

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

**(Councillors Bell, Fowler, Gosling, Hobley, Jackson, Jarvis, Jenns, Melia, H Phillips, Singh, Smith, Turley, Whapples and A Wright)**

**For the information of other Members of the Council**

For general enquiries please contact Democratic Services on 01827 719226 or via e-mail [democraticservices@northwarks.gov.uk](mailto: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.

## **COMMUNITY AND ENVIRONMENT BOARD AGENDA**

**8 AUGUST 2023**

The Community and Environment Board will meet in The Chamber, The Council House, South Street, Atherstone on Tuesday 8 August 2023 at 6.30pm.

The meeting can also be viewed on the Council's YouTube channel at [NorthWarks - YouTube](#).

### **AGENDA**

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

#### 4 **Public Participation**

Up to twenty minutes will be set aside for members of the public to put questions to elected Members.

Members of the public wishing to address the Board must register their intention to do so by 9:30am two working days prior to the meeting. Participants are restricted to five minutes each.

If you wish to put a question to the meeting, please register by email to [democraticservices@northwarks.gov.uk](mailto:democraticservices@northwarks.gov.uk) or telephone 01827 719221 / 01827 719237 / 01827 719226.

Once registered to speak, the person asking the question has the option to either:

- a) attend the meeting in person at the Council Chamber.
- b) attend remotely via Teams; or
- c) request that the Chair reads out their written question.

The Council Chamber has level access via a lift to assist those with limited mobility who attend in person however, it may be more convenient to attend remotely.

If attending remotely an invitation will be sent to join the Teams video conferencing for this meeting. Those registered to speak should dial the telephone number and ID number (provided on their invitation) when joining the meeting to ask their question. However, whilst waiting they will be able to hear what is being said at the meeting. They will also be able to view the meeting using the YouTube link provided (if so, they made need to mute the sound on YouTube when they speak on the phone to prevent feedback).

- 5 **Minutes of the meeting of the Board held on 5 June 2023** – copies herewith, to be approved and signed by the Chairman.

### **PUBLIC BUSINESS (WHITE PAPERS)**

- 6 **Budgetary Control Report 2023/24 Period Ended 30 June 2023** – Report of the Corporate Director – Resources

#### **Summary**

This report covers revenue expenditure and income for the period from 1 April 2023 to 30 June 2023. The 2023/24 budget and the actual position for the period, compared with the estimate at that date, are given, together with an estimate of the out-turn position for services reporting to this Board.

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

7 **Fly Tipping Update – Report of the Chief Executive**

**Summary**

This report provides Members with an update on the work that the Environmental Health, Transformation and Streetscape Teams have undertaken in order to try and reduce fly tipping across the Borough.

The Contact Officers for this report are Cath James (719295) and Sharon Gallagher (719292).

8 **Leisure Facilities: Service Improvement Plan – Report of the Director of Leisure and Community Development**

**Summary**

Appended to this report, for Members' consideration, is a copy of the approved 2023/24 Service Improvement Plan (SIP), through which the Board has agreed to monitor the operational performance of the leisure facilities at each of its meetings.

The Contact Officer for this report is Russell Simkiss (719257).

9 **Leisure Facilities Provision in Polesworth – Report of the Director of Leisure and Community Development**

**Summary**

This report appraises, and seeks the Board's views on, current leisure facilities provision in Polesworth.

The Contact Officers for this report are Simon Powell (719352) and Russell Simkiss (719257).

10 **Ansley Workshops Sports Ground and the Home Advantage Programme - Report of the Director of Leisure and Community Development**

**Summary**

This report draws the Board's attention to a new initiative of the Premier League, The Football Association and the Football Foundation, the Home Advantage Programme, which aims to support local authorities and grassroots football clubs to get the most out of the nation's grass pitches. It also asks Members to consider the submission of an Expression of Interest in seeking financial support from the Programme through which to enhance Haunchwood Sports Junior Football Club's security of tenure at, and engagement in the development of, Ansley Workshops Sports Ground.

The Contact Officers for this report are Simon Powell (719352) and Stephanie Wagstaff (719353).

- 11 **Minutes of the Health and Wellbeing Board** held on 10 July 2023 – copies herewith.

STEVE MAXEY  
Chief Executive

# NORTH WARWICKSHIRE BOROUGH COUNCIL

## MINUTES OF THE COMMUNITY AND ENVIRONMENT BOARD

5 June 2023

Present: Councillor Bell in the Chair.

Councillors Barnett, Dirveiks, Fowler, Gosling, Hobley, Jackson, Jarvis, Jenns, Melia, Singh, Smith, Turley and A Wright

Apologies for absence were received from Councillor H Phillips (Substitute Councillor Barnett)

Councillor Whapples was also in attendance and with the consent of the Chair spoke on Minute No.3 (Overview of the Services which provide reports and updates to the Board).

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

None were declared at the meeting.

### 2 **Minutes of the Meeting of the Board held on 27 March 2023**

The minutes of the meeting held on 27 March 2023, copies having been previously circulated, were approved as a correct record and signed by the Chairman.

### 3 **Officers gave an overview of the services which provide reports and updates to the Board. Members were asked to identify any matters that they may wish to see coming forward to the Board.**

### 4 **Leisure Facilities: Service Improvement Plan (June 2023)**

The Director of Leisure and Community Development reported on the Service Improvement Plan (SIP), detailing activity through to the end of April 2024, through which the Board had agreed to monitor the operational performance of the leisure facilities at each of its meetings. The appended SIP detailed related activity undertaken within the facilities through to the end of April 2023.

#### **Resolved:**

**That the progress made against the requirements identified in the approved 2023/24 Leisure Facilities Service Improvement Plan, through which operational performance is monitored, be noted.**

5 **King's Coronation Celebratory Grants Scheme**

The Director of Leisure and Community Development updated Members on the successful delivery of the King's Coronation Celebratory Grants programme.

**Resolved:**

**That the successful delivery of the King's Coronation Celebratory Grants programme, as detailed in the report of the Director of Leisure and Community Development, be noted.**

Margaret Bell  
Chairman

## Agenda Item No 6

### Community and Environment Board

8 August 2023

#### Report of the Corporate Director – Resources

#### Budgetary Control Report 2023/24 Period Ended 30 June 2023

### 1 Summary

- 1.1 The report covers revenue expenditure and income for the period from 1 April 2023 to 30 June 2023. The 2023/24 budget and the actual position for the period, compared with the estimate at that date, are given, together with an estimate of the outturn position for services reporting to this Board.

#### **Recommendation to the Board**

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

### 2 Introduction

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

### 3 Overall Position

- 3.1 The actual expenditure for budgets reporting to this Board on 30 June 2023 is £1,333,811 compared with a profiled budgetary position of £1,370,425; an underspend of £36,614 over the period. Appendix A to this report provides details of the profiled and actual position for each service reporting to this Board, together with the variance for the period.

...

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

### **3.3 Leisure Facilities**

3.3.1 There is an overall underspend of £46,241 compared to the profiled budget. Income is currently above profile by £16,648 across all sites relating to Direct Debits, Birthday Parties, Fitness Pay and Play, Swimming, and use of the Memorial Hall.

Employee costs are below budget by £28,662 due to vacancies and there is currently an underspend on utility costs of £4,830.

Spending in supplies and services is above budget by £3 898, mainly due to repairs and maintenance of gym equipment.

### **3.4 Refuse and Recycling**

3.4.1 Overall, refuse and recycling is above the profile budget by £14,833. This is mainly due to employee related costs above budget by £23,457, in addition income is £9,570 below profile, due to lower customer numbers on trade waste of £7,480, garden green waste of £5,706 partially offset by additional bin sales of £3,615. These have been partially offset by a reduction in transport running costs of £17,949 due to lower fuel repairs and maintenance costs.

### **3.5 Amenity Cleaning**

3.5.1 Overall, amenity cleaning is above the profiled budget by £4,686. This is due to transport costs being £15,571 above profile relating to the use of hired vehicles, higher fuel and repair costs. This has been partially offset saving through employee vacancies not covered by agency costs of £11,067.

## **4 Performance Indicators**

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

...

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

4.3 Leisure KPIs are being reported in another report on this agenda.

## **5 Risks to the Budget**

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

- Deteriorating condition of assets, particularly the Leisure Centres, and further economic and market pressure affecting the generation of income.
- Additional costs relating to the Refuse and Recycling services.



## 6 Estimated Out-turn

- 6.1 Members have requested that Budgetary Control reports provide details on the likely out-turn position for each of the services reporting to this Board. The anticipated out-turn for this Board for 2023/24 is £7,408,400 the same as the approved budget.
- 6.2 The figures provided are based on information available at this time of the year and are the best available estimates for this Board and may change as the financial year progresses. Members will be updated in future reports of any changes to the forecast out turn.

## 7 Report Implications

### 7.1 Finance and Value for Money Implications

- 7.1.1 Income and Expenditure will continue to be closely managed and any issues that arise will be reported to this Board at future meetings.

