

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

**(Councillors Bell, Deakin, Downes, Gosling M  
Humphreys, Lebrun, Lees, Moss, H Phillips,  
Rose, Singh, 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](mailto:democraticservices@northwarks.gov.uk).

For enquiries about specific reports please contact the officer named in the reports.

The agenda and reports are available in large print and electronic accessible formats if requested.

## **COMMUNITY AND ENVIRONMENT BOARD AGENDA**

**6 August 2019**

The Community and Environment Board will meet in The Committee Room, The Council House, South Street, Atherstone on **Tuesday** 6 August 2019, at 6.30pm.

### **AGENDA**

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

4 **Public Participation**

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

5 **Minutes of the meeting of the Board held on 11 June 2019** – copies herewith, to be approved and signed by the Chairman.

**PUBLIC BUSINESS  
(WHITE PAPERS**

6 **The Unauthorised Deposit of Waste (Fixed Penalties) Regulations 2016** - Report of the Corporate Director – Environment

**Summary**

The report seeks to increase the levels of fine to be attached to fixed penalty notices for fly tipping offences.

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

7 **Budgetary Control Report 2019/20 Period Ended 30 June 2019** - Report of the Corporate Director – Resources

**Summary**

The report covers revenue expenditure and income for the period from 1 April 2019 to 30 June 2019. The 2019/2020 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).

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

**Summary**

Appended to this report, for Members' consideration, are copies of the Service Improvement Plan (SIP) and the associated set of key performance indicators (KPIs), detailing activity through to the end of June 2019, through which the

Board has agreed to monitor the operational and financial performance of the leisure facilities at each of its meetings.

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

9 **Community Development Update** - Report of the Director of Leisure and Community Development

**Summary**

This report outlines the progress that the Authority's Community Development section has made since the targeted approach to its work was agreed by the Board in July 2015 and, again, in January 2017, the context for which was provided by a "light touch" review undertaken by external consultants.

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

10 **2019 Year of Wellbeing** - Report of the Director of Leisure and Community Development

**Summary**

The 2019 Year of Wellbeing is a Coventry and Warwickshire-wide programme, the intention of which is to encourage people to take personal responsibility, early action and self-help in improving individual health and wellbeing. This report outlines the work undertaken by the Borough Council in support of the campaign and provides the Board with an opportunity to shape related activity during what remains of the programme.

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

11 **Minutes of the meeting of the Health and Wellbeing Working Party** held on 19 June 2019 - copies herewith.

12 **Kerbside Recycling Service** – Report of the Director of Streetscape

**Summary**

This report presents Members with a report prepared by consultants on the technical, economic and environmental implications of changing the Council's kerbside recycling service from the current dual-stream system to a fully commingled operation. Based on the findings of the report and the Council's own cost benefit analysis, this report recommends that the Council moves to a fully commingled kerbside service as soon as practicable.

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

- 13 **Progress Report on Achievement of Corporate Plan and Performance Indicator Targets April to June 19** – Report of the Acting Chief Executive

### **Summary**

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

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

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

### **Recommendation**

**That under Section 110A(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 they involve the likely disclosure of exempt information as defined by Schedule 12A to the Act.**

## **EXEMPT INFORMATION (GOLD PAPERS)**

- 15 **Leisure Facilities – Staff Structure Review** – Report of the Director of Leisure and Community Development.

STEVE MAXEY  
Acting Chief Executive

## NORTH WARWICKSHIRE BOROUGH COUNCIL

### MINUTES OF THE COMMUNITY AND ENVIRONMENT BOARD

11 June 2019

Present: Councillor Bell in the Chair.

Councillors D Clews, Deakin, Downes, Gosling, M Humphreys, Macdonald, H Phillips, Singh, Symonds and A Wright.

Apologies for absence were received from Councillors Lees, Lebrun (Substitute Councillor Macdonald), Moss (Substitute Councillor Clews), Rose, Smith (Substitute Councillor Symonds).

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

Councillor Downes declared a non-pecuniary interest in Minute No 6 (Minutes of the Health and Wellbeing Working Party meeting held on 24 April 2019) by reason of being a member of the Joint Negotiating Committee of the George Eliot Hospital.

#### 2 **Minutes of the meeting of the Board held on 11 March 2019**

The minutes of the meeting held on 11 March 2019, copies having been previously circulated, were approved as a correct record and signed by the Chairman.

#### 3 **Update on Supplementary Garden Waste Collections**

The Director of Streetscape updated Members on the Council's supplementary garden waste collection service which came into effect on 1 June 2019.

**Resolved:**

**That the report be noted.**

#### 4 **Leisure Facilities – Bank Holiday Promotional Day – 26 August 2019**

The Director of Leisure and Community Development updated the Board on the programme arrangements for the Bank Holiday promotional day to be held within the leisure facilities on 26 August 2019.

**Resolved:**

**That the programme arrangements for the Bank Holiday promotional day to be held within the Borough Council's leisure facilities on 26 August 2019, be noted.**

**5 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), through which the Board monitored the operational and financial performance of the leisure facilities at each of its meetings throughout 2018/19. In addition, a revised SIP and set of KPIs for the 12 months period commencing in April 2019, were submitted for Members' consideration and approval.

**Resolved:**

- a That the progress made against the requirements identified in the approved 2018/19 Leisure Facilities Service Improvement Plan and the associated set of key indicators through which operational and financial performance was monitored be noted; and**
- b That the Service Improvement Plan and Key Performance Indicators through which operational and financial performance will be monitored through to March 2020 be approved.**

**6 Minutes of the Health and Wellbeing Working Party Meeting Held on 24 April 2019**

The minutes of the Health and Wellbeing Working Party meeting held on 24 April 2019 were received and noted.

**Resolved:**

**That membership of the Health and Wellbeing Working Party comprise Councillors Bell, Chambers, D Clews, Deakin, Downes, M Humphreys, Lebrun and Macdonald.**

**7 Progress Report on Achievement of Corporate Plan and Performance Indicator Targets April 2018 – March 2019**

The Acting Chief Executive informed Members of the progress with the achievement of the Corporate Plan and Performance Indicator targets relevant to the Community and Environment Board for April 2018 to March 2019.

**Resolved:**

**That the report be noted.**

Margaret Bell  
Chairman

## Agenda Item No 6

### Community and Environment Board

6 August 2019

#### Report of the Corporate Director - Environment

#### The Unauthorised Deposit Of Waste (Fixed Penalties) Regulations 2016

### 1 Summary

- 1.1 The report seeks to increase the levels of fine to be attached to fixed penalty notices for fly tipping offences.

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

**That the fixed penalty payable for a fly tipping offence be increased to £400 or £300 if the penalty is paid before the end of ten days following the date of the notice.**

### 2 Consultation

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

### 3 Report

- 3.1 At its meeting of 17 July 2017 your Board agreed to introduce fixed penalty notices (FPNs) in respect of less serious fly tipping offences rather than prosecuting the perpetrator of the offence.
- 3.2 The use of FPNs is just one part of an action plan has been prepared which reflects the multi-agency approach that is being taken by the Council together with Warwickshire County Council, Warwickshire Police, Warwickshire Fire and Rescue Service and Parish and Town Councils
- 3.3 The Regulations allow local authorities to set the level of the fixed penalty within a range of not less than £150 and not more than £400. They also allow the authority to regard the penalty as having been paid if a lesser amount of not less than £120 is paid before the end of ten days following the date of the notice.
- 3.4 At the meeting the level of fixed penalty was set at £200 or £120 if paid within ten days of the date of the notice.

- 3.5 The impact of the introduction of the notices has not been as great as had been hoped and incidents of fly tipping continue to increase. It has also been noted that most other local authorities have set their penalties at the top end of the range.
- 3.6 As part of a further attempt to reduce the problem of fly tipping it is proposed that the fixed penalty payable for a fly tipping offence be increased to £400 or £300 if the penalty is paid before the end of ten days following the date of the notice.
- 3.7 The Board are requested to agree the levels of fine recommended.
- 3.8 The increase, if agreed, will be advertised by means of social media, press release, 'North Talk', and on Council vehicles to raise awareness as much as possible.

#### **4 Report Implications**

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

- 4.1.1 The income from FPNs is retained by the Council. The use of FPNs also avoids the costs involved in prosecuting through the courts, costs which may not always be fully recovered.

##### **4.2 Safer Communities Implications**

- 4.2.1 The use of FPNs will assist in the prevention of crime and is included within the Council's tackling fly tipping action plan.

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

- 4.3.1 There are no material legal implications arising from the adoption of the new charges which is permitted by the Regulations.

##### **4.4 Environment, Sustainability and Health Implications**

- 4.4.1 Fly tipping poses a serious threat to the environment and the use of these powers will assist the Council in dealing with the problem

##### **4.5 Human Resources Implications**

- 4.5.1 The use of FPNs will allow officers to spend more time investigating the more serious offences, whilst dealing with less serious cases quickly and efficiently.

##### **4.6 Risk Management Implications**

- 4.6.1 There are no identifiable risks associated with the increase in these charges



**4.7 Equalities Implications**

4.7.1 There are no known negative impacts of opportunity for any known group contained in the report.

**4.8 Links to Council's Priorities**

4.8.1 Protecting our countryside and heritage.

4.8.2 Creating safer communities.

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

**Background Papers**

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

<b>Background Paper No</b>	<b>Author</b>	<b>Nature of Background Paper</b>	<b>Date</b>

## Agenda Item No 7

### Community and Environment Board

6 August 2019

#### Report of the Corporate Director – Resources

#### Budgetary Control Report 2019/20 Period Ended 30 June 2019

### 1 Summary

- 1.1 The report covers revenue expenditure and income for the period from 1 April 2019 to 30 June 2019. The 2019/2020 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 30 June 2019 is £1,373,664 compared with a profiled budgetary position of £1,391,557; an underspend of £17,893 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.

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- 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 £8,813 against the profiled budget is mainly due to lower than profiled income at each site, with the exception of the Memorial Hall, partly offset by underspends on employee costs. The Memorial Hall underspend is predominately due to underspends on employee costs and additional income from Hall Hire.

### **3.4 Refuse and Recycling**

3.4.1 Refuse and Recycling has an overall underspend of £10,188, this is predominantly due to lower vehicle repairs and maintenance costs of £17,272. This has been partly offset by reduced income from the sale of paper and card of £2,335, due to a drop in the price received per tonne as a result of movements in the market. In addition, there is a small overspend on recycling disposal costs of £4,030 due to an increase in the amount of waste recycled.

### **3.5 Streetscene Grounds Maintenance**

3.5.1 The underspend on Grounds Maintenance of £10,471 is due to lower employee costs and lower than profiled spend on the equipment costs budget.

### **3.6 Trade Refuse**

3.6.1 The improved position of £4,568 on Trade Refuse relates to additional income from the change in the size and mix of the refuse containers being collected.

### **3.7 Cesspool Emptying**

3.7.1 The overspend of £5,860 is due to higher vehicle repairs and maintenance costs of £2,500 and lower than profiled income from Cesspool collections of £3,774 as a result of the dry season and therefore less emptyings.

### **3.8 Amenity Cleaning**

3.8.1 The current underspend of £16,787 is due to lower employee costs of £11,078 resulting from vacancies, lower than profiled spend on equipment of £1,557 and lower vehicle repairs and maintenance costs of £2,853.

### **3.9 Green Space Budget**

3.9.1 The overspend of £17,111 is predominately due to unavoidable, high priority tree works. Some of these costs will be recharged to the Housing Revenue Account. A review of tree works and the associated costs is currently being undertaken, in respect of which further information will be reported to Members in due course.

## 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 Trade Refuse surplus per bin collected performance relates to increased income as detailed in 3.6.1.

4.5 The main reason for the variance in the Cesspool Emptying cost per emptying performance relates to lower income, higher vehicle repairs and maintenance costs and lower number of cesspool emptying's as detailed in 3.7.1.

## 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 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 2019/20 is £5,640,140, the same as the approved budget.

6.2 The figures provided are based on information available at this time of the year and are the best available estimates for this Board, and may change as the financial year progresses. Members will be updated in future reports of any changes to the forecast out turn.

