

**To: The Deputy Leader and Members of the
Community and Environment Board
(Councillors Phillips, Barber, Ferro, Fowler,
Freer, Lewis, B Moss, M Moss and Smith).**

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

20 January 2014

Prior to the commencement of business there will a presentation on the Director of Public Health Annual Report 2013 entitled 'Learning from the Past, Planning for the future' at 6.00 pm.

The Community and Environment Board will meet in **The Small Hall, Atherstone Memorial Hall, Long Street, Atherstone, Warwickshire, CV9 1AX** on Monday 20 January 2014, at 6.30pm or upon conclusion of the presentation.

AGENDA

- 1 Evacuation Procedure.**
- 2 Apologies for Absence / Members away on official Council business.**
- 3 Disclosable Pecuniary and Non-Pecuniary Interests**

- 4 **Request for discussion of En Bloc items and approval of remaining En Bloc items.**

5 **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

PART A – ITEMS FOR DISCUSSION AND DECISION

- 6 **Minutes of the Meetings of the Board held on 21 October 2013** – copy herewith, to be approved as a correct record and signed by the Chairman.

7 **Corporate Plan- 2014/15 – 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 Key Actions for which it is responsible and to agree the 2014-15 Service Plans for the Leisure & Community Development, Streetscape and Environmental Divisions.

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

- 8 **Waste Collection Service – New Residential Developments** – Report of the Assistant Director (Streetscape)- to follow.

Summary

This report recommends that charges for the supply of domestic bins to new residential developments for the collection of refuse, green waste and recyclables be revised in line with the recently adopted Bin Policy.

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

- 9 **General Funds Fees and Charges 2014/15** - Report of the Assistant Chief Executive and Solicitor to the Council, Assistant Director (Streetscape) and Assistant Director (Leisure and Community Development).

Summary

The report covers the fees and charges for 2013/14 and the proposed fees and charges for 2014/15.

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

10 **General Funds Revenue Estimates 2014/15** – Report of the Deputy Chief Executive

Summary

This report covers the revised budget for 2013/14 and an estimate of expenditure for 2014/15, together with forward commitments for 2015/16, 2016/17 and 2017/18.

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

11 **Capital Programme 2014/15 to 2016/17-** 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 Carl Ford (719379).

12 **Development of New Indoor Leisure Facilities in Coleshill** – Report of the Assistant Director (Leisure and Community Development)

Summary

This report updates the Board on progress in respect of the proposed development of new indoor leisure facilities in Coleshill. It provides details of two costs options presented to the Borough Council by Wates Construction and advises Members if the name of the new facility.

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

13 **Leisure Facilities 2014/15 – 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 2014/15.

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

- 14 **Update of Warwickshire's Joint Municipal Waste Management Strategy – Report of the Assistant Director (Streetscape).**

Summary

This report sets out the background to the recent review and update of the countywide waste management strategy and asks the Board to approve the latest version of the strategy document.

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

- 15 **Recycling Services – Bin Sites - Report of the Assistant Director (Streetscape).- to follow.**

Summary

This report recommends that, following the successful introduction of the new kerbside recycling service for residents, the Council's recycling centre be phased out across the Borough and that greater emphasis is placed on improving the commercial recycling opportunity through the Council's trade waste collection service.

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

**PART B – ITEMS FOR EN BLOC DECISIONS
(YELLOW PAPERS)**

- 16 **Prosecutions taken by the Environmental Health Division – Report of the Assistant Chief Executive and Solicitor to the Council.**

Summary

The report provides details of those prosecutions taken by the Environmental Health Division during the calendar year 2013.

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

- 17 **North Warwickshire LEADER Programme and Transition Fund – Update Report – Report of the Assistant Director (Leisure and Community Development)**

Summary

This report provides the Board with background information on the LEADER programme in North Warwickshire and updates Members on its success. It

also informs the Board of the activities scheduled to take place during the forthcoming transition year.

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

- 18 **Progress Report on Achievement of Corporate Plan and Performance Indicator Targets April – September 2013** – Report of the Chief Executive and Deputy Chief Executive.

Summary

This report informs Members of the progress with the achievement of the Corporate Plan and Performance Indicator targets relevant to the Community and Environment Board for April to September 2013.

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

JERRY HUTCHINSON
Chief Executive

NORTH WARWICKSHIRE BOROUGH COUNCIL

MINUTES OF THE COMMUNITY AND ENVIRONMENT BOARD

21 October 2013

Present: Councillor Phillips in the Chair

Councillors Barber, N Dirveiks, Ferro, Humphreys, Lewis, B Moss and Sherratt.

Apologies for absence were received from Councillor Fowler (substitute Councillor Sherratt), Councillor Freer and Councillor M Moss (substitute Councillor N Dirveiks)

Also in attendance were Councillors Moore and Pickard.

25 **Disclosable Pecuniary and Non-Pecuniary Interests**

None were declared at the meeting.

26 **Minutes of the Meetings of the Board held on 22 July and 3 September 2013**

The minutes of the meetings held on 22 July and 3 September 2013, copies having been previously circulated, were approved as a correct record and signed by the Chairman.

27 **Budgetary Control Report 2013/2014 Period Ended 30 September 2013**

The Assistant Director (Finance and Human Resources) reported on expenditure and income for the period from 1 April 2013 to 30 September 2013.

Resolved:

That the report be noted.

28 **Kerbside Recycling Service Update**

The Assistant Director (Streetscape) provided a verbal update to the Board on the first day of the implementation of the new kerbside recycling service.

29 **Proposed Sale of Informal Open Space at Sycamore Crescent, New Arley**

The Assistant Director (Leisure and Community Development) set out a proposal for the sale to Arley Parish Council of an area of informal open space at Sycamore Crescent in New Arley.

Recommendation to the Resources Board:

- a That the Board be asked to consider the sale to Arley Parish Council of the informal open space at Sycamore Crescent in New Arley; and**
- b That the Board be invited to consider a request from the Community and Environment Board that the capital receipt arising from the proposed disposal of this land be directed towards enhancements of open space elsewhere in New Arley in line with the priorities of the Green Space Strategy.**

30 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 and of corresponding actions being advanced through Year 6 of the Strategy's supporting Action Plan.

Resolved:

That progress in respect of the implementation of the provisions of Year 6 of the North Warwickshire Green Space Strategy Action Plan be noted.

31 Proposed Replacement of Indoor Leisure Facilities in Coleshill

The Assistant Director (Leisure and Community Development) updated the Board on progress in respect of the proposed development of new indoor leisure facilities in Coleshill.

Resolved:

That the progress made in respect of the proposed development of new indoor leisure facilities at The Coleshill School, be noted.

32 Polesworth Sports Centre – Extension to Fitness Suite

The Assistant Director (Leisure and Community Development) set out a proposal to extend the fitness suite at Polesworth Sports Centre through a conversion of one of the facility's two squash courts. These changes would enable the Sports Centre to respond more effectively to customer-led service demand.

Resolved:

That the proposal to extend the fitness suite and free weights area at Polesworth Sports Centre, through a conversion of one of the facility's squash courts, be approved.

33 **Minutes of the BOB Hub Task and Finish Group held on 5 August 2013**

The minutes of the BOB Task and Finish Group held on 5 August 2013 were received and noted.

H Phillips
Chairman

Agenda Item No 7

Community and Environment Board

20 January 2014

**Report of the
Chief Executive**

Corporate Plan 2014 - 15

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 Key Actions for which it is responsible and to agree the 2014-15 Service Plans for the Leisure & Community Development, Streetscape and Environmental Divisions.

Recommendation to the Executive Board

- a That Corporate Priority 8 – Access to Services be amended to:-**

“Providing easier access to Council and other public services, particularly through the internet and local community facilities”;

- b That those Corporate Plan Key Actions 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 Consultation

- 2.1 Councillors with responsibility for the relevant areas have been involved in discussions relating to issues contained within the Appendices.

3 Report

- 3.1 Corporate Plan Key Actions 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.

- 3.2 At its September 2013 meeting the Council agreed the main issues to be considered for inclusion in the 2014/15 Corporate Plan and this report now seeks approval for the Corporate Plan Key Actions for 2014-15.

3.3 Appendix A (to follow) sets out proposals for those Key Actions which fall within the remit of the Community and Environment Board. It is also being recommended that Priority 8 – Access to Services is slightly reworded to take account of local services, particularly the introduction of community hubs, to read as follows:-

“Providing easier access to Council and other public services particularly through the internet and local community facilities”.

Members are requested to recommend to the Executive Board that the Corporate Plan Key Actions set out in Appendix A are agreed.

3.4 A report will be presented to Boards/Sub-Committees after the end of the financial year to show the year end out-turn on the 2013-14 Key Actions. Proposals for 2014-15 will form part of the 2014-15 Corporate Plan which covers the Council’s top level priorities.

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

3.6 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.

3.7 Where there are any budget implications for another Board/Sub-Committee arising out of this work programme, those implications will be drawn to the attention of the relevant Board/Sub-Committee in the Budget report going to this cycle of meetings. Similarly, any budgetary implications for this Board from Divisional Plans being reported to other Boards/Sub-Committees are dealt with in the Budget Report also on this agenda.

3.8 Once the Corporate Plan Key Actions and Divisional Service Plans have been agreed, they will all be subject to the usual reporting procedures for monitoring performance as for last year, ie:-

- 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, and

- The Scrutiny Board to monitor the performance of indicators and targets where the traffic light is amber and red.

4 Report Implications

4.1 Finance and Value for Money Implications

4.1.1 Where possible, key actions and indicators for 2014-15 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.

4.2 Human Resources Implications

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

4.3 Risk Management Implications

4.3.1 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.

4.4 Links to Council's Priorities

4.4.1 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

<p>PRIORITY 2</p> <p>LOCAL EMPLOYMENT</p>	<p>Bringing more jobs to North Warwickshire, whilst seeking to protect existing jobs and developing our workforce.</p>
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Target	Board/Lead Officer	Additional Training/ Financial Implications
<p>In conjunction with partner agencies, continue to work with individuals and communities to help raise levels of aspiration, attainment and skills and report on progress by March 2015.</p>	<p>Community & Environment Board/AD (L&CD)</p>	<p>External funding will be required to undertake appropriate actions.</p>

PRIORITY 3	
ENVIRONMENT	Protecting and Improving our local environment.

Target	Board/Lead Officer	Additional Training/ Financial Implications
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.
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 a service as possible.	Community & Environment Board/AD (S)	To be met within existing budgets.
The Council will continue to promote waste minimisation and increased recycling, as well as raising awareness of the problems of litter, fly-tipping and dog fouling using suitable enforcement measures, where appropriate.	Community & Environment Board/AD (S), AD (H)	To be met within existing budgets.

<p>PRIORITY 4 RECYCLING</p>	<p>Improving the role of Recycling.</p>
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Target	Board/Lead Officer	Additional Training/ Financial Implications
<p>To review and enhance the new refuse and recycling service introduced in October 2013, to improve the efficiency and effectiveness of the service and to increase the Council's recycling rate to at least 45%.</p>	<p>Community & Environment Board/AD (S)</p>	<p>To be met within existing budgets, but with a view to achieving revenue savings.</p>

<p>PRIORITY 8</p> <p>ACCESS TO SERVICES</p>	<p>Providing easier access to Council and other public services, particularly through the internet and local community facilities.</p>
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Target	Board/Lead Officer	Additional Training/ Financial Implications
<p>In partnership with the Local Action Group, ensure the successful undertaking of North Warwickshire's approved LEADER Transition Fund programme, including the production of a renewed Local Development Strategy and Business Plan.</p>	<p>Community & Environment Board/AD (L&CD)</p>	<p>LEADER is a predominantly externally funded programme.</p>
<p>To report annually on progress on the delivery of the Customer Access Strategy, including the development of existing Community Hubs and the ongoing provision of welfare support, together with partners.</p>	<p>Community & Environment Board/ACE (CS)</p>	<p>Any financial implications will be reported as part of the decision-making process.</p>
<p>To integrate the Job Centre Plus operation into the existing One Stop Shop environment and implement any operational changes required by September 2014.</p>	<p>Community & Environment Board/ACE (CS)</p>	<p>This project is being fully funded by the Department of Work and Pensions</p>

<p>PRIORITY 10</p> <p>HEALTH AND WELL-BEING</p>	<p>Helping to tackle health inequalities by working with the County Council and the NHS locally and by encouraging, where financially viable, leisure opportunities in local communities.</p>
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Target	Board/Lead Officer	Additional Training/ Financial Implications
<p>To implement phase 7 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.</p>	<p>Community & Environment Board/AD (L&CD)</p>	<p>The significant resource implications are detailed in the supporting Action and Funding Plan and associated Management Plans.</p>
<p>Complete delivery of the Play Area Development Programme with the replacement/refurbishment of equipment at Minions Close in Atherstone, Boot Hill in Grendon and Brendan Close in Coleshill.</p>	<p>Community & Environment Board/AD (L&CD)</p>	<p>£120,000 has been identified in the capital programme for improvements to the specified play areas.</p>

**Item 7 – Corporate Plan
Appendix A**

Target	Board/Lead Officer	Additional Training/ Financial Implications
In conjunction with key partners, to ensure completion of the project to replace Coleshill Leisure Centre with a new facility that is accessible by the community on the site of The Coleshill School by November 2014.	Community & Environment Board/DCE, AD (L&CD)	Capital and revenue provision for the replacement of Coleshill Leisure Centre has been made through appropriate processes.
In accordance with the approved Management Plan, implement improvements at Bretts Hall Recreation Ground in Ansley Common.	Community & Environment Board/AD (L&CD)	£30,000 has been made available in the capital programme to implement improvements. Further funding will need to be secured through external grant aid if the management plan is to be implemented in full.
To continue to co-ordinate the sustainable multi-agency development of Wellness Matters, including its further progression into targeted outreach communities, the promotion of healthy lifestyles and raising levels of physical activity, in particular for children and young people.	Community & Environment Board/AD (L&CD)	External funding is sought, and often required, to undertake appropriate actions.

**Item 7 – Corporate Plan
Appendix A**

Target	Board/Lead Officer	Additional Training/ Financial Implications
<p>Ensure compliance with the Council’s statutory responsibilities as a partner and Compact signatory within the Warwickshire Safeguarding Children Board, including the need to implement the provisions of the Child Protection Policy and the Council’s Section 11 Audit Action Plan and, where appropriate, to co-ordinate all related activity alongside the need to safeguard adults and other vulnerable people in the community.</p>	<p>Community & Environment Board/AD (L&CD)</p>	<p>Internal “trainers” will continue to deliver the WSCB Level 1 course to relevant colleagues throughout the Authority.</p>
<p>To continue to improve the manner in which the Council consults and engages with and secures the involvement of children, young people and their families within the development, management and delivery of services throughout 2014/15.</p>	<p>Executive Board/Community & Environment Board/Young people’s Champion/ACE&StC, AD (L&CD), ACE (CS), AD (CS)</p>	<p>To be undertaken within existing budgets.</p>

STREETSCAPE SUMMARY ACTION PLAN 2014/15

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 & Operations Manager Assistant Grounds & 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. Review how the street cleaning service is delivered with a view to maintaining overall standard, targeting areas of highest community value and increasing service efficiency.	Protecting and Improving Our Environment	Assistant Director (Streetscape) Grounds & Operations Manager Assistant Grounds & Operations Manager	October 2014	March 2015	High	<ul style="list-style-type: none"> ○ LEQS standards maintained ○ Overall amenity cleaning budget reduced (2015/16) 	<ul style="list-style-type: none"> ○ Staff time within existing budgets ○ Initial cost of specific service improvement measures

Action	The Corporate Priority the task contributes to	Lead Officer(s)	Start Date	End Date	Priority	Measurement of Success	Resource/Training Implications
SC3. Review the in-house sweeping and weekend cleaning service	Protecting and Improving Our Environment	Assistant Director (Streetscape) Grounds & Operations Manager Assistant Grounds & Operations Manager	April 2014	October 2014	High	<ul style="list-style-type: none"> ○ LEQS detritus levels at or below previous levels ○ LEQS primary and secondary retail litter scores at or below previous levels 	<ul style="list-style-type: none"> ○ Staff time ○ Need to deliver equivalent or better service levels within existing budgets
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		Assistant Director (Streetscape) Car Parks Manager (NBBC)	Ongoing	Ongoing	Medium	<ul style="list-style-type: none"> ○ CPE implemented and successfully integrated (timescale yet to be determined) ○ 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

Action	The Corporate Priority the task contributes to	Lead Officer(s)	Start Date	End Date	Priority	Measurement of Success	Resource/Training Implications
CP2. Work with other Warwickshire Councils to assess how off-street parking enforcement can be delivered in partnership	Making Best Use of Our Resources	Assistant Director (Streetscape) Car Parks Manager (NBBC)	Ongoing	December 2014	Medium	<ul style="list-style-type: none"> ○ Assessment of options for wider enforcement across the Borough completed ○ New integrated service introduced if feasible and beneficial to do so ○ Improved FPN recovery rate (75%+) 	<ul style="list-style-type: none"> ○ Staff time within existing budgets ○ Greater enforcement costs may be covered by increased fine revenue
CP3. Implement a Parking Management System to improve management of parking services and increase service efficiency	Making Best Use of Our Resources	Assistant Director (Streetscape) Car Parks Manager (NBBC)	April 2014	June 2014	Medium	<ul style="list-style-type: none"> ○ Improved FPN recovery rate (75%+) ○ Increased income against 2013/14 levels 	<ul style="list-style-type: none"> ○ Staff time within existing budgets ○ Minimal on-going licence costs funded from increased income

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. Undertake an audit of Council owned watercourses and set up a tiered inspection and maintenance programme to mitigate flood risk	Protecting and Improving Our Environment Making Best Use of Our Resources	Assistant Director (Streetscape) Engineering Manager	April 2014	October 2014	Medium	<ul style="list-style-type: none"> ○ All relevant watercourses & hotspots identified ○ Inspection and maintenance programme established and 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
FR3. Review emergency response arrangements for flooding incidents both during and outside normal office hours at times of heightened flood risk	Protecting and Improving Our Environment	Assistant Director (Streetscape) Engineering Manager Assistant Grounds & Streets Manager	October 2014	December 2014	High	<ul style="list-style-type: none"> ○ Formal standby arrangements reviewed ○ Parish & Town Councils notified ○ Minimum (500) aquasac/sandbag levels maintained 	<ul style="list-style-type: none"> ○ Resources costs from Emergency Planning budget? ○ Extra staff costs to cover standby arrangements
Grounds Maintenance							
GM1. Continuing to work with L&CD to further develop and implement the Council's Green Space Strategy and associated initiatives and to improve service to Housing division	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 ○ 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
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 use of existing IT systems to make transport usage more efficient and cost effective	Making Best Use of Our Resources	Assistant Director (Streetscape) Waste & Transport Manager	April 2014	September 2014	Medium	<ul style="list-style-type: none"> ○ Monitoring regime established ○ Running costs reduced initially to cover TomTom costs then to realise savings ○ KPIs set and monitored around transport performance measures 	<ul style="list-style-type: none"> ○ Staff time within existing budgets ○ Ongoing TomTom costs to be funded through efficiency savings ○ Staff training
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) CDO (Env)	Ongoing	Ongoing	Medium	<ul style="list-style-type: none"> ○ Increased participation ○ Higher recycling and participation rates – with the aim of achieving 90% participation and 45% recycling by year end 	<ul style="list-style-type: none"> ○ Staff time within existing budgets ○ Promotional material funded from existing budgets
RR2. Review refuse & recycling services and improve service delivery and efficiency where possible	Protecting and Improving Our Environment Making Best Use of Our Resources	Assistant Director (Streetscape) Waste & Transport Manager	April 2014	October 2014	High	<ul style="list-style-type: none"> ○ Refuse & recycling costs reduced and overall efficiency increased 	<ul style="list-style-type: none"> ○ Revenue costs to be further reduced from 2013/14 levels

Action	The Corporate Priority the task contributes to	Lead Officer(s)	Start Date	End Date	Priority	Measurement of Success	Resource/Training Implications
RR3. Introduce simpler, more streamlined services for trade waste and other refuse ancillary services as necessary	Making Best Use of Our Resources	Assistant Director (Streetscape) Waste & Transport Manager	April 2014	October 2014	High	<ul style="list-style-type: none"> ○ New services successfully implemented ○ Operational costs reduced ○ Trade income increased 15% by March 2015 	<ul style="list-style-type: none"> ○ Staff time ○ Costs of new refuse vehicles funded from fleet replacement programme
RR4. Establish a pool of Streetscape staff to cover staff absences within refuse, recycling and other Streetscape services	Making Best Use of Our Resources	Assistant Director (Streetscape) Waste & Transport Manager Streets & Operations Manager	April 2014	September 2014	High	<ul style="list-style-type: none"> ○ Staff pool established & fully staffed ○ Overall workforce costs reduced by 5% on 2013/15 levels ○ Workforce levels and service standards stabilised 	<ul style="list-style-type: none"> ○ Pool costs should be more than covered by existing budgets ○ Potential extra training costs
Facilities Management							
FM1. 10 Yr Capital Programme. Implement 9 th Year	Making Best Use of Our Resources	Assistant Director (Streetscape) Facilities Manager	April 2014	March 2015	Medium	<ul style="list-style-type: none"> ○ All identified schemes completed 	<ul style="list-style-type: none"> ○ Funded from Capital Programme

Action	The Corporate Priority the task contributes to	Lead Officer(s)	Start Date	End Date	Priority	Measurement of Success	Resource/Training Implications
FM2. Planned maintenance – implement planned maintenance programmes	Making Best Use of Our Resources	Assistant Director (Streetscape) Facilities Manager	April 2014	March 2015	Medium	<ul style="list-style-type: none"> All identified works completed 	<ul style="list-style-type: none"> Funded from Revenue Budgets
FM3. Finalise review legionella and asbestos management plans and policies and update as necessary	Making Best Use of Our Resources	Assistant Director (Streetscape) Facilities Manager	April 2014	June 2014	High	<ul style="list-style-type: none"> All plans and policies reviewed Identified actions implemented 	<ul style="list-style-type: none"> Staff time within existing budgets
Asset Management							
AM1. Review Corporate Property Strategy in light of the results of the Accommodation Project and revise the Council's Asset Management Plan and Asset Register accordingly. Continue to update PMP for Council buildings	Making Best Use of Our Resources	Assistant Director (Streetscape) Facilities Manager	July 2014	December 2014	High	<ul style="list-style-type: none"> Review Completed Report to Board – new Strategy & Plan adopted and implemented PMPs updated and reported to Board 	<ul style="list-style-type: none"> Staff time within existing budgets

Action	The Corporate Priority the task contributes to	Lead Officer(s)	Start Date	End Date	Priority	Measurement of Success	Resource/Training Implications
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: Complete project to replace the failing M&E infrastructure in the Council House and associated improvement works to OBH	Making Best Use of Our Resources	Assistant Director (Streetscape) Facilities Manager	Ongoing	June 2014	Very High	<ul style="list-style-type: none"> ○ Project completed on schedule and on budget 	<ul style="list-style-type: none"> ○ Staff time within existing budgets ○ Identified capital and revenue budgets
Capital Projects							
CP1. Continue to assist with the design and implementation of agreed replacement works to Coleshill LC in line with agreed project timescales	Making Best Use of Our Resources	Assistant Director (Streetscape) Facilities Manager	Ongoing	October 2014	High	<ul style="list-style-type: none"> ○ Projects on schedule and on budget 	<ul style="list-style-type: none"> ○ Staff time within existing budgets ○ Capital costs met from agreed budgets and external funding

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 2014/15. 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) through Performance+	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. Review Streetscape performance on NIs and consider basket of local PIs to monitor progress. Use data to highlight areas for improvement or reassessment.	Making Best Use of Our Resources	Assistant Director (Streetscape) SMT	April 2014	September 2014	Medium	<ul style="list-style-type: none"> All relevant local and national performance indicators reviewed and appropriate action plans devised and implemented where necessary 	<ul style="list-style-type: none"> Staff time within existing budgets
PI3. Implement new PI recording and reporting process	Making Best Use of Our Resources	Assistant Director (Streetscape) SMT	April 2014	June 2014	High	<ul style="list-style-type: none"> PI information reported accurately and on time Measures for calculating, recording and reporting PIs approved by Audit 	<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
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. Work with Contact Centre to ensure new CRM integrates as fully as possible with Streetscape IT and management systems	Making Best Use of Our Resources	Assistant Director (Streetscape) SMT	Ongoing	June 2014	Medium	<ul style="list-style-type: none"> ○ CRM integrated with Streetscape systems ○ Customer access simpler and more efficient 	<ul style="list-style-type: none"> ○ Staff time within existing budgets
Health & Safety / Risk Management							
HS1. Review the Streetscape Business Continuity Plan in light of changes to infrastructure and occupancy of main Council Offices	Making Best Use of Our Resources	Assistant Director (Streetscape)	July 2014	October 2014	High	<ul style="list-style-type: none"> ○ Business Continuity Plan review completed 	<ul style="list-style-type: none"> ○ Staff time within existing budgets
HS2. Review and update Risk Assessments across the Division as necessary	Making Best Use of Our Resources	Assistant Director (Streetscape) SMT	September 2014	October 2014	High	<ul style="list-style-type: none"> ○ Reviews completed ○ Validation through HR/HSE 	<ul style="list-style-type: none"> ○ Staff time within existing budgets

Action	The Corporate Priority the task contributes to	Lead Officer(s)	Start Date	End Date	Priority	Measurement of Success	Resource/Training Implications
HS3. 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 2014	March 2015 (Mid-term review September 2014)	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
HS4. Review HSE Action Plan of refuse & recycling services and ensure all actions are up to date	Making Best Use of Our Resources	Assistant Director (Streetscape) Waste & Transport Manager	April 2014	June 2014	High	<ul style="list-style-type: none"> ○ All actions implemented in line with action plan 	<ul style="list-style-type: none"> ○ Staff time within existing budgets
HS5. 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 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

Action	The Corporate Priority the task contributes to	Lead Officer(s)	Start Date	End Date	Priority	Measurement of Success	Resource/Training Implications
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 2014	June 2014	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
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 ○ Monthly meetings with HR to review sickness 	<ul style="list-style-type: none"> ○ Staff time within existing budgets
WP3. Review restructure and partnership arrangements with NWBC to ensure continued effectiveness and assess fitness for purpose	Making Best Use of Our Resources	Assistant Director (Streetscape)	June 2014	September 2014	Medium	<ul style="list-style-type: none"> ○ Review undertaken ○ Any proposed changes reported to MT and Special - Sub Group 	<ul style="list-style-type: none"> ○ Staff time within existing budgets

HEALTH AND SAFETY SERVICE PLAN 2014/15

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 but for the last few years a variety of different approaches have been tried. Last year there was a return to the traditional inspections but now the Coalition 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 3 (November 2011) requires a shift of focus in terms of interventions planning by Local Authorities. It reflects the Coalition 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 2014 - 2015

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 - 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, for 2014/15 these are:
 - i) visitor attractions to prevent or control ill health arising from animal contact - select the most appropriate intervention appropriate to the individual premise risk rating,
 - ii) legionella duty to manage and awareness raising - select the most appropriate intervention appropriate to the individual premise risk rating and;

2) Reactive Interventions

- a) investigations in response to information from a single complaint, accident report or adverse insurance report where the nature of the information indicates poor duty holder performance and/or potential significant breaches of health and safety law;
- b) Visits to specified sites as part of the coordinated national campaign to address LPG underground pipe work in response to the Lord Gill recommendation;

- c) 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;
- d) to check compliance with a notice, and
- e) actions identified as part of a recognised national priority, for 2014/15 these are:
 - i) Visits to specified sites as part of the coordinated national campaign to address LPG underground pipe work in response to the Lord Gill recommendation, and
 - ii) Intervention to sites identified as within the scope of the nationally recognised Beauty Sector intervention plan - using the most appropriate form of intervention based on the individual premises risk rating (this may include proactive inspection, if justified, at Category A rated sites). If considered appropriate intelligence regarding significant intervention findings, new trends or novel technologies should be shared via local/ regional representatives to allow the identification of possible emerging national issues.

Reclaiming Health And Safety For All – The Lofstedt Report (November 2011)

This review of health and safety regulation carried out for the Government by Professor R. E. Lofstedt found that the current system is fit for purpose but recommended that certain unnecessary regulations be repealed and that HSE undertake a programme of consolidation of regulations to be completed by 2015 and should review all of its approved codes of practice.

The major recommendation of the review, that HSE be given the authority to direct local authority health and safety inspection and enforcement activity was rejected by the Government.

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 a memorandum of understanding in place within Warwickshire to allow flexible warranting for Officers to work in any of the other Districts in case of emergencies, staff shortage etc.

HEALTH AND SAFETY WORK PROGRAMME 2014/15

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 2014/15 is as follows:

1. Proactive inspections of any category A premises
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. Recognised national priorities:
 - a) Visit all visitor attractions to prevent or control ill health from animal contact by reference to the new Approved Code Of Practice . (**Performance Indicator**)
 - b) Visits to specified sites as part of the coordinated national campaign to address LPG underground pipe work.
 - c) Visits to specified sites as part of the coordinated national campaign to address the risk from legionella.
 - d) Visits to advise on the duty to manage asbestos.

5. Reactive Interventions:
 - a) Investigations in response to information from single complaint, accident report or adverse insurance report 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 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.
 - c) Intervention to sites identified as within the scope of the nationally recognised beauty sector intervention plan.
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**)

Food Service Plan

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;
- 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;-

Food Service Plan

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 the

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

Food Service Plan

- 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 740 premises registered under food safety legislation. These are recorded on the section's computer database.

2.4.2 Categorised by risk group, these are:

Category A	5	6 monthly inspection
Category B	48	12 monthly inspection
Category C	294	18 monthly inspection
Category D	106	24 monthly inspection
Category E	165	36 monthly inspection
Unrated	8	Awaiting Inspection
Outside programme	114	No Inspection

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

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

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

2.4.5. The Commercial Enforcement and Licensing section is the home authority for the Sandwich Factory, Atherstone, a large-scale producer of fresh, chilled sandwiches, and The Catering Academy, a national Catering Company. 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

Food Service Plan

the role of Primary Authority due to the large resource implications which would be disproportionate for an Authority of its size. The Council has not yet been approached by any Companies seeking a partner but a full report would be presented for members to consider should this occur.

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

2.5 Enforcement Policy

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 2014 - 31st March 2015.) 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.

Proposed premises inspection on 31/3/14

Premises category	No. Programmed inspections	Estimated no. of <i>re-visits</i>
A	5	5
B	48	35
C	174	125
D	47	5
E	57	0
Totals	331	170

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

3.1.5 The target for officers of the section is the completion of all due inspections within the month of the allocation

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 2014/15. 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.

Food Service Plan

- 3.1.9 It is a priority to have all premises registered with the Council and where required approved.
- 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

The Policy

Food complaints dealt with include those relating to:

Food Service Plan

- ◆ 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 2014/15 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 are home authority agreements with the Sandwich Factory – a large producer of fresh chilled sandwiches for the retail sector and The Catering Academy a nationwide provider of catering in schools, colleges, staff canteens etc.

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

Food Service Plan

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 LGR (Local Government Regulation) and 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.
- ◆ 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, Health Protection Agency, Good Hope Hospital, Sutton Coldfield

The Plan

Food Service 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 2014/15 is 10 samples per month:

The purchase of the samples will 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.

The Plan

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

Bacteriological analysis Health Protection Agency, 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 Councils 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) Primary Care Trusts
- b) Public Health England
- c) One of the local hospital laboratories.
- d) General Practitioners.
- e) Another local authority.
- f) 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 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 Dr Huda Mohamed, 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 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

Food Service Plan

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 EHCnet. 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 from the ehcnnet.

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 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 Food Liaison Group (WFLG), founded by and reporting to - the Warwickshire Chief Environmental Health Officers, is the main food liaison mechanism across the county. The constituent authorities are the district councils and Warwickshire County Council the PHE and FSA.

Food Service Plan

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; LGR; 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.

All liaison groups in the county have reporting procedures to the Chief Officers group, and both the Health and Safety group and the food group have made inter-authority audits of the systems employed for the delivery of the respective functions. Both groups bid for money from their councils to provide training and peer group work in the disciplines.

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 Senior Environmental Health Officer will attend and report on the proceedings of the Warwickshire Communicable Diseases Committee.

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

3.9 Food Safety Promotion

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

4.2 Staffing allocation to food safety measures

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 others in the Tamworth Benchmarking Group; the District Audit Family Group, and the food service operated by the four other Warwickshire local authorities. It will continue to monitor its performance against national standards. Inter Authority audits form a key function of the Liaison Groups.

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 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.

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.

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	100%	Quarterly	C & E Board	Yes

Food Service Plan

	carried out for high risk premises.				
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

LEISURE AND COMMUNITY DEVELOPMENT DIVISION - SUMMARY ACTION PLAN 2014/15

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							
<ul style="list-style-type: none"> 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 and the Corporate Plan and to report on progress to the C&E Board in March 2015 	Raising Aspirations / Developing Healthier Communities / Improving Access to Services Public Services / Local Employment / Environment / Recycling / Crime and Disorder / Countryside and Heritage / Access to Services / Consultation and Communication / Health and Well-being	AD (L&CD)	April 2014	On-going	High	C&E Board approval of actions taken in support of the North Warwickshire Sustainable Community Strategy and the Corporate Plan	The extent of activity will be determined by the availability of constrained revenue resources and, in some instances, the acquisition of external funding support

LEISURE AND COMMUNITY DEVELOPMENT DIVISION - SUMMARY ACTION PLAN 2014/15

Action	Links with the Sustainable Community Strategy and Corporate Plan	Lead Officer	Start Date	End Date	Priority	Measurement of Success	Resource / Training Implications
<ul style="list-style-type: none"> • Ensure compliance with the Council's statutory responsibilities as a partner and Compact signatory within the Warwickshire Safeguarding Children Board, including the need to implement the provisions of the Child Protection Policy and the Council's Section 11 Audit Action Plan 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 2015 	<p>Developing Healthier Communities / Improving Access to Services</p> <p>Local Employment / Crime and Disorder / Access to Services / Consultation and Communication / Health and Well-being</p>	<p>CE & AD (L&CD)</p>	<p>April 2014</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 relevant colleagues throughout the Authority</p>

LEISURE AND COMMUNITY DEVELOPMENT DIVISION - SUMMARY ACTION PLAN 2014/15

Action	Links with the Sustainable Community Strategy and Corporate Plan	Lead Officer	Start Date	End Date	Priority	Measurement of Success	Resource / Training Implications
<ul style="list-style-type: none"> In conjunction with key partners, to ensure completion of the project to replace Coleshill Leisure Centre with a new facility that is accessible by the community on the site of The Coleshill School by November 2014 	<p>Raising Aspirations / Developing Healthier Communities / Improving Access to Services</p> <p>Public Services / Local Employment / Environment / Crime and Disorder / Access to Services / Consultation and Communication / Health and Well-being</p>	DCE / AD (L&CD) & LFM	Nov 2013	Nov 2014	High	Provision of an accessible replacement for Coleshill Leisure Centre at The Coleshill School	Capital and revenue provision for the replacement of Coleshill Leisure Centre has been made through appropriate processes

LEISURE AND COMMUNITY DEVELOPMENT DIVISION - SUMMARY ACTION PLAN 2014/15

Action	Links with the Sustainable Community Strategy and Corporate Plan	Lead Officer	Start Date	End Date	Priority	Measurement of Success	Resource / Training Implications
<ul style="list-style-type: none"> To maximise opportunities for income generation and customer retention within leisure facilities in order to ensure that income receipts are maintained at the levels achieved in 2013/14 	<p>Raising Aspirations / Developing Healthier Communities / Improving Access to Services</p> <p>Public Services / Local Employment / Environment / Crime and Disorder / Access to Services / Consultation and Communication / Health and Well-being</p>	<p>AD (L&CD) , LFM and Centre Mgrs</p>	<p>April 2014</p>	<p>March 2015</p>	<p>High</p>	<p>2014/15 income receipts that at least match those achieved in 2013/14</p>	<p>This action has significant implications for the Council's 2014/15 revenue budget projections</p>

LEISURE AND COMMUNITY DEVELOPMENT DIVISION - SUMMARY ACTION PLAN 2014/15

Action	Links with the Sustainable Community Strategy and Corporate Plan	Lead Officer	Start Date	End Date	Priority	Measurement of Success	Resource / Training Implications
<ul style="list-style-type: none"> Implement Phase 7 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 	<p>Raising Aspirations / Developing Healthier Communities / Improving Access to Services</p> <p>Public Services / Local Employment / Environment / Crime and Disorder / Countryside and Heritage / Housing / Access to Services / Consultation and Communication / Health and Well-being</p>	AD (L&CD) & LM	April 2014	March 2015	High	<p>Actions identified in Phase 7 of the Action and Funding Plan completed, reported to and endorsed by the C&E Board</p> <p>Increased public satisfaction levels with outdoor recreation facilities</p>	The significant resource implications are detailed in the supporting Action and Funding Plan and within the associated Management Plans

LEISURE AND COMMUNITY DEVELOPMENT DIVISION - SUMMARY ACTION PLAN 2014/15

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 2014/15							
<ul style="list-style-type: none"> Implement an interim review and evaluation of the North Warwickshire Green Space Strategy 	<p>Raising Aspirations / Developing Healthier Communities / Improving Access to Services</p> <p>Public Services / Local Employment / Environment / Crime and Disorder / Countryside and Heritage / Housing / Access to Services / Consultation and Communication / Health and Well-being</p>	AD (L&CD) & LM	April 2014	March 2015	High	Review and evaluation reported to, and endorsed by, the C&E Board	Significant staff time will need to be set aside to undertake the review. Any revenue implications will need to be met from existing budgets

LEISURE AND COMMUNITY DEVELOPMENT DIVISION - SUMMARY ACTION PLAN 2014/15

Action	Links with the Sustainable Community Strategy and Corporate Plan	Lead Officer	Start Date	End Date	Priority	Measurement of Success	Resource / Training Implications
<ul style="list-style-type: none"> In conjunction with the Streetscape and Housing Divisions and town and parish councils, establish and implement revised Service Level Agreements (SLAs) for Grounds Maintenance Services, thereby improving service delivery and operational efficiency, and thereafter review and report on the impact of the new SLAs by March 2015 	<p>Raising Aspirations / Developing Healthier Communities / Improving Access to Services</p> <p>Public Services / Local Employment / Environment / Crime and Disorder / Countryside and Heritage / Housing / Access to Services / Consultation and Communication / Health and Well-being</p>	LM	April 2014	March 2015	Medium	Evidenced operational and financial efficiencies consequent upon the implementation of new Service Level Agreements	Anticipated positive resource implications arising from the new approaches to service delivery

LEISURE AND COMMUNITY DEVELOPMENT DIVISION - SUMMARY ACTION PLAN 2014/15

Action	Links with the Sustainable Community Strategy and Corporate Plan	Lead Officer	Start Date	End Date	Priority	Measurement of Success	Resource / Training Implications
<ul style="list-style-type: none"> In accordance with the approved Management Plan, implement improvements at Bretts Hall Recreation Ground in Ansley Common 	<p>Raising Aspirations / Developing Healthier Communities / Improving Access to Services</p> <p>Public Services / Environment / Crime and Disorder / Housing / Access to Services / Consultation and Communication / Health and Well-being</p>	LM	Sept 2014	August 2015	Medium	Scheme completed and public satisfaction with the facility increased	£30,000 has been made available in the capital programme to implement improvements. Further funding will need to be secured through external grant aid if the management plan is to be implemented in full

LEISURE AND COMMUNITY DEVELOPMENT DIVISION - SUMMARY ACTION PLAN 2014/15

Action	Links with the Sustainable Community Strategy and Corporate Plan	Lead Officer	Start Date	End Date	Priority	Measurement of Success	Resource / Training Implications
<ul style="list-style-type: none"> • Continue to work with partners to implement the North Warwickshire Playing Pitch Strategy in accordance with its supporting Action Plan, 	<p>Raising Aspirations / Developing Healthier Communities / Improving Access to Services</p> <p>Public Services / Environment / Crime and Disorder / Access to Services / Consultation and Communication / Health and Well-being</p>	LM	April 2014	Ongoing	Medium	Provisions identified in the Action Plan completed according to timescale, reported to, and endorsed by, the C&E Board	The significant resource implications are detailed in the supporting Action Plan

