

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

**(Councillors Bell, Chambers, Gosling, M
Humphreys, Jarvis, Jenns, Lebrun, Lees,
Morson, H Phillips, Rose, Smith and A Wright)**

For the information of other Members of the Council

For general enquiries please contact Democratic Services, on 01827 719450/719221 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.

COMMUNITY AND ENVIRONMENT BOARD AGENDA

12 October 2020

The Community and Environment Board will meet on Monday 12 October 2020 at 6.30pm via Teams. An email invite will be sent to Board Members and the meeting will be live streamed on the Council's YouTube channel, accessible from the home page of the Council's website or at <https://www.youtube.com/user/northwarks>

AGENDA

- 1 Apologies for Absence / Members away on official Council business.**

2 **Disclosable Pecuniary and Non-Pecuniary Interests**

3 **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.

PLEASE BE AWARE THAT THIS MEETING WILL BE TAKING PLACE REMOTELY.

Members of the public wishing to address the Board must register their intention to do so by 9:30 am 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 register by:
e-mail to democraticservices@northwarks.gov.uk or telephone: (01827) 719221/719226.

Once registered to speak, 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 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 may need to mute the sound on YouTube when they speak on the phone to prevent feedback).

4 **Minutes of the meeting of the Board held on 9 March 2020** – copy herewith, to be approved and signed by the Chairman.

**PUBLIC BUSINESS
(WHITE PAPERS)**

5 **Budgetary Control Report 2020/21 – Period Ended 31 August 2020**

Summary

The report covers revenue expenditure and income for the period from 1 April 2020 to 31 August 2020. The 2020/21 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).

6 **Leisure Facilities: Service Improvement Plan and Key Performance Indicators** - Report of the Director of Leisure and Community Development

Summary

Appended to this report are copies of the Service Improvement Plan (SIP) and the associated set of Key Performance Indicators (KPIs) that were approved by the Board at its meeting held in March 2020. Due to the Coronavirus pandemic and the enforced closure of leisure facilities from the end of March through to 25 July 2020, it has been necessary to revise the Service Improvement Plan. A copy of the revised draft Plan is attached at Appendix C for Members' consideration.

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

7 **North Warwickshire Green Space Strategy Progress Report** - Report of the Director of Leisure and Community Development

Summary

This report informs Members of the progress made in respect of delivery against the priorities set out in the North Warwickshire Green Space Strategy (2020 to 2033).

The Contact Officer for this report is Becky Evans (719346).

8 **Health and Wellbeing Action Plan** - Report of the Director of Leisure and Community Development

Summary

This report provides Members with an update on the progress being made in respect of the actions identified in the approved Health and Wellbeing Action Plan (2020 to 2023).

The Contact Officer for this report is Becky Evans (719346).

9 **Minutes of the meeting of the Health and Wellbeing Working Party** held on 8 July 2020 – copy herewith.

10 **Update on Sub-Regional Materials Recycling Facility** – Report of the Corporate Director Streetscape

Summary

Following the Council's decision to become full partners in the sub-regional MRF project, this report updates Members on the project's progress to date and the next steps in the process of procuring and delivering the facility.

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

11 **Progress Report on Achievement of Corporate Plan and Performance Indicator Targets April – March 2020** – Report of the Chief Executive

Summary

This report informs Members of the progress with the achievement of the Corporate Plan and Performance Indicator targets relevant to the Community and Environment Board for April 2019 to March 2020.

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

12 **Progress Report on Achievement of Corporate Plan and Performance Indicator Targets April – June 2020**

Summary

This report informs Members of the progress with the achievement of the Corporate Plan and Performance Indicator targets relevant to the Community and Environment Board for April to June 2020.

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

STEVE MAXEY
Chief Executive

NORTH WARWICKSHIRE BOROUGH COUNCIL

MINUTES OF THE COMMUNITY AND ENVIRONMENT BOARD

9 March 2020

Present: Councillor Bell in the Chair.

Councillors Chambers, Deakin, Gosling, M Humphreys, Jarvis, Lebrun, Lees, Moss, H Phillips and A Wright.

Apologies for absence were received from Councillors Downes (Substitute Councillor Chambers), Rose, Singh (Substitute Councillor Jarvis) and Smith.

Councillors D Clews, D Humphreys and Symonds were also in attendance.

47 **Disclosable Pecuniary and Non-Pecuniary Interests**

Councillor Gosling declared a non-pecuniary interest in Minute No. 52 Financial Assistance to Outside Organisations.

Councillor M Humphreys declared a non-pecuniary interest in Minute No. 52 Financial Assistance to Outside Organisations.

48 **Minutes of the Meeting of the Board held on 20 January 2020**

The minutes of the meeting held on 20 January 2020, copies having been previously circulated, were approved as a correct record and signed by the Chairman.

49 **Leisure Facilities: Service Improvement Plan and Key Performance Indicators**

The Director of Leisure and Community Development sought Members' consideration of the Service Improvement Plan (SIP) and the associated set of Key Performance Indicators (KPIs), detailing activity through to the end of January 2020, through which the Board monitors the operational and financial performance of the leisure facilities at each of its meetings, as well as its approval of the Sip for the 12 months period commencing from April 2020.

Resolved:

- a That the progress made against the requirements identified in the approved 2019/20 Leisure Facilities Service Improvement Plan and the associated set of**

Key Indicators through which operational and financial performance are monitored be noted; and

- b That the Service Improvement Plan through which operational and financial performance will be monitored through to 31 March 2021, be approved.**

50 Leisure Facilities

Further to the Authority's adoption of its Leisure Facilities Strategy, the Director of Leisure and Community Development sought the Board's approval of an approach to resolve the long-term future of this important aspect of service provision.

Resolved:

- a That 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 be approved; and**

Recommendation to Executive Board:

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

51 LEADER Programme Update

The Director of Leisure and Community Development updated Members on the progress made in respect of the delivery of the North Warwickshire and Hinckley and Bosworth LEADER programme (2015 to 2020) and provided an overview of a recent independent evaluation of the local programme.

Resolved:

That the progress made in respect of the delivery of the North Warwickshire and Hinckley and Bosworth LEADER programme (2015 to 2020), be noted.

52 Financial Assistance to Outside Organisations

The Director of Leisure and Community Development detailed requests for assistance through the provision of an annual grant received from Warwickshire Community and Voluntary Action (WCAVA), North

Warwickshire Citizens Advice (NW CA), Live and Local and the North Warwickshire Allotments Federation.

Resolved:

- a That the progress made by WCAVA in its delivery of the Third Sector Infrastructure Support Grant Agreement be noted and that financial assistance in the form of two instalments for 2020/21, as detailed in the report, be approved;**
- b That the draft Service Level Agreement be approved for further negotiation with NW CA and that the proposed financial award for 2020/21 be approved and administered as indicated in the report, including the provision for the second instalment to be made subject to the prior agreement of the Chairman and Vice-Chairman of the Board;**
- c That the work undertaken by Live and Local in assisting local promoters to deliver professional arts performances in local venues be noted and that the proposed grant award towards the countywide Key Client Agreement be approved; and**
- d That the work undertaken by the North Warwickshire Allotments Federation be noted and that, subject to the successful conclusion of negotiations in respect of the appended draft Service Level Agreement, the proposed annual grant award be approved.**

53 Community Fund

Members were informed of a proposal to establish a new Community Fund and approval was sought for the associated “Information, Advice and Arrangements” to be used in allocating the Fund to deliver projects of local importance across North Warwickshire.

Resolved:

- a That the introduction of the Community Fund in accordance with the arrangements detailed in Appendix A of the report be approved with effect from no later than 6 April 2020; and**
- b That the allocation of monies from the Fund be determined by the Director of Leisure and Community Development, in consultation with the Borough Councillors from the Ward(s) in which the proposed**

community benefits are to be realised, other than under the circumstances detailed in the appended “Information, Advice and Arrangements” documents.

54 Community Development Update

For the Board’s consideration, the Director of Leisure and Community Development presented a report and additional information relating to the progress made by the Community Development section since the targeted approach to its work was agreed in July 2015.

Resolved:

That the report be noted.

55 Climate Change

Following the Council’s declaration of a Climate Emergency, the Corporate Director Streetscape set out how the Council might seek to address the issue of Climate Change and the steps which should be taken in order to reduce carbon emissions and to mitigate and adapt the effects of Climate Change in North Warwickshire.

Resolved:

- a That the report be noted; and**
- b That a Member Group (4 Conservatives, 2 Labour) be established to consider the issue of Climate Change in more detail and to report back to the Board, recommending the steps which the Council should take to address the challenges which the Borough faces in this area.**

56 North Warwickshire Green Space Strategy Progress Report

The Director of Leisure and Community Development informed Members of the progress made in respect of delivery against the priorities set out in the North Warwickshire Green Space Strategy (2008 to 2018) and introduced, for the Board’s consideration, an initial Action and Funding Plan to support delivery of the recently adopted Green Space Strategy (2020 to 2033).

Resolved:

- a That the progress made in respect of the implementation of the priorities of the North Warwickshire Green Space Strategy (2008 to 2018) be noted; and**

- b That the content of the initial Action and Funding Plan to support the delivery of the recently adopted Green Space Strategy (2020 to 2033), be adopted.**

57 Health and Wellbeing Action Plan

The Board was provided with an update on the progress being made in respect of the actions identified in the approved Health and Wellbeing Action Plan (2017 to 2020). A proposed new Action Plan (2020 to 2023) was also presented to the Board for adoption.

Resolved:

- a That the progress made in respect of the delivery of the commitments identified in the Health and Wellbeing Action Plan (2017 to 2020) be noted; and**
- b That the Health and Wellbeing Action Plan (2020 to 2023), as set out in Appendix C to the report of the Director of Leisure and Community Development, be adopted.**

58 Minutes of the Health and Wellbeing Working Party Meeting held on 11 February 2020

The minutes of the Health and Wellbeing Working Party meeting held on 11 February 2020 were received and noted.

59 Introduction of Chargeable Garden Waste Service

The Corporate Director Streetscape updated Members on the introduction of the chargeable Garden Waste Service from 1 June 2020.

Resolved:

That the report be noted.

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

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

Resolved:

That the report be noted.

61 Exclusion of the Public and Press

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.

62 Environmental Health

The Chief Executive sought approval of a proposed restructure of the Environmental Health teams to be reported to the Special Sub-Group.

Recommendation to the Special Sub-Group:

That the restructure as set out in the Chief Executive's report and Appendix, be approved.

Margaret Bell
Chairman

Agenda Item No 5

Community and Environment Board

12 October 2020

Report of the Corporate Director – Resources

Budgetary Control Report 2020/21 Period Ended 31 August 2020

1 Summary

- 1.1 The report covers revenue expenditure and income for the period from 1 April 2020 to 31 August 2020. The 2020/21 budget and the actual position for the period, compared with the estimate at that date, are given, together with an estimate of the out-turn position for services reporting to this Board.

Recommendation to 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 as at 31 August 2020 is £2,988,290 compared with a profiled budgetary position of £2,091,627; an overspend of £906,663 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 The overall overspend of £437,714 against the profiled budget is mainly due to lower than profiled income at each site. The reduction in income is a result of the Covid-19 pandemic which saw the closure of all centres from March until July. Whilst procedures have started to return to a new "normal", income

is going to be affected for 2020/21. Increased safety measures have led to a reduction in numbers able to attend Leisure Centres and the cancellation of some activities such as birthday parties. The overspend has been partially offset by some underspends on employee, premises, and supplies and services costs.

3.4 Refuse and Recycling

3.4.1 Overall refuse and recycling has an overspend of £492,613 which is mainly due to lower green waste collection income of £384,068 because charging for collection of green waste did not go ahead in April as planned because of Covid-19. Employee costs on Refuse and Recycling are also overspent due to the use of more agency staff and additional rounds as a result of Covid-19. Recycling disposal costs are also overspent by £52,728 due to the increased amount of recycling collected. These overspends have been partially offset by underspends on transport due to lower fuel costs and repairs and maintenance costs. There is also some additional income from recycling credits, clinical waste collections and sale of new bins.

3.5 Streetscene Grounds Maintenance

3.5.1 The underspend of £18,972 is due to lower employee costs due to vacancies and lower than profiled spend on the equipment budget. There is also an underspend on transport due to lower fuel and repairs and maintenance costs.

3.6 Cesspool Emptying

3.6.1 The overspend of £14,955 is due to increased cesspool disposal costs of £7,136 because Severn Trent Water have changed their charging bands and pricing structure from April 2020. There is also lower than profiled income from Cesspool collections of £9,202 as a result of a reduction in emptying's and cancellations due to Covid-19.

3.7 Amenity Cleaning

3.7.1 The current underspend of £27,164 relates mainly to lower employee costs due to vacancies and due to an operative working in Recycling to cover a shortfall caused by the current pandemic. There is also lower than profiled spend on equipment, fly tipping and asbestos services.

3.8 Animal Control

3.8.1 The current overspend of £3,660 is due to lower income. The reduced income is due to no litter penalties being served in 2020/21 and no income from pest control services as the pest control officer post is currently vacant.

3.9 **Unadopted Roads**

3.9.1 The current underspend of £3,049 is due to lower than profiled spend on professional fees, which is usually utilised for contractor costs and also advertising. Both of which are underspent due to current demand.

3.10 **Green Space Budget**

3.10.1 The overspend of £11,948 is due to higher than profiled spend on equipment and professional fees. This is due to additional work on car park repairs and bench installations / removals and purchase of tennis nets and posts.

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.

4.4 The main reason for the variance in the Domestic Refuse cost per household performance relates to increased employee costs as detailed in 3.4.1.

4.5 The main reason for the variance in the Cesspool Emptying cost per emptying performance relates to lower income, higher cesspool disposal costs and lower number of cesspool emptying's as detailed in 3.6.1.

4.6 The main reason for the variance in the Recycling cost per household performance relates to reasons as detailed in 3.4.1.

4.7 The main reason for the variance in the number of pitches and teams is because we have had to mark more pitches due to Covid social distancing requirements. The QE Academy has also stopped the use of their grass pitches which has meant we have taken up some of these bookings at other sites. These figures may change during the season as facilities open back up.

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 2020/21 is detailed in the table below.

	£
Approved Budget 2020/21	5,453,230
Covid-19 Additional Expenditure and Loss of Income	1,183,220
Covid-19 Expected Grant	(727,990)
Increase pay award from 2% to 2.75%	23,020
Expected Out-turn 2020/21	5,931,480

- 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).

**Community and Environment Board
Budgetary Control Report 2020/2021 as at 31 August 2020**

Cost Centre	Description	Approved Budget 2020/2021	Profiled Budget 2020/2021	Actual 31 August 2020	Variance	Comments
3072	Polesworth Sports Centre	187,850	60,119	134,093	73,974	Comment 3.3
3075	Coleshill Leisure Centre	368,040	184,261	331,737	147,475	Comment 3.3
3077	Atherstone Leisure Complex	542,570	240,725	456,333	215,608	Comment 3.3
3081	Leisure Facilities Strategic Outcomes Plan	-	32,160	32,160	-	
3082/3	Memorial Hall (Sports and Cultural)	150,680	65,255	65,913	658	Comment 3.3
4002	Public Health (Commercial Pollution Control)	324,590	133,619	134,399	779	
4003	Public Health (Domestic Pollution Control)	53,130	24,877	24,706	(170)	
5000	Domestic Refuse Collection	1,001,120	358,506	388,347	29,841	Comment 3.4
5001	Streetscene Grounds Maintenance	111,390	78,044	59,072	(18,972)	Comment 3.5
5002	Trade Refuse Collection	(15,430)	(64,232)	(63,086)	1,146	
5003	Cesspool Emptying	3,400	(1,423)	13,532	14,955	Comment 3.6
5004	Recycling	766,160	21,712	484,484	462,772	Comment 3.4
5005	Animal Control	42,300	21,543	25,203	3,660	Comment 3.8
5006	Abandoned Vehicles	7,560	4,410	4,629	219	
5010	Amenity Cleaning	707,360	293,617	266,452	(27,164)	Comment 3.7
5013	Unadopted Roads	19,980	8,325	5,276	(3,049)	Comment 3.9
5014	Drain Unblocking and Land Drainage	20,390	8,496	8,496	-	
5015	Street Furniture	6,810	2,794	2,389	(405)	
5016	Atherstone Market	3,340	2,255	2,230	(25)	
5019	Green Space Budget	638,220	285,120	297,068	11,948	Comment 3.10
5021	Public Health Act 1984 Burials	2,990	1,246	3,439	2,193	
5023	Consultation	14,150	5,896	3,958	(1,937)	
5025	Corporate Policy	80,300	38,955	38,061	(894)	
5030	Rural Regeneration	75,070	21,238	20,750	(488)	
5034	Landscape	11,800	10,902	10,902	-	
5040	Marketing and Market Research	16,120	6,533	3,702	(2,831)	
5044	Support to Voluntary Organisations	78,260	26,225	26,225	-	
5047	Community Fund for Local Projects	-	82,544	82,544	-	
5055	Community Development Health Improvement	86,460	30,817	30,048	(769)	
5056	Community Development Safer Communities	116,350	43,920	42,683	(1,238)	
5064	Queen Elizabeth School - Artificial Grass Pitch	10	10,261	9,638	(623)	
7361	England's Rural Heart LEADER Partnership	32,260	33,823	33,823	-	
7365	AFC Veteran Hubs Development	-	(9,000)	(9,000)	-	
7366	Pocket Parks Plus	-	(464)	(464)	-	
7367	Meadow Street Gardens	-	37,746	37,746	-	
7700	Stronger & Safer Communities	-	(29,196)	(29,196)	-	
7856	High Street Innovation Grants	-	20,000	20,000	-	
	Total Net Expenditure	5,453,230	2,091,627	2,998,290	906,663	

Original Budget	5,450,730
Vired Training Budget	530
Vired Recruitment Budget	1,970
Approved Budget	<u>5,453,230</u>

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

	Budget	Profiled budget	Actual
Domestic Refuse Collection			
Number of Households	28,740	28,740	28,616
Costs per Household	£34.82	£12.47	£13.57
Maximum missed collections per 100,000 users	40	40	22
Trade Refuse Collection			
Number of Trade Bins	476	476	473
Gross cost per bin collected	£551.95	£386.56	£388.59
Net (surplus)/cost per bin collected	-£32.42	-£134.94	-£133.37
Cespool Emptying			
Number of emptyings	1,141	475	396
Gross cost per emptying	£125.51	£119.65	£155.22
Net (surplus)/cost per emptying	£2.97	-£2.99	£34.17
Recycling			
Cost per household	£39.87	£0.76	£16.93
Tonnes of recycled material collected	12,580	5,242	6,451
% of waste recycled	50.0%	50.0%	50.2%
Green Space Budget			
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	7	7	12
Number of Teams	17	17	25
Number of Hirers	17	17	25
Income per Team	£313.53	£0.00	£0.00
		due in September	

Agenda Item No 6

Community and Environment Board

12 October 2020

Report of the Director of Leisure and Community Development

Leisure Facilities: Service Improvement Plan and Key Performance Indicators (Revised)

1 Summary

- 1.1 Appended to this report are copies of the Service Improvement Plan (SIP) and the associated set of Key Performance Indicators (KPIs) that were approved by the Board at its meeting held in March 2020. Due to the Coronavirus pandemic and the enforced closure of leisure facilities from the end of March through to 25 July 2020, it has been necessary to revise the Service Improvement Plan. A copy of the revised draft Plan is attached at Appendix C for Members' consideration.
- ...