## 7 **Report Implications**

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

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

## 7.2 **Environment and Sustainability Implications**

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

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

**Community and Environment Board  
Budgetary Control Report 2019/2020 as at 30 June 2019**

Cost Centre	Description	Approved Budget 2019/2020	Profiled Budget 2019/2020	Actual 30 June 2019	Variance	Comments
3072	Polesworth Sports Centre	165,110	34,502	37,663	3,162	Comment 3.3
3075	Coleshill Leisure Centre	357,180	70,858	78,076	7,218	Comment 3.3
3077	Atherstone Leisure Complex	546,570	133,095	133,492	397	Comment 3.3
3082/3	Memorial Hall (Sports and Cultural)	166,170	38,272	36,308	(1,964)	Comment 3.3
4002	Public Health (Commercial Pollution Control)	301,910	88,258	87,995	(262)	
4003	Public Health (Domestic Pollution Control)	84,280	23,245	23,239	(6)	
5000	Domestic Refuse Collection	970,390	228,557	213,625	(14,931)	Comment 3.4
5001	Streetscene Grounds Maintenance	102,030	58,634	48,163	(10,471)	Comment 3.5
5002	Trade Refuse Collection	(10,470)	(79,300)	(83,868)	(4,568)	Comment 3.6
5003	Cesspool Emptying	(4,970)	(3,535)	2,324	5,860	Comment 3.7
5004	Recycling	1,041,780	250,555	255,298	4,743	Comment 3.4
5005	Animal Control	45,250	14,486	14,046	(441)	
5006	Abandoned Vehicles	7,110	3,083	3,465	382	
5010	Amenity Cleaning	672,420	164,205	147,418	(16,787)	Comment 3.8
5013	Unadopted Roads	17,600	5,660	3,205	(2,455)	
5014	Drain Unblocking and Land Drainage	17,410	4,353	4,353	-	
5015	Street Furniture	6,640	2,160	2,202	43	
5016	Atherstone Market	3,180	872	905	33	
5019	Green Space Budget	637,100	171,364	188,475	17,111	Comment 3.9
5021	Public Health Act 1984 Burials	3,010	753	753	-	
5023	Consultation	14,630	3,657	2,495	(1,162)	
5025	Corporate Policy	87,080	26,180	24,393	(1,787)	
5030	Rural Regeneration	69,130	17,258	17,568	310	
5034	Landscape	10,780	383	383	-	
5040	Marketing and Market Research	15,300	4,515	4,473	(42)	
5044	Support to Voluntary Organisations	77,720	37,575	37,554	(21)	
5047	Community Fund for Local Projects	-	-	-	-	
5055	Community Development Health Improvement	85,380	18,880	19,207	327	
5056	Community Development Safer Communities	116,620	27,003	24,959	(2,044)	
5064	Queen Elizabeth School - Artificial Grass Pitch	60	(1,869)	(2,404)	(535)	
7361	England's Rural Heart LEADER Partnership	33,740	34,342	34,342	-	
7365	AFC Veteran Hubs Development	-	2,908	2,908	-	
7700	Stronger & Safer Communities	-	10,000	10,000	-	
7856	High Street Innovation Grants	-	650	650	-	
	<b>Total Net Expenditure</b>	<b>5,640,140</b>	<b>1,391,557</b>	<b>1,373,664</b>	<b>(17,893)</b>	

<b>Original Budget</b>	<b>5,636,650</b>
Vired Training Budget	1,700
Vired Recruitment Budget	1,790
<b>Approved Budget</b>	<b><u>5,640,140</u></b>

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

Performance as at 30 June 2019

	Budget	Profiled budget	Actual
<b>Domestic Refuse Collection</b>			
Number of Households	28,600	28,600	28,393
Costs per Household	£33.91	£7.99	£7.52
Maximum missed collections per 100,000 users	48	48	31
<b>Trade Refuse Collection</b>			
Number of Trade Bins	483	483	484
Gross cost per bin collected	£549.79	£324.84	£324.14
Net (surplus)/cost per bin collected	-£21.68	-£164.18	-£173.28
<b>Cespool Emptying</b>			
Number of emptyings	1,152	288	275
Gross cost per emptying	£112.23	£104.46	£119.85
Net (surplus)/cost per emptying	-£4.33	-£12.28	£8.45
<b>Recycling</b>			
Cost per household	£36.41	£8.76	£8.99
Tonnes of recycled material collected	13,700	3,425	3,670
% of waste recycled	50.0%	50.0%	53.5%
<b>Green Space Budget</b>			
Number of Play Areas	27	26	26
Number of play areas meeting the safety, DDA and Play Value standard	27	26	26
Number of Pitches	10	10	10
Number of Teams	14	14	14
Number of Hirers	14	14	14
Income per Team	£352.14	£0.00	£0.00

## Agenda Item No 8

### Community and Environment Board

6 August 2019

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

#### Leisure Facilities: Service Improvement Plan and Key Performance Indicators

### 1 Summary

- 1.1 Appended to this report, for Members' consideration, are copies of the Service Improvement Plan (SIP) and the associated set of key performance indicators (KPIs), detailing activity through to the end of June 2019, through which the Board has agreed to monitor the operational and financial performance of the leisure facilities at each of its meetings.

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

**That the Board notes and comments upon the progress made against the requirements identified in the approved 2019 / 20 Leisure Facilities Service Improvement Plan and the associated set of key indicators through which operational and financial performance are monitored.**

### 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 The original two-year Leisure Facilities Service Improvement Plan (2018 to 2020) was approved by the Board in July 2018. Members will recall that the SIP was revised at its last meeting, held in June 2019, in order to better reflect a more focused, business unit approach to service delivery. A copy of the revised Plan is attached at Appendix A.

- 3.2 The Plan details the key actions, work programmes and improvements required to be achieved through to March 2020 that the Board has determined are important in order to enhance the quality and financial viability of the service delivered through its leisure facilities. As well as highlighting a number of key actions and developments that are specific to each individual facility, the SIP identifies the improvements to be sought within areas of activity ("themes") that are fundamental to the successful operation of any leisure facility.



## 4 **Service Improvement Plan: Progress**

- 4.1 Both the SIP and the associated set of Key Performance Indicators, a copy of which is attached at Appendix B, evidence the progress made by the leisure facilities through to the end of June 2019. In response to the directions made by Members at the meeting of the Board held in June, the Plan seeks to be clearer in identifying the “direction of travel” of the facilities in meeting the key actions and targets highlighted in the SIP, whilst additional graphs have been included to support the KPI information, in an effort to highlight performance trends. The Board is invited to comment on the usefulness of this additional information and / or identify any further data that would help in better understanding and directing performance within the Authority’s leisure facilities.
- 4.2 The new SIP (April 2019 to March 2020) incorporates all of the key areas of service that are required to be carried forward from the previous (2018 / 19) Plan. The revised Plan, however, seeks to demonstrate a more corporate and focused approach to service delivery, aligned with a new approach to customer engagement and feedback, with the aim of providing a more efficient and consistent service offer.
- 4.3 As agreed with Members, this report does not seek to provide detailed commentary on the progress being made in respect of each action identified within the SIP or in respect of performance against each Key Indicator. Instead, it aims to update the Board on the key areas of progress made within the leisure facilities at the end of June 2019. The Board is invited to comment on this progress and to advise on any areas of activity upon which it wishes Officers to focus in order to improve the operational and financial sustainability of the leisure facilities throughout the next 12 months.
- 4.4 In a continued effort to encourage heightened levels of memberships and use at each of the Borough Council’s leisure facilities, the Business Development team promoted a “special offer” for new members in June. The offer included a 50% price reduction for two months, in return for taking out a 12 months membership contract. This promotion generated 140 new direct debit or annual pass sales across the three sites. This boost in sales was a positive contribution to the Year of Wellbeing within the facilities. A further promotion for new members is being planned for September 2019, whilst a “Refer a Friend” incentive is currently live for existing members, through which they can secure a free month’s membership if their friend takes out a 12 months contract.
- 4.5 The first in a regular programme of Customer Forums was held at each centre in May, through which users were afforded an opportunity to meet with the Leisure Facilities Manager and to comment upon, and influence, aspects of service delivery. In turn, this has led to the creation of a “You Said, We Did” noticeboard displayed at each site updating customers about how the service has acted upon their requests, of which the “Refer a Friend” promotion for existing members was an example. Forum Feedback has also been provided on the Leisure Facilities page of the Borough Council website.

- 4.6 With regard to children's holiday activity programmes, Kickstart, an external sports development company, has been engaged to provide a full day programme of activities at Coleshill Leisure Centre and Polesworth Sports Centre for three weeks of the forthcoming school summer holiday. It was not possible to include Atherstone within this initiative due to works being undertaken within the Queen Elizabeth Academy sports hall over the summer. The programme, which will be supplemented by a directly-provided holiday timetable at each site (including Atherstone Leisure Complex), will include a wide range of themed (e.g. time travel and circus, etc.) and multi-sports activities.
- 4.7 The 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 and to report accordingly to each meeting of this Board. This process will continue to afford Members an opportunity to both understand and direct performance within the Authority's leisure facilities. Performance through to the end of September 2019 in respect of both the SIP and KPIs will be presented to the next meeting of the Board to be held in October 2019.

## **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 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 or anti-social behaviour.

### **5.3 Environment, Sustainability and Health Implications**

- 5.3.1 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.

### **5.4 Human Resources Implications**

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

## **5.5 Risk Management Implications**

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

## **5.6 Equalities Implications**

5.6.1 The activity identified in the Leisure Facilities Service Improvement Plan is intended to advance the Borough Council's drive to ensure equality for all members of the community across its portfolio of service provision.

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

5.7.1 The Service Improvement Plan and Key Performance Indicators have 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

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

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

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

## Background Papers

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

<b>Background Paper No</b>	<b>Author</b>	<b>Nature of Background Paper</b>	<b>Date</b>
1	Director of Leisure and Community Development	Report to Community and Environment Board (Leisure Facilities: Service Improvement Plan and Key Performance Indicators)	March 2019
2	Director of Leisure and Community Development	Report to Community and Environment Board (Leisure Facilities: Service Improvement Plan and Key Performance Indicators)	June 2019

# **North Warwickshire Leisure Facilities Service Improvement Plan - 2018 to 2020 (April 2019 – March 2020)**

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

## **Responsible Officers Key:**

D:	Director
LFM:	Leisure Facilities Manager
BSO:	Business Support Officer
LOSO:	Leisure Operations Support Officer
SSO:	Systems Support Officer
SMPO:	Sales, Marketing and Promotions Officer
LMT:	All of the above

Theme	Action	Target	Timescale	Resource / Cost	Responsible Officer	RAG	DOT	Comment / Progress
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**Service Improvement Plan Last Updated: 28/06/2019**

<b>Finance and Pricing</b>	Review and consider the revision / rationalisation of pricing at all sites, having regard to the need to reduce the revenue cost of the Leisure Facilities, also to consider the Concessionary Membership offering	Conclude review and present the proposal in July 2019	Implement 1 April 2020 or earlier, if agreed.	Any financial impact to be presented with the review outcome	LFM / BSO / SSO	Red		<ul style="list-style-type: none"> <li>The pricing structure has been reviewed, however, some more detailed research is required to further understand the financial impact of the suggested changes.</li> <li>Concessionary members are currently 2384. Although a slight reduction, this number is profiled to increase in Q2 and Q4</li> <li>Q1 performance presented to C&amp;E in August, with KPIs updated. Actions identified to improve performance have fed into team meetings</li> </ul>
		Increase Concessionary Membership by 2%, from 2439 to 2500	January 2020		LFM / BSO	Amber		
		Complete a zero budgeting exercise to more effectively plan future budgets, identify efficiencies / service improvements and maximise future income	August 2019		LFM / BSO	Amber		
<b>Staffing</b>	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	Develop and implement a sustainable staffing strategy in key roles through links with schools / colleges / volunteers / training providers	March 2020	Costs identified within the training budget	LOSO	Amber		<ul style="list-style-type: none"> <li>An in-house lifeguard course was held at ALC in May, from which there has been an intake of newly qualified lifeguards</li> <li>Currently addressing priority need to increase resilience in respect of gymnastics coaches</li> </ul>
		Develop staff to deliver in-house training to up-skill workforce in key areas	March 2020		LOSO / BSO	Amber		
	Review individual and facility-based training needs at all sites and produce a prioritised	Sectional Training Plan produced by 31 July 2019	31 July 2019	Divisional and Corporate Training	LFM / LOSO	Green		<ul style="list-style-type: none"> <li>The first draft training plan has been finalised</li> <li>Fire Marshall training</li> </ul>
		Create a training matrix identifying all of the				Amber		

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Staffing	Training Plan for implementation	training required for each staff member and job role. To achieve 75% completion of all staff training matrix tasks by Match 2020		Budget	LFM / LOSO			attended by Duty Officers in June
	Ensure an effective and structured approach to staff communication is maintained throughout the service	Ensure that regular teams meetings are held at each site, including at least once a month between Duty Officers and the Leisure Operations Support Officer	March 2020		LOSO	Green	➔	<ul style="list-style-type: none"> <li>Team meetings are being attended by Business Development team. Where possible, the LFM is attending</li> </ul>
		Ensure a regular scheme of one to one meetings are being held by the Business Development team and Duty Officers.	March 2020		LOSO	Green	➔	<ul style="list-style-type: none"> <li>The LOSO and BSO have met staff on site to provide support in their areas of work</li> </ul>
		Ensure Duty Officers complete one to one meetings with Centre and front of house staff	March 2020		LOSO	Green	➔	<ul style="list-style-type: none"> <li>A meeting took place with Swim England in July to start the process of creating a strategic long term plan to develop our swim product</li> </ul>
		Continue to use cost centre responsibilities and give Duty Officers the ownership to develop their areas of service	March 2020		LOSO / BSO	Green	➔	
		Train up relevant staff, ensure pathways are established, create awareness of the service and referral systems	March 2020		LOSO	Amber	➔	<ul style="list-style-type: none"> <li>A staff training session was held in July, led by Swim England, to go through the new school swimming modules in preparation for September delivery</li> <li>The Sales, Marketing and Promotions Officer left in June. Related tasks are being undertaken within the Business Development team</li> </ul>
Develop a work and community culture where mental health first aiders are implemented and a service offered in the workforce								