### 7.2 Environment and Sustainability Implications

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

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

## Background Papers

Local Government Act 1972 Section 100D

<b>Background Paper No</b>	<b>Author</b>	<b>Nature of Background Paper</b>	<b>Date</b>
Executive Board – Agenda item 10	Corporate Director - Resources	General Fund Revenue Estimates and Setting the Council 2023-24	13th Feb 2023

**Community and Environment Board  
Budgetary Control Report 2023/2024 as at 30 June 2023**

Cost Centre	Description	Approved Budget 2023/2024	Profiled Budget 2023/2024	Actual 30 June 2023	Variance	Comments
3072	Polesworth Sports Centre	(5,630)	(2,138)	(6,770)	(4,632)	Paragraph 3.3
3073	Polesworth Gym	299,250	78,806	61,759	(17,047)	Paragraph 3.3
3075	Coleshill Leisure Centre	578,960	173,181	176,536	3,355	Paragraph 3.3
3077	Atherstone Leisure Complex	1,153,920	312,308	286,785	(25,523)	Paragraph 3.3
3082/83	Memorial Hall and Bar	202,280	48,198	45,803	(2,395)	Paragraph 3.3
4002	Commercial Pollution Control	480,960	121,658	120,523	(1,136)	
4003	Domestic Pollution Control	30,650	11,035	10,421	(614)	
5000	Domestic Refuse Collection	1,191,950	266,044	268,142	2,098	Paragraph 3.4
5001	Streetscene Grounds Maintenance	159,400	64,516	63,389	(1,126)	
5002	Trade Refuse Collection	(30,910)	(102,878)	(95,150)	7,729	Paragraph 3.4
5003	Cesspool Emptying	68,400	14,520	12,828	(1,692)	
5004	Recycling	1,157,880	(99,539)	(94,533)	5,006	Paragraph 3.4
5005	Animal Control	33,930	11,085	9,508	(1,577)	
5006	Abandoned Vehicles	5,800	3,793	3,792	(0)	
5010	Amenity Cleaning	776,330	186,540	191,226	4,686	Paragraph 3.5
5013	Unadopted Roads	21,980	5,495	3,422	(2,073)	
5014	Drain Unblocking and Land Drainage	20,290	5,073	5,072	(0)	
5015	Street Furniture	7,590	1,898	1,538	(360)	
5016	Atherstone Market	3,980	1,642	1,201	(441)	
5019	Green Space Budget	717,910	155,136	156,261	1,125	
5021	Public Health Act 1984 Burials	5,020	1,255	2,858	1,603	
5023	Consultation	17,100	4,275	4,334	59	
5025	Corporate Policy	82,560	22,760	20,915	(1,845)	
5030	Rural Regeneration	96,570	23,911	23,842	(68)	
5034	Landscape	13,040	400	400	-	
5040	Marketing and Market Research	15,160	3,790	1,860	(1,930)	
5044	Support to Voluntary Organisations	64,670	7,240	7,240	-	
5047	Community Fund Local Projects	-	-	-	-	
5055	Health Improvement	109,560	27,185	27,683	498	
5056	Safer Communities	129,790	29,102	28,084	(1,018)	
5064	QE School - Artificial Grass Pitch	10	(5,865)	(5,162)	703	
7365	AFC Veteran Hubs Development	-	-	-	-	
7370	Lottery Funded Projects	-	-	-	-	
7373	UKSPF Revenue	-	-	-	-	
7374	North Place Health Grant	-	-	-	-	
7700	Ext Stronger & Safer Communities	-	-	-	-	
	<b>Total Net Expenditure</b>	<b>7,408,400</b>	<b>1,370,425</b>	<b>1,333,811</b>	<b>(36,614)</b>	

<b>Original Approved Budget</b>	<b>7,534,500</b>
Non Corporate Training Virements	9,450
Corporate Training Virements	1,910
Recruitment Virements	160
Additional income from leisure VAT status change (virement)	(137,620)
<b>Current Budget</b>	<b>7,408,400</b>
	-

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

	Budget	Profiled budget	Actual
<b>Domestic Refuse Collection</b>			
Number of Households	29,500	29,500	29,504
Costs per Household	£40.39	£40.39	£40.40
Maximum missed collections per 100,000 users	17	17	39
<b>Trade Refuse Collection</b>			
Number of Trade Bins	486	475	456
Gross cost per bin collected	£603.62	£379.08	£403.40
Net (surplus)/cost per bin collected	-£63.60	-£52.92	-£52.17
<b>Cespool Emptying</b>			
Number of emptyings	939	235	215
Gross cost per emptying	£227.26	£218.01	£225.38
Net (surplus)/cost per emptying	£71.11	£61.85	£59.67
<b>Recycling</b>			
Cost per household	£39.34	-£3.37	-£3.20
Tonnes of recycled material collected	13,500	3,375	3,532
% of waste recycled	50.0%	50.0%	50.4%
<b>Green Space Budget</b>			
Number of Play Areas	26	26	26
Number of play areas meeting the safety, DDA and Play Value standard	26	26	26
Number of Pitches	12	12	12
Number of Teams	23	23	23
Number of Hirers	23	23	23
Income per Team	-£406.52	-£33.87	-£33.87

## Agenda Item No 7

### Community and Environment Board

8 August 2023

#### Report of the Chief Executive

#### Fly Tipping Update

### 1 Summary

- 1.1 This report provides Members with an update on the work that the Environmental Health, Transformation and Streetscape Teams have undertaken in order to try and reduce fly tipping across the Borough.

#### **Recommendation to the Board**

**That the report be noted.**

### 2 Background

- 2.1 The purpose of this report is not to update members on fly tipping incidents as this will continue to be undertaken by the Corporate Director – Streetscape to the Safer Communities Sub-Committee. This report intends to provide members with an update on the work that the Transformation team working with Environmental Health, Streetscape, Communications Team, Community Development and Legal colleagues are undertaking, to reduce fly-tipping within the Borough.

#### 2.2 **Why have we looked at improving fly-tipping enforcement?**

- It impacts our residents and visitors to the Borough;
- It's the second highest crime type within the Borough;
- Our previous approach was silo based working, with our focus being to clear fly-tipping as quickly as possible;
- We had a very reactive rather than proactive approach to the service;
- Our data that we captured was to enable us to provide statutory performance figures to the Environment Agency;
- The Council spends in excess of £205,000 per year on addressing Fly-Tipping within the Borough.

### 3 CCTV Cameras

- 3.1 In order to help to reduce fly-tipping, we had been deploying wildlife cameras in rural locations where we experience high levels of fly tipping. These cameras have limited memory for recording images and quickly drain the batteries, they then require checking at least on a weekly basis. If fly tipping is reported in these locations, we then have to review large amounts of data which is incredibly inefficient to see if there is any evidence, we can take formal action on.

- 3.2 We are deploying some new Artificial Intelligence cameras. The cameras will:
- Intelligently detect events and footage, which is immediately transmitted over a secure IoT network to the iDefigo cloud platform. This will alert our Environmental Health team immediately and they will be able to action accordingly;
  - Provide good quality timely evidence to enable us to carry out successful prosecutions, or issue fixed penalty notices both of which should act as a deterrent and help to reduce fly tipping in the Borough;
  - The new AI cameras have a better battery life, filtered and cloud stored images will vastly improve the efficiency of our detection of fly tipping by reducing the time spent maintaining the cameras, reviewing images, and providing evidence that we would otherwise not have had;
  - For more information about these AI cameras which are ideal for remote locations in our rural Borough, watch this video: [iDefigo BBC Click June 2022 - YouTube](#).
- 3.3 We are trialling this technology in the Borough. The team are utilising an interactive Power BI report displaying hotspots, volumes, and waste types, which enables managers to make timely decisions. Using this map, locations of the AI cameras have been determined. These cameras have been deployed in two locations. since 9 February 2023 and 15 June 2023, fly tipping in these areas has reduced significantly. The cameras can be moved if the team determine another hotspot should be monitored. We have also put a bid into UKSPF for six additional cameras, which if successful will give us four sets of cameras in total.

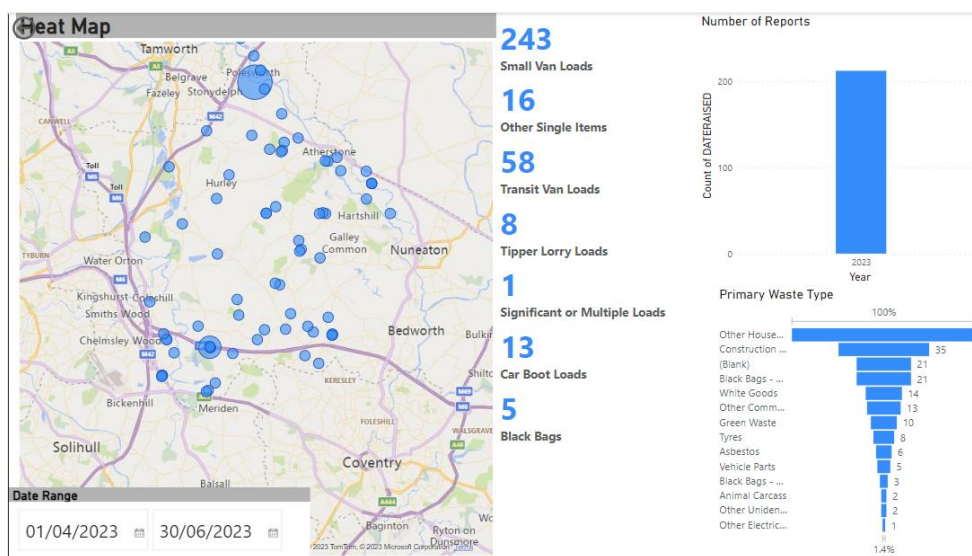
## 4 Case Studies

- 4.1.1 Fly-tipping incident reported on Packington Lane, Maxstoke. The waste which included carpet, settee and household waste was cleared by Streetscape team on 16 June 2022. Within the waste, two individuals' details were located at the same address.
- 4.1.2 A council tax search was conducted. Both individuals are no longer linked to the address, but we did have forwarding addresses.
- 4.1.3 The first individual was invited to attend an interview under caution. The individual was able to provide evidence showing she was no longer at the address at the time of the incident and had no access to the property since 2019.
- 4.1.4 The second individual was invited to attend an interview under caution. The individual's sister contacted the case officer to advise the individual suffers from severe panic attacks and cannot travel to the council building in North Warwickshire for the interview.
- 4.1.5 In order to pursue the case further, the case officer arranged for the interview to be conducted at Birmingham Council on 27 June 2023, as the individual lived within the area. His sister was able to attend as an appropriate adult. They provided evidence showing the individual does own the property, but they enlist an estate agent to manage the property. With the information provided, further enquiries are being made to determine the fly-tipper.

