

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

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

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

18 July 2016

The Community and Environment Board will meet in The
Committee Room, The Council House, South Street,
Atherstone on Monday 18 July 2016, 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 ask questions or to put their views to elected Members. Participants are restricted to five minutes each. If you wish to speak at the meeting please contact Jenny Price on 01827 719450 or email democraticservices@northwarks.gov.uk

5 **Minutes of the meetings of the Board held on 14 March, 17 May and 29 June 2016** – copies herewith, to be approved as a correct record and signed by the Chairman.

6 **Presentation by Simon Powell, Assistant Director (Leisure and Community Development) on the work of his Division.**

**PUBLIC BUSINESS
(WHITE PAPERS)**

7 **Budgetary Control Report 2016/2017 Period Ended 30 June 2016 - Report of the Assistant Director (Finance and Human Resources)**

Summary

The report covers revenue expenditure and income for the period from 1 April 2016 to 30 June 2016. The 2016/2017 budget and the actual position for the period, compared with the estimate at that date, are given, together with an estimate of the out-turn position for services reporting to this Board.

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

8 **Financial Assistance to Outside Organisations - Report of the Assistant Director (Leisure and Community Development)**

Summary

Borough Council support for outside organisations is provided in a number of ways, including through its Annual Grants scheme and through wider partnership agreements. Warwickshire County Council's countywide commission for Third Sector Infrastructure Support Services was re-tendered earlier in the year and the decision regarding the best use of any Borough Council funding to support this sector was deferred until the outcome of this process was known.

The Contact Officer for this report is Jaki Douglas (719492).

9 **Minutes of the Health and Well-being Working Party held on 21 June 2016 (copy herewith)**

JERRY HUTCHINSON
Chief Executive

NORTH WARWICKSHIRE BOROUGH COUNCIL

MINUTES OF THE COMMUNITY AND ENVIRONMENT BOARD

14 March 2016

Councillors Bell, Chambers, Clews, Ferro, Hanratty, Hayfield, Ingram, Jones, Lewis, Phillips, Smith, Smitten and M Stanley.

Prior to the commencement of the Board, the Community Development (Health Improvement) Officer gave a presentation on Dementia Friends. A social action movement, run by the Alzheimer's Society that aimed to improve society's understanding of dementia.

36 **Disclosable Pecuniary and Non-Pecuniary Interests**

None were declared at the meeting.

37 **Minutes of the Meeting of the Board held on 18 January 2016.**

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

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

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

Resolved:

- a **That the progress being made in respect of the delivery of commitments identified in the current Health Improvement Action Plan, be noted;**
- b **That the draft Terms of Reference for the new Health and Well-being Working Party, be agreed; and**

Recommendation to Executive Board:

- c **That the membership of the Health and Well-being Working Party as identified in the draft Terms of Reference be agreed and referred to Executive Board for endorsement.**

39 Financial Inclusion and Customer Access Update

Members were provided with an update on the Financial Inclusion and Customer Access activity undertaken by the Council and some of its partners in the last twelve months. The wide ranging activity undertaken in assisting residents of the Borough was highlighted.

Resolved:

That the report be noted.

40 North Warwickshire Green Space Strategy Progress Report

The Assistant Director (Leisure and Community Development) reported on progress in respect of delivery against the priorities set out in the North Warwickshire Green Space Strategy 2008 and presented the supporting Action Plan for Year 9 of the Strategy for approval.

Resolved:

a That progress in respect of the implementation of the provisions of Year 8 of the North Warwickshire Green Space Strategy be noted and that the Action Plan for Year 9 be approved; and

b That £1,937 of Section 106 funding, earmarked for green space enhancements in Atherstone, be allocated for improvements to Meadow Street Gardens.

41 Financial Assistance to Outside Organisations

The Assistant Director (Leisure and Community Development) detailed three requests for assistance through the provision of an annual grant; from North Warwickshire Citizens Advice Bureau (NW CAB), from Live and Local for support towards its countywide Key Client Agreement and from the North Warwickshire Allotments Federation. It was noted that future funding for Third Sector Infrastructure Support would be considered when the County Council awarded its contract for services as detailed in the report of the Assistant Director (Leisure and Community Development).

Resolved:

a That the draft Service Level Agreement with NW CAB be used as the basis for further negotiation and the proposed financial award for 2016/17 be approved and administered as indicated in the report, including the provision for the second instalment to be made subject to the prior agreement of the Chairman and Vice-chairman of the Board;

- b** That the work undertaken by Live and Local in assisting local promoters to deliver professional arts and performances in local venues be noted and the proposed grant award towards the countywide Key Client Agreement, be approved;
- c** That the work undertaken by the North Warwickshire Allotment Federation be noted and that subject to the successful conclusion of negotiations in respect of the appended draft Service Level Agreement the proposed annual grant award, be approved; and
- d** That a report on potential future support for the third sector be brought to a future meeting of the Board.

42 LEADER – Programme Update

The Board was updated on the progress made to date in respect of the North Warwickshire and Hinckley and Bosworth LEADER programme (2015 to 2020).

Resolved:

- a** That the progress made to date with the co-ordination of the North Warwickshire and Hinckley and Bosworth LEADER programme (2015 to 2020), be acknowledged; and
- b** That the proposed development of the programme over the next 12 months, be noted.

43 Replacement of Missing and Damaged Wheeled Bins

The Assistant Director (Streetscape) detailed the number and types of bin replacements and repairs carried out in the last calendar year and the resultant costs and proposed that a charge was introduced for replacement wheeled bins to offset the supply and delivery costs incurred.

Resolved:

That the contents of the report be noted.

44 APSE Benchmarking Performance Reports

The Assistant Director (Streetscape) summarised the Council's performance in the areas of street cleaning and refuse and recycling as measured by APSE when benchmarked against other local authorities nationally and in relation to relevant family groups.

Resolved:

- a** That the contents of the report be noted;

- b That the achievement of the Refuse and Recycling service in being chosen as finalist in their category at this year's APSE Performance Awards be recognised; and**
- c That when the results of the more recent surveys relating to Parks and Open Spaces and Transport are known, a further report be brought to the Board.**

45 Progress Report on Achievement of Corporate Plan and Performance Indicator Targets April – December 2015

Members were informed of progress with the achievement of the Corporate Plan and Performance Indicator targets relevant to the Board for April to December 2015.

Resolved:

That the report be noted.

Les Smith
Chairman

NORTH WARWICKSHIRE BOROUGH COUNCIL

MINUTES OF THE COMMUNITY AND ENVIRONMENT BOARD

17 May 2016

Present: Councillor Smith in the Chair.

Councillors Bell, Chambers, Davey, Hayfield, Henney, Jenns, Jones, Lewis, Phillips, Smitten, Sweet and A Wright.

Apologies for absence were received from Councillors Ferro (Substitute Councillor Henney), Hanratty (Substitute Councillor Jenns) and Ingram (Substitute Councillor A Wright) and M Stanley (Substitute Councillor Sweet).

Councillor Singh was also in attendance.

Members were informed that Alethea Wilson, Landscape Manager, would shortly retire and thanked her for her contribution to work undertaken in North Warwickshire.

1 **Disclosable Pecuniary and Non-Pecuniary Interests**

None were declared at the meeting.

2 **Minutes of the Meeting of the Board held on 14 March 2016.**

The minutes of the meeting held on 14 March 2016, copies having been previously circulated, were approved as a correct record and signed by the Chairman.

3 **Presentation by the Assistant Director (Streetscape)**

The Assistant Director (Streetscape) gave a presentation on the work of his Division.

4 **Waste and Recycling Promotion Update**

Members were updated about the proposed waste and recycling promotion to be delivered across North Warwickshire.

Resolved:

- a **That the report be noted;**
- b **That the circulation of free educational books to schools be endorsed; and**
- c **That the suggested direction of waste and recycling promotion and the accompanying action plan as set out**

in the report of the Assistant Director (Streetscape), be agreed.

5 Arley Sports Centre – Community Consultation Update

The Assistant Director (Leisure and Community Development) informed the Board that the community consultation period in respect of the operation of Arley Sports Centre concluded on 22 May 2016 and reported on the progress of the process and the responses received to date.

Resolved:

- a That the progress of the community consultation programme being undertaken in respect of the future operation of Arley Sports Centre, be noted; and**
- b That consideration be given to holding an additional meeting of the Board to discuss the outcome of the community consultation process prior to the future of Arley Sports Centre being further considered by Full Council on 29 June 2016; and**

Recommendation:

- c That the outcome of the community consultation process and the preferred option for the future operation of Arley Sports Centre be considered by the Full Council on 29 June 2016.**

6 Health and Well-being Working Party

The minutes of the Health and Well-being Working Party held on 12 April 2016 were received and noted.

7 Fitter Futures

The Assistant Director (Leisure and Community Development) presented the background to, and outcome of, the Health and Well-being Working Party's deliberations on the Fitter Futures programme and, in particular, the prices being charged for people who were referred to a Borough Council leisure facility through the Physical Activity on Referral Scheme.

Resolved:

That a 50% price reduction for those people referred to a participating Borough Council leisure facility through the Physical Activity on Referral Scheme, be agreed.

