

To: Leader and Members of the Executive Board

(Councillors Humphreys, Bell, Farrell, Gosling, Hayfield, McLauchlan, Rose, Reilly, Simpson and D Wright)

For the information of other Members of the Council

For general enquiries please contact the Democratic Services Team on 01827 719221 or 719450 or via e-mail – democraticservices@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.

EXECUTIVE BOARD AGENDA

16 MARCH 2020

The Executive Board will meet in the Committee Room at the Council House, South Street, Atherstone, Warwickshire on Monday 16 March 2020 at 7pm

AGENDA

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

- 4 **Minutes of the meeting of the Board held on 10 February 2020** – copies herewith to be agreed as a correct record and signed by the Chairman.

5 **Public Participation**

Up to twenty minutes will be set aside for members of the public to put questions to elected Members. Questions should be submitted by 9.30am 2 working days prior to the meeting. Participants are restricted to five minutes each. If you wish to put a question to the meeting please contact the Democratic Services Team on 01827 719221 or 719450 or email democraticservices@northwarks.gov.uk .

ITEMS FOR DISCUSSION AND DECISION (WHITE PAPERS)

- 6 **Corporate Plan 2020/2021** – Report of the Chief Executive

Summary

The Corporate Plan is updated on an annual basis. The purpose of this report is to recommend that the Council adopts the Corporate Plan appended to this report.

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

- 7 **Leisure Facilities – Request for a Supplementary Estimate** – Report of the Director of Leisure and Community Development

Summary

Further to the Community and Environment Board's consideration of a related item, this report seeks Members' approval of a supplementary estimate to enable the appointment of an external consultant to work with the Authority to identify the most appropriate and sustainable portfolio of leisure facilities to serve the residents of North Warwickshire.

The Contact Officer for this report is Simon Powell (01827 719352).

- 8 **Civil Parking Enforcement** – Report of the Corporate Director Streetscape

Summary

This report asks Members to approve the submission of a joint application from Warwickshire County Council and North Warwickshire Borough Council to the Department for Transport to begin the formal process for the implementation of Civil Parking Enforcement across the Borough.

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

- 9 **Minutes of the meeting of the Special Sub-Group held on 11 February 2020 (copy herewith)** to be received and noted.

- 10 **Appointment of Monitoring Officer** – Report of the Chief Executive

The Board is asked to formally designate the Head of Legal Services, Clive Tobin as the Monitoring Officer as set out in the report.

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

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

Recommendation:

That under Section 100A(4) of the Local Government Act 1972, the following public and press be excluded from the meeting for the following item of business, on the grounds that it involves the likely disclosure of exempt information as defined by Schedule 12A to the Act.

**EXEMPT INFORMATION
(GOLD PAPERS)**

- 12 **Honorary Alderman** – Report of Chief Executive

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

STEVE MAXEY
Chief Executive

NORTH WARWICKSHIRE BOROUGH COUNCIL

MINUTES OF THE EXECUTIVE BOARD

10 February 2020

Present: Councillor Humphreys in the Chair

Councillors Bell, Farrell, Gosling, Hayfield, McLauchlan, Rose, Reilly, Simpson and D Wright

Councillors Jarvis, Smith and Symonds were also in attendance.

42 **Declarations of Personal or Prejudicial Interest.**

None were declared.

43 **Minutes of the meeting of the Board held on 25 November 2019**

The minutes of the meeting of the Board held on 25 November 2019, copies having been circulated, were approved as a correct record and signed by the Chairman.

44 **Garden Waste Service**

The Corporate Director - Streetscape asked Members to introduce a charge for the collection of garden waste from 1 June 2020.

Recommendation to Council:

- a **That a charge for garden waste collection from 1 June 2020, as set out at 3.1 in the report of the Corporate Director – Streetscape, be agreed; and**
- b **That a further report detailing how the services will be promoted, introduced and delivered be brought to the next meeting of the Community and Environment Board.**

(The Chief Executive has subsequently received a notice signed by Councillors Farrell, Gosling, McLauchlan and Rose) under Standing Order No 30(1)(b)(Minority Report) with regard to the decision of the Board on this matter and it is therefore referred to Council for confirmation.)

45 **The Capital Strategy**

The Corporate Director – Resources reported on updates to the Capital Strategy approved by the Council in February 2019.

Recommended:

That the Capital Strategy, attached at Appendix A to the report of the Corporate Director – Resources, be approved.

46 The Proposed 3 Year Capital Programme 2020/21 – 2022/23

Management Team put forward proposals for the Three Year Capital Programme and outlined the availability of capital resources and the options to meet any shortfalls.

Recommendation to Council:

- a That the Revised Capital Programme for 2019/20 as set out in Appendix A be adopted;**
- b That the 3 Year Capital Programme for the period 2020/21 to 2022/23 as set out in Appendix B, be adopted; and**
- c That the prudential indicators as set out in Section 9 to the report, be approved.**

(The Chief Executive has subsequently received a notice signed by Councillors Farrell, Gosling, McLauchlan and Rose) under Standing Order No 30(1)(b)(Minority Report) with regard to the decision of the Board on this matter and it is therefore referred to Council for confirmation.)

47 General Fund Revenue Estimates 2020/21

The Corporate Director - Resources reported on the revised budget for 2019/20 and an estimate of expenditure for 2020/21, together with forward commitments for 2021/22, 2022/23 and 2023/24.

Recommendation to Council:

- a That the revised budget for 2019/20 be accepted; and**
- b That the Estimates of Expenditure for 2020/21, as submitted, be included in the budget to be brought before the meeting for consideration under Minute No. 48.**

(The Chief Executive has subsequently received a notice signed by Councillors Farrell, Gosling, McLauchlan and Rose) under Standing Order No 30(1)(b)(Minority Report) with regard to the decision of the Board on this matter and it is therefore referred to Council for confirmation.)

48 General Fund Revenue Estimates 2020/21 and Setting the Council Tax 2020/21

The Corporate Director - Resources set out the proposed General Fund Revenue Estimate for 2020/21, and the options available when setting the 2020/21 Council Tax for the Borough in the context of the Authority's Settlement Funding Assessment, and the effect on General Fund balances.

Recommendation to Council:

- a That the savings of £409,000 shown in Appendix H of the report of the Corporate Director - Resources be approved;**
- b That the revised estimate for the year 2019/20, and the revenue estimates for 2020/21, including any amendment relating to Garden Waste, be approved;**
- c That the Council Tax base for 2020/21, as set out in Appendix G be noted;**
- d That a Council Tax increase of £5 for 2020/21 be approved;**
- e That the Corporate Director – Resources' comments on the minimum acceptable level of general reserves be noted;**
- f That the manpower estimates for the year 2020/21 are approved; and**
- g That a Council Tax resolution be prepared for consideration by the Council, using the recommendations agreed by this Board.**

49 Progress Report on Achievement of Corporate Plan and Performance Indicator Targets April – December 2019

The Chief Executive informed Members of the progress with the achievement of the Corporate Plan and Performance Indicator targets relevant to the Executive Board for April to December 2019.

Resolved:

- a That the report be noted;**

- b That the targets, traffic light and direction of travel from the State of the Borough indicators; and**
- c That, from each Group, a Member lead for performance management from each be nominated.**

50 Pay Policy Statement 2019/20

The Corporate Director - Resources reported on the requirement under Section 38 of the Localism Act 2011 for Councils to have and to publish a Pay Policy Statement, agreed by Full Council, which would be subject to review at least annually.

Recommendation to Council:

That the Pay Policy Statement 2020/21 be adopted.

51 Minutes of the Safer Communities Sub-Committee held on 18 November 2019

The minutes of the meeting of the Safer Communities Sub-Committee were received and noted.

52 Minutes of the Special Sub-Group held on 10 December 2019

The minutes of the Special Sub-Group held on 10 December 2019 were received and noted.

Agenda Item No 6

Executive Board

16 March 2020

Report of the Chief Executive

Corporate Plan 2020/21

1 Summary

- 1.1 The Corporate Plan is updated on an annual basis. The purpose of this report is to recommend that the Council adopts the Corporate Plan appended to this report.