- 4.1.6 The Environmental Health team received a report of a fly tipping incident on Howe Green Lane, Astley. The witness noted a registration vehicle number driving away from waste disposed on the lane. The team obtained a witness statement.
- 4.1.7 However, after reviewing the witness statement, the officer noted the witness did not see the occupant of the vehicle disposing of the waste. This is a requirement to conduct a DVLA check. For this reason, this case could not be pursued further.

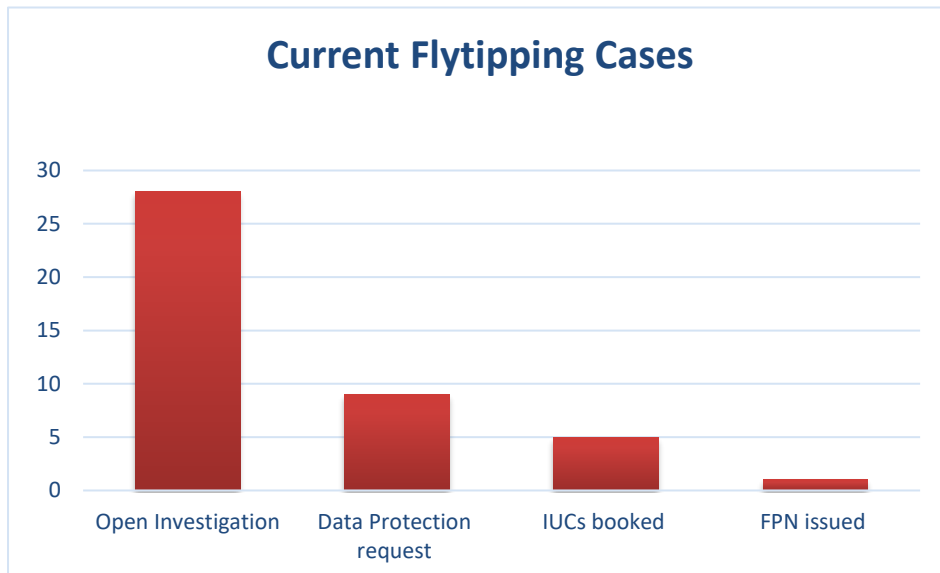
**5 Measures/Performance Information**

- 5.1 We are required to submit data every three months to the Environment Agency. However, going forward we wanted more data and with a faster response.
- 5.2 We are working on a dashboard (by utilising Power BI Pro) and it will be available to view the real time data, at any time which can be monitored by the relevant officers:



[This is a link to the interactive report.](#)

- 5.2.1 The Environmental Health team have the following active cases:



## 6 What next?

- 6.1 This is very much a work in progress. We have now gone live with the new management information system. Going forward we will be logging all fly tipping clearances (whether it is a member of the public, Councillors, Officers, or our Contact Centre Team) on the customer portal. As part of logging the request, the customer will be asked if they know who tipped the waste and if they are willing to provide a witness statement. The crew will be provided with a mobile device with a data card to access the system to pick-up and complete their jobs. Once the clearance has been actioned it will be assigned to Environmental Health and Legal colleagues to see if any further action can take place.

## 7 Report Implications

### 7.1 Financial Implications

- 7.1.1 There are no additional financial implications arising from this report.

### 7.2 Safer Communities Implications

- 7.2.1 These are set out in the report.

### 7.3 Legal Data Protection and Human Rights Implications

- 7.3.1 Fly tipping is an offence under the Environmental Protection Act 1990. There is also a Duty of Care specified in this Act which requires producers of waste, including householders, to take all reasonable measures to ensure that their waste is disposed of correctly and legally and where applicable is only transferred to someone who is authorised to transport or dispose of it.

- 7.3.2 The use of the security cameras is subject to a protocol to ensure compliance with the relevant legal requirements for CCTV surveillance. The protocol has been reviewed as required to comply with the UK General Data Protection Regulations

and updated guidance prepared by the Surveillance Camera Commissioner. It is also necessary to obtain authorisation for covert surveillance under RIPA, which must then be approved by the Magistrates Court. It is essential that this authorisation is obtained prior to deployment for covert surveillance.

#### 7.4 **Environment, Climate Change and Health Implications**

7.4.1 Tackling fly tipping will make positive contributions towards improving the environment and sustainability. The fly tips create adverse impacts on the local environment and use significant resources in removing them and carrying out investigations.

7.4.2 By reducing fly tipping the quality of life in local communities will be improved.

#### 7.5 **Risk Management Implications**

7.5.1 None relating to this report.

#### 7.6 **Equality Implications**

7.6.1 There are no known adverse impacts on any of the groups defined in the Equality Act 2010 under the protected characteristics. The adverse impacts of fly tipping on the local environment is often in rural locations although not exclusively.

#### 7.7 **Links to Council's Priorities**

7.7.1 The ongoing actions will contribute towards the priorities of creating safer communities and protecting our countryside and heritage.

The Contact Officers for this report are Cath James (719295), Sharon Gallagher (719292) and Milen Woldeab (719326).

### **Background Papers**

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

<b>Background Paper No</b>	<b>Author</b>	<b>Nature of Background Paper</b>	<b>Date</b>
4	Transformation Manager and Environmental Health Manager	Fly Tipping <a href="#">Safer Communities 16 March 2023.pdf</a> (pages 5-10)	Mar 2023



## Agenda Item No 8

### Community and Environment Board

8 August 2023

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

#### Leisure Facilities: Service Improvement Plan

### 1 Summary

- 1.1 Appended to this report, for Members' consideration, is a copy of the approved 2023/24 Service Improvement Plan (SIP), through which the Board has agreed to monitor the operational performance of the leisure facilities at each of its meetings.

#### **Recommendation to the Board**

**That the Board notes and comments upon the progress made against the requirements identified in the approved 2023/24 Leisure Facilities Service Improvement Plan.**

### 2 Consultation

- 2.1 Consultation has taken place with relevant Members and any comments received will be reported verbally at the meeting.

### 3 Introduction

- 3.1 In order to continue to provide a focused approach to service delivery, at its meeting held in March 2023, the Board approved a 2023/24 Leisure Facilities Service Improvement Plan (SIP), which would guide activity through until March 2024. A copy of the adopted Plan, which details the key actions, work programmes and improvements to be achieved by the end of March, is attached at Appendix A. The Plan seeks to highlight those matters that the Board has determined are important in order to enhance the quality and sustainability of the service delivered through its leisure facilities.

...

### 4 Service Improvement Plan: Progress

- 4.1 The SIP attached at Appendix A evidences the progress made by the Leisure Facilities section through to the end of June 2023. Members are invited to comment on that progress. Any significant changes and/or progress made in July will be reported verbally to the Board at its meeting.
- 4.2 As agreed with Members, this report does not seek to provide detailed commentary on the progress being made in respect of each action identified

within the SIP. Instead, it aims to update the Board on the key areas of recent progress made within the leisure facilities. Members, however, are invited to comment and advise on any areas of activity upon which they wish Officers to focus in order to improve the operational viability of the service.

- 4.3 The Leisure Facilities “Poverty Proofing” Action Plan was discussed with the Health and Wellbeing Working Party in July, which promoted a constructive discussion on related issues concerning accessibility, service costs, communication and technology. Working Party Members have identified these as key areas upon Leisure Facilities staff should focus their attention in a drive to enhance community access to the centres. The Working Party also emphasised the need to explore funding opportunities for swimming, better WiFi provision and enhancing the “community offer”, particularly in rural areas, as matters of priority to be drawn from the Action Plan. Implementation of the Plan will be monitored through the Working Party and progress will be reported to this Board throughout the year.
- 4.4 Leisure Facilities staff have now successfully implemented the introduction of health testing scales at each of the three sites (Atherstone, Coleshill and Polesworth). The service enhancement, which has been well received by customers, has had a particularly impressive impact at Atherstone Leisure Complex, where the team completed over 100 assessments in the first fortnight of provision (an equivalent of 15% of the live membership base). Health checks were also delivered to Borough Council staff at the Council House on 25 July. The staff team will continue to monitor the use of this technology in helping people to better understand their health and achieve their wellbeing goals. It will also actively seek opportunities to develop the service further. External funding is now potentially available to introduce blood glucose and blood cholesterol testing as part of the health and wellbeing offer at the leisure facilities, which would help to strengthen the existing health MOT offer. The potential to better engage with businesses and expand the community outreach service is also being investigated.
- 4.5 During the half-term in May, the facilities offered a variety of holiday activities for children, young people and their families. Activities included soft play and swim, playtimes (pre-school bouncy castle and crafts), Atherstone Family Fun sessions (HAF funded), extra fun swimming sessions and more children’s parties. Performance in respect of the summer holiday programme will be presented to the Board at its meeting to be held in October 2023.
- 4.6 A health and fitness promotion, “Join for a Coin”, was offered for 30 days through May and June, with the aim to attract new people to the facilities and increase the membership base. Although the promotion did achieve positive results and grew the membership base across the sites, the performance of 124 new sign-ups did fall below the pre-set target of 150 new members. Contextually, there would be an expectation of approximately 85 new members over this period without a promotional offer. For this promotion, the staff team chose to trial a different marketing mix, introducing the use of flyer drops in exchange for some of the digital marketing options. Although the

promotion did fall short of expectations, it was a worthwhile campaign and provided the team with some useful marketing insights for future activity.