8 Progress Report on Achievement of Corporate Plan and Performance Indicator Targets April – March 2015 - 2016

Members were informed of progress with the achievement of the Corporate Plan and Performance Indicator targets relevant to the Board for April to March 2015-2016.

Resolved:

That the report be noted

Les Smith
Chairman

NORTH WARWICKSHIRE BOROUGH COUNCIL

MINUTES OF THE COMMUNITY AND ENVIRONMENT BOARD

29 June 2016

Present: Councillors Smith in the Chair.

Councillors Davey, Hayfield, Ingram, Jones, Lea Smitten, Chambers, Ferro, Lewis, Phillips, and M Stanley.

Apologies for absence were received from Councillor Bell (Substitute Councillor Lea) and Councillor Hanratty.

9 Disclosable Pecuniary and Non-Pecuniary Interests

None were declared at the meeting.

10 Public Participation

The following questions were submitted to the Board.

Question from Andy Crow, 1 Woodside, Arley, CV7 8GH

While campaigning as a member of the KASCO action group I have had many conversations with local users of the Centre in particular on how the use of the Centre has impacted on their health, let me give you a couple of quotes:-

"Malcolm" lives in Old Arley and 8 years ago suffered a heart attack, following surgery and physiotherapy he was advised by the medical staff to continue an exercise routine. He has adhered to the exercise plan due to the ASC being very convenient to visit on his journey home from work. He is now in very good health and leads a normal life, still sticking to his exercise plan. However had this Centre not been available Malcolm admits that due to full time work and family commitments he would have found this plan extremely difficult to follow and it is unlikely that he would have continued with it. Malcolm also added that if the Centre closes he would be unlikely to use another Centre.

"Louisa" a single parent who lives in New Arley, like many others she is trying improve her diet and fitness by attending classes a couple of times a week at ASC. Louisa also works part time and would not be able to travel to Centres in other areas due to poor transport links and the increased time that would be involved. In addition Louisa has to bring her children with her to the Centre as she cannot afford extra "child care" Louisa feels that her children are safe at ASC as they can wait on the balcony and watch the exercise class and more importantly she can watch them, she doesn't think this would be possible at the other Centres!

If ASC closes, what alternative or hope is there for these and other more vulnerable members of our local community?

The response given by the Chairman was as follows;

It is acknowledged that Arley Sports Centre and the services provided through the facility have had significant benefits for its users and the wider local community. The report to the Community and Environment Board in January 2016 recognised a number of these positive impacts and Councillors have done likewise during the intervening weeks and months. The Borough Council, however, provides a wide range of services that benefit the local community. With the need to make savings of approximately £1.7 million over the next four years, the Authority is faced with difficult decisions, some of which will have an adverse consequence for certain members of our community. The Borough Council, in conjunction with other agencies, community and voluntary sector organisations and local residents, will seek to minimise these impacts, find alternatives and provide hope wherever possible. Nevertheless, through no fault of the Authority, these savings will need to be found.

Question from Roger Power, 106 Rectory Road, Old Arley, CV7 8FR.

J is 78 years old, she has spent much of the past 10 years immobilised, housebound and lonely due to a knee problem caused predominantly by her weight. Fearing she would spend the next 10 years in similar or worse condition, 3 years ago she took the brave move to contact Pat Poulton and start attending her over 50s fitness group. The welcome and understanding she received from Pat and the group has given her a new lease of life. Although she still struggles with her weight, she has lost pounds and she is now out of the house. She has formed a healthy support network and regularly walks to meet up with other members of the group. She still attends the group and she is independent again, her quality of life has soared and the cost on other services plummeted.

Arley community and the users of ASC are fitter, stronger and more resilient because of Arley Sports Centre. Is it fair to close it?

The response given by the Chairman was as follows;

The Borough Council's need to make revenue savings of the magnitude identified in answer to the previous question (from Mr Crow) will impact on a number of services currently provided by the Authority. Some of the recipients of these services may consider the consequent impacts to be unfair. Councillors, however, have the unenviable tasks of trying to be fair to all of the residents of North Warwickshire, many of whom help to pay for facilities like Arley Sports Centre, without having the opportunity to make use of its services. Despite the difficult financial challenges that lie ahead, this Administration will continue to take a fair, balanced and even-handed approach to the delivery of valued services to its residents.

Question from Kelly Shemmans, 403 Tunnel Road, Nuneaton, CV10 9PF

M is a 32 years old mum, who has just successfully completed the second year of her Psychology degree with 2:1 honours. She has suffered for many years from anxiety disorders and 7 years ago was diagnosed with depression, her doctor recommended regular exercise but although she tried independently to maintain a personal fitness regime this never became habitual and so wasn't successful.

Attending a formal structured class was a huge challenge and it took many years, quite a few panic attacks and several failed attempts to actually get through the doors but with support she began attending classes at ASC. She now attends 4 classes a week her mental health is stronger than ever, her anxiety attacks are vastly reduced and she is no longer dependent on medication. The thought of attending another centre and losing the network of support she has established locally still terrifies her.

Arley community and the users of ASC are fitter, stronger and more resilient because of Arley Sports Centre. Is it fair to close it?

The response given by the Chairman was as follows;

I refer you to my answer to the previous question from Mr Power.

Question from Jodie Gosling, 92 George Street, Gun Hill, CV7 8GP

B is 35, mum of 4 beautiful daughters, 3 surviving. She has suffered with mental health issues exacerbated by postnatal depression with her first daughter. 3 years ago the tragic loss of Clementine her 3rd daughter at 12 days old, left the family devastated. She finds being at home lonely and often feels isolated. There used to be 6 weekly playgroups run in and around our village, 3 run by NWBC, this was reduced by Surestart and NWBC and this has now been further cut by Barnardo's leaving only ASC's tumble time as the only weekly group for miles. B attends tumble time at Arley every week and has built strong support networks and made good friends.

B says 'it helps to be out and doing things and it helps to know there are people to talk to. Besides it great for the kids to get together and start learning that being healthy is fun too.'

B would like to try and work towards a postnatal exercise group at Arley Sports Centre to help new mums get back into shape and use her experience to support others with the challenges parents face.

Arley community and the users of ASC are fitter, stronger and more resilient because of Arley Sports Centre. Is it fair to close it?

The response given by the Chairman was as follows;

I refer you to my answer to the earlier question from Mr Power. I am grateful for the highlighted examples of the benefits of leisure facility provision. I have no doubt, however, that the personal circumstances of the people identified in these case studies are shared by others throughout the Borough, most of whom do not have the ease of access to a leisure centre in their town or village. In many cases, they find support through alternative means and services. The Borough Council will continue to work in partnership with other organisations to sustainably improve the health and well-being of its community.

11 Arley Sports Centre – Consultation Feedback – Report of the Assistant Director (Leisure and Community Development).

The Assistant Director (Leisure and Community Development) informed Members that at the meeting of Community and Environment Board held on 18 January 2016 the Board identified Option 1 (Full Closure) as its preferred option in respect of the future operation of Arley Sports Centre. At that meeting, Members also resolved to undertake Borough-wide consultation in respect of the preferred option. The community consultation period concluded on 22 May 2016 and the report provided an analysis of the responses received through this process.

Recommended:

- a) That, consequent upon the completion of the community consultation process and the acquisition of additional related information, the Board resolves to include Arley Sports Centre within the previously approved review of leisure, health and well-being provision in North Warwickshire;
- b) That, in view of a) above, Arley Sports Centre remains open until the Board and Full Council have had the opportunity to consider the outcome of the review of leisure, health and well-being provision in North Warwickshire, but that the opportunity be taken to amend off-peak opening hours in order to ensure that the level of revenue saving identified in Option 3 of the report to Board in January 2016 is achieved;
- c) That, in view of b) above, where off-peak opening hours are amended, opportunities are taken to make the Sports Centre available for appropriate alternative / community use, provided that there is no direct increase in cost to the Borough Council in doing so; and,
- d) That a report be presented to the Special Sub-Group, setting out the staffing implications of the decision to

amend off-peak opening hours at Arley Sports Centre, as identified in b) above.

Les Smith
Chairman

Agenda Item No 7

Community and Environment Board

18 July 2016

Report of the Assistant Director (Finance and Human Resources)

Budgetary Control Report 2016/2017 Period Ended 30 June 2016

1 Summary

- 1.1 The report covers revenue expenditure and income for the period from 1 April 2016 to 30 June 2016. The 2016/2017 budget and the actual position for the period, compared with the estimate at that date, are given, together with an estimate of the out-turn position for services reporting to this Board.

Recommendation to Executive Board

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

2 Consultation

- 2.1 Councillors Smith, Bell and Phillips, have been sent an advanced copy of this report for comment. Any comments received will be reported verbally to the Board.

3 Introduction

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

4 Overall Position

- 4.1 The actual expenditure for budgets reporting to this Board as at 30 June 2016 is £1,320,551 compared with a profiled budgetary position of £1,333,005; an under spend of £12,454 over the period. Appendix A to this report provides details of the profiled and actual position for each service reporting to this Board, together with the variance for the period.

...

4.2 Where possible, the year-to-date budget figures have been calculated with some allowance for seasonal variations, in order to give a better comparison with actual figures. Reasons for the variations are given, where appropriate, in detail below.

