

**To: The Chairman and Members of the
Community and Environment Board
(Councillors May, L Dirveiks, Fox, Freer,
Gordon, Lewis, M Moss, Payne, Phillips,
Pickard, Sherratt, Smitten, Y Stanley, and
Wykes).**

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

24 January 2011

The Community and Environment Board will meet in The
Chamber, The Council House, South Street, Atherstone,
Warwickshire on Monday 24 January 2011, at 6.30pm.

AGENDA

- 1 Evacuation Procedure.**
- 2 Apologies for Absence / Members away on
official Council business.**
- 3 Declarations of Personal or Prejudicial
Interests** (Any personal interests arising from the
membership of Warwickshire County Council of
Councillors Fox and May and the various
Town/Parish Councils of Councillors Fox
(Shustoke), Freer (Atherstone), Lewis (Kingsbury),
M Moss (Kingsbury), Phillips (Kingsbury), Y
Stanley (Polesworth) Sherratt (Coleshill) and
Smitten (Polesworth) are deemed to be declared
at this meeting).

- 4 **Request for discussion of En Bloc items.**
- 5 **Minutes of the Meeting of the Board held on 4 October 2010** - copy herewith, to be approved as a correct record and signed by the Chairman.

PART A – ITEMS FOR DISCUSSION AND DECISION

- 6 **Corporate Plan 2011/12** – Report of the Chief Executive.

Summary

The purpose of this report is to seek the Board's approval to those parts of the Corporate Plan for which it is responsible and to agree the 2011-12 Service Plans for the Leisure & Community Development, Streetscape and Environmental Divisions.

The Contact Officer for this report is Jerry Hutchinson 719200.

- 7 **General Fund Fees and Charges 2011/12** – Report of Assistant Chief Executive and Solicitor to the Council, Assistant Director (Streetscape), Assistant Director (Leisure and Community Development) and the Assistant Director (Housing).

Summary

The report covers the fees and charges for 2010/11 and the proposed fees and charges for 2011/12.

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

- 8 **Leisure and Community Development Division – Proposed 2011/12 Revenue Savings** – Report of the Assistant Director (Leisure and Community Development).

Summary

This report identifies potential areas for revenue budget savings within the Leisure and Community Development Division for inclusion in the 2011/12 revenue estimates.

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

- 9 **Proposed 2011/12 Revenue Savings** – Report of the Assistant Chief Executive and Solicitor to the Council

Summary

This report identifies potential areas for revenue budget savings for inclusion in the 2011/12 revenue estimates.

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

- 10 **Recycling Promotion** - Report of the Assistant Director (Streetscape)

Summary

This report sets out some of the work carried out recently to promote the Council's recycling services and seeks Members' approval to reduce the budget for recycling promotion by £5,000 from 2011/12 onwards as part of savings identified within the Streetscape division.

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

- 11 **Waste Management – Sub-Regional Working** – Report of the Assistant Director (Streetscape)

Summary

This report summarises the work which is being undertaken by Warwickshire's county and district councils in partnership with Coventry MBC and Solihull MBC on a variety of waste management services. The programme being followed by the partners aims to improve service delivery, increase efficiency and reduce costs through greater collaborative working, joint procurement and sharing of best practice.

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

- 12 **General Fund Revenue Estimates 2011/12** – Report of Deputy Chief Executive

Summary

This report covers the revised budget for 2010/11 and estimates of expenditure for 2011/12 together with forward commitments for 2012/13 and 2013/14 and 2014/15.

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

- 13 **Capital Programme Bids 2011/12 to 2013/14** – 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 Sue Garner (719374)

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

Summary

Members are asked to consider two requests for assistance through the provision of an annual grant; one from Warwickshire Community and Voluntary Action (WCAVA) for funding towards the second year of its three-year countywide agreement and the other from North Warwickshire Citizens Advice Bureau (NW CAB).

The Contact Officers for this report are Jaki Douglas (719492)

- 15 **Leisure Facilities – Bank Holiday Opening** - Report of the Assistant Director (Leisure and Community Development)

Summary

As requested by the Board at a previous meeting, this report provides indicative costs of opening leisure facilities on Bank Holidays.

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

- 16 **Play Area Development Programme** – Report of the Assistant Director (Leisure and Community Development)

Summary

This report sets out progress in respect of the implementation of the Council's Play Area Development Programme.

The Contact Officer for this report is Alethea Wilson (719212).

- 17 **Parks, Open Spaces and Horticultural Service Performance and Grounds Maintenance Service Review** – Report of the Assistant Director (Leisure and Community Development)

Summary

This report updates the Board with regard to the annual benchmarking exercise for parks, open spaces and horticultural services, advises on progress of the Grounds Maintenance Service Review and seeks approval of the new Grounds Maintenance Specification and its proposed implementation with effect from April 2011.

The Contact Officer for this report is Alethea Wilson (719212)

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

- 18 **Private Water Supplies Regulation 2009** – Report of the Assistant Chief Executive and Solicitor to the Council

Summary

The purpose of this report is to inform Members of the requirements of the Private Water Supplies Regulations 2009, the implications for this Authority and to agree a scale of charges to be levied for risk assessment and sampling visits.

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

- 19 **Progress Report on Achievement of Corporate Plan and Performance Indicator Targets April 2009 – January 2010** - Report of the Chief Executive and the Director of Resources.

Summary

This report informs Members of the actual performance and achievement against the Corporate Plan and Performance Indicator targets relevant to the Board for the period April 2009 to January 2010.

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

4 October 2010

Present: Councillor May in the Chair

Councillors L Dirveiks, Fox, Freer, Gordon, Lewis, M Moss, Payne, Phillips, Sherratt, Smitten, Y Stanley and Wykes.

An apology for absence was received from Councillor Pickard.

16 **Declarations of Personal or Prejudicial Interests**

Any personal interests arising from the membership of Warwickshire County Council of Councillors Fox and May and membership of the various Town/Parish Councils of Councillors Fox (Shustoke), Freer (Atherstone), Lewis (Kingsbury), M Moss (Kingsbury), Phillips (Kingsbury), Sherratt (Coleshill) and Smitten (Polesworth) were deemed to be declared at the meeting.

17 **Minutes**

The minutes of the meeting held on 21 June 2010, copies having been previously circulated were approved as a correct record and signed by the Chairman.

18 **Budgetary Control Report 2010/11 Period Ended 31 August 2010**

The Assistant Director (Finance and Human Resources) reported on the revenue expenditure and income for the period from 1 April 2010 to 31 August 2010.

Resolved:

That the report be noted.

19 **Play Area Development Programme**

The Assistant Director (Leisure and Community Development) set out the progress in respect of the implementation of the Play Area Development Programme and sought authorisation from the Board for officers to pursue potential alternative sources of funding for projects in Old Arley and Kingsbury and sought approval to remove redundant play equipment in Polesworth.

Resolved:

- a That the progress in respect of the Play Area Development Programme be noted and approved;
- b That officers be authorised to pursue potential alternative sources of funding pending the outcome of the Government's review of the Playbuilder programme; and
- c That, following the circulation of information to local residents and subject to there being no adverse reaction from the immediate catchment community, the proposal to remove redundant play equipment at Sunset Close, Polesworth, be approved.

20 **Draft North Warwickshire Playing Pitch Strategy**

As requested by the Board at its meeting held in June 2010, the Assistant Director (Leisure and Community Development) presented the revised Draft North Warwickshire Playing Pitch Strategy to the Board for adoption following further consultation with partners.

Resolved:

That subject, where relevant, to the need to consider the provisions of the supporting Action and Funding Plan within the context provided by the Council's overall capital and revenue budgetary requirements, the North Warwickshire Playing Pitch Strategy 2010 to 2020, be adopted.

21 **Allotments Development Programme**

The Assistant Director (Leisure and Community Development) set out the progress in respect of the implementation of the Allotments Development Programme and sought the Board's approval to vary the support previously proposed for the development of allotments in Hurley.

Resolved:

- a That the progress in respect of the Allotments Development Programme, as set out in the report of the Assistant Director (Leisure and Community Development) and detailed in Appendix A to the report, be noted and approved;
- b That the expenditure of the budget of £10,000 in support of the development of allotments on County Council owned land off Knowle Hill, Hurley, be approved;

- c That the reimbursement to Hurley Allotment Association of the first year's rent for the site off Knowle Hill, Hurley, from the approved budget, be approved;**
- d That the Borough Council, for the first three years following commencement of the lease, underwrites a bond, up to a maximum of £1700, for the future reinstatement of the site at Knowle Hill, Hurley; and**

Recommendation to the Resources Board

- e That the land off Queensway, Hurley, remain in the General Fund and the Authority seeks to develop the site for social or affordable housing.**

22 Queen Elizabeth II Fields Challenge

The Assistant Director (Leisure and Community Development) informed the Board of the opportunity for the Authority to take part in the Queen Elizabeth II Fields Challenge.

Recommendation to Council:

That the following sites be put forward for inclusion in the Queen Elizabeth II Fields Challenge programme;

- Brook Walk Recreation Ground, Mancetter;**
- Abbey Green Park, Polesworth;**
- Old Arley Recreation Ground, Arley; and**
- Sycamore Road Recreation Ground, Kingsbury.**

23 Atherstone Leisure Complex – Redevelopment of Crèche Space

The Assistant Director (Leisure and Community Development) detailed a specific development proposal for a viable alternative use of the space released through closure of the crèche at Atherstone Leisure Complex for consideration by the Board.

Resolved:

That, on the basis of the financial and usage projections detailed in the report of the Assistant Director (Leisure and Community Development), the development of the proposed Lifetime Fitness Studio subsequent to the closure of the crèche at Atherstone Leisure Complex and the proposed level of charges identified in the report, be approved.

24 **Leisure Facilities – Bank Holiday Closures**

The Board's approval was sought for the Bank Holiday closure of leisure facilities during 2011/12.

Resolved:

That a further report be brought back to the Board with detailed costing of opening Leisure Facilities on Bank Holidays during 2011/12.

25 **Progress report on Achievement of Corporate Plan and Performance Indicator Targets April – June 2010.**

The Chief Executive and Deputy Chief Executive informed Members of the progress with the achievement of the Corporate Plan and Performance Indicator targets relevant to the Board from April – June 2010.

Resolved:

That the report be noted.

26 **Council Response to the Griffin Report into the Major Outbreak of E.Coli 0157 in 2009**

The Assistant Chief Executive and Solicitor to the Council summarised the findings of the Griffin report into the major outbreak of E.Coli at a children's farm in Surrey in 2009 and the actions taken in response to this incident at the time and since the publication of the report. The Board's approval was sought to appoint the Assistant Chief Executive and Solicitor to the Council or in his absence the Environmental Health Manager, as the person responsible for managing the Council's participation in outbreak control.

Resolved:

- a **That the actions taken by the Environmental Health Division prior to and following the publication of the Griffin report be noted; and**
- b **That the Assistant Chief Executive and Solicitor to the Council or in his absence the Environmental Health Manager, be authorised to manage the Council's participation in outbreak control.**

27 **Leisure and Community Development Division – Divisional Service Plan**

Members were informed of the progress that had been made in respect of achieving the actions identified in the Leisure and Community Development Division's approved 2010/11 Service Plan.

Resolved:

That the progress made by the Leisure and Community Development Division in achieving the outcomes identified in its 2010/11 Service Plan, be noted.

28 **Sports Club Development Officer – Progress Report**

The Assistant Director (Leisure and Community Development) highlighted the progress made by the Sports Club Development Officer in the first year of the undertaking.

Resolved:

That the valuable progress made to date by the Sports Club Development Officer in achieving the outcomes agreed with Sports England as part of the Community Investment Fund agreement, be noted.

29 **Health, Well-being and Leisure Portfolio Group**

The minutes of the meetings of the Health, Well-being and Leisure Portfolio Group held on 16 June and 1 September 2010 were received and noted.

30 **Warwickshire Waste Seminar**

The Assistant Director (Streetscape) informed Members of the content of The Way Ahead for Warwickshire Waste meeting held on 6 September 2010 and also confirmed future attendance by officers and Members at subsequent meetings.

Resolved:

That the contents of the report and, in particular, the intention to repeat the seminars for officers and Members on a quarterly basis, be noted.

31 **National Review of Waste Policies**

The Assistant Director (Streetscape) sought the Board's approval for the submission of a response from the Board to the Government's consultation document 'Review of Waste Policies – Call for Evidence'

Resolved:

That the response to the 'Review of Waste Policies – Call for Evidence' as shown at Appendix B to the report of the Assistant Director (Streetscape), be approved and submitted.

M May
Chairman

Agenda Item No 6

Community and Environment Board

24 January 2011

Report of the Chief Executive

Corporate Plan 2011 - 12

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 to those parts of the Corporate Plan Targets for which it is responsible and to agree the 2011-12 Service Plans for the Leisure & Community Development, Streetscape and Environmental Divisions.

Recommendation to the Executive Board

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

Recommendation to the Board

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

2 Consultation

2.1 Portfolio Holder, Shadow Portfolio Holder and Ward Members

- 2.1.1 Discussions relating to issues contained within the Appendices have taken place at Portfolio Groups.

3 Report

- 3.1 Corporate Plan Targets and Divisional Service Plans are normally agreed in the January/February cycle of meetings and adopted by Full Council in February at the same time as the Budget.
- 3.2 In 2006 the Council produced a new style of Corporate Plan more closely aligned to the North Warwickshire Sustainable Community Strategy and incorporating a long term Vision.

- 3.3 Members will be aware that the Sustainable Community Strategy has recently been reviewed and now has three key themes. Public Agencies in the County have also agreed a Warwickshire Sustainable Communities Strategy. Consequently, a number of revisions were made to the format to the 2010-11 Corporate Plan to reflect this.
- ... 3.4 Appendix A sets out proposals for those Corporate Plan Targets which fall within the remit of the Community and Environment Board. Proposals for the 20011/12 Corporate Plan reflect discussions which have taken place at Portfolio Groups in appropriate cases. Members are requested to recommend to the Executive Board that the Corporate Plan targets set out in Appendix A are agreed.
- 3.5 A report will be presented to the Boards after the end of the financial year to show the year end out-turn on the 2010-11 targets. The targets for 2011-12 are being recommended in advance of the Election in May and may well need to be reviewed post-election. For this reason a fully formatted Plan is not being recommended at this stage, with the 2011-12 Plan being finalised following discussion with Members post-election.
- 3.6 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.
- ... 3.7 The Service Plans for the Leisure and Community Development, Streetscape and Environmental Health Divisions comprise Appendix B to this report, as most of these programmes relate to work carried out for this Board. Only the Pollution Control element of the Environmental Health service plan is attached – the Health and Safety and Food Safety plans will be brought to this Board later in the year as they are both reliant on the outturns for 2010/11.
- 3.8 Where there are any budget implications for another Board arising out of work programmes, those implications will be drawn to the attention of the relevant Board 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 are dealt with in the Budget Report also on this agenda.
- 3.9 Once the Corporate Plan Targets 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 meeting, and
- The Scrutiny Board will monitor the performance of indicators and targets where the traffic light is amber and red.

4 **Report Implications**

4.1 **Financial and Value for Money Implications**

4.1.1 Where possible, targets and indicators for 2011-12 will be achieved from within existing Board 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

CORPORATE PLAN TARGETS – 2011/12

Appendix A

COMMUNITY & ENVIRONMENT BOARD

Corporate Plan Theme	Target	Board/Portfolio Holder/ Lead Officer	Additional Training/ Financial Implications
Community Life	To report on the review of LEADER funding by May 2011, including identifying potential schemes for applications for funding in the light of revisions to criteria.	Community & Environment Board/Community Life Portfolio/AD (L&CD), ACE (CS)	Up to £1.03 million of LEADER funding has provisionally been secured for North Warwickshire, although concerns remain regarding DEFRA's support for the LEADER programme. The funding scheme is currently being reviewed. Subject to the outcome of the review, training in respect of all aspects of the management and administration of the LEADER programme will be required for relevant staff.
Community Life	To continue to raise aspirations, skill levels and attainment through recognised vocational qualifications, volunteering and targeted activities and help members of the community to achieve local and national accreditations and to report on progress by March 2012.	Community & Environment Board/Community Life Portfolio/AD (L&CD)	External funding will be required to undertake appropriate actions.

Corporate Plan Theme	Target	Board/Portfolio Holder/ Lead Officer	Additional Training/ Financial Implications
Environment	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.	Community & Environment Board/Environment Portfolio/ACE&StC	To be met within existing budgets.
Environment	To maintain the current high levels of street cleanliness to not less than 94%, targeting resources and working in partnership, where appropriate, to ensure that standards remain as consistently high as possible throughout the Borough.	Community & Environment Board/Environment Portfolio/AD (S)	To be met within existing budgets.
Environment	To continue to work with Warwickshire County Council and other agencies to support and deliver activities that promote waste minimisation, recycling, litter awareness and reduce fly-tipping and dog fouling, including through education work in eight schools, support for the national eco-schools programme and targeted enforcement.	Community & Environment Board/Environment Portfolio/AD (S), AD (L&CD), AD (H)	To be met within existing budgets.

Corporate Plan Theme	Target	Board/Portfolio Holder/ Lead Officer	Additional Training/ Financial Implications
Environment	To commence the implementation of the new Grounds Maintenance specification by April 2011 to ensure that the Borough's open spaces are efficiently and effectively maintained to as high a standard as possible with the resources available.	Community & Environment Board/Environment Portfolio/AD (S), AD (L&CD)	To be met within existing budgets.
Environment	To work with partners to improve recycling rates across the Borough to not less than 35% (targeting poorer performing areas as necessary) while increasing the efficiency and cost-effectiveness of the Council's refuse collection service and to report on proposals to achieve this by September 2011.	Community & Environment Board/Environment Portfolio/AD (S)	To be met within existing budgets.
Health & Well-being	To implement phase 4 of the North Warwickshire Green Space Strategy in accordance with the revised Action and Funding Plan.	Community & Environment Board/Health & Well-being Portfolio/AD (L&CD)	The significant resource implications are detailed in the supporting Action and Funding Plan.

Corporate Plan Theme	Target	Board/Portfolio Holder/ Lead Officer	Additional Training/ Financial Implications
Health & Well-being	To implement the first year actions arising out of the Local Nature Reserve Project, including assisting with the recruitment of staff at Warwickshire Wildlife Trust and Groundwork West Midlands and delivering the activities and improvement work at Dafferns Wood, New Arley, and Kingsbury Linear Park.	Community & Environment Board/Health & Well-being Portfolio/AD (L&CD)	£225,000 of external funding has been secured from Natural England's Access to Nature Programme. This has been matched by £30,000 of revenue funding from the Borough Council.
Health & Well-being	Within the context provided by the evolving "Health, Well-being and Leisure Strategy" to determine by March 2013 and commence implementation of the agreed approach to the future provision, management and operation of the Council's leisure facilities, having particular regard to the short and long-term future of Coleshill Leisure Centre.	Community & Environment Board/Health & Well-being Portfolio/DCE, AD ((L&CD)	The report to Members will include an assessment of any capital and revenue resource implications.
Health & Well-being	To work with partners to implement the North Warwickshire Playing Pitch Strategy in accordance with its supporting Action Plan.	Community & Environment Board/Health & Well-being Portfolio/AD (L&CD)	The resource implications of the Playing Pitch Strategy (not all of which relate to the Borough Council) are detailed in the supporting Action Plan.

Corporate Plan Theme	Target	Board/Portfolio Holder/ Lead Officer	Additional Training/ Financial Implications
Health & Well-being	To review by September 2011 and revise, as necessary, the provisions and co-ordination of the NW Play Strategy and, thereafter, implement the Strategy's associated Action Plan accordingly.	Community & Environment Board/Health & Well-being Portfolio/AD (L&CD)	The associated resource implications are detailed in the supporting Action Plan.
Health & Well-being	To prepare a Play Area Business Plan by March 2012 to inform the implementation of a third phase of the Play Area Development Programme to ensure that all Borough Council facilities offer good play value, are accessible, secured by design and support the objectives of the NW Play Strategy.	Community & Environment Board/Health & Well-being Portfolio/AD (L&CD)	The Business Plan will include a funding options appraisal, as there will be significant budgetary implications in improving play facilities at a minimum of six sites.
Health & Well-being	In conjunction with NHS Warwickshire, to continue to co-ordinate the sustainable development of Wellness Matters, including its expansion into targeted outreach communities and the promotion of healthy lifestyles, healthy eating and NHS Warwickshire's Stop Smoking Service and to report on progress annually in March.	Community & Environment Board/Health & Well-being Portfolio/AD (L&CD)	To be met within existing budgets.

Corporate Plan Theme	Target	Board/Portfolio Holder/ Lead Officer	Additional Training/ Financial Implications
Health & Well-being	To continue to ensure compliance with the Council's statutory responsibilities as a partner and Compact signatory within the WSCB, including the need to continue to implement the provisions of the Council's Child Protection Policy and to undertake a Section 11 self-assessment audit in line with WSCB requirements by May 2011.	Community & Environment Board/Health & Well-being Portfolio/AD (L&CD)	Internal "trainers" will continue to deliver the WSCB Level 1 course to relevant colleagues throughout the Authority.
Safer Communities	To continue to develop and deliver targeted positive interventions, community safety projects and constructive leisure opportunities (eg Call4Sport, Activities4U, etc) to provide diversionary activities, reduce instances of anti-social behaviour and meet the wider needs and aspirations of young people, inter-generational work and wider community development activity, as detailed in the Leisure & Community Development Division's Service Plan.	Community & Environment Board/Safer Communities Portfolio/CE, AD (L&CD)	External funding is often required to undertake appropriate actions.

LEISURE AND COMMUNITY DEVELOPMENT DIVISION - SUMMARY ACTION PLAN 2011/12

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 	Raising Aspirations / Developing Healthier Communities / Improving Access to Services Access to Services / Protecting Our Environment / Tackling Health Inequalities and Providing Leisure Opportunities / Tackling Crime and the Fear of Crime / Making Best Use of Our Resources	AD (L&CD)	April 2011	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

LEISURE AND COMMUNITY DEVELOPMENT DIVISION - SUMMARY ACTION PLAN 2011/12

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 continue to implement the provisions of the Council's Child Protection Policy and to undertake a Section 11 self-assessment audit in line with WSCB requirements 	<p>Developing Healthier Communities / Improving Access to Services</p> <p>Access to Services / Tackling Health Inequalities / Tackling Crime and the Fear of Crime</p>	CE & AD (L&CD)	April 2011	On-going	High	<p>C&E Board approval of actions taken in support of the Warwickshire Safeguarding Children Board</p> <p>Continued implementation of the Child Protection Policy</p>	Internal "trainers" will continue to deliver the WSCB Level 1 course to relevant colleagues throughout the Authority

LEISURE AND COMMUNITY DEVELOPMENT DIVISION - SUMMARY ACTION PLAN 2011/12

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"> Within the context provided by the evolving “Health, Well-being and Leisure Strategy”, determine and commence implementation of the approach to the future provision, management and operation of the Council’s leisure facilities 	Raising Aspirations / Developing Healthier Communities / Improving Access to Services Access to Services / Tackling Health Inequalities and Providing Leisure Opportunities / Tackling Crime and the Fear of Crime / Making Best Use of Resources	DCE / AD (L&CD) & LFM	April 2011	March 2013	High	Approach to the future provision, management and operation of the Council’s leisure facilities endorsed by the C&E Board	There will be significant revenue implications associated with any decisions regarding the future provision, management and operation of the Council’s leisure facilities

LEISURE AND COMMUNITY DEVELOPMENT DIVISION - SUMMARY ACTION PLAN 2011/12

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 4 of the North Warwickshire Green Space Strategy in accordance with its revised Action and Funding Plan 	Raising Aspirations / Developing Healthier Communities / Improving Access to Services Access to Services / Protecting Our Environment / Tackling Health Inequalities and Providing Leisure Opportunities / Tackling Crime and the Fear of Crime / Making Best Use of Resources	AD (L&CD) & LM	April 2011	March 2012	High	Actions identified in Phase 4 of the Action and Funding Plan completed, reported to and endorsed by the C&E Board	The significant resource implications are detailed in the supporting Action and Funding Plan

LEISURE AND COMMUNITY DEVELOPMENT DIVISION - SUMMARY ACTION PLAN 2011/12

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 2011/12							
<ul style="list-style-type: none"> In conjunction with the Streetscape Division, implement the approved outcomes of the Grounds Maintenance Service Review, thereby improving service delivery and operational efficiency 	Raising Aspirations / Developing Healthier Communities / Improving Access to Services Access to Services / Protecting Our Environment / Tackling Health Inequalities and Providing Leisure Opportunities / Tackling Crime and the Fear of Crime / Making Best Use of Resources	LM	April 2011	On-going	High	Board approval of progress in respect of the delivery of outcomes arising from the Grounds Maintenance Service Review	The demands of the revised Grounds Maintenance specification will necessitate training for relevant staff

LEISURE AND COMMUNITY DEVELOPMENT DIVISION - SUMMARY ACTION PLAN 2011/12

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"> Work with partners to implement the North Warwickshire Playing Pitch Strategy in accordance with its supporting Action Plan 	Raising Aspirations / Developing Healthier Communities / Improving Access to Services Access to Services / Tackling Health Inequalities and Providing Leisure Opportunities / Tackling Crime and the Fear of Crime / Making Best Use of Resources	LM	April 2011	Ongoing	High	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 2011/12

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 negotiations with relevant parties regarding the Borough Council's potential involvement in the management and operation of community use of the proposed artificial grass pitch at Queen Elizabeth School and Sports College in Atherstone 	<p>Raising Aspirations / Developing Healthier Communities / Improving Access to Services</p> <p>Access to Services / Tackling Health Inequalities and Providing Leisure Opportunities / Tackling Crime and the Fear of Crime / Making Best Use of Resources</p>	LFM / LM	April 2011	On-going	Medium	Implementation of community use of the proposed artificial grass pitch at Queen Elizabeth School and Sports College in Atherstone	Borough Council involvement in the management and operation of community use of the proposed artificial grass pitch will only be undertaken on the basis of there being no adverse consequence to the revenue budget

LEISURE AND COMMUNITY DEVELOPMENT DIVISION - SUMMARY ACTION PLAN 2011/12

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"> Review and revise, as necessary, the provisions and co-ordination of the NW Play Strategy and, thereafter, implement the Strategy's associated Action Plan accordingly 	Raising Aspirations / Developing Healthier Communities / Improving Access to Services Access to Services / Protecting Our Environment / Tackling Health Inequalities and Providing Leisure Opportunities / Tackling Crime and the Fear of Crime / Making Best Use of Resources	PDM / LM & CDO (YP&I)	April 2011	On-going	Medium	Projects implemented in accordance with the revised Strategy's Action Plan	The associated resource implications are detailed in the under-pinning Action Plan

LEISURE AND COMMUNITY DEVELOPMENT DIVISION - SUMMARY ACTION PLAN 2011/12

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"> • Prepare a Play Area Business Plan to inform the implementation of a third phase of the Play Area Development Programme to ensure that all Borough Council built play facilities offer good play value, meet current safety standards, are accessible, secured by design and support the objectives of the North Warwickshire Play Strategy 	Raising Aspirations / Developing Healthier Communities / Improving Access to Services Access to Services / Protecting Our Environment / Tackling Health Inequalities and Providing Leisure Opportunities / Tackling Crime and the Fear of Crime / Making Best Use of Resources	LM	April 2011	March 2012	High	Board approval of Business Plan 87% of NWBC play areas meeting current safety and accessibility standards	The Business Plan will include a funding options appraisal, as there will be significant budgetary implications in improving facilities at a minimum of six sites

LEISURE AND COMMUNITY DEVELOPMENT DIVISION - SUMMARY ACTION PLAN 2011/12

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 the first year actions arising out of the Local Nature Reserve Project, including assisting with the recruitment of staff at Warwickshire Wildlife Trust and Groundwork West Midlands and delivering the activities and improvement work at Dafferns Wood, New Arley, and Kingsbury Linear Park 	<p>Raising Aspirations / Developing Healthier Communities / Improving Access to Services</p> <p>Access to Services / Protecting Our Environment / Tackling Health Inequalities and Providing Leisure Opportunities / Tackling Crime and the Fear of Crime / Making Best Use of Resources</p>	AD (L&CD) / LM / PDM & CDO (E)	Dec 2010	October 2013	Medium	Achievement of milestones as laid out in the Local Nature Reserves Business Plan	£225,000 of external funding has been secured from Natural England's Access to Nature Programme. This has been matched by £30,000 of revenue funding from the Borough Council

LEISURE AND COMMUNITY DEVELOPMENT DIVISION - SUMMARY ACTION PLAN 2011/12

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 other Divisions and partner organisations, as appropriate, encourage communities to identify and report public realm concerns and thereafter support at least four local “clean up” initiatives 	Raising Aspirations / Developing Healthier Communities / Improving Access to Services Access to Services / Protecting Our Environment / Tackling Health Inequalities / Tackling Crime and the Fear of Crime / Making Best Use of Resources	PDM / LM / CDO (E) & CDO (SC)	April 2011	March 2012	High	Support four “community clean ups” (one per Area Forum) in 2011/12	

LEISURE AND COMMUNITY DEVELOPMENT DIVISION - SUMMARY ACTION PLAN 2011/12

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"> • Work with Warwickshire County Council, relevant agencies and other divisions to support and deliver activities that promote waste minimisation, recycling, litter awareness and reduce dog fouling, including through education in schools and support for the national eco-schools programme 	<p>Raising Aspirations / Developing Healthier Communities / Improving Access to Services</p> <p>Access to Services / Protecting Our Environment / Tackling Health Inequalities / Tackling Crime and the Fear of Crime / Making Best Use of Resources</p>	PDM / CDO (E)	April 2011	March 2012	High	Work with eight schools to promote environmental education and deliver related activity	

LEISURE AND COMMUNITY DEVELOPMENT DIVISION - SUMMARY ACTION PLAN 2011/12

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 the successful delivery of the European and Central Government funded LEADER programme, in partnership with WCAVA and the North Warwickshire Local Action Group 	<p>Raising Aspirations / Developing Healthier Communities / Improving Access to Services</p> <p>Access to Services / Protecting Our Environment / Tackling Health Inequalities and Providing Leisure Opportunities / Tackling Crime and the Fear of Crime / Making Best Use of Resources</p>	AD (L&CD) / PDM / CDO (RR)	April 2011	Dec 2013	High	Board and LAG approval of delivery against the provisions of the corresponding Action Plan	<p>Concerns remain regarding DEFRA's support for the LEADER programme. The outcome of a related review will be made known to Members at the earliest opportunity</p> <p>Training in respect of all aspects of the management and administration of the LEADER programme will be required for relevant staff</p>

LEISURE AND COMMUNITY DEVELOPMENT DIVISION - SUMMARY ACTION PLAN 2011/12

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"> Work with at least four local communities to assist in the implementation of Parish Plan priorities 	<p>Raising Aspirations / Developing Healthier Communities / Improving Access to Services</p> <p>Access to Services / Protecting Our Environment / Tackling Health Inequalities and Providing Leisure Opportunities / Tackling Crime and the Fear of Crime / Making Best Use of Resources</p>	CDO (RR)	April 2011	On-going	Medium	The number of actions implemented with the assistance of the CDO (RR)	External funding is often required to undertake actions identified within Parish Plans. The CDO (RR) will support communities to apply for grant aid

LEISURE AND COMMUNITY DEVELOPMENT DIVISION - SUMMARY ACTION PLAN 2011/12

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 	<p>Raising Aspirations / Developing Healthier Communities / Improving Access to Services</p> <p>Access to Services / Protecting Our Environment / Tackling Health Inequalities and Providing Leisure Opportunities / Tackling Crime and the Fear of Crime / Making Best Use of Resources</p>	PDM / LM & CDO (SC)	April 2011	On-going	High	CDRP and Area Fora approval of actions taken through PACT processes	External funding is sought and often required in order to undertake appropriate actions

LEISURE AND COMMUNITY DEVELOPMENT DIVISION - SUMMARY ACTION PLAN 2011/12

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"> Develop and deliver appropriate local community safety days to address community safety concerns/issues and address residents' perceptions and fear of crime 	Raising Aspirations / Developing Healthier Communities / Improving Access to Services Access to Services / Protecting Our Environment / Tackling Health Inequalities and Providing Leisure Opportunities / Tackling Crime and the Fear of Crime / Making Best Use of Resources	CDO (SC)	April 2011	On-going	High	The number of targeted interventions/campaigns/community safety days The number of issues resolved to a satisfactory conclusion A reduction in the number of residents who are fearful of crime	External funding is sought, and often required, to undertake appropriate actions

LEISURE AND COMMUNITY DEVELOPMENT DIVISION - SUMMARY ACTION PLAN 2011/12

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"> • Provide positive interventions to address anti-social and nuisance behaviour, including through targeted activities (e.g. Call4Sport, Activities4U, etc.) 	Raising Aspirations / Developing Healthier Communities / Improving Access to Services Access to Services / Protecting Our Environment / Tackling Health Inequalities and Providing Leisure Opportunities / Tackling Crime and the Fear of Crime / Making Best Use of Resources	PDM / CDO (SC) / CDO (YP&I) & CDO (SI&S)	April 2011	On-going	High	Reduction in the number of reported anti-social / nuisance behaviour incidents The number of targeted interventions	External funding is sought, and often required, to undertake appropriate actions

LEISURE AND COMMUNITY DEVELOPMENT DIVISION - SUMMARY ACTION PLAN 2011/12

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"> Raise aspirations, attainment and skill levels through recognised vocational qualifications, volunteering and targeted activities (e.g. Cook and Taste, Activities4U, leadership and environmental awards, etc.) 	<p>Raising Aspirations / Developing Healthier Communities / Improving Access to Services</p> <p>Access to Services / Protecting Our Environment / Tackling Health Inequalities and Providing Leisure Opportunities / Tackling Crime and the Fear of Crime / Making Best Use of Resources</p>	PDM / All CDOs	April 2011	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 2011/12

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 NHS Warwickshire, continue to co-ordinate the sustainable development of Wellness Matters, including its expansion into targeted outreach communities and the promotion of healthy lifestyles, healthy eating and NHS Warwickshire's Stop Smoking Service 	<p>Raising Aspirations / Developing Healthier Communities / Improving Access to Services</p> <p>Access to Services / Protecting Our Environment / Tackling Health Inequalities and Providing Leisure Opportunities / Tackling Crime and the Fear of Crime / Making Best Use of Resources</p>	CDO (HI)	April 2011	On-going	High	Delivery of the anticipated outcomes within the Wellness Matters Action Plan	

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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, raise levels of physical activity within the community 	Raising Aspirations / Developing Healthier Communities / Improving Access to Services Access to Services / Protecting Our Environment / Tackling Health Inequalities and Providing Leisure Opportunities / Tackling Crime and the Fear of Crime / Making Best Use of Resources	PDM / LFM / CDO (HI) / CDO (SI&S) / SCDO	April 2011	On-going	High	Increase the percentage (by 1%, from 13.1 % to 14.1%) of adults undertaking a minimum of 30 minutes physical activity three or more times per week (Active People Survey)	CIF grant has been received to support the appointment (until 2012) of the Sports Club Development Officer

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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"> Within the context provided by the evolving “Health, Well-being and Leisure Strategy”, continue to investigate and commence implementation of the short and long-term future of Coleshill Leisure Centre 	Raising Aspirations / Developing Healthier Communities / Improving Access to Services Access to Services / Protecting Our Environment / Tackling Health Inequalities and Providing Leisure Opportunities / Tackling Crime and the Fear of Crime / Making Best Use of Resources	DCE / AD (L&CD) / LFM	April 2011	March 2013	High	Board approval of the proposals and corresponding business plan(s) relating to the future of CLC	Future capital and revenue provision for Coleshill Leisure Centre is being addressed through appropriate processes

LEISURE AND COMMUNITY DEVELOPMENT DIVISION - SUMMARY ACTION PLAN 2011/12

Action	Links with the Sustainable Community Strategy and Corporate Plan	Lead Officer	Start Date	End Date	Priority	Measurement of Success	Resource / Training Implications
Policy, Strategy, Standards and Process							
<ul style="list-style-type: none"> In conjunction with appropriate external organisations and key stakeholders, including within the context provided by the development of a county-wide Third Sector Strategy, review the Council's schemes of financial assistance to outside organisations, to ensure their relevance to the priorities of the Sustainable Community Strategy and to the principles of the Warwickshire Compact 	Raising Aspirations / Developing Healthier Communities / Improving Access to Services Access to Services / Protecting Our Environment / Tackling Health Inequalities and Providing Leisure Opportunities / Tackling Crime and the Fear of Crime / Making Best Use of Resources	PDM	April 2011	October 2011	Medium	Completion of review and adoption of new scheme criteria	Future support for Third Sector organisations is currently subject to a county-wide review

LEISURE AND COMMUNITY DEVELOPMENT DIVISION - SUMMARY ACTION PLAN 2011/12

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"> • Subsequent to the completion of the Sport and Recreation and Parks and Open Spaces Value for Money Reviews, implement the agreed Action Plans accordingly 	<p>Raising Aspirations / Developing Healthier Communities / Improving Access to Services</p> <p>Access to Services / Protecting Our Environment / Tackling Health Inequalities and Providing Leisure Opportunities / Tackling Crime and the Fear of Crime / Making Best Use of Resources</p>	AD (L&CD) / LFM / LM	April 2011	March 2012	Medium	Successfully implement approved VFM Action Plan provisions	

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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 review processes and procedures within the Division, including within the context provided by Internal Audit investigations and agreed recommendations, in order to ensure compliance with all appropriate corporate policies and protocols, including the Health and Safety Policy, counter fraud, use of resources and data quality requirements, etc. 	Making Best Use of Our Resources	AD (L&CD) / PDM / LFM & LM	April 2011	On-going	High	Processes and procedures that continue to comply with all internal policy requirements	

LEISURE AND COMMUNITY DEVELOPMENT DIVISION - SUMMARY ACTION PLAN 2011/12

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 Indicators							
<ul style="list-style-type: none"> Within the context provided by the Action Plans arising out of the Sport and Recreation and Parks and Open Spaces Value for Money Reviews, formulate and agree a sustainable and long-term approach to performance management (including the use of meaningful performance indicators and a Balanced Scorecard approach) within the Division Continue in membership of APSE in order to enable the benchmarking and critical examination of the Division's performance in a wider, external context 	<p>Making Best Use of Our Resources</p> <p>Improving Access to Services</p> <p>Access to Services / Making Best Use of Our Resources</p>	<p>AD (L&CD) / LFM / LM / PDM</p> <p>LFM / LM</p>	<p>April 2011</p> <p>April 2011</p>	<p>October 2011</p> <p>March 2012</p>	<p>Medium</p> <p>Medium</p>	<p>Adoption of a new performance management framework</p> <p>Presentation and endorsement of performance reports by relevant Boards</p>	<p>Membership of APSE will require a revenue contribution of £3000, which will be financed from within existing budgetary provision</p>

LEISURE AND COMMUNITY DEVELOPMENT DIVISION - SUMMARY ACTION PLAN 2011/12

Action	Links with the Sustainable Community Strategy and Corporate Plan	Lead Officer	Start Date	End Date	Priority	Measurement of Success	Resource / Training Implications
E-Government							
<ul style="list-style-type: none"> In conjunction with the Corporate Services Division, and through a “lean systems” review, investigate the options and business case for procuring software to support relevant functions within the Division (e.g. Leisure Facilities, Grounds Maintenance, Play Areas, Tree Management, etc.) 	<p>Improving Access to Services</p> <p>Access to Services / Protecting Our Environment / Tackling Health Inequalities and Providing Leisure Opportunities / Tackling Crime and the Fear of Crime / Making Best Use of Resources</p>	PDM / LFM / LM	April 2011	October 2011	Medium	<p>Completion of “lean systems” review of the Grounds Maintenance service</p> <p>Agreed outcome of investigation to procure new software to support relevant activity within the Division</p>	There will be a need to identify revenue provision through which to procure any new software

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Action	Links with the Sustainable Community Strategy and Corporate Plan	Lead Officer	Start Date	End Date	Priority	Measurement of Success	Resource / Training Implications
Risk Management							
<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 the potential abuse of vulnerable people and the loss of external funding support for Divisional activities) 	Improving Access to Services Access to Services / Making Best Use of Resources	AD (L&CD) / PDM / LFM & LM	April 2011	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

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Action	Links with the Sustainable Community Strategy and Corporate Plan	Lead Officer	Start Date	End Date	Priority	Measurement of Success	Resource / Training Implications
Consultation							
<ul style="list-style-type: none"> In pursuance of the outcomes of the aforementioned Value for Money Reviews, undertake consultation to inform the Division's work in respect Community Development, Landscape Management and Leisure Facility provision 	Raising Aspirations / Developing Healthier Communities / Improving Access to Services Access to Services / Protecting Our Environment / Tackling Health Inequalities and Providing Leisure Opportunities / Tackling Crime and the Fear of Crime / Making Best Use of Resources	PDM / LFM & LM	April 2011	On-going	Medium	Analysed and documented outcomes of consultation work and Board approval of subsequently revised Action Plans, as appropriate	Activity to be supported through the Divisional Market Research budget

LEISURE AND COMMUNITY DEVELOPMENT DIVISION - SUMMARY ACTION PLAN 2011/12

Action	Links with the Sustainable Community Strategy and Corporate Plan	Lead Officer	Start Date	End Date	Priority	Measurement of Success	Resource / Training Implications
Value for Money							
<ul style="list-style-type: none"> Identify, implement and document efficiency savings within the Division, in accordance with corporate protocols 	Making Best Use of Our Resources	AD (L&CD) / PDM / LFM & LM	April 2011	On-going	Medium	Realised efficiency savings	

LEISURE AND COMMUNITY DEVELOPMENT DIVISION - SUMMARY ACTION PLAN 2011/12

Action	Links with the Sustainable Community Strategy and Corporate Plan	Lead Officer	Start Date	End Date	Priority	Measurement of Success	Resource / Training Implications
Training and Development							
<ul style="list-style-type: none"> • Ensure delivery of the Divisional Training Plan, particularly in respect of the following widely held needs: Financial Management, People Management, Child Protection and Health and Safety 	Raising Aspirations Making Best Use of Our Resources and Developing our Workforce	AD (L&CD) / PDM / LFM & LM	April 2011	March 2012	High	Delivery of 80% of the Divisional Training Plan commitments	Revenue provision made through the corporate training budget

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Action	Links with the Sustainable Community Strategy and Corporate Plan	Lead Officer	Start Date	End Date	Priority	Measurement of Success	Resource / Training Implications
Partnership Working							
<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 	Raising Aspirations / Developing Healthier Communities / Improving Access to Services Access to Services / Protecting Our Environment / Tackling Health Inequalities and Providing Leisure Opportunities / Tackling Crime and the Fear of Crime / Making Best Use of Resources	AD (L&CD) / PDM / LFM & LM	April 2011	On-going	High	Action plan progress endorsed by Community Partnership and other relevant groups	Involvement in this area of work has a profound affect on the Division's ability to secure external grant support for community-based activity programmes

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Action	Links with the Sustainable Community Strategy and Corporate Plan	Lead Officer	Start Date	End Date	Priority	Measurement of Success	Resource / Training Implications
Equalities							
<ul style="list-style-type: none"> Undertake Equalities Impact and Needs Assessments across all areas of Divisional policy and activity and implement the required actions arising therefrom 	<p>Raising Aspirations / Developing Healthier Communities / Improving Access to Services</p> <p>Access to Services / Tackling Health Inequalities and Providing Leisure Opportunities / Tackling Crime and the Fear of Crime / Making Best Use of Resources</p>	AD (L&CD) / PDM / LFM & LM	April 2011	On-going	High	Completed programme of Equality Impact and Needs Assessments	

STREETSCAPE SUMMARY ACTION PLAN 2011/12

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. Maintain (and where possible, improve on) 2010/11 street cleanliness standards	Protecting and Improving Our Environment	Assistant Director (Streetscape) Streetscape Manager SMT	April 2011	March 2012	High	<ul style="list-style-type: none"> ○ NI195 is no longer a national reporting requirement, however this will continue to be used for monitoring as it is a known and common benchmark ○ Exceed national standards ○ To be in the top quartile for cleanliness among SPARSE authorities 	<ul style="list-style-type: none"> ○ Staff time within existing budgets. ○ Contract costs of mechanical sweeping and weekend cleaning ○ Resource & staffing pressures due to savings across the division
SC2. Maintain (and where possible, improve on) levels of public satisfaction with the street cleansing service (currently at 65% - Q1). Continue to investigate other methods of engaging with the community on Public Realm Issues in line with the Council's Communication Strategy	"	Assistant Director (Streetscape) SMT	April 2011	March 2012	High	<ul style="list-style-type: none"> ○ Results of Householder Satisfaction Survey ○ Via the peoples panel obtain clarification of the issues of concern so that the service can respond accordingly 	<ul style="list-style-type: none"> ○ Staff time within existing budgets ○ Cost of specific consultation exercises

Action	The Corporate Priority the task contributes to	Lead Officer(s)	Start Date	End Date	Priority	Measurement of Success	Resource/Training Implications
SC3. Continue to develop effective and pro-active measures for the reduction of discarded litter and dog fouling through closer working arrangements with Parish & Town Councils and across divisions	"	Assistant Director (Streetscape)	April 2011	Ongoing	High	<ul style="list-style-type: none"> ○ Number of fixed penalty notices issued ○ Level of publicity for environmental enforcement ○ Overall reduction in levels of litter ○ Greater levels of public satisfaction with street cleanliness 	<ul style="list-style-type: none"> ○ Staff time within existing budgets ○ Revenue from fixed penalty charges ○ Specific training for Street Wardens
Civil Parking Enforcement							
CPE1. Consider partnership arrangements with Nuneaton & Bedworth BC and Rugby BC with a view to commence necessary processes for the introduction of on-street parking enforcement through TMA 2004.		Assistant Director (Streetscape) Streetscape Manager	April 2011	Ongoing	High	<ul style="list-style-type: none"> ○ Evaluate and the Development of shared services for on-street parking enforcement 	<ul style="list-style-type: none"> ○ Staff time within existing budgets for initial enquires
CPE2. Set-up project board between Warwickshire County Council and NWBC with the objective successfully achieving designed policy outcomes.		Assistant Director (Streetscape) Streetscape Manager	April 2011	Ongoing	High	<ul style="list-style-type: none"> ○ Established project board ○ Improved availability of short term on-street parking spaces in town centres 	<ul style="list-style-type: none"> ○ Staff time within existing budgets for initial enquires ○

Action	The Corporate Priority the task contributes to	Lead Officer(s)	Start Date	End Date	Priority	Measurement of Success	Resource/Training Implications
CP3. Continual active participation and involvement with Parking Management Group of Warwickshire.		Assistant Director (Streetscape) Streetscape Manager	Ongoing			<ul style="list-style-type: none"> ○ 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
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 – including supporting local activity around Exercise Watermark in partnership with WCC	“	Assistant Director (Streetscape) Streetscape Manager	April 2011	Ongoing	High	<ul style="list-style-type: none"> ○ Flooding & Drainage issues identified and action taken to address them ○ Exercise Watermark projects and trials successfully implemented with relevant Parishes 	<ul style="list-style-type: none"> ○ Staff time within existing budgets

Action	The Corporate Priority the task contributes to	Lead Officer(s)	Start Date	End Date	Priority	Measurement of Success	Resource/Training Implications
FR2. Implement property-level flood protection and resilience measures in Fillongley following grant award.		Assistant Director (Streetscape) Streetscape Manager	April 2011	March 2012	High	<ul style="list-style-type: none"> Successful implementation of identified measures at identified locations within the village of Fillongley. 	<ul style="list-style-type: none"> Staff time within existing budgets for initial enquires Limited grant funding
Grounds Maintenance							
GM1. Assist in the final implementation of new Grounds Maintenance specification	“	Assistant Director (Streetscape) Streetscape Management Team (SMT)	April 2011	March 2012	High	<ul style="list-style-type: none"> New specification implemented 	<ul style="list-style-type: none"> Staff time within existing budgets
GM2. Continue to support “In Bloom” initiatives and encourage greater involvement across the Borough	“	Assistant Director (Streetscape) SMT	April 2011	Ongoing	Medium	<ul style="list-style-type: none"> Greater participation and increased success in “In Bloom” competition 	<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
Transport							
T1. Continue to monitor and review vehicle usage and requirements across the Council in line with the broader aims of the Council's Climate Change Strategy	"	Assistant Director (Streetscape) Streetscape Manager	April 2011	March 2012	Medium	<ul style="list-style-type: none"> Monitoring undertaken – NI185 information collated and recorded 	<ul style="list-style-type: none"> Staff time within existing budgets.
T2. Undertake vehicle fleet renewals in accordance with the agreed programme	"	Streetscape Manager	April 2011	March 2012	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.
T3. Implement and test new Transport Management arrangements following transfer of 'O' Licence and new structure	"	Streetscape Manager	April 2011	March 2012	High	<ul style="list-style-type: none"> New arrangements implemented and working well 	<ul style="list-style-type: none"> Staff time within existing budgets.
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) Refuse & Recycling Manager CDO (Env)	April 2011	March 2012	High	<ul style="list-style-type: none"> Increased participation Higher recycling rates – with the aim of achieving 35% by year end 	<ul style="list-style-type: none"> Staff time within existing budgets Promotional material funded from existing budgets

Action	The Corporate Priority the task contributes to	Lead Officer(s)	Start Date	End Date	Priority	Measurement of Success	Resource/Training Implications
RR2. Review the Business Waste Recycling pilot schemes, multi-material recycling service from flats and bring banks across the Borough	“	Refuse & Recycling Manager	April 2011	October 2011	High	<ul style="list-style-type: none"> ○ High participation levels ○ Schemes demonstrably self-funding ○ Successful schemes continued or improved 	<ul style="list-style-type: none"> ○ Staff time & limited existing resources
RR3. Use vehicle tracking technology to improve efficiency and identify potential savings – possible partnership with neighbouring authorities	Making Best Use of Our Resources	Refuse & Recycling Manager	April 2011	September 2011		<ul style="list-style-type: none"> ○ Surveys completed ○ Round efficiencies identified ○ Refuse costs reduced or overall efficiency increased 	<ul style="list-style-type: none"> ○ Revenue cost to be met from Streetscape reserves ○ WCC capital funding
RR7. Continue to explore opportunities for joint depot and shared service provision with other local authorities across the region	Making Best Use of Our Resources	AD(S) Refuse & Recycling Manager	April 2011	October 2011	High	<ul style="list-style-type: none"> ○ Potential depot locations identified ○ Potential partnership arrangements assessed 	<ul style="list-style-type: none"> ○ Staff time
Facilities Management							
FM1. Continue to test 100% of the electrical installation in the Council House and undertake appropriate improvement works as necessary	Making Best Use of Our Resources Strategic Resource Management	Assistant Director (Streetscape) Facilities Manager	April 2011	March 2012	High	<ul style="list-style-type: none"> ○ All necessary inspections undertaken ○ All proposed works completed 	<ul style="list-style-type: none"> ○ Funds allocated 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. Address identified urgent priority electrical issues in order to assure the continued safe use of the Council House until such time as a final Accommodation Project solution is able to be implemented	Making Best Use of Our Resources Strategic Resource Management	AD (Streetscape) Facilities Manager	January 2011	September 2011	High	○ Necessary works identified and implemented	○ Existing capital and revenue budgets
FM3. 10 Yr Capital Programme. Implement 6 th Year	Making Best Use of Our Resources	Assistant Director (Streetscape) Facilities Manager	April 2011	March 2012	High	○ All identified schemes completed	○ Funded from Capital Programme
FM4. Planned maintenance – implement planned maintenance programmes	Making Best Use of Our Resources	Assistant Director (Streetscape) Facilities Manager	April 2011	March 2012	High	○ All identified works completed	○ Funded from Revenue Budgets
FM5. Complete implementation of relevant improvements identified in the Facilities Management Improvement Plan	Making Best Use of Our Resources	Assistant Director (Streetscape) Facilities Manager	April 2011	March 2012	Medium	○ Achieve targets and implement identified improvements	○ 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
FM6. Implement any identified actions/projects arising from 2010/11 review of DDA issues at Council properties	Making Best Use of Our Resources	Assistant Director (Streetscape) Facilities Manager	April 2011	October 2012	High	<ul style="list-style-type: none"> ○ Any identified actions/projects implemented 	<ul style="list-style-type: none"> ○ Actions funded from Capital Programme
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	Making Best Use of Our Resources	Assistant Director (Streetscape) Facilities Manager	April 2011	October 2012	High	<ul style="list-style-type: none"> ○ Review Completed ○ Report to Board – new Strategy & Plan adopted and implemented 	<ul style="list-style-type: none"> ○ Staff time within existing budgets
AM2. Implement strategy for maximising occupancy of commercial and industrial units. Pursue capital improvement works or disposal as appropriate	Making Best Use of Our Resources	Assistant Director (Streetscape) Facilities Manager	April 2011	June 2012	High	<ul style="list-style-type: none"> ○ Strategy implemented ○ Occupancy levels increased 	<ul style="list-style-type: none"> ○ Staff time within existing budgets ○ Potential costs for improvement works (offset by increased income)

Action	The Corporate Priority the task contributes to	Lead Officer(s)	Start Date	End Date	Priority	Measurement of Success	Resource/Training Implications
AM3: Take an active role in reducing the Council's energy consumption and carbon emissions	Making Best Use of Our Resources	Management Team, Assistant Director (Streetscape)	On-going		High	<ul style="list-style-type: none"> ○ Measured by NI185 ○ Reduction in Energy/cost saving ○ Reduction in Carbon Emissions 	<ul style="list-style-type: none"> ○ Staff time within existing budgets ○ Invest to Save? ○ Carbon Trust loans where appropriate?
Borough Regeneration							
BR1. Continue to progress regeneration projects in Atherstone, Coleshill and elsewhere within the Borough	Making Best Use of Our Resources	Assistant Director (Streetscape) Facilities Manager	April 2011	March 2012		<ul style="list-style-type: none"> ○ Projects on schedule and on budget 	<ul style="list-style-type: none"> ○ Staff time within existing budgets
Climate Change & Sustainability							
CC1. Continue to review the Council's policies and procedures in relation to Climate Change and Sustainability through the Environment Portfolio Holder Group	Protecting and Improving Our Environment	Assistant Director (Streetscape)	April 2011	March 2012	High	<ul style="list-style-type: none"> ○ Any identified actions implemented 	<ul style="list-style-type: none"> ○ Staff time within existing budgets
Value for Money / Efficiency							

Action	The Corporate Priority the task contributes to	Lead Officer(s)	Start Date	End Date	Priority	Measurement of Success	Resource/Training Implications
VM1. Monitor identified savings for 2011/12. Identify potential future savings for future years across whole Division	Making Best Use of Our Resources	Assistant Director (Streetscape)	April 2011	March 2012	High	<ul style="list-style-type: none"> All identified savings achieved 	<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) in relation to data quality and security	Making Best Use of Our Resources	Assistant Director (Streetscape) SMT	April 2011	March 2012	High	<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 2011	March 2012	High	<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

Action	The Corporate Priority the task contributes to	Lead Officer(s)	Start Date	End Date	Priority	Measurement of Success	Resource/Training Implications
PI3. Oversee the gathering, recording, collation and reporting of information relating to CO ₂ reduction as required for NI185 and NI194.	Protecting and Improving Our Environment	Assistant Director (Streetscape) Facilities Manager SMT	April 2011	March 2012	High	<ul style="list-style-type: none"> ○ All required Information gathered and reported 	<ul style="list-style-type: none"> ○ Staff time within existing budgets
Use of Technology							
UT1. Consider future IT requirements to support divisional restructure and modern working methods to increase capacity and efficiency	Making Best Use of Our Resources	Assistant Director (Streetscape) SMT	April 2011	March 2012	Medium	<ul style="list-style-type: none"> ○ Divisional Plan completed 	<ul style="list-style-type: none"> ○ Staff time within existing budgets
UT2. Continue to develop & improve Streetscape content on the Council's website	Making Best Use of Our Resources	Assistant Director (Streetscape) SMT	April 2011	March 2012	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
Health & Safety / Risk Management							

Action	The Corporate Priority the task contributes to	Lead Officer(s)	Start Date	End Date	Priority	Measurement of Success	Resource/Training Implications
HS1. Review the Streetscape Business Continuity Plan	Making Best Use of Our Resources	Assistant Director (Streetscape)	September 2012	October 2012	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	April 2011	March 2012 (Review September 2012)	High	<ul style="list-style-type: none"> Reviews completed Validation through HR/HSE 	<ul style="list-style-type: none"> Staff time within existing budgets
HS3. Undertake six monthly audits in line with H&S Audit Policy	Making Best Use of Our Resources	Assistant Director (Streetscape) SMT	April 2011	March 2012 (Review September 2011)	High	<ul style="list-style-type: none"> Audits completed 	<ul style="list-style-type: none"> Staff time within existing budgets
Customer Surveys/Consultation							

Action	The Corporate Priority the task contributes to	Lead Officer(s)	Start Date	End Date	Priority	Measurement of Success	Resource/Training Implications
CS1. Continue to investigate and implement additional survey methods across services, including greater use of electronic survey methods	Making Best Use of Our Resources Enhancing Community Engagement & Access to Services	Assistant Director (Streetscape)	April 2011	March 2012	Medium	<ul style="list-style-type: none"> ○ Greater feedback from customers ○ Improved satisfaction levels 	<ul style="list-style-type: none"> ○ Staff time within existing budgets
CS2. Consult and promote widely on Public Realm issues incl. feedback on actions taken.	Protecting and Improving Our Environment Enhancing Community Engagement & Access to Services Making Best Use of Our Resources	Assistant Director (Streetscape) Streetscape Manager	April 2011	March 2012	Medium,	<ul style="list-style-type: none"> ○ Greater feedback from customers and stakeholders 	<ul style="list-style-type: none"> ○ Staff time within existing budgets
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 2011	June 2012	High	<ul style="list-style-type: none"> ○ Training Plan devised and implemented 	<ul style="list-style-type: none"> ○ Staff time within existing budgets ○ Training Budget

Action	The Corporate Priority the task contributes to	Lead Officer(s)	Start Date	End Date	Priority	Measurement of Success	Resource/Training Implications
WP2. Continue to monitor sickness absence, deal with identified issues as appropriate and review associated management processes	Making Best Use of Our Resources	Assistant Director (Streetscape) SMT	April 2011	March 2012	High	<ul style="list-style-type: none"> ○ Reduced sickness absence 	<ul style="list-style-type: none"> ○ Staff time within existing budgets
WP3. Monitor success and effectiveness of new divisional structure	Making Best Use of Our Resources	Assistant Director (Streetscape)	April 2011	October 2011	High	<ul style="list-style-type: none"> ○ New structure reviewed and any identified changes implemented 	<ul style="list-style-type: none"> ○ Staff time within existing budgets ○ Any changes to the new structure may have revenue cost implications

North Warwickshire Borough Council

SERVICE PLAN

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

1.0 Review of 2010

During the financial year 2009/10 the department was subject to a restructure which involved the Domestic and Housing functions in Environmental Health transferring across to the Housing Division, and the Pollution Control Team merging with the Food, Health & Safety, and Licensing Teams. From April 2009 to March 2010;

- The Domestic, Housing & Pollution Control section investigated 832 service requests (excluding pest control and stray/fouling dogs), responding to all but 2 within the target time of three days (>99%). During this period the section was restructured and a further 170 service request were dealt with by the Pollution Control Team responding to all but 1 within the target time of three days (>99%). It will be possible to report on pollution specific cases alone in 2010/11.
- The Pollution Control Team successfully prosecuted 4 separate fly tippers and issued 1 caution, resulting in an NI196 score of Not Effective. As has been reported previously this NI196 score is virtually impossible to influence as the simple number of flytipping incidents does not correlate with the level of enforcement mainly due to the evidence required for formal action.
- The Team also formally responded to 117 NWBC planning consultations, though several times more applications were examined, including those at a County level, with some not requiring reply.