4.7 During June, a short survey focusing on the “sports and activities” offer was shared with public. The survey, which generated 105 responses, provided positive feedback (scores above 8/10) on the overall quality of the service; staff friendliness and the ability to book easily. The cost of services scored 7.5/10. Areas for improvement (scores below 7/10) included marketing and communication (6.9) and service variety (6.8). The overall feedback, however, was positive. “You Said, We Did” information will be shared with the public to let them know how they have helped to promote positive change within the service.

4.8 Leisure Facilities staff have continued to improve the health and leisure offer for their communities, some recent examples of which have been shared below:

- A diabetes awareness campaign took place in June, where information booklets, links and other useful information were promoted within the facilities, on social media and online
- Polesworth Fitness Hub and Polesworth Gymnastics introduced new equipment into the service offer to improve its quality and the overall member experience
- A self-employed personal trainer has been running courses in Atherstone Memorial Hall, focusing on health awareness and improvement
- The exercise referral team completed training on the new exercise referral database, to which the service will be transfer in August
- The staff team has focused on upskilling a number of its members, with staff recently enrolled on gym, exercise referral and swimming teacher courses

4.9 The Leisure Facilities team, in conjunction with relevant colleagues throughout the Authority, will continue to manage and monitor the implementation of the requirements of the SIP on a regular basis and to report accordingly to each meeting of this Board, including to its next scheduled meeting to be held in October 2023. This process will continue to afford Members an opportunity to both understand and direct relevant aspects of the performance of the Borough Council’s leisure facilities.

## **5 Report Implications**

### **5.1 Finance and Value for Money Implications**

5.1.1 Whilst there is no financial implication arising directly out of this report, the SIP will enable the Board to monitor the performance of the leisure facilities at each of its meetings and to advise on activity that would improve operational sustainability.

## **5.2 Safer Communities Implications**

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

## **5.3 Legal, Data Protection and Human Rights Implications**

5.3.1 There are several powers under which the Council may provide leisure facilities, staff, instructors and equipment, including section 19 of the Local Government (Miscellaneous Provisions) Act 1976. That Act and other legislation give the Council broad management powers for those facilities and the SIP plays an integral role in that management process.

## **5.4 Environment, Climate Change and Health Implications**

5.4.1 Leisure facilities have a positive impact on the physical and mental wellbeing of individuals and the sustainability of local communities by providing opportunities for formal and informal recreation and by contributing to an improved quality of life.

## **5.5 Human Resources Implications**

5.5.1 There are no human resources implications arising from this report, other than those to which reference is made in the appended Service Improvement Plan and upon which commentary is provided therein.

## **5.6 Risk Management Implications**

5.6.1 There are no direct risk management implications arising from this report. The activity that is included within the Service Improvement Plan, however, will be risk assessed and appropriate controls put in place, where appropriate.

## **5.7 Equalities Implications**

5.7.1 The activity identified in the Service Improvement Plan is intended to advance the Authority's commitment to ensuring equality for all members of the community across its portfolio of service provision. This intention is enhanced by the Poverty Proofing exercise being undertaken across the leisure facilities and to which reference is made in the main body of the report.

## **5.8 Links to Council's Priorities**

5.8.1 The Service Improvement Plan has direct links to the following corporate priorities:

- Safe, liveable, locally focused communities
- Prosperous and healthy
- Sustainable growth and protected rurality

- Efficient organisation

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

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

The Contact Officer for this report is Russell Simkiss (719257).

### **Background Papers**

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

<b>Background Paper No</b>	<b>Author</b>	<b>Nature of Background Paper</b>	<b>Date</b>
1	Director of Leisure and Community Development	Report to Community and Environment Board (Leisure Facilities: Service Improvement Plan)	June 2023

# North Warwickshire Leisure Facilities

## Service Improvement Plan - April 2023 to March 2024

**Aim: To improve the operational efficiency and effectiveness of the Borough Council's Leisure Facilities**

### Responsible Officers Key:

- D: Director
- LFM: Leisure Facilities Manager
- SSRO: Service, Sales and Retention Officer
- SAEO: Sports, Activities and Events Officer
- OO: Operations Officer(s)
- LMT: All of the above

Theme	Action	Target	Timescale	Resource / Cost	Lead Officer	RAG and DOT	Comment / Progress
-------	--------	--------	-----------	-----------------	--------------	-------------	--------------------

**Last Updated: 14 July 2023**

<b>Recover and Reinvent</b>  <b>‘Optimising the opportunity for communities to live an active lifestyle’,</b>  <b>‘Continue to reinvent to be relevant to evolving community needs’</b>	Be pro-active in encouraging more people to live more active lifestyles	Continue to adapt to make services more inclusive, accessible and inviting: At each meeting, to update the Board on service progress in respect of the ‘Poverty Proofing’ action plan; Equality, Diversity and Inclusivity (EDI) action plan; establish further external reviews and training through the year	April 2024 and ongoing	To identify within the review process	<b>OO</b>	→	The Poverty Proofing Action Plan has been finalised and discussed with the H&WWP. Updates on progress will be provided throughout the year
	To continue to understand what communities want and work collaboratively to encourage a ‘leadership community’ to do the same	Using community engagement / steering groups where appropriate, adapt to deliver services differently or create new services in their place with the goal to keep the community engaged, more active and living healthier, happier lives	March 2024		<b>LMT</b>	→	As part of the EDI Action Plan, Leisure Facilities completed local consultation regarding autism awareness and is currently reviewing gender identity, with a view to reviewing policy and procedure
	Review pricing and packages	To review fees, charges and packages to ensure affordable services in alignment with the local and wider market	January 2024		<b>LMT</b>	→	Examples will be identified throughout the report, including in respect of autism awareness
	Explore the opportunity to optimise the use of space across facilities	Review opportunities to optimise the use of space in facilities to increase services, attendance and improve financial performance	March 2024		<b>LMT</b>	→	The review will take place later this financial year
	Become ‘greener’ within the context provided by the corporate Climate Change Action Plan	Within the context provided by the corporate Climate Change Action Plan, consider climate change in the operation of service and plan to do things differently and to be “greener”	March 2024		<b>LMT</b>	→	Following feedback from a recent survey and staff discussion, making reception areas more welcoming and using space better is an area for review. Opportunities have also been identified at Coleshill to develop a group cycle studio, if / when funding allows
						→	Atherstone Leisure Complex is exploring new cleaning methods to reduce the need for various chemicals, which will

Theme	Action	Target	Timescale	Resource / Cost	Lead Officer	RAG and DOT	Comment / Progress
							be safer, greener and more cost effective
<b>Connecting with Communities</b>  <b>Continue to be outward looking and community focused</b>	Actively consult, engage and seek feedback to understand what communities want and to shape current and future services	Continue to ask questions and gain feedback on current and future services throughout the year. To feedback to the Board regularly about surveys, forums, mystery visits and reviewing verbal and written feedback	March 2024	Provision made within the revenue budget	OO	→	The latest sports and activities survey gave valuable feedback for service improvement plans. A 'General Service' survey is currently live
	Focus on delivering services tailored to the wants and needs of the community	Generate a Net Promoter Score (NPS) for each facility and the service as a feasible measure of performance	Revised to March 2024	Identify within the review	OO	→	A NPS of +24 was achieved
		Collaborate with community groups and other appropriate partners to ensure the development and delivery of internal and external services, events and community projects. To report to the Board at each meeting	Ongoing until March 2024	Provision made within the revenue budget	SAEO / SSRO	→	Everyone Health, which has been engaged in social prescription discussions, delivered exercise referral systems training with teams in July  Communication with Warwickshire County Council took place to progress the Autism awareness project  Atherstone Family Fun has maintained delivery of activities at Atherstone Memorial Hall  TQEA has been engaged to discuss use of leisure services in offering students different curriculum-based leisure service experiences
<b>Positive Experiences for the community, with a</b>	Optimise opportunities for the community, with a particular focus on services for children and	<b>Holiday Activities</b> Continue to offer holiday activities through the year (and where possible increase the quality and diversity of the programme). To achieve attendances at or above that in 2022/23	February 2024	Provision made within the revenue budget	OO	→	Holiday activities were offered at Coleshill and Atherstone in May, achieving over 300 attendances