LEISURE AND COMMUNITY DEVELOPMENT DIVISION - SUMMARY ACTION PLAN 2014/15

Action	Links with the Sustainable Community Strategy and Corporate Plan	Lead Officer	Start Date	End Date	Priority	Measurement of Success	Resource / Training Implications
<ul style="list-style-type: none"> • Complete delivery of the Play Area Development Programme with the replacement / refurbishment of equipment at Minions Close in Atherstone, Boot Hill in Grendon and Brendan Close in Coleshill 	<p>Raising Aspirations / Developing Healthier Communities / Improving Access to Services</p> <p>Public Services / Environment / Crime and Disorder / Access to Services / Consultation and Communication / Health and Well-being</p>	LM & PDM	April 2014	August 2014	High	<p>All play areas meeting current safety and accessibility standards</p> <p>Play value and public satisfaction increased</p>	£120,000 has been identified in the capital programme for improvements to the specified play areas

LEISURE AND COMMUNITY DEVELOPMENT DIVISION - SUMMARY ACTION PLAN 2014/15

Action	Links with the Sustainable Community Strategy and Corporate Plan	Lead Officer	Start Date	End Date	Priority	Measurement of Success	Resource / Training Implications
<ul style="list-style-type: none"> In partnership with the Local Action Group, ensure the successful undertaking of North Warwickshire's approved LEADER Transition Fund programme, including the production of a renewed Local Development Strategy and Business Plan 	<p>Raising Aspirations / Developing Healthier Communities / Improving Access to Services</p> <p>Public Services / Local Employment / Environment / Crime and Disorder / Countryside and Heritage / Access to Services / Consultation and Communication / Health and Well-being</p>	AD (L&CD) & PDM	Jan 2014	Dec 2014	High	Production and endorsement of a renewed North Warwickshire Local Development Strategy and Business Plan in anticipation of making an application for future (2015 to 2020) LEADER funding	LEADER is a predominantly externally funded programme

LEISURE AND COMMUNITY DEVELOPMENT DIVISION - SUMMARY ACTION PLAN 2014/15

Action	Links with the Sustainable Community Strategy and Corporate Plan	Lead Officer	Start Date	End Date	Priority	Measurement of Success	Resource / Training Implications
<ul style="list-style-type: none"> In conjunction with partner agencies, continue to ensure delivery of relevant actions arising through Safer Neighbourhood processes, including, where necessary, the delivery of positive interventions to address anti-social and nuisance behaviour 	<p>Raising Aspirations / Developing Healthier Communities / Improving Access to Services</p> <p>Public Services / Environment / Crime and Disorder / Countryside and Heritage / Access to Services / Consultation and Communication / Health and Well-being</p>	PDM	April 2014	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 2014/15

Action	Links with the Sustainable Community Strategy and Corporate Plan	Lead Officer	Start Date	End Date	Priority	Measurement of Success	Resource / Training Implications
<ul style="list-style-type: none"> In conjunction with partner agencies, continue to work with individuals and communities to help raise levels of aspiration, attainment and skills 	<p>Raising Aspirations / Developing Healthier Communities / Improving Access to Services</p> <p>Public Services / Local Employment / Crime and Disorder / Access to Services / Consultation and Communication / Health and Well-being</p>	PDM	April 2014	On-going	High	<p>The number of participants who achieve a recognised qualification or skill</p> <p>The number of targeted interventions</p>	External funding is sought, and often required, to undertake appropriate actions

LEISURE AND COMMUNITY DEVELOPMENT DIVISION - SUMMARY ACTION PLAN 2014/15

Action	Links with the Sustainable Community Strategy and Corporate Plan	Lead Officer	Start Date	End Date	Priority	Measurement of Success	Resource / Training Implications
<ul style="list-style-type: none"> To continue to co-ordinate the sustainable, multi-agency development of Wellness Matters, including its further progression into targeted outreach communities, the promotion of healthy lifestyles and raising levels of physical activity within the community, in particular for children and young people 	<p>Raising Aspirations / Developing Healthier Communities / Improving Access to Services</p> <p>Public Services / Crime and Disorder / Access to Services / Consultation and Communication / Health and Well-being</p>	PDM & LFM	April 2014	On-going	High	Delivery of the anticipated outcomes within the Wellness Matters Action Plan	External funding is sought, and often required, to undertake appropriate actions

LEISURE AND COMMUNITY DEVELOPMENT DIVISION - SUMMARY ACTION PLAN 2014/15

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							
<ul style="list-style-type: none"> Formulate , agree and implement a sustainable and long-term approach to performance management within the Division, including through the use of meaningful performance measures 	Raising Aspirations / Developing Healthier Communities / Improving Access to Services Public Services / Access to Services / Consultation and Communication	AD (L&CD) / LFM / LM / PDM	April 2014	March 2015	Medium	Adoption of a new performance management framework and endorsement of performance reports by the C&E Board	Membership of the APSE benchmarking service requires a revenue contribution, which will be financed from within existing budgetary provision
Risk Management							

LEISURE AND COMMUNITY DEVELOPMENT DIVISION - SUMMARY ACTION PLAN 2014/15

Action	Links with the Sustainable Community Strategy and Corporate Plan	Lead Officer	Start Date	End Date	Priority	Measurement of Success	Resource / Training Implications
<ul style="list-style-type: none"> • 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”) 	Raising Aspirations / Developing Healthier Communities / Improving Access to Services Public Services / Local Employment / Environment / Recycling / Crime and Disorder / Countryside and Heritage / Access to Services / Consultation and Communication / Health and Well-being	AD (L&CD) / PDM / LFM & LM	April 2014	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
Consultation and Communication							

LEISURE AND COMMUNITY DEVELOPMENT DIVISION - SUMMARY ACTION PLAN 2014/15

Action	Links with the Sustainable Community Strategy and Corporate Plan	Lead Officer	Start Date	End Date	Priority	Measurement of Success	Resource / Training Implications
<ul style="list-style-type: none"> Undertake consultation, communication and community involvement within all areas of Divisional activity in order to inform service delivery in respect of Community Development, Landscape Management and Leisure Facility provision 	Raising Aspirations / Developing Healthier Communities / Improving Access to Services Public Services / Local Employment / Environment / Recycling / Crime and Disorder / Countryside and Heritage / Access to Services / Consultation and Communication / Health and Well-being	PDM / LFM & LM	April 2014	On-going	Medium	Analysed and documented outcomes of consultation and communication activity and Board approval of subsequently revised Action Plans, as appropriate	Activity to be supported through the Divisional Marketing budget
Partnership Working							

LEISURE AND COMMUNITY DEVELOPMENT DIVISION - SUMMARY ACTION PLAN 2014/15

Action	Links with the Sustainable Community Strategy and Corporate Plan	Lead Officer	Start Date	End Date	Priority	Measurement of Success	Resource / Training Implications
<ul style="list-style-type: none"> Maintain a key role in the co-ordination of activity within relevant Community Partnership delivery groups and other sub-regional and local partnerships, as appropriate 	<p>Raising Aspirations / Developing Healthier Communities / Improving Access to Services</p> <p>Public Services / Local Employment / Environment / Recycling / Crime and Disorder / Countryside and Heritage / Access to Services / Consultation and Communication / Health and Well-being</p>	AD (L&CD) / PDM / LFM & LM	April 2014	On-going	High	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

Agenda Item No 8

Community and Environment Board

20 January 2014

Report of the Assistant Director (Streetscape)

Waste Collection Service – New Residential Developments

1 Summary

- 1.1 This report recommends that charges for the supply of domestic bins to new residential developments for the collection of refuse, green waste and recyclables be revised in line with the recently adopted Bin Policy.

Recommendation to the Board

That Members agree to the introduction of a new combined charge for the supply of bins for domestic refuse, green waste and recycling to new residential developments.

2 Background

- 2.1 The Council presently only charges developers for the provision of the residual waste bin (black – refuse) at new developments. All recycling and green waste bins are provided to each new property without a charge being levied. The minutes of the Community and Environment Board of 1 November 2004 are shown in Appendix A. Since that charging policy was introduced, refuse and recycling collection services within the Borough have changed dramatically, with every household now having access to kerbside recycling and green waste collections as well as residual waste.

- 2.2 The Council has a scale of charges as shown in the table in Appendix B. Prices vary dependent upon the size of bin supplied and comprise of the purchase cost of the bin and both a reasonable charge for administration and delivery costs.

- 2.3 The Council presently supplies bins upon demand following requests from occupiers of new developments. It then submits charges (invoices) to the site developer following delivery.

- 2.4 A review has previously concluded that a more comprehensive charging policy was required that covers the supply of all waste receptacles to all new developments, that includes all types of wheeled bin and comprises of a single charge to the developer from which new occupiers will draw their bins as required.

- 2.5 The Council spends in excess of £40,000 per annum on the purchase and supply of new bins for households throughout North Warwickshire. New developments add significantly to the cost of this provision and it is recognised that, in common with neighbouring authorities, charges for new developments should cover all types of wheeled bin supplied. On 3 September 2013, this Board agreed a new refuse collection policy which included the following wording in relation to new developments:

Developers will be responsible for the purchase from the Council of all wheeled bins required to service new houses and housing developments built within the Borough. The bins will be charged as per the New Development rate set out in the Fees and Charges Schedule.

- 2.6 Following the adoption of the policy, it is proposed that a new combined charge for the delivery of one each of black, green and red lidded bins be made for each property on all new residential developments. The charge will cover the cost of each bin plus an additional amount to cover administration and delivery. The proposed cost for the coming financial year is set out in the relevant section of the General Fund Fees & Charges 2014/15 report which appears elsewhere on this agenda.

3 Report Implications

3.1 Finance and Value for Money Implications

- 3.1.1 It is anticipated that the new charges will make a significant contribution to the provision of wheeled bins in North Warwickshire. Given existing and future financial pressures, it is important that any wheeled bin provision must be undertaken as cost effectively as possible.

3.2 Links to Council's Priorities

- 3.2.1 This contributes to the aim of "protecting public services for local people whilst maintaining a balanced budget and keeping Council Tax increases lower than inflation."

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

NORTH WARWICKSHIRE BOROUGH COUNCIL

MINUTES OF THE COMMUNITY AND ENVIRONMENT BOARD

1 November 2004

50 Provision of Wheeled Bins for Household Waste Collection

The Assistant Director (Environment and Health) reported on a suggested change of policy with regard to the provision of wheeled bins for household waste collection.

Resolved:

- a That with immediate effect, developers of newly constructed properties in the Borough be required to provide their own wheeled bin for household waste to the Council's specification; and**
- b That the free provision of replacement wheeled bins at existing properties be reviewed when kerbside recycling facilities for garden waste are available to all residents.**

Appendix B

2013/14 CHARGE			
	NET CHARGE	VAT RATING	TOTAL CHARGE 20% VAT
	£		£
SALE OF BINS			
New developments & replacements			
240 Litre container	50.50	VAT at Standard Rate	60.60
360 Litre container	88.33	"	106.00
660 Litre container	186.75	"	224.10
1100 Litre container (new)	275.92	"	331.10
1100 Litre container (refurbished)	129.83		155.80

Agenda Item No 9

Community and Environment Board

20 January 2014

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

**General Fund Fees and Charges
2014/2015**

1 Summary

- 1.1 The report covers the fees and charges for 2013/14 and the proposed fees and charges for 2014/15.

Recommendation to the Board

That the schedule of fees and charges for 2014/15, set out in the report, be accepted.

2 Consultation

- 2.1 The Chairman, Vice-Chairman and Opposition Spokesperson for the Community and Environment and Resources Boards 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 At its meeting held in September, the Executive Board agreed the budget strategy for 2014/18, which included an allowance for price increases of 2.5%, equating to £48,850 additional income. This was split between leisure-related income of £27,900 and other income of £20,950.

4 Fees and Charges Proposed for 2014/15

- 4.1 Attached at Appendix A for the Board's consideration are details of present and proposed fees and charges for the financial year 2014/15. The amounts shown have already been included in the revenue estimates for 2014/15.
- 4.2 Members will be aware of the difficulties being faced within leisure facilities in meeting demanding income targets. There are various reasons for these difficulties, including the prevailing economic climate, the age and condition of the facilities, most notably in Coleshill and Polesworth, and the increase in low cost marketplace competition. The Authority has always endeavoured to respond positively to these challenges, including through the development of

a new leisure centre in Coleshill, the extension of the fitness suites at each site and the temporary freezing of fees and charges.

- 4.3 Recent research has indicated that the membership pricing structure at the fitness suites has become both too complicated and too expensive when compared with the competition. Further, the desire to maintain consistency of pricing between the four leisure facilities appears to be outdated and illogical. The facilities are different in size and offer different services to the public. The opportunity has been taken, therefore, to simplify the membership pricing structure, to differentiate between the sites and to reduce prices to a level at which the facilities can legitimately compete with other providers in the catchment area. It is anticipated that the identified fees and charges will help the facilities to become more price competitive, but also provide a stronger incentive than currently exists for customer retention.
- 4.4 The Borough Council has previously resisted the option to tie in discounted membership prices for a defined period of time. It is felt, however, that this is adversely affecting customer retention rates and, therefore, the proposed fee structure includes an option for members to take advantage of reduced prices, subject to their entry into a 12 months direct debit payments option. A slightly higher price will be come payable if members do not wish to be tied into a 12 months contract. The option for customers to “pay as you go” would be retained.
- 4.5 The pricing structure identified within Appendix A has already been used to good effect within the facilities during special promotional periods. Indeed, they were used during last summer and in the traditionally quiet month of December, at which times membership levels were enhanced and subsequently retained for the duration of the promotion. It is believed, therefore, that the proposed membership pricing structure will enable Centre Managers to offer a price competitive service, to enhance levels of customer retention and meet the income targets necessary to maintain operational sustainability.
- 4.6 Fees and charges for other Leisure Centre activities have been reviewed and, where appropriate, inflation has been applied to certain fees. These include fees for Birthday Parties, Squash, Badminton, Swimming Lessons and Casual Swimming. This has generated an additional £9,580 worth of income in 2014/15.
- 4.7 Where prices have been frozen or reduced, an income opportunity cost of £23,490 has been borne. In lieu of this, increased income targets of £20,880 have been built into the revised budgets which will be achieved through expanding the customer base across the Leisure Facilities.
- 4.8 Charges for the use of the indoor facilities at Queen Elizabeth School have been included following the extension of the partnership agreement between the School and the Council, which saw the Leisure Facilities team take on the

operation of the sports hall, grass pitches and tennis courts during community hours. These have been set in line with the charges previously offered by the School.

- 4.9 Dog fouling penalties, litter fouling penalties and industrial pollution fees have remained the same, as these charges are statutory and so not set by ourselves.
- 4.10 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.

5 Report Implications

5.1 Finance and Value for Money Implications

- 5.1.1 The pricing structure contained within this report is expected to generate additional income of £58,690 above the revised budget for 2013/14. Of this, £35,440 relates to an increase in the customer base, which reflects a full year's operation of the gym extension at Polesworth Sports Centre, the part year operation of the new Coleshill Leisure Centre and an expectation that additional income will be generated through the promotion of specific activities undertaken to enhance income levels achieved in 2013/14. Additional income will also be generated through charging for the use of the indoor facilities at Queen Elizabeth School. However, it is expected that there will be a reduction in the customer base for Export Health Certificates income, which is dependent on international economic conditions.
- 5.1.2 The remaining additional income of £23,250 relates to price inflation increases.
- 5.1.3 This will contribute to the achievement of income targets, which are contained within the Deputy Chief Executive's report on the General Fund estimates 2014/15, 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 £16,440.

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
FEES AND CHARGES FROM 1 APRIL 2014

	2013/14 CHARGE	2014/15 CHARGE	VAT RATING
	£	£	
TRADE REFUSE SERVICE			
(weekly collection)			
a) Collection Only			
1100 litre container per annum	205.70	210.80	Outside Scope
1100 litre container per annum (school)	173.10	177.40	"
1100 litre container per annum (charity)	Free	Free	"
660 litre container per annum	185.10	189.70	"
660 litre container per annum (school)	156.10	160.00	"
330/360 litre container per annum	173.10	177.40	"
330/360 litre container per annum (school)	148.70	152.40	"
240 litre container per annum	148.70	152.40	"
240 litre container per annum (school)	124.50	127.60	"
140 litre container per annum	113.80	116.70	"
Sack per annum	62.90	64.50	"
b) Hire & Collection			
1100 litre container per annum	321.70	329.70	Outside Scope
1100 litre container per annum (school)	287.90	295.10	"
660 litre container per annum	291.50	298.80	"
660 litre container per annum (school)	260.10	266.60	"
330/360 litre container per annum	210.50	215.80	"
330/360 litre container per annum (school)	182.70	187.30	"
240 litre container per annum	164.50	168.60	"
240 litre container per annum (school)	140.40	143.90	"
140 litre Container per annum	120.90	123.90	"
Reduction for first container at mixed commercial/ domestic premises (per annum).	-34.25	-35.10	Outside Scope
TRADE RECYCLING			
Hire & Collection			
Sack	62.90	64.50	Outside Scope
140 Litre container	120.90	123.90	"
240 Litre container	164.50	168.60	"
360 Litre container	210.50	215.80	"
660 Litre container	291.50	298.80	"
1100 Litre container	321.70	329.70	"
Disposal will be charged at the rate specified by W.C.C.			
CLINICAL WASTE (per sack @ 3.5 kg capacity) (includes collection)	59.30	60.80	Outside Scope
BLACK REFUSE SACKS (pack of 100) (does not include collection/disposal)	10.50	10.80	Incl VAT at Standard Rate
SALE OF BINS			
New developments & replacements			
240 Litre container	60.60	61.80	Incl. VAT at Standard Rate
1 each of black, green and red 240 litre bins per individual property	N/A	121.20	"
360 Litre container	106.00	108.10	"
660 Litre container	224.10	228.60	"
1100 Litre container (new)	331.10	337.70	"
1100 Litre container (refurbished)	155.80	158.90	"
REMOVAL OF BULKY HOUSEHOLD WASTE			
Up to 6 items	21.70	22.20	Outside Scope
Items in excess of 6 charged pro-rata per item	3.60	3.70	"
HOUSE CLEARANCES			
	As per agreement	As per agreement	Plus VAT at Standard Rate
CESSPOOL/SEPTIC TANK EMPTYING SERVICE			
Collection & Disposal per load or part load -weak strength (on a contract paying by direct debit)	97.20	99.60	Zero Rated
Collection & Disposal per load or part load -standard strength (on a contract paying by direct debit)	185.90	190.60	"
Additional charge to the above fees if not on a contract paying by direct debit	16.30	16.70	"

Subject to a report elsewhere
on the agenda

NORTH WARWICKSHIRE BOROUGH COUNCIL
COMMUNITY & ENVIRONMENT BOARD
FEES AND CHARGES FROM 1 APRIL 2014

ACTION HIRE

	CATEGORY A North Warwickshire based community, voluntary & charitable organisations			CATEGORY B All other hirers		
	2013/14 CHARGE	2014/15 CHARGE	VAT RATING	2013/14 CHARGE	2014/15 CHARGE	VAT RATING
	£	£		£		£
Bouncy Castle 3.6 m x 3.6 m	20.00	20.50	Incl. VAT at Standard Rate	35.00	36.00	Incl. VAT at Standard Rate
Croquet set	10.00	10.50	"	15.00	15.50	"
Tug-of-war rope	10.00	10.50	"	15.00	15.50	"
Giant Jenga	10.00	10.50	"	15.00	15.50	"
Giant Bowling Set	10.00	10.50	"	15.00	15.50	"
Giant Connect 4	10.00	10.50	"	15.00	15.50	"
Sumo Suit (child size)	15.00	15.50	"	25.00	26.00	"
Sumo Suit (adult size)	15.00	15.50	"	25.00	26.00	"
Sumo Suit (both sizes)	20.00	20.50	"	35.00	36.00	"

NORTH WARWICKSHIRE BOROUGH COUNCIL
COMMUNITY & ENVIRONMENT BOARD
FEES AND CHARGES FROM 1 APRIL 2014

	STANDARD PRICE			@CTIVE CARD HOLDER		
	2013/14 CHARGE	2014/15 CHARGE	VAT RATING	2013/14 CHARGE	2014/15 CHARGE	VAT RATING
	£	£	£	£	£	£
@ctive Card per annum						
Adult resident	N/A	N/A	N/A	8.50	9.00	Incl. VAT at Standard Rate
Adult non-resident	N/A	N/A	N/A	12.50	13.00	"
Concessionary	N/A	N/A	N/A	4.00	4.00	"
Spectator	2.00	2.00	Incl. VAT at Standard Rate	Free	Free	N/A
Squash (per court)						
Peak	9.30	9.50	Incl. VAT at Standard Rate	7.20	7.40	Incl. VAT at Standard Rate
Off-peak	7.80	8.00	"	6.20	6.40	"
Anytime junior (under 16yrs)	4.10	N/A	N/A	2.00	3.00	"
Badminton (per court)						
Peak	9.30	9.50	Incl. VAT at Standard Rate	7.20	7.40	Incl. VAT at Standard Rate
Off-peak	7.80	8.00	"	6.20	6.40	"
Anytime junior (under 16yrs)	4.10	N/A	N/A	2.00	3.00	"
Team Games (per 45 minutes)						
Peak	37.00	38.00	Incl. VAT at Standard Rate	31.00	31.00	Incl. VAT at Standard Rate
Off-peak	29.00	30.00	"	25.00	25.00	"
Off-peak (junior)	N/A	N/A	"	13.00	13.00	"
Peak - ASC/CLC	27.00	28.00	"	25.00	25.00	"
Off-peak - ASC/CLC	20.00	20.50	"	19.00	20.00	"
Off-peak (junior) - Arley Sports Centre	N/A	N/A	"	10.00	10.00	"
Club Use - Premium for Commercial Organisations. (series of 10 or more pre-booked lettings is exempt)	N/A	N/A	N/A	11.00	11.00	Incl. VAT at Standard Rate (Exempt if 10 or more bookings)
Schools	By agreement with the manager			By agreement with the manager		
Racquet/five-a-side ball hire	Deposit	Deposit	Incl. VAT at Standard Rate	Deposit	Deposit	"
Birthday Parties						
Polesworth	76.00	78.00	Incl. VAT at Standard Rate	66.00	68.00	Incl. VAT at Standard Rate
Coleshill	76.00	78.00	"	66.00	68.00	"
Arley	65.00	78.00	"	60.00	68.00	"
Arley (mega)	75.00	N/A	N/A	70.00	N/A	N/A
Other Activities						
Aerobics	5.00	5.00	Exempt	3.80	3.90	Exempt
Aerobics (concessionary)	N/A	N/A	"	2.70	2.80	"
Junior coaching-dry activities (1hr)	N/A	N/A	"	3.60	3.70	"
Indoor bowls - Coleshill and Arley	3.20	3.30	Incl. VAT at Standard Rate	2.60	2.70	Incl. VAT at Standard Rate
50+	3.20	3.30	"	2.60	2.70	"
School holiday activities	3.20	3.30	"	2.60	2.70	"
Tumble Time	3.20	3.30	"	2.60	2.70	"
Playtime	3.20	3.30	"	2.60	2.70	"
Spinning	5.60	5.60	"	4.50	4.50	"

NORTH WARWICKSHIRE BOROUGH COUNCIL
COMMUNITY & ENVIRONMENT BOARD
FEES AND CHARGES FROM 1 APRIL 2014

	STANDARD PRICE			@CTIVE CARD HOLDER		
	2013/14	2014/15	VAT	2013/14	2014/15	VAT
	CHARGE	CHARGE	RATING	CHARGE	CHARGE	RATING
	£	£	£	£	£	£
LIFETIMES FITNESS SUITE						
Joining fee	N/A	N/A	N/A	14.00	15.00	Exempt
Concessionary	N/A	N/A	N/A	9.00	10.00	"
Advanced induction	N/A	N/A	N/A	9.00	N/A	"
Peak adult - per session	N/A	N/A	N/A	5.00	5.00	Incl. VAT at Standard Rate
Off peak adult - per session	N/A	N/A	N/A	4.00	4.00	"
Junior/concessionary - per session	N/A	N/A	N/A	2.60	2.80	"
Pay As You Go Annual Memberships (12 mths for the price of 10 mths)						
The Ultimate	N/A	N/A	N/A	350.00	N/A	Incl. VAT at Standard Rate
LifeTimes	N/A	N/A	N/A	300.00	N/A	"
LifeTimes (off peak)	N/A	N/A	N/A	250.00	N/A	"
Swimmer	N/A	N/A	N/A	250.00	N/A	"
Ultimate-all sites					350.00	Incl. VAT at Standard Rate
	N/A	N/A	N/A	N/A		
Lifetimes -Atherstone	N/A	N/A	N/A	N/A	300.00	"
Lifetimes -Coleshill	N/A	N/A	N/A	N/A	270.00	"
Lifetimes -Polesworth	N/A	N/A	N/A	N/A	250.00	"
Lifetimes -Arley	N/A	N/A	N/A	N/A	250.00	"
Lifetimes -Swimmer	N/A	N/A	N/A	N/A	250.00	"
Lifetimes -Studio	N/A	N/A	N/A	N/A	250.00	"
Pay As You Go Monthly Memberships						
Ultimate-all sites	N/A	N/A	N/A	N/A	35.00	"
Lifetimes -Atherstone	N/A	N/A	N/A	N/A	30.00	"
Lifetimes -Coleshill	N/A	N/A	N/A	N/A	27.00	"
Lifetimes -Polesworth	N/A	N/A	N/A	N/A	25.00	"
Lifetimes -Arley	N/A	N/A	N/A	N/A	25.00	"
Lifetimes -Swimmer	N/A	N/A	N/A	N/A	25.00	"
Lifetimes -Studio	N/A	N/A	N/A	N/A	25.00	"
Direct Debits (monthly)						
The Ultimate	N/A	N/A	N/A	35.00	N/A	Incl. VAT at Standard Rate
Lifetimes	N/A	N/A	N/A	30.00	N/A	"
Lifetimes (off-peak)	N/A	N/A	N/A	25.00	N/A	"
Swimmer	N/A	N/A	N/A	25.00	N/A	"
Ultimate-all sites	N/A	N/A	N/A	N/A	30.00	-
Lifetimes -Atherstone	N/A	N/A	N/A	N/A	25.00	-
Lifetimes -Coleshill	N/A	N/A	N/A	N/A	22.00	-
Lifetimes -Polesworth	N/A	N/A	N/A	N/A	20.00	-
Lifetimes -Arley	N/A	N/A	N/A	N/A	20.00	-
Lifetimes -Swimmer	N/A	N/A	N/A	N/A	20.00	-
Lifetimes -Studio	N/A	N/A	N/A	N/A	20.00	-

NORTH WARWICKSHIRE BOROUGH COUNCIL
COMMUNITY & ENVIRONMENT BOARD
FEES AND CHARGES FROM 1 APRIL 2014

	STANDARD PRICE			@CTIVE CARD HOLDER		
	2013/14 CHARGE	2014/15 CHARGE	VAT RATING	2013/14 CHARGE	2014/15 CHARGE	VAT RATING
	£	£	£	£	£	£
ARLEY SPORTS CENTRE & ABBEY GREEN ALL WEATHER AREA						
Multi Use Games Area - peak	25.00	24.9969	Incl. VAT at Standard Rate	24.00	24.00	Incl. VAT at Standard Rate
Multi Use Games Area - off peak	19.00	19.0029	"	18.00	18.00	"
Multi Use Games Area - off peak (junior/conc.)	10.70	10.7016	"	9.50	9.50	"
Contract hire	N/A	N/A	N/A	24.00	24.00	"
Hire per court:						
Tennis - peak	9.30	9.3045	Incl. VAT at Standard Rate	7.20	7.20	Incl. VAT at Standard Rate
Tennis - off peak	7.50	7.80	"	6.00	6.20	"
Tennis - off peak (junior/concessionary)	5.10	2.50	"	2.00	2.50	"
QUEEN ELIZABETH SCHOOL SPORTS VILAAGE						
Artificial pitch						
Standard hire (per hour)						
1/3 pitch	30.00	31.20	Incl. VAT at Standard Rate	N/A	26.00	N/A
2/3 pitch	60.00	62.40	"	N/A	52.00	N/A
Full pitch	78.00	80.00	"	N/A	68.00	N/A
Sports clubs						
Season booking of 31 or more sessions	-10%	-10%	"	N/A	N/A	N/A
Sports hall adult	N/A	31.20	Incl. VAT at Standard Rate	N/A	26.00	Incl. VAT at Standard Rate
Sports hall junior	N/A	16.80	"	N/A	14.00	"
Badminton adult	N/A	6.20	"	N/A	5.20	"
Badminton junior	N/A	3.00	"	N/A	2.50	"
Gymnasium (1hr) adult	N/A	22.80	"	N/A	19.00	"
Gymnasium (1hr) junior	N/A	15.60	"	N/A	13.00	"
Dining room (1hr) adult	N/A	20.40	"	N/A	17.00	"
Dining room (1hr) junior	N/A	14.40	"	N/A	12.00	"
Shower adult	N/A	7.80	"	N/A	6.50	"
Shower junior	N/A	5.40	"	N/A	4.50	"
Playground adult	N/A	8.40	"	N/A	7.00	"
Playground junior	N/A	6.60	"	N/A	5.50	"
Toilet adult	N/A	3.00	"	N/A	2.50	"
Toilet junior	N/A	2.60	"	N/A	2.20	"

NORTH WARWICKSHIRE BOROUGH COUNCIL
COMMUNITY & ENVIRONMENT BOARD
FEES AND CHARGES FROM 1 APRIL 2014

	STANDARD PRICE			@CTIVE CARD HOLDER		
	2013/14 CHARGE	2014/15 CHARGE	VAT RATING	2013/14 CHARGE	2014/15 CHARGE	VAT RATING
	£	£	£	£	£	£
SWIMMING AT ATHERSTONE LEISURE COMPLEX ONLY						
Adult swim (age 16+)	3.70	3.80	Incl. VAT at Standard Rate	3.00	3.10	Incl. VAT at Standard Rate
Junior swim (age 0 - 15)	2.00	2.10	"	1.60	1.70	"
Concessionary swim	N/A	N/A	N/A	2.00	2.10	"
Spectator	1.80	1.90	"	Free	Free	N/A
School swimming	1.40	1.50	Exempt	1.40	1.50	Exempt
Adult lesson	4.50	4.65	"	4.50	4.65	"
Junior lesson	3.70	3.80	"	3.70	3.80	"
Ladies Only	3.70	3.80	Incl. VAT at Standard Rate	3.00	3.10	Incl. VAT at Standard Rate
Joggers/shower	3.70	3.80	"	1.50	1.60	"
Aquacise	4.60	4.75	Exempt	3.80	3.90	Exempt
Aquacise (concessionary)	N/A	N/A	N/A	2.90	3.00	"
Birthday parties	70.00	75.00	Incl. VAT at Standard Rate	65.00	75.00	Incl. VAT at Standard Rate
Club use (per hour)	91.80	95.00	"	90.00	95.00	"
Galas (per hour)	120.00	125.00	"	120.00	125.00	"
Indoor bowls	3.30	3.40	"	3.30	3.40	"
Tea dance	3.30	3.40	"	3.30	3.40	"
Tea dance / bowls (concessionary)	N/A	N/A	N/A	2.75	2.85	"
MEMORIAL HALL (per hour)						
		MAIN HALL			BOTH HALLS	
Functions & Events package * (inc. cloak room)						
Evening parties (access 5pm)	150.00	150.00	Exempt	150.00	150.00	Exempt
Reception/evening parties (access 2pm)	175.00	175.00	"	175.00	175.00	"
Medium functions*						
Peak	42.00	44.00	Exempt	54.00	56.00	Exempt
Off peak (e.g. weddings, 21sts)	28.00	30.00	"	42.00	44.00	"
Small functions*						
Peak	31.00	32.00	Exempt	42.00	44.00	Exempt
Off peak (e.g. internal, non-bar)	22.00	23.00	"	33.00	35.00	"
Committee room (per hour)	9.00	9.50	Exempt	9.00	9.50	Exempt
Birthday parties	55.00	55.00	"	55.00	55.00	"
Small hall (per hour)	12.00	12.50	"	12.00	12.50	"
Bar extension	49.00	50.00	"	49.00	50.00	"

Notes

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

Facilities let for other purposes are exempt from VAT unless optional extra equipment or services are provided.

In these circumstances a composite rate will apply.

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

Courses & classes - all facilities

Fees set at management discretion according to cost

Commercial use- all facilities

Charges negotiable according to the nature of booking

Promotional pricing

Any of the above prices may be varied for promotional campaigns

NORTH WARWICKSHIRE BOROUGH COUNCIL
COMMUNITY & ENVIRONMENT BOARD
FEES AND CHARGES FROM 1 APRIL 2014

		2013/14 CHARGE	2014/15 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)	400.00	410.00	Exempt
Seasonal hire (junior)	"	205.00	215.00	"
Seasonal hire (mini)	"	155.00	160.00	"
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)	155.00	160.00	Exempt
Seasonal hire-matches (junior)	"	155.00	160.00	"

NORTH WARWICKSHIRE BOROUGH COUNCIL
COMMUNITY & ENVIRONMENT BOARD
FEES AND CHARGES FROM 1 APRIL 2014

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

LOCAL AUTHORITY ENVIRONMENTAL REGULATION OF INDUSTRIAL PLANT
2012/2013 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.

Type of Charge	NET CHARGE £	VAT RATING	TOTAL 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 which use simplified permits 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			

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 2014

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

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

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

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

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 2014

	2013/14 CHARGE	2014/15 CHARGE	VAT RATING
	£	£	£
CONTAMINATED LAND ENQUIRIES			
Simple	12.00	12.30	Outside Scope
Detail	57.40	58.80	"
HOUSING MULTIPLE OCCUPATION REGISTRATION			
Per occupied room (5-yearly charge)	68.70	70.00	Outside Scope
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	Plus VAT at Standard Rate
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)	49.10	50.30	Incl. VAT at Standard Rate
Sampling visits/Granting authorisations (per hour)	21.40	21.90	"
Sample analysis	As charged by laboratory	As charged by laboratory	
EXPORT CERTIFICATE (NON-VISIT)	49.40	49.40	Outside Scope
FOOD EXPORT CERTIFICATE	61.10	61.10	Outside Scope

Agenda Item No 10

Community and Environment

20 January 2014

Report of the
Deputy Chief Executive

General Fund Revenue Estimates
2014/15

1 Summary

- 1.1 This report covers the revised budget for 2013/14 and an estimate of expenditure for 2014/15, together with forward commitments for 2015/16, 2016/17 and 2017/18.

Recommendation to the Board

- a To accept the revised budget for 2013/14; and
- b To accept or otherwise vary the Estimates of Expenditure for 2014/15, as submitted, for them to be included in the budget to be brought before the meeting of the Executive Board on 11 February 2014.

2 Consultation

- 2.1 The Chairman, Vice-Chairman and Opposition Spokesperson for the Community and Environment and Resources Boards 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 In consultation with other Assistant Directors, the Assistant Director (Finance and Human Resources) has prepared an estimate of net expenditure for 2014/15 and this, together with a revised budget for 2013/14, appears in Appendices A and B. To provide a more complete picture of the spending pattern of the service the actual figures for 2012/13 are shown.

...

- 3.2 At its meeting in September, the Executive Board agreed the budget strategy for 2014-2018 which required savings of £2.03 million over a four year period. This required budget savings of £500,000 in 2014/15 with additional savings of £630,000, £500,000 and £400,000 in 2015/16, 2016/17 and 2017/18 respectively. No provision for growth was built into the strategy.

- 3.3 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. These have now been incorporated into the estimates being considered and are shown in Appendix D.

...

3.4 Board requirements have been prepared, taking into account the following assumptions:

- No increase in the level of service except where Council approval has already been given
- A 2% pay award for 2014/15 onwards
- Increases in the Council's pension contribution rate of 1% per annum up to 2017/18.
- Zero provision for inflation in 2014/15 although where contractual obligations require a specific price increase in line with inflation, these have been provided. A general inflationary increase of 2.5% has only been given in alternate years within supplies and service budgets, in order to encourage efficiencies in procurement

3.5 An increase in income has been allowed to reflect the increases included in the fees and charges report elsewhere on this agenda.

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

	Approved Budget 2013/14 £	Revised Budget 2013/14 £	Original Budget 2014/15 £
Employee Costs	1,943,720	2,049,400	2,135,280
Premises Related	492,160	488,500	499,760
Supplies and Services	3,077,560	2,949,800	2,518,280
Transport	152,110	195,780	244,580
Miscellaneous Expenditure	(30,080)	85,790	100
Earmarked Reserves	(12,330)	(2,710)	63,400
Gross Expenditure	5,623,140	5,766,560	5,461,400
Income	(2,014,850)	(2,150,250)	(2,137,420)
Net Controllable Expenditure	3,608,290	3,616,310	3,323,980
Departmental Support	509,020	533,050	522,590
Central Support	551,910	538,590	547,640
Capital Charges	430,640	557,480	595,400
Net Expenditure	5,099,860	5,245,430	4,989,610

4 Capital Charges

4.1 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.

5 Comments on the 2013/14 Revised Budget

5.1 The revised budget for 2013/14 is estimated to be £5,245,430; an increase of £145,570 on the approved provision. The main reasons for variations are set out below.

5.2 **Employee costs** have increased by £105,680 and the main variations are as follows:

	£
Costs of bringing the recycling service back in-house and the one-off costs of new bin deliveries.	158,470
An increase in Leisure Centre and Queen Elizabeth Artificial Grass Pitch staffing budgets based on current staff trends, additional cover for staff absences and additional classes being run.	26,270
Transfer from the centrally held training budget.	19,330
Decrease in Public Health expenditure due to changes in staff time allocations and maternity leave.	(19,700)
Other staff savings in Community Development which include two members of staff on maternity leave.	(23,570)
Two posts in Young People and Intergeneration and Safer Communities services have remained vacant all year.	(56,980)
Total	103,820

5.3 **Premises** related budgets have decreased by £3,660 and the main variations are as follows:

	£
A lower budget requirement at the Leisure Centres reflecting reduced expenditure on insurance and gas, partly off-set by the one-off cost of an additional alarm at Atherstone Leisure Complex.	(5,050)
A decrease in contributions to the Building Maintenance Fund on Sports Pavilions alongside reductions in Buildings Insurance.	(970)
Additional expenditure on asbestos removal on the Amenity Cleaning budget.	2,590
Total	(3,430)

5.4 **Supplies and Services** related budgets have decreased by £127,760 and the main variations are as follows:

	£
The use of funding from Warwickshire Police and Crime Commissioner on Safer Communities projects.	34,950
Conversion of one squash court at Polesworth Sports Centre into further gym space, funded through the New Initiatives Fund.	25,000
Additional spend on consultancy work on Parks, Playing Fields and Open Spaces funded through an additional contribution from Earmarked Reserves.	12,290
Additional expenditure to fund a Total Place Survey, funded through additional contributions from Earmarked Reserves.	7,320

Reduced spend on professional fees on Unadopted Roads due to a fall in the level of work required.	(5,490)
Reduction in expenditure on wheeled bins and medical waste sacks on Domestic Refuse Collection due to reduced demand.	(5,930)
Other reductions in Leisure Centre expenditure, including equipment, vending machines and clothing.	(6,200)
Reduction in cesspool disposal charges due to a fall in the number of disposals undertaken.	(16,030)
Fewer Community Development projects were delivered as a consequence of reduced staffing throughout 2013/14.	(16,700)
The reduction in the Local Community Projects Fund agreed by Board, alongside a one-off reduction consequent upon a lower number of bids in 2013/14.	(29,120)
Street sweeping was brought back in house from 1 December 2013, giving a saving on the previous contract. The in house costs are included within the Amenity Cleaning DSO contained within the Miscellaneous line at 5.6	(62,810)
Reduction due to the end of the kerbside recycling contract, which is partly off-set by additional haulage costs of recycling resulting from bringing the service back in-house.	(68,220)
Total	(130,940)

5.5 **Transport** budgets have increased by £43,670 mainly due to additional transport costs associated with bringing the Recycling service back in-house.

