3 Different communities will require different levels and forms of engagement. They will need to be supported in their development, but not coerced. The Community Development Section will need to work with local people, stakeholders and partners in the development of sustainable activity in response to evident needs / demands. It should not be presumed, however, that the Borough Council will always lead on the development and / or delivery of this activity.

4.4 Community development is a process that is constantly influenced by different elements and factors, (including, but not limited to, the community itself, local policy, the economy, social contexts and skills, and the knowledge and understanding of local stakeholders). These factors are dynamic and will impact on community development work being undertaken in the Borough.

4.5 Initially, it is proposed that the Section will work through a “community involvement” approach. Through this approach, the community will be supported to identify its own needs and develop its own collective response thereto. Officers will need to be conscious of their own influence within the community and be clear about their role as facilitators and challengers. Officers will be helping communities to develop their independent knowledge, skills and confidence; thereby enhancing levels of community empowerment.

4.6 Ultimately the Section will be undertaking community development work that will aim to bring about change based on the principles of inclusion and equality. The process will enable Officers and other stakeholders, including, most importantly, the local community, to work together to:

- Identify community needs and aspirations
- Take action to influence the decisions that affect their lives
- Improve local quality of life and the communities in people live

5 Identification of Target Communities

5.1 The financial constraint under which the Authority is required to work means that it is not possible for the Section to provide a comprehensive service across the entire Borough. It is, therefore, proposed that future activity will have to be targeted towards those communities considered to be more in need of focused, longer-term support than has previously been considered. Subject to Board approval of the proposed approach to community

development activity, and in order to help Members determine those areas to initially benefit from future interventions, it was necessary to undertake a close analysis of various indicators for communities across the Borough.

5.2 To advance this process, a similar approach to that adopted by the Big Lottery, which led to Arley and Ansley Village being identified for support through the Big Local programme, was used. Due regard was paid to the priorities of the Sustainable Community Strategy and the Corporate Plan and also to the three key areas of activity that will provide the framework for community development interventions; health improvement, rural regeneration and safer communities. Accordingly, close analysis was made of those indicators that:

- Inform delivery of the approved North Warwickshire Health Improvement Plan (2014 to 2017)
- Have a direct relationship to access to services and facilities, economic activity and quality of life
- Inform local crime data

5.3 In addition to identifying suitable indicators, the Section took the decision that any data source was to be no more than five years old (this was not possible for a significant amount of health data, for which the most recent information on the Public Health website was 2006 / 08) and it had to be available at Ward level or lower. Where indicators were not provided as a percentage measure, data was converted, where possible, to provide a representative rank for each of the Borough's Wards. Additionally, all data was adjusted, where necessary, so that the Ward in the number one position was the "worst performing" Ward and, therefore, the one most in need of an intervention.

5.4 It should be noted that although information was taken at a Ward level, people going about their daily lives do not think in terms of these boundaries. So, in keeping with the thinking behind the National Lottery's 'Big Local' programme, it is proposed that any future community development activity will take place across a community (e.g. Atherstone / Mancetter, as opposed to Atherstone Central, Atherstone North or Atherstone South and Mancetter). In this regard, where appropriate, Ward data has been amalgamated and averaged to provide overall community rankings.

5.5 For health improvement the indicators that match local priorities included those relating to obesity, alcohol consumption, healthy diets, deaths from cancers and illnesses related to the respiratory and circulatory systems. Additionally, data relating to life expectancy was also reviewed. Unfortunately, although a priority, no data was available relating to mental health at a Ward level (the closest indicator being "hospital stays for self harm"). Table 1 shows the community rankings based on the chosen "health improvement" indicators.

Table 1 – Health Improvement

Community	Rank
Hartshill	1
Arley and Whitacre	2
Atherstone and Mancetter	3
Baddesley and Grendon	4
Hurley and Wood End	5
Dordon	6
Newton Regis and Warton	7
Fillongley	8
Kingsbury	9
Coleshill	10
Water Orton	11
Polesworth	12
Curdworth	13

- 5.6 The indicators selected for rural regeneration provide a general overview of the economic conditions for people living in North Warwickshire, as well as factors such as educational attainment, care commitments and vehicle ownership, which would influence ability to access the labour market. The figures are designed to present a picture of the proportion of residents in each Ward who are living on low levels of income due to unemployment and fuel costs, as well as identifying certain sectors of the community who are considered to be living in poverty (e.g. children and older people). It also considers some of the main factors that could potentially affect a person's ability to access a job. For instance, not having access to a vehicle may limit employment options, and ultimately influence choice. Likewise, low educational attainment may determine a person's position in the labour market, which in turn influences income and housing. A person's care responsibilities could also become a barrier to securing a job, and could have further implications on health and social opportunities.
- 5.7 Table 2 shows the community ranking based on the chosen "rural regeneration" indicators.

Table 2 – Rural Regeneration

Community	Rank
Atherstone and Mancetter	1
Dordon	2
Baddesley and Grendon	3
Hurley and Wood End	3
Arley and Whitacre	5
Hartshill	6
Polesworth	7
Fillongley	8
Newton Regis and Warton	9
Water Orton	10
Coleshill	11
Curdworth	12
Kingsbury	13

5.8 To clarify the position with regard to safer communities, all of the data identified was available at Lower Super Output Area level (LSOA). Incidence of crime recorded against each of the indicators was totalled and divided by the total number of incidences for the period September 2013 to September 2014 to provide a percentage score for each LSOA. The LSOA percentages were then added together to give a Ward score, which was then ranked in ascending order. Table 3 shows the community ranking based on the chosen “safer communities” indicators. Additional information on the safer communities indicators is provided in Appendices 1 (Section C) and 2 (Section C).

Table 3 – Safer Communities

Community	Rank
Arley and Whitacre	1
Atherstone	2
Fillongley	3
Dordon	4
Curdworth	5
Coleshill	6
Hartshill	7
Water Orton	8
Baddesley and Grendon	9
Kingsbury	10
Polesworth	11
Newton Regis and Warton	12
Hurley and Wood End	13

5.9 Throughout the process, and within each of the three key areas of proposed activity (health improvement, rural regeneration and safer communities), three localities were identified as being most in need of future support; Atherstone (Central, North and South and Mancetter), Arley and Whitacre and Dordon. Table 4 details the final ranking of all communities in North Warwickshire based upon the chosen indicators.

Table 4 – Overall Community Ranking

Health Improvement	Rural Regeneration	Safer Communities	Total	Communities	Final Rank
3	1	2	6	Atherstone and Mancetter	1
2	5	1	8	Arley and Whitacre	2
6	2	4	12	Dordon	3
1	6	7	14	Hartshill	4
4	3	9	16	Baddesley and Grendon	5
8	8	3	19	Fillongley	6
5	3	13	21	Hurley and Wood End	7
10	11	6	27	Coleshill	8
7	9	12	28	Newton Regis and Warton	9
11	10	8	29	Water Orton	10
13	12	5	30	Curdworth	11
12	7	11	30	Polesworth	12
9	13	10	32	Kingsbury	13

6 Target Communities – 1. Atherstone and Mancetter

6.1 Of significance in the communities of Atherstone and Mancetter is the level of income deprivation, an outcome of higher levels of unemployment, which also impacts older people living in deprivation. Out nine rural regeneration indicators, the Atherstone Wards scored the worst in four:

- Income Deprivation
- Unemployment
- Child Poverty
- Older People in Deprivation

The number of people with no qualification, poor GCSE achievement and low car and van availability are also of concern. Lack of qualifications and transport mean that to secure training and / or employment can be extremely challenging.

6.2 It is known that poor education and deprivation impact upon health. This is reflected in the data, where the communities of Atherstone and Mancetter are ranked highest in the following four indicators:

- Child Development at Age 5
- Healthy Eating Adults (Unhealthy Eating)
- Hospital Stays for Self-harm
- Hospital Stays for Alcohol Related Harm

All Atherstone Wards score the worst for Hospital Stays for Alcohol Related Harm, but not for binge drinking, thereby possibly indicating that the area has heavy drinkers as opposed to binge drinkers.

Atherstone and Mancetter also scores poorly for:

- General Health
- Limiting Long-term Illness or Disability
- Obese Children (Reception Year)
- Obese Adults
- Deaths from All Cancer (Under 75)
- Deaths from Circulatory Disease (Under 75 Years)
- Deaths from Coronary Heart Disease (Under 75 Years)
- Life Expectancy at Birth for Males

6.3 The majority of the safer communities concerns relate to Atherstone Central Ward. It received three first place rankings and four second place rankings and only ranks outside of the top three on five occasions. Of particular concern are Public Order and Violence and Sexual Offences, for which Atherstone Central Ward is identified as a priority area in the Community Safety Partnership's (CSP) Joint Strategic Needs Assessment (JSNA). The whole of Atherstone suffers the most from Public Order offences and Anti-social Behaviour. Possession of weapons, Robbery and Theft from a Person are also of concern.

7 Target Communities – 2. Arley and Whitacre

7.1 As expected from the work undertaken to identify target communities for the National Lottery's Big Local Programme, Arley and Whitacre has once again been identified as a community in need of support. The main issues of concern in Arley and Whitacre relate to community safety. It is ranked in first place when considering all of the selected indicators, and is a priority for the Community Safety Partnership (CSP) in respect of Burglary, Anti-social Behaviour and Sexual Offences. Arley and Whitacre ranks in the top three Wards for all but six of the fourteen indicators, receiving five first place rankings for Burglary, Criminal Damage and Arson, Other Crime, Possession of Weapons and Theft from a Person.

7.2 In respect of health and well-being, Arley and Whitacre scored the poorest for:

- General Health
- Obese Children (Year 6)
- Deaths from all Cancer (Under 75)

Also of significant concern are:

- Incidences of Cancer
- Deaths from Circulatory Disease
- Deaths from Coronary Heart Disease

7.3 From a rural regeneration perspective, the area has the highest number of people providing 50 hours or more of unpaid care per week, which would significantly impact upon an individual's ability to participate in other aspects of community life. Fuel Poverty is also a serious concern in this community.

7.4 As part of the Big Lottery's Big Local programme, externally funded community development workers have been operating in Arley and Whitacre (plus Ansley Village) for the past two years and a community action plan has developed. A sum of over £1,000,000 has been allocated to the community for projects over the next ten years. A significant amount of this funding has initially been targeted towards activities for young people.

7.5 Due to the significant external investment identified above, the Community Development Section proposes that it should support, rather than lead, the action plan implementation process. The Section will also consider what action to take with regard to any areas of concern highlighted through this process that are not going to be addressed through implementation of the plan.

8 Target Communities – 3. Dordon

8.1 With regard to safer communities, Dordon does not score the worst for any of the identified indicators, although it scores poorly for Bicycle Theft, Other Theft, Possession of Weapons, Shoplifting, Public Order and Robbery. It is possible that this high level of theft-related criminal activity relates to the rural regeneration indicators, which identify the area as suffering from:

- Income Deprivation
- Child Poverty
- Older People in Deprivation

These indicators are also linked to key issues of “Low GCSE achievement” and the “High Number of People with No Qualification”.

8.2 It is widely acknowledged that poor education correlates with poor health. This would appear to be the case in Dordon, which suffers from:

- Low Birth Weight Births (%)
- Obese Adults(%)
- Poor Diet (Healthy Eating Adults)

9 Targeted Community Work

9.1 Whilst it is proposed that the Community Development Section will focus the majority of its time and effort into the priority communities of Atherstone and Mancetter, Arley and Whitacre and Dordon, the related needs of the rest of the Borough will not be ignored. On the contrary, the research undertaken by the Section has identified health improvement, rural regeneration and safer communities needs in other parts of North Warwickshire, and it would be the intention to work with partners and communities to address these issues also. Using the same evidence base that was employed to identify the priority communities, the additionally highlighted areas of need are as follow:

Health Improvement – Priority Issue Hot Spots

9.2 Various health indicators relating to specific priorities have been grouped and the worst performing communities identified. The results are presented in Table 5. Targeted projects / activity will take place in these areas to tackle the specific health problems identified.

Table 5 – Health Improvement Priority Issue Communities

	Reduce Mortality Rates from CVD and Cancer (< 75)	Halting the Rise in Obesity in Children	Reducing the Number of Adults who are Obese	Reduction in Alcohol Related Harm
Priority Ward 1	Hartshill	Arley and Whitacre	Dordon	Newton Regis and Warton
Priority Ward 2	Arley and Whitacre	Atherstone and Mancetter	Hurley and Wood End	Polesworth
Priority Ward 3	Atherstone and Mancetter	Coleshill	Atherstone and Mancetter	Curdworth, Dordon, Hurley and Wood End and Kingsbury <i>(all ranked equally)</i>

Rural Regeneration Priority Issue Hot Spots

9.3 To identify rural regeneration priority hot spots, four issues were determined to be of significance. All those indicators relating to poverty / deprivation were grouped and the priority communities identified. Unemployment and care provision were both considered to stand alone and in respect of “qualifications” it was felt that the Section could have more impact upon “Qualifications Gained” (which highlights the priority communities where people have no qualifications) rather than upon “GCSE Attainment”, so this indicator was taken alone. The results are presented in Table 6 below. Targeted projects / activity will take place in these priority areas to tackle the specific rural regeneration problems identified.

Table 6 – Rural Regeneration - Priority Issue Communities

	Qualifications Gained	Income Deprivation (including Fuel Poverty, Child Poverty and Older People in Deprivation)	Unemployment	Provision of 50 Hours or More Unpaid Care per Week
Priority Ward 1	Dordon	Atherstone and Mancetter	Atherstone and Mancetter	Arley and Whitacre
Priority Ward 2	Atherstone and Mancetter	Hurley and Wood End	Hartshill	Baddesley and Grendon
Priority Ward 3	Baddesley and Grendon	Dordon	Baddesley and Grendon	Atherstone and Mancetter

Safer Communities – Priority Issue Hot Spots

9.4 Various types of criminal activity were grouped and priority communities identified. The results are presented in Table 7. Targeted projects / activity will take place in these priority areas to tackle the specific community safety concerns.

Table 7 – Safer Communities - Priority Issue Communities

	1. Anti-social Behaviour, Violence and Sexual Offences, Criminal Damage and Arson, Drugs and Public Order	2. Other Theft, Burglary, Robbery, Shoplifting, Theft from a Person and Bicycle Theft	3. Vehicle Crime
Priority Ward 1	Atherstone (Central)	Coleshill (South)	Fillongley
Priority Ward 2	Atherstone (North)	Atherstone (Central)	Curdworth
Priority Ward 3	Atherstone (South and Mancetter)	Arley and Whitacre	Arley and Whitacre

10 Conclusion

10.1 Over the past ten years, the work of the Community Development Section has been well received across the Borough. Local priorities, however, have changed, including within the Community Partnership. The Section needs to respond accordingly, to better engage communities and partners in service design, development and delivery and to focus its work on longer-term engagement within the areas of greatest need. The length of this

engagement will vary between communities and will be dictated by need. It will, however, be necessary to establish an approach to performance measurement that affords Members an opportunity to understand the impact of its community development work and to determine how best to address the related needs of the Borough in the longer-term. In this last respect, there will, of course, be a need to address the impact upon communities of the anticipated population growth across North Warwickshire.

11 Report Implications

11.1 Finance and Value for Money Implications

11.1.1 There is no financial implication arising directly from this report. The financial implications of the related staff re-structure within the Leisure and Community Development Division were addressed by the Special Sub-group in May 2016, when it adopted the changes that will support the proposed new way of working in the Section. Budgetary provision exists to support the work of the Community Development Section and will continue to be supplemented by the acquisition of external financial assistance. It is hoped, however, that long-term intervention work will provide sustainable outcomes for local communities, thereby providing better value for money.

11.2 Safer Communities Implications

11.2.1 Through targeted work in priority communities, the proposed approach to future community development work will seek to address and reduce the safer community inequalities that exist across the Borough.

11.3 Legal and Human Rights Implications

11.3.1 None.

11.4 Environment and Sustainability Implications

11.4.1 Working in the community helps to sustain and enhance the quality of life of local people. Community development provision impacts positively on the creation of sustainable communities, enhances social health and improves individual and collective well-being. The proposed change in focus to a long-term, locality-based model will seek to deliver more sustainable positive outcomes for targeted communities.

11.5 Health, Well-being and Leisure Implications

11.5.1 Through targeted work in priority communities, the proposed approach to community activity will seek to tackle and reduce the health inequalities that exist across the Borough.

11.6 Human Resources Implications

11.6.1 None, in that proposals to change the staff structure in the Community Development Section that will better support the proposals that are the subject of this report have already been approved by the Special Sub-group.

11.7 Risk Management Implications

11.7.1 The risks associated with the proposed new way of working in the Community Development Section are detailed in the attached risk assessment.

11.8 Equalities Implications

11.8.1 Community development work is undertaken specifically to address issues of social inclusion and capacity building in the Borough, thereby improving quality of life. In this way, the Section provides an opportunity for the Council to move towards the progression of the commitments identified in its Vision: to reverse the decline of community life; to deliver services that give particular attention to those people who are less fortunate; to enable residents to enjoy better health, increased freedom from the fear of crime and benefit from varied opportunities to learn and grow, and to enable everybody to play a full role in society.

11.8.2 A summary Equality Impact Needs Assessment of the proposed new locality-based approach to community development activity is attached to this report.

11.9 Links to Council's Priorities

11.9.1 The proposed new approach to community development work will have positive and direct links to the following corporate priorities:

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

11.9.2 The proposals identified in this report will also have positive implications for the Sustainable Community Strategy priorities to:

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

The Contact 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	Local Government Information Unit	Community Engagement in the Current Climate	27 January 2015
2	Department for Communities and Local Government	Our Place! Partner Engagement	July 2013
3	Local Trust - Big Local (Big Lottery)	Big Local Theory of Change and Research Template	2013
4	Department for Communities and Local Government	Neighbourhood Community Budget Overarching Evaluation: Engaging the Community and Partners	November 2012
5	Scottish Community Development Centre	Building Stronger Communities	August 2012
6	Community Development National Occupational Standards	Planning and Evaluation Framework for Community Development	January 2012
7	Community Development Journal – Oxford University Press	Empowerment and Development in Community Development Practice: Eight Roles Practitioners Play	December 2009
8	Tamworth Borough Council	Stronger Together – The Community Engagement Framework	August 2009

Equality Impact Assessment Summary Sheet

Please complete the following table summarised from the equality impact assessment form. This should be completed and attached to relevant Board reports.

Name of Policy Procedure / Service	Community Development – New Way of Working
Officer Responsible for assessment	Community Development Manager

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

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

Equality Group	Positive impact	Negative impact	Reasons / Comments
Racial			N/A
Gender			N/A
Disabled people			N/A
Gay, Lesbian and Bisexual people			N/A
Older/Younger people			N/A
Religion and Beliefs			N/A
People having dependents caring responsibilities			N/A
People having an offending past			N/A
Transgender people			N/A

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

N/A

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

Needs no further action

Risk Management Form

**NORTH WARWICKSHIRE
BOROUGH COUNCIL**

Leisure and Community Development Division

Community Development

Risk Ref	Risk: Title/Description	Consequence	Likelihood (5 = high, 1 = low)	Impact (5 = high, 1 = low)	Gross Risk Rating	Responsible Officer	Existing Control Procedures	Likelihood (5 = high, 1 = low)	Impact (5 = high, 1 = low)	Net Risk Rating
	The priority area team working method of community development does not deliver the desired long-term improvements for the priority areas	<p>The gap between the best performing communities and the most disadvantaged communities does not reduce</p> <p>Customer dissatisfaction</p> <p>Avoidable costs</p> <p>Poor performance</p>	5	2	10	<p>Assistant Director (Leisure and Community Development)</p> <p>Community Development Manager</p>	<p>Senior managers clear about strategy / direction and manage the Community Development Section accordingly</p> <p>Priority communities have been identified through statistical evidence gathering on indicators relating to Rural Regeneration, Health Improvement and Safer Communities.</p> <p>Additional baseline information will be gathered to ensure that impact can be measured</p> <p>Consultation undertaken and good working relationships developed with internal and external partners</p> <p>Activity reported to Community and Environment Board</p> <p>Staff trained in community consultation and community development</p>	2	2	4
Risk Ref	Options for additional / replacement control procedure						Cost Resources	Likelihood (5 = high, 1 = low)	Impact (5 = high, 1 = low)	Net Risk Rating

Completed By: Partnership and Development Manager

Date: August 5 2015

Appendix 1 - New Way of Working - DATA

Methodology

The Partnership and Development Team undertook a data search to identify key indicators that could be evaluated to provide evidence of where resources should be targeted against the three key themes of Health Improvement, Rural Regeneration and Safer Communities. Any data selected had to meet two key criteria, one being that the data source was available at ward level or lower and the other, that data was no older than 2009, however, this was not possible for the health data.

Selected indicators were, where possible, converted into percentage measures to provide a representative rank for each of the boroughs wards. Wards receiving a first place ranking are considered the worst performing in that indicator and therefore the ward receiving the lowest total was considered the worst within its theme.

A - Health Improvement Indicators

Included Indicators	Arley and Whitacre	Atherstone Central	Atherstone North	Atherstone South and Mancetter	Baddesley and Grendon	Coleshill North	Coleshill South	Curdworth	Dordon	Fillongley	Hartshill	Hurley and Wood End	Kingsbury	Newton Regis and Warton	Polesworth East	Polesworth West	Water Orton
General Health (QS302EW)	1	2	5	4	3	17	12	15	8	9	6	7	13	11	10	15	14
Low Birth Weight Births (%)	5	6	6	6	3	10	10	16	1	6	3	1	16	10	10	10	10
Child Development at age 5 (%)	5	1	1	1	6	10	10	7	16	9	4	16	7	13	13	13	10
Limiting long term illness or disability (%)	11	5	2	3	1	17	4	14	6	9	8	12	13	10	7	16	14
Obese Children (Reception Year) (%)	3	2	5	1	13	6	14	14	4	14	7	12	11	9	9	7	14
Obese Children (Year 6) (%)	1	7	12	11	13	3	6	9	13	10	16	4	8	17	2	15	5
Obese adults (%)	16	3	3	3	6	9	9	7	1	17	9	1	7	13	13	13	9
Binge drinking adults (%)	13	15	15	15	8	9	9	1	6	14	12	6	1	3	3	3	9
Healthy eating adults (%)	11	1	1	1	6	12	12	15	1	17	7	1	15	8	8	8	12
Incidence of all cancer (SIR)	2	15	15	15	6	6	6	4	13	3	1	13	4	10	10	10	6
Hospital stays for self harm (SAR)	5	1	1	1	7	13	13	16	8	6	4	8	16	10	10	10	13
Hospital stays for alcohol related harm (SAR)	5	1	1	1	7	13	13	13	8	6	4	8	13	10	10	10	13
Life expectancy at birth for males (years)	6	2	1	11	10	15	12	17	8	4	5	3	9	7	16	13	13
Life expectancy at birth for females (years)	7	11	4	15	3	14	13	16	9	5	1	11	10	2	8	17	6
Deaths from all cancer, under 75 years (SMR)	1	2	11	16	8	4	13	17	3	15	5	6	9	10	7	14	12
Deaths from circulatory disease, under 75 years (SMR)	2	1	12	11	4	10	7	15	16	14	3	5	8	9	6	17	13
Deaths from coronary heart disease, under 75 years (SMR)	2	1	12	15	17	4	3	9	11	14	6	5	8	7	10	16	13
Deaths from stroke, all ages (SMR)	13	12	5	8	2	14	7	9	15	11	1	16	6	4	10	17	3
Deaths from respiratory diseases, all ages (SMR)	6	4	5	12	8	10	14	17	7	3	1	13	15	2	9	16	11
Ward Total	115	92	117	150	131	196	187	231	154	186	103	148	189	165	171	240	200
Community Total	115	120			131	192	231	154	186	103	148	189	165	206	200		
Community Rank	2	3			4	10	13	6	8	1	5	9	7	12	11		

The Ward Breakdown is provided in below, additionally, as people do not recognise Ward boundaries with regard to how they live their lives, data has been combined for Atherstone Wards, Coleshill and Polesworth.

Ward Breakdown

Atherstone Central	1
Hartshill	2
Arley and Whitacre	3
Atherstone North	4
Baddesley and Grendon	5
Hurley & Wood End	6
Atherstone South & Mancetter	7
Dordon	8
Newton Regis and Warton	9
Polesworth East	10
Fillongley	11
Coleshill South	12
Kingsbury	13
Coleshill North	14
Water Orton	15
Curdworth	16
Polesworth West	17

Community Breakdown

Hartshill	1
Arley and Whitacre	2
Atherstone and Mancetter	3
Baddesley and Grendon	4
Hurley and Wood End	5
Dordon	6
Newton Regis and Warton	7
Fillongley	8
Kingsbury	9
Coleshill	10
Water Orton	11
Polesworth	12
Curdworth	13

Priority Community – detail

Community 1: Hartshill is ranked highest in the following indicators:

- Incidences of All Cancer
- Life Expectancy at Birth for Females
- Deaths from Stroke, all ages
- Deaths from Respiratory Diseases, all ages

It also scored third highest for; Low Birth Weight Births and Deaths from Circulatory Disease (under 75)

Community 2: Arley and Whitacre is ranked highest in the following indicators:

- General Health
- Obese Children (year 6)
- Deaths from All Cancers (under 75)

It also ranks second in; Deaths from all Cancers (under 75), Deaths from Circulatory Disease (under 75), and Deaths from Coronary Heart Disease (under 75). It also ranks third in Obese Children (Reception Year).

Community 3: Atherstone and Mancetter (Atherstone Central, Atherstone North and Atherstone South and Mancetter) was ranked highest in the following four indicators:

- Child Development at Age 5
- Healthy Eating Adults (unhealthy eating)
- Hospital Stays for Self-harm
- Hospital Stays for Alcohol Related Harm

Atherstone and Mancetter also scores poorly for:

- General Health
- Limiting Long-term Illness or Disability
- Obese Children (Reception Year)*
- Obese Adults
- Life Expectancy at Birth for Males**
- Deaths from All Cancer (under 75)
- Deaths from Circulatory Disease (under 75 years)***
- Deaths from Coronary Heart Disease (under 75 years)***

* - Atherstone and Mancetter Ward in worst position and Atherstone Central second

** - Atherstone North Ward in Worst position and Atherstone Central second

*** - Atherstone Central in worst position

All Atherstone Wards score as the best ward for Binge Drinking Adults, however, all Wards score the worst for Hospital Stays for Alcohol Related Harm, possible indicating that the area has heavy drinkers as oppose to binge drinkers.

The table below shows the priority wards for health specific outcomes

	Reduce mortality rates from CVD & Cancer (< 75)	Halting the rise in obesity in children	Reducing the number of adults who are obese	Reduction alcohol related harm
Priority Ward 1	Hartshill	Arley and Whitacre	Dordon	Newton Regis and Warton
Priority Ward 2	Arley and Whitacre	Atherstone and Mancetter	Hurley and Wood End	Polesworth
Priority Ward 3	Atherstone and Mancetter	Coleshill	Atherstone and Mancetter	Curdworth, Dordon, Kingsbury, and Hurley and Wood End (all ranked equally)

Targeted projects / activity will take place in priority wards to tackle the specific health problems identified.