4.3 Leisure Facilities

4.3.1 There is an overall overspend of £523 against the profiled budget. This is mainly due to reduced birthday party income at Polesworth Sports Centre, reduced Memorial Hall hire income and increased equipment costs at Atherstone Leisure Complex. These have been mainly offset by additional Direct Debit income at Coleshill Leisure Complex and Arley Sports Centre.

4.4 Refuse and Recycling

4.4.1 Costs have increased by £28,892 due to higher recycling disposal costs and additional employee costs as a result of demand on green waste. The demand on green waste is expected to fall from October 2016 as a result of seasonal changes. This has been partially offset by lower vehicle repairs and maintenance costs and additional income from recycling credits have given an improvement of £16,430. This reduces the overall increase to £12,462, against the profiled budget.

4.5 Amenity Cleaning

4.5.1 The current underspend is largely due to lower vehicle repairs and maintenance costs.

4.6 Cesspool Emptying

4.6.1 The current overspend is mainly due to higher vehicle maintenance costs, higher waste disposal costs and a lower than expected level of cesspool collection income.

4.7 Streetscene Grounds Maintenance

4.7.1 The current underspend is due to lower employee costs as a result of maternity leave and lower spend on the equipment budget.

4.8 Safer Communities

4.8.1 The current underspend is due to lower than expected spend on equipment and professional fees budgets.

5 Performance Indicators

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

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

5.3 The main reason for the variance in the performance figures at Arley Sports Centre relates to a 19% decrease in the number of visits that have taken place, therefore resulting in a higher subsidy per visit.

6 Risks to the Budget

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

- Deteriorating condition of assets, particularly the Leisure Centres, and further economic pressure affecting the generation of income.
- Further increases in the need for replacement bins, as well as the cost of bins for new developments
- Additional costs relating to the Refuse and Recycling services.

7 Estimated Out-turn

7.1 Members have requested that Budgetary Control reports provide details on the likely out-turn position for each of the services reporting to this Board. The anticipated out-turn for this Board for 2016/17 is £5,372,020, as detailed in the table below:-

	£
Approved budget 2016/17	5,314,650
Additional refuse and recycling employee costs, haulage disposal costs offset by lower maintenance costs	71,070
Lower repairs and maintenance of Amenity Cleaning vehicles	(6,000)
Lower Grounds Maintenance employee costs	(7,700)
Expected Out-turn 2016/17	5,372,020

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

8 Report Implications

8.1 Finance and Value for Money Implications

8.1.1 The Council's budgeted contribution from General Fund balances for the 2016/17 financial year is £747,970. As can be seen above, an increase in the net expenditure of £57,370 is expected to date from the services within this Board. Income and Expenditure will continue to be closely managed and any issues that arise will be reported to this Board for comment.

8.2 Environment and Sustainability Implications

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

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

Community and Environment Board
Budgetary Control Report 2016/2017 as at 30 June 2016

Cost Centre	Description	Approved Budget 2016/2017	Profiled Budget June 2016	Actual June 2016	Variance	Comments
3072	Polesworth Sports Centre	130,380	21,201	23,043	1,842	See 4.3
3074	Arley Sports Centre	202,710	57,510	54,365	(3,144)	See 4.3
3075	Coleshill Sports Centre	277,040	127,965	124,419	(3,547)	See 4.3
3077	Atherstone Leisure Complex	484,100	145,830	149,419	3,589	See 4.3
3082	Memorial Hall (Sports)	139,210	38,462	38,420	(42)	See 4.3
3083	Memorial Hall (Cultural)	(5,160)	(1,260)	566	1,826	See 4.3
4002	Public Health Services (Commercial)	297,770	71,137	71,230	94	
4003	Public Health Services (Domestic)	101,520	26,617	26,199	(419)	
5000	Refuse Domestic Collection	927,930	216,346	227,124	10,778	See 4.4
5001	Streetscene Grounds Maintenance	112,280	61,439	46,464	(14,975)	See 4.7
5002	Refuse Trade Collection	(29,660)	(200,845)	(202,139)	(1,294)	
5003	Cesspool Emptying	(23,980)	(9,413)	(1,902)	7,511	See 4.6
5004	Recycling	897,810	236,468	238,226	1,757	See 4.4
5010	Amenity Cleaning	628,110	155,513	147,974	(7,538)	See 4.5
5013	Unadopted Roads	13,450	4,157	4,702	545	
5014	Drain Unblocking and Land Drainage	14,380	3,595	3,595	0	
5015	Street Furniture	6,130	1,533	1,213	(320)	
5016	Atherstone Market	2,890	1,357	1,364	7	
5019	Parks, Playing Fields and Open Spaces	564,860	191,373	190,719	(654)	
5021	Public Health Act 1984 Burials	2,640	660	660	-	
5023	Consultation	15,330	3,833	2,715	(1,117)	
5025	Corporate Policy	50,980	30,105	29,332	(774)	
5030	Rural Regeneration	32,380	8,081	9,270	1,190	
5034	Landscape	10,080	9,120	8,935	(185)	
5040	Marketing and Market Research	54,090	5,690	4,833	(857)	
5044	Support to Voluntary Organisations	88,070	46,695	46,164	(531)	
5051	Young People and Intergeneration	65,100	18,355	18,160	(196)	
5052	Community Development Environment	52,390	13,083	12,933	(150)	
5054	Social Inclusion and Sport	59,000	14,685	14,639	(47)	
5055	Health Improvement	59,570	16,653	16,427	(226)	
5056	Safer Communities	83,250	22,203	16,671	(5,532)	See 4.8
5064	Queen Elizabeth School - Artificial Green Pitch	-	(2,208)	(2,252)	(45)	
7700	Stronger & Safer Communities	-	(8,625)	(8,625)	-	
7856	High Street Innovation Grants	-	5,690	5,690	-	
	Total Expenditure	5,314,650	1,333,005	1,320,551	(12,454)	

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

Performance as at 30 June 2016

	Budget	Profiled budget	Actual
Polesworth Sports Centre			
Cost per Visit	£4.38	£3.74	£3.47
Income per Visit	£2.78	£2.68	£2.40
Subsidy per Visit	£1.60	£1.06	£1.07
Arley Sports Centre			
Cost per Visit	£5.70	£6.19	£7.44
Income per Visit	£1.92	£1.85	£2.38
Subsidy per Visit	£3.78	£4.34	£5.06
Coleshill Leisure Centre			
Cost per Visit	£4.96	£6.18	£5.96
Income per Visit	£3.01	£2.52	£2.54
Subsidy per Visit	£1.95	£3.66	£3.42
Atherstone Leisure Complex			
Cost per Visit	£5.80	£6.07	£6.62
Income per Visit	£3.19	£2.91	£3.15
Subsidy per Visit	£2.61	£3.16	£3.47
Memorial Hall			
Cost per Visit	£10.06	£10.92	£11.68
Income per Visit	£2.29	£2.29	£1.98
Subsidy per Visit	£7.77	£8.64	£9.70
Refuse Domestic Collection			
Number of Households	27,747	27,747	27,483
Costs per Household	£33.41	£7.80	£8.26
Maximum missed collections per 100,000 users	125	125	91
Refuse Trade Collection			
Number of Trade Bins	462	462	500
Gross cost per bin collected	£451.97	£242.58	£224.20
Net cost per bin collected	-£64.20	-£204.60	-£191.53
Cespool Emptying			
Number of emptyings	1,210	303	306
Gross cost per emptying	£114.36	£102.91	£117.33
Net surplus per emptying	-£19.88	-£31.12	-£6.21
Recycling			
Cost per household	£32.34	£8.52	£8.67
Tonnes of recycled material collected - green waste	7,000	1,750	2,456
Tonnes of recycled material collected - red box	4,500	1,125	1,284
% of waste recycled	48.0%	48.0%	49.0%
Parks, Playing Fields and Open Spaces			
Number of Pitches	15	15	15
Number of Teams	30	0	0
Number of Hirers	30	0	0
Income per Team	£237.33	£0.00	£0.00
Play Areas			
Cost of maintenance per play area	£3,409.66	£852.41	£872.07
Number of play areas (meeting the safety, DDA and Play Value standard)	29	29	29

Agenda Item No 8

Community and Environment Board

18 July 2016

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

**Financial Assistance to
Outside Organisations**

1 **Summary**

- 1.1 Borough Council support for outside organisations is provided in a number of ways, including through its Annual Grants scheme and through wider partnership agreements. Warwickshire County Council's countywide commission for Third Sector Infrastructure Support Services was re-tendered earlier in the year and the decision regarding the best use of any Borough Council funding to support this sector was deferred until the outcome of this process was known.

Recommendation to the Board

That Warwickshire Community and Voluntary Action – North Warwickshire (WCAVA) is awarded funding for 2016/17 to undertake work in the Borough as identified in the Third Sector Infrastructure Support Grant Agreement appended to this report.

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, have all had an opportunity to comment on the content of this report. Any comments received will be reported verbally at the meeting.