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<b>Health and Safety</b>	Ensure the effective implementation of all Health and Safety systems and procedures	Create and implement an operational planner to include all of the key Health and Safety documentation reviews required for all Leisure Facilities	31 March 2020		LFM / LOSO	Green		<ul style="list-style-type: none"> <li>An annual operational planner has been created to include all main service reviews</li> </ul>
		Create Health and Safety wall charts to clearly outline a health and safety schedule for each site. To utilise this tool to monitor and manage Health and Safety compliance. To include the PPM schedule within this chart	March 2020		LFM / LOSO	Amber		<ul style="list-style-type: none"> <li>H&amp;S wall charts have been created and will be introduced to sites in July to use as a tool to better monitor and manage H&amp;S</li> </ul>
		To create a series of questionnaires, spot checks and Safety Audits to ensure staff knowledge maintains up to date.	March 2020		LOSO	Amber		<ul style="list-style-type: none"> <li>NOPs have been updated and will go through training sign-off in August</li> </ul>
		To create a Quality Audit for each site to ensure key daily, weekly and monthly tasks are completed and documented	March 2020		LFM / LOSO	Amber		<ul style="list-style-type: none"> <li>Fire Drills have taken place at all sites in June and July</li> </ul>
		To score 65%+ in knowledge spot-checks throughout the year	March 2020		LOSO	Amber		<ul style="list-style-type: none"> <li>Risk Registers have been updated and reviews are taking place in July across all sites, to train to staff upon completion</li> </ul>
		To improve Safety Audit % score at each audit (June, October, February)	March 2020		LFM / LOSO	Amber		<ul style="list-style-type: none"> <li>Safety Audit of Manual Handling took place led by the LFM</li> </ul>
		To score 80%+ in Safety Audit February 2020	March 2020		LFM / LOSO	Amber		<ul style="list-style-type: none"> <li>Training for Fire Marshall was attended in June by Duty Officers</li> </ul>
		To have 75% of all contracted staff taken part in a fire drill	March 2020		LOSO	Amber		<ul style="list-style-type: none"> <li>Lifeguard training course has provided additional internally qualified lifeguards. An additional four lifeguards recruited, to support our workforce</li> </ul>



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								resilience.
<b>Customer service and service quality</b>	Create and implement a Customer Service Policy, standards and charter to improve the ability to gain feedback from customers and react to improve our service	Deliver a minimum of two Customer Forums by April 2020. Target 70%+ score on service quality	March 2020		BSO / SMPO	Amber		<ul style="list-style-type: none"> <li>Customer Forums and surveys took place at Atherstone, Coleshill and Polesworth in May, with an average service score of 76% (ALC 72%, CLC 77%, PSC 79%). Action plans have been created and information was fed back to customers in June via social media, website and on site via "You Said, We did" posters</li> <li>An online feedback link has been set-up to centrally collate customer comments</li> </ul>
		Deliver a minimum of two customer surveys by April 2020. Target 70%+ score on service quality	March 2020		BSO / SMPO	Amber		
		Deliver a minimum of two mystery visit reviews by April 2020. Target 70%+ score on service quality	March 2020		BSO / SMPO	Amber		
		Ensure customer feedback from comment cards / online and all above feedback methods is recorded, responded to and actioned	March 2020		BSO / SMPO	Amber		
		Display "You Said, We Did" information in sites each quarter	March 2020		SMPO	Amber		
		Improved customer service score in all assessment methods May / June versus February / March	March 2020		BSO / SMPO	Amber		
		Cost / benefit analysis of implementing a Net Promoter Score for future years	March 2020		LFM / BSO	Amber		
<b>Programming: Improve the occupancy, attendance and financial performance of our facilities</b>	Understand bookings occupancy, booking types and attendances and identify opportunities to increase programmed space  Creating new programmed sessions	Increase peak programmed space by an average of 2% across the portfolio (Sports halls, AGP, Squash)	31 March 2020	Provision made within the revenue budget	BSO	Amber		<ul style="list-style-type: none"> <li>See business section below re; Tumbletime, Couch to 5k, Parties Promotion, etc.</li> </ul>
		Increase total space utilisation by 2% across the portfolio (Sports halls, AGP, Squash, Studio)	March 2020		BSO	Amber		
		Start five new sessions across the portfolio (See Coaching section)	March 2020		BSO	Amber		

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<b>Holiday Activities Service Offering</b>	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, etc.	Complete a review of holiday activities and establish a plan to deliver in summer 2019	June 2019	Provision made within the revenue budget	LFM / BSO	Green		<ul style="list-style-type: none"> <li>April holiday activities generated 336 attendances and £708 profit</li> <li>May holiday activities generated 128 attendances and £225 profit. Figures were lower than expected due to works taking place in both Coleshill and Polesworth sports halls.</li> <li>July / August holiday activities will be run in CLC and PSC for three weeks of the holidays by the Kickstart Academy, offering full day schemes. Leisure facilities will run activities for the remaining three weeks</li> </ul>
		Pilot a new comprehensive holiday activities service offering across all sites (including Queen Elizabeth Academy)	August 2019		BSO	Amber		
		Comprehensive holiday programmes at ALC, CLC and PSC during all school holidays	31 March 2020		BSO	Amber		
		Achieve an extra £2,000 income across our portfolio versus 2018 / 19	31 March 2020		LFM / BSO	Amber		
<b>Parties</b>	Complete a review of the parties offering across the portfolio with the aim to: <ul style="list-style-type: none"> <li>Improve service quality</li> <li>Improve the service offering</li> <li>Increase sales</li> <li>Increase secondary spend</li> <li>Ensure a corporate approach</li> </ul>	Complete a review of the parties offering and develop an action plan (include gamification, food offerings, party bag offering, other services e.g. face paints, mascots / themes etc.)	August 2019	Provision within the revenue budget	BSO	Amber		<ul style="list-style-type: none"> <li>Polesworth Parties sales have been maintained, Coleshill has sold five less parties than expected, but Atherstone has sold more. Overall a balance in performance year to date</li> <li>A promotion has been launched, with the aim to boost party sales in August, which is usually a very quiet month for party sales</li> </ul>
		Develop the secondary spend offering with a corporate approach	September 2019		BSO	Amber		
		Deliver an enhanced party offering	September 2019		BSO	Amber		
		To improve average occupancy by 4% across the facilities and achieve 736 party sales across all sites	March 2020		BSO	Amber		

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		Achieve an additional £1000 profit through an increase in secondary spend	March 2020		LFM / BSO	Amber	➡	<ul style="list-style-type: none"> <li>A review of the parties offering has begun, with the changes to be finalised and promoted at the Bank Holiday day, 26 August 2019 with the aim to improve quality, secondary spend and boost sales</li> </ul>
<b>Coaching, including for families, 50+ and junior service provision</b>	<p>Maintain existing and develop new coached services or activities across the portfolio to increase participation, improve occupancy and financial performance</p> <p>Each individual session will be business cased and monitored to ensure occupancy, attendance and financial viability</p>	Start a minimum of five new sessions across the portfolio. Activities may change based on market research and best opportunities, but currently include:	March 2020	Provision within the revenue budget	LFM / BSO	Amber	➡	<ul style="list-style-type: none"> <li>Business cases for Couch to 5k and for Playtimes (Tumbletime) at Atherstone Leisure Complex have been approved</li> <li>Links to local walking netball groups have been sourced and will be contacted</li> <li>Walking Football is still running at Coleshill</li> <li>Polesworth staff put on a gymnastics display at the "Big Day Out" in June, which generated new sign-ups</li> <li>A cross site gymnastics display took place on 30 June at Coleshill Leisure Centre. Elite Sports Centre was invited to attend</li> </ul>
		Launch a parent and toddler Tumbletime activity in the Memorial Hall	June 2019 (Achieved July 2019)		BSO	Green	➡	
		Launch Couch-to-5k run courses at ALC	June 2019 (Achieved July 2019)		BSO	Green	➡	
		Maintain Walking Football at CLC. Add Walking Football at PSC	September 2019		BSO	Amber	➡	
		Launch Walking Netball sessions in at least one of the facilities (CLC / PSC / QE)	December 2019		BSO	Amber	➡	
		Develop Squash coaching opportunities at Coleshill Leisure Centre	March 2020		BSO	Amber	➡	
		Achieve an additional £2000 profit in coaching and activities	March 2020		LFM / BSO	Amber	➡	

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Schools	Optimise the swim offer to schools in order to increase the number of schools utilising ALC, increase income and participation	To develop a comprehensive service 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 physically active.	June 2019 (Actioned July 2019)	Provision within the revenue budget	LFM / BSO	Amber	↘	<ul style="list-style-type: none"> <li>School swimming in Q1 has achieved 2200 visits versus 2700 this time last year. Schools have missed a few sessions, with two schools leaving at the end of academic year</li> <li>Meetings have been taking place with Duty Officers to put together an improved service offering (swim, gym, sports). Letters have been sent to schools with the aim to generate new business for the next school year</li> <li>Training with Swim England has been arranged to upskill staff on their school modules</li> <li>Schools have been contacted to be re-booked for September</li> </ul>
		Increase recorded school attendances by 2%	March 2020		LFM / BSO	Amber	↘	
		Increase profit from schools by £500	March 2020		LFM / BSO	Amber	→	
Swim Development	<p>To ensure the improvement in swim income is maintained and where possible enhanced</p> <p>To develop the swim programme to add more fun, variety and development opportunities</p>	To maintain last year's casual swim visits at last year's performance of 47,094	March 2020	Provision within the revenue budget	LFM/BSO	Amber	↘	<ul style="list-style-type: none"> <li>Although swim DD has increased by 36 members and adult and junior lessons have increased, casual pay as you go swimming has reduced (~£6000 down versus 2018 Q1).</li> </ul>
		To start two new sessions to aid swim development and fun in the pool	March 2020		BSO	Amber	↗	
		Complete a service review of the swim offering to optimise operational effectiveness	July 2019		LFM / BSO	Amber	↗	

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	for the community	<p>and improve service quality. As part of the review, investigate Swim England apps, priorities, Disney links and other opportunities</p> <p>Swim England's 'Learn to Swim' scheme to:</p> <ul style="list-style-type: none"> <li>• Add pre-school sessions to the offering</li> <li>• Improve service quality of mainstream and adult coaching</li> <li>• Develop a more advanced Learn to Swim service offering</li> </ul> <p>Develop intensive swim courses to aid progress (launch in playscheme)</p> <p>Improve the quality and variety of the 'fun' swimming (launch in playscheme)</p> <p>Review the one to one swim offering to ensure consistencies, efficiencies and optimise income / profit.</p>	<p>October 2019</p> <p>August 2019</p> <p>August 2019</p> <p>December 2019</p>		<p>BSO</p> <p>BSO</p> <p>BSO</p> <p>BSO</p>	<p>Amber</p> <p>Amber</p> <p>Amber</p> <p>Amber</p>	<p>➔</p> <p>➔</p> <p>➔</p> <p>➔</p>	<ul style="list-style-type: none"> <li>• A reduction in the number of ALC "Ultimate" members is contributing to this performance</li> <li>• A school swim review has taken place and the process of recruiting / retaining schools is underway</li> <li>• A staff training session has been delivered led by Swim England on school swimming modules</li> <li>• A review of the Learn to Swim programme has started, looking at what Swim England offers in additional modules, Disney themes and intensive swim courses (which will be trialled in the summer holidays)</li> </ul>
<b>Health and Fitness</b>	To improve the quality of the health and fitness service offering across the facilities, in order to improve retention, increase sales, attendances and provide a positive customer experience	<p>Retention strategy and initiatives to be developed / enhanced to improve service quality (customer service score), H&amp;F attendances and retention:</p> <ul style="list-style-type: none"> <li>• Review and develop an improved and branded Member Journey including CRM</li> <li>• Deliver monthly gym challenges across sites</li> <li>• Deliver monthly testimonials across sites</li> <li>• Continue to deliver the exercise referral offering</li> </ul>	<p>July 2019</p> <p>October 2019</p> <p>March 2020</p> <p>March 2020</p> <p>March 2020</p>	Provision within the revenue budget	<p>LFM / BSO</p> <p>BSO</p> <p>BSO</p> <p>BSO</p> <p>BSO</p>	<p>Amber</p> <p>Amber</p> <p>Amber</p> <p>Amber</p> <p>Amber</p>	<p>➔</p> <p>➔</p> <p>➔</p> <p>➔</p> <p>➔</p>	<ul style="list-style-type: none"> <li>• A health and fitness campaign took place in March / April that generated an additional 69 members versus the same period last year</li> <li>• A health and fitness campaign ran in June to further boost sales. An additional 38 sales were made versus the same period last year</li> </ul>