Recommendation to the Council

- ...
- a That the Corporate Plan, as set out in the Appendix to the report, be agreed; and
 - b That the Chief Executive be given delegated authority to finalise the format of the Plan;

2 Report

- 2.1 Members will be aware that the Council reviews its Corporate Plan every year. Consideration by Members has been delayed this year due to the General Election and the late financial settlement from central Government, and as a result a number of the key issues in the Plan will now be known to Members via the consideration of the budget at the last Council meeting.
- 2.2 This year's Corporate Plan sets out current, long term projects which will continue as well as introducing a number of new initiatives and actions to respond to new and emerging issues. The report seeks to summarise the main changes below.
- 2.3 The Plan this year has a longer term, higher level summary of the Administration's key priorities for the short and medium term at the start of the document.
- 2.4 The other major change in the format of the Plan is the addition of a seventh priority in the Vision – Climate Change. This reflects the increased focus this topic now has and is one of the key 'system leadership' challenges the Council faces, as discussed below.
- 2.5 The need to work towards the replacement of two of the area's Leisure Centres, Polesworth and Atherstone, will be a key piece of work for the

Council this year. A report is being considered by the Community and Environment Board on 9 March to set out the arrangements for this review and Members will be kept informed of progress on this project.

- 2.6 Last year the Council increased its lobbying efforts to the Department for Transport to allow Warwickshire County Council to apply for the management of on street parking to be managed locally (the process known as Civil Parking Enforcement or decriminalisation). If this is approved, and a report elsewhere on this agenda updates Members on the recent success of that lobbying, then this will be a major change for the area and necessitate a fundamental review of car parking in the area.
- 2.7 There are an increasing number of issues for which the Council has ambitions, but which do not fall within our direct control. This has always been the case but the emphasis on these is increased in this Plan. As mentioned above, the most prominent example of this is Climate Change, but it also includes Health, Highways, Transport, Economic Development and Community Safety. The Council's principal role with these issues therefore is to become an even more effective advocate for the area within these systems.
- 2.8 These topics need to be approached in the light of emerging work on 'systems leadership' which recognises that we face a host of systemic challenges beyond the reach of existing institutions and their authority structures. Leadership and collaboration are therefore required across a number of stakeholders, and the reasons why previous collaboration has had only limited success in some cases need to be understood. Key to this understanding is a realisation that these issues operate in a system and therefore progress towards the ambitions should not be judged in the same way as projects for which the delivery is largely 'internal'. In short, the approach to measuring progress against Climate Change targets should be different from progress in respect of considering options for the replacement of leisure facilities.
- 2.9 Officers are in the process of engaging West Midlands Employers to undertake a review of performance reporting and management within the Council, work the newly appointed Performance Member Champions (and ultimately all Councillors) will be involved with. This systems approach to wider issues will be a central part of that work (and it will also be relevant to staff training and development plans). Projects more directly relating to the Council and the Borough can be considered from the Borough's direct perspective and 'success' viewed accordingly. With system issues progress is less straightforward or linear and less focussed just on the Borough (and even less on the Council itself).
- 2.10 One recurring area over recent years is the financial resources available to the Council, and the challenges which were set out clearly in the reports around the budget setting process are serious and require increasingly resource intensive work. The Council is well placed in terms of the savings already delivered and has reasonable reserves, but it is clear that future

savings will be more project based and involve greater risks. To this end, Members agreed a Transformation Fund last year and work has started on our first review of services, with the Admin Unit. The Corporate Plan makes it clear this work will continue with a view to the organisation being as efficient as it can.

- 2.11 This work may identify income generation opportunities, and plans to establish a Trading Company and consideration of which commercial opportunities are appropriate will complement this.
- 2.12 It remains certain however that whilst efficiencies and some additional income will be realised, the Council will continue to need to make difficult decisions given the amount of money which needs to be saved/generated to maintain our sound financial footing. The overall aim however is to identify the resources needed to deliver the Council's plan so that changes to services have the clear aim of delivering the Council's strategic objectives, and savings should therefore be seen in this light.
- 2.13 The Corporate Plan is therefore challenging and ambitious. It will require the continuing high performance of our staff for which I, and Members, continue to be grateful. Whenever new initiatives are introduced, it needs to be remembered that a lot of other complex and highly detailed work (often referred to as 'business as usual') continues. It is important that this work is included in the plan as our statutory responsibilities remain as important as ever. Within this context the Plan sets out an ambition to ensure our enforcement of planning and environmental controls in particular is as effective as it can be.

3 Report Implications

3.1 Finance and Value for Implications

- 3.1.1 The Corporate Plan is deliverable within the Council's agreed financial and human resources.

3.2 Risk Management Implications

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

3.3 Other Report Implications

- 3.3.1 Any further implications resulting from the proposals in the Appendix will be the subject of further reports to the Board.

3.4 Links to Council's Priorities

3.4.1 These are set out in the Appendix.

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

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	Peter Senge et al	The Dawn of System Leadership – Stanford Social Innovation Review	2015/16

**CORPORATE PLAN
2020 – 2021**

North Warwickshire Borough Council's Vision is:-

'Protecting the rurality of North Warwickshire, supporting its communities and promoting the wellbeing of residents and business.'

The Corporate Plan sets out the Council's seven priorities for achieving this Vision, through engagement and partnership with local communities and business, the County, Town and Parish Councils and other agencies.

It also sets out the key actions that we aim to take during 2020-21, to deliver on those priorities.



David Humphreys
Leader



Steve Maxey
Chief Executive

OUR VISION

Protecting the rurality of North Warwickshire, supporting its communities and promoting the wellbeing of residents and business.

OUR 7 PRIORITIES

- **RESPONSIBLE FINANCIAL & RESOURCE MANAGEMENT** Identifying the resources needed to deliver the Council’s plan to provide high-quality services to our communities, and maximising their use, balancing the need to keep Council Tax and debt as low as possible.
- **CREATING SAFER COMMUNITIES** Working with our communities and partners to enable our residents to both be and feel safer, whether at home or in and around the Borough.
- **PROTECTING OUR COUNTRYSIDE & HERITAGE** Protecting and improving our countryside and heritage in times of significant growth challenges and opportunities.
- **IMPROVING LEISURE & WELLBEING OPPORTUNITIES** Providing opportunities to enable local people to enjoy their leisure and recreation and to improve their health and wellbeing.
- **PROMOTING SUSTAINABLE & VIBRANT COMMUNITIES** Working with local residents, including our tenants and partners, to help our communities to be sustainable and vibrant, both in terms of facilities and lifestyle.
- **SUPPORTING EMPLOYMENT & BUSINESS** Supporting employment and business to grow the local economy in terms of access to work, skills improvement and wider business development opportunities.
- **TACKLE CLIMATE CHANGE** Ensure that the Council reduces its net carbon emissions to a sustainable level and acts to mitigate the causes and impacts of climate change within the Borough.