Theme	Action	Target	Timescale	Resource / Cost	Lead Officer	RAG and DOT	Comment / Progress
<b>particular focus on:</b> <ul style="list-style-type: none"> <li>- <b>Children and Young People</b></li> <li>- <b>Active Ageing</b></li> <li>- <b>Disabled, Disadvantaged and Special Education Needs (SEND)</b></li> </ul>	young people to be more physically active	<p style="text-align: center;"><b>Parties</b></p> Optimise party sales to achieve sales and participation levels at or above that in 2022/23	March 2024	Process	OO	→	Party sales are good, particularly at Coleshill, having sold 96% of all parties in Q1
		To complete a party review and shape a plan to consider how to improve the quality, choice and packages on offer for achieving this	October 2023		OO	→	The review will take place later this financial year
		<p style="text-align: center;"><b>Schools</b></p> To improve the performance of the school swimming service back to that of 2019/20 (48-50 taught sessions per week)	March 2024	Provision made within the revenue budget process	OO	→	Having reached out to a number of schools, bookings prospects have improved for the September school term, with 45 taught sessions currently confirmed
		Network with schools to understand if / how Leisure Services could offer more to support the curriculum / health and wellbeing / positive experiences for children and young people	February 2024		OO	→	The review will take place later this financial year
		Deliver work experience schemes	July 2023		OO	→	Work experience took place in week commencing 10 July 2023
		Explore opportunities to develop apprenticeships and volunteer experiences that may lead to employment	December 2023		OO	→	The review will take place later in the financial year
		<p style="text-align: center;"><b>Sports and Coaching</b></p> Optimise the number of junior coached and activity sessions hosted within the facilities, both through increasing the in-house offering and recruiting new groups (restore previous and create new opportunities)	March 2024		LMT	→	Coleshill Leisure Centre significantly increased its external coached activity last year, hosting more cheerleading, dance, cricket, football and restoring its gymnastics scheme numbers

Theme	Action	Target	Timescale	Resource / Cost	Lead Officer	RAG and DOT	Comment / Progress
	Continue to improve the service offering for the “active ageing” populations within in North Warwickshire	<p style="text-align: center;"><b>Swimming</b></p> Continue to enhance the number of swimmers on the Learn to Swim scheme, versus 2022 / 23	March 2024		OO	→	Polesworth’s gymnastics scheme recently exceeded 200 gymnasts
Continue to review the pool timetable and make positive changes to optimise attendances, income and best accommodate the diverse needs of the community		March 2024		OO	→	Although swimming lesson numbers are performing well, waiting lists are growing. With a need for more teachers to address the issue, a recruitment drive is currently taking place	
<p style="text-align: center;"><b>Health and Fitness</b></p> Network with schools and communities to increase awareness of junior fitness services, with the aim to increase junior membership sales		March 2024		SSRO	→	Although small changes take place throughout the year, useful feedback from surveys, poverty proofing and customer feedback will feed into the review later this financial year	
Engage with more community groups to understand their needs. With this information, continue to develop and deliver services that will enhance service quality, increase provision and improve awareness of what is available in the community		December 2023		OO	→	Separate schemes at both Coleshill School and TQEA continue to run to increase junior usage of health and fitness services  Feedback from the Health and Fitness Survey last year is shaping activity to address the need to offer more social and intermediate intensity activities	
Engage with more community groups to understand their needs. With this information, continue to	December 2023		OO	→	Facilities aim to offer more services as highlighted in the feedback through the year  Alongside the EDI and Poverty Proofing action plans, the County Council secured		

Theme	Action	Target	Timescale	Resource / Cost	Lead Officer	RAG and DOT	Comment / Progress
	Continue to improve the service offering for disabled, disadvantaged and Special Educational Needs (SEN) populations of North Warwickshire	develop and deliver services that will enhance service quality, increase provision and improve awareness of what is available in the community  Secure funding for; and deliver services in the community around tackling inequalities, to ensure a more diverse and inclusive service offer	March 2024		LMT	→	funding, which includes provision for Leisure Facilities staff to undertake autism awareness training, with a view to identifying action to improve service  Leisure Facilities will continue to engage with partners to secure funding for the Authority and its community groups
<b>Connecting with Health and Wellbeing</b>	To increase awareness of the importance of health and wellbeing within the community	Report to the Health and Wellbeing Working Party (H&WWP) on the Leisure Facilities-related actions within the Health and Wellbeing Action Plan  Deliver Health and Wellbeing events and campaigns throughout the year, joining up working with other groups and organisations where possible and linking to charities to enhance the impact where appropriate	Ongoing  March 2024	Provision made within the revenue budget process	LFM  SEAO / SSRO	→  →	Leisure Facilities will continue to attend and contribute to the work of the H&WWP  Atherstone Memorial Hall hosted NHS blood donors in July 2023. Leisure Facilities also delivered a diabetes awareness week campaign, with educational information, signposting and support, in June 2023
	To further develop the choice of health and wellbeing services to strive to improve physical and mental wellbeing within the community	Working with Everyone Health, social prescribers and other stakeholders, to increase the capacity and options available on the referral scheme and through social prescription into services	Ongoing		SSRO	→	Training took place with Everyone Health to learn the new referral system software in July  Discussions continue to take place around developing better social prescription pathways
		Working with corporate and local businesses, create a "Workplace Wellbeing" pack and service offering, targeting corporate and local / high street businesses	November 2023		SSRO	→	The review will take place later this financial year
			July 2023		LFM	→	

Theme	Action	Target	Timescale	Resource / Cost	Lead Officer	RAG and DOT	Comment / Progress
		<p>Following Mental Health First Aid Training, to embed processes within the service that will optimise the benefit to public and staff</p> <p>Periodically gain feedback on the impact existing and new services are having on the physical and mental wellbeing of the community and thereafter to improve the focus and impact of the service offer</p>	March 2024		OO	→	<p>Leisure Facilities plan for Mental Health First Aiders (MHFA) to be included on staff notice boards, with information about MHFA</p> <p>Leisure Facilities will work corporately to ensure the planned benefits of this training are replicated in centres</p> <p>In recent survey results, there were lots of positive comments and stories of how the service offer had helped people with their mental health, particularly with reference to the pandemic period</p>
<b>Active Environments</b>	Continue to network and increase opportunities to improve health and wellbeing in alternative environments	To work with groups and organisations to improve participation opportunities delivered externally in alternative environments	October 2022	To identify within the review process	LMT	→	<p>Leisure Facilities plan to complete outreach activity around health testing throughout the year. The Council House was the first of these locations and more will be planned through the year</p> <p>Discussions are still in place with The Coleshill School about the potential letting of its outdoor facilities. The Board will be updated in due course</p>
		To work with Community Development to promote active travel, increase opportunities and awareness of opportunities to walk, cycle and run	November 2022	To identify within the review process	LMT	→	Leisure Facilities, Community Development and Planning met with the County Council to advise on its plans around

Theme	Action	Target	Timescale	Resource / Cost	Lead Officer	RAG and DOT	Comment / Progress
	To explore digital technology in supporting service delivery	To scope digital and technological opportunities that will enhance the service offering and reduce barriers to participation (cost, time, access, other)	March 2024		LFM	→	<p>cycling, walking and running in Northern Warwickshire</p> <p>With the support of the H&amp;WWP, Leisure Facilities has purchased advanced health testing scales to introduce into the service</p> <p>The team continues to explore the cost-benefit of a number of other technologies, including: CRM and member retention technology; reporting technology; sales management and social value software</p>
<b>Health and Fitness</b>	Improve the quality of the health and fitness service across the facilities, focusing on re-engaging members, improving retention, increasing sales and providing a positive customer experience	Embed the 'Member Journey' for health and fitness customers across Leisure Facilities, including health testing scales and, if successful, blood testing.	August 2023	Provision made within the revenue budget Process	SSRO	→	<p>A detailed member journey was piloted at Polesworth and is being introduced at Coleshill, from which work at Atherstone will follow. The introduction of health testing scales was part of this journey, which is now offered across sites</p> <p>The additional option of blood test checks is something that the service aspires to deliver later this financial year</p>
		Ensure the delivery of health and fitness marketing campaigns throughout the year to achieve sales targets	Ongoing until March 2024		SSRO / LFM	→	<p>Leisure Facilities "Join for a Coin" offer ran through May / June with the aim to attract new users to the facility to continue growth. Performance was good, although pre-set targets not quite achieved. Learning</p>

Theme	Action	Target	Timescale	Resource / Cost	Lead Officer	RAG and DOT	Comment / Progress
		Deliver regular member engagements, incentives and service developments to optimise retention	Ongoing until March 2024		SSRO	→	was taken from the marketing mix used for future offers Leisure Facilities continues to offer gym challenges; members of the month; deliver quarterly class launch events and offer engagement and awareness activities, including campaigns to increase the awareness, e.g. mental health awareness week, diabetes awareness week
		Review the group exercise programme to ensure occupancy levels are proactively managed	Ongoing until March 2024		SSRO	→	Group exercise classes are reviewed regularly. They are currently performing very well across sites. Changes are made quarterly to optimise performance and align with customer demand
		Review the opportunity for funding and cost / benefit of reporting, CRM and sales management software	October 2023		SSRO	→	The review will take place later this financial year
<b>Health and Safety / Operations</b>	To ensure appropriate levels of skilled staff are available to maintain service	Ensure staffing levels and development opportunities are appropriately managed throughout the year	Ongoing until March 2024	Divisional and Corporate Training Budget	OO	→	Recruitment and selection takes place throughout the year as required  Various staff are enrolled on first aid, exercise referral and gym courses, as required  Swim teacher resilience to maintain / grow the scheme is a live issue. The team is proactively working to address this need