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		<ul style="list-style-type: none"> <li>Continue to deliver the cardiac rehab service</li> <li>Create a group training session / course to increase use of the gym services e.g. Intro to weightlifting; Intro to functional training; Nutritional and healthy living workshops. <b>Achieve business case occupancy levels to contribute to attendances and average length of stay</b></li> </ul>	<p>March 2020</p> <p>March 2020</p>		<p>BSO</p> <p>BSO</p>	<p>Amber</p> <p>Amber</p>	<p>➔</p> <p>➔</p>	<ul style="list-style-type: none"> <li>A "Refer a Friend" campaign is running alongside a free class pass offer for existing members, to encourage existing members to bring a friend for additional motivation and to increase prospects and sales</li> </ul>
		<ul style="list-style-type: none"> <li>Review and improve the Personal Training offer to ensure consistency, create more awareness and optimise sales. <b>Increase Personal Trainer sales by 8% to reach 580 sales</b></li> </ul>	March 2020		BSO / SMPO	Amber	➔	<ul style="list-style-type: none"> <li>The June promotion and Polesworth's group exercise programme were promoted as part of Polesworth's "Big Day Out" in June 2019, with passes given out and prospects gained</li> </ul>
		<ul style="list-style-type: none"> <li>Ensure the delivery of the health and fitness marketing campaigns throughout the year to achieve sales targets. <b>Achieve campaign targets</b></li> </ul>	March 2020		LFM / BSO / SSO / SMPO	Amber	➔	<ul style="list-style-type: none"> <li>Group exercise timetables have been reviewed and amendments made to improve the service</li> </ul>
		<ul style="list-style-type: none"> <li>Implement a sales and prospecting procedure to ensure consistency in service, start prospecting and increase sales. <b>Achieve a club live of 2225 across the portfolio</b></li> </ul>	March 2020		LFM / BSO / SSO / SMPO	Amber	➔	<ul style="list-style-type: none"> <li>Armed Forces Covenant Awareness Day in June was used as an opportunity to promote the reduced membership offer for this group. Links have been made with the Armed Forces Covenant Development Officer</li> </ul>
		<ul style="list-style-type: none"> <li>Review the group exercise programme to ensure occupancy levels are pro-actively managed to perform <b>(Increase average occupancy by 3%)</b></li> </ul>	March 2020		LFM / SSO	Amber	➔	
		<ul style="list-style-type: none"> <li>Deliver promotional events to re-launch the group exercise programme across sites, a minimum of twice a year across the Health and Fitness facilities to increase awareness, occupancy and</li> </ul>	March 2020		BSO / SSO / SMPO	Amber	➔	<ul style="list-style-type: none"> <li>A member journey review has begun to understand and improve the customer</li> </ul>

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		<p>maintain up to date with industry trends</p> <ul style="list-style-type: none"> <li>To review and business case the cost vs benefit of paying for virtual classes</li> <li>Review the opportunity for funding and cost / benefit of new hi-tech biometric health testing scales in order to better health check customers and prospects, improve service, increase interactions, increase secondary spend and average income per member <ul style="list-style-type: none"> <li>Review the cost / benefit of implementing heart rate technology within the facilities, to increase interaction, attendance, secondary spend and retention of members</li> </ul> </li> <li>Deliver one vlog a week on social media related to H&amp;F</li> <li>Review the need to renew the gym equipment and start to secure funding, procurement models, etc.</li> <li>Review the set-up and opportunities of the FT Zone to potentially make a more boutique or specialist feel, optimise awareness, attendance and membership sales from this facility</li> </ul>	<p>March 2020</p> <p>March 2020</p> <p>March 2020</p> <p>March 2020</p> <p>March 2020</p> <p>March 2020</p>		<p>BSO / SSO</p> <p>BSO / SSO</p> <p>BSO / SSO</p> <p>SMPO</p> <p>LFM / BSO</p> <p>LFM / BSO / SSO / SMPO</p>	<p>Amber</p> <p>Amber</p> <p>Amber</p> <p>Amber</p> <p>Amber</p> <p>Amber</p>	<p>➡</p> <p>➡</p> <p>➡</p> <p>➡</p> <p>➡</p> <p>➡</p>	<p>experience, with a focus on increasing retention</p>
<b>Marketing, Events, PR and Promotions</b>	To ensure effective marketing to optimise engagement, sales, prospects and attendances to the facilities and services	<p>Create a comprehensive Marketing Plan to be proactive in campaigns, to include the events schedule for the year</p> <p>Increase website engagements by 5%</p>	<p>June 2019</p> <p>March 2020</p>		<p>BSO / SMPO</p> <p>BSO / SMPO</p>	<p>Green</p> <p>Amber</p>	<p>➡</p> <p>➡</p>	<ul style="list-style-type: none"> <li>An annual Marketing Business Plan has been created and is being used to manage workflow</li> <li>Campaign templates have</li> </ul>

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<p>Be aware of the local and wider market environment and use events to showcase the service offering and promote the Year of and Wellbeing</p> <p>To increase the number of events offered and sell to increase income and participation.</p>	Increase social media / Facebook followers by 80 and Twitter followers by 50 across the facilities	March 2020		SMPO	Amber	➔	been set-up and are in use to ensure the marketing mix is planned and effective	
	Deliver two charity / community events, including August Bank Holiday	March 2020		BSO / SMPO	Amber	➔	• Social media planner templates have been set-up and will launch across sites in August to increase interactive posts and engagement	
	Memorial Hall event review and action plan to boost sales, income and attendances	March 2020		LFM / BSO / SSO / SMPO	Amber	➔	• The website content for all facilities was improved in May	
	Brand the campaigns and events with the Year of Wellbeing	March 2020		SMPO	Amber	➔	• Leisure Facilities had a presence at the Big Day Out in Polesworth, hosting a gymnastics display, class tasters, and used data capture, trial passes and merchandise	
	Deliver quarterly internal and external leisure bulletins	March 2020		SMPO	Amber	➔	• A gymnastics competition took place in June at Coleshill Leisure Centre involving all three sites	
	Review and maintain the website up to date with all appropriate activities	March 2020		SMPO / SSO	Amber	➔	• Leisure Facilities have fed into the Year of Wellbeing action plan and will continue to update through the Health and Wellbeing Working Party	
							• A leisure bulleting was produced and circulated	



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								internally <ul style="list-style-type: none"> <li>The Sales, Marketing and Promotions Officer left in June. Related work is being undertaken in the Business development team</li> </ul>
<b>Other services</b>	To deliver other secondary spend services to increase revenue and support the service offering	Monitor and bi-annually review the performance of the in-house vending trial this year versus last year.	March 2020		BSO	Amber	➔	<ul style="list-style-type: none"> <li>Vending has been running in house at PSC and CLC for the first quarter and income has increased</li> <li>Parties re-sale will be reviewed in the context of the parties review</li> </ul>
		Review the service offering and create a promotional / awareness and sales targets calendar for re-sale / hire / action hire	March 2020		BSO / SSO / SMPO	Amber	➔	
<b>Technology</b>	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	Contactless payments to be installed at the facilities	August 2019		BSO / SSO	Amber	➔	<ul style="list-style-type: none"> <li>Contactless payment is in progress. IT has exchanged the card machines in order to get updates installed</li> <li>Working with IT with the aim to install kiosks to improve booking, joining, survey and other leisure functions on site</li> <li>Quotes for door access at the Memorial Hall have been sourced. Discussions being held on the cost-/ benefits</li> </ul>
		Door access control at the Memorial Hall to be installed	September 2019		BSO / SSO	Amber	➔	
		Install kiosk style points for leisure bookings and joining up	September 2019		BSO / SSO	Amber	➔	
		Install a leisure app	December 2019		BSO / SSO	Amber	➔	

Theme	Action	Target	Timescale	Resource / Cost	Responsible Officer	RAG	DOT	Comment / Progress
<b>KPIs</b>	Increase the (average) number of Direct Debit members (per month) at each facility.	Increase average members from 650 to 725	31 March 2020		LFM / BSO	Amber	↗	<p>Average of 671 at Q1.</p> <p>An improved figure versus the end of 2018 / 19 and although not currently achieving the target membership level, seasonal trends indicate that this will peak in Q4</p> <p>Promotions are being run, a price review taking place and a member journey review is being actioned to address this task</p>
<b>KPIs</b>	Increase the annual number of visits at each facility.	Increase average visits from 131,810 to 134,000	31 March 2020		LFM / BSO	Amber	→	<p>32,198</p> <p>Profiled just behind target year to date, though this is not a peak time</p> <p>Actions are being taken to increase activity and visits throughout the year. The start of Playtimes and Couch to 5K will contribute to this target</p>
<b>KPIs</b>	Increase the average income per visit across all sites by 31 March 2020	Increase average income per visit from £3.08 to £3.31	31 March 2020		LFM / BSO	Amber	↘	<p>£3.13</p> <p>Performance for Q1 is down versus target, though versus profile we are still set to hit target, as this increased throughout each quarter last year</p>

Theme	Action	Target	Timescale	Resource / Cost	Responsible Officer	RAG	DOT	Comment / Progress
								Income from health and fitness is down, making up the majority of the shortfall. Promotions are being run, a price review taking place and a member journey review is being actioned to address this task
<b>KPIs</b>	Reduce the average subsidy per visit across all sites by 31 March 2020	Reduce the average subsidy per visit from 0.93 to 0.84	31 March 2020		LFM / BSO	Amber	➔	0.83  Performance for Q1 is ahead of target so far, and set to hit target for year
<b>KPIs</b>	Reduce the average staff cost v total income figure (%) across all sites by 31 March 2020	Reduce the average staff cost v total income from 85% to 81%	31 March 2020		LFM / BSO / LOSO	Amber	➔	90%  Performance for Q1 is down versus target. Staff costs, however, are enhanced by higher than profiled training costs year to date at CLC and ALC. Higher levels of long term sickness cover have been required at CLC, which has also raised costs  Health and fitness income is down, but promotions are being run, a price review taking place and a member journey review is being actioned to address this task
<b>KPIs</b>	Achieve an average staff cost v total cost figure (%) across all sites at 66% by 31 March 2020	66%	31 March 2020		LFM / BSO / LOSO	Amber	➔	71%  Performance for Q1 is down versus target. Staff costs, however, are enhanced by

Theme	Action	Target	Timescale	Resource / Cost	Responsible Officer	RAG	DOT	Comment / Progress
								higher than profiled training costs year to date at CLC and ALC. Higher levels of long term sickness cover have been required at CLC which has also raised costs
<b>KPIs</b>	Improve the average operational cost recovery rate across all sites by 31 March 2020	Improve operational recovery rate from 77% to 80%	31 March 2020		LFM / BSO / LOSO	Amber	↗	79%  Although not yet at target, this is moving in the right direction. On target to achieve this improvement in efficiency
<b>KPIs</b>	Increase the average fitness income received per fitness station across all sites by 31 March 2020	Increase the average fitness income received per fitness station from £5607 to £6842	31 March 2020		LFM / BSO	Amber	→	£1,499  This is currently behind target, but this should grow in Q2 and peak in Q4  Health and fitness income is down, but promotions are being run, a price review taking place and a member journey review is being actioned to address this task
<b>KPIs</b>	Increase the average number of members per fitness station across all sites by 31 March 2020	Increase the average number of members per fitness station from 34 to 35	31 March 2020		LFM / BSO	Amber	↘	32  This KPI is down versus target, but again will peak and should reach target in Q4  Health and fitness performance is down, but action is being taken, as

Theme	Action	Target	Timescale	Resource / Cost	Responsible Officer	RAG	DOT	Comment / Progress
								above
<b>KPIs</b>	Increase the average length of stay for a member across all sites to 17 months by 31 March 2020	Increase average length of stay from 16 to 17 months	31 March 2020		LFM / BSO	Amber	↗	17 Average length of stay is currently on target
<b>KPIs</b>	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		BSO	Amber	↗	Reports presented ongoing
<b>Monitoring, Review and Evaluation</b>	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 C&E Board		D / LFM	Amber	↗	Commentary to be provided with Q1 performance to present at the C&E Board in August
<b>Monitoring, Review and Evaluation</b>	Report to the Health and Wellbeing Working Party on the action within the Health and Wellbeing Action Plan, 2017 to 2020, which reflects work being undertaken in the Leisure Facilities		Every Health and Wellbeing Working Party		D / LFM / CDM	Amber	↗	<ul style="list-style-type: none"> <li>A West Midlands Pledge to improve leisure provision for disabled populations was taken to the Health and Wellbeing Working Party in June. This is now required to go to Management Team, then be brought back to the Working Party with more information</li> </ul>

To end of June

To end of September

To end of December

To end of March

KPIs cumulative 2018	ALC	CLC	PSC	Average
Total members	3053	1693	910	1885
Direct Debit members	878	814	321	671
Total visits	50130	30405	16060	32198
Total income per visit	£3.05	£3.30	£3.09	£3.13
Subsidy per visit	£0.82	£0.98	£0.60	£0.83
Staff cost vs total income	84%	90%	105%	90%
Staff cost vs total cost	66%	70%	88%	71%
Operating recovery rate	79%	77%	84%	79%
Income per station	£1,668	£1,661	£966	£1,499
Member per station	35	37	26	32
Length of stay	15	19	18	17

KPIs cumulative 2018	ALC	CLC	PSC	Average
Total members				
Direct Debit members				
Total visits				
Total income per visit				
Subsidy per visit				
Staff cost vs total income				
Staff cost vs total cost				
Operating recovery rate				
Income per station				
Member per station				
Length of stay				

KPIs cumulative 2018	ALC	CLC	PSC	Average
Total members				
Direct Debit members				
Total visits				
Total income per visit				
Subsidy per visit				
Staff cost vs total income				
Staff cost vs total cost				
Operating recovery rate				
Income per station				
Member per station				
Length of stay				

KPIs cumulative 2018	ALC	CLC	PSC	Average	Target
Total members					1,866
Direct Debit members					725
Total visits					134,000
Total income per visit					£3.31
Subsidy per visit					£0.84
Staff cost vs total income					81%
Staff cost vs total cost					66%
Operating recovery rate					80%
Income per station					£6,842
Member per station					35
Length of stay					17