Recommendation to the Board

- a That the Board approves or otherwise amends the revised draft Service Improvement Plan, through which operational and financial performance will be managed and monitored through to 31 March 2021; and
- b That, in consultation with the Director of Leisure and Community Development, authority be delegated to the Chairman, Vice-chairman and Opposition Spokesperson for the Board to amend the Christmas / New Year opening hours of the leisure facilities, subject to there being no significant adverse implications for levels of community use of the centres.

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 provide a more focused approach to service delivery, in July 2018, the Board adopted its first Leisure Facilities Service Improvement Plan (SIP). At its meeting held in March 2020, it approved a revised SIP, which was intended to guide activity through until the end of March 2021. A copy of that Plan is attached at Appendix A. A copy of the associated set of Key
- ...

... Performance Indicators (KPIs) is additionally attached at Appendix B. As Members will be aware, however, the leisure facilities were required to close from 21 March 2020, due to the COVID-19 pandemic. They did not re-open again until 25 July 2020. Government guidance on the implementation of a phased return to activities has required the leisure facilities to review and adapt those services that it is possible to deliver. In turn, this has resulted in the need to review and re-draft the SIP. A copy of the revised draft Plan, which details the key actions, work programmes and improvements to be achieved by March 2021, is attached at Appendix C for the Board's consideration. The draft Plan continues to seek to highlight those matters that the Board has determined are important in order to enhance the quality and financial viability of the service delivered through its leisure facilities. Subject to Members' approval of the draft SIP, Officers will seek to develop a revised set of complementary KPIs.

4 **Service Improvement Plan: Progress**

- 4.1 The revised draft SIP (Appendix C) evidences the progress made by the leisure facilities through to the end of August 2020. The Board is invited to comment on that progress, which has obviously been made in very challenging and unique times. Performance up to the end of September 2020 will be tabled at the 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 draft 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 advise on any areas of activity upon which they wish Officers to focus in order to improve the operational and financial sustainability of the facilities through to the end of March 2021.
- 4.3 Despite the need to close the leisure facilities on 21 March, staff made a significant contribution to the corporate effort to care for and serve the local community throughout the early months of the pandemic. Below are a few examples of the contribution made by the service:
- Immediate relocation of the Blood Testing and Blood Donor services to Atherstone Memorial Hall, thereby retaining the availability of an important service for the local community
 - Location of the Local Shielding Distribution Unit at Coleshill Leisure Centre and undertaking a significant role in the operation and delivery of this vital service
 - Re-deployment of Leisure Facilities staff to support the Refuse and Recycling service and the commitment to welfare calling
 - The provision of a new digital health and fitness service through which to engage members of the public and encourage an active lifestyle (Active at Home, Zoom classes and Facebook groups)
 - Completed and implemented the approved Leisure Facilities staff restructure and embedded the new roles / personnel within the service

- Completed a review of the Leisure Facilities webpages to create a more professional look with easier navigation
 - Maintained regular communication with Members and customers through email, social media and the Borough Council's website
 - Planned and implemented the return of leisure activities in a COVID-19 secure environment, in accordance with guidance issued by Government and relevant Governing Bodies of Sport. Details of this return activity were communicated to the Board on 26 June and 23 July 2020
- 4.4 Since services have re-opened, Leisure Facilities staff have continued to review the evolving Coronavirus guidelines to understand what services can re-start and when; and to review the COVID-19 secure procedures in order to improve both the customer experience and opportunities for income generation. A verbal summary of this work will be given to the Board at its meeting.
- 4.5 Having secured "Tackling Health Inequalities" funding from 'Think Active' (formerly Coventry, Solihull and Warwickshire Sport), the leisure facilities were able to offer holiday activities at each site, free of charge, over the last three weeks of August. Activities on offer included gymnastics, multi-sport sessions, dance, swimming courses and treasure hunts. Across the facilities, the short summer holiday programme achieved attendances of 389 children and an overall occupancy level of 60%. It was promising to see a large proportion of participants at these sessions were new users (e.g. 64% of gymnasts and 94% of swimmers). This was considered to be a very positive level of performance, given the extremely late notice of the funding approval and the uncertain climate in which the programme was promoted to the local community. Planning is already taking place for the October half-term holidays.
- 4.6 It is pleasing to be able to report that swimming appears to remain as a key priority for schools within their curriculum. Swim England has given clear guidance and support to allow for the safe planning of lessons to return. As such, all schools that attend Atherstone Leisure Complex have confirmed that they do intend to return to school swimming, but the dates that schools wish to return are staggered throughout the year. In addition, one further school (Weddington Primary) has decided to join the swimming programme. The team at Atherstone Leisure Complex has maintained close contact with schools to provide reassurance about the safety of the site and the planning of the lesson programme. A verbal update on progress will be provided to the Board at its meeting.
- 4.7 A number of community engagement events took place through September, led by the recently appointed Service, Sales and Retention Officer. The aims of these events were to create awareness of health and fitness opportunities, to enhance the community feel of the facilities, to raise the profile of the service, to increase membership retention and to attract new members. Free passes, promotions and other incentives were offered to encourage repeat visits and promote the service. More events are planned to take place

throughout the year, in respect of which information will be circulated to Members in due course. Recent events included the following:

- “Know Your Numbers Week” took place from 9 to 15 September. This was a campaign asking the public to come to the facilities and get their blood pressure checked, to access free advice on healthy lifestyles and assess their specific health and wellbeing goals
- National Fitness Day was held on 23 September. The facilities promoted the opportunity for people to take part in a class medley, fitness challenges and a variety of workouts. Staff were available throughout the Day to provide motivation and give advice on health and fitness
- A MacMillan Coffee Morning was held on 25 September to engage the community with a pop-up coffee and cake sale and a virtual community cuppa

4.8 In addition, Leisure Facilities staff have been working more closely with Community Development on a number of projects, one of which is to plan a series of larger community events (subject to Government guidance) and activities between now and the 2022 Commonwealth Games. The aims of this programme will be to increase the profile of the Games locally, to engage the community in physical activity and, where possible, to signpost participants to the leisure facilities. A planning meeting is to be held early in October to create a first draft of the events calendar. Further information will be provided to the Board in due course.

4.9 At its meetings held in January and March 2020, the Board considered the opening hours of the facilities and instructed Officers to further review the hours of operation between Christmas and New Year, with a view to realising a further saving in the revenue cost of the service. In this regard, Members asked that consideration be given to the views of both staff and customers. Due to the closure of the leisure facilities in March, early consultation with customers and further discussions with staff have been delayed. This consultation is currently being undertaken, in order to gain feedback on how to most appropriately amend the opening hours to make a revenue saving, whilst also best meeting customer demand. This feedback will establish whether changes can be made without significantly impacting upon levels and patterns of use. In view of the timescales involved, it will be necessary for any changes to be agreed with the Chairman and Vice-chairman and the Opposition Spokesperson for the Board.

4.10 The Leisure Facilities Business Development 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 (at least monthly) and to report accordingly to each meeting of this Board, including to its next scheduled meeting to be held in January 2021. 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 and associated KPIs will enable the Board to monitor the financial performance of the leisure facilities at each of its meetings.

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 no legal, data protection or human rights implications arising directly from this report.

5.4 Environment, Sustainability 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 draft 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 draft 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 draft Service Improvement Plan is intended to advance the Borough Council's commitment to ensuring equality for all members of the community across its portfolio of service provision.

5.8 Links to Council's Priorities

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

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

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

Background Paper No	Author	Nature of Background Paper	Date
1	Director of Leisure and Community Development	Report to Community and Environment Board (Leisure Facilities: Service Improvement Plan and Key Performance Indicators)	October 2019
2	Director of Leisure and Community Development	Report to Community and Environment Board (Leisure Facilities: Service Improvement Plan and Key Performance Indicators)	Jan 2020
3	Director of Leisure and Community Development	Report to Community and Environment Board (Leisure Facilities: Service Improvement Plan and Key Performance Indicators)	March 2020

North Warwickshire Leisure Facilities

Service Improvement Plan - 2018 to 2021

April 2021 – March 2021

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

Service Improvement Plan Last Updated: 24/02/2020

Theme	Action	Target	Timescale	Resource / Cost	Responsible Officer	Comment / Progress
Finance and Pricing	Review and consider the revision of pricing at all sites, having due regard to the need to reduce the revenue cost of the Leisure Facilities, also to consider the Concessionary Membership offering	Conclude pricing review and present the proposal to C&E Board in October 2021	October 2021	To be identified within the review process	LMT	
		Complete an annual zero budgeting exercise to more effectively budget plan in future, identify efficiencies / service improvements and to maximise future income levels	January 2021		LMT	
Staffing	Ensure the recruitment of a sufficient number of qualified and trained staff in order to provide appropriate levels of cover for all forms of staff leave / absence	Ensure sufficient staffing in key roles through recruitment and links with schools / colleges / volunteers / training providers	March 2021	Costs identified within the training budget	OO's	
		Develop staff to deliver in-house training to up-skill staff in key areas. To pay for itself in year 1 through training savings / income from course delivery	September 2020		LFM / SSRO / SAEO	
	Review individual and facility-based training needs at all sites and produce a prioritised Training Plan for implementation	Sectional Training Plan to be produced by 31 July 2020	31 July 2020	Divisional and Corporate Training Budget	LFM / OO's	
	Ensure effective and structured staff communication is maintained throughout the service	Ensure effective channels of communication are maintained throughout the leisure facilities staff, to include one to one's and team meetings.	March 2021	LMT		
	Develop a work and community culture where mental health first aiders are implemented, and a	Train up relevant staff, ensure pathways are set-up, create awareness of the service and referral systems	March 2021	LFM		

	service offered in the workforce Review the service demand around Christmas and feedback appropriate opening hours proposals to optimise resource	Consult with customers and staff on the opening hours on 24 th , 29 th , 30 th and 31 st December to understand demand; to make appropriate recommendations.	May 2020		LFM	
Health and Safety	Ensure the effective implementation of all Health and Safety (including cleaning) Systems and Procedures	Utilise the annual operational planner to include all key Health and Safety documentation reviews required for Leisure Facilities Utilise Health and Safety wall charts for each site to clearly outline their respective health and safety schedules. To utilise this tool to monitor and manage Health and Safety compliance at each site. To include the PPM schedule within this chart and action accordingly To score 65%+ in knowledge Spot-checks throughout the year To achieve 80% + on internal H&S Audit scores	March 2021 March 2021 March 2021 March 2021		LFM / OO'S LFM / OO'S LFM / OO'S LFM / OO'S	
Customer service and service quality	Create and implement a customer Service Policy, standards and charter to improve the ability for us to gain feedback from customers and react to improve our service	Improve customer service performance scores on 2019/20 scores in each area: Deliver a minimum of two customer forums Deliver a minimum of two customer surveys Deliver a minimum of two mystery visits, Ensure customer feedback is recorded, responded to and actioned. Display 'You Said We Did' information in sites each quarter Complete a cost / benefit analysis Net Promoter Score to consider future implementation	March 2021 March 2021 March 2021 March 2021 March 2021		SSRO/SAEO SSRO/SAEO SSRO/SAEO SSRO/SAEO LFM / SSRO / SAEO	

Programming: Improve the occupancy, attendance and financial performance of our sports halls and bookable spaces	Understand our bookings occupancy, booking types and attendances and identify opportunities to increase programmed space.	Increase the occupancy across our facilities by 3% (Sportshalls, AGP, Squash, Parties).	March 2021	Provision made within the revenue budget	SSRO / SAEO	
		Start four to six new sports / activity sessions across our portfolio. (See Coaching section).	March 2021		SSRO / SAEO	
	Creating our own new programmed sessions	Recruit four to six new external group and club bookings across our portfolio	March 2021		SSRO / SAEO	
Holiday Activities Service Offering	Create a more focused and co-ordinated holiday activity programme. To review internal and external options and explore the option of short sessions, half day, full day schemes.	To deliver comprehensive holiday programmes at PSC, CLC, ALC (and TQEA when available) during all school holidays:	March 2021 31 March 2021	Provision made within the revenue budget	LMT	
Parties	Continue to enhance the service offering, increase sales and secondary spend opportunities of our parties offering with a corporate approach	Continue to review our parties offering to ensure competitive service and a good value for money Optimise and further develop income from secondary spend and achieve an additional £1,000 profit	March 2021 March 2021	Provision within the revenue budget	SAEO SAEO	
Coaching: (including consideration for families, 50+, and junior service provision)	Maintain existing and develop new coached services or activities across our portfolio to increase participation, improve occupancy and financial performance. Each individual session will be business cased and monitored to ensure occupancy, attendance and financial, viability	Start a minimum between 4 and 6 new sessions of our own across our portfolio. Activities may change based on market research and best opportunities	March 2021	Provision within the revenue budget	LFM / SAEO	
Schools	Optimise our swim offering to schools in order to increase the number of schools utilising our facility, increase income and participation.	To review and further develop the sold services package for schools, to include swimming, sports and health and fitness service offerings, in order to optimise off peak space utilisation, income and participation, and get young people more	June 2020	Provision within the revenue budget	LFM / SSRO / SAEO	

		physically active. To network and offer more partnership work with schools e.g. to make use of newsletters/ bulleting / apps to promote holiday activities and junior fitness; to link with the schools points system into our services'; other. Increase recorded school attendances by 2%	March 2021 March 2021		LFM / SSRO / SAEO LFM / SSRO / SAEO	
Swim Development	To continue to grow the swim scheme, optimise the pool programme, improve income, attendances and enhance service to the public.	To maintain the last years casual swim visits at last year's performance Swim England's 'Learn to Swim' scheme to: <ul style="list-style-type: none"> • Further develop pre-school sessions • Further develop our more advanced LTS service offering <ul style="list-style-type: none"> • Increase average swim course enrolments • Start 2 new sessions to aid swim development and fun in our pool. Review our 'one to one' swim offering to ensure consistencies, efficiencies and optimise income/profit.	March 2021 March 2021 March 2021 March 2021 March 2021	Provision within the revenue budget	SAEO SAEO SAEO SAEO SAEO	
Health and Fitness	To improve the quality of our health and fitness services and service offering across our facilities, focusing on improving retention, increasing sales, live members, attendances and providing a positive customer experience	Continue to engage with customers through further developing retention initiatives and enhancing the Member Journey Continue to deliver our exercise referral and cardiac rehabilitation service. Create group training sessions / courses to increase use of our gym services e.g. Intro to weightlifting; Nutritional and healthy living workshops. Achieve business case occupancy levels	March 2021 March 2021 March 2021	Provision within the revenue budget	SSRO SSRO/OO's SSRO	