Theme	Action	Target	Timescale	Resource / Cost	Lead Officer	RAG and DOT	Comment / Progress
	To ensure all staff are engaged and have a clear role in maintaining service	Ensure appraisals are completed and communication structures are maintained at all levels through the year	Ongoing until March 2024		OO	→	Training plans have been completed and submitted. Appraisals are up to date
	Ensure health and safety is maintained at all times within Leisure Facilities	Continue to review, update and improve facility health and safety. To feedback progress and outcomes of health and safety and building audits	Ongoing until March 2024		OO	→	Regular one to ones and team meetings continue to take place across sites and teams
		Continue to monitor and audit health and safety knowledge and compliance. To feedback training updates and spot check results to the Board	Ongoing until March 2024		LFM	→	Health and Safety review schedules are set across sites. The responsible team meets regularly to ensure health and safety tasks are completed throughout the year
		Introduce a “staff recognition scheme” to recognise and reward high performance within teams	July 2023		SEAO	→	Audits take place throughout the year to assess performance and identify improvements
							Spot checks take place through the year for various areas of health and safety to ensure adherence to procedures
							Recognition of achievements have been acknowledged for each month, including an award for the “Employee of the Month”
							The team aims to shout more about successes and the achievements of individuals and teams throughout the year
<b>Marketing and Promotion</b>	Ensure effective marketing to the public	Create an updated and proactive Marketing Plan, to include events scheduled throughout the year	April 2023	Provision made	SEAO	→	Planned marketing and promotional campaigns have

Theme	Action	Target	Timescale	Resource / Cost	Lead Officer	RAG and DOT	Comment / Progress
	to optimise engagement and potential return on investment	<p>To update the Board on campaigns and marketing activity throughout the year</p> <p>Optimise web and App engagements (at or above that of 2022 / 23) and increase social media followers and engagements</p> <p>Deliver internal and external leisure bulletins</p> <p>Re-brand and undertake appropriate marketing activity in preparation for the introduction of the LATCo (Brand Book, web, socials, literature, signage and more)</p>	<p>Ongoing until March 2024</p> <p>Ongoing until March 2024</p> <p>May, August December, March</p> <p>July 2023</p>	within the revenue budget Process	<p>SEAO</p> <p>SEAO</p> <p>SEAO</p> <p>SEAO</p>	<p>→</p> <p>→</p> <p>→</p> <p>→</p>	<p>been identified and delivered throughout the year, and updated through the SIP / Board reports</p> <p>The first campaign (Join for a Coin) has ended and been fed back to Board (August)</p> <p>Combined leisure website and App performance remains comparable with that of 2022/23</p> <p>A newsletter was shared in May 2023. Another will be circulated in August</p> <p>The leisure team has been developing a "brand" toolbox for future discussion with MT</p>
<b>Monitoring, Review and Evaluation</b>	Report on performance against the actions identified in this Service Improvement Plan to each meeting of the C&E Board		Every Community and Environment Board		<b>D / LFM</b>	→	SIP progress reports are presented to each meeting of the C&E Board



## **Agenda Item No 9**

### **Community and Environment Board**

**8 August 2023**

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

#### **Leisure Facilities Provision in Polesworth**

### **1 Summary**

- 1.1 This report outline appraises, and seeks the Board's views on, current leisure facilities provision in Polesworth.

#### **Recommendation to the Board**

**That the Board notes and comments upon the current position in respect of leisure facilities provision in Polesworth.**

### **2 Consultation**

- 2.1 Consultation has taken place with relevant Members, including Ward Members, and any comments received will be reported at the meeting.

### **3 Introduction**

- 3.1 The Borough Council's formal leisure facilities provision in Polesworth / Dordon currently comprises a 28 station fitness gym at the Polesworth Fitness Hub, a small health and fitness classes programme at the Dordon Hub and gymnastics, badminton and five-a-side football during term-time midweek evenings in the sports hall at Polesworth School. Prior to the relocation of the fitness gym to the Fitness Hub, in January 2022, the Borough Council had, for 43 years, operated its local leisure facility provision from Polesworth School. It did so under the terms of a formal dual use agreement, initially held with Warwickshire County Council and then, more recently, with the Community Academies Trust (CAT).
- 3.2 Due the age, poor condition and associated relatively high cost (to the Borough Council) of the former Polesworth Sports Centre, and in view of the nature of the relationship at that time with the Community Academies Trust, it was at its meeting held in July 2021 that the Community and Environment Board resolved to relocate its local leisure services to the Fitness Hub in the centre of the town. At that point, this was the only Ward location that could accommodate a publicly accessible gym for around a 100 hours a week.

- 3.3 In addition to the capital cost of just over £38,000 to re-configure the Fitness Hub, the service relocation brought with it an associated need to review the staffing arrangements for the standalone gym. This process saw staff changes made at the facilities in both Polesworth and Atherstone, to which a small number of services were also re-located. The projected revenue implications of relocating services away from the former Sports Centre to the Hub (and Atherstone) suggested an annual revenue saving in the region of £35,000, which was primarily derived from savings in staff costs and removal of the need to pay an annual rent to CAT.
- 3.4 At the end of the 2019 / 20 financial year, the total cost of operating Polesworth Sports Centre was £248,000. A £35,000 improvement on this position, therefore, would have been a total annual service cost of £213,000. There have, however, been a number of external factors that have adversely affected this position, not least of which are the on-going impact on the leisure industry of the pandemic, the cost of utilities and the pay award for staff in local government. In the last full financial year (2022 / 23), the on-going impact of the pandemic, combined with a loss of gymnastics income caused by disruption at the School, adversely affected income receipts by £21,000. The staff pay award added an additional, unbudgeted cost pressure of £13,000, whilst last summer's unplanned closure of the School for five weeks longer than expected incurred an additional cost of £5,000 for the Borough Council. Despite these additional pressures, the end-of-year total service cost was just over £212,000. The savings projection made in July 2021, therefore, was realised.
- 3.5 At the time of the relocation, Polesworth Sports Centre had a direct debit membership of 200, although this number had been adversely affected by the pandemic. Prior to March 2020, Polesworth had a peak membership of almost 340 people (338). Pleasingly, Polesworth's Fitness Hub's recovery is ahead of the national (and local) trend. To date, direct debit memberships, which make up a majority share of the gym income, have now made a recovery of more than 90% in comparison with pre-pandemic levels. It is additionally worthy of note that, in January 2023, Polesworth achieved its highest ever monthly attendance in the gym and that current gymnastics numbers are also at their highest level ever.
- 3.6 In order to provide the Board with an overview of current performance, in respect of both usage and cost, the following table provides data that compares the position between 2019 / 20 (the last pre-pandemic year) with that recorded in 2022 / 23 (the last full financial year). For simplicity, the financial information details the net controllable expenditure position (it does not include costs that are outside the control of the service).

	<b>2019 / 20 Actual</b>	<b>2022 / 23 Actual</b>	<b>Comment</b>
<b>Usage</b>			
DD Members	302	290	In June 23, DD memberships had increased to 320
Gymnastics Numbers	198	201	In June 23, Gymnastics numbers had increased to 213
Fitness Gym Visits	19,270	22,905	2023 / 24 monthly visitor numbers are averaging around 400+ more than 2022 / 23
Total Annual Visits	63,206	37,367	NB: Loss of parties to Atherstone and no weekend or holiday provision at the School
<b>Cost / Income</b>			
Employees	£302,490	£213,115	
Premises	£42,159	£30,693	
Supplies and Services	£25,832	£28,283	
Non-Controllable items	£71,838	£64,950	
Gross Expenditure	£370,481	£272,091	
Gross Income	-£194,175	-£124,680	NB: Paragraph 3.4. the impact of the pandemic, and the loss of parties to Atherstone
Net Controllable Expenditure	£176,306	£147,411	
Total Expenditure	£248,144	£212,362	

Note: The 2022 / 23 figures include both the Fitness Hub (gym) and the services provided at Polesworth School

- 3.7 Moving forward, a better performance from activities run at The Polesworth School is expected. The School has completed all of its upgrades to the facilities used by the Borough Council and no interruptions to service are foreseen in the current financial year.
- 3.8 The Board's decision to relocate its primary leisure facilities service to the Polesworth Fitness Hub was envisaged as being a short-term solution to the requirement to meet local demand, whilst the options to develop a long-term and sustainable response to related facility needs were reviewed.

#### **4 Leisure Facilities Strategy (2017 to 2031)**

- 4.1 In January 2016, the Community and Environment Board approved the commissioning of an overarching review of leisure provision in North Warwickshire, including its leisure facilities, by an external consultant. One of the objectives of the commission was to prepare a detailed Leisure Facilities Strategy, which addressed the needs for indoor leisure provision and provided evidence to inform future investment decisions.
- 4.2 The Leisure Facilities Strategy was prepared in accordance with guidance from Sport England. In addition to Facility Planning Model data provided by Sport England, the consultants took account of a number of factors in drawing their recommendations about how best to plan future facility provision, including:
- The need to provide for increased demand as a result of population growth
  - The need to consider how best to replace ageing facilities, which, relatively, are of poor quality and operationally inefficient
- 4.3 Within the Strategy, the consultants assert a clear need for the Borough Council to plan for the replacement of / investment in a number of leisure facilities due to their age. The Strategy, amongst others, includes recommendations to:
- Retain existing levels of sports hall, swimming pool and fitness provision as a minimum
  - Prioritise investment into additional swimming and health and fitness provision
  - Review the overall facility portfolio and consider the long-term strategic benefits of replacing provision in Polesworth
- 4.4 The adopted Leisure Facilities Strategy, however, did 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 in the Borough.