3 **Background**

- 3.1 Through its provision of financial assistance to voluntary and outside organisations, the Borough Council seeks to ensure cost effective support for a broad range of services for the community of North Warwickshire. At the Community and Environment Board meeting held on 14 March 2016, Members were reminded that Volunteer and Third Sector Support Services (VATS Support Services) in Warwickshire had been delivered through

WCAVA and monitored through a joint agreement administered by Warwickshire County Council.

3.2 The joint agreement originally incorporated other borough and district councils throughout the county, as well as Public Health. Over the period of the contract (three years with the option to extend for a further three years), however, partners gradually withdrew, as it was considered by them to be difficult to determine the value for money that was being derived through the joint agreement.

3.3 To ensure value for its money, Warwickshire County Council drafted a new, outcome focused contract (Warwickshire County Council's Service Specification for the Provision of Youth Service and Third Sector Support and Development in Warwickshire - October 2015 [Appendix A]). Members determined to await the outcome of the tendering process, before deciding whether or not to work in partnership with the County Council. The Board took the view that it could then potentially work with the successful applicant, in order to ensure that its limited funding was used in the best interests of the local community.

3.4 In May 2016, the County Council confirmed that WCAVA had again been successful in winning the contract to provide volunteer and third sector support across Warwickshire.

4 Proposed Borough Council Grant Support

4.1 The Borough Council currently allocates a sum of £11,642 towards Third and Voluntary Sector Support Services. Now that the countywide tender has been awarded, there is clarity about the content of the related service specification, the associated outcomes and measures and the appointed delivery organisation. Subsequent to direct discussions with WCAVA officers, there is also clarity about the intended methods of service delivery, which include retention of the WCAVA office based at Community House in Atherstone. In view of the foregoing, it is recommended that a 2016/17 grant in this sum is awarded to WCAVA in support of Volunteer and Third Sector Support Services.

4.2 Going forward, WCAVA's staff structure will include a full-time Locality Manager and a full-time Groups and Funding Development Officer. These staff will be supported by a 20 hours per week Volunteering Co-ordinator.

4.3 Subject to Member approval of financial assistance, WCAVA will be asked to provide performance information to the Authority based on that required through the County Council contract (Appendix B), although only the information of relevance to North Warwickshire will be required by the Borough Council. This information will be reviewed at quarterly meetings held between officers from WCAVA and the Borough Council and it will be reported to the Community and Environment Board twice a year, which is

... consistent with previous reporting arrangements. A copy of the Authority's grant conditions is attached at Appendix C.

5 Conclusion

5.1 Volunteering and Third Sector support services are essential for a thriving and sustainable third sector. Although the Borough Council has limited funding to support this work, its contribution is much valued by WCAVA, which will ensure that the local community benefits from its support and advice.

6 Report Implications

6.1 Finance and Value for Money Implications

6.1.1 Provision has been made for the proposed Annual Grant award within the Support to Voluntary Organisations revenue budget allocation for 2016/17.

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

6.2 Safer Communities Implications

6.2.1 There is no direct safer communities implication arising from this report, although project related activities that are delivered by WCAVA provide positive diversions from anti-social and/or nuisance behaviour.

6.3 Environment and Sustainability Implications

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

6.4 Health, Well-being and Leisure Implications

6.4.1 WCAVA supports individual volunteers and supports groups and organisations, whose work positively impacts upon people's health and well-being.

6.5 Risk Management Implications

6.5.1 WCAVA has secured funding from the County Council for the next two years, with the option to extend the Agreement for a further two years. This provides the organisation with a degree of certainty with regard to its financial future.

6.6 Equalities Implications

6.6.1 An Equality Impact and Needs Assessment has previously been undertaken, which did not highlight any negative impacts consequent upon the proposed financial award. WCAVA supports volunteers and organisations throughout North Warwickshire, many of which support people with protected characteristics.

6.7 Links to Council's Priorities

6.7.1 The provision of grant aid to community and voluntary sector organisations has positive and direct links to the corporate priorities in respect of:

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

6.7.2 The provision of grant aid to community and voluntary sector organisations also has a positive impact upon the Sustainable Community Strategy objectives to:

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

The Contact Officer for this report is Jaki Douglas (719492).

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
None			



Warwickshire County Council (WCC)

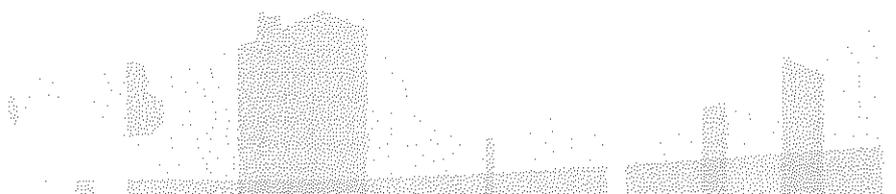
Communities Group

Localities and Partnerships Team

Service Specification for the provision of

Youth Service and Third Sector support and development in Warwickshire

October, 2015



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1 Terms, abbreviations and acronyms

The following terms, abbreviations and acronyms are used in this document.

Corporate parenting. The formal partnerships needed between local authority services and associated agencies responsible for meeting the needs of Looked After Children and Young People.

Localities and Partnerships Team. The Localities and Partnerships Team forms part of the Localities and Community Safety Business Unit, within the Communities Group of Warwickshire County Council. The role of the service is to support the County Council, other public agencies, Third Sector Organisations and local communities to work effectively together to identify, prioritise and respond to people's needs. Its work has a particular focus on our most disadvantaged communities, be those geographic communities or 'communities of interest'.

Public Sector. The part of the economy concerned with providing various government services

Social Value. 'A process whereby organisations meet their needs for goods, services, works and utilities in a way that achieves value for money on a whole life basis in terms of generating benefits to society and the economy, whilst minimising damage to the environment'. (Sustainable Procurement Task Force)

Third Sector. A wide range of not for profit groups and organisations which includes charities and Community Interest Companies, voluntary and community organisations, social enterprises and co-operatives

Throughout this document the term 'Third Sector' is used as an abbreviation for 'Third Sector and Volunteering'

TSOs. Third Sector Organisations

WCC. Warwickshire County Council

2 The Warwickshire context

In February 2014 Warwickshire County Council (WCC) set out its core purpose and outcomes in the 'One Organisational Plan' (you can read it online at this webpage: <https://www.warwickshire.gov.uk/businessplan>). The plan provides a framework within which the Council will operate between now and 2018 to achieve the best possible outcomes for the residents of Warwickshire.

Warwickshire County Council's core purpose

'To develop and sustain a society that looks after its most vulnerable members, delivers appropriate, quality services at the right time, and seeks opportunities for economic growth and innovation'.

Each Business Unit in WCC has its own set of outcomes and objectives that link to the One Organisational Plan and support its delivery.

The Localities and Partnerships Team (Communities Group) is the commissioner of this Service. Its business unit outcomes and objective are shown below.



Communities play a greater role in the delivery of local services



A vibrant voluntary and community sector is supported



Residents of Warwickshire are happy with Warwickshire as a place to live



To improve responsiveness to the needs of communities

These outcomes and objective, and their links into WCC's One Organisational Plan, set the context within which this Service is being commissioned. The Provider will contribute to the delivery of these outcomes by delivering the Service described in this document.

Since late 2014 WCC has been consulting with other Public Sector partners in Warwickshire about existing and future relationships with the Third Sector with the aim of establishing common ground in ways of working with the Third Sector. This conversation is growing over time, and is intended to lead to a streamlined and productive approach between Public Sector partners and the Third Sector. The partnership vehicle for working towards this goal is the 'Third and Public Sector Partnership Group'.

3 The relationship between WCC and the Service Provider

3.1 The approach to working together

A set of partnership working principles have been developed by WCC's Localities and Partnerships Team in discussion with representatives of Warwickshire's Third Sector. These principles form a basis for partnership working arrangements and will underpin a productive and efficient working alliance with the Provider.

These principles are:

- a. Open, honest and frank dialogue on all matters
- b. Development of a culture of partnership, cooperation, listening and recognition of the challenges being faced
- c. The avoidance of over-complication
- d. Clarity of expectations by all parties
- e. Recognition of the challenges being faced both within the Public Sector and the Third Sector
- f. Recognition that both Sectors are operating in a climate of constrained financial resources and therefore face risks to their capacity to deliver
- g. Recognition that this contract will need to adapt and change over time in the light of changing circumstances
- h. A commitment to jointly resolving any challenges that arise through the delivery of the Service and in its monitoring and evaluation
- i. Inclusive of all and the positive promotion of diversity

3.2 Partnership working

WCC is keen to develop and maintain a positive working partnership with the Provider of this Service.

Some of the ways in which this partnership working will be demonstrated are listed below.

- a. Strategic and operational contributions made by TSOs and volunteers are shared and recognised;
- b. Understanding within WCC of the social value and benefits of a diverse Third Sector is increased;
- c. The Provider and WCC service commissioners are in regular contact. They share information and ideas, leading to a well-coordinated package of support that engages TSOs in the commissioning process;
- d. Coordination of activities between the Provider and the Localities and Partnerships Team supports the best use of resources;
- e. Vulnerable people are supported through advice and services delivered coherently and in partnership across Sector boundaries;
- f. The investment from WCC in Third Sector support is seen as a foundation on which matched funding from other sources is built.