		Review and improve our Personal Training offering to ensure consistency, create more awareness and optimise sales. Increase Personal trainer income by 5%	March 2021		SSRO	
		Ensure the delivery of our Health and fitness marketing campaigns throughout the year to achieve sales targets and live members. Achieve campaign targets.	March 2021		SSRO	
		Implement a sales and prospecting procedure to ensure consistency in service, start prospecting and increase sales. Achieve a club live of 2080 across the portfolio.	March 2021		SSRO	
		Review our group exercise programme ongoing to ensure occupancy levels are pro-actively managed to perform. (Increase average occupancy by 2%)	March 2021		SSRO	
		Deliver promotional events to re-launch our Group exercise programme across sites a minimum twice a year across our H&F facilities to increase awareness, occupancy and maintain up to date with industry trends.	March 2021		SSRO	
		To review and business case the cost vs benefit of paying for virtual classes. To implement or not dependant on budget and benefits at a future date .	March 2021		SSRO	
		Review the opportunity for funding and cost/benefit of some new hi-tech Biometric health testing scales, to implement or not dependant on budget and benefits at a future date	March 2021		SSRO	
		Review the cost / benefits of implementing heart rate technology within our facilities, to	March 2021		SSRO	

		implement or not dependant on budget and benefits at a future date				
		Deliver 1 vlog a week on social media related to H&F.	March 2021		SSRO	
		Review the need to renew our gym equipment and start to procure	March 2021		SSRO	
		Review the set-up and opportunities of the FT Zone	March 2021		SSRO	
Marketing, Events, PR and Promotions	To ensure we market well to the public to optimise engagement, sales, prospects and attendances to our facilities and services, and return on investment. Be aware of the local and wider market environment and use events to showcase our service offering and promote the year of health and wellbeing. To increase the number of events we offer and sell to increase income and participation.	Create an updated marketing plan to be proactive in our campaigns, to include our events schedule for the year. Increase website engagements by 5% Increase social media facebook followers by 200 and Twitter followers by 60 across our facilities Piggyback main leisure related local events Deliver 2 community events Start to deliver opportunities identified from the Memorial hall event review and action plan to boost sales, income and attendances. Deliver quarterly internal and external leisure bulletins Review and maintain the web site up to date with all of our activities	June 2020 March 2021 March 2021 March 2021 March 2021 March 2021 March 2021		SSRO/SAEO SSRO/SAEO /OO's SSRO/SAEO /OO's SSRO/SAEO SAEO SAEO SSRO/SAEO /OO's SSRO/SAEO /OO's	
Technology	To maintain up to date with industry and technology changes in order to remove	Door access control at the memorial hall to be installed	March 2021		SSRO	

	friction from the customer journey, remain competitive and good value for money within our services.	Install kiosk style points for leisure bookings and joining up Install a leisure app	March 2021 March 2021		SSRO SSRO/SAEO	
KPIs	Increase the (average) number of Direct Debit members (per month) at each facility, as follows	Increase average members from X to X	31 March 2021		LFM / SSRO / SAE0	
	Increase the annual number of visits at each facility, as follows:	Increase average visits by 2% from X to X (to be confirmed at year end)	31 March 2021		LFM / SSRO / SAE0 / OO's	
	Increase the average income per visit across all sites by 31 March 2021	Increase average income per visit from X to X	31 March 2021		LFM / SSRO / SAE0	
	Reduce the average subsidy per visit across all sites by 31 March 2021	Reduce the average subsidy per visit X to X	31 March 2021		LFM / SSRO / SAE0	
	Reduce the average staff cost v total income figure (%) across all sites by 31 March 2021	Reduce the average staff cost v total income from X to X	31 March 2021		LFM / SSRO / SAE0 / OO'S	
	Achieve an average staff cost v total cost figure (%) across all sites at 66% by 31 March 2021	X to X	31 March 2021		LFM / SSRO / SAE0 / OO'S	
	Improve the average operational cost recovery rate across all sites by 31 March 2021	Improve operational recovery rate from X to X	31 March 2021		LFM / SSRO / SAE0 / OO'S	
	Increase the average fitness income received per fitness station across all sites by 31 March 2021	Increase the average fitness income received per fitness station from X to X	31 March 2021		LFM / SSRO / SAE0	
	Increase the average number of members per fitness station across all sites by 31 March 2021	Increase the average number of members per fitness station from X to X	31 March 2021		LFM / SSRO / SAE0	
	Increase the average length of		31 March		LFM / SSRO	

	stay for a member across all sites to 17 months by 31 March 2021	Increase average length of stay from X to X months	2021		/ SAEO	
	Provide site performance update reports on occupancy and income levels to Duty Officers at each site, the Community and Environment Board, and Senior Management.		Monthly		LMT	
Monitoring, Review and Evaluation	Report on performance against the actions, and in respect of the KPIs, identified in this Service Improvement Plan to each meeting of the Community and Environment Board		Every Community and Environment Board		D / LFM	
	Report to the Health and Wellbeing Working Party on the action within the Health and Wellbeing Action Plan, 2017 to 2021, which reflects work being undertaken in the Leisure Facilities		Every Health and Wellbeing Working Party		D / LFM / CDM	

Leisure Facilities budgeted Key Performance indicators 2020

Leisure and Finance have agreed the below KPI's for the financial year April 2020 to March 2021

	Polesworth	Coleshill	Atherstone & Classes	Overall / Average
Total members	940	1,570	2,900	1,803
DD & Annual	340	840	885	688
Total visits	65,000	122,000	185,000	124,000
Total income per visit	£3.34	£3.60	£3.68	£3.54
Subsidy per visit	£1.24	£0.96	£1.11	£1.10
Staff cost vs total income	108%	82%	85%	92%
Staff cost vs total cost	79%	65%	65%	70%
Operating recovery rate	73%	79%	77%	76%
Income per station	£4,068	£7,153	£6,918	£6,046
Member per station	28	35	34	32
Length of stay	18	20	16	18

North Warwickshire Leisure Facilities

Service Improvement Plan - April 2020 – March 2021

(Revised Due to COVID-19)

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
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Service Improvement Plan Last Updated: September 2020

Theme	Action	Target	Timescale	Resource / Cost	Lead Officer	RAG and DOT	Comment / Progress		
Finance and Pricing	Review pricing at all sites, having due regard to the need to reduce the revenue cost of the Leisure Facilities, also to consider the Concessionary Membership offering	Conclude pricing review and present any proposal to C&E Board in January 2021	January 2021	To be identified within the review process	LMT	→	Review work starts from September, to be reported to the Board in January		
		Complete a zero-budgeting exercise to understand the impacts of COVID-19 and more effectively budget plan in future, identify efficiencies / service improvements and to maximise future income levels	January 2021		LMT	→	Work has commenced on a planned review of all aspects of the Leisure Facilities budgets and future programming, with a view to improving operational efficiency		
Staffing	Ensure the recruitment of a sufficient number of qualified and trained staff in order to provide appropriate levels of cover for all forms of staff leave / absence Review individual and facility-based training needs at all sites and produce a prioritised Training Plan for implementation	Ensure sufficient staffing in key roles through recruitment and links with schools / colleges / volunteers / training providers	March 2021	Divisional and Corporate Training Budget	OOs	↑	Several new lifeguards, swim teachers, group exercise, gymnastics and trampoline staff are currently being recruited		
		Sectional Training Plan to be produced by 31 July 2020	31 July 2020				LFM / OOs	↑	Complete
		Key training to be delivered throughout the year	March 2021				LFM / OOs	↑	Swim Teacher CPD took place in June Pool Plant training commenced in July to increase Duty Officer resilience at Atherstone Leisure Complex A first aid renewal course took place in September.

Theme	Action	Target	Timescale	Resource / Cost	Lead Officer	RAG and DOT	Comment / Progress
	Ensure effective and structured staff communication is maintained throughout the service	Ensure effective channels of communication are maintained throughout the leisure facilities staff, to include one to ones and team meetings	March 2021		LMT	↑	A lifeguard course took place in October Regular one to ones and team meetings are taking place Business Officers have started their 'business group' team meetings to better drive service development
	Review the service demand by Christmas and feedback appropriate opening hours proposals to optimise resource	Consult with customers and staff on the opening hours between Christmas and New Year to understand demand. Make appropriate recommendations	Dec 2020		LFM	→	Consultation with staff and public will re-commence in September. Pending the outcome, recommendations will be made to Councillors
Health and Safety	Ensure the effective implementation of all Health and Safety Systems and Procedures, including to be compliant with COVID-19 guidance.	Utilise the annual operational planner to include all key Health and Safety documentation reviews required for Leisure Facilities	March 2021		LFM / OOs	↑	Risk assessments, Emergency Action Plans, Normal Operating Procedures and Fire Evacuation plans were all updated for re-opening. From benchmarking, we believe we have the safest Covid 19 measures in place in the area.
		Utilise Health and Safety wall charts for each site to clearly outline their respective Health and Safety schedules. To utilise this tool to monitor and manage Health and Safety compliance at each site. To include the PPM schedule within this chart and action accordingly	March 2021		LFM / OOs	↑	Wall charts are up in sites and being utilised to ensure adherence to the schedule of checks and reviews
		To score 65%+ in knowledge spot-checks throughout the year	March 2021		LFM / OOs	→	Spot checks will begin from October. Further updates will be provided in January
		To achieve 80% + on internal Building Audit and	March		LFM /	↑	Sites achieved over 80% in

Theme	Action	Target	Timescale	Resource / Cost	Lead Officer	RAG and DOT	Comment / Progress
		H&S Audit scores	2021		OOs		their first building Audits on returning to opening. A first H&S audit will take place in November led by the LFM.
Customer service and service quality	To gain feedback from customers and react to improve our service	Improve customer service performance scores on 2019 / 20			LMT	→	Having received good feedback verbally, via email and social media to date on the re-opening, it is intended to follow this up with a customer and public survey in October to learn more about how we can continue to improve. . Forums, surveys and mystery visits will be planned later in the financial year. The number of each of these has reduced due to the pandemic
		Deliver a minimum of one customer forum	March 2021		LMT	→	
		Deliver a minimum of one customer survey	March 2021		LMT	→	
		Deliver a minimum of one mystery visit, ensure customer feedback is recorded, responded to and actioned	March 2021		LMT	→	
		Display 'You Said We Did' information in sites each quarter	March 2021		LMT	→	
		Complete a cost / benefit analysis of Net Promoter Score to consider future implementation	March 2021		LMT	→	
Programming:	To return to performance of the sports halls and bookable spaces achieved pre-pandemic by the end of the financial year in: Occupancy; attendance; financial performance (pro-rata) Maintain existing and Create new programmed sessions	Restore the levels of occupancy across the facilities to last year's performance by the end of March 2021 (Sports Halls, AGP, Squash, Parties).	March 2021	Provision made within the revenue budget	SEAO	→	COVID-19 has impacted the ability to deliver service, through people shielding or being anxious to participate; guidelines increasing the time between sessions; or by prohibiting them altogether for a period of time (parties / indoor football etc). As such, the target is to return to performance pre-pandemic by the end of the financial year. This is under the assumption lockdown will continue to ease
		Start a three to four new activity sessions across the portfolio (see coaching section)	March 2021		SEAO	→	
		Recruit two to three new external bookings across the portfolio.	March 2021		SEAO	→	

Theme	Action	Target	Timescale	Resource / Cost	Lead Officer	RAG and DOT	Comment / Progress
							and public confidence and desire to be active will grow
Holiday Activities Service Offering	Create a more focused and co-ordinated holiday activity programme to optimise the service offering, increase participation and inspire children to take up a new activity	Adhering to Covid 19 guidelines and ensuring public confidence in the leisure facilities, to deliver a comprehensive holiday programme at PSC, CLC, ALC (and TQEA when available) during all school holidays Restore attendances and performance levels to those achieved in 2019/20.	March 2021	Provision made within the revenue budget	SAEO/OOs	↑	Facilities were closed in April and May due to the COVID-19 pandemic. During August three weeks of free holiday activities were offered across the facilities including dance, gymnastics and multisport games, funded by Think Active. The programme achieved attendances of 389 and an overall occupancy level of 60%.
Parties	To successfully re-start parties with the aim to return to performance pre-pandemic by the end of the financial year	Adhering to government and governing body guidelines to ensure parties are started in a safe and financially viable way Complete a review of parties packages, service and the offering in 'the new normal' post pandemic and plan appropriately to stay competitive in the marketplace	Sept 2020 March 2021	Provision within the revenue budget	SAEO SAEO	↑ →	Current government and governing body guidelines have meant parties are unlikely to re-start in their current format (inflatables and soft play). Leisure facilities continue to monitor guidelines for updates and the opportunity to re-start this way. The 'type' of parties we could offer are currently being explored, following which the parties service offering may be able to re-start. The goal is to restore service demand back to that achieved prior to lockdown, either with the previous, a new, or both

Theme	Action	Target	Timescale	Resource / Cost	Lead Officer	RAG and DOT	Comment / Progress
							service offerings.
Coaching: (including consideration for families, 50+, and junior service provision)	Maintain existing and develop new coached services or activities across the portfolio to increase participation, improve occupancy and financial performance.	To restore all existing sessions run by the leisure facilities and external clubs / groups in a COVID-19 safe environment post pandemic, as outlined by government and governing body guidelines.	March 2021		LMT	↑	The majority of sports sessions have returned successfully thus far (racket sports; gymnastics; swimming; swimming lessons; bowls) with positive feedback. A number of clubs governing bodies are allowing them to start again from September (Dance; Karate etc). Access will be returned to the use of TQEA from September, when the school re-opens. A number of other indoor team sports are not yet allowed to commence (e.g. football). These sports will re-start once the Government and governing bodies allow; and once the service is compliant with these guidelines
		Start three to four new sports and activity sessions across the portfolio. Activities may change based on market research and best opportunities, but currently are as follows: Trampolining at Coleshill	March 2021		SEAO	↑	Business cases are being created and coaches are in the processes of being recruited with the aim to start sessions later this year.
		Pre-school Gymnastics in the Memorial Hall				↑	Pre-school gymnastics was Successfully trialled in the

Theme	Action	Target	Timescale	Resource / Cost	Lead Officer	RAG and DOT	Comment / Progress
		<p>Bike-ability sessions delivered at schools</p> <p>Balance Bike sessions to start at the leisure facilities</p> <p>Football Leagues</p> <p>Maintain existing, and recruit two to three new external bookings across the portfolio</p>	March 2021		SEAO	<p>→</p> <p>→</p> <p>→</p> <p>↑</p>	<p>summer holidays at the memorial hall. Planning is in place to develop this into a permanent session in future</p> <p>Funding has been secured to deliver Bike-ability sessions in schools. Working more closely with Community Development, leisure facilities will look to develop cycling opportunities in the Borough further.</p> <p>Opportunities to re-start a league at TQEA, Coleshill or Polesworth need to be explored further once indoor football is allowed to commence and public confidence in indoor sports is restored</p> <p>A phlebotomy booking has been confirmed to start based at Coleshill Leisure Centre</p>
Schools	To offer a COVID-19 secure service to schools. To optimise the swim offering to schools in order to increase the number of schools utilising the service, increase income and participation	<p>To communicate with schools to ensure a COVID-19 safe service is offered and other considerations are made to make the return to the Pool</p> <p>To return school swimming back to previous numbers of schools / attendances / performance pre-lockdown</p>	<p>Sept 2020</p> <p>March 2021</p>	Provision within the revenue budget	<p>SAEO</p> <p>SAEO</p>	<p>↑</p> <p>↑</p>	<p>Swim England guidance has been reviewed, schools have been contacted and risk assessments are in place ready to commence swimming</p> <p>All schools have informed ALC that they wish to re-start swimming again, though the start date for schools to return is spread across the year.</p>

Theme	Action	Target	Timescale	Resource / Cost	Lead Officer	RAG and DOT	Comment / Progress
		To review pool capacities and where space is available, to recruit more schools into the facilities (swim / gym / sports)	March 2021		SAEO	↑	Weddington Primary are a newly recruited school that have agreed to start swimming with us this financial year from October.
Swim Development	To return swimming to the Pool in a COVID-19 safe environment.	To return public swimming to the Pool, ensuring risk assessments, systems of work, staff training, and customer communication are all completed.	July 2020		SAEO / OO / LFM	↑	The Swimming Pool re-opened to the public on 25 July 2020. It was the first pool to open in the area, good feedback has been received regarding the safety and cleanliness of the facility. Attendances have been increasing with public confidence since the first week
		To return swimming lessons to the Pool, ensuring risk assessments, systems of work, staff training, and customer communication are all completed	August 2020		SAEO / OO / LFM	↑	Swimming lessons returned to the pool on 8 August. Although numbers on the scheme have initially been steady, with people anxious to return, it is anticipated that this will change when Schools resume
	To plan how swimming activity can develop in future, to grow the swim scheme, optimise the Pool programme, improve income, attendances and enhance service to the public.	To review Government guidelines, customer and staff feedback ongoing and adapt as appropriate to improve service / optimise attendances	March 2021		SAEO / OO / LFM	↑	Planned changes are due to take place in October to increase availability of the pool and add bigger family swimming sessions
		To return swim participation to levels achieved pre-lockdown	March 2021	Provision within the revenue budget	SAEO	↑	Business planning is taking place to plan the future swim offering and when these projects are best to be introduced
Health and Fitness	To plan the return of gym and group exercise activities in a	To return gym activity to the leisure facilities ensuring risk assessments, systems of work, staff	July 2020	Provision within the	LMT	↑	All gym services returned on 25 July 2020 in a COVID-19

Theme	Action	Target	Timescale	Resource / Cost	Lead Officer	RAG and DOT	Comment / Progress
	COVID-19 safe environment To improve the quality of the health and fitness services and service offering across the facilities, focusing on improving retention, increasing sales, live members, attendances and providing a positive customer experience	training, and customer communication are all completed. To return group exercise programmes to leisure facilities ensuring risk assessments, systems of work, staff training, and customer communication are all completed To review Government guidelines, customer and staff feedback and adapt as appropriate to improve service / optimise attendances To set-up Facebook groups to better engage members, create more of a 'leisure community' feel, improve retention and the ability to sell to customers and the public Continue to deliver exercise referral and cardiac rehabilitation service Ensure the delivery of the Health and Fitness marketing campaigns throughout the year to achieve sales targets and live members. Achieve campaign targets.	July 2020 March 2021 July 2020 March 2021 March 2021	revenue budget	SSRO SSRO SSRO SSRO	↑ ↑ ↑ ↑	secure way, with good feedback about the safety and cleanliness of the facilities and services Classes returned on 25 July 2020, with an amended timetable to ensure membership demand was catered for Feedback and a review of guidelines have taken place. Changes to make booking sessions easier for customers, and to reduce the time between classes will be implemented in September to improve service / react to feedback received A gym and a group exercise Facebook group have been set up linked to our Facebook pages. These are regularly updated with content to engage members Exercise referral sessions have been risk assessed and are still offered to the public as part of the gym service. An initial campaign was not launched to bring in an influx of new members, as the priority was to ensure a safe

Theme	Action	Target	Timescale	Resource / Cost	Lead Officer	RAG and DOT	Comment / Progress
		Review the group exercise programme to ensure occupancy levels are pro-actively managed to ensure group exercise attendances are cost effective and restored to those prior to lockdown	March 2021		LMT	↑	return to activity and service provision. Promotions are planned for later in the financial year to generate new memberships A full timetable review took place before opening on 25 July. The class timetable will be reviewed by the SSRO
		Deliver gym and classes promotional events to increase awareness, occupancy and maintain up to date with industry trends	March 2021		SSRO	↑	Campaigns are planned through the year. Know your Numbers, National Fitness Day and Macmillan Coffee morning small events all took place in September. World Mental Health Day and Halloween themed classes will take place in October
		Deliver a number of gym engagement activities to encourage members to attend, take part and improve the community feel			SSRO	↑	Gym challenges are taking place across facilities each month to engage members
		Review the cost / benefit of introducing Les Mills and other branded classes to the timetable			SSRO	↑	An initial business case has been created for review by relevant internal departments
		Review the need to renew the gym equipment and start to procure			SSRO	↑	The wants / needs of the service have been collated and discussed. A more detailed plan will be created and other departments engaged in the near future (finance / procurement) to support