STRATEGIC PRIORITIES 2020 - 2023

Priority	Actions	Timescale
Improving Leisure & Wellbeing Opportunities in the Borough	<p>To assess options for providing new leisure facilities and take a decision on replacement facilities by September.</p> <p>To include funding for the new facilities within the Medium Term Financial Strategy and commence the procurement work needed for new facilities.</p> <p>To establish a timetable for facility replacement.</p>	2020/21
	<p>To complete any procurement work required for the new facilities.</p> <p>To commence building works on the new facilities, and progress in line with the agreed timetable.</p>	2021/22
	<p>To manage construction of building works in line with the agreed timetable.</p> <p>To open the new facilities</p>	2022/23
Promoting Sustainable & Vibrant Communities Supporting Employment & Business	<p>To work with Warwickshire County Council to ensure completion of the work needed to introduce Civil Parking Enforcement.</p> <p>To assess options for increasing car parking capacity sustainably within the Borough and build the appropriate funding into the Medium Term Financial Strategy.</p>	2020/21
	<p>To increase car parking capacity in the Borough, in line with agreed options.</p> <p>To introduce parking charges, with exemptions for short stay/shopper visits.</p>	2021/22

Priority	Actions	Timescale
Protecting our Countryside & Heritage	To enhance planning enforcement activity. To enhance enforcement capacity for fly tipping and littering.	2020/21
	To review enforcement activity across all areas and identify gaps. To assess options for providing further enforcement action.	2021/22
Promoting Sustainable & Vibrant Communities Tackle Climate Change	To continue to work with developers to encourage suitable and sustainable development. To continue to lobby and work with others to progress schemes to improve the A5. Implement the agreed Climate Change Strategy and Action Plan.	2020/21
	To continue work on the Multi Recycling Facility and provide funding in line with the timetable.	2021/22
	To revise working practises ready for the commencement of the Multi Recycling Facility. To commence use of the Multi Recycling Facility.	2022/23
Responsible Financial & Resource Management	To contribute to work on the Multi Recycling Facility and provide funding in line with the timetable. To assess options for commercial ventures. To set up a Trading Company. To introduce charging for Green Waste and examine options for the provision of garden centre vouchers for those who use the service. To promote composting to those who choose not to use the green waste service.	2020/21

PRIORITIES AND KEY ACTIONS

PRIORITY 1	Identifying the resources needed to deliver the Council’s plan to provide high-quality services to our communities, and maximising their use, balancing the need to keep Council Tax and debt as low as possible.
RESPONSIBLE FINANCIAL & RESOURCE MANAGEMENT	

Target	Board/Lead Officer	Additional Training/ Financial Implications
1 - To achieve the savings required by the Medium Term Financial Strategy including a £5 annual rise in Council Tax.	Executive Board/Special Sub/CDR	To be met within existing budgets.
2 - To update the Medium Term Financial Strategy in September 2020 and February 2021, to take account of external funding changes relating to Business Rates and the Fair Funding Review.	Executive Board/CDR	To be met within existing budgets.
3 - To carry out a full review of the Council’s Capital and Investment Strategy by February 2021.	Executive Board/CDR/CDS	To be met within existing budgets.
4 - To update the 30 Year HRA Business Plan by January 2021, ensuring all Council housing meets the Decent Homes Standard and the opportunities for estate regeneration and safe car parking are assessed.	Resources Board/CDR/DH.	To be met within existing budgets.

Target	Board/Lead Officer	Additional Training/ Financial Implications
5 - To continue to contribute to the effective provision of services through implementing the actions and projects which help deliver the ICT Strategy and to report on progress to the Resources Board by March 2021.	Resources Board/DCS	To be met within existing budgets.
6 - To continue to improve cyber security measures and implement the Action Plan developed from the 2019 LGA Cyber Security Stocktake and report progress to the Resources Board by March 2021.	Resources Board/DCS	To be met within existing budgets.
<p>7 - To undertake work in line with the Human Resources Strategy, including:-</p> <ul style="list-style-type: none"> ▪ Monitoring/managing sickness absence. ▪ Ensuring compliance with employment legislation. ▪ Health and Safety ▪ Staff Development ▪ Staff Welfare <p>and report twice a year to the Special Sub-Group.</p>	Special Sub/Management Team/CDR	To be met within existing budgets.

Target	Board/Lead Officer	Additional Training/ Financial Implications
<p>(c) Identify any land or property which is surplus to requirements (and dispose of, as appropriate) and also look to identify opportunities to expand the Council's corporate property portfolio where that would generate additional revenue income.</p> <p>(d) Develop a Local Authority Trading Company and explore investment opportunities for the company.</p>	Resources Board/CDR/CDS	<p>Work in this area will be reported to Members through reports to Resources. Board.</p> <p>Any financial implications will be reported to Board.</p>
10 - To deliver the agreed Asset Management Plan 2018-22 and report to Resources Board on progress annually.	Resources Board/CDS/DH	To be met within existing budgets.
11 - To ensure good collection rates of rent revenue for the Council's Housing Revenue Account by taking action to mitigate risks to income from changes to welfare benefits and to report quarterly to Board.	Resources Board/DH	To be met within existing budgets.
12 - To continue to ensure that all debts due to the Council, wherever possible, are recovered efficiently in accordance with the Council's Corporate Debt Framework.	Resources Board/CDR	
13 - To review the Local Council Tax Reduction Scheme, to ensure that it remains affordable and fit for purpose by December 2020.	Resources Board/CDR	Any financial implications will be reported to Board.

<p>PRIORITY 2</p> <p>CREATING SAFER COMMUNITIES</p>	<p>Working with our communities and partners to enable our residents both to be and feel safer, whether at home or in and around the Borough.</p>
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Target	Board/Lead Officer	Additional Training/ Financial Implications
<p>14 - To ensure that the Council is prepared for emergencies and has suitable Emergency and Business Continuity Plans, as required by the Civil Contingencies Act, and to review both the Emergency and Business Continuity Plans, reporting quarterly to Board.</p>	<p>Executive Board/CE/DCS</p>	<p>To be met within existing budgets.</p>
<p>15 - To establish a North Warwickshire Flooding Forum and continue to work with Warwickshire County Council, the Environment Agency and local communities to mitigate the effects of, and protect against, the impacts of localised flooding and to update as part of the quarterly performance reports.</p>	<p>Executive Board/CE/CDS</p>	<p>Investigations to be carried out within existing budgets.</p>

Target	Board/Lead Officer	Additional Training/ Financial Implications
<p>16 - To consider the findings of the North Warwickshire Community Safety Partnership Strategic Assessment and to work with the community, including the Police, Town and Parish Councils and young people, to improve public perception and public confidence by contributing towards the achievement of the partnership plan actions and targets for the current strategic priorities including:-</p> <p>Violent Crime – with a focus on domestic violence and abuse, sexual offences and drug and alcohol related;</p> <p>Anti-Social Behaviour;</p> <p>Road Safety – with a focus on road traffic accidents resulting in killed or serious injuries;</p> <p>Crime in Rural Areas including targeting emerging trends and hot spot locations.</p> <p>Services – work with partners to ensure where possible emergency services are based in the Borough.</p> <p>Street lighting – continue to work with the County Council for possible options relating to street lighting in some areas.</p> <p>In addition to the above priorities vulnerability will be considered as a cross cutting theme and residential burglary and hate crime being areas of concern. Reducing re-offending is considered to be a key part of the actions to address the priorities identified above.</p>	<p>Safer Communities Sub-Committee/CE/ DL&CD</p>	<p>The Council makes additional contributions to supplement the Community Safety Grant received from the Police and Crime Commissioner.</p>

Target	Board/Lead Officer	Additional Training/ Financial Implications
17 - To continue working with partners to resolve Safer Neighbourhood issues, including, where necessary, taking action to address anti-social and nuisance behaviour.	Safer Communities Sub-Committee/CE/ DL&CD	External funding is often required to undertake appropriate actions.
18 - To review the future service requirements of Borough Care by March 2021.	Resources Board/DH	Any financial implications will be identified as part of future reports.
19 - To carry out the Council's obligations as a "relevant agency" and partner within Warwickshire Safeguarding, including those relating to implementation of the Authority's Child Protection and Safeguarding Vulnerable Adults Policy, and to report on progress by March 2021.	Community & Environment Board/DL&CD/DH	Internal trainers will continue to deliver Child Protection (including CSE) training to all colleagues throughout the authority. Adult Safeguarding training will also be organised for all staff.
20 - To report on mobile CCTV camera usage and possible options for future deployment by December 2020.	Safer Communities Sub-Committee/CE	Any financial decisions will be reported as part of the decision-making process.