## **5 Strategic Outcomes Planning Model**

- 5.1 In response, in March 2020, the Community and Environment Board approved the engagement of an external consultant to undertake a Sport England Strategic Outcomes Planning Model (SOPM) exercise, through which the most appropriate long-term, sustainable portfolio of leisure facilities would be identified.
- 5.2 Further to a detailed strategic review process (albeit undertaken during the Coronavirus pandemic), and having taken account of projected population growth, latent demand and stakeholder consultation, the Planning Model exercise concluded that the most sustainable means by which to meet related long-term need in Polesworth was to provide a new indoor leisure facility in Abbey Green Park. The suggested leisure facility mix included the following:
- 40 to 60 station fitness gym
  - Group exercise / spin / multi-purpose studios
  - Possible community room / soft play
  - Possible café
- 5.3 Members will be aware that there have been considerable changes in the capital and revenue cost landscapes since the undertaking of the SOPM exercise. Councillors will also be aware that the primary focus of recent activity in respect of the possible provision of a new leisure facility in the Borough has been on the potential development of a new, multi-agency facility in Atherstone. Nevertheless, at the meeting of Full Council held in February 2022, provision of £3 million was made in the capital programme to support the development of a new leisure facility in Polesworth, subject to the production of a sustainable business case. Whilst considerable work needs to be undertaken to develop affordable capital and revenue business plans for the development of a new facility, the Borough Council, therefore, retains a strong aspiration to provide a new leisure facility in Polesworth.
- 5.4 It is recognised that the capital programme sum of £3 million will not be sufficient to provide a new indoor centre that will accommodate the facility mix referred to in paragraph 5.2 above. It does, however, represent a substantial commitment to the provision of a building and service that will meet the long-term needs of the local community. The Borough Council will continue to explore the means by which to generate the additional resource required to fund the construction of a new centre, including through the negotiation of Section 106 contributions from developers seeking to construct new homes in North Warwickshire.

## **6 Report Implications**

### **6.1 Finance and Value for Money Implications**

- 6.1.1 There are no financial implications arising directly out of this report.

## **6.2 Safer Communities Implications**

6.2.1 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.

## **6.3 Legal, Data Protection and Human Rights Implications**

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

## **6.4 Environment, Climate Change and Health Implications**

6.4.1 The provision of a sustainable, fit-for-purpose portfolio of well managed leisure facilities has 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.

## **6.5 Human Resources Implications**

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

## **6.6 Risk Management Implications**

6.6.1 The corporate risk management process identifies and scores risks associated with the provision, management and maintenance of leisure facilities. This process helps to ensure that informed decisions can be made in respect of the most appropriate means by which to sustainably meet and manage the leisure-related needs of the local community.

## **6.7 Equality Implications**

6.7.1 It is intended that the provision, management and operation of the Authority's Leisure Facilities service ensure continued equality of access to sustainable, good quality leisure opportunities.

## **6.8 Links to Council's Priorities**

6.8.1 The provision of a leisure facilities service in Polesworth has direct and positive links to the corporate priorities in respect of:

- Safe, liveable and locally focused communities
- Prosperous and healthy
- Sustainable growth and protected rurality
- Efficient organisation

6.8.2 It is also intended that the provision, management and operation of the Borough Council's Leisure Facilities service contributes 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 Officers for this report are Simon Powell (719352) and Russell Simkiss (719257)

### Background Papers

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

<b>Background Paper No</b>	<b>Author</b>	<b>Nature of Background Paper</b>	<b>Date</b>
1	Director of Leisure and Community Development	Report to Community and Environment Board (Polesworth Sports Centre)	July 2021

## **Agenda Item No 10**

### **Community and Environment Board**

**8 August 2023**

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

#### **Ansley Workshops Sports Ground and the Home Advantage Programme**

## **1 Summary**

- 1.1 This report draws the Board's attention to a new initiative of the Premier League, The Football Association and the Football Foundation, the Home Advantage Programme, which aims to support local authorities and grassroots football clubs to get the most out of the nation's grass pitches. It also asks Members to consider the submission of an Expression of Interest in seeking financial support from the Programme through which to enhance Haunchwood Sports Junior Football Club's security of tenure at, and engagement in the development of, Ansley Workshops Sports Ground.

### **Recommendation to the Board**

**That the Board approves the principle of granting a long-term lease to Haunchwood Sports Junior Football Club, in respect of its security of tenure at Ansley Workshop Sports Ground, and also approves the submission of an Expression of Interest (EOI) in seeking financial support from the Home Advantage Programme through which to support the Club's development of the site.**

## **2 Consultation**

- 2.1 Consultation has taken place with relevant Members and any comments received will be reported at the meeting.

## **3 Introduction – The Home Advantage Programme**

- 3.1 The significant majority of grassroots football is played on local authority-owned grass pitches. Unfortunately, due to budgetary pressures, many of these pitches are not maintained to what the football authorities would consider to be a high standard. In an effort to improve this situation, the Premier League, The Football Association and the Football Foundation have launched the Home Advantage Programme, which aims to support local football clubs to take on long-term leases on the sites at which they play. Through the Programme, 100% grants of up to £250,000 are potentially available to help clubs improve their "home" grounds.



- 3.2 Local clubs looking to be part of the Programme will need the support of their local authority and the relevant County FA. Clubs will not be able to submit an application for support in isolation. Local authorities and County FAs will lead on the submission of applications during the Expression of Interest (EOI) stage.
- 3.3 Clubs seeking Programme support must be willing to take on a long-term (minimum 25 year) lease at the site at which they play their home matches, which must also have been the subject of a PitchPower assessment (a Football Foundation initiative to assess and thereafter improve the quality of grass pitches). Additionally, they must be an “England Accredited Grassroots Club” in order to be eligible for support. Applications cannot be made by individuals, sole traders or commercial / “for profit” entities.
- 3.4 The Home Advantage Programme will fund the following:
- Income generator items, such as catering cabins, to help clubs to become sustainable at their “home” ground
  - Six years of revenue support for grounds maintenance activity
  - Grounds maintenance machinery
  - Storage
  - Groundskeeper training and qualifications
  - Site security fencing
  - Organisational training and support
  - Goalposts
  - Legal fees and insurances
- 3.5 The Programme will not support:
- Routine maintenance work, such as grass cutting, hedge cutting, line marking, etc.
  - The purchase of capital items not listed above
  - Any general costs associated with running the club
- 3.6 As part of the Home Advantage Programme application process, the Premier League, The Football Association and the Football Foundation have launched an Expression of Interest (EOI) stage, which runs until the end of August 2023. This is intended to identify sites suitable for lease transfer to eligible grassroots clubs. The EOI phase will be managed by local authorities and County FAs. Collaboration between the two parties is seen as being key to a successful application. EOI forms have been made available to local authorities, with which “one to one” advisory sessions have been held by the Football Foundation. EOI forms need to be submitted by 31 August.
- 3.7 From October 2023, projects selected from the EOI phase will be supported by the County FA and the Football Foundation, including through webinars, workshops and learning tools. The selected clubs will also be put on the FA Club Programme and be provided with direct tailored support. This support will be ongoing throughout the lease process, which will need to be agreed

before a formal application for Home Advantage funding can be submitted. Up to £20,000 of funding will be available to local authorities to support them with the resource needed to complete the lease transfer.

#### **4 Ansley Workshops and Haunchwood Sports Junior Football Club**

4.1 Ansley Workshops Sports Ground is a designated playing field located between Ansley Common and Ansley Village. The current facilities provide grass football pitches for Haunchwood Sports Junior Football Club and grass and artificial cricket pitches for Ansley Cricket Club.

4.2 Currently, Ansley Cricket Club, which has a long tradition of being involved in the maintenance of the cricket pitches, only supports one adult team and its diminishing volunteer resource has placed an extra burden on the few remaining committee members to maintain the on-site facilities. Additionally, the Club also prepares pitches for Corley Cricket Club, which uses the site to support its adult third team fixtures.

4.3 In contrast, Haunchwood Sports Junior Football Club is a thriving voluntary sector sports organisation. For many years, it has located a number of its teams at Arley Recreation Ground. Recently, however, the Club has considerably increased playing capacity and the number of teams within its structure, most particularly in support of the growth in girls' football. This growth was such that since the 2020 / 21 season, those teams needing an 11-a-side pitch were relocated to Ansley Workshops Sports Ground.

4.4 In order to support its growth, the Board, at its meeting held in May 2022, approved the granting of an initial two-year Service Level Agreement (SLA) to the Junior Football Club, through which it relocated the majority of its activity to Ansley Workshops.

4.5 Relocating the Junior Football Club to Ansley Workshops Sports Ground has enabled its immediate growth needs to be met. Further, and in order to appropriately accommodate the increased activity at the site, it has provided the Club with an opportunity to undertake a small number of improvement works at the Sports Ground. Haunchwood Sports has created a significant stone-based car parking area, made minor cosmetic enhancements to the ancillary accommodation and, most importantly, commenced a programme of improvements to the grass sports pitches. Helpfully, this last piece of work has benefited from a PitchPower assessment and financial support through the Football Foundation.