Theme	Action	Target	Timescale	Resource / Cost	Lead Officer	RAG and DOT	Comment / Progress
		Review the personal training package and re-launch with an improved service model			SSRO	↑	Personal training models have been discussed with teams. Further project work is required to continue progress
		Review front of house procedures to improve sales processes, consistency in service quality and the member journey			SSRO	→	Planned for later this financial year.
Marketing, Events, PR and Promotions	To ensure effective marketing to the public to optimise engagement, sales, prospects and attendances to the facilities and services, and return on investment.	Create an updated marketing plan to be proactive in the campaigns, and to include the events schedule for the year	June 2020	Provision within the revenue budget	LMT	↑	An initial marketing plan outlining the activities and events has been produced. This will evolve as lockdown restrictions ease
		Review and maintain the web site up to date with all of our activities	March 2021		LMT	↑	The website was reviewed and re-designed during lockdown to improve the ability to navigate and look more 'commercial'
		Increase website engagements	March 2021		LMT	→	Performance and targets will start to be reviewed versus the previous year from August 2020 (the first full month)
		Increase social media Facebook followers (Facebook (200) and Twitter (50))	March 2021		LMT	↑	Due to the launch of social media groups, page likes have continued to grow. Likely to exceed targets.
	Be aware of the local and wider market environment and use events to showcase the service offering	Piggyback main leisure related local events	March 2021		LMT	↑	Three events are being piggybacked in September (Know Your Numbers; National Fitness Day; McMillan Coffee Morning)

Theme	Action	Target	Timescale	Resource / Cost	Lead Officer	RAG and DOT	Comment / Progress
	To increase the number of events offered and sell to increase income and participation	Re-plan and re-build Memorial Hall bookings and events	March 2021		LMT	→	Although events have not re-started yet in the Memorial Hall, this is currently under review with a date to be confirmed. Bookings for room hire have had interest and a number of additional bookings are in the process of being secured
		Create an event strategy to outline the events and activities leisure facilities intend to run, including Commonwealth Games build up, outdoor space, school and community links, and to include the Memorial Hall	March 2021		LMT	↑	Initial meetings between Leisure Facilities and Community Development have outlined opportunities for outdoor events and a schedule building up to the 2022 Commonwealth Games
		Deliver quarterly internal and external leisure bulletins	March 2021		LMT	→	The first bulletin / newsletter will be launched from January 2021 as all services are expected to have resumed
Technology	To maintain up to date with industry and technology changes in order to remove friction from the customer journey, remain competitive and good value for money	Business case the opportunity to introduce a leisure app	March 2021		LFM	↑	Initial research has taken place to understand the cost and benefits. A more detailed business case needs to be created before a decision is made whether to proceed
Monitoring, Review and Evaluation	Report on performance against the actions, and in respect of the KPIs, identified in this Service Improvement Plan to each meeting of the Community and Environment Board		Every Community and Environment Board		D / LFM	→	

Theme	Action	Target	Timescale	Resource / Cost	Lead Officer	RAG and DOT	Comment / Progress
	Report to the Health and Wellbeing Working Party on the action within the Health and Wellbeing Action Plan, 2017 to 2021, which reflects work being undertaken in the Leisure Facilities		Every Health and Wellbeing Working Party		D / LFM / CDM	→	

Agenda Item No 7

Community and Environment Board

12 October 2020

Report of the Director of Leisure and Community Development

North Warwickshire Green Space Strategy Progress Report

1 Summary

- 1.1 This report informs Members of the progress made in respect of delivery against the priorities set out in the North Warwickshire Green Space Strategy (2020 to 2033). Understandably, anticipated progress has been curtailed due to the Coronavirus pandemic.

Recommendation to the Board

That Members note and comment upon the progress made in respect of the implementation of the priorities of the North Warwickshire Green Space Strategy (2020 to 2033).

2 Consultation

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

3 Introduction

- 3.1 As Members are aware, the Board formally adopted a new North Warwickshire Green Space Strategy (2020 to 2033) at its meeting held in January 2020. This report provides an update on progress in respect of delivery against those priorities identified in the document. Understandably, this progress has been slower than anticipated at the time of submitting a similar report to the Board in March, due to the Coronavirus pandemic.

4 Service Priorities

4.1 Improvement, Maintenance and Cleanliness

Atherstone Sports Club

- 4.1.1 Further to the meeting of Board held in July 2018 and that of the Resources Board held in September 2018, Members will be aware that approval has been given to Atherstone Sports Club to enter into a Tenancy at Will with the Authority in respect of its use of part of Royal Meadow Drive Recreation Ground. The Tenancy at Will is seen as the first step towards a long-term

lease agreement through which the Club would assume responsibility for the management and maintenance of part of the Recreation Ground and for the creation of a multi-sports hub, as recommended within the adopted Playing Pitch Strategy.

- 4.1.2 The Sports Club has developed three new football pitches at Royal Meadow Drive, principally catering for small-sided matches. This work was enabled through the removal of one of the copse areas and the old, disused skate park. A storage container has been purchased and deployed on site to allow for the storage of goals, spectator barriers and other equipment required whilst the sports pitches are in use.
- 4.1.3 Following a Pitch Improvement Plan (PIP) assessment undertaken at the site and a detailed Institute of Groundsmen report, further work has been undertaken by the Sports Club to improve the quality of the playing pitches at the Recreation Ground. A large area (120m x 130m), along with the area that previously accommodated the skate facility (25m x 45m), have been laser levelled and reseeded with sports turf. This work will enable the re-orientation of the existing rugby pitch, thereby affording additional space for more football pitches. A bridge across the brook between Royal Meadow Drive Recreation Ground and the Ratcliffe Road Sports Ground has also been installed, which will enable the easy movement of maintenance equipment between the two sites. This latest phase of work, subject to the weather over the autumn and early winter, should allow use to be made of the additional sports pitches in the New Year.

Boot Hill Recreation Ground, Grendon

- 4.1.4 The need to improve the quality of the adult football pitch at Boot Hill Recreation Ground, Grendon, which has not been used for the last four seasons, is recognised in the adopted Playing Pitch Strategy. Members will be aware that an associated improvement scheme, including significant drainage works, has been approved. Adverse weather conditions caused a significant initial delay in the implementation of the associated contract, but the majority of the works have now been undertaken. A low bund of waste soil needs to be removed from the site, a formal handover of which is anticipated before the end of the calendar year.
- 4.1.5 Officers are now working with Ward Members and the local Football Club to determine the most appropriate means by which to meet the on-site ancillary accommodation and equipment needs, as well as the potential development of a Tenancy at Will agreement between the Football Club and the Borough Council.

4.2 Safety and Security

- 4.2.1 The Strategy identifies a commitment to invest in basic service enhancements by improving site infrastructure. A programme of related work is prepared annually within the context of available revenue, capital and external funding resources.

4.2.2 Members will be aware of the unauthorised incursions at Mancetter and Arley Recreation Grounds in June 2020 and also of the Injunction against such incursions that exists in respect of the site in Arley. In both cases, co-ordinated action by various parties meant that the incursions were relatively short. Nevertheless, they were unauthorised and the means by which to further improve site security are being reviewed. In the meantime, the damaged barrier at Arley Recreation Ground has been repaired and quotations have been sought to improve the bunding and trenching around the perimeter of Mancetter Recreation Ground.

4.2.3 An assessment of the security of Royal Meadow Drive Recreation Ground in Atherstone has been undertaken and a risk assessment of other Authority-owned recreation grounds will be undertaken in 2020 / 21, with a view to the production of a costed action plan, implementation of which would help to further reduce the risk of unauthorised incursions at sites across the Borough. Members are, however, aware of the resource constraints under which the Authority is working, as well as they are mindful of the fact that it is extremely difficult to prevent access by an individual or group that is determined to occupy a site.

4.3 Tree Management

4.3.1 The Green Space Officer (Trees) is responsible for the provision of a professional Arboricultural service in respect of the Authority's tree stock.

4.3.2 During 2020, work has been instructed in relation to 44 specific sites, 56 trees have been felled, 35 of which related to work undertaken on behalf of the Housing Division. Additionally, since February 2020, the Green Space Officer (Trees) has been the Case Officer for 16 tree-related Planning Applications / Notifications.

4.4 Biodiversity and Climate Change

4.4.1 The Green Space Strategy sets out a number of priorities in respect of the conservation and enhancement of biodiversity through habitat creation and management, to which the Local Nature Reserves Project is making a significant contribution.

4.4.2 The Borough Council is working in partnership with Warwickshire Wildlife Trust to manage the Local Nature Reserves at Kingsbury Meadow, Daffern's Wood in New Arley, Cole End Park in Coleshill and Abbey Green Park in Polesworth.

4.4.3 Unfortunately, due to the impact of the Coronavirus pandemic, the Warwickshire Wildlife Trust has been unable to undertake work at any of these sites since the end of March. As a result, the agreed management schedules have been revised and priority work will resume during the autumn. In the meantime, permission has been granted to the Environment Agency to undertake flood alleviation work in Daffern's Wood.

4.5 Children and Young People

- 4.5.1 The Green Space Strategy recognises the vital role of open space in helping children and young people to develop skills through play and social interaction and it commits the Authority to supporting the development of a strategic network of play facilities across the Borough. The Play Area Development Programme has enabled the Authority to meet this commitment through the delivery of an associated action plan.
- 4.5.2 The need to develop or refurbish those play areas that were first improved through the Development Programme has previously been reported to the Board, in respect of which the initial sites to be considered for associated work (in 2020 / 21) will be the play spaces located in Ansley Common, Austrey, Coleshill and Piccadilly.
- 4.5.3 This year's independent inspection of all of the Borough Council's play sites has been undertaken. In addition, Officers have completed a "play value assessment" of the Authority's play spaces in order to help inform future developments. Due to the pandemic, however, it has not been possible to undertake the local consultation that would ordinarily inform site improvement works. The initial thoughts are that relatively little work is required at the play spaces in Austrey and Piccadilly, although they would both benefit from new natural play opportunities and the replacement of some of the existing equipment and safer surfacing. The sites in Ansley Common (Bretts Hall Recreation Ground) and Cole End Park in Coleshill are probably in need of greater investment. In respect of Ansley Common, there is known to be considerable local support for the development of an off-road cycle facility within the Recreation Ground, provision of which would meet a priority within the Green Space Strategy. The play area in Cole End Park has become very "tired" and dated and has become the subject of a number of complaints from local residents. During community consultation undertaken within the Park in 2019, there appeared to be significant support for the development of a nature-themed play trail through the Local Nature Reserve and it is proposed that this option merits further investigation.
- 4.5.4 Subject to any direction from the Board, Officers will further investigate the potential improvements at these four play sites and table an additional report to a future meeting.

4.6 Community Engagement

- 4.6.1 The Green Space Strategy acknowledges the value of open space to communities and seeks to encourage people to use their local green areas and to take pride in their development. The Board will be aware of the Big Day Out events, which are organised by the Community Development section to encourage local people to value and make greater use of their areas of open space. In line with Government guidelines, however, the events scheduled to take place in Warton on 28 June and in Atherstone on 06 September 2020 had to be postponed due the pandemic.

4.6.2 Outlined in the Green Space Strategy (2020 to 2033) there is a commitment to develop guidance, pricing and operational procedures for the community and commercial use of green space for organised activities and events. Whilst an initial review of future guidance has been undertaken, the proposed terms and conditions for the external organised use of Borough Council green space will be tabled for Members' consideration at a future meeting of the Board.

5 Area Priorities

5.1 Arley and Whitacre

5.1.1 As previously reported, there was a further unauthorised incursion at Arley Recreation Ground in June 2020. The recently installed lockable barrier was damaged during this incident, although it has subsequently been repaired. A further review of the affordable means by which to make the site more secure is currently being undertaken.

5.2 Atherstone and Mancetter

5.2.1 Members will be aware of the scheme to develop Meadow Street Gardens in Atherstone. The majority of the approved works, which were subject to delays due to inclement weather, have now been completed. These works include the construction of an ornamental arch, new railings, a circular path and a raised brick "performance" area, all of which were funded through LEADER and Section 106 contributions. The Borough Council has been awarded additional funding, from Severn Trent, for the introduction of further planting and new amphitheatre seating and a grant from the Heritage Lottery Fund is supporting the installation of new interpretation boards, the information for which will hopefully be provided by the Atherstone Heritage Group.

5.2.2 A relatively small number of improvement and remedial works are still required within the Gardens. It had, however, been planned for the site to be "unveiled" with a community event. Nevertheless, due to pandemic-related restrictions, it is unlikely that the site will benefit from a "formal" opening.

5.3 Curdworth, Hurley and Wood End

5.3.1 A circular measured mile footpath and benches have been installed at Wood End Recreation Ground. A zip wire is also due to be fitted in September. The project, which has been funded by the capital receipt from the installation of a telecoms pole in the Recreation Ground, has been developed in consultation with local residents. The small amount of remaining funding will be used in accordance with the consultation outcomes and these improvements are likely to involve the installation of markers along the new footpath, bulb and tree planting and the provision of a community noticeboard.

5.4 Polesworth and Dordon

- 5.4.1 In accordance with priorities drawn from both the initial and recently adopted Green Space Strategies, and following consultation with the local community and the Polesworth Partnership, a comprehensive Management Plan for Abbey Green Park has been developed. The Plan was produced in accordance with guidance from Keep Britain Tidy, with a view to securing “Green Flag” status for the site. An application was subsequently submitted to Keep Britain Tidy, and the judges were on site in September 2020. Prior to the judging taking place, a number of small improvements were undertaken within the Park, including the provision of a new noticeboard and the refurbishment of the tennis courts (see paragraph 5.4.2 below), although as reported in Section 4.4 (above), very little work had been undertaken in the Local Nature Reserve since March. The outcome of the application and judging is awaited, but will be notified to Members upon receipt. Subject to the outcome of this process and available capacity, a similar approach may be used in the development of management plans for other key green space sites around the Borough.
- 5.4.2 With the support of the Lawn Tennis Association, a review of the tennis courts in Abbey Green Park has been undertaken. A number of improvements have been made on site, made including the provision of new nets, re-marking of the courts and a new online booking system with padlocked gate. Feedback received suggests that these improvements have been well received by the local community.

6 Report Implications

6.1 Finance and Value for Money Implications

- 6.1.1 The financial implications arising directly out of this report are identified within the Green Space Strategy Action and Funding Plan. The corresponding actions will be financed through approved budgets, through external funding support or through developer contributions. They will not lead to a need for additional capital or revenue budgetary support.

6.2 Safer Communities Implications

- 6.2.1 Projects advanced through the Green Space Strategy 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 There are no legal, data protection or human rights implications arising directly out of this report.

6.4 **Environment, Sustainability and Health Implications**

6.4.1 Delivery of priorities identified in the Green Space Strategy contributes directly to environmental improvements, enhancement of biodiversity and mitigation of the effects of climate change. It also helps to build sustainable and vibrant communities.

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 services identified within this report. The activity that is included with the Green Space Strategy, however, will be risk assessed and appropriate controls put in place, where appropriate.

6.7 **Equalities Implications**

6.7.1 There are no equalities implications arising from this report. The Authority's green spaces 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.

6.8 **Links to Council's Priorities**

6.8.1 The North Warwickshire Green Space Strategy has direct and positive links to all six corporate priorities:

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

6.8.2 Additionally, implementation of the provisions of the Green Space 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 Officer for this report is Becky Evans (719346).

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	North Warwickshire Borough Council	North Warwickshire Green Space Strategy (2020 to 2033)	January 2020
2	Director of Leisure and Community Development	North Warwickshire Green Space Strategy Progress Report	March 2020

Agenda Item No 8

Community and Environment Board

12 October 2020

Report of the Director of Leisure and Community Development

Health and Wellbeing Action Plan

1 Summary

- 1.1 This report provides Members with an update on the progress being made in respect of the actions identified in the approved Health and Wellbeing Action Plan (2020 to 2023).

Recommendation to the Board

That the Board notes and comments upon the progress made in respect of the delivery of those commitments identified in the Health and Wellbeing Action Plan (2020 to 2023).

2 Consultation

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

3 Introduction

- 3.1 The three-year Health and Wellbeing Action Plan (2020 to 2023), a copy of which is attached at Appendix A, was developed by the Health and Wellbeing Working Party and endorsed by the Board at its meeting held in March 2020. The Working Party monitors progress in respect of delivery of the actions identified within the Plan at each of its meetings.

- 3.2 The Action Plan provides an holistic view of activity that takes place across the Authority that impacts on the health and wellbeing of the local population. Accordingly, the Action Plan seeks to ensure that the Borough Council, along with its partners, is doing all that it can to improve the health of the community in a co-ordinated and effective manner. Self-evidently, the ability of the Authority and its partners to progress many of the actions within the Plan has been adversely affected by the on-going Coronavirus pandemic. The pandemic, of course, has required a huge multi-agency response to protect the health and welfare of the local community and organisational staff. The detail associated with this response has been, and will continue to be, reported to Members elsewhere.

4 Progress in 2020 / 21

4.1 Joint Strategic Needs Assessment

4.1.1 Detailed work on the Joint Strategic Needs Assessment for North Warwickshire has paused due to the COVID-19 pandemic. A “Place Plan” is being collated by Public Health England for Warwickshire North (North Warwickshire and Nuneaton and Bedworth) to look at the future development and implementation of plans and projects derived from the Joint Strategic Needs Assessment.

4.2 Events

4.2.1 The Big Day Out events, scheduled for Warton on 28 June and Atherstone on 6 September, had to be cancelled due to COVID-19.

4.2.2 Whilst it is not yet possible to deliver large scale events, the Community Development section has reviewed the means by which it can support the voluntary and community sector to successfully plan and host their own events in future. In this regard, the section has produced an “Events Toolkit”, which includes important information on planning an event, arranging road closures, as well as lots of helpful tips on how to ensure success.

4.3 Addressing Teenage Conceptions

4.3.1 Due to the pandemic, Atherstone Health Store, to which the Health and Wellbeing Working Party has contributed £2,500 for its work in 2020 / 21, had to close for face to face work with young people at the end of March. Contact has been maintained through social media, whilst young people have also been encouraged to access the Integrated Sexual Health (ISH) service at George Eliot Hospital for all contraception and STI advice, screening and medication. The feasibility and health and safety implications of re-opening the Health Store are currently being reviewed by Atherstone Clinic.

4.3.2 The most recent teenage pregnancy data shows that North Warwickshire’s teenage pregnancy figures have dropped from 19 pregnancies in 2017 / 18 to 14 pregnancies in 2018 / 19.