<p>PRIORITY 3</p> <p>PROTECTING OUR COUNTRYSIDE & HERITAGE</p>	<p>Protecting and improving our countryside and heritage in times of significant growth challenges and opportunities.</p>
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Target	Board/Lead Officer	Additional Training/ Financial Implications
<p>21 - To continue to:-</p> <p>(a) Manage development and to deliver its associated infrastructure, in line with the Infrastructure Delivery Plan and priorities in the Council's Corporate Plan and in the Sustainable Community Strategy.</p> <p>(b) Use the Design Champions to ensure the best achievable designs are implemented and developed so as to reflect setting and local character.</p> <p>(c) To seek to secure the protection of the best of the Borough's built and rural heritage, including supporting the Tame Valley Wetlands Partnership and the area's Country Parks and reporting, by January 2021, on a review of the Borough's Conservation Area.</p>	<p>Planning & Development Board/ Design Champions/CE/DL&CD</p>	<p>To be met within existing budgets.</p>

Target	Board/Lead Officer	Additional Training/ Financial Implications
<p>(d) To continue to work with North Warwickshire Heritage Forum to protect, promote and develop the heritage of North Warwickshire in accordance with the priorities of the Destination Management Plan.</p> <p>(e) Review the Borough's tourism priorities and Destination Management arrangements in particular with a view to maximising the opportunities from the City of Culture 2021 and Commonwealth Games 2022 and related cycling events, and to include walking, cycling, water sports, horse riding and county parks.</p>		
<p>22 - To regularly report on growth pressures on the Borough, the protection and increase of the Green Belt as far as possible and how to sustain the rurality of the Borough.</p>	<p>Planning & Development Board/ Design Champions/CE/DL&CD</p>	
<p>23 - Report on ways to improve enforcement of all planning and environmental powers by November 2020.</p>	<p>Planning & Development Board/ Design Champions/CE/DL&CD</p>	

Target	Board/Lead Officer	Additional Training/ Financial Implications
24 - To press for the maximum mitigation and benefits for the Borough arising from HS2, particularly during construction in partnership with other affected Councils and community action groups.	Planning & Development Board/ Design Champions/CE/DL&CD	
25 - To continue to oppose the principle of Opencast Mining and Mineral Extraction.	Planning & Development Board/ Design Champions/CE/DL&CD	
26 - To maintain a very high standard of street cleanliness (95%) throughout the Borough and to continue to raise awareness (both of the public and other agencies) of the problems of litter, fly-posting and dog fouling.	Community & Environment Board/CDS	Any requirement for additional funding will be reported.
27 - To continue to investigate and implement ways to improve the responsiveness and efficiency of the street cleaning service, working more closely with Environmental Health on enforcement in the Borough.	Community & Environment Board/CDS	

Target	Board/Lead Officer	Additional Training/ Financial Implications
28 - To continue to tackle fly-tipping, in line with the Council's Action Plan through joint working and cross border co-operation with all relevant stakeholders and through increased promotion, monitoring, investigation and enforcement reporting to each Safer Sub-Committee.	Safer Communities Sub-Committee/CDS	
29 - To work in partnership with the Highways Authority, Highways England and other partners to improve both the appearance and safety of the Borough's main roads. To work with partners so as to reduce the number of fatalities and injuries on roads in North Warwickshire (see also Safer Communities priorities).	Community & Environment Board/CDS/ Safer Communities Sub-Committee/CE	Any financial implications will be reported as part of the decision-making process.
30 - To progress the Local Plan through Inquiry towards adoption and commence further work as agreed by the Local Development Framework Sub-Committee, including work to protect valued views, Member steering groups on major allocation sites (to include Section 106 requirements) and consideration of work for the next Local Plan period (2033-2045).	Executive Board/Planning & Development Board/LDF Sub-Committee/CE	To be met within existing budgets.

<p>PRIORITY 4</p> <p>IMPROVING LEISURE & WELLBEING OPPORTUNITIES</p>	<p>Providing opportunities to enable local people to enjoy their leisure and recreation and to improve their health and wellbeing.</p>
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Target	Board/Lead Officer	Additional Training/ Financial Implications
<p>31 - In accordance with the priorities established by relevant Boards, continue to implement the approved outcomes of the Strategic Leisure Review process including, in particular, the need to determine and advance the long-term future of leisure facility provision and delivery in Atherstone, Coleshill and Polesworth and to report on progress by March 2021.</p>	<p>Community & Environment Board/DL&CD</p>	<p>Any financial implications will be included in the reports.</p>
<p>32 - Continue to implement the North Warwickshire Green Space and Playing Pitch Strategies, and the accompanying Local Football Facilities Plan, in accordance with their associated Action and Funding Plans and to report on progress by March 2021.</p>	<p>Community & Environment Board/DL&CD</p>	<p>The resource implications will be detailed in the supporting Action and Funding Plans.</p>
<p>33 - Maximise the opportunity for Section 106 funding for leisure and open space in accordance with the Supplementary Planning Document and Infrastructure Delivery Plan.</p>	<p>Planning Board/CE/DL&CD</p>	

Target	Board/Lead Officer	Additional Training/ Financial Implications
34 - To continue to work in partnership with other agencies to tackle health inequalities and specifically to renew and thereafter co-ordinate the sustainable implementation of the corporate Health and Wellbeing Action Plan and JSNA priorities. Report progress to each Health and Wellbeing Board	Community & Environment Board/DL&CD	External funding is sought, and often required, to undertake appropriate actions.
35 - In conjunction with WCC and other partners, to ensure North Warwickshire's successful involvement in appropriate national cycle events and initiatives, such as the National Time Trials, Velo and Commonwealth Games road races, having taken due account of the potential impact on local residents and the business community.	Community & Environment Board/ CDS/DL&CD	This is subject to additional funding being approved.

<p>PRIORITY 5</p> <p>PROMOTING SUSTAINABLE & VIBRANT COMMUNITIES</p>	<p>Working with local residents including our tenants and partners to help our communities to be sustainable and vibrant, both in terms of facilities and lifestyle.</p>
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Target	Board/Lead Officer	Additional Training/ Financial Implications
<p>36 - In order to promote, support and strengthen community life (including new communities formed by housing growth), the Borough Council:-</p> <p>(a) Will work in conjunction with partners through the North Warwickshire Community Partnership in order to advance the priorities and objectives of the North Warwickshire Sustainable Community Strategy, including in respect of the commitment to improve access to opportunities, services and facilities for local residents and will report annually in March on progress. Priorities will be informed by Partnership Day 13 and include emerging issues such as climate change, as well as ongoing economic priorities</p>	<p>Community & Environment Board/CE/DL&CD</p>	<p>To be met within existing budgets, unless new initiatives come along which will be the subject of separate reports.</p>

Target	Board/Lead Officer	Additional Training/ Financial Implications
(b) Will continue to implement the focussed way of working in Community Development, through which activity will be targeted in locations determined by Members (Atherstone/Mancetter, Dordon, Arley and Whitacre) and in which communities are central to the identification of their own needs and the means by which those needs are met and to report on progress by March 2021.		
37 - Ensure the successful promotion and administration of the Community Fund, through which financial support will be given to projects of local importance across North Warwickshire and to report on the outcomes of the scheme by March 2021.	Resources Board/Community & Environment Board/DL&CD	Provision of £300,000 has been made available to support local projects through the Community Fund
38 - To review the refuse and recycling service, with particular emphasis on options around recycling to ensure the sustainability and cost-effectiveness of the service while building sufficient capacity to accommodate future housing growth and explore how the use of in-cab technology can support more efficient service delivery by October 2020.	Community & Environment Board/CDS	Any financial implications will be reported as part of the decision-making process.

Target	Board/Lead Officer	Additional Training/ Financial Implications
39 - To explore how waste services are delivered to reduce net cost and by using technology to make collection operations as efficient and sustainable as possible, while accommodating future housing growth.	Community & Environment Board/CDS	Any financial implications will be reported as part of the decision-making process. The Community & Environment Board will receive regular reports and be asked to consider options for progress in this area.
40 - To contribute as a full member of the Multi Recycling Facility project in order to have a fully operational facility in place by 2023.	Community & Environment Board/CDS/CDR	
41 - To report on the recommendations from the review of the HEART Partnership and report to Board in May 2020.	Resources Board/DH	Any financial implications will be reported as part of the decision-making process.
42 - To deliver the actions set out in the Homelessness Strategy and report on progress by September 2020.	Resources Board/DH	Any financial implications will be reported as part of the decision making process.
43 - To report on the implications of new legislation with regard to standards and licensing in the private sector by September 2020.	Resources Board/DH	Any financial implications will be reported as part of the decision-making process.