Pollution Prevention and Control (PPC) permits have now changed to Environmental Permits under the Environmental Permitting Regulations (EPR). The number of 'permitted' industrial processes was 38 at the start of 2009/10 with income at circa £19,000. All are receiving compliance visits in accordance with a risk assessed priority rating. This risk based assessment methodology has been amended and expanded to some of the lower fee activities such as petrol stations and dry cleaners. This will have a financial implication on the annual fees received by the authority. There are no active complaint investigations on these processes.

Prioritisation of the Council's 463 potentially contaminated land sites has been completed, and staff have started to undertake intrusive site investigations at those of most concern. In order to do this the Council has received grant funding from DEFRA to fund the first two of the intrusive investigations. Work on the two sites should be completed in 2010/11. DEFRA grant funding will continue to be applied for, for investigation at those sites on the prioritisation list.

Defra continue to monitor the Borough Council's annual air quality assessment and reporting and are satisfied with the results. The Air Quality Management Area (AQMA) to the south of Coleshill has been closely monitored over the last few years and it is possible that the current levels of annual mean nitrogen dioxide may fall below the relevant objective level in the next few years. If this does happen it is possible that the AQMA could be revoked. If not a considerable amount of close work with the Highways Agency will be needed to look at addressing some of the issues in the air quality action plan for the area.

2.0 Service Plan for 2011/2012

2.1 EXTERNAL INFLUENCES

A 'Statutory Code of Practice for Regulators' (the Regulators Compliance Code or RCC) issued by the Department for Business Enterprise & Regulatory Reform was published on 17th December 2007 to take effect from 6th April 2008. It influences the manner in which the Council's enforcement services interact with businesses, and a detailed report was made to Members on the specifics. The way we work will undoubtedly be challenged by the new government over the next few years.

2.2 EXTERNAL ASSESSMENT (internal and external audit reports)

An internal audit assessment was carried out in 2009/10 with regard to Environmental Permitting. The result of this exercise was that internal audit can provide a high level of assurance on the systems and procedures reviewed. No material concerns were identified.

2.3 Value for Money / Efficiency

The service is making a contribution to savings as part of the restructure, and is constantly examining the services it provides or offers, the format of that provision, relevant fees and charges etc. to further improve efficiency, make savings and/or increase income.

2.4 National Performance Indicators

The NIs relevant to Pollution Control are;

NI182: a measure of the proportion of businesses satisfied with how they have been treated by environmental health in respect of fairness and helpfulness.

NI196: a measure of the impact of regulatory and enforcement action on the degree of local fly tipping

Of the above, there are no national or local targets for NIs 182, and no national target for NI196.

It has only been possible to calculate North Warwickshire's performance for the first time in 2010 as the performance matrix compares figures from one financial year (2008/09) to the next (2009/10). This has resulted in a score of not effective due to lower numbers of flytipping incidents in 2008/09 but higher numbers of enforcement in this year. As has been previously stated the level of enforcement is dictated by the level of evidence gained from investigations and not by a lack of action by the local authority. Higher levels of enforcement are expected in 2010/11 but this will probably be outweighed by the over-reporting of flytipping incidents as a result of key staff changes.

2.5 Use of Information Technology

Home (and flexi) working is acceptable and approved usually on request, but mobile working is limited by the number and capability of devices and operational limitations. A considerable amount of time has been spent recently in order to rectify data issues in Flare and ensure that the team are utilising the software to its potential. This work will continue into 2011/12.

2.6 Customer Surveys/Consultation

More systematic customer feedback now takes place under NI182 and also from non-business customers and members of the public. When cases are closed all parties are contacted for their feedback on the service. Customers are increasingly central to service development and will be actively engaged and consulted on service development and improvement.

2.7 Performance Management

- Monthly team meetings
- Examination of enforcement notices, draft reports/permits, significant pieces of work such as detailed planning consultation response etc.
- Permitted installation inspection auditing via accompanied visits.
- Periodic reviews of service specific or corporate issues, including: risk management, health and safety risk assessments, statutory nuisance, air quality, contaminated land, flytipping etc.

Service specific / team issues [Pollution Team]

Service / issue	Current service(s) - continuing	Variations - +/-	Opportunities, pressures, influences & key issues
Air quality	Respond to complaints and service requests re bonfires, smoke, odours, dust etc. Respond to planning consultations. Give advice. Continuous & passive monitoring. Implement air quality action plan.	Conduct 'Annual Progress Report 2011' by 30 th Apr 2011. Research tenanted property in Air Quality Management Area remaining vacant and other options. Also preparatory work for 2012 Updating & Screening Assessment.	Budget for monitoring station upkeep. Target date for reporting to Defra is 30 th Apr 2011.
Environmental Permitting Pollution Prevention and Control [PPC]	Carry out review of all permits and transfer from PPC to EPR permits. Process applications, variations & revocations. Compliance visits. Give advice and respond to planning consultations.	Cannot predict how many new applications if any, or those which cease trading, alterations in regime technical details etc. Further work on Permits & risk assessments required for reduced fee activities.	Performance is currently meeting target. Target date for reporting to Defra is 17 th May 2011.
Contaminated land	Implement intrusive investigations for prioritised sites. Also validate the prioritisation further. Complaint/development led site investigations have priority. Also monitoring closed landfills.i.e. Cherryfields/Grange.	Significant and complex problems with many sites. These may require remediation statement, works and decisions on cost recharge.	Team to return to full staff in Jun 2011. Contaminated land specialism, performance improving strongly. Continue applying for Defra grant funding for intrusive investigations in 2011/12 if possible.
Nuisance	Respond to service requests re; ind./commercial noise, dust, smoke, odour etc. Enforcement action and work in default.	Noise recording equipment may need updating and replacing in the next couple of years.	Enforcement liaison with licensing regime. Issues on increased noise from outside pubs due to smoking ban.
Fly tipping NI 196	Duty to investigate fly tipping and recover costs / prosecute where possible, as per Environment Agency / Local Govt. Assoc. protocol.	More proactive targeting of enforcement and 'encouragement' messages to trade, including documentation checks.	Pressure to maintain clean environment and work more seamlessly with Streetscape Division. Increased number of dumps, especially tyres.
Planning Consultations	Give professional advice on any planning applications NWBC receive re; issues such as noise, odour, dust, contam. land etc.	Recharge may need to be updated as input from the Pollution Team may have increased in recent years.	Comments and recommendations need to be objective and accurate and based on professional judgement.

EH Pollution Control Team – Agreed performance indicators/measures

Board	PI Ref	Sub PI	Description	Year End Target
Community & Environment Board	Local	Quarterly	To respond to all complaints and requests for service within three working days.	99%
Community & Environment Board	NI 182	Annual	Satisfaction of businesses with Local Authority Regulatory Services	90%
Community & Environment Board	Local	Annual	Satisfaction of members of the public with Local Authority Regulatory Services	75%
Community & Environment Board	NI196 fly tipping enforcement	Annual	Improved street and environmental cleanliness – fly tipping (matrix of enforcement actions vs. number of tipping incidents)	Grade 2 Effective
Community & Environment Board	Local	Annual	The percentage of permitted process inspections that were carried out within the scheduled time scale.	90%

Agenda Item No 7

Community and Environment Board

24 January 2011

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

General Fund Fees and Charges 2011/12

1 Summary

- 1.1 The report covers the fees and charges for 2010/11 and the proposed fees and charges for 2011/12.

Recommendation to the Board

That the schedule of fees and charges for 2011/12, set out in the report be accepted.

2 Consultation

2.1 Portfolio Holder, Shadow Portfolio Holder and Ward Members

- 2.1.1 Both Councillors' Bowden and Butcher have been consulted regarding this report. Any comments received will be reported verbally to the Board.

3 Introduction

- 3.1 At its meeting in September, the Executive Board agreed the budget strategy for 2011/15, which includes an allowance for price increases of 3% equating to £53,700 additional income for this Board.

- 3.2 All of the 2010/11 prices have been amended where applicable for the changes in the VAT rate from 17.5% to 20%.

- ... 3.3 Attached at Appendix A for the Board's consideration are details of present and proposed fees and charges for the financial year 2011/12. The amounts shown have already been included in the revenue estimates for 2011/12. 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.

3.4 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. Report Implications

4.1 Finance and Value for Money Implications

4.1.1 The pricing structure contained within this report is expected to generate additional income of £52,640. This will contribute to the achievement of income targets, which are contained within the Deputy Chief Executive's report on the General Fund estimates 2011/12, 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 £17,550.

4.2 Risk Management

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

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

Background Papers

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

Background Paper No	Author	Nature of Background Paper	Date

NORTH WARWICKSHIRE BOROUGH COUNCIL
COMMUNITY & ENVIRONMENT BOARD
PROPOSED FEES AND CHARGES FROM 1 APRIL 2011

APPENDIX A

	2010/11 CHARGE £	2011/12 CHARGE £	VAT RATING
REMOVAL OF ABANDONED VEHICLES (from private land)			service now free of charge unless there are prohibitive difficulties
RODENT CONTROL (commercial premises) Initial treatment and revisit	Case Specific	Case Specific	Plus VAT at Standard Rate
PEST CONTROL (domestic premises)			
Fleas,bedbugs,cockroaches etc.	42.20	44.40	Incl VAT at Standard Rate
Residents in receipt of income related supplementary benefits.	21.15	22.25	"
Wasps' Nests			Contractor's standard charge
Residents in receipt of income related supplementary benefits.	21.15	22.25	Incl VAT at Standard Rate
Rats and mice**			Contractor's standard charge
Unless residents in receipt of means tested benefits or in receipt of a pension	25.38	26.70	"

**This fee has to be paid by debit/credit card
in advance of treatment

NORTH WARWICKSHIRE BOROUGH COUNCIL
COMMUNITY & ENVIRONMENT BOARD
PROPOSED FEES AND CHARGES FROM 1 APRIL 2011

	2010/11 CHARGE £	2011/12 CHARGE £	VAT RATING
TRADE REFUSE SERVICE			
(weekly collection)			
a) Collection Only			
1100 litre Container per annum	228.03	234.90	Incl VAT at Standard Rate
1100 litre Container per annum (school)	191.81	197.60	"
1100 litre Container per annum (charity)	Free	Free	N/A
660 litre Container per annum	205.26	211.40	Incl VAT at Standard Rate
660 litre Container per annum (school)	173.06	178.25	"
330/360 litre Container per annum	191.81	197.60	"
330/360 litre Container per annum (school)	164.91	169.85	"
240 litre Container per annum	164.91	169.85	"
240 litre Container per annum (school)	138.11	142.25	"
140 litre Container per annum	126.14	129.95	"
Sack per annum	69.80	71.90	"
b) Hire & Collection			
1100 litre Container per annum	356.72	367.40	Incl VAT at Standard Rate
1100 litre Container per annum (school)	319.22	328.80	"
660 litre Container per annum	323.25	332.95	"
660 litre Container per annum (school)	288.40	297.05	"
330/360 litre Container per annum	233.43	240.45	"
330/360 litre Container per annum (school)	202.61	208.70	"
240 litre Container per annum	182.38	187.85	"
240 litre Container per annum (school)	155.69	160.40	"
140 litre Container per annum	134.09	138.10	"
Reduction for first container at mixed commercial/ domestic premises. (Per Annum).	(31.67)	(32.60)	Outside Scope
TRADE RECYCLING			
Hire & Collection			
Sack	69.79	71.90	Outside Scope
140 Litre Container	134.09	138.10	Outside Scope
240 Litre Container	182.38	187.85	"
360 Litre Container	233.43	240.45	"
660 Litre Container	323.25	332.95	"
1100 Litre Container	356.72	367.40	"
Disposal will be charged at the rate specified by W.C.C.			
CLINICAL WASTE (per sack @ 3.5 kg capacity) (includes collection)	65.77	67.75	Incl VAT at Standard Rate
BLACK REFUSE SACKS (pack of 100) (Does not include collection/disposal)	9.64	9.95	Incl VAT at Standard Rate
REMOVAL OF BULKY HOUSEHOLD WASTE			
Up to 6 items	20.10	20.70	Outside Scope
Items in excess of 6 charged pro-rata per item	3.35	3.45	"

NORTH WARWICKSHIRE BOROUGH COUNCIL
COMMUNITY & ENVIRONMENT BOARD
PROPOSED FEES AND CHARGES FROM 1 APRIL 2011

	2010/11 CHARGE £	2011/12 CHARGE £	VAT RATING
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)	89.83	92.50	Zero Rated
Collection & Disposal per load or part load -standard strength (on a contract paying by direct debit)	158.34	163.10	"
Additional charge to the above fees if not on a contract paying by direct debit	15.00	15.50	"
SEWER BLOCKAGES	Free during normal working hours		
STRAY DOGS	45.17	46.55	Outside Scope
	Plus £7 per dog per day plus vets fees and fouling fines		
DOG FOULING PENALTIES (Statutory)	80.00	80.00	Outside Scope
If paid within 7 days	50.00	50.00	"
LITTERING PENALTIES (Fixed charge)	80.00	80.00	Outside Scope
If paid within 7 days	50.00	50.00	"
ROAD CLOSURE NOTICE	269.55	277.65	Incl VAT at Standard Rate

NORTH WARWICKSHIRE BOROUGH COUNCIL
COMMUNITY & ENVIRONMENT BOARD
PROPOSED FEES AND CHARGES FROM 1 APRIL 2011

ACTION HIRE	CATEGORY A Community, voluntary & charitable organisations			CATEGORY B All other hirers		
	2010/11	2011/12	VAT	2010/11	2011/12	VAT
	CHARGE	CHARGE	RATING	CHARGE	CHARGE	RATING
	£	£		£	£	
Bouncy Castle 3.6 m x 3.6 m	26.25	27.05	Incl VAT at Standard Rate	34.30	35.35	Incl VAT at Standard Rate
Croquet set	11.45	11.80	"	15.50	15.95	"
Tug-of-war rope	11.45	11.80	"	15.50	15.95	"
Giant Jenga	11.45	11.80	"	15.50	15.95	"
Giant Bowling Set	11.45	11.80	"	15.50	15.95	"
Giant Connect 4	11.45	11.80	"	15.50	15.95	"
Sumu Suits (childs size)	20.65	21.30	"	24.65	25.40	"
Sumu Suits (adults size)	20.65	21.30	"	24.70	25.50	"
Sumu Suits (both sizes)	30.85	31.80	"	34.90	35.95	"

NORTH WARWICKSHIRE BOROUGH COUNCIL
COMMUNITY & ENVIRONMENT BOARD
PROPOSED FEES AND CHARGES FROM 1 APRIL 2011

	STANDARD PRICE			@ACTIVE CARD HOLDER		
	2010/11	2011/12	VAT	2010/11	2011/12	VAT
	CHARGE	CHARGE	RATING	CHARGE	CHARGE	RATING
	£	£		£	£	
@ctive Card per annum						
Adult Resident	N/A	N/A	Incl VAT at std. rate	7.90	8.10	Incl VAT at std. rate
Adult Non Resident	N/A	N/A	"	11.50	11.80	"
Concessionary	N/A	N/A	"	3.50	3.60	"
Spectator	1.90	1.90	"	FREE	FREE	"
Squash (per court)						
Peak	9.00	9.30	Incl VAT at std. rate	7.00	7.20	Incl VAT at std. rate
Off-peak	7.15	7.50	"	5.75	6.00	"
Anytime Junior (under 16yrs)	N/A	4.00	"	2.70	2.80	"
Badminton (per court)						
Peak	9.00	9.30	Incl VAT at std. rate	7.00	7.20	Incl VAT at std. rate
Off-peak	7.15	7.50	"	5.75	6.00	"
Anytime Junior (under 16yrs)	N/A	4.00	"	2.70	2.80	"
Team Games (per 45 minutes)						
Peak	34.25	50.00	Incl VAT at std. rate	29.65	30.50	Incl VAT at std. rate
Off-peak	26.55	50.00	"	23.00	23.70	"
Off-peak (conc)	N/A	N/A	"	12.25	12.60	"
Peak - Arley Sports Centre	24.00	25.00	"	23.00	23.70	"
Off-peak - Arley Sports Centre	17.90	18.50	"	16.85	17.40	"
Off-peak (conc) - Arley Sports Centre	N/A	N/A	"	9.20	9.50	"
Club Use (series of 10 or more pre-booked lettings is exempt) (applies to schools, clubs or organisations representing affiliated associations only)	N/A	N/A	Incl VAT at std. rate	9.20	10.00	Incl VAT at std. rate
Block Booking (per court)	N/A	N/A	"	7.90	8.20	"
Racquet/Five-a-side ball hire	Deposit	Deposit	N/A	Deposit		N/A
Birthday Parties						
Polesworth	67.00	75.00	Refer to Manager	62.00	65.00	Refer to Manager
Coleshill	67.00	75.00	"	62.00	65.00	"
Arley	60.00	65.00	"	56.00	60.00	"
Coleshill (Sports Party)	41.00	45.00	"	36.00	40.00	"
Other Activities						
Aerobics	4.40	4.60	Exempt	3.40	3.60	Exempt
Aerobics (Concessionary)	N/A	N/A	"	2.40	2.50	"
Junior Coaching-dry activities (1hr)	N/A	N/A	"	3.10	3.40	"
Indoor Bowls - Coleshill and Arley	3.00	3.10	Incl VAT at std. rate	2.45	2.50	Incl VAT at std. rate
50+	3.00	3.10	"	2.45	2.50	"
School holiday activities	2.90	3.10	"	2.40	2.50	"
Tumble Time	2.90	3.10	"	2.40	2.50	"
Badminton Buddies	4.20	4.40	"	3.70	3.80	"
Playtime	2.90	3.10	"	2.45	2.50	"
Spinning	5.20	5.50	"	4.20	4.40	"

NORTH WARWICKSHIRE BOROUGH COUNCIL
COMMUNITY & ENVIRONMENT BOARD
PROPOSED FEES AND CHARGES FROM 1 APRIL 2011

	STANDARD PRICE			@CTIVE CARD HOLDER		
	2010/11	2011/12	VAT	2010/11	2011/12	VAT
	CHARGE	CHARGE	RATING	CHARGE	CHARGE	RATING
	£	£		£	£	
Lifetimes Fitness Suite						
Basic Induction	N/A	N/A	Exempt	13.50	14.00	Exempt
Basic Induction (Junior/Concessionary)	N/A	N/A	"	8.60	9.00	"
Advanced Induction	N/A	N/A	"	8.60	9.00	"
Peak Adult - per session	N/A	N/A	Incl VAT at std. rate	4.90	5.00	Incl VAT at std. rate
Off Peak Adult - per session	N/A	N/A	"	3.68	3.90	"
Junior/Concessionary - per session	N/A	N/A	"	2.45	2.50	"
Annual Memberships						
The Ultimate	N/A	N/A	Incl VAT at std. rate	337.02	350.00	Incl VAT at std. rate
LifeTimes	N/A	N/A	"	285.96	300.00	"
LifeTimes (off peak)	N/A	N/A	"	234.89	250.00	"
Swimmer	N/A	N/A	"	234.89	250.00	"
Direct Debits (monthly)						
The Ultimate	N/A	N/A	Incl VAT at std. rate	33.70	35.00	Incl VAT at std. rate
Lifetimes	N/A	N/A	"	28.60	30.00	"
Lifetimes (off-peak)	N/A	N/A	"	23.49	25.00	"
Swimmer	N/A	N/A	"	23.49	25.00	"
ARLEY SPORTS CENTRE ONLY						
Arley All-Weather Area						
Multi Use Games Area - Peak	23.49	25.00	Incl VAT at std. rate	22.98	24.00	Incl VAT at std. rate
Multi Use Games Area - Off Peak	17.87	19.00	"	17.36	18.00	"
Multi Use Games Area - Off Peak - Junior/Conc	10.21	10.50	"	9.19	9.50	"
Contract Hire	N/A	N/A		22.98	24.00	
Hire per court:						
Tennis - Peak	7.91	8.20	Incl VAT at std. rate	6.89	7.10	Incl VAT at std. rate
Tennis - Off Peak	5.87	6.10	"	5.62	5.80	"
Tennis - Off Peak - Junior/Concessionary	3.57	5.00	"	3.32	3.40	"

NORTH WARWICKSHIRE BOROUGH COUNCIL
COMMUNITY & ENVIRONMENT BOARD
PROPOSED FEES AND CHARGES FROM 1 APRIL 2011

	STANDARD PRICE			@ACTIVE CARD HOLDER		
	2010/11	2011/12	VAT	2010/11	2011/12	VAT
	CHARGE	CHARGE	RATING	CHARGE	CHARGE	RATING
	£	£		£	£	
SWIMMING AT ATHERSTONE LEISURE COMPLEX ONLY						
Adult swim (age 16+)	3.42	3.60	Incl VAT at std. rate	2.81	2.90	Incl VAT at std. rate
Junior swim (age 0 - 15)	1.89	1.95	"	1.48	1.55	"
Concessionary swim	N/A	N/A	"	1.89	1.95	"
Spectator	1.69	1.75	"	FREE	FREE	"
School swimming	1.25	1.35	Exempt	1.25	1.35	Exempt
Adult lesson	4.20	4.40	"	4.20	4.40	"
Junior Lesson	3.50	3.70	"	3.50	3.70	"
Ladies Only	3.42	3.50	Incl VAT at std. rate	2.81	2.90	Incl VAT at std. rate
Joggers/Shower	3.42	3.50	"	1.23	1.30	"
Aquacise	4.30	4.50	Exempt	3.60	3.70	Exempt
Aquacise (concessionary)	N/A	N/A	"	2.70	2.80	"
Birthday Parties	66.00	70.00	Refer to Manager	66.00	70.00	Refer to Manager
Club use (per hour)	86.81	90.00	Incl VAT at std. rate	86.81	90.00	Incl VAT at std. rate
Galas (per hour)	97.02	110.00	"	97.02	110.00	"
Indoor Bowls	3.06	3.20	"	3.06	3.20	"
Tea Dance	3.06	3.20	"	3.06	3.20	"
Tea Dance / Bowls (concessionary)	N/A	N/A	"	2.55	2.65	"
LIFETIMES STUDIO AT ATHERSTONE LEISURE COMPLEX (easyline)						
Induction	N/A	N/A		7.50	7.50	Exempt
Induction - concession	N/A	N/A		4.50	4.50	"
Standard	N/A	N/A		3.00	3.10	Incl VAT at std. rate
Junior/Concession	N/A	N/A		2.40	2.50	"
Direct Debit (per month)	N/A	N/A		25.00	25.00	"
Addition cost to upgrade current lifetimes Direct Debit package (per month)	N/A	N/A		6.00	6.00	"

NORTH WARWICKSHIRE BOROUGH COUNCIL
COMMUNITY & ENVIRONMENT BOARD
PROPOSED FEES AND CHARGES FROM 1 APRIL 2011

MEMORIAL HALL (per hour)

	2010/11 CHARGE £	2011/12 CHARGE £	VAT RATING	2010/11 CHARGE £	2011/12 CHARGE £	VAT RATING
	MAIN HALL			BOTH HALLS		
Large Functions*						
Peak (7 pm - 8 am)	50.00	52.00	Exempt	60	63.00	Exempt
Off Peak (8 am – 7 pm) (e.g. Dinner Dances, Sales, Markets)	39.00	41.00		49.50	53.00	"
Medium Functions*						
Peak	39.00	41.00	Exempt	49.50	53.00	Exempt
Off Peak (e.g. Weddings, 21sts)	26.00	27.00	"	35.50	41.00	"
Small Functions*						
Peak	28.00	30.00	Exempt	37.50	41.00	Exempt
Off Peak (e.g. Internal)	19.00	21.00	"	29.00	32.00	"
Committee Room (per hour)	8.00	8.50	Exempt	8.00	8.50	Exempt
Birthday Parties	46.00	50.00	"	46.00	50.00	"
Small Hall (per hour)	17.00	18.00	"	17.00	18.00	"
Evening Parties (access 5pm)	160.00	175.00	"	160.00	175.00	"
Reception/Evening Parties (access 2pm)	205.00	215.00	"	205.00	215.00	"
Bar Extension	50.00	50.00	"	50.00	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 AND CLASSES - ALL FACILITIES Fees set at management discretion according to cost

COMMERCIAL USE- ALL FACILITIES Charges negotiable according to nature of booking

PROMOTIONAL PRICING Any of the above prices may be varied for promotional campaigns

NORTH WARWICKSHIRE BOROUGH COUNCIL
COMMUNITY & ENVIRONMENT BOARD
PROPOSED FEES AND CHARGES FROM 1 APRIL 2010

		2010/11 CHARGE £	2011/12 CHARGE £	VAT RATING
SPORTS PITCHES				
Casual Hire (adult)		39.51	40.70	Incl VAT at std. rate
Casual Hire (junior)		19.70	20.30	"
Seasonal Hire (adult)	(conditions apply)	362.25	373.10	Exempt
Seasonal Hire (junior)	"	181.18	186.60	"
PAVILIONS				
Casual Matches (adult)		19.06	19.65	Incl VAT at std. rate
Casual Matches (junior)		9.64	9.95	"
Seasonal Hire-Matches (adult)	(conditions apply)	274.15	282.40	Exempt
Seasonal Hire-Matches (junior)	"	137.13	141.25	"
Seasonal Hire-Training (adult)	"	137.13	141.25	"
Seasonal Hire-Training (junior)	"	68.82	70.90	"
TENNIS COURTS				
Per court per hour (adult)		3.92	4.05	Incl VAT at std. rate
Per court per hour (junior)		1.91	2.00	"
ABBAY GREEN ALL WEATHER AREA				
Per hour (adult)		16.52	17.00	Incl VAT at std. rate
Per hour (junior)		8.26	8.50	"
Per hour with floodlights (adult)		19.17	19.75	"
Per hour with floodlights (junior)		11.44	11.80	"
(Pro-rata for half area)				
Seasonal Hire (adult)	(conditions apply)	373.11	384.30	Exempt
Seasonal Hire (junior)	"	274.15	282.40	"
Bowling Green seasonal hire	"	483.14	497.65	"

Agenda Item No 8

Community and Environment Board

24 January 2011

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

**Leisure and Community
Development Division – Proposed
2011/12 Revenue Savings**

1 Summary

- 1.1 This report identifies potential areas for revenue budget savings within the Leisure and Community Development Division for inclusion in the 2011/12 revenue estimates.

Recommendation to the Executive Board

That the proposed budget savings within the Leisure and Community Development Division be included in the 2011/12 revenue estimates.

2 Consultation

2.1 Portfolio Holder, Shadow Portfolio Holder and Ward Members

- 2.1.1 The Portfolio and Shadow Portfolio Holders for Housing, Countryside and Heritage, Safer Communities, Health, Well-being and Leisure, Environment, Community Life and Resources have all had an opportunity to comment on the content of this report.

3 Introduction

- 3.1 The budget strategy for 2011/12, agreed by the Executive Board at its meeting held in September 2010, required Assistant Directors to identify potential areas for revenue budget savings of £1.5 million over the next four years. This target was increased to £2 million in November 2010 following a preliminary assessment of the Comprehensive Spending Review and is expected to increase again following receipt of the financial settlement.
- 3.2 Each individual service within the Division has been carefully reviewed, as a consequence of which savings are proposed in a number of areas. These are detailed below. Within this difficult task, however, account has been taken of the desire previously expressed by Members to seek to avoid savings in areas of frontline service provision. Regrettably, this has not been possible in all respects.

4 Proposed Revenue Savings

4.1 Savings have been identified in nine Divisional service budgets. Two of the options adversely impact on direct service provision. All of the proposals, however, are considered to be of relatively low or medium risk, the judgements in respect of which take account of deliverability, impact on services and the local community and the Authority's reputation (see Appendix A).

4.2 Landscape Management

4.2.1 It is proposed to reduce the provision for "professional services" within the Parks and Playing Fields budget, which has previously enabled external support to be provided for significant undertakings, such as the Ground Maintenance Service Review and the Playing Pitch Strategy, within this small section of the Division. Any saving will impact on the Council's ability to substantially improve grounds maintenance standards and deliver Green Space Strategy priorities, although the need for external capacity should be less than in previous years.

Saving: £12,260

4.3 Whilst the Council's provision to support the development of new allotment sites has been both popular and successful, it is now proposed to remove the allotments budget. Resource provision exists to complete the proposed project in Hurley and also to support one further new development (notionally in Mancetter), but no further schemes have been identified for implementation thereafter.

Saving: £10,160

4.4 Partnership and Development

4.4.1 It is proposed to remove the Council's support for Rural Enterprise Development through which assistance has been given to Warwickshire Rural Community Council, amongst other things, to engage with and support local shops and businesses, which had previously received help through the European funded Single Regeneration Budget.

Saving: £3,750

4.5 A report concerning this Council's support for, and the work of, Warwickshire Community and Voluntary Action (WCAVA) is presented elsewhere on this agenda. WCAVA is the infrastructure organisation for the "Third Sector" and its activities support those volunteers who provide valued community services throughout the Borough. It is proposed, however, that a proportionate reduction in funding is made to WCAVA, which is the equivalent of that being made across the Authority's budgets.

Saving: £2,690

- 4.6 As with WCAVA, a report on the work of, and the Borough Council's support for, North Warwickshire Citizens' Advice Bureau (NW CAB) is made elsewhere on this agenda. Given the current economic climate and the valuable nature of this organisation's related activities, it is not proposed to cut funding for NW CAB. It is, however, proposed that financial support is maintained at the 2010/11 limit, thereby saving £946.

Saving: £946

- 4.7 In recent years, a close working relationship has been developed with Warwickshire Wildlife Trust (WWT), a relationship that it is envisaged will strengthen through the forthcoming Local Nature Reserves Project. In proposing that the corporate subscription to WWT be discontinued, therefore, it is not anticipated that this will adversely affect the relationship between the two organisations.

Saving: £300

- 4.8 The Borough Council is an active member of the Coventry, Solihull and Warwickshire Sports Partnership, through which more than £78,000 of Community Investment Fund support was secured for the three-year local Community Sports Club Development Officer project. Whilst it is envisaged that there will be an impact locally, a proportionate cut in funding for the Sub-regional Sports Partnership is proposed, which is consistent with that suggested for WCAVA.

Saving: £700

- 4.9 Whilst not part of the Division's "core" offering, an opportunity has been identified to generate additional income in the sum of £2,000 through the term-time provision of sports coaches to schools. This initiative would not be undertaken in support of the Borough Council's targeted intervention work, but as a "commercial" undertaking in order to protect other aspects of the Council's social inclusion service portfolio.

Saving: £2,000

- 4.10 The Division's Community Development Officer (Social Inclusion and Art) position has been "frozen" since January 2009, subsequent to which the supporting budget has been used within the Partnership and Development section to support related social inclusion activity, principally within schools, playschemes and at play areas. Whilst there will be a reduction in community development work in targeted locations throughout the Borough, it is proposed that this budget is removed from the revenue estimates.

- 4.11 The proposed removal of the Social Inclusion and Art budget is the only one of the nine Divisional options identified to date that has a "medium" risk rating. The Authority's financial position is such that it has been faced with difficult decisions in recent years, as a consequence of which activity has had to be restricted within certain areas of service provision. The freezing of the CDO (Social Inclusion and Art) position is one such decision. The deletion of the

supporting budget will undoubtedly reduce community development work in targeted locations throughout the Borough and, as a consequence, have a negative impact upon the attainment of key corporate and Sustainable Community Strategy priorities. It will also adversely affect the Authority's reputation, both within the community and amongst partner organisations. The Division's remaining Community Development Officers will continue to use the arts as a vehicle to address community safety concerns, local capacity building and other "Big Society" issues, but only as an adjunct to the main focus of their work

Saving: £7,270

5 Conclusion

5.1 The revenue budget savings identified for inclusion within the Leisure and Community Development Division's 2011/12 estimates can be summarised as follows:

Potential "Savings" Summary

Landscape Professional Services	12,260
Allotments	10,160
Rural Enterprise Development	3,750
Reduce Grant to WCAVA	2,690
Freeze Grant to NW CAB	946
WWT Subscription	300
Reduce Grant to County Sports Partnership	700
Term-time Sports Coaches to Schools	2,000
Remove Social Inclusion and Art Budget	7,270
Total	40,076

6 Report Implications

6.1 Finance and Value for Money Implications

6.1.1 The Council will need to find significant revenue savings of at least £2 million over the next four years. The savings proposed in this report will contribute to this requirement and are considered to carry relatively low or medium level risks to service provision. If these proposals are not approved, savings will need to be found in other areas of activity, which may have a more significant impact on services.

6.2 Safer Communities Implications

6.2.1 Every effort has been made to avoid proposed savings to frontline services, which make a positive impact on levels of anti-social and/or criminal behaviour.

6.3 Environment and Sustainability Implications

6.3.1 Leisure and community development activity makes a positive contribution to the creation of sustainable communities, improves collective well-being and enhances the quality of life of local people.

6.4 Risk Management Implications

6.4.1 An assessment of the risks associated with the identified proposals was an inherent feature of the corporate process through which savings options were highlighted and subsequently considered by Management Team. As identified in paragraph 4.1 above, each of the proposals are considered to have a “low” or “medium” risk rating.

6.5 Equalities

6.5.1 In two instances, the proposed revenue budget savings will adversely impact on the Council’s ability to deliver socially inclusive projects through the Leisure and Community Development Division, and will reduce the corporate commitment to address equalities in all aspects of service provision.

6.6 Links to Council’s Priorities

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

- Enhance community involvement and access to services
- Protect and improve the environment
- Defend and improve our countryside and rural heritage
- Tackle health inequalities through improving well-being and providing leisure opportunities to all of our citizens
- Work with our partners to tackle crime, the fear of crime and anti-social behaviour
- Make the best use of our resources

6.6.2 Additionally, the areas of activity affected by the proposed savings 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 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

2011/12 REVENUE SAVINGS PROPOSALS

Service	Parks and Playing Fields
Proposed Action	Reduce Professional Services – from £12,760 to £500
Estimated Saving	£12,260
Implementation Date	2011/12
Impact on Council Priorities	<p>Limited funding is available in the short-term for the development of management plans for four keys sites identified in the North Warwickshire Green Space Strategy.</p> <p>There will be limited ability to develop further plans for other parks and open spaces to deliver against corporate or Sustainable Community Strategy priorities.</p>
Impact on Other Services	None.
Impact on Customers	Limited ability to raise customer satisfaction levels, which are found to be relatively low at present.
Impact on the Community	Parks and open spaces will not be developed to their full potential.
Impact on Voluntary/Third Sector	None.
Risk	<p>Low.</p> <p>The most significant pieces of work requiring external consultancy (Grounds Maintenance Service Review and Playing Pitch Strategy) have been progressed and limited funding is available in the short-term to develop management plans for the key sites in the Borough that have been identified for development through the Green Space Strategy.</p>

2011/12 REVENUE SAVINGS PROPOSALS

Service	Allotments and Biodiversity
Proposed Action	<p>Transfer £500 grant to Parks and Playing Fields budget to continue support of Allotments Federation.</p> <p>Transfer income from allotments rents to Parks and Playing Fields budget.</p> <p>Transfer £10,000 to Parks and Playing Fields budget to protect funding commitment to support Local Nature Reserves Project in 2011/12.</p> <p>Save remaining budget.</p>
Estimated Saving	£10,160
Implementation Date	2011/12
Impact on Council Priorities	Limited funding is available for short-term allotments development, but there will be no money to support new projects. There will, therefore, be limited ability to deliver the priorities set out in the North Warwickshire Green Space Strategy or the Allotments Policy Statement.
Impact on Other Services	None.
Impact on Customers	Inability to fund new allotment provision.
Impact on the Community	Limited ability to meet future demand for allotments. No capacity in the longer-term.
Impact on Voluntary/Third Sector	Limited ability to support groups developing allotment sites. No capacity in the longer-term.
Risk	<p>Low.</p> <p>The limited funding that is available in the short-term has been earmarked to assist projects where there is an identified demand. The Authority has no further allotment land available for regeneration. Should further needs be evidenced, community groups would be assisted to identify other, external, resources to fund site acquisition and development.</p>

2011/12 REVENUE SAVINGS PROPOSALS

Service	Rural Regeneration
Proposed Action	No longer fund Rural Enterprise Development - £3,750
Estimated Saving	£3,750
Implementation Date	April 2011
Impact on Council Priorities	Loss of ability to engage with and support, through WRCC, local shops and businesses. This will impact on the corporate priority to enhance community involvement and access to services.
Relationship with and Impact on SCS Priorities	The proposed removal of funding could impact on the SCS priority to improve access to services.
Impact on Other Services	Alongside the abolition of AWM, the economic development function may require a greater input at the local level, such as through WCC.
Impact on Customers	Lack of support to help the economic recovery of the Borough, which may also impact on local job opportunities, although the funding in question would have had little influence in this regard.
Impact on the Community	<p>Lack of continued investment in the Borough may result in a loss of jobs (and job creation opportunities).</p> <p>People may need to look outside North Warwickshire for job opportunities, increasing the need for travel beyond the Borough boundary and an inability for young people to stay in their own communities.</p> <p>Lack of support for businesses to provide appropriate training opportunities.</p>
Impact on Voluntary/Third Sector	The possible reduction in local job opportunities may result in greater need for support for people re-entering the job market, accessing training opportunities and dealing with financial issues.
Risk	<p>Low.</p> <p>The funding identified as a potential saving was originally provided as a continuation of the former SRB programme. Although business engagement no longer exists through this means, other support systems, such as Business Link, are available.</p>

2011/12 REVENUE SAVINGS PROPOSALS

Service	Financial Assistance (WCAVA)
Proposed Action	Reduce grant support.
Estimated Saving	£2,690
Implementation Date	April 2011
Impact on Council Priorities	Funding WCAVA provides support to a variety of community and voluntary sector organisations that deliver services that meet one or more of the Council's priorities – funding WCAVA is a cost-effective way of assisting the third sector.
Relationship with and Impact on SCS Priorities	WCAVA sits on the LSP and assists with the implementation of the SCS. The work of WCAVA North Warwickshire affects all three SCS priorities, which is why a limited saving of the grant is proposed.
Impact on Other Services	None.
Impact on Customers	Limited impact due to the proportionate level of reduction proposed, although the lower grant offer will restrict the activities of WCAVA.
Impact on the Community	Limited impact due to the proportionate level of reduction proposed – although it should be noted that if appropriate support is not available there will be limited development of third sector organisations. The quality of support services may also be affected.
Impact on Voluntary/Third Sector	WCAVA is the infrastructure support organisation for the third sector. Under Central Government's "Big Society" there will be a need to ensure that support is provided to local volunteers delivering much needed community services. Support includes training (for administrative functions, treasurers, secretaries, trustees, etc.), grant aid advice, business planning, etc.
Risk	<p>Low.</p> <p>WCAVA is now funded via a Countywide agreement co-ordinated by the County Council. The Borough Council funding of just over £13,449 is a small part of the overall WCAVA budget. It is not, therefore, anticipated that the Authority's proposed reduction of £2,690 will impact adversely upon local delivery by this organisation.</p> <p>Of more concern is the combined saving that may be imposed upon this organisation by the authorities that currently fund the service. This could have adverse implications on services delivered through the local office.</p>

2011/12 REVENUE SAVINGS PROPOSALS

Service	Financial Assistance (NW CAB)
Proposed Action	Maintain grant support at 2010/11 level (no inflationary rise).
Estimated Saving	£946
Implementation Date	April 2011
Impact on Council Priorities	<p>The work funded through the CAB addresses the corporate priorities to:</p> <ul style="list-style-type: none"> • enhance community involvement and access to services • work with our partners to tackle crime, the fear of crime and anti-social behaviour • make best use of our resources through achieving a balance budget and developing our workforce <p>Particularly in the current financial climate, the work of the CAB is highly valued. The organisation's workload has been increasing and it would not be prudent to reduce funding in this area, particularly as by helping people to obtain benefits, information on credit and managing loans, bills, etc. will help to keep them in their own homes (potential for impact on Housing).</p>
Relationship with and Impact on SCS Priorities	<p>The work of the CAB impacts specifically on the SCS priorities to:</p> <ul style="list-style-type: none"> • improve access to services • developing healthier communities <p>NWCAB also sits on, and is an active member of, the NW LSP.</p>
Impact on Other Services	<p>Support provided by NW CAB helps people to manage their debts (ensuring people continue to pay their Council Tax) and helps them to access benefits. Without this support, there could be a negative impact on the Revenue and Benefits and Housing Divisions.</p>
Impact on Customers	<p>Customers may not be able to afford to pay for the advice, which may result in them being in further difficulty and not paying bills (therefore subject to court/court costs) and/or becoming homeless (affecting Housing and Benefits). This may have an impact on local crime levels.</p>
Impact on the Community	<p>May result in increased crime levels, homelessness and mental ill-health.</p>
Impact on Voluntary/Third Sector	<p>Other third sector organisations may have an increased workload (such as Samaritans, counselling services, Doorway or other homelessness charities, etc.).</p>
Risk	<p>Low.</p> <p>NW CAB has received just over £46,000 of support from the Borough Council for the past couple of years. The CAB also received significant funding from other sources (including WCC). It is not anticipated that the proposed saving will have an impact up on service delivery.</p>

2011/12 REVENUE SAVINGS PROPOSALS

Service	Environment
Proposed Action	Stop subscription to Warwickshire Wildlife Trust
Estimated Saving	£300
Implementation Date	April 2011
Impact on Council Priorities	<p>Funding WWT's work specifically impacts on the corporate priorities to:</p> <ul style="list-style-type: none"> • enhance community involvement and access to services • protect and improve our environment • defend and improve our countryside and rural heritage <p>and, through the project work being proposed through the LNR project, the priorities to:</p> <ul style="list-style-type: none"> • tackle health inequalities through improving well-being and providing leisure opportunities to all of our citizens • work with our partners to tackle crime, the fear of crime and anti-social behaviour • make best use of our resources through achieving a balance budget and developing our workforce <p>Close partnership working has taken place over the past few years (development of LNR and Big Lottery Wildplay funding) and it is not anticipated that this close working relationship would be damaged by removal of this subscription.</p>
Relationship with and Impact on SCS Priorities	Close working relationships have been developed – WWT sits on the LSP's Environment Theme Group and it is not anticipated that the removal of the subscription will damage local working arrangements.
Impact on Other Services	None – close working relationship developed – not likely to affects others.
Impact on Customers	None – it is not anticipated that this will affect work in communities.
Impact on the Community	None – it is not anticipated that this will affect work in communities.
Impact on Voluntary/Third Sector	Having discussed the proposal with WWT no direct impact is expected – we have close working relationships and these will be maintained.
Risk	<p>Low.</p> <p>The Community Development Officer (Environment) has developed an excellent working relationship with WWT. A close partnership has been developed as part of the Local Nature Reserves project and it is not anticipated that stopping the corporate subscription will damage that relationship.</p>

2011/12 REVENUE SAVINGS PROPOSALS

Service	Social Inclusion and Art
Proposed Action	Remove the majority of the Social Inclusion and Art budget.
Estimated Saving	£7,270
Implementation Date	April 2011
Impact on Council Priorities	The SI&A budget has been used to tackle each of the Council priorities. Removal of this budget will affect the quantity of locally delivered services. Recently, the budget has funded alcohol/ drugs awareness theatre in schools and graffiti art at play areas.
Relationship with and Impact on SCS Priorities	Through the Social Inclusion and Art budget all three priorities of the SCS have been addressed. The loss of this funding will impact upon the Council's ability to deliver services within communities.
Impact on Other Services	This funding has been used to support community safety, health and environmental issues. This resource will not be available.
Impact on Customers	Social Inclusion and Art funding has been used to tackle community safety, health and environmental issues. The loss of this funding will have an impact across these services and will result in reduced services to people on the ground.
Impact on the Community	Loss of the budget will affect the delivery of services into targeted communities and, therefore, may have consequences for crime levels, health and well-being and services for young people in particular.
Impact on Voluntary/Third Sector	If funding is reduced there will be consequences for community and voluntary sector organisations, from both a crime and health perspective and also in terms of a heightened demand for services provided by volunteers.
Risk	<p>Medium.</p> <p>The loss of the Social Inclusion and Art budget will result in a reduction in the quantity of locally delivered services that impact upon Sustainable Community Strategy priorities. In particular, the funding has been used to address issues relating to social inclusion and young people in the areas of community safety, environment and health.</p>

2011/12 REVENUE SAVINGS PROPOSALS

Service	Social Inclusion and Sport
Proposed Action	Provide term-time curriculum coaches to schools, thereby generating approximately £2,000 in income.
Estimated Saving	2,000 (income)
Implementation Date	April 2011
Impact on Council Priorities	Term-time coaches – NWBC's proposed involvement would be purely to generate income to help balance the budget and thereby enable the continuation of SI&S work with more community based aims (meeting other corporate and SCS priorities).
Relationship with and Impact on SCS Priorities	Social Inclusion and Sport work addresses all three SCS priorities and is particularly important with regard to developing healthier communities. The work undertaken should not be affected by the proposed income generation.
Impact on Other Services	Provision of term-time coaches will have a positive impact on schools, some of which struggle to find good quality qualified coaches. The income will enable the provision of other highly valued community sessions (in terms of corporate and SCS priorities).
Impact on Customers	Schools and school pupils will benefit from the term-time provision of coaches, which is a service that has been requested from schools in the past.
Impact on the Community	Schools and school pupils will benefit from the term-time provision of coaches.
Impact on Voluntary/Third Sector	None.
Risk	<p>Low.</p> <p>The provision of term-time coaches to schools is a positive initiative for local schools themselves, a number of which have directly requested the service.</p> <p>The Borough Council has a very limited resource (a single officer) delivering Social Inclusion and Sport programmes and, although the additional income would be welcome, this initiative will need to be managed, which will take time that would otherwise be devoted to the development and delivery of inclusion work. The proposal will, however, help to ensure that ongoing relationships are maintained with local schools, which is essential for the delivery of the Leisure and Community Development Division's work.</p>

2011/12 REVENUE SAVINGS PROPOSALS

Service	Social Inclusion and Sport
Proposed Action	Reduce funding payment to Coventry, Solihull and Warwickshire Sport Partnership by £700.
Estimated Saving	£700
Implementation Date	As per the Memorandum of Understanding, three months notice is required to withdraw or alter the Council's contribution (CSW Sport is currently funded up to April 2011).
Impact on Council Priorities	<p>The County Sport Partnership (CSP) is an integral part of Sport England's (SE) Delivery System for Sport. SE uses this Delivery System to implement its plan for sport, to disseminate information and to allocate funding. The work of the Delivery System for Sport impacts positively on projects delivered locally in North Warwickshire and, therefore, will impact on the attainment of corporate priorities. It is, therefore, proposed to proportionately reduce the support to this organisation by £700.</p> <p>The £4,100 contribution to the Partnership has enabled inward investment of £35,000 into NW in 2010/11. It should be noted that NWBC would not have been able to deliver the volume and quality of its SI&S work without the support of CSW Sport.</p> <p>Enhancing community involvement and access to services – The CSP assists with the following projects:</p> <ul style="list-style-type: none"> • Community Investment Fund – The three year Sports Club Development Officer project is supported by the CSP, which provides the pathway for NWBC to apply for funding for the project (£25k per year). • Sport Coach UK Courses – five courses a year delivered in the Borough. • Coach Bursary Scheme – The CSP administers £40,000 of SE funding for voluntary sports clubs and other sports organisations, including local authorities to support coach development and capacity building. <p>Tackling health inequalities through improving well-being and providing leisure opportunities to all of our citizens – The CSP provides the opportunity for NWBC to access different funding streams that improve leisure opportunities and address health inequalities. The CSP has assisted the CDO (SI&S) to access annual funding of between £18k and £35k over the last few years for, for example, the Community Sports Coach Scheme, Get Active Week, the Sports Club Development Officer, Sports Unlimited and Physical Activity Grants.</p>

2011/12 REVENUE SAVINGS PROPOSALS

	Working with our partners to tackle crime, the fear of crime and anti-social behaviour – As above.
Relationship with and Impact on SCS Priorities	Social Inclusion and Sport work addresses all three SCS priorities and is particularly important with regard to developing healthier communities. The work undertaken should not be affected by the proposal to reduce support for the CSP.
Impact on Other Services	The small reduction in funding to CSW Sport should have minimal impact, although redundancies could follow at the Partnership.
Impact on Customers	The reductions proposed should have a minimal direct impact on customers.
Impact on the Community	The reductions proposed should have a minimal direct impact in the community.
Impact on Voluntary/Third Sector	None, although future levels of support available to local community and voluntary sector sports clubs may be affected.
Risk	<p>Low.</p> <p>It is not anticipated that the proposed reduction in funding support will have a detrimental effect on the CSWSP. It is the combined reduction from partners, however, that may significantly impact up on the organisation and the services it provides to the Borough Council and local residents.</p>

Agenda Item No 9

**Community and
Environment Board**

24 January 2011

**Report of the
Assistant Chief Executive and Solicitor to
the Council**

Proposed 2011/12 Revenue Savings

1 Summary

- 1.1 This report identifies potential areas for revenue budget savings for inclusion in the 2011/12 revenue estimates.

Recommendation to the Executive Board

That the savings identified in the report be made.

2 Consultation

2.1 Portfolio Holder, Shadow Portfolio Holder and Ward Members

- 2.1.1 The Portfolio and Shadow Portfolio Holders for Community Life have had an opportunity to comment on the content of this report.

3 Introduction

- 3.1 The budget strategy for 2011/12, agreed by the Executive Board at its meeting held in September 2010, required Assistant Directors to identify potential areas for revenue budget savings of £1.5 million over the next four years. This target was increased to £2 million in November 2010 following a preliminary assessment of the Comprehensive Spending Review and is expected to increase again following receipt of the financial settlement.