3.3 Extending partnership working

The Localities and Partnerships Team has contractual arrangements with other providers that deliver:

- a. equalities services across Warwickshire;
- b. development and support activity to Third Sector organisations and volunteers across Warwickshire;
- c. advice services
- d. welfare rights support across Warwickshire;
- e. legal and constitutional support to Town and Parish Councils and training support for Parish Clerks across Warwickshire.

It is expected that the Provider will maintain a working relationship with the Providers of these other services. These relationships will enable service users to receive joined-up support across Service boundaries where their needs require it.

WCC also works non-contractually with a range of services that exist to support and advise TSOs, Volunteers, and people with a range of additional needs. The Provider will be expected to develop and maintain working relationships with other services to ensure service users receive coherent and joined-up support.

The Localities and Partnerships Team is also involved in the following multi-agency partnerships:

- i. Warwickshire Financial Inclusion Partnership;
- ii. Warwickshire Armed Forces Community Covenant;
- iii. Priority Families;
- iv. Third and Public Sector Partnership Group.

The team also contributes to work undertaken under the auspices of the *Warwickshire Health and Wellbeing Board* and the *Warwickshire Cares: Better Together* programme.

These partnerships exist to plan and provide co-ordinated support for targeted groups and individuals in Warwickshire.

The Provider will support the work of these partnerships and programmes by providing the Service and being committed to the principles of corporate parenting. The Provider may participate in the Third and Public Sector Partnership Group as the key representative for Warwickshire's Third Sector Advice Services if it is eligible to stand and is elected to the group by Warwickshire's Third Sector.

3.4 Community Development work, and managing duplication

Community Development work is defined by the Federation for Community Development Learning as: *'a long term process that enables people to work collectively to bring about positive social change. This starts from people's own experiences and enables communities (defined by geography, identity or interest) to work together to:*

- *Identify their own needs and actions*
- *Take collective action using their strengths and resources*

- *Develop their confidence, skills and knowledge*
- *Challenge unequal power relationships*
- *Promote social justice, equality and inclusion.*

WCC's Community Development Workers use this approach to engage and work with local people, to identify the issues that affect them, and support their involvement in bringing about solutions to address these needs and improve their lives. In particular the focus is on the more vulnerable communities and those facing multiple disadvantages, including priority neighbourhoods and communities of interest.

Targeted interventions are delivered by the Localities and Partnerships Team as part of its Community Development Service, and this contract funding will not be used to support this or any other activity already funded or delivered by the WCC.

There will be instances where joint working is required, and clarity around roles and responsibilities will be agreed as needed, and will be the responsibility of both partners to instigate and achieve.

4 The Service to be provided

4.1 Overview of the Service

WCC is looking for a Provider (or group of Providers through a Lead Provider) to deliver this Service through a single contract.

If the Service is delivered by more than one Provider, the Providers will work together to minimise duplication and ensure a cost effective delivery model.

The Service will deliver within Warwickshire a range of functions that increase the prominence and skills base of the Third Sector and increase levels of volunteering in the delivery of traditionally Public Sector services. The Service will empower the Third Sector to thrive by modelling and encouraging new ways of working and innovative practices, as well as building on existing skills. The Service will help move the Third Sector towards greater sustainability, and support the building of capacity within communities to become more resilient. The Service will work collaboratively to develop an approach to measuring and increasing the impact and social value of the Third Sector. The Service will support the Third Sector to influence Public Sector policy making and the shaping of local service delivery.

The Provider will avoid bidding against its users for the delivery of services.

4.2 Outcomes of the Service

Main service outcomes: The Service will achieve these outcomes.			
The influence and capacity of Warwickshire's Third Sector are increased	Warwickshire's Volunteer Economy is supported, strengthened, and diversified	Third Sector services and volunteering opportunities respond to early needs and help reduce reliance on Public Sector services	Warwickshire's Third Sector thrives through its diversity, skills, and ambitions
Delivery outcomes: The Service's users will benefit in these ways.			
Structured engagement opportunities increase the influence of the Third Sector over strategic activity and decision making.	Innovative approaches to opportunities and programmes increase the number of people regularly volunteering, including those from under-represented 'groups'.	The increased influence and success of the Third Sector in co-designing services, tendering, and service delivery leads to cost savings for the Public Sector and widened access for users.	The ability to identify and respond effectively on its own needs leads to a stronger and more independent Third Sector.
Increased skills, confidence and success in bidding for grants and tendering for contracts leads to greater financial sustainability across the Third Sector.	The capacity of Third Sector organisations is extended and enriched through structured volunteering opportunities.	The capacity of communities to meet their own needs is increased through the influence and involvement of the Third Sector at the local level.	Intelligence sharing and the drive for innovation leads to an increased role for the Third Sector in designing and delivering solutions to identified needs.
Accessible and tailored networking opportunities lead to increased collaboration and capacity building.	More unemployed volunteers go on to paid work as a result of personal and professional development experiences in volunteer placements.	The number of volunteers involved in preventative and community-based services is increased, leading to cost savings for the Public Sector.	The Third Sector plays an increasing and influential role in promoting equality, leading to greater involvement of all communities in addressing their needs.
The social value of the Third Sector and volunteering is measured, recognised and celebrated.	Increases in volunteer management skills enable excellent volunteering experiences.	The Third Sector delivers an increasing proportion of preventative and early needs services, leading to accessible and responsive local provision.	

5 Who will use the Service

The following groups will be eligible to use the Service:

- a. TSOs operating for the benefit of people living in Warwickshire
- b. Anyone wanting to form a TSO that intends to operate for the benefit of people living in Warwickshire
- c. Warwickshire-based volunteers and prospective
- d. Any Warwickshire-based business or organisation that hosts or wants to host volunteers
- e. Town and Parish Council

The Service will also be open to any other groups and people not covered above but whose activities will contribute to the delivery of the Service outcomes.

The Service Provider will be asked to work with WCC to target and prioritise particular groups and people at certain times, e.g. social care support. The type and level of Service support provided will be discussed on a case by case basis.

6 Availability of the Service

6.1 Service access and distribution

The Service must be available to eligible users in each of the five districts and boroughs of Warwickshire (North Warwickshire, Nuneaton & Bedworth, Rugby, Warwick, and Stratford on Avon), with access opportunities for rural- and urban-based users. The distribution of the service will be responsive to priority areas and the level of need.

The Service must be available in different ways, including but not necessarily limited to:

- a. Face-to-face contact in each of the five district/borough areas
- b. By telephone
- c. By e-mail
- d. The internet
- e. Outreach, to support inclusive access to the Service

Those TSOs and individuals with barriers to telephone and online support should be prioritised by the Provider for face to face and outreach support. ('Barriers' includes but is not limited to a reduced ability to use the phone or internet to get help; where the financial costs incurred in accessing the service (e.g transportation or lack of it) are an issue, lack of capacity to take time out from delivering a service; having English as a second language; having any sort of communication difficulty).

The Provider will also be mindful of innovations in information sharing and service delivery so that it keeps up with changes in communications and customer expectations about how they can use the Service.

The level of face-to-face Service provision available in each district/borough area can vary based on the size and needs of the Third Sector in that area. It can also change over time in line with evidence gathered, in light of resource deployment needs, and in discussion with WCC.

Online self-help materials covering a range of diagnostic and basic support needs should

be accessible by Warwickshire TSOs and individuals year-round.

6.2 Inclusive service

The Provider must take steps to ensure that recruitment to paid and unpaid roles is open and accessible to all sections of society so that it attracts a diverse range of individuals into the Service. The Provider will be required to evidence the recruitment processes used, to demonstrate there has been equality of opportunity in applying and particularly in relation to encouraging applications from under-represented groups.

7 Database of Services

WCC is developing a single database of local services and support which will be free and open to all. The database will help Warwickshire's citizens, groups and agencies find local services, advice and support. The database will be used by WCC staff as a signposting tool, but will also be open for use by any other individual or organisation.

The Provider will ensure:

- a. their organisation and details of the Service they provide are registered in the database as designated by WCC
- b. the name and service details of TSOs that use the Service are registered within the database as designated by WCC

Where TSOs don't have access to computers, help may be available from WCC to register and maintain service details in the database. Contact information for this support service will be supplied.

8 Quality assurance, registration, and policies & procedures

8.1 Quality assurance and professional registration

The Provider will have a systematic approach to monitoring its delivery standards.

The Provider will be registered with those recognised bodies that oversee the quality and standards of all applicable areas of Service delivery. This should include but not be limited to:

- a. registration and accreditation (as applicable) with a recognised national body that quality checks Third Sector infrastructure support services
- b. registration and accreditation (as applicable) with the awarding bodies associated with training schemes delivered by the Service
- c. registration and accreditation (as applicable) with a recognised national body that quality checks support for volunteers and volunteering

8.2 Policies and procedures

The Provider must have relevant operational policies and procedures in place to ensure safe working conditions and practices for its employees and the people using the Service. Policies and procedures will include (as appropriate) but not be limited to:

- a. Staff Code of Conduct
- b. Complaints, Comments and Compliments Procedures
- c. Confidentiality Policy

- d. Data Protection Policy
- e. Equalities /Promoting Diversity Policy
- f. Managing Finance Policy and Procedures
- g. User Consultation and Involvement Policy
- h. Recruitment, Employment and Training Policy
- i. Induction and Staff Training
- j. Volunteer Policy
- k. Disciplinary Procedures
- l. Quality Assurance Framework/Internal Audit Processes
- m. Health & Safety Policy including Lone Working Policy
- n. Disclosure and Barring Service (DBS) Procedures
- o. Safeguarding Vulnerable Adults Policy
- p. Safeguarding Children Policy
- q. Emergency/Contingency Plan/ Business Continuity Plan

The Service to be provided includes giving support to TSOs to develop and implement their own policies and procedures. With this in mind it is expected that the Provider will lead by example in the development and implementation of policies and procedures that are fit for purpose.