5.6 The revised **miscellaneous** budget has increased by £115,870 due to an increase in the charges from the DSO services as a result of the loss of income from losing the Coleshill Town Council contract and the additional costs of providing the Refuse Collection service and the in house street sweeping service.

5.7 There is a movement of £9,620 on **Earmarked Reserves** and the main variations are as follows:

	£
Reduced contributions from Earmarked Reserves towards Community Development projects as less have been delivered due to on-going vacancies.	25,230
One-off contribution to the Local Communities Project Fund Earmarked Reserve as the Fund was not allocated in full in 2013/14.	11,620
One-off reductions in Unadopted Roads supplies and services expenditure contributed to Earmarked Reserves.	5,470
Cessation of contributions from Recycling Earmarked Reserve to service as the Recycling Officer post is currently vacant.	4,150
Additional contributions from Earmarked Reserves towards Parks, Playing Fields and Open Spaces consultancy work.	(5,800)
One-off contribution from Earmarked Reserves to fund the Total Place Survey on the Consultation service budget.	(7,320)
New Initiatives Fund contribution towards conversion of one squash court at Polesworth Sports Centre, less the first repayment back to the Fund.	(23,750)
Total	9,600

5.8 **Income** related budgets have increased by £135,400; the main movements are shown in the table below;

	£
Income from Cesspool Disposals has not increased at the rate predicted in last years estimates process.	7,020
Income across Community Development has decreased as a consequence of delivering fewer projects due to the staffing vacancies mentioned earlier.	6,360
Across the Leisure Centres, income has decreased slightly despite the strong income performance at Atherstone Leisure Complex. The Memorial Hall was most affected by a reduction in demand.	4,580
Additional one-off income on Parks, Playing Fields & Open Spaces including key bonds and a grant towards work at Hurley.	(6,250)
Income from Public Health Export Certificates has increased this year due to greater demand for these items.	(8,890)
One-off funding from Warwickshire Police and Crime Commissioner, which is to be allocated to support Safer Communities projects.	(34,950)
Additional Recycling credits as well as a one-off contribution towards the promotion of the new service from Warwickshire County Council has resulted in additional recycling income in 2013/14.	(101,530)
Total	(133,660)

5.9 **Departmental and Central Support** charges have reduced by £10,710. Within departmental support there are increased allocations as a result of changes in salary allocations. Central support charges have reduced as a result of changes in how the Customer Contact recharge is apportioned.

5.10 **Capital related** costs have increased by £126,840. This relates to an increased capital charge on recycling due to the addition of new vehicles, alongside an increase in the capital depreciation charge at Atherstone Leisure Complex.

6 **Comments on the 2014/15 Estimates**

6.1 The total estimated net expenditure for 2014/15 is £4,989,610; a decrease of £110,250 on the 2013/14 approved budget and a decrease of £255,820 on the revised 2013/14 budget.

6.2 **Employee costs** have increased by £85,880 and the main variations are as follows:

	£
The reinstatement of budget provision for previously vacant posts relating to the Young People and Inter-generation and Safer Communities services	60,800
The full year effect of the new in-house recycling service.	59,120
Return of three employees from maternity leave.	38,490
The impact of a provision for a 2% pay award.	18,980
The reinstatement of budget provision for the full establishment at the Leisure Centres is largely off-set by reductions in overtime budgets, leaving a slight increase in employee expenditure.	2,730
Impact of the proposed closure of Carlyon Road Skate Park.	(5,120)
Other movement in employee expenditure on this board, including reduced expenditure on Parks, Playing Fields and Open Spaces due to the end of the 18 month Landscape Officer post.	(6,040)
The removal of the provision for training and recruitment as these budgets are held centrally.	(13,780)
The removal of the accounting adjustments relating to pension adjustments out of the service budgets.	(69,300)
Total	85,880

6.3 **Premises related** expenditure has increased by £11,260 and the main variations are as follows:

	£
The increased NDR charge expected for the new Coleshill Leisure Centre, off-set in part by a reduction in utilities expenditure as a result of moving to a more efficient building.	11,650
An inflation allowance across premises costs.	10,040
The one-off increase in expenditure on alarms at Atherstone Leisure Complex has been removed.	(4,950)
Impact of the proposed closure of Carlyon Road Skate Park.	(4,940)
Total	11,800

6.4 **Supplies and services** related expenditure has reduced by £431,520 and the main variations are as follows;

	£
A lower recharge from the Refuse DSO is expected due to a reduction in the number of vehicles and reductions in employee expenditure.	(177,560)
Removal of related project expenditure due to the end of the Local Nature Reserves project.	(125,470)
Full year impact of ending the external recycling contract.	(83,950)
Reversal of one-off increase in Stronger and Safer Communities expenditure in 2013/14.	(34,950)
The removal of the one-off expenditure at Polesworth Sports Centre to convert one squash court into a gym area.	(25,000)
Reduction in Community Development expenditure on projects.	(18,520)
Reversal of one-off increase to fund the Total Place Survey in 2013/14.	(7,320)
Reduction in the Grounds Maintenance DSO recharge due to efficiencies.	(4,750)
Reversal of the decrease in Cesspool Emptying in 2013/14 as demand is assumed to return to normal levels.	5,000
Reversal of certain one-off reductions in expenditure across the Leisure Centres, including equipment and advertising.	5,060
Reversal of one-off decrease in Unadopted Roads in 2013/14.	5,470
Reversal of one-off decrease in Local Communities Project fund in 2013/14.	12,890
A transfer of some Amenity Cleaning DSO costs from miscellaneous expenditure	18,180
Total	(430,920)

6.5 **Transport expenditure** has increased by £48,800 which is primarily the result of having to use additional transport to deliver the in-house Recycling service.

6.6 **Miscellaneous expenditure** has reduced by £85,690 as the movement on the DSO line has been removed as the costs have been built into the budgets.

6.7 Contributions to the **Earmarked reserves** expected in 2013/14 have increased by £66,110. The main changes from the 2013/14 revised position are shown in the table below;

	£
Reversal of one-off contribution from the New Initiatives Fund towards squash court conversion, plus full year repayment to the Fund.	28,750
End of the repayments to the New Initiatives Fund for EasyLine.	(4,230)
Reversal of other one-off movements in Earmarked Reserves in 2013/14.	10,600
Removal of use of Earmarked Reserves following cessation of Local Nature Reserves Project.	30,990
Total	66,110

6.8 **Income** related budgets have decreased by £12,830 and the main movements are shown in the table below;

	£
Removal of the Local Nature Reserves grant funding due to the cessation of the project.	94,480
Removal of one-off Police and Crime Commissioner Grants in 2013/14	34,950
Reductions in Public Health (Commercial Pollution Control) and Community Development income, partially offset by an increase in Trade Refuse income	14,470
Removal of one-off income in 2013/14 for Parks, Playing Fields and Open Spaces	6,070
Impact of the proposed closure of Carlyon Road Skate Park.	3,150
Inflationary increase on fees and charges	(23,250)
Specific areas of activity will be targeted within the Leisure Centres to try and improve the income position in 2014/15, including the part year impact of the new Coleshill Leisure Centre.	(35,440)
Impact of increased Recycling credits through bringing the service in-house.	(81,830)
Total	12,600

6.9 **Departmental and central support** recharges have decreased by £1,410, which is comprised of a £10,460 decrease in Departmental Support charges and an increase of £9,050 for Central Support charges. These mainly relate to changes in departmental staff time allocations across service budgets.

6.10 **Capital** costs have increased by £37,920, mostly as a result of an increased lease rental charge for hiring additional recycling vehicles.

7 **Growth Items**

- 7.1 A provision for growth was not included in the Council's Budget Strategy, approved in September 2013 by the Executive Board. There are no growth items relating to the services covered by this report.

8 **Income**

- 8.1 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.

9 **Risks to Services**

- 9.1 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 reduction or cessation of grants received and the possibility of redundancy costs for those staff affected by withdrawal of funding for given projects.
- A loss of trade waste customers
- Increasing bin replacement rates
- Expected savings from Refuse/Recycling changes not materialising

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

10 Future Year Forecasts

- 10.1 In order to assist with medium-term financial planning Members are provided with budget forecasts for the three years following 2014/15. The table below provides a subjective summary for those services reporting to this Board:

	Forecast Budget 2015/16 £	Forecast Budget 2016/17 £	Forecast Budget 2017/18 £
Employee Costs	2,188,310	2,237,580	2,289,620
Premises Related	535,130	547,180	562,730
Supplies and Services	2,655,310	2,711,120	2,770,590
Transport	264,520	268,930	274,770
Miscellaneous Expenditure	100	100	100
Earmarked Reserves	88,230	88,940	89,110
Gross Expenditure	5,731,600	5,853,850	5,986,920
Income	(2,239,460)	(2,295,120)	(2,352,120)
Net Controllable Expenditure	3,492,140	3,558,730	3,634,800
Departmental Support	533,420	544,510	558,160
Central Support	551,550	561,830	575,750
Capital Charges	607,540	607,330	606,500
Net Expenditure	5,184,650	5,272,400	5,375,210

- 10.2 The forecasts given above have used a number of assumptions, which include pay awards of 2% in 2015/16 to 2017/18, increases in contracts and general increases in supplies and services of 2.5% in 2015/16 and 2017/18. In total, net expenditure is expected to increase by 3.9% in 2015/16 which is primarily due to replacing the refuse vehicle fleet. Increases of 1.7% in 2016/17 and 1.9% in 2017/18 are expected.
- 10.3 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.

11 Report Implications

11.1 Finance and Value for Money Implications

- 11.1.1 As detailed in the body of the report.

11.2 Environment and Sustainability Implications

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

11.2 Safer Communities Implications

11.2.1 The report includes the community safety grant and innovation fund grant allocations totalling £34,950 for 2013/14 received on behalf of the North Warwickshire Community Safety Partnership. The report also identifies expenditure relating to Safer Communities from within Leisure and Community Development Division.

11.3 Risk Management Implications

11.3.1 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

**APPENDIX D
SAVINGS INCLUDED WITHIN 2014/15**

Board	Description	2014/15 £
C&E	Alternative weekly Domestic Refuse Collection and new Recycling Collections	111,770
C&E	Bring in house Carriageway Sweeping, Weekend Cleaning and Weed Treatment	36,360
C&E	Reduce size of Local Community Projects Fund	17,500
C&E	Reduction in Cesspool disposal costs	7,500
C&E	Recharge from the Coleshill School at new Coleshill Leisure Centre	7,050
C&E	Additional income on Public Health (Commercial Pollution Control)	6,790
C&E	Additional Leisure Centre income (DD's and swimming)	6,300
C&E	Removal of Coventry, Solihull and Warwickshire Sport Membership	3,400
C&E	Reduction in Corporate Subscriptions in Public Health (Commercial Pollution Control) Service	850
C&E	Reduction in Printing expenditure at Arley Sports Centre	450
	Community and Environment Total	197,970

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

Codes	Description	Actual 2012/2013 £	Approved Budget 2013/2014 £	Revised Budget 2013/2014 £	Original Budget 2014/2015 £
3072-3073	Polesworth Sport Centre	80,112	71,070	86,940	74,130
3074	Arley Sports Centre	107,078	114,270	124,780	118,210
3075-3076	Coleshill Sport Centre	146,245	149,170	142,850	144,690
3077-3078	Atherstone Leisure Complex	236,406	221,910	215,860	186,760
3082-3083	Memorial Hall	76,189	73,820	90,090	88,050
4002	Public Health (Commercial Pollution Control)	199,053	221,640	192,350	208,620
4003	Public Health (Domestic Pollution Control)	48,490	56,500	55,850	48,520
5000	Domestic Refuse Collection	965,538	888,020	911,300	711,020
5002	Trade Refuse Collection	(45,362)	(27,230)	(25,510)	(43,150)
5003	Cesspool Emptying	(77,689)	(75,880)	(78,180)	(79,750)
5004	Recycling	399,262	364,390	416,650	358,340
5010	Amenity Cleaning	665,712	664,470	648,210	616,680
5013	Unadopted Roads	7,020	7,450	7,580	7,450
5014	Flooding And Land Drainage	125	1,300	10,530	8,610
5015	Street Furniture	973	1,900	1,460	1,250
5016	Atherstone Market	3,729	3,890	4,010	3,960
5019	Parks, Playing Fields and Open Spaces	416,039	432,490	453,700	444,590
5020	Play Areas	132,667	100,830	100,830	102,720
5021	Public Health (Control of Disease) Act 1984 Burials	4,655	70	70	-
5022	Sustainable Communities	2,504	2,870	2,870	2,860
5023	Consultation	229	7,340	7,340	7,320
5025	Corporate Policy	17,258	20,210	20,210	17,870
5030	Rural Regeneration	1,545	24,380	20,320	31,030
5034	Landscape	8,626	8,900	8,900	8,880
5040	Marketing and Market Research	7,966	8,500	8,500	8,190
5044	Support to Voluntary Organisations	103,968	105,570	88,070	89,260
5051	Young People and Intergeneration	23,689	39,830	14,270	37,090
5052	Community Development Environment	30,374	29,540	24,260	29,340
5054	Social Inclusion and Sport	30,522	32,730	32,940	28,310
5055	Community Development Health Improvement	18,758	16,590	19,160	17,670
5056	Community Development Safer Communities	34,507	49,310	17,930	52,380
5058	Activities 4 U	72	-	-	-
5059	Allotments and Biodiversity	(69)	(330)	(330)	(30)
5064	QE - Artificial Grass Pitch	(6,686)	(6,750)	(7,020)	(6,890)
5065	Carlyon Road Skate Park	97	(480)	(480)	-
7860	Sports Club Development Officer Programme	5,829	-	-	-
7880	Local Nature Reserves	5	-	-	-
	Net Controllable Expenditure	3,664,671	3,608,290	3,616,310	3,323,980
	Departmental Support	485,935	509,020	533,050	522,590
	Central Support	566,015	551,910	538,590	547,640
	Capital	460,749	430,640	557,480	595,400
	Net Expenditure	5,158,134	5,099,860	5,245,430	4,989,610

3072-3073 - 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
	2012/2013	BUDGET 2013/2014	BUDGET 2013/2014	BUDGET 2014/2015
Employee Expenditure	202,316	204,300	212,520	207,390
Premises Related Expenditure	48,056	49,660	50,020	50,160
Supplies & Services	13,652	14,030	38,630	13,670
Transport Related Expenditure	210	-	-	-
Balance sheet items	-	-	(23,750)	5,000
GROSS EXPENDITURE	264,234	267,990	277,420	276,220
GROSS INCOME	(184,123)	(196,920)	(190,480)	(202,090)
NET CONTROLLABLE EXPENDITURE	80,112	71,070	86,940	74,130
Departmental Support	13,015	13,350	11,960	11,650
Central Support Services	29,282	28,890	28,870	29,670
Capital Charges	7,215	12,760	13,230	13,230
NET EXPENDITURE	129,623	126,070	141,000	128,680

Contributes to corporate priority :

- Helping to tackle health inequalities by working with the County Council and the NHS locally and by encouraging, where financially viable, leisure opportunities in local communities

KEY PERFORMANCE INDICATORS

No of Visits	69,804	75,930	68,540	68,540
Budgeted cost per visit	£4.49	£4.25	£4.84	£4.83
Budgeted income per visit	£2.64	£2.59	£2.78	£2.95
Budgeted Subsidy per visit	£1.86	£1.66	£2.06	£1.88

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.

DESCRIPTION	ACTUALS	APPROVED	REVISED	ORIGINAL
	2012/2013	BUDGET 2013/2014	BUDGET 2013/2014	BUDGET 2014/2015
Employee Expenditure	152,610	154,910	165,170	161,220
Premises Related Expenditure	38,725	38,830	37,810	38,670
Supplies & Services	16,491	18,260	16,660	17,420
Transport Related Expenditure	12	-	-	-
GROSS EXPENDITURE	207,837	212,000	219,640	217,310
GROSS INCOME	(100,759)	(97,730)	(94,860)	(99,100)
NET CONTROLLABLE EXPENDITURE	107,078	114,270	124,780	118,210
Departmental Support	12,242	12,540	11,500	10,880
Central Support Services	25,424	25,410	25,800	26,540
Capital Charges	32,020	35,770	35,830	35,830
NET EXPENDITURE	176,763	187,990	197,910	191,460

Contributes to corporate priority :

- Helping to tackle health inequalities by working with the County Council and the NHS locally and by encouraging, where financially viable, leisure opportunities in local communities

KEY PERFORMANCE INDICATORS

No of Visits	49,755	49,700	53,430	53,430
Budgeted cost per visit	£5.58	£5.75	£5.48	£5.44
Budgeted income per visit	£2.03	£1.97	£1.78	£1.85
Budgeted Subsidy per visit	£3.55	£3.78	£3.70	£3.58

3075-3076 - COLESHILL LEISURE CENTRE

Coleshill Leisure Centre is the largest of the Council's "dry" facilities, and includes a four badminton court hall, four squash courts and a "Lifetimes" fitness suite. In late 2014, a new Coleshill Leisure Centre will be opening on the site of Coleshill School and will be run in partnership with the School. This will house a four badminton court hall, two squash courts, a studio and an enlarged 40 station "Lifetimes" fitness suite.

DESCRIPTION	ACTUALS	APPROVED	REVISED	ORIGINAL
	2012/2013	BUDGET 2013/2014	BUDGET 2013/2014	BUDGET 2014/2015
Employee Expenditure	273,967	287,700	285,080	292,650
Premises Related Expenditure	74,315	72,650	66,840	80,230
Supplies & Services	41,993	30,260	30,530	30,590
Transport Related Expenditure	10	-	-	-
Earmarked Reserves	7,534	20,910	20,910	20,910
GROSS EXPENDITURE	397,819	411,520	403,360	424,380
GROSS INCOME	(251,574)	(262,350)	(260,510)	(279,690)
NET CONTROLLABLE EXPENDITURE	146,245	149,170	142,850	144,690
Departmental Support	14,509	15,160	13,110	13,120
Central Support Services	46,074	45,940	41,930	42,770
Capital Charges	20,271	42,230	48,540	48,540
NET EXPENDITURE	227,099	252,500	246,430	249,120

Contributes to corporate priority :

- Helping to tackle health inequalities by working with the County Council and the NHS locally and by encouraging, where financially viable, leisure opportunities in local communities

KEY PERFORMANCE INDICATORS

No of Visits	106,546	111,370	102,050	102,050
Budgeted cost per visit	£4.49	£4.62	£4.97	£5.18
Budgeted income per visit	£2.36	£2.36	£2.55	£2.74
Budgeted Subsidy per visit	£2.13	£2.27	£2.41	£2.44

3077-3078 - 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
	2012/2013	BUDGET 2013/2014	BUDGET 2013/2014	BUDGET 2014/2015
Employee Expenditure	395,530	396,590	412,160	387,890
Premises Related Expenditure	255,051	243,950	243,180	245,860
Supplies & Services	42,100	45,290	42,850	45,680
Transport Related Expenditure	35	-	-	-
Earmarked Reserves	5,301	6,730	6,730	2,500
GROSS EXPENDITURE	698,017	692,560	704,920	681,930
GROSS INCOME	(461,612)	(470,650)	(489,060)	(495,170)
NET CONTROLLABLE EXPENDITURE	236,406	221,910	215,860	186,760
Departmental Support	14,663	14,390	12,450	11,710
Central Support Services	70,747	70,800	72,730	74,630
Capital Charges	243,706	173,070	250,440	250,440
NET EXPENDITURE	565,522	480,170	551,480	523,540

Contributes to corporate priority :

- Helping to tackle health inequalities by working with the County Council and the NHS locally and by encouraging, where financially viable, leisure opportunities in local communities

KEY PERFORMANCE INDICATORS

No of Visits	179,898	163,470	168,680	168,680
Budgeted cost per visit	£5.71	£5.82	£6.17	£6.04
Budgeted income per visit	£2.57	£2.88	£2.90	£2.94
Budgeted Subsidy per visit	£3.14	£2.94	£3.27	£3.10

3082-3083 - MEMORIAL HALL

The Council's main entertainment and function venue which is available for dinner dances, conferences and shows.

DESCRIPTION	ACTUALS	APPROVED	REVISED	ORIGINAL
	2012/2013	BUDGET 2013/2014	BUDGET 2013/2014	BUDGET 2014/2015
Employee Expenditure	70,701	73,160	77,430	76,890
Premises Related Expenditure	35,550	35,330	37,520	38,650
Supplies & Services	12,750	14,970	12,940	14,190
GROSS EXPENDITURE	119,002	123,460	127,890	129,730
GROSS INCOME	(42,813)	(49,640)	(37,800)	(41,680)
NET CONTROLLABLE EXPENDITURE	76,189	73,820	90,090	88,050
Departmental Support	2,701	2,800	2,750	2,640
Central Support Services	9,797	9,170	9,920	10,190
Capital Charges	25,173	25,410	25,170	25,170
NET EXPENDITURE	113,860	111,200	127,930	126,050

Contributes to corporate priority :

- Helping to tackle health inequalities by working with the County Council and the NHS locally and by encouraging, where financially viable, leisure opportunities in local communities

KEY PERFORMANCE INDICATORS

No of Visits	24,210	23,790	16,560	16,560
Budgeted cost per visit	£6.47	£6.76	£10.01	£10.13
Budgeted income per visit	£1.77	£2.09	£2.28	£2.52
Budgeted Subsidy per visit	£4.70	£4.67	£7.73	£7.61

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
	2012/2013	BUDGET 2013/2014	BUDGET 2013/2014	BUDGET 2014/2015
Employee Expenses	224,058	232,820	213,770	228,010
Supplies & Services	15,237	19,810	18,460	18,600
GROSS EXPENDITURE	239,295	252,630	232,230	246,610
GROSS INCOME	(40,242)	(30,990)	(39,880)	(37,990)
NET CONTROLLABLE EXPENDITURE	199,053	221,640	192,350	208,620
Departmental Support	4,408	4,360	4,610	4,490
Central Support Services	86,151	86,570	81,840	84,240
Capital Charges	61	60	60	60
NET EXPENDITURE	289,673	312,630	278,860	297,410

Contributes to corporate priorities :

- Protecting and improving our local environment
- Helping to tackle health inequalities by working with the County Council and the NHS locally and by encouraging, where financially viable, leisure opportunities in local communities

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
	2012/2013	BUDGET 2013/2014	BUDGET 2013/2014	BUDGET 2014/2015
Employee Expenses	48,222	55,240	54,590	47,210
Supplies & Services	1,308	7,570	7,570	7,620
GROSS EXPENDITURE	49,531	62,810	62,160	54,830
GROSS INCOME	(1,041)	(6,310)	(6,310)	(6,310)
NET CONTROLLABLE EXPENDITURE	48,490	56,500	55,850	48,520
Departmental Support	35,340	37,250	38,650	39,800
Central Support Services	9,834	9,860	11,920	11,760
Capital Charges	61	60	60	60
NET EXPENDITURE	93,724	103,670	106,480	100,140

Contributes to corporate priorities :

- Protecting and improving our local environment
- Helping to tackle health inequalities by working with the County Council and the NHS locally and by encouraging, where financially viable, leisure opportunities in local communities

5000 - DOMESTIC REFUSE COLLECTION

The collection of domestic refuse from approximately 27,000 households in the Borough. Also the collection of clinical waste from surgeries, nursing homes and private dwellings.

DESCRIPTION	ACTUALS	APPROVED	REVISED	ORIGINAL
	2012/2013	BUDGET 2013/2014	BUDGET 2013/2014	BUDGET 2014/2015
Employee Expenditure	16,126	22,060	21,730	16,370
Supplies & Services	969,027	896,430	890,500	726,590
(Surplus)/Deficit on DSO	10,632	-	30,230	-
GROSS EXPENDITURE	995,786	918,490	942,460	742,960
GROSS INCOME	(30,247)	(30,470)	(31,160)	(31,940)
NET CONTROLLABLE EXPENDITURE	965,538	888,020	911,300	711,020
Departmental Support	43,793	46,330	55,570	39,620
Central Support Services	59,113	60,720	66,280	64,750
NET EXPENDITURE	1,068,445	995,070	1,033,150	815,390

Contributes to corporate priority :

- Protecting and improving our local environment

KEY PERFORMANCE INDICATORS

No of Households	26,975	27,000	27,101	27,101
Budgeted cost per household	£39.61	£36.85	£38.12	£30.09
Number of bins per 100,000 population missed	34.5	25	25	25

5002 - TRADE REFUSE COLLECTION

Collecting waste from business premises situated in the Borough.

DESCRIPTION	ACTUALS	APPROVED	REVISED	ORIGINAL
	2012/2013	BUDGET 2013/2014	BUDGET 2013/2014	BUDGET 2014/2015
Employee Expenditure	152	10,210	10,190	9,500
Supplies & Services	150,416	162,710	164,960	151,310
GROSS EXPENDITURE	150,568	172,920	175,150	160,810
GROSS INCOME	(195,930)	(200,150)	(200,660)	(203,960)
NET CONTROLLABLE EXPENDITURE	(45,362)	(27,230)	(25,510)	(43,150)
Departmental Support	6,138	7,160	8,110	7,790
Central Support Services	23,163	16,170	15,320	15,110
NET EXPENDITURE	(16,061)	(3,900)	(2,080)	(20,250)

Contributes to corporate priority :

- Protecting and improving our local environment

KEY PERFORMANCE INDICATORS

No. of Bins Collected	452	441	497	497
Gross budgeted cost per bin collected	£397.94	£445.01	£399.56	£369.64
Net budgeted (surplus)/Deficit per bin collected	-£35.53	-£7.44	-£4.19	-£40.74

5003 - CESSPOOL EMPTYING

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

DESCRIPTION	ACTUALS	APPROVED	REVISED	ORIGINAL
	2012/2013	BUDGET 2013/2014	BUDGET 2013/2014	BUDGET 2014/2015
Employee Expenditure	29,738	30,850	32,650	32,170
Premises Related Expenditure	147	110	110	110
Supplies & Services	50,120	55,680	39,650	44,650
Transport Related Expenditure	25,775	28,600	33,510	31,100
Miscellaneous Expenditure	-	100	100	100
GROSS EXPENDITURE	105,780	115,340	106,020	108,130
GROSS INCOME	(183,469)	(191,220)	(184,200)	(187,880)
NET CONTROLLABLE EXPENDITURE	(77,689)	(75,880)	(78,180)	(79,750)
Departmental Support	5,650	6,370	7,250	7,290
Central Support Services	28,643	30,830	20,900	23,500
Capital Charges	9,606	9,610	9,610	5,430
NET EXPENDITURE	(33,789)	(29,070)	(40,420)	(43,530)

Contributes to corporate priority :

- Protecting and improving our local environment

KEY PERFORMANCE INDICATORS

Number of emptyings	1642	2450	1560	1560
Gross budgeted cost per emptying	£91.16	£66.18	£92.17	£92.53
Net budgeted (surplus)/ deficit per emptying	-£20.58	-£11.87	-£25.91	-£27.90

5004 - RECYCLING

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

DESCRIPTION	ACTUALS	APPROVED	REVISED	ORIGINAL
	2012/2013	BUDGET 2013/2014	BUDGET 2013/2014	BUDGET 2014/2015
Employee Expenses	218,180	188,780	347,250	403,210
Supplies & Services	238,998	247,400	179,180	95,230
Transport Related Expenditure	122,727	113,460	155,850	207,360
Miscellaneous Expenditure	-	(17,000)	-	-
Earmarked Reserves	(8,758)	10,850	15,000	15,000
GROSS EXPENDITURE	571,148	543,490	697,280	720,800
GROSS INCOME	(171,886)	(179,100)	(280,630)	(362,460)
NET CONTROLLABLE EXPENDITURE	399,262	364,390	416,650	358,340
Departmental Support	38,858	44,010	51,940	50,430
Central Support Services	22,025	23,160	38,580	37,560
Capital Charges	24,257	36,960	76,450	118,550
NET EXPENDITURE	484,402	468,520	583,620	564,880

Contributes to corporate priorities :

- Protecting and improving our local environment

- Improving Recycling

KEY PERFORMANCE INDICATORS

Number of Households	26975	27000	27101	27101
Budgeted cost per household	£18.04	£17.35	£21.53	£20.84
Budgeted tonnes of recycle material collected	8,250	8,200	11,310	11,310
Budgeted % of waste recycled	33%	33%	50%	50%

5010 - AMENITY CLEANING

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

DESCRIPTION	ACTUALS	APPROVED	REVISED	ORIGINAL
	2012/2013	BUDGET 2013/2014	BUDGET 2013/2014	BUDGET 2014/2015
Employee Expenditure	42,671	27,880	28,110	25,470
Premises Related Expenditure	5,810	3,230	5,820	3,230
Supplies & Services	614,531	630,660	567,850	586,030
Transport Related Expenditure	2,528	2,700	2,200	1,950
(Surplus)/Deficit on DSO	172	-	44,260	-
GROSS EXPENDITURE	665,712	664,470	648,240	616,680
GROSS INCOME	-	-	(30)	-
NET CONTROLLABLE EXPENDITURE	665,712	664,470	648,210	616,680
Departmental Support	30,424	22,370	23,910	26,100
Central Support Services	12,581	12,190	12,950	15,120
Capital Charges	1,227	1,230	1,230	1,230
NET EXPENDITURE	709,944	700,260	686,300	659,130

Contributes to corporate priority :

- Protecting and improving our local environment

5013 - UNADOPTED ROADS

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

DESCRIPTION	ACTUALS	APPROVED	REVISED	ORIGINAL
	2012/2013	BUDGET 2013/2014	BUDGET 2013/2014	BUDGET 2014/2015
Employee Expenditure	42	130	130	-
Premises Related Expenditure	600	-	-	-
Supplies & Services	858	7,470	1,980	7,450
Balance Sheet Items	5,620	-	5,470	-
GROSS EXPENDITURE	7,120	7,600	7,580	7,450
GROSS INCOME	(100)	(150)	-	-
NET CONTROLLABLE EXPENDITURE	7,020	7,450	7,580	7,450
Departmental Support	4,717	7,320	2,830	2,850
Central Support Services	910	880	1,640	1,710
NET EXPENDITURE	12,646	15,650	12,050	12,010

Contributes to corporate priority :

- Protecting and improving our local environment

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
	2012/2013	BUDGET 2013/2014	BUDGET 2013/2014	BUDGET 2014/2015
Employee Expenses	60	1,300	9,680	8,610
Premises Related Expenditure	65	-	-	-
Supplies & Services	-	-	850	-
GROSS EXPENDITURE	125	1,300	10,530	8,610
NET CONTROLLABLE EXPENDITURE	125	1,300	10,530	8,610
Departmental Support	3,030	7,840	2,490	2,370
Central Support Services	7,112	7,190	6,780	6,850
Capital Charges	-	2,650	2,650	2,650
NET EXPENDITURE	10,267	18,980	22,450	20,480

Contributes to corporate priority :
- Protecting and improving our local environment

5015 - STREET FURNITURE

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

DESCRIPTION	ACTUALS	APPROVED	REVISED	ORIGINAL
	2012/2013	BUDGET 2013/2014	BUDGET 2013/2014	BUDGET 2014/2015
Employee Expenses	85	210	210	-
Premises Related Expenditure	500	440	-	-
Supplies & Services	387	1,250	1,250	1,250
NET CONTROLLABLE EXPENDITURE	973	1,900	1,460	1,250
Departmental Support	9,434	5,540	5,650	5,710
Central Support Services	2,430	1,970	1,190	1,210
NET EXPENDITURE	12,837	9,410	8,300	8,170

Contributes to corporate priority :
- Protecting and improving our local environment

5016 - ATHERSTONE MARKET

The market is held every Tuesday and Friday at the Market Square in Atherstone. It is run by a traders co-operative.

DESCRIPTION	ACTUALS	APPROVED	REVISED	ORIGINAL
	2012/2013	BUDGET 2013/2014	BUDGET 2013/2014	BUDGET 2014/2015
Employee Expenses	37	50	50	-
Premises Related Expenditure	3,692	3,840	3,960	3,960
GROSS EXPENDITURE	3,729	3,890	4,010	3,960
NET CONTROLLABLE EXPENDITURE	3,729	3,890	4,010	3,960
Departmental Support	3,940	3,920	1,060	1,080
Central Support Services	659	550	370	380
NET EXPENDITURE	8,328	8,360	5,440	5,420

Contributes to corporate priority :

- Protecting and improving our countryside and heritage

5019 - PARKS, PLAYING FIELDS & OPEN SPACES

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
	2012/2013	BUDGET 2013/2014	BUDGET 2013/2014	BUDGET 2014/2015
Employee Expenditure	38,640	52,120	49,680	42,960
Premises Related Expenditure	39,894	36,050	35,080	35,580
Supplies & Services	505,537	489,320	501,610	496,860
(Surplus)/Deficit on DSO	(26,165)	(13,180)	11,200	-
Miscellaneous Expenditure	500	-	-	-
Earmarked Reserves	(23,547)	(9,340)	(15,140)	(5,280)
GROSS EXPENDITURE	534,859	554,970	582,430	570,120
GROSS INCOME	(118,820)	(122,480)	(128,730)	(125,530)
NET CONTROLLABLE EXPENDITURE	416,039	432,490	453,700	444,590
Departmental Support	26,051	21,450	28,750	24,920
Central Support Services	46,803	45,630	38,130	38,570
Capital Charge	23,071	22,700	23,070	23,070
NET EXPENDITURE	511,964	522,270	543,650	531,150

KEY PERFORMANCE INDICATORS

Number of Pitches	24	24	24	24
Number of Teams	17	17	17	17
Number of Hirers	24	24	24	24
Budgeted income per team	£569.41	£546.47	£567.65	£581.76

Contributes to corporate priorities :

- Protecting and improving our local environment

- Helping to tackle health inequalities by working with the County Council and the NHS locally and by encouraging, where financially viable, leisure opportunities in local communities

5020 - PLAY AREAS

The provision and management of opportunities for children's play within unsupervised, equipped playgrounds distributed throughout the Borough in recreation grounds and within, or adjacent to, residential areas.

DESCRIPTION	ACTUALS	APPROVED BUDGET	REVISED BUDGET	ORIGINAL BUDGET
	2012/2013	2013/2014	2013/2014	2014/2015
Employee Expenditure	698	1,220	760	260
Premises Related Expenditure	228	260	260	270
Supplies & Services	60,346	62,110	63,230	63,980
Earmarked Reserves	79,202	44,760	44,760	46,590
GROSS EXPENDITURE	140,474	108,350	109,010	111,100
GROSS INCOME	(7,807)	(7,520)	(8,180)	(8,380)
NET CONTROLLABLE EXPENDITURE	132,667	100,830	100,830	102,720
Departmental Support	30,042	33,930	38,890	27,820
Central Support	7,490	6,570	4,980	5,030
Capital Charge	67,141	66,040	67,140	67,140
NET EXPENDITURE	237,340	207,370	211,840	202,710

Contributes to corporate priorities :

- Protecting and improving our local environment
- Helping to tackle health inequalities by working with the County Council and the NHS locally and by encouraging, where financially viable, leisure opportunities in local communities

KEY PERFORMANCE INDICATORS

Cost of maintenance per play area	£4,531.41	£3,495.16	£3,516.45	£3,583.87
Number of Play areas	31	31	31	31
Number of play areas meeting the Safety, DDA and Play Value standard	27	27	28	28

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 BUDGET	REVISED BUDGET	ORIGINAL BUDGET
	2012/2013	2013/2014	2013/2014	2014/2015
Employee Expenditure	18	70	70	-
Supplies & Services	4,637	-	-	-
NET CONTROLLABLE EXPENDITURE	4,655	70	70	-
Departmental Support	2,661	2,620	2,760	2,730
Central Support Services	489	360	200	200
NET EXPENDITURE	7,805	3,050	3,030	2,930

Contributes to corporate priority :

- Protecting and improving our local environment

5022 - SUSTAINABLE COMMUNITIES

To support the integration of sustainable development throughout the Authority and in partnership with others by promoting all aspects of sustainability through a wide range of information and by working to the vision and theme priorities set out in the Community Plan.