Mental Health Data

Other than 'Hospital Stays for Self Harm', the current data available relating to mental health is not broken down to ward level, however, some is available in relation to individual GP practices in the borough. Work is being carried out see if there is a way of using this data in a comparable format.

B - Rural Regeneration Indicators

Included Indicators	Arley and Whitacre	Atherstone Central	Atherstone North	Atherstone South and Mancetter	Baddesley and Grendon	Coleshill North	Coleshill South	Curdworth	Dordon	Fillongley	Hartshill	Hurley and Wood End	Kingsbury	Newton Regis and Warton	Polesworth East	Polesworth West	Water Orton
Car or Van Availability (QS416EW)	8	1	3	2	11	13	4	17	5	16	7	9	12	15	6	14	10
Qualifications Gained (QS502EW)	9	4	3	2	5	16	10	15	1	14	8	7	11	12	6	13	17
Fuel Poverty	3	5	12	9	2	17	14	4	7	1	10	6	15	13	8	16	11
Income Deprivation (%)	8	1	1	1	6	13	13	16	4	12	7	4	16	9	9	9	13
Child Poverty (%)	8	1	1	1	6	13	13	16	4	12	7	4	16	9	9	9	13
GCSE Achievement (5A*-C inc. Eng & Maths) (%)	8	3	3	3	6	13	13	16	1	9	7	1	16	10	10	10	13
Unemployment (%)	6	1	1	1	5	9	9	16	6	12	4	6	16	13	13	13	9
Provision of 50 hours or more unpaid care per week (%)	1	7	5	3	2	17	15	12	4	10	11	8	16	14	6	9	13
Older People in Deprivation (%)	8	1	1	1	6	13	13	16	4	9	7	4	16	10	10	10	13
Ward Total	59	24	30	23	49	124	104	128	36	95	68	49	134	105	77	103	112
Community Total	59	26			49	114		128	36	95	68	49	134	105	90		112
Community Rank	5	1			3	11		12	2	8	6	3	13	9	7		10

Ward Breakdown

Atherstone South and Mancetter	1
Atherstone Central	2
Atherstone North	3
Dordon	4
Baddesley and Grendon	5
Hurley and Wood End	5
Arley and Whitacre	7
Hartshill	8
Polesworth East	9
Fillongley	10
Polesworth West	11
Coleshill South	12
Newton Regis and Warton	13
Water Orton	14
Coleshill North	15
Curdworth	16
Kingsbury	17

Community Breakdown

Atherstone and Mancetter	1
Dordon	2
Baddesley and Grendon	3
Hurley and Wood End	3
Arley and Whitacre	5
Hartshill	6
Polesworth	7
Fillongley	8
Newton Regis and Warton	9
Water Orton	10
Coleshill	11
Curdworth	12
Kingsbury	13

Priority Community – detail

Community 1: Atherstone and Mancetter community (Atherstone North, Atherstone Central and Atherstone South and Mancetter) is ranked as the most deprived community, in relation to regeneration, in the Borough. Out of the nine Rural Regeneration indicators, all three Atherstone Wards score the worst in four:

- Car or Van Availability
- Income deprivation
- Child Poverty
- Unemployment
- Older people in deprivation

It also is significantly impacted by a number of other indicators, namely:

- Low GSCE achievement
- High numbers of people with no qualifications (Atherstone second after Dordon)
- High numbers of people providing 50 hours or more unpaid care per week

Community 2: Dordon scores first for two of the indicators:

- High numbers of people with no qualifications
- Low GCSE achievement

It is ranked in joint second position with Hurley and Wood End (after the combined wards of Atherstone) under households with high levels of:

- Income deprivation
- Child poverty
- Older people in deprivation

Community 3 (No.1): Conversely, **Baddesley and Grendon** does not score first in any of the indicators for Rural Regeneration. However, it is listed as the joint third priority community (along with Hurley and Wood End below) with the main issues for consideration in priority order being:

- Fuel poverty
- High numbers of people providing 50 hours or more unpaid care per week
- High numbers of people with no qualifications
- Unemployment
- Income Deprivation
- Child Poverty
- Low GCSE achievement
- Older People in deprivation

Community 3 (No.2): Hurley and Wood End which is joint first for the lowest percentage number of pupils attaining five GCSE's above a grade C (including English and Maths), is also ranked second position (with Dordon) after the combined

Wards in Atherstone, for the number of households with people that suffer from income deprivation (including child poverty and older people in deprivation).

The table below shows the priority wards for Rural Regeneration outcomes

	Qualifications gained	Income deprivation (including fuel poverty, child poverty and older people in deprivation)	Unemployment	Provision of 50 hours or more unpaid care per week
Priority Ward 1	Dordon	Atherstone and Mancetter	Atherstone and Mancetter	Arley and Whitacre
Priority Ward 2	Atherstone and Mancetter	Hurley and Wood End	Hartshill	Baddesley and Grendon
Priority Ward 3	Baddesley and Grendon	Dordon	Baddesley and Grendon	Atherstone and Mancetter

Targeted projects / activity will take place in priority wards to tackle the specific rural regeneration issues identified.

C - Safer Communities Indicators

The number of incidences of crime in the different categories that affect the residents of North Warwickshire is detailed in the right hand column of the table below. Additionally, similar types of criminal activity have been grouped together (data taken from December 2014 – December 2015)

Included Indicators	Arley and Whitacre	Atherstone Central	Atherstone North	Atherstone South and Mancetter	Baddesley and Grendon	Coleshill North	Coleshill South	Curdworth	Dordon	Fillongley	Hartshill	Hurley and Wood End	Kingsbury	Newton Regis and Warton	Polesworth East	Polesworth West	Water Orton
Anti-social behaviour Sept13 - Sept14	3	2	4	1	15	13	9	12	10	8	5	6	11	16	7	16	14
Bicycle theft	9	3	4	9	16	9	4	1	2	16	9	9	9	4	4	9	4
Burglary	1	8	11	5	7	9	4	3	12	2	9	13	14	14	16	17	6
Criminal Damage and Arson	1	5	6	7	11	11	3	9	8	9	4	13	14	16	1	17	15
Drugs	16	7	4	7	7	15	7	1	7	3	7	16	5	5	7	2	7
Other Crime	1	1	7	7	3	15	11	11	5	11	7	15	11	7	5	15	4
Other Theft	5	4	8	10	12	7	6	3	2	1	8	13	11	15	15	17	14
Possession of Weapons	1	3	1	7	3	7	7	7	3	3	7	7	7	7	7	7	7
Public order	6	1	2	2	6	14	5	6	4	6	14	14	6	11	13	11	14
Robbery	4	2	4	2	13	9	1	13	4	4	13	9	13	9	13	9	4
Shoplifting	7	2	7	3	13	7	1	13	3	3	13	7	13	7	13	7	3
Theft from the person	1	2	2	7	7	7	4	7	7	4	4	7	7	7	7	7	7
Vehicle Crime	3	7	10	9	11	5	4	2	13	1	7	14	12	16	15	17	6
Violence and sexual offences	3	1	4	7	12	16	7	10	6	9	2	11	13	17	5	14	15
Ward Total	61	48	74	83	136	144	73	98	86	80	109	154	146	151	128	165	120
Community Total	61	68			136	109		98	86	80	109	154	146	151	147		120
Community Rank	1	2			9	6		5	4	3	7	13	10	12	11		8

Ward Breakdown

Atherstone Central	1
Arley and Whitacre	2
Coleshill South	3
Atherstone North	4
Fillongley	5
Atherstone South and Mancetter	6
Dordon	7
Curdworth	8
Hartshill	9
Water Orton	10
Polesworth East	11
Baddesley and Grendon	12
Coleshill North	13
Kingsbury	14
Newton Regis and Warton	15
Hurley and Wood End	16
Polesworth West	17

Community Breakdown

Arley and Whitacre	1
Atherstone	2
Fillongley	3
Dordon	4
Curdworth	5
Coleshill	6
Hartshill	7
Water Orton	8
Baddesley and Grendon	9
Kingsbury	10
Polesworth	11
Newton Regis and Warton	12
Hurley and Wood End	13

Priority Community – detail

Community 1: Arley and Whitacre is ranked in first place when considering all of the selected indicators, and is a priority for the Community Safety Partnership (CSP) as identified through the Joint Strategic Needs Assessment (JSNA) for Burglary, Anti-social Behaviour and Sexual Offences.

Arley and Whitacre ranks in the top three wards for all but six of the fourteen indicators, receiving five first place ranks for Burglary, Criminal Damage and Arson, Other Crime, Possession of Weapons and Theft from the Person.

The ward has the largest population of the seventeen wards but is fairly rural in nature, with three main settlement areas of New Arley, Old Arley and Over Whitacre.

Community 2: Atherstone received five first placed rankings (Anti-social Behaviour, Other Crime, Possession of Weapons, Public Order and Violence and Sexual Offences) and ranks outside of the top three on only five occasions.

Atherstone is the largest town in the borough covering Atherstone Central, Atherstone North and Atherstone South and Mancetter wards. Atherstone is situated on the boarder of the borough in between the two larger towns of Tamworth and Nuneaton and can therefore, suffer from cross-border crime.

The town provides the majority of services for the borough and the town centre has the highest concentration of licenced premises in the borough.

Atherstone Central is identified as a priority area for tackling Anti-social Behaviour and Violence and Sexual Offences by the CSP through the JSNA.

Community 3: Fillongley attracts the highest levels of crime in two out of the fourteen selected indicators (Vehicle Crime and Other Theft). The ward appears outside of the top ten only twice. Affluent areas with high value properties and vehicles are often targets for these crimes. The wards close proximity to the motorway network could explain the high ranking under these indicators.

Fillongley is identified as a priority ward for tackling Domestic Burglary by the CSP through the JSNA.

Fillongley is a rural ward situated on the edge of the borough / county which covers Corley Service station a particular crime hotspot; the ward also hosts a hostel for problematic young people.

Community Safety – Priority Issue Hot Spots

The table below details the priority communities after grouping crime into related types of criminal activity. With Other Crime and Possession of Weapons, it is felt that the number of incidences is so low; it is not effective to treat this as a priority area of work.

	1. Anti-social Behaviour, Violence and Sexual Offences, Criminal Damage and Arson, Drugs and Public Order	2. Other Theft, Burglary, Robbery, Shoplifting, Theft from the Person and Bicycle Theft	3. Vehicle Crime
Priority Ward 1	Atherstone (Central)	Coleshill (South)	Fillongley
Priority Ward 2	Atherstone (North)	Atherstone (Central)	Curdworth
Priority Ward 3	Atherstone (South and Mancetter)	Arley and Whitacre	Arley and Whitacre

Appendix 2 - New Way of Working – Indicator details

A - Health Improvement Indicators

Indicators	Rationale (Numbers indicate a direct relationship with a health related outcome according to the North Warwickshire Health Improvement Plan 2014-2017, hence inclusion)	Data source/Date
General Health (QS302EW)	Will indicate the health of the borough. This should increase with the number of health improvement incentives delivered	Warwickshire Observatory (2011)
Low Birth Weight Births (%)	Low birth weight babies are associated with poorer long-term health and educational outcomes	Office for National Statistics (ONS) (2008-2012)
Child Development at age 5 (%)	The highest priority in the Marmot review was the aim to give every child the best start in life as this is crucial to reducing health inequalities	Department of Education (2011/12)
Limiting long term illness or disability (%)	Will indicate the health of the borough. This should decrease with the number of health improvement incentives delivered	ONS census (2011)
Obese Children (Reception Year) (%)	1	National Child Measurement Programme, Health & Social Care Information Centre (2010/11-2012/13)
Obese Children (Year 6) (%)	1	National Child Measurement Programme, Health & Social Care Information Centre (2010/11-2012/13)
Obese adults (%)	2	Public Health England, NHS Information Centre (IC) (2006-2008)
Binge drinking adults (%)	3	Public Health England, NHS IC (2006-2008)
Healthy eating adults (%)	2	Public Health England, NHS Information Centre (IC) (2006-2008)
Incidence of all cancer (SIR)	4	ONS Cancer incidence data, combining cancer registration data from all PHE cancer registration forms (2007-2011)
Hospital stays for self harm (SAR)	5	Hospital Episodes Statistics, Health & Social Care IC (2008/9-2012/13)
Hospital stays for alcohol related harm (SAR)	3	Hospital Episodes Statistics, Health & Social Care IC (2008/9-2012/13)

Life expectancy at birth for males (years)	A healthy borough should result in a higher life expectancy. Focus should be on those wards indicating a lower life expectancy	Office for National Statistics (ONS) (2008-2012)
Life expectancy at birth for females (years)	A healthy borough should result in a higher life expectancy. Focus should be on those wards indicating a lower life expectancy	Office for National Statistics (ONS) (2008-2012)
Deaths from all cancer, under 75 years (SMR)	4	Office for National Statistics (ONS) (2008-2012)
Deaths from circulatory disease, under 75 years (SMR)	4	Office for National Statistics (ONS) (2008-2012)
Deaths from coronary heart disease, under 75 years (SMR)	4	Office for National Statistics (ONS) (2008-2012)
Deaths from stroke, all ages (SMR)	4	Office for National Statistics (ONS) (2008-2012)
Deaths from respiratory diseases, all ages (SMR)	4	Office for National Statistics (ONS) (2008-2012)

Key: (KPIs relate to the health related outcomes according to the North Warwickshire Health Improvement Plan 2014-2017)

- 1 Halting the rise in obesity in children who are obese
- 2 Reducing the number of adults who are obese
- 3 Reduction in alcohol related harm
- 4 Reduction in mortality rates from CVD & Cancer in age < 75
- 5 Mental health (outcome to be confirmed)

The table above shows that all indicators chosen either directly contribute to the health related outcomes identified in the North Warwickshire Health Improvement Plan, or related to long-term health. More specific indicators are available which focuses on particular conditions i.e. specific types of cancer, however to avoid double counting which may lead to figures being biased in particular wards, the overall statistics are used i.e. 'Deaths from all cancers'.

B - Rural Regeneration Indicators

Indicators	Rationale	Data source/Date
Car or Van Availability % of households with no car or van	Those without access to a vehicle may have limited education or employment options, which may influence choice. There may be a feeling of isolation, particularly in the very rural areas and access to other service provision may be limited.	ONS - LSOA (neighbourhood.statistics.gov.uk)
Qualifications Gained % of all residents over 16 years with no qualifications	Those with no qualifications will have limited job opportunities, and may be forced into low paid work. Conversely, those with higher level qualifications are constrained by the opportunities available and may be forced to seek employment outside of North Warwickshire.	ONS - LSOA (neighbourhood.statistics.gov.uk)
Fuel Poverty Households (%)	Fuel poverty in England is measured by the Low Income High Costs definition, which considers a household to be in fuel poverty if: •they have required fuel costs that are above average (the national median level) •were they to spend that amount they would be left with a residual income below the official poverty line The key drivers behind fuel poverty are: •The energy efficiency of the property (and therefore, the energy required to heat and power the home) •The cost of energy •Household income	The information source is the Department of Energy and Climate Change, publication is the '2012 sub-regional fuel poverty data: low income high costs indicator', first published: 12 June 2014 Part of: Fuel poverty sub-regional statistics
Income Deprivation % of population living in low income families reliant on means tested benefits (all ages)	The difference in deprivation between areas is a major determinant of inequality, suggesting a reliance on low levels of income.	Indices of Multiple Deprivation (2010) – taken from Public Health England website
Child Poverty Children aged 0-15 living in deprivation as a % of total number of children	Growing up in poverty may damage not only a child's health and wellbeing but also their educational attendance and attainment. Their perception of the world may adversely affect their future life chances and choices as adults.	IMD 2010 Income Deprivation Affecting Children Index (IDACI)
GCSE Achievements (% of pupils at end of key stage 4 (age 15-16) achieving 5 A* - C including English and maths)	Educational attainment is influenced by both the quality of education children receive and their family's socio-economic circumstances. Educational qualifications are a determinant of an individual's labour market position, which in turn influences income, housing and other material resources.	Neighbourhood Statistics MSOA Academic year 2011 - 2012
Unemployment % of working age population (16-64)	Evidence suggests that work is generally good for physical and mental health and wellbeing, taking into account the nature and quality of	NOMIS – Official Labour Market Statistics (extracted

claiming out of work benefit April 2012 – March 2013	work and its social context, and that worklessness is associated with poorer physical and mental health.	June 2014)/ ONS 2012 Taken from Public Health England website
Provision of 50 hours or more unpaid care per week % of all ages	The increasing provision of unpaid care has implications on employment opportunities, social and leisure activities, and the health of those providing care.	ONS downloaded from NOMIS standard tables Taken from Public Health England website
Older people in Deprivation As a % of the total number of residents aged over 60 years	The Government aims to tackle poverty and promote greater independence and well-being in later life. Patients living in more deprived areas have a greater need for health services, and may contribute less to the social and economic vitality of their local community.	IMD 2010 Taken from Public Health England website

C - Safer Communities Indicators

All available indicators were used; however, the number of incidences has also been taken in to account. Data was obtained from <http://data.police.uk/data> for 2014 - 2015.

Agenda Item No 12

Community and Environment Board

23 January 2017

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

**Health Improvement 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 production of a corporate Health Improvement Action Plan (2017 to 2020) by the Health and Well-being Working Party.

Recommendation to the Board:

That the Board notes and comments upon the progress being made by the Health and Well-being Working Party in respect of its production of a corporate Health Improvement Action Plan (2017 to 2020).

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, Well-being 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 current three-year Health Improvement Action Plan (2014 to 2017) was developed in conjunction with the County Council's Public Health Department to provide a coherent, effective and focused approach to health improvement work. The Plan was approved by the Board in March 2014 and has been the subject of detailed subsequent progress reports to Members. A final report, relating to implementation of the Plan, will be tabled for consideration by the Board at its meeting to be held in March.
- 3.2 "Improving Leisure and Well-being Opportunities" is a corporate priority, and the objectives outlined in the current Health Improvement Action Plan are aligned with this commitment and the priorities identified in the Warwickshire North Health and Well-being Partnership Strategy, including the need to:

- Halt the rise in obesity amongst children and reduce the number of adults who are obese
- Reduce the number of pregnant women who are smoking at the time of delivery
- Improve integration and access, with a focus on those people with a mental illness, particularly dementia
- Reduce alcohol-related harm

4 Health Improvement Action Plan (2017 to 2020)

4.1 As the Board is aware, from 1 April 2017, the Authority will need to have produced, and be working towards implementation of, a new Health Improvement Action Plan (2017 to 2020), which better reflects the health and well-being work undertaken across the range of services for which the Authority is responsible.

4.2 Members will additionally be aware that the Borough Council has established a Health and Well-being Working Party, which is chaired by the Spokesperson for Health, Well-being and Leisure and is attended by the Chairman of the Community and Environment Board and the Opposition Spokesperson. Through its approved Terms of Reference, the Working Party has assumed responsibility for the development of the new Health Improvement Action Plan.

4.3 As previously reported to the Board, the current Health Improvement Action Plan (2014 to 2017) does not take in to account the full breadth of Council-related health activity. Accordingly, the Working Party has determined to produce a more corporate Health Improvement Action Plan, which will provide a more holistic view of work that takes place across the Authority that impacts on the health of the local population. The Action Plan will additionally seek to ensure that the Borough Council works effectively and efficiently with its partners to improve the health and well-being of the community.

4.4 In this regard, the Working Party is mindful that the Director of Public Health has recently published his Annual Report for 2016 – “Public Health Matters; Sex, Drugs and Fluoridation”. The Warwickshire Health Profile contained within the Report indicates that North Warwickshire, in comparison to the Warwickshire average:

- Has a higher number of children in poverty (under 16)
- Has a higher number of obese children (year 6)
- Has more under 18 conceptions
- Has a lower percentage of adults who are physically active
- Has a higher percentage of adults with excess weight
- Has more hospital stays related to self-harm
- Has a higher percentage of recorded diabetes
- Has more hip fractures in people aged 65 and over
- Has a lower life expectancy in both males and females
- Has higher infant mortality (aged under 1 year)

- Has a significantly higher number of people who are killed and seriously injured on roads
- Has a higher number of smoking-related deaths
- Has a higher under 75 mortality rate: cardiovascular
- Has a higher under 75 mortality rate: cancer
- Has more excess winter deaths

The Working Party has acknowledged this position and will be influenced by it as it seeks to establish its priorities for attention within the new Health Improvement Action Plan.

4.5 Taking the information detailed above, and the priorities highlighted through the Warwickshire North Health and Well-being Partnership, the Health and Well-being Working Party has produced a diagrammatical overview of the areas of work that will provide the focus of activity to be detailed within the draft Health Improvement Action Plan (2017 to 2020). A copy of this overview, which lists activity under the headings of “People, Place and Access”, is attached at Appendix A. At its last meeting, held on 15 December 2016, the minutes from which are included elsewhere on this agenda, the Working Party identified that it would be affording priority to the following potential areas of work:

- Development of the “Health Offer” in Community Hubs
- Transport for Health and Access
- The Sustainable Transformation Plan
- Reduction in Teenage Pregnancies
- End of Life Care
- Primary Care
- The Strategic Leisure Review
- Fitter Futures
- #OneThing
- Health and Well-being Activity in Atherstone / Mancetter

5 **Moving Forward**

5.1 The Health and Well-Being Working Party would welcome the views and observations of the Board in relation to these priorities, prior to its development of the draft Health Improvement Action Plan (2017 to 2020) at its next meeting, which is to be held in February. The Working Party then intends to table a copy of the draft Action Plan for consideration by the Board at its meeting to be held on 13 March 2017.

6 **Report Implications**

6.1 **Finance and Value for Money Implications**

6.1.1 The health improvement services that will be identified in the corporate Health Improvement Action Plan (2017 to 2020) will be funded either through approved revenue budgets or secured external funding. Warwickshire County Council's Public Health Department supported the previous Health Improvement Action Plan (2014 to 2017) in the sum of £17,000 per annum and negotiations are being held with a view to agreement being reached to extend this level of support for related activity in the new corporate Action Plan. In this regard, partnership led health improvement projects and interventions are a cost effective way of enhancing the health and well-being of the local community.

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 well-being. 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, Well-being and Leisure Implications

6.4.1 The activity identified within the future Health Improvement Action Plan (2017 to 2020) will be designed to positively impact upon individual and collective health and well-being, 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 well-being 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 Improvement Action Plan (2017 to 2020), 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 well-being 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 well-being activity positively impacts across 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 well-being 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	Warwickshire County Council	Warwickshire Joint Strategic Needs Assessment	2015 / 16
2	Warwickshire County Council	Warwickshire Health and Well-being Strategy	2014 to 2018

Health & Wellbeing Working Party

Focus

2017-2020

Aim

To encourage and support the community to adopt a proactive approach in the prevention and self management of health and wellbeing conditions

Outcomes

- Reduce the number of children in poverty (under 16)
- Reduce the number of obese children (year 6)
- Reduction in under 18 conceptions
- An increase in the number of adults who are physically active
- A reduction in the percentage of adults with excess weight
- Less hospital stays for self-harm
- A reduction in the percentage of recorded diabetes
- Reduce the number of people who are killed and seriously injured on roads
- Reduce the under 75 mortality rate: cardiovascular
- Reduce the under 75 mortality rate: cancer
- Reduction in the number of excess winter deaths
- Aid a reduction in smoking status at time of delivery

PLACE

To encourage those developing Neighbourhood Plans to include health considerations

Encourage the improvement of the walking and cycling links in the Borough £

Support the Strategic Leisure Review £

Monitor and challenge the number of takeaways in the Borough

Explore and ensure the application of features within homes to keep them warm

Encourage the Dementia Friendly environments initiative ££PH

To study and respond to the factors contributing to Atherstone's poor health outcomes and disseminate the results

To monitor and support interventions to reduce the number of road traffic accidents £

Promote and support the #onething campaign ££PH

Promote and support the Fitter Futures services in North Warwickshire, including; Physical Activity on Referral, Change Makers, and Adult Weight Management ££

Encourage an increase in uptake for the flu vaccine £PH

Monitor and support the Borough Care service £

Support services in North Warwickshire relating to teenage pregnancy ££

Support and promote the local smoking cessation services including the Stop Smoking in Pregnancy Service £PH

Support the Dementia Friends initiative £PH

To support, extend and develop the local walking groups £

PEOPLE

ACCESS

Endeavour to improve transport to health care within the rural communities £

Champion access to local good quality end of life care £

Promote access, monitor and support the Borough Care service £

Improve access to Dementia services for people living with dementia and their carers ££

Support and enhance the school education programme including; conception rates, self-harm, healthy eating, and alcohol awareness ££

To monitor and report on the development of CAMHS service in North Warwickshire £

To monitor and provide feedback on the progress of the STP and consider the implications for North Warwickshire

To monitor and report on primary care provision in North Warwickshire, including early referral in cancer £

Community Hubs more proactive for health ££PH

Engage with and promote the initiatives to tackle poverty and support vulnerable people ££

Key

£ Funding requirement from NWBC

££ Funded by external partner

PH In current Public Health contract

Community and Environment Board

23 January 2017

Health and Well-being Working Party

Minutes

15 December 2016

Present

Cllr. Bell (Chairman) and Cllr. Chambers

Rachel Robinson (WCC), Simon Powell and Becky Evans (Both NWBC)

Rachel Fowler (Strategic Leisure Ltd.) attended for Agenda Items 3

David Williams (NHS England) attended for Agenda Item 4

Apologies for Absence

Cllr. Smith

Item	Notes	Action
2	<p>Minutes of the Last Meeting (15 September 2016)</p> <p>The minutes of the previous meeting were agreed as an accurate record of the proceedings. They were also received and noted by the Community and Environment Board at its meeting held on 17 October 2016.</p> <p>Matters Arising</p> <p>A further updated organigram of health-related organisations was awaited from RR.</p>	RR
3	<p>Strategic Leisure Review Consultants – Update on Progress</p> <p>RF updated the Working Party on the Health, Well-being and Leisure Strategy related work of the external consultants, as follows:</p> <ul style="list-style-type: none"> • Consultation undertaken with Public Health and the majority of other identified stakeholders e.g. Community Development, Borough and County, Community Safety, etc. Consultation with sports clubs had been challenging • A number of health themes are emerging, which will inform the draft Vision, Aims and Objectives of the Strategy. These will be drafted for discussion at the next meeting of the Working Party • Key issues raised by Members included the need to reflect mental health issues; the requirement to deliver “change”, even if this was long-term, and how will the Strategy will make a difference • Information on the North Warwickshire Cycle trail was still required from the County Council <p>The proposed New Way of Working for the Community Development section had been endorsed by the Consultants. This matter would now be considered by the Community and Environment Board.</p>	RR SNP

Item	Notes	Action
4	<p>David Williams– NHS England</p> <p>There are 28 general practices across Warwickshire North CCG, five of which are dispensing practices. Fourteen are considered to be “small” (covering a population of less than 5000).</p> <p>It is recognised that resilience is an important factor for the practices in North Warwickshire. Consequently, NHS England will be offering training for Practice Managers to be SMARTER, and support will be provided to help them become effective businesses.</p> <p>Establishing a GP Federation, which has the potential to create opportunities for practices, is proving to be challenging in North Warwickshire.</p> <p>The practice in Hartshill is being supported financially by NHS England, with over £1m having been provided for its construction</p> <p>It was acknowledged that there was a need for improved dialogue between the NHS and local authorities.</p> <p>.</p>	
5	<p>Health Improvement Action Plan</p> <p>A draft Focus had been produced for 2017 to 2020, which was discussed by the Working Party. Further comments on the circulated draft were required prior to Christmas. The Focus diagram would then accompany a report to Community and Environment Board on 23 January. A supporting corporate Health and Well-being Action Plan would then be considered at the next meeting of the Working Party and by the Board in March.</p>	<p>HWWP</p> <p>SNP / BE</p>
6	<p>Atherstone / Mancetter Scoping Document</p> <p>Public Health had produced a comprehensive Needs Assessment for Atherstone and Mancetter, two copies of which were circulated.</p> <p>A meeting had been arranged for January to add “soft” data about the areas to the report. Additional feedback would be provided to the Working Party in February.</p> <p>The Working Party expressed its thanks for the production of the very helpful and informative document.</p>	<p>RR</p>
7	<p>Teenage Pregnancy</p> <p>England has the highest teenage pregnancy rates in Europe, with Nuneaton and Bedworth (and some Wards in North Warwickshire) having the highest rates in England. There is also a high uptake of long-term contraceptives.</p> <p>At the recent summit around teenage pregnancy, it was acknowledged that there are issues with pharmacists being consistent with the distribution and charging of emergency contraception.</p> <p>Although the map of priority Wards cannot be shared due to the small number of people involved, RR is looking into the possibility of providing information that may be of assistance to the Working Party in its consideration of this issue.</p> <p>The Working Party would like to explore the possibility of commissioning Respect Yourself to deliver Relationship and Sex Education at the Queen</p>	<p>RR</p> <p>HWWP</p>

Item	Notes	Action
	<p>Elizabeth School in Atherstone.</p> <p>The Health Shop in Hatters Space (Nuneaton) will now remain open. The Working Party would be interested in having some provision within North Warwickshire (and Atherstone in particular).</p>	
8	<p>Warwickshire Suicide Prevention Strategy</p> <p>The Warwickshire Suicide Prevention Strategy 2016 / 20 has been launched and was circulated. North Warwickshire was not considered to be a “hot spot”.</p> <p>105 deaths were recorded as conclusions of death by suicide by the Warwickshire Coroner in 2013 and 2014. The highest figures were in the 35 to 64 age group, the most common method of suicide is hanging (which reflects national figures) and the majority of deaths occurred in people’s own homes.</p> <p>Mental Health First Aid training will be made available to staff through Public Health.</p> <p>Similar to the issue relating to teenage pregnancy, the potentially identifiable data prevents information being given at Ward level. RR will look into the possibility of providing “ranking” details, rather than actual figures.</p>	RR
9	<p>End of Life Care</p> <p>Dr Khan is the End of Life Care GP “lead” in North Warwickshire, and he is based at a surgery in Atherstone. Dr Khan is to be invited to the Health and Well-being Working Party meeting in April.</p>	BE
10	<p>County Health and Well-being Board</p> <p>It was noted that there was little to report from the Health and Well-being Board.</p>	
11	<p>Any Other Business</p> <p>STP</p> <p>MB updated the Working Party on progress in respect of the emerging STP.</p> <p>Community Hubs</p> <p>RR circulated a vision for the development of community health and well-being hubs. This issue would be considered in more detail at a future meeting.</p>	RR
	<p>Future Meeting Dates (all 10:00am in the Board Room)</p> <p>16 February 2017 (Leisure Consultants, Community Hubs)</p> <p>20 April 2017 (End of Life Care – Dr Khan)</p>	BE

Agenda Item No 14

Community and Environment Board

23 January 2017

Report of the Chief Executive

Coventry and Warwickshire Sustainability and Transformation Plan - Use of Urgent Business Powers

1 Summary

- 1.1 This report informs Members of the action taken by the Chief Executive under his Urgent Business Powers in responding to the Coventry and Warwickshire Sustainability and Transformation Plan.