Target	Board/Lead Officer	Additional Training/ Financial Implications
44 - To report in December 2020 on the work of the local Financial Inclusion Partnership, including to advise on actions and initiatives undertaken to mitigate the local impact of the Welfare Reform programme and other economic changes in order to maximise the collection of monies due to the Council and best support customers to find solutions to help themselves.	Community & Environment Board/CDR	Any financial implications will be reported as part of the decision making process.
45 - To report by January 2021 on progress on the take-up of on-line services, the increased take-up of online forms and the success of driving channel shift electronic payments and social media.	Resources Board/CDR/ DCS	Any financial implications will be reported as part of the decision-making process.
46 - In partnership with Job Centre Plus, manage the ongoing migration of existing benefit customers onto Universal Credit and input into the Universal Support/Delivery local agenda, to support residents by providing support and advice and to report on progress by March 2021.	Community & Environment Board/ CDR	

Target	Board/Lead Officer	Additional Training/ Financial Implications
47 - To work with public, voluntary and business partners to deliver ongoing food-related projects to continue to support individuals and community organisations supported by Ediblelinks. This will also incorporate support to veterans via the Armed Forces Covenant work. Quarterly reports on progress will be made to the North Warwickshire Community Partnership and an annual report will be made to the Community & Environment Board in March 2021.	Community & Environment Board/CDR	To be met through existing budgets and external funding applications.
48 - To ensure that, as part of the Council's corporate communications strategy, we effectively engage residents, businesses and all sections of our communities to inform them of the Council's services and priorities and make clear the opportunities for them to be involved in decision making via consultation and social media, including developing an Engagement Strategy by December 2020, reviewing the operating model of North Talk and an events calendar.	Executive Board/CE/DCS	To be met within existing budgets.

<p>PRIORITY 6</p> <p>SUPPORTING EMPLOYMENT & BUSINESS</p>	<p>Supporting employment and business to grow the local economy in terms of access to work, skills improvement and wider business development opportunities.</p>
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Target	Board/Lead Officer	Additional Training/ Financial Implications
<p>49 - To develop an Economic Development Strategy focusing in particular on reducing the reliance on logistic industries in favour of industries promoted by the UK and WM Industrial Strategies, working with Warwickshire County Council, including projects which could attract funding from the proposed UK Shared Prosperity Fund, by December 2020.</p>	<p>Executive Board/CE</p>	
<p>50 - To continue to work with partner organisations in the Coventry, Warwickshire and Hinckley Joint Committee and West Midlands Combined Authority and to consider further options for joint work in the light of Central Government proposals for greater devolution, if this proves beneficial to the local economy.</p>	<p>Executive Board/CE</p>	<p>To be identified as part of the negotiating process.</p>

Target	Board/Lead Officer	Additional Training/ Financial Implications
<p>51 - To:-</p> <p>(a) Better understand the employment and skills deficits in the Borough, particularly in respect of the changing nature of the logistics sector, so as to work with the County Council and other partners to provide and promote apprenticeships and training opportunities for North Warwickshire residents and to increase their accessibility to employment centres; and</p> <p>(b) Administer funding provided by developers and through other funding sources to maximise opportunities for the employment of local people, in light of the evidence to be provided under (a) above.</p> <p>52 - To work with the County Council, Town and Parish Councils and other partners to maximise Section 106 contributions for infrastructure to support business as well as communities such as the use of renewable energy, enhancement of sustainable transport initiatives, employment support, affordable employment space and enterprise hubs.</p>	<p>Planning & Development Board/CE</p>	<p>Use of Section 106 funding and any financial implications identified in the report on employing apprentices.</p>

Target	Board/Lead Officer	Additional Training/ Financial Implications
53 - In partnership with the Local Action Group and Hinckley & Bosworth Borough Council, to continue to ensure the successful management, monitoring and evaluation of the local LEADER programme and to report on progress by March 2021.	Community & Environment Board/DL&CD	LEADER is a predominantly externally funded programme.
54 - Progress the North Warwickshire Transport Strategy to improve strategic roads such as the A5 (via the HIF bid) and A446, reduce overuse of rural routes and improve transport links, including cycle links, footpath links, public transport, all forms of rail provision and HGV parking to local employment and report on progress by March 2021.	Planning & Development Board/CE	Section 106 funding. Potential national funding through the HIF Programme, plus regional and sub-regional funding through CWLEP and WMCA.
55 - To seek the introduction of Civil Parking Enforcement into North Warwickshire at the earliest opportunity as part of steps to improve and increase, amongst other things, parking in our town centres.	Community & Environment Board/CE/CDS	Proposals to change the management of our car parks will need to consider the costs and resources available.

PRIORITY 7 TACKLE CLIMATE CHANGE	Ensure the Council reduces its net carbon emissions to a sustainable level and acts to mitigate the causes and impacts of climate change within the Borough.
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Target	Board/Lead Officer	Additional Training/ Financial Implications/Timings
56 - Audit the Council's current carbon emissions and measures already in place to address climate change.	Community & Environment Board/Climate Change Task and Finish Group/CDS	To be considered as part of the Action Plan.
57 - Develop an action plan by July 2020 to reduce the Council's net carbon emissions to a sustainable level.	Community & Environment Board/Climate Change Task and Finish Group/CDS	
58 - Explore ways to reduce net carbon emissions across the Borough and to mitigate and adapt to future changes in the climate through procurement, planning, transport operations, and other measures.	Community & Environment Board/Climate Change Task and Finish Group/CDS	
59 - Engage with local businesses, residents, workers and visitors on the issue of climate change to encourage greater understanding of the issues and steps which can be taken to tackle it.	Community & Environment Board/Climate Change Task and Finish Group/CDS	
60 - Encourage cycling and walking in order to reduce air pollution and climate change impacts of other modes of transport.	Community & Environment Board/Climate Change Task and Finish Group/CDS	

Target	Board/Lead Officer	Additional Training/ Financial Implications/Timings
61 - Monitor and improve air quality in North Warwickshire, in line with the Air Quality SPD.	Community & Environment Board/Climate Change Task and Finish Group/CDS/ Community & Environment Board/ Health & Wellbeing Board	
62 - Examine the case for a sub-regional Planning Policy Framework for sustainable construction to ensure high levels of sustainability for new buildings in the Borough.	Executive Board/Planning & Development Board/CE	

Agenda Item No 7

Executive Board

16 March 2020

Report of the Director of Leisure and Community Development

Leisure Facilities – Request for a Supplementary Estimate

1 Summary

- 1.1 Further to the Community and Environment Board's consideration of a related item, this report seeks Members' approval of a supplementary estimate to enable the appointment of an external consultant to work with the Authority to identify the most appropriate and sustainable portfolio of leisure facilities to serve the residents of North Warwickshire.

Recommendation to the Board

That the Board approves a supplementary estimate in the sum of £53,000, to enable the appointment of an external consultant to work with the Authority in undertaking a Strategic Outcomes Planning Model, through which an appropriate and sustainable portfolio of leisure facilities for North Warwickshire will be identified.

2 Consultation

- 2.1 As the Authority's leisure facilities are of Borough-wide significance this report has been circulated to all Councillors for their consideration. Any comments received will be reported at the meeting.

3 Report

- 3.1 At its meeting held on 9 March 2020, the Community and Environment Board considered the report attached at Appendix 1, which proposed the engagement of an external consultant to work with the Authority to undertake a Strategic Outcomes Planning Model (SOPM) exercise through which an appropriate and sustainable portfolio of leisure facilities for North Warwickshire would be identified. Whilst the outcome of that Board's deliberations is not known at the time of writing this report, its approval of the report's recommendations would require the provision of a supplementary estimate of £53,000 to enable the engagement of an external consultant.
- ...
- 3.2 Subject to the views of, and decisions made by, the Community and Environment Board, Members are asked to approve a supplementary estimate in the identified sum to enable the appointment of a consultant and the progression of the required SOPM through which the long-term future of leisure facilities provision can be established.