4 Proposed Revenue Savings

- 4.1 Two savings from that part of the Assistant Chief Executive and Solicitor to the Council's budget managed by this Board have been identified, from the Corporate Policy Budget and the Consultation Budget.

5 Corporate Policy Budget

- 5.1 This budget supports work in the division toward our equality plan, crime and disorder partnership plan and other corporate initiatives. The budget has been consistently under spent and therefore a reduction of £5,000 can be accommodated without impacting on current activity levels.

6 Consultation

- 6.1 The Council has in the past had a duty to conduct firstly a householder survey and then contribute to the "Place Survey". These requirements have been abolished and therefore there is an opportunity to reduce this budget. A reduction of £10,000 is therefore proposed, which will still allow a general survey of households every 2 or 3 years. Officers will shortly be drafting a revised Consultation Strategy, for approval by Members, which will include a shift to lower costs methods of consultation to reflect the current financial position of the Council.

7 Report Implications

7.1 Finance and Value for Money Implications

- 7.1.1 The Council will need to find significant revenue savings of at least £2 million over the next four years. The savings proposed in this report will contribute to this requirement and are considered to carry relatively low or medium level risks to service provision. If these proposals are not approved, savings will need to be found in other areas of activity, which may have a more significant impact on services.

7.2 Safer Communities Implications

- 7.2.1 Every effort has been made to avoid proposed savings to frontline services, which make a positive impact on levels of anti-social and/or criminal behaviour. There could be additional demands placed on the budget in the future if expected reductions in community safety partnership funding materialise from 2011/12 onwards.

7.3 Risk Management Implications

- 7.3.1 An assessment of the risks associated with the identified proposals was an inherent feature of the corporate process through which savings options were highlighted and subsequently considered by Management Team. As identified in paragraph 5.1 above, each of the proposals are considered to have a "low" or "medium" risk rating.

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

Agenda Item No 10

Community and Environment Board

24 January 2011

Report of the Assistant Director (Streetscape)

Recycling Promotion

1 Summary

- 1.1 This report sets out some of the work carried out recently to promote the Council's recycling services and seeks Members' approval to reduce the budget for recycling promotion by £5,000 from 2011/12 onwards as part of savings identified within the Streetscape division.

Recommendation to the Board

- a That Members note the contents of the report; and**
- b That it be recommended to the Executive Board that a reduction of £5,000 in the annual budget for recycling promotion be approved.**

2 Consultation

2.1 Portfolio Holder, Shadow Portfolio Holder and Ward Members

- 2.1.1 The Portfolio Holder and Shadow Portfolio Holders for Environment have been sent an advance copy of this report.

3 Background

- 3.1 As part of the Council's commitment to improving its recycling rate, officers undertake a significant amount of promotional work aimed at raising awareness, increasing participation, educating residents (in particular children) and thereby improving the Council's overall performance by increasing the amount and range of material which is collected for recycling across the Borough.

4 Recent Promotional Activity

- 4.1 In recent months, the Council has undertaken a great deal of promotional work, largely to raise awareness of the Council's new kerbside collection service for cardboard and plastics, but also to support County Council led participation survey work on top of the usual promotional work carried out by officers. Examples of recent activities include:

- Press releases and photo opportunities
- Comprehensive update of the Council's website
- Contact Centre & One Stop Shop training
- Banners for refuse vehicles
- Road show events (Atherstone, Coleshill, Polesworth & Kingsbury)
- Information letters and containers to rural areas
- Calendars, leaflets and bags delivered to all households
- Further participation road show events
- Cover and two page spread in North Talk
- Themed events (Love Food Hate Waste)
- Staff newsletter
- School assemblies and class activities
- Talks to community groups
- Parish Council newsletters and websites
- Red box lottery (sponsored by local businesses) & associated publicity
- Christmas bin hangers

4.2 Early indications are that the launch of the new service and the associated publicity and awareness raising have had a major impact on the amount of material which is now being recycled through the Council's kerbside service. A significant factor in promoting the Council's service has been the work carried out by the Council's Community Development Officer (Environment), Zoe Davies and our Recycling Officer, Olivia Davies, who is working for the Council on a temporary basis thanks to one-off funding from Warwickshire County Council.

4.3 The work to promote the new service was a one-off and represented an exceptionally high level of activity and associated cost. The increase in activity outlined above, however has still not led to an unmanageable rise in expenditure on recycling promotion. Much of the Council's work on awareness raising, education and promotion relies on officer time, rather than financial resources with the result that, despite the extra efforts made to support the new service, the Council's budget for recycling promotion is under spent by almost £2,500. In previous years, the budget of £10,000 has also been under spent. The Council spent £4,858 last year (an under spend of £5,142) and £2,121 the year before (£7,879 below budget). In light of the consistent level of under spending officers are, therefore, recommending that the recycling promotion budget be reduced by £5,000 to £5,310 in 2011/12 and subsequent years.

4.4 Officers have increasingly found that successful promotional activity relies on engaging with people through visits, talks, community events, parish newsletters, North Talk and, increasingly, websites. As well as the traditional methods of press releases. The banners which appear on the Council's refuse and other vehicles (and which were funded through a grant from WCC) are a permanent promotional tool which will last for many years to come, and further external funding has been secured to increase the range of messages which can be promoted using the system. The Council's kerbside recycling contractor, Palm, are committed to providing more promotional material,

particularly in the form of collection calendars and leaflets, and the recycling message is now combined with other information distributed by the Streetscape division's other services. The private sector have also shown a willingness to get involved through sponsorship of schemes such as the red box lottery, and we expect that trend to continue.

5 Report Implications

5.1 Finance and Value for Money Implications

5.1.1 The report recommends a permanent reduction of £5,000 in the recycling promotion budget as part of the Council's ongoing savings exercise. It is anticipated that this will have no significant impact on the level of service currently provided, for the reasons set out in the report.

5.2 Risk Management Implications

5.2.1 There is potentially a risk that the recent improvement in recycling rates might not be sustained if the services are not adequately promoted. However, as set out in the body of the report, a significant promotional budget will be retained, officers will continue to use methods which bear little or no cost, yet which remain highly effective and use other external and internal funding sources where possible. Officers are confident that these measures will mitigate any potential risk to the Council's recycling services.

5.3 Environment and Sustainability Implications

5.3.1 Efforts to increase public awareness and support for recycling will have positive implications for the environment and sustainability. There is a judgement to be made on what resources are invested to carryout promotional activity and the impact this has on improved recycling activity and collections.

5.4 Links to Council's Priorities

5.4.1 This work links to the Council's priorities to protect and improve our environment and make best use of our resources through achieving a balanced budget and developing our workforce

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

Risk Management Form

**NORTH WARWICKSHIRE
BOROUGH COUNCIL**

Division

Cost Centre or Service

Risk Ref	Risk: Title/Description	Consequence	Likelihood (5 = high, 1 = low)	Impact (5 = high, 1 = low)	Gross Risk Rating	Responsible Officer	Existing Control Procedures	Likelihood (5 = high, 1 = low)	Impact (5 = high, 1 = low)	Net Risk Rating
RP1	Reduction in recycling promotion budget	Reduced budget may impact on promotional activity and lead to a loss in participation and/or recyclate collected through the Council's recycling service, damaging the Council's reputation and impact on Environmental performance	3	4	12	Assistant Director (Streetscape)	Increasing use of low cost promotional activities such as enhanced website, school visits, community events, talks, North Talk, parish councils etc.	2	4	8
Risk Ref	Options for additional / replacement control procedure						Cost Resources	Likelihood (5 = high, 1 = low)	Impact (5 = high, 1 = low)	Net Risk Rating
	Officers will continue make use of joint promotional opportunities and will pursue external funding sources. Officers have already obtained a commitment from the kerbside recycling contractor to provide promotional and information leaflets/calendars in future years						Nil	1	4	4

Completed By:

Date:

Agenda Item No 11

Community and Environment Board

24 January 2011

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

**Waste Management: Sub-Regional
Working**

1 **Summary**

- 1.1 This report summarises the work which is being undertaken by Warwickshire's county and district Councils in partnership with Coventry MBC and Solihull MBC on a variety of waste management services. The programme being followed by the partners, aims to improve service delivery, increase efficiency and reduce costs through greater collaborative working, joint procurement and sharing of best practice.

Recommendation to the Board

- a That Members note the contents of this report; and**
- b Consideration be given to some of the potential impacts of the work programme for this authority.**

2 **Consultation**

2.1 **Portfolio Holder, Shadow Portfolio Holder and Ward Members**

- 2.1.1 The Portfolio Holder and Shadow Portfolio Holder for Environment have been sent an advanced copy of this report.

3 **Background**

- 3.1 A report to the Warwickshire Waste Partnership by the Head of Environmental Services, Rugby Borough Council is attached at Appendix A which sets out the work programme being pursued by the Sub-Regional Group. The Group was established as part of a wider sub-regional programme looking at the opportunities for collaborative working across a range of local authority services.

- 3.2 Among the service areas being considered by the group are:

- Recycling of street sweeping arisings
- Route optimisation
- Clinical waste
- Fleet Management
- Agency staff
- Bulky Waste Collections

3.3 Another potential area for savings which is being considered by the Group is the joint procurement of equipment, consumables, PPE etc. North Warwickshire Borough Council's Streetscape division currently spends nearly £50,000 per annum on bins, boxes, bin liners and PPE/clothing. It is anticipated that joint procurement could save anything up to 20% through the economies of scale provided through bulk purchasing across the sub region.

3.4 Joint procurement may have consequences for this authority which Members may wish to consider around corporate identity, branding etc. At the moment, all bins, sacks and most clothing/PPE carry NWBC logos. In the future, in order to take greatest advantage of bulk purchasing opportunities, it is possible that such branding may be removed, or replaced with a multi-agency logo or similar. In any event, no commitment to such a move would be made without the agreement of Members.

4 **Report Implications**

4.1 **Finance and Value for Money Implications**

4.1.1 Although it is hoped that these work streams will deliver a range of savings in the future, there are no immediate budgetary implications arising from this report.

4.2 **Risk Management Implications**

4.2.1 The outcomes of this exercise may have consequences which Members will wish to consider in detail as each work stream reaches its conclusion, and these will be reported to Members on a case by case basis.

4.3 **Environment and Sustainability Implications**

4.3.1 The outcomes from the waste management programme should result in overall improvements in the local environment and have significant impact on improving sustainability in terms of the use of resources and reducing the amount of waste generated and ultimately the amount of waste sent to landfill sites.

4.3 **Links to Council's Priorities**

4.3.1 This work links to the Council's priorities to protect and improve our environment and make best use of our resources through achieving a balanced budget and developing our workforce.

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 Waste Partnership - 2010

Sub-Regional Working

Report of the Head of Environmental Services, Rugby Borough Council as Chair of the Sub-Regional Group

Summary

This report gives an update to the work being under taken across the sub region through the Coventry, Solihull and Warwickshire Chief Executives group on waste matters.

Recommendation

1. That the report be noted,
2. That further updates be received in the future as outputs and outcomes develop, and,
3. That the Partnership considers commissioning other work streams, where appropriate.

1. Introduction

- 1.1 At the Warwickshire Waste Partnership meeting in September 2010, a verbal report was given and papers circulated regarding the sub regional waste project. The aim of this work is to identify and deliver efficiencies, service improvements and cashable savings.
- 1.2 In order to identify these improvements the group has collated some baseline data over all the authorities. This will enable the group, and the Warwickshire Waste Partnership, to identify the areas of greatest impact and monitor improvements over time. The data has only just been collected and still needs further work before it is shared with this committee. Some of the data may be considered to be commercially sensitive and as such will need to be dealt with as a confidential report in due course.

2. Work Programme

- 2.1 The work programme for the group will complement the work programme for the Waste Partnership, and indeed may actually be the delivery mechanism for some of the activity in the partnerships business plan, when completed.
- 2.2 The current work streams that are being pursued are as follows, (together with the lead authority for the theme):
1. Collation of baseline data for comparison (project office & RBC)
 2. Recycling of Street Sweeping arisings (WCC)
 3. Route optimisation software (NBBC/NWBC)
 4. Clinical Waste (NBBC)
 5. Fleet Management (CCC)
 6. Agency Staff (Programme Team)
 7. Materials Recycling Facility Procurement (CCC/RBC)
 8. Best Practice on High Density Areas and Flats (RBC)
 9. Charging Policies (SoADC)
 10. Bulky Waste Collections (TBC)
 11. Evaluation of Alternative Refuse and Recycling Collection Systems (TBC)
 12. Bulk Haulage (WCC)

3. Update on specific work streams

- 3.1 **Street Sweeping Arising** – Warwickshire County Council have received approval to go out to tender for a facility to recycle / recover materials collected through WCA mechanical sweepers, road sweepings after resurfacing and road gulley emptying. The exact details of the tender specification are currently being developed, but it is intended to have a facility operational towards the end of 2011/12. This is likely to be a framework contract arrangement that involves Coventry City and potentially others in the future. The materials collected through this route are relatively low value / high weight materials. The removal of these materials from the waste stream should make some significant financial savings for the disposal authorities and benefits to overall recycling rates for collection authorities.
- 3.2 **Route Optimisation Software** – As part of the focussed support being offered to both Nuneaton & Bedworth, and North Warwickshire Borough Councils, the County Council have funded the acquisition of a web based system to identify potential routing efficiencies, which may allow rationalisation of collection rounds and fuel savings. The base data is being loaded in to the system currently and it is expected that by February there will be some meaningful outputs and learning that can be gained and shared. The system allows a variety of “variables” to be tested, such as the impact of alternative week collections, changes to depot locations and changes to disposal or transfer sites. The latter point will be of significant interest when the County Council are considering the impact of disposal or transfers sites in the post Project Transform arrangements.
- 3.3 **Clinical Waste** – The arrangements for the collection of clinical waste vary significantly across the sub region, not only in the manner, scale and cost but also in the services being provided to residents. It is intended to try to develop a

standard service package across the sub region, which can then more easily be discussed and communicated to health service providers. This will avoid the customer confusion of differing arrangements between authorities. The costs are in general relatively minor (in terms of the overall value for collections); although one authority in the county currently pays around ten times the value of an other for a similar level and scale of service.

- 3.2 **Fleet Arrangements** – For collection authorities that have an in house service, the vehicle fleet is one of the greatest areas of cost and risk, the same applies to those that are contracted out but the costs and risk are transferred to the service providers. The regulations regarding fleet management required by VOSA can be exacting and any significant or sustained contraventions can result in the operator's licence being suspended or revoked, which would prevent the service from being delivered. It is likely that through collaboration the risks involved can be substantially mitigated, best practice lessons learnt and potentially costs reduced.

Vehicle procurement is the services largest single items of expenditure with a standard refuse collection vehicle costing in the region of £110,000 to £150,000 depending on specification etc. There may be procurement advantages that can be gained if a number authorities seek to buy in bulk, so the replacement programme is collated to identify potential opportunities.

Fuel is another item of significant expenditure with something in excess of 1.25 Million litres of fuel being used across the sub region within the refuse fleets, excluding contractor use. At around £1 a litre, this is a significant item of expenditure where potentially collaborative procurement may generate substantial financial benefits, particularly if other public services are considered such as police, fire, and ambulance.

All LGV drivers (refuse vehicles) are now required to undertake mandatory training on driver competence. This work stream is investigating how this can be delivered in the most cost effective manner across all authorities. They will also be exploring other consumables such as tyres and hire of replacement vehicles.

- 3.5 **Agency Staff** – There are changes in legislation being introduced in 2011 which will see an increase in costs where agency staff are used to back fill posts through sickness, annual leave etc. The current total spend across the sub region on this exceeds £1 Million. There are some potential opportunities around the use of “casual” staff, zero hour contracts, pooled team(s) or secondments that may enable savings and service benefits to be obtained. However, there are some potential legal and HR matters that need to be fully understood before any certainty can be developed as to how this could be taken forward. It is hoped that these will be identified early in the new year which will allow the practical operational benefits to be explored in detail.
- 3.6 **Materials Recycling Facility Procurement** – Currently within the sub region there are 3 authorities using these facilities with a co-mingled dry recycling collection, with other councils currently considering changes to their collection systems in the coming few years. There is likely to be benefits from having a framework contract arrangement that all authorities could access, as and when

required, which if nothing else will avoid the duplication and expense of individual tendering exercises. The issue for this may be around the potential tonnage that could be offered and the current processing capacity that exists in the region. It is essential for this work stream to know if authorities are considering making moves towards co-mingled collections and approximately when this may occur in order to programme in any potential tender process. The earliest any current MRF contract is due for renewal is 2014, but any framework procurement could be brought forward in order to benefit any potential service change.

- 3.7 **Best Practice on High Density Areas and Flats** – This partnership has previously discussed the difficulties and differences between authorities regarding how the challenges this style of housing can present for recycling services. It is hoped that this can be discussed and authorities will be able to learn from each other to improve participation and capture rates.
- 3.8 **Charging Policies** – A number of associated activities are subject to charges such as replacement bins and bulky waste. Some authorities also charge developers for the provision of an initial set of containers for new homes. There are lessons that can be learnt from each other that may reduce the overall burden to the public purse for these activities.
- 3.9 **Bulky Waste Collections** – With the increase in popularity of e-bay, freecycle and the like, the quantity and quality of materials collected by councils through this type of service has changed dramatically over the recent years. As we heard at the recent Waste Partnership Conference, some local third sector organisations are making healthy proceeds from re-use shops at HWRC sites. It is proposed to explore whether or not some kind of partnership with the third sector could more cost effectively meet the needs of our residents and reduce the amount of materials being sent to landfill.
- 3.10 **Evaluation of Alternative Refuse and Recycling Collections Systems** – As mentioned earlier regarding MRF procurement, a number of Councils in the sub region are considering whether their current collection schemes are delivering the best value for their residents. Whilst WRAP produce some evaluation reports, these tend to be dated and on a national level. The local variations such as access and availability of suitable merchants or processing facilities make a significant difference.

As the Warwickshire partnership we are setting aspirations of achieving 60% recycling by 2015 and have all partners achieving a minimum of 40% recycling at that time. To effectively achieve this we should strive to identify the local cost benefit ratio for any future service change. If we can identify this it may assist some councils in considering how best they deliver services in the long term. It is perhaps too simplistic to assume that a co-mingled alternate week collection is “best”, just because Stratford are the best performing Council in the sub region and Rugby is the most improved in the Country, as were Warwick, using a different system two years ago.

- 3.11 **Bulk Haulage** – This is an area where most councils have some need, which may increase if alternative disposal sites are used in the future. Again it is

proposed to explore the development of a framework contract to encompass all current and future needs for this activity.

4. Conclusions

- 4.1 Sub regional working as well as partnership working across the county is crucial in improving economies of scale and improving services. It is important these opportunities be included in any future workings of the partnership. The work streams detailed in this report are the initial ones and as well as regularly reporting progress on these back to this partnership, it is possible that other areas of activity could in the future be commissioned by the partnership.

Enquiries: about this report should be made to Sean Lawson, Head of Environmental Services, Rugby Borough Council, e-mail sean.lawson@rugby.gov.uk

Background Papers

Sub Regional Working - Waste

PAUL GALLAND
Strategic Director for Environment and Economy
Shire Hall
Warwick

1 December 2010

Agenda Item No 12

Community and Environment

24 January 2011

Report of the
Deputy Chief Executive

General Fund Revenue Estimates
2011/12

1 Summary

- 1.1 This report covers the revised budget for 2010/11 and an estimate of expenditure for 2011/12, together with forward commitments for 2012/13, 2013/14 and 2014/15.

Recommendation to the Board

- a To accept the revised budget for 2010/11;
- b To request the Executive Board to approve the growth item for 2011/12, as set out in paragraph 7.1; and
- c To accept or otherwise vary the Estimates of Expenditure for 2011/12, as submitted, for them to be included in the budget to be brought before the meeting of the Executive Board on 7 February 2011.

2 Consultation

2.1 Portfolio Holder, Shadow Portfolio Holder and Ward Members

- 2.1.1 Both Councillors Bowden and Butcher have been consulted regarding this report. 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 2011/12 and this, together with a revised budget for 2010/11, appears in Appendices A and B. To provide a more complete picture of the spending pattern of the service, the actual figures for 2009/10 are shown.

...

- 3.2 At its meeting in September, the Executive Board agreed the budget strategy for 2011/2015 which required savings of £1.5 million over a four year period. This was increased to £2 million following an initial assessment of the Comprehensive Spending Review in November. This required budget savings of £380,000 in 2011/12, with additional savings of £590,000 in 2012/2013,

£520,000 in 2013/2014 and £510,000 in 2014/15. The provision for growth in 2011/2012 was £50,000, with a further £25,000 in 2012/2013, 2013/2014 and 2014/15.

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. Some of these have been incorporated into the estimates being considered and are shown in Appendix D. Others have been the subject of previous reports on the agenda.

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
- Zero pay awards for 2010/11 through to 2012/13 except for those employees earning less than £21,000 where provision has been made for an additional £250 in each of 2011/12 and 2012/13
- Pay awards of 2% for 2013/14 and 2.5% for 2014/15
- Changes in National Insurance from April 2011, with a 1% increase in contributions levels, although the starting point at which contributions are made has been increased to partially offset this
- Increases in the Council's pension contribution rate
- A general provision for inflation of 3%, although where contractual obligations require a price increase in line with inflation, these have been provided.

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 2010/11 £	Revised Budget 2010/11 £	Original Budget 2011/12 £
Employee Costs	1,973,290	1,956,080	1,934,270
Premises Related	487,550	498,770	493,990
Supplies and Services	3,224,690	3,268,320	3,109,270
Transport	128,580	123,770	126,540
Miscellaneous Expenditure	(5,300)	(87,230)	(12,080)
Earmarked Reserves	54,960	(39,090)	53,990

Gross Expenditure	5,863,770	5,720,620	5,705,960
Income	(1,939,820)	(1,886,970)	(1,874,430)
Net Controllable Expenditure	3,923,950	3,833,650	3,831,530
Departmental Support	627,280	593,750	598,870
Central Support	645,280	616,730	639,360
Capital Charges	380,240	392,160	383,400
Net Expenditure	5,576,750	5,436,290	5,453,160

4 Capital Charges

- 4.1 Capital charges relate primarily to depreciation of assets and leasing of vehicles and equipment.

5 Comments on the 2010/11 Revised Budget

- 5.1 The revised budget for 2010/11 is estimated to be £5,436,290; a decrease of £140,460 on the approved provision. The main reasons for variations are set out below.
- 5.2 **Employee costs** have decreased by £17,210 and the main variations are as follows:

	£
Net increase due to greater use of agency staffing within recycling to cover vacancies and to meet increased demands on the service (part funded by the County Council)	28,860
Transfer from the centrally held training budget	15,040
Transfer from the centrally held recruitment budget	11,550
Increase in grant funded (PCT) staffing	8,560
Reduction in Cesspool employee costs, partly due to the reduction in overtime needed	(5,810)
Reductions in salary budgets on Activities 4 U and Sports Development Officer.	(2,520)
Decrease in leisure centre staffing budgets	(13,720)
Reduction in salaries on the Public Health budget due to maternity leave, the re-grading and deletion of posts.	(34,470)
Reduction in salaries due to changes to staff time allocations	(24,210)
Total	(16,720)

5.3 **Premises** related budgets have increased by £11,220 and the main variations are as follows:

	£
Specific drain unblocking works in Fillongley, funded mainly from earmarked reserves	17,280
Increase in alarms maintenance at leisure centres	1,830
Reduction in buildings insurance	(1,040)
Reduction in contributions to the Building Maintenance Fund	(3,100)
Reduction in utility (mainly gas) budgets	(3,460)
Total	11,510

5.4 **Supplies and Services** related budgets have increased by £43,630 and the main variations are as follows:

	£
Increase in professional fees within Parks and Playing Fields as a result of work on the Green Space Strategy and Grounds Maintenance Review (funded from reserves)	44,300
Increase in the level of work carried out by the Refuse Collection DSO	27,270
Increase in activities on Community Development budgets (funded from earmarked reserves and income)	23,580
Recycling surveying works and recycling publicity (funded by the County Council)	13,330
Increase in cesspool disposal charges	4,430
Reduction in vending supplies and supplements matched by a reduction in income	(2,200)
Reduction in kennels costs on Animal Control	(2,460)
Savings on professional fees in the Public Health budget	(3,000)
Saving on the Rural Regeneration budget	(3,750)
Reduction in the level of work from the Grounds Maintenance DSO	(6,660)
Reduction in trade refuse disposal charges (matched with decrease in income)	(14,290)
Reduction in the cost of kerbside collection, following the retendering of the kerbside recycling contract part way through the year	(36,890)
Total	43,660

5.5 **Transport** budgets have decreased by £4,810 due to reductions in running costs on the vehicles used by the Cesspool Emptying, Recycling, Animal Control and Community Development services.

- 5.6 The revised **miscellaneous** budget has decreased by £81,930. Variations within this total figure are shown below:

	£
Surplus on the Amenity Cleaning DSO brought about by a reduction in employee costs (pay award), additional DSO income and a reduction in support charges	(16,310)
Surplus on the Grounds Maintenance DSO brought about by a reduction in employee costs (vacant post and pay award), reduction in skip hire and reduction in support charges	(21,290)
Surplus on the Refuse Collection DSO brought about by a reduction in employee costs (partly pay award), professional fees, additional County Council funding, reduced capital charges and additional DSO income	(44,330)
Total	(81,930)

- 5.7 There is a movement of £94,050 on **Earmarked reserves** as instead of the expected contribution into reserves, some have been used to fund some of the additional expenditure detailed in paragraph 5.3 and 5.4. In summary, the main movements on reserves are as follows:

	£
Repayment of area forum grant moved to reserves	1,620
Funding of training and the balance of the Free Swim Grant at Atherstone Leisure Complex	(6,420)
Funding for the Sports Club Development Officer post	(12,730)
Funding for additional activities on Community Development budgets	(14,510)
Funding of land drainage works at Fillongley	(16,160)
Funding for professional fees within Parks and Playing Fields	(45,850)
Total	(94,050)

5.8 **Income** related budgets have decreased by £52,850, the main movements are shown in the table below;

	£
The loss of the grant towards free swimming from July 2010	37,740
Reduction in trade waste collections (£14,290 matched with reduction in disposal charges – see 5.4)	26,350
Reduction in grant funding for the Sports Club Development Officer post	14,210
Reduction in refuse collection income (especially bulky waste)	8,220
Reduction in cesspool emptying income reflecting reduced demand	7,100
Lower level of rechargeable works to parish councils on the Play Area budget	1,310
Increase in income on Public Health and Pollution Control	(2,730)
Increase in all other leisure income (non swimming grant)	(4,550)
Additional grant funding for Community Development activities	(15,230)
Increased funding from County Council for recycling work	(18,120)
Repayment of an Area Forum grant from previous years	(1,620)
Total	52,680

5.9 **Departmental and Central Support** charges have reduced by £62,080. Within departmental support there are reduced allocations as a result of maternity leave and vacant posts. Central support charges have reduced from Central Services and Financial Services whilst there is a small increase in Printing and Stationery recharges.

5.10 **Capital related** costs have increased by £11,920. This is due to increased depreciation charges at the leisure centres and at play areas.

6 **Comments on the 2011/12 Estimates**

6.1 The total estimated net expenditure for 2011/12 is £5,453,160; a decrease of £123,590 on the 2010/11 approved budget and an increase of £16,870 on the revised 2010/11 budget.

6.2 **Employee costs** have decreased by £21,830 and the main variations are as follows:

	£
There has been an increase in salary costs as savings in 2010/11 from vacant posts and maternity leave no longer apply	40,120
Removal of the provision for recruitment, as this is held centrally	(11,550)
Removal of provision for training, as this is held centrally	(12,150)
Reduction in recycling salaries to reflect the expected use of manpower on this service. The additional staffing costs will appear within the Refuse DSO employee budgets	(25,810)
Reduction in recycling agency staff to reflect the expected use of manpower on this service. Some of the additional staffing costs will appear within the Refuse DSO employee budgets	(12,680)
Total	(22,070)

6.3 **Premises related** expenditure has reduced by £4,780. This is due to the removal of the one off land drainage expenditure shown in 2010/11, which has been partially offset by inflationary increases on utility bills, maintenance contracts and Non Domestic Rates.

6.4 **Supplies and services** related expenditure has reduced by £159,050 and the main variations are as follows;

	£
Increase in cost to breakeven on the Refuse Collection DSO, due partly to the reallocation of employee costs from the recycling service	30,870
Inflationary increase of 3% on all services	25,370
Reinstate Vending and Supplements budgets on Leisure Centres matched by increased income	2,200
Reduction in Cesspool disposal costs match by a reduction in income	(3,270)
Reduction in costs to breakeven on the Amenity Cleaning DSO	(3,990)
Removal of one off growth for Community Awards in 2010/11 only	(5,000)
Removal of one off recycling surveying works and recycling publicity	(13,330)
Reduction in costs to breakeven on Grounds Maintenance DSO	(12,670)
Removal of grant funded expenditure on More Time to Play as scheme has been completed in 2010/11	(14,740)
Further reduction due to the full year impact of the new kerbside recycling contract	(20,100)
Removal of one off professional fees within Parks and Playing Fields	(44,300)
Reduction in Area Forum grants (one off item approved for 2010/11)	(40,530)
Reduction in grant funded expenditure on Community Development budgets	(56,980)
Total	(156,470)

6.5 **Transport** related costs have increased by £2,770 which is mainly due to inflationary increases.

6.6 **Miscellaneous expenditure** has moved by £75,150 as the surpluses achieved on the DSO's in 2010/11, related to performance in that specific year only. In addition, budget provision has been included for vacancies.

6.7 There is a movement into **Earmarked reserves** expected in 2011/12. The main changes from the 2010/11 revised position are shown in the table below;

	£
Removal of one off funding for expenditure within Parks and Playing Fields	47,050
Removal of one off funding for land drainage works	16,160
Reduction in use of funding for Sports Club Development Officer post	14,060
Inflationary increase in the contribution to play areas equipment replacement fund	1,100
Removal of one off funding at Atherstone Leisure Complex	6,420
Repayment to the New Initiatives Fund for the purchase of the easyline equipment at Atherstone Leisure Complex	4,330
Removal of one off funding on Community Development Budgets	3,580
Contribution to the future replacement of the easyline equipment at Atherstone Leisure Complex	2,000
The transfer of Area Forum grant to reserves not required in 2011/12	(1,620)
Total	93,080

6.8 **Income** related budgets have decreased by £12,540, the main movements are shown in the table below;

	£
Reduction in external funding to cover community development activities	49,890
Expected reduction in County Council contribution to Parks and Playing Fields	19,420
The loss of the part year free swimming grant received in 2010/11	18,880
Removal of grant funding on More Time to Play as the scheme has been completed in 2010/11	14,740
Removal of funding from the County Council for recycling work	14,450
Removal of the repayment of an Area Forum grant from previous years	1,620
Other increases across leisure centres in addition to the inflation increase	(9,860)
Increase in recycling credits income	(11,010)
Increase in external grant funding for Sports Club Development post	(14,660)
Increase in fitness suite income at Atherstone Leisure Complex	(18,290)
Price increases of 3% on all services	(52,640)
Total	12,540

6.9 **Departmental and central support** recharges have increased by £27,750, which is explained by the expected filling of vacant posts, return from maternity leave, inflationary increases and an increase in Internal Audit recharges of £8,080.

6.10 **Capital** costs have reduced by £8,760, the main movements are shown in the table below;

	£
Increase in vehicle lease costs within recycling for the replacement of freighters originally funded by Warwickshire County Council	12,400
Reduction in de-minimis charges at leisure centres	(20,000)
Total	(7,600)

7 **Growth Items**

7.1 The provision for unavoidable growth included in the Council's Budget Strategy approved in September 2010 by the Executive Board, was £50,000 for 2011/12. There is one growth item relating to this Board:

- **Play Areas** – During 2010/11 the Council is refurbishing play areas at Sycamore Road, Kingsbury and Old Arley Recreation Ground through the use of Playbuilder Fund. However this funds only the initial capital cost of the play areas, leaving this Council to pick up any ongoing revenue costs for maintenance and subsequent replacement. Providing for these will require the approval of additional funding of £5,000 for maintenance and £6,000 for future replacement.

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:

- Reduction or cessation of grants expected for use in Community Development.
- Sustained economic downturn leading to reduced membership and usage at leisure facilities and reduced demand for cesspool emptying and trade refuse services
- The loss of the Coleshill Town Council grounds maintenance contract which expires at the end of 2012/2013 and will then be subject to a re-tendering exercise

- Maintenance issues on unadopted roads, for which there is minimal budget provision
- Limited provision exists for dealing with contaminated land issues. If a significant item emerges, any shortfall will need to come from General Fund balances
- Contracts based on RPI (which was running at 4.7% in November 2010)
- Further land drainage works that may be required, as there is no funding to cover these.

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 2011/12. The table below provides a subjective summary for those services reporting to this Board:

	Forecast Budget 2012/13 £	Forecast Budget 2013/14 £	Forecast Budget 2014/15 £
Employee Costs	1,945,270	1,976,090	2,037,500
Premises Related	504,160	514,220	524,490
Supplies and Services	3,194,940	3,300,320	3,383,060
Transport	127,240	129,700	132,670
Miscellaneous Expenditure	(11,570)	(10,980)	(11,030)
Earmarked Reserves	50,760	76,340	73,020
Gross Expenditure	5,810,800	5,985,690	6,139,710
Income	(1,882,200)	(1,919,660)	(1,957,910)
Net Controllable Expenditure	3,928,600	4,066,030	4,181,800
Departmental Support	606,110	620,160	638,290
Central Support	648,420	666,060	686,560
Capital Charges	395,870	395,870	401,110
Net Expenditure	5,579,000	5,748,120	5,907,760

- 10.2 The forecasts given above have used a number of assumptions, which include pay awards of 0% in 2012/13, 2% for 2013/14 and 2.5% for 2014/15, increases in contracts of 2% and general increases in supplies and service of 2%. In total net expenditure is expected to increase by 2.3% in 2012/13, 3% in 2013/14 and 2.8% in 2014/15.
- 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 Budgetary processes must seek to provide a forecast of revenues and expenditures and a means to enable the financial performance of the Council to be measured.

11.2.2 As a forecasting tool, the budget determines the financial position of the Council over the short to medium term. This allows the Council to manage any expected shortfall in resources whilst maintaining essential services.

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

Background Papers

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

Background Paper No	Author	Nature of Background Paper	Date

NORTH WARWICKSHIRE BOROUGH COUNCIL

COMMUNITY AND ENVIRONMENT BOARD

SUMMARY OF GENERAL FUND REVENUE ESTIMATES

Description	Actual 2009/2010 £	Approved Budget 2010/2011 £	Revised Budget 2010/2011 £	Original Budget 2011/2012 £
Pitches and Pavilions	44,441	50,070	45,900	45,840
Polesworth Sport Centre	83,077	85,590	85,150	80,290
Arley Sports Centre	121,712	131,490	122,380	120,250
Coleshill Sport Centre	86,639	95,310	131,370	115,250
Atherstone Leisure Complex	263,720	234,910	241,450	240,490
Memorial Hall	75,546	80,530	75,150	75,750
Public Health	(75,771)	53,200	63,710	64,470
Commercial Pollution Control	199,291	238,290	188,190	210,420
Domestic Refuse Collection	863,134	929,480	923,180	994,410
Trade Refuse Collection	(29,495)	(38,720)	(18,080)	(18,710)
Cesspool Emptying	(61,110)	(56,440)	(51,370)	(59,430)
Recycling	330,054	368,710	348,240	276,760
Animal Control	35,784	41,830	37,860	39,450
Abandoned Vehicles	943	1,490	1,580	1,630
Amenity Cleaning	638,243	693,180	678,170	696,200
Unadopted Roads	6,181	7,180	7,180	7,380
Drain Unblocking Service	26,860	29,700	29,850	30,270
Street Furniture	9,443	10,000	10,340	9,890
Atherstone Market	1,747	3,590	3,610	3,720
Parks, Playing Fields and Open Spaces	394,645	376,390	353,980	383,480
Play Areas	99,295	121,260	128,270	129,770
Public Health (Control of Disease) Act 1984 Burials	1,615	70	70	70
Sustainable Communities	2,700	2,790	2,790	2,790
Consultation	2,837	16,840	16,840	17,340
Corporate Policy	15,338	23,670	23,670	24,310
Rural Regeneration	19,993	41,960	9,450	9,570
Landscape	8,464	8,760	8,550	8,810
Marketing and Market Research	7,655	8,040	8,040	8,270
Support to Voluntary Organisations	110,256	151,300	144,940	106,490
Young People and Intergeneration	31,603	40,570	40,090	40,520
Community Development Environment	26,696	29,470	28,960	29,020
Social Inclusion and Art	6,884	10,480	10,360	10,660
Social Inclusion and Sport	32,419	35,450	35,010	35,050
Community Development Health Improvement	14,149	20,130	21,780	17,200
Community Development Safer Communities	49,079	52,070	51,480	52,780
Activities 4 U	185	-	40	-
Allotments and Biodiversity	19,981	20,310	20,310	20,900
Smoke Free Organisation Grant	-	-	-	-
Community Award Scheme	-	5,000	5,000	-
More Time to Play	-	-	-	-
Sports Club Development Officer Programme	(225)	-	160	170
Local Nature Reserves	-	-	-	-
Net Controllable Expenditure	3,464,008	3,923,950	3,833,650	3,831,530
Departmental Support	626,245	627,280	593,750	598,870
Central Support	673,643	645,280	616,730	639,360
Capital	547,738	380,240	392,160	383,400
Net Expenditure	5,311,634	5,576,750	5,436,290	5,453,160

3071 - PITCHES AND PAVILIONS

The management and maintenance of the sports pitches and changing accommodation within main recreation grounds around the Borough.

DESCRIPTION	ACTUALS 2009/2010	APPROVED BUDGET 2010/2011	REVISED BUDGET 2010/2011	ORIGINAL BUDGET 2011/2012
Employee Expenditure	4,078	4,590	4,560	4,600
Premises Related Expenditure	32,193	33,680	26,990	27,720
Supplies & Services	19,931	24,030	24,950	24,440
GROSS EXPENDITURE	56,202	62,300	56,500	56,760
GROSS INCOME	(11,761)	(12,230)	(10,600)	(10,920)
NET CONTROLLABLE EXPENDITURE	44,441	50,070	45,900	45,840
Departmental Support	2,678	2,760	1,640	2,420
Central Support Services	24,535	23,360	20,540	21,800
Capital Charges	92,147	26,220	22,700	22,700
NET EXPENDITURE	163,801	102,410	90,780	92,760

Contributes to corporate priority :

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

KEY PERFORMANCE INDICATORS

Number of Pitches	20	20	20	20
Number of Teams	31	31	27	27
Number of Hirers	24	24	21	21
Budgeted income per team	£379.39	£394.52	£392.59	£404.44
Budgeted costs per Pitch	£8,190.05	£5,120.50	£4,539.00	£4,638.00

3072-3073 - POLESWORTH SPORTS CENTRE

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

DESCRIPTION	ACTUALS 2009/2010	APPROVED BUDGET 2010/2011	REVISED BUDGET 2010/2011	ORIGINAL BUDGET 2011/2012
Employee Expenditure	202,149	194,790	204,230	200,430
Premises Related Expenditure	46,518	47,260	48,440	49,860
Supplies & Services	13,993	15,890	15,440	15,900
Transport Related Expenditure	240	-	-	-
Earmarked Reserves	481	-	-	-
GROSS EXPENDITURE	263,381	257,940	268,110	266,190
GROSS INCOME	(180,304)	(172,350)	(182,960)	(185,900)
NET CONTROLLABLE EXPENDITURE	83,077	85,590	85,150	80,290
Departmental Support	19,313	16,810	16,040	15,970
Central Support Services	31,744	31,670	31,880	33,160
Capital Charges	9,781	10,380	15,600	15,600
NET EXPENDITURE	143,915	144,450	148,670	145,020

Contributes to corporate priority :

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

KEY PERFORMANCE INDICATORS

No of Visits	64,015	68,810	64,220	64,220
Budgeted cost per visit	£5.06	£4.60	£5.16	£5.15
Budgeted income per visit	£2.82	£2.50	£2.85	£2.89
Budgeted Subsidy per visit	£2.25	£2.10	£2.32	£2.26

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
	2009/2010	BUDGET 2010/2011	BUDGET 2010/2011	BUDGET 2011/2012
Employee Expenditure	142,838	160,220	152,830	152,190
Premises Related Expenditure	44,959	42,620	41,170	42,310
Supplies & Services	15,795	19,340	18,290	19,850
Transport	15	-	-	-
Miscellaneous	86	-	-	-
Earmarked Reserves	3,750	-	-	-
GROSS EXPENDITURE	207,443	222,180	212,290	214,350
GROSS INCOME	(85,731)	(90,690)	(89,910)	(94,100)
NET CONTROLLABLE EXPENDITURE	121,712	131,490	122,380	120,250
Departmental Support	18,152	16,220	15,140	15,140
Central Support Services	31,420	31,090	29,990	30,710
Capital Charges	38,026	34,700	38,490	38,490
NET EXPENDITURE	209,310	213,500	206,000	204,590

Contributes to corporate priority :

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

KEY PERFORMANCE INDICATORS

No of Visits	45,394	44,890	54,300	54,300
Budgeted cost per visit	£6.50	£6.78	£5.45	£5.50
Budgeted income per visit	£1.89	£2.02	£1.66	£1.73
Budgeted Subsidy per visit	£4.61	£4.76	£3.79	£3.77

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.

DESCRIPTION	ACTUALS	APPROVED	REVISED	ORIGINAL
	2009/2010	BUDGET 2010/2011	BUDGET 2010/2011	BUDGET 2011/2012
Employee Expenditure	241,655	262,670	277,520	279,160
Premises Related Expenditure	74,127	74,220	74,590	75,530
Supplies & Services	31,598	33,840	32,360	34,530
Transport Related Expenditure	105	-	-	-
Earmarked Reserves	20,600	20,910	20,910	20,910
GROSS EXPENDITURE	368,085	391,640	405,380	410,130
GROSS INCOME	(281,446)	(296,330)	(274,010)	(294,880)
NET CONTROLLABLE EXPENDITURE	86,639	95,310	131,370	115,250
Departmental Support	18,459	17,020	18,060	18,140
Central Support Services	50,842	51,120	50,390	51,800
Capital Charges	39,893	46,450	61,930	41,930
NET EXPENDITURE	195,833	209,900	261,750	227,120

Contributes to corporate priority :

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

KEY PERFORMANCE INDICATORS

No of Visits	101,764	118,650	94,570	94,570
Budgeted cost per visit	£4.69	£4.27	£5.67	£5.52
Budgeted income per visit	£2.77	£2.50	£2.90	£3.12
Budgeted Subsidy per visit	£1.92	£1.77	£2.77	£2.40

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 2009/2010	APPROVED BUDGET 2010/2011	REVISED BUDGET 2010/2011	ORIGINAL BUDGET 2011/2012
Employee Expenditure	387,788	430,190	422,640	421,060
Premises Related Expenditure	250,279	232,790	234,710	241,560
Supplies & Services	44,804	46,110	45,470	46,850
Balance Sheet Items	37,079	-	(6,420)	6,330
GROSS EXPENDITURE	719,950	709,090	696,400	715,800
GROSS INCOME	(456,230)	(474,180)	(454,950)	(475,310)
NET CONTROLLABLE EXPENDITURE	263,720	234,910	241,450	240,490
Departmental Support	24,996	21,560	20,940	21,010
Central Support Services	79,273	80,280	83,570	85,590
Capital Charges	157,965	171,620	153,800	153,810
NET EXPENDITURE	525,954	508,370	499,760	500,900

Contributes to corporate priority :

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

KEY PERFORMANCE INDICATORS

No of Visits	169,578	157,111	159,810	159,810
Budgeted cost per visit	£5.79	£6.25	£5.97	£6.11
Budgeted income per visit	£2.69	£3.02	£2.85	£2.97
Budgeted Subsidy per visit	£3.10	£3.24	£3.13	£3.13

3082-3083 - MEMORIAL HALL

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

DESCRIPTION	ACTUALS 2009/2010	APPROVED BUDGET 2010/2011	REVISED BUDGET 2010/2011	ORIGINAL BUDGET 2011/2012
Employee Expenditure	71,141	79,540	74,030	74,660
Premises Related Expenditure	40,920	39,510	37,610	38,660
Supplies & Services	16,037	14,810	15,370	15,850
Balance Sheet Items	5,000	-	-	-
GROSS EXPENDITURE	133,098	133,860	127,010	129,170
GROSS INCOME	(57,552)	(53,330)	(51,860)	(53,420)
NET CONTROLLABLE EXPENDITURE	75,546	80,530	75,150	75,750
Departmental Support	4,476	3,910	3,600	3,570
Central Support Services	17,907	17,180	15,450	16,800
Capital Charges	25,409	23,870	25,410	25,410
NET EXPENDITURE	123,338	125,490	119,610	121,530

Contributes to corporate priority :

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

KEY PERFORMANCE INDICATORS

No of Visits	31,680	48,509	31,350	31,350
Budgeted cost per visit	£5.71	£3.69	£5.47	£5.58
Budgeted income per visit	£1.82	£1.10	£1.65	£1.70
Budgeted Subsidy per visit	£3.89	£2.59	£3.82	£3.88

4003-4006 - PUBLIC HEALTH

Private Sector Domestic Enforcement of Housing Standards and associated Licencing, domestic origin nuisances, drainage and associated Environmental Crimes.

DESCRIPTION	ACTUALS 2009/2010	APPROVED BUDGET 2010/2011	REVISED BUDGET 2010/2011	ORIGINAL BUDGET 2011/2012
Employee Expenses	51,906	59,140	59,320	59,960
Supplies & Services	10,876	18,800	10,200	10,500
GROSS EXPENDITURE	62,782	77,940	69,520	70,460
GROSS INCOME	(138,553)	(24,740)	(5,810)	(5,990)
NET CONTROLLABLE EXPENDITURE	(75,771)	53,200	63,710	64,470
Departmental Support	56,206	63,800	42,830	43,600
Central Support Services	16,218	16,440	10,190	10,310
Capital Charges	3,617	100	80	80
NET EXPENDITURE	270	133,540	116,810	118,460

Contributes to corporate priorities :

-Protecting and improving our environment

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

4002,4004 and 4007 - 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 2009/2010	APPROVED BUDGET 2010/2011	REVISED BUDGET 2010/2011	ORIGINAL BUDGET 2011/2012
Employee Expenses	215,065	235,820	201,350	222,730
Premises	85	-	-	-
Supplies & Services	35,478	9,440	15,470	15,930
Earmarked Reserves	18,214	-	-	-
GROSS EXPENDITURE	268,842	245,260	216,820	238,660
GROSS INCOME	(69,551)	(6,970)	(28,630)	(28,240)
NET CONTROLLABLE EXPENDITURE	199,291	238,290	188,190	210,420
Departmental Support	2,425	2,430	4,250	4,230
Central Support Services	93,407	80,630	68,780	70,510
Capital Charges	1,567	50	80	80
NET EXPENDITURE	296,690	321,400	261,300	285,240

Contributes to corporate priorities :

-Protecting and improving our environment

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

5000 - DOMESTIC REFUSE COLLECTION

The collection of domestic refuse from approximately 26,248 households in the Borough. Also the collection of clinical waste from surgeries, nursing homes and private dwellings.

DESCRIPTION	ACTUALS 2009/2010	APPROVED BUDGET 2010/2011	REVISED BUDGET 2010/2011	ORIGINAL BUDGET 2011/2012
Employee Expenditure	33,660	40,610	40,090	40,590
Supplies & Services	900,177	926,630	956,960	984,250
(Surplus)/Deficit on DSO	(51,733)	-	(44,330)	-
Earmarked Reserves	12,500	-	-	-
GROSS EXPENDITURE	894,604	967,240	952,720	1,024,840
GROSS INCOME	(31,470)	(37,760)	(29,540)	(30,430)
NET CONTROLLABLE EXPENDITURE	863,134	929,480	923,180	994,410
Departmental Support	33,881	34,130	35,250	35,230
Central Support Services	67,291	62,490	60,400	62,060
Leasing Charges	88,900	100	1,170	-
NET EXPENDITURE	1,053,206	1,026,200	1,020,000	1,091,700

Contributes to corporate priority :

-Protecting and improving our environment

KEY PERFORMANCE INDICATORS

No of Households	26,737	25,531	26,878	26,901
Budgeted cost per household	£39.39	£40.19	£37.95	£40.58
Maximum missed collections per 100,000 users	28	20	28	25
Budgeted expected customer satisfaction levels	N/A	94%	94%	94%
Budgeted missed collections rectified with 24 hours	N/A	95%	N/A	N/A
Budgeted number of bins per £100,00 population missed	N/A	N/A	25	25

5002 - TRADE REFUSE COLLECTION

Collecting waste from business premises situated in the Borough.

DESCRIPTION	ACTUALS 2009/2010	APPROVED BUDGET 2010/2011	REVISED BUDGET 2010/2011	ORIGINAL BUDGET 2011/2012
Employee Expenditure	-	870	10,040	10,170
Supplies & Services	170,550	174,500	159,620	164,490
GROSS EXPENDITURE	170,550	175,370	169,660	174,660
GROSS INCOME	(200,045)	(214,090)	(187,740)	(193,370)
NET CONTROLLABLE EXPENDITURE	(29,495)	(38,720)	(18,080)	(18,710)
Departmental Support	5,750	5,850	5,790	5,830
Central Support Services	21,824	17,620	16,640	16,330
NET EXPENDITURE	(1,921)	(15,250)	4,350	3,450

Contributes to corporate priority :

-Protecting and improving our environment

KEY PERFORMANCE INDICATORS

No. of Bins Collected	503	617	503	500
Gross budgeted cost per bin collected	£289.23	£322.27	£311.33	£319.00
Net budgeted (surplus)/Deficit per bin collected	-£2.80	-£24.72	£7.05	£5.59

5003 - CESSPOOL EMPTYING

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

DESCRIPTION	ACTUALS 2009/2010	APPROVED BUDGET 2010/2011	REVISED BUDGET 2010/2011	ORIGINAL BUDGET 2011/2012
Employee Expenditure	28,477	35,360	29,550	30,280
Premises Related Expenditure	144	180	150	150
Supplies & Services	66,739	69,070	74,450	71,180
Transport Related Expenditure	22,308	27,040	25,470	25,380
Miscellaneous Expenditure	33	100	100	100
GROSS EXPENDITURE	117,701	131,750	129,720	127,090
GROSS INCOME	(178,811)	(188,190)	(181,090)	(186,520)
NET CONTROLLABLE EXPENDITURE	(61,110)	(56,440)	(51,370)	(59,430)
Departmental Support	8,293	8,440	8,400	8,430
Central Support Services	32,453	33,880	38,690	38,610
Capital Charges	9,606	9,610	9,610	9,610
NET EXPENDITURE	(10,758)	(4,510)	5,330	(2,780)

Contributes to corporate priority :
-Protecting and improving our environment

KEY PERFORMANCE INDICATORS

Gross budgeted cost per emptying	£60.02	£65.60	£66.58	£65.62
Net budgeted (surplus)/ deficit per emptying	-£3.84	-£1.61	£1.90	-£0.99

5004 - RECYCLING

A wide variety of recycling activities are carried out, including bring sites and the kerbside collection of paper,glass,cans, cardboard , plastics and garden waste.

DESCRIPTION	ACTUALS 2009/2010	APPROVED BUDGET 2010/2011	REVISED BUDGET 2010/2011	ORIGINAL BUDGET 2011/2012
Employee Expenses	132,071	145,030	173,890	130,390
Supplies & Services	253,494	257,480	231,970	199,090
Transport Related Expenditure	75,658	81,930	80,430	82,540
Earmarked Reserves	15,000	15,000	15,000	15,000
GROSS EXPENDITURE	476,223	499,440	501,290	427,020
GROSS INCOME	(146,169)	(130,730)	(153,050)	(150,260)
NET CONTROLLABLE EXPENDITURE	330,054	368,710	348,240	276,760
Departmental Support	42,946	43,690	43,530	43,710
Central Support Services	23,605	22,390	23,440	25,660
Leasing Charge	19,940	-	-	12,400
NET EXPENDITURE	416,545	434,790	415,210	358,530

Contributes to corporate priority :
-Protecting and improving our environment

KEY PERFORMANCE INDICATORS

Budgeted cost per household	£15.58	£17.11	£15.45	£13.33
Budgeted tonnes of recycle material collected-green waste	5,255	6,500	5,500	5,500
Budgeted tonnes of recycle material collected-red box	2,455	2,450	2,700	3,200
Budgeted % of waste recycled	28.65%	30% +	30%	33% +

5005 - ANIMAL CONTROL

Dealing with rats, mice, wasps and certain insects in domestic and non-food business premises. Also sewer baiting for rats in main sewers for Severn Trent Water.

DESCRIPTION	ACTUALS 2009/2010	APPROVED BUDGET 2010/2011	REVISED BUDGET 2010/2011	ORIGINAL BUDGET 2011/2012
Employee Expenses	34,991	39,390	39,330	40,840
Supplies & Services	9,598	10,140	7,770	8,010
Transport Related Expenditure	5,675	7,050	5,510	5,800
GROSS EXPENDITURE	50,264	56,580	52,610	54,650
GROSS INCOME	(14,480)	(14,750)	(14,750)	(15,200)
NET CONTROLLABLE EXPENDITURE	35,784	41,830	37,860	39,450
Departmental Support	24,013	21,750	21,300	21,980
Central Support Services	18,812	17,230	17,570	18,100
Leasing Charge	2,364	2,360	2,360	2,360
NET EXPENDITURE	80,973	83,170	79,090	81,890

Contributes to corporate priority :

-Protecting and improving our environment

5006 - ABANDONED VEHICLES

A free removal service provided to deal with abandoned vehicles within the Borough.