The table below shows the data for Warwickshire.

Borough / District	2017 / 18	2018 / 19
Warwickshire	156	123
North Warwickshire	19	14
Nuneaton and Bedworth	47	49
Rugby	40	24
Stratford	22	21
Warwick	28	15

4.3.3 Based on the estimated number of teenage conceptions between 2016 and 2018, there are no Wards in North Warwickshire that are significantly different from the England average.

4.4 **Fitter Futures**

4.4.1 Again due to the pandemic, Fitter Futures referrals paused at the end of March 2020. New referrals, however, are now being accepted, albeit only through a GP, which it is hoped will enable service providers to most appropriately support their clients.

4.4.2 Physical activity on referral sessions were moved online from March 2020. The way in which clients are returning to leisure facilities for sessions are dependent on the service provider. Some operators are choosing to continue to offer online sessions, while others are allowing “low risk” clients to return for face-to-face sessions. Physical activity on referral clients in North Warwickshire are being allowed to return to the leisure facilities if they are considered by both the referrer and facilities staff to be low risk. Higher risk clients are being asked to continue to exercise at home through the online service.

4.4.3 Some referral health conditions that were previously deemed to be “low risk” have since been changed due to the amalgamation of the health condition and the risk posed by COVID-19 (for example, a BMI of 30+ was previously considered to be low risk. Due to the association between excess weight and COVID-19, however, this has been moved to “high risk”).

4.4.4 Adult weight management sessions (through Weight Watchers and Slimming World) moved online in March, and virtual weigh-ins and workshops continue to be offered in this way. The Change Makers Healthy Schools programme, which Members will recall moved from Fitter Futures to Compass management in November 2019, has also moved its services online due to the pandemic.

4.5 **#onething**

4.5.1 Warwickshire County Council is currently engaging with stakeholders and partners to conduct a service review of the #onething programme. Upon its receipt, relevant information will be circulated to the Health and Wellbeing Working Party. The aims of the review are to establish the following:

- Has #onething achieved the delivery requirements and outcomes as per the service specification?
- Are community-based health checks more effective than GP focused health checks with regard to health identification and reaching vulnerable populations?
- Should #onething continue to be commissioned from April 2021?
- Should #onething be commissioned across the county?

4.5.2 Between January and March 2020, the Healthy Living Network delivered 296 health checks, 46 of which were to North Warwickshire residents. During this period, health check events took place at Coleshill Cubs and Scouts and Ocado. Of the 46 health checks on North Warwickshire residents, two referrals were made due to high blood pressure and 13 Fitter Futures referrals were made for individuals who had a BMI over 30.

4.5.3 Due to the pandemic, no health checks have been carried out since March 2020. Considerations are being made regarding how health checks can be delivered safely within current Government guidelines, or how to support GPs with engaging with residents that have missed their health check due to the pandemic.

4.6 Holiday Provision

4.6.1 The adopted Leisure Facilities Service Improvement Plan (SIP) includes a commitment to deliver a focused and co-ordinated holiday activity programme for children and young people. Although the SIP has had to be reviewed and revised due to the Coronavirus pandemic (as reported elsewhere on this agenda), the Leisure Facilities section secured “Tackling Health Inequalities” funding from ‘Think Active’ (formerly Coventry, Solihull and Warwickshire Sport), and were able to offer holiday activities at each site, free of charge, over the last three weeks of August. Across the facilities, the short summer holiday programme achieved attendances of 40 young people at Atherstone Leisure Complex and 205 at Coleshill Leisure Centre. Planning is already taking place for the October and February half-term holidays.

4.7 Walking and Cycling

4.7.1 The Borough Council continued to promote the benefits of safe and healthy walks throughout the Coronavirus pandemic. It is also pleasing to be able to report that eight of the 11 local walking groups have commenced their activities in accordance with Government guidelines. Unfortunately, however, the Men’s and Women’s Cycling Tour of Britain events, which were due to take place in June and September respectively, had to be cancelled.

4.8 Borough Care

4.8.1 As the Board will be aware, the Borough Care service offers 24/7 help and support to residents in North Warwickshire. Currently, over 1,900 Borough residents subscribe to this service.

4.8.2 The pandemic has resulted in a temporary redesign of the service being offered since March because a significant proportion of service delivery is face-to-face and entails close contact with customers. Although changes have been made to reduce the potential health risk to staff and service users, a high quality and responsive service has been maintained.

4.8.3 Routine visiting has been suspended, especially given that many service users are shielding. This has not meant losing touch with service users, however, as instead Officers are in regular contact via telephone to ensure that their needs are still being met and to provide social contact for those people who do not have strong support networks.

4.8.4 The Borough Care 24/7 Control Centre has continued to operate more or less as normal by redesigning the layout within the control room to allow for the implementation of social distancing measures. The only significant operational difference has been that the service users' personal responders and the emergency services are primarily being used to respond to incidents, when under normal circumstances a Borough Care Officer may have responded.

4.9 **Timebank**

4.9.1 The Timebank project is continuing to work across Atherstone and Mancetter. Before the pandemic, the project had been widely promoted via social media and leaflet drops. Due to COVID-19, however, staff on the project were furloughed from June through to August 2020, so the project paused. The project has since re-started and has a core group of three volunteers (who will be taking over the running of the project in December 2020) and 25 active members.

4.10 **Air Quality**

4.10.1 The Borough Council continues to monitor and report on air quality in the area. The 2020 Annual Status report has been submitted to DEFRA for approval and feedback. There are 29 NOx tubes located throughout the Borough. Additionally, five personal air quality monitors have been provided under a loan scheme through the County Council's Public Health Department. Their use is being trialled within the Borough, the outcomes from which will be reported to the Health and Wellbeing Working Party in due course.

4.11 **Mental Health**

4.11.1 Community based Mental Health First Aid sessions were booked for Atherstone, Arley and Dordon in early 2020. Twelve attendees completed the training in Atherstone, although the Arley and Dordon sessions had to be cancelled due to the Coronavirus pandemic. These sessions will be re-arranged when it is safe to do so.

4.11.2 The Borough Council has now conducted "dementia friendly" surveys on all of its leisure facilities and the recommended changes have been made. Dementia Friends training has also been added to induction training for all new employees.

4.11.3 The Authority also continues to be an active partner in the local Dementia Friendly Communities Group, within which it works in close partnership with Warwickshire County Council and several community groups, local

businesses and organisations to chair and plan meetings, to organise events and to support group members to take on increasing responsibilities.

5 Report Implications

5.1 Finance and Value for Money Implications

5.1.1 The health and wellbeing actions within the Plan that are identified as having a cost implication for the Authority will be funded either through approved revenue budgets or secured external funding. The Board will be aware that annual revenue provision of £8,750 is made to support the activity of the Health and Wellbeing Working Party, in addition to which a one-off allocation of £5,000 was made in 2017 / 18.

5.1.2 An agreement has been negotiated and signed with Warwickshire County Council that commits its Public Health Department to providing a grant of £17,000 to the Borough Council to support related activity in 2020 / 21.

5.2 Safer Communities Implications

5.2.1 Tackling evident health-related problems in society, such as alcohol and drug misuse, seeks, amongst other things, to make communities safer places in which to live, work and visit.

5.3 Legal, Data Protection and Human Rights Implications

5.3.1 There are no legal, data protection or human rights implications arising directly from this report.

5.4 Environment, Sustainability and Health Implications

5.4.1 The immediate and wider environment in which people live and work have a direct impact on individual and collective health. Good quality housing, green space and focused health improvement interventions, therefore, positively impact upon people's environment and their wellbeing. If people are in good health they are more likely to live longer, happier, independent lives and to make a positive contribution to their community, thereby improving quality of life for everyone.

5.4.2 The activities identified within the Action Plan are designed to positively impact upon individual and collective health and wellbeing, with the aim of helping people to live healthier lives and to reduce health inequalities in society.

5.4.3 There is a clear and evident link between good quality service provision and the positive health and wellbeing of participants. Programmes of work, therefore, will include increasing the quality and extent of provision, most especially in targeted locations within the Borough.

5.5 Human Resources Implications

5.5.1 There are no human resource implications arising directly from this report.

5.6 Risk Management Implications

5.6.1 There are no direct risks consequent upon the services identified within this report. The activity that is included within the Health and Wellbeing Action Plan, however, will be risk assessed and appropriate controls put in place, where appropriate.

5.7 Equalities Implications

5.7.1 Hard to reach communities are often those that are most in need of health and wellbeing advice and support. As directed by the Board, interventions are, and will continue to be, targeted at specific communities identified as being most in need of related services.

5.8 Links to Council's Priorities

5.8.1 Health and wellbeing activity positively impacts on all of the services provided by the Borough Council and, therefore, links to each of the Authority's corporate priorities:

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

5.8.2 Additionally, health improvement activity directly links to all three Sustainable Community Strategy priorities:

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

The Contact Officer for this report is Becky Evans (719346).

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	North Warwickshire Borough Council	Health and Wellbeing Action Plan	2020 to 2023
2	Director of Leisure and Community Development	Report to Community and Environment Board (Health and Wellbeing Action Plan)	March 2020

North Warwickshire Health and Wellbeing Action Plan (2020 to 2023)

Aim: To encourage and support the local community to adopt a proactive approach in the positive self-management of their health and wellbeing

Action	Outcome	Timescale	Resource / Cost	Responsible Officer	Progress
Work with partners in support of the delivery of the Joint Strategic Needs Assessment for North Warwickshire and its associated Action Plan	<p>Borough Council representation on the JSNA Steering Group (once re-established)</p> <p>Contribution to the delivery of specific activities drawn from the JSNA Action Plan</p>	<p>TBC</p> <p>March 2021</p>	<p>To be determined in conjunction with partners</p> <p>Certain activities will require external funding support</p>	<p>Community Development Manager (CDM) / Community Development Officer (Health Improvement) [CDO (HI)]</p>	<p>JSNA Steering Group to be re-established once the priorities of the Warwickshire North Health, Wellbeing and Integrated Care Partnership are known</p> <p>WCC has a dial-a-ride scheme (IndiGo), which operates to and from Atherstone, Coleshill and numerous villages in the Borough</p>
Encourage and increase the use of open and green spaces throughout the Borough	<p>In conjunction with local communities, organise two Big Day Out events per year</p> <p>Implementation of specific activities identified within the Action and Funding Plans that support delivery of the adopted Green Space Strategy and Playing Pitch Strategy</p> <p>In conjunction with partners, complete the project to renovate Meadow Street Garden</p>	<p>September 2020</p> <p>As identified within the Action and Funding Plans</p> <p>May 2020</p>	<p>£3,000 (£1,500 each event)</p> <p>As identified within the Action and Funding Plans</p> <p>Funded by LEADER and S106 contributions</p>	<p>Special Projects Officer (SPO) and Community Development (CD) section</p> <p>Green Space Officer</p>	<p>Warton: 28 June 2020 - Cancelled</p> <p>Atherstone: 6 September 2020 – Cancelled</p> <p>Big Day Out events to restart in 2021</p> <p>Project almost completed</p>

Reduce the number of under 18 conceptions in North Warwickshire	Attend the local (WN) Addressing Teenage Conception (ATC) meetings	On-going		CDM	Both Nuneaton and Atherstone Health Stores were closed during lockdown and remain closed until further notice
	Actively promote the Health Store in Atherstone	March 2021	Maximum £200	CDO (HI)	Risk assessments have been completed on buildings, with screens and sanitiser to be delivered to buildings
	Financially support the Health Store in Atherstone in 2020 / 21	March 2021	£2,500		A telephone triage line is running with the option to speak to an ISHS nurse, and the GUM clinic remains open (by appointment only)
Promote the Fitter Futures services in North Warwickshire with a view to increasing the number of scheme referrals and completers	Challenge the current commissioned process, which only allows North Warwickshire residents to access the service if their GP is located in Warwickshire	Oct 2020		CDM	WCC is looking to pilot a 12-months referral pathway for North Warwickshire residents who are registered with a non-Warwickshire GP (providing the practice has 100+ North Warwickshire residents), as well as an email referral form. This pilot was paused due to the pandemic, but will be re-visited once referrals are active.
	Referrals and completers targets to be agreed with Public Health and service provider(s)	To be determined	Maximum £500	CDO (HI)	All new referrals stopped during lockdown but referrals are now being accepted again. Physical activity on referral moved online with virtual classes / sessions during lockdown. Return to centre options differ depending on the centre operator. The Borough Council is allowing "low risk" clients to return to the gym setting. All other clients are continuing with at home exercise / virtual sessions

					<p>The focus from Fitter Futures is on utilising outdoor space e.g. Couch 2 5k coached sessions.</p> <p>Adult Weight Management services running are: WW –continuing with virtual sessions Slimming World – continuing with virtual sessions</p>
<p>Promote the #onething campaign to increase the number of people receiving mini health checks and making personal health pledges</p>	<p>#onething targets to be determined in conjunction with the Healthy Living Network</p>	<p>March 2021</p>	<p>Maximum £200</p>	<p>CDO (HI)</p>	<p>#onething service halted during lockdown and has not yet resumed.</p> <p>WCC is undertaking a service review of #onething to determine the effectiveness of the community focused service, the areas in which it was being delivered and the health concerns of the people undertaking the health checks e.g. BAME communities.</p> <p>Prior to lockdown, the Healthy Living Network conducted 15 health checks on parents at Coleshill Cubs and Scouts, resulting in one high blood pressure, and 5 Fitter Futures referrals for having a BMI of 30+. 31 health checks were conducted at Ocado in Birch Coppice Industrial Estate, which resulted in one high blood pressure referral and eight Fitter Futures for having a BMI of 30+.</p>

Provide a programme of holiday provision for children and young people in the Borough Council's leisure facilities during each school holiday	To be reviewed in the context of the 2020 / 21 Service Improvement Plan	On-going through to March 2023	See SIP	Leisure Facilities Manager (LFM) and Business Development Team (BDT)	Easter Holiday sessions were cancelled due to the pandemic; however, the following sessions were run during the Summer holidays (10 th August to 28 th August): -Treasure Hunt (preschool-12yrs) -Multisport, Skills, Drills and Activity sessions (6-12yrs); ALC=14, CLC=55 -Gymnastics (preschool+); ALC=26, CLC=115 -Dance (CLC only, preschool+) = 35 - Swimming (ALC only) = 35
Increase the number of members of, and visits to, the Borough Council's leisure facilities	To be reviewed in the context of the 2020 / 21 Service Improvement Plan	March 2021	See SIP	LFM and BDT	In line with Government guidelines, facilities were closed from 21 st March to 25 th July, but during this time provided a comprehensive online offer, which attracted 233 new Facebook page members
Encourage the improvement and accessibility of the walking and cycling networks in North Warwickshire	Promotion of walking through the production of a booklet of all the walking groups in the Borough	Annually	£500	SPO	All walking groups in the Borough paused in March 2020. Eight of the 11 walking groups have commenced meeting weekly, following Government guidelines
	Delivery of a minimum of two Walk Leader training courses per year	March 2021, then on-going	£400 per annum	SPO	
Support the North Walks group, including in its organisation of two charity walks per year and with its annual trip for volunteers	Delivery of two charity walks and an annual trip for walk volunteers	March 2021		SPO	
	Successful delivery of national cycling events taking place in North Warwickshire in 2020	June 2020	£15,000	CD section	All cycling events have been cancelled for 2020

<p>Promote adult and child safeguarding as being everyone's responsibility</p>	<p>Delivery of Child Protection / Child Sexual Exploitation and Safeguarding Adults training to all Borough Council staff and Councillors</p> <p>All Borough Council staff in receipt of safeguarding training within three months of commencing their employment and every three years thereafter</p>	<p>Three courses per quarter</p>	<p>N/A</p>	<p>CDM</p>	<p>Training is currently being redesigned to incorporate both children and adults, however the delivery of training is currently on hold</p> <p>Ongoing</p>
<p>Promote the Borough Care service throughout North Warwickshire to increase the number of service users</p>	<p>Delivery of established Borough Care targets, including:</p> <ul style="list-style-type: none"> • Answer alarm calls within one minute (target of 97.5%) • Answers alarm calls within three minutes (target of 99%) • Response arrives within 45 minutes of deployment (target of 90%) • Response arrives within 60 minutes of deployment (target of 100%) 	<p>On-going</p>	<p></p>	<p>Community Support Manager (CSM)</p>	<p>Answer alarm calls within one minute: Jan- 99.09% Feb- 98.84% Mar- 98.24% Apr- 98.17% May- 98.41% June- 99% July- 98.42%</p> <p>Answer alarm calls within three minutes: Jan- 99.94% Feb- 99.87% Mar- 99.97% Apr- 99.86% May- 99.93% June- 99.98% July- 99.83%</p> <p>Response arrives within 45 minutes of deployment: Jan- 100% Feb- 100% Mar- 100% Apr- 100%</p>

Actively promote the HEART service	To be confirmed with HEART		£500	CDO (HI)	<p>May- 92.3% June- 100% July- 100% Response arrives within 60 minutes of deployment: Jan- 0% Feb- 0% Mar- 0% Apr- 0% May- 7.7% June- 0% July- 0%</p> <p>The HEART service is beginning to carry out internal home work for service users. All service users must be 'Covid-19 secure' (this is established via a phone screening prior to work being conducted). Home grants are still available</p>
Monitor the delivery of the Timebank Project commissioned to the Coventry and Warwickshire Co-Operative Development Agency	Timebank targets include: <ul style="list-style-type: none"> • Bi-monthly reports to commissioners (NWBC, Public Health and WCC) • Social media posts (two per week) • Volunteers recruited (four) • Awareness raising events organised by CDA (four) • Number of participants on the database (100) • Case studies (12) 	November 2021	Funded through the NW Community Partnership	CDM	<p>The Timebank project is working in Atherstone and Mancetter in 2020. Due to the pandemic, the majority of Timebank staff were furloughed. Staff have since returned to work (August 2020) and have commenced contacting volunteers / members. There are currently three volunteers (members who will be looking to take over project), and 25 members active within the project. The project has been advertised via leaflet drops in the relevant areas and through social media posts</p>