4 Report Implications

4.1 Finance and Value for Money Implications

- 4.1.1 The engagement of an external consultant to work with the Authority to undertake a SOPM exercise has been estimated at £53,000, for which approval of a supplementary estimate is required.

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

Background Papers

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

Background Paper No	Author	Nature of Background Paper	Date
1	Director of Leisure and Community Development	Community and Environment Board Report (Leisure Facilities)	March 2020

Agenda Item No 7

**Community and Environment
Board**

9 March 2020

**Report of the Director of
Leisure and Community Development**

Leisure Facilities

1 Summary

- 1.1 Further to the Authority's adoption of its Leisure Facilities Strategy, this report seeks the Board's approval of an approach to resolve the long-term future of this important aspect of service provision.

Recommendation to the Board

That the Board approves the proposal to engage an external consultant to work with the Authority to undertake a Strategic Outcomes Planning Model exercise through which to identify the most appropriate long-term, sustainable portfolio of leisure facilities to serve the residents of North Warwickshire.

Recommendation to Executive Board

That the Executive Board approves a supplementary estimate for £53,000, to enable the proposed Strategic Outcomes Planning Model to be undertaken.

2 Consultation

- 2.1 As the Authority's leisure facilities are of Borough-wide significance this report has been circulated to all Councillors for their consideration. Any comments received will be reported at the meeting.

3 Introduction and Background

- 3.1 Members will be aware of the Authority's adoption of its Leisure Facilities Strategy, the production of which had been commissioned as part of an overarching review of leisure, green space and playing pitch provision in North Warwickshire by an external consultant.
- 3.2 Within the commission, the consultant was required to prepare a Leisure Facilities Strategy that assessed current and future growth-related needs in respect of indoor leisure provision.

4 Leisure Facilities Strategy

4.1 The Leisure Facilities Strategy was prepared in accordance with guidance from Sport England and took account of its Facility Planning Model data. Also in line with the National Planning Policy Framework, it assessed the existing leisure facilities, as well as the need for sport and active recreation in the context provided by the anticipated growth in the Borough. In so doing, it addressed the quality, quantity, accessibility and availability of provision and considered how best to replace ageing facilities, which, relatively, are of poor quality and operationally inefficient.

4.2 Based on their analysis, the consultant came to a series of summary conclusions:

Sports Halls

- Taking an existing over-supply (of 8.6 badminton courts) into account, the current supply is sufficient to meet future need through to 2031

Swimming Pools

- There is a small under-supply of swimming pools in North Warwickshire

Health and Fitness

- There is a current under-supply of 65 pay and play fitness stations
- Based on current provision, there will be an under-supply of 123 pay and play fitness stations by 2031

4.3 Based on the local context and an analysis of current (at the time) supply, the consultant asserted a clear requirement to consider how best to deliver increased pay and play access to swimming pools and fitness provision in the Borough to meet current and future need. The consultant additionally proposed a need to begin to plan for the replacement of / investment in a number of leisure facilities due to their age and, thereafter, to consider the options for their future management.

4.4 The adopted Strategy identifies future opportunities for the Borough Council's leisure facilities and includes (amongst others) the following recommendations made by the consultant:

- Recommendation

Prioritise investment into additional swimming pool provision to meet current and future identified need

- Recommendation

Prioritise investment into additional health and fitness provision to meet current and future identified need

- Recommendation

Review the overall future leisure facility portfolio and consider the long-term strategic benefits of:

- Replacing Atherstone Leisure Complex on an alternative site
- Replacing provision in Polesworth with a new facility on an alternative site

- Recommendation

On the basis of its operational effectiveness, close Atherstone Memorial Hall at a time that is most appropriate in the context of the operation of the Leisure Complex

4.5 In pursuance of direction set by the Executive Board, a considerable volume of related work has been undertaken further to the adoption of the Leisure Facilities Strategy. Not least because of their age and known deteriorating condition, however, there remains a need for the Authority to determine the long-term future of Atherstone Leisure Complex and Polesworth Sports Centre, in particular, and to establish a sustainable portfolio of facilities that meets both corporate and community-based objectives.

4.6 As requested by the Board, a summary assessment of the condition of those facilities for which the Borough Council is responsible is attached at Appendix A.

5 Strategic Outcomes Planning Model

5.1 The adopted Leisure Facilities Strategy does not go so far as to identify a clear pathway through which to determine the most appropriate and cost-effective means by which to meet current and future demand for indoor leisure provision. The need has been identified, therefore, for the Authority to develop a Strategic Outcomes Planning Model (SOPM), through which an options appraisal / framework will be undertaken that will inform the decisions required to deliver a long-term and sustainable investment in leisure facility provision.

5.2 It is imperative that a viable approach is identified for the Borough Council that will ensure the provision of effective and sustainable leisure facilities that meet both corporate objectives and community demand, and also that suitable delivery and management solutions are defined. In this regard, the development of a Strategic Outcomes Planning Model will support the identification of the means by which to advance and finance a focused investment in the stock of leisure facilities and, consistent with recommendations drawn from the Leisure Facilities Strategy, will consider the most appropriate means by which they can be sustainably managed.

5.3 The methodology underpinning a SOPM is based on guidance from Sport England and offers a systematic and evidenced-based approach for service investment. The Model, which is diagrammatically presented in Appendix B, is split into four stages: Outcomes, Insight, Interventions and Commitment. Progression of elements within these stages can run concurrently. The Outcomes stage will enable corporate priorities to be identified and community demands to be understood, from which an initial vision and objectives will be established. The Insights stage will include consultation work, gap and demand analysis to be undertaken and focused, strategic objectives to be refined. The Interventions stage will identify the facility mix required to meet the strategic objectives. Potential development sites and resource requirements will be identified and business plans produced for each option. It is at this stage that an analysis of the competition and “soft market testing” (to gauge levels of interest from potential service providers) will be undertaken. Management options will be appraised and a procurement strategy outlined. The Commitment phase will include the production of a final report and resource plan that will enable Members to determine the optimum, sustainable leisure facility mix that will best meet locally identified priorities. This work will determine the means by which any future development options can be financed.

5.4 Subject to Board approval, it is proposed to engage an external consultant to work with the Authority, with a view to completing the SOPM process by August 2020. An outline timetable is attached at Appendix C. Albeit that the proposed work programme is comprehensive, Members will note that the related timetable is relatively compact. This is a reflection of the need to conclude this process in a timely manner, in view of the age and condition of the facilities in Atherstone and Polesworth and the determination to address corporate priorities and the needs of the local community. The cost of the undertaking is expected to be approximately £53,000, including initial consultation work, in respect of which the Corporate Director – Resources has confirmed that provision exists within the earmarked reserve for One-off Growth.

6 Conclusion

- 6.1 Whilst the Leisure Centre in Coleshill is a modern, fit for purpose community facility, Atherstone Leisure Complex was built in 1975 (and extensively refurbished in 2000 / 01) and Polesworth Sports Centre, which is owned by the Community Academies Trust and not designed for community use, was built in 1978. Both facilities are believed to be beyond being capable of accommodating any form of extensive refurbishment. Atherstone Leisure Complex is owned by the Borough Council, so any form of infrastructure failure would be seen as its responsibility. The potential for such a failure exists due to the age and identified condition of the building and its associated plant. The service at Polesworth, however, is initially constrained by the length of the dual-use agreement, which has less than two years remaining. There is, therefore, a need for early and clearly informed decisions to be made in respect of the future of both facilities. The SOPM methodology provides a process that will enable Members to make evidenced decisions about the most appropriate and sustainable means by which to meet local leisure facility needs. The Board, therefore, is asked to approve the proposal to engage external support to assist with the advancement of a SOPM approach to resolving the long-term future of leisure facility provision in the Borough.