DESCRIPTION	ACTUALS 2009/2010	APPROVED BUDGET 2010/2011	REVISED BUDGET 2010/2011	ORIGINAL BUDGET 2011/2012
Employee Expenditure	-	280	280	280
Supplies & Services	943	1,360	1,450	1,500
GROSS EXPENDITURE	943	1,640	1,730	1,780
GROSS INCOME	-	(150)	(150)	(150)
NET CONTROLLABLE EXPENDITURE	943	1,490	1,580	1,630
Departmental Support	4,800	7,220	6,160	6,260
Central Support Services	1,523	1,550	1,460	1,470
NET EXPENDITURE	7,266	10,260	9,200	9,360

Contributes to corporate priority :

-Protecting and improving our environment

5010 - AMENITY CLEANING

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

DESCRIPTION	ACTUALS	APPROVED	REVISED	ORIGINAL
	2009/2010	BUDGET 2010/2011	BUDGET 2010/2011	BUDGET 2011/2012
Employee Expenditure	44,008	50,380	49,730	50,580
Premises Related Expenditure	3,500	3,050	3,050	3,140
Supplies & Services	631,131	637,900	639,690	640,390
Transport Related Expenditure	2,792	1,850	2,010	2,090
(Surplus)/Deficit on DSO	(43,188)	-	(16,310)	-
NET CONTROLLABLE EXPENDITURE	638,243	693,180	678,170	696,200
Departmental Support	24,238	24,820	24,440	23,590
Central Support Services	18,083	16,340	14,330	14,330
Capital Charges	235	1,280	1,230	1,230
NET EXPENDITURE	680,799	735,620	718,170	735,350

Contributes to corporate priority :

-Protecting and improving our environment

KEY PERFORMANCE INDICATORS

Cleanliness NI 195 (Litter)	6%	6%	6%	6%
(Detritus)	10%	10%	10%	10%
(The lower the percentage reflects the cleaner streets)				

5013 - UNADOPTED ROADS

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

DESCRIPTION	ACTUALS	APPROVED	REVISED	ORIGINAL
	2009/2010	BUDGET 2010/2011	BUDGET 2010/2011	BUDGET 2011/2012
Employee Expenditure	-	130	130	130
Premises Related Expenditure	4,752	6,050	5,800	6,220
Supplies & Services	1,429	1,000	1,250	1,030
NET CONTROLLABLE EXPENDITURE	6,181	7,180	7,180	7,380
Departmental Support	5,138	5,680	5,570	5,560
Central Support Services	948	990	1,020	1,010
NET EXPENDITURE	12,267	13,850	13,770	13,950

Contributes to corporate priority :

-Protecting and improving our environment

5014 - DRAIN UNBLOCKING SERVICE

A service to the Borough's residents to clear blocked drains. The service is provided only during normal working hours.

DESCRIPTION	ACTUALS	APPROVED	REVISED	ORIGINAL
	2009/2010	BUDGET 2010/2011	BUDGET 2010/2011	BUDGET 2011/2012
Employee Expenses	-	1,300	1,300	1,300
Premises Related Expenditure	17,330	-	17,280	-
Supplies & Services	26,860	28,400	27,430	28,970
Earmarked Reserves	(17,330)	-	(16,160)	-
NET CONTROLLABLE EXPENDITURE	26,860	29,700	29,850	30,270
Departmental Support	5,694	5,860	4,350	5,370
Central Support Services	25,228	21,910	21,660	22,160
NET EXPENDITURE	57,782	57,470	55,860	57,800

Contributes to corporate priority :

-Protecting and improving our environment

KEY PERFORMANCE INDICATORS

No of drains Unblocked	501	487	501	500
Cost per Blockage	£115.33	£118.01	£111.50	£115.60

5015 - STREET FURNITURE

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

DESCRIPTION	ACTUALS	APPROVED	REVISED	ORIGINAL
	2009/2010	BUDGET 2010/2011	BUDGET 2010/2011	BUDGET 2011/2012
Employee Expenses	-	210	210	210
Premises Related Expenditure	1,190	1,210	1,210	1,210
Supplies & Services	8,253	8,580	8,920	8,470
NET CONTROLLABLE EXPENDITURE	9,443	10,000	10,340	9,890
Central Support Services	12,171	13,310	13,080	13,060
NET EXPENDITURE	21,614	23,310	23,420	22,950

Contributes to corporate priority :

-Protecting and improving our 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 2009/2010	APPROVED BUDGET 2010/2011	REVISED BUDGET 2010/2011	ORIGINAL BUDGET 2011/2012
Employee Expenses	-	50	50	50
Premises Related Expenditure	1,797	3,620	3,560	3,670
Supplies & Services	-	70	-	-
GROSS EXPENDITURE	1,797	3,740	3,610	3,720
GROSS INCOME	(50)	(150)	-	-
NET CONTROLLABLE EXPENDITURE	1,747	3,590	3,610	3,720
Departmental Support	5,360	6,180	6,320	6,350
Central Support Services	590	610	730	740
NET EXPENDITURE	7,697	10,380	10,660	10,810

Contributes to corporate priority :

-Defending and improving our countryside and rural 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.

DESCRIPTION	ACTUALS 2009/2010	APPROVED BUDGET 2010/2011	REVISED BUDGET 2010/2011	ORIGINAL BUDGET 2011/2012
Employee Expenditure	-	3,670	16,590	16,680
Premises Related Expenditure	1,988	1,520	1,420	1,650
Supplies & Services	482,215	496,950	526,660	473,490
(Surplus)/Deficit on DSO	(72,319)	(5,400)	(26,690)	(12,180)
Miscellaneous Expenditure	500	-	-	-
Earmarked Reserves	97,000	(6,870)	(52,720)	(5,670)
GROSS EXPENDITURE	509,384	489,870	465,260	473,970
GROSS INCOME	(114,739)	(113,480)	(111,280)	(90,490)
NET CONTROLLABLE EXPENDITURE	394,645	376,390	353,980	383,480
Departmental Support	45,770	48,260	36,340	36,280
Central Support Services	22,143	21,020	18,590	21,520
NET EXPENDITURE	462,558	445,670	408,910	441,280

Contributes to corporate priorities :

-Protecting and improving our environment

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

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 2009/2010	APPROVED BUDGET 2010/2011	REVISED BUDGET 2010/2011	ORIGINAL BUDGET 2011/2012
Employee Expenditure	-	760	1,190	1,190
Premises Related Expenditure	-	-	150	150
Supplies & Services	72,618	92,070	97,190	97,800
Miscellaneous	500	-	-	-
Earmarked Reserves	33,660	36,660	36,660	37,760
GROSS EXPENDITURE	106,778	129,490	135,190	136,900
GROSS INCOME	(7,483)	(8,230)	(6,920)	(7,130)
NET CONTROLLABLE EXPENDITURE	99,295	121,260	128,270	129,770
Departmental Support	28,897	27,870	23,550	23,660
Central Support	7,127	7,340	6,350	6,950
Capital Charge	54,330	50,470	56,730	56,730
NET EXPENDITURE	189,649	206,940	214,900	217,110

Contributes to corporate priorities :

-Protecting and improving our environment

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

KEY PERFORMANCE INDICATORS

Cost of maintenance per play area	£3,444.45	£4,177.10	£4,506.33	£4,720.69
Number of play areas meeting the Safety, DDA and Play Value standard	20/31	23 / 31	22/30	26/29

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 2009/2010	APPROVED BUDGET 2010/2011	REVISED BUDGET 2010/2011	ORIGINAL BUDGET 2011/2012
Employee Expenditure	-	70	70	70
Supplies & Services	1,615	-	-	-
GROSS EXPENDITURE	1,615	70	70	70
Departmental Support	2,237	2,330	2,280	2,270
Central Support Services	510	530	430	440
NET EXPENDITURE	4,362	2,930	2,780	2,780

Contributes to corporate priority :

-Protecting and improving our 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 2009/2010	APPROVED BUDGET 2010/2011	REVISED BUDGET 2010/2011	ORIGINAL BUDGET 2011/2012
Employee Expenditure	-	10	10	10
Supplies & Services	2,700	2,780	2,780	2,780
NET EXPENDITURE	2,700	2,790	2,790	2,790

Contributes to corporate priority :
-Protecting and improving our environment

5023 - CONSULTATION

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

DESCRIPTION	ACTUALS 2009/2010	APPROVED BUDGET 2010/2011	REVISED BUDGET 2010/2011	ORIGINAL BUDGET 2011/2012
Employee Expenditure	-	20	20	20
Supplies & Services	2,837	16,820	16,820	17,320
GROSS EXPENDITURE	2,837	16,840	16,840	17,340
Departmental Support	23,715	23,360	21,570	23,000
Central Support	7,149	5,950	3,510	3,600
NET EXPENDITURE	33,701	46,150	41,920	43,940

Contributes to corporate priority :
-Enhancing community involvement and access to services

5025 - CORPORATE POLICY

The purpose of this budget is to support projects and initiatives developed from the crime and disorder partnership plan "Making North Warwickshire A Safer Place 2008-2011", the Council's Equality Policy and other corporate policy initiatives.

DESCRIPTION	ACTUALS 2009/2010	APPROVED BUDGET 2010/2011	REVISED BUDGET 2010/2011	ORIGINAL BUDGET 2011/2012
Employee Expenditure	-	2,340	2,340	2,340
Premises Related Expenditure	29	-	80	80
Supplies & Services	15,899	21,330	21,250	21,890
GROSS EXPENDITURE	15,928	23,670	23,670	24,310
GROSS INCOME	(590)	-	-	-
NET CONTROLLABLE EXPENDITURE	15,338	23,670	23,670	24,310
Departmental Support	31,313	31,330	30,790	30,720
Central Support	9,859	11,340	10,290	10,380
NET EXPENDITURE	56,510	66,340	64,750	65,410

Contributes to corporate priorities :

-Enhancing community involvement and access to services

-Working with our partners to tackle crime, the fear of crime and anti-social behaviour

5030 - RURAL REGENERATION

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

DESCRIPTION	ACTUALS 2009/2010	APPROVED BUDGET 2010/2011	REVISED BUDGET 2010/2011	ORIGINAL BUDGET 2011/2012
Employee Expenditure	12,588	33,740	5,100	5,100
Supplies & Services	7,405	7,510	3,760	3,870
Transport Related Expenditure	-	710	590	600
NET CONTROLLABLE EXPENDITURE	19,993	41,960	9,450	9,570
Departmental Support	7,690	10,580	17,580	17,580
Central Support	2,980	3,090	2,300	2,160
NET EXPENDITURE	30,663	55,630	29,330	29,310

Contributes to corporate priority :
-Protecting and improving our environment

5034 - LANDSCAPE

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

DESCRIPTION	ACTUALS 2009/2010	APPROVED BUDGET 2010/2011	REVISED BUDGET 2010/2011	ORIGINAL BUDGET 2011/2012
Employee Expenses	-	20	20	20
Supplies & Services	8,464	8,740	8,530	8,790
NET CONTROLLABLE EXPENDITURE	8,464	8,760	8,550	8,810
Departmental Support	1,099	1,160	1,130	1,130
Central Support Services	730	770	680	680
NET EXPENDITURE	10,293	10,690	10,360	10,620

Contributes to corporate priority :
-Defending and improving our countryside and rural 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
	2009/2010	BUDGET 2010/2011	BUDGET 2010/2011	BUDGET 2011/2012
Employee Expenditure	-	310	310	310
Supplies & Services	7,655	7,730	7,730	7,960
NET CONTROLLABLE EXPENDITURE	7,655	8,040	8,040	8,270
Departmental Support	6,976	7,060	4,380	4,320
Central Support Services	1,270	1,370	1,220	1,360
NET EXPENDITURE	15,901	16,470	13,640	13,950

Contributes to corporate priority :

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

5044 - SUPPORT TO VOLUNTARY ORGANISATIONS

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

DESCRIPTION	ACTUALS	APPROVED	REVISED	ORIGINAL
	2009/2010	BUDGET 2010/2011	BUDGET 2010/2011	BUDGET 2011/2012
Employee Expenditure	5,821	6,440	80	80
Supplies & Services	107,628	144,860	144,860	106,410
Earmarked Reserves	(2,905)	-	1,620	-
GROSS EXPENDITURE	110,544	151,300	146,560	106,490
GROSS INCOME	(288)	-	(1,620)	-
NET CONTROLLABLE EXPENDITURE	110,256	151,300	144,940	106,490
Departmental Support	2,041	1,750	5,470	5,480
Central Support Services	2,509	2,680	1,880	3,150
NET EXPENDITURE	114,806	155,730	152,290	115,120

Contributes to corporate priority :

-Enhancing community involvement and access to services

5051 - YOUNG PEOPLE AND INTERGENERATION

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

DESCRIPTION	ACTUALS	APPROVED	REVISED	ORIGINAL
	2009/2010	BUDGET 2010/2011	BUDGET 2010/2011	BUDGET 2011/2012
Employee Expenditure	26,900	34,330	33,620	33,960
Premises Related Expenditure	508	1,020	1,200	1,240
Supplies & Services	16,715	8,570	13,020	9,230
Transport Related Expenditure	1,147	2,660	2,100	2,150
Earmarked Reserves	(6,069)	-	(1,420)	-
GROSS EXPENDITURE	39,201	46,580	48,520	46,580
GROSS INCOME	(7,598)	(6,010)	(8,430)	(6,060)
NET CONTROLLABLE EXPENDITURE	31,603	40,570	40,090	40,520
Departmental Support	26,554	25,790	26,180	26,280
Central Support Services	8,216	8,580	8,640	9,050
Capital Charges	3,147	2,210	2,220	2,220
NET EXPENDITURE	69,520	77,150	77,130	78,070

Contributes to corporate priorities :

- Tackling health inequalities through improving well-being and providing leisure opportunities to all our citizens
- Working with our partners to tackle crime, the fear of 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 2009/2010	APPROVED BUDGET 2010/2011	REVISED BUDGET 2010/2011	ORIGINAL BUDGET 2011/2012
Employee Expenditure	25,075	27,490	27,090	27,420
Premises Related Expenditure	-	50	50	50
Supplies & Services	2,503	1,220	1,230	950
Transport Related Expenditure	618	710	590	600
Earmarked Reserves	(1,500)	-	-	-
GROSS EXPENDITURE	26,696	29,470	28,960	29,020
GROSS INCOME	-	-	-	-
NET CONTROLLABLE EXPENDITURE	26,696	29,470	28,960	29,020
Departmental Support	26,808	25,800	26,180	26,280
Central Support Services	5,199	5,510	5,510	5,930
NET EXPENDITURE	58,703	60,780	60,650	61,230

Contributes to corporate priorities :

- Protecting and improving our environment
- Defending and improving our countryside and rural heritage

5053 - SOCIAL INCLUSION AND ART

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

DESCRIPTION	ACTUALS 2009/2010	APPROVED BUDGET 2010/2011	REVISED BUDGET 2010/2011	ORIGINAL BUDGET 2011/2012
Premises Related Expenditure	-	260	260	270
Supplies & Services	6,267	9,510	9,510	9,790
Transport Related Expenditure	617	710	590	600
NET CONTROLLABLE EXPENDITURE	6,884	10,480	10,360	10,660
Departmental Support	17,696	18,500	18,180	18,610
Central Support Services	5,613	5,920	5,840	6,250
NET EXPENDITURE	30,193	34,900	34,380	35,520

Contributes to corporate priorities :

- Tackling health inequalities through improving well-being and providing leisure opportunities to all our citizens
- Working with our partners to tackle crime, the fear of crime and anti-social behaviour

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 2009/2010	APPROVED BUDGET 2010/2011	REVISED BUDGET 2010/2011	ORIGINAL BUDGET 2011/2012
Employee Expenditure	37,252	30,650	38,970	35,490
Premises Related Expenditure	66	-	-	-
Supplies & Services	15,499	14,620	23,560	4,410
Transport Related Expenditure	3,651	2,770	3,850	3,860
Earmarked Reserves	1,300	(2,440)	(8,540)	(6,710)
GROSS EXPENDITURE	57,768	45,600	57,840	37,050
GROSS INCOME	(25,349)	(10,150)	(22,830)	(2,000)
NET CONTROLLABLE EXPENDITURE	32,419	35,450	35,010	35,050
Departmental Support	26,865	25,790	26,170	26,190
Central Support Services	8,329	7,090	7,740	8,210
NET EXPENDITURE	67,613	68,330	68,920	69,450

Contributes to corporate priorities :

- Tackling health inequalities through improving well-being and providing leisure opportunities to all our citizens
- Working with our partners to tackle crime, the fear of 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 2009/2010	APPROVED BUDGET 2010/2011	REVISED BUDGET 2010/2011	ORIGINAL BUDGET 2011/2012
Employee Expenditure	27,155	31,060	30,780	30,850
Premises Related Expenditure	-	-	-	-
Supplies & Services	7,567	35,810	37,680	12,650
Transport Related Expenditure	658	710	590	600
Earmarked Reserves	(5,809)	(5,030)	(6,890)	(10,840)
GROSS EXPENDITURE	29,571	62,550	62,160	33,260
GROSS INCOME	(15,422)	(42,420)	(40,380)	(16,060)
NET CONTROLLABLE EXPENDITURE	14,149	20,130	21,780	17,200
Departmental Support	30,236	29,420	29,780	29,930
Central Support Services	5,210	5,490	5,540	5,980
NET EXPENDITURE	49,595	55,040	57,100	53,110

Contributes to corporate priority :

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

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 2009/2010	APPROVED BUDGET 2010/2011	REVISED BUDGET 2010/2011	ORIGINAL BUDGET 2011/2012
Employee Expenditure	30,176	32,370	31,890	32,320
Premises Related Expenditure	428	510	300	520
Supplies & Services	33,725	17,970	22,330	18,640
Transport Related Expenditure	883	1,220	1,040	1,120
Earmarked Reserves	(14,616)	-	(1,710)	180
GROSS EXPENDITURE	50,596	52,070	53,850	52,780
GROSS INCOME	(1,517)	-	(2,370)	-
NET CONTROLLABLE EXPENDITURE	49,079	52,070	51,480	52,780
Departmental Support	31,480	30,310	30,700	30,900
Central Support Services	9,739	8,530	8,570	9,000
NET EXPENDITURE	90,298	90,910	90,750	92,680

Contributes to corporate priority :

-Working with our partners to tackle crime, the fear of 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.

DESCRIPTION	ACTUALS 2009/2010	APPROVED BUDGET 2010/2011	REVISED BUDGET 2010/2011	ORIGINAL BUDGET 2011/2012
Employee Expenditure	7,309	7,100	5,680	7,130
Supplies & Services	2,570	-	4,680	800
Transport Related Expenditure	-	-	-	-
Earmarked Reserves	4,655	(6,900)	(10,320)	(7,930)
GROSS EXPENDITURE	14,534	200	40	-
GROSS INCOME	(14,349)	(200)	-	-
NET CONTROLLABLE EXPENDITURE	185	-	40	-
Central Support Services	2,769	3,010	2,350	2,690
NET EXPENDITURE	2,954	3,010	2,390	2,690

Contributes to corporate priorities :

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

-Working with our partners to tackle crime, the fear of crime and anti-social behaviour

5059 - ALLOTMENTS

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

DESCRIPTION	ACTUALS 2009/2010	APPROVED BUDGET 2010/2011	REVISED BUDGET 2010/2011	ORIGINAL BUDGET 2011/2012
Employee Expenditure	-	-	-	-
Premises Related Expenditure	-	-	750	-
Supplies & Services	7,644	20,660	19,930	21,260
Earmarked Reserves	12,700	-	-	-
GROSS EXPENDITURE	20,344	20,660	20,680	21,260
GROSS INCOME	(363)	(350)	(370)	(360)
NET CONTROLLABLE EXPENDITURE	19,981	20,310	20,310	20,900
Departmental Support	10,050	9,840	9,860	9,850
Central Support Services	680	740	780	840
NET EXPENDITURE	30,711	30,890	30,950	31,590

Contributes to corporate priority :

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

5061 - SMOKE FREE ORGANISATION

This budget relates to one-off funding received by the council from central government to assist in implementing the new no smoking legislation

DESCRIPTION	ACTUALS 2009/2010	APPROVED BUDGET 2010/2011	REVISED BUDGET 2010/2011	ORIGINAL BUDGET 2011/2012
Central Support Services	48	50	-	-
NET EXPENDITURE	48	50	-	-

Contributes to corporate priorities :

-Protecting and improving our environment

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

5062 - COMMUNITY AWARD SCHEME

DESCRIPTION	ACTUALS 2009/2010	APPROVED BUDGET 2010/2011	REVISED BUDGET 2010/2011	ORIGINAL BUDGET 2011/2012
Supplies & Services	-	5,000	5,000	-
NET EXPENDITURE	-	5,000	5,000	-

Contributes to corporate priorities :

-Enhancing community involvement and access to services

7850 - MORE TIME TO PLAY (EXTERNALLY FUNDED)

The Big Lottery funded Play Portfolio Grants

DESCRIPTION	ACTUALS 2009/2010	APPROVED BUDGET 2010/2011	REVISED BUDGET 2010/2011	ORIGINAL BUDGET 2011/2012
Supplies & Services	1,100	15,150	14,740	-
GROSS EXPENDITURE	1,100	15,150	14,740	-
GROSS INCOME	(1,100)	(15,150)	(14,740)	-
NET CONTROLLABLE EXPENDITURE	-	-	-	-
Central Support Services	707	950	320	-
NET EXPENDITURE	707	950	320	-

Contributes to corporate priority :

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

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.

DESCRIPTION	ACTUALS 2009/2010	APPROVED BUDGET 2010/2011	REVISED BUDGET 2010/2011	ORIGINAL BUDGET 2011/2012
Employee Expenditure	17,283	22,340	21,240	21,650
Supplies & Services	95	-	-	-
Transport Related Expenditure	197	1,220	1,000	1,200
Earmarked Reserves	7,360	3,630	(9,100)	4,960
GROSS EXPENDITURE	24,935	27,190	13,140	27,810
GROSS INCOME	(25,160)	(27,190)	(12,980)	(27,640)
NET CONTROLLABLE EXPENDITURE	(225)	-	160	170
Central Support Services	4,982	5,230	6,380	6,370
Capital Charges	811	820	750	750
NET EXPENDITURE	5,568	6,050	7,290	7,290

Contributes to corporate priority :

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

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 Sports Pavillions)

5116-5120 - HORTICULTURE TRADING ACCOUNT

DESCRIPTION	ACTUALS 2009/2010	APPROVED BUDGET 2010/2011	REVISED BUDGET 2010/2011	ORIGINAL BUDGET 2011/2012
Employee Expenditure	270,723	318,980	306,190	308,530
Premises	17	-	50	50
Supplies & Services	20,914	26,150	29,240	22,530
Transport Related Expenditure	67,870	71,260	63,520	63,070
Miscellaneous Expenditure	-	180	180	190
GROSS EXPENDITURE	359,524	416,570	399,180	394,370
GROSS INCOME	(522,627)	(514,650)	(508,030)	(495,960)
NET CONTROLLABLE EXPENDITURE	(163,103)	(98,080)	(108,850)	(101,590)
Surplus/(Deficit) on DSO	72,319	5,400	26,690	12,180
NET CONTROLLABLE EXPENDITURE	(90,784)	(92,680)	(82,160)	(89,410)
Departmental Support	38,708	39,690	33,040	37,420
Central Support Services	26,530	25,780	23,190	24,500
Capital Charge	25,546	27,210	25,930	27,490
NET EXPENDITURE	-	-	-	-

Memorandum item. The cost of the DSO is reflected in the expenditure of the client budget. (Drain Unblocking Service and Amenity Cleaning DSO)

5012 - RAPID RESPONSE

Private sewer unblocking and assisting with the clearance of fly-tipping, amenity cleaning and sewer baiting.

DESCRIPTION	ACTUALS 2009/2010	APPROVED BUDGET 2010/2011	REVISED BUDGET 2010/2011	ORIGINAL BUDGET 2011/2012
Employee Expenditure	48,008	55,430	53,830	55,060
Supplies & Services	657	1,100	1,020	1,040
Transport Related Expenditure	8,030	9,410	7,630	7,850
Miscellaneous Expenditure	34	-	-	-
GROSS EXPENDITURE	56,729	65,940	62,480	63,950
GROSS INCOME	(72,176)	(81,500)	(77,680)	(80,260)
NET CONTROLLABLE EXPENDITURE	(15,447)	(15,560)	(15,200)	(16,310)
Departmental Support	1,921	1,930	2,000	2,000
Central Support Services	11,707	11,860	11,430	11,700
Capital Charges	1,771	1,770	1,770	2,610
NET EXPENDITURE	(48)	-	-	-

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 2009/2010	APPROVED BUDGET 2010/2011	REVISED BUDGET 2010/2011	ORIGINAL BUDGET 2011/2012
Employee Expenditure	463,507	455,630	451,590	494,120
Supplies & Services	12,969	14,910	12,100	13,150
Transport	313,286	288,830	298,960	317,200
Miscellaneous Expenditure	1,580	1,180	1,180	1,180
GROSS EXPENDITURE	791,342	760,550	763,830	825,650
GROSS INCOME	(945,928)	(978,000)	(1,014,750)	(1,046,070)
NET CONTROLLABLE EXPENDITURE	(154,586)	(217,450)	(250,920)	(220,420)
Surplus/(Deficit) on DSO	51,733	50	44,330	-
NET CONTROLLABLE EXPENDITURE	(102,853)	(217,400)	(206,590)	(220,420)
Departmental Support	9,580	9,680	9,850	9,710
Central Support Services	33,143	33,950	34,320	35,890
Capital Charge	60,130	173,770	162,420	174,820
NET EXPENDITURE	-	-	-	-

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

5206 - AMENITY CLEANING TRADING ACCOUNT

DESCRIPTION	ACTUALS 2009/2010	APPROVED BUDGET 2010/2011	REVISED BUDGET 2010/2011	ORIGINAL BUDGET 2011/2012
Employee Expenditure	253,884	282,900	279,530	286,340
Supplies & Services	54,040	58,520	57,750	60,860
Transport	42,451	45,170	46,750	47,240
GROSS EXPENDITURE	350,375	386,590	384,030	394,440
GROSS INCOME	(474,521)	(467,410)	(470,840)	(466,940)
NET CONTROLLABLE EXPENDITURE	(124,146)	(80,820)	(86,810)	(72,500)
Surplus/(Deficit) on DSO	43,188	-	16,310	-
NET CONTROLLABLE EXPENDITURE	(80,958)	(80,820)	(70,500)	(72,500)
Departmental Support	30,690	31,220	25,260	29,230
Central Support Services	26,130	25,040	20,680	22,870
Capital Charge	24,138	24,560	24,560	20,400
NET EXPENDITURE	-	-	-	-

7880 - LOCAL NATURE RESERVES

The creation of Local Nature Reserves jointly funded through external grant, Borough Council contribution and Partnership

DESCRIPTION	ACTUALS 2009/2010	APPROVED BUDGET 2010/2011	REVISED BUDGET 2010/2011	ORIGINAL BUDGET 2011/2012
Central Support Services	-	-	-	590
NET EXPENDITURE	-	-	-	590

Contributes to corporate priority :

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

Appendix C

Risk Analysis

	Likelihood	Potential impact on Budget
Income generation	Medium	Low
Unadopted Roads	Low	Medium
Dealing with contaminated land issues	Low	Medium
Reduction or cessation of grants received	Low	Medium
Future land Drainage works	Low	Low
Coleshill Town Council contract loss	Medium	Low

APPENDIX D

SAVINGS INCLUDED WITHIN THE ESTIMATES

Description	2011/12
Atherstone Leisure Complex - Closure of the creche and the re-utilisation of the space released to generate income	£18,000
Recycling - Reduction due to the new kerbside recycling contract	£60,000
Animal Control - The kennel contract within the Dog Control service has been retendered, giving a saving.	£2,460
Public Health - a reduction in the contingency provision for work carried out in default on private sector properties (generally expenditure is recovered from the owners).	£3,000
Overall Total	£83,460

Agenda Item No 13

Community and Environment Board

24 January 2011

Report of the Assistant Director (Finance and Human Resources)

Capital Programme 2011/ 12 to 2013/14

1 Summary

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

Recommendation to the Board

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

2 Consultation

2.1 Portfolio Holder, Shadow Portfolio Holder and Ward Members

- 2.1.1 The Portfolio and Shadow Portfolio Holder for Resources have been made aware of this report. Any comments received will be reported verbally to the Board.

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 2010/11 – 2012/13 approved last February. The financial position has not improved since then, so the same approach will be required for setting the capital programme for 2011/12 – 2013/14.

4 Updating the Capital Programme

- 4.1 Only one scheme relating to this Board was included in the approved capital programme. This relates to equipment at the Council's four leisure facilities which 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 The opportunity has been taken to review schemes previously classed as non essential, to assess whether this classification is still valid. As a result some schemes have been reclassified as essential, although none relate to services under this Board.

4.3 Schemes relating to this Board which were considered non essential and were excluded from the programme are shown in Appendix A.

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5 Report Implications

5.1 Finance and Value for Money Implications

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

5.1.2 As capital resources have not improved since the last programme was set, Members of this Board should be aware that if schemes not currently approved are to be moved into the recommended capital programme, they will only do so if another approved scheme is reduced or deleted.

5.2 Safer Communities Implications

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

5.3 Environment and Sustainability Implications

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

5.4 Risk Management Implications

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

5.5 Links to Council's Priorities

5.5.1 The capital project proposed for inclusion will contribute to enhancing community involvement and access to services and tackling health inequalities through improving well-being and providing leisure opportunities to all our citizens

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

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
The Proposed 3 Year Capital Programme	Management Team	Report to Executive Board	8 February 2010

Name of the Scheme	Basic Details of the Scheme	2011/12 Year 1	2012/13 Year 2	2013/14 Year 3
Arley Sports Centre - replace hard standing/car park areas	To resurface the car parking area at the sports hall	100,000		
Sports Pavilion - Grendon - Hard standing areas replacement and internal refurbishment	Improvement works are required at the sports pavilion, particularly to meet accessibility standards.		25,000	
Internal refurbishment of Piccadilly Sports Pavillion and replacement of hard standing areas	Improvement works are required at the sports pavilion, particularly to improve energy efficiency, the extent and nature of which will be determined once future management options for the site have been agreed.		35,000	
Sports Pavilion - Ansley -Internal refurbishment	Improvement works are required at the sports pavilion the extent and nature of which will be determined once future management options for the site have been agreed.		35,000	
Replacement of sports pavillion at Abbey Green Park, Polesworth	Provision of a new pavilion / changing facilities. The facility is currently closed and out of use following repeated incidents of vandalism. The precise needs at the site will be determined through the management plan to be developed for Abbey Green Park, in accordance with the adopted North Warwickshire Green Space Strategy.			500,000
Land drainage at Hurley and Wood End Recreation Ground	To install a new drainage system at two recreation grounds in the Borough to prevent flooding and enhance use of facilities into which there has been recent NWBC investment. Possibility of being implemented in partnership with Severn Trent.			35,000
Green Space Improvements	Will enable improvements to 23 green spaces across the Borough. Maybe S106 funding opportunities to reduce capital bid	50,000	60,000	60,000
Play Area Development	Renewal of children's play facilities and provision of teen facilities at six sites in Baxterley, Dordon, Grendon, Atherstone (2) and Coleshill.	255,000	130,000	
Improvements to Arley Recreation Ground	Carry out improvements to the infrastructure at Old Arley Recreation Ground, such as installing new boundary fences and gates, resurfacing footpaths and extending the car park.	80,000		
Playing Pitch Development	Facilitate improvements to playing pitches in accordance with the priorities set out in the adopted North Warwickshire Playing Pitch Strategy	95,000	95,000	95,000

*** SCHEMES NOT INCLUDED IN THE DRAFT CAPITAL PROGRAMME - 2011/12 - 2013/14***

APPENDIX A

Name of the Scheme	Basic Details of the Scheme	2011/12 Year 1	2012/13 Year 2	2013/14 Year 3
Improvements to Cole End Park Coleshill	Carry out required improvements to Cole End Park, such as boundaries, paths, etc. in accordance with the Management Plan for the area			30,000
Improvements to Kitwood Avenue Recreation Ground Dordon	Carry out improvements to the Recreation Ground, such as installing new boundary fences and site furniture and surfacing footpaths.			20,000
Street Nameplates	Install new street name plates in the Borough to roads where currently they do not exist and to replace old name plates so that they meet the corporate standard. They cost approx £100 each. This is in addition to the revenue funding of £8,100. The revenue budget tends to be spent within the first few months of the year	12,500	10,000	7,500
Litter Bins	Replace the older, smaller litter bins in the Borough. This is in addition to the revenue funding.	33,500	33,500	33,500
Replacement of Coleshill Leisure Centre	Whilst work is underway to secure partnership working to replace Coleshill Leisure Centre with a new, purpose built facility, the estimated total costs are in the region of £3m	3,000,000		
Memorial Hall-Refurbishment & Improvement	The Memorial Hall is already 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 party booking being taken.		2,500,000	
TOTAL		3,626,000	3,048,500	781,000

Agenda Item No 14

Community and Environment Board

24 January 2011

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

**Financial Assistance to
Outside Organisations**

1 Summary

- 1.1 Borough Council support to outside organisations is provided in many ways, including through its Annual Grants scheme. Two requests for assistance through the provision of an annual grant have been received; one from Warwickshire Community and Voluntary Action (WCAVA) for funding towards the second year of its three-year countywide agreement and the other from North Warwickshire Citizens Advice Bureau (NW CAB).

Recommendation to the Board

- a That Members note the progress made by WCAVA in its delivery of Volunteer and Third Sector Support Services (VATS Services) in Warwickshire and approve the funding for the second year of its three-year countywide contract as identified in the main body of the report; and**
- b That Members approve the draft 2011 Service Level Agreement for further negotiation with NW CAB and that the proposed financial award for 2011/12 be approved and administered as indicated in the report, including the provision for the second instalment to be made subject to the prior agreement of the Chairman and Vice-chairman of the Board.**

2 Consultation

2.1 Portfolio Holder, Shadow Portfolio Holder and Ward Members

- 2.1.1 The Portfolio and Shadow Portfolio Holders for Safer Communities, Health, Well-being and Leisure, The Environment, Community Life and Resources have all had an opportunity to comment on the content of this report.

3 Introduction

- 3.1 Through its provision of financial assistance to voluntary and outside organisations, the Council seeks to ensure cost effective support for a broad range of services for the community of North Warwickshire. In pursuance of this objective, this report considers applications for assistance, and recommends awards, through its Annual Grants to Voluntary Organisations scheme.

4 Annual Grants to Voluntary Organisations

- 4.1 An Annual Grant application for 2011/12 has been received from NW CAB. Members will also be aware that Volunteer and Third Sector Support Services (VATS Services) in Warwickshire are now jointly monitored through a three-year agreement (with an option to extend for a further period, up to a maximum of three years), which was awarded to WCAVA in November 2009. The agreement with WCAVA commenced on 1 April 2010, as a consequence of which consideration of the need to make a second year grant award is required.
- 4.2 Given its previous support for the NW CAB and WCAVA, the Board will be familiar with the nature of the requests from these two organisations and the previously approved need to link Annual Grant awards to the negotiation of an approved Service Level Agreement (SLA) with recipient bodies. Through these Agreements, the Council seeks to ensure the delivery of mutually compatible outcomes in return for its investment. Wherever possible, these outcomes are linked to the objectives and priorities of the North Warwickshire Sustainable Community Strategy. In this regard, the draft 2011/12 SLA for the CAB is attached at Appendix 1. Subject to Board approval, it will provide the basis for the negotiation of the final Agreement. WCAVA, however, is now monitored through its achievements against the countywide tender and, as a consequence, a single monitoring report has been produced for all partners (detailed at Appendix 2a and 2b). In addition to this, a progress report detailing progress to date in the current year (April to December) has been requested and will be forwarded as soon as it is available to provide sufficient information to enable members to consider the release of funding for next year (Appendix 2c). Future monitoring arrangements will necessitate the production of an Annual Report (probably in January of each year), which will include an Annual Report for the previous year.
- 4.3 During the 2010/11 budget setting process, additional ongoing support of £15,000 was approved for the CAB, to assist with the high levels of demand for the service. This need is still apparent and data provided by NW CAB, including in support of the BOB (Branching Out Bus) project, indicates significant success in terms of assisting people through debt advice and maximising their entitlement to benefits. It is suggested, therefore, that this sum is included in the annual grant to the CAB, in order that it falls within the Council's approved monitoring arrangements.

4.4 In respect of the current Annual Grant applications several factors have been taken into consideration before proposing the awards highlighted in this report. In previous years, both organisations have received an inflationary rise to their Annual Award. Due to the need for the Borough Council to identify a significant level of saving within its revenue budget, it is not proposed that an inflationary rise be added to either award in 2011/12. Despite the Authority's need to make financial savings, however, NW CAB is providing services that are increasingly required during the current economic downturn, including advice services for people with debt and housing problems. It is felt to be advisable, therefore, not to cut the award to NW CAB, but to retain it at its 2010 level of £46,536. The SLA for NW CAB requires a six monthly review of its work to be undertaken in order to ensure compliance with the provisions of the Agreement. It is proposed that this award continues to be made in two half-yearly payments and that the second payment is only made with the agreement of the Chairman and Vice-chairman of the Board and upon the satisfactory completion of work in the first period. For information, the 2010/11 April to September review report is attached at Appendix 3a. A report detailing progress from April to December has been requested and will be attached at Appendix 3b as soon as it is available.

...
...

4.5 WCAVA is an essential support service to the "third sector". In this regard, it assists voluntary and community sector organisations with their constitutions, management, training, development and funding plans. The demands upon WCAVA may increase as a consequence of the drive towards "localism" and the "Big Society". It is, nevertheless, felt that this pressure is shared by many other organisations in the public, private and voluntary sector and, therefore, it is proposed to proportionately reduce WCAVA's Annual Grant. The proposed second year award for WCAVA is £11,095, resulting in a saving of £2,690 to the Borough Council.

5 Total Financial Support Granted to NW CAB and WCAVA

5.1 The funding agreed through the Annual Grants scheme provides financial assistance towards the core functions of NW CAB and WCAVA, as detailed in the Service Level Agreement and the Principles and Outcomes for Volunteering and Third Sector Support Services in Warwickshire. The Borough Council also provides additional financial support by offering both NW CAB and WCAVA the maximum level of rate relief. This comprises a sum of 80% mandatory relief and a further 20% discretionary award. The 20% discretionary award granted to NW CAB will cost the Council an additional £636.51 and £435.17 for WCAVA in 2011/12. The CAB and WCAVA also have charitable waste collections, which cost the Authority £157 and £408 respectively. These three forms of support result in the Borough Council providing in excess of £11,938 to WCAVA in 2011/12.

5.2 NW CAB receives other forms of financial assistance from the Borough Council. As part of its proactive work to prevent homelessness, the Housing Division uses a proportion of its Government Homelessness Prevention Grant to support independent debt advice work undertaken by the CAB. This is essential to the success of, for example, the Mortgage Rescue Scheme (which has helped to prevent homelessness for four families in the Borough).

An amount of £13,500 is committed to continue this important partnership work in 2011/12.

- 5.3 The loss of the two-year BOB project funding of approximately £40,000 per annum from the former Department for Children, Schools and Families (DCSF), which comes to an end in March 2011, will impact on the work that the CAB is able to undertake on the BOB project. Officers propose to continue to support the CAB by allocating further one-off funding of £15,000. This will be achieved by utilising part of a recent Department of Work and Pensions (DWP) award made in November 2010 to assist the Council in supporting increased activity as a result of the ongoing economic downturn.
- 5.4 It is proposed that this funding be used to continue to deliver face-to-face outreach work provided through the BOB project, albeit at a reduced level (the service would be delivered by one member of Borough Council staff) for a further 12 months up to 31 March 2012. Whilst this funding would not be sufficient to pay for the on-going support of the full-time CAB employee, it will allow the CAB to contribute on a part-time basis.
- 5.7 Should Members support this approach, the total level of financial assistance allocated to NW CAB in 2011/12 would be £75,829, which includes the proposed grant of £46,536, £636.51 of discretionary rate relief, £157 for charitable waste collection, £13,500 to help prevent homelessness and the proposed £15,000 one-off award from the DWP.

6 Update on the Work of NW CAB

- 6.1 During the period April to September 2010, CAB advisors provided assistance to 1450 local clients (an increase of 9% over the same period in 2009) and dealt with 4920 problems, mainly relating to debt, benefits, housing and employment. The assistance provided will have boosted the local economy to the value of £127,166 by helping people to avoid or manage debt and maximise their incomes. In total, the money advisors dealt with £3.4 million pounds of debt during the first two quarters of the year. Since joining the County Citizens Advice telephone service through Legal Advice Warwickshire (LAW) the CAB has had a significant increase in the number of hours that telephone advice is available across the county. During the first half of the year, NW CAB dealt with 758 advice enquiries by telephone, an increase of 53% over the same period in 2009.
- 6.2 Debt advice remains as a critical element of NW CAB's work. Personal insolvency remains at near record levels and is rising rapidly. Nationally, insolvency affected 1 in 311 people in the last quarter, an increase of 54% over the last six years. Rising levels of unemployment threaten to further impact on this figure. NW CAB is the sole provider of debt advice in the Borough and provides access to its services through a number of routes, including through the Branching Out Bus (which currently visits nine outreach locations); through regular outreach appointments at Coleshill Library and at the main office in Welcome Street, Atherstone. Advice is also provided by telephone, letter and email. An impact report undertaken by Warwickshire CAB is attached at Appendix 4 provides additional information on the valuable work undertaken by Warwickshire CAB.

7 Update on the work of WCAVA (North Warwickshire)

- 7.1 The WCAVA countywide contract is now being managed centrally by WCC. Of particular note for North Warwickshire is the large amount of external funding that organisations have secured following the receipt of advice and/or assistance from the North Warwickshire office. A total sum of just under £165,500 has been secured, with a 100% success rate for applicants. This figure is considerably higher than that for other areas of the county.
- 7.3 A total of 54 organisations have been provided with advice or assistance, many of which have attended WCAVA's Funding Workshops. Advice relating to organisational structure / development and training opportunities has also been provided to local groups.
- 7.4 Additionally, WCAVA sits on the Local Strategic Partnership, is working closely with Borough Council officers on third sector matters (including within Voluntary Action North (VAN) Forums) and is a key partner in the implementation and delivery of the local LEADER programme.

8 Report Implications

8.1 Finance and Value for Money Implications

- 8.1.1 Provision has been made for the proposed annual grant awards within the Support to Voluntary Organisations revenue budget allocation for 2011/12. Following the single tendered agreement for VATS Service support for an initial period of three years, it should be noted that this is provided subject to the availability of resources and consideration of this issue within the annual process of setting the Council's revenue budgets.
- 8.1.2 Supporting community and voluntary sector work is a very cost effective way for the Borough Council to increase service provision for the residents of North Warwickshire.

8.2 Safer Communities Implications

- 8.2.1 There is no direct implication arising from this report, although the community-based activities that are supported by WCAVA provide a positive diversion from anti-social and/or nuisance behaviour. NW CAB's work, particularly with regard to financial advice, can help to prevent people from resorting to criminal activity to resolve their personal problems.

8.3 Environment and Sustainability Implications

- 8.3.1 Providing grant-aid to community and voluntary sector organisations is a cost-effective way of enhancing community service provision and helping to enhance individual and collective quality of life. WCAVA is an active partner in the North Warwickshire Community Partnership and it is a key contributor

to the delivery of the priorities of the Sustainable Community Strategy. It provides valuable links to local community and voluntary sector groups that directly enhance the capacity of partnership working.

8.4 Equalities Implications

8.4.1 None directly, although the advice provided by both WCAVA and NW CAB helps to provide equality of opportunity and address inequality within the local community.

8.5 Risk Management Implications

8.5.1 WCAVA is now funded via a Countywide agreement co-ordinated by the County Council. The Borough Council funding of just over £13,449 is a small part of the overall WCAVA budget. It is not, therefore, anticipated that the Authority's proposed reduction of £2,690 will impact adversely upon local delivery by this organisation.

8.5.2 Of more concern is the combined saving that may be imposed upon this organisation by the authorities that currently fund the service. This could have adverse implications on services delivered through the local office.

8.5.3 NW CAB has received just over £46,000 of support from the Borough Council for the past couple of years. The CAB also received significant funding from other sources (including WCC). It is not anticipated that maintaining the grant award at 2010 levels will have an adverse impact up on core service delivery.

8.6 Links to Council's Priorities

8.6.1 The provision of grant aid to community and voluntary sector organisations has positive and direct links to the corporate priorities to "enhance community involvement and access to services"; "work with our partners to tackle crime, the fear of crime and anti-social behaviour" and "make best use of our resources through achieving a balanced budget and developing our workforce".

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

Background Papers

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

Background Paper No	Author	Nature of Background Paper	Date
1	Warwickshire County Council	Principles and Outcomes for Volunteering and Third Sector Support Services in Warwickshire (VATS Service)	2009

Equality Impact Assessment Summary Sheet

Please complete the following table summarised from the equality impact assessment form. This should be completed and attached to relevant Board reports.

Name of Policy Procedure/Service	Financial Assistance to Outside Organisation
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	Y		CAB provides advice and assistance to all who need it, WCAVA supports groups that may also be set up to assist a particular group in society, therefore both organisations have the ability to positively impact up on the equality target groups
Gender	y		As above
Disabled people	Y		As above
Gay, Lesbian and Bisexual people	Y		As above
Older/Younger people	Y		As above
Religion and Beliefs	Y		As above
People having dependents caring responsibilities	Y		As above
People having an offending past	Y		As above
Transgender people	Y		As above

NORTH WARWICKSHIRE CITIZENS ADVICE BUREAU SERVICE LEVEL AGREEMENT 2011 – 2012

North Warwickshire Borough Council agrees funding for the provision of core advice and information services by North Warwickshire Citizens Advice Bureau as set out in this agreement.

INTRODUCTION

The objective of the bureau is to provide free, confidential, impartial and independent advice to enable local residents to deal with a wide range of issues, including benefits, housing, money advice, employment, consumer, relationships, taxation and many more. The nature of the assistance provided will depend on a client's needs and ranges from the provision of information to formal representation.

The North Warwickshire Citizens Advice Bureau (CAB) deals with approximately 9000 client contacts a year involving in the region of 10,000 issues.

The provision of this service requires that, at any one time, up to 3 advisers are on duty and 1 telephone line is available to members of the public for a period of 9 hours per week. For face-to-face advice, offices are available in Atherstone. Advice by e-mail is also available.

The standard of service is set out in the Citizens Advice Quality Assurance Standards Membership Agreement and the Community Legal Service Quality Mark (see Part 2 of this agreement).

The CAB also receives funds from the Borough Council's Government homelessness prevention grant to support independent debt advice work. This is essential to the success of the mortgage rescue scheme (which has helped prevent homelessness for families in the Borough) as well as other preventative work. This additional service does not form part of this agreement.

For the past two years NW CAB has received funding of £40,000 for the BOB (Branch Out Bus) project which was due to end on 1 April 2011. An additional £15,000 has been identified to enable the CAB to provide continued support for this project on a part time basis, this also does not form part of this contract.

The bureau also receives funding for core services from Warwickshire County Council.

Further information can be found in the CAB's Annual Report 2010/11, which is submitted with this agreement.

CONTENTS:

Part 1 – General conditions

Part 2 – Service objectives and specification

Part 3 – Financial and resourcing arrangements

Part 4 – Monitoring arrangements

Part 5 – Declaration

PART 1 – GENERAL CONDITIONS

1.1 PARTIES

This is an agreement between North Warwickshire Borough Council (hereinafter called “the council”) and the Trustee Board of North Warwickshire Citizens Advice Bureau (hereinafter called “the bureau”).

1.2 OBJECT OF AGREEMENT

The council wishes to support the services of the bureau for the purpose of providing an information and advice service operated within the aims, principles and policies of Citizens Advice subject to an agreed grant and to a defined level of service.

1.3 PERIOD OF THE AGREEMENT

The agreement will commence on 1 April 2011 for a period of 12 months.

1.4 THE PARTIES’ OBLIGATIONS

- a) The bureau agrees to provide the services specified in Part 2 of this agreement (Service Objectives and Specifications).
- b) The council agrees to make the grant payments specified in Part 3 of this agreement (Financial and resourcing arrangements).

1.5 STATUS OF AGREEMENT

It is not the intention of either party that this agreement shall be legally binding and therefore neither party shall have any liability to the other for any failure to observe the terms of this agreement.

1.6 STATUS OF SERVICE PROVIDER

In carrying out this agreement, the bureau is acting in its own right as an independent organisation, and not as agents of the council.

1.7 MANAGEMENT

Responsibility for the management of the bureau is vested in the Trustee Board, the membership and operation of which is laid down by a constitution Memorandum and Articles of Association.

1.8 PARTIES’ REPRESENTATIVES

The council and the bureau will each appoint a contact officer.

- a) The role of the council’s contact officer is to:
 - Be the initial point of contact within the council for the bureau
 - Inform the bureau of any issues which may have an effect on the

- implementation of the service provision in this agreement
 - Provide information, advice and support to the bureau as reasonably required
 - Set up an six monthly monitoring meeting with the bureau contact officer to consider the information set out in Part 4 of this agreement
 - Inform the bureau of any change in the council's contact officer.
- b) The role of the bureau's contact officer is to provide the information required in Part 4 of this agreement and to inform the council's contact officer, in writing, if there is:
- a proposal by the bureau to change or reduce the core services set out in Part 2 of this agreement;
 - a major change to the bureau's financial budget;
 - a change to the bureau's constitution; or
 - a change in the bureau contact officer.

The parties' contact officers will be the Partnership and Development Manager of the Council and the Bureau Manager.

1.9 CONFIDENTIALITY

The council accepts that the bureau offers a confidential service and that all matters raised by individual clients are kept confidential.

1.10 STAFFING

- a) Paid and volunteer staff will be recruited and selected with full regard to an equal opportunities policy and procedures approved by Citizens Advice.
- b) Paid staff will be employed and remunerated with full regard to Citizens Advice Guidelines.

1.11 QUALITY ASSURANCE

The bureau undertakes to operate the quality assurance systems described in Part 2 of this agreement.

1.12 HEALTH AND SAFETY

The bureau shall have regard to the requirements of the Health and Safety at Work Act, 1974 and any other Acts, Regulations, Directives or Orders etc about health and safety.

1.13 INSURANCES

The bureau shall maintain with a reputable insurer the following insurances:

- Employer's Liability in a minimum amount of £5 million
- Public Liability in a minimum amount of £5 million per claim or series of claims.

1.14 DISPUTE RESOLUTION

If either party considers the other to be in breach of their duties under this agreement or has a grievance about some aspect of the agreement's operation, the parties shall make every effort to resolve the issue through joint discussions. Where this fails:

- the party wishing to make the complaint should provide the other with written details, including proposals for resolving it;
- a written response should be sent to the initiating party within 14 days;
- if the response is not considered to resolve the issue, the initiating party may request in writing to the contact officer a meeting of the authorised signatories (or their successor);
- where possible the meeting should be held within 14 days of the contact officer receiving the request;
- where the meeting does not resolve the complaint, the issue should be considered by the bureau's Trustee Board or the relevant council committee as a confidential item. Any submissions should be sent in advance to the other party and representation permitted;
- If either party is dissatisfied with the outcome as notified to it in writing within seven days of the meeting, arbitration can be requested and this will take place with a mutually acceptable external party.

1.15 REVIEW

- a) This agreement may require amendments in the light of experience of implementing its terms. Any amendments will need to be negotiated and agreed in writing by both parties.
- b) The mechanism used for determining the core-funding grant set out in 3.2 cannot be the subject of an amendment under a).
- c) A review of the level of services specified in 2.3 and 2.4 can be requested by either party, and a meeting held as soon as practicable after this. It can take into account changes in community needs, feedback from clients or other stakeholders, changes in the council's corporate objectives and any other relevant factors beyond the control of the bureau, such as the availability of staff.
- d) Any amendment to the service specification under c) will need to be negotiated and agreed in writing by both parties, as would any amount to be taken into account under 3.2c).

1.16 TERMINATION

- a) Either party giving the other party six months notice in writing, clearly stating the reasons, can terminate the agreement.
- b) Notice can be served if delivered, posted or faxed to the contact officer (see 1.8)

PART 2 – SERVICE OBJECTIVES AND SPECIFICATIONS

2.1 AIMS OF THE SERVICE

The aims of the Citizens Advice service, of which the bureau is a member and to which the bureau adheres are:

To ensure that individuals do not suffer through lack of knowledge of their rights and responsibilities or of the services available, or through an inability to express their needs effectively

and equally

To exercise a responsible influence in the development of social policies and services both locally and nationally

2.2 PRINCIPLES UNDER WHICH THE SERVICES ARE PROVIDED

The bureau will provide an information and advice service which is:

- free
- confidential
- impartial
- open to all regardless of race, gender, sexuality or disability and
- in accordance with the Citizens Advice guidelines on equal opportunities.

2.3 CORE SERVICES FUNDED UNDER THIS AGREEMENT

The service (to which the funding arrangements in Part 3 relate) offered by the bureau shall be 'assisted information' and 'general help' (as defined by the Community Legal Service Quality Mark - see 2.5)

Assisted information is a service in which staff are available to help clients access information, and to identify where a client needs further information or advice.

General help is:

- Diagnosing the client's problems
- Giving information and explaining options
- Identifying further action the client can take and
- Giving basic assistance e.g. filling in forms, helping the client draft letters, and contacting third parties to seek information on the client's behalf.

Where necessary for a particular client, the core service provided by the bureau will also include contacting a third party to negotiate on the client's behalf.

In accordance with the Citizens Advice membership agreement the subjects covered will include:

- Consumer
- Money advice
- Welfare Benefits
- Employment
- Housing

- Family and personal matters
- Taxes
- Immigration and nationality
- Health
- Education

The service covered by this agreement will not include casework as defined by the Community Legal Service Quality Mark i.e. with casework, the service provider takes responsibility for further action, whereas with a general help service, the client retains responsibility for the case. Casework also includes representing a client at appeal proceedings where necessary, which general help does not.

2.4 MEANS OF ACCESSING THE SERVICE

The core service shall be available:

- a) by letter and fax
- b) to personal callers on a drop-in and appointment based basis at:

Location; The Parish Rooms, Welcome Street, Atherstone, CV9 1DU.

Hours of opening:

Monday	10.00 – 2.00
Tuesday	10.00 – 2.00
Wednesday	4.00 - 6.30
Friday	10.00 – 2.00

- c) by telephone on 0844 499 4192 during the above hours.

In addition an assisted information service is provided by e-mail on nwcab.advice@cabnet.org.uk

A home visiting service is not provided as part of this agreement.

All of these services shall be clearly advertised.

2.5 QUALITY ASSURANCE

- a) The bureau operates the core service to the requirements of the Community Legal Service Quality Mark at General Help level. This quality scheme for advice services is set nationally by the Legal Services Commission and audits are carried out annually. The seven key quality areas covered are:
 - Access to service
 - Seamless service (includes referral to other agencies)
 - Running the organisation
 - People management
 - Running the service
 - Meeting clients' needs
 - Commitment to quality (includes complaints, user feedback)
- b) The bureau also complies with Citizens Advice Quality Assurance Standards Membership Agreement, which is fully convergent with a) but contains additional

requirements. The quality areas covered are:

- Quality of advice
- Quality of social policy work
- Governance
- Operational management
- Financial management
- Planning and managing resources
- Volunteers and paid staff
- Training and people development
- Networking and partnership
- Complaints and suggestions
- Client-centred service
- Case management

A copy of the scheme is supplied with this agreement.