DESCRIPTION	ACTUALS	APPROVED	REVISED	ORIGINAL
	2012/2013	BUDGET 2013/2014	BUDGET 2013/2014	BUDGET 2014/2015
Employee Expenditure	-	10	10	-
Supplies & Services	2,504	2,860	2,860	2,860
NET EXPENDITURE	2,504	2,870	2,870	2,860

Contributes to corporate priority :
- Protecting and improving our local environment

5023 - CONSULTATION

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

DESCRIPTION	ACTUALS	APPROVED	REVISED	ORIGINAL
	2012/2013	BUDGET 2013/2014	BUDGET 2013/2014	BUDGET 2014/2015
Employee Expenditure	71	20	20	-
Supplies & Services	158	7,320	14,640	7,320
Earmarked Reserves	-	-	(7,320)	-
NET CONTROLLABLE EXPENDITURE	229	7,340	7,340	7,320
Departmental Support	8,422	8,450	8,810	8,740
Central Support	3,195	3,130	2,890	2,940
NET EXPENDITURE	11,846	18,920	19,040	19,000

Contributes to corporate priority :
- Improving communication of information and community consultation including, where appropriate, providing the opportunity to be involved in decision making

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
	2012/2013	BUDGET 2013/2014	BUDGET 2013/2014	BUDGET 2014/2015
Employee Expenditure	137	2,340	2,340	-
Premises Related Expenditure	279	240	240	240
Supplies & Services	14,490	25,280	25,280	25,280
Earmarked Reserves	2,352	(7,650)	(7,650)	(7,650)
NET CONTROLLABLE EXPENDITURE	17,258	20,210	20,210	17,870
Departmental Support	12,046	12,030	27,770	27,560
Central Support	10,205	10,340	13,060	13,140
NET EXPENDITURE	39,509	42,580	61,040	58,570

Contributes to corporate priorities :
- Improving communication of information and community consultation including, where appropriate, providing the opportunity to be involved in decision making
- Work with the Police, Parish Councils, Town Councils, the community and other partners to tackle crime and anti-social behaviour

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
	2012/2013	BUDGET 2013/2014	BUDGET 2013/2014	BUDGET 2014/2015
Employee Expenditure	41	22,720	18,710	29,460
Supplies & Services	591	1,190	1,760	1,190
Transport Related Expenditure	343	470	420	380
Earmarked Reserves	570	-	(570)	-
NET CONTROLLABLE EXPENDITURE	1,545	24,380	20,320	31,030
Departmental Support	7,381	8,840	9,010	12,220
Central Support	1,434	1,420	960	960
NET EXPENDITURE	10,360	34,640	30,290	44,210

Contributes to corporate priority :

- Protecting and improving our local environment

5034 - LANDSCAPE

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

DESCRIPTION	ACTUALS	APPROVED	REVISED	ORIGINAL
	2012/2013	BUDGET 2013/2014	BUDGET 2013/2014	BUDGET 2014/2015
Employee Expenses	11	20	20	-
Supplies & Services	8,615	8,880	8,880	8,880
NET CONTROLLABLE EXPENDITURE	8,626	8,900	8,900	8,880
Departmental Support	1,174	1,160	1,230	1,190
Central Support Services	862	710	260	260
NET EXPENDITURE	10,662	10,770	10,390	10,330

Contributes to corporate priority :

- Protecting and improving our countryside and heritage

5040 - MARKETING & MARKET RESEARCH

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

DESCRIPTION	ACTUALS	APPROVED	REVISED	ORIGINAL
	2012/2013	BUDGET 2013/2014	BUDGET 2013/2014	BUDGET 2014/2015
Employee Expenditure	37	310	310	-
Supplies & Services	7,329	8,190	8,190	8,190
Balance Sheet Items	600	-	-	-
NET CONTROLLABLE EXPENDITURE	7,966	8,500	8,500	8,190
Departmental Support	4,720	4,840	4,790	4,850
Central Support Services	1,465	1,310	1,070	1,090
NET EXPENDITURE	14,152	14,650	14,360	14,130

Contributes to corporate priority :

- Helping to tackle health inequalities by working with the County Council and the NHS locally and by encouraging, where financially viable, leisure opportunities in local communities

5044 - SUPPORT TO VOLUNTARY ORGANISATIONS

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

DESCRIPTION	ACTUALS	APPROVED BUDGET	REVISED BUDGET	ORIGINAL BUDGET
	2012/2013	2013/2014	2013/2014	2014/2015
Employee Expenditure	47	80	80	-
Supplies & Services	106,176	105,490	76,370	89,260
Miscellaneous Items	22,700	-	-	-
Earmarked Reserves	(24,955)	-	11,620	-
NET CONTROLLABLE EXPENDITURE	103,968	105,570	88,070	89,260
Departmental Support	5,643	5,670	5,850	6,870
Central Support Services	2,180	1,780	1,240	1,240
NET EXPENDITURE	111,791	113,020	95,160	97,370

Contributes to corporate priorities :

- Work with the Police, Parish Councils, Town Councils, the community and other partners to tackle crime and anti-social behaviour
- Helping to tackle health inequalities by working with the County Council and the NHS locally and by encouraging, where financially viable, leisure opportunities in local 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 BUDGET	REVISED BUDGET	ORIGINAL BUDGET
	2012/2013	2013/2014	2013/2014	2014/2015
Employee Expenditure	17,265	33,200	7,690	30,500
Premises Related Expenditure	6,965	630	630	630
Supplies & Services	18,434	5,010	3,920	3,920
Transport Related Expenditure	349	2,080	2,030	2,040
Earmarked Reserves	(17,317)	-	-	-
GROSS EXPENDITURE	25,696	40,920	14,270	37,090
GROSS INCOME	(2,007)	(1,090)	-	-
NET CONTROLLABLE EXPENDITURE	23,689	39,830	14,270	37,090
Departmental Support	24,425	27,620	22,810	29,390
Central Support Services	10,317	10,240	7,840	8,010
Capital Charges	1,957	2,090	2,110	2,110
NET EXPENDITURE	60,388	79,780	47,030	76,600

Contributes to corporate priorities :

- Helping to tackle health inequalities by working with the County Council and the NHS locally and by encouraging, where financially viable, leisure opportunities in local communities
- Work with the Police, Parish Councils, Town Councils, the community and other partners to tackle crime and anti-social behaviour

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 BUDGET	REVISED BUDGET	ORIGINAL BUDGET
	2012/2013	2013/2014	2013/2014	2014/2015
Employee Expenditure	29,412	28,340	16,600	28,230
Premises Related Expenditure	-	30	30	30
Supplies & Services	613	690	7,200	690
Transport Related Expenditure	349	480	430	390
GROSS EXPENDITURE	30,374	29,540	24,260	29,340
GROSS INCOME	-	-	-	-
NET CONTROLLABLE EXPENDITURE	30,374	29,540	24,260	29,340
Departmental Support	24,385	27,950	26,460	29,740
Central Support Services	7,454	7,250	5,460	5,520
NET EXPENDITURE	62,214	64,740	56,180	64,600

Contributes to corporate priority :

- Protecting and improving our local environment

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 BUDGET	REVISED BUDGET	ORIGINAL BUDGET
	2012/2013	2013/2014	2013/2014	2014/2015
Employee Expenditure	29,906	30,420	30,670	27,390
Supplies & Services	17,360	3,720	8,630	320
Transport Related Expenditure	1,906	2,600	500	600
Earmarked Reserves	73	2,490	3,080	-
GROSS EXPENDITURE	49,244	39,230	42,880	28,310
GROSS INCOME	(18,722)	(6,500)	(9,940)	-
NET CONTROLLABLE EXPENDITURE	30,522	32,730	32,940	28,310
Departmental Support	23,885	27,810	29,060	29,560
Central Support Services	8,591	8,460	8,980	9,070
NET EXPENDITURE	62,998	69,000	70,980	66,940

Contributes to corporate priorities :

- Helping to tackle health inequalities by working with the County Council and the NHS locally and by encouraging, where financially viable, leisure opportunities in local communities

- Work with the Police, Parish Councils, Town Councils, the community and other partners to tackle crime and anti-social behaviour

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 BUDGET	REVISED BUDGET	ORIGINAL BUDGET
	2012/2013	2013/2014	2013/2014	2014/2015
Employee Expenditure	37,214	31,110	33,870	32,420
Supplies & Services	13,167	9,820	9,820	8,850
Transport Related Expenditure	349	480	420	380
Earmarked Reserves	3,218	(7,950)	(7,950)	(6,980)
GROSS EXPENDITURE	53,947	33,460	36,160	34,670
GROSS INCOME	(35,188)	(16,870)	(17,000)	(17,000)
NET CONTROLLABLE EXPENDITURE	18,758	16,590	19,160	17,670
Departmental Support	32,712	32,130	34,070	34,390
Central Support Services	7,545	7,380	5,260	5,320
Capital Charges	1,081	-	-	-
NET EXPENDITURE	60,096	56,100	58,490	57,380

Contributes to corporate priority :

- Helping to tackle health inequalities by working with the County Council and the NHS locally and by encouraging, where financially viable, leisure opportunities in local communities

5056 - COMMUNITY DEVELOPMENT SAFER COMMUNITIES

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

DESCRIPTION	ACTUALS	APPROVED BUDGET	REVISED BUDGET	ORIGINAL BUDGET
	2012/2013	2013/2014	2013/2014	2014/2015
Employee Expenditure	18,273	31,380	50	34,540
Premises Related Expenditure	152	150	-	-
Supplies & Services	24,026	63,500	35,660	34,370
Transport Related Expenditure	974	1,240	420	380
Earmarked Reserves	(3,524)	(46,960)	(18,200)	(16,910)
GROSS EXPENDITURE	39,900	49,310	17,930	52,380
GROSS INCOME	(5,394)	-	-	-
NET CONTROLLABLE EXPENDITURE	34,507	49,310	17,930	52,380
Departmental Support	25,113	28,660	22,830	30,880
Central Support Services	10,987	10,910	8,730	8,820
Capital Charges	3,534	-	1,890	1,890
NET EXPENDITURE	74,141	88,880	51,380	93,970

Contributes to corporate priority :

- Work with the Police, Parish Councils, Town Councils, the community and other partners to tackle crime and anti-social behaviour

5058 - ACTIVITIES 4 U

Activities 4 U provides evening diversionary activities for young people across the Borough, encouraging them to participate in positive activities within their community. For the revised 2013/14 budget onwards, this has been merged with the Social Inclusion & Sport budget.

DESCRIPTION	ACTUALS	APPROVED	REVISED	ORIGINAL
	2012/2013	BUDGET 2013/2014	BUDGET 2013/2014	BUDGET 2014/2015
Employee Expenditure	5,279	7,680	-	-
Premises Related Expenditure	195	210	-	-
Supplies & Services	34	250	-	-
Transport Related Expenditure	72	-	-	-
Earmarked Reserves	(5,508)	(8,140)	-	-
NET CONTROLLABLE EXPENDITURE	72	-	-	-
Central Support Services	3,134	2,890	-	-
NET EXPENDITURE	3,206	2,890	-	-

Contributes to corporate priorities :

- Helping to tackle health inequalities by working with the County Council and the NHS locally and by encouraging, where financially viable, leisure opportunities in local communities
- Work with the Police, Parish Councils, Town Councils, the community and other partners to tackle crime and anti-social behaviour

5059 - ALLOTMENTS AND BIODIVERSITY

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

DESCRIPTION	ACTUALS	APPROVED	REVISED	ORIGINAL
	2012/2013	BUDGET 2013/2014	BUDGET 2013/2014	BUDGET 2014/2015
Employee Expenditure	54	-	-	-
Earmarked Reserves	(123)	(330)	(330)	(30)
NET CONTROLLABLE EXPENDITURE	(69)	(330)	(330)	(30)
Departmental Support	8,470	9,050	9,830	8,050
Central Support Services	943	830	570	580
NET EXPENDITURE	9,344	9,550	10,070	8,600

Contributes to corporate priority :

- Helping to tackle health inequalities by working with the County Council and the NHS locally and by encouraging, where financially viable, leisure opportunities in local communities

5064 - QE - ARTIFICIAL GRASS PITCH

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

DESCRIPTION	ACTUALS	APPROVED	REVISED	ORIGINAL
	2012/2013	BUDGET 2013/2014	BUDGET 2013/2014	BUDGET 2014/2015
Employee Expenditure	9,345	8,880	12,680	12,930
Premises Related Expenditure	2,164	1,820	2,060	2,140
Supplies & Services	6,556	4,970	6,030	6,030
Earmarked Reserves	17,257	13,290	10,450	10,250
GROSS EXPENDITURE	35,322	28,960	31,220	31,350
GROSS INCOME	(42,008)	(35,710)	(38,240)	(38,240)
NET CONTROLLABLE EXPENDITURE	(6,686)	(6,750)	(7,020)	(6,890)
Departmental Support	5,943	6,100	6,290	6,150
Central Support Services	699	650	730	740
NET EXPENDITURE	(44)	-	-	-

Contributes to corporate priority :

- Helping to tackle health inequalities by working with the County Council and the NHS locally and by encouraging, where financially viable, leisure opportunities in local communities

5065 - CARLYON ROAD SKATE PARK

Budget for the operation of the Activ8 Skate Park at one of the Council's industrial units at Carlyon Road. This budget will cease to operate from 2014/15 onwards due to a sharp decline in custom.

DESCRIPTION	ACTUALS	APPROVED	REVISED	ORIGINAL
	2012/2013	BUDGET 2013/2014	BUDGET 2013/2014	BUDGET 2014/2015
Employee Expenditure	4,238	7,610	5,120	-
Premises Related Expenditure	4,472	4,730	4,940	-
Supplies & Services	3,986	1,700	1,440	-
Earmarked Reserves	(4,615)	-	(8,830)	-
GROSS EXPENDITURE	8,081	14,040	2,670	-
GROSS INCOME	(7,983)	(14,520)	(3,150)	-
NET CONTROLLABLE EXPENDITURE	97	(480)	(480)	-
Central Support Services	556	560	450	160
NET EXPENDITURE	654	80	(30)	160

Contributes to corporate priority :

- Helping to tackle health inequalities by working with the County Council and the NHS locally and by encouraging, where financially viable, leisure opportunities in local communities

7700 - STRONGER & SAFER COMMUNITIES

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

DESCRIPTION	ACTUALS	APPROVED BUDGET	REVISED BUDGET	ORIGINAL BUDGET
	2012/2013	2013/2014	2013/2014	2014/2015
Supplies & Services	10,205	-	34,950	-
GROSS EXPENDITURE	10,205	-	34,950	-
GROSS INCOME	(10,205)	-	(34,950)	-
NET EXPENDITURE	-	-	-	-

Contributes to corporate priority :

- Helping to tackle health inequalities by working with the County Council and the NHS locally and by encouraging, where financially viable, leisure opportunities in local communities

7860 - SPORTS CLUB DEVELOPMENT OFFICER PROGRAMME

Grant funded position providing assistance to sports clubs and active recreation groups to increase participation levels and improve quality and provision. Finished in March 2013

DESCRIPTION	ACTUALS	APPROVED BUDGET	REVISED BUDGET	ORIGINAL BUDGET
	2012/2013	2013/2014	2013/2014	2014/2015
Employee Expenditure	19,237	-	-	-
Supplies & Services	26	-	-	-
Transport Related Expenditure	686	-	-	-
Earmarked Reserves	(14,120)	-	-	-
NET CONTROLLABLE EXPENDITURE	5,829	-	-	-
Central Support Services	6,527	-	-	-
Capital Charges	368	-	-	-
NET EXPENDITURE	12,724	-	-	-

Contributes to corporate priority :

- Helping to tackle health inequalities by working with the County Council and the NHS locally and by encouraging, where financially viable, leisure opportunities in local communities

7880 - LOCAL NATURE RESERVES

The creation of local nature reserves jointly funded through external grant, Borough Council contribution & partnership working. Finished in November 2013

DESCRIPTION	ACTUALS	APPROVED BUDGET	REVISED BUDGET	ORIGINAL BUDGET
	2012/2013	2013/2014	2013/2014	2014/2015
Employee Expenditure	5	-	-	-
Supplies & Services	81,998	125,470	125,470	-
Earmarked Reserves	(12,470)	(30,990)	(30,990)	-
GROSS EXPENDITURE	69,533	94,480	94,480	-
GROSS INCOME	(69,528)	(94,480)	(94,480)	-
NET CONTROLLABLE EXPENDITURE	5	-	-	-
Central Support Services	1,195	1,190	760	-
NET EXPENDITURE	1,200	1,190	760	-

Contributes to corporate priority :

- Helping to tackle health inequalities by working with the County Council and the NHS locally and by encouraging, where financially viable, leisure opportunities in local communities

7890 - NORTH WARWICKSHIRE LEADER - BAXTERLEY PLAY AREA

The replacement of Play Area equipment at Baxterley funded through one-off external LEADER funding and a contribution from North Warwickshire Borough Council in 2012/13

DESCRIPTION	ACTUALS	APPROVED BUDGET	REVISED BUDGET	ORIGINAL BUDGET
	2012/2013	2013/2014	2013/2014	2014/2015
Supplies & Services	46,546	-	-	-
Earmarked Reserves	(10,201)	-	-	-
GROSS EXPENDITURE	36,345	-	-	-
GROSS INCOME	(36,345)	-	-	-
NET EXPENDITURE	-	-	-	-

Contributes to corporate priority :

- Helping to tackle health inequalities by working with the County Council and the NHS locally and by encouraging, where financially viable, leisure opportunities in local communities

Memorandum item. The cost of the DSO is reflected in the expenditure of the client budget. (Parks, Playing Fields and Open Spaces, Play Areas and Pitches)

5116-5120 - GROUNDS MAINTENANCE TRADING ACCOUNT

DESCRIPTION	ACTUALS	APPROVED	REVISED	ORIGINAL
	2012/2013	BUDGET 2013/2014	BUDGET 2013/2014	BUDGET 2014/2015
Employee Expenditure	288,423	318,080	299,470	302,400
Premises	-	50	50	50
Supplies & Services	14,254	22,460	22,720	23,070
Transport Related Expenditure	82,928	72,870	90,930	65,000
Miscellaneous Expenditure	408	740	500	500
Balance Sheet Items	-	-	(7,330)	-
GROSS EXPENDITURE	386,012	414,200	406,340	391,020
GROSS INCOME	(488,169)	(507,090)	(476,200)	(484,970)
NET CONTROLLABLE EXPENDITURE	(102,157)	(92,890)	(69,860)	(93,950)
Surplus/(Deficit) on DSO	26,165	13,180	(11,200)	-
NET CONTROLLABLE EXPENDITURE	(75,992)	(79,710)	(81,060)	(93,950)
Departmental Support	28,740	28,910	36,500	41,540
Central Support Services	22,020	21,980	21,400	21,780
Capital Charge	25,232	28,820	23,160	30,630
NET EXPENDITURE	-	-	-	-

Memorandum item. The cost of the DSO is reflected in the expenditure of the client budgets. (Domestic Refuse and Trade Refuse)

5200 - REFUSE TRADING ACCOUNT

DESCRIPTION	ACTUALS	APPROVED	REVISED	ORIGINAL
	2012/2013	BUDGET 2013/2014	BUDGET 2013/2014	BUDGET 2014/2015
Employee Expenditure	485,154	494,310	461,820	387,940
Premises	-	-	1,380	3,080
Supplies & Services	22,515	18,730	26,090	25,920
Transport	318,921	316,240	295,350	183,610
Miscellaneous Expenditure	1,384	(140,590)	1,310	1,310
Balance sheet items	(4,994)	-	-	-
GROSS EXPENDITURE	822,980	688,690	785,950	601,860
GROSS INCOME	(1,004,144)	(937,160)	(937,160)	(758,540)
NET CONTROLLABLE EXPENDITURE	(181,164)	(248,470)	(151,210)	(156,680)
Surplus/(Deficit) on DSO	(10,632)	-	(30,230)	-
NET CONTROLLABLE EXPENDITURE	(191,796)	(248,470)	(181,440)	(156,680)
Departmental Support	9,620	10,270	10,020	10,230
Central Support Services	33,979	36,190	35,600	36,190
Capital Charge	148,197	202,010	135,820	110,260
NET EXPENDITURE	-	-	-	-

Memorandum item. The cost of the DSO is reflected in the expenditure of the client budgets. (Amenity Cleaning)

5206 - STREETSCAPE TRADING ACCOUNT

DESCRIPTION	ACTUALS	APPROVED	REVISED	ORIGINAL
	2012/2013	BUDGET 2013/2014	BUDGET 2013/2014	BUDGET 2014/2015
Employee Expenditure	298,029	302,910	325,840	361,280
Supplies & Services	8,100	9,440	7,590	9,090
Transport	50,734	54,890	83,930	95,710
Balance Sheet Items	3,824	-	-	-
GROSS EXPENDITURE	360,687	367,240	417,360	466,080
GROSS INCOME	(449,258)	(456,520)	(456,520)	(573,340)
NET CONTROLLABLE EXPENDITURE	(88,571)	(89,280)	(39,160)	(107,260)
Surplus/(Deficit) on DSO	(172)	-	(44,260)	-
NET CONTROLLABLE EXPENDITURE	(88,743)	(89,280)	(83,420)	(107,260)
Departmental Support	32,099	32,640	33,830	34,350
Central Support Services	24,483	25,470	25,080	25,470
Capital Charge	32,161	31,170	24,510	47,440
NET EXPENDITURE	-	-	-	-

Risk Analysis

	Likelihood	Potential impact on Budget
Detoriated condition of assets, particularly the Leisure Centres, and further economic pressure affecting the generation of income and the final outturn of services	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
Further loss of trade waste customers	Low	Low
Increasing bin replacement rates	Low	Low

Agenda Item No 11

Community and Environment Board

20 January 2014

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

**Capital Programme 2014/15 to
2016/17**

Summary

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

Recommendation to the Board

- a That the Board supports the schemes previously approved within the Council's three-year capital programme;**
- b That the Board supports the inclusion of the proposed new schemes within the Council's provisional three year programme; and**
- c That the Board notes the schemes which will not be included within the capital programme.**

2 Consultation

- 2.1 Councillors Phillips, Lewis and Humphreys have been sent an advanced copy of this report for comment. Any comments received will be reported verbally at the meeting

3 Introduction

- 3.1 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 2013/14 – 2015/16 approved last February. Although resources have improved through areas such as additional external funding and expected Right to Buy property sales there is still a shortfall, so the same approach will be required for setting the capital programme for 2014/15 – 2016/17.

4 Schemes currently in the approved capital programme

- 4.1 **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.
- 4.2 **Easyline Replacement** - Atherstone Leisure Complex needs to have Easyline equipment replaced on a periodic basis. Annual revenue contributions have been established for the replacement of the equipment every five years, 2015/16 is the first scheduled renewal of this equipment.
- 4.3 **Coleshill Leisure Centre** – The project to build a new, purpose built facility in Coleshill to replace the old leisure centre was approved by Executive Board in July 2013. The project is in partnership with Coleshill School and is funded through a combination of internal funding and external grant funding, with £806,720 allocated in 2013/14 and £3,111,280 in 2014/15.
- 4.4 **Play Area Development** – The Play Area Development Programme will be completed with the refurbishment of equipment at Atherstone, Grendon and Coleshill. This scheme was approved in the 2013/14 capital programme but will now take place in 2014/15.

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

5 **Schemes for inclusion in the approved capital programme**

5.1 There are two schemes identified for 2016/17 which are considered to be essential and they are summarised below. Further details on the schemes can be found in Appendix A.

...

5.2 **Atherstone Leisure Complex Roof** – The roof at the Atherstone Leisure Complex is a single ply flat roof, has an estimated life span of 10 years and is scheduled for replacement in 2016. The actual life span of the roof may vary from the estimate and will be re-assessed before 2016/17 to ensure replacement is essential in that year.

5.3 **Fitness Suite Replacement** – A planned full replacement of the fitness centre equipment at the four leisure centres in the Borough is scheduled for 2016. The actual lifespan of the various pieces of equipment may vary and this will be carefully reviewed and monitored.

5.4 Members are asked to approve these schemes in principle and support their inclusion in the proposed 3 year capital programme for 2014/15 to 2016/17. As the schemes are proposed for 2016/17, a full assessment and detailed business plan will need to be brought to members, including the consideration of any financial constraints, before the schemes are given final approval.

...

5.5 Schemes relating to this Board which were considered non essential or unaffordable and were excluded from the programme are shown in Appendix B.

6 Report Implications

6.1 Finance and Value for Money Implications

6.1.1 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.

6.1.2 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.

6.2 Safer Communities Implications

6.2.1 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.

6.3 Environment and Sustainability Implications

6.3.1 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.

6.4 Equality Implications

6.4.1 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.

6.5 Risk Management Implications

6.5.1 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.

6.6 Links to Council's Priorities

6.6.1 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 Carl Ford (719379).

1) Schemes currently in the approved 2013/14 - 2015/16 capital programme

Appendix A

Name of the Scheme	Basic Details of Scheme	Year 1	Year 2	Year 3	3 Year
		2014/15	2015/16	2016/17	Programme
Leisure Equipment	To replace the equipment used in the execution of various activity programmes in each of the leisure centres that conforms to industry and market standards relating to customer needs and safety requirements. The proposed investment protects significant levels of income. Whilst fitness equipment has been replaced over the last few years, there is other sports equipment that is in need of renewal	£ 20,000	£ 20,000	£ 20,000	£ 60,000
Easyline replacement at Atherstone Leisure Complex	Planned replacement of the Easyline equipment at Atherstone Leisure Complex. This replacement will take place once the fund has built up sufficient funding for the work to take place.	£ -	£ 10,000	£ -	£ 10,000
Play Area Development (3)	Completion of the Play Area Development Programme with the refurbishment of facilities at Atherstone (Minions Close), Grendon (Boot Hill) and Coleshill (Bredndan Close)	£ 120,000	£ -	£ -	£ 120,000
Replacement of Coleshill Leisure Centre	Completion of the leisure centre replacement at Coleshill with a new, purpose built facility, the estimated total costs are in the region of £3.918m	£ 3,111,280	£ -	£ -	£ 3,111,280
Total		£ 3,251,280	£ 30,000	£ 20,000	£ 3,301,280

2) Schemes for inclusion in the approved 2014/15 - 2016/17 capital programme

Name of the Scheme	Basic Details of the Scheme	Year 1	Year 2	Year 3	3 Year
		2014/15	2015/16	2016/17	Programme
Atherstone Leisure Complex - Replacement Roof	The leisure complex has a single ply flat roof covering virtually all of the facility that has an estimated life span of around 10 years and will need replacing in 2016.	£ -	£ -	£ 250,000	£ 250,000
Leisure Centre Fitness Suite Equipment Replacement	Planned full replacement of the fitness centre equipment at the four leisure centres in the borough. This replacement will take place once the fund has built up sufficient funding for the work to take place.	£ -	£ -	£ 119,400	£ 119,400
Total		£ -	£ -	£ 369,400	£ 369,400
GRAND TOTAL		£ 3,251,280	£ 30,000	£ 389,400	£ 3,670,680

1) Schemes currently not in the approved draft capital programme

Name of the Scheme	Basic Details of the Scheme	Essential?	Year 1	Year 2	Year 3	3 Year
			2014/15	2015/16	2016/17	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 some funding being set aside)	Non Essential	£ -	£ 100,000	£ -	£ 100,000
Arley Sports Centre - Internal Refurbishment	If consultation and a business plan show a need to retain sports provision in Arley, there would be a need to fully refurbish the gym, sports hall, fitness suite, squash courts and changing areas.	Non Essential	£ -	£ 1,000,000	£ -	£ 1,000,000
Arley Sports Centre - Cladding and Roofing	As well as an internal refurbishment, the external of the sports centre will become dated and untidy and eventually the cladding may fall into disrepair and cause structural damage.	Non Essential	£ -	£ 600,000	£ -	£ 600,000
Memorial Hall- Refurbishment & Improvement	The Memorial Hall is dated and lacking in key functionality which makes it hard to attract hirers. Failure to carry out any structural works at the Memorial Hall mean it will become even more difficult to maximise its income generating potential. There have already been issues with the roof leaking which has resulted in less commercial bookings being taken.	Essential	£ -	£ 2,000,000	£ -	£ 2,000,000
Polesworth Sports Centre - Roofing and Cladding	The external appearance of the sports centre is dated. Eventually the cladding may fall into disrepair and cause structural damage.	Non Essential	£ -	£ -	£ 50,000	£ 50,000
Litter Bins	Replace the older, smaller litter bins in the Borough.	Non Essential	£ 33,500	£ 33,500	£ 33,500	£ 100,500

Sports Pavilion - Grendon - Hard standing area replacement and internal refurbishment	Improvement works are required at the sports pavilion, particularly to meet accessibility standards.	Non Essential	£ -	£ 25,000	£ -	£ 25,000
Replacement of sports pavilion at Brook Walk Recreation Ground at Mancetter	Provision of 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	£ 350,000
Refurbishment of sports pavilion at Abbey Green Park, Polesworth, in conjunction with improvements to the Park.	Provision of refurbished community / changing facilities. The facility is currently closed and out of use following repeated incidents of vandalism. A feasibility study has been commissioned and options for a partnership arrangement with local sports clubs are being explored.	Non Essential	£ 100,000	£ -	£ -	£ 100,000
Green Space Improvements	Will enable improvements to the infrastructure of 11 green spaces across the Borough, including fencing, footpaths, drainage, bins, new planting.	Non Essential	£ -	£ 35,000	£ 35,000	£ 70,000
Improvements to Arley Recreation Ground	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	£ 220,000	£ -		£ 220,000
Playing Pitch Development	Facilitate improvements to playing pitches, including drainage, in accordance with the priorities set out in the adopted North Warwickshire Playing Pitch Strategy	Non Essential	£ -	£ 75,000	£ 75,000	£ 150,000

Improvements to Cole End Park Coleshill	Carry out improvements to the infrastructure of the sports ground, including pitch improvements in accordance with the site management plans and in partnership with local sports clubs. Match funding to support external grant bids	Non Essential	£ 30,000	£ -	£ -	£ 30,000
Improvements to Hurley Daw Mill Sports Ground	Carry out refurbishment of fencing and the car park, improvements to existing pitches, establishment of a new grass pitch and an all weather pitch in accordance with the management plan	Non Essential	£ 90,000	£ -	£ -	£ 90,000
Total			£ 473,500	£ 3,868,500	£ 543,500	£ 4,885,500

Agenda Item No 12

Community and Environment Board

20 January 2014

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

**Development of New
Indoor Leisure Facilities
in Coleshill**

1 Summary

- 1.1 This report updates the Board on progress in respect of the proposed development of new indoor leisure facilities in Coleshill. It provides details of two cost options presented to the Borough Council by Wates Construction and advises Members of the name of the new facility.

Recommendation to the Board

That the Board notes and comments upon the progress being made in respect of the development of new indoor leisure facilities at The Coleshill School.

2 Consultation

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

3 Background

- 3.1 Members are aware that, at its meeting held in July 2012, the Community and Environment Board resolved that The Coleshill School be the preferred site for any future replacement of Coleshill Leisure Centre. Subsequently, regular reports have been presented to both the Special Sub-Group and the Community and Environment Board in order to keep Members informed of progress in respect of the proposed development.
- 3.2 This progress has included the signing of a Memorandum of Understanding with The School, the agreement of the required underlease and two licences through which the facility will be developed, preparation of a draft joint use agreement through which it will be managed and used, the adoption of a shared design option, the appointment of project managers, a design and build construction company and a CDM Co-ordinator through to the end of

the project, progression into the construction phase of the EMPA Intermediate Projects Framework and inclusion of the project within the approved capital programme.

4 Update on Progress

4.1 At the meeting of Special Sub-Group held on 18 November 2013 Members were informed that Wates Construction had presented its Option C Target Cost for the Coleshill Leisure Centre project on time, on 28 October 2013. Ordinarily, through the EMPA Intermediate Projects Framework Agreement, the Option C Target Cost is the only option available to the client (in this case, the Borough Council). On this occasion, however, agreement was secured from Scape for Wates Construction to prepare and submit an alternative Option A Lump Sum cost option. This cost proposal was subsequently prepared and received by the Authority in November 2013.

4.2 For clarification, the capital funding available for the project is £4,301,366, made up as follows:

Borough Council	£2,815,000
Education Funding Agency	£1,461,366
England Squash and Racketball	£25,000
Total	£4,301,366

4.3 Account needs to be taken of the requirement to fund £152,000 of fees attributable to the project, thereby leaving a sum of £4,149,366 available to support project delivery (including all contingencies and provision for fitness equipment and furniture and fittings, etc.).

4.4 Wates Construction's initially proposed Option C Target Cost was presented in the sum of £4.175 million, which was approximately £26,000 over budget. This Option was subsequently reduced to £4.164 million (£15,000 over budget). Its Option A Lump Sum offer was valued at £4.150 million (on budget). Both Options included provision for liquidated damages and a performance guarantee bond, but not provision for "retention" money to be held by the client until the end of the 12 months construction defect period.

4.5 Clearly, there are differences between Option C (Target Cost) and Option A (Lump Sum).

4.6 Within Option C, the Borough Council would pay the Actual Cost of works properly executed. In so doing, it could benefit ("gain") if the final Actual Cost was less than the agreed Target Cost. The client and contractor would share equally the first 5% of any gain. The Borough Council's share would increase to 85% of the next 5% of any underspend and to 100% of any saving greater than 10%. Conversely, however, if the Actual Cost exceeded the Target Cost by 5% or less then the Borough Council would be responsible for 100% of the

cost difference (or “pain”). The contractor would be responsible for 100% of any costs above this 5% threshold.

- 4.7 Option C is an entirely “open book” process within which the contractor submits Actual Cost invoices in monthly valuations.
- 4.8 Within Option A, the Lump Sum price of the contract is “fixed” and only the contractor would benefit from any cost savings or become liable for any cost overrun. Option A does not benefit from being “open book”. The contractor would submit monthly invoices claiming a percentage of the agreed contract value.
- 4.9 Importantly, within both Options, the Borough Council would retain responsibility for the additional costs of all client risks identified within the Risk Register and also for any client changes to the agreed project design.
- 4.10 Risk Register and client changes are inevitable on a project of the scale proposed in respect of Coleshill Leisure Centre. It is not possible to be precise about which of these potential risks will manifest themselves. A number of the client risks on the Risk Register, however, are potentially expensive if they occur, a non-exhaustive list of which includes:
- A Severn Trent Water requirement to resolve a potential foul water drainage problem on site
 - Discovery of abnormal ground conditions not identified within the site investigation reports
 - The need to divert existing services and drains not identified within the site investigation reports
 - Additional asbestos removal requirements not identified within the site investigation reports
 - Further client design changes, the need for two of which has already been identified
- 4.11 The Risk Register is considerably longer under Option C, although the high risk / high cost items are evident and held by the Borough Council within both Options. Contingency provision has been made for the Authority within both Options to cover the need to fund Risk Register works and / or client changes to the project design. This provision, however, is relatively small and is unlikely to cover the costs if, for instance, any of the first four Risk Register items listed above require to be undertaken. More significant contingency provision exists for the contractor in both Options (£120,000 in Option C and approximately £110,000 in Option A). Within Option C, this represents a potential area of underspend from which the Borough Council could benefit, particularly in view of the fact that the perceived high risk items are “owned” by the Authority.
- 4.12 In discussion with the Project Manager, Coventry City Council, the view was formed that Wates Construction’s Option C Target Cost price was “robust”. Given that its Option A Lump Sum offer was approximately £15,000 cheaper, it was held that Wates Construction must be relatively confident in the pricing

of its Target Cost proposal. The Project Manager confirmed that the contractor also has a very good track record of delivering projects on time and within budget. It was not able to guarantee, however, that this will be the case with the Coleshill Leisure Centre project.

- 4.13 It could, of course, be held that Wates Construction has greater incentive to reduce cost within Option A, where only it would benefit from any financial savings made within the project. This incentive is reduced even further within Option C at the point at which the contractor realises that cost savings are unlikely, for it knows that the Borough Council would be responsible for the first 5% of any cost overrun. Indeed, under this scenario, there is a relatively small benefit to the contractor, given that its contractually agreed profit percentage would be applied to the Actual Cost of the scheme (by way of example, its 4.9% profit entitlement could be paid against an Actual Cost of up to £4.2 million, instead of £4 million). This potential level of benefit, however, is lower than the financial gain to be accrued (by both parties) from a healthy cost saving under Option C. It is felt that potential areas of cost gain are still evident within the project. Nevertheless, these will only become of benefit to the Borough Council under Option C.
- 4.14 Special Sub-Group, therefore, was faced with a difficult decision in respect of whether to contract with Wates Construction under its Option C Target Cost proposal, which is very slightly over budget, or through its on budget Option A Lump Sum offer. Option C was believed to be robust and holds the potential for cost savings, as well as cost overrun, whilst Option A is “fixed”, but presents no opportunity for savings to the Authority. Essentially, given that the Borough Council’s responsibility to fund Risk Register items applies to both Options, the decision came down to the Authority’s attitude to cost risk. Did the Council value the greater cost certainty of Option A, or was it prepared to carry the potential risk of a cost overrun of up to 5% in an effort to realise a contract saving (the first 5% of which would be shared equally with the contractor)? Of course, a judgement also had to be made in respect of the contractor’s commitment to realising cost savings and, in this regard, the Project Manager confirmed that Wates Construction has a positive track record of achievement. It was held that the contractor values its reputation for delivering projects on programme and within budget. The Project Manager declined the opportunity to make its own recommendation in respect of the identified Cost Options. In respect of both Options, however, it advised the Authority to identify a contingency reserve of £100,000, which would only be used if Borough Council “owned” high cost risk items manifest themselves.
- 4.15 Given the foregoing, and the evident need to issue a formal “Instruction to Proceed” to the contractor, Special Sub-Group, at its meeting held on 16 December 2013, determined to proceed on the basis of Option C (Target Cost). Accordingly, the Borough Council continues to be liable only for the Actual Cost of works properly undertaken.
- 4.16 In order to remain on programme and to achieve the required “practical completion” date of 24 October 2014, the project entered Gateway 5

(construction phase) of the EMPA Intermediate Projects Framework in November 2013.

- 4.17 As previously reported to the Board, it was intended for work to commence on site on 04 November. It subsequently became apparent that, in addition to S77 approval, the project also required Schedule 1 consent from the Department for Education (DfE), to build on education land other than that occupied by “playing fields”. It was initially feared that this very late requirement could delay the proposed start date by a number of weeks. A concerted effort by both The School and the Borough Council, however, resulted in consent being secured at the end of October. Regrettably, this delayed the start of the project, but only by three days.
- 4.18 In order to enable the commencement of work, it was necessary to ensure the completion of all the relevant legal requirements. In this regard, the Solicitor to the Council engaged tirelessly in the negotiation of both the required Underlease and the Licence to Underlet and Carry Out Alterations. Copies of both documents will be tabled at the meeting. The two fundamental points of principle previously identified to the Board, relating to the future maintenance / replacement of the leisure facility and its “yielding up” at the end of the Underlease term, were resolved to the satisfaction of the Authority. Whilst substantially complete, the focus of legal work is now being directed towards finalising the Joint Use Agreement between the Borough Council and The School, through which the facility will be managed and used.
- 4.19 The Board will be aware that the name of the leisure centre has been a subject of interest to Members during the development of the project. In the near future, it will be necessary to submit a further planning application relating to external signage. In this respect, it was necessary to agree upon the name of the facility. From a marketing and future operational perspective, it was held that there was little merit in moving away from using Coleshill Leisure Centre as the name of the building. As evidenced by attendance figures and profiles, this name is recognised and received positively, both within and beyond the local community, in the same way as are the names of the facilities in Arley, Atherstone and Polesworth. Special Sub-Group, therefore, resolved that Coleshill Leisure Centre would be the name of the new building.

5 Report Implications

5.1 Finance and Value for Money Implications

- 5.1.1 In addition to those previously reported to the Board, the headline financial implications associated with the Cost Options relating to the construction of Coleshill Leisure Centre are detailed in section 4 above.

5.2 Safer Communities Implications

- 5.2.1 The provision of good quality leisure facilities and services has profound and positive implications for the development of safer communities and a reduction in the likelihood of criminal and / or anti-social behaviour.

5.3 Legal and Human Rights Implications

- 5.3.1 The future replacement of Coleshill Leisure Centre will have direct and positive implications for the Authority's ability to meet the requirements of Equalities and other legislation and on its determination to equitably enhance access to good quality services for the local community.

5.4 Environment and Sustainability Implications

- 5.4.1 The proposed investment of resources is required if the Council is to maintain and enhance the quality, consistency and sustainability of its indoor leisure provision in Coleshill. The services provided through the new leisure facility will make a positive and lasting impact on individual and collective quality of life within North Warwickshire.

5.5 Health, Well-being and Leisure Implications

- 5.5.1 Leisure facilities have a positive impact on the health and well-being of individuals and communities through the provision of opportunities for formal and informal recreation and by contributing to an enhanced quality of life in the Borough. The project is also compliant with, and helps to deliver against, the priorities identified in the Warwickshire Health and Well-being Strategy and the supporting Joint Strategic Needs Assessment.

5.6 Human Resources Implications

- 5.6.1 There is no immediate human resource implication arising directly from this report.

5.7 Risk Management Implications

- 5.7.1 The condition and future replacement of Coleshill Leisure Centre have been the subject of a detailed risk assessment, a copy of which was presented to the Community and Environment Board in July 2012.
- 5.7.2 The risks associated with the project Cost Options are detailed in section 3 above.

5.8 Equalities Implications

- 5.8.1 Any scheme undertaken to replace Coleshill Leisure Centre would be designed to positively impact on the corporate priority to protect and provide easier access to Council services. An Equality and Impact Needs

Assessment (EINA) has been carried out and was presented to the Community and Environment Board at its meeting held in July 2012.

5.9 Links to Council's Priorities

5.9.1 An undertaking to replace Coleshill Leisure Centre would have positive and direct links to the following corporate priorities:

- Public service
- Crime and disorder
- Access to services
- Consultation and communication
- Health and well-being

5.9.2 The future replacement of Coleshill Leisure Centre with a new development at The Coleshill School would 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 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	Wates Construction	Coleshill Leisure Centre – Target Cost Submission	October 2013
2	Wates Construction	Coleshill Leisure Centre – Lump Sum Cost Submission	Nov 2013
3	Coventry City Council	Briefing Note on Cost Options	Nov 2013

Agenda Item No 13

Community and Environment Board

20 January 2014

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

**Leisure Facilities – 2014/15
Bank Holiday Closures**

1 Summary

- 1.1 This report seeks the Board's approval for the Bank Holiday closure of leisure facilities during 2014/15.

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 and 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 over the Christmas / New Year period in order to allow an opportunity for maintenance work to be undertaken. Subsequent to customer consultation and research undertaken into the approach taken by neighbouring and other leisure providers, however, the Board determined to open the facilities for two extra days over the Christmas 2013 / New Year 2014 period. In order to ensure that affected staff did not incur any loss of annual leave or other entitlements, adjustments were accordingly made to their leave allowances.
- 3.2 Perhaps not surprisingly, the change in schedule was well received by those customers who attended the facilities between Christmas and the New Year, in respect of which a positive level of attendance was recorded from existing members. The table below shows the number of users / courts used at each of the facilities on the two extra days:

	Arley Sports Centre		Atherstone Leisure Complex		Coleshill Leisure Centre		Polesworth Sports Centre	
	27/12	30/12	27/12	30/12	27/12	30/12	27/12	30/12
Swimming			73	124				
Fitness Suite	07	05	68	158	56	71	28	34
Squash Courts	02	08			13	13	06	03
Badminton Courts	20	12			08	31	07	03

- 3.3 Whilst attendances were lower than the average annual daily figures, this was to be expected in December, most particularly in view of the fact that this was the first year of opening between Christmas and the New Year. It is, therefore, felt that it is worth persevering with the reduced schedule of closures for a further year at least in order to better test the appetite for maintaining levels of service provision at this time of year. Usage and income patterns will continue to be monitored in order to ensure the on-going sustainability of the service. Consequently, it is suggested that the schedule of closures identified in paragraph 4.1 below is approved by the Board. In this regard, it is proposed that the extra statutory day in May 2014 be transferred to 24 December 2014 and that the extra statutory day following the late summer Bank Holiday be transferred to 31 December 2014.