Recommendation to the Board

That the action taken by the Chief Executive under his Urgent Business Powers be noted and endorsed.

2 Consultation

- 2.1 The response was made following consultation with the Councillors Bell and Chambers.

3 Report

- 3.1 The Council has been invited to comment on the Coventry and Warwickshire Sustainability and Transformation Plan. In view of the timescales the Chief Executive, in consultation with the Councillors Bell and Chambers, has responded on behalf of the Council to the document. A copy of the response is attached at Appendix A. A full copy of the Coventry and Warwickshire Sustainability and Transformation Plan has been placed in each Group Room.

- 3.2 The Board is invited to note and endorse the action taken.

4 Report Implications

4.1 Health, Wellbeing and Leisure Implications

- 4.1.1 These are set out in the document and the Council's response.

4.2 Links to Council's Priorities

4.2.1 Health and well-being.

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

Background Papers

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

Background Paper No	Author	Nature of Background Paper	Date

Coventry & Warwickshire Sustainability & Transformation Plan (STP)



Foreword: Summary of our STP



In this October submission we have set out our progress since the submission in June and our ambitions and plans for sustainable Health and Care Services in Coventry and Warwickshire.

Our STP is based on achieving clinically and financially sustainable services, reducing the amount of people needing hospital care, alongside system and service changes. Discussions continue around the future system form and the steps required to develop into the Accountable Care System to which we aspire. Work is also progressing around identifying and appraising options for service reconfiguration and/or consolidation where appropriate, especially with back office functions, to increase productivity and efficiency.

As senior leaders across Coventry and Warwickshire we have agreed the need for a single vision, aligned to that of our Health and Wellbeing Boards, and we have developed bold transformational plans to deliver the sustainable, safe services we know are necessary and that will reduce the risk of ill health for our citizens.

We have purposefully taken time to ensure that we have developed a good foundation for this transformation, have engagement of key stakeholders and that our plans are based in both practical and financial reality.

Our key transformation programmes are still evolving and have been modified since June to reflect our extended ambition and following input from clinical, strategic and financial leads across the health and care economy, through an independently chaired group known as a Design Authority. This group offers a sense check, challenging the scale of our ambition and plans and identifying interdependencies. Clinical and financial sustainability have been key criteria in doing this and so George Eliot Hospital NHS Trust and University Hospitals Coventry and Warwickshire NHS Trust are working together to prepare an outline case for an alternative way of working across the two Trusts, aimed at delivering clinically and financially sustainable services.

Our Transformation Workstreams, Proactive & Preventative Care, Urgent & Emergency Care, Planned Care (including Maternity & Paediatrics and Cancer) and Productivity & Efficiency are supported by a number of supporting Enabling Workstreams, covering Workforce (staffing), Estates (buildings and land), IM&T (use of technology) and Communications & Engagement. Public Health and Mental Health are integral to all and so are embedded within all the transformation workstreams, rather than operating as a separate entities. A large part of our transformation will require developments in primary care (e.g. non hospital and General Practice settings), both in staffing and what services are provided, and so we are in the early stages of developing a Primary Care Development supporting workstream. We have also been clear that we must maintain momentum on, and/or accelerate existing transformation projects and have incorporated these into our plan.

We are clear that these programmes will address the three aims, as set within the Five Year Forward View and the national framework for Sustainability and Transformation Plans.

As annexes to this submission we have included more detail around our plans and commitments but we recognise that we must now continue at pace to complete the population of the Programme Management arrangements, build our staffing plans and finalise the appropriate governance and engagement arrangements necessary for full delivery of our commitments.

We welcome the review of our submission and any comment and support at the earliest opportunity, to assist us in delivering this single vision to improve health and care services for our citizens and communities across Coventry and Warwickshire.

Professor Andrew Hardy

UHCW Chief Executive Officer/C&W STP SRO

06/12/2016

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Our STP fundamental premises

Our STP vision is aligned to the identified and understood wider challenges and priorities for the Coventry & Warwickshire Health and Care economy, as agreed by our Health and Wellbeing Boards:

To work together to deliver high quality care which supports our communities to live well, stay independent and enjoy life.

Our focus is on making sure safe and sustainable services are delivered to our citizens in ways that benefit them and support the STP vision and all partners have agreed that form will not be a barrier to the delivery of such services.

To do this we will:

- Reduce the projected future demand growth, through prevention and proactive care of the population, remodeling urgent and emergency care and reviewing and amending the planned care offering, as the total financial challenge by 2020/21 is cost that is not currently being incurred by the system, the vast majority of this cost being due to future activity growth
- Reduce unit cost of provision, by delivering care at lower cost setting/s or by becoming more efficient in current setting/s
- Improve efficiency within and across organisations, through delivering collective productivity opportunities
- Potentially make specific organisational changes (as outlined later in this document) that mirror changes in clinical pathways and services and move us towards an Accountable Care System
- Ensure opportunities and changes are assured in both business and clinical contexts through a Design Authority with an independent chairman
- Embed public health and mental health within all our transformation programmes
- Develop a workforce and Primary Care/General Practice appropriate to these transformed services
- Develop and implement sustainable infrastructure solutions (Estates and IM&T) through which we can deliver these services
- Engage with key stakeholders, staff and our communities as we continue to develop, refine and implement our plans, building on the firm platform we have developed through our Health & Wellbeing Boards

We are committed to providing joined-up care wherever possible through integration of both the Health and Social Care aspects of our commissioning and service provision, as this is fundamental to reducing current demand and curtailing projected future demand growth, as well as improving citizen/community experience.

Changes since June submission

The June STP submission outlined the footprint's health and wellbeing gap, care and quality gap, and finance and efficiency gap.

A number of opportunity areas were identified to address these challenges, however the identified savings did not close the forecast financial do-nothing gap.

Following the June submission, we have continued to work together, with external support, to develop the September financial submission and this October submission. This has included:

An update of the financial do-nothing gap based on recent national guidance

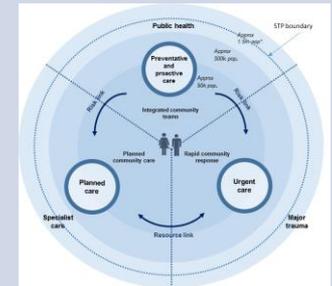
An update of the business-as-usual efficiency plans for commissioners and providers

Development of transformation workstreams that align with the strategic direction agreed by commissioners (Health and Social Care) across Coventry and Warwickshire

George Eliot Hospital NHS Trust and University Hospitals Coventry and Warwickshire NHS Trust working together to prepare a strategic outline case for a service model across the two Trusts aimed at delivering clinically and financially sustainable services

Formation of an independently chaired Design Authority with clinical and managerial representatives across the footprint to:

- Embed joined up stakeholder engagement at all levels within the STP programme
- Act as a sounding board for the emerging whole system vision
- Provide whole system and clinical input into the design of the new system
- Design and agree the appropriate programme structure and remit of workstreams
- Sense-check the impact assessment of transformation opportunities
- Identify key interdependencies across workstreams and ensure that these are appropriately addressed
- Provide independent challenge (via the Chair) and facilitation of “difficult conversations”



Impact assessment of the opportunities identified under each workstream, including the phasing of benefits and costs

Formation of a Finance Group including the Chief Finance Officers, or equivalent, from each organisation to test and challenge modelling assumptions and output

Development of a high-level delivery plan and programme structure to facilitate work at pace and scale including developing work programmes, PID-type outlines, leadership and delivery teams for every workstream

Further coming together and joint working of Health and Wellbeing Boards with Health and Wellbeing Concordat in place

Coventry & Warwickshire STP: Plan on a page



Our Vision

To work together to deliver high quality care which supports our communities to live well, stay independent and enjoy life.

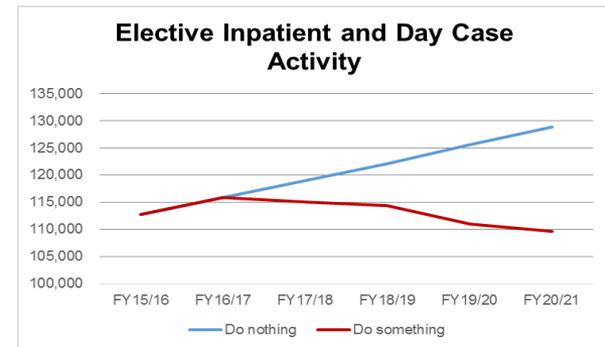
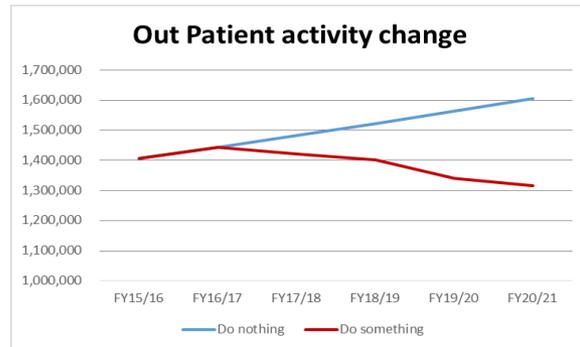
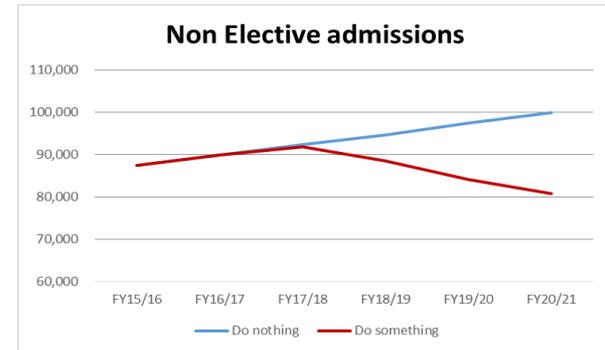
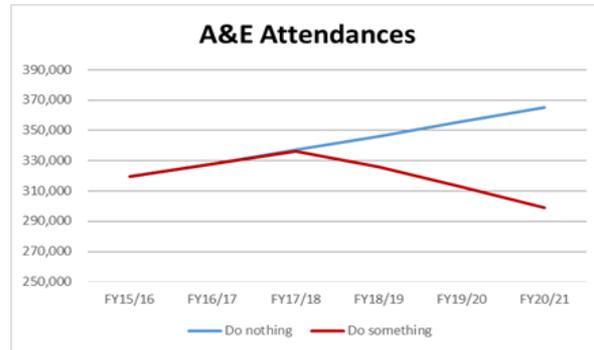
TRANSFORMATION WORKSTREAMS	Proactive & Preventative care (P&P)	Urgent & Emergency care (U&EC)	Planned care (PC)	Maternity & Paediatrics (M&P)	Productivity & Efficiency (P&E)
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Public Health and Mental health are a part of everything we do and will feature across all workstreams

ENABLING WORKSTREAMS	Workforce	IM&T	Estates	Communication & Engagement	Primary Care Development
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Interventions / Opportunities

P&P	Prevention Existing Out of Hospital plans Crisis response Extended scope of proactive care
U&EC	Enhanced ambulatory care Establish a urgent & emergency care network (NHS111/Out of Hours; Senior clinician at front door) Inputting into other workstreams (in particular proactive and preventative) Stroke pathway
PC	Pathway redesign (as part of Right Care work) Reduction in lower value procedures (as part of Right Care day case work) Consolidation of elective specialties
M&P	Consolidation of Maternity and Paediatrics services
P&E	Back office collaboration Consolidation of clinical support services



Coventry & Warwickshire STP: Plan on a page deliverables

Outline plan – key transformation deliverables in more detail

2016/17

P&P: Prevention design & delivery plans. Expansion of existing Better Care Fund activities. Out of Hospital up to contract award. Crisis response developed up to commercial arrangements. Extended scope of proactive care delivery plan.

U&EC: Enhanced Ambulatory Care & Frailty Service developed and mobilisation commenced, including new workforce model. Service options, defined pathways, IT strategy and workforce plan for U&EC. Develop approach and plan for public education around U&EC. Consultation on new stroke pathway.

PC: Redesign MSK pathway. Develop delivery plan for other PC pathways. Review “lower value” procedures and develop delivery plan & financial impact model. Develop PC service consolidation options. Design PC policies, procedures & procurement programme.

M&P: Options appraisal for M&P.

P&E: Back-office, clinical support & other areas for collaboration impact analysis.

Enablers: Local Digital Roadmap development and Business Case for Electronic Patient Record (EPR). Development of new operational model for Estates (single estate type solution). Primary care development in line with GP 5YFV. Options for Accountable Care System (ACS) explored.

2017/18

P&P: Prevention mobilisation and implementation. Mobilisation & implementation of Out of Hospital programme. Crisis response implementation (potentially as part of out of hospital). Extended scope of proactive care mobilisation and implementation.

U&EC: Start mobilisation of U&EC plans and standardise approach to referrals/bookings. Single digital Emergency Care record. Implement plan for public education around U&EC. Implement new stroke pathway.

PC: Pilot implementation of “lower value” procedures programme & develop thresholds. Business Case, assurance, consultation around PC consolidation. Mobilise and commence implementation of PC policies, procedures & procurement programme.

M&P: Business Case, assurance process and consultation for M&P.

P&E: Business Cases for consolidation of back-office /clinical support functions.

Enablers: Assurance for EPR and, if approved, move to procurement. Mobilisation /implementation of new estates model. Continued Primary care development in line with GP 5YFV. ACS proposals and plans in place - ? shadowing.

2018/19

P&P: Continued Prevention implementation.

U&EC: Public education around U&EC.

PC: PC policies, procedures & procurement programme. Implement “lower value” procedure thresholds. Implement PC consolidation. Achieve Right Care savings.

M&P: Mobilisation/implementation for M&P.

P&E: Consolidation of Back-office functions & standardisation of procedures.

Enablers: UHCW procure and deploy an integrated EPR solution. Accountable Care System in place.

2019/20

2020/21

P&P, PC and U&EC: as above

M&P: M&P implemented.

P&E: Implementation of clinical support functions consolidation and any other areas identified.

Enablers: Develop the final business case for EPR to be deployed to other Coventry health organisations yet TBC. Warwickshire organisations potentially moving onto same integrated solution as Coventry leading towards an Electronic Citizen Record (ECR).

Benefits for our communities

Our STP is aligned to the priority areas and benefits identified by our Health and Wellbeing Boards through the Joint Needs Assessment activity and the joint Health and Wellbeing Concordat and is summarised by the STP vision: *To work together to deliver high quality care which supports our communities to live well, stay independent and enjoy life.*

There are many benefits that will be realised by our communities, ranging from those of widespread application (e.g. increased community capacity and resilience, promoting independence and long term population health benefits from smoking cessation) to the specific and individual (e.g. post stroke rehabilitation at home rather than in hospital, ability to more easily have a home birth, better support to die at home rather than in hospital).

Some detailed examples of community/individual benefits from our transformation plans are:

<p>Proactive & Preventative Care</p>	<p>Better general health with reduced risk of illness Increased independence with reduced/delayed hospital and/or care admissions Less frequent hospital attendances for patients with long term or complex conditions Shorter length of stay in hospital More rehabilitation, after-care, long term condition care and end of life care at or closer to home More personalised care and better individual/family/community experience</p>	
<p>Urgent & Emergency Care</p>	<p>Standardised single point of access with timely redirection to most appropriate care All stroke patients receive initial care in specialist hyper-acute/acute stroke unit Reduced length of hospital stays and more rehabilitation, after-care at or closer to home Improved urgent care closer to people's homes Better patient experience</p>	
<p>Planned care</p>	<p>Elimination of <i>post-code lottery</i> effect for many elective procedures/treatments Fewer hospital attendances pre and post treatment Elimination of interventions known to be of lower clinical/lifestyle value than alternatives Better patient experience</p>	
<p>Maternity & Paediatrics</p>	<p>Sustainable services that meet current guidance and findings of recent national and regional reviews Increasing home births and introduction of community hubs</p>	
<p>Productivity & Efficiency</p>	<p>Reduction in use of agency staff with “knock on effect” on improved quality of care and patient experience Financial sustainability that will underpin ongoing service sustainability</p>	

STP response to key areas of focus within Five Year Forward View (1)

Strengthen and invest in primary care

Already work going on across the footprint to develop GP services in line with the GP Forward view.

A primary care development workstream will focus on developing GP services at scale and pace closely aligned to other STP activity to facilitate transfer activity from hospitals into care closer to home.

Patients will have better and extended access to GP services.

A number of services, for which patients currently have to travel to hospital, will be available within their local community or even in some instances at home.

Our aim is to provide high quality, easily accessible, clinically and operationally sustainable GP and primary care services for our communities.

Deliver A&E and ambulance standards, simplify the U&EC system making it more accessible.

Review and reform of the Coventry & Warwickshire A&E/Urgent Care Board/s to provide clear and strong collaborative leadership in this area.

Working closely with other STP workstreams to reduce demand for U&EC services through crisis intervention within the community to help keep people at home rather than in being admitted as an emergency into hospital.

Work to look at how best to provide clinically sustainable U&EC/A&E provision in the immediate future and going forward, given the current national shortages in the U&EC workforce.

Developing and publicising clear and simple routes of access to U&EC services will be a priority, so citizens have clear direction and simple ways to access the U&EC services.

STP response to key areas of focus within Five Year Forward View (2)

<p>Improve mental health and cancer services, and for people with learning disabilities.</p>	<p>Our Mental Health provider is already part of a regional programme of service improvement (MERIT Vanguard) and will continue this work to improve mental health services for our citizens.</p> <p>Given its significance, we are going to treat Cancer services as a completely separate wave of clinical pathway review from other specialties. This will mean that we can start to make improvements in our cancer services earlier than otherwise.</p> <p>Build on previous and current Better Care Fund activity on improving the situation for citizens with learning disabilities, particularly in moving those who are receiving care out of the area into appropriate care closer to their family and friends.</p>
<p>Prevent illness, empower people to look after their own health and prevent avoidable hospital stays.</p>	<p>Focus will be on areas identified as having a significant impact on the health of our citizens, such as obesity, smoking (especially in pregnancy), falls prevention and building community capacity and resilience, so citizens are better able to look after their own health and stay in good health and enjoy life.</p> <p>Integrated Out of Hospital care will mean our citizens are only treated in hospital when this is absolutely necessary and for the shortest time possible.</p>
<p>Improve the quality of hospital services, including maternity services, and deliver the RTT access standard.</p>	<p>Address issues of quality and sustainability around particular hospital services across Coventry & Warwickshire to make sure there are safe, clinically and financially sustainable services available.</p> <p>Clinically and financially sustainable Maternity and Paediatric services available across the whole of Coventry & Warwickshire meeting current guidance and best practice, as highlighted by recent national and regional reviews into these services, for example supporting more mothers who choose to, to be able to give birth at home.</p>
<p>Create a financially sustainable health system for the future.</p>	<p>Going forward our focus is on making sure safe and sustainable (clinical & financial) services are delivered to our citizens in ways that support the STP vision : <i>To work together to deliver high quality care which supports our communities to live well, stay independent and enjoy life.</i></p>

Local Consensus: STP Vision and Health & Wellbeing Board Alignment



Over the last 6 months Warwickshire County Council and Coventry City Council Health and Wellbeing Boards have developed jointly and agreed a concordat out of which the STP vision was developed.



The Health and Wellbeing boards are regularly engaged in the STP development with the content of this plan being considered at a dedicated joint session on 13th October 2016, at which both Council Leaders and all STP organisation leaders were present. Following this event, work is already underway revising the P&P workstream remit to better address the following Health and Wellbeing Board question:

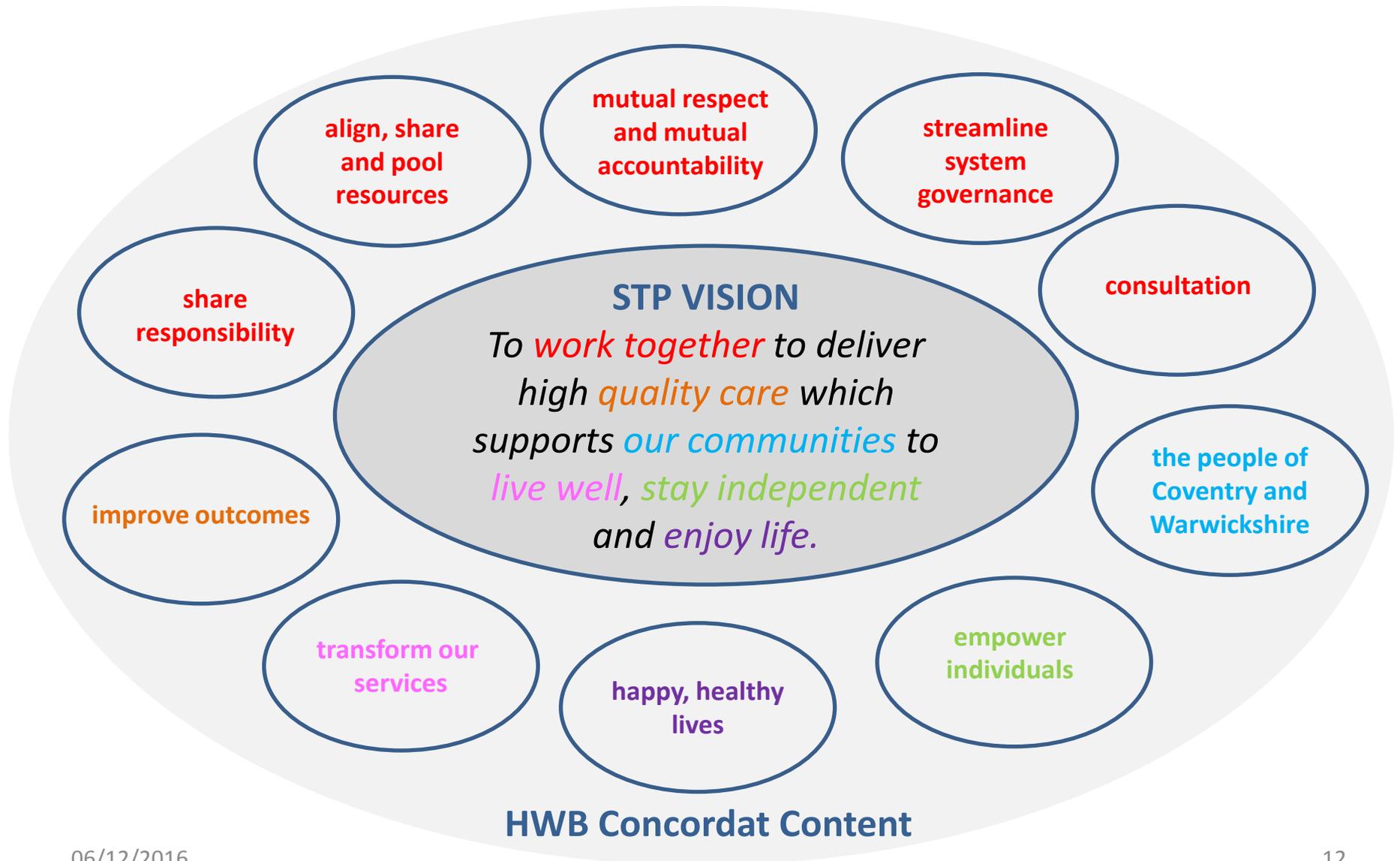
How do we create the real SHIFT to a new model where prevention is everybody's business and the whole system is engaged in reducing and preventing demand on the health and social care system?