- c) All staff, both paid and voluntary, are required to undergo relevant training in order to achieve their competence level to a standard acceptable to the Trustee Board, and compatible with the aims, principles, and membership standards of Citizens Advice.

2.6 SERVICE DEVELOPMENT AND IMPROVEMENT

- a) The bureau has a business and development plan (see 4.6), the monitoring of which and the results of audits (see 4.2 and 4.3) lead to innovation and improvements in its service
- b) The bureau will participate in the activities of the Legal Advice Warwickshire Network and other relevant local networks in order to enhance the services provided to local residents.
- c) The bureau will work to secure additional funding in order to meet unmet needs for advice amongst the diverse local communities.
- d) The bureau will make use of clients' experiences to inform and influence the policy and delivery of other local services, and will inform the council of relevant issues

2.7 USER FEEDBACK AND INVOLVEMENT

- a) The bureau will operate a procedure for representations and complaints about the service in accordance with Citizens Advice guidelines and shall take all reasonable steps to bring this to the attention of the users of the bureau.
- b) The bureau will undertake an annual client satisfaction survey.
- c) The bureau will consult both clients and potential clients about service provision and opening hours.
- d) The bureau will encourage users to take up appropriate training opportunities within the bureau.
- e) The Trustee Board are to be constituted in such a way as to encourage representation from as wide a range of local people and organisations as possible.

2.8 CIRCUMSTANCES BEYOND THE BUREAU'S CONTROL

- a) The bureau will not be held responsible for any interruption in or disruption to the core services due to circumstances beyond its control.
- b) The services specified are dependent on the availability of suitable advisers.

PART 3 – FINANCIAL AND RESOURCING ARRANGEMENTS

- 3.1 The Council has agreed that the grants to be paid to the bureau for the financial year beginning April 2011 shall be £46,536 (no inflationary increase on 2010).
- 3.2 Together with the funds from Warwickshire County Council, these grants shall be construed as being sufficient to fund those core services referred to in Part 2 of this agreement, and for the purposes of this agreement are deemed to be the bureau's 'core funding'.
- 3.3 Service developments and additional services over and above those supported by the core funding and described in Part 2 of this agreement, can be considered for additional funding by the Council on the understanding that the Council can offer no commitment to fund. If the Council does fund these developments or additions in any one year, such funding will not affect the core funding arrangements and shall not be taken into account when calculating the core funding grants in the succeeding year.
- 3.4 All payments to be made under this agreement are exclusive of VAT. In the event of the bureau becoming liable for VAT during the period of the operation of this agreement, the council will enter into discussions with the bureau with the aim of reaching a mutually acceptable outcome.
- 3.5 The core funding grants awarded to the bureau under this agreement will be paid in two instalments, subject to full compliance with the terms of Part 4 of this agreement by the bureau, by 1 May and 1 November. There will be no need for the bureau to invoice or otherwise apply for the payments.
- 3.6 The bureau agrees to submit, to the council a copy of its approved accounts, within the meaning of the Charities Act, 1992 and 1993.
- 3.7 Any change to the core funding provided by North Warwickshire Borough Council or Warwickshire County Council referred to in 3.3 could cause the bureau to be unable to provide the services specified in part 2 of this agreement.
- 3.8 Where the bureau gains a surplus of income from grants, fundraising or other sources in any one year, the council will not seek repayment of any part of the grant. The bureau will maintain a level of reserves appropriate to meet its financial responsibilities.

PART 4 – MONITORING ARRANGEMENTS

- 4.1 The bureau monitors and evaluates its services in accordance with the procedures and directions set out in the Citizens Advice Quality Assurance Standards Membership Agreement (a copy of which is supplied with this agreement).
- 4.2 The bureau will be subject to annual external audits to ensure that it is meeting the standards required for the Community Legal Service Quality Mark at the Generalist Help level.
- 4.3 The bureau is subject to a three-yearly audit by Citizens Advice to ensure the service meets the standards set down in the Quality Assurance Standards Membership Agreements, as well as the Community Legal Service Quality Mark. This audit includes a quality of advice assessment. Continued membership of Citizens Advice is dependent on a satisfactory performance in this audit.
- 4.4 The bureau will provide a copy of the Annual Report to the council and an invitation for the council's contact officer to its Annual General Meeting.
- 4.5 The bureau will provide to the Council the annual information that it provides to Citizens Advice such as follows:
 - a) Opening hours.
 - b) Number of enquiries (new and repeat listed separately).
 - c) Number of enquiries categorised by their complexity.
 - d) Percentage of people using the bureau by telephone [and by e-mail].
 - e) Number of paid staff. Hours worked. Type of paid staff.
 - f) Number of volunteers. Hours worked. Type of volunteer staff.
 - g) Training sessions undertaken by staff. Number of trainees.
 - h) Number of formal complaints about the bureau.
- 4.6 The bureau produces a three-year business and development plan, which it reviews annually. The plan includes, amongst other things:
 - an assessment of client satisfaction
 - a client and community profile
 - a community advice needs analysis
 - a strategy for promoting the bureau within the community
 - a funding strategy; and
 - an equality action plan covering all aspects of the bureau's operation.
- 4.7 The bureau will provide information reasonably required by the council, subject to those requirements not being in breach of clients' confidentiality. Information will not be required more frequently than at quarterly intervals.
- 4.8 Subject to Citizens Advice guidelines these monitoring arrangements can be amended by agreement between the council and the bureau to reflect changes in service practice, for example data collection.
- 4.9 The bureau undertakes, in discussion with the Borough Council and Warwickshire County Council, over the period of this agreement to develop a set of performance indicators. These indicators should take note of those under development nationally.

PART 5 – DECLARATION

On behalf of North Warwickshire Borough Council I confirm that I have read the agreement as set out above and the council will comply with the terms and conditions contained within

Signed ...

Date:

Name of authorised signatory for North Warwickshire Borough Council Council:

Address of NWBC: The Council House, South Street, Atherstone, Warwickshire, CV9 1DE.

On behalf of North Warwickshire CAB I confirm that I have read the agreement as set out above and the CAB will comply with the terms and conditions contained within

Signed ...

Date:

Name of authorised signatory(ies) for North Warwickshire CAB:

Address of CAB: The Parish Rooms, Welcome Street, Atherstone, CV9 1DU

Warwickshire Partnership Quarter 2 status report

E-zine

During the second quarter WCAVA circulated 11 issues of E-Grapevine. There was a slight drop in the figure during this quarter due to a publication break in August.

To date we are pleased to announce that WCAVA E-Grapevine is being distributed to 1686 addresses. That number has steadily increased since the first issue was circulated in August 2008. On average we receive 4 requests a week for individuals/groups who wish to be included on the circulation list.

Funding Bulletin

Within E-Grapevine we include a regular section on Funding, in which we highlight current funding opportunities and funding bulletins from other organisations.

Procurement Bulletin

We also include a website link for procurement opportunities on the Warwickshire County Council website. Details of this link are also available on WCAVA website, funding page. As we progress through Q3 and Q4 we are keen to explore how we can establish sustainable Procurement and Funding bulletins within or alongside the very successful e-grapevine model.

On-line resource library & Funding Portals

Funding Warwickshire has been established as a working group of all funding and development advice workers within WCAVA to establish common processes based upon best practice. As part of their work factsheets and developmental support protocols are under a programme of revision ensuring that the most up to date accurate and best practice consistent models are being used.

Funding Forums

North Warwickshire

Feb: Funding Workshop with Heart of England Community Foundation – 25 people attended

Feb: VAN Forum – How do local authorities work with the voluntary sector? - 47 people attended.

March: Writing a funding bid – 8 People attended

April: Funding workshop – 5 people attended

May: Funding surgery with WCC Community Development Fund – 6 groups attended

June: VAN Forum Collaborative working – 33 people attended

July: How to start a new group; 6 attendees

Joint event North Warwickshire and Nuneaton & Bedworth

August: Funding workshop for WREN funding

30 people attended (14 NW, 16 N&B)

Nuneaton & Bedworth

May: Funding workshop with Heart of England Community Foundation, 25 people attended

June: Forum with funding workshops, 33 people attended

September: Forum with budget cuts information and workshops, 48 people attended

Rugby

6 funding drop-ins at Rugby Borough Office

Last Funders Forum in June attracted 40 attendees and addressed an environmental focus capitalising upon WCAVA's environmental body status.

Warwick District

Old Town drop-in focus on Fundraising in August -4 groups attended. 3 groups attended September drop-in on Fundraising Strategies. Fundraisers Forum in July focussed on Community Forum Grants and was attended by 17 groups.

Assembly and Training Provision

VCS Assembly

119 People now signed onto web-site

1 x Skilling up For Stronger Voices training course delivered

Joint Coventry & Warwickshire Conference taken place

Partnership Training Programme

Volunteer Centre training delivery

Thematic workshops delivered to Community Anchors across the county

Community Leadership Training taking part in 3 districts including VCS and Public sector participants

Tendering & Procurement Training

Ongoing partnership work with WCC Procurement Dept

7 X Part One workshops delivered – 70 people trained

3 X Part Two workshops delivered – 30 people trained

Venue Database

Being progressed from Rugby WCAVA office. New database constructed, data currently being in-putted to be followed by up –dating. We are utilising the skills and support of a placement from Pertemps to ensure that this piece of work is completed

Quality & Governance Health Checks

Produced in 2 formats for use either as paper or computer based completion. These checks are used as an introduction to quality systems and general tool for Board self assessment. These user friendly health checks are now in use by all staff and available on both WCAVA and CWIC web sites

Buddying/hosting & Mentoring Programme

Currently being delivered through three vehicles via

- Community Anchors Network Meetings
- Community Leadership Training Programme
- Warwickshire Assembly – action from NAVCA Skilling Up course

Thematic Third Sector Networks

The Assembly enables us to establish and support thematic networks efficiently and below are the networks already established:

- Community Anchor Network
- Approved Trainers Network
- Assembly and Assembly groups X 18 active on website

As we progress through Q3 and Q4 we are very keen to establish and reinvigorate Countywide fora that can be demonstrated to have real levels of influence.

Mental Health Compact

MH Compact forum continues to meet monthly with an average attendance of 20 -25 active members and a circulation list of 100. It continues to be an effective forum for consultation with Commissioners and is helping to shape the revised Mental Health LIT. The dissemination of information from voluntary and statutory sector partners via email updates is found to be particularly beneficial.

Compact Champions Briefings

We continue to issue monthly briefings to over 60 Compact Champions across the voluntary and statutory sectors – these enable us to cascade guidance from Compact Voice, Commission for the Compact as well as other relevant information. The briefings are also used to circulate localised guidance as it is updated or created. Refreshed guidance on the role of Compact champions was issued in September 2011

Re-launch of Warwickshire Compact

Compact has been refreshed at a national level and by using the resources and support of the Commission for the Compact we have enabled the sector and strategic partners to engage in the refreshing of the Warwickshire Compact to be in line with the National refresh whilst also making the document more accessible and meaningful. The Warwickshire Compact consultation comes to an end in November 2010 and will enable the process of finalisation and adoption of the Warwickshire Compact by all existing signatories to begin with the aim of completion by the end of early 2011

District based compact/Third sector action plans

North Warwickshire

No written agreement however WCAVA Locality Manager has met with Jaki Douglas and Alistair Rigby to discuss. Borough and County Council very aware of Compact and being compliant. Compact is a regular agenda item at the quarterly VAN forums.

In **Nuneaton and Bedworth**, there is still no formal Stronger Communities theme group within the LSP structure, although the need to develop an action plan has been raised as a priority within the 2010/11 LSP Action Plan.

Rugby continues to work towards its Compact Action Plan and has seen the engagement of the sector in the development of the Borough's Regeneration Strategy.

Warwick District is currently reviewing who their Compact Champion is. Still no progress on Draft Action Plan as not supported by WDC - LSP.

Stratford District

Information not yet received

District VCS forums

District VCS forums North Warwickshire

The Voluntary Action North (VAN) forum is currently held on a quarterly basis and has between 30 – 50 attendees from community and voluntary sector organisation. Topics to-date include:

- Writing a Business plan
- Small group finances
- How do Local Authorities work with the Voluntary and Community Sector in North Warwickshire?
- Funding from Landfill funders like WREN
- Village Hall refurbishment
- Village Hall quality mark
- Compact – agenda item at each forum

Next forum on the 4th November at Wood End Village Hall. Topic: Compact 2010 with guest speaker Nick Darwen.

District VCS forums & LMC – Nuneaton & Bedworth

Within quarter 2 we have held 2 Local Members Committee meetings and recruited 2 new LMC members from active, well established community organisations. We have also held 1 quarterly Supporting Communities Forum, with subject issues requested by members: marketing workshops and Nick Darwen as a guest speaker from WCC to discuss the Compact, funding cuts and the future for the VCS. Both topics were very successful.

District VCS forums – Rugby Borough

2 VCSF forums held within quarter 2 enabling the sector to address the issues of the funding cuts and the regeneration strategy. Forums regularly receive attendance of between 20 and 50 groups enabling local presentation and networking

District VCS forums - Warwick District

During the reporting period there has been one meeting of the Local Members Committee, and two South Warwickshire Community Development Network meetings. Extensive work was done on capacity building local community Anchors to get involved with the new Community Anchor Network and to undertake the Community Leaders Programme. Packmores, The Chain, Healthy Living Centre, Bath Place, Sydni and The gap have all taken part. Explained the CAN and its potential links with The Big Society with new Member of Parliament. Work continues on the New and Emerging Steering Group Action Plan

District VCS forums - Stratford District

Information not yet received

LSP Representation

LSP representation – North Warwickshire

North Warwickshire Locality Manager represents the VCS at Community Partnership and the Voluntary and Community Action Theme group. The theme groups will finish in North Warwickshire and be replaced by task and finish groups. Date for theme groups to finish is unknown.

LSP representation – Nuneaton & Bedworth

WCAVA staff continue to advocate on behalf of the VCS on the Local Strategic Partnership, as well as support the theme group activity: the Health & Wellbeing group, Economy & Skills, the CDRP, and the Core Strategy.

We were also involving in the planning and delivery of a ‘Seeing Is Believing’ visit with Business in the Community, whereby a group of local business leaders visited Camp Hill and Hartshill, spoke to local voluntary organisations and got a flavour of how businesses and the community could work better together for their mutual benefit. We have already seen financial and practical help as an outcome of this visit.

LSP representation Rugby Borough

WCAVA staff continue to sit upon the LSP Board and report to the board at officer level. Working with the Borough Council we have also enabled a vacant seat to be taken by a VCS representative with a particular focus upon the youth sector. The key focus over the past 6 months has been the regeneration strategy and the contribution of the sector and in particular community anchor organisations.

LSP representation Warwick District

WCAVA staff continue to sit on the Local Strategic Partnership, Theme Co-ordination group and the Health and Well being Group. I have linked Warwickshire Wildlife Trust into the Health and Well Being Action Plan, the SWCDN and The Sydni centre to explore the Measured Miles programme utilising the WWT reserve locally, and plan an input into next years Open Small Garden project to establish further environmental impact in small gardens on the Sydenham Estate. Greatest priority now given to priority 6 – community Awareness and staff have been involved with plans to improve communication and underpin the Community Engagement Strategy.

LSP representation Stratford District

Information not yet received

Employer of Choice workshops

Due to the high demand from the sector for the Future Jobs Fund placements we have used a different approach ensuring that organisations using placements have been supported to put in place the effective policies and processes built upon the employer of choice principles. WCAVA was the second highest route for placing Future Job Fund applicants in the County.

View of the Sector Survey

This survey was carried out across Coventry and Warwickshire with information from over 200 organisations across Warwickshire alone obtained. The information is being collated and analysed with a first draft report due to be produced in mid November

Meet the Commissioner events

Planned to be undertaken through the prioritisation agenda of NHS and County care services. WCAVA alongside WREP has helped to facilitate the engagement of commissioners and day service providers in Warwick, Nuneaton and Rugby districts.

Annual Providers event (providers of services to third sector organisations)

This year WCAVA has incorporated into their AGM due to be held on 16th November 2010 the chance to meet 5 providers who have demonstrated the delivery of cost effective solution to the sector at preferential rates in an attempt to support organisations to make informed and prudent buying decisions.

Providers/Suppliers Register

We are intending to use the meet the providers event as a launch pad for the creation of the register. It is anticipated that the register will be able to be launched in early 2011.

Collaborative work with private sector

This is an area that needs far more coordinated effort if it is to remain a priority. On an ad-hoc basis some excellent examples have been supported whereby, employee volunteering, sponsorship and collaborative projects have been enabled. It is the intention of the partnership to create a collection of case-studies highlighting these successes for Q4 which can then be used to stimulate greater take-up amongst the private sector.

Volunteering Development Milestones

Single point of access for CRB/safeguarding

Volunteer Centre Nuneaton and Bedworth is now registered as an umbrella body with CRB and are happy to take on this responsibility.

Volunteer Brokerage service

The Volunteer Centres in Warwickshire continue to work closely together to ensure their brokerage service is accessible and of high quality. They have recruited 765 new volunteers, signed up 42 new organisations and developed 206 new volunteering opportunities between 1st July and 30th September 2010. They have jointly carried out a detailed monitoring and evaluation of their brokerage service and have produced a detailed report with recommendations for improvements, which will be implemented during the next 12 months.

Warwickshire Volunteer Charter

Initial discussions have taken place - this will tie in with the Volunteering Forums progress.

Volunteer Marketing Plan including targeted promotion

Promotion for the second quarter continues to target three main areas: unemployed volunteers, inter-generational volunteering and increasing the capacity of Volunteer-Involving Organisations. In addition to these areas, access to volunteering for people with disabilities has emerged as a further target area, which will start to be addressed during Quarter 3.

Volunteering Forums (South and North Warwickshire)

South Warwickshire's Volunteering forum successfully expanded to include Rugby and North Warwickshire and Nuneaton and Bedworth's forums have conjoined enabling the Partnership to operate 2 separate forums covering the entire County.

During the next quarter the objectives will be to: (a) Identify who attends either/both NWVF and SWVF, compare lists and amend accordingly. (b) Make sure that the 2011 calendar of events/training/workshops produced by both volunteering forums do not clash and are offered to everyone, subject to each of the forums' terms and conditions.

LSP representation

The partnership has ensured that representation on every LSP has been supported and enabled through organisational staff and local members supported by the Assembly structure. There is more work to be undertaken to strengthen this area and

NAVCA/VE Accreditation

Both WCAVA and VASA hold the NAVCA Quality Award. The VE accreditation process has been undertaken jointly by all 5 Volunteer Centres and submission was made to VE in October 2010.

Policy Hub (including HR/Finance & Legal up-dates)

The partnership has sought to condense the information available from a variety of sources and condense them within the information sources that we send out across the County. RAWM's policy bulletin is a standing feature within E-grapevine.

Capacity has not allowed the production of specific HR/Finance or legal updates as yet – given the importance of accuracy there is a clear need to resource this to a sustainable level however where external advice and existing bulletins exist these will be incorporated where possible.

Employment and organisational update:

Recruitment/Staffing

WCAVA

Rugby

Staffing within Rugby Borough has been affected with a period of long term sickness affecting the Locality Manager in Rugby. This has been covered through the use of temporary cover arrangements. This has been successful and the Locality Manager returns on a phased return from the 5th November.

Groups and Funding support has been un-funded for a period of over 4 months and WCAVA's Board committed a small level of reserves to bridge this gap whilst awaiting the outcome of Area Committee funding decisions. With the confirmation of Area Committee funds we have been successful in recruiting Rookhsana Mohamed who has a decade's experience in raising funds and supporting organisations/groups develop in Coventry having a track record of successfully generating income for the sector to the tune of £8m over the past 10 years.

Warwick

Lin Pride retired at the end of September and we successfully recruited to her replacement in October. Jane Holdsworth and Karen Higgins who have substantial experience in supporting partnerships, leading on collaboration using nationally accredited programmes and supporting a wide range of individual organisations will replace Lin and job-share this role which is funded for 12 months in the first instance.

VASA

VASA have now successfully recruited Dominic Momcilovic as our Community Development Officer. He comes to us with a Post Graduate degree in Community Development from Brunel University and his practical experience includes:

Freelance Grants Assessor for the Diana Princess of Wales Memorial Fund
Regional Counties and Development Manager for the National Federation of Young Farmers

Neighbourhood Support Fund Manager for the Birmingham Voluntary Service Council

Community Development Officer for Hounslow Borough Council

Dominic started in post at the beginning of November.

VC's VBase reports

In addition to the organisations supported and developed reported in the main report the below statistics on Volunteering cover Quarter 2 of 2010

	Vols Interviewed	Vols Placed	New Organisations	New Opportunities
Warwick	142	16	12	52
Nuneaton & Bedworth	183	121	7	12
Rugby	210		11	79
Stratford	134	45	4	44
North Warwickshire	96	48	8	19
Totals	765	230	42	206

Organisational development support is not an area previously enabled to be recorded by V-base which is the universal database used by Volunteer Centres Nationally. The Volunteer Centres in Warwickshire have developed a universal 'consultation record' that records the support delivered to organisations. The partnership will progress this over the coming months to ensure that V-base is reconfigured for all 5 VC's and that detailed reports on organisational support delivered and outcomes achieved are reported easily.

Warwickshire Partnership Monitoring 2010-11

Groups received Funding Advice

	North Warks	Nun & Bed	Rugby	Stratford	Warwick	Total
Quarter 1	77	32	47	50	29	235
Quarter 2	26	29	15	9	27	106
Quarter 3	0	0	0	0	0	0
Quarter 4	0	0	0	0	0	0
Total						341

Groups received Application Advice

	North Warks	Nun & Bed	Rugby	Stratford	Warwick	Total
Quarter 1	0	0	0	0	0	0
Quarter 2	8	15	7	5	0	35
Quarter 3	0	0	0	0	0	0
Quarter 4	0	0	0	0	0	0
Total						35

Groups received Organisational Advice

	North Warks	Nun & Bed	Rugby	Stratford	Warwick	Total
Quarter 1	0	0	0	0	0	0
Quarter 2	21	26	8	21	19	95
Quarter 3	0	0	0	0	0	0
Quarter 4	0	0	0	0	0	0
Total						95

Groups helped with Collaboration Work

	North Warks	Nun & Bed	Rugby	Stratford	Warwick	Total
Quarter 1	0	0	0	0	0	0
Quarter 2	3	8	10	12	6	39
Quarter 3	0	0	0	0	0	0
Quarter 4	0	0	0	0	0	0
Total						39

Total Interventions

	Actual
Quarter 1	452
Quarter 2	654
Quarter 3	0
Quarter 4	0
Total	1106

Total Groups Supported

	Actual
Quarter 1	357
Quarter 2	268
Quarter 3	0
Quarter 4	0
Total	625

Total Raised

	Indicator
Quarter 1	£500,000.00
Quarter 2	£500,000.00
Quarter 3	£500,000.00
Quarter 4	£500,000.00
Total	£2,000,000.00

Groups helped with Query/Signposting

	North Warks	Nun & Bed	Rugby	Stratford	Warwick	Total
Quarter 1	0	0	0	0	0	0
Quarter 2	7	5	12	25	11	60
Quarter 3	0	0	0	0	0	0
Quarter 4	0	0	0	0	0	0
Total						60

Breakdown of Groups Supported

	North Warks	Nun & Bed	Rugby	Stratford	Warwick	Countywide	Indicator	Total
Quarter 1	0	0	0	0	0	0	125	0
Quarter 2	54	43	20	32	32	87	125	268
Quarter 3	0	0	0	0	0	0	125	0
Quarter 4	0	0	0	0	0	0	125	0
Total							500	268

Groups not Previously Supported

	North Warks	Nun & Bed	Rugby	Stratford	Warwick	Indicator	Total
Quarter 1	20	44	13	18	0	18.75	95
Quarter 2	11	22	10	14	14	18.75	71
Quarter 3	0	0	0	0	0	18.75	0
Quarter 4	0	0	0	0	0	18.75	0
Total						75	166

Groups to Deliver Comissioned Services

	North Warks	Nun & Bed	Rugby	Stratford	Warwick	Indicator	Total
Quarter 1	4	6	5	0	3	15	18
Quarter 2	0	8	2	1	1	15	12
Quarter 3	0	0	0	0	0	15	0
Quarter 4	0	0	0	0	0	15	0
Total						60	30

Groups Supported in Volunteer Deve.

	North Warks	Nun & Bed	Rugby	Stratford	Warwick	Indicator	Total
Quarter 1	4	22	12	14	12	20	64
Quarter 2	13	40	30	12	21	20	116
Quarter 3	0	0	0	0	0	20	0
Quarter 4	0	0	0	0	0	20	0
Total						80	180

Groups Achieving Quality Standards

	North Warks	Nun & Bed	Rugby	Stratford	Warwick	Countywide	National	Indicator	Total
Quarter 1	1	16	5	4	0	0	0	10	26
Quarter 2	3	18	12	1	3	6	3	10	46
Quarter 3	0	0	0	0	0	0	0	10	0
Quarter 4	0	0	0	0	0	0	0	10	0
Total								40	72

Groups Trained in Tendering

	North Warks	Nun & Bed	Rugby	Stratford	Warwick	Countywide	National	Indicator	Total
Quarter 1	2	3	3	0	0	6	0	5	14
Quarter 2	10	25	19	6	9	10	7	5	86
Quarter 3	0	0	0	0	0	0	0	5	0
Quarter 4	0	0	0	0	0	0	0	5	0
Total								20	100

Funding Raised

	North Warks	Nun & Bed	Rugby	Stratford	Warwick	Total
Quarter 1	£69,299.00	£9,913.00	£8,758.00	£0.00	£0.00	£87,970.00
Quarter 2	£165,473.00	£223,018.31	£12,318.00	£12,203.00	£0.00	£413,012.31
Quarter 3	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00
Quarter 4	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00
Total						£413,012.31

Actual
£87,970.00
£413,012.31
£0.00
£0.00
£413,012.31

North Warwickshire Monitoring 2010-11

Total Achieved

	Indicator	Actual
Quarter 1	15.25	61
Quarter 2	15.25	57
Quarter 3	15.25	55
Quarter 4	15.25	0
Total	61	173

Total Raised

Indicator	Actual
£400,000.00	£207,841.41
Applied For	£231,863.27
Success Rate	97%
Local	£111,274.41
National	£96,567.00

Groups received Funding Advice

	Groups
Quarter 1	21
Quarter 2	31
Quarter 3	34
Quarter 4	0
Total	86

Groups received Organisational Advice

	Groups
Quarter 1	23
Quarter 2	21
Quarter 3	11
Quarter 4	0
Total	55

Groups helped with Query/Signposting

	Groups
Quarter 1	0
Quarter 2	7
Quarter 3	10
Quarter 4	0
Total	17

Groups to Deliver Comissioned Services

	Indicator	Actual
Quarter 1	3	1
Quarter 2	3	0
Quarter 3	3	0
Quarter 4	3	0
Total	12	1

Groups received Application Advice

	Groups
Quarter 1	26
Quarter 2	8
Quarter 3	26
Quarter 4	0
Total	60

Groups helped with Collaboration Work

	Groups
Quarter 1	0
Quarter 2	3
Quarter 3	1
Quarter 4	0
Total	4

Groups not Previously Supported

	Indicator	Actual
Quarter 1	2.5	20
Quarter 2	2.5	11
Quarter 3	2.5	9
Quarter 4	2.5	0
Total	10	40

North Warwickshire Citizens Advice Bureau 6 monthly report - April – October 2010

1. Introduction

Our work already makes a fundamental contribution to your priorities as a local authority. We set out how in The Warwickshire CABx impact report which accompanies this report.

2. Performance

For North Warwickshire CAB, as for you in local government, problem solving is at the heart of what we do. Our job is to find workable solutions to the difficulties people face in their everyday lives.

Our achievements for clients are impressive. During The first 6 months of 2010 - 2011 we:

- Advised **1450** local clients (an increase of **9%** over the same period in 2009) on **4920** problems; mainly debt, benefits, housing and employment
- Boosted the local economy to the value of **£127,166** by helping people to avoid debt, manage it, and maximise their incomes.
- Money advisors dealt with **£3.4 million** pounds of debt during the first 2 quarters of the year. (We have 1 full time money advisor post less this year following the cessation of Narrowing the Gap funds)
- Since joining the County Citizens Advice telephone service through Legal Advice Warwickshire (LAW) we have made significant increases in the hours of telephone advice that are available across the county and during the period we dealt with **758** advice enquiries by phone, an increase of **53%** over the same period in 2009.
- In July 2010 Warwickshire CABx launched a Financial Capability Project designed to help with debt prevention (funded by WCC Financial Inclusion Partnership). This project has seen the development of close working relationships with local Children's Centres and Extended Schools Services.

How we do it and why that is relevant to you:

- We embodied the 'Big Society' long before that name came into use, developing volunteers to support their neighbours and partnering rather than competing with other community organisations.

- We are known and trusted by some of the most vulnerable people in the community.
- We have intimate local knowledge, which is backed up by the support of a powerful national network.
- Our detailed case recording system generates valuable insights into local problems, trends, and service needs.
- When we see problems that could be avoided by a change in policy or practice, we campaign for that change, which benefits the whole community. During the period we investigated the impact of recession on local older people and published a report 'Soldiering On. This report gained extensive local publicity and went on to become the main theme for Warwickshire Age Concern's AGM in October 2010.
- We contribute to the skills, confidence and employability of local people. During this period we recruited and trained 7 new volunteers and, of those who left us, 14 % went into full time paid employment.
- By stopping some problems escalating and preventing others occurring, we ease the burden on council services as well as GPs, courts and the like.
- Our generalist advice cuts across many of the key areas that affect people's lives, so our work adds value to a whole range of other local organisations and we are uniquely placed to lead advice strategy across the area.

Debt

Debt is still a particularly critical element of our work. Personal insolvency remains at near record levels, on a steeply upward path. Nationally insolvency affected 1 in 311 people in the last quarter, an increase of 54% over the last 6 years. These official figures are only the tip of the iceberg – there are almost 1 million people struggling with debt who have not yet sought advice. Expected increases in unemployment would increase this figure. As always we urge people to seek advice at the earliest possible stage. We are the sole providers of Debt advice in the district and fortunately have a number of routes for people to access advice services – via the Bob bus, which currently visits 9 outreach locations, through regular outreach appointments at Coleshill library and of course via the main office in Welcome Street, Atherstone. Advice is also available by telephone, letter and email.

The local environment

To determine the level of financial concerns for local people we carried out a survey in North Warwickshire, in partnership with Coventry and Warwickshire Co-operative Development Agency (CWCDA). This survey showed North Warwickshire to be a financially vulnerable area in terms of personal finance. Over half of all respondents* have a household income of less than £16040. Six

out of every 10 people had money worries but only 2 out of 10 had ever used a money advisor.

The group of respondents with the highest percentage of money worries was the 26 yrs to 45 yrs age group with around three quarters having money worries and only one quarter ever having used a money advisor.

Around one quarter indicated that they have trouble affording necessities and only 45% were able to save.

3 in every 10 people had used a "doorstep" lender.

At a time when the government is encouraging families to stay together, the economic climate could well be putting so much pressure on the family that it will have the reverse effect. The survey showed that the group most likely to worry about finances was the age group 26 yrs - 45 yrs. This is the group most likely to have children to support and it could be argued that the current financial climate is causing young families the most hardship.

Moving forward

There is uncertainty about service provision as we approach the new financial year. We will be losing funding that we were awarded by the Coalfield Regeneration Trust to extend Money Advice Services by 1 day per week in February 2011.

Funding for Additional Hours of Advice will be winding down in the New Year and ending in March 2011. We will however make use of volunteers funded by that project to maintain our longer opening hours for the foreseeable future.

The Bob pilot project is due to end in March 2011.

The future of the Financial Inclusion Fund which funds 1 full time money advisor is currently uncertain and we do not know if the service will continue after March 2011.

There are doubts over other funding sources; we hope to know more in January 2011.

Carol Musgrave
Manager
November 2010

* There were 153 respondents in all

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- Advised **1927** local clients (an increase of **9%** over the same period in 2009) on **6989** problems; mainly debt, benefits, housing and employment
- Boosted the local economy to the value of **£287812** by helping people to avoid debt, manage it, and maximise their incomes.
- Money advisors dealt with almost **£4 million** pounds of debt during the first 3 quarters of the year. (We have 1 full time money advisor post less this year following the cessation of Narrowing the Gap funds)
- Since joining the County Citizens Advice telephone service through Legal Advice Warwickshire (LAW) we have made significant increases in the hours of telephone advice that are available across the county and during the period we dealt with **1025** advice enquiries by phone, an increase of **32%** over the same period in 2009.
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- Our generalist advice cuts across many of the key areas that affect people's lives, so our work adds value to a whole range of other local organisations and we are uniquely placed to lead advice strategy across the area.

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Debt is still a particularly critical element of our work. Personal insolvency remains at near record levels, on a steeply upward path. Nationally insolvency affected 1 in 311 people in the last quarter, an increase of 54% over the last 6 years. These official figures are only the tip of the iceberg – there are almost 1 million people struggling with debt who have not yet sought advice. Expected increases in unemployment would increase this figure. As always we urge people to seek advice at the earliest possible stage. We are the sole providers of Debt advice in the district and fortunately have a number of routes for people to access advice services – via the Bob bus, which currently visits 9 outreach locations, through regular outreach appointments at Coleshill library and of course via the main office in Welcome Street, Atherstone. Advice is also available by telephone, letter and email.

The local environment

To determine the level of financial concerns for local people we carried out a survey in North Warwickshire, in partnership with Coventry and Warwickshire Co-operative Development Agency (CWDA). This survey showed North Warwickshire to be a financially vulnerable area in terms of personal finance. Over half of all respondents* have a household income of less than £16040. Six

out of every 10 people had money worries but only 2 out of 10 had ever used a money advisor.

The group of respondents with the highest percentage of money worries was the 26 yrs to 45 yrs age group with around three quarters having money worries and only one quarter ever having used a money advisor.

Around one quarter indicated that they have trouble affording necessities and only 45% were able to save.

3 in every 10 people had used a "doorstep" lender.

At a time when the government is encouraging families to stay together, the economic climate could well be putting so much pressure on the family that it will have the reverse effect. The survey showed that the group most likely to worry about finances was the age group 26 yrs - 45 yrs. This is the group most likely to have children to support and it could be argued that the current financial climate is causing young families the most hardship.

* There were 153 respondents in all

The Future

Like many other charities we anticipate serious reductions in funding which will have an impact on services. Over the last 4 years we have been able to provide full face to face debt advice services for all North Warwickshire residents who requested it but this service is currently at risk of being reduced by 75% - this is because CRT funding for 1 day per week of money advice is ending in mid February and Financial Inclusion Fund funding for a full time money advisor is due to end in March 2011. In addition the 'Bob' project in its present form is due to end in March 2011. This will mean the loss of all CAB outreach services in the district unless we are able to redirect an element of current funding to areas where demand for outreach advice is highest e.g. Coleshill and Polesworth.

The consequences of anticipated reductions' in funding will not be fully understood until final decisions are made but we facing a cut in funding from Warwickshire County Council of 12% over the next 3 years and in external project funding of between 50 and 80% on 2010/11 levels.

The consequences for local residents in need of free independent advice will be a reduction in specialist services and more use of self help resources. We aim to train volunteers in higher level advice skills so that we can still help as many people as possible, while providing them with skills which will help them into employment.

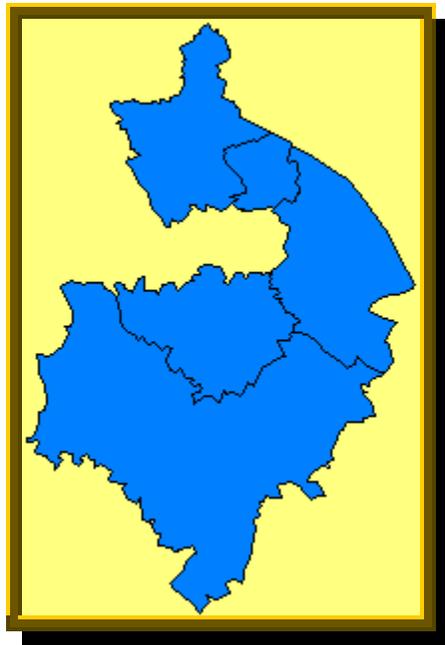
Our aim is to continue to improve services for the public by being resourceful and innovative and we look forward to doing this in partnership with colleagues at North Warwickshire Borough Council and by utilising our strong volunteer base.

Carol Musgrave
Manager

Warwickshire Citizens Advice Bureaux



IMPACT Report

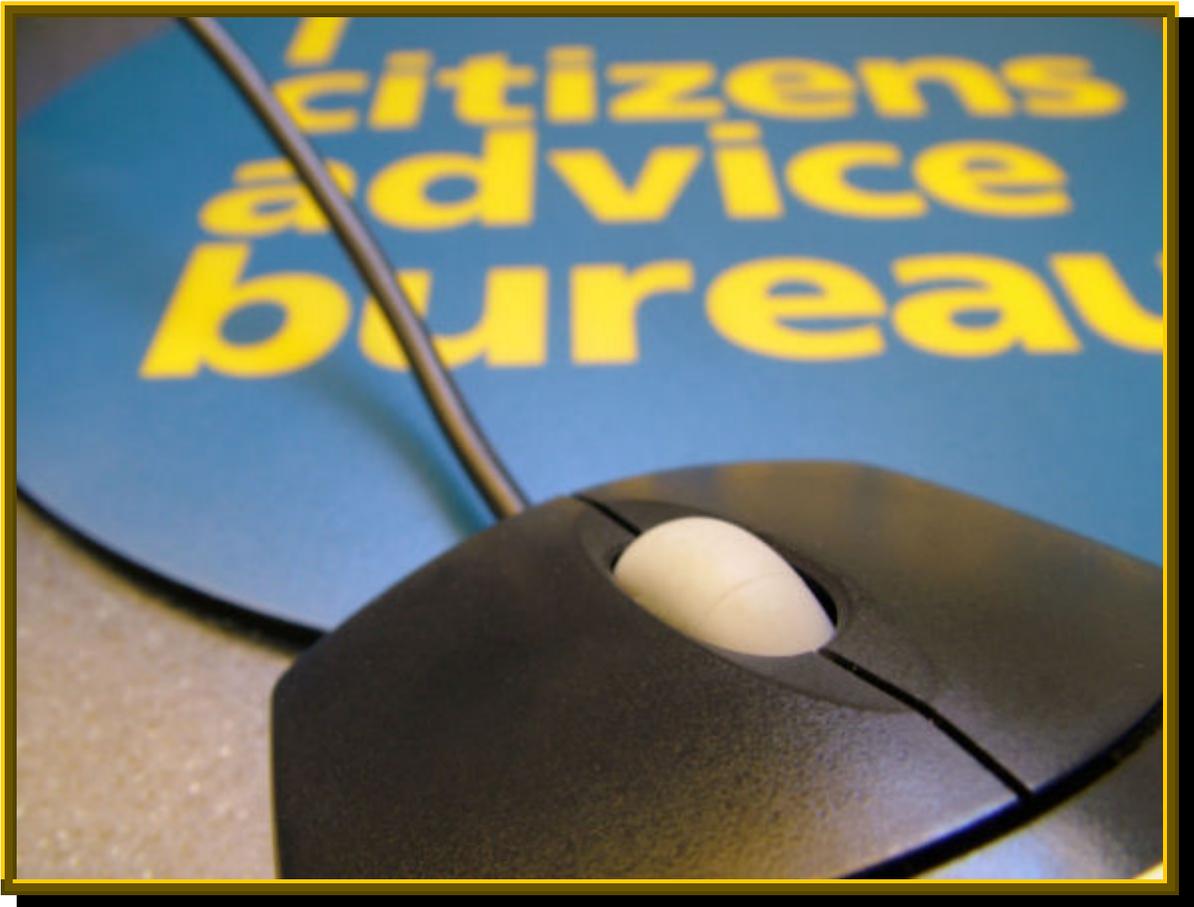


Providing an essential community service

Warwickshire Citizens Advice Bureaux

Providing

Free, Confidential, Impartial and Independent Advice



Whoever you are, whatever the problem, we:

- Fight Discrimination
- Challenge Harassment
- Work for equality for everyone

Introduction

There are four Citizens Advice Bureaux in Warwickshire, these are:

- ❖ Bedworth Rugby & Nuneaton Citizens Advice Bureau
- ❖ North Warwickshire Citizens Advice Bureau
- ❖ Stratford upon Avon Citizens Advice Bureau
- ❖ Warwick District Citizens Advice Bureau

The recent recession and the impact of the economic downturn on local people living and working in Warwickshire has led to a significant increase in the number of people approaching the bureaux for assistance. Loss of jobs and the reduction in household income means that more people than ever are struggling to maintain their financial commitments and make ends meet. This can lead to debt and for some people the possibility of losing their home. This has a negative effect on people's health and the wellbeing of the community in general and can put strains on families and relationships.

At the same time as we are seeing an increase in demand for our services our own funding is in question and future funding cannot be assured due to the impending cuts in public expenditure. This puts our services under threat, because as not for profit organisations, we do not have surplus human or financial resources and any cut in funding is likely to lead to reductions in our valuable front line services. This would lead to unmet need for advice growing in Warwickshire and would have a negative impact on the communities we serve.

During the last two years we have been working to increase access to advice services in a number of ways which includes working closely together to deliver services therefore reducing duplication and making best use of scarce resources. This has resulted in developing a single number generalist advice service using a virtual call centre to link the CAB offices across the county. Another example of this is the development of Legal Advice Warwickshire (LAW) which aims to develop access to generalist and specialist social welfare law casework services across the county closely linked to Children's Centres and other community groups to provide seamless services across the county.

We are working to see more clients by developing gateway / diagnostic interviews to establish client need at the outset and providing the right level of help and support depending on the complexity of the problem and the client's ability to deal with it. We are also harnessing new technology to provide information from self help clinics, more advice by email and information via the internet.

This report highlights the rich history of the CAB Service which has been operating in some parts of Warwickshire since the original service was established in 1939, details about the CAB Service and the work we undertake including our combined statistics for the financial year 2009/10.

We also highlight our social policy campaign work which in times of change will provide evidence where policy and legislation is having a negative effect on local people. Also included are details about the growth in our financial inclusion work and partnership working with other community based and statutory organisations.

Our services are free, confidential, independent and impartial and whilst they are open to all we target them towards the most vulnerable members of our community.

Whilst the economic downturn and cuts in public expenditure threatens the services we offer we believe it presents opportunities which we need to explore about ways that services traditionally delivered by the statutory sector might be delivered more cost effectively through the Citizens Advice Bureau Service and other third sector organisations. We operate at the heart of our local communities and as such are well placed to know the issues and problems facing local people. By utilising volunteers from our local communities we are reflecting the communities we serve and adding value to the services we deliver.

Cuts in our core funding which we require to cover the costs of providing our generalist advice service would threaten front line service delivery and impact on our ability to lever in further funding to develop services targeted at those most at need.

We hope that this report will inform decision makers about the importance of the work of the CAB Service in Warwickshire and help to build the case for continued funding to enable us to deliver our essential community service during the difficult period ahead.

Further information and more detailed statistics are available from the contacts listed at the back of this report.



Our History

When the prospect of a world war loomed, the National Council of Social Services (the forerunner of today's National Council of Voluntary Organisations) established a group to look at how to meet the needs of the civilian population in war-time.

It was agreed that Citizens Advice Bureaux should be established throughout the country, particularly in the large cities and industrial areas where social disorganisation may be acute. On 4 September 1939, the day after the declaration of war, two hundred bureaux were opened.

From the start, volunteers, who worked from public buildings and private houses, ran the service. Advisers dealt with problems relating to the loss of ration books, homelessness and evacuation. They also helped locate missing relatives and prisoners of war. At its peak, there were more than a thousand bureaux, although this was almost halved when Ministry of Health funding was cut after the war. It wasn't until 1960 that Government restored funding to the national body.

In Warwickshire the CAB Service has operated continuously from various offices in Leamington Spa, Nuneaton and Rugby since 1939 with the bureaux in Atherstone. Bedworth in the 80s and Stratford upon Avon opening in the 1973.



CAB outreach advice during World War 2

Aims and Principles

The Citizens Advice Service provides free, confidential, independent and impartial advice to everyone on their rights and responsibilities. We value diversity, promote equality and challenge discrimination.

Our aims are to provide the advice people need for the problems they face, and to improve the policies and practices that affect people's lives

What We Do

The Warwickshire Citizens Advice Bureaux have main accessible offices in each of the Boroughs / Districts in the county and we help local people to resolve their problems. As part of the UK's largest advice provider, Citizens Advice, we are equipped to deal with any issue, from anyone. We provide information spanning from debt, welfare benefits and employment to housing and immigration plus everything in between.

During the financial year 2009/10 the Warwickshire Citizens Advice Bureaux helped 25,986 people with over 92,000 problems. We are not just here to help people at times of crisis, we also use clients' stories anonymously to campaign for policy changes where we see legislation and policy failing and this benefits the wider community.

How we are structured behind the scenes

The Warwickshire CABx are part of the national network of 394 Citizens Advice Bureaux operating across England and Wales. Each bureau is a registered charity and a member of Citizens Advice, which is also a registered charity. Together we make up the Citizens Advice Service. Of the 28,500 people who worked for the service in 2009/10 21,500 were volunteers and 7,000 paid staff.

Citizens Advice provides training, information systems and operational support that equips bureaux to deliver the highest quality advice to local residents. In turn, client evidence submitted from bureaux alerts Citizens Advice to widespread problems which require action at a national level.



Reputation both locally and nationally

The Citizens Advice Service has an enviable reputation as a service people recognise and trust as the following national surveys show

97% of people have heard of the Citizens Advice Service (BMRB 2009)

76% of people trust the Citizens Advice Service to provide free advice that is truly independent and impartial

(nfpSynergy, Brand Attributes survey 2010)

41% of people say they have used a Citizens Advice Bureau at some point in their lives (BRMB 2009)

95% client satisfaction (Citizens Advice characteristics survey, 2009/10)

Rated 1st of 22 national charities on being helpful, approachable, professional, informative, effective, reputable and accountable

(nfpSynergy, Brand Attributes survey 2010)

Locally the Warwickshire CABx have, over a considerable amount of years, built up a reputation as being the trusted first port of call for those experiencing problems and are valued for using highly trained volunteers from local communities to provide frontline services.

Client Comments (in their own words)

'Thank you for your help, I am leaving with peace of mind and knowledge how to progress with my problem'

"Very helpful when I most needed someone to talk too, thank you"

'I have never been to a CAB before and was really nervous but they were great and helped me understand what to do next, brilliant!!'

'I would be lost without your help over the past few years, you have done so much for me, CAB is the lifeline when you need it'

'Made me feel a lot more at ease about my situation, the advice was a great help.'

'Very helpful, your adviser was very knowledgeable and gave us clear advice'

The Case for Advice

People need advice services more than ever

Unexpected events such as illness or redundancy can throw lives off course. Losing a job is a stressful event which can lead to money problems, worries about housing costs and relationship breakdown. Without the help that advice providers give many people will be unable to cope and will face poverty and destitution.

Without advice people's problems can escalate and cost the public purse more

It has been estimated that the average cost to the public of one person's debt problem (including lost economic output) is over £1,000, with more serious debt problems costing many times this amount. Homelessness and the problems typically associated with it can cost the state thousands of pounds in temporary accommodation, health services, police and criminal justice services and lost output through unemployment. The average quantifiable cost of a mortgage repossession is £16,000.

The advice sector reaches the most disadvantaged

Advice agencies are rooted in the communities they serve and use volunteers from these communities to provide services and support. This helps advice organisations to intimately understand the communities they serve and to reach out effectively to those most at risk of social / financial exclusion and the most vulnerable.



Citizens Advice Bureaux providing advice that makes a difference

The Contribution that advice makes

Advice has a positive impact on at least four aspects of our lives:

Health and wellbeing

There can now be no doubt that problems lead to ill health and to increased burdens on health services. Research published in 2006 found that adverse physical and mental health consequences follow over a third of civil justice problems and that 27% of civil justice problems led to stress related illness. Nearly a quarter of people affected by stress sought medical treatment, with an average of 9 visits each to a general practitioner.

Advice services can have a positive impact on health and can alleviate the pressure on medical services. A report on the impact of debt advice found that 12 months after receiving debt advice two thirds of participants stated that their health had improved and 90% of those said this was a direct result of the advice they received.

Creating opportunity

The majority of people working for the Warwickshire Citizens Advice Bureaux are volunteers who receive extensive training and support that enables them to provide frontline services that benefits the community and develops their skills and confidence. Volunteering promotes economic development, enables active citizenship and increases social involvement.

Promoting fairness and overcoming disadvantage

In a democracy, the law protects our civil liberties and our rights. Disadvantaged people, in particular, need help to safeguard their rights as, more than most they rely on the law to protect their personal safety, homes and incomes. It is important that the law is seen to be fair and that everyone, regardless of their means, and personal characteristics, is confident of having equal access to justice.

Improving public services and cutting waste

Advice services see the effects of poor public service delivery. We play an important role in feeding back to government where we see things are going wrong and helping to improve public services. We use actual evidence of clients' problems to demonstrate failure of policy or services and campaign for change.

Advice Services

The Citizens Advice Bureaux in Warwickshire play a central role in tackling injustice and discrimination, reducing poverty and social / financial exclusion and enabling people to realise their full potential

The Delivery of Advice

Our advisers recognise that one problem is often the cause or result of another so, rather than addressing a single issue at a time, they look at a client's situation holistically. In this way other potential problems can be identified early or pre-empted, which prevents them escalating into anything more serious. The Warwickshire CABx operate right at the heart of their local communities and the services we offer reflect the profile of residents.

Impact of Advice

Our clients often report improved health and increased confidence after receiving advice, both of which reduce the demand for health services and contribute to happier, more integrated communities. In fact our service saves time and money for society and stakeholders in many ways, for example by preventing homelessness, avoiding legal action and helping people fill in official forms. As well as taking the strain off other services, we actively contribute to the local economy through means such as increased benefit take-up and the training of volunteers who go into paid jobs.

Access to Generalist Advice

Each Borough / District in Warwickshire has a main CAB office which is accessible for generalist advice and a range of other services. At these offices generalist advice is available face to face. To manage the increased demand for advice due to the economic downturn we have introduced a gateway system to diagnose clients' problems at an early stage and ensure they receive the relevant level of advice and support they need to resolve problems quickly and efficiently. As part of the drive to help more people and manage the unmet need for advice self help materials and fact sheets have been introduced for those that are able to progress their problems themselves having been given the relevant information.

Some offices have introduced self help kiosks where people can access information for themselves and advice / information is also available on the internet

Additionally the Warwickshire CABx offer telephone advice and have recently developed a single number virtual call centre linking all the bureaux offices in the county which helps to increase access to telephone advice by directing calls to where there is spare capacity.

Where resources allow we also provide generalist advice through outreach from a variety of locations throughout the county including:

-  Community Centres
-  Children's Centres
-  GP Surgeries / Hospitals
-  Council offices
-  Courts
-  Prisons
-  Libraries
-  Probation offices
-  BOB's Bus

We also provide advice by email, letter and make home visits to the housebound.

Specialist Casework Services

Warwickshire Citizens Advice Bureaux provides access to specialist casework services for complex social welfare law matters either through caseworkers employed by the bureaux in areas of debt, welfare benefits and housing or through partner organisations for employment and family matters.

The casework services are not available at every bureaux and are dependent on funding which mainly comes from the Legal Services Commission for clients that are eligible for Legal Aid and, for debt casework, currently the Financial Inclusion Fund, which is due to finish on 31st March 2011.

Money advice caseworkers help people to manage multiple debt by identifying what repayments the client can make after essential expenditure and negotiating affordable repayments with creditors. Part of the debt casework role is maximising income to ensure clients are receiving all their entitlements. Where appropriate they also assist clients to apply for a Debt Relief Order or to petition for bankruptcy. Housing caseworkers deal with a variety of cases but the main caseload is helping clients to stay in their home by avoiding repossession which includes negotiating with mortgage lenders and landlords as well as representing clients at repossession hearings. Welfare benefits caseworkers help people with reviews, appeals and tribunals where benefit claims have been refused and interpret complex benefits legislation for clients.

Warwickshire Citizens Advice Bureaux 2009/10 by Numbers

• Clients accessing the service	25,986
• Total client contacts	76,718
• Contacts with 3 rd parties on behalf of clients	18,965
• New problems / issues handled	92,005
• Number of new debt issues handled	33,078
• Number of new benefits issues handled	23,354
• Number of new employment issues handled	7,697
• Number of new housing issues handled	6,174
• Indebtedness handled on behalf of clients	£41.3 million
• Additional benefits identified for clients	£1,587,648
• Clients saved from housing repossession	437
• Volunteers working in the service	282
• Financial Capability courses delivered	172

Debt Advice

In 2009/10, the Warwickshire Citizens Advice Bureaux handled 33,078 new debt issues and helped clients manage a total of £41.3 million of indebtedness. The most common issues concerned credit cards, store cards and unsecured personal loans. Other issues that saw large rises were mortgage and secured loan arrears, fuel, water and telephone debts, rent arrears and overdraft problems.

The causes of over-indebtedness are most commonly an unforeseen change in circumstances (such as loss of employment, illness or divorce) or unrealistic repayment expectations on the part of the creditor or the lender.

Debt problems rarely exist in isolation: many people face clusters of problems, of which debt may be the main or simply a component part. Over-indebtedness can be caused by, and contributes to, social exclusion, financial exclusion and poverty. Low-income groups are three times more likely than the general population to be in arrears with rent, council tax, utility bills or mortgage arrears and research suggests 35% of low/ moderate income families are unable to meet repayments on at least one bill or credit commitment.

The impacts of problem debt on the individual can be severe. In-depth research conducted by the Legal Services Research Centre suggests 89% of debt clients worried about their problems most or all of the time. Around 43% of clients felt their health had suffered to some extent, while around 60% said they had received treatment, medication or counselling as a result of their problems. Further, it was identified that problem debt can impact on an individual's relationships, employment, education and plans for the future.

Problem debt also has a range of impacts beyond the individual. The Consumer Credit Market White Paper of 2003 concluded as follows: "The costs of over-indebtedness... [affect] financial institutions or creditors, and the State as a whole. Over-indebtedness, particularly among low-income groups, also has a significant negative impact on a number of Government objectives – for example, on eliminating child poverty, welfare to work aims, health inequalities and neighbourhood renewal.



Housing Advice

Mortgage re-possession have been rising sharply across the country in the last four years and by 2008 they were six times the level of 2004. A total of 126 properties were repossessed in the UK every day during 2009.