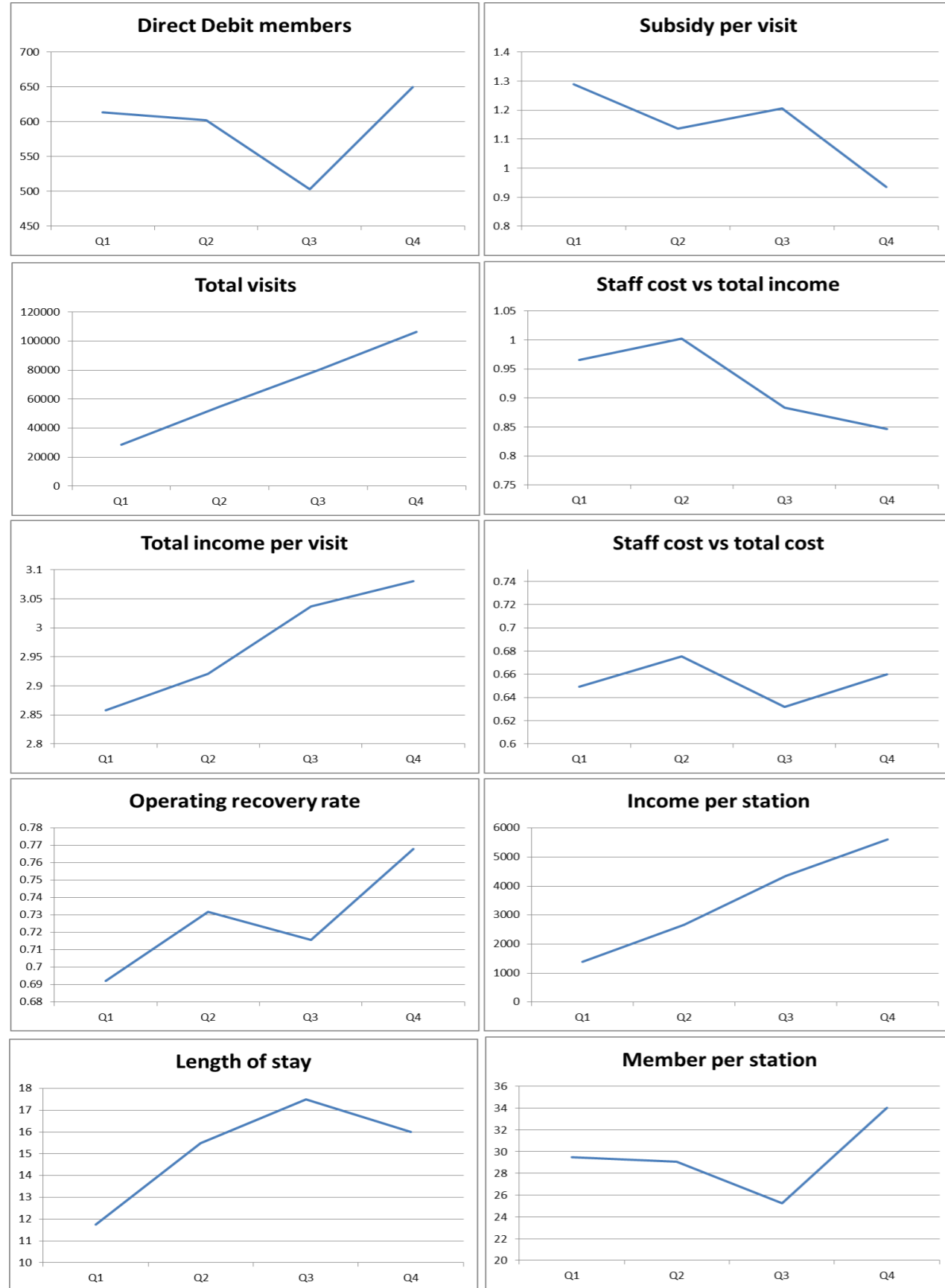
KPIs per quarter	ALC				CLC				PSC			
	1	2	3	4	1	2	3	4	1	2	3	4
Total members	3053				1693				910			
Direct Debit members	878				814				321			
Total visits	50130				30405				16060			
Total income per visit	£3.05				£3.30				£3.09			
Subsidy per visit	£0.82				£0.98				£0.60			
Staff cost vs total income	84%				90%				105%			
Staff cost vs total cost	66%				70%				88%			
Operating recovery rate	79%				77%				84%			
Income per station	£1,668				£1,661				£966			
Member per station	35				37				26			
Length of stay	15				19				18			

KPIs annual comparison	Atherstone L C				Coleshill L C				Polesworth SC			
	16/17	17/18	18/19	19/20	16/17	17/18	18/19	19/20	16/17	17/18	18/19	19/20
Total members	2410	3307	2,984		1802	2049	1,680		1014	1023	933	
Total visits	172505	197790	200,936		120183	130143	129,559		68565	67519	64,937	
Total income per visit	£1.64	£2.99	£3.25		£1.64	£3.32	£3.09		£1.49	£2.90	£3.26	
Subsidy per visit	£0.34	£1.01	£0.74		£0.48	£0.41	£0.83		£0.04	£0.70	£0.93	
Staff cost vs total income	73%	80%	77%		78%	72%	82%		88%	91%	97%	
Staff cost vs total cost	60%	60%	63%		60%	64%	65%		70%	73%	76%	
Operating recovery rate	83%	75%	81%		77%	96%	79%		80%	80%	78%	
Income per station	£3,202	£7,365	£6,999		£3,352	£7,298	£6,609		£1,847	£4,229	£4,191	
Member per station	n/a	38	38		n/a	38	37		n/a	29	28	
Length of stay		12	14			14	18			12	17	

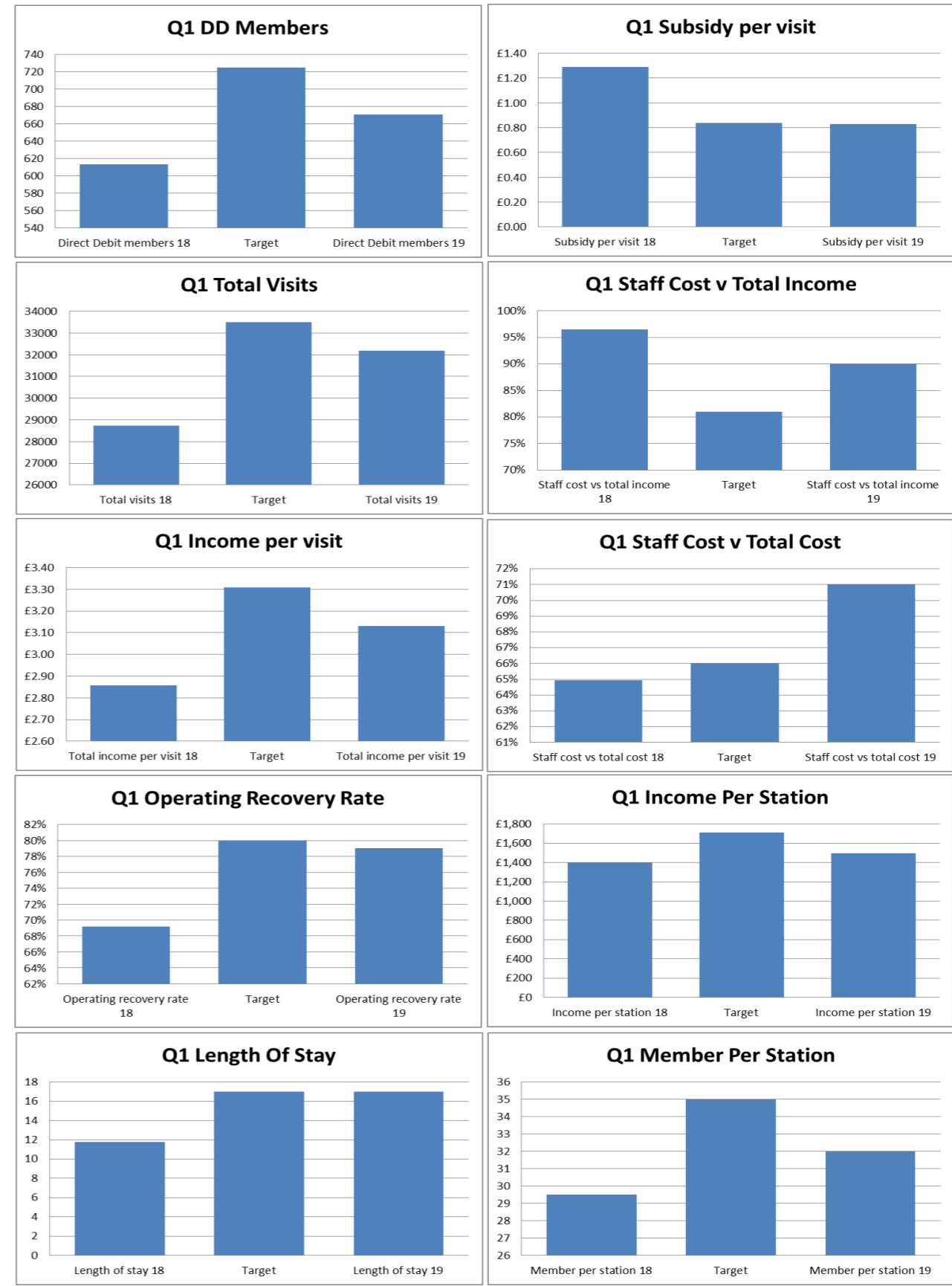
Definitions/Calculation	Positive Travel	Unit	Definition
Total members	Upward	No.	All members holding a current subscription
Total visits	Upward	No.	All activity visits (performance grows throughout the year, with a full picture of visits at year end)
Total income per visit	Upward	£	Total income <i>divided by</i> total visits
Subsidy per visit	Downward	£	Total costs (excludes CECs and capital repayments) <i>minus</i> total income <i>divided by</i> total visits
Staff cost vs total income	Downward	%	Operational facility staff cost (DW apportioned across sites) <i>divided by</i> total income
Staff cost vs total cost	Downward	%	Operational facility staff cost (DW apportioned across sites) <i>divided by</i> total cost (excludes CECs and capital repayments)
Operating recovery rate	Upward	%	Total income <i>divided by</i> total cost (excludes CECs and capital repayments)
Income per station	Upward	£	Gym & classes income <i>divided by</i> number of stations (this grows throughout the year, with a full picture at year end)
Member per station	Upward	No.	All gym members <i>divided by</i> number of stations
Length of stay	Upward	No. Mths	Average length of direct debit membership (inc current members)

Total members	indicates how many current members we have across all our membership options
Total visits	indicates how many visits we attract across all the activities we provide
Total income per visit	indicates the average amount of money each customer spends per visit, so the higher figure the better
Subsidy per visit	indicates how much it costs to provide the service for each visit, so the lower figure the better
Staff cost vs total income	shows a comparison between our staff cost and the income we generate, so the lower figure the better
Staff cost vs total cost	shows our staff cost as a percentage of total cost, so the lower figure the better
Operating recovery rate	indicates how much of our total cost is recovered by the income we generate, so the higher figure the better
Income per station	indicates how much fitness income we generate from the number of fixed pieces of equipment, so the higher figure the better
Member per station	indicates how many gym members we attract from the number of fixed pieces of equipment we have, so the higher figure the better
Length of stay	indicates on average how long our Direct Debit members continue to pay their monthly fee, so the higher figure the better

2018/19 KPI trends



2019/20 Q1 KPI Performance



## **Agenda Item No 9**

### **Community and Environment Board**

**6 August 2019**

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

#### **Community Development Update**

### **1 Summary**

- 1.1 This report outlines the progress that the Authority's Community Development section has made since the targeted approach to its work was agreed by the Board in July 2015 and, again, in January 2017, the context for which was provided by a "light touch" review undertaken by external consultants.

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

**That the Board notes and comments upon the progress made by the Community Development section in respect of the approach to its work agreed by Members and that it further advises Officers on how it would like to see this work evolve in the foreseeable future.**

### **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 Borough Council's Community Development section provides, enables and co-ordinates a wide range of services that contribute to the attainment of priorities in both the Sustainable Community Strategy and the Corporate Plan. These services are always undertaken in conjunction with the local community, in partnership with other agencies / organisations and invariably with external financial support. They have evolved in direct response to evident demand within the local community, including through community planning processes.
- 3.2 In 2015, an internal assessment of community development activity concluded that, whilst high priority work, such as tackling the fear of crime and the rise in levels of obesity, was being addressed by the section, related activity was notionally spread across the Borough, although not necessarily based upon any coherent assessment of relative need. Whilst participants undoubtedly benefitted from their engagement in these activity programmes, the determination to adopt a Borough-wide approach, alongside the contraction in resource provision, had, of necessity, meant that interventions



had been very short-term. There was little evidence to suggest that related activity programmes were contributing to sustainable, long-term impacts, either for individuals or communities. There was a genuine concern, therefore, that with limited resources spread thinly across North Warwickshire, the opportunity to “narrow the gap” between the least and the most deprived communities was being missed. To help those communities most in need, it was concluded that the section’s resources would need to be more focused and better co-ordinated. The section would need to work as a community development “team”, not as individual theme-based units. It would need to ensure community and partner engagement in service design, development and delivery if the related benefits were to be sustainable and, whilst not ignoring needs across the Borough, it would have to target the majority of its time and effort into two or three priority areas.

3.3 In order to help Members determine those areas that would initially benefit from future interventions, Officers undertook a detailed analysis of various indicators for communities across the Borough. Within this process, due regard was paid to the priorities of the Sustainable Community Strategy and the Corporate Plan. Accordingly, close scrutiny was afforded to those indicators that:

- Informed delivery of the approved North Warwickshire Health Improvement Action Plan
- Had a direct relationship to access to services and facilities, economic activity and quality of life
- Informed local crime data

3.4 Throughout the process, and within each of three key areas of community development activity (health improvement, rural regeneration and safer communities), three localities were identified as being most in need of future longer-term engagement and support; Atherstone / Mancetter, Dordon and Arley and Whitacre. The length of this engagement would, of necessity, vary between communities and would be dictated by need.