Councillor Izzi Seccombe, Chair of the Warwickshire Health & Wellbeing Board and Leader of Warwickshire County Council, said: "This is a momentous step for Coventry and Warwickshire working together around the health and care needs of our people and our shared place and I am excited to be going forward together."

Councillor Kamran Caan, Chair of the Coventry Health & Wellbeing Board and Cabinet Member for Public Health and Sport at Coventry City Council, said: "People and communities are at the heart of everything we do and creating a partnership like this is going to help shape better futures for those that we want to support. This agreement allows us to work closer together to create a better system that improves the health, wellbeing and overall happiness of people and families across Coventry and Warwickshire."

Local Consensus: STP Vision and Health & Wellbeing Board Alignment



Revised C&W STP Financial Summary

The total 'do-nothing' NHS financial challenge facing the healthcare system by 2020/21 is forecast to be £267m.

In addition, the two Local Authorities would face a deficit of £33m by 2020/21 (across social care and public health only).

The STP plan assumes no cost shunting of CHC costs from health to social care, but there are £8.6m of CHC savings in health plans by 2020/21.

The plan assumes that any costs to Local Authorities in relation to closely associated new burdens, for example in respect of the Better Care Fund, Care Act Funding Reform and Transforming Care initiatives are fully funded and that any funding of these developments will not impact adversely on STP income stream assumptions.

Local authority budgets present a managed gap, however, the actions necessary to achieve this are significant and their seriousness and their risks are less visible by the fact that the position is balanced.

Provider and commissioners have identified business-as-usual recurrent efficiency savings of £141m.

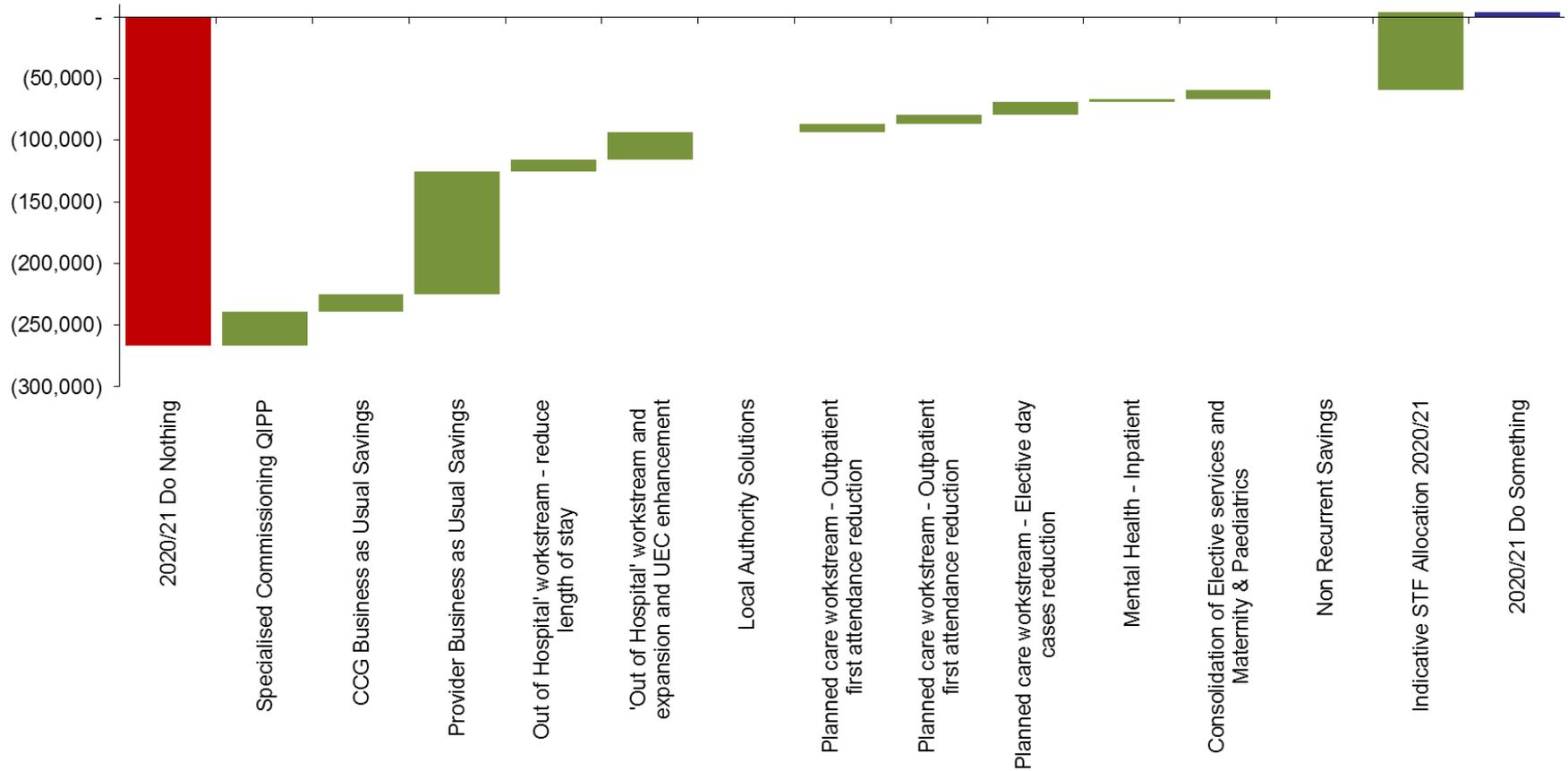
Analysis of the opportunities developed by the Design Authority, workstreams and external support, have identified the potential savings of £66m* towards the do-nothing financial challenge.

The system is also expected to receive £63m STF funding in 2020/21 to support transformation.

As a result the footprint now has a financial plan that creates a financially sustainable health and care system by 2020/21, underpinned by high-level workstream plans, with key assumptions tested and agreed by the Finance Group and the Design Authority.

*These financial benefits are driven by better managed demand, better utilisation of the health and care assets and improved efficiency within and across organisations and are net of re-provision costs incurred by providing alternative care and support outside the current care setting.

A financially sustainable health and care system by 2020/2021



Curtailing Demand Growth: Target Cohorts

Programme Workstream	Cohorts
<p>Proactive & Preventative</p> 	<p>Prevention: Frail and elderly; smokers, particularly in pregnancy; all at higher risk related to obesity Out of Hospital: Top 15% most complex patients Crisis Response: People with complex needs in health and social care Proactive care: All people with LTCs (not within the top 15%)</p>
<p>Urgent & Emergency Care</p> 	<p>Enhanced Ambulatory Care: People who are frail, largely with complex needs (aligned with top 15%) Establishing U&EC network: All remaining population</p>
<p>Planned Care</p> 	<p>Pathway redesign: Out patient attendances Lower value procedures: Elective day case activity, stricter thresholds applied consistently (eliminate post-code lottery) Consolidation of elective specialties: Some entire services but mainly Out Patient & Day Case, which and when TBC</p>

Curtailing Demand Growth: Demand & Financial Impact

Our STP key demand and finance targets

Proactive & Preventative Care	A reduction of 21k attendances and 10k admissions against do-nothing growth, corresponding to a £34.7m saving (includes both out of hospital, acute mental health and Urgent and Emergency Care).
Urgent & Emergency Care	A reduction of 21k attendances and 2k admissions against do-nothing growth. Note the savings are included within Proactive and Preventative care above.
Planned Care	A reduction of 189k attendances and 12k admissions against do-nothing growth, corresponding to £24.5m in savings.
Productivity & Efficiency	<p>Total net saving of £7.1m (note this includes maternity and paediatrics at this stage).</p> <p>In addition there is £141.2m of Business as Usual efficiencies assumed within the model.</p> <p>A total financial impact of £207.5m by 2020/21 (excluding social care)</p>

Programme Structure & Workstreams

STP Board		
Comprised of the heads of each organisation, with Healthwatch in attendance. It is responsible for decision making and providing strategic direction.		
Finance Group	Design Authority	Transformation Workstreams
<p>The Finance Group is comprised of the Finance Directors of each organisation and its role is the development of the STP financial template, including:</p> <ul style="list-style-type: none"> Finalising the do nothing and BAU gaps Supporting intervention modelling 	<p>The Design Authority is comprised of clinicians and strategy leads from across the footprint and its role is to:</p> <ul style="list-style-type: none"> Identify transformation opportunities Identify and address key interdependencies Sense check financial impact assessments 	<p>There are five transformation workstreams</p> <ul style="list-style-type: none"> Proactive & Preventative care Urgent & Emergency care Planned care Maternity & Paediatrics* Productivity & Efficiency <p>The role of these workstreams is to develop the identified opportunity areas</p> <p><small>*will eventually become part of Planned Care</small></p>
Public Health and Mental health are a part of everything we do and feature across all workstreams		
Enabling Workstreams		GEH/UHCW
<ul style="list-style-type: none"> Workforce Estates IM&T Communications & Engagement 	<p>The role of these workstreams is to work alongside the transformation workstreams to identify what is required to enable progress of each opportunity area</p>	<p>Preparation of a Strategic Outline Case on a collaborative service model aimed at delivering clinical and financial sustainability</p>
A Primary Care Development workstream is being added		

Transformation Workstreams (summary)

Workstream	Content	Some Examples	Outcomes
 Proactive & Preventative	Prevention Existing Better Care Fund activity Existing Out of Hospital plans Crisis response Extended scope of proactive care	Public Health activity Social Prescribing & Community support Neighbourhood teams Early intervention	Reducing activity growth related to smoking and obesity for 70% of smokers and all high risk related to obesity Reducing Non-elective(NEL)/A&E activity for top 15% most complex patients Reducing length of stay Reducing NEL/A&E activity for all people with LTCs (not within top 15% most complex patients)
 Urgent & Emergency Care	Enhanced ambulatory care Establish a U&EC network (Senior clinician at front door) Inputting into other workstreams (in particular proactive and preventative) New stroke pathway	Frailty services Improved primary care access Urgent Care centres Paramedic @ home Public education Integrated 111/Out of Hours Stroke pathway redesign Possible A&E reconfiguration	Reducing NEL admissions for people who are frail (largely aligned with 15% most complex) Reducing NEL/ A&E activity for the remainder population
 Planned Care	Pathway redesign Reduction in lower value procedures Consolidation of elective specialties	Musculoskeletal pathway Other pathways redesigned Review of "out-dated"/lower value procedures Patient education	Reducing OP activity for all OP attendances Reducing elective day case activity Removal of duplication Reducing unit cost for identified elective specialties Standardised referrals/pathways across the footprint
 Maternity & Paediatrics	Response to recent national and regional reviews Ongoing sustainability across footprint (eventually part of Planned Care)	Expanded home birth provision Address Workforce challenges Sustainable services	Unit cost analysis of options. Bottom up analysis of configuration options. Service reconfiguration to meet national/local review recommendations and bring ongoing sustainability Realise financial savings
 Productivity & Efficiency	Back office collaboration Consolidation of clinical support services	Procurement, Pay roll Pathology network, Radiation protection, Estates, IM&T	Savings from back-office and clinical support collaborations/consolidation Sustainable clinical support functions

Enabling Workstreams (summary)

Workstream	Activity	Outcomes
 <p>Workforce</p>	<p>Addressing current workforce issues</p> <p>New roles</p> <p>New models of training</p>	<p>Workforce changes associated with STP plans in place</p> <p>New roles developed with appropriate training in place</p> <p>A safe and sustainable workforce</p>
 <p>Estates</p>	<p>Consolidation of estate and making best use of existing estate</p> <p>Primary care estate</p> <p>New estates operating models</p> <p>Identifying opportunities to share/use other partners' estate</p>	<p>Reduced costs</p> <p>Reduced requirement for capital and additional estate</p> <p>Fit for purpose primary care estate</p> <p>Sustainable estates workforce</p> <p>Care closer to home</p> <p>Estates changes associated with STP plans in place</p>
 <p>IM&T</p>	<p>C&W Digital Roadmap</p> <p>Electronic Emergency/Urgent Care Record (UCR)</p> <p>Electronic Patient Record (EPR) → Electronic Citizen Record (ECR)</p> <p>Consolidation of IM&T workforce/back office</p> <p>Digital/electronic innovations in treatment & care</p>	<p>Electronic Citizen Record (ECR)</p> <p>Population Health Management approach</p> <p>Reduction in duplication</p> <p>Better, safer care & improved user experience</p> <p>Innovative, digitally enabled transformations in care</p> <p>Reduced demand through increased independence</p> <p>Empowered workforce and service users</p>
 <p>Communication and engagement</p>	<p>Ongoing communications (public, service users, staff)</p> <p>Ongoing dialogue with partners and stakeholders</p> <p>Informal communications and dialogue</p> <p>Statutory communications/consultations</p> <p>Media</p>	<p>All stakeholders, staff and public informed</p> <p>Constructive and collaborative approach to change</p> <p>Efficient dialogue about change through productive informal networks</p> <p>Compliance with all statutory requirements</p> <p>Increased support/understanding and reduced challenge</p>
 <p>Primary Care Development</p>	<p>This is a new enabling workstream that is in its very early stages of development. We envisage that whilst it will be focussing on the STP enablers within GP Practices (Workforce, Estates, IM&T), linking into the other appropriate enabling workstreams. It will also act as an enabling workstream in its own right, ensuring that appropriate services are developed alongside and aligned to the transformation workstreams, to help ensure their success. The system is committed to ensuring that the investment in Primary Care will be at least as great as the growth in CCG income in line with planning requirements.</p>	

Role of Mental Health & Public Health



We don't have separate Public Health and Mental Health workstreams

Both Mental Health and Public Health have established programmes of work around the prevention agenda and the 5YFV for Mental Health.

Our Mental Health Provider (CWPT) is already part of a Mental Health Vanguard and so is already underway with major transformation and service improvement schemes.

We consider public health and mental health to be key parts of our “people focussed” transformation workstreams (Proactive & Preventative Care, Urgent & Emergency Care, Planned Care, Maternity & Paediatrics).

We therefore have these specialties embedded within the transformation workstreams, informing their decisions and plans, rather than as separate, silo workstreams.

This is demonstrated by the involvement of mental health and public health leads and practitioners in the workstreams and their project/working/task & finish/clinical reference groups.

Priorities going forward

Workstreams	Priorities
<p>Preventative & Proactive Care</p> 	<p>Integrated teams or communities (approximately 15-20 across the footprint covering 50k population) bringing together services that meet the needs of the population they cover</p> <p>Focus on prevention, keeping people well, reducing demand & pressure on more expensive parts of the system</p> <p>Primary care at the core, with social care, mental health, community services, and acute services out-reach and in-reach, forming a network of care and support</p> <p>Maximisation of the capacity and strengths that the person and their family bring and what is already available within the community</p> <p>Proactive in-reach into the acute by integrated teams, pulling people out of acute care and support recovery and rehabilitation.</p>
<p>Urgent & Emergency Care</p> 	<p>Simple access without duplication, reflecting the national direction for U&EC facilities and move towards integrated delivery</p> <p>Reduced reliance on U&EC over time, with integrated teams proactively managing people at risk</p> <p>Integrated rapid response and support once people are in the urgent / emergency care system, with urgent social care response incorporated</p> <p>Implement new stroke pathway</p>
<p>Planned Care</p> 	<p>Patients supported in most appropriate setting and helped to access care in a planned way through education and earlier intervention where appropriate</p> <p>More services (including early diagnostics/outpatients) moved into the community coordinated by integrated teams, when there are benefits to patients/system</p> <p>Inpatient services delivered at scale, at high quality and achieving economy of scale</p> <p>Potential consolidation of some specialised services at a larger footprint level</p>
<p>Productivity & Efficiency</p> 	<p>Consolidation of services/back office functions/clinical support to achieve economies of scale/reduce waste</p> <p>Working together to optimise the workforce, joint negotiation of agency contracts and sharing of best practice</p> <p>Developing a shared collective estate to improve productivity and facilitate a standard offer for facilities management and collective contract negotiation to reduce running costs and ensure full utilisation</p>

Risks

Overarching Risks

No history or track record of delivering large scale transformation across the footprint

Potential for reversion to silo approaches

Individuals continue representing organisation *versus* STP/footprint

Continued misalignment of governing regulations, priorities, expectations, processes, cultures and internal governance between the respective organisations

Challenges associated with acute provider network development and potential reconfiguration decisions

Challenges of limited public engagement thus far and need to rapidly address this

Current operational and financial challenges *versus* need to prioritise STP work

Funding and access to capital resource

Sourcing appropriate capacity to implement the programme of work

Understanding the longer term commissioning footprint/arrangements for a range of specialised services

Lack of sufficient transformational support for preventative initiatives, primary care, new models of care and out of hospital solutions

Capacity and funding pressures in Social care

Timeliness of delivery given the need to see benefits sooner

For areas requiring public consultation there is an inherent delay

Next steps

Immediate

Recruit dedicated STP Programme Director

Resource and set up appropriate programme management and support arrangements for delivery of the STP programme

Develop the Primary Care Development enabling workstream

Ensure appropriate resourcing of all the workstreams

Agree further detail of workstreams, programmes and detailed implementation plans, milestones and outcomes for each

Work with Design Authority, Clinical Reference Groups, patients/service users and partners across statutory and other sectors on these plans

Health & Wellbeing Boards to consider further and advise on future system model/s - (ACS/ACO), risk sharing and pooling resources (extent of System Control Total/s) – based on outcomes that benefit our communities

Start broader engagement and communications after workstreams have confirmed the narrative sufficient to inform the listening exercise

Further key stakeholder engagement in line with workstream plans

Enabling workstreams develop their detailed plans as transformation workstreams plans are developed further and finalised

Complete actions in plans with most proximate milestones

and as plans develop

Formal consultations

Implement at scale and pace

Evaluate and revise as necessary



Statements of Support



The boards of statutory organisations within the STP have considered the plan and signed up to it in advance of this submission as indicated below

	Methodology	Key dates
CR CCG	Extraordinary Governing Body	19 th October
SW CCG	Governing Body	19 th October
WN CCG	Extraordinary Governing Body	19 th October
CWPT	Delegated Authority to CEO granted in accordance with Standing Orders on 27 th September	Week commencing 17 October 2016
GEH	Extraordinary Trust Board	20 th October
SWFT	Delegated Authority to CEO in accordance with the FT Standing Orders for Emergency Powers and Urgent Decisions, to enable CEO to consult with at least two NEDs	Week commencing 17 October 2016 with report back to Board on 27 th October
UHCW	Extraordinary Trust Board	19 th October
CCC	HWB Board consideration, Letter of Support	Joint C&W HWB Boards development session 13 th October HWB Board on 17 th October
WCC	HWB Board consideration, Letter of Support	Joint C&W HWBB development session 13 th October

STP Workstream Annexes

Proactive & Preventative Care

Roles and Responsibilities

Workstream Lead	Gail Quinton (Executive Director – People, CCC)
Finance Lead	Liz Murray (Deputy Chief Finance Officer, SW CCG)
Workstream Team	Gill Entwistle (Accountable Officer, SW CCG), Anna Hargrave (Director of Strategy and Engagement, SW CCG), Andrea Green (Accountable Officer WN/C&R CCG), Matt Gilks (Head of Contracting and Procurement, CR CCG), Pete Fahey (Director of Adult Services, CCC), Chris Lewington (Head of Strategic Commissioning , WCC), John Linnane (Director of Public Health, WCC), Liz Gaulton (Deputy Director of Public Health, CCC), Justine Richards (Director of Strategy & Business Development, CWPT), Charles Ashton (Medical Director, SWFT), Jayne Blacklay (Director of Strategy & Development/ Deputy Chief Executive, SWFT), Michelle Norton (Director of Nursing, GEH), David Eltringham (Chief Operating Officer, UHCW)
Enablers & Interdependencies	<p>Primary Care Development: Sustainable and at scale primary care</p> <p>Contractual and commercial consideration</p> <p>Communications and engagement: pre-consultation and consultation (where required)</p> <p>IM&T: identification and development of IM&T requirement to deliver the opportunities</p> <p>Workforce: development of integrated care team/s</p> <p>Estates: identification and provision of estates requirement (e.g. community hubs, primary care facilitates)</p>
Programme/Project Leads	<p>Out of Hospital Programme – Gill Entwistle (Accountable Officer, SW CCG)</p> <p>Prevention Programme – John Linnane (Director of Public Health, WCC)</p>

Proactive & Preventative Care

Content

Prevention



A radical upgrade in prevention work that will deliver long term sustainability. The focus will be on the following areas:

- Working with GP practice lists and proactive early intervention for people as they age, preventing injury (including falls) , ill-health and poor outcomes related to the risk of frailty
- Enhancing and upscaling weight management programme across the STP footprint, with a focus to reduce diabetes, cancer incidence and other long term conditions
- Implementing targeted smoking prevention programmes across the footprint

Out of Hospital



- Integrated teams or communities (approximately 15-20 across the footprint covering a population of 50k) that bring together services that meet the needs of the population they cover
- A focus on keeping people well, reducing demand and pressure on more expensive parts of the system
- Budgets controlled by integrated teams who can make a choice in spending on highest value, lowest cost resource
- Primary care at the core, with social care, mental health, community services, and acute services out-reach and in-reach, forming a network of care and support
- Maximisation of the capacity and strengths that the person and their family bring and what is already available within the community
- Proactive in-reach into the acute by integrated teams, pulling people out of acute care and support recovery and rehabilitation

Crisis response



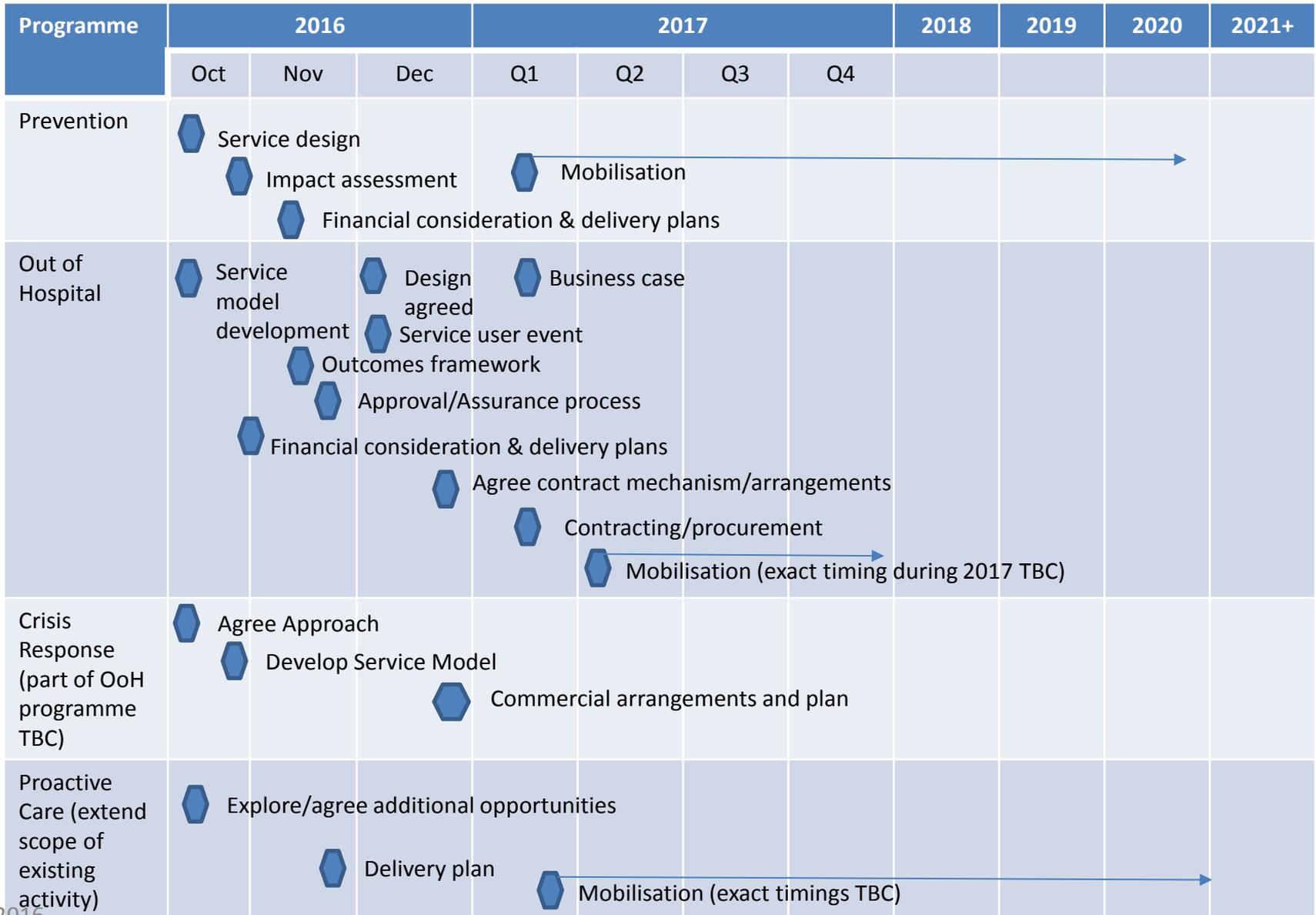
- Integrated teams coordinate all community assets to support those declining patients, preventing crisis from escalating and rapidly respond to crisis to avoid hospitalisation.
- Where patients do have to go to hospital, the team will have the ability to track them and will work closely with the ward to allow them home even if they have not yet fully recovered, after which they will provide sufficient care and support at home or in the community

Proactive



- Enhanced self-care for all with LTCs
- Proactive management of those with LTCs through integrating health, social care, mental health and other services required

Proactive & Preventative Indicative Timeline



Proactive & Preventative Care

Risks

1	Delivery of the radical upgrade in prevention needed to close the health and wellbeing gap requires strong commitment from across the STP partners and extends beyond Public Health commissioned programmes
2	Adequate and ongoing support for system-wide approaches to empowering communities, targeting 'at risk' populations.
3	Ensuring all health and social care settings are health promoting, with improved staff health and wellbeing and prevention embedded into all strategies and developments
4	The providers are unable to develop and agree a sustainable new care model for out of hospital
5	Out of hospital care model unable to deliver outcomes and/or within financial envelope
6	Drifting timescales due to other pressures in critical 2016/17 Q3/Q4 period
7	Engagement gaps create barriers
8	Provider governance insufficiently robust in developing out of hospital system

Engagement

A robust Communications & Engagement Plan for the Out Of Hospital Programme is in place. It is a key element of how we manage this large piece of work and ensures we proactively keep teams and external stakeholders informed of the work we are doing. It also supports us manage the media as and when is appropriate.

Based on the CCGs' need to inform and involve key internal team members, the governing bodies and wider staff groups, they have been and will continue to be given the opportunity to contribute, wherever possible to the development of some aspects of the programme documentation and assessment process and to influence, wherever appropriate, implementation of the programme.

There are already well-established channels of communication and engagement, the project will continue to strive to gain wider stakeholders' understanding of the process, to manage and inform their perceptions and to derive a common view of what is happening, using consistent messages.