The Warwickshire CABx handled 6,174 housing problems during the financial year 2009/10. The top six housing issues handled were private rented properties, local authority housing, owner occupied property, actual homelessness, threatened homelessness, environment and neighbour issues. These housing issues do not include clients who have fallen into mortgage or rent arrears as these are counted as debt issues.

Actual and threatened homelessness are the most extreme and immediate of housing problems. Homelessness can severely affect health and employment prospects. The life expectancy of someone sleeping rough is estimated to be 42 years, half that of the average UK citizen. Homeless households, in particular 'single homeless' and rough sleepers, have a higher prevalence of physical and mental health problems and the experience of homelessness often exacerbates problems.

Lack of suitable accommodation or the cost of housing is a barrier to accessing employment reported by a third of single homeless people. More than half of homeless people want to engage in learning and skills development, but only a fifth do at present. 37% of homeless people have no qualifications (compared to 10% of the general population).

A quarter of homes in England were still classified as 'non-decent' in 2006, compared to almost half a decade earlier. 5 per cent of people live in overcrowded conditions. Overcrowding is four times as prevalent in social rented housing as in owner-occupation.

A significant amount of research has been conducted on the effects of homelessness or inadequate accommodation on children. According to Shelter, one in seven children (1.6m) in Britain are homeless or in squalid housing that wrecks their health, education and future chances. Shelter have conducted studies into the affects of bad housing on health and education, demonstrating that children living in such conditions can suffer physically and mentally, and are more likely to struggle at school.

Employment Advice

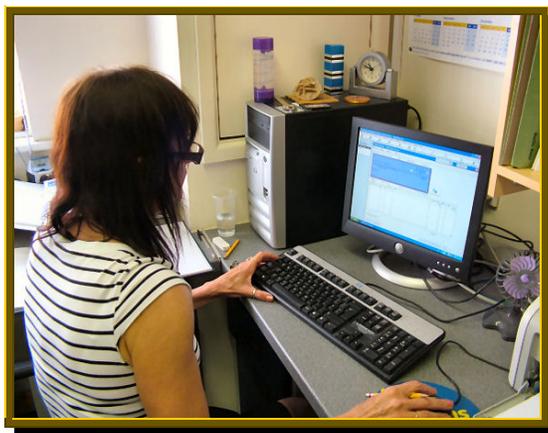
The number of unemployed people in the UK for the three months to March 2010 was 2.51 million, the highest figure since December 1994. Additionally 1,940 people reported they had become redundant every day in the three months to March 2010.

Warwickshire Citizens Advice Bureaux handled 7,697 employment issues during the financial year 2009/10. The top six categories for employment advice were pay and entitlements, dismissal, redundancy, terms and conditions of employment, dispute resolution and tribunals / appeals.

Employee stress impacts on the individuals concerned, the workplaces and the wider community. About 1 in 5 people say that they find their work either very or extremely stressful. Over half a million people report experiencing work-related stress at a level they believe has actually made them ill. Many of the personal negative impacts of employment problems and related impacts can be eased by good advice.

As a result of bureau advice, clients with employment problems can retain their job, protect their terms and conditions, or, where it is not appropriate for them to return to their job, Citizens Advice bureaux can gain financial compensation through tribunals.

Employment advice provides benefits to employers as well as employees. The average recruitment cost of filling a vacancy per employee is £4,333, increasing to £7,750 when organisations are also calculating the associated labour turnover costs. With terms and conditions, the most common of all employment issues presented, one of the main benefits of employment advice provided by Citizens Advice Bureaux is ensuring clients are aware of their rights as an employee.



Timely employment advice relieves stress and resolves problems

Welfare Benefits Advice

The Warwickshire Citizens Advice Bureaux dealt with 23,354 new benefits and tax credit issues in 2009/10. Half of all benefits advice related to determining clients' eligibility and entitlement. Almost one in ten benefits issues concerned form-filling.

The recession has meant that benefits and tax credit problems seen by bureaux increased compared to 2008/9. The bureaux saw significant increases in advice regarding Jobseekers Allowance, Housing and Council Tax Benefits, Disability Living Allowance, Child Benefit, and the new Employment Support Allowance (replacing Incapacity Benefit).

The six largest categories of benefit advice provided by bureaux were Housing Benefit, Council Tax Benefit, Disability Living Allowance (Care Component) Working and Child Tax Credit, Income Support and Disability Living Allowance (Mobility Component).

Current level of take-up for welfare benefits and tax credits, combined with complexity of system and diversity of potential claimant population, suggest strong continuing demand for effective, accurate and authoritative nongovernmental welfare rights advice service.

Take-up of entitlements by eligible non-recipients of benefits can make a considerable contribution to improving the financial situation of a household; deliver an increase in living standards and a reduction in deprivation and poverty experienced.

Financial gains have been linked with health benefits. For example an increase in income was associated with a decrease in bodily pain at six months and improvements in psychosocial health at twelve months.

For some eligible non-recipients of welfare benefits, advice may be particularly important in enabling them to make claims. Mental health service users are more likely to find the complexity of the tax and benefits system overwhelming.

There is a close relationship between debt and benefit advice issues. Research has found that 15% of debt clients reported that advice led to an increased income through benefits.

Welfare benefits and tax credits do not only represent gains for the individual, but can also be used as a part of local economic development. A proportion of the higher incomes enjoyed by previously non-claiming recipients are spent on the purchase of goods and services and is more likely to be spent locally.

Warwickshire Citizens Advice Bureaux Advice Statistics 2009/10

We gather our statistical information through the records we produce regarding our clients' enquiries. This means we collect our data in a consistent manner and this provides a wide range of client profile information as well as details of problems we have dealt with, area of residence and where problems occur. This information is invaluable to local policymakers when it comes to tackling problems and identifying areas of need and trends.

Detailed below are combined statistics of the Warwickshire CABx for the financial year 2009/10.

Each client is counted just once as a client starting a new enquiry irrespective of the number of future contacts he/she may need before their problem is resolved. As clients are recorded onto our case management system they are recognised as either approaching the service for the first time or a previous client with a new problem.

During the financial year 2009/10 the Citizens Advice Bureaux in Warwickshire with 25,986 people starting a new enquiry of which 3,961 people were previous clients returning with a new problem.

Some clients only need or visit to access the advice, information and support they need to resolve their problem(s) however if their issue is complex or there are multiple problems it may take a number of visits to resolve the problems involved. To gain an understanding of the workload involved in resolving clients' problems we also record contacts. Additionally we record non-client contacts this is when we contact other organisations and 3rd parties to negotiate on clients' behalf. The box below outlines the combined number of client and non client contacts that the Warwickshire CABx had during the financial year 2009/10.

Client Contacts	76,718
Non – Client Contacts	18,965
Total Contacts	95,683

Warwickshire Citizens Advice Bureaux Advice Statistics 2009/10

We also collect statistics on the new issues our clients bring us and record these once as they are presented. These can be further broken down by category to show more specifically the nature of enquiry. For the purposes of this report we record the combined number of new enquiries presented during 2009/10 by major category area.

Category	Q1	Q2	Q3	Q4	Total New Issues	%
Benefits	5509	5872	5400	6573	23354	25.4
Consumer	533	712	612	789	2646	2.8
Debt	7946	8152	7718	9262	33078	35.9
Education	71	92	45	72	280	0.3
Employment	1936	1976	1759	2026	7697	8.5
Finance	590	508	494	575	2167	2.4
Health	180	215	136	221	752	0.9
Housing	1418	1591	1482	1683	6174	6.7
Immigration	155	173	180	217	725	0.8
Legal	839	960	873	981	3653	3.9
Other	187	237	288	328	1040	1.1
Relationships	1240	1271	1221	1426	5158	5.6
Signposting	486	697	1013	620	2816	3.0
Tax	206	140	178	143	667	0.7
Travel	108	157	101	123	489	0.6
Utilities	371	305	314	319	1309	1.4
Total	21775	23058	21814	25358	92005	100

Client Case Studies

The client has a mortgaged property in his sole name which he took out in 2008 with the Woolwich. At the time that the client contacted the bureau he was in mortgage arrears of approximately £3,500.00 and had received a county court claim form for possession

The client had accrued the arrears due to non-priority debts, relationship breakdown and a big downturn in overtime available at his place of employment. He was in a desperate situation as he did want to retain his property, especially as his daughter from a previous relationship stays with him at the weekends. The client did understand the severity of the situation.

Prior to coming to us for advice the client had made an arrangement to pay his mortgage and arrears at a rate of £180 per week (as he is paid weekly). On a monthly basis this equated to his contractual monthly instalment (CMI) of £535.17 plus £244.83 towards the arrears. The client is on a low income and this payment took a huge chunk out of his weekly wage. The client had agreed to this out of sheer desperation to keep his property and he was clearly struggling.

The bureau tried to negotiate with the lenders representatives for the client to pay his CMI plus £50 per month; however, they refused as they stated that it would take too long. A CAB caseworker accompanied the client to the Court hearing and put forward the facts of the case together with the client's income and expenditure form. The Judge could clearly see that the client could afford to pay his CMI and ordered that he pay his CMI plus £50 per month. He did not accept the Claimant's argument that the arrears would take too long to clear as there was 30 years to run on the mortgage. The client was very pleased that this was agreed as he could afford the payments comfortably and retained his property.

Client approached the Bureau having received a high court judgement in respect of a debt of £2,560.46 (originally £1,439.96 before added costs) and wished to dispute liability. Client had been a co-tenant of a Public House until January 2001 when owing to a breakdown in her personal relationship with her partner she left the property. Client could not remember signing a tenancy agreement. She has subsequently married and has two small children. Her husband is unemployed and in receipt of income based JSA, child credit, housing and council tax benefit. The couple have no savings.

On 18th March 2009, the client received a visit from the bailiff appointed by the High Court in Derby in respect of the above debt. The bailiff did not gain entry and was informed by the client that she had no knowledge of the debt, did not know what period it related to, did not know what it was for and did not know of any proceedings that had been taken out against her. Client had subsequently received a formal letter dated 18th March 2009 from advising her of the judgement and asking for immediate payment to be made. Client telephoned the debt company involved to inform them of her situation and that she would be seeking advice, but the company stated that they would need to consider possible bankruptcy proceedings being taken out against her.

Following the advice given by the bureau, form N244 was completed with the client in order to obtain a general stay of enforcement and to request a hearing in the High Court. Client was given assistance in completing the form and was advised to send it to the Derby High Court by special delivery. Client was advised regarding the liability of debts and the limitation act. In general, creditors have six years in which to take a client to court for the debt. If the creditor has not taken action within this time limit it is unenforceable.

Client returned to the Bureau on the 09th July 2009 to inform us of the positive outcome. The case had been returned to court and it had been found that she is not liable for the debt. Client thanked us very much for our assistance in this matter.

Client Case Studies

Client is married with one child. Client had applied for child benefit and child tax credit in his wife's name. The claim was refused. His wife has no recourse to public funds due to immigration procedures. His child was born three months ago. Client is living in private rented accommodation and is also in receipt of Housing and Council Tax Benefit. Client suffers from mental health and physical issues. He had a long-term sickness and was in receipt of Incapacity Benefit. Client was then asked to attend a medical examination/interview conducted by the benefit agency, which he subsequently failed. Due to his mental health issues, he did not appeal the decision. Client came to the Citizens Advice Bureau because he has not received any money in the last 6 months, apart from his disability living allowance (DLA) and has been struggling to maintain payments on bills etc. It emerged that client did not submit a appeal for his Incapacity Benefit within the time limit of one month, but made a claim for Employment Support Allowance. This claim was also refused due to the fact he had failed the previous medical.

Client was advised that we have the option of submitting a late appeal for his Employment Support Allowance in which case we would have to wait to go through a tribunal hearing, or we could submit a new claim for ESA as 6 months has passed and the previous decision would not apply (which, we advised, would be the quickest way to get benefits reinstated). With client's agreement and permission we completed an income based application form for Employment Support Allowance, advised client to get relevant sick notes from his doctor. Advised client that he would be paid Employment Support Allowance, but only at the single person applicable amount as his wife has no recourse to public funds. Client was also advised that he should make an application for Child Benefit and Child Tax Credit in his name and not his wife's, as the benefits would then be paid.

The client was assisted with the completion of the child benefit form and tax credit forms. The bureau also contacted the department dealing with Employment Support Allowance on numerous occasions in order to get Employment Support Allowance paid.

Client has now received backdated Employment Support Allowance from 14/12/09, (total backdate, £376.00) Child Benefit, (total backdate £240.00) and Child Tax Credit, (total backdate £1,080.00) from date of birth of child. Client is very pleased with the outcome.

Client Comments (in their own words)

'We both really appreciate the help and advice we have been given this helped us to feel and cope better with our issues'

'100% friendly and provide advice that was very helpful for me and helped me understand my situation'

'Good advice which helps to give me cheerful mind'

'Very helpful, excellent service, very in-depth advice found all the information very useful'

'Very helpful, I have been stressed and worried about my problems'

'Really helpful and useful, came out more knowledgeable about my rights and entitlements'

Volunteering

Volunteering is an important expression of citizenship and essential for democracy. It is the commitment of time and energy for the benefit of society and the community and can take many forms. It is undertaken freely and by chance, without concern for financial gain.

Volunteers are the backbone of the Citizens Advice Service and they are fundamental to the successful delivery of our services. The Warwickshire Citizens Advice Bureaux could not deliver the range of services we do without the commitment, goodwill and enthusiasm of our volunteers.

Over 280 volunteers give their time freely to the Citizens Advice Bureaux in Warwickshire. In the main those who volunteer are highly trained to deliver generalist advice and other roles include receptionists, social policy workers, administration assistants and trustee board members. All our volunteers live in the local communities we serve and have an understanding of the issues and challenges facing local people. Using information based on average salaries for the various roles our volunteers undertake we have calculated the value of the work undertaken by volunteers to be in excess of £1,500,000 per year.

Central government has recognised the power of volunteering and that through it people build relationships, networks and bonds of trust. Volunteering is widely recognised as having a positive impact on the 'health' of the community. It raises aspirations, encourages community participation and helps to develop, strong, active and empowered communities. Volunteering is also a route into paid work for those who want it, giving skills to young people, those wishing to return to the workplace and the long term unemployed.



Warwickshire Citizens Advice Bureaux offer a variety of volunteering opportunities helping local people to develop their skills and confidence

Financial Inclusion Work

'Helping people to manage their money better is not just an issue for the here and now. The costs of financial exclusion are intimately linked with prolonged and entrenched unemployment, and patterns of ill health, illiteracy and social deprivation that are found in our poorest communities. Financial capability training can help break this cycle, giving people the tools to manage their money and the knowledge to make sure they are receiving a fair deal. Citizens Advice Bureaux and other agencies need support from local authorities to deliver this training in a planned and sustained way.'

Bala Mahendran – CEO Basildon District Council

It is widely accepted that people who are 'financially capable' make ends meet, keep track, plan ahead and stay informed. Our aim is to ensure that everyone who attends our community based financial capability sessions will be able to work towards achieving these goals.

The Warwickshire Citizens Advice Bureaux are members of the developing Warwickshire Financial Inclusion Partnership and each bureau has a Financial Capability Worker delivering courses in their local community.

One of our aims is to facilitate the development of money wise groups whereby those who attend courses continue to meet and share information, skills and money saving ideas. The first group 'Money Wise Mums' who attended financial capability courses at the St John's Children's Centre in Kenilworth have won an Adult Learner of the Year Special Learning Award sponsored by Yorkshire Bank.

One of the Money Wise Mums commented:

'Beyond learning about budgeting, understanding APRs, learning how to prioritise our expenses and gaining knowledge of our statutory rights, I feel the most valuable part was getting to know other mums in my community and creating friendships and a support network'.

Our long term aim is to eradicate financial exclusion and ensure that people are knowledgeable about handling their financial affairs and understand the financial products that are available to them in order that they can make informed choices.

Social Policy Campaign Work

The twin aim of the Warwickshire Citizens Advice Bureaux is to *improve the policies and practices that affect people's lives.*

We do this by capturing evidence of our clients' problems where legislation, policy and practices on a local regional and national basis are having a detrimental affect on their lives.

On a national level we send evidence to Citizens Advice's Social Policy department who use this, along with evidence from other Citizens Advice Bureaux from across the country, to spot trends and policy failure and bring these issues to the attention of legislators and policymakers. Increasingly government ministers and industry are engaging with Citizens Advice to understand the impact of changes in legislation can have and how services they control are being administered.

Where we see policy and legislation failing we campaign for change and this has a wider impact on local communities as the issues we are highlighting may also be adversely affecting people who have not accessed our services.

Locally we work with our LAW partner organisations by meeting regularly to raise issues of particular concern to Warwickshire that arise during the course of our advice work. We produce local reports and raise issues with local decision makers, MPs and Councillors to ensure issues that have a negative impact on the wider Warwickshire community are highlighted and relevant action is taken to address the problems raised.

Most recently we have produced a report entitled 'Soldiering On' highlighting the problems that older people are experiencing as a result of the recession and economic downturn. This has been well received and has led to further work which has helped highlight these problems to a range of professionals working with this age group and has raised awareness of the problem, which is the start of finding a solution.

Social policy work adds additional value to advice work as it highlights real problems that people in Warwickshire are experiencing and helps local decision makers to spot trends, understand where policy is failing and target resources effectively to resolve issues. Our evidence forms and management statistics can help pinpoint social policy issues at both district and ward level and are a rich source of information for local decision makers.

Partnership Working – LAW

In 2009 we secured funding from the Big Lottery Fund to develop a legal advice network across Warwickshire. The aim of the 3 year project is to bring together Warwickshire's leading providers of generalist and specialist advice in areas of social welfare law in order to increase access to advice services throughout the county by working in partnership to deliver co-ordinated and integrated services. By working together we aim to make our advice services accessible to everyone in Warwickshire irrespective of where they live and to reduce the unmet demand for free, independent advice.

LAW has 11 named partners including not for profit advice providers, a firm of solicitors and Warwickshire Trading Standards who are working together to develop the network. The partners have formed a steering committee to develop this work and are supported by Warwickshire County Council. The partners include Bedworth Rugby & Nuneaton CAB, North Warwickshire CAB, Stratford upon Avon CAB, Warwick District CAB, Warwickshire Employment Rights Service, Warwickshire Welfare Rights Advice Service, Warwickshire Race Equality Partnership, Coventry & Warwickshire Family Mediation, Doorway, LDJ Solicitors and Warwickshire Trading Standards.

The objectives of the project include:

- ✚ Developing a single number generalist advice county telephone service linking the CAB offices across Warwickshire via a virtual call centre and increasing access to telephone advice.
- ✚ Developing electronic referral links and protocols between partner organisations allowing clients to be referred seamlessly to the best source of help.
- ✚ Recruiting and training 150 volunteer generalist advisers across the county to enable us to increase access to advice
- ✚ Developing a LAW website and electronic referral links with community organisations to extend the reach of our advice services and make them well known and accessible.
- ✚ Developing quality procedures and systems across the LAW network and providing continuous professional development training delivered by LAW member organisations to staff and volunteers from LAW organisations

Core Funding

As not for profit charitable organisations the Warwickshire Citizens Advice Bureaux are reliant on core funding from Warwickshire County Council and the Borough, District and Town Councils to continue providing their essential community advice services.

Core funding helps cover the costs of office accommodation, management and supervision of the service and volunteer workers, financial and other administration, volunteer out of pocket travel expenses, IT and information resources, insurances and subscriptions and other costs associated with operating the service. Core funding has in most cases not been reviewed for some years and is often granted at either the same level as the previous year or with an inflationary increase. In some cases this means that the core grants have not kept pace with the actual expenditure leaving the core services in a deficit position, which can deteriorate year on year.

With the impending cuts in public expenditure announced in the Comprehensive Spending Review the CAB core funding will be under more pressure just at a time when it is expected that the frontline services we provide will be more in demand than ever.

As charitable organisations we do not have a surplus of resources that we can call on during difficult financial times and cuts to core funding is likely to result in cuts in service provision which will in turn have a negative impact on those in need.

Additionally core funding is important in that it helps us to attract and lever in funding from other sources. It is common these days that those wishing to invest funding in organisations such as Citizens Advice Bureaux make decisions based on the financial security of organisations and they are particularly interested in establishing that the costs associated with providing the core funding are secure and ongoing. If our core funding is lost or diminished it therefore has a serious impact on our ability to develop the service further for the benefit of the communities we serve.

Thanks to the support from our local authority funders the CAB Service has continued to operate continuously since the Citizens Advice Service was first established in 1939. Pressures on budgets will inevitably lead to reviews on local expenditure and it is hoped that our core funders will recognise the positive impact that our front line advice services have on both individuals' lives and the wider communities we serve and continue to support our essential community service.

Future Plans

As we all face uncertain economic times in the foreseeable future the Citizens Advice Bureaux in Warwickshire and partners are working to ensure that accessible generalist advice is available to all those living or working in Warwickshire. The development of the LAW partnership is an important part of our future development aimed at increasing access to advice, ensuring that those approaching the service are referred to the most appropriate source of help seamlessly and that we avoid duplication and work together to maximise our resources which benefits local people.

Working alongside LAW is the development of the Warwickshire Financial Inclusion Partnership which is a multi agency project aimed at bringing a range of advice and financial education and services to local communities particularly targeting those most at risk of financial / social exclusion. The LPSA reward funding administered by Warwickshire County Council that had been earmarked for this project has been drastically reduced by the coalition government which has meant that we have to totally rethink what the partner organisations can deliver with reduced resources. However the partner organisations are committed to continue and find further resources to carry out this important work

There is also uncertainty about other funding streams that the Warwickshire CABx currently have including that from the Legal Services Commission to provide casework services for complex welfare benefits, debt and housing matters. Also there is no indication that funding received by some of the Warwickshire CABx from central government's Financial Inclusion Fund to provide debt casework services will continue beyond 31st March 2010.

However there are also new opportunities emerging including the establishment of a partnership between Macmillan Cancer Support, BRANCAB and Warwick District CAB to provide advice service for people suffering from cancer and their families. Also it has recently been announced by central government that the Citizens Advice Service is to play a greater role in the delivery of consumer advice and education alongside Trading Standards.

One aim over the next two years is to look to make economies through sharing resources and to make best use of them to ensure we can continue to provide our accountable, quality assured advice services to the benefit of the Warwickshire wide community.

Warwickshire Citizens Advice Bureaux Contact Details

Further information, facts and statistics about your local CAB Service in Warwickshire are available from the contacts below:

Bedworth Rugby and Nuneaton CAB (BRANCAB)

Manager: David Gooding
Tel: 024 76 643206 / 01788 541031
Email: david.gooding@brancab.org.uk
Web: www.cabnuneaton.org.uk
www.cabrugby.org.uk

Main Offices:

25 Congreve Walk
Bedworth
Warwickshire CV12 8LX

1st Floor, Chestnut House
32 North Street
Rugby
Warwickshire CV21 2AG

19 Dugdale Street
Nuneaton
Warwickshire CV11

North Warwickshire CAB

Manager: Carol Musgrave
Office Telephone: 01827 721945
Email: nwcab.manager@cabnet.org.uk
Web: www.nwcab.org.uk

Main Office:

The Parish Rooms
Welcome Street
Atherstone
Warwickshire CV9 1DU

Stratford upon Avon and District CAB

Manager: Sue Green
Office Telephone: 01789 295399
Email: susan.green@stratforduponavoncab.org.uk
Web: www.stratforduponavoncab.org.uk

Main Office: 25 Meer Street
Stratford upon Avon
Warwickshire CV37 6QB

Warwick District CAB

Manager: Hilary Holland
Office Telephone: 01926 457939
Email: manager1@wdcab.cabnet.org.uk
Web: www.cableamington.org.uk

Main Office: 10 Hamilton Terrace
Leamington Spa
Warwickshire CV32 4LY

Legal Advice Warwickshire



LAW Telephone Advice Line 0844 855 2322

Website: www.legaladvicewarwickshire.org.uk

Agenda Item No 15

Community and Environment Board

24 January 2011

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

**Leisure Facilities –
Bank Holiday Opening**

1 Summary

- 1.1 At its meeting held on 4 October 2010, the Board's approval was sought for the Bank Holiday closure of leisure centres during 2011/12, in respect of which Members requested further information relating to the possible cost of opening facilities at the identified times. This report provides indicative costs of opening on Bank Holidays and in view of the on-going need to ensure the cost-efficient operation of all services proposes that the closure schedule set out in paragraph 3.1 below be approved.

Recommendation to the Board

That, in view of the identified adverse cost and service implications associated with opening leisure centres on Bank Holidays, the originally proposed schedule of facility closures, as set out in paragraph 3.1, be approved.

2 Consultation

2.1 Portfolio Holder, Shadow Portfolio Holder and Ward Members

- 2.1.1 The Portfolio and Shadow Portfolio Holders for Health, Well-being and Leisure, Community Life and Resources, together with appropriate Ward Members, have all had an opportunity to comment on the content of this report.

3 Background

- 3.1 Leisure facilities close for eight statutory and four extra statutory days each calendar year. In order to close when public demand and income levels are likely to be relatively low and, conversely, open when the demand for access is higher, the Board, at its meeting held on 4 October 2010, was asked to approve the schedule of closures identified below.

1	Good Friday	Friday 22 April 2011
2	Easter Monday	Monday 25 April 2011
3	Royal Wedding	Friday 29 April 2011
4	May Day	Monday 02 May 2011
5	Spring Bank Holiday	Monday 30 May 2011
6	Late Summer	Monday 29 August 2011
7	Day from 01 June	Saturday 24 December 2011
8	Christmas Day	Sunday 25 December 2011
9	Boxing Day	Monday 26 December 2011
10	Extra Statutory Day	Tuesday 27 December 2011
11	Day from 30 August	Saturday 31 December 2011
12	New Year's Day	Sunday 01 January 2012
13	Day from Easter	Monday 02 January 2012

- 3.2 Members will note that an additional date has been added to this schedule, in respect of the Royal Wedding to take place on 29 April 2011.
- 3.3 The identified schedule of closures, however, has been consistently applied for a number of years, as a consequence of which the Board understandably requested up-to-date information relating to the costs associated with opening the facilities on Bank Holidays. In this regard, it was felt to be prudent to focus on the Authority's two most frequently visited facilities, Atherstone Leisure Complex and Coleshill Leisure Centre and on two of the potential closure dates, one during the summer and one during the Christmas and New Year period (as highlighted in bold above).
- 3.4 As can be seen from the following tables, the facilities are considerably more expensive to open on Bank Holidays. Staffing costs, in particular, would be much higher, due to the enhanced rates that would become payable for working at these times. Additionally, and as alluded to in the October 2010 Board report, previous experience has shown that visitor numbers and, therefore, income levels are much lower on Bank Holidays than would be expected at other times of the year. Indeed, despite extensive marketing, income has been reduced to approximately 30% of normal levels during previous Bank Holiday openings.

		One Day Actual Staff Cost (£)	Jan Bank Hol Cost (£)	Add Cost (£)	One Day Actual Staff Cost (£)	Aug Bank Hol Cost (£)	Add Cost (£)
Coleshill Leisure Centre	Employees	495.00	1480.00	985.00	495.00	1480.00	985.00
	Income	557.00	168.00	389.00	512.00	154.00	358.00
	Closure Cost			1,374.00			1343.00
	Visits (inc DD Members)	492	148		260	78	
Atherstone Leisure Complex	Employees	1110.00	3325.00	2215.00	1110.00	3325.00	2215.00
	Income	762.00	228.00	534.00	1636.00	490.00	1146.00
	Closure Cost			2749.00			3361.00
	Visits (inc DD Members)	519	156		716	215	
Total Cost				4123.00			4704.00

Note: It is anticipated that the pro-rata cost of opening Arley and Polesworth Sports Centres would be higher, due to the lower visitor numbers expected at these venues.

- 3.5 As reported elsewhere on this agenda, the budget strategy for 2011/12 requires that revenue budget savings be identified across the Authority. In this regard, proposals relating to nine service budgets within the Leisure and Community Development Division are presented to Members at this meeting. The Board will also be aware that it has recently determined both to reduce opening hours within leisure facilities, thereby saving £25,000, and to close the crèche at Atherstone Leisure Complex, saving £10,000. Any decision to open leisure facilities on Bank Holidays, and incur the increased costs associated with any such decision, must be taken in the context of the need to make savings within the revenue budget.
- 3.6 A significant factor in proposing the original schedule of dates was the desire to close the facilities at those times when public demand for access was at its lowest and correspondingly remain open when the service demand was higher. Any decision to open the facilities at Bank Holidays, therefore, will not only increase the cost of the service, but also necessitate closures (in order to meet staff holiday entitlements) at times when more people wish to use the centres. Any such decision, therefore, would be in contradiction with the corporate priorities to both enhance access to services and achieve a balanced budget.

4 Report Implications

4.1 Financial Implications

4.1.1 The 2011/12 budget provision shown elsewhere in this agenda has been based on the closures identified in paragraph 3.1. Any decision to open the leisure facilities at Bank Holidays will necessitate a growth bid to be made for the additional resources required. This will almost certainly require compensatory savings to be made elsewhere in the revenue budget.

4.1.2 Given that the Council has an extremely challenging savings target of £2m plus over the next four years, it is difficult to envisage compensatory savings being made over and above this target

4.1.3 The proposed schedule will enable the facilities to minimise the impact of the closures and remain open during periods of higher customer demand.

4.2 Safer Communities Implications

4.2.1 Appropriately timetabled and accessible leisure opportunities provide constructive alternatives to anti-social and/or criminal behaviour and thereby help to reduce the likelihood of disorder within the community.

4.3 Environment and Sustainability Implications

4.3.1 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 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.

4.4 Human Resource Implications

4.4.1 The requirement for staff to be provided with annual leave for eight statutory and four extra statutory days each year is a consequence of a national agreement with local government employers. If a decision is taken to open leisure facilities on Bank Holidays compensatory annual leave arrangements will need to be made for the relevant staff, which will necessitate centre closures at other times of the year, when the public demand for access is greater.

4.5 Risk Management Implications

4.5.1 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.

4.6 Equalities

4.6.1 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.

4.7 Links to Council Priorities

4.7.1 The proposed facility closures will ensure that the centres remain open during periods of peak demand and, therefore, enhance community involvement and access to services and ensure that the Council is making the best use of its resources. Any decision to open on Bank Holidays will adversely affect the achievement of these corporate priorities. As they stand, the proposals also allow the facilities to maximise opportunities for participation, thereby enabling the Council to "tackle health inequalities through improving well-being and providing leisure opportunities to all of our citizens" and "tackle crime, the fear of crime and anti-social behaviour". Additionally, the current proposals are consistent with the three priorities of the Sustainable Community Strategy to raise aspirations, develop healthier communities and improve access to services.

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

Background Papers

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

Background Paper No	Author	Nature of Background Paper	Date
None			

Agenda Item No 16

**Community and Environment
Board**

24 January 2011

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

**Play Area Development
Programme**

1 Summary

- 1.1 This report sets out progress in respect of the implementation of the Play Area Development Programme.

Recommendation to the Board

- a That progress in respect of the Play Area Development Programme be noted and approved;**
- b That Baxterley Parish Council's offer of funding towards the renewal of play facilities at the recreation ground in the village be accepted ;**
- c That the proposal to extend the current contract with Wicksteed Leisure Ltd, in accordance with Contract Standing Order 5.5. (5), be approved; and**

Recommendation to Executive Board

- d That a growth bid in respect of ongoing maintenance and replacement costs for the proposed new play facilities at Baxterley Recreation Ground from 2012/13 be approved.**

2 Consultation

2.1 Portfolio Holder, Shadow Portfolio Holder and Ward Members

- 2.1.1 The Portfolio and Shadow Portfolio Holders for Safer Communities, Health, Well-being and Leisure, Environment, Community Life and Resources, together with all appropriate Ward Members, have had the opportunity to comment on the content of this report.

3 Introduction

3.1 A progress report on the second phase of the Play Area Development Programme was presented to the Board at its meeting held in October 2010. The latest position in respect of the Development Programme is summarised in the Action Plan attached at Appendix A. The Action Plan provides for the development of play facilities in the Borough within the context of the North Warwickshire Green Space Strategy (2008/18) and the North Warwickshire Play Strategy (2007/12), which together provide the framework guiding work in this area of activity.

3.2 This report provides a brief update with regard to delivery of the relevant priorities of the Green Space Strategy and then concentrates more fully on progress in respect of Phase 2 of the Programme.

4 Delivery of the Strategic Priorities of the North Warwickshire Green Space Strategy

4.1 Within the Green Space Strategy there are three strategic priorities in respect of Children and Young people. They are:

- SP013 – Develop a Play Area Business Plan to enable us to ensure that all of our built play facilities offer good play value, meet current safety standards, are accessible, are secured by design and support the objectives of the North Warwickshire Play Strategy
- SP014 – Support the development of a strategic network of play facilities across the Borough and assist other providers to deliver improvements through partnership working
- SP015 – Explore opportunities to include natural, wildplay areas when developing individual site management plans

4.2 In respect of SP013, the first step in the process to develop a Business Plan, an evaluation of the first phase of the Play Area Development Programme, is complete and the final report was approved by the Scrutiny Board at its meeting held in December 2010. The lessons learned within the evaluation process will inform the preparation of the Business Plan to guide the Authority in taking forward future phases of the Play Area Development Programme.

4.3 With regard to SP014, work with parish councils to provide improved facilities in Baddesley Ensor, Kingsbury and Fillongley is detailed in sections 5 and 6 below. Additionally, the Leisure and Community Development Division hosted a second parish play event in November 2010, which explored the subject of “risk and play”. The event was both well-attended and well-received by town and parish councils. Officers are considering further topics for future events and are exploring whether there may be a demand for more in-depth training in respect of play safety inspections.

- 4.4 In respect of SP015, the designs for the Phase 2 schemes, detailed in sections 5 and 6 below, have incorporated more elements of “natural play” and it is anticipated that the natural play theme will be further developed through the broader management plans proposed for a number of recreation sites in the Borough.

5 Play Area Development Programme Phase 2 – Playbuilder Projects

- 5.1 As previously reported, the Authority had been allocated £203,125 through the previous Government’s national Playbuilder Programme, which it had elected should be divided equally to fund the redevelopment of play facilities at its sites in Ridge Lane, Old Arley and Sycamore Road, Kingsbury, and the parish council site in Speedwell Lane, Baddesley Ensor. The first year’s schemes at Ridge Lane and Baddesley Ensor were completed to timescale.
- 5.2 Members will recall that the funding was to be made available over two financial years, 2009/10 and 2010/11, but also that the second year’s schemes had been put on hold whilst the Coalition Government reviewed the Playbuilder Programme. In mid-November 2010, officers were advised by Warwickshire County Council that the original funding allocation had been approved and that the Borough Council could proceed with the proposed schemes at Old Arley Recreation Ground and Sycamore Road Recreation Ground, Kingsbury.
- 5.3 As all of the preparatory work for the two schemes had already been undertaken it has been possible to place the orders for the works without further delay. Installation is due to commence in January with a view to completion by the end of March 2011.

6 Play Area Development Programme Phase 2 – Other Projects

- 6.1 Subsequent to the development of the new play facility at Royal Meadow Drive, community consultation has been undertaken to determine whether or not there is support for the retention of the play area at Warwick Drive in Atherstone. The results of the consultation are summarised at Appendix B. As can be seen there is significant support for the retention of a play facility at this site with 38 out of 60 respondents being in favour. As previously agreed by the Board, discussions with Atherstone Town Council in respect of the future of this site, and that at Minions Close, will now be taken forward. A further report will be brought to the Board when a proposed way forward has been formulated.
- 6.2 Work has commenced on the installation of the new facilities at Kingsbury Parish Council’s Church Lane Recreation Ground but was been delayed by the severe weather experienced in December 2010. It is now hoped that the scheme will be completed by February 2011.

- 6.3 With assistance from the Borough Council's Green Space Strategy Fund, Fillongley Parish Council has developed detailed proposals for the provision of improved play facilities at its recreation ground. The Parish Council has submitted a project bid for external funding to WREN, the outcome of which is expected in February 2011.
- 6.4 Community consultation has also been undertaken to determine whether or not there is support for the removal of the redundant play equipment at Sunset Close in Polesworth. No adverse local reaction to the proposed removal having been received this will now be undertaken and the area reinstated as informal open space, as agreed by the Board at its meeting in October 2010.
- 6.5 Baxterley Parish Council has offered to support the Authority to provide much-needed new play facilities at the recreation ground in the village, specifically by way of the provision of £5,500 in Third Party Funding to seek to draw down £50,000 from the Landfill Communities Fund. This is a very welcome offer as the Borough Council has no capital funding available to advance this project.
- 6.6 The timing of the Parish Council's offer coincided with officers' discussions with Merevale Estate regarding the renewal of the lease for the recreation ground. Initially, a six-year lease had been proposed by the Estate, but this would be too short to be acceptable to potential external funding bodies, which generally require a minimum ten-year lease to be in place in order to provide security of tenure. The Estate is supportive of the Council's wish to progress the project and is currently considering how it may accommodate the Authority with an appropriate lease arrangement.
- 6.7 Whilst it would be inadvisable to start work on the project until the Authority is sure of its position, the Parish Council's offer has been accepted in principle and an outline project plan has been prepared with a view to completing an installation by next autumn. This assumes that Wicksteed Leisure Ltd. would be commissioned to supply and install the play equipment as an extension to the current contract for the Playbuilder projects, which would expedite the project sooner than would be the case if a new tendering procedure were to be instigated. This would be in accordance with allowable exceptions to the requirements of competition in Contract Standing Order 5.5 (5) "Where the work to be done or the goods to be supplied constitute any extension to an existing contract and it is in the Council's best interest to negotiate with the existing contractor/supplier".
- 6.8 It is recommended that Members endorse the acceptance of the Parish Council's offer and approve the extension of the contract with Wicksteed Leisure Ltd.

7 Report Implications

7.1 Finance and Value for Money Implications

- 7.1.1 As previously reported, the redevelopment of play facilities at Ridge Lane and Baddesley Ensor cost £101,530, of which £95,489 has been reimbursed through the Playbuilder Programme. The shortfall will be made good from the approved 2010/11 Playbuilder allocation.
- 7.1.2 The proposed redevelopment of the play facilities at Old Arley and Sycamore Road, Kingsbury, will cost £156,740 of which £101,562 will be met from the external capital funding provided through the Playbuilder Programme. The remaining £55,178, required for the removal of old equipment and for complementary improvement works to the sites, will be met from the current revenue budget and from earmarked reserves.
- 7.1.3 The financial implications of future play provision at Warwick Drive and Minions Close in Atherstone will be considered during discussions with the Town Council and will be reported to a future meeting of this Board.
- 7.1.4 The Green Space Strategy Fund has provided £5,500 in third party funding for the project at the Parish Council site in Church Lane, Kingsbury. £10,000 has also been allocated from the Fund for the development of a management plan, including improved play provision, at the recreation ground in Fillongley, of which £1,895 has been paid to date.
- 7.1.5 The cost of the proposed removal of the redundant play equipment at Sunset Close, Polesworth, and the subsequent reinstatement of the site as informal open space will be met from the existing revenue budget.
- 7.1.6 A capital cost of £50,000 has been assumed for the provision of new play facilities at Baxterley Recreation Ground. It is anticipated that the provision of £5,500 in third party funding from Baxterley Parish Council should enable external funding to be secured from the Landfill Communities Fund. The cost of removing the old equipment and any associated works would be met from the 2011/12 revenue budget.
- 7.1.7 Should the project at Baxterley Recreation Ground proceed there will be a need to make provision for ongoing maintenance and future replacement costs in line with the principle that has previously been established within the context of the Play Area Development Programme. This would amount to £5,500 per annum from 2012/13.

7.1.8 If the proposed growth bid is not approved and this Board determines to proceed with the scheme, then any future maintenance would need to be funded from within existing budgetary provision. This would then potentially impact on the Council's ability to maintain its existing play areas. It would also mean that there would be no provision for the replacement of the equipment at the end of its useful life. Future replacement, therefore, would depend on the finances available at that time.

7.2 Safer Communities Implications

7.2.1 Appropriately designed and located play facilities for children and young people provide constructive alternatives to anti-social and/or criminal behaviour. Improving the quality and accessibility of play areas also helps to reduce the likelihood of disorder within the community.

7.3 Legal and Human Rights Implications

7.3.1 Newly installed play areas comply with the requirements of all appropriate legislation and with recommended European safety standards.

7.4 Environment and Sustainability Implications

7.4.1 The provision of opportunities for constructive activity within communities enhances local cohesion, social inclusion and individual and collective quality of life. It has a positive impact on the creation of sustainable communities, within which people feel safe, healthy and valued.

7.5 Risk Management Implications

7.5.1 The risk management implications of the Play Area Development Programme have been addressed in previous reports to Board.

7.6 Equalities Implications

7.6.1 The equalities implications of the Play Area Development Programme have been addressed in previous reports to Board.

7.7 Links to Council's Priorities

7.7.1 The implementation of the Play Area Development Programme contributes directly to the corporate priorities to:

- Enhance community involvement and access to services
- Protect and improve our environment
- Tackle health inequalities through improving well-being and providing leisure opportunities to all of our citizens
- Work with our partners to tackle crime, the fear of crime and anti-social behaviour
- Make best use of our resources

7.7.2 Additionally, the implementation of the Play Area Development Programme contributes directly to the priorities of the North Warwickshire Sustainable Community Strategy to:

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

7.7.3 The Play Area Development Programme also directly delivers against priorities set out in the North Warwickshire Green Space Strategy and the North Warwickshire Play Strategy.

The Contact Officer for this report is Alethea Wilson (719212).

Background Papers

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

Background Paper No	Author	Nature of Background Paper	Date
1	Assistant Director (Leisure and Community Development)	Report to Community and Environment Board (Play Area Development Programme)	March 2010
2	Assistant Director (Leisure and Community Development)	Report to Community and Environment Board (Play Area Development Programme – Evaluation of Phase One)	June 2010
3	Assistant Director (Leisure and Community Development)	Report to Community and Environment Board (Play Area Development Programme)	October 2010
4	Assistant Director (Leisure and Community Development)	Report to Scrutiny Board (Play Area Development Programme – Evaluation of Phase One)	December 2010

Lead Officer: Simon Powell

Objective	Action	Timescale	Resource	Responsible Officer	Progress
DELIVERY AGAINST THE STRATEGIC PRIORITIES OF THE NORTH WARWICKSHIRE GREEN SPACE STRATEGY					
In accordance with key priority SP013 of the North Warwickshire Green Space Strategy ensure all Borough Council play facilities offer good play value, meet current safety standards, are accessible, are secured by design and support the objectives of the North Warwickshire Play Strategy	Develop a Play Area Business Plan to determine the action to be taken at those Borough Council play areas still awaiting improvement	March 2011	Staff time	LM	To be informed by the post project evaluation (see below)
	Establish a play area replacement fund to replace equipment at Borough Council sites in the long-term	On-going	Revenue budget - £3000 per play area per annum	LM / AD(L&CD)	Fund established with annual payments from the revenue budget
	Ensure all Borough Council play areas are subject to routine inspection and maintenance and to annual independent inspections	On-going	Staff time, revenue budget	LM	Staff training undertaken Inspection and maintenance schedules in place Annual independent inspections completed May 2010 Risk assessment has identified a need for improved inspection system and more responsive maintenance

Lead Officer: Simon Powell

Objective	Action	Timescale	Resource	Responsible Officer	Progress
DELIVERY AGAINST THE STRATEGIC PRIORITIES OF THE NORTH WARWICKSHIRE GREEN SPACE STRATEGY <i>continued.....</i>					
In accordance with key priority SP014 of the North Warwickshire Green Space Strategy support the development of a strategic network of play facilities across the Borough and assist other providers to deliver improvements through partnership working	Where appropriate include other providers' sites in the Play Area Development Programme	Ongoing	Staff time External funding Revenue budget	LM	Parish Council sites at Baddesley Ensor, Kingsbury and Fillongley included in Phase 2 of the programme, details set out below
	Facilitate events for other providers to raise awareness of current thinking on the provision of outdoor play opportunities	Ongoing	Staff time Revenue funding	PDM	Events held in March and November 2010 – both very well received
	Develop and implement a more supportive play area inspection service for parish councils	April 2012	Staff time Potential increase in revenue income	LM	
PHASE 1 SCHEMES					
Piccadilly Recreation Ground Provision of replacement junior / toddler facilities & new teen facilities Coleshill Cole End Park / Coleshill Memorial Park Provision of replacement junior / toddler facilities / teen kickabout Austrey Hollybank Provision of replacement junior / toddler facilities Polesworth Abbey Green Park Provision of replacement junior / toddler facilities & new teen facilities					All Complete

Lead Officer: Simon Powell

Objective	Action	Timescale	Resource	Responsible Officer	Progress
PHASE 1 SCHEMES <i>continued</i>					
<p>Ansley Common Bretts Hall Phase 1 Provision of new teen facilities</p> <p>Corley Church Lane Provision of extra equipment to increase play value for juniors / toddlers</p> <p>Hurley Brick Kiln Lane Provision of replacement junior / toddler facilities & new teen facilities</p> <p>Wood End Johnson Street Provision of replacement junior / toddler facilities & new teen facilities</p> <p>Water Orton George Road Provision of fencing and extension to hard surface</p> <p>Hartshill Snowhill Recreation Ground (Parish Council) Provision of junior / toddler & teen facilities</p> <p>Hartshill Grange Road Recreation Ground and Moorwood Estate Removal of existing equipment</p> <p>Mancetter Recreation Ground Provision of replacement junior / toddler facilities & new teen facilities</p> <p>Dordon Kitwood Avenue Recreation Ground Provision of additional junior / toddler facilities</p> <p>Atherstone Royal Meadow Drive Provision of family play facility</p> <p>Atherstone St George's Road Removal of inappropriately sited play facility</p>					All complete

Lead Officer: Simon Powell

Objective	Action	Timescale	Resource	Responsible Officer	Progress
PHASE 2 SCHEMES					
Atherstone Minions Close					
Transfer to Atherstone Town Council	Implement remedial groundworks and install replacement fencing				Complete
	Negotiate formal Agreement with ATC	April 2011	Staff time	LM / Legal	To be progressed
Atherstone Warwick Drive					
Transfer to Atherstone Town Council or removal of facility	Community-based consultation to determine retention or otherwise of the facility	Spring 2010	Staff time	LM / PDM	Consultation completed December 2010, results indicate support for play facilities at the site
	Negotiate formal Agreement with ATC	April 2011	Staff time	LM / Legal	To be progressed

Lead Officer: Simon Powell

Objective	Action	Timescale	Resource	Responsible Officer	Progress
PHASE 2 SCHEMES <i>continued</i>					
Ansley Common Bretts Hall Phase 2					
Provision of further play facilities in conjunction with improvements to the recreation ground and adjacent allotment site	Community-based consultation and feasibility study	Summer 2010	Staff time	LM / PDM	Community safety concerns militate against further development on this site. Discussions with Parish Council in progress to identify possible alternatives
Kingsbury Church Lane Recreation Ground (Parish Council)					
Support Kingsbury Parish Council to provide new play facilities at the recreation ground, in accordance with key priority AP020 of the Green Space Strategy	Scoping meetings with Parish Council	June / July 2008	Staff time	LM / PDM	Complete
	Preliminary site meeting with Hags Play Ltd to consider feasibility	August 2008	Staff time	LM	Complete
	Planning meetings with Parish Council	October and November 2008	Staff time	LM	Complete
	Community based consultation	January 2009	Staff & Volunteer time	PC	Complete

Lead Officer: Simon Powell

Objective	Action	Timescale	Resource	Responsible Officer	Progress
Kingsbury Church Lane Recreation Ground (Parish Council) <i>continued ..</i>					
Support Kingsbury Parish Council to provide new play facilities at the recreation ground, in accordance with key priority AP020 of the Green Space Strategy <i>continued</i>	Design and Specification	February 2009	Staff time	Hags Play / LM	Complete
	Fundraising	Commencing March 2009	Staff & Volunteer time	PC	£5,500 allocated from Green Space Strategy Fund for Third Party Funding £50,000 secured from WREN
	Installation	January 2011	£60,000 External funding	AW / KPC	Due to commence December 2010 but delayed by severe weather
Ridge Lane Recreation Ground					
Provide new play facilities at the recreation ground in accordance with key priority AP31 of the Green Space Strategy	Include in the submission to the Warwickshire Playbuilder Programme	July 2009	Staff time	LM	Complete
	Community based consultation	January 2010	Staff time	PDM / Wicksteed	Complete
	Preparation of design, specification and costings	January 2010	Staff time	Wicksteed / LM	Complete

Lead Officer: Simon Powell

Objective	Action	Timescale	Resource	Responsible Officer	Progress
Ridge Lane Recreation Ground <i>continued</i>					
	Removal of old equipment and installation of new facilities on site	March 2010	External funding - £50,780 Revenue budget - £5495	Wicksteed / LM	Complete
Baddesley Ensor Recreation Ground (Parish Council)					
Support the Parish Council to provide new / additional play facilities in accordance with key priority AP44 of the Green Space Strategy	Include in the submission to the Warwickshire Playbuilder Programme	July 2009	Staff time	LM	Complete
	Community based consultation	January 2010	Staff time	PDM / Wicksteed	Complete
	Preparation of design, specification and costings	January 2010	Staff time	Wicksteed / PDM	Complete
	Removal of old equipment and installation of new facilities on site	March 2010	External funding - £50,780	Wicksteed / PDM	Complete

Lead Officer: Simon Powell

Objective	Action	Timescale	Resource	Responsible Officer	Progress
Old Arley Recreation Ground					
Provision of replacement junior / toddler facilities & new teen facilities	Include in the submission to the Warwickshire Playbuilder Programme	July 2009	Staff time	LM	Business plan submitted to WCC
	Community based consultation	August 2010	Staff time	JD / Wicksteed	Complete
	Preparation of design, specification and costings	August 2010	Staff time	Wicksteed / LM	Complete
	Removal of old equipment and installation of new facilities on site	March 2011	External funding - £50,780 Revenue budget - £5000	Wicksteed / LM	Installation due to commence January 2011
Kingsbury Sycamore Road Recreation Ground					
Provision of replacement junior / toddler facilities & new teen facilities in accordance with key priority AP19 of the Green Space Strategy	Include in the submission to the Warwickshire Playbuilder Programme	July 2009	Staff time	LM	Business plan submitted to WCC
	Community based consultation	August 2010	Staff time	PDM / Wicksteed	Complete
	Preparation of design, specification and costings	August 2010	Staff time	Wicksteed / LM	Complete
	Removal of old equipment and installation of new facilities on site	March 2011	External funding - £50,780 Revenue budget - £5000	Wicksteed / LM	Installation due to commence January 2011

Lead Officer: Simon Powell

Objective	Action	Timescale	Resource	Responsible Officer	Progress
Fillongley Church Lane Recreation Ground (Parish Council)					
Support Fillongley Parish Council to provide new play facilities at the recreation ground, in accordance with key priority AP047 of the Green Space Strategy	Recommend allocation of Green Space Strategy Funding to Fillongley Parish Council at Area Forum meeting	January 2010	£10,000 revenue budget	LM	Funding agreed at Area Forum
	Meet the Parish Council to determine a way forward	February 2010	Staff time	LM	Consultants engaged to develop proposals for new play provision
	Support Parish Council to implement proposals	Ongoing	Staff time	LM	Awaiting outcome of Parish Council's bid for external funding
Polesworth Sunset Close					
Removal of redundant equipment and reinstatement of open space	Recommendation to Community and Environment Board	October 2010	Staff time	LM	C. and E. Board, at its meeting in October 2010, approved removal subject to consultation
	Community-based consultation to determine retention or otherwise of the facility	Spring 2010	Staff time	LM / PDM	Consultation completed December 2010, results indicate support for removal
	Remove play equipment and reinstate to open space	Spring 2011	Staff time Revenue budget	LM	To be progressed

Lead Officer: Simon Powell

Objective	Action	Timescale	Resource	Responsible Officer	Progress
Baxterley Recreation Ground					
Provision of replacement junior / toddler facilities & new teen facilities	Secure appropriate lease agreement from Merevale Estate	April 2011	Staff time Annual rent payment from revenue budget	LM	Discussions in progress with Merevale Estate
	Community based consultation in partnership with the Parish Council	January 2011	Staff time	PDM	Subject to outcome of discussions above
	Preparation of design, specification and costings	February 2011	Staff time	Wicksteed / LM	ditto
	Consultation with Parish Council and Merevale Estate to ensure agreement with design	March 2011	Staff time	LM	ditto
	Submission of external funding bid	April 2011	Staff time	LM	ditto
	Exchange of contract with funding body	August 2011	Staff time	LM	Subject to outcome of funding bid
	Letting of contract with supplier	August 2011	Staff time	LM	ditto
	Removal of old equipment and installation of new facilities on site	September 2011	External funding (£50,000)	Wicksteed / LM	ditto
	Opening event	October 2011	Staff time	PDM	ditto

Lead Officer: Simon Powell

Objective	Action	Timescale	Resource	Responsible Officer	Progress
PROJECT MANAGEMENT					
Ensure effective delivery of and accountability for the Play Area Development Programme	Carry out post project evaluation of the delivery of Play Area Development Programme Phase 1 Schemes	April 2010	Staff time	AD (L&CD) / LM / PDM	Final evaluation report approved by Scrutiny Board in December 2010
	Hold regular progress meetings	On-going	Staff time	LM / PDM	On-going
	Monitor revenue budget	On-going	Staff time	LM	Monthly finance reports in place
	Monitor capital budget	On-going	Staff time	LM	Monthly finance reports in place
	Report to Members	Ongoing	Staff time	AD(L&CD) / LM	Report to be presented to C. & E. Board in January 2011

AD (L&CD) – Assistant Director (Leisure & Community Development Division) LM – Landscape Manager PDM – Partnership & Development Manager

Play Area Development Programme - Warwick Drive Consultation Results Summary

Would like the play area to be retained at Warwick Drive	Would like the play equipment to be removed and the site kept as a green space	Other	Comments
1			Should be sectioned areas for different age ranges
	1		
1			
1			We need open spaces and play areas
1			Although there is an excellent new play area nearby to Warwick Drive, we have seen lots of mums, dads, with very young children and babies, use Warwick Drive facilities. We feel these should be kept as it is, as the larger site is less user friendly for the very young.
1			They need improving though.
1			Especially for smaller children
	1		
1			It needs to be maintained with some new equipment. Its great for young children (toddlers)
1			The play equipment is a good idea and should stay the children love it and it is kept tidy and clean always.
1			I would like to see the play equipment maintained
1			Small children come from local houses with parents to enjoy this area however, teenagers should be moved on.
	1		Now that we have good facilities I don't feel it is necessary to maintain the facility at Warwick Drive
1			Only worth keeping if they are to be improved as there isn't actually anything useable there!
1			And have some updated equipment especially for younger children
	1		As there is a new one at Royal Meadow Drive, this area should be kept as green space.
	1		A well maintained green area would be nice.
1			
	1		A possible garden area
1			Under no circumstances should this area be turned into affordable housing, which has previously been suggested.
1			Maintained being the operative word - what is there is a disgrace
1			
1			It is useful to take our grandchildren there. It is very handy and brings the community spirit as see neighbours there and no dogs to frighten babies and toddlers.
1			For younger children its great to just go to the smaller park and have a certain amount of independence. Older kids or accompanied children can use Royal Meadow Drive park.
1			The play facilities should be improved, there needs to be provisions for this estate.
1			
	1		A park would encourage gangs and trouble as in the past
1			
1			
1			
1			Play Equipment for small children only.
	1		It encourages youths to gather rather than young children to play.
1			

Play Area Development Programme - Warwick Drive Consultation Results Summary

		1	Due to the disturbance we suffer from the park constantly we think it should be sold off and houses built on it. We are fed up of balls and rubbish being thrown onto our garden and the fences being damaged.
1			A couple of benches would be nice
	1		
1			If the facilities are removed more problems will be created
1			There are a lot of small children on the estate that would benefit from having a play area close to home.
1			
	1		
		1	I feel this is not needed now with the brilliant play area just a few hundred yards away, which I might add has given many young people pleasure and enjoyment - well done -
1			We use the swing here regularly as we have a 4 year old son. The other area has older children and is not suitable - This area in Warwick Drive is perfect for us. We have lived here over 15 years and would like this play area maintained.
	1		
	1		There is an excellent play area on the football field.
		1	I think the park area should be re-vamped so that there are more features to use.
1			As a parent of a young child I would like to see the area maintained as I can supervise him playing independently.
1			Great - for the young residents on the estate.
1			Its ideal for when the grandchildren visit as a lot of older children use the facility at Rmd.
	1		
	1		
		1	Gathering area for teenagers rather than children, vandalise equipment
1			V pleased with NWBC services thank you merry xmas.
1			The facilities should be improved with a proper walkway laid, but one which could not be used by motorcycles - better lighting and get rid of the big dump of bushes but keep the one around the outside . Better dog fouling bins.
	1		Green space or community garden / flower bed. Site is not used by young children.
	1		
	1		
	1		
1			I feel this area is nice to take smaller children that may not be ready for the big park.
1			The play area should remain and be re developed to the standard of the St Mary's Road site.
38	20	2	

Agenda Item No 17

Community and Environment Board

24 January 2011

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

**Parks, Open Spaces and
Horticultural Service Performance
and Grounds Maintenance Service
Review**

1 Summary

- 1.1 This report updates the Board with regard to the annual benchmarking exercise for parks, open spaces and horticultural services, advises on progress of the Grounds Maintenance Service Review and seeks approval of the new Grounds Maintenance Specification and its proposed implementation with effect from April 2011.