<p>Identify opportunities to reduce harm from poor air quality in localised areas</p> <p>Assess the impact that the Council's activities have on the environment and the climate and to take steps to ensure that the level of the impact is reduced as far as is practicable, with the ultimate aim of carbon neutrality.</p>	<p>Continue to monitor the 29 NOx tubes</p> <p>Submit the Annual Status report to DEFRA</p> <p>Audit what measures are currently in place to address climate change and the Council's current carbon emission levels</p> <p>Identify steps to ensure the Council's direct and indirect activities achieve net-zero carbon emissions</p>	<p>On-going</p> <p>Annually</p> <p>May 2020</p> <p>To be determined</p>	<p>To be determined</p> <p>To be determined</p>	<p>Senior Pollution Control Officer</p> <p>Corporate Director (Streetscape)</p> <p>Corporate Director (Streetscape)</p>	<p>29 NOx tubes are located across the Borough to monitor air quality</p> <p>The Annual Status for 2020 has been submitted to DEFRA</p> <p>Work on climate change has been paused due to the pandemic</p>
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<p>Actively support and promote good mental health and wellbeing to people who live and work in North Warwickshire</p>	<p>Provide three Mental Health First Aid sessions for a total of 15 volunteers in Arley, Atherstone and Dordon</p>	<p>March 2021</p>	<p>Funded through Suicide Prevention</p>	<p>SPO</p>	<p>Three Mental Health First Aid sessions were arranged for early 2020. A session in Atherstone was conducted with 12 attendees, however Dordon and Arley sessions were cancelled due to COVID-19. SPO to re-arrange via MIND when safe to do so</p>
<p>Work with Warwickshire County Council, the Partnership Trust and the West Midland Combined Authority in the implementation of their mental health strategies in North Warwickshire</p>	<p>Ensure that all Borough Council frontline staff receive Dementia Friends training</p>	<p>March 2021 and then on-going</p>		<p>CDO (HI)</p>	<p>Dementia Friends is included within the corporate induction for new starters. Dementia surveys have been conducted on all Borough Council leisure facilities and the required changes have been made</p>
<p>Assist the Dementia Friendly Communities Group in the delivery of its Action Plan</p>	<p>Establish North Warwickshire Borough Council as a Dementia Friendly Organisation</p>	<p>March 2021</p>		<p>CDO (HI)</p>	<p>There is currently no recognition from the Alzheimer's Society accrediting organisations as being "dementia-friendly". The Borough Council, however, is an active member of the local Dementia Friendly Communities group, working with local businesses, support groups and organisations to promote the 'dementia friendly' message. Many dementia community and support groups were paused in March 2020, due to the pandemic, although contact was maintained with group members</p>
<p>In conjunction with partners, actively promote the FAST service through the Stroke Awareness Campaign in May</p>	<p>To be determined</p>	<p>May 2020</p>	<p>£100</p>	<p>CDO (HI)</p>	<p>Focus at the time was centred around personal safety messages and COVID-19 wellbeing advice</p>

Item	Notes	Action
	<p>Work is on-going in respect of the re-opening of high streets, with the focus being on Atherstone, Coleshill and Polesworth. Videos have been produced, bollard sleeves and floor markers have been put in place and surveys have been created as an additional way to engage with businesses.</p>	C Dev
5	<p>Open Space</p> <p>Play areas re-opened in line with Government guidelines on 4 July.</p> <p>Work to redevelop the playing pitch at Boot Hill Recreation Ground is almost complete, and officers are working with the local Football Club regarding the ancillary facilities.</p> <p>The tennis courts at Abbey Green Park have been restored to full use, including the introduction of a new LTA approved booking system.</p> <p>There has been another unwanted incursion at Arley Recreation Ground. Options for additional deterrents are being explored.</p>	GSO
6	<p>WCC Localities Update</p> <p>The Team has been involved in the Shielding Hub, specifically with the county-wide distribution centre.</p> <p>The directory of COVID-related community support groups has been co-ordinated and managed on Warwickshire County Council's website.</p> <p>The community computers scheme ran successfully across Warwickshire, with 44 laptops being distributed in North Warwickshire.</p> <p>Warwickshire County Council is looking at launching the second round of Councillor Grants in September / October. There will be £20k available in North Warwickshire.</p> <p>The Indigo Community transport schemes currently being piloted in North Warwickshire have continued to run throughout the pandemic but, as expected, figures from March to June have been very low (maximum users in one day being 10). As restrictions are relaxed, the scheme will be officially launched and promoted.</p> <p>The Enhanced Timebank, funded and managed by Warwickshire County Council, continues and a co-ordinator has been recruited. This project will focus on Kingsbury and Arley and will work closely with the Timebank project currently funded through the Community Partnership, which runs in Atherstone and Mancetter.</p>	LH
7	<p>Air Quality</p> <p>MH would like the air quality of the new development off the M42 investigated, as</p>	MG

Item	Notes	Action
	<p>there are concerns over the impact on local residents.</p> <p>Councillors would also like to better understand what is involved in PM monitoring. Officers in Environmental Health to meet with Members to discuss.</p>	MG
8	<p>Immunisations</p> <p>There are national and local reports of a drop in the number of families accessing their GP practices for routine childhood immunisations during the COVID-19 crisis. This may be due to concerns over visiting GP practises during the pandemic and the misguided belief about the potential risk of infection while at the GP surgery.</p> <p>A Carry on Vaccinating campaign has been developed to encourage parents to ensure that immunisations are being undertaken in a timely manner during the pandemic.</p>	
9	<p>Health and Wellbeing Action Plan (2020 to 2023) Update</p> <p>It was noted that most services have been paused due to the pandemic.</p> <p>Concern was raised regarding the Respect Yourself website still being under review.</p> <p>An update was requested regarding the Health Store and plans for re-opening.</p>	EE
10	<p>Public Health / JSNA Update</p> <p>Work has focused on the pandemic and sending associated messages out to high-risk groups.</p> <p>Fitter Futures is exploring the possibility of offering some additional provision for those affected by COVID-19.</p> <p>The data issues regarding Track and Trace were noted. Pillar 2 figures appeared higher due to the backlog of data being included.</p>	
	<p>Dates of Future Meetings</p> <p>To be confirmed.</p>	EE

Agenda Item No 10

Community and Environment Board

12 October 2020

Report of the Corporate Director - Streetscape

Update on Sub-Regional Materials Recycling Facility

1 Summary

- 1.1 Following the Council's decision to become full partners in the sub-regional MRF project, this report updates Members on the project's progress to date and the next steps in the process of procuring and delivering the facility.

Recommendation to Board

That Members note the contents of the report.

2 Background

- 2.1 The Council's Executive Board resolved in September 2019 to continue to support the work to develop a sub-regional materials recycling facility (MRF) as full partners in the project and to become signatories to a second Joint Working Agreement (JWA2) which built on the work already undertaken and which is intended to take the project through the procurement phase to financial close.

- 2.2 Officers agreed to update Members on a regular basis on how the project was progressing. To that end, the Project Manager has produced a quarterly report, attached at Appendix A, which sets out action taken to date and the key activity planned for the coming three months. These update reports will continue to be presented regularly to future meetings of this Board.

- 2.3 The highlights of this update report are:

- Revised building designs have been submitted and the application is due to be considered in mid-October.
- The competitive dialogue process is nearing completion with process designs being finalised and costed by the respective bidders.
- Directors to the Project Board have been appointed by each partner Council.

- Financial assessments are being undertaken to review initial bid costs against the business case and base model.
- Warwick District Council has expressed a strong interest in joining the project as a full partner.

3 Report Implications

3.1 Financial Implications

3.1.1 The project is currently on budget. Financial reviews are currently being undertaken to assess the latest indicative solution costs from each bidder against the base case and modelled gate fee.

3.2 Risk Management Implications

3.2.1 The risk of markets not being available for the Council's recyclable waste or being unaffordable is a major one. Full engagement with this project significantly helps the Council to manage and mitigate that risk well into the future.

3.3 Environment and Sustainability Implications

3.3.1 Engagement in the project will support the provision and development of the Council's recycling services and help to ensure that the Council's recycling rates meet local and national targets while keeping the costs of delivering those services as low as possible. The use of a modern, technologically advanced sorting facility should also help the Council to recycle more waste of a higher quality.

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

Sherbourne Recycling

QUARTERLY PROGRESS REPORT

SEPTEMBER 2020

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1 SUMMARY

- 1.1 The project is continuing to develop well, working within budget and on track to achieve original timetable.
- 1.2 As the procurement phase draws to a close additional engagement has been facilitated between the Project Team and all Bidders to ensure design development continues to work towards a facility capable of achieving high quality outputs, within the affordability envelop of the Project.
- 1.3 Final submissions from Bidders are scheduled for mid-November with evaluation taking place in the remainder of 2020, and appointment of Preferred Bidder early 2021.

2 ACTIVITIES AND OUTPUTS

- 2.1 The following table provides a summary of the core tasks that have been progressed during the last three months:

Task	Status	% Complete	Comments on Progress, Outputs and Results
Contract Notice Publication	Achieved	100%	Contract Notice for process contract published September 2019, civils contract published April 2020.
Planning application submission	Achieved	100%	Details of the planning application can be found at https://www.coventry.gov.uk/planningapplications .
Planning application (revised design) submission	Achieved	100%	Revised building design submitted (July 2020). Changes to building orientation (move from box to 'L'shaped building) and footprint (expansion) will improve circulation of activities on site, reflects feedback from Bidders, the inclusion of low-grade plastics, and feedback from the original consultation period. As a result of revisions to building design the consultation period was re-opened (and closed 18 th September 2020). Autumn planning committee being targeted for determination. Further community engagement undertaken by Project Team as a result of changes; site visit with members, Charterhouse (adjacent site occupants) and local residents, and attendance at residents group meeting.
Planning application actions	In Progress	80%	Project Team working through comments and mitigating measures requested by consulted parties and Coventry City Council planning team relating to revised building design.
Competitive Dialogue	In Progress	75%	Series of detailed dialogue sessions with all bidders to understand solution development. Scheduled to run 09/03/2020 – 19/10/2020. Confirmation of Sherbourne Recycling Limited as MRF operator and employer from day 1 following progress in procurement process. Three remaining process equipment and a civils contractor bidder being

			taken through to final stages of procurement and final bidder selection. The Equipment providers offering competitive competition, and with the addition of a quantity survey who has been brought into Project Team to ensure value for money achieved from the civils contractor bidder and provide support to cost review. Working towards close of dialogue early Nov, final submissions mid-Nov. Evaluation and preferred bidder selection to be undertaken Nov/Dec.
Establishment of Sherbourne Recycling Limited (SRL)	In Progress	50%	Progression continuing to be made on terms of agreement, payment mechanism, and waste supply agreement. Targeting conclusion of documentation end of 2020.
Director Appointment	Complete	100%	Appointment of named Director to represent each Partner Council. Formal training scheduled November 2020.
Lease of land arrangements	In Progress	60%	Terms for lease agreement agreed in principle, subject to land evaluation (scheduled completion end of Oct 2020), rental calculation and conclusion of design with Preferred Bidder(s) (Jan-Feb 2021).
Business Plan	Complete	100%	Project Board sign off against Business Plan (v1). Document to be reviewed to reflect financial position and solution design following Contract Award, after which it will be reviewed and updated periodically.
SRL Working Group	Not Started	0%	Working group including representatives from Project Board to be established to sign off SRL policies and procedures.
Additional Partner Councils (Tamworth and Lichfield)	Complete	100%	Confirmation received from Tamworth and Lichfield of withdrawal from the Project. Reasoning due to on-going discussions with Staffordshire County Council in relation to disposal responsibilities and soft market testing exercise.
Additional Partner Councils (Warwick)	In Progress	50%	Approval by Project Board for the inclusion of Warwick District Council as an additional Partner Council on the same terms as existing Partners. Inclusion subject to WDC Cabinet approval, targeting November committee.
Power Capacity Review	Complete In Progress	80%	Work revisited: Increase in building footprint as a result of revised design provides further opportunity for electricity generation through Photovoltaic Panels on the building roof. Further modelling required to understand implications for arrangement with CSWDC.
Power Purchase Agreement	Not Started	0%	CSWDC instructed to engage in process to confirm CAPEX costs and design based on agreed Heads of Terms.
Ground Investigation	In Progress	90%	Full site ground investigation undertaken in July/August; draft report issued to Bidders. Ongoing

			gas/water monitoring on site scheduled until mid-October. Results will form part of final report.
Financial Review	In Progress	40%	Bidders requested to submit high level financial bid back to be used by Project Team to review costs against base case and business model. To be used in conjunction with review of business model (reflecting changes to building size, inclusion of low-grade plastics and review of assumptions made prior to dialogue with Bidders) to undertake high level review of Project affordability ahead of closing dialogue with Bidders.
COVID 19	Challenge		Project and Bid Teams have been able to adapt to video conferencing to facilitate dialogue meetings. No delay in supply chain with Bidders at present. Project Team continuing to monitor impact of any delay to programme and implications on existing supply agreements.
Engagement with end markets	In Progress	5%	Project Team beginning to develop relationships with potential end markets
Engagement with support services	In Progress	15%	Project Team beginning to engage with suppliers of support services to meet business needs (HR, payroll, ICT, workforce agencies etc) ahead of procurement of services.

Status:	Achieved	In Progress	Challenges	Not Started
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3 SITE ACTIVITY

3.1 No site activities planned.

4 BUDGET

4.1 Please see below for a summary table of spend.

Activities	Spend to Date	Budget	Status
Phase 1			
- Detailed feasibility study	£808,000	£800,000	Complete
- Financial Model			
Phase 2			
- Development of contract documentation	£1,915,416	£2,053,500 (+£397,493 contingency)	In Progress
- Procurement of contractor(s)			

- Preparation of proposed site, including planning			
Total Spend	£2,724,351	£3,250,993	

5 PLAN FOR THE NEXT THREE MONTHS

5.1 The table below provides an outline of the planned tasks for the next month.

Activity	Comments
Site Investigation	Completion of site monitoring and issue of final report
Planning permission	Outcome of planning application anticipated Autumn 2020
Dialogue	Competitive Dialogue with the selected bidders. Final tender submission scheduled mid-November, evaluation of submissions November/December
Financial Review	High level review of anticipated Bidder costs against base case and business model.
Sherbourne Recycling	Working through key activities to agree Shareholder Agreement and other activities associated with establishing Sherbourne Recycling Limited.
Engagement with support service suppliers	Project Team engagement with suppliers for business needs, e.g. HR and payroll support, ICT etc
End market engagement	Engagement with potential offtake suppliers to test assumptions (financial and compositional) made within Business Case modelling, inform design process and form future working relationships
General	Finalise contract documentation

Agenda Item No

Community and Environment Board

12 October 2020

Report of the Chief Executive

Progress Report on Achievement of Corporate Plan and Performance Indicator Targets April 2019 – March 2020

1 Summary

- 1.1 This report informs Members of the progress with the achievement of the Corporate Plan and Performance Indicator targets relevant to the Community and Environment Board for April 2019 to March 2020.

Recommendation to the Board

That Members consider the performance achieved and highlight any areas for further investigation.

2 Consultation

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

3 Background

- 3.1 This report shows the year end position with the achievement of the Corporate Plan and Performance Indicator targets for 2019/20. This is the fourth report showing the progress achieved so far during 2019/20.

4 Progress achieved during 2019/20

- ... 4.1 Attached at Appendices A and B are reports outlining the progress achieved for all the Corporate Plan targets and the performance with the local performance indicators during April 2019 to March 2020 for the Community and Environment Board.
- 4.2 Members will recall the use of a traffic light indicator for the monitoring of the performance achieved.

Red – target not achieved (shown as a red triangle)

Green – target achieved (shown as a green star)

5 Performance Indicators

- 5.1 The year end returns are subject to review by Internal Audit and therefore maybe subject to changes. Any amendments to the returns will be reported to a future meeting of the board.
- 5.2 Members are asked to note that work is underway to review and improve the performance reports following discussions at Executive Board.

6 Overall Performance

- 6.1 The Corporate Plan performance report shows that 94% of the Corporate Plan targets and 50% of the performance indicator targets have been achieved. The target for improved working with the Highways England and the Highways Authority has not been fully achieved. The performance indicators for food inspections, the net cost per swim / visit and community development related activities have not been fully achieved due to impacts from the COVID 19 related restrictions. The inspections of amenity cleaning have also not been possible due to impacts of the restrictions. The report shows that individual targets that have been classified as red or green. Individual comments from the relevant division have been included where appropriate. The table below shows the following status in terms of the traffic light indicator status:

Corporate Plan

Status	Number	Percentage
Green	17	94%
Red	1	6%
Total	18	100%

Performance Indicators

Status	Number	Percentage
Green	7	50%
Red	7	50%
Total	14	100%

7 Summary

- 7.1 Members may wish to identify any areas that require further consideration where targets are not currently being achieved.

8 Report Implications

8.1 Safer Communities Implications

8.1.1 There are Safer Communities related actions highlighted in the report including improving community life, health and well-being and adult safeguarding.

8.2 Legal and Human Rights Implications

8.2.1 The national indicators were specified by the Secretary of State for Communities and Local Government. They have now been ended and replaced by a single list of data returns to Central Government from April 2011.

8.3 Environment and Sustainability Implications

8.3.1 Improvements in the performance and quality of services will contribute to improving the quality of life within the community. There are a number of specific actions and indicators included within the report which contribute towards improving the environment and sustainability under the priority of promoting sustainable and vibrant communities.

8.4 Risk Management Implications

8.4.1 Effective performance monitoring will enable the Council to minimise associated risks with the failure to achieve targets and deliver services at the required performance level.

8.5 Equality Implications

8.5.1 There are equality related actions and indicators highlighted in the report including developing access to community services, tackling health inequalities and raising aspirations work.

8.6 Links to Council's Priorities

8.6.1 There are targets and performance indicators contributing towards the priorities of improving leisure and well-being opportunities, promoting sustainable and vibrant communities and supporting employment and businesses.