There is a commitment to present positively the CCGs' process working with providers across the health and care economy, attempting to anticipate, manage and contain the risks in this process, wherever possible.

Proactive & Preventative Care

Finance

Finance	For the purpose of the Finance template, Proactive and Preventative Care includes Solution 4 (Out of Hospital' workstream - reduce length of stay); Solution 5 (Out of Hospital workstream and expansion and UEC enhancement and Solution 10 (Mental Health - Inpatient)
	The Net effect of these solutions is £34.7m by 2020/21

Outstanding Items & Next steps

Capacity & capability	A targeted approach and a workforce development programme to build capacity and confidence in behaviour change and risk modification MECC training mandated for all health and social care staff, with enhanced training in supporting behaviour change for key staff groups Enabling the promotion of wellbeing and disease prevention through digitalising referrals and access to information and support
Smoking cessation	Smoke free sites, workplace wellbeing initiatives, embedding advice and referral across contacts
Obesity - Behaviour change approaches in workforce development, workplace wellbeing	Staff health and wellbeing maximised through improved workplace health programmes including a healthy physical environment – Workplace Wellbeing Charter
Falls, frailty and isolation	Promoting physical activity across the life course, through the Age Friendly City initiative, community capacity building, embedding social prescribing approaches into health and social care contacts and robust approaches to frailty and falls prevention
Out of Hospital	Providers agree a new care model which delivers outcomes (Dec 2016)
	Commissioners complete new contract model design and testing (Dec 2016)
	Contract award process (Q4 2016-17)

Proactive & Preventative Care: Examples/case studies



Prevention

- Addressing 'wider social determinants', linked to work with communities enabling 'self help' through Warwickshire's Public Health grants to Districts & Boroughs and Lillington needs assessment and Coventry's Marmot City programme focussing on health inequalities
- Integration of promotion of Mental Wellbeing alongside physical and mental health through Warwickshire's Mental Wellbeing Strategy and Coventry and Warwickshire's 'zero suicide' strategy
- Operating across the life course through Warwickshire's 'Smart Start' Programme, Coventry's Acting Early, family focussed and targeted adult lifestyles services and Age Friendly Cities programmes
- Reflecting current evidence in Coventry and Warwickshire's JSNAs, HWB boards, and service developments
- Supporting personalised approaches reflecting individuals' knowledge, skills and motivation through Warwickshire's 'Fitter Futures' programme, Coventry's Be Active Be Healthy service and wider Public Health commissioning.
- STP partners have submitted an expression of interest for the 2017 roll out of the National Diabetes Prevention Programme – decision awaited from NHS England

Out of Hospital

- Over 75s programme in south Warwickshire, developing holistic care plans and increased engagement in the at risk over 75s population to identify needs earlier and avoid emergency admission
- Hydration project in south Warwickshire to target patients with catheters and promote good hydration to prevent community visits
- Falls prevention programme across Warwickshire to target people to build resilience before falls
- Integrated Neighbourhood teams established in Coventry, city wide, to support frailty patients aligned to GP clusters, involving MDT working (Primary Care, 3rd Sector, Mental Health and Community services)
- Implemented a care navigator programme in south Warwickshire for older people and those with dementia, to support and empower patients and their carers to take more control and enable better understanding of services available in the health and care system

Urgent & Emergency Care

Roles and Responsibilities

Workstream Lead	Glen Burley (CEO, SWFT)
Finance Lead	Kim Li (Director of Finance, SWFT)
Workstream Team	<p>Membership will be aligned to the new C&W A&E Board but currently stands as David Moon (CFSO, UHCW), Charles Ashton (MD, SWFT), John Thompson (Director of Operations, GEH), Steve Jarman-Davies (Director of Performance and Planning, CR CCG), Sharon Binyon (MD, CWPT)</p> <p>Participation from Social Care, Primary Care and the Ambulance service is being sought.</p>
Enablers & Interdependencies	<p>Interdependent with Proactive & Preventative workstream</p> <p>Contractual and commercial consideration</p> <p>Communications and engagement: pre- consultation and consultation (where required)</p> <p>IM&T: identification of IM&T requirement for integrated U&EC network</p> <p>Workforce: requirement for delivering ambulatory emergency services and UEC network</p> <p>Estate: TBC but right-sizing of A&E at UHCW and primary/community care estate</p>
Programme/Project Leads	Stroke Pathway Lead - Andrea Green (AO, CR CCG/WN CCG)

Urgent & Emergency Care

Content

Input into Proactive & Preventative



- Co-developing the new model of care, including crisis response in the community
- Support to identify the patient cohorts that need targeted intervention
- Provide acute clinical input and work alongside primary care, social care, mental health and community services to provide integrated care

Enhanced ambulatory care & frailty services



- Enhanced ambulatory care in hospital to provide quick assessment and avoid admissions
- 1-day frailty service can be an efficient way to provide rapid assessment and care for frail patients without admitting them into hospital - there is the potential to scale up the frailty pilot at South Warwickshire

Establishing a U&EC network



- Aligned with national U&EC review, develop an integrated urgent and emergency care network, with:
 - Streamlined and integrated access points, through 111, GPOOH, 999 and walk-in centres
 - Senior decision makers earlier in the process – a single front door staffed by senior clinicians
 - Clarify definition of services and acceptance criteria for each access point across EDs, UCCs, and other sites in the footprint
- Review sustainability of the current urgent and emergency care system, including the review of access points at GEH and UHCW

Educating staff and public



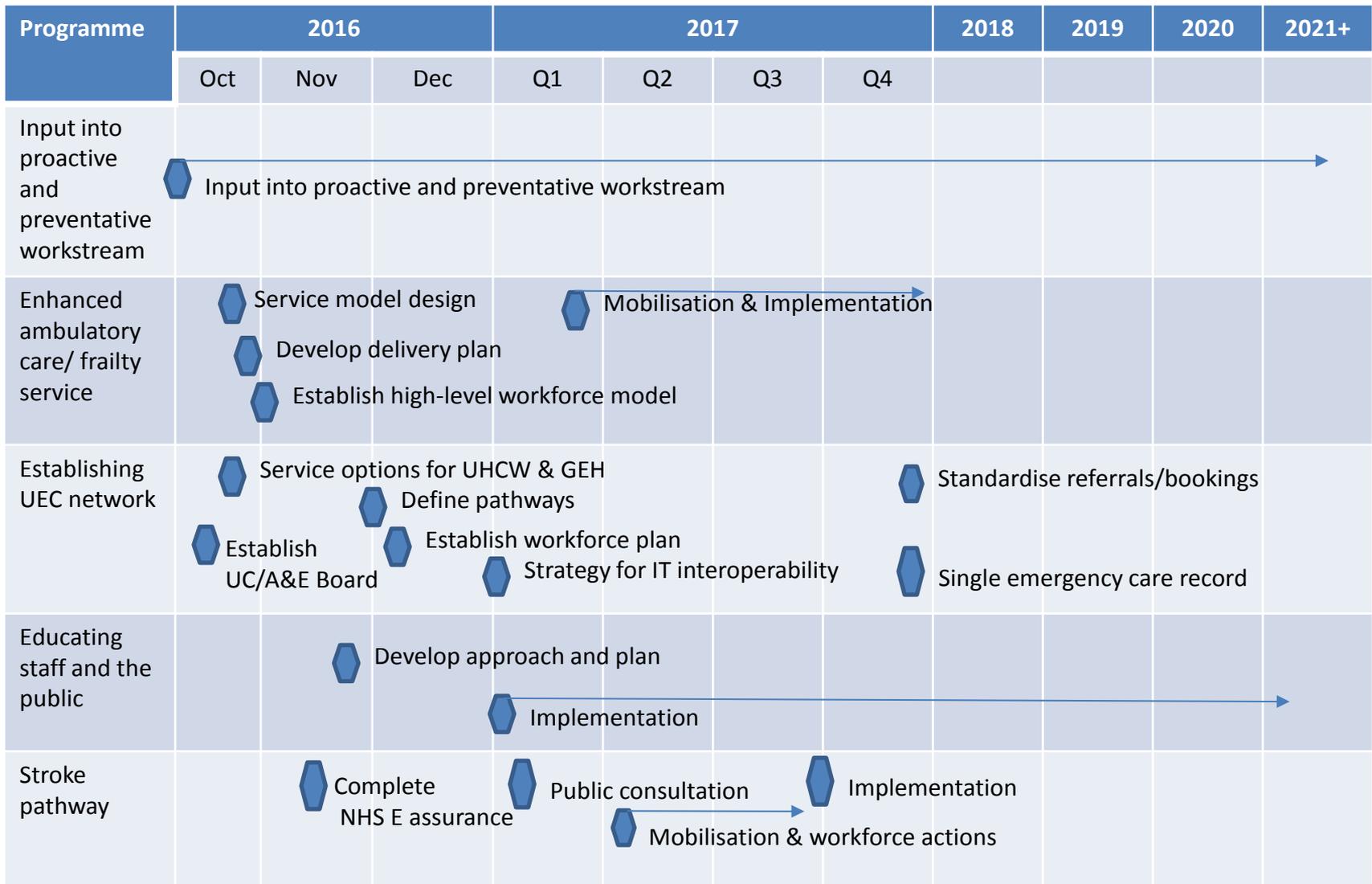
- Empower and enable patients to self care
- Invest in communication and engagement for the public to provide the information and support needed to better utilise the health and care system
- Enhanced engagement and education for staff to utilise the system appropriately (with the ability to direct patients to appropriate, alternative services)

Stroke Pathway



- Achieve the outcomes outlined in the Midlands and East regional stroke service specification
- Consolidate service with one hyper acute stroke unit and additional rehabilitation beds across the other providers with ESD teams to enable patients to get back into their homes as soon as possible where appropriate. Community Stroke Rehab also commissioned across the patch to enable this

Urgent & Emergency Care Indicative Timeline



Urgent & Emergency Care

Risks

- | | |
|---|---|
| 1 | The 'right sizing' of urgent and emergency care capacity is dependent on optimisation of activity through the Proactive and Preventative work-stream. Operating these two work-streams in parallel will require demand assumptions. |
| 2 | The 111 and GPOOH elements of the urgent and emergency care pathway have already been commissioned and hence are a 'given' solution and need to be effectively connected into any revised pathway. |
| 3 | Operational pressures relating to A&E performance will challenge the ability of the group to focus on strategic solutions. |

Engagement

Good engagement from secondary care sector.

There will need to be greater engagement with primary care colleagues to ensure that in-hours and out of hours solutions are integrated into the pathway.

Finance

Finance	Please note that the financial impact of Urgent and Emergency Care is included within Solution 5; in Proactive and Preventative Care in the financial template.

Urgent & Emergency Care: Example/case study



Stroke

- Stroke consolidation from GEH/SWFT to UHCW is to take place with patient flows going to the hyper acute stroke unit which is in place at UHCW
- UHCW will be the only Acute Stroke Unit
- To aid patient flow, additional capacity will be provided via additional rehabilitation beds across the other providers with ESD teams to facilitate returning patients into their homes where appropriate
- Community Stroke Rehab will also be commissioned across the patch to enable this

Benefits:

All elements of the future service will achieve the outcomes outlined in the Midlands and East regional stroke service specification, which seeks to ensure that improved patient outcomes are achieved, as is the quality of life after a stroke; and patients experience a better service.

Next steps:

All three local CCGs have now approved the Pre-Consultation Business Case and discussions are taking place with NHS England to seek their approval of the case and to proceed with a public consultation.

ACTIVITY	DATE
Business Case Approval / Consultation	
NHSE approval of Pre-Consultation Business Case	November 2016
Public Consultation exercise	December – February 2017
Public Consultation outcome confirmed	March 2017
Implementation	
Interim commissioning arrangements in place (as required)	April 2017
Procurement of new services / pathway (as required)	April - July 2017
Newly procured services / pathway mobilised	July 2017+

Planned Care

Roles and Responsibilities

Workstream Lead	Debbie Pook (Chief Operating Officer, WN CCG)
Finance Lead	David Moon (Chief Finance & Strategy Officer, UHCW)
Workstream Team MSK team	Adrian Canale-Parola (GP, Chair CR CCG), Janet White (Programme Director – Strategy, UHCW/STP Programme Manager), Jayne Blacklay (Director of Strategy & Development/Deputy Chief Executive, SWFT), Dave Weston (GP, Warwickshire LMC), Simon Illingworth (Associate Director of Operations, SWFT), Ali Scott (Director of Performance and Contracting, SW CCG), Steve Jarman Davies (Director of Performance and Planning, CR CCG), Jane Fowles (Consultant in PH, CCC/CR CCG), Patrick Ryan (Head of Business Development, UHCW), Peter O’Brien (GP and Clinical Lead for InSpires Locality), Liz Mathers (GM, GEH), Kathryn Millard (Public Health Consultant, WCC), Gerard Dillon (Arden CSU) PLUS a Clinical Reference Group
Enablers & Interdependencies	Primary Care Development: Sustainable and at scale primary care Contractual and commercial consideration Communications and engagement: pre- consultation& consultation (where required) IM&T: potentially no requirement (TBC) Workforce: development detailed workforce plan (including impact of service reconfiguration) Estates: identification of estates requirement for new service model
Programme/Project Leads	MSK – Simon Illingworth (Associate Director of Operations, SWFT) Lower Value Procedures – Kay Holland (Contract Lead, CR CCG)
Policy Development Group 06/12/2016	Commissioners and clinicians from the 3 CCGs with support from Arden GEM CSU

Planned Care

Content

Pathway redesign
(as part of Right
Care work)



Pathway redesign from prevention through to reablement and rehabilitation to reduce variance and reach peer median or top quartile performance
Introduction of 'social prescribing', AHP support and effective referral management centres
Significant improvement in outpatient performance, in particular reduction in follow-up attendances
1-stop diagnostic service to reduce outpatient attendances and ensure patients are fully prepared for surgery

Reduce lower value
procedures

Reduce number of lower value procedures to focus resource on higher value procedures which offer greater benefits to patients
Develop and apply stricter thresholds for procedures to ensure resource is being targeted to areas that are clinically evidenced and give the most value to patients
Detailed review of all specialties across the footprint to identify all opportunity areas

Consolidation of
elective specialties



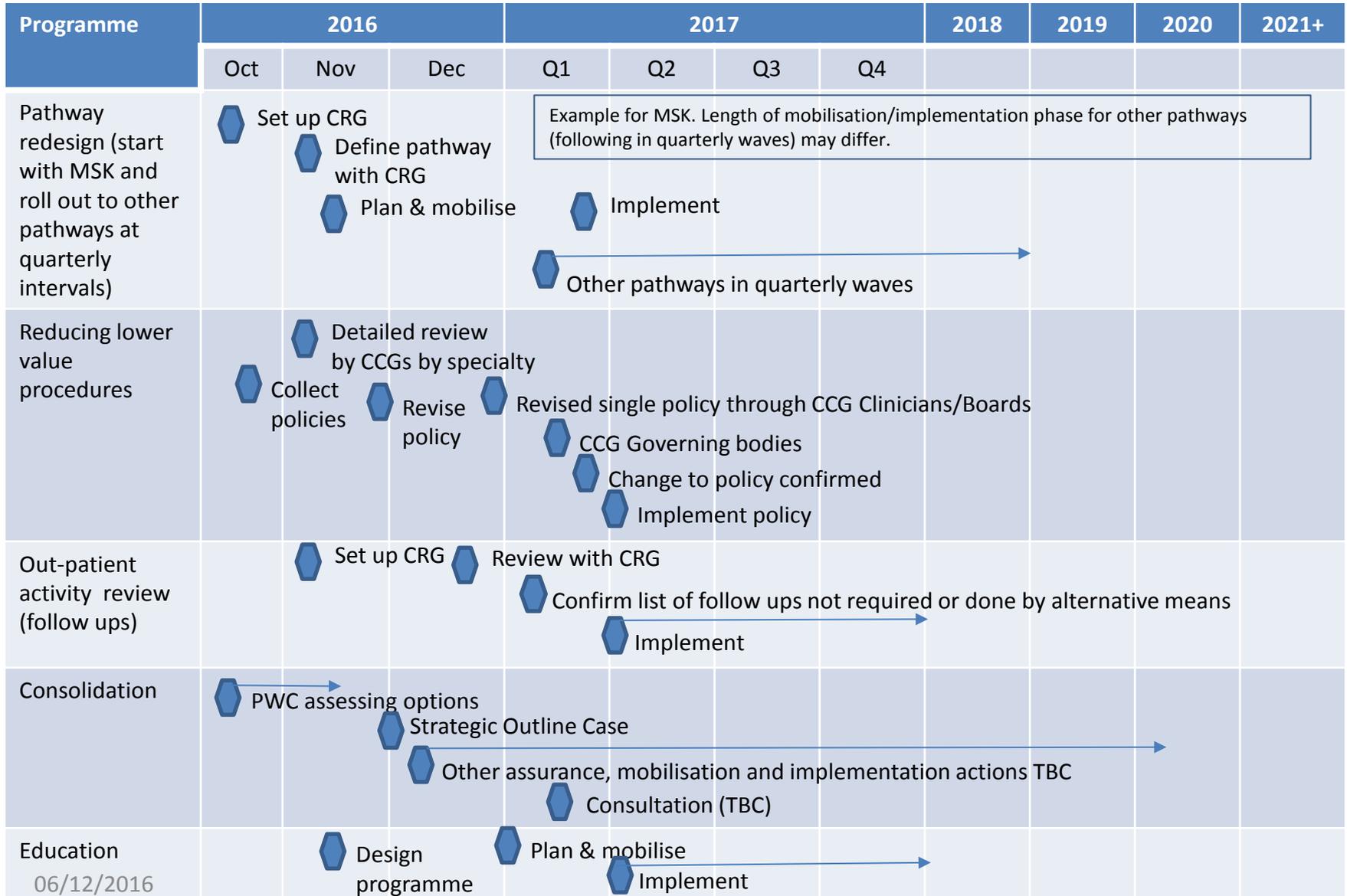
Service consolidation/reconfiguration to address care and quality challenges and significant workforce constraints, to bring sustainable services over the next five years
Consolidation of inpatient and day case elective care onto a single centre (or centres) to achieve higher efficiency and lower cost
Further exploration of a number of specialties including Ophthalmology, Urology, Plastic Surgery, ENT and Oral Surgery
This work will be interdependent with Maternity and Paediatrics work, Urgent & Emergency Care reviews

Education, Policies,
Procedures and
Procurement

Use of schools, GPs and wider Public Health to educate the public on prevention and wellness
Implement standardised policies on intervention and referral levels
Standardise disposables such as drugs etc. at lowest costs



Planned Care Indicative Timeline



Planned Care

Risks

1	Timely Project Management support and availability of appropriate clinicians for level of clinical engagement required
2	Development of enabling services in primary care/GP practices, especially workforce at scale and pace required

Engagement

Clinicians (GP and acute hospital), managers (from general management and therapy backgrounds), commissioners, providers, public health directors and STP Programme Manager have been involved in developing the workstream and starting to take forward the MSK work.

Clinical reference groups and patient engagement will be critical in taking forward the workstream activity and the first Clinical Reference Group is due to take place on 4th November.

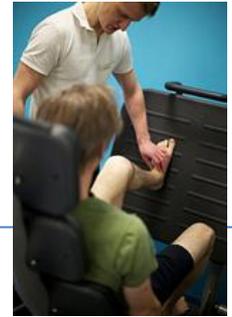
Outstanding Items & Next steps

Project and Admin Support	Clear project support required to facilitate multiple work streams
Governance Structure	Need to ensure clear lines of accountability, responsibility and systems and processes in place to be able to hold each other to account

Finance

Finance	For the purpose of the Finance submission, planned care includes Solution 7 (Outpatient First reduction), Solution 8 (Outpatient follow up reduction) and Solution 9 (Elective Day Case Reduction)
06/12/2016	The net effect of these solutions is £24.5m by 2020/21

Planned Care: Example/case study



MSK

- There are numerous “referral management” pathways in place for MSK across the country and there is limited assessment as to their effectiveness
- Locally, there is relatively poor understanding around the numbers of patients seen or the outcomes delivered by existing referral management schemes
- A single study, into an existing referral management pathway in the North West & reviewed by the MSK workstream team, suggested
 - *There was a lower conversion rate to surgery for those patients referred to MCAT service than those sent straight to secondary care*
 - *There was an increase in demand for diagnostics for patients seen through MCAT service compared to those referred direct to secondary care*
 - *It took longer to gain a working diagnosis for patients seen by MCAT team, compared to those sent directly to secondary care*
- On the basis of the above we are focussing as follows:
 - On Hips and Knees only initially
 - This would not stop existing pathways for other procedures being delivered by referral management centres/pathways
 - There was some evidence that it could reduce secondary care demand
 - Hips and knees would be more manageable in terms of change management across the region
 - We could collect data more easily and review the impact of the changes by focussing on these two areas
 - We can expand to other conditions as necessary next year
- Next steps
 - a clinical reference group on 4th November
 - develop a standardised hip and knee pathway for the footprint
 - include aftercare management in this pathway
- Initial Outcomes
 - Common referral pathway across the footprint
 - Reduction in the number of the patients unhappy with the outcome of surgery from an estimated 17% to something lower (% TBC)
 - Movement towards reduced secondary care demand

Maternity & Paediatrics Options Appraisal (eventually part of Planned Care)

Roles and Responsibilities	
Workstream Lead	Meghana Pandit (Chief Medical Officer/Deputy CEO, UHCW)
Finance Lead	Su Rollason (Director of Finance & Strategy, UHCW)
Workstream Team	Jo Dillon (Children’s Commissioner, CR CCG), Carmel McCalmont (Associate Director of Nursing,- W&C, UHCW), Alison Talbot (Head of Midwifery, GEH), Wendy Jones (Head of Midwifery, SWFT), others as required
Enablers & Interdependencies	<p>Workforce: an option must be deliverable by using the existing workforce, training of the existing workforce or through the addition of resources which can be obtained from other providers. Any option which relies on the acquisition of additional staff at grades/skills that cannot be recruited due to lack of supply regionally and nationally should not be progressed as it would be unlikely to deliver safe and sustainable services.</p> <p>Productivity & Efficiency: Any transformation opportunity included within the STP programme cannot lead to an increase in costs to the system. Options likely to lead to an increase in cost overall should not be progressed.</p>

Maternity & Paediatrics Options Appraisal

Content

<p>Initial Options & Benefits</p> 	<p>The workstream has identified a number of options for further financial and workforce modelling, as well as a high level options appraisal by the workstream team. The benefits of these options are development of community hubs, increasing home births, reducing inequity and achieving workforce sustainability. The following questions have since been applied to the options:</p>
<p>Is an option deliverable?</p> 	<p>In light of the challenges facing Trusts in securing a sustainable workforce - an option must be deliverable by using the existing workforce, training of the existing workforce or through the addition of resources which can be obtained from other providers. Any option which relies on the acquisition of additional staff at grades/skills that cannot be recruited due to lack of supply regionally and nationally should not be progressed, as it would be unlikely to deliver safe and sustainable services.</p>
<p>Can an option be delivered at or below current provision costs?</p> 	<p>Analysis conducted by UHCW clinicians has concluded that in order to deliver the RCPCH 'option 2 (termed option 4 in the STP analysis)' there would need to be an increase in the number of consultants needed to cover both sites from 31 funded posts currently to 39 or 40 (at least in the short run) in order to deliver a safe level of care.</p> <p>The increase in the number of consultants required reflects the fact that 11 of UHCW's consultants do not currently have the requisite skills to cover a SCBU. Overtime it is likely that the combined team would build their skills reducing the total number of consultants required - but it was felt that this would not be to a level below the existing number.</p>
<p>Remaining options</p> 	<p>2 options, each with a single sub-option remain and the workstream is now working on further analysis and modelling of these options. No communications outside the STP teams has yet happened as these ideas are still evolving but no decisions made. These will be fed into the Planned Care consolidation activity.</p>

Maternity & Paediatrics Options Appraisal



Risks

- 1 Reaching a final agreement on options to be appraised
- 2 Agreeing options appraisal process and way forward

Engagement

Given the early stage of this work there has not yet been any engagement outside the STP workstream as these ideas are still evolving with no decisions made.

We realise that this particular workstream will require extensive, thoughtful communication and engagement through both pre-consultation and formal consultation stages and are planning for this.