Recommendation to the Board

- a That the Board notes and comments upon the performance of the Parks, Open Spaces and Horticultural Service;**
- b That the Board notes progress in respect of the approach being taken to improve service standards;**
- c That the new Grounds Maintenance Specification be approved; and**
- d That a phased implementation of the new Grounds Maintenance Specification be undertaken with effect from April 2011, as identified in the report, subject to there being no adverse impact on the Council's 2011/12 revenue budget.**

2 Consultation

2.1 Portfolio Holder, Shadow Portfolio Holder and Ward Members

- 2.1.1 The Portfolio and Shadow Portfolio Holders for Environment, Health, Well-being and Leisure, Countryside and Heritage, Safer Communities, Community Life, Housing and Resources have had the opportunity to comment on the content of this report.

3 Introduction

- 3.1 At its meetings held in March 2009 and June 2010 the Board considered reports in respect of benchmarking exercises that had been undertaken in relation to parks, open spaces and horticultural services and progress in respect of the implementation of a Grounds Maintenance Service Review, which was being carried out in accordance with an identified priority in the adopted North Warwickshire Green Space Strategy.
- 3.2 This report updates the Board with regard to the third annual benchmarking exercise and advises on the progress of the Grounds Maintenance Service Review.

4 Benchmarking Exercise

- 4.1 In order to ensure consistency, and an independent, robust assessment, benchmarking of parks, open spaces and horticultural services in 2009/10 was again carried out through APSE (Association for Public Service Excellence) in the summer of 2010. The resulting Performance Indicator Standings Report is attached at Appendix A. A comparison with the previous years' results, summarised at Appendix B, shows an overall improvement in performance, with the combined percentage of indicators in the top two quartiles for the Authority's family group increasing from 56% to 62.5% against a target of 63%. Whilst the percentage in the top quartile fell from 37% to 31.25% the percentage in the second quartile rose from 19% to 31.25%.
- 4.2 The service continues to be in the top quartile in respect of maintenance costs per head of population and per household. It has, however, slipped back to the second quartile in respect of maintenance costs per hectare of land; a comparison of this cost, £3886, with that of the previous year, £3835, shows this to be a product of decreased costs elsewhere in the family group rather than any increase in North Warwickshire.
- 4.3 There has been a significant improvement in levels of staff absence, in that they have reduced, and both the number of play areas provided per 1000 children and the number of public events held in parks have increased. The two latter indicators are measures of the value of the service within local communities.
- 4.4 Relatively low levels of customer satisfaction continue to be of concern as this measure remains in the fourth quartile. Whilst this reflects the continuing need to improve service standards, some encouragement can be taken from the fact that satisfaction levels did rise from 62.1% in the previous year to 68%.
- 4.5 The benchmarking exercise will be repeated in summer 2011, in respect of the 2010/11 service. The Leisure and Community Development Division has set a target to increase the percentage of indicators achieving top quartile

placings to 37.5% and to maintain the second quartile placings at 31.25% - a combined target of 68.75%.

5 Grounds Maintenance Service Review

- ...
- 5.1 The revised Grounds Maintenance Specification, arising from the review of the Grounds Maintenance service, has now been prepared and is attached at Appendix C. As previously advised, in the report to the Board in June 2010, this is a performance-based specification that sets maintenance standards to be achieved for a range of land use types. The intention is that, in future, payments to the Grounds Maintenance DSO will be based on satisfactory delivery of the service against these standards, rather than on the number of operations carried out.
- 5.2 It will be relatively straightforward to move to the new Specification in respect of some elements of the work, such as amenity grass cutting, where there is not expected to be any adverse impact on current budgetary provision. Other elements of the service, however, such as the maintenance of amenity shrub areas and of sports pitches, are more complex and require further consideration as they are likely to require greater investment of resources than is currently available if the proposed standards are to be met. Clearly, these elements cannot be fully implemented until the detailed cost implications have been identified and addressed, either by identifying savings and efficiencies elsewhere or by adopting alternative methods of service delivery. Similarly each park, recreation ground and proposed new Local Nature Reserve will require an individual management plan, some being relatively simple but others more intricate, depending on the nature of each site. Each plan will need to be integrated into the Specification as it is developed and will need to be supported by its own specific financial plan.
- 5.3 Given the current financial climate, it is recognised that it is very unlikely that additional resources can be made available to the service in the foreseeable future and not without compensatory savings being made elsewhere. It is, therefore, proposed that the new Specification should be implemented over a number of seasons, commencing in April 2011 with the grass cutting functions. Further work will take place in the meantime to determine how the Grounds Maintenance service will meet the requirements of the new Specification in its entirety. This work will be carried out within the context of the work currently being undertaken to develop a more integrated service within the Streetscape Division, with a view to achieving both operational efficiencies and value for money. A further report will be brought to the Board on this and related matters in March 2011.
- 5.4 There are two areas of particular concern that will need to be addressed prior to April 2011. Firstly, the impact on the Authority's resources of the grounds maintenance service currently provided to Warwickshire County Council. Members will be aware that the annual reimbursement from the County Council for grass cutting falls well short of the cost of the service. It may be less well known that the Authority also maintains a number of amenity shrub beds on Highways land, for which it currently receives no reimbursement. The County Council has been undertaking a review of its arrangements with

local district and borough councils, the outcome of which is awaited. It is hoped that officers will be able to advise the Board of the proposed level of reimbursement for the forthcoming financial year, and the implications for this Authority, at its meeting to be held in March 2011.

- 5.5 Secondly, there will be a need to make time available, particularly within the Streetscape Division, for officers to carry out regular inspections to ensure that the standards set out in the Specification are met. It is anticipated that this will be achieved by developing new working methods and by streamlining processes to reduce the time spent on administration.
- 5.6 Members are asked to approve the new Grounds Maintenance Specification and its phased implementation with effect from April 2011.

6 Report Implications

6.1 Finance and Value for Money Implications

- 6.1.1 There are no new financial implications arising directly from this report. The resource implications of the new Grounds Maintenance Specification will be addressed in a report to this Board at its meeting to be held in March 2011.
- 6.1.2 Paragraph 5.3 highlighted the need for compensatory savings if any additional resources are needed. The Council already has an extremely challenging savings target of £2 million plus over the next four years, so it is difficult to envisage compensatory savings being made over and above this target. Subject to its approval, the process of fully implementing the proposed new Specification, therefore, will need to incorporate a full investigation of alternative methods of service delivery.

6.2 Safer Communities Implications

- 6.2.1 The provision of well managed, good quality parks and open spaces has positive implications for the corporate objective to reduce crime, the fear of crime and anti-social behaviour.

6.3 Environment and Sustainability Implications

- 6.3.1 Delivery of service improvements through implementation of the Green Space Strategy and the Grounds Maintenance Service Review will have positive implications for the protection and improvement of the environment and the future sustainable development of the Borough.

6.4 Human Resources Implications

- 6.4.1 None. Any staffing implications arising from the Grounds Maintenance Service Review will be reported to future meetings of this and the Resources Board.

6.5 Risk Management Implications

6.5.1 The risk management implications of the Grounds Maintenance Service Review have previously been reported to the Board.

6.6 Equalities Implications

6.6.1 The equalities implications of the Grounds Maintenance Service Review have previously been reported to the Board.

6.7 Links to Council's Priorities

6.7.1 The Grounds Maintenance Service Review makes a direct contribution towards delivering the corporate priorities to:

- enhance community involvement and access to services
- protect and improve our environment
- tackle health inequalities through improving well-being and providing leisure opportunities to all of our citizens
- work with our partners to tackle crime, the fear of crime and anti-social behaviour
- make best use of our resources through achieving a balanced budget and developing our workforce

6.7.2 The outcomes of the Review will also contribute towards:

- defending and improving our countryside and rural heritage

6.7.3 Additionally, the Review outcomes will have positive and direct links to the priorities of the North Warwickshire Sustainable Community Strategy to:

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

6.7.4 Implementation of the Grounds Maintenance Service Review directly delivers the key priority of the North Warwickshire Green Space Strategy to:

- Review current grounds maintenance arrangements to ensure coherent and appropriate work programming and adequate allocation of resources

The Contact Officer for this report is Alethea Wilson (719212).

Background Papers

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

Background Paper No	Author	Nature of Background Paper	Date
1	Assistant Director (Leisure and Community Development)	Report to Community and Environment Board	March 2009
2	Assistant Director (Leisure and Community Development)	Report to Community and Environment Board	June 2010

Parks, open spaces and horticultural services performance indicator standings 2009/10 : Family group report

Name of authority North Warwickshire Borough Council
PIN 2275
Family group H6

Performance indicator

	Number in group	Highest in group	Average for group	Lowest in group	Authority output/score	Standing in group	Top quartile mark	Quartile achieved	Ten percentile mark
Key performance indicators									
PI 30 - Hectares of maintained public open space per 1,000 head of population	12	6.12	3.10	0.76	2.33	8	3.97	3	4.23
PI 12 - Number of hectares maintained per FTE front line employee	9	21.45	10.77	5.85	11.54	3	11.54	1	16.31
PI 13a - Percentage staff absence	12	6.29%	3.58%	1.50%	3.20%	5	3.00%	2	2.06%
PI 15 - Quality assurance and consultation process score	14	120	63.00	24	39	10	94	3	108
PI 16 - Human resources and people management	14	84	52.71	11	57	7	69	2	75
PI 22 - Customer satisfaction performance indicator	—	—	—	—		—	—	—	—
PI 38 - Community / customer surveys undertaken	8	85.00%	74.38%	66.50%	68.00%	7	78.10%	4	80.17%
PI 23 - Output specification	14	60.00%	38.81%	0.00%	43.33%	5	50.00%	2	52.33%
PI 34 - Environmental practices indicator	7	55.91	35.73	19.45	21.00	6			48.49
PI 18 - Playgrounds per 1,000 children	9	4.46	2.43	0.69	2.72	4	2.97	2	3.85
PI 36 - Number of dog fouling penalty notices issued	11	33	4.18	0	2	3	2	1	8
Key cost performance indicators									
PI 02 - Cost of service per hectare of maintained land (including CEC)	10	£7,254	£4,630	£1,686	£4,179				
PI 17 - Cost of service per 1,000 head of population (including CEC)	10	£19,410	£13,766	£6,691	£9,728				
PI 21 - Cost of service per household (including CEC)	10	£52	£33	£15	£20				
PI 41 - Maintenance cost per hectare of maintained land (including CEC)	8	£5,658	£3,786	£1,248	£3,886	4	£3,159	2	£2,166
PI 42 - Maintenance cost per 1,000 head of population	8	£16,788	£11,833	£4,951	£9,047	2	£11,282	1	£7,818
PI 43 - Maintenance cost per household (including CEC)	8	£37	£28	£11	£19	2	£25	1	£17

Notes:

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

Parks, open spaces and horticultural services performance indicator standings 2009/10 : Family group report

Name of authority

North Warwickshire Borough Council

PIN

2275

Family group

H6

Performance indicator

Performance indicator	Number in group	Highest in group	Average for group	Lowest in group	Authority output/score	Standing in group	Top quartile mark	Quartile achieved	Ten percentile mark
Secondary performance indicators									
PI 07 - Charge per hectare (category B parks)	3	£6,402	£3,675	£1,831					£2,023
PI 08 - Charge per hectare (secondary schools)	0	£0	£0	£0					
PI 09 - Charge per hectare (primary schools)	0	£0	£0	£0					
PI 10 - Charge per hectare (housing land)	3	£8,628	£5,876	£2,491					£3,295
PI 11 - Charge per hectare (high maintenance highways land)	3	£8,929	£3,690	£999					£1,027
PI 25 - Charge per hectare (high maintenance country parks and estates)	1	£2,329	£2,329	£2,329					£2,329
PI 13b - Percentage staff absence (excluding long term)	11	4.14%	2.04%	0.55%	3.20%	9	0.99%	3	0.70%
PI 14 - Total staff costs as a percentage of total cost	11	86.73%	63.21%	48.45%	75.36%				
PI 26 - Front line staff costs as a percentage of total cost	10	62.20%	50.54%	40.17%	48.26%				
PI 27 - Number of FTE non front line employees per 100 hectares maintained	8	2.78	1.68	0.80	2.78				
PI 31 - Central establishment charges as a percentage of total expenditure	10	16.93%	6.68%	0.65%	7.53%	6	1.13%	3	0.72%
PI 32 - Hectarage of local nature reserves (LNR) per 1,000 head of population	3	0.61	0.51	0.42					0.59
PI 37 - Average NPFA play value score of children's playgrounds	5	60.69	36.20	16.27	39.17	2			52.08
PI 40 - Number of public events per 1,000 head of population	11	1.33	0.34	0.00	1.33	1	0.60	1	0.78
PI 39 - Countryside management performance indicator	13	62	25.85	2	2	13	44	4	48
Optional performance indicators (no family group)									
PI 03 - Charge per hectare (countryside areas)	—	—	—	—		—	—	—	—
PI 04 - Charge per hectare (woodlands)	—	—	—	—		—	—	—	—
PI 05 - Charge per hectare (beaches)	—	—	—	—		—	—	—	—
PI 24 - Charge per hectare (low maintenance country parks and estates)	—	—	—	—		—	—	—	—
PI 28 - Charge per hectare (low maintenance highways land)	—	—	—	—		—	—	—	—
PI 29 - Charge per hectare (all highways land)	—	—	—	—		—	—	—	—

Parks, open spaces and horticultural services performance indicator standings 2009/10 : whole service report

Name of authority
PIN

North Warwickshire Borough Council
2275

Performance indicator

Performance indicator	Number in service	Highest in service	Average for service	Lowest in service	Authority output/score	Standing in service	Top quartile mark	Quartile achieved	Ten percentile mark
Key performance indicators									
PI 30 - Hectares of maintained public open space per 1,000 head of population	64	7.80	4.14	0.76	2.33	52	5.59	4	6.95
PI 12 - Number of hectares maintained per FTE front line employee	61	21.45	8.51	3.60	11.54	11	10.11	1	13.35
PI 13a - Percentage staff absence	63	9.86%	4.58%	1.50%	3.20%	16	3.20%	1	2.42%
PI 15 - Quality assurance and consultation process score	70	132	71.03	18	39	55	101	4	113
PI 16 - Human resources and people management	70	91	57.96	11	57	39	69	3	77
PI 22 - Customer satisfaction performance indicator	6	61.93%	56.83%	53.22%					59.84%
PI 38 - Community / customer surveys undertaken	33	96.00%	75.37%	45.91%	68.00%	25	81.00%	3	90.06%
PI 23 - Output specification	70	73.33%	46.95%	0.00%	43.33%	41	60.00%	3	66.67%
PI 34 - Environmental practices indicator	42	65.36	39.15	15.33	21.00	38	48.00	4	56.70
PI 18 - Playgrounds per 1,000 children	60	12.15	3.78	0.69	2.72	32	4.48	3	8.00
PI 36 - Number of dog fouling penalty notices issued	57	142	27.30	0	2	40	34	3	86
Key cost performance indicators									
PI 02 - Cost of service per hectare of maintained land (including CEC)	59	£15,763	£6,287	£1,686	£4,179				
PI 17 - Cost of service per 1,000 head of population (including CEC)	62	£55,205	£25,743	£6,691	£9,728				
PI 21 - Cost of service per household (including CEC)	62	£139	£59	£15	£20				
PI 41 - Maintenance cost per hectare of maintained land (including CEC)	44	£11,034	£4,905	£1,248	£3,886	14	£3,442	2	£2,350
PI 42 - Maintenance cost per 1,000 head of population	46	£45,203	£20,492	£4,951	£9,047	2	£13,642	1	£11,860
PI 43 - Maintenance cost per household (including CEC)	46	£97	£46	£11	£19	2	£33	1	£27

Notes:

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

Parks, open spaces and horticultural services performance indicator standings 2009/10 : whole service report

Name of authority
PIN

North Warwickshire Borough Council
2275

Performance indicator

Performance indicator	Number in service	Highest in service	Average for service	Lowest in service	Authority output/score	Standing in service	Top quartile mark	Quartile achieved	Ten percentile mark
Secondary performance indicators									
PI 07 - Charge per hectare (category B parks)	25	£6,889	£4,439	£1,706			£2,793		£2,185
PI 08 - Charge per hectare (secondary schools)	29	£4,645	£2,676	£977			£2,014		£1,308
PI 09 - Charge per hectare (primary schools)	31	£3,699	£2,209	£1,131			£1,646		£1,329
PI 10 - Charge per hectare (housing land)	27	£9,669	£4,943	£1,474			£3,292		£2,494
PI 11 - Charge per hectare (high maintenance highways land)	22	£8,929	£3,355	£999			£1,716		£1,202
PI 25 - Charge per hectare (high maintenance country parks and estates)	10	£5,362	£3,337	£844			£2,329		£1,158
PI 13b - Percentage staff absence (excluding long term)	60	5.21%	2.18%	0.30%	3.20%	50	1.42%	4	0.97%
PI 14 - Total staff costs as a percentage of total cost	61	86.73%	62.36%	39.03%	75.36%				
PI 26 - Front line staff costs as a percentage of total cost	60	72.60%	50.81%	28.91%	48.26%				
PI 27 - Number of FTE non front line employees per 100 hectares maintained	61	10.28	2.41	0.60	2.78				
PI 31 - Central establishment charges as a percentage of total expenditure	60	21.80%	5.98%	0.45%	7.53%	44	3.03%	3	1.10%
PI 32 - Hectarage of local nature reserves (LNR) per 1,000 head of population	33	11.26	1.49	0.03			1.14		3.24
PI 37 - Average NPFA play value score of children's playgrounds	27	63.51	29.78	14.51	39.17	5	33.67	1	45.56
PI 40 - Number of public events per 1,000 head of population	64	24.01	0.91	0.00	1.33	10	0.66	1	1.43
PI 39 - Countryside management performance indicator	68	85	41.10	2	2	67	54	4	66
Optional performance indicators (no family group)									
PI 03 - Charge per hectare (countryside areas)	15	£4,594	£1,524	£106			£360		£209
PI 04 - Charge per hectare (woodlands)	19	£2,485	£711	£50			£207		£151
PI 05 - Charge per hectare (beaches)	4	£2,885	£1,613	£326					£672
PI 24 - Charge per hectare (low maintenance country parks and estates)	6	£1,214	£519	£19					£26
PI 28 - Charge per hectare (low maintenance highways land)	13	£2,168	£809	£207			£341		£296
PI 29 - Charge per hectare (all highways land)	30	£7,617	£2,151	£100			£728		£354

Parks, Open Spaces and Horticultural Performance and Grounds Maintenance Service Review

Appendix B

1. Summary of APSE Performance Standings – Parks, Open Spaces and Horticultural Services

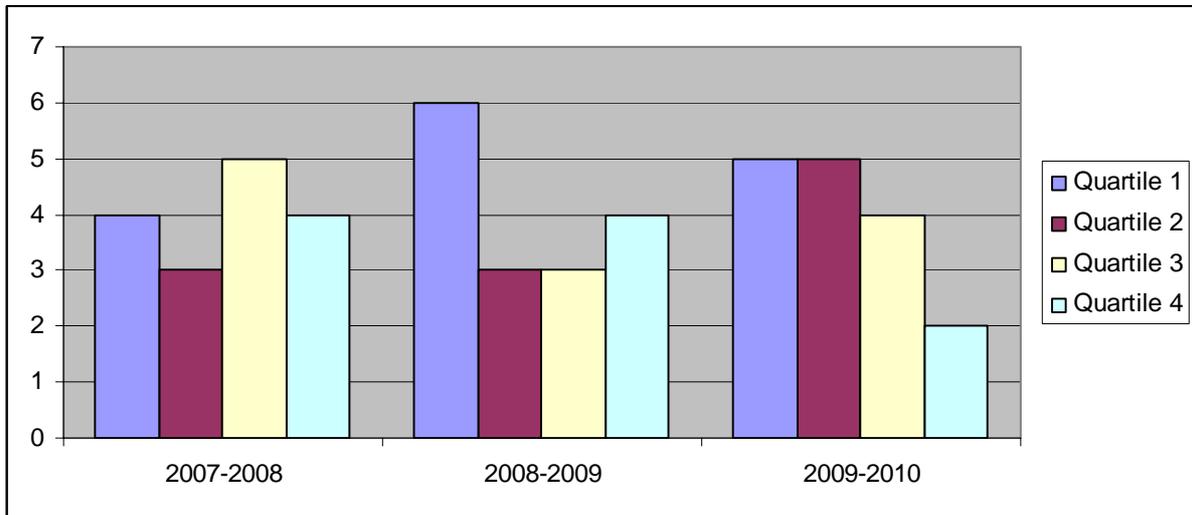
Outcome 2008-2009 (for 2007-2008)	Quartile 1	Quartile 2	Quartile 3	Quartile 4	Total
Key Performance Indicators	2	3	3	1	9
Key Cost Performance Indicators	2	0	1	0	3
Secondary Performance Indicators	0	0	1	3	4
Optional Performance Indicators	0	0	0	0	0
Sub-total	4	3	5	4	16
Percentage of Total	25%	19%	31%	25%	100%

Outcome 2009-2010 (for 2008-2009)	Quartile 1	Quartile 2	Quartile 3	Quartile 4	Total
Key Performance Indicators	2	3	2	2	9
Key Cost Performance Indicators	3	0	0	0	3
Secondary Performance Indicators	1	0	1	2	4
Optional Performance Indicators	0	0	0	0	0
Sub-total	6	3	3	4	16
Percentage of Total	37%	19%	19%	25%	100%

Outcome 2010-2011 (for 2009-2010) <i>(Target figures in brackets)</i>	Quartile 1	Quartile 2	Quartile 3	Quartile 4	Total
Key Performance Indicators	2 (2)	4 (4)	2 (3)	1 (0)	9
Key Cost Performance Indicators	2 (3)	1 (0)	0 (0)	0 (0)	3
Secondary Performance Indicators	1 (1)	0 (0)	2 (2)	1 (1)	4
Optional Performance Indicators	0 (0)	0 (0)	0 (0)	0 (0)	0
Sub-total	5 (6)	5 (4)	4 (5)	2 (1)	16
Percentage of Total	31.25% (38%)	31.25% (25%)	25% (31%)	12.5% (6%)	100%

Parks, Open Spaces and Horticultural Performance and Grounds Maintenance Service Review

2. Comparison of APSE Performance Standings over 3 Years – Parks, Open Spaces and Horticultural Services



Evidence: APSE Performance Networks – Parks, Open Spaces and Horticultural Services Performance Indicator Standings Reports



North Warwickshire Grounds Maintenance

Performance Specification



North Warwickshire
Borough Council

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Report produced by



20a The Wharfage, Ironbridge,
Telford, Shropshire
TF8 7NH
Tel: 01952 433211
Fax: 01952 433323
Email: psl@pleydellsmithyman.co.uk
www.pleydellsmithyman.co.uk
Ref: M08.163/General/015s.specificationdocument/NH/sw

1.0 Introduction

1.1 This document has been prepared by North Warwickshire Borough Council to inform and guide required landscape and grounds maintenance standards. The specification forms a series of new performance standards for landscape maintenance within the Borough, which have been designed to respond to and address the requirements of the Council. Key drivers for developing and implementing new service standards include.

1.1.1 Customers:

North Warwickshire Borough Council provides an essential service to local residents that ensures a pleasant environment for all. Over recent years, customer expectations have changed and there is a requirement to adapt and respond to changing customer needs.

1.1.2 Resources:

The Council recognises that the current economic climate may have an impact on local services. North Warwickshire Borough Council do not wish to reduce levels of service if possible and these services standards form the starting point for thinking about service delivery in the future.

1.1.3 Sustainability:

The protection of the environment and the local biodiversity are key objectives for North Warwickshire Borough Council. The new service standards have therefore been developed to balance the needs of safety, recreation and the environment.

1.1.4 Efficiency:

North Warwickshire Borough Council recognise that more can be done to improve the performance and efficiency across all service areas. The performance standards have been designed to move away from a "one size fits all" approach. The specification will allow service providers to be more flexible and develop new working practices.

1.2 Green Space Strategy 2008

1.2.1 The Council's Green Space Strategy (2008) provides the overall rationale for developing and implementing new service standards. The vision for Green Space in the Borough is:-

"To deliver positive and lasting change to North Warwickshire's stock of green spaces, for the benefit of everyone".

1.2.2 Primary objectives for green space in the borough include:-

- Improving management and maximising the benefits of green spaces.
- Coordinating action and developing partnership working.
- Accessing more funding opportunities.
- Promoting green space investment as a policy priority.
- Helping create sustainable communities.

1.3 Grounds Maintenance Performance Specification

1.3.1 The Grounds Maintenance Performance Specification has been developed with a range of audiences in mind. The narrative is deliberately designed to be non technical and allow both customers and service providers to have a common understanding of the expectations for landscape maintenance.

1.3.2 It is anticipated that this document will be used by:-

- Local Residents as a published guide for local service standards.
- Council Officers as a framework for prioritising and managing resources.
- Council Members as a guide to demonstrating commitment and explain how resources are used.
- Service Providers as a document to inform required standards and allow devolved decision making and targeting of resources where they are needed most.
- Clients and Partners as an agreed standard for external partners such as Parish Councils or internal services such as Housing where the Council undertakes maintenance on their behalf.
- External Agencies as a demonstration of commitment to environmental maintenance and standards to bodies such as the Audit Commission, Green Flag Award and the Heritage Lottery Fund.

1.4.1 Performance specifications and monitoring

1.4.1 North Warwickshire Borough Council is seeking to move away from traditional local authority grounds maintenance regimes and provide a flexible and responsive service that is customer focused and provides a sustainable approach to landscape maintenance. This clearly needs to be achieved within the available resources and where possible provide enhanced delivery through strategic decision making, good management and a well motivated and skilled work force. The Council is therefore initiating a performance related specification that will enable people involved with landscape maintenance to be able to make decisions, take ownership and provide a good end product for all users.

1.4.2 As part of this framework, it is envisaged that the specification outlined within this document will focus on outcomes rather than inputs or frequency of operations and will allow for wider self monitoring of all operations. It is planned that where required, specific management plans will be agreed in partnership with the Council and service delivery and performance monitoring outcomes agreed. In essence, this may relate to customer satisfaction through surveys, feedback from users such as football clubs, evidence of improvement in habitat and species diversity combined with a rigorous and transparent inspection regime.

1.4 Industry standards

1.4.1 In relation to operations and maintenance requirements outlined within the documents it is anticipated that service functions will be delivered within recognised industry standards, best practice and performance requirements. It will be the responsibility of the service provider to ensure that all personnel are well trained, competent and experienced to complete relevant operational tasks. Although not exhaustive, it is envisaged that the following framework will be used by the service provider to meet overall required standards.

Table 1: Industry Standards Summary

Item	Industry Body of Standard	Relevance to Performance Standards	Further Information
Skills, Training and Recruitment	LANTRA - Amenity Horticulture National Occupational Standards.	Minimum standard of competency to undertake landscape / grounds maintenance operations. Can be used as a basis for training, assessing skills and producing job descriptions.	www.lantra.co.uk
	LANTRA - Amenity Horticulture, National Occupational Standards (2005).	Industry standard for NVQ Level 4 related to management and resource management.	www.lantra.co.uk
	CABE SPACE: Skills to Grow (2006).	Strategy for increasing skills and recruiting personnel within the horticulture and green space sector.	www.cabe.org.uk/publications
Litter and Street Cleansing	Environmental Protection Act (1990) Code of Practice on Litter and Refuse (2006).	Local Authority requirement to comply with legal framework and best practice for litter and graffiti control.	www.defra.co.uk
Maintenance of Grass (Amenity and Highways)	British Standard BS 7370, Part 3: 1991.	Provides a framework for maintaining grass areas.	BSI 2 Parks Street London W1A 2BS
Play Space	Royal Society for the Prevention of Accidents (ROSPA).	Information and advice on play inspections and managing risk.	www.rospace.com
	BS EN 1176 and 1177.	Safety requirements for testing / inspecting play areas.	www.standarduk.com
Tree Management	Arboricultural Association Guidance Notes 1 - 9 .	Information on best practice for managing, inspecting and organising works for trees.	www.trees.org.uk

Item	Industry Body of Standard	Relevance to Performance Standards	Further Information
Horticulture Amenity	British Standard BS7370, Part 4:1993.	Provides a framework for maintaining shrubs and soft landscape.	BSI 2 Parks Street London W1A 2BS
Horticulture (prestigious)	Royal Horticultural Society (RHS).	Various guidance notes and standards on the propagation, planting and maintenance of trees, shrubs and flowers.	www.rhs.org.uk
	RHS Level 2: Certificate in Horticulture.	Nationally recognised minimum standard for competence in horticulture management.	
Sports Pitch (Cricket)	English Cricket Board: Recommend guidelines for construction, preparation and maintenance of cricket pitches and outfield at all levels of the game (2007).	Minimum acceptable standard for wicket and outfield maintenance.	www.ecb.co.uk
Sports Pitch (Rugby)	Rugby Football Union Facilities Guidance Note 3: Maintenance of Grass Pitches for Rugby.	Minimum acceptable standard for rugby pitch maintenance.	www.rfu.com
Sports Pitch (Football)	Institute of Groundsmanship (IOG) Winter Games Pitches.	Information of the construction and maintenance of natural turf pitches for team games.	www.iog.org
Highway Verges	Department of Transport Design Manual for Roads and Bridges Volume 6 Section 2 Part 7 TD 41/45 (1995).	Details of road geometry and requirements for visibility splays for traffic junctions.	www.standardsforhighways.co.uk
	Department of Transport Manual for Streets (2007).	Guidance on geometry and requirements for visibility splays in neighbourhoods.	www.urbandeignforum.co.uk

1.4.2 Within the framework it is anticipated that the service provider will ensure all safe systems of work and comply with all relevant legislation in relation to Health and Safety at Work Act(s).

2.0 Highway Verges

2.1 Purpose

To achieve a good, visually acceptable aesthetic along the highway and ensure safe passage of pedestrians and vehicles through the control of grass and vegetation.

2.2 Performance outcomes

2.2.1 Grass cutting

Grass will be maintained to ensure that clear visibility splays are retained between distances of a minimum of 60cm and a maximum of 200cm from the edge of the kerb and to a maximum height of 15cm. Grass growth will be controlled to prevent encroachment onto the highway in accordance with the Warwickshire County Council Highway criteria and policies. In general terms grass should be less than 7.5cm after cutting, grass arisings should be confined to the cutting area and there should be no evidence of litter shredding. As a minimum standard grass areas should be cut on a 21 day cycle between April and October depending on weather conditions and the requirements of North Warwickshire Borough Council's Landscape Manager.

Particular attention should be paid to ensure that:



1. Grass arisings are not distributed on to hard surfaces;
2. Heavy litter and large items are collected prior to cutting;
3. Good definition is maintained adjacent to shelter belts, obstacles, marginal areas and hard surfaces;
4. Tramlines, excessive rutting and incomplete grass cutting are addressed prior to the next planned cut.

2.2.2 Strimming and spraying

Grass and vegetation will be maintained to ensure that clear visibility splays are retained between distances of 60cm and 200cm from the kerb edge and to a maximum height of 30cm. Grass growth should be controlled to prevent encroachment onto the highway and to prevent signs, way makers, manhole covers and barriers etc from being obscured. In general terms spraying should be retained within 5cm radius of each object and vegetation growth should be equal to the adjacent mowing regime and less than 10cm in height. No self-set trees, shrubs, weeds or dead vegetation should be present.



Specific attention should be paid to ensure that:

1. Chemical overspray or drift is kept to a minimum;

2. Strimming of obstacles coincides with mowing to ensure a consistent grass height and even growth;
3. Strimming is undertaken to a height of no higher than 10cm;
4. Vegetation is always strimmed prior to spraying to ensure that unsightly standing dead growth is kept to a minimum;

2.2.2 Strimming and spraying

Grass and vegetation will be maintained to ensure that clear visibility splays are retained between distances of 60cm and 200cm from the kerb edge and to a maximum height of 30cm. Grass growth should be controlled to prevent encroachment onto the highway and to prevent signs, way makers, manhole covers and barriers etc from being obscured. In general terms spraying should be retained within 5cm radius of each object and vegetation growth should be equal to the adjacent mowing regime and less than 10cm in height. No self-set trees, shrubs, weeds or dead vegetation should be present.

Specific attention should be paid to ensure that:

1. Chemical overspray or drift is kept to a minimum;
2. Strimming of obstacles coincides with mowing to ensure a consistent grass height and even growth;
3. Strimming is undertaken to a height of no higher than 10cm;
4. Vegetation is always strimmed prior to spraying to ensure that unsightly standing dead growth is kept to a minimum;
5. If spraying is ineffective after two applications due to poor take up or inappropriate application then subsequent control of vegetation should be undertaken by mechanical methods i.e. strimming.
6. Self-set trees/shrubs within maintained areas are removed at least once per year.

2.2.3 Wildflowers and biodiversity

There are a number of locations along the adopted highway, which provide habitat for important native flora. These areas are sensitive to different cutting regimes and therefore North Warwickshire Borough Council's Landscape Manager will inform the operations supervisor of these locations and agree revised mowing regimes within the scope of the specification (see specialist sites below).

In addition, the introduction of new wildflower areas is to be encouraged through appropriate mowing regimes. For example, where there are large expanses of grass greater than 200cm in width, areas should be allowed to naturalise. A mowing strip of 200cm in width from the highway should still be maintained to provide definition as per the agreed specification. However outside of this strip the grass should be cut in August and the arisings removed.

2.3 Unsatisfactory performance

In general terms this relates to areas where the agreed service standard has failed as a result of not completing the agreed specification, not achieving the agreed specification, incomplete work or poor work quality.

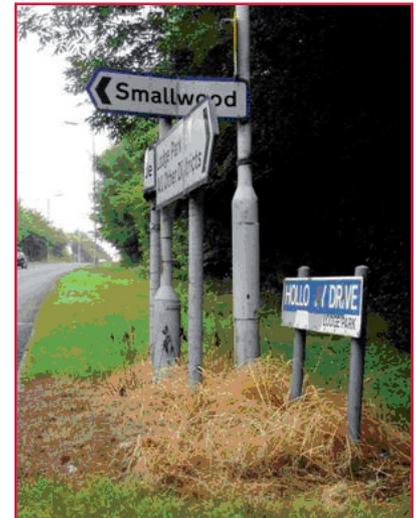


Some examples of unsatisfactory performance for grass cutting include: Grass growth exceeding 15cm (7.5 cm after cutting) grass overhanging or encroaching onto the highway; evidence of poor attention to detail; poor definition through inappropriate use of equipment or machinery and evidence of litter shredding, scalping or tramlines.

Some examples of unsatisfactory performance for spraying and strimming include: vegetation growth exceeding 30 cm (10cm after cutting) vegetation growth not cut to coincide with other operations; spraying not completed or ineffective and treated growth left as unsightly standing dead vegetation.

2.4 Recommended maintenance method

Between April and October highway verges and traffic islands greater than 200cm wide should be cut 10 times on a three weekly cycle using a tractor mounted flail mower to a minimum width of 60 cm from the highway edge.



To comply with health and safety regulations, on verges of less than 200cm width cutting will be conducted four times per annum on an eight week cycle.

1. A visual inspection by the operative of the cutting area to remove hazards, litter, large stones etc;
2. Selection of appropriate mower and setting of cutting blade to achieve required cut;
3. Mowing operation using appropriate mower and at the appropriate speed;
4. Clearance of arisings from hard surfaces;

Between April and October grass and vegetation growth around objects e.g. road signs on highways and traffic island should be maintained to height no greater than 30cm. Depending on the circumstances this should be achieved by one or a combination of the following options:

Application of no more than two chemical spray treatments using glyphosphate between April and October to a spraying diameter no greater than 50cm and should be in accordance with the Council's pesticide policy.

Strimming using a pedestrian trimmer or brush cutter during April followed by no more than two chemical applications of glyphosate to a spraying diameter of no greater than 5cm. Where trimmers are used around objects these should be fitted with a guard and nylon cord.

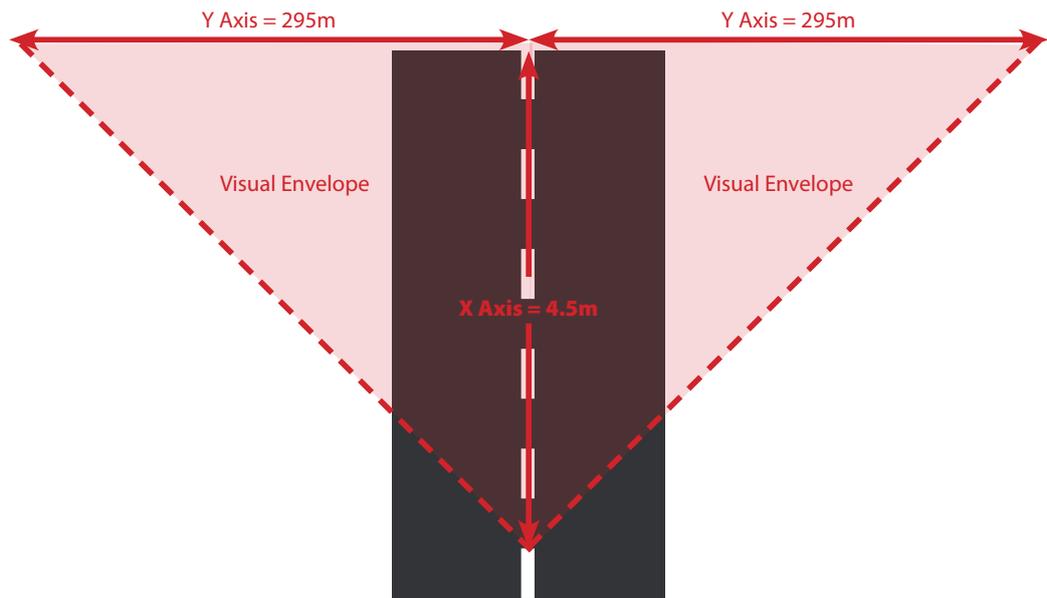
To ensure minimum visibility splays at road junctions the service provider will be required to ensure an “envelope of visibility” based on a ‘x’ and ‘y’ axis measurement. At all time the ‘x’ measurement will be 4.5m and the ‘y’ measurement will vary depending on local traffic speeds. Table 2 below provides ‘y’ distance for varying road speeds.

Table 2: Y Axis Measurements

Approx M.P.H	70	60	50	40	30
Y Distance	295m	215m	160m	120m	70m

Figure 1 provides a model for highway visibility splays at 70mph.

Figure 1: Visibility Splay Required at 70mph (not to scale)



It is anticipated that as part of the recommended maintenance method, the service provide will make provision for any temporary road closures to allow for the protection of the workforce as part of a traffic management safety system.

3.0 Amenity Grass Areas

3.1 Purpose

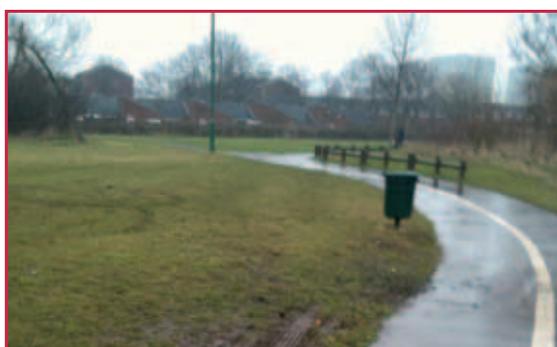
To ensure grass areas within residential locations contributes to high quality open space and landscape that is fit for purpose and provides a positive and well maintained environment.

3.2 Performance outcomes

Grass within housing, residential and amenity areas should be maintained and controlled to a maximum height of 10cm to ensure that sight lines from residential driveways and road junctions are clear and that the area of grass can be used for informal recreation. In general terms grass should be no more than 4cm after cutting, arisings should be confined to the cutting area and there is no evidence of litter shredding, and no surface damage. Grass areas should be cut on a recommended 14 day cycle during the main growing season. After this time additional growth will need to be assessed and extra cuts agreed with the North Warwickshire Borough Council Landscape Manager.

Particular attention should be paid to ensure that:

1. There is an even sward length with no 'bents' or 'tramlines'
2. Grass arisings are swept from hard surfaces;
3. Heavy litter and large objects are collected prior to mowing;
4. Good definition is maintained adjacent to hard surfaces, obstacles, woodlands shelter belts, shrub beds, flower beds and landscape features;
5. No heavy deposits of grass arisings should remain on site after mowing.



3.3 Unsatisfactory performance

In general terms this relates to areas where the agreed service standard has failed as a result of not completing the agreed specification, not achieving the agreed frequency, incomplete work or poor work quality. Some examples of unsatisfactory performance include: vegetation growth in excess of 10cm or 4cm after cutting, uneven grass growth and obvious areas where objects have been avoided, obvious and deliberate missing of objects over a prolonged period, litter shredding, poor definition and finish and large deposits of grass arisings caused by inappropriate use of equipment e.g. setting deck at the wrong height or excessive speed.

3.4 Recommended maintenance method

Grass in housing and amenity areas should be cut, by the service provider, using a combination of either:

- A mid mounted rotary mower using a compact tractor or;
- A front mounted rotary mower;
- A pedestrian rotary mower.

All mowing is to be completed as one operation. The method for this operation should therefore be:

1. A visual inspection by the operative of the cutting area to remove hazards, litter, large stones etc;
2. Selection of appropriate mower and setting of rotary blade to achieve required cut;
3. Mowing operation using appropriate cylinder or rotary mower and at the appropriate speed;
4. Follow up pedestrian mow, mechanical blowing, sweeping or strimming to address missed or inaccessible areas carried out as part of the operation;
5. Clearance of arisings from hard surfaces.

To minimise customer enquiries the service provided must ensure that the appropriate method is used to cut grass in amenity areas to meet the required performance standards. Obvious and heavy deposits of grass arisings will need to be addressed through correct use of machinery and operational competency.

4.0 Amenity Shrub Areas

4.1 Purpose

To provide a well maintained and aesthetically pleasing landscape environment, which is in keeping with the local character of the area and surrounding vegetation.

4.2 Performance outcomes

Shrub beds within housing and amenity areas should be maintained on a regular basis to ensure proper and vigorous growth in order to retain the overall shape of individual shrubs and to delineate the overall form of the shrub bed. Shrub beds should be pruned to ensure that sight lines and windows are not obscured and that footpaths, car parks and roads are not blocked and there should be no infestation of weeds.

In general a shrub bed is defined as an area planted with ornamental shrub or tree species to enhance the appearance of housing, amenity or parkland areas.

Shrub beds should have a thorough and intensive overhaul at least once per year between November and March. Shrub beds should be pruned a minimum of twice during the growing season (April – October).

Maintenance of a shrub bed should be achieved by a combination of pruning, removal of litter and debris, mulching, aeration, and weeding.

Generally, each shrub area should be neat and tidy. The shrubs should be 'shaped' not squared off and should have good overall aesthetics.

Particular attention should be paid to ensure that:

1. All non original plants e.g. bramble and self sets are removed;
2. All dead and diseased material is removed;
3. Suckers are removed by cutting at the base of the growth;
4. New growth is encouraged by pruning woody growth;
5. Seasonal growth is pruned to original shape and at least 150 mm from footpaths etc;
6. All arsing and debris should be cleared from hard surfaces;
7. All weed infestations should be removed.



4.3 Unsatisfactory performance

In general terms this relates to areas where the agreed service standard has failed as a result of not completing the agreed specification, not achieving the agreed frequency, incomplete work or poor work quality.

Some examples of unsatisfactory performance include: self set plants more than 1 year old, excessive accumulation of litter, heavy weed infestation, over dominance of invasive weed species, excessive or unnecessary pruning and presence of dead or diseased shrub species greater than 10% of the entire shrub bed.

4.4 Recommended maintenance method

The recommended method employed for this operation should be completed within the following scope.

4.4.1 Winter prune (Nov- Mar)

- Removal of dead/diseased or woody material using hand held tools;
- Removal of self set or invasive species;
- Pruning of growth using hand held tools depending on shrub species to retain form of shrubs and shrub bed;
- Removal of litter and debris etc from shrub bed;
- Treatment of self set stumps;
- Clearance of arisings and tidying of work area;

4.4.2 Summer prune (Apr to Oct)

Summer prune operations will be carried out using a range of powered and hand tools using the following method.

- Undertake a visual check for breeding or nesting birds.
- Prune facing sides and top to at least 10 cm from footpaths and windows;
- Shape and/or angle shrub to maintain form;
- Remove overhanging growth e.g. brambles.
- Clearance of arisings and tidy of work area.

North Warwickshire Borough Council has an obligation under the Countryside and Rights of Way Act (2000) to protect against the 'reckless' intent to disturb breeding birds. It should be noted that each employee undertaking operations to trees and shrub areas has a responsibility under the CROW Act 2000 to prevent reckless disturbance. If breeding birds are present in areas where work is to be undertaken then the operative should contact his or her supervisor.

4.4.3 Management of weeds (Apr to Oct)

Weed management operations will be carried out using a range of approved chemicals.

- No more than two herbicide applications per year;
- Application by hand or powered equipment;
- Controlled droplet application or spray application depending on herbicide and prevailing conditions to ensure correct application and avoidance of drift;
- Carried out by a suitably qualified person.

4.4.4 Management of weeds (Nov to March)

Hand forking, hand weeding, chemical treatment of stumps and mulching will be carried out alongside the winter prune schedule and will include:

- Infestations of weeds to be removed;
- Mulching to be carried out to a depth of 6 cm as per agreed annual programme;
- Hand forking where compaction is identified (Additional programmed works);
- All arisings removed and tidy of work area.

All the above will take place as per an agreed annual programme to be determined by the Landscape Manager.

5.0 Prestige Sites

5.1 Purpose

To provide an enhanced standard of horticultural maintenance and care within high profile open spaces, landscape areas and civic spaces.

5.2 Performance outcomes

This service standard relates to areas where a higher standard of horticultural care and expertise is required to maintain specialist herbaceous borders, gardens and ornamental shrub/ plant areas. These areas include the gardens adjacent to the Council Buildings.

The garden maintenance standard is designed to complement the other specific standards including grass cutting within amenity areas. In practice, the actual maintenance regime for each area will be determined on an individual basis and will be agreed with the North Warwickshire Borough Council's Landscape Manager and will be left to the discretion of a qualified gardener. However, where this standard is applied, as a minimum, the following operations should be undertaken.

Generally, during the spring and summer the location should be maintained to excellent standard in conjunction with other operations. All grass edges should have a sharp, neat and straight edge with no overhanging grass. Hard surfaces and furniture should be clear of dirt, moss and detritus. There should be no evidence of litter. Bare soil areas will have been recently cultivated and weeded. All plant growth should be in full vigour and health and there should be no evidence of inappropriate or excessive pruning.

1. Edging on a weekly basis of all grass areas, hard surfaces and borders following mowing between April and November.
2. Hand weed of shrub areas, borders, herb gardens and planted areas weekly between April and November.
3. Pruning of roses to include removal of suckers, deadwood and weak shoots.
4. Cultivation of soil using spade, fork and/or hoe on a weekly basis between April and November to reduce compaction, encourage soil aeration and to remove detritus etc. Inclusive of litter removal.
5. Sweeping of leaves on a weekly basis from hard surfaces during autumn.
6. Mulching (if applicable e.g. rose beds) in early spring to a depth of 6 cm.
7. Weed and pest control using chemical or biological control in accordance with the Council's pesticide policy as and when required. To include moss removal and repairs to lawns caused by mole damage.
8. Top- dress and seeding of lawn areas depending on local requirements and quality of sward.
9. Fertiliser application (organic or chemical) as and when required.
10. Slitting or forking using solid tine or similar of lawn areas to improve aeration, reduce compaction and encourage root growth as and when required.
11. Lawn maintenance to include scarification, aeration (earthquake or hollow tine) rolling and swishing.

12. Planting of trees and shrubs and preparation of tree pits etc. as and when required.
13. Furniture maintenance and cleansing e.g. picnic benches, seats, notice boards and signs no less than twice per annum. To include regular removal of graffiti if required;
14. Epicormic growth pruning on mature trees each winter.
15. All grass areas will be box mown with an appropriate cylinder mower on a weekly cycle.

In general the performance outcome should be a well tended area which demonstrates a continuous cycle of horticulture care and:

- Provides excellent examples of horticultural practice;
- Provides good, all year round definition along borders and hard surfaces;
- Provides excellent shrub maintenance and pruning to give good definition and examples of specimen shrubs;
- Ensures that weeds, litter, leaves and detritus do not impact on the overall aesthetic of the location;
- Encoues a positive reflection of the North Warwickshire Borough Council's commitment to improving the green environment

5.3 Unsatisfactory performance

In general terms this relates to areas where the agreed service standard has failed as a result of not completing the agreed specification, not achieving the agreed frequency, incomplete work or poor work quality. Examples could include: excessive weed infestation over 10% of the bed area, poor shrub growth and structure, heavy deposition of leaves on hard surfaces, graffiti on signs or furniture.

5.4 Recommended maintenance method

At the beginning of each year North Warwickshire Borough Council's Landscape Manager will meet and agree the individual work programme for each location. This should be documented and agreed with the appropriate Gardener or Landscape Operative. Every month, the gardener should inform the Landscape Manager of progress using a predetermined monitoring form. Evaluation and alterations to the schedule should then be agreed.

All works will be carried out using a range of hand tools and powered tools as necessary and be carried out by a suitably trained, qualified and competent gardener to Royal Horticultural Society standards (see paragraph 1.3).

6.0 Play Space and Multi Use Games Areas (MUGA)

6.1 Purpose

To provide safe and enjoyable play and activity spaces for children of all ages and abilities.

6.2 Performance outcomes

North Warwickshire Borough Council is committed to promoting and providing safe venues for children to play, socialise and experience their natural environment. The Council have a range of formal play areas and multi use games areas (MUGAs) and are currently designing new play spaces, which focus on natural and intuitive play. The Council wishes to see that each play space is maintained to high standard but recognise that, by their very nature, play spaces need to have an element of risk and are more prone to graffiti. In general terms play spaces and MUGAs should be regularly inspected and where necessary risk assessed to control hazards. It is anticipated that each play space or MUGAs will be clear of litter, broken glass or dangerous items at all times.

Particular attention should be paid to ensure that:

1. All signage within the site is appropriate and legible;
2. Play spaces are clear of litter and broken glass;
3. Racist or offensive graffiti is not present;
4. Dangerous, broken or redundant play/MUGA equipment is made safe at the earliest opportunity;
5. There is a systematic approach and evidence base for continuous risk management.

It is anticipated that the service provider and North Warwickshire Borough Council's Landscape Manager will agree a weekly inspection regime for all play spaces and MUGAs. This programme will reflect the needs of each site and will be based on local conditions and requirements. For example it is recognised that some play spaces have a greater user than others and may therefore require an enhanced inspection regime. Similarly, some play spaces, by their very nature, may require a less intrusive assessment regime due to different design solutions.

6.3 Unsatisfactory performance

In general terms this relates to areas where the agreed service specification has failed as a result of not completing the agreed standard, not achieving the agreed frequency, incomplete work or poor work quality.

Examples of poor performance could include: evidence of broken/damaged/worn equipment, large deposits of litter, presence of glass on play surfaces, presence of racist or offence graffiti.



6.4 Recommended maintenance method

- Minimum weekly inspection of play area and surfacing on a programme to be agreed by the Landscape Manager.
- Quarterly operational visual inspection and maintenance of all moving parts, components, equipment and surfaces by qualified officer;
- Recording of defects and evidence of corrective action;
- Annual independent inspection of equipment by qualified RPII registered body/individual or equivalent;
- Ensure all surfaces in play space are free of glass and/or foreign objects at all times through regular litter picking and mechanical sweeping;
- Ensure all equipment is free of offensive graffiti at all times;
- Ensure deep cleanse of all equipment using high-pressure hose at least once per year.

7.0 Sports Pitches

7.1 Purpose

To provide specialist sports turf maintenance on grass playing surfaces for the express purpose of playing organised football, cricket and rugby matches.