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

Background Papers

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

Background Paper No	Author	Nature of Background Paper	Date
National Indicators for Local Authorities and Local Authority Partnerships	Department for Communities and Local Government	Statutory Guidance	February 2008

Community and Environment Board 19/20									
No	Action	Priority	Reporting Officer	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Status	Direction
1	To continue to take action to reduce the Council's carbon footprint and carbon emission in the Borough, in accordance with the Climate Change Strategy and Action Plan, and to report annually in March on progress. This will include acting on any Government led initiatives for domestic properties.	Protecting our Countryside & Heritage	Richard Dobbs	A variety of measures have been put in place to reduce carbon and increase energy efficiency across the Council. A more comprehensive approach will be considered over coming quarters.	A variety of measures have been put in place to reduce carbon and increase energy efficiency across the Council. A more comprehensive approach will be considered over coming quarters.	The Council has declared a climate emergency and an action plan is being worked up for Member consideration	A report was taken to C&E Board in March setting out the next steps in the Council's approach to tackling climate change. The coronavirus pandemic has delayed progress in this area but that work can now recommence.	Green	↔
2	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	Protecting our Countryside & Heritage	Richard Dobbs	Street cleanliness was recorded at 96% in Q1 so standards remain high. Working with local parishes to tackle litter and other issues in community areas	Latest round of cleanliness surveys is currently underway.	Last round of surveys showed that cleanliness levels across the Borough have remained high at 96%	The coronavirus pandemic has reduced the availability and effectiveness of resources and necessitated operational changes in street cleansing. It has not been possible to undertake LEQS inspections in Q4	Green	↔
3	To continue to work in partnership with other agencies to tackle health inequalities and specifically to co-ordinate the sustainable implementation of the new corporate Health and Wellbeing Action Plan (2017 to 2020), including the Borough Council's active engagement in, and promotion of, the 'Year of Wellbeing' throughout 2019	Improving Leisure & Wellbeing Opportunities	Simon Powell	Through the Health and Wellbeing Working Party, work continues to be progressed in respect of the delivery of the provisions of the Health and Wellbeing Action Plan (2017 to 2020). The principal focus for 2019 is the Year of Wellbeing, in respect of which an Action Plan has been produced and upon which progress is reported to the Working Party and, in August, the C&E Board	Through the Health and Wellbeing Working Party, work continues to be progressed in respect of the delivery of the provisions of the Health and Wellbeing Action Plan (2017 to 2020). The principal focus for 2019 is the Year of Wellbeing, in respect of which an Action Plan has been produced and upon which progress has been reported to the Working Party and the C&E Board, as well as the Warwickshire North Health, Wellbeing and Integrated Care Partnership	Through the Health and Wellbeing Working Party, work continues to be progressed in respect of the delivery of the provisions of the Health and Wellbeing Action Plan (2017 to 2020). A new Action Plan is currently being developed and will be presented for the consideration of the Working Party and the C&E Board in March	Through the Health and Wellbeing Working Party, work continued to be progressed in respect of the delivery of the provisions of the Health and Wellbeing Action Plan (2017 to 2020). A new Action Plan (2020 to 2023) was developed by the Working Party and adopted by the C&E Board in March 2020	Green	↑
4	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 the long-term future of leisure facility provision in Polesworth and report on progress by March 2020	Improving Leisure & Wellbeing Opportunities	Simon Powell	Work is continuing to implement the approved outcomes of the Strategic Leisure Review, including in respect of leisure facility provision in Polesworth. In this regard, a recent meeting has been held with the Community Academies Trust. Operationally, the leisure facilities are continuing to work to the provisions of the C&E Board approved Service Improvement Plan, which has been updated for 2019 / 20	Work is continuing to implement the approved outcomes of the Strategic Leisure Review, including in respect of leisure facility provision in Atherstone and Polesworth. Operationally, the leisure facilities are continuing to work to the provisions of the C&E Board approved Service Improvement Plan and the associated set of Key Performance Indicators	Work is continuing to implement the approved outcomes of the Strategic Leisure Review, including in respect of leisure facility provision in Atherstone and Polesworth. Operationally, the leisure facilities are continuing to work to the provisions of the Member Board approved Service Improvement Plan and the associated set of Key Performance Indicators, progress against which is reported to each meeting of the C&E Board	Work continued in respect of the implementation of the approved outcomes of the Strategic Leisure Review, including in respect of leisure facility provision in Atherstone and Polesworth. Whilst operational performance within the facilities was impacted by the COVID-19 pandemic, the service continued to be developed, including in respect of the introduction of a new staff structure. A new Service Improvement Plan was approved by the C&E Board in March, but this will be amended to take account of the impact of the pandemic	Green	↑
5	Subsequent to completion of the process of external review, commence implementation of the new 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 report on progress by March 2020	Improving Leisure & Wellbeing Opportunities	Simon Powell	Work is progressing in respect of the implementation of the recently adopted Playing Pitch Strategy, including in respect of projects being undertaken with sports clubs in both Atherstone and Grendon. An extensive programme of community consultation has been arranged to advance consideration of the draft Green Space Strategy. A report on this subject will be presented to the C&E Board in October	Work is progressing in respect of the implementation of the recently adopted Playing Pitch Strategy, including in respect of projects being undertaken with sports clubs in both Atherstone and Grendon. Consultation on the new Green Space Strategy closed on 31 August. A revised draft of the Strategy will be tabled for the consideration of the Community and Environment Board in January	Work is progressing in respect of the implementation of the adopted Playing Pitch Strategy, including in respect of projects being undertaken with sports clubs in both Atherstone and Grendon. A revised draft of the Green Space Strategy will be tabled for consideration of the Community and Environment Board in January, subsequent to which a supporting Action and Funding Plan will be developed for the consideration of Members	Work is progressing in respect of the implementation of the adopted Playing Pitch Strategy, including in respect of projects being undertaken with sports clubs in both Atherstone and Grendon. A revised draft of the Green Space Strategy was adopted by the Community and Environment Board in January and the associated Action and Funding Plan was approved at Board in March 2020	Green	↑
6	In conjunction with WCC and other partners, to ensure the success of North Warwickshire's involvement in the Tour of Britain, the Velo Birmingham and Midlands event to be held in May 2019 and other similar events and initiatives within North Warwickshire, including taking account of the potential impact on local residents and the business community	Improving Leisure & Wellbeing Opportunities	Simon Powell	The externally organised 2019 Velo Birmingham and Midlands event was held in May. The Men's Tour of Britain will be held in September and will pass through the Borough. Officers are working with the event organisers and the County Council to ensure its smooth operation. The Authority is using the Tour of Britain to involve schools and the local community as part of the Year of Wellbeing. In a wider context, North Warwickshire is continuing to be promoted as a cycling destination	The externally organised 2019 Velo Birmingham and Midlands event was held in May. The Men's Tour of Britain smoothly passed through the Borough in September. The Authority used the Tour of Britain to engage with schools and the local community as part of the Year of Wellbeing. In a wider context, North Warwickshire is continuing to be promoted as a cycling destination	The externally organised 2019 Velo Birmingham and Midlands event was held in May. The Men's Tour of Britain smoothly passed through the Borough in September. The Authority used the Tour of Britain to engage with schools and the local community as part of the Year of Wellbeing. In a wider context, North Warwickshire is continuing to be promoted as a cycling destination	The externally organised 2019 Velo Birmingham and Midlands event was held in May. The Men's Tour of Britain smoothly passed through the Borough in September. The Authority used the Tour of Britain to engage with schools and the local community as part of the Year of Wellbeing	Green	↑
7	To carry out the Council's obligations as a member of the Local Safeguarding Partnership, including those relating to the Child Protection Policy and, where appropriate, to co-ordinate all related activity alongside the need to safeguard adults and other vulnerable people in the community and to report on progress by March 2020.	Creating Safer Communities	Simon Powell	The Borough Council continues to carry out its obligations as a member of the WSCB, including in respect of delivery of its own Child Protection Policy. A joint Child Protection and Adult Safeguarding Policy is currently being produced for the consideration of the Executive Board in September	The new Safeguarding Partnership Arrangements (for Children, Young People and Adults) came into effect on 29 September. A joint child protection and adult safeguarding policy was approved by the Executive Board in September	The new Safeguarding Partnership Arrangements (for Children, Young People and Adults) came into effect in September 2019. A joint Child Protection and Adult Safeguarding Policy was approved by the Executive Board in September 2019, the provisions of which are being disseminated to staff throughout the Authority	The new Safeguarding Partnership Arrangements (for Children, Young People and Adults) came into effect in September 2019. The Borough Council is closely engaged with Warwickshire Safeguarding. A joint Child Protection and Adult Safeguarding Policy was approved by the Executive Board in September 2019, and staff are working to the associated provisions	Green	↑

No	Action	Priority	Reporting Officer	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Status	Direction
8	To continue 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 use of in-cab technology can support more efficient service delivery by October 2019	Promoting Sustainable & Vibrant Communities	Richard Dobbs	Consultants have finalised a review on kerbside recycling options with a view to simplifying collection operations and increasing participation levels. A full report is being prepared on the report's findings for C&E Board	The Council moves to a fully commingled service on 4th November, 2019 which is expected to realise efficiencies and improvements to the Council's recycling rate while making the service easier for residents.	The full commingling service is now in operation and the transition from dual-stream went well. The impact of the service change will be monitored and reported to C&E Board	The refuse & recycling services continue to perform well with improvements in recycling rate, fewer missed bins and lower amounts of residual waste in 2019/20. Towards the end of Q4, the coronavirus pandemic began to have a significant impact on the Council's R&R services.	Green	↔
9	In partnership with the Local Action Group and Hinckley & Bosworth Borough Council, to continue to ensure the successful delivery of the LEADER programme (2015 to 2020) in accordance with the priorities identified in the approved Local Development Strategy and Business Plan and report on progress by March 2020	Supporting Employment & Business	Simon Powell	Work is continuing in respect of the delivery of the approved LEADER programme, which has now closed for the receipt of new funding applications.	The LEADER programme has committed all of the available funds, including an additional sum allocated to the programme by the Rural Payments Agency (RPA). An external consultant has been appointed to complete an appraisal of the programme, the outcome of which will be reported to Members. A celebratory event is being planned to mark the end of the programme	The LEADER programme has committed all of the available funds, including an additional sum allocated to the programme by the Rural Payments Agency (RPA). An external consultant is currently completing an appraisal of the programme, the outcome of which will be reported to Members. A celebratory event will be held on 30 January 2020	The LEADER programme has committed all of the available funds, including an additional sum allocated to the programme by the Rural Payments Agency (RPA). A successful celebration event took place in January. An external consultant completed a positive appraisal of the Programme, the outcome of which was reported to Members in March 2020.	Green	↑
10	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 impacted by providing support and advice and to report on progress by March 2020	Promoting Sustainable & Vibrant Communities	Sue Garner	The roll out of Universal Credit continues but has slowed down to allow modifications to be made to the existing scheme to help its successful roll out that is not now due to be completed until 2023. The responsibility to deliver assisted support to help customers make Universal Credit claims transferred to the Local Citizens Advice from April 2019 so we do not have any data that indicates the level of support being required by customers. The Community Services Division continue to work very closely with Housing colleagues alongside Ediblelinks to ensure proactive support is being delivered in an attempt to ensure the impact on rent and council tax collection is minimised	The roll out of Universal Credit is still on a slowdown until March 2020 to allow modifications to be made to the existing scheme. The responsibility to deliver assisted support to help customers make Universal Credit claims transferred to the Local Citizens Advice from April 2019 so we no longer have any data that indicates the level of support being required by customers.	The roll out of Universal Credit continues, it has recently been announced that the Live roll out will now not be until 2024. The responsibility to deliver assisted support to help customers make Universal Credit claims still lies with the Local Citizens Advice, so we no longer have any data that indicates the level of support being required by customers.	The roll out is continuing to be slow in general, however with the COVID-19 crisis there has been a significant increase in customers making a claim for UC which has put extra pressure on the team	Green	↔
11	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.	Protecting our Countryside & Heritage	Richard Dobbs	Work in this area remains hit & miss. Lane closures have been successfully shared along the A5 in recent weeks, but there have been persistent communication issues with Highways England which officers are trying to resolve	Work continues with Highways England to improve communication and access to shared road closures, but more needs to be done to ensure consistency and that NWBC is able to take advantage of night time closures	The increasing use of night works by Highways England has meant sharing closures is more difficult but daytime closures are used wherever practicable	The continuing use of night closures has made it difficult to share road space on the main highway network	Red	↔
12	In order to promote and support community life, the Borough Council:- 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 in March on progress.	Promoting Sustainable & Vibrant Communities	Steve Maxey/Sue Garner/Simon Powell	A number of honesty shops and eating projects are operating out of a number of regional community hubs being delivered by Ediblelinks in partnership with the Council to address health and financial inclusion related issues. The hope is that other County and Health agencies alongside the Community Services Division will take a more proactive presence in delivering outreach work to support communities locally but the resources to deliver this model to improve access and services will need a review by December to ensure it can be delivered in line with future resources	A number of honesty shops and eating projects are operating out of a number of regional community hubs being delivered by Ediblelinks in partnership with the Council to address health and financial inclusion related issues. The hope is that other County and Health agencies alongside the Community Services Division will take a more proactive presence in delivering outreach work to support communities locally but the resources to deliver this model to improve access and services will need a review by December to ensure it can be delivered in line with future resources	A number of honesty shops and eating projects, being delivered in partnership with Ediblelinks, are operating out of community hubs. These honesty shops are helping to address financial inclusion and health and wellbeing-related issues. The hope is that other County and Health agencies, alongside the Community Services Division, will take a more proactive role in delivering outreach work to support local communities	A number of honesty shops and eating projects, being delivered in partnership with Ediblelinks, are operating out of community hubs. These honesty shops are helping to address financial inclusion and health and wellbeing-related issues. The hope is that other County and Health agencies, alongside the Community Services Division, will take a more proactive role in delivering outreach work to support local communities	Green	↑
	b) Will continue to implement the revised and focussed way of working in Community Development, through which activity will be targeted in locations determined by Members (Atherstone/Mancetter, Dordon and 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 2020	Promoting Sustainable & Vibrant Communities	Steve Maxey/Sue Garner/Simon Powell	The Board approved approach to targeted Community Development activity is continuing to be advanced, in conjunction with local residents, in the communities of Atherstone / Mancetter, Dordon and Arley and Whitacre. A progress report on this undertaking will be presented to the C&E Board at its meeting to be held in October	The Board approved approach to targeted Community Development activity is continuing to be advanced, in conjunction with local residents in the communities of Atherstone / Mancetter, Dordon and Arley / Whitacre. A progress report was presented to, and endorsed by, the C&E Board in October. Related case studies are being prepared for the further consideration of the Board in January	The Board approved approach to targeted Community Development activity is continuing to be advanced, in conjunction with local residents in the communities of Atherstone / Mancetter, Dordon and Arley / Whitacre. A progress report was presented to, and endorsed by, the C&E Board in October. A supplementary report, which will include case studies of local development work, is being prepared for the further consideration of the Board	The Board approved approach to targeted Community Development activity is continuing to be advanced, in conjunction with local residents in the communities of Atherstone / Mancetter, Dordon and Arley / Whitacre. A progress report was presented to, and endorsed by, the C&E Board in October. A supplementary report, which included case studies of local development work, was considered and approved by the Board in March 2020	Green	↑

No	Action	Priority	Reporting Officer	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Status	Direction
13	To report in March 2020 on the work of the local Financial Inclusion Partnership including, for 2018/19, to advise on actions and initiatives undertaken to mitigate 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	Promoting Sustainable & Vibrant Communities	Sue Garner	The next meeting of this group is proposed to take place by August. Its agenda will be aligned to the work streams adopted at a recent County Council organised workshop attended by public and third sector partners. The pace of welfare reforms has slowed with the decision to delay the roll out of Universal Credit. The Council continues to deliver its holistic financial and well being approach to support its customers with meeting its everyday bills	The council continues to deliver a holistic approach to delivering financial assistance to its customers	The council continues to deliver a holistic approach to delivering financial assistance to its customers. The FIP has extended its financial support by a further 3 months while reviewing the work being undertaken.	FIP funding has ended, but the Authority has decided to extend funding to continue the good work for a further 12 months. COVID-19 has had a significant impact on this area	Green	↑
14	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 2020	Promoting Sustainable & Vibrant Communities	Sue Garner	This work continues in line with the Financial Inclusion approach adopted by the Council that has been highlighted as National best practice by both our peers, the Money Advice Service and Cabinet Office in the last 12 months. Reports as appropriate will be taken reporting on progress made as advised	This is a continuing project in partnership with WCC. CFISO approach continues to show best practice as highlighted nationally. Project due to be reviewed in Q4.	This is an ongoing project with WCC. The CFISO approach continues to show best practice. Project due to be reviewed in Q4.	This project has come to an end, but we are still continuing the work within our district and supporting the costs from within the Benefit team	Green	↑
15	To carry out the Council's obligations as a member of the Warwickshire Safeguarding Adults Board.	Creating Safer Communities	Angela Coates	Further training for staff has been delivered. The arrangements for safeguarding have recently been reviewed with the establishment of an Executive Board and extended arrangements for partners.	The new joint policy for safeguarding has been agreed by the C&E Board and the new Countywide arrangements are in place from September 2019.	The new Safeguarding Partnership Arrangements (for Children, Young People and Adults) came into effect in September 2019. A joint Child Protection and Adult Safeguarding Policy was approved by the Executive Board in September 2019, the provisions of which are being disseminated to staff throughout the Authority	Complete for 2019/2020	Green	↑
16	To explore ways in which the waste management MRF service can operate more efficiently and cost-effectively through a more strategic and co-ordinated approach across the sub-region, especially through the development of sub-regional infrastructure to manage waste by June 2019	Promoting Sustainable & Vibrant Communities	Richard Dobbs	Work on the sub-regional MRF project is proceeding well. The number of potential and committed partners is growing and the cost/benefit analysis looks strong at this stage. A full series of presentations and reports will go to Boards in September	NWBC has now committed to the MRF project as a full partner. JWA(2) has been signed by NWBC, CC, SMBC, NBBC, RBC, Walsall Council & SDC. The procurement process has started	The MRF Project is progressing well with procurement, site preparation and pre-planning work well under way. Update reports are taken regularly to C&E Board	This project continues to make good progress. Procurement, planning, financial & legal work and site preparation are all on track. The project continues to be on schedule and within budget	Green	↔
17	To investigate and implement ways to improve the efficiency of the street cleaning service and target cleaning operations more effectively by October 2019	Protecting our Countryside & Heritage	Richard Dobbs	Officers are investigating ways to strengthen staff resourcing across the division's workforce to reduce the reliance on agency staff which should improve performance and resilience in a number of key areas	Options to reduce reliance on agency staff across the Streetscape division are being explored in order to increase performance and resilience across front-line services	Staff recruitment is currently underway to reduce the service's reliance on agency staff and increase service resilience	Vacancies within the streets and grounds team have been filled so the service is less reliant on agency staff leading to greater operational stability	Green	↔