Outstanding Items & Next steps

Reconvening group to revisit options and reach a final agreement on options to be appraised (impetus for this may come from GEH/UHCW collaboration SOC)

Finance

Finance Please note that the financial impact of Maternity and Paediatrics is within Solution 11 (Consolidation of Elective services and Maternity & Paediatrics) included in Productivity and Efficiency

Productivity & Efficiency

Roles and Responsibilities

Workstream Lead	Kim LI (Director of Finance, SWFT)
Finance Lead	N/A
Workstream Team	STP Finance Group members – CFOs, DoFs, Finance Leads from each STP organisation, Jonny Gamble (Financial Planning Accountant, UHCW)
Enablers & Interdependencies	Workforce IM&T Estates

Content

Back office collaboration

Back office collaboration to reduce the cost of back office functions across the system, for example, through consolidating functions, standardisation and adopting best practice across the footprint

IM&T is identified as a key area to explore

Other potential targets for collaboration include Finance, HR & PMO

Consolidating clinical support services

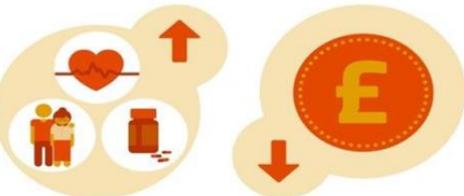
Consolidating clinical support services that are duplicated across the footprint can reduce variation, achieve economies of scale and create efficiencies

For example, through better utilisation of equipment, more efficient management of workload and better deployment of staff

Potential targets for consolidation include pharmacy and pathology (building on existing work)

Review of Operational Productivity in NHS providers

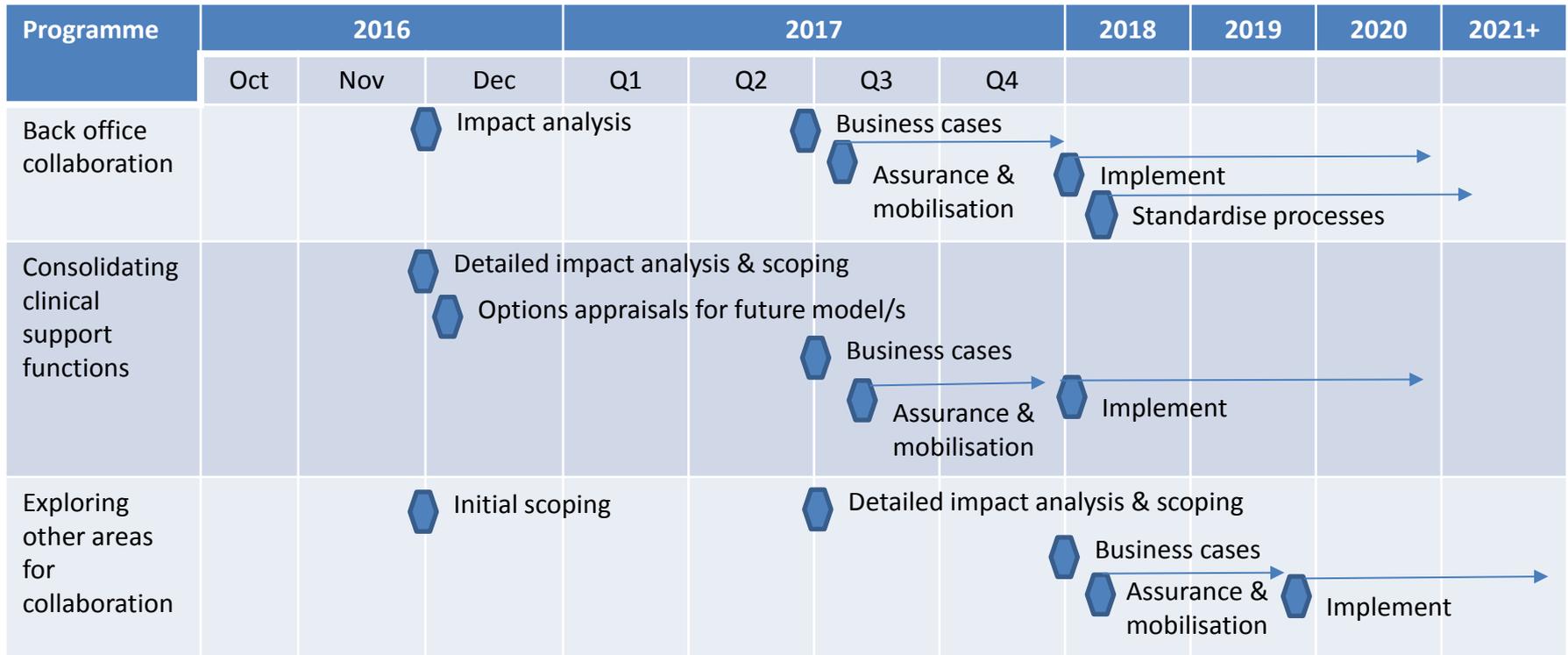
Interim Report
June 2015



Maximising health outcomes

Minimising NHS costs

Productivity & Efficiency Indicative Timeline



Productivity & Efficiency

Risks

- 1 Reaching agreement on services/functions to collaborate on whilst these services/functions are supporting the individual workstreams

Engagement

Engagement of Service functions will be critical to ensure buy in and ownership of change

Outstanding Items & Next steps

Awaiting feedback from national benchmarking
Identity service function leads to liaise with on scope of collaboration

Finance

Finance For the purpose of the Finance submission, Productivity and Efficiency includes Solution 1 (Specialised Commissioning QIPP), Solution 2 (CCG Business as Usual QIPP), Solution 3 (Provider Business as Usual CIP) and Solution 11 (Consolidation of Elective services and Maternity & Paediatrics)

The net effect of these solutions is £148.3m by 2020/21

Productivity & Efficiency: Example/case study



Pathology Network

- Following the Lord Carter review into Pathology Services, Coventry & Warwickshire health economy acted promptly to the recommendations to form a pathology network: Coventry and Warwickshire Pathology Services (CWPS).
- Formed on 1 April 2008 between UHCW, SWFT & GEH, CWPS provides pathology services to each of the stakeholder organisations, community services and GP practices across the footprint, as well as private organisations and UK MoD.
- It also has contracts with neighbouring community and GP services and provides services for other STP footprints (e.g. Burton).
- The service is provided from three laboratory locations, with an increasing development towards point of care provision, which supports our STP direction of travel.
- CWPS also has SLAs for services it buys from other providers and brings economies of scale by doing this on a footprint basis.
- CWPS is overseen by a Stakeholder Board comprising the Chairs and Chief Executives of the stakeholder trusts and voting arrangements and equity stake holding are laid out in an Accountability Agreement.
- Given this existing strong position, CWPS has contacted other neighbouring footprints to assess any appetite for collaborating/joining CWPS to bring efficiency benefits to other footprints at pace and scale.

Collaboration between GEH and UHCW

Roles and Responsibilities

Workstream Leads	Andy Hardy (CEO, UHCW/STP SRO) and Kath Kelly (CEO, GEH)
Clinical Leads	Meghana Pandit (Chief Medical Officer/Deputy CEO, UHCW) and Gordon Wood (MD, GEH)
Finance Leads	David Moon (CFSO, UHCW) and Shahana Khan (DoF, GEH)
Workstream Team	Joanne Guy (Head of Business Development, GEH), finance teams from both Trusts, clinical leads from a range of specialties
Enablers & Interdependencies	Workforce, IM&T, Estates

Strategic Outline Case (SOC)

Workstreams to develop	<p>The preferred option for a service model across the two organisations including the configuration of services and support functions</p> <p>The potential impact of integration on clinical, operational and financial sustainability</p> <p>The options for organisational form and their ability to deliver the potential benefits of the integration</p> <p>The steps required to move towards the preferred model and the potential resources required</p>
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GEH & UHCW Collaboration

Strategic Outline Case (SOC)

SOC will include



Strategic case: A description of the current configuration of services and the quality and financial issues that exist. Articulation of the preferred service model option and how it was designed.

Economic case: An assessment of the benefits and costs of the preferred service model option.

Commercial case: A description of the options for organisational form and how they can deliver the benefits of alignment.

Financial case: Description of the costs of alignment and the impact on organisational sustainability.

Management case: A high level implementation plan drawing on the implementation plan described above.

Risks

1. Lack of clinical buy-in
2. Political opposition to change
3. Inability to make estate changes required e.g. theatres at GEH, right-size UH ED
4. Time to agree the preferred service model
5. Lack of sufficient capital to respond to agreed changes (e.g. right-sizing of UHCW A&E)

Workforce

Roles & responsibilities

Lead	Karen Martin, Chief Workforce & Information Officer, UHCW
Team	Fiona Grove (Senior HR Business Partner, Arden GEM CSU - Primary/Community Care), Lorraine Nye (Workforce Business Partner, UHCW - Acute Care), Wendy Bowes (Associate Director Workforce, UHCW), Janet White (STP Programme Manager), Gill Satpal (Head of Employment Services, UHCW), Sarah Copley (WM HEE), Caroline Macintyre (Head of Workforce Assurance, Arden GEM CSU), Caroline Samouelle (Associate Director Organisational Development, SWFT), Ann Pope (Director of Human Resources, SWFT), Sue Wakeman (Director of Human Resources, GEH), Marie Cooksey (Workforce Planning and Information Manager, GEH), Andrew Ashford, (Workforce Information Officer , CWPT), Catherine Sills (WM HEE), Shajeda Ahmed (Associate Director of HR, CWPT)

Content

Baseline Analysis	We have worked with colleagues from HEE and across the footprint to assess our baseline workforce position.
Current Workforce Requirements	HR/Workforce leaders across the footprint have been asked to identify their current workforce challenges so these can be collated and opportunities for collaborative effort/remedy be identified.
Additional STP Workstream requirements/workforce changes	STP workstream leads have been asked to identify the particular challenges and changes associated with their workstreams so more detailed workforce plans can be developed that we know are aligned to need and delivery timescales. This is very much “work in progress”.

There are workstreams with significant workforce requirements/challenges in their plans (P&P, M&P, PC) but the detail of this is not yet clear. We will be getting early indications during w/c 17th October.

We know we have much work to do to ensure we have captured the requirements of the “here and now” and workstreams’ future plans and are in a position to respond to them.

Workforce

Next steps

Maintain and update baseline assessment of ongoing workforce challenges and plans across the footprint

Support transformation workstreams to ensure safe staffing levels and appropriate skills are incorporated into their plans with appropriate milestones

Work with communications & workstream leads to ensure they have plans to involve the workforce, including staff-side representatives and unions

Work with P&E workstream on Carter savings and consolidation of back office functions including review of HR functions as well as HR/workforce aspects of other service consolidations

Support above workstream in its activity around reduction in Agency costs

Support all transformation workstreams in their activity to reduce agency staff use (e.g. requirement around workforce costs in M&P Options Appraisal workstream)

Close working with Primary Care Development workstream around workforce development requirements to support transfer of activity to primary care/GP settings and to meet the existing workforce challenges in this sector

Work across the STP on common recruitment and retention strategies, plans and processes

Optimise a learning environment for current and potential staff across the footprint

Case study/Example

We are currently working with WCC on a reablement project – one workforce across Health & Social Care, planned for implementation in Jan 2017. The workforce model is to include new and extended roles with WCC staff seconded to SWFT.

We are bidding to have a pilot site for Nurse Associate roles within the footprint and there are a number of apprenticeship schemes ongoing, with plans to take advantage of the Apprenticeship Levy from April 2017.

We are exploring rotational working across organisational boundaries within the footprint and are exploring this further in end of life care with Myton Hospice.

Estates

Roles & responsibilities

Lead	Jenni Northcote (Director of Partnership and Engagement, WN CCG)
C&W STP Estates Group (STP LEF) – decision making and oversight of the STP Estates activity, assess plans from other workstreams and identifies interdependencies and necessary estates actions.	Representation is from WN CCG, SW CCG, C&R CCG, GEH, CWPT, UHCW, SWFT, Coventry & Warwickshire ICT Collaborative, NHS England, WCC, CCC, NHS Property Services, Community Health Partnerships, and Rugby Borough Council. The STP Programme Manager also attends.
Local Estates Forums (LEF)	The STP wide combined LEF (described above) acts as main driver to co-ordinate the STP Estates activities. Coventry & Rugby LEF has been subsumed into the STP LEF, but WN CCG and SW CCG have retained their separate Local Estates Forums. The STP LEF operates with workstreams, programmes and project groups to move the agenda of the STP and CCGs’ LEFs forward.
Resource	An STP Strategic Estates Advisor has been nominated, in line with national guidance, to support the STP process, especially in acting as a sounding board / “critical friend” in the completion of the estates requirements. The STP SEA for this locality is from CHP, Riana Relihan.
Workstreams and task & finish groups (workstreams are described in the following slide, a number of Task and finish groups are taking forward discreet pieces of work within the workstreams).	Both of these types of groups are set up and operating in taking forward the STP Estates agenda: Workstreams are continuous and may require updating and ongoing management protocols; task & finish groups are time limited and have an initial objective to respond to.

Estates

Content

As an enabler to service change	Major change requires new or refurbished estate. Aligning primary, community and acute services will require a very different primary care estate.
As a source of funds: Capital Receipts	Retention in locality to be business case dependant i.e. making the case for re-investment. There remains overarching policy that capital receipts all needs to go to the 'central pot' to facilitate equitable future use. Discussion with DH ongoing to inform further clarity for implementation stage.
'Big' ideas or plans in terms of estates that responds and delivers service transformation for the STP footprint	More than relocation and shifting things about – so a review of the organisational estates plans (including primary care premises plans) is required to re-align with STP priorities. Ongoing treatment of risk has to be quantified and recognised in terms of resource allocation, i.e. statutory compliance, H&S etc.
Responding to the STP Transformation Workstreams	Consolidation of acute provision and other changes across the estate will become apparent as consolidation plans emerge from the a transformation workstreams. Potential impact of the large housing developments and their effect on provision as specific sites in the future. Options around the future estates provision.
Identifying/ Confirming the PLACE and HUB localities	Determining barriers to integrated use and co-location of services at premises. Estates Operating Model (formerly "Single Estate" – best utilisation of estate to support service delivery), review existing local initiatives, complete estates' information collation, develop STP-wide disposal list protocol, STP-wide approach to Planning consultation/S106 applications, review multiple occupier and user premises, integration of children services, and co-location of children's services in key sites, better access to and utilisation of GMS space.

Estates

The main STP service priorities needed to deliver FYFV: The overarching challenges are Closing the Gap on Health & Wellbeing, Transformation to close the Quality & Care Gap, and Achieving Financial Balance and Efficiencies. The key work streams set up are:

1	Planned Care- Redesign In-Hospital Programme focussing on Maternity and Paediatrics and planned care, initially focussing on MSK
2	Proactive and Preventative Care - Developing existing Out of Hospital Care, including preventative care and early intervention
3	Developing an integrated Urgent & Emergency Care service – including Out of Hours, a new stroke pathway and simplified access to Urgent & Emergency care
4	Productivity and Efficiency – identifying savings opportunities through whole system working
5	Primary Care Development
6	Digital Roadmap/IM&T
7	Workforce
8	System change - Accountable Care System

The STP is setting targets for the service workstreams and delivery of these will require estates as an enabler in some cases, but this will be dependent on Business Cases. A specific efficiency target for estates has therefore not been set and it is recognised that estates may require variable levels of investment.

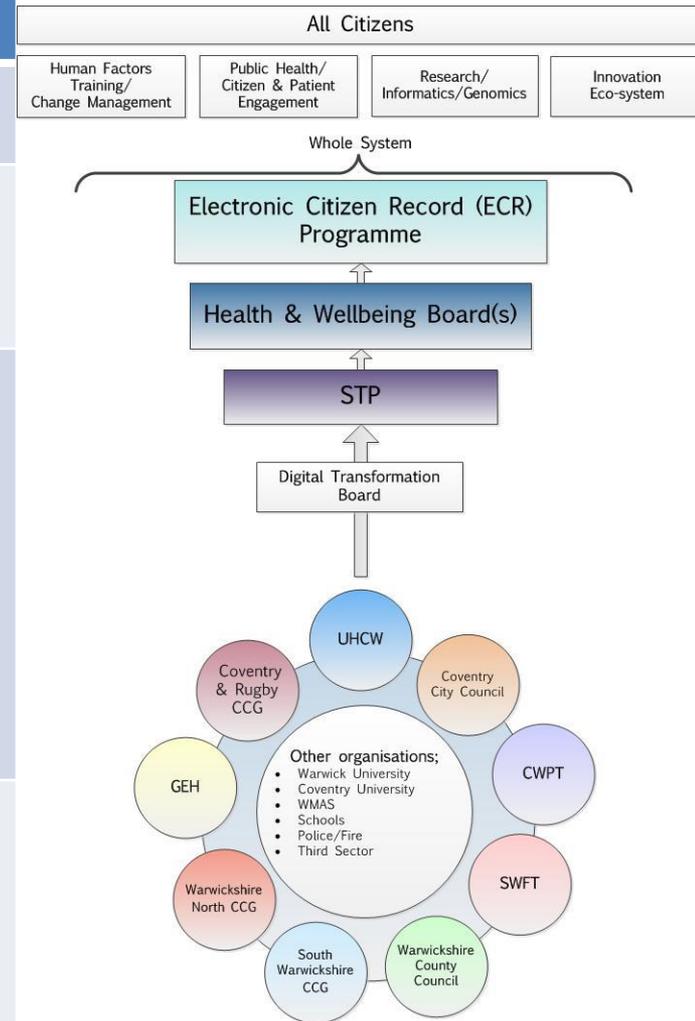
1	Review land and site utilisation for University Hospitals Coventry & Warwickshire, South Warwickshire FT and George Elliot sites for potential reconfiguration and rationalisation
2	Establishing a new renal unit in a community facility in Coventry city centre bringing activity off acute site
3	Defining the collaborative estates governance model to support the ‘system implementation’ and efficiencies (shared resourcing and expertise with combined/ single accountability)
4	Review barriers to better premises utilisation by looking at three different categories of community and primary care buildings
5	Resourcing and expertise at both programme and work stream level very limited

All organisations have existing capital plans, mainly to address outstanding maintenance and to keep facilities safe and fit for purpose (e.g. replacement of theatres at Hospital of St Cross). Given the limited capital available, there are no major estates plans being worked up currently that are specifically connected to the STP. However, the GEH/UHCW Collaboration activity may result in Estates Capital schemes (e.g. right-sizing of UHCW A&E).

IM&T/Digital Roadmap

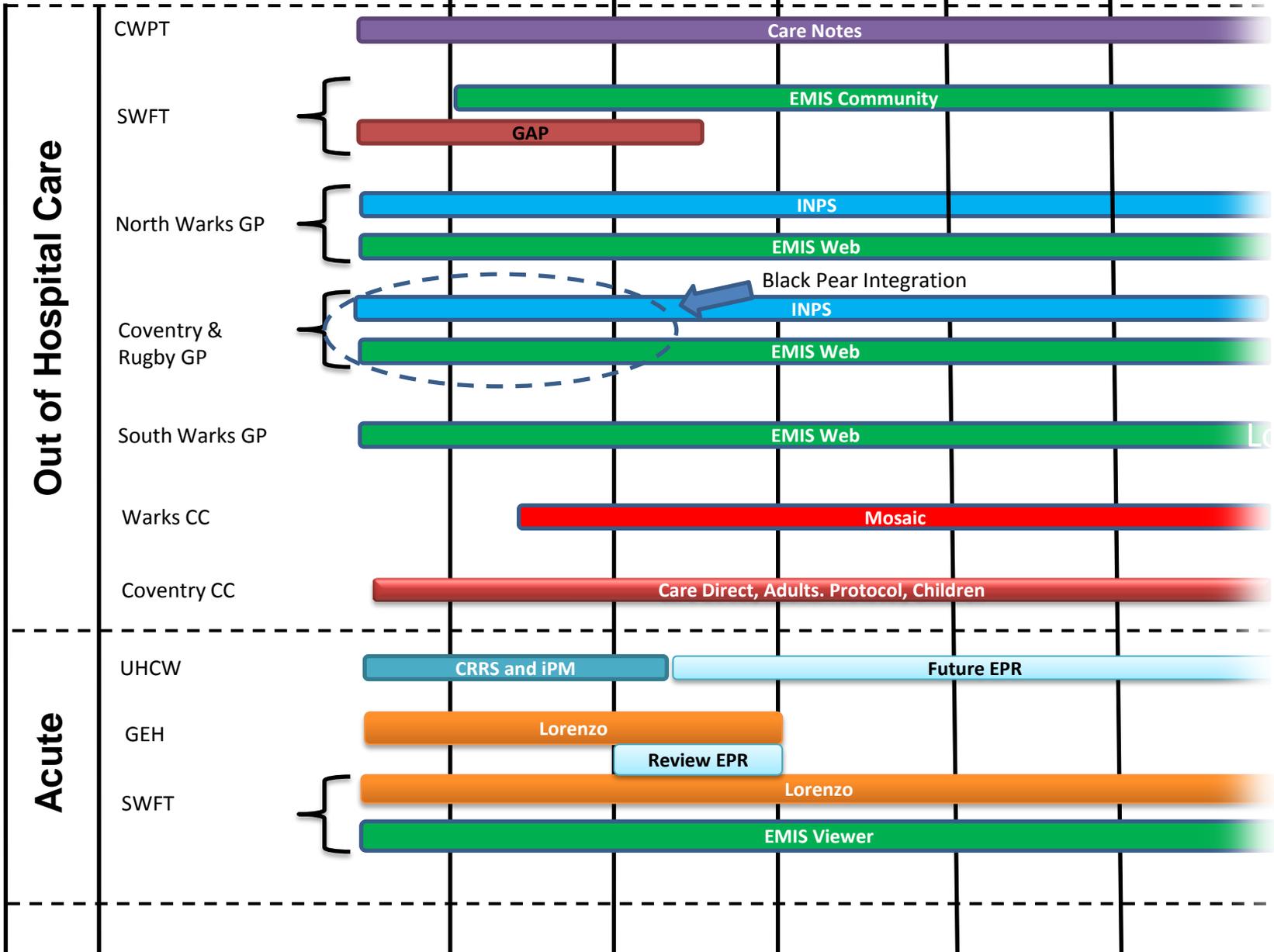
Roles, Responsibilities & Timeline

Lead	Steve Jarman Davies (Director of Performance and Planning, CR CCG)
STP IM&T LDR Group	Senior representation (including Directors of ICT) from all STP organisations and WMAS, C&W ICT Collaborative and CSU. The STP Programme Manager also attends. Clinical representation is provided by the LDR lead clinicians (Medical and nursing).
Strategic journey - Coventry	<p>UHCW procure and deploy an integrated EPR solution which is developed to have the potential to fulfil the long term vision – 2018/19</p> <p>Options for future deployment with Coventry City Council to be considered as the LDR and STP progress and business cases are developed.</p> <p>Develop the final business case and agree to deploy to other Coventry health organisations, including the Coventry and Warwickshire Partnership Trust – 2021/22</p> <p>Outcome – Electronic Citizen Health Record for Coventry</p>
Strategic journey - Warks	<p>Explore a business case to move South Warwickshire Hospital to same integrated solution as Coventry and Rugby and deploy 2021/22</p> <p>Explore a business case to move Warwickshire Out of Hospital Care to same integrated solution and deploy 2021/22</p> <p>Explore a business case to move Warwickshire County Council to same integrated solution and deploy 2022/23</p> <p>Outcome – Coventry and Warwickshire Electronic Citizen Health Record</p>



IM&T/Digital Roadmap

2017 2018 2019 2020 2021

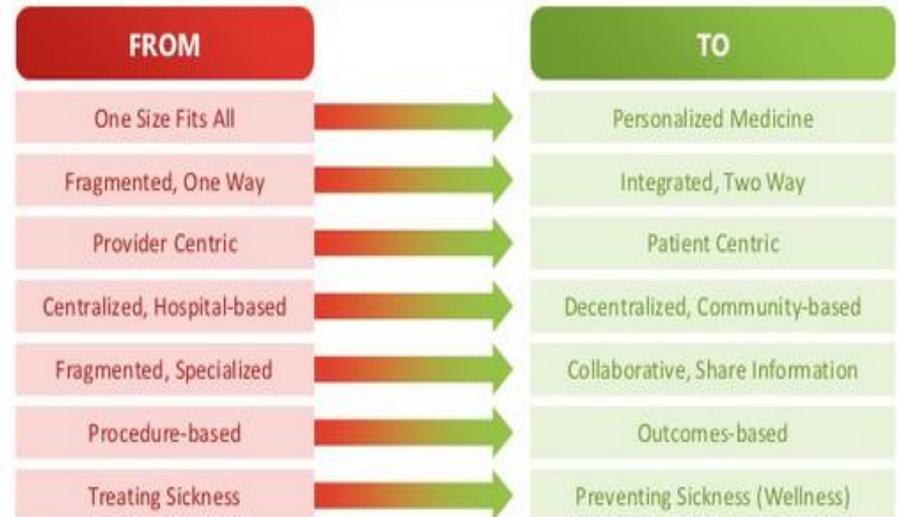


IM&T/Digital Roadmap

Content	
Strategic Vision	<p>In line with the C&W STP, to deliver an integrated health and care system (enabling us to become ‘the healthiest community in the UK’)</p> <p>Integrated electronic citizen health record</p> <p>To enable the move over time to implement accountable care and outcomes/values-based care models</p>
Key drivers	<p>Improving patient experience</p> <p>Reducing duplication</p> <p>Reducing medication errors</p> <p>Enabling integrated working</p>
Next steps	<p>Technology leads of all organisations to drive delivery of LDR in support of the STP</p> <p>LDR Technology Leads Group, Chaired by the Coventry and Warwickshire CCEO, being set up in October 2016</p> <p>Terms of Reference of the Group drafted and to be agreed by Digital Transformation Board in November 2016</p>

Modernisation, Transformation and Innovation

- Changing behaviours
- Engage and empower citizens and patients (self-care)
- Changing the way we work
- Clinical decision support
- Effective population health management



Communications & Engagement

Roles & Responsibilities

Lead/s	Communications – Kerry Beadling (Head of Communications, UHCW) Engagement (Big Conversation) – Andrea Green (Accountable Officer, WN and C&R CCGs) Design Authority (Chair) - Guy Daly (Dean, Health & Life Sciences, Coventry University)
Communications Group (Weekly conference calls & meet as required) STP Communications & Engagement meeting STP Engagement sub-Group	Communications Leads from all STP organisations As above plus Healthwatch (Coventry & Warwickshire, represented by CEO Healthwatch Coventry), chaired by Kerry Beadling CCG and Local Authorities – chaired by Andrea Green
Voluntary Sector (building on earlier workshops around Mental Health, Urgent Care, Frailty & high level STP briefing)	Rob Allison (Director of Policy & Partnership, VAC) Paul Tolley (Chief Executive, Warwickshire CAVA) Janet White (STP Programme Manager – STP) - STP Justine Richards (Director of Strategy & Business Development, CWPT) – Mental Health & Out of Hospital Jim Davidson (Associate Medical Director, UHCW) – Urgent Care & Frailty
Healthwatch (attend STP Transformation Board)	Ruth Light (Chief Executive, Healthwatch Coventry) Chris Bain (Chief Executive, Healthwatch Warwickshire)
Health & Wellbeing Boards (building on briefings with development session on STP on 13 th Oct)	Gereint Stoneman (Health and Wellbeing Delivery Manger, WCC) Liz Gaulton (Deputy Director Public Health, CCC)
HOSCs (as required)	Gail Quinton, (Executive Director – People, CCC) John Dixon (Strategic Director of People Group, WCC)
LMCs (members of STP Design Authority)	Maggie Edwards (Executive Officer) & Sarah Mathews, Jamie MacPherson, Terry Eaton, (GPs, Cov LMC) Andrew Kennedy (Chairman) & Dave Weston, Bill Fitchford, Lesli Davies, (GPs, Warks LMC)
STP Design Authority (meet as required)	



Communications & Engagement

Examples/Progress

HWB Boards have been briefed regularly both at joint Coventry and Warwickshire development sessions and at board meetings.

In addition, HOSCs have been briefed, when requested.

Building on previous workshops with the Voluntary Sector on Frailty, Mental Health and Urgent Care, a high level briefing on the STP (process and approach) has taken place.

Senior Management teams at organisations within the STP have been briefed and initial staff briefings have been included in various staff newsletters etc. within the individual organisations' staff communications routes.

An initial Communications & Engagement Strategy for the STP was presented to the STP Transformation Board in August.

An Engagement Strategy for Pre Consultation (*Big Conversation: A route-map to delivering the Five Year Forward View*) has been developed and will be going to the STP Transformation Board in late October.

This strategy has been developed to respond to concerns raised by our Healthwatch colleagues and conforms to the Healthwatch good engagement charter.

An Engagement Plan for the “Big Conversation”/Pre Consultation between October 2016 and the end of March 2017 has been developed aligned to national priorities (e.g. 5YFV, Better Births, MH 5YFV etc.).

Communications, engagement and formal consultations (staff, patients and public) around specific transformation plans will take place as and when appropriate to these plans.

North Warwickshire Borough Council

Response to Coventry & Warwickshire Sustainability & Transformation Plan (STP)

North Warwickshire Borough Council has serious concerns about the analysis and lack of clarity within the proposals for service change within the Coventry and Warwickshire STP. In particular:-

- There appears to be significant bias towards changes which involve rationalising services around the George Eliot Hospital (GEH) and University Hospitals Coventry and Warwickshire (UHCW) whilst leaving other providers such as South Warwickshire Foundation Trust (SWFT) relatively untouched by service reconfiguration.
- To take such an unbalanced approach to address the financial gap which exists across the whole footprint by focussing on the GEH will not only widen health inequalities, but aggravate even further the disparity in resources and services available for health and social care between the North and South of the sub-region.
- It is regrettable that public health and mental health do not have their own work-streams as part of the SP and believe this to be a mistake.
- No resources appear to have been put aside for investment in community services.
- There appears to be an assumption that demand can be reduced without any evidence or plan as to how this might be achieved in any area.
- Nothing appears to be included in the STP to better understand the gap in social care funding and how it might be addressed.
- Any assumption that primary care provision can be built on without substantial investment seems to be fundamentally flawed.
- There is no reference to the impact on the cost of access, a factor which is crucial in rural areas.
- There is a need to take account of historical inequalities between the North and South, both in terms of service provision and health indicators/outcomes.
- The action plans appear to take no account of the time required for public engagement.