Where changes in legislation introduce requirements that are likely to impact on TSOs (e.g. the change from Criminal Records Bureau (CRB) checks to the Disclosure and Barring Service (DBS)) the Provider will take an active role in promoting the new requirements and supporting good practice in updating TSO policies and procedures.

8.3 Review of policies and procedures

Policies and procedures must be in date. They must have clearly stated objectives and stipulate where responsibility for implementation, monitoring, annual review and development is held. The Provider must be able to evidence active management and implementation of policies and procedures.

9 Protecting vulnerable people of all ages

Many volunteers and TSOs work with people who could be considered to be vulnerable. 'Vulnerable' can be defined as:

'...in need of special care, support, or protection because of age, disability, or risk of abuse or neglect...'

The Provider is required to:

- a. Signpost all relevant service users to specialist support and information on how to effectively safeguard their end beneficiaries
- b. Report all concerns to the relevant team in WCC, where the staff member hears or sees anything of concern when providing support to a user of the Service

Reporting concerns about vulnerable adults: ring **01926 412080**

Reporting concerns about children and young people: ring **01926 410410** (out of hours, **01926 886922**)

Depending on the type of concern you may also wish to ring the Police on **101** for non-emergencies or **999** for emergencies.

10 Measuring Service delivery

10.1 Content and frequency of monitoring returns

The Provider will work with WCC to confirm a proportionate range of evidence that reports against the outcomes described in this document.

The Provider will submit monitoring information in an agreed format on a quarterly basis, and attend quarterly meetings to discuss progress, challenges and opportunities.

The monitoring return will include Equalities data, which will be agreed with the Provider.

The submission of one (1) case study per main outcome per year is required to demonstrate how the Provider has supported the achievement of outcomes and has had a positive impact on the Service's users.

The Provider will also submit to the Localities and Partnerships Team an annual report and Financial Statement, detailing all activity funded over the previous twelve months.

WCC may on occasion ask for additional monitoring information.

WCC may on occasion ask the Provider to compile data that supports the development of projects and builds intelligence on particular issues.

Appendix 1 – Specimen contract

(Stuff below is not 'in the document')

Questionnaire content

1. Show the proposed service 'opening' hours by district/borough area, and explain the rationale behind the distribution of resources
2. Show the cost breakdown for service delivery in each of the district/borough areas
3. How would the Provider deal with a reduced budget (however, we want to be the ones specifying what will be cut, not them, so consider wording)

**Project
Contract Ref**

**Infrastructure Support
TBC**

KPI Name/Number	1. Infrastructure Support to the Sector
Purpose	<i>WCC wants to see an increase in the volume and quality of organisational support provided to the third sector (e.g. support with funding applications, support with policy development etc)</i>
Performance Requirement	<ul style="list-style-type: none"> a) <i>The number of third sector organisations provided with organisational support increasing</i> b) <i>Organisation feedback on the quality of support the service provider has provided to organisations seeking organisational support improving</i>
Baseline	<ul style="list-style-type: none"> a) <i>740 third sector organisations supported</i> b) <i>No baseline available</i> <p><i>Note – the baseline for a) includes organisational support also funded by various District/Borough Councils within Warwickshire</i> <i>Note – re a) Individual baselines and targets by District may be agreed (i.e. different targets in Stratford, Nuneaton etc)</i></p>
Performance Target	<ul style="list-style-type: none"> a) <i>General trend upwards – minimum acceptable is 10% increase from the baseline annually</i> b) <i>Overall satisfaction rating good or better – 80% or above</i> <p><i>Year 2 targets to be agreed as part of routine contract management</i></p>
Measurement Calculation	<ul style="list-style-type: none"> a) <i>Q1 - Data collection methodology in place and agreed by client</i> <i>Annual Target Baseline + 10%</i> b) <i>(Returned feedback forms with a rating of good or better/total feedback forms returned) x 100 - result expressed as a %</i>
Data Capture & Reporting Responsibility	<ul style="list-style-type: none"> a) <i>Service Provider to count and report to client quarterly</i> b) <i>Service Provider will be responsible for issuing the link to a feedback sheet to organisations supported</i> <i>Client will be responsible for collating and presenting results quarterly</i>

KPI Name/Number	2. Effective Conduit
Purpose	<i>WCC wants the infrastructure organisation to be an effective conduit between the Third sector and the Council</i>
Performance Requirement	<ul style="list-style-type: none"> a) <i>The number of third sector organisations represented increasing</i> b) <i>Client satisfaction with the Service Provider being the conduit between the third sector and the Council improving</i> c) <i>Organisation satisfaction with the Service Provider being the conduit between the third sector and the Council improving</i>
Baseline	<ul style="list-style-type: none"> a) <i>No baseline available</i> b) <i>80% satisfaction rating of good or better</i> c) <i>80% satisfaction rating of good or better</i>
Performance Target	<ul style="list-style-type: none"> a) <i>General trend upwards – minimum acceptable is 10% above the baseline annually</i> b) <i>Overall satisfaction rating good or better – 80% or above</i> c) <i>Overall satisfaction rating good or better – 80% or above</i>
Measurement Calculation	<p><i>Year 2 targets to be agreed as part of routine contract management</i></p> <ul style="list-style-type: none"> a) <i>Q1 – Baseline and data collection methodology in place and agreed</i> b) <i>(Returned feedback forms with a rating of good or better/total feedback forms returned) x 100 - result expressed as a %</i> c) <i>(Returned feedback forms with a rating of good or better/total feedback forms returned) x 100 - result expressed as a %</i>
Data Capture & Reporting Responsibility	<ul style="list-style-type: none"> a) <i>Service Provider to count and report to client quarterly</i> b) <i>Client will be responsible for completing an assessment of performance quarterly</i> <i>Client will be responsible for presenting results quarterly</i> c) <i>Service Provider will be responsible for issuing the link to a feedback sheet to organisations supported</i> <i>Client will be responsible for collating and presenting results quarterly</i>

KPI Name/Number	3. Vibrant Third Sector
Purpose	<i>WCC wants the infrastructure organisation to effectively support the sector to maximise the opportunities to secure funding (both inside and outside of local authority funding)</i>
Performance Requirement	<ul style="list-style-type: none"> a) <i>The range of suitable funding that has been promoted by the Service Provider to local organisations</i> b) <i>The value of funding bid for following Service Provider support to the sector (from a) above) increasing</i> c) <i>The value of funding secured following Service Provider support to the sector (from b) above) increasing</i> d) <i>Organisation satisfaction with the Service Provider in supporting the sector to secure funding improving</i>
Baseline	<ul style="list-style-type: none"> a) <i>No baseline available</i> b) <i>No baseline available</i> c) <i>No baseline available</i> d) <i>No baseline available</i>
Performance Target	<ul style="list-style-type: none"> a) <i>General trend upwards – minimum acceptable is 10% increase annually above the baseline from Q2 onwards</i> b) <i>General trend upwards – minimum acceptable is 10% increase annually above the baseline from Q2 onwards</i> c) <i>General trend upwards – minimum acceptable is 10% increase annually above the baseline from Q2 onwards</i> d) <i>Overall satisfaction rating good or better – 80% or above</i>
Measurement Calculation	<p><i>Year 2 targets to be agreed as part of routine contract management</i></p> <ul style="list-style-type: none"> a) <i>Q1 – Baseline and data collection methodology in place and agreed Q4 – Baseline + 10%</i> b) <i>Q1 – Baseline and data collection methodology in place and agreed Q4 - Baseline + 10%</i> c) <i>Q1 – Baseline and data collection methodology in place and agreed Q4 – Baseline+ 10%</i> d) <i>(Returned feedback forms with a rating of good or better/total feedback forms returned) x 100 - result expressed as a %</i>
Data Capture & Reporting Responsibility	<ul style="list-style-type: none"> a) <i>Service Provider to count and report to client quarterly</i> b) <i>Service Provider to count and report to client quarterly</i> c) <i>Service Provider to count and report to client quarterly</i> d) <i>Service Provider will be responsible for issuing the link to a feedback sheet to organisations supported Client will be responsible for collating and presenting results quarterly</i>