7.2 Performance outcomes

Grass sports pitches include cricket outfields, football and rugby pitches. At these locations a number of operations are regularly required to ensure that matches can take place in accordance with the rules of the relevant sport's governing body.

North Warwickshire Borough Council owns and maintains a number of sports pitches which are hired to several adult and junior football and rugby teams. The various associations and players expect a good quality playing surface which performs consistently during the playing season.

To achieve this high standard, it is proposed that each pitch will ultimately have its own maintenance regime with a generic grass cutting regime across all pitches. In general terms, during the playing season, grass cutting should take place within the following performance parameters. North Warwickshire Borough Council intended to implement a feedback process for referees and recognised clubs so that issues relation to playability can be addressed.

Grass cutting operations should commence in April and depending on weather conditions, should continue on a regular cycle until the end of October. During excessive wet or dry periods this cutting regime should be altered accordingly to ensure that there is no adverse impact on grass growth or damage to the playing surface.

Particular attention should be paid to ensure that:

1. Grass length is consistent with clear definition between adjacent amenity areas;
2. Depending on conditions and time of year, be cut weekly no less than 5 working days before match day;
3. Grass growth does not exceed a growth height of 5cm for football pitches / cricket outfields and 8cm for rugby pitches.
4. Grass should be no shorter than 2.5cm following each cut for football pitches / cricket outfields and 4cm for rugby pitches.
5. No surface damage is caused by inappropriate cutting or use of machinery;
6. There is no evidence of arisings during match days;
7. All playing pitch surfaces are inspected and remedial maintenance determined at least five working days before each match.
8. Where necessary, depending on seasonal conditions, a winter top cut may also be undertaken at the discretion of North Warwickshire Borough Council's Landscape Manager.
9. All grass cutting should take place prior to pitch markings.

7.3 Maintenance during playing season

The pitch should be match ready at two hours before commencement of each planned or booked game. There should be no identifiable hazards and line marking and mowing should have been completed.

In general terms specific attention should be paid to the following:

1. That initial marking out of pitches is completed in accordance with the relevant governing body rules and regulations;
2. That line over marking is conducted in a uniform manner each Friday to achieve a distinguishable line that is acceptable to the match referee on match days;
3. That no overspray or drift of chemicals or line marking paint is present;
4. That playing surfaces are not damaged by tyres or inappropriate use of machinery;
5. Goal posts are well maintained, painted white and set square;
6. That the pitch is clear of stones, glass, dog faeces or other debris;
7. That divots and any surface damage are inspected and arrangements made for repair following each match if required;
8. That over marking operations are conducted following mowing operations.

7.4 Other Maintenance

Each sports pitch has its own special requirements depending upon shade, local geology, soil conditions, local topography, usage and availability of moisture. Therefore, North Warwickshire Borough Council's Landscape Manager will determine a bespoke specification for each pitch within the parameters of the operations outlined above. This will be in accordance with the National Playing Fields Association quality criteria and the objectives of North Warwickshire Borough Council's Playing Pitch Strategy. The assessment and specification will be determined by an independent amenity turf consultant at the beginning of each year and in general terms it is recommended that this is achieved based on the following method.

7.4.1 Pre season (July)

Prior to each season it should be ensured that:

- All goal posts are inspected, repaired, brushed down and painted prior to erection;
- All post sockets are inspected and repaired prior to erecting goal posts;
- All pitches are marked out in accordance with the Football Associations or guidelines of the relevant governing body;
- Lines should be cut or sprayed with glyphosphate to a maximum width of 12cm.

7.4.2 During season (Late August to mid June)

During the course of the season, the following task should also be completed as per each individual pitch plan:

- Selective weed/moss killing;
- Fertiliser application;
- Rolling;
- Harrowing;
- Scarification;
- Aeration/spiking;
- Slitting;
- Seeding and watering (if applicable);
- Top dressing/sand application.

7.4.3 Post season (May to June)

Following the completion of the playing season, it should be ensured that:

1. Goals are dismantled and stored safely and securely;
2. Goal sockets are made safe to prevent accidents by capping off;
3. All goal mouths/ penalty areas will be renovated e.g. seed, turf, sand etc as per the individual pitch plan;
4. A new pitch specific maintenance plan is agreed by North Warwickshire Borough Council's Landscape Manager for the forthcoming season.

7.5 Unsatisfactory performance

In general terms this relates to areas where the agreed service standard has failed as a result of not completing the agreed specification, not achieving the agreed frequency, incomplete work or poor work quality.

Examples of unsatisfactory grass cutting could include: excessive arisings, grass length over 2.5 cm after cutting, scalping, cutting areas to short and missed areas due to inappropriate use of machinery.

Examples of unsatisfactory maintenance could include: rutting caused by inappropriate use of machinery, inadequate application of over marking, improper erection of goal posts or unsuitable playing surface caused by a failure to implement the agreed grass maintenance regime.

In considering unsatisfactory maintenance performance, North Warwickshire Borough Council's Landscape Manager will take into consideration post match reports from referees and general feedback and issues arising from recognised sporting clubs. This information will be as a mechanism for determining annual pitch improvement plans and day to day maintenance performance.

7.6 Recommended maintenance method

7.6.1 Grass cutting

Sports pitches should be cut with a gang mower, which achieve a minimum cutting width of 300 cm. The unit should be equipped with grass tyres and 6 bladed rotary mowers which achieves a minimum cut height of 2.5 cm.

7.6.2 Pre season (May)

Prior to the playing season, North Warwickshire Borough Council's Landscape Manager will inform Officers and operatives of the proposed start date of the football season. At this time, North Warwickshire Borough Council's Landscape Manager will then agree the forthcoming annual maintenance requirements for each pitch.

7.6.3 During season (Late August to mid June)

During August, September and October, April, May, June the method for grass cutting should be as follows:

1. Undertake a visual inspection of cutting area to assess ground conditions and remove hazards, litter and stones larger than 30mm diameter;
2. Set appropriate cutting height;
3. Complete mowing operation at appropriate speed;
4. Clear any arisings, especially from line marks;
5. Post operation inspection to ensure standard achieved;
6. Removal of any shredded litter;
7. Report any hazards/ major defects in play pitch surface to North Warwickshire Borough Council's Landscape Manager.

Grass cutting should always take place prior to pitch marking.

During mild winters additional cuts may be required. North Warwickshire Borough Council's Landscape Manager will monitor this and request action if required.

7.7 Maintenance during playing season

- During Thursday or Friday, pitches should be over marked with a suitable wet line marker. This should be achieved by using a pedestrian or vehicle mounted spray unit. However, care should be taken to ensure that the playing surface is not damaged by inappropriate use of machinery. Prior to the application, a walk over inspection should be completed and any hazards litter or obstacles removed, goal posts should also be checked for damage and to ensure that they are secured properly. Any significant damage or issues which may affect play should be reported immediately to North Warwickshire Borough Council's Landscape Manager no later than 2.30pm on Friday.
- No later than Tuesday (pm), following the match, goal areas and centre circle should be inspected and divots or areas with minor damage should be repaired. Any additional remedial work should be reported to North Warwickshire Borough Council's Landscape Manager.

7.8 Other Maintenance

Other maintenance requirements outlined within the agreed annual maintenance regime should be carried out using a range of hand tools, power tools, machinery, and approved chemicals and materials by suitably qualified and competent staff.

8.0 Parks and Recreation Grounds

8.1 Purpose

To provide an integrated maintenance regime for all parks and recreation grounds, which ensures a safe and welcoming space for all users and encourages local biodiversity.

8.2 Performance outcomes

Within the Borough of North Warwickshire there is a network of public spaces that provide both formal and informal recreational opportunities at a neighbourhood and town level. Each park and recreation ground will have a range of facilities and will



need to be able to respond to requirements of communities with different demands and aspirations.

Typically, a park or recreation ground will consist of a large area of amenity grassland and may also contain a children's play area, multi use games areas (MUGA), car parks, pitches, trees / small woodlands and a network of paths and hard surfaces. The required outcome for each park or recreation ground is to ensure a consistent and unified approach to maintenance. It is anticipated that issues such as litter picking, graffiti removal, bin emptying and grass cutting will be completed as one operation and present each park as a completed entity.

North Warwickshire Borough Council is committed to increasing local biodiversity and ensuring all maintenance operations are sustainable. It is anticipated that amenity grassland areas within parks recreation grounds will be managed as both informal recreation areas and wildlife habitats. Maintenance of grass in parks and recreation grounds should to a high standard. However, to comply with the Council's commitment to biodiversity, species diversity should be encouraged wherever possible; balanced against the needs of park users for informal recreation. The standard for grass management in parks and open spaces allows for a varied mowing regime and are designated as Amenity or Habitat depending on the preferred outcome.

8.2.1 Amenity

In general terms grass should be no more than 2.5cm after cutting, Grass arisings should be confined to the cutting area and there should be no evidence of litter shredding. Grass areas should be cut on a 14 day cycle between April and October. During excessive wet or dry periods this cutting regime should be altered accordingly to ensure that there is no adverse impact on grass growth or damage to the sward.

Particular attention should be paid to ensure that:

- Grass growth does not exceed 10cm at any time;
- Grass arisings are not distributed on to hard surfaces;
- Heavy litter and/or large objects are collected prior to mowing;
- Good definition is maintained adjacent to hard surfaces, obstacles, woodland shelter belts, shrub beds, and landscape features;
- A maximum cut length of 2.5cm is achieved after each operation;
- Where designated, longer areas of grass are left near trees and hedgerows.

8.2.2 Habitat

Where areas of grass in parks and open spaces are identified as habitat, then a more detailed specification will be prescribed by North Warwickshire Borough Council's Landscape Manager. However in general terms, grass areas will need to be cut once during the growing season between July and August depending on the desired species mix. The cut grass should then be dried and removed for hay or composted.



Particular attention should be paid to ensure that:

- Grass is cut at the appropriate time of year;
- Grass arisings are removed and used for hay or composted away from the site;
- Good definition is achieved between differing/adjacent mowing regimes;
- A 100cm strip is close mown along each side of footpaths and roadways (as per amenity specification);
- Informal footpaths and desire lines through meadow areas are maintained to a minimum width of 180 cm and to a maximum height of 7.5 cm after cutting;
- Invasive weed species such as Japanese Knotweed, Giant Hogweed, wort and Himalayan Balsam are controlled by approved methods. If required specialist contractors should be used with the prior agreement of the Landscape Manager.

8.2.3 Litter collection

To achieve an overall high standard it is anticipated that litter collection and litter/dog bin emptying will be completed depending on local requirements and will not be a "one size fits all" approach. The operational team will be required to prepare a litter collection schedule for each park or recreation ground, which reflects the size of the area, level and intensity of use, number of bins, proximity to other services such as shopping areas and schools. This will be compatible with the Environmental Protection Act (EPA) requirements for local authorities with the overall objective of achieving

a grade 'A' standard for parks and recreation grounds. As a minimum standard it is anticipated that each area will be litter picked before and after sporting or community events and that all litter/dog bins will be emptied at least once per week and the litter collection regime adapted and revised to suit the requirements of each space.

8.2.4 Cleansing of park furniture

Within each park and recreation ground there are a number of entrance signs, interpretation panels, information boards, way markers, picnic benches, seats and hazard signs. It is anticipated that these will be correctly fixed, serviceable and visible to all park users at all times. As a minimum requirement it is expected that park furniture will be free from litter, detritus and any graffiti at all times and that at least once per year, each item will be repaired, painted and cleaned using appropriate materials and tools.



8.2.5 Footpaths and hard surfaces

For each park and recreation ground it is expected that all hard surfaces and footpaths will be maintained to high standard throughout the year. It is anticipated that all hard surfaces will be clear of leaves, moss and detritus at all times. It is anticipated that this will be achieved by a combination of hand and mechanical sweeping at periodic times during the year to reflect season growing patterns e.g. Autumn leaf fall (see section 11).

8.3 Unsatisfactory performance

In general terms this relates to areas where the agreed service standard has failed as a result of not completing the agreed specification, not achieving the agreed frequency, incomplete work or poor work quality.



8.3.1 Amenity

Some examples of unsatisfactory performance include: grass growth exceeding 10cm (2.5 cm after cutting) grass overhanging or encroaching onto footpaths or roadways; evidence of poor attention to detail; poor definition through inappropriate use of equipment or machinery and evidence of litter shredding, scalping or tramlines.

8.3.2 Habitat

Some examples of unsatisfactory performance include: grass not being cut as per agreed management regime, grass growth on mowing strips exceeding 15cm (7.5 cm after cutting), grass overhanging or encroaching onto footpaths or roadways; evidence of poor attention to detail; poor definition through inappropriate use of equipment or machinery and evidence of litter shredding.

8.4 Recommended maintenance method

8.4.1 Amenity

Parks and recreation grounds should be cut with a gang mower, which achieves a minimum cutting width of 300 cm. The unit should be equipped with grass tyres and cylinder mowers which can achieve a minimum cut height of 2.5 cm. In locations where there are slopes or where access by a gang mower cannot be achieved, then the operation should be completed using another suitable method to the same specification.

The recommended method for each operation should be as follows:

- Undertake visual inspection to assess ground conditions;
- Remove hazards, litter, large stones etc;
- Set appropriate cutting height;
- Complete mowing operation at appropriate speed;
- Clear any arisings from hard surfaces;
- Removal of any shredded litter.

8.4.2 Habitat

Where grass areas in parks and recreation grounds are identified as habitat then an appropriate management regime will need to be agreed with North Warwickshire Borough Council's Landscape Manager. It is anticipated that specialist equipment such as mechanical reciprocating scythes and a mechanical bailer fitted to a tractor will be required to complete these operations. It may therefore be necessary to engage a local farmer or specialist contractor to complete this operation depending on local circumstances. In general it is proposed that the following regime will be followed.

- Cutting and bailing should be undertaken using specialist equipment;
- Grass should be thoroughly dried before bailing for hay;
- All bails must be removed from site within 24 hours;
- Undertake visual inspection to assess ground conditions;
- Remove hazards, litter, large stones etc;
- Set appropriate cutting height;
- Complete mowing operation at appropriate speed;
- Clear any arisings from hard surfaces;
- Removal of any shredded litter.

In areas where meadow style management is not practical then areas of long grass may be left. This is likely to be in more marginal areas of parks and recreation grounds associated with hedge boundaries or small woodlands. In these circumstances it is recognised that cutting and bailing may not be economically viable and the service provider will be required to strim or cut grass using a flail mower, leaving arisings in situ.

9.0 Specialist Landscape Management and Maintenance

9.1 Nature Conservation Areas

North Warwickshire Borough Council is responsible for the management and maintenance of several areas that are important to nature conservation. Outside the scope of managing parks and recreation grounds for grassland habitats identified above, the Council may require landscape maintenance support to manage particular habitats. The nature of these areas will require careful consideration and North Warwickshire Borough Council's Landscape Manager will advise on specific requirements depending on required habitats and special characteristics such as species protection. It is anticipated that the scope of maintenance work required will extend to the following items:

9.1.2 Hedge laying

Management of native hedgerows using traditional midland style techniques. To include thinning of crown material, laying, staking and binding.



9.1.3 Woodland management

Coppicing, felling /thinning and removal of native trees in a sensitive manner as part of woodland management plans.

9.1.4 Pond/water body management

Clearance and removal of weeds through mechanical methods.

9.1.5 Invasive species

Clearance and control of invasive species such as wort, Japanese knotweed and Himalayan balsam using mechanical or chemical control methods.

9.1.6 Meadow management

Cutting and removing hay from areas managed as meadows during late summer.

10.0 Bowling Greens

North Borough Council is responsible for the maintenance of one crown green bowling green located in Abbey Green Park, Polesworth. The bowling green represents a prestigious amenity for the Borough and as such a dedicated regime for ongoing maintenance will be determined in partnership with relevant bowls clubs. It is anticipated that the maintenance of the bowls green will be overseen by one responsible person with the necessary skills, knowledge and expertise to make decisions on a day to day basis for the betterment of the green and users. North Warwickshire Borough Council's Landscape Manager will agree an annual maintenance regime for the bowls green based around the following scope of works.

10.1 Management objectives

North Warwickshire Borough Council to manage full extent of green in a clean and healthy condition.

1. Bowls Club(s) to ensure compliance with lease arrangements.
2. Maintain a true, flat, and free draining surface.
3. Ensure green is presented in optimum condition for use at all times during the playing season.

10.2 Scope of maintenance

- Regularly inspect sward for pest and disease;
- Undertake consultation with Bowls Club to determine playability of the surface;
- Complete all works/maintenance requirements in accordance with annual routine maintenance regime before 10am during playing season;
- Brush green to remove all cuttings, leaves, arisings and debris;
- Cut sward using motorised or manual cylinder mower to ensure a playable surface with a length no greater than 5mm;
- Complete hoeing and weeding of guttering on a regular basis;
- Switch green daily to remove dew;
- Apply necessary irrigation dependant on prevailing weather conditions.

11.0 Footpaths, Car Parks and Hard Surfaces

Within the Council's portfolio of parks and green spaces there are a number of hard surfaces including footpaths, car parks and hard standings. In order to raise the overall quality of service provision the Council are seeking to provide dedicated maintenance of these areas.

It is anticipated that in the future management plans will be developed for each park or recreation ground and hard surfaces, car parks and footpaths will be enhanced through capital investment. Following this, a new maintenance regime will be required based on the following scope of work.



11.1 Scope of Maintenance

In general terms the following maintenance regime may be required:-

1. Quarterly mechanical sweeping using either a pedestrian sweeper or smaller vehicular sweeper i.e. Scarab.
2. Annual clearance of edges using chemical or mechanical methods to remove encroaching vegetation and to reduce build up of detritus.
3. Sweeping / collection of leaves during Autumn.
4. Where agreed gritting and / or snow clearance.
5. Minor repairs to pot holes using materials approved by the North Warwickshire Borough Council's Landscape Manager.

12.0 Closed Churchyards

Closed Churchyards are a legal designation in which the Borough Council has taken overall responsibility for maintenance and management from either the Parish Council or Parochial Parish/Church Council. North Warwickshire Borough Council has a responsibility to ensure that the area is safe and managed in accordance with prevailing amenity or habitat requirements.

In general terms the Council's Landscape Manager will agree and make arrangements for the maintenance of closed churchyards. In some instances it may be necessary to employ specialist contractors to undertake inspections and testing of monuments and headstones or engage engineers to inspect built features such as boundary walls.

The roll of the service provide for grounds maintenance will be to undertake operations based on this specification which may include amenity grass cutting, hard surfaces or even prestigious areas.

13.0 Ditches and Water Courses

Within several of the parks and recreation grounds there are areas of open water and ditches. North Warwickshire Borough Council wishes to ensure a high standard of maintenance in these public spaces and is seeking to provide an enhanced standard above and beyond normal requirements for preventing flood risk and ensuring flow of water.

In general terms, it will be expected that maintenance of these areas will be agreed with North Warwickshire Borough Council's Landscape Manager and will extend to the following scope of works.



13.1 Scope of maintenance

- Removal of overhanging branches on an annual basis;
- Control of litter and debris to ensure areas are free of litter throughout the year;
- Regular inspection and clearance of culverts and structures to ensure areas are free of branches, debris and extraneous material throughout the year;
- Removal of any fly tipping and large obstacles within 24 hours of notification by North Warwickshire Borough Council's Landscape Manager.

14.0 Trees

Periodically, the Borough Council will require tree maintenance works including pruning, felling, crown lifting and removal of epicormic growth that will need to be completed by competent and qualified arboricultural personnel. In general terms it is expected that performance standards will agreed by North Warwickshire Borough Council's Landscape Manager and adhere to recognised industry standards based around the follow scope of works.

14.1 Scope of maintenance

- The work site is adequately protected while work is in progress;
- The risk of damage to property is avoided;
- That damage to the surrounding landscape is kept to a minimum;
- Any damage caused to the surrounding landscape area is reinstated within seven days of completion of the works;
- The work is carried out in accordance with established aboricultural practices and standards;
- On completion of the works all timber and prunings are removed and the site is left clean, safe and tidy.

Within the scope of this specification the service provider will be required to complete tree works that can be completed using hand and power tools from the ground. It is expected that tree maintenance that requires aerial operations will be completed by a specialist external contractor.

15.0 Floral Displays

At present North Warwickshire Borough Council does not provide seasonal bedding or floral displays within the Borough. However the Council does recognise that in some circumstances it may be appropriate to provide bedding, planters, hanging baskets or troughs for floral displays and enhancements within certain areas of the Borough. It is anticipated that these displays may be required to complement existing civic and public areas which enhance buildings, features and the overall environment.

The Council's Landscape Manager will determine requirements for floral displays on a site by site basis and it is expected that the service provider will make provision for ordering, planting and maintaining floral displays for spring and summer bedding.

15.1 Scope of maintenance

It is anticipated that the service provider may be required to complete operations within the following scope of work.

15.2 Ordering and planning

Spring bedding- Each May/June the Landscape Manager will liaise with the service provider to agree a bedding plan and ordering requirements. This will be based on agreed plant species/varieties and the service provider will be required to tender, order and collect bedding plants.

During October the summer bedding will be removed and each bed prepared for spring bedding. All plant material and arisings should be composted as part of the Council's commitment to reduce landfill.

Summer Bedding- Each October/ November the Landscape Manager will liaise with the service provider to agree a bedding plan and ordering requirements. This will be based on agreed plant species/varieties and the service provider will be required to tender, order and collect bedding plants.

During May the spring bedding will be removed and each bed prepared for summer bedding. All plant material and arisings should be composted as part of the Council's commitment to reduce landfill.

15.3 General Maintenance

Through out the year all beds, troughs, baskets and planters should be maintained by weeding, edging, removing litter/debris and lightly cultivating on a weekly basis. The bed, hanging basket, planter or trough should be weed free, neat, and tidy. Plants should show good vigour with even growth and no die back. There should be no more than 10% weed cover of bed or planted area, with no excessive dead heads and the plants should show no signs of wilting.

Between May and October irrigation of all bedding areas should be undertaken at least twice per week and irrigation to planters, hanging baskets and troughs should be undertaken at regular interval at least three times per week. It may be necessary to increase this regime during dry spells.

15.4 Unsatisfactory Performance

In general terms this relates to areas where the agreed service standard has failed as a result of not completing the agreed standard, not achieving the agreed specification, incomplete work or poor work quality.

Examples can include: excess weed growth, poor plant vigour, and plants wilting, dry planting medium, incorrectly planted plants and plants not planted in accordance with the planting plans.

15.5 Recommended maintenance method

15.5.1 Flower Beds

The preparation of each bed will include the lifting of all plants including root ball, digging over to a depth of least 25 cm, the importing of topsoil/ compost and the application of an approved fertiliser (if required). Finally the bed should be cultivated and shaped with a rake/ hoe in preparation for planting.

Bedding plants will be planted in accordance with the seasonal bedding plans. With the bedding planted by excavating a hole large enough to accommodate the root ball and the surrounding soil or planting medium being adequately firmed in and thoroughly watered.

Each bed should be edged using a half moon so that the intended shape, composition and definition of the bed are maintained. In addition, soil within the bed should be profiled to around 45° to maintain a neat and tidy convex appearance and the bed lightly cultivated with a fork or hoe every 14 days. In general terms the following should be adhered to:

1. Planting and maintenance will be carried out using a range of hand tools suitable for the task;
2. Irrigation is completed in a timely manner;
3. Weed growth is controlled and kept to a minimum;
4. Litter and debris is removed;
5. Edging and definition is maintained;
6. Dead heading is conducted as when required;
7. Hoeing and forking is undertaken at least once per week.

15.5.2 Planters

Prior to planting, all planters should also be stripped of plants, have the growing media replaced where necessary, be cleaned using a high pressure hose, have repairs undertaken if required and receive an application of an approved fertiliser.

Bedding plants will be planted in accordance with the seasonal bedding plans with the bedding planted by excavating a hole large enough to accommodate the root ball and the surrounding soil or planting medium being adequately firmed in and thoroughly watered. Each planter should be weeded by hand every 14 days. In general terms the following should be adhered to:

1. Planting and maintenance will be carried out using a range of hand tools suitable for the task;
2. Irrigation is completed in a timely manner using specialised irrigation equipment;
3. Weed growth is controlled and kept to a minimum;
4. Litter and debris is removed;
5. Dead heading is conducted as when required;
6. Damage to the container requiring repair or replacement is reported to the Landscape Manager.

15.5.3 Hanging Baskets

Hanging baskets will be provided ready planted and established in preparation for installation and will be installed as per the bedding planting plan. Irrigation should be carried out at times of the day when pedestrian activity is at a minimum and with due regard to public safety and with minimum disruption to adjacent retail premises. In general terms the following should be adhered to:

Each planter should be inspected and assessed for the need to irrigate on a daily basis.

1. Maintenance will be carried out using a range of hand tools suitable for the task;
2. Irrigation is completed in a timely manner using specialised irrigation equipment;
3. Weed growth is controlled and kept to a minimum;
4. Litter and debris is removed;
5. Dead heading is conducted as when required;
6. Damage to the container requiring repair or replacement is reported to the Landscape Manager.

Agenda Item No 18

Community and Environment Board

24 January 2011

**Report of the
Assistant Chief Executive And Solicitor
To The Council**

**Private Water Supplies
Regulations 2009**

1 Summary

- 1.1 The purpose of this report is to inform Members of the requirements of the Private Water Supplies Regulations 2009, the implications for this Authority and to agree a scale of charges to be levied for risk assessment and sampling visits.

Recommendation to the Board:

That the scale of charges detailed in the report be agreed.

2 Consultation

2.1 Portfolio Holder, Shadow Portfolio Holder and Ward Members

- 2.1.1 The Chair, Vice Chair and Opposition Spokesperson have been consulted.

3 Report

- 3.1 The Private Water Supplies Regulations 2009 replace the Private Water Supplies Regulations 1991 and transpose into law the requirements of the 1998 EU Drinking Water Directive. This lays down prescribed standards on the quality of all public and private water supplies intended for human consumption in line with the World Health Organisation's guidelines for drinking water quality published in 2004.
- 3.2 The Regulations attach greater emphasis on proactive measures, rather than just carrying out monitoring of the quality of drinking water supplies. This is described as a 'risk assessment' and considers the risk to a source of drinking water, the treatment facilities, the distribution infrastructure including pipes, reservoirs and tanks and the internal pipe work within the premises. The overall objective is that of protecting human health from the adverse affects of any contamination of water intended for human consumption by ensuring that it is wholesome and clean.
- 3.3 The Regulations require formal action to be taken to ensure that private water supplies meet the standards of the Directive by requiring Local Authorities to serve notices if informal negotiations fail to secure improvements. Where a supply is considered to be a potential danger to human health the Local

Authority is under a duty to serve a notice to require the supply to be prohibited or its use restricted and for the supply to be improved.

- 3.4 The Regulations place a duty on Local Authorities to carry out a risk assessment within five years and to monitor regularly all large supplies to ensure compliance with the standards. Authorities are then required to monitor the supplies depending on the size of the supply and the risks identified. Authorities are not required to risk assess or monitor individual supplies to single dwellings but users of such supplies can request that the Authority carry out a risk assessment and/or monitoring and if they do so the authority must comply with the request.
- 3.5 A Local Authority may now charge a person responsible for a private water supply a fee up to a specified maximum for carrying out a risk assessment, carrying out an investigation, granting an authorisation (permission to carry on supplying water to a lower standard on a temporary basis while remedial action is taken) as well as for carrying out monitoring (sampling and analysis). The charge made must be the reasonable cost of providing the specified service. Authorities are not allowed to charge for serving notices, however if they decide to take remedial action (because for example the person had not taken action) they can recover the cost of taking that action from the person.
- 3.6 The Regulations also require Authorities to risk assess and monitor 'private distribution systems'. These occur where water derived originally from a public supply by a statutory water undertaker is supplied to the boundary of the premises. This water is then distributed through a private distribution network to buildings/properties on the site. When the buildings/properties supplied are not occupied by the same organisation or company this is a private distribution system.
- 3.7 Currently within North Warwickshire we have 12 single supplies, 5 small supplies and 8 large supplies. It is not known how many private distribution systems there are as we have not had any involvement with these in the past. Some are obvious such as caravan sites but beyond that Officers will be liaising with the statutory water undertakers to try and identify such systems.
- 3.8 The Regulations set out the maximum fees that an Authority may charge:

Activity	Maximum fee (£)
Risk Assessment (each assessment)	500
Sampling (each visit)	100
Investigation (each investigation)	100
Granting An Authorisation	100
Sample analysis – small/single supplies	25
Sample analysis – check monitoring	100
Sample analysis – audit monitoring	500

- 3.9 The suggested scale of charges to be made by this Authority is as follows. This is based on two Officers carrying out risk assessments and investigations and one Officer carrying out sampling and recovery of the actual cost of analysis charged by the laboratory:

Activity	Fee (£)
Risk assessment/Investigations	39 per hour
Sampling visits/Granting Authorisations	17 per hour
Sample analysis	As charged by the laboratory

4 **Report Implications**

4.1 **Finance and Value for Money Implications**

- 4.1.1 The full cost of the work can be recovered in most instances.

4.2 **Environment and Sustainability Implications**

- 4.2.1 These provisions will ensure that the quality of private water supplies in the Borough are improved.

4.3 **Human Resources Implications**

- 4.3.1 As private water supplies are currently monitored this task can be accommodated within existing resources. It is anticipated that the extra time needed to risk assess large supplies will be offset by no longer having to regularly monitor small supplies. When the extent of the task involved in monitoring private distribution systems becomes clearer it may be necessary to review the position.

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 19

Community and Environment Board

24 January 2011

Report of the Chief Executive and the Deputy Chief Executive

Progress Report on Achievement of Corporate Plan and Performance Indicator Targets April - September 2010

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 2010.

Recommendation to the Board

That Members consider the performance achieved and highlight any areas for further investigation.

2 Consultation

2.1 Portfolio Holder, Shadow Portfolio Holder and Ward Members

- 2.1.1 The Portfolio Holder and Shadow Portfolio Holder for Resources, Councillors Bowden and Butcher have been sent a copy of this report and any comments received will be reported to the Board.

3 Background

- 3.1 This report shows the second quarter position with the achievement of the Corporate Plan and Performance Indicator targets for 2010/11. This is the second report showing the progress achieved so far during 2010/11.

4 Progress achieved during 2010/11

- 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 national and local performance indicators during April to September 2010/11 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 not achieved

Amber – target currently behind schedule and requires remedial action to be achieved

Green – target currently on schedule to be achieved.

5 Performance Indicators

- 5.1 The current national and local performance indicators have been reviewed by each division and Management Team for monitoring for the 2010/11. Members should be aware that the current set of national indicators have been reviewed by the Coalition government and have all been stopped. In a recent announcement the Secretary of State for Communities and Local Government has confirmed the replacement of the National Indicator Set with a single comprehensive list of all the data expected to be provided by local government to central government. The data requirements are being reviewed and reduced for April 2011 onwards.

6 Overall Performance

- 6.1 The Corporate Plan performance report shows that 84% of the Corporate Plan targets and 67% 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	21	84%
Amber	4	16%
Red	0	0%
Total	25	100%

Performance Indicators

Status	Number	Percentage
Green	14	67%
Amber	7	33%
Red	0	0%
Total	21	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 community safety performance indicators which are reported to Executive Board.

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 will be 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 actions and indicators which contribute towards the priorities of the sustainable community strategy including customer access strategy, outreach services, financial inclusion and health and well being services.

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

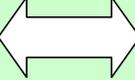
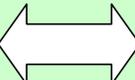
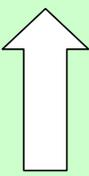
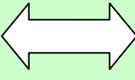
8.6.1 There are a number of targets and performance indicators contributing towards the priorities of access to services, protecting and improving our environment, tackling health inequalities and reducing crime and anti social behaviour.

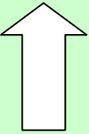
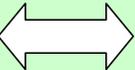
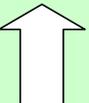
The Contact Officer for this report is Robert Beggs (719238).

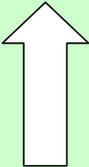
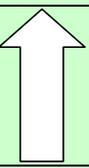
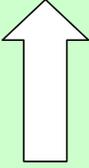
Background Papers

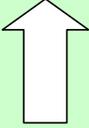
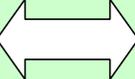
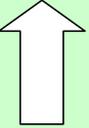
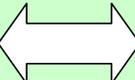
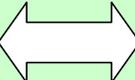
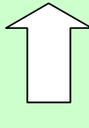
Local Government Act 1972 Section 100D, as substituted by the Local Government Act, 2000 Section 97

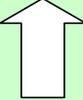
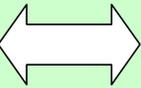
Background Paper No	Author	Nature of Background Paper	Date
National Indicators for Local Authorities and Local Authority Partnerships	Department for Communities and Local Government	Statutory Guidance	February 2008

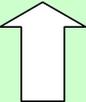
Ref	Start Date	Action	Board	Lead Officer	Reporting Officer	Theme	Sub-Theme	Update	Traffic Light	Direction
7	Apr-10	Implementing the annual LEADER business plan. The objectives of the LEADER project are to improve ease of access to community services for individuals, communities and businesses in rural North Warwickshire and specifically targeting those groups with most barriers to face through isolation and deprivation; and to develop a more inclusive and sustainable community transportation and communications network within, between and beyond settlements in the area	Community & Environment Board	Pro tem DCE	Simon Powell	Community Life		Work on implementation of the LEADER Business Plan is progressing, although in consultation with AWM the 2010/11 programme has had to be reduced due to the timescales involved. The LEADER Development Officer is in post and working with relevant groups, with a view to the submission of projects for inclusion within the programme. DEFRA support for LEADER, however, is currently subject to review, the outcome of which will not be known until October 2010 at the earliest.	Green	
9	Apr-10	Raising aspirations, skill levels and attainment through recognised vocational qualifications, volunteering and targeted activities (e.g. Cook and Taste, Activities4U, leadership and environmental awards, etc.) Action within the Leisure and Community Development Division will secure the attainment of 105 nationally or locally accredited qualifications in 2010/11	Community & Environment Board	AD (L&CD)	Simon Powell	Community Life		Work to raise aspirations, skill levels and attainment is progressing in accordance with action plans in the Partnership and Development section. Targeted activities have included Cook and Taste and Healthy Lifestyle programmes in schools in Arley, Atherstone and Hartshill. Further healthy eating programmes were also undertaken during the summer. Recognised vocational qualifications have been achieved through the Children's University. NO CHANGE	Green	
10	Apr-10	Taking action in accordance with targets and outcomes identified in the LEADER business plan to protect existing village shops and post offices in order to ensure our villages are as vital and sustainable as possible by a) Continuing supporting rural post offices by awarding 100% rate relief; b) Investigating and pursuing projects and opportunities which help to maintain rural services; and c) Identifying opportunities to find resources to support village shops and social enterprises	Community & Environment Board	ACE (CS) / DCE	Bob Trahern	Community Life		100% rate relief has been awarded in line with the Councils guidelines to all rural post offices in 2010/11 NO CHANGE	Green	
35	Apr-10	Continuing to be sympathetic to the needs of the farming and rural communities to improve access to services and enhance communication for and with rural communities	Community & Environment Board	ACE(CS)	Bob Trahern	Community Life	DCE	This will be reliant on LEADER bids being successful in terms of access issues. The remainder will be focus on ensuring key messages across services are communicated to rural communities where necessary NO CHANGE	Amber	

Ref	Start Date	Action	Board	Lead Officer	Reporting Officer	Theme	Sub-Theme	Update	Traffic Light	Direction
37	Apr-10	Implementing LEADER projects that contribute to village renewal, development and conservation and upgrading the rural heritage in accordance with the LEADER business plan	Community & Environment Board	AD (L&CD)	Simon Powell	Community Life		Relevant projects are being developed, including at Astley Castle and within Dordon, Hurley, Maxtsoke and Hartshill. The Development Officer is working with applicants to develop eligible projects that meet LEADER objectives.	Green	
39	Apr-10	Continuing to participate in Economic Development and work with partners including WCC, C & W Chamber, AWM by participation in the LAA Economy Theme Group, the Sub regional economic development group, the Warwickshire Investment Partnerships and the sub regional Destination Management Partnership and to implement the actions in accordance with the groups' work plans and issue emerging from the Warwickshire Economic Area Assessment	Community & Environment Board	CE	ACE (CS)	Bob Trahern	DCE	Discussions are currently taking place with the County Council regarding representation and input to county wide economic development activity. NO CHANGE	Amber	
45	Apr-10	Ensuring that the levels of cleanliness on roads, streets, pavements and open spaces within the Borough are maintained to not more than the 2009/10 year end figure for National Indicator 195a of 8%	Community & Environment Board	AD (S)	Richard Dobbs	Environment		The latest survey results indicate that the Council is well on course to meet the year end target of 8%. NO UPDATE	Green	
46	Apr-10	Identifying flooding and DCEainage projects will be continued and specific issues tackled in conjunction with partners (incl. WCC & Environment Agency) through advice, investigation and (where necessary) enforcement including projects to spend the Property Protection Grant allocation and implementation of the site specific action plans by March 2011	Community & Environment Board	AD (S)	Richard Dobbs	Environment		Property Protection Grant Funding allocation is on schedule as are other ongoing flooding projects. NO UPDATE	Green	
47	Apr-10	Continuing to work closely with Public Realm Partners on all public realm issues within the Borough and to review the Partnership's effectiveness by March 2011	Community & Environment Board	AD (S)	Richard Dobbs	Environment		Partnership work is continuing to produce results - particularly on main roads in the Borough. Review will take place later in the year. NO UPDATE	Green	
48	Apr-10	Encouraging communities, in conjunction with other partner organisations, to identify and report public realm concerns and thereafter ensure that four sustainable local "clean up" initiatives are undertaken	Community & Environment Board	AD (L&CD) / AD (S)	Simon Powell	Environment		been supported, in Atherstone, Hurley, Polesworth and Water Orton, through the loan of litter picking equipment, the removal of rubbish and graffiti, the provision of skips and the supply of graffiti removal equipment. Additional targeted fly-tipping work has taken place in Corley, as identified through the local PACT process. NO CHANGE	Green	

Ref	Start Date	Action	Board	Lead Officer	Reporting Officer	Theme	Sub-Theme	Update	Traffic Light	Direction
49	Apr-10	Working with WCC and other relevant agencies to support and deliver actions that promote waste minimisation, recycling, litter awareness and reduce dog fouling, including through work with eight schools and support for the national eco-schools programme	Community & Environment Board	AD (S) / AD (L&CD)	Simon Powell	Environment		<p>The WCC funded temporary Recycling Officer has co-ordinated implementation of the initial recycling participation survey and undertaken promotion of the new recycling service. A publicity and promotional campaign is now being targeted at areas of low participation (implementation from November 2010 until February 2011). A further participation survey will be undertaken in February 2011 to identify the impact of the new recycling scheme.</p> <p>Two talks on recycling have been given to schools (Oakfield and Racemeadow). As a result, Racemeadow students have designed a banner for the recycling vehicle to help encourage more people to recycle. Nine Schools have also received a visit from Recycler the Rapping Robot (via WCC) to promote the "Reduce, Reuse, Recycle" message. These visits were targeted at schools which had not received a previous visit, not yet engaged with eco-schools programme or accessed offers of recycling talks.</p>	Green	
50	Apr-10	Reviewing the success of the Warden Scheme and examining ways in which the service could be expanded or improved in conjunction with relevant Town and Parish Councils and local Members by September 2010	Community & Environment Board	AD (S) / DCE	Richard Dobbs	Environment		Review to be initiated at the Environment Portfolio Group meeting due to be held in September.	Green	
51	Apr-10	Reviewing grass cutting arrangements through the outcomes of the Grounds Maintenance Service Review as well as continuing to work with town and parish councils to target specific areas by May 2010	Community & Environment Board	AD (S) / AD (L&CD)	Simon Powell	Environment		The initial Grounds Maintenance Service Review work (including grass cutting arrangements) is complete and a new draft specification has been prepared, which will be considered, along with the relevant financial implications, by the C&E Board at its meeting in January 2011.	Green	
52	Apr-10	Complete the review and adopt the action plan arising from the related Parks and Open Spaces Value for Money Review by May 2010	Community & Environment Board	AD (L&CD) / AD (S)	Simon Powell	Environment		Work on the Parks and Open Spaces VFM Review, which had initially been delayed due to the demands of the Playbuilder Programme, is now logically being undertaken in conjunction with the Grounds Maintenance Service Review, and will be reported to Members in January 2011	Amber	

Ref	Start Date	Action	Board	Lead Officer	Reporting Officer	Theme	Sub-Theme	Update	Traffic Light	Direction
53	Apr-10	Exploring opportunities to work more closely with neighbouring authorities, Contractors and WCC to improve recycling services across the Borough and increase the recycling rate to over 30%	Community & Environment Board	AD (S)	Richard Dobbs	Environment		A revised contract with the new contractor 'Palm Recycling' has been put into operation from 18 October 2010. The kerbside collection service now caters for the collection of plastics and cardboard. Awaiting first weight returns but early indications are good.	Green	
54	Apr-10	Policies on renewable energy and reducing carbon to be included in the Core Strategy which will be publicised by October 2010 and then submitted formally to the Secretary of State	Community & Environment Board	ACE&SC	Dorothy Barratt	Environment		Work on Core Strategy stalled due to abolition of RSS NO CHANGE	Amber	
55	Apr-10	A Climate Change Strategy will be agreed by Members, including an updated action plan, with a view to reducing the carbon emissions of the Council by 10% in 2010/11	Community & Environment Board	ACE&SC	Steve Maxey	Environment		The strategy has been agreed. The work towards implementing the action plan is ongoing. Agreement has been reached with the Energy Savings Trust to review our action plan and provide support to implement the actions	Green	
56	Apr-10	Implementing phase 3 of the North Warwickshire Green Space Strategy in accordance with the revised Action and Funding Plan	Community & Environment Board	AD (L&CD)	Simon Powell	Health & Wellbeing		Work to implement phase 3 of the GSS is progressing satisfactorily and in accordance with the Action and Funding Plan. NO CHANGE	Green	
57	Apr-10	Within the context provided by the Health, Well-being and Leisure Strategy and ongoing discussions relating to "Building Schools for the Future", determining by October 2010 and then commencing implementation of the agreed approach to the future provision, management and operation of the Council's leisure facilities, having particular regard to the short and long term future of Coleshill Leisure Centre	Community & Environment Board	DCE /AD (L&CD)	Simon Powell	Health & Wellbeing	DCE	The Building Schools for the Future programme has now been stopped by the Coalition Government. Work is progressing, however, in respect of the future provision, management and operation of the Council's leisure facilities and particularly with regard to the future of Coleshill Leisure Centre. NO CHANGE	Green	
58	Apr-10	In conjunction with the Children, Young People and Their Families theme group, reinvigorating the NW Play Partnership and continuing to co-ordinate implementation of the NW Play Strategy, in accordance with the revised Action Plan	Community & Environment Board	AD (L&CD)	Simon Powell	Health & Wellbeing		partners about the best mechanisms through which to advance related work. In the meantime, Officers are continuing to co-ordinate implementation of the NW Play Strategy in accordance with the Action Plan.	Green	

Ref	Start Date	Action	Board	Lead Officer	Reporting Officer	Theme	Sub-Theme	Update	Traffic Light	Direction
59	Apr-10	Continuing to evaluate, and thereafter report on, the impact of the three-year Play Area Development Programme by September 2010 and completing the implementation of the local Playbuilder programme by March 2011	Community & Environment Board	AD (L&CD)	Simon Powell	Health & Wellbeing		Evaluation of Phase 1 of the Play Area Development Programme has been completed and reported to the C&E Board in June 2010. It will be further reported to Scrutiny Board in December 2010. New play facilities have been installed at Ridge Lane and Baddesley Ensor through the Playbuilder Programme. Consultation has been completed for installations in Kingsbury and Old Arley and scheme designs are being produced. Government support for Playbuilder, however, is subject to review, as a consequence of which alternative sources of external funding are being sought for these proposed developments.	Green	
60	Apr-10	In accordance with the approved Allotments Policy Statement, advancing the development of a further allotment site in North Warwickshire, most likely in Hurley, by March 2011	Community & Environment Board	AD (L&CD)	Simon Powell	Health & Wellbeing		Work is progressing with the recently constituted Hurley Allotments Association. A potential site had been identified, although it met with local opposition, as a consequence of which negotiations in respect of an alternative site, in the ownership of the County Council, are being progressed.	Green	
61	Apr-10	Continuing to co-ordinate the sustainable development of Wellness Matters, including its further expansion into targeted communities and through the promotion of healthy lifestyles and healthy eating in three communities by November 2010	Community & Environment Board	AD (L&CD)	Simon Powell	Health & Wellbeing		Wellness Matters continues to develop co-ordinated health and well-being initiatives around the Borough. Targeted programmes have included after-school healthy eating taster sessions and a seven week Cook and Taste programme at Hartshill School. Further Cook and Taste programmes commenced in Hurley and Coleshill in September, whilst a health and well-being programme is also being developed in conjunction with Birchwood School in Polesworth. Additionally, a healthy lifestyle scheme is being developed in Dordon.	Green	
62	Apr-10	Continuing to ensure compliance with the Council's statutory responsibilities as a partner and Compact signatory within the WSCB and through implementation of the provisions of the recently revised and adopted Child Protection Policy by training a pool of internal Child Protection Trainers and delivering WSCB Level 1 training to appropriate staff by March 2011	Community & Environment Board	AD (L&CD)	Simon Powell	Health & Wellbeing		The Council is continuing to undertake its responsibilities as a partner and Compact signatory within the WSCB. Relevant training is being provided to appropriate staff and the provisions of the Child Protection Policy are being implemented.	Green	

Ref	Start Date	Action	Board	Lead Officer	Reporting Officer	Theme	Sub-Theme	Update	Traffic Light	Direction
66	Apr-10	Continuing to develop and deliver targeted positive interventions, community safety projects and constructive leisure opportunities (e.g. Call4Sport, Activities4U, etc.) to provide diversionary activities, reduce instances of anti-social behaviour and meet the wider needs and aspirations of young people, inter-generational work and wider community development activity as detailed in the Leisure and Community Development Division's Service Plan	Community & Environment Board	AD (L&CD)	Simon Powell	Safer Communities		Youth engagement projects have included a Borough-wide football tournament at Aston Villa's training ground in which ten teams took part, including from the Council, the Police and Fire and Rescue. Friday night summer sessions have been delivered in Ansley Common, Hartshill, Warton and Wood End. A mobile skate facility was available through Call4Sport throughout the summer. Community-based projects are also planned for Dordon, Hartshill, Warton and Wood End. Activities4U and other diversionary initiatives also continue to operate and engage young people and families about a range of issues, including the dangers of alcohol mis-use. NO CHANGE	Green	

PI Ref	Description	Division	Section	High/Low is good	2010/11 Target	2009/10 Outturn	National Best Quartile	Performance	Traffic Light	Direction	Comments	Suggested reporting interval	Board	Reported to MT
Chief Executive's Division														
ACPI H1	The percentage of food premises inspections that should have been carried out that were carried out for high risk premises.	Chief Executive	Env Health (C, L &HP)	High	100%	87%	N/A	40%	Amber		An unprecedented number of new food business start ups – 33 since 01/04/10. New businesses take much longer to inspect and bring the Food Business Operators up to speed with food safety requirements often taking two or three actual visits. Clearing the backlog of inspections carried over from the previous year (approx 40). Long term sickness in the Environmental Protection Team meant staff were diverted to assist with noise complaints etc.	Q	Community and Environment Board	Yes
ACPI H4	The percentage of food premises interventions that should have been carried out that were carried out for low risk premises.	Chief Executive	Env Health (C, L &HP)	High	100%	New	N/A	43%	Amber		Unforeseen work, such as the campaign on E Coli in butchers shops and children's petting farms and the campaign to replace underground LPG pipework. It is anticipated that the final outturn for food inspections will be significantly higher than 40% but it is likely that we will fail the 100% target without some additional resource.	Q	Community and Environment Board	Yes
Leisure and Community Development														
ACPI I1b	Swimming pools and sports centres: : The net cost per swim/visit	Leisure & Community Development	Leisure Facilities	Low	£1.91	£2.02	N/A	£1.49	Green			Q	Community and Environment Board	Yes
FAC-LPI 9	Leisure Centres - Total income per visit :	Leisure & Community Development	Leisure Facilities	High	£2.30	£2.44	N/A	£2.46	Green			Q	Community and Environment Board	Yes

PI Ref	Description	Division	Section	High/Low is good	2010/11 Target	2009/10 Outturn	National Best Quartile	Performance	Traffic Light	Direction	Comments	Suggested reporting interval	Board	Reported to MT
ACPI I1a	Swimming pools and sports centres: : The number of swims and other visits per 1,000 population.	Leisure & Community Development	Leisure Facilities	High	7,310	6,611	N/A	3,443	Amber		Lower than anticipated visitor numbers, particularly at Coleshill Leisure Centre, at which investment in the fitness suite is planned. The indicator may also be affected by the removal of Free Swimming as the year progresses	Q	Community and Environment Board	Yes
P&D PI 1	Number of customer contacts	Leisure & Community Development	Partnership & Development	High	30,500	19,083	N/A	9725 (Q2 -6132)	Green		School sessions did not operate over the summer. The target should still be met	Q	Community and Environment Board	Yes
P&D PI 2	Total number of projects delivered by the section	Leisure & Community Development	Partnership & Development	High	110	136	N/A	62 (Q2 24)	Green			Q	Community and Environment Board	Yes
P&D PI 4	Customer satisfaction with Community Development activities	Leisure & Community Development	Partnership & Development	High	80%	87%	N/A	94%	Green			Q	Community and Environment Board	Yes
P&D PI 5	Percentage of successful funding applications	Leisure & Community Development	Partnership & Development	High	75%	83%	N/A	83%	Green		£53,388 of external funding has been received to date	Q	Community and Environment Board	Yes
P&D PI 6	Number of funding bids supported	Leisure & Community Development	Partnership & Development	High	40	48	N/A	23 (Q2 - 5)	Green			Q	Community and Environment Board	Yes
P&D PI 7	Team benchmark % satisfaction scores	Leisure & Community Development	Partnership & Development	High	85%	89%	N/A	66.47%	Amber		Areas of concern to be discussed at the next team meeting	Q	Community and Environment Board	Yes
P&D PI 9	The number of nationally accredited qualifications gained as a consequence of P&D activity	Leisure & Community Development	Partnership & Development	High	90	New	N/A	26 (Q2 - 0)	Green		Numbers currently look low as although accreditations have been awarded by staff for the National Children's University programme it is proving difficult to confirm that the Accreditations have been awarded by the schools - this is being investigated. The target should still be achieved through other courses	Q	Community and Environment Board	Yes
P&D PI 10	The number of locally accredited qualifications gained as a consequence of P&D activity	Leisure & Community Development	Partnership & Development	High	15	New	N/A	126 (Q2 - 105)	Green		The target has been significantly exceeded as NWBC has become a learning destination under the Children's University and Kids College	Q	Community and Environment Board	Yes

Streetscape

PI Ref	Description	Division	Section	High/Low is good	2010/11 Target	2009/10 Outturn	National Best Quartile	Performance	Traffic Light	Direction	Comments	Suggested reporting interval	Board	Reported to MT
BVPI 82	Percentage of household waste arisings : which have been sent by the Authority for recycling	Streetscape	Refuse & Recycling	High	15%	10.41%	26.9%*	9.5%	Amber	↔	The introduction of additional materials to the kerbside collection service from Oct 2010 is expected to raise overall performance. However having only 5.5 months of the year to complete the target may not be attainable this year.	Q	Community and Environment Board	Yes
BVPI 82	The percentage of household waste sent by the Authority for composting or treatment by anaerobic digestion. :	Streetscape	Refuse & Recycling	High	18%	18.25%	19.8%*	23.8%	Green	↑	The target is likely to be met & exceeded.	Q	Community and Environment Board	Yes
BVPI 84	Number of kilograms of household waste collected per head of the population. :	Streetscape	Refuse & Recycling	Low	462	466	373kg*	464	Green	↔	The current performance is on target and with the reduction in garden waste weights during the winter should remain so.	Q	Community and Environment Board	Yes
BVPI 88	Number of collections missed per 100,000 collections of household waste :	Streetscape	Refuse & Recycling	Low	25	46.68	N/A	27.34	Amber	↓	Slightly above target but still within scope for the year end.	Q	Community and Environment Board	Yes
REF-LPI 2	Percentage of missed collections put right by the end of the next working day. :	Streetscape	Refuse & Recycling	High	-	Not available	N/A					Q	Community and Environment Board	Yes
NI191	Residual household waste per household	Streetscape	Refuse & Recycling	Low	722	769	482kg	723	Green	↔	On target.	Q	Community and Environment Board	Yes
NI192	Household waste recycled and composted	Streetscape	Refuse & Recycling	High	33%	28.65%	45.77%	33.22%	Green	↑	Currently slightly above target but reduction in garden waste will also reduce the performance figure. However the revised kerbside service should serve to offset that this winter.	Q	Community and Environment Board	Yes
NI193	Municipal waste landfilled	Streetscape	Refuse & Recycling	Low	67%	73.22%	N/A	68.87	Amber	↔	Currently just above target and reducing overall weights should bring the target within scope.	Q	Community and Environment Board	Yes
BVPI 91	Percentage of households resident in the authority's area served by kerbside collection of at least two recyclables. :	Streetscape	Refuse & Recycling	High	100%	95.92%	100%*	100%	Green	↔	With the introduction of the revised kerbside collection service the target is achieved.	Q	Community and Environment Board	Yes
NI195a	Improved street and environmental cleanliness (litter)	Streetscape	Streetscape	Low	6%	6%	2.00%	n/a	n/a	n/a	Next survey log due in November. Resources currently tied up in systems thinking work.	Q	Community and Environment Board	Yes
NI195b	Improved street and environmental cleanliness (debris)	Streetscape	Streetscape	Low	10%	10%	6.00%	n/a	n/a	n/a	Next survey log due in November. Resources currently tied up in systems thinking work.	Q	Community and Environment Board	Yes
NI195c	Improved street and environmental cleanliness (graffiti)	Streetscape	Streetscape	Low	1%	1%	0.00%	n/a	n/a	n/a	Next survey log due in November. Resources currently tied up in systems thinking work.	Q	Community and Environment Board	Yes

Performance Indicators

PI Ref	Description	Division	Section	High/Low is good	2010/11 Target	2009/10 Outturn	National Best Quartile	Performance	Traffic Light	Direction	Comments	Suggested reporting interval	Board	Reported to MT
NI195d	Improved street and environmental cleanliness (fly posting)	Streetscape	Streetscape	Low	0%	0%	0.00%	n/a	n/a	n/a	Next survey log due in November. Resources currently tied up in systems thinking work.	Q	Community and Environment Board	Yes