Continued./....

Continuation - 2-

The Council has also seen the resolution of Warwickshire County Council, included as an Appendix to this response, and endorses the statement contained in paragraph 1 and the course of action set out in paragraph 2.

Councillor Margaret Bell
Portfolio Holder
(Health & Wellbeing)

Councillor Jacky Chambers
Shadow Portfolio Holder
(Health & Wellbeing)

Jerry Hutchinson
Chief Executive

10 January 2017

County Council 13 December 2016

Item 4 - Coventry & Warwickshire STP

Resolved

1. That the Council believes that the approach used to develop the Coventry & Warwickshire Sustainability and Transformation Plan (STP) has been opaque and veiled in secrecy. Given how critical this Plan is to the future provision of Health and Social Care Services and the future of our local hospitals in Warwickshire, the Council urgently requests that more time is allowed for full and proper public consultation and seeks assurances that all plans for the future of the NHS are developed openly and with full involvement of the users of the service.
2. That, consequently, the Council
 - (i) Agrees that it will not consider signing up to the Coventry and Warwickshire Sustainability and Transformation Plan published on 6th December until:
 - a) There has been full public engagement
 - b) It has been co-produced along with the Health and Wellbeing Boards of both Warwickshire CC and Coventry CC
 - c) It is rewritten in language which is accessible to the public
 - (ii) Expects that the STP in its next stage moves to a transformational level and that an independent chair is appointed to ensure the necessary challenge.
 - (iii) Expects that the original intent of the STP around the integration of the health and social care systems is progressed in a way which recognises the crucial role played by social care."
 - (iv) Expects that the STP workstreams will recognise local and easy access to services by the whole population of Warwickshire and Coventry as a fundamental principle.
 - (v) Establishes a cross party scrutiny group to consider the STP

Agenda Item No 15

Community and Environment Board

23 January 2017

Report of the Assistant Chief Executive And Solicitor To The Council

Prosecutions Taken By The Environmental Health Division 2016

1 Summary

- 1.1 The report provides details of the prosecutions taken by the Environmental Health Division during the calendar year 2016.

Recommendation to the Board

That the report be noted.

2 Consultation

- 2.1 The Chairman and Vice Chair have been sent an advanced copy of this report for comment. Any comments received will be reported verbally at the meeting.

3 Report

- 3.1 Delegated authority has been given by the Council, to Officers, for the instigation of prosecutions in relation to legislation enforced by the Environmental Health Division (Commercial, Licensing & Health Promotion). The legislation relates to food safety, health and safety at work, licencing, pollution control and animal welfare. This delegation was conditional, requiring an annual report to your Board detailing all prosecutions taken.
- 3.2 The Division always offers support to businesses to help them to comply with the law. However enforcement remains an important tool for those businesses and individuals that can not or will not comply with the law or deliberately or recklessly flout the law endangering people and/or the environment.
- 3.3 The Council has enforcement policies in respect of each of these functions which set out its approach to regulatory compliance. These policies are regularly reviewed and the most recent versions are available to view on the Council's website.
- 3.4 The following prosecutions have been taken by the Division during 2016

DATE	DEFENDANT	LOCATION	OFFENCES	PENALTY
19/01/16	Mr John Love	Holmeleigh Boarding Kennels, Hartshill	Three offences – Animal Boarding Act 1963	Fine and costs of £1,453.27
08/03/16	Mr Michael Harris	Corley	One offence - Pet Animals Act 1951	Fine and costs of £370
05/04/16	Maya Midlands Ltd	Maya, 3 Market Street, Polesworth	Eight offences – Food Safety & Hygiene (England) Regulations 2013	Fine and costs of £33,208.02
27/06/16	Brook Hotels No 1 Ltd	Marston Farm Hotel, Bodymoor Heath	One offence – Food Safety & Hygiene (England) Regulations 2013	Fine and costs of £12,854.36
16/08/16	Comfihomes LMS Ltd	Marsh Lane, Water Orton	Duty of care – commercial waste. Environmental Protection Act 1990	Fine and costs of £2,490.07
23/09/16	Miss Donna Chetwynd	Taverners Lane, Atherstone	Duty of care – domestic waste. Environmental Protection Act 1990	Fine and costs of £499.54
06/12/16	Mr Rayde Khunti	Daw Mill Lane, Arley & Bun Lane, Fillongley	Duty of care – domestic waste. Environmental protection act 1990	Fine and costs £1,059.00

4 Report Implications

4.1 Finance and Value for Money Implications

4.1.1 In each case the Council has been awarded full investigation and prosecution costs.

4.2 Safer Communities Implications

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

4.3 Legal and Human Rights Implications

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

4.4 **Environment and Sustainability Implications**

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

4.5 **Health, Wellbeing and Leisure Implications**

4.5.1 The work of the Division helps to promote health and wellbeing by, for example ensuring food premises and workplaces are safe and the environment protected from pollution.

4.6 **Human Resources Implications**

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

4.7 **Risk Management Implications**

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

4.8 **Equalities Implications**

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

4.9 **Links to Council's Priorities**

4.9.1 Creating safer communities

4.9.2 Protecting our countryside and heritage.

4.9.3 Promoting sustainable and vibrant communities

4.9.4 Supporting employment and business.

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

Background Papers

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

Background Paper No	Author	Nature of Background Paper	Date

Agenda Item No 16

Community and Environment Board

23 January 2017

Report of the Chief Executive and the Deputy Chief Executive

Progress Report on Achievement of Corporate Plan and Performance Indicator Targets April – September 2016

1 Summary

- 1.1 This report informs Members of the progress with the achievement of the Corporate Plan and Performance Indicator targets relevant to the Community and Environment Board for April to September 2016.

Recommendation to the Board

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

2 Consultation

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

3 Background

- 3.1 This report shows the second quarter position with the achievement of the Corporate Plan and Performance Indicator targets for 2016/17. This is the second report showing the progress achieved so far during 2016/17.

4 Progress achieved during 2016/17

- 4.1 Attached at Appendices A and B are reports outlining the progress achieved for all the Corporate Plan targets and the performance with the local performance indicators during April to September 2016/17 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 2016/17.

6 Overall Performance

- 6.1 The Corporate Plan performance report shows that 90% of the Corporate Plan targets and 64% of the performance indicator targets are currently on schedule to be achieved. The information for two Refuse and Recycling indicators is currently outstanding. 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	18	90%
Amber	1	5%
Red	1	5%
Total	20	100%

Performance Indicators

Status	Number	Percentage
Green	7	64%
Amber	3	27%
Red	1	9%
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 the provision of leisure provision, play area development plan and green space strategy.

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 including the carbon management plan, green space strategy and refuse and recycling.

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 16/17

	Action	Priority	Reporting Officer	Quarter 1 Update	Quarter 2 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	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	 Green	
NWCP 018	To maintain a very high standard of street cleanliness (95%) throughout the Borough and target those areas of highest community value to deliver as efficient and cost-effective service as possible and to continue to raise awareness (both public and other agencies) of the problem of litter, fly-tipping and dog fouling, using suitable enforcement measures where appropriate and report on progress annually in March	Protecting our Countryside & Heritage	Richard Dobbs/Angela Coates	The latest LEQS score for the Borough (completed in July) was 97%	The result for Q2 (completed in September) was 90%. The fall in cleanliness standards has been due (in part) to the extra pressure on resources arising from the increase in demand for replacement bins	 Red	
NWCP 022	To implement phase 9 of the North Warwickshire Green Space Strategy in accordance with its revised Action and Funding Plan and corresponding Management Plans for Parks and Recreation Grounds, where appropriate.	Improving Leisure & Wellbeing Opportunities	Simon Powell	The Authority is seeking to recruit to two Green Space Officer positions, one of which will have specific responsibility for trees. Once engaged, these Officers will enable further work to be undertaken in respect of the implementation of the provisions of the Green Space Strategy.	The delay in recruiting to one of the two Green Space Officer positions has slowed delivery in respect of the provisions of the Green Space Strategy. A report highlighting the position was presented to the C&E Board in October 2016	 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 approved Health Improvement Action Plan, including its focus on priorities that are compatible with those of the Community Partnership and the Northern Warwickshire Health and Wellbeing Partnership, the promotion of healthy lifestyles and raising levels of physical activity, in particular for children and young people. Under the direction of the Health and Wellbeing Working Party, to establish a new, Corporate Health Improvement Action Plan, which will guide related work within the authority from April 2017 to March 2020	Improving Leisure & Wellbeing Opportunities	Simon Powell	Development of the Health Improvement Action Plan will be progressed through the Health and Well-being Working Party. Physical Activity on Referral is now available at Arley Sports Centre and the C&E Board has approved a revised pricing structure for the scheme in Borough Council facilities. The second Dementia Friendly Communities meeting took place on 30 June and was attended by various groups and organisations that offer services to people living with dementia in North Warwickshire.	Development of the Health Improvement Action Plan for 2017 / 20 is being advanced through the Health and Well-being Working Party, whose progress is regularly reported to the C&E Board. Physical Activity on Referral is now available at Arley Sports Centre and a Board approved 50% price discount has been introduced for the scheme. The third Dementia Friendly Communities meeting took place in September and was attended by various groups and organisations that offer services to people in North Warwickshire living with dementia and their carers.	 Green	
NWCP 101	To complete the review of all aspects of Leisure and Community Development provision and to report on such to relevant Board by March 2017	Improving Leisure & Wellbeing Opportunities	Simon Powell	The strategic review of leisure, health and well-being services in North Warwickshire is likely to commence in August 2016. The commission will take external consultants 12 months to complete.	The strategic review of leisure, health and well-being services in North Warwickshire commenced in August 2016. The commission will take external consultants 12 months to complete.	 Green	

	Action	Priority	Reporting Officer	Quarter 1 Update	Quarter 2 update	Status	Direction
NWCP 102	To report on the implications of reviewing the Green Space Strategy and the North Warwickshire Playing Pitch Strategy by May 2016	Improving Leisure & Wellbeing Opportunities	Simon Powell	Revised Green Space and Playing Pitch Strategies will be produced within the strategic review of leisure, health and well-being services process outlined above.	Revised Green Space and Playing Pitch Strategies will be produced within the strategic review of leisure, health and well-being services process outlined above.	★ Green	➡
NWCP 103	In conjunction with WCC and other partners, ensure the success of the Women's International Cycle Race and its impact upon the community of North Warwickshire (June 2016)	Improving Leisure & Wellbeing Opportunities	Steve Maxey	The cycle race took place on 16th June and was a significant success for the Borough. Thousands of people, including large numbers of school children, turned out to watch the event. Post event evaluation is being done now	The cycle race took place on 16th June and was a significant success for the Borough. Thousands of people, including large numbers of school children, turned out to watch the event. Post event evaluation is now being undertaken	★ Green	➡
NWCP 104	To deliver a scheme of Community Grants to celebrate the Queen's 90th birthday	Improving Leisure & Wellbeing Opportunities	Simon Powell	The Queen's 90th Birthday Community Grants Scheme was delivered successfully, with 12 community events supported in the sum of £500 and 37 street parties / afternoon teas awarded funding support of £100 each.	The Queen's 90th Birthday Community Grants Scheme was delivered successfully, with 12 community events supported in the sum of £500 and 37 street parties / afternoon teas awarded funding support of £100 each.	★ Green	➡
NWCP 029	Carrying out the Council's obligations as a member of the Warwickshire Safeguarding Children Board, including those relating to the Child Protection Policy and the Section 11 Audit Action Plan and 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 2017	Creating Safer Communities	Simon Powell	The revised Child Protection Policy 2016 / 19 was adopted by Executive Board on 14 June. Staff contracts have been updated to reflect the requirement to protect young people and vulnerable adults from abuse. Staff continue to be trained in Child Protection and Child Sexual Exploitation. It was also agreed by the Executive Board that all Members should receive the training and that certain identified Member roles should undergo a DBS check. New internal trainers are currently being trained to assist with the delivery of sessions.	The revised Child Protection Policy 2016 / 19 was adopted by Executive Board in June 2016. Staff contracts have been updated to reflect the requirement to protect children, young people and vulnerable adults from abuse. Staff continue to be trained in Child Protection and Child Sexual Exploitation and related Member training has been organised for January 2017. DBS checks for relevant Members have also been completed. New internal trainers are currently being trained to assist with the delivery of sessions.	★ Green	➡
NWCP 055	To report by March 2017 on progress on the delivery of the Customer Access Strategy, including the development of existing Community Hubs, the BOB bus, increased take-up of online services, the success of driving channel shift and the ongoing provision of welfare support, together with partners	Promoting Sustainable & Vibrant Communities	Bob Trahern	Progress against all areas of activity continues to be progressed and monitored. This forms the basis of quarterly reports to the NW Community Partnership that show that despite the challenges faced by the division we are meeting our objectives. A full report will be taken to board at the end of year summarising this success.	Progress against all areas of activity continues to be made and monitored. This forms the basis of quarterly reports to the NW Community Partnership that show that despite the challenges faced by the division we are meeting our objectives. A full report will be taken to board at the end of year summarising this success. A report on digital progress update was given to the Resources Board in September.	★ Green	➡
NWCP 081	To further review the new refuse and recycling service introduced in October 2013, to improve the efficiency and effectiveness of the service and maintain (subject to reviewing the impact of market changes) the Council's recycling rate and report to Board on the operational impact by March 2016	Promoting Sustainable & Vibrant Communities	Richard Dobbs	A report on the challenges facing the Refuse & Recycling service and the various options currently under review is going to the October meeting of the C&E Board	A report on the service was presented to the October meeting of the C&E Board. Further reports on the recycling and green waste services are scheduled for January and March, 2017	★ Green	➡

	Action	Priority	Reporting Officer	Quarter 1 Update	Quarter 2 update	Status	Direction
NWCP 090	To encourage new active rural businesses and, in particular, in partnership with the Local Action Group and Hinckley & Bosworth Borough Council, ensure the successful delivery of the second year of engagement with the new 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 2017	Supporting Employment & Business	Simon Powell	The LEADER programme is being delivered. Five full applications have been approved for grants totalling £107,000, two of which have now been contracted. A second round of outline applications has resulted in 14 requests for support, which will be considered by the Local Action Group. Following the decision for the United Kingdom to leave the European Union, under instruction from DEFRA, aspects of the programme are on hold.	The LEADER programme continues to be delivered, although progress has been delayed by restrictions and uncertainty following the decision to leave the European Union. Two new projects have been contracted. Fourteen outline applications have been approved to come forward as full applications, four of which have been submitted.	★ Green	➡
NWCP 091	To build a model with Job Centre Plus to implement the requirements of Universal Credit and in particular our input into the Universal Support/Delivery local agenda. This will also be extended to supporting outcomes impacted by new disability rules	Promoting Sustainable & Vibrant Communities	Bob Trahern/Angela Coates	Progress against the Universal Credit continues to be discussed with the DWP. Nationally delays continue in this programme meaning the impacts on our workloads caused by the changes are difficult to predict but this situation continues to be monitored closely. Regional events are currently being organised to better support people into or nearer work to take place in community hubs and at the same time we are currently in the process of contacting customers impacted by the benefit cap reduction to £20k per household that will mean 50 households receiving less income from November onwards unless they can change their circumstances	Considerable work continues on a number of fronts with DWP colleagues to proactively provide help / signpost available support to people impacted by welfare changes. This will take the form of some high profile events being run in early October to help residents access employment opportunities and also ESA events aimed at people with disabilities get into or nearer work / help address wider debt or personal issues which are being run out of 6 community hubs. Work has now started to engage with the households impacted by the benefit cap that takes effect in November alongside WWS. The Council is seen as an exemplar in the work it is doing alongside DWP to better work together to deliver joined up solutions.	★ 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	The Highways Protocol is now in place and NWBC continues to take advantage of opportunities to share road closures with partner agencies	Road closures continue to be shared where possible - although communication from partner authorities could be improved - work on this aspect is ongoing	★ Green	➡
NWCP 105	To report on a phased basis on the various aspects of Leisure provision across the Borough, commencing with a report on Leisure facilities by February 2016	Improving Leisure & Wellbeing Opportunities	Simon Powell	The strategic review of leisure, health and well-being services in North Warwickshire is likely to commence in August 2016. The commission will take external consultants 12 months to complete. The commission will include the production of a Leisure Facilities Strategy.	The strategic review of leisure, health and well-being services in North Warwickshire commenced in August 2016. The commission will take external consultants 12 months to complete. The commission will include the production of a Leisure Facilities Strategy.	★ 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 2017	Promoting Sustainable & Vibrant Communities	Steve Maxey	The programme has slipped but volunteer Councillors have now been sought to pilot the Walks. The deadline for expressions of interest is 22nd July following which meetings will be had with the local Members to scope the walks	Volunteer Members have been identified and initial meetings will be had with them in the next few months	★ Green	➡

	Action	Priority	Reporting Officer	Quarter 1 Update	Quarter 2 update	Status	Direction
NWCP 107	In order to promote and support community life, the Borough Council:- a) Will work in conjunction with partners through the North Warwickshire Community Partnership in order to advance the priorities and objectives of the North Warwickshire Community Sustainable Community Strategy including, in respect of the commitment to improve access to opportunities, services and facilities for local residents and will report in March on progress. b) Will actively engage with the Warwickshire Third and Public Sector Partnership Group, with a view to ensuring the appropriate engagement of community groups, organisations 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 2017	Promoting Sustainable & Vibrant Communities	Steve Maxey/Bob Trahern/Simon Powell	The Borough Council is continuing to actively engage with the Warwickshire Third and Public Sector Partnership Group. It has also agreed to financially support WCAVA in its delivery of Third Sector Support Services, through a countywide contract commissioned by WCC.	Considerable work continues on a number of fronts to proactively provide help and signpost to support via our financial inclusion partners. This will take the form of some high profile events being run in early October in partnership with the DWP and local MP to access employment opportunities and food projects to continue to encourage engagement by communities.	Green	
NWCP 108	To work in partnership with the County Council and other agencies on a review of the car parking in the Borough, to include on and off street car parking and including exploring the introduction of civil parking enforcement	Promoting Sustainable & Vibrant Communities	Richard Dobbs	The process of implementing CPE within the Borough is underway and a cross-party Task & Finish Group has been established to look at the options for NWBC to best deal with the effect on off-street parking across the Borough. N independent review of car parking within North Warwickshire has been commissioned.	Further meetings have been held with officers from WCC and their consultants and work has begun on the Council's own options appraisal. The first phase of the study is due to be completed by the end of October	Green	
NWCP 003	To report annually in March on the work of the local Financial Inclusion Partnership including for 2016/17 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	Progress against all areas of activity continues to be progressed and monitored. This forms the basis of quarterly reports to the NW Community Partnership that show that despite the challenges faced by the division we are meeting our objectives and in many cases exceeding our expectations in relation to collection performance despite the challenging environment . A full report will be taken to board at the end of year summarising our work and successes.	As previously stated, considerable work continues on a number of fronts to proactively provide help and signpost to support via our financial inclusion partners. This will take the form of some high profile events being run in early October in partnership with the DWP and local MP.	Green	
NWCP 109	To work with public, voluntary and business partners to deliver ongoing food-related projects to support individuals and community organisations and report to Community & Environment Board by March 2017	Promoting Sustainable & Vibrant Communities	Bob Trahern	Significant work has been undertaken in the first quarter which has involved a major piece of work to oversee the change and support of a new charity partner. Issues with the WCC commissioned partner have arisen as part of this process but we hope to have resolved most of these now to allow the operation to expand and grow successfully. The progress on this as above is reported to the NW Community Partnership on a quarterly basis	BRANCAB have taken over the running of the areas food project operation in a new partnership alongside ourselves and Nuneaton and Bedworth BC. This is initially an interim solution following the exit of the WCC preferred partner who were unable to continue in August. We are currently reviewing with Ocado how a service can be sustained and potentially increased beyond march 2017 or whether the service will need to end.	Green	

NWPI Community & Environment Board 16/17

Ref	Description	Section	Priority	Year End Target 2016/17	Outturn 2015/16	April - Sept Performance	Traffic Light	Direction of Travel	Comments
NWLPI 007	The percentage of food premises inspections that should have been carried out that were carried out for high risk premises.	Env Health (C, L & HP)	Health and Well-being	100	100	78			There are several outstanding inspections for premises at car boot sales. These will be done when staff are available on a Sunday.
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	91			No problem is anticipated in dealing with the small number of outstanding premises
NWLPI 085	Swimming pools and sports centres: The net cost per swim/visit	Leisure Facilities	Health and Well-being	1.90	1.53	1.58			
NWLPI 086	Leisure Centres - Total income per visit	Leisure Facilities	Health and Well-being	2.47	2.62	2.92			
NWLPI 119	Number of collections missed per 100,000 collections of household waste (former BV88)	Refuse & Recycling	Recycling	125	86	80			The number of missed bins per 100,000 continues to improve and was at 71 in Q2
@NW:NI192	The percentage of household waste arisings which have been sent by the Authority for reuse, recycling, composting or treatment by anaerobic digestion.	Refuse & Recycling	Recycling	45	47.58%	52.62%			Performance has improved from Q1 to Q2 due to the increase in garden waste collected - this trend will reverse as we head into the Winter months
@NW:NI195a	The percentage of relevant land and highways that is assessed as having deposits of litter that fall below an acceptable level.	Streetscape	Environment	5	9%	6%			Performance has worsened from Q1 to Q2 due to the pressures caused (in part) by the increase in bin deliveries
NWLPI 163	Number of projects/programmes being delivered	Partnership & Development	Health & Well-being	50	60	21			It is anticipated that the year-end target will be met
NWLPI 165	Number of people engaged on projects/programmes	Partnership & Development	Health & Well-being	1600	3156	10,741			
NWLPI 166	Percentage of people who are 'better off'	Partnership & Development	Health & Well-being	75	93.00%	96.65%			(No change - no additional surveys undertaken)
NWLPI 167	Satisfaction with service delivered	Partnership & Development	Health & Well-being	90	92.00%	100.00%			(No change - no additional surveys undertaken)

Agenda Item No 17

Community and Environment Board

23 January, 2017

Report of the Assistant Director (Streetscape)

Waste Management – Joint Working Opportunities

1 Summary

- 1.1 This report updates Members on a recent workshop coordinated by Warwickshire County Council and involving Officers and Members of the Warwickshire Waste Partnership. The attached document sets out the themes and issues discussed on the day. The report summarises the outcome of the workshop and suggests areas where the partners may wish to look in more detail at closer working arrangements which could be delivered over the short, medium and longer term.

Recommendation to the Board

- a) **That Members note the contents of the attached report and its appendices, and;**
- b) **That the Board's comments and observations on the report and its findings be fed into any future activity around joint working in waste management services.**

2 Background

- 2.1 The Warwickshire Waste Partnership is a forum at which each of the Borough and District Councils is represented along with the County Council. Meetings are held regularly to discuss, set and review Warwickshire's overall Waste Strategy and to look for ways to improve waste operations within Warwickshire, increase recycling participation and increase awareness and public participation across all areas of waste management.
- 2.2 At its most recent meeting held on 7th December, 2016:
- Three separate groups of Members and Officers discussed the joint service opportunities which were available across Warwickshire.
 - The areas identified as being worthy of further investigation were then analysed and their individual pros and cons decided. They were also explored further to assess the likely timescale for a return on investment and further subdivided into short medium and long term projects.

2.3 Following the workshop, FRM (the consultants) analysed the results of the day and came up with six areas where there appears the most potential for further joint working leading to greater efficiencies or improved performance. The six areas were:

- Joint procurement of goods.
- A joint waste budget across Warwickshire for collection & disposal.
- Looking at introducing a waste collection service which is common across all authorities.
- Cross-border collection rounds.
- Charging for garden waste collection.
- Wider access to Household Waste Recycling Centres (HWRCs)

2.4 The report on the workshop and the outcome of the discussions is attached at Appendix A. The Partnership will now decide which work areas to pursue further and how. This Board's view on the workshop's findings and how we take the next steps will be fed into that process.

3 Report Implications

3.1 Environment and Sustainability Implications

3.1.1 Joint working with neighbouring authorities is likely to play a significant role in ensuring that Warwickshire's waste authorities can continue to deliver sustainable refuse & recycling services while meeting the challenges posed by ever increasing resource constraints.

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

frith resource management

Waste Strategy, Carbon Management & Research Consultancy



Joint Working Opportunities

Workshop Summary

December 2016

Acknowledgements:

We would like to thank the officers and Councillors of each of the Partner Authorities for their contribution to the workshop.

Report Number: WCC001 Joint Working Workshop Summary Report, External Draft

Disclaimer:

Frith Resource Management Ltd (FRM) is an independent waste and resource management consultancy providing advice in accordance with the project brief. FRM has taken all reasonable care and diligence in the preparation of this report to ensure that all facts and analysis presented are as accurate as possible within the scope of the project. However no guarantee is provided in respect of the information presented, and FRM is not responsible for decisions or actions taken on the basis of the content of this report.

Executive Summary

The Warwickshire Waste Partnership (WWP) is seeking to explore ways of working together to meet ambitious waste recycling and minimisation targets and to generate efficiency savings across the five District / Borough Councils and the County Council.

Frith Resource Management (FRM) was appointed by the Partnership to facilitate a workshop to explore the following theme:

"What are the opportunities for our Partnership achieve our targets and make the necessary saving each of us need to make"

The workshop took place at Warwickshire County Council's Shire Hall on 7th December, with representatives from each council, including officers and elected members.

The workshop comprised the following:

- Introductory presentation by FRM
- Session 1: Joint Service Opportunities – identifying potential areas for working together
- Session 2: Part 1: Benefits & Risks – focussing on two key areas per group, discussing the strengths, weaknesses, opportunities and threats (SWOT)
- Session 2: Part 2: Priority Work Programme – discussion on how opportunities could be delivered

A number of potential joint service opportunities emerged during the first session. The six areas identified in the table below were explored in greater detail in the subsequent sessions.

Joint Service Opportunity	Work programme	Timescales
1. Joint procurement for goods	<ul style="list-style-type: none"> • Align collection contract expiry dates • Development of joint purchasing strategy, including common specifications 	Short to medium term (up to 3 years)
2. Joint waste budget	<ul style="list-style-type: none"> • Can only follow from a common collection model 	Long term (more than 3 years)
3. Common waste service (incorporating restricted / less frequent residual waste collection)	<ul style="list-style-type: none"> • Follows on from modelling in item 4 	Long term (more than 3 years)
4. Cross-border collection service	<ul style="list-style-type: none"> • Undertake modelling / mapping exercise to determine optimum collection routes or identify where savings could be made • Links to common waste service 	Short term (less than 1 year)
5. Charging for garden waste collection	<ul style="list-style-type: none"> • Assess implications on County's biowaste (garden and food) waste treatment contract • Assess the potential implications on recycling rate 	Medium term (1-3 years)
6. Wider access to HWRCs	<ul style="list-style-type: none"> • Review hazardous waste acceptance • Review access / charging for small commercial customers • Inform residents of peak usage times 	Short term (less than 1 year)

Overall, the discussions throughout the workshop suggest that there is a strong desire to work together across the Partnership, and to review services and arrangements across and between the two tiers to deliver greater efficiencies to the tax payer.