KPI Name/Number	4. Volunteer Recruitment
Purpose	<i>WCC wants to see more volunteers actively supporting local services and particularly services it considers 'priority'. (Note we will need to inform the Service Provider what these are)</i>
Performance Requirement	<ul style="list-style-type: none"> a) <i>The number of individuals interviewed for volunteer placement</i> b) <i>The number of individuals referred onwards for volunteer placement</i> c) <i>The number of individuals placed with a volunteer involving organisation</i> d) <i>The average number of volunteering opportunities per individual increasing</i> e) <i>The average number of filled volunteering opportunities in priority services increasing</i> f) <i>Feedback from volunteers on the quality of support the service provider has provided to individuals increasing</i>
Baseline	<ul style="list-style-type: none"> a) <i>1850 contacts per annum (the amount reported by current Service Provider)</i> b) <i>No baseline available</i> c) <i>No baseline available</i> d) <i>No baseline available</i> e) <i>No baseline available</i> f) <i>No baseline available</i> <p><i>Individual baselines and targets by District may be agreed (i.e. potentially different targets in Stratford, Nuneaton etc)</i></p>
Performance Target	<p>a), b), c), d) and e) f)</p> <p><i>General trend upwards – minimum acceptable is 10% annual increase above the baseline from Q2 onwards.</i></p> <p><i>Year 2 targets to be agreed as part of routine contract management</i></p>
Measurement Calculation	<ul style="list-style-type: none"> a) <i>Q1 – Data collection methodology in place and agreed by client Q4 - 1850 + 10%</i> b), c), d), e) f) <i>Q1 – Baseline and Data collection methodology in place and agreed by client</i> <i>Q4 - Baseline + 10%</i>
Data Capture & Reporting Responsibility	<ul style="list-style-type: none"> a) <i>Service Provider to count and report to client quarterly in arrears</i> b) <i>Service Provider to contact individuals 2/4 weeks after initial contact, record data and report to client quarterly in arrears</i> c) <i>Service Provider to contact individuals 2/4 weeks after initial contact, record data and report to client quarterly in arrears</i> d) <i>Service Provider to contact individuals 2/4 weeks after initial contact, record data and report to client quarterly in arrears</i> e) <i>Service Provider to contact individuals 2/4 weeks after initial contact, record data and report to client quarterly in arrears</i> f) <i>Service Provider to contact individuals 2/4 weeks after initial contact, record data and report to client quarterly in arrears. 2 case studies to be provided per annum at 6 monthly intervals.</i>

KPI Name/Number	5. Support to Organisations Recruiting Volunteers
Purpose	<i>WCC wants to see an increase in the volume of organisations supported to recruit volunteers and a high quality level of support provided to those organisations. This applies to organisations in the public, third and private sectors.</i>
Performance Requirement	<ul style="list-style-type: none"> a) <i>The number of organisations (segmented by sector) supported to recruit volunteers increasing</i> b) <i>Organisation feedback on the suitability of volunteer referrals from the service provider improving</i> c) <i>Organisation feedback on the quality of support the service provider has provided to organisations recruiting volunteers improving</i>
Baseline	<ul style="list-style-type: none"> a) <i>No baseline available</i> b) <i>No baseline available</i> c) <i>No baseline available</i>
Performance target	<ul style="list-style-type: none"> a) <i>General trend upwards – minimum acceptable is 10% increase annually above the baseline from Q2 onwards.</i> b) <i>Overall satisfaction rating good or better – 80% or above</i> c) <i>Overall satisfaction rating good or better – 80% or above</i>
Measurement calculation	<p><i>Year 2 targets to be agreed as part of routine contract management</i></p> <ul style="list-style-type: none"> a) <i>Target Q1 – Baseline agreed Target Q4 - Baseline + 10%</i> b) <i>(Returned feedback forms with a rating of good or better/total feedback forms returned) x 100 - result expressed as a %</i> c) <i>(Returned feedback forms with a rating of good or better/total feedback forms returned) x 100 - result expressed as a %</i>
Responsibility	<ul style="list-style-type: none"> a) <i>Service Provider to count and report to client quarterly in arrears</i> b) <i>Service Provider will be responsible for issuing the link to a feedback sheet to organisations supported Client will be responsible for collating and presenting results quarterly</i> c) <i>Service Provider will be responsible for issuing the link to a feedback sheet to organisations supported Client will be responsible for collating and presenting results quarterly.</i>

Appendix C

Simon Powell BA MILAM(Dip) MISRM(Dip)
Assistant Director
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This matter is being dealt with by
: Jaki Douglas
Direct Dial : (01827) 719492
Your ref : |
Our ref : |

WCAVA – North Warwickshire
Community House
Coleshill Road
Atherstone
Warwickshire
CV9 1BN

Date : ?? July 2016

Dear Mr Tolley

Offer of Third Sector Infrastructure Support Grant

I am pleased to confirm that the Borough Council has agreed to provide grant funding to Warwickshire Community and Voluntary Action – North Warwickshire to provide infrastructure and development support to the third sector in North Warwickshire. Please note the following core terms of this offer:

- (i) The Grant sum of £11,642.28, shall be paid by the Council to Warwickshire Community and Voluntary Action – North Warwickshire for the period 1 April 2016 to 31 March 2017;
- (ii) The Grant shall be paid in two instalments on 1 May 2016 and 1 September 2017;
- (iii) The Grant shall be applied to provide infrastructure and development support to the third sector in North Warwickshire, as set out in the County Council's Service Specification for the provision of Youth Service and Third Sector Support and Development in Warwickshire (October 2015) and its associated KPI's;
- (iv) The Grant is subject to compliance with the Grant Conditions attached;
- (v) The Council's nominated representative for the purposes of this Grant is: Jaki Douglas, Community Development Manager

Please sign and return one copy of this letter indicating your acceptance of the offer of the Grant and the terms on which it is made.

Yours sincerely

Assistant Director (Leisure and Community Development)

On behalf of **WCAVA – North Warwickshire** I accept the offer of the Grant on the terms outlined above.

Signed

Authorised Signatory

Dated

The Grant Conditions

These Conditions apply to the Grant made by North Warwickshire Borough Council to the Recipient which is the subject of the Grant Offer Letter attached.

The Grant Payable

1. The Grant is paid on condition that the Recipient complies with these Conditions. No omission from, addition to or variation from these Conditions will be valid unless agreed in writing by the Council and the Recipient.
2. The purpose of the Grant is to assist the Recipient to carry out its functions in North Warwickshire as outlined in the Grant Offer Letter and as set out in the County Council's Service Specification for the provision of Youth Service and Third Sector Support and Development in Warwickshire - October 2015 (known from this point as the Service Specification). The Council accepts that the Recipient also receives funding from other sources and that the Council's Grant is therefore a contribution to the overall funding needed to enable the Recipient to fulfil its main functions.
3. The Recipient shall immediately notify the Council of any proposal to change its ownership or legal status of the Recipient or to make a significant change to the Recipient's aims and objectives to which the Grant is being applied.
4. The Grant is intended specifically for the Recipient and the Recipient shall not assign or transfer the whole or any part of the Grant or the application of these Conditions without the prior written consent of the Council.
5. No person other than the Recipient and the Council has rights under the Contracts (Rights of Third Parties) Act 1999 to enforce or to enjoy the benefit of these Conditions.
6. These Conditions together with the Grant Offer Letter and Service Specification are intended to be legally binding and shall be subject to English law.

Monitoring and Review

7. There will be quarterly meetings of the nominated representatives of the Council and the Recipient to discuss the details of the quarterly report as requested at 10.1 in the Service Specification, but only in so far as it relates to North Warwickshire.
8. Either party may request that there should be a review or change in the terms of the Grant Offer Letter, the Service Specification (and associated KPI's), or these Conditions at any stage. A meeting will be held by the organisations representatives who will agree any amendments to the documentation.
9. A meeting between senior officers of the Council and the Chair / chief officer of the Recipient will be arranged to discuss any issues of concern that it has not been possible to resolve within normal liaison arrangements.
10. The KPI's measures will be used to clarify that the Grant is being used to deliver the required service to the communities of North Warwickshire as set out in the Grant Offer Letter. For the avoidance of doubt these terms do not comprise a service specification.

11. The Recipient shall report its performance in accordance with the requirements set out in the Service Specification and its associated KPI's and at other times at the reasonable request of the Council's representative. In special circumstances the Recipient may be requested to participate in a more detailed evaluation of performance if required to do so by the Council, taking account of the resource implications for the Recipient.

Compliance

12. The Recipient shall comply with all statutes, orders, regulations or bye-laws applicable to the performance of its functions.
13. The Recipient shall operate a complaints procedure and notify the Council of any issues arising which relate to the Grant.
14. The Recipient warrants that it will provide the services to deliver the required KPI's with all reasonable skill and care.
15. The Recipient shall not unlawfully discriminate within the meaning and scope of the provisions of the Equality Act 2010 or any other applicable equality legislation relating to the provision of services or employment. The Recipient shall take all reasonable steps to secure the observance of the provisions of employment legislation by its employees, volunteers, agents or sub-contractors.
16. The Recipient shall comply in all respects with the provisions of the Data Protection Act 1998 and shall indemnify the Council against all actions, costs, claims proceedings or demands that may be brought or made against the Council for breach of statutory duty under the Act which arises from the use disclosure or transfer of personal data by the Recipient or its employees, volunteers, agents or sub-contractors.
17. The Recipient shall provide all reasonable assistance to the Council in meeting its obligations under the Freedom of Information Act 2000.