#### **5 Home Advantage Programme - Expression of Interest**

5.1 In view of the qualifying criteria for entry to the Programme (see paragraph 3.3 above), Officers met with representatives from the Football Association to discuss the potential for the Borough Council to submit an Expression of Interest. This discussion concluded that only an EOI relating to Haunchwood Sports Junior Football Club's location at, and development of, Ansley Workshops Sports Ground was likely to be acceptable to the Programme

sponsors. Even in this case, it would be necessary for the Borough Council to agree to allow the Club to hold a 25-year lease on the site. This represents a significant change from the two-year Service Level Agreement currently held between the two parties.

- 5.2 The Home Advantage Programme, however, represents one of very few genuine opportunities through which a step change enhancement could be made to an Authority-owned sports pitch asset. Haunchwood Sports is a very progressive community sector sports organisation, which has, in recent months, been exploring the option of seeking long-term security of tenure at Ansley Workshops. The Junior Football Club also has a positive relationship with the resident Cricket Club, whose activity would continue to be supported at the site.
- 5.3 Through its relationships with voluntary sector sports clubs such as Hurley Kings Football Club, Grendon Football Club and Atherstone Sports Club, the Borough Council, in appropriate cases, has adopted a progressive attitude towards providing community organisations with long-term security of tenure on its public sites. A minimum 25-year lease is a requirement if financial support is to be secured through the Home Advantage Programme. The Board, therefore, is asked if it is mindful to support, in principle, the granting of a long-term lease to Haunchwood Sports Junior Football Club in respect of its tenure at Ansley Workshops, and for Officers to submit a related Expression of Interest in the Home Advantage programme. The terms of any lease agreement would ultimately require the approval of the Resources Board, which is responsible for the Borough Council's assets.
- 5.4 Whilst it is currently subject to external review, any agreement to enhance Haunchwood Sports Junior Football Club's security of tenure at, and engagement in the development of, Ansley Workshops Sports Ground is likely to be consistent with the priorities of the North Warwickshire Playing Pitch Strategy.

## **6 Report Implications**

### **6.1 Finance and Value for Money Implications**

- 6.1.1 There are no immediate financial implications arising from the content of this report. The Home Advantage Programme will offer successful projects 100% grants of up to £250,000 to help clubs improve their "home" grounds. Should an application in respect of Ansley Workshops be successful, therefore, there would be no direct cost to the Borough Council.

### **6.2 Safer Communities Implications**

- 6.2.1 Projects advanced through the Playing Pitch Strategy, including any engagement within the Home Advantage Programme, contribute to community safety by providing well-managed open space and recreation areas that afford opportunities for positive activity.

### **6.3 Legal, Data Protection and Human Rights Implications**

6.3.1 The Borough Council has wide ranging powers in the Local Government (Miscellaneous Provisions) Act 1976 to provide leisure facilities, including playing pitches. This includes allowing such facilities to be available for such persons and on payment of such charges as the Authority considers fit. The Borough Council also has power to do anything that is ancillary or conducive to the exercise of its functions. Taken together, these powers allow the Borough Council to enter the proposed arrangement for a lease to the Club for a period of 25 years.

6.3.2 If this Board and Resources Board were to approve the proposal then Legal Services will advise further on the legal implications to the Borough Council of entering into a long-term lease and ensure that any lease has appropriate terms to protect the Authority's position and ensure that the Club meets the requirements for the funding concerned.

6.3.3 There are no specific data protection or human rights implications arising directly out of this report.

### **6.4 Environment, Climate Change and Health Implications**

6.4.1 Robust Playing Pitch Strategies are essential for the provision, protection and appropriate management of green space and outdoor recreation provision, which 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. A project to enhance the quality of service provision at Ansley Workshops Sports Ground would positively contribute to the attainment of priorities identified in the Playing Pitch Strategy.

### **6.5 Human Resources Implications**

6.5.1 There are no human resource implications arising directly out of this report.

### **6.6 Risk Management Implications**

6.6.1 There are no direct risks consequent upon the proposal to advance a Home Advantage Programme EOI in respect of Haunchwood Sports Junior Football Club's security of tenure at, and potential development of, Ansley Workshops Sports Ground. The Borough Council would not need to formally enter into a long-term lease arrangement with the Junior Football Club until it was confident that support would be forthcoming through the Home Advantage Programme.

### **6.7 Equalities Implications**

6.7.1 There are no adverse equalities implications arising from this report. The Authority's playing pitches are provided for the benefit of the whole community and no group or individual defined by the protected characteristics under the

Equality Act will be excluded therefrom. As identified in the main body of the report, Haunchwood Sports Junior Football Club has an excellent track record in the development of opportunities for girls and boys to play football.

## 6.8 Links to Council's Priorities

6.8.1 The North Warwickshire Playing Pitch Strategy and the Home Advantage Programme have direct and positive links to the following corporate priorities:

- Safe, liveable, locally focused communities
- Prosperous and healthy
- Sustainable growth and protected rurality
- Efficient organisation

6.8.2 Additionally, implementation of the provisions of the Playing Pitch Strategy contributes directly to the attainment of the priorities of the Sustainable Community Strategy to:

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

The Contact Officers for this report are Simon Powell (719352) and Stephanie Wagstaff (719353).

### Background Papers

Local Government Act 1972 Section 100D

Background Paper No	Author	Nature of Background Paper	Date
1	North Warwickshire Borough Council	North Warwickshire Playing Pitch Strategy (2018 to 2033)	2018
2	Director of Leisure and Community Development	C&E Board Report: Ansley Workshops Sports Ground	May 2022

**Health and Wellbeing Working Party Minutes**

**10 July 2023**

Present: Cllr. Smith (Chairperson), Cllr. Bates, Cllr. Gosling, Becky Evans, Russell Simkiss, Sally Roberts, Matthew Green (all NWBC).

Apologies for Absence: Cllr. Whapples, Cllr. Stuart, Cllr. Davey, Mike Slemensek (WCC), Dave Simkiss (WCAVA)

Item	Notes	Action
2	<p><b>Minutes of the Last Meeting (28 February 2023) and Matters Arising</b></p> <p>The minutes of the meeting held on 28 February 2023 were agreed as an accurate record of the proceedings.</p>	
3	<p><b>Introduction to the Working Party and the Health and Wellbeing Action Plan</b></p> <p>The Health and Wellbeing Action Plan (2023 to 2027) was formally adopted by Community and Environment Board in March. It aligns with the concept of Health in all Policies and highlights the health-related work being undertaken by all of the divisions within the Authority.</p> <p>Each meeting of the Working Party will feature a “spotlight” on the related work of a specific division.</p>	
4	<p><b>SPOTLIGHT – Leisure and Community Development</b></p> <p>A copy of the presentation will be circulated with the minutes.</p>	BE
5	<p><b>Air Quality</b></p> <p>There is a requirement for NWBC to produce an Air Quality Strategy:</p> <p><a href="https://www.gov.uk/government/publications/the-air-quality-strategy-for-england/air-quality-strategy-framework-for-local-authority-delivery">https://www.gov.uk/government/publications/the-air-quality-strategy-for-england/air-quality-strategy-framework-for-local-authority-delivery</a></p> <p>Where a local authority is not required to declare an Air Quality Management Area, they are expected to develop and publish a local Air Quality Strategy. The content of each Strategy is determined locally, but should be produced in consultation with the Director of Public Health. The Strategy sets out the steps the local authority will take to improve local air quality.</p> <p>There is training on 18 July to support this work.</p> <p>To monitor fine particulates, the following should be considered:</p> <ul style="list-style-type: none"> <li>• Suitable monitoring methods</li> <li>• Appropriate standards against which to compare results</li> </ul>	

Item	Notes	Action
	<ul style="list-style-type: none"> <li>For construction impacts – baseline levels against which to compare results</li> </ul> <p>Cllr. Stuart submitted a query to the Working Party regarding Air Quality, which was noted. MG will provide a response.</p> <p>Members requested a note outlining any budget-related issues that are preventing effective monitoring across North Warwickshire.</p> <p>The Working Party requested that the next meeting’s “spotlight” is on Environmental Health</p>	<p>MG</p> <p>MG</p>
6	<p><b>Financial Inclusion</b></p> <p>A total of 306 cases were supported through the Energy Bills Support Scheme (EBSS), which paid out £89,800.</p> <p>An application has been submitted to the Household Support Fund (HSF) for a Green Doctor Project, which aims to support and advise households on their water bills and debt.</p> <p>Edible Links has reduced its service, and emergency food parcels are now only available on one day a week. Alternative provision is being scoped, including the expansion of the social supermarket and an application for additional funding from the UK Shared Prosperity Fund.</p>	
7	<p><b>Partner Updates</b></p> <p>None recorded.</p>	
8	<p><b>Budget</b></p> <p>The Working Party has a budget that can be used to support health and wellbeing initiatives. Proposals should be submitted before each meeting.</p> <p>To enhance the health check offer, and to supplement the scales previously funded through the Working Party, COMF budget (Contain Outbreak Management Fund) is being used to fund the equipment and training to enable blood glucose checks.</p>	
9	<p><b>Feedback from Relevant Partnership Meetings</b></p> <p>None recorded.</p>	
10	<p><b>Any Other Business</b></p> <p>The next meeting will have a spotlight on Environmental Health services.</p>	
	<p><b>Future Meeting Dates</b></p> <p>18 September 1:30pm  13 December 10:30am  29 February 10:30am  26 April 10:30am</p> <p>(All to be held in-person in the Committee Room, Civic Suite)</p>	