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1 Introduction

1.1 Background & Scope

The Warwickshire Waste Partnership (WWP) is seeking to explore ways of working together to meet ambitious waste recycling and minimisation targets¹ and to generate efficiency savings across the five District / Borough Councils and the County Council.

Frith Resource Management (FRM) was appointed by the Partnership to facilitate a workshop to explore the following theme:

"What are the opportunities for our Partnership achieve our targets and make the necessary saving each of us need to make"

The workshop took place at Warwickshire County Council's Shire Hall on 7th December, with representatives from each council, including officers and elected members.

¹ Waste strategy target to reach 65% reuse, recycling and composting of household waste and to reduce residual waste to 311kg/household by 2020

2 Workshop Content

2.1 Structure

After an initial introductory presentation by Paul Frith of FRM (see Appendix A), the delegates were split into three groups (see Appendix C) to discuss **Session 1: Joint Service Opportunities** where potential areas for working together were identified.

Following feedback to the rest of the group, each group was allocated two key areas emerging from the first session, to discuss the strengths, weaknesses, opportunities and threats (SWOT) as **Session 2: Part 1: Benefits & Risks**.

All groups re-convened for feedback and further discussion as **Session 2: Part 2: Priority Work Programme**. This session was initially intended to identify opportunities for the short term, medium term and longer term, with key 'owners'. However, while each opportunity was discussed in depth, with several potential 'next steps' identified, key 'owners' were not allocated during the session.

The workshop programme is presented in Appendix B.

2.2 Session 1: Joint Service Opportunities

Each group developed separate lists for potential joint service opportunities. These are presented (unedited) in Appendix D. Several key themes emerged across the groups, in particular:

- Joint procurements for goods, services, MRF
- Common waste collection service
- Charging for garden waste collection
- Lobbying government for greater producer responsibility
- Wider access to HWRCs (to reduce flytipping)
- Joint waste budget across districts and county for waste collection and disposal / treatment
- Route / logistics optimisation for cross-border collection
- Review of service delivery mechanism

2.3 Session 2: Part 1: Benefits & Risks

The following areas identified in section 2.2 were explored in this session, with each of the three groups addressing two different topics:

Group 1	Group 2	Group 3
Joint waste budget	Common waste service (incorporating restricted / less frequent residual waste collection)	Charging for garden waste collection
Joint procurement for goods	Optimising collection routes / logistics	Wider access to HWRCs

The strengths, weaknesses, opportunities and threats of each area were discussed within the separate groups prior to feedback and wider discussion with all delegates. The items identified varied for each discussion area; these are presented (unedited) as Appendix E.

2.4 Session 2: Part 2: Priority Work Programme

The key areas for consideration over the short (within 1 year), medium (1-3 years) and longer term (more than 3 years) were identified as follows:

2.4.1 Short Term

HWRC issues

The following issues related to the HWRCs were identified as appropriate to address in the short term:

- Illustration of usage levels (peak times) on WCC website to ease busy periods and improve access for all
- Acceptance of hazardous waste (where permitted) at the sites to reduce flytipping
- The balance of access to sites and other flytipping issues, with particular regard to the charging structure for small commercial organisations and vans.

Logistics / collection mapping for Warwickshire

It was felt that some preliminary work is needed on the mapping of the optimum collection routes for Warwickshire, working across district / borough borders, and taking into account associated waste infrastructure, in order to assess the 'size of the prize'. Caution was expressed over the modelling assumptions, as accurate route optimization is difficult to deliver in practice.

Consideration over the modelling of the following was discussed:

- Common collection system
- Other options (e.g. 3 weekly residual)
- Charging for garden waste collection

- Residual waste only (as this is the current common service to all Warwickshire waste collection authorities)
- Different shift patterns

2.4.2 Short to Medium Term

Joint Procurement of Goods

It was discussed that the potential to undertake joint procurement of goods (e.g. vehicles and bins) should be addressed over the medium term. Procurement of such goods is dependent on each authority's existing contractual arrangements and the need to procure. It was considered that the development of a strategy for joint procurement could be addressed, along with working towards the agreement of common specifications.

2.4.3 Long Term

Joint waste budget

The establishment of a joint waste budget is a longer term partnership option that is associated with many different threads. In particular, it is predicated on the need for a joint waste service. Significant work is required in order to assess whether it is justified by the scale of savings possible, the first stage of which is the collection mapping for Warwickshire.

3 Summary

The workshop was well-attended by representatives from each WCA and the County, including officers and elected members, with all participants contributing to the discussions.

A range of short, medium and long term focus areas emerged, with particular emphasis on evaluating the potential savings that could be delivered through a common collection modelling exercise, working across existing borders. There is a keen interest in charging householders for garden waste collection to generate revenue. This will need to be explored to assess the potential implications on both the recycling rate and the County's bio waste (garden and food) waste treatment contract. There was some desire for a joint waste budget for collection and disposal / treatment, but this is a long term issue that can only follow on from harmonising collection arrangements.

Other priority areas include consideration of the arrangements around the access to HWRCs with the view to reducing flytipping and also joint procurement of goods. It was recognised that joint procurement of vehicles and bins could be achieved more readily through aligning collection contract expiry dates, as well as streamlining collection arrangements.

Overall, the discussions throughout the workshop suggest that there is a strong desire to work together across the Partnership, and to review services and arrangements between and across the two tiers to deliver greater efficiencies to the tax payer.

Appendix A – Introductory Presentation

frith resource management
Waste Strategy, Carbon Management & Research Consultancy

Warwickshire Waste Partnership

Joint Working Workshop

7th December 2016
Paul Frith

Introduction

- Informal workshop to explore partnership working opportunities
- Set the scene / case studies
- Breakout sessions, three groups
- Joint service / working opportunities
- Benefits & risks – SWOT analysis
- Priority work programme

Frith Resource Management Ltd
Web: www.frithrm.com Email: paul@frithrm.com Call: 01746 552423

Case Study – Somerset Waste Partnership

- Six local authorities – 5 districts plus county council
- Reports to Somerset Waste Board
 - Two elected representatives from each Council
- Working together on waste since 1992
- 2007 first county-wide area to combine waste functions
- District councils responsible for waste collection, county council responsible for HWRCs and disposal
- Somerset Waste Partnership manages and plans services
- SWP waste strategy led by waste minimisation and recycling
- Reported to save £1.5m per year efficiency savings by working together

Frith Resource Management Ltd
Web: www.frithrm.com Email: paul@frithrm.com Call: 01746 552423

Other examples

- East Sussex Joint Waste Partnership
 - 4 councils set up 10 year contract for waste collection & recycling
 - Reported to save over £3m per year
- Suffolk Waste Partnership
 - All 7 district / boroughs plus county council
 - Joint working on waste, also joint working on other environmental matters, e.g. climate change, flood risk, biodiversity
- Essex Waste Partnership
 - Essex CC and Southend
 - Joint residual waste infrastructure procurement
- Aylesbury Vale, Cherwell, South Northants
 - Joint MRF contract procurement, separate contracts

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Workshop Groups

Group 1	Group 2	Group 3
Clr Jenny Fradgley (WCC)	Clr Jeff Clarke (WCC)	Clr Phillip Johnson (WCC)
Clr Lisa Parker (RBC)	Clr Wallace Redford (WCC)	Clr Chris Clarke (WCC)
Clr Barry Longden (NBBC)	Clr Mike Brain (SDC)	Clr Dave Shilton (WDC)
Richard Dobbs (NWBC)	Brent Davis (NBBC)	Clr Les Smith (NWBC)
Chris Dobson (SDC)	Robert Hoof (WDC)	Sean Lawson (RBC)
Phil Evans (WCC)	Glenn Fleet (WCC)	Ruth Dixon (WCC)
	Tammy Goodwin (WCC)	
Cherie	Paul	Cath & Leanne

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Session 1: Joint Service Opportunities

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Session 2:
Part 1 - Benefits & Risks

Frith Resource Management Ltd
Web: www.frithm.com Email: paul@frithm.com Call: 01746 552423

Session 2:
Part 2 – Priority Work Programme

Frith Resource Management Ltd
Web: www.frithm.com Email: paul@frithm.com Call: 01746 552423

Appendix B – Workshop Programme

"What are the opportunities for our Partnership achieve our targets and make the necessary saving each of us need to make"

Facilitators: Paul Frith, Cherie Whiteman, Cath Edwards, Leanne Trow

1pm-1:10pm – Welcome and introduction

- Glenn Fleet – Welcome, housekeeping issues, purpose of session
- FRM – Introduction, structure of workshop, establishing 3 groups

1:10pm-2.00pm – Session 1: Joint Service Opportunities

- Short intro presentation by FRM (5mins max) to get thoughts moving
- Break into groups, discussion prior to feedback to others
- Potential discussion areas might include:
 - Collection
 - Disposal / treatment
 - Infrastructure
 - Resources

2pm-2.15pm – Session 1 feedback

- Each group 3 mins feedback to others, FRM to consolidate into key areas for session 2
- Aim for 6 key areas (3 per group, 2 quick wins, 1 long term)

2.15pm-2.30pm – Refreshment break

- FRM to collate info into items for consideration in session 2.

2.30pm-3.15pm – Session 2: Part 1: Benefits & Risks

- Break into groups, discussion prior to feedback to others
- SWOT analysis (strengths, weaknesses, opportunities, threats) – each group allocated 2 key areas emerging from session 1

3.15pm-3:45pm – Session 2: Part 2: Priority Work Programme

- Everyone together
- FRM summarise key points of SWOT, seek further views
- Discussion on opportunities for short term (within 1 year), medium term (1-3 years), longer term (more than 3 years)
- Allocate key 'owner', e.g. County, District

3.45pm-4pm – Feedback, consolidate, further discussion

- Express thanks, depart

Appendix C – Workshop Groups

Group 1 – Facilitated by Cherie Whiteman	Group 2 – Facilitated by Paul Frith	Group 3 – Facilitated by Cath Edwards & Leanne Trow
Cllr Lisa Parker (RBC)	Cllr Jeff Clarke (WCC)	Cllr Phillip Johnson (WCC)
Cllr Chris Cade (RBC)	Cllr Les Smith (NWBC)	Cllr Dave Shilton (WDC)
Richard Dobbs (NWBC)	Brent Davis (NBBC)	Cllr Chris Clarke
Chris Dobson (SDC)	Tony Perks (SDC)	Ruth Dixon (WCC)
Becky Davies (WDC)	Angela Lloyd (SDC)	Ben Patel-Sadler (WCC)
Phil Evans (WCC)	Glenn Fleet (WCC)	Sean Lawson (RBC)
	Tammy Goodwin (WCC)	

Appendix D – Workshop Notes from Session 1: Joint Service Opportunities

Group 1

- Joint procurement – collection service contracts
 - Potential across border – sub-regional level
- Joint infrastructure – MRF etc
- Build in flexibility into service and arrangements - with continuum of partnership
- Streamlined services
- Joint procurement of equipment
 - Bins
 - Fuel
 - Vehicles
 - IT, including mobile phone contracts
- Joint research and strategy approach
- Longer opening hours of HWRCs
 - Open to tradesmen and commercial businesses
 - Reduce fly tipping
- Joint waste budget between WDA and WCA
- Revamp council tax system and allocation of costs - separately identified charges on council tax bill, to clearly state cost of waste/recycling and how much the council is spending on waste collection and disposal
- Countywide separate collection of garden waste and food waste
 - Warwickshire County Council to review IVC contract
 - Consider termination if there are overall savings to tax payer (reduction in disposal costs)
 - Waste minimisation incentive
- Charge for additional garden waste
 - Increase in revenue
 - Increase of recycling rate
- Whole system approach

Group 2

Service Design

- Residual collection service change from fortnightly to three weekly
- All collections to have the same collection frequency
- All authorities to have the same capacity bins for residual waste (140L or 180L)
 - Need a common system design to achieve common procurement

Collection

- Common procurement of in house services to achieve a joint collection system
 - Joint collection system achieves logistics savings (Waste Transfer Station)
- Common procurement of bins/vehicles
- Joint Teckal company for in-house delivery
- Optimising collection routes across counties

Treatment / recycling / disposal

- Can we procure a common MRF?
- Joint company for trading recycle
- Potential joint working with Leicestershire and Staffordshire?
- Larger contract might need risk sharing
- Organics collection / charge for garden waste
 - Revenue but a longer-term approach (Anaerobic Digestion)

Group 3

- Consider waste services that can be charged for (garden waste)
- Emphasise the reuse network
 - Commercial business to take back old items after sale of new items
- Legislative lobbying / joint enforcement of penalties for fly tipping
- Standardised collection services
 - Reduce confusion amongst residents
 - Increase engagement
- Centralisation of communication
 - Clearer communication formats
- Charging for replacement bins
 - Housing developers to pay for bins
- Review of the recycling credit scheme
- Joint procurement of equipment
 - Bins
 - Vehicles
 - Fuel
- Route optimisation
 - Regional working
- Review of in house and outsourced delivery services in relation to recycling rates
 - In house vs outsourced- coordinate a joint collection service
- Collaboration with other agencies
 - Highway agency
- Reducing costs of certain waste streams (e.g. of trade waste) to reduce fly tipping
 - Great access to HWRCs strategy
 - Increase opening hours
 - Increase types of waste available for disposal
- District CHP for all new developments across the districts
- Identifying who's responsible? (for waste)
 - In a student area, should the landlord be responsible for ensuring the bins have been provided and are adequately maintained?

Appendix E – Workshop Notes from Session 2: Part 1: Benefits & Risks

Group 1

Joint waste budget	
<p style="text-align: center;">Strengths</p> <ul style="list-style-type: none"> • Increased flexibility of total value • Public sees what they pay for • Partnership transparency • Better value for money • Greater control over budgets • Increased contingency - asset sharing 	<p style="text-align: center;">Weaknesses</p> <ul style="list-style-type: none"> • Differing public perception across districts • Difficult to set up and agree • Size of the prize difficult to quantify • ‘Loss of control’ perceived by members point of view
<p style="text-align: center;">Opportunities</p> <ul style="list-style-type: none"> • Holistic view of whole service as well as each individual service • Joint membership control • Democracy • Potential to re allocate staff and resources • Potential to charge for additional services – revenue benefits 	<p style="text-align: center;">Threats</p> <ul style="list-style-type: none"> • Inequity across councils • Job losses due to increased efficiency • Joint budget = joint service • Differences in demographics might mean difficulties in joint service – cost per head • Reluctance to change • If substantial savings are made – overall budget may be challenged/reduced • Cost saving could reduce recycling

Other key thoughts:

- Within district need to move away from one size fits all
- Argument for unitary, if can do it for waste why not other services?

Joint procurement of goods

Strengths

- Better prices
- Certainty over supply prices (where long term arrangement sought)
- Procurement resources reduced within councils

Opportunities

- Longer term benefits from procurement programs along with the link to service changes (collaborative approach)
- Potential for partnership approach with supplier – discounts and longer terms arrangements
- Align breaks in contracts to supply
- Link to joint budget/service streamlining

Weaknesses

- Constrained by collection/disposal contracts
- Needs to link with service structure
- Loss of individuality across the districts e.g. bin colour and logo

Threats

- Requires flexibility from councils
- Perceived threat on organisational sovereignty
- Just in time nature of supply
- Loss of contingency
- Government policy and legislation
- Uncertainty of current times

Group 2

Restricted residual (3 weekly or 180l fortnightly) common collection system

Strengths

- Opens the door to more joint working
- Common communication
- Common service delivery
- Drives recycling rates
- Financial savings

Opportunities

- Local variation to core service
- Unit price of service to new properties/developments
- Common vehicle specification (links to procurement)
- Interchangeability of staff

Weaknesses

- Loss of individual services
- Political aspects
- Perceived reduced service
- Costs of containers
- Additional communication costs

Threats

- Contamination
- Fly tipping
- Potential for waste collection costs to increase
- Confusion amongst public
- Lack of contingency
- Potential threat to HWRCs with regards to costs and capacity

Optimising collection routes/logistics

Strengths

- Less infrastructure
- Reduced number of depots and WTS
- Less vehicles on the roads (reduction in emissions)
- Reduction in required staff numbers due to efficiency
- Increased efficiency

(all above result in cost savings)

Opportunities

- Shift systems to maximise asset use
- Collecting trade waste strategically
- Maintenance facilities
- Collaboration of work with Coventry
- Back-hauling collections

Weaknesses

- Loss of identity for councils
- Political aspects

Threats

- Reduction in total facilities can lead to contingency issues – risk of fire etc
- Less resilience
- Reliability of modelling
- Population increase – increase of new housing development impacting on outcomes
- HS2 (potential need for re-routing)
- Locations of WTS

Group 3

Charging for garden waste

Strengths

- Generation of additional revenue
- Make public think about how much waste 'costs' - communication
- Reduction of emissions from transport
- Shared facilities

Opportunities

- Education of home composting
- Mulch mowing
- Food waste diversion to Anaerobic Digestion
- Reduce of methane from landfill

Weaknesses

- Increase in residual waste
- Increase in fly tipping
- Contractual agreements
- Food waste separation, an additional service – provision of separate bin
- Cost implications of shared facilities
- Impact recycling performance
- Disposal costs

Threats

- Public reaction 'paying again for same service – link to council tax'
- Counter-intuitive with regards to communication of waste hierarchy
- Link to changes in climate/weather systems- milder winters (grass growing season is extending)
- Emissions due to incineration of garden waste

Greater access to HWRCs (longer opening hours etc)

Strengths

- Reduces fly tipping
- Reduction in travel time (reduction in emissions)
- Less contamination
- Reuse benefit- link to charity donation
- Environmental benefits – an outlet for hazardous waste
- Improved in-house service

Opportunities

- Late night opening hours to accommodate those working
- Supply is available with the increase of developments / housing
- Additional income from chargeable waste streams
- Add peak usage times to WCC website – increased customer satisfaction

Weaknesses

- Restrictions to opening hours (public bank holidays)
- Consistency – differing service provision
- Threat of hazardous waste (asbestos etc)
- Cost implications of additional infrastructure
- Cost implications of staff required to work longer hours
- Efficiency issues
- Vehicle restrictions
- Enforcement costs
- Already at maximum capacity

Threats

- Undercutting local waste management companies
- Growth of developments/ housing

Agenda Item No 18

Community and Environment Board

23 January 2017

Report of the Assistant Director (Streetscape)

Glass Recycling

1 Summary

- 1.1 This report sets out the issues which the recycling of glass causes as it is currently undertaken within North Warwickshire and explores the options which are open to the Council to address those issues and what the impact might be on recycling operations, resources and the Council's Recycling Rate.

Recommendation to the Board

- a) That Members note the contents of this report and its appendices, and;
- b) That a further report be brought back to a future meeting of the Board giving additional details on the potential service changes identified in this report.

2 Background

- 2.1 The alternate weekly recycling service in North Warwickshire, introduced in October 2013, collects glass from all residents whether they live in a standard single property household or have a shared collection, from multi-occupancy premises. The glass is collected in the same container (separate from paper and card) as plastics and metals (cans, aerosols and foils) and forms what is known as comingled waste or DMR (Dry Mixed Recycling).
- 2.2 The DMR, including the glass collected, is then transported to, and separated for recycling by, Suez at their MRF (Materials Recycling Facility) at Landor Street in Birmingham. The material is separated from other materials by density and weight. Glass packaging is much heavier than other materials it is comingled with (plastics and metals) and can therefore be mechanically removed by the process. The process of separation at the MRF removes metals using electronic currents and magnets, as has been extensively historically and successfully used in the industry. Plastics and any paper/card/other contamination are removed through screens, air jets and associated mechanical means.

- 2.3 The kerbside collection system collects, on a monthly basis, over 40% glass material (by weight). The graph below shows the recent fluctuations in the mill prices for glass:



- 2.4 The historically and sustained low value of glass as a material combined with the size or the glass shards which make up the bulk of DMR effectively mean that glass acts as a contaminant. It can be difficult to separate the smaller glass particles effectively and this has the net effect of significantly devaluing the recycling material it is mixed with.
- 2.5 Glass is relatively heavy and makes up around 45% by weight of DMR and over a quarter of all recyclable material we collect (excluding garden and food waste). It therefore contributes significantly to the Council's recycling rate. This contribution comes at a cost, however, as it is estimated that the presence of glass in DMR could cost the Council as much as £45 per tonne (or more) for every tonne of DMR which is sent for recycling. That equates to over £150,000 per annum.

3 Potential Options

- 3.1 Members will be acutely aware of the cost pressures which the refuse and recycling service has been under since the introduction of the alternate weekly collection service in October 2013 as well as the budgetary pressures which the Council faces as a whole. Officers have, therefore, been evaluating a range of different collection scenarios for glass to establish whether savings can be achieved by changing our approach to glass collection and the impact any changes would have on our recycling rates and other waste collection services and on Warwickshire County Council as the Waste Disposal Authority.

3.2 The options under consideration are set out below:

- Do nothing.
- Stop the collection of glass altogether.
- Collect glass separately on the black bin rounds using new inserts and loading the glass on the 30% side of the split-bodied collection vehicles.
- Continue to collect glass as now but alternate its collection with the rest of DMR & Paper on a fortnightly basis (i.e. paper & card continues to be collected fortnightly while plastics and metals and glass are collected on alternate fortnights – i.e. each material is collected once a month)
- Reintroduce bottle banks (alongside some or all of the other options)

3.3 It is estimated that all of these options would produce savings when compared to the do nothing option with the potential annual savings estimated at between £36,000 and £126,000. Furthermore, it seems likely that many of the options could be implemented without any significant reduction in the Council's overall recycling rate.

3.4 A further report which gives details of the likely costs and other service implications which might arise as a result of implementing the options set out above appears later on the agenda. That report appears under Part C due to the commercial sensitivities around current contractual arrangements and charging structures.

4 **Next Steps**

4.1 More work needs to be done to review each of the potential options in more detail in order to assess their likely impacts. It is proposed that a further report be brought back to a future meeting of this Board which would set out the potential options in more detail along with proposals as to how any preferred options might be trialled so that they can be fully evaluated before any future implementation.

5 **Report Implications**

5.1 **Environment and Sustainability Implications**

5.1.1 Glass collections are currently an integral part of the Council's recycling service and contribute to the Council's high recycling rate. The Council is also required to make best use of its resources and faces increasing budgetary pressures. It would be prudent to investigate ways to reduce the cost impacts of glass collection, to minimise the impact on the provision of other services.

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

Agenda Item No 19

Community and Environment Board

23 January 2017

**Report of the
Assistant Director (Streetscape)**

**Green Waste and Food Recycling
Service**

1 Summary

- 1.1 This report looks at the way in which the Council currently recycles food and garden waste and looks at the likely implications of changing various aspects of how the service is delivered in future in order to try and increase efficiency and reduce the costs and pressures on the service.

Recommendation to the Board

- a) That Members note the contents of this report and its appendices, and;**
- b) That a further report be brought back to the next meeting of the Board giving additional details on the potential service changes set out in this report.**

2 Background

- 2.1 There are just fewer than 27,000 households in North Warwickshire and we estimate that roughly 85% of them regularly use the Green and Food Waste (GFW) Collection Service. We utilise three collection crews, each visiting 9,000 properties on a fortnightly basis. However, we do reduce the service to 2 crews in the winter months as the volume of waste decreases.
- 2.2 The GFW service collects around 7,500 tonnes of waste per year and directly following collection, delivers the waste to the County Council contractor, Crown Skips, in Nuneaton. The quantity of waste collected has increased since the introduction of the alternate weekly collection scheme in October 2013 at which time food waste was able to be recycled via the green bin. The annual tonnage has increased by over 3,000 tonnes from its 2011/12 figure of around 4,500 tonnes.
- 2.3 The increased amount of waste collected has led to an increase in the resources required to carry out the collection service, particularly over the summer months during the growing season. The increased levels of participation and growth in material collected has meant that the green waste

crews are making several more trips to tip each week. The number of loads collected annually has risen from 417 in 2011/12 to 1,360 last year. This means that for the majority of the year we have to put on an additional crew. There is also a noticeable impact on overtime, weekend working an additional assistance from the other refuse and recycling teams when green waste levels are at their highest. These factors clearly have an impact on the cost and efficiency of the various waste management services.

3 Potential Options

- 3.1 In order to try to address the issues set out above, officers have been considering what changes it might be possible to make to the green waste service to increase efficiency, minimise the impact on other services and, where possible, lower costs.
- 3.2 This year the Council suspended its green waste collection service for a month over the Christmas and New Year Period. Although a final review of the impact of the suspension is yet to be completed, the initial feedback indicates that, overall, disruption to householders was minimal while the benefit to the other refuse & recycling services in terms of service efficiency and resource levels as significant. A full report on the trial suspension will be brought back to the next meeting of this Board.
- 3.3 Officers have considered a range of options and the other ways in which the service could be altered are as follows:
 - Should the trial of the winter suspension prove successful, this could be repeated in future years or even extended to cover more of the winter period, with consideration given to replacing the fortnightly service with monthly collections to reduce the impact on residents.
 - Households could be restricted to one bin per property. At present it is estimated that there are over 1,000 additional green bins across the Borough which has a significant impact on round completion times. Alternatively, an annual charge could be introduced for additional emptyings.
 - Officers have looked at the impact of stopping the service altogether. This is clearly a major step and would have very significant implications for the other parts of the refuse and recycling service and Warwickshire County Council as the Waste Disposal Authority. Early evidence shows that the disadvantages of such a move outweigh any benefits, but given the cost of running the service, any review must include it as an option.
 - An alternative to stopping the service might be to introduce an annual charge for garden waste collections in order to offset the ever increasing collection costs of what is now a very resource intensive service. Again there are pros and cons and a thorough investigation of the options for implementing such a scheme would have to be explored in depth and

discussed with Warwickshire County Council before any decision to proceed along those lines is taken.

- 3.4 A further report which gives details of the likely costs and other service implications which might arise as a result of implementing the options set out above appears later on the agenda. That report appears under Part C due to the commercial sensitivities around current contractual arrangements and charging structures.

4 Report Implications

4.1 Environment and Sustainability Implications

- 4.1.1 Green waste collections are an integral part of the Council's waste management strategy and contribute substantially to the Council's high recycling rate.

4.2 Risk Management Implications

- 4.2.1 Given the financial constraints of the Council, action is needed to contain or reduce costs, to minimise the impact on other services.

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

Agenda Item No 20

**Community and Environment
Board**

23 January 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 21

Recycling Options - Report of the Assistant Director (Streetscape).

Paragraph 3 – by reason of the information relating to the financial or business affairs of any particular person (including the authority holding that information).

The Contact Officer for this report is Jenny Price (719450).