4 Proposed Leisure Facility Closure Schedule

- 4.1 The proposed 2014/15 leisure facility closure schedule is as follows:

1	Good Friday	18 April 2014
2	Easter Monday	21 April 2014
3	May Day	05 May 2014
4	Spring Bank Holiday	26 May 2014
5	Late Summer Bank Holiday	25 August 2014
6	Extra Statutory Day	24 December 2014
7	Christmas Day	25 December 2014
8	Boxing Day	26 December 2014
9	Extra Statutory Day	31 December 2014
10	New Year's Day	01 January 2015

5 Report Implications

5.1 Finance and Value for Money Implications

- 5.1.1 Proposed budgetary provision for 2014/15 will provide for the extent of closure 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.

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 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 corporate priorities:

- Public services
- Crime and disorder
- Access to services
- Consultation and communication
- Health and well-being

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 skills
- Develop healthier communities
- Improve access to services

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

Agenda Item No 14

Community and Environment Board

20 January 2014

**Report of the
Assistant Director (Streetscape)**

**Update of Warwickshire's Joint
Municipal Waste Management
Strategy**

1 Summary

- 1.1 This report sets out the background to the recent review and update of the countywide waste management strategy and asks the Board to approve the latest version of the strategy document.

Recommendation to the Board

**That Members support and approve the updated version of
Warwickshire's Joint Municipal Waste Management Strategy.**

2 Consultation

- 2.1 Spokespersons and Members of the Refuse & Recycling Task & Finish Group have been sent an advance copy of this report and the strategy for comment.

2.2 Wider Consultation

- 2.2.1 The annual waste conference for the Warwickshire Waste Partnership took place in March 2013. The conference was attended by members of the Partnership, as well as key stakeholders. Attendees were asked to vote on a number of questions to inform the targets and indicators of the updated strategy. The overall results showed attendees to the conference were committed to reducing waste and increasing re-use, recycling and composting in Warwickshire.
- 2.2.2 A public consultation took place in April/May 2013 to find out if they supported the way forward proposed by the Partnership. Overall the public did agree with the way forward proposed by the Partnership.
- 2.2.3 In addition to the consultation with stakeholders and the public which took place earlier in 2013, the partnership carried out consultation on the draft updated strategy with neighbouring County Councils and unitary authorities. The consultation took place over a four week period from 15 October to 12 November, 2013. The authorities were asked to comment on any aspect of

the Strategy. No comments were received from any of the neighbouring authorities during the consultation period.

- 2.2.4 As well as the consultation with neighbouring authorities the project team undertook a consultation with the Environment Agency, Natural England and English Heritage. The consultation formed part of a screening process for the Strategic Environmental Assessment (SEA) requirements of the update to the Waste Strategy. A screening report was produced to aid the process; the report presented the draft changes to the updated waste strategy, as well as an analysis of significant environmental effects. It was the view of the Authority that the environmental impacts of the revised strategy would not be significantly different to those of the original strategy and so a full Strategic Environmental Assessment would not be required. The Environment Agency and Natural England both responded to confirm that they agreed with the assessment of no significant environmental impacts from the revisions to the Strategy. There was no response from English Heritage.

3 Background

- 3.1 The current Joint Municipal Waste Management Strategy was adopted in 2005 by the Warwickshire Waste Partnership, as well as individually by each of the Partner Authorities and runs until 2020. The Warwickshire Waste Partnership is a Committee which was established to develop and implement Warwickshire's Waste Strategy. The Warwickshire Waste Partnership is composed of representatives (elected Members and Officers) from all of the Warwickshire Authorities.
- 3.2 The Partnership has made great progress since the strategy was adopted and has even achieved some of the key targets/actions before the original 2020 goal. While good progress has been made over the last decade to reduce the volume of waste sent to landfill and increase recycling, there is more to be done.

4 Why do we need a Waste Strategy?

- 4.1 Since 2005, Authorities in two-tier areas have a statutory duty (under the Waste and Emissions Trading (WET) Act) to have a Joint Municipal Waste Management Strategy in place and to keep the strategy under review. Defra is currently reviewing the duty contained in the WET Act to produce a joint strategy, but no imminent decision is expected.
- 4.2 The updated Joint Municipal Waste Management Strategy will ensure that the members of the Warwickshire Waste Partnership continue to work together to implement sustainable methods of waste management and will ensure that the Authorities meet their legislative requirements.

5 Waste Strategy Update Process

- 5.1 In June 2012 the Warwickshire Waste Partnership agreed to update key elements of the Joint Municipal Waste Management Strategy including waste composition, service arrangements, performance information, data, legislation, targets and indicators. It was not the intention to fundamentally re-write the existing strategy, start from a blank canvas or substantially alter the main strategy objectives
- 5.2 The Partnership chose to 'update' the strategy rather than carry out a formal review, as the 2005 objectives of the strategy have been successful and so do not need changing substantially. In addition a formal review would entail completion of a full strategic environmental assessment (SEA), which can be time consuming and costly. Since Defra is in the process of reviewing the requirement for Authorities it was felt better to complete an update at this time and await the outcome of Defra's review before completing a formal review.
- 5.3 Since June 2012 the Warwickshire Authorities – North Warwickshire Borough Council, Nuneaton and Bedworth Borough Council, Rugby Borough Council, Stratford on Avon District Council, Warwick District Council and Warwickshire County Council, have been working together to update the Joint Municipal Waste Management Strategy for Warwickshire. The final updated strategy for Warwickshire is provided in Appendix A. The Partnership supported the updated strategy at the Warwickshire Waste Partnership meeting on 3 December 2013.

6 Warwickshire's Updated Joint Municipal Waste Management Strategy

- 6.1 The Waste Strategy provides a framework for the management of waste in Warwickshire for the next 7 years. As part of the update process the Partnership have renewed support for the following 2005 strategy objectives:
- To reduce the amount of waste generated in Warwickshire
 - To develop integrated, sustainable solutions for managing waste in Warwickshire
 - To meet and exceed national re-use, recycling and composting targets
 - Work in partnership with each other and other stakeholders to produce and implement the Strategy
 - Encourage public participation in the implementation and review of the Waste Strategy
 - Regularly review and update the Strategy and implementation programme
- 6.2 The key aspirational targets in the updated strategy are as follows:
- Aim to achieve to reduce household waste to 311kg per person, per year by the end of the strategy period (2020)
 - Aim to achieve a countywide recycling and composting target of 70% by the end of the strategy period (2020)

- Provide an effective HWRC service aiming to reach re-use, recycling and composting levels of 74% across all sites by reducing recyclables being put into the residual waste stream

7 Implementation of the Waste Strategy

7.1 Warwickshire's updated Municipal Waste Management Strategy is supported by an implementation plan, which sets out how the Partnership aims to achieve the objectives and targets within the Strategy. Outlined below are the key strategic areas of the Waste Strategy Implementation plan.

- Implement and monitor a range of waste reduction campaigns to raise awareness and promote behaviour change (love food hate waste, smart shopping, home composting and master gardeners, junk mail and real nappies).
- Implement measures to improve re-use through the HWRC re-use shops and bulky waste collections.
- Work with partners (re-use forum, third sector organisations, etc.) to increase re-use in Warwickshire.
- Commence review and implementation of measures to improve kerbside recycling and composting performance; such as roll out of service to flats and provision of smaller replacement residual waste bins.
- Commence review and implementation of measures to improve HWRC recycling and composting performance; such as review of van permit scheme, meet and greet trial and open bag policy. Implementation of various communication activities (providing information on current services and promoting behaviour change) to improve performance of current recycling and composting schemes.
- Raise awareness of recycling and composting across Warwickshire by providing information on the environmental and economic benefits to the public and key stakeholders (volunteer groups, third sector organisations, schools etc.)
- Review of waste technologies on a regular basis to optimise recycling and composting opportunities for Warwickshire residents.
- Introduce measuring and monitoring of the carbon impact of Warwickshire's waste management (using Government guidance/carbon metric tool).
- Continue to investigate the best solution for Warwickshire's residual waste, ensuring any new residual waste contracts support the diversion of waste from landfill.
- Promote and support the implementation of commercial services for recycling and composting of business waste (particularly SMEs) at the HWRCs.
- Consider opportunities for increased partnership working within Warwickshire and across the region to support the efficient delivery of services and savings.
- The Warwickshire Authorities will lobby Government on key waste issues by responding to relevant consultations either individually, through relevant organisations or as a Partnership

8 Next Steps

8.1 The next steps in the process are set out below:

- Adoption of updated Waste Strategy by individual authorities – January 2014
- Publication of the updated Waste Strategy (once adopted by all partner authorities) – Spring 2014

9 Report Implications

9.1 Finance and Value for Money Implications

9.1.1 The delivery of some of the more challenging targets within the Waste Strategy will require the individual Warwickshire Authorities to maximise recycling while exercising cost restraint due to the prevailing economic climate. It is anticipated that as recycling rates increase and overall levels of waste continue to reduce, the focus will move away from the collection and disposal of residual waste towards increased recycling across Warwickshire. It is hoped that this change will be cost neutral in the medium to long term.

9.2 Environment and Sustainability Implications

9.2.1 Meeting the aims and objectives of the revised Warwickshire Municipal Waste Management Strategy will minimise waste arisings and disposal to landfill increase the county's overall recycling performance.

9.3 Links to Council Priorities

9.3.1 This links directly to the Council's priority of "Improving Recycling".

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

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

WARWICKSHIRE'S MUNICIPAL WASTE MANAGEMENT STRATEGY

Produced by the
Warwickshire Waste Partnership

Adopted October 2005
Updated December 2013

FOREWORD

What we do with our waste can have an environmental impact for generations. The world is consuming resources at a rate the planet cannot sustain and it is recognised that the mass landfilling of waste contributes significantly to climate change.

Nationally, the government is looking closely at how waste is managed and local authorities, businesses and communities are being asked to play a part in using resources more responsibly.

It is now time to move the story on in Warwickshire, and to see it in the realistic light of the situation we find ourselves in. With the economy struggling and public services facing funding cuts, we need to recognise that waste and recycling are also economic issues. The fact is that taxpayers will be better off, the economy will benefit, and more people will have jobs if we manage our waste more sustainably. We owe it to our taxpayers to support and encourage this change.

This Waste Strategy Update has been produced jointly by the Warwickshire Waste Partnership. We have consulted key stakeholders and the public as part of the development process and we will continue to do so, as appropriate, throughout its implementation.

You will find within this updated Strategy a continued commitment to sustainable waste management. As partners, we recognise that we must continue to work together in order to achieve the targets we have set ourselves, for reducing residual waste and increasing re-use, recycling and composting.

I would like to thank the public for embracing the changes to their waste services and working with us to begin to manage their waste in a more sustainable manner. We have now set further challenging waste reduction and recycling targets for the next seven years and look forward to working with all stakeholders to meet these targets which will result in both savings to the taxpayer and benefits to our local economy and environment.



Councillor Jeff Clarke
Chair, Warwickshire Waste Partnership

EXECUTIVE SUMMARY

This Waste Strategy update provides an updated framework for managing waste in Warwickshire up to 2020.

The Partnership has made great progress since the strategy was originally adopted in 2005 and has even achieved some of the key targets/actions before the original 2020 goal.

As part of the update process the Partnership have renewed support for the following 2005 strategy objectives:

- To reduce the amount of waste generated in Warwickshire
- To develop integrated, sustainable solutions for managing waste in Warwickshire
- To meet and exceed national re-use, recycling and composting targets
- Work in partnership with each other and other stakeholders to produce and implement the Strategy
- Encourage public participation in the implementation and review of the Waste Strategy
- Regularly review and update the Strategy and implementation programme

One of the original objectives 'To meet landfill diversion targets established by the WET Act 2003 (diversion of BMW)' has been removed from the updated strategy, as it is no longer applicable due to changes in legislation. The objective to remove biodegradable (and other) waste from landfill is reflected in the other objectives and targets within this strategy.

The key legislative drivers section contains information on changes and updates to key legislation and policies that have taken place since 2005, such as the revised European waste framework directive and associated national legislation, the waste hierarchy, the WEEE directive and the Localism Act.

Since 2005 Warwickshire has seen an increase in population of over 10% however waste has decreased by around 16% over the same period although most recent trend analysis has shown that waste has again started to increase.

Since 2005 there have been some dramatic improvements in the kerbside collection services provided by the district and borough councils. In particular we will have seen the collection of residual waste change from weekly to fortnightly collections across all five district areas by the end of 2013, a countywide introduction in the collection of food waste in with the garden waste (biowaste), an expansion in kerbside co-mingled dry

recycling and a reduced reliance on bring banks. The household waste recycling centres have also seen changes in terms of infrastructure improvements and a rise in the recycling performance levels from 32.5% in 2005 to 56% in 2012/13.

Overall the countywide recycling performance has increased from 29.90% in 2005/6 to a combined re-use, recycling and composting rate of 52.2% in 2012/13.

The cost of the waste management service has also risen dramatically from a total cost (collection and disposal) of £14m in 2003/4 to around £30m per annum in 2012/13.

However, the results of the most recent composition analysis indicate that much more can be done. The study showed that almost 48% of kerbside collected residual waste and 66% of the residual waste analysed from our HWRCs is recyclable within our current kerbside and HWRC recycling systems.

In order to achieve new requirements laid down by the Waste Framework Directive and move waste up the waste hierarchy the Partnership has set itself two key targets for the remaining strategy period:

- Aim to reduce residual waste produced to a maximum of 311kg per household, per year, by the end of the strategy period (2020)
- Aim to achieve a countywide reuse, recycling and composting targets of 65% by the end of the strategy period (2020)

The updated Strategy will be supported by an implementation plan, which will set out how the Partnership aims to deliver the objectives and targets. The plan will be a 'living' document and will be monitored and updated by the waste partnership officers on a regular basis.

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Appendix A – Waste facilities in Warwickshire

Appendix B – Warwickshire Waste Collection Authorities Contracts

Appendix C – Warwickshire Waste Disposal Authority Contracts

Appendix D – Historical Performance in Warwickshire

1 Introduction

1.1 The purpose of the waste strategy

The Waste Strategy provides a framework for managing waste in Warwickshire up until 2020. The Warwickshire Waste Partnership has worked together to produce two documents; a Joint Municipal Waste Management Strategy (JMWMS) and a Waste Minimisation Strategy which were adopted in 2005 and 2007 respectively. These two documents focus on waste prevention, minimisation, recycling and composting, as well as paving the way for projects and contracts that provide an alternative to landfill.

This strategy document updates the original JMWMS and waste minimisation strategies. The focus of this document is to look at; updates to policy and legislation, changes in Warwickshire population levels, improvements to waste services, progress made in moving waste up the waste hierarchy and against the objectives set within the 2005 strategy, updated objectives and provision of new targets and key areas for how these targets will be met.

1.2 The need for the waste strategy

In driving waste up the waste hierarchy, we must ensure that the UK meets its EU obligations and targets on waste management. While good progress has been made over the last decade to reduce the volume of waste sent to landfill and increase recycling, there is more to be done. If progress continues we will see the benefits not only in a healthier natural environment and reduced impacts on climate change, but also in the competitiveness of our businesses through better resource efficiency and innovation, helping to create a new, greener economy.

1.3 What the waste strategy covers

This document details how Warwickshire will handle and treat Local Authority Collected Municipal Waste (LACMW); this includes all waste under the control of local authorities or agents acting on their behalf.

Please note that "Municipal waste" as set out in the EU Landfill Directive now includes both household waste and that from other sources which are similar in nature and composition. This includes a significant proportion of waste generated by businesses which is not collected by Local Authorities.

LACMW includes:

- Waste collected households (domestic waste collection),
- Kerbside collected recyclables,
- Kerbside collected garden waste,
- Recycling bring banks,
- Bulky household items,
- Waste from household waste recycling centres (HWRCs),
- Street sweepings and litter,

- Trade/commercial waste managed by local authorities,
- Hazardous and clinical household waste
- Fly-tipped waste and
- Waste from educational establishments

The strategy does not cover waste from commercial and industrial sources which are managed by the private sector. Therefore this strategy does not cover future requirements, such as treatment plants or landfill capacity, for waste produced from commercial and industrial sources that is managed by the private sector.

1.4 Waste strategy partners

Warwickshire's waste strategy has been developed jointly by officers and elected members from all six authorities within Warwickshire. In Warwickshire there are five waste collection authorities and one waste disposal authority, which are as follows:

Waste Collection Authorities (WCAs)

- North Warwickshire Borough Council
- Nuneaton and Bedworth Borough Council
- Rugby Borough Council
- Stratford-on-Avon District Council
- Warwick District Council

Waste Disposal Authority (WDA)

- Warwickshire County Council

The Government expects local authorities to work together to achieve the following:

- Effective working relationships that will deliver a comprehensive Joint Municipal Waste Management Strategy that includes clear objectives and timescales for action.
- Put in place effective arrangements to reduce waste and maximise recycling and recovery. These should achieve the statutory performance for waste.
- Raise awareness of the costs of dealing with waste and the role that individuals can play in reducing waste.
- Involve local people in decisions on waste and work with community schemes to promote reuse and recycling.
- Form consortia and other arrangements that will gain improved terms with re-processors and other outlets for recyclable materials.

It is currently a statutory duty for local authorities to produce Joint Municipal Waste Management Strategies although this may be reviewed by Defra in the future.

1.4.1 Warwickshire Waste Partnership

The waste collection and disposal authorities work jointly together as the Warwickshire Waste Partnership. The Warwickshire Waste Partnership consists of Officers and elected Members representing the six Warwickshire authorities. The

group was established in 1998, when it was known as the Warwickshire Waste Forum. It was set-up to forge closer working relationships between the County and District/Borough Councils, particularly with respect to developing a joint Waste Management Strategy.

In 2005, the Warwickshire Waste Forum became the Warwickshire Waste Partnership, with a formal Memorandum of Understanding being adopted to promote closer Partnership Working between the Warwickshire Authorities.

The Partnership is responsible for overseeing the development and implementation of the Strategy.

2 Key legislative drivers

As the environmental impact of waste has increased and become better understood, legislation and guidance has been issued concerning the ways in which waste should be managed. Stricter environmental standards along with taxation and other fiscal measures have led to an increased cost of dealing with waste.

In terms of national waste policy the most important influences have originated from the EU Waste Framework Directive and the EU Landfill Directive. These directives are applied through national legislation. Policy aspects cascade down via the latest Guidance, Reviews and Strategies to the local level.

The focus in this section is on changes and updates to policy and legislation that have taken place since the 2005 version of the Warwickshire Waste Strategy was adopted, although key pre-existing principles and legislation are referenced for completeness.

Key drivers for the change in the management of waste:

- EU Waste Framework Directive
 - *Waste Hierarchy*
- The Landfill Directive
- WEEE Directive
- The Waste (England and Wales) Regulations
- Government Review of Waste Policy, 2011
- Waste Strategy for England, 2007 and National Waste Management Plan for England
 - *Waste Prevention Plan*
- Localism Act
- Reduced public spending
- Waste strategy and the planning process

2.1 European Policy and Legislation

The European Union has become the major source of environmental legislation and guidance in relation to the management of waste.

2.1.1 Framework Directive on Waste (75/442/EEC)

The Waste Framework Directive (WFD) was originally issued in 1975 and is the primary European legislation for the management of waste. A revised version of the Directive was adopted in November 2008 [2008/98/EC]. The WFD provides the legislative framework for the collection, transport, recovery and disposal of waste across Europe, including in the UK.

The Waste Framework Directive defines key concepts such as waste, recycling, recovery and disposal and puts in place the essential requirements for the management of waste.

It also establishes major principles such as:

- An obligation to handle waste in a way that does not have a negative impact on the environment or human health;
- A requirement to apply the waste hierarchy as a "priority order" in legislation and policy; and,
- In accordance with the polluter-pays principle, a requirement that the costs of disposing of waste must be borne by the holder of waste, by previous holders or by the producers of the product from which the waste originated.

The key targets within the WFD are:

- The requirement to set up 'separate collections' of waste for at least paper, metal, plastic, and glass by 2015;
- A target to recycle 50% of waste from households by 2020;
- A target to recover 70% of construction and demolition waste by 2020.

2.1.1.1 The Waste Hierarchy

The waste hierarchy sets out five steps for dealing with waste ranked according to environmental impact. A diagram of the Waste Hierarchy is shown in Figure 1:

Figure 1: Waste Hierarchy



A definition of each of the stages is provided in Table 1:

Table 1: Waste Hierarchy definitions

Stages	Description
Prevention	Using less material in design and manufacture. Keeping products for longer; re-use. Using less hazardous materials.
Preparing for re-use	Checking, cleaning, repairing, refurbishing, whole items or spare parts
Recycling	Turning waste into a new substance or product. Includes composting if it meets quality protocols.

Stages	Description
Other recovery	Includes anaerobic digestion, incineration with energy recovery, gasification and pyrolysis which produce energy (fuels, heat and power) and materials from waste; some backfilling.
Disposal	Landfill and incineration without energy recovery.

Local authorities may consider other factors when making decisions on waste, including social and economic impacts, and technical feasibility. These factors will vary in line with the size of the Authority, the range of materials it handles and its location. The relevance of these factors will have to be considered on a case-by-case basis.

2.1.2 Landfill Directive (1999/31/EC)

Part of the Government and EU response to managing the contribution of waste management to climate change was to introduce the Directive on the Landfilling of Waste (the 'Landfill Directive') as implemented into UK legislation. This sets targets for reducing the amount of biodegradable municipal waste (BMW) going into landfill as this is responsible for the damaging methane emissions that form the greatest climate change impact from waste operations.

The Landfill Allowance Trading Scheme (LATS) introduced fixed allowances for waste disposal authorities (e.g. Warwickshire County Council) for landfilling of biodegradable municipal waste. For each tonne of BMW landfilled without an allowance, the Government could levy a fine of £150.

The Government announced as part of the Review of Waste Policy in England 2011 that it would remove LATS at the end of the 2012/13 scheme year. The Warwickshire Waste Partnership met the final (2012/13) LATS allowance alongside all pre-existing annual targets for diverting the required tonnage of BMW from landfill.

The removal of LATS leaves landfill tax as the key driver for diverting waste from landfill. Landfill tax is currently (2013/14) £72 per tonne, and will increase by £8 per tonne to £80 per tonne in 2014/15. The level of landfill tax increase per year beyond 2014/15 has not been confirmed.

2.1.3 Waste Electrical and Electronic Equipment Directive

The Waste Electrical and Electronic Equipment Directive (WEEE Directive) was introduced into UK law in January 2007 by the Waste Electronic and Electrical Equipment Regulations. The WEEE Directive aims to reduce the amount of electrical and electronic equipment being produced and to encourage everyone to reuse, recycle and recover it.

Under the WEEE Directive, the Government has to ensure that the UK has an adequate network of collection facilities for household WEEE. This is to minimise its disposal as unsorted municipal waste. Under the regulations Household Waste Recycling Centres can be volunteered as Designated Collection Facilities for this waste stream.

2.2 National Requirements

2.2.1 The Waste (England and Wales) Regulations

Revisions to the Waste Framework Directive have been implemented in England and Wales through the Waste Regulations 2011; a revised version of the regulations came into force on 1 October 2012.

The amended Regulations impose a duty on waste collection authorities¹, from 1 January 2015, when making arrangements for the collection of waste paper, metal, plastic and glass, to ensure that those arrangements are by way of separate collection.

These duties apply where separate collection is “necessary” to ensure that waste undergoes recovery operations in accordance with the Directive and to facilitate or improve recovery; and where it is “technically, environmentally and economically practicable”.

The duties apply to waste classified as being derived from households and waste that is classified as of commercial or industrial origin.

2.2.2 Government Review of Waste Policy, 2011

The Review of Waste Policy in England 2011 looked at all aspects of waste policy and waste management in England with the aim of ensuring the right steps were being taken to move towards a ‘zero waste economy’. The review restates the Government’s commitment to ensure that the UK meets its EU obligations as a minimum. In order to meet the EU requirements the UK must produce a National Waste Prevention Plan by 2014 increasing the importance of preventing waste occurring in the first place, as the priority within the Waste Hierarchy.

The key areas of the review for local authorities are:

- The intention to remove the Landfill Allowance Trading Scheme at the end of the 2012/13 scheme year, leaving landfill tax as the key driver for diverting waste from landfill²;
- A commitment to meet the EU revised Waste Framework Directive target to recycle 50% of waste from households by 2020;
- Encouragement for local authorities to make it easier for small and medium size enterprises (SMEs) to recycle, including the introduction of a new Recycling and Waste Services Commitment for businesses;
- A commitment to consult on introducing restrictions on the landfilling of wood waste (with further consultations on textiles and biodegradable waste planned for the future);

¹ Waste collection authorities are defined under the Environmental Protection Act (1990) and include the District and Borough Council in Warwickshire that are responsible for arranging the waste and recycling collections to households.

² LATs ended at the 2012/13 scheme year

- A consultation with local authorities on the future of Joint Municipal Waste Management Strategies (JMWMS), including the possible removal of the statutory duty to produce JMWMS;
- Encouragement for councils to provide weekly collections of 'smelly' waste;
- Support for rewarding or recognising householders for 'doing the right thing' in relation to waste reduction and recycling;
- Support for anaerobic digestion as a means of dealing with food waste, including the launch of an Anaerobic Digestion Strategy and Action Plan

2.2.3 Waste Strategy for England 2007 & National Waste Management Plan

A National Waste Strategy for England was published in 2007 its main proposals were to:

- Incentivise efforts to reduce, re-use, recycle and recover energy from waste;
- Reform regulation to drive the reduction of waste and diversion from landfill while reducing costs to compliant business and the regulatory agencies;
- Target action on materials, products and sectors with the greatest scope for improving environmental and economic outcomes;
- Stimulate investment in collection, recycling and recovery infrastructure, and markets for recovered materials that will maximise the value of materials and energy recovered; and
- Improve national, regional and local governance, with a clearer performance and institutional framework to deliver better coordinated action and services on the ground.

The Strategy sets out national targets for recycling of household waste including a target of 45% by 2015 and 50% by 2020³. The Warwickshire Waste Partnership has already exceeded the national recycling target of 50% set for 2020.

The Strategy also includes targets for *recovery*, a term meaning recycling / composting and also including energy recovery from wastes, and these targets are set at a national level for:

- 53% by 2010,
- 67% by 2015, and
- 75% by 2020.

Defra⁴ is in the process of producing the National Waste Management Plan (NWMP) for England; the plan will replace Waste Strategy 2007 as the "national waste management plan".

The draft plan (published in July 2013) is a compilation of existing waste management information and policies. In particular, it reflects the conclusions of the

³ The national recycling target of 40% by 2010 was achieved in England.

⁴ Department for Environment, Food and Rural Affairs

Government Review of Waste Policy in 2011 and developments since the Review was published.

2.2.3.1 National Waste Prevention Plan for England

The government intends to publish the first Waste Prevention Programme for England by the end of 2013. This is a requirement of the revised Waste Framework Directive and takes forward a commitment in the Government Review of Waste Policy in England 2011. The Waste Prevention Programme will aim to protect the environment and human health by preventing or reducing the adverse impacts of the generation and management of waste, by reducing overall impacts of resource use and improving the efficiency of such use.

The plan aims to:

- Improve the environment in support of sustainable economic growth;
- Help businesses recognise and act upon potential savings through better resource efficiency and preventing waste, to contribute to a more sustainable economy;
- Help businesses recognise the opportunities for growth through offering new and improved products and services;
- Make it easier for people to find out how to reduce their waste, and how to repair broken items, and reuse items they no longer want;
- Support action by local and central government, businesses and civil society to capitalise on these opportunities.

Consultation on the plan has taken place throughout the summer of 2013.

2.2.4 Localism Act

The Localism Act contains a number of proposals to give local authorities new freedoms and flexibility.

2.2.4.1 General power of competence

Local authorities' powers and responsibilities are defined by this legislation. In simple terms, they cannot do what the law says they cannot. The Localism Act includes a 'general power of competence'. It gives local authorities the legal capacity to do anything that an individual can do that is not specifically prohibited.

The new, general power gives local authorities more freedom to work together with others in new ways to drive down costs. It gives them increased confidence to do creative, innovative things to meet local people's needs.

2.2.4.2 Community right to challenge

The Government thinks that innovation in public services can offer greater value for taxpayers' money and better results for local communities. The Localism Act gives social enterprises and community groups, parish councils and local authority employees the right to express an interest in taking over the running of a local authority service. The local authority must consider and respond to this challenge;

and where it accepts it, run a procurement exercise for the service in which the challenging organisation can bid.

2.2.4.3 Removal of fines and charges for rubbish collection

Central Government is committed both to recycling and to reducing the amount of waste produced in the first place. The Climate Change Act 2008 gave councils the ability to charge families for overfilling their bin and to introduce extra tariffs for taking away household waste. In the Localism Act, the Government has now removed some of these abilities.

2.2.5 Reduced Public Spending

The national Government has been driving a programme of sustained reductions in public spending in order to reduce the budget deficit since 2010. The reductions in public spending have led to organisations looking at new ways of delivering services. Key mechanisms to improve the efficiency of local services have included partnering with other sectors, benefiting from economies of scale, improving logistics and planning and using procurement wisely to benefit from the market.

2.2.6 Waste Strategy and the Planning Process

As the Waste Planning Authority, Warwickshire County Council is required to produce a Waste Development Framework (WDF). The WDF Core Strategy will replace the Warwickshire Waste Local Plan (adopted 1999) as the Development Plan Document for the County. The Core Strategy provides the spatial strategy, vision, objectives and policies for managing waste for a 15 year plan period up to 2027/2028.

The Authority formally submitted its waste plan to the Secretary of State on 19th October 2012. A planning inspector was been appointed to undertake an independent examination into the soundness of Warwickshire's Waste Core Strategy.

The Inspector's report on [Warwickshire's Waste Core Strategy](#) has been received and confirms that the Strategy is 'sound'. The Waste Core Strategy was adopted at the Full Council meeting on 9th July 2013.

3 Waste strategy progress since 2005

This Strategy sets out the Partnership's plans for managing waste until 2020, however it is valuable to understand the journey waste management services have taken since the original Strategy was adopted in 2005.

Important sections of municipal waste services include:

- Warwickshire Changes
- Waste Tonnages
- Service delivery changes
- Waste Management Performance
- Warwickshire Waste Composition
- Projection of future waste quantities

3.1 Warwickshire changes

3.1.1 Population Changes

Clearly there is a direct link between the number of people living in Warwickshire and the amount of waste created. In 2012 Warwickshire's population was 546,600⁵ with just under a quarter of a million households. The population of Warwickshire has grown by 10% over the past 7 years and is projected to increase by a further 8% over the period of 2013-2020.

Table 2: Population and household statistics 2012/13

Area	Population	Number of Households
North Warwickshire	62,100	27,030
Nuneaton and Bedworth	125,400	54,670
Rugby	100,500	43,680
Stratford-on-Avon	120,800	54,580
Warwick	137,700	60,570
Warwickshire	546,600	240,530

Source: WDF updated by Districts/Boroughs where figures available.

3.1.2 Economic Changes

The economic climate of an area is an influencing factor for the generation of waste and the economy has changed a great deal since the strategy was adopted in 2005. Gross Value Added (GVA) is a measure of the total economic activity in a region and provides an indication of the health of the region's economy.

⁵ Based on 2012 population estimates

Table 3: Warwickshire, West Midlands and UK GVA per head since the strategy was adopted in 2005 (figures in brackets show year on year percentage change)

Year	GVA per heard (£) Warwickshire	GVA per head (£) West Midlands	GVA per head (£) UK
2005	17,371 (4.2%)	15,675 (2.4%)	18,542 (3.7%)
2006	18,612 (7.4%)	16,365 (4.4%)	19,542 (5.4%)
2007	19,731 (6.0%)	17,098 (4.3%)	20,539 (5.1%)
2008	19,956 (1.1%)	17,143 (0.3%)	20,911 (1.8%)
2009	19,387 (-2.9%)	16,602 (-3.2%)	20,341 (-2.7%)
2010	20,422 (5.3%)	17,218 (3.7%)	21,023 (3.4%)
2011	20,955 (2.6%)	17,486 (1.6%)	21,368 (1.6%)

Source: Office National Statistics

In Warwickshire we have seen an increase of around 20% over the first six years of the strategy period.

3.2 Waste Tonnages

A breakdown of the municipal waste generated in 2012/13 in Warwickshire is shown in Table 4. The total amount of municipal waste (including material from HWRCs) produced in Warwickshire in 2012/13 was 270,171 tonnes. This compares with approximately 313,000 tonnes produced in 2005/6, which represents a 16% decrease.

Table 4: Total municipal waste tonnages in Warwickshire (2012/13)

Districts/Boroughs	Waste collected (tonnes)
Total residual waste collected from households	105,832
Kerbside collected recycling	51,664
Kerbside collected composting	57,912
Total Districts/Boroughs	215,408
Warwickshire CC	
Household waste recycling centres (including inerts)	54,763
TOTAL Warwickshire CC & Districts/Boroughs	270,171

The amount of household waste produced in Warwickshire in 2012/13 was 252,286 tonnes compared with 288, 781 tonnes in 2005/6. The tonnages for each district and for the HWRCs are shown in Table 5, along with the kg/head for each district.

Table 5: Household waste tonnages for Warwickshire (2012/13)

Area	Tonnes	KG/Head
North Warwickshire	27,190	437
Nuneaton and Bedworth	46,312	369
Rugby	41,441	412
Stratford-on-Avon	52,434	434
Warwick	48,031	348
HWRCs	36,878	N/A
Total	252,286	N/A

3.3 Service delivery changes

The following section outlines the changes that have taken place with the waste management services provided within Warwickshire and shows the current local authority waste management arrangements.

- Kerbside Collection
- Household Waste Recycling Centres
- Abandoned and End of Life Vehicles
- Flytipped waste
- Waste Disposal
- Existing contracts
- Current waste management costs

3.3.1 Kerbside Collection

3.3.1.1 Residual Waste Service

In 2005 all five of Warwickshire's WCAs provided a weekly collection of residual waste, three WCAs collected residual waste in wheeled bins, whilst the other two collected residual waste in sacks.

Since 2005 there have been some dramatic improvements in the kerbside collection services provided by the district and borough councils. In 2013, all five WCAs use wheeled bins to collect residual waste from householders and all 5 WCAs collect residual waste fortnightly. The collection arrangements for residual waste in each district, the choice of receptacles and the amount of residual waste collected from the households are shown in the Table 5.

Table 5: Residual waste collection arrangements and amount of residual waste collected (2012/13)

District/ Borough	Collection arrangements	Total waste (tonnes)	Residual waste (tonnes)	Residual Waste (KG.Head)
North Warwickshire	Fortnightly collection ⁶ using 240 litre wheeled bins	27,190	18,017	290
Nuneaton and Bedworth	Fortnightly collection using 240 litre wheeled bins	46,312	25,550	203
Rugby	Fortnightly collection using 240 litre wheeled bins	41,441	20,556	204
Stratford-on- Avon	Fortnightly collection using 240 litre wheeled bins.	52,434	20,826	172
Warwick	Fortnightly collection using 180 litre wheeled bins.	48,031	20,883	152
Total	240,530 households	215,408	105,832	

⁶ Changed from a weekly collection in Autumn 2013

The two main sources of household waste continue to be waste collected from the households and waste taken to household waste recycling centres (HWRCs). In addition to kerbside collected household waste, the WCAs also collect bulky waste, litter waste from municipal parks/gardens, waste from schools, street sweepings and clinical waste. They may also collect trade waste.

3.3.1.2 Kerbside Recycling and Composting Service

Since the adoption of the strategy in 2005 the WCAs have introduced new or extended existing kerbside collection schemes for recyclable materials.

Table 6: Summary of kerbside collection schemes and number of households with the service (2012/13)

Kerbside Collection Scheme	Waste Collection Authority				
	North Warwickshire	Nuneaton & Bedworth	Rugby	Stratford-on-Avon	Warwick
Multi-material dry recycling (fortnightly) (no. of households)	27,030	54,670	43,480	54,580	51,958**
Percentage of households dry recycling service	100%	100%	99%	100%	86%
Biowaste collection (fortnightly) (no. of households)	24,105*	52,239	41,695	54,580	48,084
Percentage of household with biowaste service	89%	96%	96%	100%	79%
Total number of household	27,030	54,670	43,680	54,580	60,570

* Switched to fortnightly Biowaste in Autumn 2013

** Figure relates to red box scheme. Other recycling facilities in place for flats and multiple occupancy premises

Source: Waste DataFlow

3.3.1.3 Side Waste Policy

Warwickshire authorities continue to have a policy of not taking side-waste (waste placed at the side of the wheeled bin and not inside the bin). They also require that the lid on the wheeled bin is closed. Waste that is placed outside the bin will not be removed for disposal.

3.3.1.4 Bulky Household Waste Collection

Bulky waste falls outside the scope of the regular weekly collection service as these items are generally too bulky or too difficult to be handled by the regular collection. Warwickshire District/Borough Councils collect bulky waste, such as cookers and mattresses, on request from householders. A small charge is made for this collection service.

The Sub Regional Re-use Forum has been looking at the possibility of re-using items collected as part of this bulky household waste collection service in the longer term. The Partnership will support projects that promote re-use where possible; all projects will be assessed on an individual basis.

3.3.1.5 Clinical Waste

Clinical waste is defined in the Controlled Waste Regulations 2012 and may include swabs, dressings' syringes etc. There are stringent controls in place to ensure that clinical waste is managed safely and is recovered or disposed of without harming the environment or human health.

Where requested, the Warwickshire authorities have a duty to collect clinical waste from households. However, this is not a standard service and will only be provided on request and a reasonable charge can be made by the authorities for providing the service. There is a contract with a specialist contractor for the disposal of clinical waste that is delivered by the WCAs into Princes Drive waste transfer station, where it is sent to thermal treatment for disposal.

Responsibility for the sharps box collection service was transferred to the Warwickshire WCAs by the National Health Service in April 2012. An arrangement is in place with Warwickshire's pharmacies for the collection of sharps boxes from the public.

3.3.1.6 Bring Banks

As kerbside recycling collections have expanded in recent years and are available in all WCA areas, there has been less reliance on bring sites. The range of materials collected in bring banks however, has expanded in some WCAs to include small WEEE and comingled dry recycling. Two WCAs⁷ in Warwickshire have made the decision to remove some or all of their static bring sites from their area, due to a combination of problems including fly tipping problem, high contamination and low usage. Table 12 shows the number of bring recycling sites in each WCA in 2012/13 and the usual range of materials collected.

Nationally, some supermarkets have made the decision to provide a bring bank service and have partnered with private contractors to do this.

Table 12: Bring bank schemes in Warwickshire (From WDF 2012/2013)

	Number of sites	Materials collected				
		Paper /Card	Glass	Plastic	Metal*	Textiles
North Warwickshire	48	✓	✓	✓	✓	✓
Nuneaton and Bedworth	37	✓	✓		✓	✓
Rugby	29	✓	✓	✓		✓
Stratford-on-Avon	1					✓
Warwick**	24	✓	✓	✓	✓	✓

* Metals include aluminium and steel cans

** Also collect Tetra Pak

3.3.1.6 Street Sweeping

The Waste Collection Authorities provide a regular weekly service across the districts/boroughs. In 2005 when the strategy was adopted all street sweepings were

⁷ Stratford upon Avon District Council and Rugby Borough Council

sent to landfill for disposal. A processing contract for street sweepings was awarded in 2010 and now all street sweepings are reprocessed at a facility in Wolverhampton.

Table 13: Street sweeping tonnage 2012/13

District/Borough	Tonnage
North Warwickshire	293
Nuneaton and Bedworth	1,207
Rugby	1,579
Stratford-on-Avon	1,937
Warwick	2,906
Total	7,922

3.3.2 Household Waste Recycling Centres

The County Council currently provides nine Household Waste Recycling Centres (HWRCs) throughout Warwickshire. The HWRCs collect a wide range of materials including; dry recyclables such as paper, cardboard, glass, textiles, wood, metals, plastics and Waste Electronic and Electrical Equipment (WEEE), green waste for composting and residual waste. The range and quantity of materials sent for recycling at the HWRCs has increased since the strategy was adopted in 2005. Information on what material streams are collected at which HWRC can be found on the Warwickshire County Council website⁸. Table 14 shows the amount of material recycled at the HWRCs in 2012/13.

Table 14: Waste tonnage and recycling rates at HWRCs.