7 Report Implications

7.1 Finance and Value for Money Implications

- 7.1.1 The proposal to commission an external consultant to work with the Authority to undertake a Strategic Outcomes Planning Model exercise is estimated to cost £53,000, including initial consultation work. The commission could be funded from the earmarked reserve for One-off Growth, which would avoid any impact upon the approved revenue budget.

7.2 Safer Communities Implications

- 7.2.1 Leisure facilities contribute to community safety through the provision of well-managed indoor and outdoor leisure and recreation services that are safe by design and afford opportunities for positive activity.

7.3 Legal, Data Protection and Human Rights Implications

- 7.3.1 There are no legal, data protection or human rights implications arising directly out of this report.

7.4 Environment, Sustainability and Health Implications

- 7.4.1 The provision of a sustainable, fit-for-purpose portfolio of leisure facilities will have a positive impact on the health and wellbeing of individuals and communities by providing opportunities for leisure and recreation activities and by contributing to an improved quality of life.

7.5 Human Resources Implications

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

7.6 Risk Management Implications

7.6.1 The corporate risk management process identifies and scores risks associated with the provision and maintenance of leisure facilities. The progression of a SOPM exercise will provide the evidence through which informed decisions can be made in respect of the most appropriate means by which to sustainably meet the long-term leisure-related needs of the local community, thereby helping to reduce any associated risk scores.

7.7 Equality Implications

7.7.1 It is intended that a robust SOPM will collate the information that enables decisions to be made that will ensure, as far as is reasonably practicable, equality of access to sustainable, good quality indoor leisure facilities.

7.8 Links to Council's Priorities

7.8.1 The proposed SOPM will have direct and positive links to the corporate priorities in respect of:

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

7.8.2 The Model is also intended to enable decisions to be made that will contribute directly to the priorities of the Sustainable Community Strategy, namely:

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

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

Background Papers

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

Background Paper No	Author	Nature of Background Paper	Date
1	Strategic Leisure Ltd.	Draft Leisure Facilities, Green Space and Playing Pitch Strategies and Associated Supplementary Planning Document	October 2017
2	Assistant Director (Leisure and Community Development)	Draft Leisure Facilities, Green Space and Playing Pitch Strategies	February 2018

Leisure Facilities – Condition Summary

Atherstone Leisure Complex

Opened in 1975 and comprising a 25m swimming pool, teaching pool, fitness suite, small spin studio and ancillary accommodation.

A major refurbishment was undertaken between 1999 and 2001, which included the construction of the fitness suite, new changing rooms, a new entrance and foyer. Significant structural work was undertaken and new doors, windows and curtain walling was fitted. A new roof covering was incorporated to the whole building. The existing structure of the pool tanks remained, but they were repaired and fully re-tiled. The existing coal-fired boilers were replaced with gas boilers, along with the majority of the mechanical, heating, ventilation, filtration and electrical installations.

Many elements and components of the building are nearing, or have reached, the end of their life. The condition of the mechanical, heating, ventilation, filtration and electrical installations gives rise to considerable concern, as the majority requires replacement. The facility has experienced numerous recent breakdowns of essential plant, such as the primary circulating pumps, cold water booster units, air handling units, etc. which has resulted in disruption to service. An increasing number of failures of this nature are viewed as almost inevitable.

Condition of Major Elements

		Comment
1	Structure and Frame	
1.1	Foundations and sub-structure	Assumption reasonable
1.2	Walls	Fair
1.3	Steel frame	Fair
1.4	Glu-lam beams	Poor
2	Roof	
2.1	Decking and insulation	Poor, requires replacement
2.2	Single-ply roof covering	Poor, requires replacement
3	Pool Tank	
3.1	Tiles, render and screed	Reasonable
3.2	Structural concrete	Invasive investigation required
4	Curtain Walling, Windows and External Doors	Reasonable
5	Internal	
5.1	General layout	Poor
5.2	Cubicles, lockers	Poor
5.3	Doors	Poor
5.4	Finishes, plaster, floor, wall and ceiling tiles	poor

6	Plumbing and Sanitary Ware	Poor
7	Mechanical, Heating, Ventilation, Filtration and Electrical Installations	Poor, requires complete replacement
8	Drainage and External Works	Reasonable
<p>Atherstone Memorial Hall</p> <p>Constructed in 1961. The Borough Council took ownership and management responsibility in the late 1980s, when the facility benefitted from modest improvement. The Memorial Hall is now dated and in need of major refurbishment or redevelopment.</p>		
<p>Condition of Major Elements</p>		
		Comment
1	Structure and Frame	
1.1	Foundations and sub-structure	Assumption reasonable
1.2	Walls	Poor
1.3	Concrete portal frame	Invasive investigation required
2	Roof	Requires complete replacement
3	Cladding, Doors and Windows	Require complete replacement
4	Internal	
4.1	All elements	Require complete replacement
5	Mechanical, Heating, Ventilation and Electrical Installations	Require complete replacement
<p>Coleshill Leisure Centre</p> <p>Completed in 2014, the Centre offers comprehensive leisure facilities and, as would be expected, it is in reasonable overall condition. No significant issues are evident, although to keep the facility to an acceptable standard, a good level of maintenance and investment will be necessary.</p> <p>Sports Pavilions</p>		
1	Ansley Workshops	
1.2	Remote location poor access for users with disabilities	In need of significant refurbishment and upgrade
2	Mancetter	
2.1	No vehicle access, impossible to access for users	Recommend closure

	with a disability	
3	Grendon	
3.1	Constructed in the early 1990s, limited accommodation, poor access for users with a disability	In need of refurbishment and upgrade. Subsidence evident
4	Piccadilly	
4.1	A relatively modern facility	Reasonable throughout



A Develop an understanding of the wider local strategic outcomes for your place

B Using a cross sector approach, identify local community needs and priorities

C Establish the contribution sport and physical activity can make

D Secure 'buy in' to the shared local strategic outcomes

A Gather insight from the local community and stakeholders to identify barriers and opportunities for behaviour change

B Consider the contribution from the wider physical and social environment

C Establish where you are now and where you want to be in the future

D Agree the **objectives** needed to contribute to shared local strategic outcomes

A Consider a range of facility and service interventions across the broad range of provision

B Determine the optimal and sustainable mix of facility & service interventions

C Explore and identify effective management option(s) to deliver core facility and service intervention

D Establish the **key performance indicators (KPIs)** for each intervention

A Agree a sustainable and effective business case

B Identify resource requirements to support implementation

C Secure stakeholder commitment and move

Stage	Action	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Project inception	Project Inception										
	Project initiation meeting / project planning										
	Site visits										
Stage 1 - Outcomes	Working group / elected members briefing										
	Review Current Performance and Existing Priorities										
	Review existing strategies - identify gaps (Sport England funding)										
	Key stakeholder input - facility / services										
	Population / demography profile										
	Future population trends and impact of demand										
	Current performance review										
	Understanding Local Need										
	Review data on health and participation										
	Set out the vision and objectives										
Stage 2 - Insight	Insight										
	Map existing members and gap analysis										
	Online residents survey										
	Face to face community/non-user survey										
	Indepth focus groups x 10										
	Identify barriers and opportunities for change										
	Identify opportunities for active environment / travel										
	Produce needs analysis to consolidate research										
Stage 3 - Inventions	Identify strategic objectives										
	Briefing update with elected Members										
	Facility Mix & Service Interventions										
	Latent demand report (fitness Atherstone/Polesworth/Coleshill)										
	Competition analysis / other physical activity opportunities (including market testing)										
	Identify changes to facility mix to meet objectives										
	Identify service interventions										
	Support for site analysis for future facility provision										
	Architect input into feasibility studies PC SUM - to be agreed with the Council (depends on options)										
	High level capital costs for capital interventions PC SUM - to be agreed with the Council										
	Business plans for each option										
	Overall affordability										
	Create outcome and KPIs to meet priorities and local need										
	Management Options Appraisal										
	Workshop - assessment of evaluation criteria										
	Assess options										
	Alternative model business plans										
Report - recommendations											
Procurement strategy, timeline, risk register and budgets											
Briefing update with elected Members											
Stage 4 - Commitment	Report										
	Draft report										
	Resource plan for implementation										
	Presentation to project team / elected Members (if required)										
	Final report										
Delivery	Procurement support - to be agreed as required										

Agenda Item No 8

Executive Board

16 March 2020

**Report of the
Corporate Director - Streetscape**

Civil Parking Enforcement

1 Summary

- 1.1 This report asks Members to approve the submission of a joint application from Warwickshire County Council and North Warwickshire Borough Council to the Department for Transport to begin the formal process for the implementation of Civil Parking Enforcement across the Borough.