Liability

18. The Recipient shall indemnify and keep indemnified the Council and its employees or agents against any liability, claim, proceedings or expenses in respect of damage to any property or personal injury or death of any person which arises out of the act default or negligence of the Recipient or its employees, volunteers, agents or sub-contractors. However this indemnity shall not apply in any case where any loss of property or death or injury to any person is caused by the negligence of the Council or its employees or agents.
19. The Recipient shall maintain with a reputable insurer sufficient insurance cover to meet all liabilities arising in connection with the Grant.

Termination and Withholding/ Repayment of Grant

20. The Council accepts no liability arising from any withholding or repayment of, or delay in payment of, the whole or any part of the Grant.

21. In the event that any of the following circumstances occur:
- (i) The Recipient ceases or suspends its normal functions for any reason;
 - (ii) There is a material change in the Recipient's aims and objectives;
 - (iii) The Recipient fails to comply with the terms of the Grant Offer Letter, the delivery service as identified in the Service Specification or these Conditions;
 - (iv) The Recipient or any of its employees, volunteers, subcontractors or agents commits any offence under the Prevention of Corruption Acts 1889 –1916 or the Bribery Act 2010 or gives any fee or reward the receipt of which is an offence under sub-section (3) of Section 117 of the Local Government Act 1972;

the Council, at its reasonable discretion, shall be entitled to withhold any or all of the Grant which is yet to be paid and / or require part or the whole of the Grant to be repaid immediately. The Council will take account of any representations made by the Recipient concerning the repayment or withholding of the Grant and wherever appropriate will co-operate with the Recipient to identify any action that can be taken to avoid the Grant requiring to be withheld or repaid.

22. The grant can be used partly or wholly for the funding of post/posts. However it must be noted that North Warwickshire Borough Council will not be liable for any costs associated with employment.

Health and Well-being Working Party

21 June 2016

Minutes

Present Cllr Bell (Chairman), Cllr Chambers
Rachel Robinson (WCC), Simon Powell, Jaki Douglas, and Becky Evans were also in attendance. Sally Roberts attended the meeting up to and including agenda item 5

Apologies for Absence Cllr Smith

Item	Notes	Action
3	<p>Minutes of the Last Meeting (12 April 2016)</p> <p>The minutes were agreed as accurate record of the proceedings. They had also been accepted by the Community and Environment Board at its meeting held on 17 May 2016.</p>	
4	<p>Matters Arising</p> <p>The countywide Health and Well-being Board had recognised the value and potential of the Borough Council's Working Party, which would be "showcased" at its meeting to be held on 06 July 2016.</p> <p>The shortage of GPs, Practice Nurses and appropriate surgery provision in the Borough would be raised at the meeting of the Warwickshire North Health and Well-being Partnership to be held on 30 June 2016.</p> <p>The outcome of the Borough Care consultation process would be considered by Full Council on 29 June 2016.</p>	Cllr. B
5	<p>Divisional Presentation – Community Services (Sally Roberts)</p> <p>The Community Hubs have been restructured, with six main hubs delivering services in Arley, Atherstone, Beddesley Ensor, Coleshill, Dordon and Hartshill. Each main Hub will have a paid worker, and a consortium is currently being established to enable applications for Big Local funding. With the introduction of Universal Credit, there is an increased need for access to the technology available within Hubs. We will be running targeted events from the hubs, the first for ESA customers as we have a high number of claimants within the borough. Events will be in conjunction with partners support agencies, health and the DWP.</p> <p>Learn MY Way – access to computer courses have been run and currently included within a bid from Whitestone surgery to help secure additional funding that will keep the BOB on the road.</p> <p>Reports relating to Community Hubs are presented to a Task and Finish Group which reports to the Community and Environment Board, which last received a report at the end of the last financial year.</p> <p>The Working Group would welcome an early future report on the progress being made within the Community Hubs to be presented to the Community and Environment Board.</p>	ACE (CS)

Item	Notes	Action
	<p>The Food Bank provided over 1400 emergency food parcels last year, and supported Cook It! sessions, local nurseries and provision within schools. From 01 July 2016, the Food Bank will be managed by Super Kitchen (as opposed to Chapter One), which will enable the distribution of chilled foods and the provision of a large catering lorry, which would be made available for events.</p> <p>Other Divisional links to health include:</p> <ul style="list-style-type: none"> • Christmas Eve parcels • Free school meals • Warm and Well in Warwickshire • Disability Confident Event with businesses in September 	
6	<p>End of Life Care</p> <p>Councillor Bell and Councillor Chambers had attended an informal meeting with Julia Grant, the consultant for palliative care at the George Eliot hospital</p> <p>End of Life Care would be discussed as a specific agenda item at the next meeting of the Warwickshire North Health and Well-being Partnership on 30 June 2016.</p> <p>The Working Party believes it is important for the WN CCG to set up a transformation group which can work across the commissioning and provider system to develop better identification and nursing of patients who require end of life services through primary care, district nursing services together with additional consultant leadership and palliative care beds.</p>	MB/RR
7	<p>Fitter Futures</p> <p>The Community and Environment Board had approved the Working Party's proposal for a 50% price reduction for people referred into the scheme. The new prices would be implemented with effect from 01 July 2016.</p> <p>A meeting had been arranged with Public Health and Nuneaton and Bedworth Leisure Trust (the managers of the scheme), which would address:</p> <ul style="list-style-type: none"> • The need for the scheme to include all residents in the Borough and not merely those people registered with a GP in North Warwickshire • The need to reduce as many barriers to participation as possible, including an extension of people's ability to self-refer onto the programme • A coherent marketing and promotional plan <p>Fitter Futures is going to provide a Physical Activity Consultant to enable the immediate inclusion of Arley Sports Centre within the scheme.</p> <p>The Borough Council website will host a page specifically dedicated to Fitter Futures and the new pricing structure.</p> <p>Councillor Bell requested that a copy of the most recent Fitter Futures report be distributed to the Working Group</p> <p>The Working Party requested that an Action and Communication Plan be produced and presented to the next meeting. The Plan should include a full list of who can refer onto the service and the respective promotional</p>	<p>JD / BE / PW</p> <p>PW</p> <p>BE</p> <p>JD</p> <p>BE</p>

Item	Notes	Action
	responsibilities of Nuneaton and Bedworth Leisure Trust, Public health and the Borough Council	
8	<p>Health Mapping, Health Funding and Priority Ward Initiative</p> <p>a) Borough Council-related Health Activity</p> <p>A list of health-related activity undertaken within each Division of the Council was circulated and considered by the Working Party. It was agreed that Assistant Directors / Heads of Service would be asked to ensure that the document was up-to-date. This would help the Working Party to progress the development of a corporate Health Improvement Action Plan.</p> <p>b) Provision by External Organisations</p> <p>The Working Party requested the production of an Organogram, which identifies health-related organisations, partnerships and their relationships, the brief remit of each organisation / group and any budget / grants available to support local health and well-being activity.</p> <p>c) Atherstone / Mancetter</p> <p>RR reported that Public Health had agreed to support the production of a "Health Needs Assessment" for the suggested priority Ward(s) of Atherstone / Mancetter, in respect of which a scoping document would be produced for consideration and comment at the next meeting of the Working party. A target date of December 2016 was set for the completion of this piece of work.</p>	<p>SNP</p> <p>RR / JD / BE</p> <p>RR</p>
9	<p>Health Improvement Action Plan</p> <p>A condensed version of the current 2014 / 17 Health Improvement Action Plan was circulated for discussion.</p> <p>There would be a need to present a framework for the development of the proposed corporate 2017 / 20 Action Plan to the next meeting. This would enable gaps and priorities to be identified. Potential resource availability and / or need should be identified within the framework.</p> <p>The Working Party requested the production of a "Rights of Way" map for the Borough, which may serve to highlight the need for work around access to walks, cycle ways and other services.</p>	<p>BE / RR</p> <p>BE / RR</p>
10	<p>Strategic Leisure Review - Update</p> <p>The Commission Brief for the Strategic Leisure Review, a copy of which had been circulated to the Working Party, had been agreed by Members. Interviews had been held with external consultants and it was hoped that an appointment would be made in the near future. It was anticipated that the Commission would take at least 12 months to complete.</p> <p>The appointed consultants would be invited to attend the next meeting of the Working Party on 15 September 2016.</p>	<p>SNP</p>
11	<p>Correspondence/Consultations to/from External Organisations</p> <p>There were no specific items to note under this agenda item.</p>	

Item	Notes	Action
12	<p>Community and Environment Board – Report (s) and Issues to be Raised by the Working Party</p> <p>The minutes of this meeting would be presented to the Board at its meeting to be held on 18 July 2016.</p>	
13	<p>Forward Work Programme</p> <p>Matters requiring the early consideration of the Working Party include:</p> <ul style="list-style-type: none"> • Development of the Corporate 2017 / 20 Health Improvement Action Plan • Meeting the Strategic Leisure Review Consultants • Presentation by Planning Division on the contribution of planning to improving the health and well being of the Borough. • End of Life Care in North Warwickshire • Atherstone / Mancetter Scoping Document • Fitter Futures Action Plan 	
14	<p>Future Meeting Dates (all 10:00am in the Board Room)</p> <p>15 September 2016 15 December 2016 16 February 2017 20 April 2017</p>	