HWRC	Total waste (tonnes) 2005/06 Excluding inerts	Total waste (tonnes) 2012/13 Excluding inerts	Total recycled (tonnes) 2005/06	Total recycled (tonnes) 2012/13	Recycling (%) 2005/06	Recycling (%) 2012/13
Grendon ⁹ North Warwickshire	7,223.25	3238.75	3,669.25	1834.68	50.7%	56.6%
Judkins, Nuneaton	13,598.68	7754.70	2877.68	3422.60	21.2%	44.1%
Hunters Lane, Rugby	15,398.57	6453.71	3393.62	3674.40	22.0%	56.9%
Cherry Orchard, Kenilworth	6455.84	3969.98	3489.27	2428.13	54.0%	61.2%
Princes Drive, Leamington Spa	18,754.48	19,073.04	5870.78	10,576.38	31.3%	55.5%
Stockton ¹⁰	893.92	841.34	254.90	515.05	28.5%	61.2%

⁸ www.warwickshire.gov.uk

⁹ Grendon HWRC closed and was directly replaced by Lower House Farm HWRC in June 2013 – there is therefore no data for the year 2012/13.

¹⁰ Stockton HWRC is only open three days a week (Saturday, Sunday and Monday)

HWRC	Total waste (tonnes) 2005/06 Excluding inerts	Total waste (tonnes) 2012/13 Excluding inerts	Total recycled (tonnes) 2005/06	Total recycled (tonnes) 2012/13	Recycling (%) 2005/06	Recycling (%) 2012/13
Burton Farm, Stratford	7,234.91	5207.17	2846.13	3421.46	39.3%	65.7%
Wellesbourne	1897.77	1245.13	692.61	778.09	36.5%	62.5%
Shipston	2580.60	1907.19	977.93	1158.01	37.9%	60.7%
Total	74,142.57	49,691.01	24,072.17	27,808.79	32.5%	56.0%

Nationally, HWRC recycling performance has increased significantly in recent years as local authorities and contractors have made strenuous efforts to increase recycling rates at their sites. Householders have also played a major part in these efforts by being ever more willing to sort the materials they deliver to HWRCs and deposit them in the correct containers.

The overall HWRCs recycling and composting rate in Warwickshire has increased from 32.5% in 2005 to 56% in 2012/13. The improvement at the sites has occurred for a variety of reasons which are described in the following paragraphs:

3.3.2.1 Operation of Household Waste Recycling Centres (HWRCs)

In 2010 the County Council undertook an internal review of the HWRC service. As a result of the review it was decided:

- To bring the management and operation of a number of Household Waste Recycling Centres 'in-house'. These were Cherry Orchard, Grendon¹¹, Princes Drive, Shipston, Stockton and Wellesbourne
- To reduce the opening hours of all the Household Waste Recycling Centres

One of the key reasons for bringing the HWRCs in-house was to give the County Council a greater level of flexibility and control over the quality of the services, recycling rates, wastes accepted on site, the introduction of new and innovative services, ability to make future cost savings and to work in partnership with other local authorities.

As part of the process to bring the HWRC service in-house, discussions were held with a third sector organisation to secure and develop a network of Reuse Shops, previously run by the contractor operating the HWRCs, for the long-term benefit of the community. The brief was expanded further and investigations began on the potential for extending this benefit by engaging the third sector organisation in the running of an entire HWRC. In early 2012 it was agreed that Warwickshire

¹¹ New Lower House Farm facility replaced the Grendon site in June 2012

Community Recycling (a joint charitable enterprise set up by Warwickshire Community and Voluntary Action (CAVA) and the Heart of England Community Foundation) would operate two HWRC sites at Wellesbourne and Stockton, (including the shops on those two sites), and three further re-use shops at the Shipston, Cherry Orchard and new Lower House Farm sites. The County Council has retained overall management of the sites.

3.3.2.2 Site Improvements and redevelopments

The HWRCs have been upgraded and in some cases have been redeveloped in order to meet the needs of the service safely and improve performance. The signage at the sites has been improved by adopting the national 'recycle now' branding. The layout at the sites has been developed to incorporate additional material streams such as WEEE. In addition traffic calming has been implemented where appropriate.

- Hunters Lane HWRC was redeveloped in 2008. As part of the redevelopment the site offered improved recycling facilities and a split level design, which is a safer layout for members of the public. A re-use shop was also incorporated into the new design.
- Lower House Farm HWRC, which opened in June 2013, replaced the Grendon HWRC and has been developed as a joint venture with Staffordshire County Council. It serves both Warwickshire and Staffordshire residents. The site is co-located with a transfer station facility (due to begin operating in December 2013) which will be used for transferring residual waste from two Warwickshire WCAs; North Warwickshire and Nuneaton & Bedworth and two Staffordshire WCAs; Tamworth and Lichfield WCAs, to the Energy from Waste Facility (W2R) opening at Four Ashes in Staffordshire in December 2013.
- A 15 year contract for the design, build and operation of a HWRC in Nuneaton and Bedworth was awarded in April 2012. As part of the rebuild the site will have a purpose built reuse shop on site operated by a third sector organisation.

3.3.2.3 Vehicle restrictions

After the introduction of the Landfill Tax in 1996, there was an increase in the amount of trade waste illegally disposed of at HWRCs. In an attempt to reduce trade waste abuse, Warwickshire introduced vehicle restrictions at the HWRCs.

Warwickshire County Council operates an annual permit and voucher system for households whose only means of transport fall within the vehicle restrictions. Trailers are allowed at all sites but there is a restriction on the accepted size of the trailer. Trailers with a gross laden weight of over 750kg (the size over which the law requires the trailer to be fitted with a handbrake) are not permitted to enter the sites. Permits are not issued for trailers.

Waste carried in a vehicle that is not entitled to an annual permit or voucher system can be taken to two of the county's HWRCs that offer a trade waste service (Princes Drive and Hunters Lane HWRCs), where a charge is applied for the acceptance of the waste. The rate charged depends on the type and weight of the waste.

The policy has been successful in reducing the amount of trade waste abuse at HWRCs and is reviewed regularly to take into account changes in legislation and vehicle choice and usage.

3.3.2.4 Trans-boundary use of HWRC sites

Although Warwickshire's HWRC's are for the use of Warwickshire residents, some sites are used by residents from outside the County. It is usually sites near to the Warwickshire county boundary that tend to be used from residents from outside the County. Warwickshire County Council has worked with two neighbouring authorities in relation to providing HWRCs.

Table 15: Shared facilities with neighbouring authorities

Authority	Summary
Staffordshire	WCC has worked in partnership with Staffordshire to build a joint HWRC and Waste Transfer Station in North Warwickshire to replace Grendon HWRC.
Gloucestershire	Gloucestershire currently contribute towards the operating costs of Shipston HWRC, which is close to the border and is used by some Gloucestershire residents.

3.3.3 Abandoned and End of Life Vehicles

The Refuse Disposal Amenity Act 1978, places a duty on local authorities to remove and dispose of vehicles abandoned on public land within their areas. The Warwickshire Authorities work together and with the local police and fire and rescue service to ensure that abandoned vehicles are removed as quickly as possible from the roadside. Since 2005, when the strategy was introduced, the number of abandoned cars has decreased, as the value of scrap metal has increased.

There are currently two ways vehicles may be removed:

- a) Vehicles abandoned in 'arson hot-spots' or vehicles at risk from arson are removed from the roadside as quickly as possible via the Warwickshire Car Clear scheme.
- b) Vehicles that are not in hot-spots or identified as an arson risk will be removed by a council appointed contractor to a vehicle storage compound. The vehicle is removed after a removal notice is affixed to the vehicle informing the owner that the vehicle is due for removal. The removed vehicle, if in working condition, is stored at the vehicle compound while efforts are made to contact the owner. If this is unsuccessful, the vehicle is sent for disposal/recycling.

3.3.4 Flytipped Waste

Flytipping is the illegal deposit of waste on land contrary to the Environmental Protection Act 1990. The types of waste flytipped range from 'black bag' waste to large deposits of materials such as industrial waste, tyres and construction material. Flytipping is a significant blight on local environments, a source of pollution, a potential danger to public health and a hazard to wildlife. It also undermines

legitimate waste businesses when unscrupulous operators undercut those operating within the law. In addition to all this it can cost large amounts of money to remove the waste.

The WCAs and the Environment Agency both have a responsibility in respect of illegally deposited waste. The WCAs deal with most cases of flytipping on public land, whilst the Environment Agency investigates and enforces the larger, more serious and organised illegal waste crimes. The WDA in Warwickshire has to pay for the disposal of any flytipped waste collected by the WCAs.

The reporting system for flytipping is called 'Flycapture' and requires local authorities to record incidents of flytipping on the national database. Table 16 shows the number of incidents nationally since the strategy was adopted in 2005.

Table 16: Flytipping nationally

Year	2005/06	2006/07	2007/08	2008/09	2009/10	2010/11	2011/12
No of incidents¹²	2,508,048	2,640,745	1,272,349	1,164,998	946,906	819,571	744,414

Source: Defra

Reported flytipping incidents have been decreasing in the years for which data is available. This trend could reflect a number of possible factors. Local authorities may have put more effort into enforcement or raising awareness of flytipping issues. The Environment Agency has also worked with authorities to improve reporting quality and has produced guidance to reduce the possibility of double counting in authority returns. As a result some of the reported reduction in incidents will be due to reporting changes by some authorities.

Table 17: Flytipping locally 2011/12

Authority	Number of incidents
North Warwickshire	123
Nuneaton and Bedworth	28
Rugby	40
Stratford-on-Avon	196
Warwick	92
Total	479

Taken from Defra

3.3.4 Disposal

In 2005 landfilling was the main waste disposal route for waste in Warwickshire, although a small amount of waste was delivered to an Energy from Waste facility in Coventry. Waste to landfill has steadily declined from 203,627 tonnes in 2005 to 87,396 tonnes in 2012/13. The amount of municipal waste sent to an Energy from Waste facility has increased from 14,046 tonnes in 2005 to 41,194 tonnes in 2012/13. The current input of waste to specific landfill sites by Warwickshire is provided in Table 18.

¹² Source: <https://www.gov.uk/government/statistical-data-sets/env24-fly-tipping-incidents-and-actions-taken-in-england>

Table 18: Warwickshire's Waste input to Landfill (2012/13)

Landfill Facility	Location	Tonnes
Bubbenhall (FCC)	Warwick	45,726
Cotesbach (LaFarge)	Leicestershire	13
Hill and Moor (SWS)	Worcestershire	137
Kingsbury (Biffa)	North Warwickshire	245
Ling Hall (Veolia)	Rugby	17,690
Packington (Sita)	North Warwickshire	23,580
Ufton (Biffa)	Stratford on Avon	22
Total		87,411

Most of the waste collected was transported directly to reprocessing sites. The locations of waste treatment and disposal facilities used by the Warwickshire authorities are shown on a map in Appendix A.

Following a review of possible options in 2007 Warwickshire County Council decided to go into partnership with Staffordshire County Council for disposal of waste from North Warwickshire and Nuneaton. The Energy from Waste facility based at Four Ashes is expected to be operational in December 2013.

In order to ensure that there is an outlet for Warwick, Rugby and Stratford, Warwickshire County Council has investigated a number of possible options for the long term disposal of waste in Warwickshire. The Authority is expected to make a decision regarding residual waste procurement by early 2014.

3.3.5 Existing Contracts

The Warwickshire Authorities have a number of disposal and collection contracts in place to manage waste in Warwickshire. The County Council manages treatment and disposal contracts, as well as contracts to support the operation of the HWRCs. The District/Borough Councils either run the collection services in-house or have separate contracts for the collection of refuse and recyclable materials. For further details of Warwickshire's contracts refer to Appendix B and C.

3.3.6 Trade Waste

Where trade (or commercial) waste is collected by a local authority then this is included within the definition of local authority collected municipal waste, although not included within the definition of household waste. At present a variety of trade waste services are offered by the different authorities in the Partnership.

Expanding trade waste services represents a policy direction change from the 2005 Strategy, largely as a result of the planned removal of the LATS regime (which disincentivised local authority trade waste services) and recent encouragement by Government.

3.3.6.1 Trade waste collections

Trade waste continues to be collected by three of the collection authorities; North Warwickshire Borough Council, Nuneaton and Bedworth Borough Council and

Rugby Borough Council. In Stratford and Warwick districts, businesses make their own arrangements with private waste contractors to have their waste removed.

3.3.6.2 Trade waste at HWRCs

During 2012 a review of WCC trade waste services at the HWRCs took place and changes to the pricing scheme were introduced to support businesses and encourage new business to use the two main HWRCs (Princes Drive and Hunters Lane). Following consultation with local businesses, the group may be looking to trial a commercial service for both recycling and disposal at four of the five HWRCs that are currently without a commercial service.

3.3.7 Current Waste Management Costs

In two tier areas such as Warwickshire the cost of waste management is split into two parts: cost for waste collection by the WCAs (including collection and transport of recyclates) and the cost of waste treatment and disposal and the management of HWRC sites by the WDA.

The current cost of services for 2012/13 is shown in Table 19.

Table 19: Cost of services for municipal waste management (2012/13)

Waste Collection Authorities	Total waste service cost
North Warwickshire	£1.5m
Nuneaton & Bedworth	£2.9 m
Rugby	£2.3 m
Stratford-on-Avon	£3.2 m
Warwick	£2.2 m
WCA Total	£12.1 million
Waste Disposal Authority	
Disposal and landfill	£4.4 m*
Landfill Tax	£5.8 m
Combined HWRCs + transfer station	£2.2 m
Composting	£2.7 m
Waste initiative's	£2.3m
Other miscellaneous	680 k
WDA Total	£18.1 million
Total cost (collection and disposal)	£30.2 million

*excludes landfill tax

3.4 Waste Management Performance

The following looks at how levels of reuse, recycling and composting have increased and what changes have taken place in terms of waste sent for final treatment or disposal since 2005. It also looks at results of the composition analysis which analysed the contents of residual and biowaste collection containers.

3.4.1 Re-use, Recycling and Composting

In 2005/06, Warwickshire achieved a combined recycling and composting rate of 29.90% overall, which was well above the national recycling target of 25%.

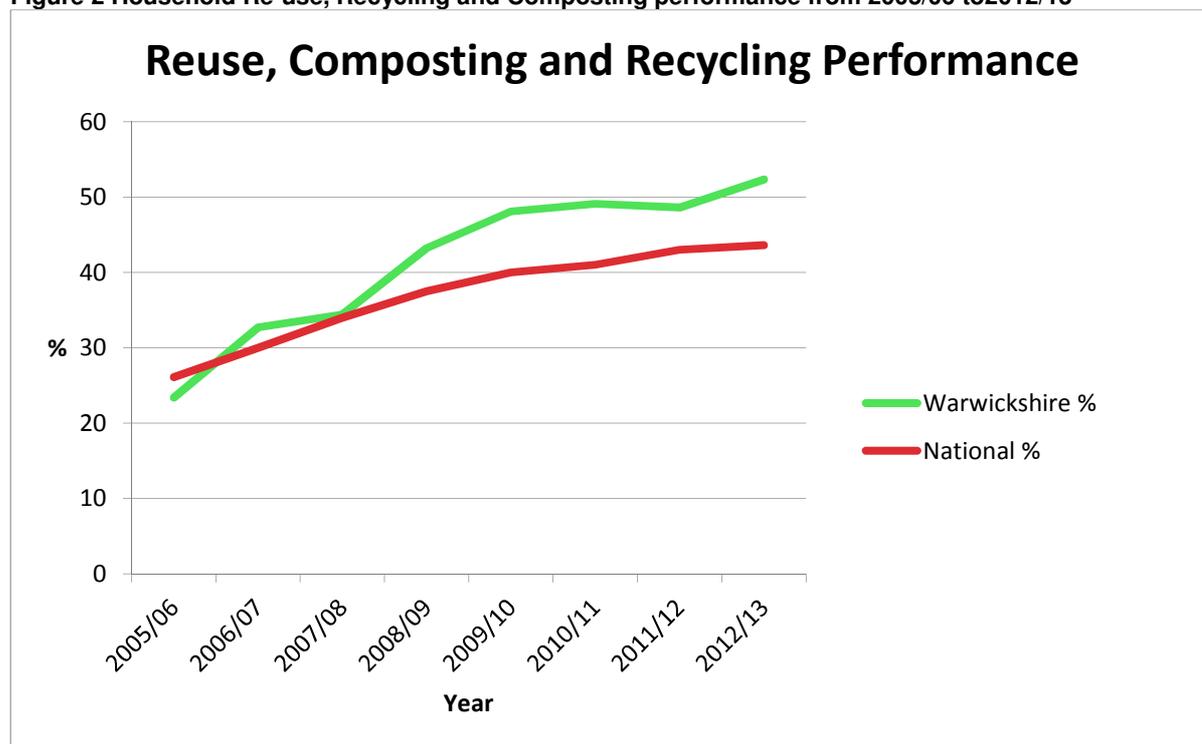
The recycling and composting performance has been substantially improved and a combined re-use, recycling and composting rate of 52.2% was achieved in 2012/13. Individual performance across the WCAs is shown in table 7. An overview of the historical performance in each district can be found in Appendix D.

Table 7: Summary of Authority Performance (2012/13)

	North Warwickshire	Nuneaton and Bedworth	Rugby	Stratford	Warwick
Recycling rate	14%	23%	25%	27%	26%
Composting rate	20%	22%	26%	33%	31%
Re-use, recycling & composting rate	34%	45%	51%	60%	57%

The re-use, recycling and composting figures achieved for Warwickshire since 2005 is shown in Figure 2, along with the national figure.

Figure 2 Household Re-use, Recycling and Composting performance from 2005/06 to 2012/13



In order to improve recycling and composting performance further, the participation of the public is needed. A waste composition survey carried out in 2012/13 has shown which materials can be targeted for campaigns.

3.4.1.1 Dry Recycling tonnages

The amount of dry recyclable material (paper, card, plastic, cans etc.) collected by each of the WCAs has increased significantly since the strategy was adopted in 2005. The WCAs collected over 27,980 tonnes of dry recyclables in 2005/06 and 51,664 tonnes of dry recyclables in 2012/13.

Table 8: Recycled material (tonnes) collected by the WCAs in 2012/13

	Bring schemes	Kerbside dry recyclables	Total
North Warwickshire	292	3,497	3,789
Nuneaton and Bedworth	252	10,372	10,624
Rugby	648	9,623	10,271
Stratford-on-Avon	4	14,302	14,306
Warwick	478	12,196	12,674
Total	1,674	49,990	51,664

The collection arrangements for dry recyclables in each district, the choice of receptacles and the destination in some cases are shown in Table 9.

Table 9: WCAs collection arrangements in 2012/13

	Collection arrangements
North Warwickshire	Fortnightly collection ¹³ using 240 litre wheeled bins
Nuneaton and Bedworth	Fortnightly collection ¹⁴ using 240 litre wheeled bins, taken to a Materials Recovery Facility ¹⁵ (MRF) in Coventry
Rugby	Fortnightly collection using 240 litre wheeled bins, taken to an MRF in Ettington
Stratford-on-Avon	Fortnightly collection using 240 litre wheeled bins, taken to an MRF in Ettington.
Warwick	Fortnightly collection of materials, sorted at the kerbside using red bags and boxes.

3.4.1.2 Composting

The amount of compostable material collected by each of the WCAs has increased significantly since the strategy was adopted in 2005.

Table 10: Compostable material (tonnes) collected by the WCAs in 2012/13

	Composting
North Warwickshire	5,384
Nuneaton and Bedworth	10,225
Rugby	10,609
Stratford-on-Avon	,17,301
Warwick	14,711

At the end of 2013 there were 4 WCAs collecting biowaste¹⁶ at the kerbside. Rugby Borough Council, Warwick District Council and Stratford-upon-Avon District Council send the biowaste in their areas to an in-vessel composting facility¹⁷ in Ufton.

¹³ Switched to fortnightly in Autumn 2013

¹⁴ Switched to fortnightly in Autumn 2012

¹⁵ A facility to recover useful materials using a variety of manual and mechanised separation techniques

¹⁶ Food and green waste

¹⁷ In vessel system is the composting of biodegradable material in an enclosed vessel. In vessel systems have greater control than windrow systems and speed up the initial phases of composting. In-vessel composting systems are compliant with the Animal By-Products Regulations and can therefore process food waste in addition to green garden waste.

Nuneaton and Bedworth Borough Council and North Warwickshire send the biowaste in their area to an in-vessel composting facility in Daventry.

The green waste from the HWRCs continues to be composted in an open windrow system¹⁸ at various local facilities. In 2012/13 the amount of household green waste composted was 7,936 tonnes.

Table 11 lists the locations of the composting facilities and the amount of material that they processed in 2012/13.

Table 11: Location of composting plants and tonnes processed (2012/13)

Composting Facility	Location	Tonnes processed
Ufton IVC	Stratford-on-Avon	41,886
IVC	Daventry	2,852
Brinklow Quarry	Rugby	9,217
Gaydon	Stratford-on-Avon	3,485
Grendon House Farm	North Warwickshire	10,463
Sibson	Leicestershire	22

¹⁸ Open windrow composting is used for processing garden waste, such as grass cuttings, pruning and leaves in either an open air environment or within large covered areas where the material can break down in the presence of oxygen.

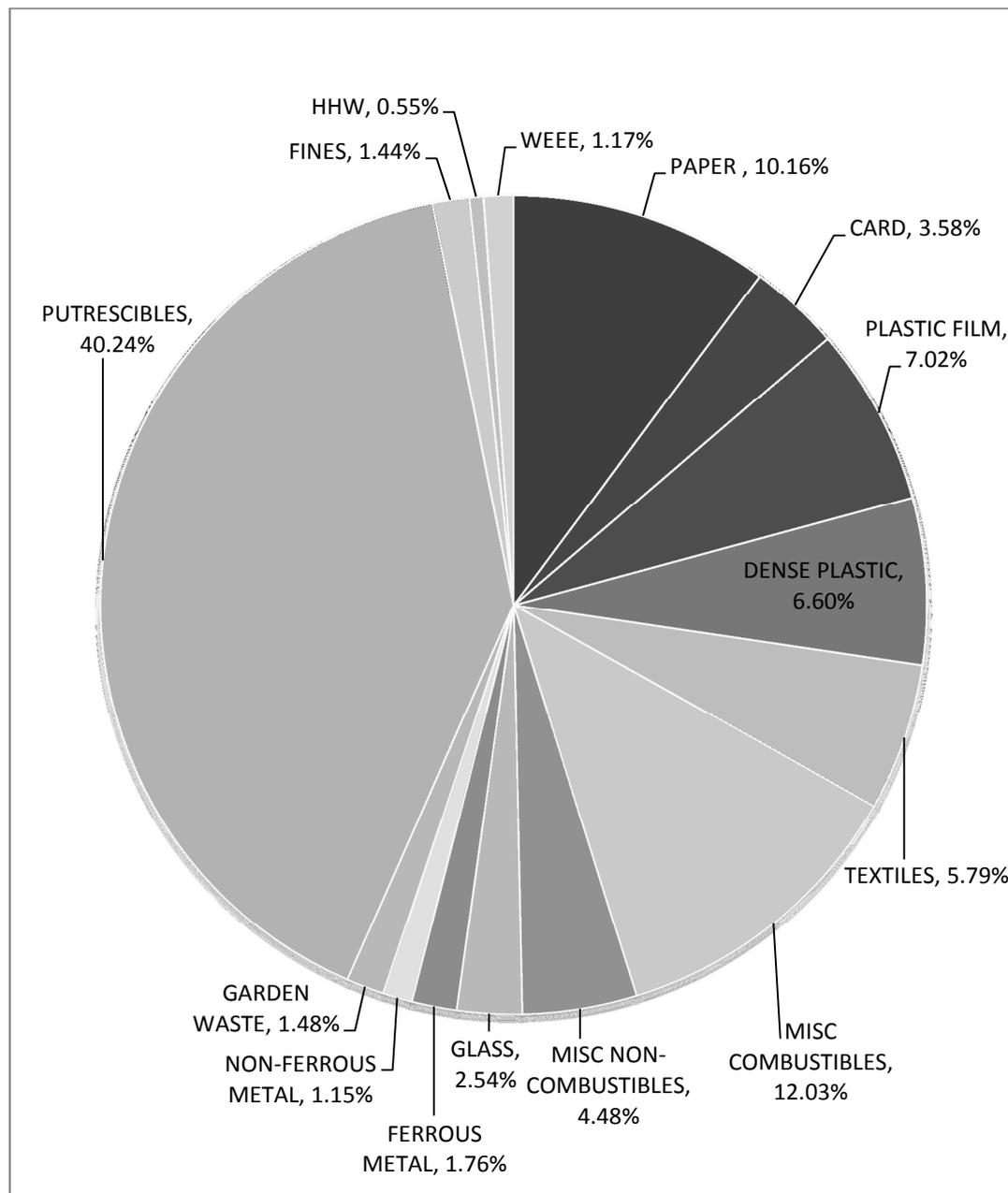
3.5 The Composition of Warwickshire's Waste

The Partnership carried out a waste composition analysis in 2012/13 of kerbside collected residual waste, kerbside collected organic waste and the HWRC residual waste. The results of the composition are shown in Figures 5 to 7.

3.4.1 Kerbside residual waste

Figure 5, below, illustrates the components of the residual waste bin (i.e. what is left in the wheelie bin for disposal).

Figure 5: Composition of kerbside collected residual waste in Warwickshire



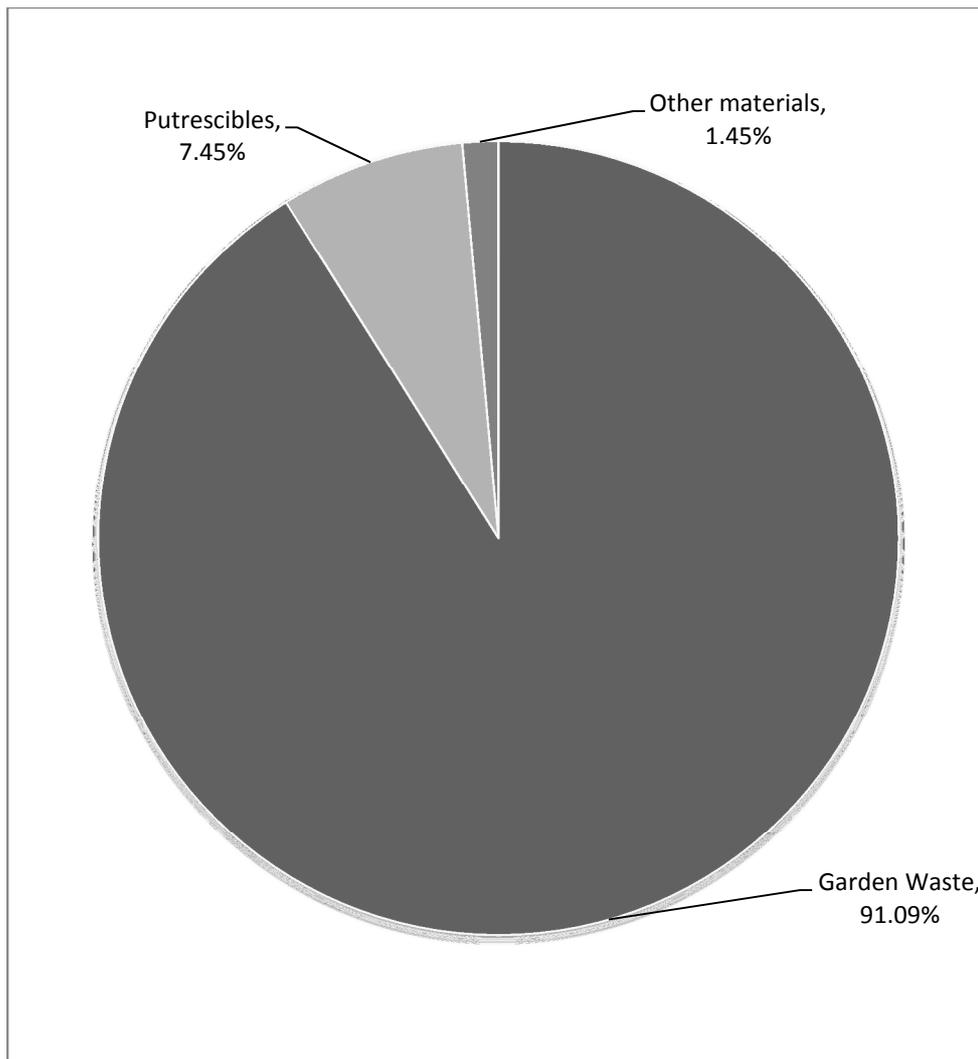
Key points from the kerbside residual composition analysis are:

- Food waste was seen to be the major component of residual waste forming 38.8% of the total – Up to 47% was potentially home compostable (18% of the total residual waste).
- 7.3% of miscellaneous combustibles consisted mainly of disposable nappies
- 47.9% of collected residual waste could have been recycled at the kerbside
- The potentially recyclable waste is largely made up of four material types; food waste 61%, paper 11%, plastic 7% and card/cardboard 6%.
- Residual waste collected from Warwickshire households was 67.5% biodegradable.
- Collected waste had a packaging content of 15.3%; some of this is recyclable across the material types as noted above.

3.4.2 Kerbside organic waste

Figure 6, below, illustrates the contents placed in the garden waste or food and garden waste bins.

Figure 6: Composition of kerbside collected organic waste in Warwickshire



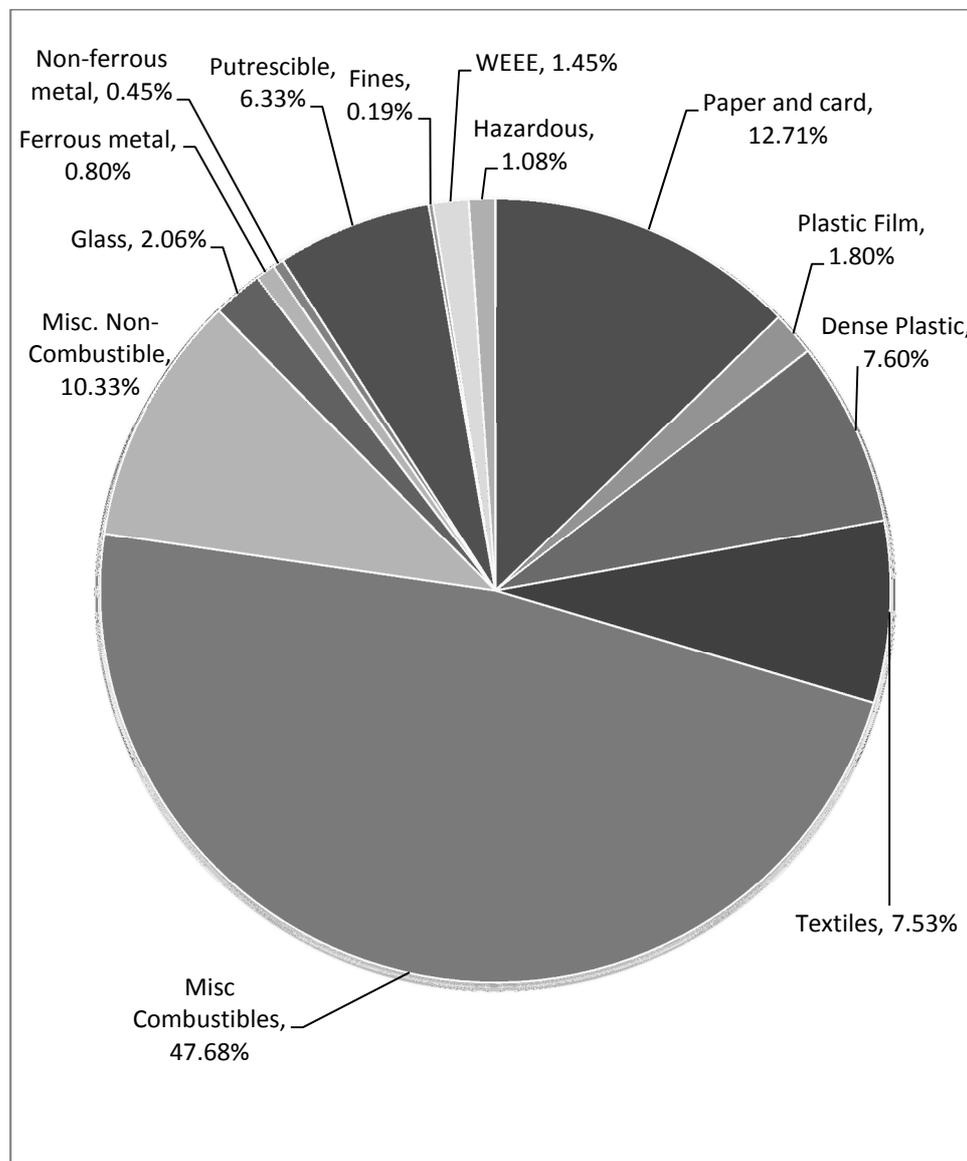
Key points from the kerbside organic composition analysis are:

- 15% of food waste and 98% of garden waste was correctly captured by households where these collections were available. This equated to 12% of all the food waste throughout Warwickshire.
- Properties on the organic collection scheme diverted an average of around 31.9% of their waste through these collections.
- If all food, garden and pet bedding organics available for recycling in all WCAs (including North Warwickshire) was recycled a potential diversion of 55.3% is possible.

3.4.2 HWRC residual waste

The materials in the mixed waste containers at HWRCs are considered here.

Figure 7: Average composition of residual waste collected at the HWRCs¹⁹



¹⁹ Waste from the following 4 HWRCs was analysed – Princes Drive, Grendon, Burton Farm and Hunters Lane

Key points from the HWRC residual composition analysis are:

- Across the four HWRCs, bagged household rubbish formed 17% of the material present in the general HWRC waste.
- On average 69% of weekday and 63% of weekend residual waste is potentially recyclable (an average of 66%); of this waste 26% was compatible with kerbside recycling and an additional 40% within HWRC recycling containers.
- Of the recyclables present, 34% are due to recyclable wood and furniture, 16% are due to recyclable paper and card, 16% are due to carpet waste, 13% are due to textiles and shoes, 10% from food and garden waste, and 4.5% from recyclable rubble and plasterboard.

3.6 Projection of future waste quantities

It is notoriously difficult to predict trends in waste levels as it is subject to significant variation and can be influenced by many factors that are difficult to model, such as the weather, however it is necessary to try to provide an indication of future waste levels in order to update the strategy.

In 2005, it was expected that the amount of waste produced in Warwickshire would increase by around 2.4% per annum. However, waste has actually decreased at an average rate of 1% between 2005/06 and 2012/13. It is possible that a significant proportion of this reduction has been caused by the downturn in the worldwide economy; however, a series of waste prevention initiatives may also have contributed, along with improvements implemented at the HWRCs.

For the purpose of calculating data for the Strategy, the growth in waste has been estimated at 0.5% per year as shown below, along with the expected total households. Table 20 shows the projected future levels of municipal waste for Warwickshire. Warwickshire will continue to monitor waste data as part of WasteDataFlow²⁰.

Table 20: Projected future waste levels

Year	Total Households	Municipal Waste (Tonnes)
2012/13	240,530	270,171
2013/14	242,743	271,522
2014/15	244,976	272,879
2015/16	247,230	274,244
2016/17	249,504	275,615
2017/18	251,800	276,993
2018/19	254,116	278,378
2019/20	256,454	279,770

²⁰ WasteDataFlow is the web based system for municipal waste data reporting by UK local authorities to government.

4 Progress towards 2005 strategy objectives and targets

To provide a focus and direction for the Waste Strategy, the Warwickshire authorities agreed the following objectives when the strategy was adopted. In order to update the strategy it is essential to review progress towards each of the objectives.

- To reduce the amount of waste generated in Warwickshire
- To develop integrated, sustainable solutions for managing waste in Warwickshire
- To meet landfill diversion targets established by the WET Act 2003 (diversion of BMW)
- To meet and exceed statutory recycling and composting targets
- Work in partnership with each other and other stakeholders to produce and implement the Strategy
- Encourage public participation in the implementation and review of the Waste Strategy
- Regularly review and update the Strategy and implementation programme

4.1 To reduce the amount of waste generated in Warwickshire

Reducing the amount of waste that we produce in Warwickshire is critical to the development of sustainable waste management practices. The objectives set by the Warwickshire authorities have been successful at helping to reduce waste in Warwickshire and the Partnership achieved its target to reduce the quantity of waste collected per head, to 544kg per inhabitant in 2007/08.

Target/Action	Indicators	Progress
Aim to reduce the quantity of waste collected per head, not exceeding 544kg per inhabitant.	Annual kg of waste produced per person.	<p>Figures for 2005/06 show that the annual kg of waste produced per head was 550kg.</p> <p>In 2012/13 the annual weight of household waste produced per head was 461kg; this is an 83kg improvement on the target we set ourselves.</p>
	Annual kg of residual waste produced per household (NI 191). ²¹	In 2012/13 the kg per household of residual waste was 500kgs

²¹ The Partnership started monitoring this in 2010

Target/Action	Indicators	Progress
To develop a waste prevention and minimisation strategy	Waste Prevention and minimisation strategy developed by 2006/07.	The Waste Minimisation Strategy was launched in 2007 and included a broad range of promotional campaigns such as home composting (including Master Gardeners), real nappies, junk mail and smart shopping. The partnership has also carried out various activities under the high profile Love Food Hate Waste campaign.
To increase reuse of materials in Warwickshire	Number of reuse shops at Household Waste Recycling Centres (HWRCs).	There are currently 4 large re-use shops operated by charities based at Lower House Farm, Hunters Lane, Princes Drive and Burton Farm. A 5 th charity operated re-use shop will open at Judkins, as part of the site redevelopment. In addition there are 4 smaller charity operated re-use shops sited at Cherry Orchard, Stockton, Shipston and Wellesbourne.
	Number of furniture reuse schemes in Warwickshire	<p>There are a number of charity organisations in the County that accept furniture for re-use in Warwickshire. The organisations are Action 21 and Sue Ryder in Leamington, 2nd Chance in Nuneaton, Rugby Bareboards and Age UK in Rugby, Shakespeare Hospice in Stratford and Warwickshire Community Recycling who have shops at Shipston, Wellesbourne, Stockton, Wellesbourne and Lower House Farm HWRCs.</p> <p>The Warwickshire re-use forum expanded in 2012 to include Coventry & Solihull and a report was carried out on the potential to develop the furniture re-use market across the region.</p>

4.2 To develop integrated, sustainable solutions for managing waste in Warwickshire

Positive progress has been made against this objective with a reduction in the amount of waste being landfilled and an increase in the amount of material recycled and composted.

Target/Action	Indicators	Progress
To reduce reliance on landfill as a primary means of waste disposal.	Reduction in the overall tonnages of waste disposed of to landfill.	In 2005/06 67% (210,323 tonnes) of municipal waste generated in Warwickshire was disposed of to landfill. In 2012/13 32.8% (88,655 Tonnes) of municipal waste generated was disposed of to landfill.
	Levels of recycling, composting and recovery.	Countywide re-use, recycling and composting rate of 52.3% of municipal waste in 2012/13. Countywide recycling and composting rate of 26% of municipal waste in 2005/06. Recovery of energy from residual waste has increased from just 3% in 2005/6 to 15.6% in 2012/13.
Minimise, so far as is practicably possible, the distance that waste is transported throughout the County.	Monitor distance of journeys.	Where possible vehicle journeys have been minimised. The current HWRC contract prices are set per tonne per mile to allow mileages to be monitored, and to provide an incentive to reduce transport distances.
Monitor the development of new waste treatment technologies.	Review development and status of new technologies on a regular basis.	Officers monitored the development of new technologies through the information provided nationally by Defra and the Environment agency. Officers have also carried out a soft market testing exercise with representatives from industry who provided details on new and emerging waste technologies.
Investigate and implement where practicable the use of cleaner fuels when collecting (including general refuse collection) and transporting waste and for use in vehicles used at HWRC.	Number of vehicles operating on alternative fuel sources.	The County investigated using biodiesel for vehicles used at Burton Farm and Hunters Lane, however it was decided not to proceed with this option due to potential operational costs.

4.3 To meet landfill diversion targets established by the WET Act 2003 (diversion of BMW)

Landfill tax has superseded LATs as being the key policy driver diverting biodegradable waste from landfill. The LATs scheme ran until the end of 2012/13 scheme year.