Recommendation to the Board

- a That North Warwickshire Borough Council formally supports the application for the implementation of a Civil Enforcement Area by giving its agreement to Warwickshire County Council to starting the process of implementation with the aim of CPE being in place by April 2021 at the latest;**
- b That a fundamental review of North Warwickshire Borough Council's off-street parking management and enforcement is undertaken in order to complement and support the future implementation of Civil Parking Enforcement within the Borough; and**
- c That further reports setting out the future provision, management and enforcement of off-street parking within the Borough be brought to Resources Board for consideration.**

2 Background

- 2.1 Civil Parking Enforcement (CPE) is the name given to the transfer of powers under the Traffic Management Act 2004 (Part 6) from the Police to local authorities for enforcing most on-street parking contraventions. The 2004 Act replaced Part 2 and Schedule 3 of the Road Traffic Act 1991 which allowed for the implementation of Decriminalised Parking Enforcement.
- 2.2 Warwickshire County Council would be the responsible body for implementing CPE and undertaking on-street enforcement. Warwickshire County Council's Parking Strategy aims to utilise Civil Parking Enforcement to deliver the following benefits:

- Better turnover of on-street spaces arises from better enforcement. Drivers are less willing to overstay as the risk of getting a Penalty Charge Notice (PCN) increases. The increase in availability of parking spaces will benefit residents, local businesses, shoppers and visitors.
- Improved traffic flow. The increased availability of on-street parking spaces reduces congestion caused by drivers searching for on-street spaces. This in turn will lead to improving the local environment.
- Improved road safety through better enforcement of illegal parking on yellow lines, at road junctions, on narrow streets, and in designated loading bays.
- Improved accessibility for emergency services, public transport and utilities vehicles.
- Improved accessibility for people with disabilities who rely on the use of the car, through better enforcement of disabled parking spaces.
- Less parking on footways, making life easier for pedestrians and wheelchair users.

2.3 Civil Parking Enforcement was first considered by Executive Board in 2015. Unfortunately, despite a joint decision by the Borough and County Councils to apply for the implementation of CPE, the process has been delayed due to a number of factors including capacity and resource issues at DfT as a result of the Government's preparations for exiting the EU.

2.4 Following discussions with the Department for Transport and Warwickshire County Council it has been agreed that the time is now right for the process of applying for Civil Parking Enforcement within North Warwickshire to begin again. With the agreement of this Board, officers will undertake statutory consultation with the Police, neighbouring authorities and other stakeholders and work with Warwickshire County Council on the completion and submission of the relevant application documentation.

3 Off-Street Parking Management and Enforcement

3.1 On-street parking provision and its enforcement is only one part of the way that parking within North Warwickshire is managed. In addition to on-street parking and private off-street parking (primarily at supermarkets and similar sites) there are a number of Council owned and operated off-street car parks situated across the Borough.

3.2 At present, the enforcement of on-street parking is the responsibility of the Police. With the implementation of CPE, the amount and type of enforcement of on-street parking is likely to change and this will have a knock-on effect on off-street parking provision. In order for North Warwickshire Borough Council to support better enforcement of on-street parking while continuing to provide sufficient off-street parking capacity, the Council will need to ensure that its

car parks are managed and enforced effectively and in a way which complements the provision and enforcement of on-street parking.

- 3.3 In order to continue to provide an effective off-street parking service which serves the needs of residents, visitors, shoppers and commuters the Borough Council will need to review and overhaul the way its car parks are managed in order to ensure that there is sufficient available capacity and turnover (or churn) to meet the varying needs of car park users throughout the day.
- 3.4 During the previous application process, much of the necessary work was carried out in anticipation of CPE implementation. A specialist external consultant was engaged to carry out a thorough review of existing parking provision and to look at options for increasing effective capacity and improving the management and enforcement of the Council's car parks.
- 3.5 Any changes to the way off-street parking is provided, managed and enforced will need to be planned, consulted on, agreed and implemented in time to support the future implementation of Civil Parking Enforcement within the Borough (which is likely to take around 12 months). It is important, therefore, that the review process is completed as soon as possible. To that end, further reports on the options for the future management of off-street parking will be brought to Resources Board for consideration and implementation.

4 Report Implications

4.1 Safer Communities Implications

- 4.1.1 The appropriate provision, management and enforcement of on-street and off-street parking can have an impact on local communities and the safety of the road network.

4.2 Sustainability Implications

- 4.2.1 Effective parking policies, properly managed and enforced can significantly improve the local environment.

4.3 Equalities Implications

- 4.3.1 Effective off-street and on-street parking provision and enforcement should meet the needs of car users with disabilities and improve accessibility.

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

NORTH WARWICKSHIRE BOROUGH COUNCIL

MINUTES OF THE SPECIAL SUB-GROUP

11 February 2020

Present: Councillor D Humphreys in the Chair

Councillors D Clews, Gosling, Jarvis, Jenns and H Phillips.

Apologies for absence were received from Councillors Hayfield (Substitute Jarvis), Parsons (Substitute H Phillips) and Singh (Substitute D Clews).

16 Disclosable Pecuniary and Non-Pecuniary Interests

None were declared at the meeting.

17 Update Report on Human Resources Issues

The Corporate Director - Resources summarised the work done by the Human Resources team in 2019/20 and highlighted further work to be undertaken. Details of the sickness levels for the period of April 2019 to September 2019 were given, together with further information on the action take in managing absence.

Resolved:

That the report be noted.

18 Recruitment & Employment of Ex-Offenders Policy & Procedure

The Corporate Director – Resources advised Members of the background to the revised policy on Recruitment & Employment of Ex-Offenders Policy and sought approval for its adoption for the Council.

Resolved:

That the revised Recruitment & Employment of Ex-Offenders Policy be adopted.

CHAIRMAN

Agenda Item No 10

Executive Board

16 March 2020

Appointment of Monitoring Officer

Report of the Chief Executive

1 Summary

- 1.1 The Board is asked to formally designate the Head of Legal Services, Clive Tobin as the Monitoring Officer as set out in the report.

Recommendation to the Council:

That Clive Tobin be designated as the Monitoring Officer from his first day of employment with this Council.

2 Report

- 2.1 Members will recall a report last year setting out proposed changes to the Senior Management Structure, which included a decision to recruit to a new post titled 'Head of Legal Services'. It was proposed in that report that this post would be the Council's Monitoring Officer.
- 2.2 Following a recruitment process the position has been offered to Clive Tobin who will join the Council from Northampton Borough Council. Section 5 of the Local Government and Housing Act 1989 requires the Council to designate one of its officers as the Monitoring Officer. The Board is therefore asked to recommend to Council that this appointment as Monitoring Officer be endorsed.

The Contact Officer for this report is Steve Maxey (01827 719438).

Agenda Item No 11

Executive Board

16 March 2020

**Report of the
Chief Executive**

Exclusion of the Public and Press

Recommendation to the Board

That under Section 100A(4) of the Local Government Act 1972, the public and press be excluded from the meeting for the following item of business, on the grounds that it involves the likely disclosure of exempt information as defined by Schedule 12A to the Act.

Agenda Item No 12

Honorary Alderman – Report of the Chief Executive

Paragraph 1 – The report contains information relating to individuals.

The Contact Officer for this report is Jenny Price (719450)