3.5 Within the adopted approach to targeted community development work it was acknowledged that children and young people (and, indeed, older people) live in communities. As such, they were, and remain, fundamental to the growth and health of community life. Accordingly, their needs would be addressed through the community development processes that guide the work of the section. They would be central to all future related activity.

3.6 In response, in July 2015, this Board accepted that the way in which the section was structured needed to change if future challenges were to be met and if the service was going to make a positive impact within the local community, particularly for those people considered to be in greatest need. Accordingly, the Special Sub-group, at its meeting held in May 2016, approved the introduction of a revised, leaner staff structure that principally focused activity on the three areas of work that specifically addressed

Sustainable Community Strategy and corporate priorities: health improvement, rural regeneration and safer communities.

#### **4 Staff Structure**

- 4.1 The section is led by the Community Development Manager, who is responsible for three Community Development Officer posts, one for health improvement, one for rural regeneration and one for safer communities. These work areas are closely related to one another and, therefore, the Officers are required to function as a rational “unit” in the coherent delivery of services that are designed to improve quality of life. They work with, and within, communities and alongside partner agencies in a shared approach to tackling needs identified by local people. Communities are helped and empowered not merely to recognise their needs, but also to identify and deliver the solutions required to effect lasting change.
- 4.2 The section is additionally supported by a Special Projects Officer and an Engagement and Funding Officer. The Special Projects Officer leads on the development and delivery of projects of particular community and / or corporate significance, such as major sporting events, Big Days Out and celebratory projects, as well as the co-ordination of North Warwickshire’s walking groups and specific project work undertaken in green and open spaces, within leisure facilities and other corporate undertakings (such as Armed Forces initiatives). In addition to the day-to-day management of the Authority’s schemes of “Financial Assistance to Outside Organisations”, the Engagement and Funding Officer co-ordinates work designed to secure external funding in support of Leisure and Community Development activity. The postholder is also responsible for ensuring community involvement in service design and delivery, for improving communication and consultation with the community and for contributing positively to related activity across the Borough Council.
- 4.3 The section also hosts a small “Green Space” unit, which is comprised of a Green Space Officer and a Green Space Officer (Trees) and the focus of which is provided by the Authority’s Green Space Strategy. It is additionally responsible for the management and co-ordination of the North Warwickshire and Hinckley and Bosworth LEADER programme, for which the Borough Council is the Accountable Body. Both “Green Space” and LEADER are the subject of separate and regular reports to the Board.

#### **5 External Validation**

- 5.1 In order to ensure the legitimacy of the internal review process that led to the targeted approach to community development activity, the Board commissioned an external consultant to undertake a “light touch assessment” of the adopted approach to related work. Subsequent to having reviewed all of the appropriate documentation, met with staff, partners and stakeholders and analysed the context in which the work is undertaken, the appointed consultant concluded that:

- The approach to community development work recognised the challenges facing North Warwickshire’s communities
- The research and analysis that had informed the “new way of working” were clear, rational and evidenced
- Focused interventions were required to make a positive difference in “hard to reach” communities
- Community development work needed to be seen as “long-term” if sustainable, generational change was to be realised

5.2 Whilst the consultant acknowledged that community development work was difficult, it supported the adopted approach taken by the Borough Council as the most logical means by which to effect long-term change for the local community and to “break the current cycles of disadvantage”.

## 6 Community Development Work

6.1 There are various models of community development work. The approach taken by Authority’s Community Development section is based on the Asset Based Community Development (ABCD) model, which focuses on the strengths already evident within the community and the development of existing “assets” and resources in order to make sustainable, positive change. This approach centres on building relationships with local people, in order to identify and work with their particular skills and passions.

6.2 The work of the Community Development section can be categorised into three broad types of activity:

- Projects delivered **for** the community
- Projects delivered **with** the community
- Projects delivered **by** the community

The aim is to have more projects being delivered **with** and **by** the community than there are **for** it.

6.3 In a community development context, success is measured when the support provided by, in this case, the Borough Council is no longer required, and projects and initiatives are being delivered by the community, for the community. Reducing a reliance upon professional interventions (through the Borough Council, as well as other agencies) increases capacity building and enables resources to be deployed elsewhere, thereby enhancing the reach of community development work.

6.4 It should be recognised, however, that this approach to community development cannot replace all forms of public service provision, although it does seek to encourage better collaboration between services and ensure

that related activity is effectively and efficiently delivered, community focused and, wherever possible, community led.

## **7 Progress to Date**

7.1 Over the last four years, the section has been involved in the development, co-ordination and partnership delivery of a range of activities and initiatives in its targeted approach to building community capacity, local engagement and local leadership in Atherstone / Mancetter, Dordon and Arley and Whitacre. The tables attached at Appendix A detail the extent of this activity. For ease of interpretation, the tables list this activity firstly by reference to the target community (Atherstone / Mancetter, Dordon or Arley and Whitacre) and then by reference to the primary focus of the community development intervention (health improvement, rural regeneration or safer communities). The purpose, outcomes to date and current status of each activity are identified, as are the partnerships associated with each work programme. The fourth table details the additional projects, events and programmes in which the section has been engaged in pursuance of broader community objectives.

7.2 In endeavouring to be consistent with the approach taken to the consideration of progress in the delivery of other action plans monitored by the Board (such as the Health and Wellbeing Action Plan and the Leisure Facilities Service Improvement Plan), this report does not seek to provide detailed commentary on the evolution of each individual undertaking. Members, however, are invited to comment on the progress highlighted within the appended tables and to advise on any areas of activity upon which they wish Officers to focus in order to enhance the effectiveness of the section in meeting community-led priorities.

## **8 Monitoring and Evaluation**

8.1 Over the last four years, the Community Development section has reported progress against the following key performance indicators to this Board:

- Number of projects / programmes being delivered
- Number of people engaged on projects / programmes
- Satisfaction with the service delivered

8.2 These indicators, however, no longer reflect the work of the section. Instead, the section has adopted the following indicators, which more appropriately reflect its focus. Unless otherwise instructed by the Board, performance against these indicators will be reported corporately from 1 April 2019:

- Number of community-led activities
- Number of co-led activities (those activities that are delivered with the community)
- Number of people who attend co-led activities
- Number of “discovered” people (those members of the community who are engaged to lead on local activity)
- Number of Borough Council led activities

- Number of people who attend Borough Council led activities

## **9 Community Development Progress and Achievements**

- 9.1 The Board approved change away from short-term, directly led interventions to targeted, community engagement activity was known to be a long-term approach from the outset. It is, however, possible to see and evidence the positive impacts of this change in focus. The Community Development section, along with partners, is managing to build local capacity through its work with local “connectors”, those individuals within the community who have the ability and desire to make a positive difference. Sustainable relationships with these individuals are established in many different ways, but they are always forged within communities themselves and they evolve at a pace with which the individual connectors are comfortable.
- 9.2 Having local people lead on events and activities increases community engagement, as people are more inclined to volunteer their time and effort if that activity is seen to be promoted by a peer, as opposed to the Borough Council or another public sector organisation. Examples of related successes include the considerable volume of work being developed through the Dordon Activity Group and the Atherstone Partnership, as well as the development of the community cinema in Arley. Local leadership also naturally leads to work being focused upon issues that are important to the local community, as opposed to priorities being dictated to them by outside bodies.
- 9.3 By way of further example, a targeted approach to safer communities work in Atherstone ensured the provision of effective diversionary activities to young people who were the cause of local anti-social behaviour. Subsequent to the development of strong and trusted community links and the acquisition of local intelligence, effective partnership working with the Safer Neighbourhood Team resulted in the provision of a now popular boxing session, which has actively engaged with a number of young people who were displaying inappropriate and nuisance behaviours. This has reduced the number anti-social behaviour reports and increased the strength of relationships between young people, local police officers and other agencies and groups within the town.
- 9.4 The work of the section over the last four years is beginning to evidence that this method of community development can and does work. Sustainable capacity building and local leadership is an effective means through which to encourage community ownership and to ensure that positive, long-term change is focused on the priorities held by local residents. Targeted development activity is an effective means through which to narrow the gap between those people least and most in need of support within the community.

## **10 Partners / Stakeholders**

- 10.1 Partnership work is integral to the success of local community development activity. It is inherent to the Borough Council’s philosophy of community

service provision, given that it enables the sharing of expertise and is the most cost efficient means by which to maximise opportunity provision. Indeed, the Authority, not least because of the pressure on public expenditure, is not in a position to meet diverse local community need in isolation. The complex needs of individuals and communities can only be furthered through, or with the co-operation of, partners in the public, voluntary and / or commercial sectors. Successful community development work, therefore, is heavily dependent upon partnerships and upon enthusiastic co-operation with a wide range of external agencies.

- 10.2 The tables appended to this report identify the partners involved in all aspects of the work of the Community Development section. The following organisations, however, are those with which the section most frequently engages in order to meet needs within local communities.

### **Warwickshire County Council**

- 10.3 The Localities Team at Warwickshire County Council consists of a Localities Officer and a Community Development Worker. The Team also follows the Asset Based Community Development approach to its work.

- 10.4 Consistent with the Community Development section, the Localities Team's work is focused on the following priority areas:

- Atherstone
- Mancetter
- Dordon
- Kingsbury

- 10.5 Officers within the Community Development section have regular meetings with the Localities Team to ensure that there is no duplication and that work programmes complement each other.

### **Warwickshire Community and Voluntary Action**

- 10.6 Members will be aware of the work of Warwickshire Community and Voluntary Action (WCAVA), not least because of the financial assistance afforded to this organisation by the Borough Council. This assistance (£11,875 in 2019 / 20) is underpinned by an approved service level agreement, which seeks to ensure the development of support for the third sector in North Warwickshire.

- 10.7 The remit of WCAVA includes:

- Providing support to new, emerging and established groups, with a view to increasing sustainability, independence or overall growth
- Planning and delivering partnership working activities between WCAVA, the community and the Borough Council, including an event in support of Small Charities Week
- Providing support to the community and voluntary sector to identify and access funding opportunities

- Volunteer recruitment and placement activity
- Support for the Big Local project in Arley and Ansley Village
- Support and involvement in youth initiatives delivered in the Borough

10.8 The Community Development section has supported the joint Creative People and Places (CPP) bid to the Arts Council England. The application for £2 million covers both North Warwickshire and Nuneaton and Bedworth and will aim to increase participation and engagement in the arts. WCAVA is the lead applicant, with other local organisations represented on the consortium and steering group. If successful, the programme will run for four years, starting in November 2019.

### **Public Health**

10.9 Public Health leads and commissions a number of health-related work programmes, including the development of the Joint Strategic Needs Assessment, an undertaking in which the Borough Council also played a prominent role. Indeed, it is the strength of this partnership relationship that has led to the negotiation of an agreement through which Public Health has committed a substantial revenue grant to the Authority for local health and wellbeing activity for each of the last four years.

### **Police**

10.10 Officers work in close partnership with the Safer Neighbourhood Team on a wide variety of community safety issues, including the provision of diversionary activities for, in particular, young people and the promotion and organisation of community engagement events to promote community safety advice, through the Community Safety Partnership.

### **Internal Partnerships**

10.11 As well external partners, the Community Development section works with other Divisions of the Authority in the delivery of complementary programmes of work, for example:

- With Environmental Health on issues including air quality
- With Leisure Facilities in the development and promotion of the Fitter Futures programme
- With Planning and Policy on the development of programmes through which to improve local high streets
- With Housing on anti-social behaviour interventions
- With Policy to engage young people not engaged in employment, education or training
- With Streetscape on programmes to improve safety within open and green space
- With internal partners to support Armed Forces Covenant work

10.12 Keeping the community at the centre of those undertakings in which the Authority is involved is of paramount importance, as it is through the development of community capacity, local engagement and local leadership that the sustainability of focused, meaningful activity is developed. With this in mind, the Community Development section will be hosting internal workshops through which it is hoped to encourage a collaborative and co-ordinated way in which to enhance work in target communities across the Borough Council.

## **11 Future Activity**

11.1 The financial constraints under which the Authority is required to operate mean that it is not possible for the Community Development section to provide a comprehensive and meaningful service across the entire Borough. The successful evolution of related activity over the last four years provides the justification for future service provision to continue to be targeted towards those communities considered to be in particular need of focused support and where longer-term interventions will lead to demonstrable benefits and an improved quality of life for local residents. In the immediately foreseeable future, these areas will continue to be Atherstone / Mancetter, Dordon and Arley and Whitacre, although high priority health improvement, rural regeneration and safer communities work will also be undertaken in other parts of North Warwickshire.

11.2 The section will continue to work with and within communities and alongside partner agencies in a shared approach to tackling needs identified by local people. Communities will be helped and empowered both to recognise their needs and also to engage in the solutions that will effect positive lasting change. This approach will take time, so interventions will be targeted, focused and long-term.

11.3 The aim of the Community Development section, “to work with local residents and partners to bring about positive, lasting, community led change”, continues to be as relevant now as it was four years ago. The Board, however, is invited to comment on the focus and impact of the work undertaken to date and to advise Officers on the need, or otherwise, for change in the approach taken to this important and valued Borough Council service.