Whilst Warwickshire made good progress towards these targets they are no longer applicable to this strategy due to the change in legislation, however, the ambition to

remove biodegradable (and other) waste from landfill is reflected in the other objectives and targets within this strategy.

Target/Action	Indicators	Progress
Develop landfill allowance trading Strategy by December 2005.	Strategy will be updated regularly in accordance to changes in the market for Landfill Allowances.	An interim Landfill Allowance Trading strategy was approved by Warwickshire County Council's Cabinet in January 2007. The Strategy proposed that surplus allowances were put up for sale using the national landfill allowance trading system. The Authority has always been within its allowances and even sold some in 2010.
Development of treatment/disposal procurement Strategy 2005-2012	Development of treatment facilities and subsequent diversion of BMW from landfill (in tonnes).	In the last year of monitoring (2012/13) Warwickshire landfilled 50,763 tonnes of biodegradable municipal waste which is 24,833 tonnes less than our annual allocated allowance of 75,596 tonnes of BMW for the year.

4.4 To meet and exceed statutory recycling and composting targets

Warwickshire has significantly increased the amount of waste recycled and composted. In 2005/06, the Partnership recycled around 30% of waste. In 2012/13, it achieved its highest ever performance of 52.3%²².

The five waste collection authorities (WCAs) within the Partnership have enhanced the range of recyclable materials offered to residents via kerbside collection schemes. The County Council as the disposal authority has improved the recycling infrastructure at its Household Waste Recycling Centres (HWRC) including major redevelopment of two sites.

Target/Action	Indicators	Progress
To optimise recycling and composting within Warwickshire.	Number of households served by separate green waste collection service.	All suitable properties now have access to this service.
Aim to achieve enhanced, countywide recycling targets of between 40-45% by 2009/10.	Recycling and composting rate %	Countywide household re-use, recycling and composting rate of 52.3% (29.9% in 2005/06). The figures, below, show individual district recycling figures (excluding figures from HWRCs in their area) District recycling performance North Warwickshire Borough Council 34% Nuneaton and Bedworth Borough Council 45%

²² The EU recycling target is now 50% for municipal waste by 2020

Target/Action	Indicators	Progress
		Rugby Borough Council 51% Stratford-on-Avon District Council 60% Warwick District Council 57%
Extend home composting	Number of households estimated to be composting at home.	<p>Currently an estimated 26,000 properties in Warwickshire have a home compost bin, this equates to 11% of households.</p> <p>The Partnership have also been supporting the Master Gardeners project – which aims to train people to grow their own food, as it is more likely for people to want to compost if they are gardening. In addition, households growing their own food will reduce the environmental impacts of transport, retail and packaging.</p>
Develop improved HWRC infrastructure, increasing the type of materials that can be collected and subsequently recycled. Aim to reach recycling levels of 60% at all sites.	Performance of individual HWRCs (recycling rate%).	The average recycling rate achieved at HWRCs in Warwickshire in 2005/06 was 32.5%, in 2012/13 the rate was around 56%. The range of materials collected at the site has improved with some sites now collecting hard plastics and carpet for recycling; although the market for these materials is still limited.
Development of a phased improvement plan for HWRCs over the next 5 years.	Number of sites redeveloped	A number of sites have been improved, including complete redevelopment of the HWRC in Rugby (Hunters Lane) and North Warwickshire (Lower House Farm). A complete redevelopment is planned for the site in Nuneaton (Judkins). All site signage has been replaced with the ‘recycle now’ iconography and many sites have had smaller improvements.
HWRC contracts maximise re-use and recycling, aim to recycle 60% at HWRC’s	Recycling targets set for individual contractors. Penalty and bonus system in place.	The majority of the sites are now run in-house.

4.5 Work in partnership with each other and other stakeholders to produce and implement the Strategy.

Although the partnership has chosen not to progress the potential for working together more formally through the Partnership, there has been a number of partnership projects across the county and region.

Target/Action	Indicators	Progress
Increase the potential for working together more formally.	Development of the Warwickshire Waste Partnership.	The Partnership has preferred less formal working arrangements.
	Establishment of formal partnership with Memorandum of understanding.	A memorandum of understanding was been agreed by all members of the Warwickshire Waste Partnership.
Investigate the potential for joint waste contracts.		The feasibility of entering into joint contracts continues to be investigated. The County Council has worked with adjoining authorities on joint contracts where appropriate i.e. Residual waste and Street Sweepings, HWRCs.
Examine the benefits of working with other authorities outside Warwickshire.	Membership of the Midlands Recycling Consortium.	The Midlands Recycling Consortium is no longer active. Partners have worked with adjoining authorities to implement aspects of Warwickshire's Joint Municipal Waste Management Strategy.
Investigating the possible benefits of joint purchasing and negotiating.	Performance of Midlands Recycling Consortium (tonnage recycled through the Consortium)	The Midlands Recycling Consortium is no longer active. The Partners have chosen to work together in clusters on appropriate projects such as joint purchasing of caddies etc. The Partnership has also worked with authorities on a sub-regional basis i.e. to implement a Love Food Hate Waste campaign.

One of the strategic goals of the 2005 strategy was to lobby central Government on key waste issues.

The County Council and some of the WCAs in Warwickshire are active members of national organisations including LARAC (Local Authority Recycling Advisory Committee), NAWDO (National Association of Waste Disposal Officers) and CIWM (Chartered Institute of Waste Management). These organisations lobby the Government on key waste issues via submission of consultation responses and dissemination of best practice. The County Council has recently participated in the CIWM workshop on the EU targets and supported the submissions made by LARAC, NAWDO and CIWM on the Waste Management Plan for England and the National Waste Prevention Plan.

Individual consultation responses to key consultations or calls for evidence have also been submitted, examples of individual responses include:

- Consultation on the Controlled Waste Regulations
- Consultation on restrictions on the landfilling of certain wastes
- Consultation on Implementation of the packaging strategy
- Submission of evidence for the Waste Prevention Programme for England

4.6 Encourage public participation in the implementation and review of the Waste Strategy

The Partnership engages with the public across Warwickshire through various methods. Most recently a public survey took place in April/ May 2013 in relation to the updated strategy. The results of the survey have helped to inform the targets and actions up to 2020, as laid out within the following chapters.

Target/Action	Indicators	Progress
Keep the public informed with progress on local and national target	Provide web-based feedback – updated regularly to reflect changes in performance.	The Waste Strategy is on the County Council's website. Surveys relating to the waste services have taken place regularly. The public are kept updated through press releases.

4.7 Regularly review and update the Strategy and implementation programme

The Partnership made a commitment to carry out a review of the document at key intervals. The first review was scheduled for 2008/09; however this was put on hold as the Waste Framework Directive was due to be published around that time. The review was put on hold again as there was speculation that a proposal to remove the legal requirement for councils to produce a waste management strategy, would form part of the Governments waste review. The proposal was put forward, but a decision is yet to be made. In 2012 the Authority made the decision to update the strategy rather than complete a full review.

Target/Action	Indicators	Progress
Review the Strategy every 5 years.	Feedback on changes and upload information to relevant website pages. First review in 2008/09	An update commenced in 2012.
Annual reporting on progress with targets and actions	Progress reported on web	Several annual reports were published on the council website.

5 Updated objectives, targets and indicators

To provide a focus and direction for the next 7 years, the Warwickshire authorities agreed the following updated objectives, targets and indicators for the updated strategy.

- To reduce the amount of waste generated in Warwickshire
- To develop integrated, sustainable solutions for managing waste in Warwickshire
- To meet and exceed national re-use, recycling and composting targets
- Work in partnership with each other and other stakeholders to produce and implement the Strategy
- Encourage public participation in the implementation and review of the Waste Strategy
- Regularly review and update the Strategy and implementation programme

5.1 Updated Objectives, targets and indicators

The Partnership agreed that the majority of the objectives adopted in the 2005 strategy remain relevant and have been successful in driving the Partnership forward; as a result these objectives will remain unchanged.

The objective relating to landfill diversion targets is no longer relevant as the Landfill Allowance Trading Scheme²³ has been cancelled and therefore the objective and related targets and indicators have been removed. It should be noted, however, that several of the other objectives will reduce waste to landfill through more sustainable practices, reducing waste and increasing re-use, recycling and composting of the waste that does arise.

As a number of the targets have been achieved the Partnership agreed to update targets and indicators to those listed in sections 5.1.1 to 5.1.5.

5.1.1 Waste reduction

Since there is now a legal requirement to apply the waste hierarchy, reducing the amount of waste that we produce in Warwickshire remains critical to the development of sustainable waste management practices.

The targets set under this objective have been achieved across the County and the Partnership agreed these should be revised in order to ensure performance continues to improve.

²³ LATs see section 2.1.2

REF	OBJECTIVE	TARGETS/ACTIONS	INDICATORS
JMWMS 1	To reduce the amount of waste generated in Warwickshire	Aim to reduce residual waste to 311kg per household, per year, by the end of the strategy period (2020)	Annual kg of residual waste produced per household (NI191)
		Raise awareness of waste reduction and promote behaviour change	Implement and monitor key waste reduction campaigns
		To increase re-use of materials in Warwickshire	Tonnage of reuse in Warwickshire Number of community furniture reuse schemes in Warwickshire

5.1.2 Sustainable waste management

A fundamental challenge facing the world is the threat of climate change. Climate change occurs because of changes in the amounts of greenhouse gases (carbon dioxide, methane and others) in the atmosphere. Waste Management has a role to play in mitigating the emissions of carbon through application of the waste hierarchy. As a result the Partnership agreed to continue to reduce reliance on landfill and monitor new waste technologies; in addition a new target relating to carbon has been added to this section.

Carbon impacts are difficult to measure, however, the Review of Waste Policy in England 2011 aims to target waste streams with high carbon impacts²⁴ and promote measurement and reporting of waste management in carbons terms including the development of a carbon metric tool.

REF	OBJECTIVE	TARGETS/ACTIONS	INDICATORS
JMWMS 2	To develop integrated, sustainable solutions for managing waste in Warwickshire	To reduce reliance on landfill as a primary means of waste disposal.	Reduction in the overall tonnages of waste disposed of to landfill.
			Levels of recycling, composting and recovery.
		Monitor the development of new waste technologies	Review development of new waste technologies on a regular basis.
		Continually seek ways to reduce carbon emissions (including from transport) to lower the impact of the service on climate change as far as technically, environmentally and economically practicable	Carbon metric tool as developed by UK Government

²⁴ Such as food, metal, plastic and textiles

5.1.3 Recycling and composting

The Partnership recognises that waste should be seen as a source of valuable materials, that when managed appropriately can help contribute to a more vibrant and sustainable economy.

The Partnership has set a challenging target of a Countywide recycling and composting target of 65% by the end of the strategy period.

REF	OBJECTIVE	TARGETS/ACTIONS	INDICATORS
JMWMS 3	To meet and exceed national re-use, recycling and composting targets ²⁵	To optimise recycling and composting within Warwickshire.	Types of material that can be recycled by Warwickshire Householders
		Aim to achieve aspirational countywide recycling and composting targets of 65% by the end of the strategy period (2020).	Re-use, recycling and composting rate % (NI192)
		Extend home composting	Number of households estimated to be composting at home.
		Provide an effective HWRC service aiming to reach re-use, recycling and composting levels of 74% across all sites by reducing recyclables being put into the residual waste stream	Performance of individual HWRCs (% rate).
		Raise awareness of recycling and composting in Warwickshire and promote behaviour change	Implement and monitor recycling and composting campaigns

5.1.4 Partnership working

The Partnership has a track record of support and co-operation and recognises this method of working is important for the efficient and effective implementation of the Strategy across the County. The new actions and targets included in the table below broaden the opportunities for Partnership working across the region, sub region and with appropriate stakeholders.

²⁵ The Waste Framework Directive target is to recycle or prepare for re-use 50% of household waste by 2020. The Directive also details a requirement to set up separate collection of "at least the following: paper, metal, plastic and glass", from the household waste stream by 2015.

REF	OBJECTIVE	TARGETS/ACTIONS	INDICATORS
JMWMS 4	Work in partnership with each other and other stakeholders to produce and implement the Strategy.	To work Regionally and Sub regionally with appropriate stakeholders to improve value for money and service delivery	Overall savings and/or improved service delivery

The Warwickshire Authorities will aim to lobby Government on key waste issues by responding to relevant consultations.

5.1.5 Public participation

The Partnership recognises that effective engagement with the public is essential to implementing the Strategy and will engage with the public across Warwickshire through various methods for the remaining period of the Strategy.

REF	OBJECTIVE	TARGETS/ACTIONS	INDICATORS
JMWMS 5	Encourage public participation in the implementation and review of the Waste Strategy	Keep the public informed with progress on local and national targets	Provide web-based feedback – updated to reflect changes in performance.

5.1.6 Review and update

The Partnership made a commitment to carry out a review of the Strategy at key intervals linked to the target years of the landfill directive²⁶. In 2012 the Authority made the decision to update the strategy rather than complete a full review, due to the Government reviewing the legal requirement for councils to produce a strategy.

Since the next critical review point was listed as 2020, the Partnership suggests the Strategy is reviewed in the final year of the current strategy period - 2019/20.

REF	OBJECTIVE	TARGETS/ACTIONS	INDICATORS
JMWMS 6	Regularly review and update the Strategy and implementation programme	Review the strategy in the final year of current strategy period – 2019/20'	Feedback on changes and put information on web
		Annual reporting on progress with targets and actions	Progress reported to Partnership and on web

²⁶ (The target years are 2010, 2013, 2020)

6 Delivery of updated targets and objectives

The following sections outline in broad terms how the updated objectives and targets are to be met. The delivery of the objectives will be made via the following main areas:

- Waste Reduction and Re-use
- Recycling and Composting
- Residual waste treatment and disposal

6.1 Waste Reduction and Re-use

The Partnership recognises the need to move waste up the hierarchy and will continue to support initiatives to reduce and re-use household waste in order to meet the updated targets.

- Reduction and Re-use targets
- Areas for focus for waste reduction and re-use
- Monitoring waste reduction and re-use

6.1.1 Reduction and Re-use targets

As listed in Section 5.1 the Partnership has decided to aim to:

- Reduce residual waste to 311 kg per household by the end of the strategy period (2020)
- Raise awareness of waste reduction and promote behaviour change
- Increase re-use of materials in Warwickshire

6.1.1.1 Target setting

The Partnership has set a target to reduce residual waste per household per year.

The process of setting this target commenced at the Warwickshire Waste Partnership Conference in March 2013 when all attendees²⁷ voted on a series of possible targets. The initial reduction target proposed at this time was to reduce

²⁷ Attendees included Members, key stakeholders, contractors and officers

municipal waste per person. The majority of attendees (49%) voted to reduce municipal waste to 307kg per person.

A public consultation on the Strategy update took place in April/May 2013. As part of the consultation the public were asked whether they supported the 307kg per person put forward by the Partnership. The results showed that overall the public did support the target put forward.

A report was taken to the Warwickshire Waste Partnership in June 2013 providing an overview of progress with the update, including the proposed waste reduction target. The Partnership discussed whether it would be better to have a waste reduction target that would focus Partners on reducing the amount of residual waste. It was felt by the Partnership that this would not be realistic in the proposed time period. The public were asked to come forward if they did not agree with the residual waste reduction target; however no further comments were received.

6.1.2 Areas of focus for waste reduction and re-use

6.1.2.1 Reduction

The Partnership feels that informing residents and communicating the different options available is very important and so intends to implement a range of waste reduction campaigns to meet the updated targets.

At the waste management conference in March 2012, the Partnership suggested the following three schemes to be the focus for promoting waste education in Warwickshire:

- Love Food Hate Waste and smart shopping
- Home Composting and Master Gardeners
- Junk mail

A public consultation on the Strategy update took place in April/May 2013. As part of the consultation the public were asked whether they supported the areas of focus put forward by the Partnership. The results showed that overall the public did support the reduction schemes put forward.

The Partnership will also focus on disposable nappies, as this was a key material²⁸ found in the residual waste 2012/13 waste analysis.

Details on how each of these schemes could be implemented are provided in the following sections:

²⁸ Disposable nappies made up 7.3% of the total residual waste

Love Food Hate Waste and smart shopping

The Partnership will continue to promote the Love Food Hate Waste campaign in Warwickshire in order to help residents reduce the amount of food they waste. Love Food Hate Waste also runs as a national campaign in association with WRAP²⁹ useful resources available to use include an informative website³⁰ and new application for smart phones.

The basis of the Love Food Hate Waste campaign is designed to promote easy practical tips to help change the way people behave such as adapting purchasing practices by better meal planning, prolonging the life of purchased food by proper storage and adapting cooking behaviours to ensure the correct portions are cooked. It is hoped that by supporting people to make changes and demonstrating how much money they can save they will begin to change their behaviour. It is thought that a successful campaign in Warwickshire should prevent around 12,000 tonnes³¹ per year of food waste arising over the period of the Strategy.

Home composting and Master Gardeners

The recent 2012/2013 analysis showed that 18% of the total residual waste was potentially home compostable. The Partnership will promote home composting to residents in the county and will make home composting bins available at a subsidised rate. The Partnership will also continue to support the Master Composter scheme. The Master Composter scheme trains local volunteers to provide information and encouragement to residents to successfully use their compost bin and generally help spread the composting message.

The Master Gardener's scheme trains volunteers to support other householders growing their own food, as people who grow their own food are more likely to home compost. The scheme also links with the smart shopping message, as home grown food has no packaging.

Junk Mail

Warwickshire residents will be encouraged to sign up to the mailing preference service through online and press release promotion campaigns. Members of the public will also be able to request 'no junk mail' stickers for their home. When residents request a sticker they will also be provided with instructions on how to use the mailing preference service.

Real nappies

Since the outcome of the composition in 2012/13 showed there were significant quantities of disposable nappies in the residual waste bin it is felt the Partnership

²⁹ Waste Resources Action Programme

³⁰ www.lovefoodhatewaste.com

³¹ Based on a food waste reduction of 15kg per person

should encourage residents to use real nappies. Ideas to do this include possible trial packs for residents to borrow or suggesting residents use real nappies when they can i.e. at weekends or in the evening.

6.1.2.2 Re-use

Re-use is an important part of the waste hierarchy, and nationally Warwickshire has been one of the local authorities leading the way. The Partnership feels that with the right support the re-use market will continue to grow in Warwickshire, particularly as the re-use ethos gains support from local communities and the national media.

At the waste management conference held in March 2013 the Partnership suggested the following three schemes should be the focus for promoting and improving re-use in Warwickshire:

- Bulky waste collections – furniture collected for a charge by your district or borough council
- Furniture re-use schemes – carried out by charities or not for profit organisations
- HWRC re-use shops – currently operating at 8³² of the 9 HWRCs in Warwickshire.

A public consultation on the Strategy update took place in April/May 2013. As part of the consultation the public were asked whether they supported the areas of focus put forward by the Partnership. The results showed that overall the public did support the re-use schemes put forward.

Details on how each of these schemes could be implemented are provided in the sections below.

Bulky waste collections and furniture re-use schemes

The Warwickshire Re-use Forum has been operating for several years and has recently expanded to include Coventry and Solihull. The Re-Use Forum is a network of organisations interested in promoting and increasing re-use across the region. Members include Local Authorities, Third Sector Organisations (such as charities and community groups), as well as businesses.

In a report commissioned by the Re-use Forum in 2012/13 it was identified that there is both the supply and demand to increase re-use and recycling of bulky waste and furniture re-use schemes in Coventry, Solihull and Warwickshire, although supply and demand are not necessarily located in the same areas.

Following production of the research report, an implementation plan for the Forum was developed in spring 2013. The aim of the plan is to increase the total amount of

³² A re-use shop will open at the remaining site in Spring 2014

bulky waste re-used and recycled across Coventry, Solihull and Warwickshire within two years. The Partnership will continue to support re-use in Warwickshire as a member of the Warwickshire, Coventry and Solihull Re-use Forum.

HWRC re-use shops

Warwickshire pioneered HWRC re-use shops in 2003 and now has shops at all but one HWRC. A re-use shop will open at the remaining HWRC in spring 2014.

The Partnership will continue to support HWRC re-use shops and will progress initiatives that increase re-use levels where appropriate.

6.1.3 Monitoring waste reduction and re-use

The Partnership will monitor the following reduction and re-use indicators:

- Kilograms of residual waste per household (NI191)
- Implementation/monitoring of key waste reduction campaigns
- Tonnage of re-use in Warwickshire
- Number of community furniture re-use schemes in Warwickshire

If monitoring shows that there is insufficient progress, the Partnership will consider undertaking corrective measures.

As a variety of factors can influence waste production and residents behaviour it can be difficult to measure waste reduction and re-use activities with accuracy. The Partnership recognises the challenge and will seek to implement best practice on waste reduction and re-use where appropriate.

6.2 Recycling and composting

The household recycling and composting performance in Warwickshire has improved from 29.9% in 2005/06 to 52.2% in 2012/13.

The improvements have been achieved through various service changes to kerbside collections implemented across the county, improvements to the HWRC service as well as communication activities.

- Recycling and composting target
- Areas of focus for waste recycling and composting
- Monitoring of recycling and composting

6.2.1 Recycling and composting target

The national target for recycling and composting of household waste is 50% by 2020³³. As the Partnership has already achieved the national target for household waste, the Partnership has set an ambitious local target as part of the update.

The Partnership is therefore aiming to achieve:

- 65% re-use, recycling and composting of household waste by 2020

A range of campaigns and projects will be required to deliver the Partnership's recycling and composting target the keys areas for focus are outlined in section 7.2

6.2.1.1 Target setting

The Partnership has set a target to increase re-use, recycling and composting of household waste by 2020.

The process of setting this target commenced at the Warwickshire Waste Partnership Conference in March 2013 when all attendees³⁴ voted on a series of possible targets. The top two votes were very close with 36% opting for a re-use, recycling and composting rate of 60-65% and 38% opting for a re-use, recycling and composting rate of 70%.

A public consultation on the Strategy update took place in April/May 2013. As part of the consultation the public were asked whether they supported the 70% re-use, recycling and composting target put forward by the Partnership. The results showed that overall the public did support the target put forward.

A report was taken to the Warwickshire Waste Partnership in June 2013 providing an overview of progress with the update, including the proposed 70% re-use, recycling and composting target. The Partnership discussed the fact that a 70% rate could only be achieved if all recyclable material was removed from the residual waste bin. It was felt by the Partnership that this would not be realistic in the proposed time period. The Partnership felt a 65% target would be more practical for partner authorities. The public were asked to come forward if they did not agree with the 65% target; however no further comments were received.

6.2.2 Areas of focus for recycling and composting

The Partnership feels that informing residents and communicating the different options available is very important and so intends to implement a range of recycling and composting campaigns to meet the updated targets.

³³ The Waste Framework Directive target is to recycle or prepare for re-use 50% of household waste by 2020. The Directive also details a requirement to set up separate collection of "at least the following: paper, metal, plastic and glass", from the household waste stream by 2015.

³⁴ Attendees included Members, key stakeholders, contractors and officers

The waste composition analysis carried out in 2012/13 showed that 47.9% of collected residual waste could have been recycled at the kerbside using the existing services and infrastructure. An average of 66% of the residual HWRC waste was recyclable; of this waste 26% was compatible with kerbside recycling and an additional 40% within HWRC recycling containers.

The Partnership intends to implement a range of waste recycling and composting campaigns for key materials shown in the 2012/13 waste analysis. Key materials to focus on will be food, metal, plastic and textiles since these will have the most beneficial carbon impact³⁵ and in some cases make up a significant percentage of the total residual waste³⁶. Other key materials to target are paper, card/cardboard and glass as these also make up a significant percentage of the total residual waste³⁷.

The Partnership will also aim to raise awareness of recycling and composting generally - for example within schools or voluntary organisations and at times when large quantities may be produced; such as during holiday periods.

6.2.2.1 Kerbside

At the waste management conference in March 2013, the Partnership agreed the following three areas to be the focus for promoting kerbside waste education in Warwickshire:

- Promotion of environmental and economic benefits
- More information about services – how, when, what
- Smaller replacement residual waste bins where appropriate

A public consultation on the Strategy update took place in April/May 2013. As part of the consultation the public were asked whether they supported the areas of focus put forward by the Partnership.

The results showed that overall the public did support the areas of focus for kerbside recycling and composting put forward.

The Partnership is also proposing to review the roll out of kerbside recycling and composting services to areas that have access to a service - such as flats.

³⁵ Based on life cycle assessment results (Waste Review 2011)

³⁶ Food (18%), Metal (1.8%), Plastic (13.6%), Textiles (3.3%)

³⁷ Paper (4.9%), Card/Cardboard (2.9%), Glass (2%)

Details on how each of these schemes could be implemented are provided in the following sections.

Promotion of environmental and economic benefits and more information about services

Getting the most out of the current kerbside recycling systems is a cost effective option for improving recycling performance. The Partnership will look at a range of measures to improve the performance of current recycling and composting schemes, including considering possible barriers and use of targeted communication messages.

WRAP³⁸ has carried out research into the types of messages which work best for each segment of the population. For example:

- ‘Complete recyclers’ and ‘broadly competent recyclers’ (who make up 30% of the population nationally) will be engaged by messages that outline the cost of recycling, the cost of waste disposal and landfill tax or via feedback on recycling rates and thank you messages.
- ‘Unreliable recyclers’ and ‘recyclers who are trying their best’ (who make up 43% of the population nationally) will be engaged by messages that dispel recycling myths such as what can/cannot be accepted or highlighting what happens to recycling once it is collected.

Smaller replacement residual waste bins

At the waste conference in March 2013 the Partnership agreed to a longer term policy of replacing the larger residual waste bins (240 litre) with smaller (180 litre) bins, such as those used by Warwick District. Use of the smaller residual waste bins will encourage the use of recycling services since the capacity to put recyclable waste into the residual waste bin will be reduced.

6.2.2.2 HWRC

The Partnership also agreed the following four areas to be the focus for promoting HWRC waste education in Warwickshire:

- Promotion of environmental and economic benefits
- Replace van permits with voucher system for managing vehicle restriction policy
- Strict policies/ enforcement on what can go into the residual waste – open bag policy
- More materials collected

³⁸ WRAP (Waste Resources Action Programme)

A public consultation on the Strategy update took place in April/May 2013. As part of the consultation the public were asked whether they supported the areas of focus put forward by the Partnership. The results showed that overall the public did support the areas of focus for HWRC recycling and composting put forward.

Details on how each of these schemes could be implemented are provided in the following sections.

Promotion of environmental and economic benefits

It is vital for residents to know where sites are located, opening times, what wastes can be recycled and whether there are any restrictions (particularly if changes have been made to the network). It is also important to promote other messages such as the cost of recycling, the cost of waste disposal and landfill tax, feedback on recycling rates, thank you messages, myths busting on what can/cannot be accepted, as well as highlighting what happens to recycling once it is collected. The Partnership will aim to raise the profile of HWRC recycling and composting in Warwickshire.

Replacing van permits with voucher system for managing the vehicle restriction policy

The disposal of large proportions of waste at all of Warwickshires HWRCs is managed by the vehicle restriction policy. Warwickshire County Council operates an annual permit and voucher system for households whose only means of transport fall within the vehicle restrictions. The permit and voucher system will be reviewed and updated if appropriate.

Strict policies/ enforcements on what can go into the residual waste - open bag policy

The 2012/13 waste analysis carried out showed that a large proportion of the waste being disposed of at the HWRCs is bagged household waste. This material formed 12.6% of the residual waste at the weekends and 21.3% during the week.

At many of the high performing HWRCs, site staff manage the disposal of the residual waste including segregating waste brought to the sites in black bags. The partnership will look at introducing an open bag policy to ensure that all recyclable waste is put into the correct containers on site.

Materials found in the residual waste to target include:

- Food
- Garden waste
- Paper
- Card/cardboard
- Textiles
- Plastics

In order to help people use the recycling containers a trial will be carried out using a meet and greet operative on site to help people locate the right containers.

More materials collected

The recycling of new material types will become increasingly common, as new outlets are developed and new recyclers enter the market. The Partnership will continue to monitor the markets and will explore the potential incorporation of additional materials into existing services, as they become viable.

For example mattresses and carpet make up a significant element of the non-recyclable waste collected at some HWRCs, if these materials can be diverted to recycling markets, the environment will benefit and waste management costs may fall.

6.2.3 Monitoring recycling and composting

The Partnership will monitor the following recycling and composting indicators:

- Types of material that can be recycled by Warwickshire householders
- Re-use, recycling and composting rate (NI192)³⁹
- Number of households estimated to be composting at home
- Performance of individual HWRCs (re-use, recycling and composting rate)
- Implementation/monitoring of key recycling and composting campaigns

If monitoring shows that there is insufficient progress, the Partnership will consider undertaking corrective measures.

6.3 Residual Waste Treatment and Disposal

Since the Warwickshire Strategy was adopted in 2005, the amount of residual waste has decreased from 217,674 tonnes per annum in 2005/06 to 119,980 tonnes per annum in 2012/13.

The decrease could be due to:

- Waste Prevention activities
- Increased household recycling, composting and re-use
- A decrease in waste arisings due to a down-turn in the economy

³⁹ The Partnership report their recycling and composting performance through the national WasteDataFlow system. The Partnership will continue to monitor performance against the former National Indicator 192 (percentage of household waste sent for re-use, recycling or composting) using data submitted to the WasteDataFlow system.

There has also been a decrease in the proportion of residual waste sent to landfill for disposal. In 2005/06, 210,323 tonnes of municipal waste generated in Warwickshire was disposed of to landfill (67%) and in 2012/13, 87,412 tonnes of municipal waste was disposed of to landfill (33%).

- Residual waste treatment and disposal capacity
- Monitoring residual waste treatment and disposal

6.3.1 Residual waste treatment and disposal capacity

Warwickshire County Council decided to go into partnership with Staffordshire County Council for disposal of waste from North Warwickshire and Nuneaton in 2007. The project, known as W2R, will see an energy from waste facility built at Four Ashes in Staffordshire, the facility is expected to start operation in December 2013. Warwickshire is currently forecasting the facility will process 40,000 tonnes of Warwickshire's residual waste per annum, although this will be reviewed every five years.

In March 2008, Warwickshire County Council (WCC), Coventry City Council and Solihull Metropolitan Borough Council submitted a bid for PFI credits to develop a sub-regional waste treatment solution (Project Transform). The facility would have treated the waste from Warwick, Rugby and Stratford in Warwickshire and all of the waste from Coventry and Solihull. The project was approved by Defra and was forecast to take three years, with financial close estimated to be March 2012. In June 2010, following political changes in the administration of Coventry and Solihull Councils; a decision was made by these Authorities to withdraw from the Project.

With the loss of Project Transform, the County Council decided to review its position in relation to residual waste for Warwick, Rugby and Stratford.

Whilst Warwickshire's review was being carried out, the Government announced the removal of LATS at the end of the 2012/13 scheme year. The removal of LATS left landfill tax as the key financial driver for diverting waste from landfill.

The review found that there is sufficient capacity within the County Council's current contracts to meet the requirements for residual waste treatment and disposal, utilising a combination of Energy from Waste and landfill capacity up to 2018.

The County Council will continue to investigate the best solution for Warwickshire's residual waste; any new waste contract(s) for Warwickshire will support the diversion of waste from landfill, thereby avoiding the rising cost of landfill tax, would seek the best combination of value and flexibility, and not be restricted to any particular waste disposal technology.

6.3.2 Monitoring residual waste treatment and disposal

The Partnership will monitor the following indicators in relation to residual waste treatment and disposal:

- Annual Kilograms of residual waste per household ⁴⁰
- Reduction in the overall tonnage of waste disposal to landfill

In addition the Partnership will monitor the development of new technologies so waste is continually moved up the waste hierarchy where technically, environmentally and economically practicable.

If monitoring shows that there is insufficient progress in the above indicators, then the Partnership will consider undertaking corrective measures.

⁴⁰ The Partnership will continue to monitor performance against the former National Indicator 191 (KG of residual waste per household) using data submitted to the WasteDataFlow system.

7 Overview of Implementation Plan

The updated Strategy will be supported by an implementation plan, which sets out how the Partnership aims to achieve the objectives.

The document will be developed by the Partnership and will provide detail on the activities to be carried out in order to move the Strategy forward.

The plan will be a 'living' document and will be monitored and updated on an on-going basis. Where monitoring identifies that insufficient progress is being made in a particular area, then additional activities / corrective measures may be introduced.

The plan will contain the following:

- Time-bound actions and targets to achieving the strategic objectives
- Details of who will be responsible for each action
- Details of the monitoring and revision procedures

Outlined below are the key strategic areas that will inform the development of the accompanying Plan:

7.1 Key strategic areas

- Implement and monitor a range of waste reduction campaigns to raise awareness and promote behaviour change (love food hate waste, smart shopping, home composting and master gardeners, junk mail, real nappies)
- Implement measures to improve re-use through the HWRC re-use shops and bulky waste collections
- Work with partners (re-use forum, third sector organisations, etc.) to increase re-use in Warwickshire
- Commence review and implementation of measures to improve kerbside recycling and composting performance; such as roll out of services to flats and provision of smaller replacement residual waste bins
- Commence review and implementation of measures to improve HWRC recycling and composting performance; such as review of van permit scheme, meet and greet trial and open bag policy

- Implementation of various communication activities (providing information on current services and promoting behaviour change) to improve performance of current recycling and composting schemes
- Raise awareness of recycling and composting across Warwickshire by providing information on the environmental and economic benefits to the public and key stakeholders (volunteer groups, third sector organisations, schools etc.)
- Review of waste technologies on a regular basis to optimise recycling and composting opportunities for Warwickshire residents
- Introduce measuring and monitoring of the carbon impact of Warwickshire's waste management (using Government guidance/carbon metric tool)
- Continue to investigate the best solution for Warwickshire's residual waste, ensuring any new residual waste contracts support the diversion of waste from landfill
- Promote and support implementation of commercial services for recycling and composting of business waste (particularly SMEs) at the HWRCs
- Consider opportunities for increased partnership working within Warwickshire and across the region to support the efficient delivery of services and savings
- The Warwickshire Authorities will lobby Government on key waste issues by responding to relevant consultations either individually, through relevant organisations or as a Partnership

8 Working in Partnership

8.1 Working together

The Partnership has a good track record of co-operation, and the partner authorities will continue to work together to provide residents with high-quality, efficient services. This updated Strategy will provide a foundation for continued joint working.

To deliver this Strategy, it is recognised that effective engagement with key stakeholders and the public is essential. Partner authorities have and will continue to work together on communications campaigns in order to deliver strong, coherent messages to key stakeholders and the public.

The role of education will also play an important role in ensuring successful delivery of the strategy objectives by helping to ensure that residents are aware of the services available to them, and by changing behaviour to promote waste reduction, re-use and increased recycling. This will take place as part of communications campaigns, but also through direct engagement (where appropriate) with community groups, volunteers and schools.

The Partnership will lobby Government through submission of responses to key consultations and calls for evidence. The Warwickshire Authorities may submit responses individually, through relevant organisations such as LARAC (Local Authority Recycling Advisory Committee), NAWDO (National Association of Waste Disposal Officers) or CIWM (Chartered Institute of Waste Management) or as a Partnership.

8.2 External partnerships

Partnership working between different groups and sectors is becoming increasingly important.

The Partnership will continue to explore opportunities to work with others, including 'third party' and community groups, wherever practical, efficient and within the public interest. There are already several successful examples of where this has worked previously, such as the Master Composters scheme which promotes home composting, and partnerships with Third Sector Organisations to operate the re-use shops at the HWRCs.

We will also continue to build links with other partnerships and local authorities, in order that information and examples of best practice can be shared, and joint working opportunities can be explored.

8.3 Monitoring

The Partnership will continue to work together and will meet regularly at both a Member and Officer Level to monitor progress. Information on overall savings and/or improved service delivery will be reported to the Partnership.