NWPI Community & Environment Board 19/20

Ref	Description	Section	Priority	Year End Target	Outturn 2018/19	Jan-Mar	Traffic Light	Direction of Travel	Comments
NWLPI 007	The percentage of food premises inspections that should have been carried out that were carried out for high risk premises.	Env Health (C, L & HP)	Health and Well-being	100	100	99	Red	↓	Due to COVID-19 food inspection were suspended before they could all be completed
NWLPI 157	The percentage of food premises interventions that should have been carried out that were carried out for low risk premises	Env Health (C, L & HP)	Health and Well-being	100	100	94	Red	↓	Due to COVID-19 food inspection were suspended before they could all be completed
NWLPI 085	Swimming pools and sports centres: The net cost per swim/visit	Leisure Facilities	Health and Well-being	0.84	0.93	1.66	Red	↓	Whilst previously reported concerns about the level of health and fitness and gymnastics income contributed to the end of year performance, the early closure of the leisure facilities due to the COVID-19 pandemic led to the direction of travel in the final quarter (which is usually a strong period for the service)
NWLPI 086	Leisure Centres - Total income per visit	Leisure Facilities	Health and Well-being	3.31	3.09	3.33	Green	↑	Despite the lower than anticipated number of visits (which was adversely affected by the early closure of the leisure facilities), the relationship between visits and income receipts remained strong. Hence the year end position
NWLPI 119	Number of collections missed per 100,000 collections of household waste (former BV88)	Refuse & Recycling	Recycling	125	41.85	35.83	Green	↑	
@NW:NI192	The percentage of household waste arisings which have been sent by the Authority for reuse, recycling, composting or treatment by anaerobic digestion.	Refuse & Recycling	Recycling	45	47.91%	48.35%	Green	↑	
@NW:NI195a	The percentage of relevant land and highways that is assessed as having deposits of litter that fall below an acceptable level. Only the level of litter is monitored and excludes detritus	Streetscape	Environment	5	7%	See comments	N/A	N/A	Unfortunately due to covid-19 and staff resource issues related to Covid-19 no inspections were completed.
New	Average Time Taken to Remove Fly-tipping	Streetscape	Environment	2	1.05	1.02	Green	↑	
New	Number of Borough Council led activities	Community Development	Health & Well-being	30	New KPI for 2019 / 20	38	Green	↑	
New	Number of people who attended Borough Council led activities	Community Development	Health & Well-being	7,000	New KPI for 2019 / 20	6,571	Red	↓	The COVID-19 pandemic restricted the number of Borough Council led activities in quarter 4, which also impacted on the number of attendees. Performance in the previous quarters had been strong
New	Number of co-led activities (those activities that are delivered with the community)	Community Development	Health & Well-being	20	New KPI for 2019 / 20	15	Red	↓	The COVID-19 pandemic restricted the anticipated number of co-led activities during quarter 4

Ref	Description	Section	Priority	Year End Target	Outturn 2018/19	Jan-Mar	Traffic Light	Direction of Travel	Comments
New	Number of people who attended co-led activities	Community Development	Health & Well-being	500	New KPI for 2019 / 20	693	Green	↑	
New	Number of community led activities	Community Development	Health & Well-being	15	New KPI for 2019 / 20	26	Green	↑	
New	Number of discovered people (those members of the community who are engaged to lead on local activity)	Community Development	Health & Well-being	50	New KPI for 2019 / 20	40	Red	↓	The COVID-19 pandemic restricted the level of pre-planned community engagement activity undertaken during quarter 4, which undoubtedly affected the number of "discovered people"
NWLPI 111 Annual	% of Play Areas meeting BS/EN and DDA standards	Landscape Management	Health & Well-being	100	97.00%	97%	Red	↔	No change from last year. Brendon Close play area is still to be removed

Agenda Item No 12

Community and Environment Board

12 October 2020

Report of the Chief Executive

Progress Report on Achievement of Corporate Plan and Performance Indicator Targets April – June 2020

1 Summary

- 1.1 This report informs Members of the progress with the achievement of the Corporate Plan and Performance Indicator targets relevant to the Community and Environment Board for April to June 2020.

Recommendation to the Board

That Members consider the performance achieved and highlight any areas for further investigation.

2 Consultation

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

3 Background

- 3.1 This report shows the first quarter position with the achievement of the Corporate Plan and Performance Indicator targets for 2020/21. This is the first report showing the progress achieved so far during 2020/21.

4 Progress achieved during 2020/21

- 4.1 Attached at Appendices A and B are reports outlining the progress achieved for all the Corporate Plan targets and the performance with the local performance indicators during April to June 202/210 for the Community and Environment Board.

- 4.2 Members will recall the use of a traffic light indicator for the monitoring of the performance achieved.

Red – target currently not being achieved (shown as a red triangle)

Amber – target currently behind schedule and requires remedial action to be achieved (shown as an amber circle)

Green – target currently on schedule to be achieved (shown as a green star)

5 Performance Indicators

- 5.1 Members will be aware that national indicators are no longer in place and have been replaced by national data returns specified by the government. Some previous national and best value indicators have been kept as local indicators as they are considered to be useful in terms of managing the performance of our service delivery corporately.
- 5.2 The current national and local performance indicators have been reviewed by each division and Management Team for monitoring for the 2020/21. Members are asked to note that work is underway to review and improve the performance reports following discussions at Executive Board.

6 Overall Performance

- 6.1 The Corporate Plan performance report shows that 58% of the Corporate Plan targets and 21% of the performance indicator targets are currently on schedule to be achieved. The report shows that individual targets that have been classified as red, amber or green. Individual comments from the relevant division have been included where appropriate. The table below shows the following status in terms of the traffic light indicator status:

Corporate Plan

Status	Number	Percentage
Green	14	58%
Amber	10	42%
Red	0	0%
Total	24	100%

Performance Indicators

Status	Number	Percentage
Green	3	21%
Amber	0	0%
Red	11	79%
Total	14	100%

7 Summary

- 7.1 Members may wish to identify any areas that require further consideration where targets are not currently being achieved.

8 Report Implications

8.1 Safer Communities Implications

8.1.1 There are a number of Safer Communities related actions highlighted in the report including improving community life, health and well-being and adult safeguarding.

8.2 Legal and Human Rights Implications

8.2.1 The national indicators were specified by the Secretary of State for Communities and Local Government. They have now been ended and replaced by a single list of data returns to Central Government from April 2011.

8.3 Environment and Sustainability Implications

8.3.1 Improvements in the performance and quality of services will contribute to improving the quality of life within the community. There are a number of specific actions and indicators included within the report which contribute towards improving the environment and sustainability under the priority of promoting sustainable and vibrant communities.

8.4 Risk Management Implications

8.4.1 Effective performance monitoring will enable the Council to minimise associated risks with the failure to achieve targets and deliver services at the required performance level.

8.5 Equality Implications

8.5.1 There are a number of equality related actions and indicators highlighted in the report including developing access to community services, tackling health inequalities and raising aspirations work.

8.6 Links to Council's Priorities

8.6.1 There are a number of targets and performance indicators contributing towards the priorities of improving leisure and well-being opportunities, promoting sustainable and vibrant communities and supporting employment and businesses.

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

Background Papers

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

Background Paper No	Author	Nature of Background Paper	Date
National Indicators for Local Authorities and Local Authority Partnerships	Department for Communities and Local Government	Statutory Guidance	February 2008

Community and Environment Board 20/21							
New No	Action	Priority	Board	Reporting Officer	Quarter 1	Status	Direction
19	To carry out the Council's obligations as a "relevant agency" and partner within Warwickshire Safeguarding, including those relating to the implementation of the Authority's Child Protection and Safeguarding Vulnerable Adults Policy, and to report on progress by March 2021.	Creating Safer Communities	Community & Environment Board	Simon Powell/Angela Coates	The Borough Council is closely engaged with Warwickshire Safeguarding and is undertaking its obligations as a "Relevant Agency" and partner. The Authority is also implementing the provisions of its Safeguarding Policy, which was approved by the Executive Board in September 2019	Green	↑
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	Protecting our Countryside & Heritage	Community & Environment Board	Richard Dobbs	Although inspections have been delayed due to coronavirus, street cleaning operations have continued as usual in most areas with some operational changes due to the pandemic restrictions	Amber	↔
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	Protecting our Countryside & Heritage	Community & Environment Board	Richard Dobbs	Work on reviewing enforcement will be undertaken later in the year	Amber	↓
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)	Protecting our Countryside & Heritage	Community & Environment Board	Richard Dobbs	Partnership working has been difficult in recent months with access to night-time lane closures problematic due to staff working patterns	Amber	↓
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 report on progress by March 2021	Improving Leisure & Wellbeing Opportunities	Community & Environment Board	Simon Powell	Work has continued in respect of the implementation of the approved outcomes of the Strategic Leisure Review, including in respect of the long-term future of leisure facility provision in Atherstone, Coleshill and Polesworth	Green	↔
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 report on progress by March 2021	Improving Leisure & Wellbeing Opportunities	Community & Environment Board	Simon Powell	Work is progressing in respect of the implementation of the adopted Green Space and Playing Pitch Strategies, including in respect of projects being undertaken with sports clubs in both Atherstone and Grendon, the Management Plan for Abbey Green Park, Polesworth, and the further evolution of the Play Area Development Programme	Green	↑

New No	Action	Priority	Board	Reporting Officer	Quarter 1	Status	Direction
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. Report progress to each Health and Wellbeing Board	Improving Leisure & Wellbeing Opportunities	Community & Environment Board	Simon Powell	A new Health and Wellbeing Action Plan (2020 to 2023) has been developed by the Health and Wellbeing Working Party and was approved by the C&E Board in March 2020, subsequent to which its provisions are being advanced through work being undertaken across the Authority. This work was reported to a meeting of the Working Party held in July	Green	↑
35	In conjunction with WCC and other partners, to ensure the success of North Warwickshire's 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	Improving Leisure & Wellbeing Opportunities	Community & Environment Board	Simon Powell	All national cycling events due to impact upon the Borough were cancelled in 2020 due to the COVID-19 pandemic	Amber	↓
36 (a)	In order to promote, support and strengthen community life (including new communities formed by housing growth), the Borough Council:- 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 in March on progress. Priorities will be formed by Partnership Day 13 and include emerging issues such as climate change, as well as ongoing economic priorities	Promoting Sustainable & Vibrant Communities	Community & Environment Board	Steve Maxey	The Partnership Day event was cancelled in 2020 due to the COVID 19 pandemic	Amber	↓
36 (b)	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 and 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	Promoting Sustainable & Vibrant Communities	Community & Environment Board	Simon Powell	The Board approved approach to targeted Community Development activity is continuing to be advanced, in conjunction with local residents in the communities of Atherstone / Mancetter, Dordon and Arley / Whitacre. In addition, significant work has been undertaken with community and voluntary sector organisations across the Borough in support of the corporate response to the COVID-19 pandemic	Green	↑
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 use of in-cab technology can support more efficient service delivery by October 2020	Promoting Sustainable & Vibrant Communities	Resources Board Community and Environment Board	Richard Dobbs	In-cab technology solutions are being reviewed in-line with existing route optimisation technology	Green	↑
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	Promoting Sustainable & Vibrant Communities	Community & Environment Board	Richard Dobbs	In-cab and route optimisation IT will assist in the review of R&R service delivery over the coming months	Green	↔

New No	Action	Priority	Board	Reporting Officer	Quarter 1	Status	Direction
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	Promoting Sustainable & Vibrant Communities	Community & Environment Board	Richard Dobbs/Sue Garner	The procurement process is progressing	Green	↔
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 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	Promoting Sustainable & Vibrant Communities	Community & Environment Board	Sue Garner	Planned for later in the year.	Green	↔
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	Promoting Sustainable & Vibrant Communities	Community & Environment Board	Sue Garner	The responsibility to deliver assisted support to help customers make Universal Credit claims transferred to the Local Citizens Advice from April 2019. However we continue to support residents by providing advice and support as required.	Green	↔
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	Promoting Sustainable & Vibrant Communities	Community & Environment Board	Sue Garner	The Council has operated a Shielding Hub during the pandemic and has also supported a number of community organisations with food related projects. Work with Edible Links has also continued.	Green	↑
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 report on progress by March 2021	Supporting Employment & Business	Community & Environment Board	Simon Powell	The LEADER programme has committed all of the available funds, including an additional sum allocated to the programme by the Rural Payments Agency (RPA). As the Accountable Body, the Authority is continuing to manage the programme through to a successful conclusion	Green	↑
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	Supporting Employment & Business	Community & Environment Board	Richard Dobbs	Work on CPE is ongoing in partnership with WCC with implementation anticipated no later than 1st November 2021.	Green	↑

New No	Action	Priority	Board	Reporting Officer	Quarter 1	Status	Direction
56	Audit the Council's current carbon emissions and measures already in place to address climate change	Tackle Climate Change	Community & Environment Board	Richard Dobbs	Covid-19 has disrupted this work but it will begin again over the coming weeks and months	Amber	↓
57	Develop an action plan by July 2020 to reduce the Council's net carbon emissions to a sustainable level	Tackle Climate Change	Community & Environment Board	Richard Dobbs	Covid-19 has disrupted this work but it will begin again over the coming weeks and months	Amber	↓
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	Tackle Climate Change	Community & Environment Board	Richard Dobbs	Covid-19 has disrupted this work but it will begin again over the coming weeks and months	Amber	↓
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	Tackle Climate Change	Community & Environment Board	Richard Dobbs	Covid-19 has disrupted this work but it will begin again over the coming weeks and months	Amber	↓
60	Encourage cycling and walking in order to reduce air pollution and climate change impacts of other modes of transport	Tackle Climate Change	Community & Environment Board	Richard Dobbs	Covid-19 has disrupted this work but it will begin again over the coming weeks and months	Amber	↓
61	Monitor and improve air quality in North Warwickshire, in line with Air Quality SPD	Tackle Climate Change	Community & Environment Board	Richard Dobbs	This work continues	Green	↔

NWPI Community & Environment Board 20/21

Ref	Description	Section	Priority	Year End Target 2020/21	Outturn 2019/	April - Jun Performance	Traffic Light	Direction of Travel	Comments
NWLPI 007	The percentage of food premises inspections that should have been carried out that were carried out for high risk premises.	Env Health (C, L & HP)	Health and Well-being	100	99	0	Red	↓	Due to Coronavirus pandemic no food inspection have been carried out. Inspections will resume as soon as possible.
NWLPI 157	The percentage of food premises interventions that should have been carried out that were carried out for low risk premises	Env Health (C, L & HP)	Health and Well-being	100	94	0	Red	↓	Due to Coronavirus pandemic no food inspection have been carried out. Inspections will resume as soon as possible.
NWLPI 085	Swimming pools and sports centres: The net cost per swim/visit	Leisure Facilities	Health and Well-being	0.84	1.66	Nil Return	Red	↓	The Leisure Facilities have been closed from 21 March to 25 July due to the COVID-19 pandemic, as a consequence there has been very little income and very few visits (the Bloods Service has operated from the Memorial Hall). The lack of visits and income for at least a third of the year will affect this performance indicator throughout 2020 / 21
NWLPI 086	Leisure Centres - Total income per visit	Leisure Facilities	Health and Well-being	3.31	3.33	Nil Return	Red	↓	The Leisure Facilities have been closed from 21 March to 25 July due to the COVID-19 pandemic, as a consequence there has been very little income and very few visits (the Bloods Service has operated from the Memorial Hall). It remains to be seen how the pandemic will affect membership numbers and visits for the remainder of the year and, therefore, how it will impact on this performance indicator throughout 2020 / 21
NWLPI 119	Number of collections missed per 100,000 collections of household waste (former BV88)	Refuse & Recycling	Recycling	125	35.83	29.77	Green	↑	
@NW:NI192	The percentage of household waste arisings which have been sent by the Authority for reuse, recycling, composting or treatment by anaerobic digestion.	Refuse & Recycling	Recycling	45	48.35%	47.19%	Green	↓	
@NW:NI195a	The percentage of relevant land and highways that is assessed as having deposits of litter that fall below an acceptable level. Only the level of litter is monitored and excludes detritus	Streetscape	Environment	5	Not completed	Due to COVID-19 no inspections	Red	↓	Due to staffing and work capacity issues no inspections have taken place.
New	Average Time Taken to Remove Fly-tipping	Streetscape	Environment	2	1.02	1.47	Green	↓	
New	Number of Borough Council led activities	Community Development	Health & Well-being	30	38	0	Red	↓	The COVID-19 pandemic resulted in there being no direct Community Development led activity in Q1
New	Number of people who attended Borough Council led activities	Community Development	Health & Well-being	7,000	6,571	0	Red	↓	The COVID-19 pandemic resulted in there being no direct Community Development led activity in Q1

Ref	Description	Section	Priority	Year End Target 2020/21	Outturn 2019/	April - Jun Performance	Traffic Light	Direction of Travel	Comments
New	Number of co-led activities (those activities that are delivered with the community)	Community Development	Health & Well-being	20	15	0	Red	↓	The COVID-19 pandemic resulted in there being no co-led Community Development activity in Q1
New	Number of people who attended co-led activities	Community Development	Health & Well-being	500	693	0	Red	↓	The COVID-19 pandemic resulted in there being no co-led Community Development activity in Q1
New	Number of community led activities	Community Development	Health & Well-being	15	26	0	Red	↓	The COVID-19 pandemic resulted in there being no community led Community Development activity in Q1
New	Number of discovered people (those members of the community who are engaged to lead on local activity)	Community Development	Health & Well-being	50	40	0	Red	↓	The absence of Community Development activity meant that there were no "discovered people" in Q1, although high levels of community engagement and leadership were evident throughout the COVID-19 pandemic