## **12 Report Implications**

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

12.1.1 Any actions undertaken by the Community Development section are funded either through approved revenue budgets or secured external funding.



## **12.2 Safer Communities Implications**

12.2.1 Engaging local people in community development initiatives seeks, amongst other things, to make North Warwickshire a safer place in which to live, work and visit.

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

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

## **12.4 Environment, Sustainability and Health Implications**

12.4.1 The targeted approach to working with and through local communities in development activity that is focused on residents taking ownership of local endeavour deliberately seeks to improve the sustainability of related projects and initiatives. If local people are involved in the design, delivery and leadership of activities they are more likely to take responsibility for the associated local outcomes.

12.4.2 The immediate and wider environment in which people live and work has a direct impact on individual and collective health. Local community development activity is focused on recognising and building upon existing assets to bring about positive community-led change.

## **12.5 Risk Management Implications**

12.5.1 There are no direct risks consequent upon the services identified within this report. All Community Development activity is risk assessed and appropriate controls put in place, where appropriate.

## **12.6 Equalities Implications**

12.6.1 Community Development work is deliberately targeted in the three priority areas (Atherstone / Mancetter, Dordon and Arley / Whitacre) identified by the Board as being most in need of related services. Any adverse impacts on any of the identified protected characteristics raised during the community development activities will be considered further as necessary.

12.6.2 A duly completed Equality Impact Assessment Summary Sheet is attached to this report for the Board's information.

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

12.7.1 Community Development work positively impacts on all 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

12.7.2 The activity identified in this report additionally impacts positively on the Sustainable Community Strategy priorities to:

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

The Contact Officer for this report is 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	Assistant Director of Leisure and Community Development	Report to Community and Environment Board (Strategic Review of Leisure and Community Development Services)	Jan 2017
2	North Warwickshire Borough Council	Health and Wellbeing Action Plan	2017 to 2020

## Equality Impact Assessment Summary Sheet

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

Name of Policy Procedure / Service	Community Development work
Officer Responsible for assessment	Community Development Manager

Does this policy /procedure /service have any differential impact on the following equality groups /people

- (a) Is there a positive impact on any of the equality target groups or contribute to promoting equal opportunities and improve relations or:
- (b) could there be a negative impact on any of the equality target groups i.e. disadvantage them in any way

Equality Group	Positive Impact	Negative Impact	Reasons / Comments
<b>Racial</b>			
<b>Gender</b>			
<b>Disabled People</b>			
<b>Gay, Lesbian and Bisexual People</b>			
<b>Older / Younger People</b>	y		There is current work in partnership with the Police to encourage young people to take part in the fitness and boxing club in Atherstone.
<b>Religion and Beliefs</b>			
<b>People Having Dependent Caring Responsibilities</b>			
<b>People Having an Offending Past</b>			
<b>Transgender People</b>			
<b>Armed Forces Covenant</b>	Y		The Community Development team is undertaking specific work in respect of the Authority's activity in support of the Armed Forces Covenant

## Community Development Projects

Atherstone / Mancetter

Community Development Theme	Project	Purpose	Outcome	Partners (Internal and External)
Health Improvement	Holiday Hunger: "Family, Food and Fun"	Provide families on a lower income the opportunity to participate in games and activities, as well as ensuring each member of the family to have a healthy meal.	Specific activities included on the sessions which were chosen and run by members of the community. Members of the community will be identified and supported to manage future sessions.	Warwickshire County Council (WCC) – Localities Team  Community
	Walking Football	A member of the community had approached the team for support in setting up a Walking Football session.	Signposting to Birmingham County FA to register and insure session. Facebook page established. Leaflet designed and printed. Session established at The Queen Elizabeth Academy (TQEA) with the first month free of charge. 15 regular participants and new attendees each week.	Birmingham County FA  The Queen Elizabeth Academy (TQEA)  Community  Premier Education
	Good Neighbour Scheme	Community to identify "Good Neighbours" – someone who goes out of their way to help others or do something to enhance their community.	9 nominations received Celebration event took place A number of potential community-led projects identified	Community

	Big Day Out	A family fun day on one of the Borough's open green spaces. Encourages people to explore and enjoy their local green space. Enables local businesses, organisations and groups to promote their services.  The Authority hosts two events per year with at least one being held in a priority area	Raises awareness of local businesses, groups and organisations.	Local business / groups / organisations
			Networking for local businesses which has led to other events	Community
			Grant of £8,700 received from Armed Forces Covenant Trust for event on Mancetter Recreation Ground in September 2018 which had a WW1 theme	Town Council
			Interest from stall holders and members of the community to host their own events.	Local sports clubs
	Walking Group	Originally established as part of the Walking for Health initiative, "North Warks" features a walks across the Borough, including Atherstone.	Walks are managed and led by the community	Ramblers
			Walking groups are now constituted	Walking for Health
			The group has successfully applied for Awards for All funding	Community
			New walks are instigated by the community	
			Assists in the reduction of loneliness and isolation	
	Health Store	Due to an increasing number of conceptions in young people aged 18 or younger, the Health Store was established in the Ratcliffe Centre.  Young people under 25 can get information on; health, contraception, money, relationships, accommodation and support in securing education, employment and training.	Number of conceptions in young people under the age of 18 reduced.	George Elliot Hospital
			Open event held which was attended by student from TQEA	Clinical Commissioning Group (CCG)  Doorway  WCC  Public Health

	Dementia Friendly Cinema	As part of the work to make North Warwickshire a Dementia Friendly Community, Dementia Friendly Cinemas have been organised for those people living with dementia and their carers to enjoy an older film in a relaxed environment with others.	Enables people living with dementia to enjoy a film which they may remember in a more relaxed environment in their community.	
Rural Regeneration	Atherstone Town Partnership	Lead delivery of the action plan produced as a result of the visitor audit	Submission of a bid to the Future High Street Fund (£90,000)	15 different businesses and groups
			Establishment of Polesworth Partnership	
	Roman Mancetter	Established with the aim of creating a physical site through which to raise awareness and educate people about the area's rich Roman's history	Feasibility study exploring the historic context of the area	Friends of Atherstone Heritage
			"Roman Mancetter and Boudicca" working group established	Northern Warwickshire Tourism Association
Themed exhibition in St Peter's Church, Mancetter			Dobbies Garden Centre	
Future High Street Fund	A bid to carry out capital projects to regenerate Atherstone	£5,000 grant received through North Warwickshire Community Heritage Grant Scheme	St Peter's Church, Mancetter	
		Leader funding bid has been submitted and currently sits on the reserve list for funding	Atherstone Civic Society	
				Heritage Consultant
				North Warwickshire Heritage Support Group
			Application for £90,000 submitted. Will find out if successful in Summer 2019	WCC
				Coventry and Warwickshire LEP
				Small Businesses Federation
				Town Council
				Friends of Atherstone Heritage
				TQEA
				Ruby's Yard
				West Midlands Combined

				<p>Authority</p> <p>Warwickshire Young Carers</p> <p>Atherstone Civic Society</p> <p>Health Living Network</p> <p>Local MP</p> <p>St Mary's Church</p>
Community Safety	Youth Engagement	To reduce anti-social behaviour in Atherstone and Mancetter. Young people signposted to boxing sessions and informal youth club as diversionary activities	<p>Reduced anti social behaviour</p> <p>Young people positively engaged</p> <p>Improved relationships between police and young people</p>	<p>Police</p> <p>Owen Arts Centre</p> <p>Youth Justice</p> <p>Premier Education</p> <p>CSW Sport</p> <p>Aston Villa</p>
	Community Safety Engagement Events	Events have been held at TQEA and the Market Square in Atherstone promoting community safety through partner agencies	<p>Raised awareness of services and support available</p> <p>Opportunity for members of the community to raise concerns</p>	
Health Improvement / Rural Regeneration / Community Safety	Cycle races	and women's cycle race which started in Atherstone and the International men's race which passed through the Borough	Engagement from local businesses including promotional booklet and window dressing competition	Local businesses
			School engagement	St Mary's Church, Atherstone
			Pedal to the Park events	Schools
			Community engagement including bunting, Community Ambassadors and village events	<p>WCC</p> <p>Just Ride</p> <p>Atherstone Town Council</p>

				<p>Friends of Atherstone Heritage</p> <p>Atherstone Partnership</p> <p>Sweetspot</p> <p>NWBC – Communications Team</p>
	Meadow Street Garden	The redesign of Meadow Street Garden to enhance this valuable space and to highlight the rich heritage of Atherstone as a centre for hat making.	<p>Bid submitted to Heritage Lottery Fund which was unfortunately unsuccessful</p> <p>Funding application submitted to Leader which has been successful</p>	<p>TQEA</p> <p>Outwoods Primary School</p> <p>Theatre Groups</p> <p>Youth Groups</p> <p>Residents' artwork projects</p> <p>Friends of Atherstone Heritage</p>
	Christmas cinema	Engage and consult with the community about Mancetter	Key information received from the community about how they would like their village to develop	
	Good Neighbour scheme	Identify members of the community who are “connectors” and already doing things in and around their community.	<p>Potential community-led projects identified</p> <p>Celebration event held</p> <p>Members of the community nominated</p>	



Dordon

Community Development Theme	Project	Purpose	Outcome	Partners (Internal and External)
Health Improvement	Holiday Hunger: "Family, Food and Fun"	Provide families on a lower income the opportunity to participate in games and activities, as well as ensuring each member of family to have a healthy meal.	Specific activities included on the sessions which were chosen and run by members of the community. Members of the community will be identified and supported to manage future sessions.	Warwickshire County Council (WCC) – Localities Team  Community
	Big Day Out	A family fun day on one of the Borough's open green spaces. Encourages people to explore and enjoy their local green space. Enables local businesses, organisations and groups to promote their services.  The Authority hosts two events per year with at least one being held in a priority area	Raises awareness of local businesses, groups and organisations.	Local business / groups / organisations  Community  Town Council  Local sports clubs
	Walking Group	Originally established as part of the Walking for Health initiative, "North Warks" features walks across the Borough, including Dordon.	Walks are managed and led by the community Walking groups are now constituted The group has successfully applied for Awards for All funding New walks are instigated by the community Assists in the reduction of loneliness and isolation	Ramblers  Walking for Health  Community
	Breakfast club	Provide free breakfast for all pupils at Dordon Primary school	Higher attainment levels Improved punctuality of pupils Lower levels of hunger Increased engagement from hard to reach pupils Application to Awards for All funding to support staff costs	Edible Links  Dordon Primary School  WCAVA

	"Pay as you Feel" cafe	A community café run by volunteers which enables members of the community to access food for as much as they can afford.	<p>Help in the reduction of social isolation and loneliness</p> <p>Identify volunteers to support the project</p> <p>Increased footfall in the Dordon Village Hall</p> <p>Upskilling the community with regard to food hygiene and cooking skills</p>	<p>Edible Links</p> <p>Parish Council</p> <p>Community</p> <p>St Leonard's Church, Dordon</p> <p>The Real Junkfood Café</p>
Rural Regeneration	Meet the Ancestors Exhibition	Exhibition focusing on the heritage of Dordon and the people who had lived there	<p>26 attendees</p> <p>Heritage Trail project identified by a member of the community and will be progressed</p>	Community
Community Safety	Neighbourhood Watch	Share information about community safety and increase vigilance locally	<p>People feel safer within their community</p> <p>The community are better informed about criminal issues and services / support available</p>	<p>North Warwickshire Neighbourhood Watch</p> <p>Rural Watch Warwickshire</p>
	Mobile Police Station	To provide community reassurance and increased reporting as a result of increased reports of antisocial and substance misuse	<p>People feel safer within their community</p> <p>Increased intelligence received</p>	Police
Health Improvement / Rural Regeneration / Community Safety	Christmas cinema	Engage and consult with the community about Dordon	<p>Key information received from the community about how they would like their village to develop</p> <p>Key individuals identified, which led to the Dordon Activities Group being established</p>	
	Dordon Activities Group (DAG)	To coordinate and manage events in Dordon. Run by the community for the community	<p>Whole host of events being organised and managed by the community</p> <p>Members of the (DAG) now on Dordon Parish Council</p> <p>Group now constituted with their own logo and social media presence.</p>	WCC – Localities Team

	Dordon Community Workers Forum	To support and deliver community-based projects in Dordon	New community-led activities and projects established and delivered in Dordon Networking and information sharing between organisations	WCC Parish Council Community NWBC – Borough Care St Leonard’s Church, Dordon Dordon Dance Club DAG Police Fire and Rescue WCAVA
	Dordon Community Ideas Fund	£500 was gifted by Vinshire Heating and Plumbing, the Borough Council’s contractors, to identify people within the community who would like to start or develop a new community-led activity	3 projects awarded funding: <ul style="list-style-type: none"> <li>• Big Spring Clean</li> <li>• Dordon Craft Group</li> <li>• Childminders Group – Picnic in the Park</li> </ul>	Parish Council Community NWBC - Streetscape
	Community Orchard	As a result of the Big Spring Clean, a group of volunteers are looking to clear an allotment site to create a community orchard and re-establish a pond.	Increased community use Production of fruit / vegetables from allotment site Helps to decrease social isolation and loneliness	Community