APPENDIX A

Waste facilities in Warwickshire



APPENDIX B

Warwickshire Waste Collection Authorities Contracts

Warwickshire Contracts

North Warwickshire Borough Council

Service	Current contractor	Contract Expiry date	Future arrangements
Refuse collection	In House	N/A	No change planned
Biowaste waste collection	In House	N/A	No change planned
Kerbside recycling collection	Palm Recycling	Oct-13	Currently tendering
Bulky waste collection	In House	N/A	Under review
Clinical waste collection	In House	N/A	No change planned
Trade waste collection	In House	N/A	Under review
Street sweepings/ litter	Majority In House Remainder: Enterprise	External aspect: Dec-14	External aspect will be retendered
Bring banks – glass	GRUK	Ongoing	Under review
Bring banks – cans	Alutrade	Ongoing	Under review
Bring banks – paper	UPM	Ongoing	Under review
Bring banks – textiles	Salvation Army. TRAUD	Ongoing	Under review
Fly-tipped waste	Local Contractor	Ongoing	No change planned
Abandoned vehicles	Rowleys	N/A	N/A

Nuneaton and Bedworth Borough Council

Service	Current contractor	Contract Expiry date	Future arrangements
Refuse collection	In-House	N/A	N/A
Green waste collection	In-House	N/A	N/A
Kerbside collection	Palm Recycling	Oct 2018	TBA
Bulky waste	In-House	N/A	6 months trial with Second Chance FRN
Clinical waste	In-House	N/A	N/A
Trade waste	Partnership with Coventry City Council	12 Months	TBA
Street sweepings/ litter	In-house	N/A	N/A
Bring banks – glass	Berrymans	Rolling contract	TBA
Bring banks – cans	Alltrade	Rolling contract	TBA
Bring banks – paper	Palm Recycling	Oct 2018	TBA
Bring banks – textiles	Various Charities	No formal contract	N/A
Fly-tipped waste	In-house	N/A	N/A
Abandoned vehicles	Rowleys	N/A	N/A

Rugby Borough Council

Service	Current contractor	Contract Expiry date	Future arrangements
Refuse collection	In House		
Green waste collection	In House		
Kerbside collection	Kier		
Bulky waste	In House		
Clinical waste	Cannon Hygiene		
Trade waste	In House		
Street sweepings/ litter	In House		
Bring banks – glass	N/A		
Bring banks – cans	N/A		
Bring banks – paper	N/A		
Bring banks – textiles	Wilcox		
Fly-tipped waste	In House		
Abandoned vehicles	Rowleys		

Stratford and Avon District Council

Service	Current contractor	Contract Expiry date	Future arrangements
Refuse collection	Biffa Municipal Limited	31 August 2022	
Green waste collection	Biffa Municipal Limited	31 August 2022	
Kerbside collection	Biffa Municipal Limited	31 August 2022	
Bulky waste	Biffa Municipal Limited	31 August 2022	
Clinical waste	Biffa Municipal Limited	31 August 2022	
Trade waste	N/A		
Street sweepings/ litter	Biffa Municipal Limited	31 August 2022	
Bring banks – glass	N/A		
Bring banks – cans	N/A		
Bring banks – paper	N/A		
Bring banks – textiles	Wilcox	No end date	
Fly-tipped waste	Biffa Municipal Limited	31 August 2022	
Abandoned vehicles	Rowleys		

Warwick District Council

Service	Current contractor	Contract Expiry date	Future arrangements
Refuse collection	SITA	March 2021	No change planned
Biowaste waste collection	SITA	March 2021	No change planned
Kerbside recycling collection	SITA	March 2021	No change planned
Bulky waste collection	SITA	March 2021	No change planned
Clinical waste collection	SITA	March 2021	No change planned
Trade waste collection	N/A	N/A	N/A
Street sweepings/ litter	Veolia	March 2021	No change planned
Bring banks – co-mingled	SITA	March 2021	No change planned
Bring banks – textiles	Oxfam, British Heart Foundation, Salvation Army, TR Aid, JMP Wilcox, European Recycling Company	N/A	No change planned
Fly-tipped waste	Veolia	March 2021	No change planned
Abandoned vehicles	Rowleys		

APPENDIX C

Warwickshire Waste Disposal Contracts

Type	Location	Contractor	Total term (inc ext)	Contract Start Date
Management of HWRC and Transfer Station	Princes Drive CV31 3PH	WCC	N/A	01/12/2011
Management of HWRC	Lower House Farm HWRC, CV9 2QA	WCC	N/A	13/06/2013
Management of HWRC	Shipston CV36 4AX	WCC	N/A	01/12/2011
Management of HWRC	Cherry Orchard CV8 2UB	WCC	N/A	01/12/2011
Management of HWRC and Transfer Station	Hunters Lane CV21 1EA	WCC	N/A	01/12/2011
Management of HWRC	Burton Farm CV37 0RW	WCC	N/A	01/12/2011
Management of HWRC - License	Wellesbourne CV35 9QZ	CAVA	Annual Review	01/12/2011
Management of HWRC - License	Stockton CV47 8LA	CAVA	Annual Review	01/12/2011
Management of HWRC	Judkins CV10 9QB	FCC	15	01/04/2012
Haulage HWRCs	Princes Drive, Grendon, Shipston, Cherry Orchard, Hunters Lane, Wellesbourne, Stockton and Burton Farm	Biffa	15	01/12/2011

WEEE	Princes Drive, Grendon, Shipston, Cherry Orchard, Hunters Lane, Wellesbourne, Stockton, Burton Farm and Judkins	DHL	5	01/04/2012
Leachate removal and disposal	Hell Hole SP and Burton Farm	Bridmin Ltd	2	01/04/2012
Analysis of landfill gas, leachate and surface waters	Burton Farm, Ryton CV8 3BH, Hell Hole, Stockton, Stockton Cutting, Cherry Orchard, Willey	Environmental Monitoring and Sampling Services Ltd	3	01/03/2011
Ryton - Gas sale	Closed landfill site Ryton Country Park	Energy Development (UK)	25	31/12/1992
Re-use shop	Burton Farm HWRC	Shakespeare Hospice	7	05/11/2007
Reuse Shop and Lease	Lower House Farm HWRC	CAVA	1	15/06/2013
Re-use shop	Princes Drive HWRC	Sue Ryder Care	6	18/01/2011
Re-use shop	Hunters Lane HWRC	AgeUK Warwickshire	5	01/07/2008
Small Re-use shops - Lease	Grendon HWRC, Shipston HWRC, Cherry Orchard HWRC, Wellesbourne HWRC, Stockton HWRC	CAVA	Annual Review	

Street Sweepings	Transfer at Exhall CV7 9NH / Treatment at Nechells Lane, Wolverhampton WS11 3LN	SITA	10	03/01/2012
Tyres	Long Marsden (SIMS) CV37 8AQ	SIMS	3	04/04/2011
Tyres	Attleborough (Midfit) CV11 4FS	Midfit	3	04/04/2011
Inert	Brinklow Quarry, CV23 0NJ	Brinklow Quarry	3	01/08/2013
Green Waste / Biowaste Composting	Grendon House Farm CV9 3DT and Earthworm Northants	WRG	15 years	28/09/2012
Green Waste Composting	Brinklow CV23 0NJ	Brinklow Quarry	7	01/05/2010
Green Waste Composting	Gaydon CV35 0AH	Simpro	7	01/05/2010
Green Waste Composting	Grendon House Farm CV9 3DT	Land Network International Limited	2	21/10/2013
Biowaste - In-vessel composting (South)	Ufton CV33 9PP	Biffa Waste Services Ltd	20	07/09/2009
Disposal - Landfill	Bubbenhall CV8 3BN	WRG	End of site	01/05/1991
Disposal - Landfill	Packington CV7 7HN	SITA	5	01/04/2010
Disposal - Landfill	Ling Hall CV23 9HH	Veolia	5	01/04/2010
Treatment - EFW	Coventry CV3 4AN	CSWDC	8	01/04/2010
Treatment and Haulage - Clinical Waste from PD	Transport depot - Stafford ST18 9QE	Polkacrest	6	01/04/2010
Transfer - NBBC	Nuneaton CV11 5DZ	ABS Skip Hire	5	01/04/2010

CCTV	HWRCs	Mitie	2	02/09/2013
Waste Data System	WCC	Open Sky	6	05/12/2011

APPENDIX D

Historical Performance in Warwickshire

Historical Performance across Warwickshire

North Warwickshire Borough Council

Year	Total Household Waste (tonnes)	Total Waste Recycled	Recycling Rate (%)	Total Waste Composted	Composting Rate (%)	Re-use, Recycling and Composting Rate (%)
2006/07	31,806	3,103	9.8%	4,822	15.1%	24.9%
2007/08	29,929	3,340	11.2%	5,102	17.3%	28.5%
2008/09	30,050	3,310	11.0%	5,297	17.6%	28.6%
2009/10	30,206	2,994	10.1%	5,116	17.2%	27.3%
2010/11	27,087	3,325	12.3%	5,130	19.2%	31.5%
2011/12	25,755	3,569	13.9%	4,840	18.8%	32.7%
2012/13	27,170	3,769	13.9%	5,384	19.8%	33.7%

Nuneaton and Bedworth Borough Council

Year	Total Household Waste (tonnes)	Total Waste Recycled	Recycling Rate (%)	Total Waste Composted	Composting Rate (%)	Re-use, Recycling and Composting Rate (%)
2006/07	56,686	6,157	10.9%	8,139	14.3%	25.2%
2007/08	54,536	6,402	11.7%	8,260	15.2%	26.9%
2008/09	54,424	9,457	17.3%	8,849	16.3%	33.6%
2009/10	51,558	8,924	17.4%	8,737	16.9%	34.3%
2010/11	51,795	8,598	16.6%	8,330	16.1%	32.7%
2011/12	47,671	9,156	19.2%	8,017	16.8%	36.0%
2012/13	46,315	10,587	22.9%	10,226	22.1%	44.9%

Rugby Borough Council

Year	Total Household Waste (tonnes)	Total Waste Recycled	Recycling Rate (%)	Total Waste Composted	Composting Rate (%)	Re-use, Recycling and Composting Rate (%)
2006/07	42,257	5,284	12.5%	4,929	11.7%	24.2%
2007/08	42,803	5,814	13.6%	5,301	12.5%	26.1%
2008/09	42,086	6,211	14.8%	7,322	17.4%	32.2%
2009/10	39,847	10,575	26.6%	9,710	24.4%	51.0%
2010/11	40,431	10,621	26.3%	9,973	24.8%	51.1%
2011/12	40,893	10,180	24.9%	9,494	23.2%	48.1%
2012/13	41,414	10,237	24.7%	10,609	25.6%	50.3%

Stratford and Avon District Council

Year	Total Household Waste (tonnes)	Total Waste Recycled	Recycling Rate (%)	Total Waste Composted	Composting Rate (%)	Re-use, Recycling and Composting Rate (%)
2006/07	56,094	8,030	14.3%	14,532	25.9%	40.2%
2007/08	54,985	8,533	15.5%	15,330	27.9%	43.4%
2008/09	52,266	11,684	22.4%	12,887	24.6%	47.0%
2009/10	52,469	14,271	27.2%	16,486	31.4%	58.6%
2010/11	54,080	14,686	27.2%	17,379	32.1%	59.3%
2011/12	51,379	14,040	27.4%	15,376	29.9%	57.3%
2012/13	52,436	14,306	27.3%	17,301	33.0%	60.3%

Warwick District Council

Year	Total Household Waste (tonnes)	Total Waste Recycled	Recycling Rate (%)	Total Waste Composted	Composting Rate (%)	Re-use, Recycling and Composting Rate (%)
2006/07	50,661	7,734	15.2%	7,131	14.1%	29.3%
2007/08	49,103	8,177	16.7%	6,988	14.2%	30.9%
2008/09	50,091	12,357	24.7%	13,758	27.4%	52.1%
2009/10	49,486	10,963	22.2%	13,431	27.1%	49.3%
2010/11	50,045	10,945	21.9%	13,613	27.2%	49.1%
2011/12	48,391	10,950	22.7%	13,376	27.6%	50.3%
2012/13	48,032	12,674	26.4%	14,712	30.1%	56.5%

Agenda Item No 15

Community and Environment Board

20 January 2014

**Report of the
Assistant Director (Streetscape)**

Recycling Service - Bring Sites

1 Summary

- 1.1 This report recommends that, following the successful introduction of the new kerbside recycling service for residents, the Council's recycling centres be phased out and that greater emphasis is placed on improving commercial recycling opportunities through the Council's trade waste collection service.

Recommendations to the Board

- a That Members approve the removal of Council bring sites on a phased basis; and**
- b That the Council's trade waste service should be used to encourage and incentivise businesses to increase the proportion of waste which they recycle.**

2 Background

- 2.1 North Warwickshire Borough Council currently has a network of sixteen recycling centres (or bring sites) located on public car parks or at clubs, public houses and village halls across the Borough. The bring sites vary in size and in the range and volume of material which they accept. A full list of sites is attached at Appendix A.
- 2.2 For many years, the Council has been operating a comprehensive kerbside recycling service across the whole Borough and the service was recently improved and expanded with the introduction of the new "simply 3 bins" scheme. Given the widespread availability and accessibility of the kerbside collection service for recycling, the requirement to retain the network of recycling banks has been significantly reduced. A new Household Waste Recycling Centre operated by Warwickshire County Council at Lower House Farm, Grendon opened last year with a range of recycling, disposal and reuse facilities to provide additional recycling opportunities for householders. The impact of the new recycling service on the amount of residual waste collected is shown in the table at Appendix C.
- 2.3 In line with the growth of kerbside recycling in the Borough over recent years, the amount of waste collected through the Council's bring sites has reduced

...
significantly (see Appendix B). It is suspected that the bulk of the material now collected through the Council's bring banks is deposited by businesses, mostly in the form of glass bottles and cardboard packaging. Trade waste is classified differently to domestic waste and cannot legally be disposed of using the existing bring banks. Trade waste producers have a duty of care to account for all the waste they generate and how it is collected and disposed of. The Council must be careful to discourage trade waste producers from unlawful waste management practices but instead should promote more commercial waste recycling through its trade waste collection service or direct producers to other sustainable disposal routes.

- 2.4 The fall in the amount of waste recycled through the Council's bring sites has seen a commensurate fall in income (see Appendix B). Any income is offset in part by charges which contractors levy for emptying the banks. Net income is likely to continue to fall as the impact of the new kerbside recycling service is felt. By far the greatest cost associated with bring sites, however, is the cost of keeping them clean and tidy. It is estimated that it takes up to five hours a day on average for the various street cleaning crews to tidy up the Borough's recycling centres at an annual cost of more than £36,000. The sites also attract high levels of fly-tipping and can be a focus for anti-social behaviour.
- 2.5 Due to falling use of the bring sites it is becoming increasingly difficult to guarantee a regular emptying schedule as contractors are reluctant to divert a large vehicle to service largely empty bins/skips. This results in infrequent emptying and occasions where bins then become overfilled whilst awaiting collection. This adds to the litter issues and means that more time is taken away from cleaning other areas.
- 2.6 Officers have been working closely with colleagues throughout Warwickshire to clearly identify the practicability of continuing to provide Bring Sites alongside the comprehensive alternate weekly waste collection services. All Warwickshire authorities are reviewing their provision, whilst Rugby Borough Council has already removed all Council run Bring Sites.
- 2.7 In light of the information set out above, it is proposed that the Council's recycling banks should be removed over the coming months and that greater emphasis is placed on increasing the take up of commercial waste recycling by our trade customers. It is further suggested that, where practicable, appropriate incentives should be offered to encourage trade waste customers to recycle a greater proportion of their waste.
- 2.8 Several bring sites are located at village halls or community centres and it is intended that banks at those locations are only removed once suitable alternative collection arrangements have been agreed with the local Parish Council or the relevant Management Committee.

3 Report Implications

3.1 Finance and Value for Money Implications

- 3.1.1 The removal of Council run Bring Sites is expected to deliver a financial benefit to the Council by reducing labour costs and increasing trade waste revenues.

3.2 Environment and Sustainability Implications

- 3.2.1 Removal of bring sites will have reduced impact as the new improved recycling service has significantly increased the Council's recycling performance, whilst reducing the amount of waste sent to landfill.

3.3 Links to Council's Priorities

- 3.3.1 This links directly to the Council's aim of "protecting public services for local people whilst maintaining a balanced budget and keeping Council Tax increases lower than inflation."

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

APPENDIX A

RECYCLING BANK LOCATIONS

NORTH WARWICKSHIRE

LOCATION	GLASS BOTTLES	PAPER	CANS	*CLOTHES & SHOES	BOOKS	PLASTIC BOTTLES	**SMALL ELECTRICALS	CARDBOARD
Atherstone: Car Park, Woolpack Way, CV9 1DE	✓	✓	✓	✓	✓	✓	✓	✓
Austrey: Bird in Hand PH, Main Road, CV9 3EB	✓							
Dordon: Cuckoo's Rest PH, Whitehouse Road, B78 1QE	✓							
Dordon: Car Park, Long Street, B78 1QA	✓	✓	✓	✓			✓	
Fillongley: Village Hall, Coventry Road, CV7 8EQ	✓	✓	✓	✓				
Fillongley: Working Mens Club, Ousterne Lane, CV7 8EU	Clear & Green Only							
Hartshill: Windmill Social Club, Mancetter Road, CV10 0HW	✓							
Kingsbury: Car Park, Pear Tree Avenue, B78 2LG	✓	✓	✓	✓			✓	
New Arley: Fir Tree Inn PH, Fir Tree Lane, CV7 8GW	Green & Brown Only							
Newton Regis: Queens Head PH, Main Road, B79 0NF	Clear & Brown Only							
Polesworth: Working Mens Club, High Street, B78 1DX	Clear & Green Only							
Polesworth: Car Park, Grendon Road (near to B78 1HA)	✓	✓						
Shustoke: Griffin Inn PH, Coleshill Road, Church End	Brown Only							
Warton: Fox & Dogs PH, Orton Road, B79 0HT	Brown Only							
Water Orton: Train Station Car Park, Birmingham Road (near to B46 1SU)	✓	✓	✓	✓				✓
Wood End: Working Mens Club Car Park, Tamworth Road, CV9 2QH	✓							

*TRAID and Salvation Army clothing and shoe banks are supported by the council.
The authenticity of any other clothing and shoe banks is unknown.

**Any small electrical item which used batteries or a plug to operate, such as: toasters, kettles, electric Toothbrushes, games consoles, mobile phones, portable DVD players, hairdryers etc.

Appendix B

	GLASS	TEXTILES	BOOKS	PAPER & CARD	CANS	TOTAL TONNAGE	RECYCLING CREDIT PER TONNE	TOTAL VALUE
2010/11 RECYCLING CLAIMS	190.08	30.069	1.62	141.01	11.15	373.93	£38.37	£14,347.66
2011/12 RECYCLING CLAIMS	189.49	20.604	1.38	116.83	9.84	338.14	£39.52	£13,363.45
2012/13 RECYCLING CLAIMS	151.11	5.339	0.33	87.05	5.82	249.65	£40.67	£10,153.22

Bring Site Tonnages and Total Recycling Credits 2010/11 to 2012/13

**Refuse Tonnage Comparisons 2011/12 to 2013/14
Weeks 30 to 36**

<u>Week</u>	2011/12 <u>Total</u>	2012/13 <u>Total</u>	2013/14 <u>Total</u>
30	352.35	368.75	222.18
31	394.77	377.97	212.62
32	354.13	385.87	296.69
33	372.83	372.78	243.12
34	359.87	370.67	275.83
35	323.75	374.54	217.05
36	324.57	354.39	267.81
Total	<u>2482.27</u>	<u>2604.97</u>	<u>1735.30</u>

Agenda Item No 16

Community and Environment Board

20 January 2014

Report of the Assistant Chief Executive And Solicitor To The Council

Prosecutions Taken By The Environmental Health Division 2013

1 Summary

- 1.1 The report provides details of those prosecutions taken by the Environmental Health Division during the calendar year 2013.

Recommendation to the Board

That the report be noted.

2 Consultation

- 2.1 The Chairman and Vice Chairman and the Opposition Spokesperson 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 and Health Promotion). These duties relate to food safety, health and safety at work, licensing, pollution control and animal welfare. This delegation was conditioned, requiring an annual report to your Board detailing all prosecutions taken.
- 3.2 The Division always tries to offer support to businesses in the first instance 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. These policies are reviewed annually 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 2013.

DATE	DEFENDANT	LOCATION	OFFENCES	PENALTY
04/02/13	Mr F Varvara	Corley	Fly tipping. Environmental Protection Act 1990	£1265.00 fines and costs
04/02/13	Mr E Cretu	Arley	Fly tipping. Environmental Protection Act 1990	£765.00 fines and costs
18/03/13	Mr J Lea	Hoar Park Tea Rooms & Restaurant, Ansley	Two offences, Food Hygiene (England) Regulations 2006	£4870.56 fines and costs.
18/03/13	Miss Hopson	Arley	Fly tipping. Environmental Protection Act 1990	£694.56 fines and costs
26/08/13	Mr C Vyse	Hartshill	Fly tipping. Environmental Protection Act 1990. Appeal against a successful prosecution on 26/11/12	Appeal not upheld and costs of £500.00 awarded to the Council. (Defendant had already been fined and ordered to pay costs totalling £675.00)
02/12/13	Mr T Hall	Barbarellas, Long Street, Atherstone	Licensing Act 2003. Joint prosecution with Warwickshire Trading Standards – persistent selling of alcohol to minors and the unsupervised selling of alcohol by minors.	£4541.00 fines and costs and personal licence to sell alcohol suspended for six months.

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.

4.8.2 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 Protecting and improving our environment.

- 4.9.2 Defending and improving our countryside and rural heritage.
- 4.9.3 Tackling health inequalities through improving well being and providing leisure opportunities to all our citizens.
- 4.9.4 Working with our partners to tackle crime, the fear of crime and anti social behaviour.

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 17

Community and Environment Board

20 January 2014

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

**North Warwickshire LEADER
Programme and Transition Fund –
Update Report**

1 Summary

- 1.1 This report provides the Board with background information on the LEADER programme in North Warwickshire and updates Members on its success. It also informs the Board of the activities scheduled to take place during the forthcoming transition year.

Recommendation to the Board

- a That the Board notes the successful completion of the North Warwickshire LEADER programme (2007/13); and**
- b That Members note and comment upon North Warwickshire's involvement in the 2014 LEADER Transition programme.**

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 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 The Authority's successful application to the then Regional Development Agency, Advantage West Midlands (AWM), for a maximum sum of £1,038,000 of LEADER support resulted in a funding agreement being signed between AWM and the Borough Council (as the Accountable Body) on the 28 October 2009. At its meeting held in June 2011, the Board was provided with the full background details of the North Warwickshire LEADER Programme, the over-arching theme of which was to nurture a better connected and better serviced rural North Warwickshire. The corresponding project objectives were to:
- Improve ease of access to community services for individuals, communities and businesses in rural North Warwickshire, specifically

targeting those groups with most barriers to face through isolation and deprivation.

- Develop a more inclusive and sustainable transportation and communications network within, between and beyond settlements in the area.

3.2 Activities that were funded through the programme were required to comply with the Local (LEADER) Development Strategy and needed to deliver a range of agreed outputs. Funding decisions were made by a Local Action Group (LAG), which comprised partners drawn from the statutory, voluntary, community and private sectors. The non-statutory representatives held at least 50% of the voting places on the LAG. The Department for Environment, Food and Rural Affairs (DEFRA), and formerly AWM until 1 July 2011, had the casting vote (power of veto) on all funding decisions.

3.3 In June 2011, Members were also provided with an update on the projects that had been supported to that point, together with a financial position statement. Due to the Comprehensive Spending Review, the overall budget for the Rural Development Programme for England (RDPE), which included LEADER funding, was cut and all LEADER programmes received significant reductions in their original budgets. The local LEADER programme, therefore, had a reduced maximum value of £837,701, of which up to 20% could be used towards administering the scheme (this figure was just over 12% in North Warwickshire). Although there was a major cut in funding to the North Warwickshire LEADER programme, significant achievements were realised within the local community.

4 Achievements – Projects

4.1 To receive LEADER funding an applicant had to secure approval through a two stage process, an initial Expression of Interest (EOI) and then a full application.

4.2 The LAG, through its Executive Group, approved 27 projects, with a cumulative value of just over £738,925. These projects are summarised below:

Project	Project Detail	Actual Spend
NW03 – Church Hall Refurbishment (Dordon)	To upgrade/modernise toilet facilities and install modern, energy efficient windows	£30,722.00
NW04 – Maxstoke Village Hall	To replace an asbestos roof with modern cladding and insulation barrier	£22,590.00
NW07 – Village Hall Rescue (Hurley)	To improve the toilet facilities and reception area	£48,805.98
NW09 – Hartshill Pavilion	To develop a new sports pavilion at Snow Hill Recreation Ground	£44,999.98

Project	Project Detail	Actual Spend
NW10 – Hartshill Community Centre	To install a new floor	£19,695.00
NW12 – Rural Youth Worker (Three Villages)	To operate a youth project in the villages of Hurley, Piccadilly and Wood End	£87,029.52
NW15 – Astley Castle Heritage	To improve footpaths and install interpretation boards around the Castle	£14,544.14
NW21 – Parish Pathways (Baddesley Ensor)	To improve a room in Baddesley Ensor Village Hall to provide computer/internet access	£4,375.00
NW22 – Mancetter Youth Futures	To operate a youth project in Mancetter	£49,166.82
NW24 – The Parish Pathways Project (Baddesley Ensor)	To recruit a development worker to create a community hub at Baddesley Ensor Village Hall	£29,901.67
NW26 – Access to DACs (Borough-wide)	To operate a Domestic Abuse Counselling Service across North Warwickshire	£60,632.00
NW28 – Accessing Community Transport (Borough-wide)	To deliver a Community Transport Consultation project	£9,449.41
NW29 – Community House Development (Atherstone)	To install a new kitchen, black-out blinds, improved signage and purchase a projector and laptop	£5,064.79
NW30 – The Old Barn Centre (Old Arley)	To install wall cladding and a modern, energy efficient heating and lighting system	£18,130.56
NW31 – Boudica’s Last Battle (Mancetter)	To create a visitor trail to highlight Mancetter’s Roman history and possible connection with Boudica’s last battle against the Romans	£12,019.10
NW34 – Shustoke Community Shop/Hub	To move a kitchen area and install a village shop in Shustoke Village Hall	£24,940.00
NW35 - Improving Access at Kingsbury Linear Park	To provide new infrastructure to improve access around the site	£4,860.00
NW36 – Water Orton Community Hub	To adapt the centrally located library into a venue suitable to support a wide range of services and activities (Community Hub)	£46,688.87
NW39 - Whitacre Heath Nature Reserve Site of Special Scientific Interest (SSSI)	To improve access at the site by installing a boardwalk and improving interpretation material	£10,875.00
NW40 – Baxterley Play Area	To install a new play area in Baxterley	£36,345.00
NW41 - Fillongley Village Hall	To dry wall, insulate and decorate two internal walls	£7,805.00

Project	Project Details	Actual Spend
NW43 – Support for North Warwickshire Village Volunteers	To support high quality volunteer recruitment for organisations and community hubs in village locations	£16,460.00
NW48 - Ansley Village Church Hall	To update the electrical installation and renew the boundary fence to improve facilities for the local community	£2,976.80
NW49 - Curdworth Adult Outdoor Exercise Equipment	To provide a rural community with free access to outdoor exercise facilities	£10,357.00
NW54 - Austrey Archery Club	To purchase a container unit and new archery equipment, including targets, bows and arrows	£5,719.99
NW55 – Water Orton Tennis Club	To upgrade and enhance current toilets and changing room facilities (including provision for disabled people)	£4,965.00
NW57 – MUGA and Skate Facilities	To provide a multi-use games area in Dordon and skate facilities in Polesworth	£109,806.40

4.3 The table includes two projects (shown in bold) that received additional funding not originally allocated to North Warwickshire. In May 2013, DEFRA notified the Local Action Group of additional funding that had become available, on a first come first served basis, through the re-allocation of national underspend money. The combined effort and quick action of the applicants and the Local Action Group resulted in an additional £124,806 being secured for the Borough. The MUGA and Skate Facilities project received funding of £109,806, whilst the existing Domestic Abuse Counselling Service received an additional £15,000 to continue the project through to the end of December 2013.

5 Evaluation and Celebration of the Programme

5.1 Evaluation of the programme has been undertaken to assess the value (both financial and non-financial) of LEADER to North Warwickshire, and to identify both the quantitative outputs and the “hidden” social benefits that have occurred through the initiative. This information was gathered from a range of stakeholders and beneficiaries through questionnaires, focus groups and meetings. At the time of writing this report, the results were being analysed and a report being prepared. A summary of the key findings will be presented to Members at the meeting.

5.2 An event was held on 23 July 2013 at Hartshill Community Centre, to celebrate the successes of the individual projects and to promote the achievements of the programme. The event, which was attended by over 60 invited guests, provided an opportunity to learn more about the many different projects funded through LEADER and to hear about the related experiences of those involved in their organisation. Evaluation of the day found that 65% of attendees rated the event as having been “excellent”. Associated feedback included the following comments:

- “The projects were many and varied, but all had real grassroots benefits to the communities involved.”
- “I am happy to know the level of help and support available to community groups and projects.”
- “I have learnt how many worthwhile and long lasting projects have been funded by LEADER and how many North Warwickshire volunteers there are.”

5.3 A directory was also launched to coincide with the event, showcasing the full range of local LEADER projects. The full colour booklet contains details for each individual project, “before and after” photographs, the level of funding received, the number of people that benefitted from the investment and anecdotal evidence from the grant recipients about the outcomes from their project. The booklet has been distributed to all of the people and organisations involved in the programme.

6 The Future of LEADER - Transition Funding

6.1 On 22 January 2013, DEFRA notified all Local Action Groups (LAGs) that it would be making available an allocation of “Transition Funding” for 2014. This funding is intended to help maintain or create capacity in the period leading up to the start of any new funding programme in 2015.

6.2 North Warwickshire Borough Council, in conjunction with the LAG, applied for Transition funding and was subsequently offered a full award of £29,190. The funding, which comes into effect on the 1 January 2014, will pay for the 12 months employment of a part-time officer, the purposes of which will be to develop and lead transitional activity and to work with the local community, the voluntary sector and public/private organisations to develop a new, robust Local Development Strategy (LDS). The LDS, which is to be based on factual information and research, will identify the key priorities for the Borough and provide the framework for any future activity. This will be achieved through a range of activities, including desk-based research, public events/meetings, focus groups and questionnaire surveys.

6.3 The services of a consultant will be employed to oversee activity and to provide independent strategic direction to the final LDS. The consultant will be appointed in February 2014, and will be contracted to work at key points throughout the research, consultation and document production stages.

6.4 The next Rural Development Programme is currently being worked-up, although it is anticipated that it will start in January 2015. It is likely to be more aligned with other European Funding sources (such as the European Regional Development Fund and European Social Fund) under a Common Strategic Framework (CSF). There is a commitment within the CSF for community-led development partnerships (such as those established through LEADER) to have more influence over where money is spent. Members will

be made aware of any opportunities for North Warwickshire as and when they become available. Engagement within the Transition programme, however, is not a guarantee of entry into the next round of LEADER-related initiatives.

7 Report Implications

7.1 Finance and Value for Money Implications

7.1.1 Participation in the LEADER programme has secured just under £991,700 of European grant funding for the Borough. The Authority has incurred indirect expenditure in its capacity as the Accountable Body for the programme and through providing officer time and resource to support and help develop local initiatives.

7.2 Safer Communities Implications

7.2.1 There are no direct safer communities implications arising from this report, although LEADER funding has been used for environmental improvements and to enhance access to services. Whilst visual improvements help to reduce the fear of crime, which is relatively high in North Warwickshire, improving access to valued services helps to reduce anti-social and/or nuisance behaviour through the increased provision of positive diversionary activity. A number of the funding allocations have contributed directly to the development of safer communities, for example through the youth-related projects and the Domestic Abuse Counselling Service.

7.3 Environment and Sustainability Implications

7.3.1 The LEADER programme helped to improve the built and natural environment and contributed to the sustainability of rural communities.

7.4 Health, Well-being and Leisure Implications

7.4.1 LEADER helped to create a stronger sense of place and improve health and well-being through actions that supported communities and enhanced the rural environment by providing new leisure and recreation opportunities.

7.5 Human Resources Implications

7.5.1 There is no direct implication arising out of this report. It should be noted, however, that Transition Funding will enable the continued employment of the LEADER Monitoring Officer for a further 12 months, whilst the programme will also continue to be supported by the Community Development Officer (Rural Regeneration).

7.6 Risk Management Implications

7.6.1 The LAG and Accountable Body were required to maintain and review a risk log, which was included as Annex 11 in the Local Development Strategy.

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	NW LEADER
Officer Responsible for assessment	Partnership and 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

The evaluation of the 2007/13 LEADER programme will help to identify its actual impact on the groups defined by the protected characteristics identified above.

Throughout the transition period checks will be made to ensure that consultation has been undertaken with groups defined by the protected characteristics under the Equality Act. Where there are identified gaps, and where possible, these groups will be directly targeted.

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

The original LEADER-related EIA Summary will need to be reassessed, taking into account the evaluation results drawn from the 2007/13 programme.

7.7 Equalities Implications

7.7.1 The evaluation of the 2007/13 LEADER programme will help to inform the production of a refreshed Local Development Strategy. This work will be undertaken during the transition period (2014) in preparation for an application for entry into the 2015/20 LEADER programme. The research and consultation work to be carried out will provide opportunities for the local community to influence the LDS, including groups defined by the protected characteristics under the Equality Act. An updated EIA Summary is appended to this report.

7.8 Links to Council Priorities

7.8.1 The LEADER programme financially supported projects that directly linked to the following corporate priorities:

- Public Services and Council Tax
- Local Employment
- Environment
- Crime and Disorder
- Countryside and Heritage
- Access to Services
- Consultation and Communication
- Health and Well-being

7.8.2 Additionally, all of the projects funded by the LEADER programme positively impacted upon at least one of the priorities of the Sustainable Community Strategy, which are to:

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

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

Background Papers

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

Background Paper No	Author	Nature of Background Paper	Date
1	Assistant Director (Leisure and Community Development)	Community and Environment Board Report	June 2011
2	Assistant Director (Leisure and Community Development)	Community and Environment Board Report	March 2012
3	Assistant Director (Leisure and Community Development)	Community and Environment Board Report	March 2013

Agenda Item No 18

Community and Environment Board

20 January 2014

Report of the Chief Executive and the Deputy Chief Executive

Progress Report on Achievement of Corporate Plan and Performance Indicator Targets April – September 2013

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 2013.

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 2013/14. This is the second report showing the progress achieved so far during 2013/14.

4 Progress achieved during 2013/14

- 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 2013/14 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 2013/14.

6 Overall Performance

- 6.1 The Corporate Plan performance report shows that 93% of the Corporate Plan targets and 44% of the performance indicator targets are currently on schedule to be achieved. The report shows that individual targets that have been classified as red, amber or green. Individual comments from the relevant division have been included where appropriate. The table below shows the following status in terms of the traffic light indicator status:

Corporate Plan

Status	Number	Percentage
Green	14	93%
Amber	0	0%
Red	1	7%
Total	15	100%

Performance Indicators

Status	Number	Percentage
Green	4	44%
Amber	3	33%
Red	2	22%
Total	9	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 diversionary activities, leisure provision, play strategy 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 Equalities

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 inter generational 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 environment, recycling, access to services, health and well being, public services and Council Tax and local employment.

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

	Action	Priority	Reporting Officer	Update	Status	Direction
NWCP 015 11/12(1)	To ensure the successful delivery and completion of the European and Central Government funded LEADER programme, in partnership with WCAVA and the North Warwickshire Local Action Group and to produce an evaluation report on the programme by March 2014	Access to Services	Powell, Simon	All LEADER funding is committed, including the additional windfall allocation of £127,236. The LEADER programme comes to an end on 31 December 2013 and an evaluation process is currently in progress. The Project Directory has been produced and distributed to all appropriate stakeholders and a celebratory event held in July attracted 80 people. The Transition Fund application has been approved in principle, subject to the submission of a satisfactory Delivery Plan.	★ Green	➔
NWCP 016 11/12(1)	To continue to raise aspirations, attainment and skill levels through recognised vocational qualifications, volunteering and targeted activities and help members of the community to achieve national accreditations and report on progress by March 2014	Local Employment	Powell, Simon	Limited activity is currently being undertaken due to the loss of the CDO (Young People and Inter-generation). Talks are taking place with local secondary schools, however, which may be interested in organising a local careers fair, with limited support from the Borough Council. Coleshill School saw nine students gain Bronze and four gain Silver Arts Award qualifications through the LNR Programme.	★ Green	➔

	Action	Priority	Reporting Officer	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	Environment	Maxey, Steve	The Council has a draft Carbon Management Plan which includes a number of projects to reduce the Council's spend on energy. The main focus of activity at the moment is the Accomodation Review, where a number of actions are being investigated, and the Green Deal, where officers are working with Carillion and Birmingham Energy Savers to encourage take up of energy efficiency measures.	 Green	
NWCP 018 11/12(1)	To maintain the current high levels of street cleanliness to not less than 95%, targeting resources and working in partnership, where appropriate, and report quarterly	Environment	Dobbs, Richard	Current street cleaning levels are at 93% due to resources being temporarily stretched by the division's preparations for the new refuse and recycling service.	 Red	
NWCP 019 11/12(1)	The Council will continue to promote waste minimisation and increased recycling, as well as raising awareness of the problems of litter, fly-tipping and dog fouling using suitable enforcement measures, where appropriate, and report quarterly	Environment	Dobbs, Richard	Promotion of environmental issues has concentrated on the new recycling service over the last quarter and will continue into Q3.	 Green	
NWCP 022 11/12(1)	To implement phase 6 of the North Warwickshire Green Space Strategy in accordance with its revised Action and Funding Plan and corresponding Management Plans for Parks, where appropriate, and report on progress by March 2014	Health & Well-being	Powell, Simon	Good progress is being made in implementing year 6 of the Green Space Strategy Action and Funding Plan	 Green	

	Action	Priority	Reporting Officer	Update	Status	Direction
NWCP 023 11/12(1)	To complete delivery of the Local Nature Reserve Project, thereby ensuring appropriate designations at Abbey Green Park, Polesworth, Cole End Park, Coleshill, Dafferns Wood, New Arley, and Kingsbury Linear Park by October 2013	Health & Well-being	Powell, Simon	Local Nature Reserves have been designated at Kingsbury Meadow and at Dafferns Wood in New Arley. Access improvement works have been completed at these sites and also at Cole End Park in Coleshill. Channel clearance work has also been completed at Abbey Green Park in Polesworth. Work is in hand to prepare management plans specific to the nature reserves at Cole End Park and Abbey Green Park, which will provide the framework for designation of these two sites.	 Green	
NWCP 024 11/12(1)	In conjunction with potential key partners, to continue to advance proposals to replace Coleshill Leisure Centre with a facility that is accessible by the community on the site of The Coleshill School, and to report on progress every six months	Health & Well-being	Powell, Simon	Work is progressing satisfactorily to develop a new leisure facility in Coleshill that will be accessible by the local community throughout the hours of opening. Regular reports are presented to the Special Sub-group and Community and Environment Board on this subject.	 Green	

	Action	Priority	Reporting Officer	Update	Status	Direction
NWCP 028 11/12(1)	To continue to co-ordinate the sustainable multi-agency development of Wellness Matters, including its further progression into targeted outreach communities, the promotion of healthy lifestyles and raising levels of physical activity, in particular for children and young people, and to report on progress by March 2014	Health & Well-being	Powell, Simon	The One Stop Health Shop located at Atherstone Memorial Hall has attracted 116 people. The Food Co-op scheme is established in Baddesley Ensor, Birchmoor and Coleshill Community Hubs, Atherstone Early Years Centre, Atherstone Volunteers Centre and Shustoke Village Shop. Over 60 people are receiving fresh fruit and vegetables through the scheme each week.	 Green	
NWCP 029 11/12(1)	To continue to ensure compliance with the Council's statutory responsibilities as a partner and Compact signatory within the Warwickshire Safeguarding Children Board, including the need to undertake a review of the Child Protection Policy, and thereafter to implement its provisions accordingly, to carry out a mid-point audit of the Council's Section 11 Audit Action Plan, deliver the actions identified therein and, where appropriate, to co-ordinate all related activity alongside the need to safeguard adults and other vulnerable people in the community	Health & Well-being	Powell, Simon	Two WSCB Child Protection Courses for partners have been delivered by NWBC staff. The latest national "Working Together" Government guidance has been published, which will enable a review to be undertaken of the Authority's Child Protection Policy.	 Green	
NWCP 030 11/12(1)	To continue to provide positive interventions to address anti-social and nuisance behaviour, including through targeted activities (eg Call4Sport, Activities4U, etc), and to report on progress by March 2014	Crime and Disorder	Powell, Simon	Very few young people-related anti-social behaviour issues were reported in Quarter 1, although there was a slight increase in Quarter 2. A diversionary project developed in conjunction with Atherstone Boxing Club has recently been successful in securing external funding. This will enable the Club to work with local young people. Additionally, a "Street Games" project is being developed to train local activiators to deliver diversionary activity in priority areas.	 Green	

	Action	Priority	Reporting Officer	Update	Status	Direction
NWCP 055	To report annually on progress on the Customer Access Strategy, including the development of Community Hubs and the new Customer Relationship Access Solution by March 2014	Access to Services	Trahern, Bob	Good progress again being made on the access agenda. The new CRM system is on target to be implemented on time and to budget, the B.O.B Hub project continues well having been recognised as a silver medal winner for its innovative approach at the recent IRRV awards and a report will go to the Resources Board in November updating on on line progress.	 Green	
NWCP 069(1)	To review and improve the manner in which the Council consults and engages with, and secures the involvement of, children, young people and their families within the development, management and delivery of services by December 2013	Health & Well-being	Powell, Simon	Although activity is limited due to the departure of the CDO (Young People and Inter-generation), a Local Democracy Week event is taking place at The Coleshill School on 16 October.	 Green	
NWCP 081	To implement a new and improved recycling service in October 2013 alongside the new refuse service to improve the efficiency of the service and the Council's recycling rate and report by March 2014	Recycling	Dobbs, Richard	The new "simply 3 bins" alternate week refuse & recycling service started on 21st October. The service is running well and early signs are that the Council's recycling rate will increase significantly.	 Green	

	Action	Priority	Reporting Officer	Update	Status	Direction
NWCP 086	In accordance with approved Management Plans, implement improvement at Abbey Green Park in Polesworth, Long Street and Kitwood Avenue Recreation Grounds in Dordon, Speedwell Lane Recreation Ground and the Church and Community Hall Grounds in Baddesley Ensor by December 2013	Health & Well-being	Powell, Simon	<p>Implementaion of management plans at Long Street Recreation Ground, Dordon, and Abbey Green Park in Polesworth is progressing very well, with both schemes expected to be completed by November 2013.</p> <p>The preparation of plans for sites in Baddesley Ensor is well in-hand, with implementation expected to commence during October 2013.</p>	 Green	

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Ref	Description	Section	Priority	Year End Target	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	83	 Amber		Performance has improved now that the team is back to full strength and should continue to do so.
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	81	 Amber		Performance has improved now that the team is back to full strength and should continue to do so.
NWLPI 085	Swimming pools and sports centres: The net cost per swim/visit	Leisure Facilities	Health and Well-being	1.9	1.64	 Green		
NWLPI 086	Leisure Centres - Total income per visit	Leisure Facilities	Health and Well-being	2.47	2.43	 Amber		
NWLPI 092	Customer satisfaction with Community Development activities	Partnership & Development	Health and Well-being	90	91.24	 Green		323 of 354 questionnaires recorded as Good.
NWLPI 094	Percentage of successful funding applications	Partnership & Development	Health and Well-being	80	100	 Green		<p>Stage one of the LEADER Transition Funding application has been successful. Stage two is to be submitted at the end of October / early November.</p> <p>Three community sports development-related applications have been successful (out of three submitted).</p>
NWLPI 119	Number of collections missed per 100,000 collections of household waste (former BV88)	Refuse & Recycling	Recycling	25	86	 Red		This figure includes missed garden waste collections and recycling
@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	36	40	 Green		Although above target, this period includes high levels of garden waste which increase the seasonal %. New service start in October will significantly increase the recycling rate.

Ref	Description	Section	Priority	Year End Target	Performance	Traffic Light	Direction of Travel	Comments
@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	7	 Red		Resource levels have been reduced due to preparation for the implementation of the new refuse and recycling service leading to a temporary drop in performance standards