Arley

Community Development Theme	Project	Purpose	Outcome	Partners (Internal and External)
Health Improvement	Northern Warwickshire Cycleway	Re-establishment of the North Warwickshire Cycle Way was an outcome of the International Women's Tour and the production of a Destination Management Plan for North Warwickshire and Hinckley and Bosworth.  The route across the Borough including part of Arley	Wider strategic approach to the development of walking and cycling routes in the Borough.	WCC  Big Frank's Cycle Hire
			Project was awarded £34,946 OF Leader funding to sign and promote the routes, and well as to provide cycling furniture across the Borough	
			Family Routes established in Kingsbury Water Park	
	Walking Group	Originally established as part of the Walking for Health initiative, "North Warks" features walks across the Borough, including Arley	Walks are managed and led by the community	Ramblers
			Walking groups are now constituted	Walking for Health
			The group has successfully applied for Awards for All funding	Community
			New walks are instigated by the community	
			Assists in the reduction of loneliness and isolation	
	Community Orchard	To plant a number of fruit trees on the recreation ground to provide a community area and help deter unauthorised access on site	14 trees planted	Borough Councillors  Big Local  Warwickshire CAVA
	Big Day Out	A family fun day on one of the Borough's open green spaces. Encourages people to explore and enjoy their local green space. Enables local businesses, organisations and groups to promote their services.  The Authority hosts two events	Raises awareness of local businesses, groups and organisations.	Local business / groups / organisations
Networking for local businesses which has led to other events			Community	
Interest from stall holders and members of the community to host their own events.			Local sports clubs	

		per year with at least one being held in a priority area		
Community Safety	Meet Your Local Officer	To increase the awareness of local police officers	Opportunity for people to voice their concerns Increase in reporting issues	Police
Health Improvement / Rural Regeneration / Community Safety	Community Cinema	Engage and consult with the community about Arley	Volunteers discovered who would organise and manage future events  A further cinema was organised and managed by members of the community raising almost £100 for charity	

#### Other

Community Development Theme	Project	Purpose	Outcome	Partners (Internal and External)
Health Improvement	Year of Wellbeing	Raise the profile of preventative service and opportunities for all types and to promote a message of personal responsibility, early action and self-help as the first option in improving individual health and wellbeing.	A series of activities and promotional / marketing work to promote services and wellbeing.	MIND  WCC Public Health  #onething  Leisure facilities
Rural Regeneration	North Warwickshire Community Heritage Grant Scheme	To support and facilitate the development of heritage – related activity and the delivery of heritage projects within North Warwickshire	£25,000 allocated to six projects: A further £25,000 has been committed for the scheme for 2019 / 20	

	Heritage Awards scheme	The scheme recognises building, restoration and conservation projects across North Warwickshire that have contributed towards the character of the Borough.	6 winners were presented with commemorative plaques:	Heritage Forum
	High Street Heritage Action Zone	Bid to regenerate conservation high streets by using heritage as a catalyst in Polesworth	Bid to be submitted July 2019	Local businesses and landlords Parish Council Community
Health Improvement / Rural Regeneration / Community Safety	Green Space Strategy	To provide a framework for the provision and enhancement of green space for the benefit of communities across the Borough.	Evidence for funding opportunities including Section 106  Gaps in provision identified  Community consultation on local green spaces	Community  Town / Parish Councils  Borough Councillors  Warwickshire Wildlife Trust
	LFFP	A strategy for multi-football pitch sites across the Borough	Improved access and facilities	Birmingham County FA  Local football clubs  Schools  NWBC – streetscape  Parish / town councils  Community
	Playing Pitch Strategy	A strategy outlining the provision and state of sports pitches across the Borough	Evidence for funding opportunities including Section 106  Ensure enough provision  Gaps in provision identified	Local sports clubs  National Governing Bodies  Sport England  Strategic Leisure Review

## **Agenda Item No 10**

### **Community and Environment Board**

**6 August 2019**

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

**2019 Year of Wellbeing**

#### **1 Summary**

- 1.1 The 2019 Year of Wellbeing is a Coventry and Warwickshire-wide programme, the intention of which is to encourage people to take personal responsibility, early action and self-help in improving individual health and wellbeing. This report outlines the work undertaken by the Borough Council in support of the campaign and provides the Board with an opportunity to shape related activity during what remains of the programme.

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

**That the Board notes the local action taken in support of the 2019 Year of Wellbeing and advises Officers on the further activity to be carried out in support of the programme.**

#### **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 The 2019 Year of Wellbeing has been commissioned as a celebratory programme across Coventry and Warwickshire by the Place Forum. Its intention is to raise the profile of preventative services and opportunities of all types and to promote a message of taking personal responsibility, early action and self-help as the first option in improving individual health and wellbeing. The Year of Wellbeing is intended to promote existing activity and to help people to make connections to activities that will be of benefit to their physical and mental wellbeing. Place Forum partners, of which the Borough Council is one, have shaped the content of the Year of Wellbeing. The associated work plans of partners are scrutinised and endorsed by the Place Forum and the Proactive and Preventative Workstream of the Coventry and Warwickshire Sustainability and Transformation Programme.

## 4 Progress to Date

- 4.1 As well as receiving presentations from the Coventry and Warwickshire organisers of the Year of Wellbeing programme, the Health and Wellbeing Working Party has taken responsibility for the development and implementation of a local complementary action and promotional plan. A copy of this plan, upon which the Board is invited to comment, is attached at Appendix A. The plan is supported by a more detailed month by month breakdown of specific work undertaken to date, as well as that proposed to be carried out during the second half of 2019.
- 4.2 Additionally, the appendix provides a schedule of the promotional activity either undertaken or to be undertaken throughout the Year of Wellbeing. Members will see that this schedule includes a commitment to publicise a series of case studies through which to highlight the positive impact of good health and fitness. A number of gaps appear in this schedule during the second half of 2019. Members are welcome to identify suitable case studies to be featured in support of the Year of Wellbeing programme.

## 5 Year of Wellbeing Pledges

- 5.1 As the Board is aware, prior to the commencement of the programme, a number of potential Year of Wellbeing “Pledges” were established by the Place Forum and circulated for the consideration of partners. These Pledges were reviewed by the Health and Wellbeing Working Party, which committed the Borough Council to taking action in respect of six of the initiatives. The Pledges and the local progress made in support of their delivery are identified below.

- System leaders commit to using #onething to make a personal commitment to do something different for your health and wellbeing, and to promote and encourage this widely in your organisation

To date, three corporate Health and Wellbeing Days have been held for employees and Councillors, which included health checks delivered through #onething, healthy snacks, stress workshops delivered by Coventry and Warwickshire Mind and a variety of physical activity sessions

#onething health checks are to be offered to all Councillors before Full Council on 25 September 2019

At the start of the #onething campaign, the former Chief Executive made a personal pledge, which was used on a range of local marketing materials

The Health and Wellbeing Working Party has strongly endorsed the #onething programme and its inclusion in the North Warwickshire Health and Wellbeing Action Plan (2017 to 2020), the progress against which is reported regularly to the Board



- Actively participate in your local place-based Joint Strategic Needs Assessment (JSNA) partnerships to build data quality, intelligence and evidence-based decision making

A pilot Joint Strategic Needs Assessment for Atherstone and Mancetter was completed and an associated action plan was produced in conjunction with partners, including the Borough Council. Delivery of the activity identified within the plan is monitored through a multi-agency steering group, upon which the Borough Council is represented by the Chairman of the Health and Wellbeing Working Party

As a result of the success of the Atherstone / Mancetter pilot, a Needs Assessment is currently being completed, which includes the remaining areas within North Warwickshire. The stakeholder and community consultation event, although organised and delivered by the County Council's Public Health department, was supported by Members and Officers from the Authority

The link to the current JSNA consultation has been actively promoted to the community through social media outlets and on the Borough Council's website

- Prioritise communications and engagement with the Year of Wellbeing / prevention agenda, making sure that relevant communications staff are aware

Regular internal Year of Wellbeing meetings have been held with relevant Officers, including the Corporate Communications Officer. Progress in respect of the associated action plan has also been discussed at Management Team

All health-related promotion is branded with the Year of Wellbeing logo and both the spring and summer editions of North Talk featured related activity

The Authority has proactively sought opportunities to link with the Year of Wellbeing through national and local health campaigns, activities and events

- Co-brand existing, ongoing activities to align to the Year of Wellbeing throughout 2019 (e.g. Walking for Health), including commissioned activity where possible

The promotion of ongoing sessions and activities in the Authority-owned leisure facilities has incorporated the Year of Wellbeing branding. Additionally, the promotion of local and national campaigns has included reference to the Year of Wellbeing. Current work relating to Dementia Friendly Communities has also been brand aligned

- Instigate and promote a workplace scheme to encourage staff to find and use one or more “daily mile” routes from all building bases

Daily mile routes have been established from the Council House and each of the Authority’s leisure facilities. These routes will be promoted to all employees and Councillors. Routes will be mapped from Lower House Farm and the Sheepy Road Depot, Atherstone

A lunchtime walk was organised for staff during the first corporate Health and Wellbeing day (January 2019) and also as part of the “On Your Feet Britain Day” (April 2019) campaign

- Support the promotion and rollout of the Daily Mile across Coventry and Warwickshire

This is a school-led activity. Officers have actively promoted and encouraged schools within the Borough to sign up to the initiative and attend related partnership meetings. The number of schools that have taken up the Daily Mile initiative is not known

## 6 **Next Steps**

- 6.1 The 2019 Year of Wellbeing will continue to be a focus for all health-related activities and marketing / promotional work undertaken within the Borough Council. Implementation of the associated action plan will remain as a priority for both the Health and Wellbeing Working Party and the Community Development Officer (Health Improvement). Appropriate links will be made to all appropriate local and national campaigns and progress will continue to be reported to this Board. Members, however, are asked to advise Officers on any areas of work that they would welcome being a focus of attention for what is left of the 2019 programme.
- 6.2 Upon the conclusion of the programme there will be a need to move the focus from the Year of Wellbeing to healthy lifestyle choices becoming an integral part of daily life in order to promote long-term behaviour change and to sustain the impact of the work undertaken throughout 2019.

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

- 7.1 The Borough Council receives a grant of £17,000 from the County Council’s Public Health department, in support of the work undertaken to deliver the key tasks identified in the Health and Wellbeing Action Plan (2017 to 2020). The actions taken to promote and advance Year of Wellbeing commitments are included in this Action Plan and, therefore, place no additional impact on the Authority’s revenue budget.

## **7.2 Safer Communities Implications**

7.2.1 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.

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

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

## **7.4 Environment, Sustainability and Health Implications**

7.4.1 The Year of Wellbeing is designed to positively impact upon individual and collective health and wellbeing, with the aim of helping people to take personal responsibility for their ability to live longer, healthier and happier lives.

## **7.5 Risk Management Implications**

7.5.1 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.

## **7.6 Equalities Implications**

7.6.1 The Year of Wellbeing is targeted at the general population, but, as the Board is aware, the health and wellbeing work led by the Authority is targeted at specific communities identified as being those most in need of related services.

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

7.7.1 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

7.7.2 Additionally, health-related 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

<b>Background Paper No</b>	<b>Author</b>	<b>Nature of Background Paper</b>	<b>Date</b>
1	North Warwickshire Borough Council	Health and Wellbeing Action Plan	2017 to 2020

## 2019 Year of Wellbeing

## Activities

	Borough Council Led	Other (Across Warwickshire)
January	Health and Wellbeing Day held at Council House and Lower House Farm for staff and Councillors, which included health checks through #onething	RED (Run Every Day) January – Working with MIND
February	Half-term activities within the leisure facilities, which included: <ul style="list-style-type: none"> <li>• Pool inflatable</li> <li>• Build a Bear</li> <li>• Tumble Time</li> <li>• Nerf Wars</li> <li>• Trampolining</li> </ul>	Time To Talk Day (7 February) – Mental Health Awareness  Wellbeing corridors launched within the George Eliot Hospital  Healthwatch Warwickshire published a Wellbeing report, to which over 400 Warwickshire residents contributed
March		Coventry's Festival of Running launched – Children's Mile and Toddler Dash, over 4000 attendees  Nutrition and Hydration Week (11-17 March) – Social media and promotional materials
April	A running / walking club has been established for employees  On Your Feet Britain Day (26 April) – A lunchtime walk was organised for staff  Easter holiday activities within the leisure facilities, which included: <ul style="list-style-type: none"> <li>• Build a Bear</li> <li>• Chocolate Kitchen</li> <li>• Tumble Time</li> <li>• Pool Inflatable</li> <li>• Trampolining</li> <li>• Tumbling</li> <li>• Game Zone</li> <li>• Nerf Wars</li> <li>• Mega Bounce</li> </ul>	On Your Feet Britain (26 April) – social media posts and promotion of wider events

<p>May</p>	<p>During Dementia Action Week (20 to 26 May), Dementia Friends sessions were run with Years 5 and 6 of Kingsbury Primary School. A dementia friendly showing of the Wizard of Oz was held for free in Atherstone Memorial Hall</p> <p>Half-term activities within the leisure facilities, which included:</p> <ul style="list-style-type: none"> <li>• Tumble Time</li> <li>• Rafts and Floats at the Pool</li> <li>• Pool Inflatable</li> <li>• Gymnastics</li> <li>• Nerf Wars</li> </ul>	<p>Year of Wellbeing festival (18 May), held in Broadgate, Coventry – information and promotional stalls held throughout the day promoting health, wellbeing and the Year of Wellbeing</p> <p>Community organised walk for perinatal mental health illness (12 May), Ryton Pools Park, Coventry</p> <p>Dementia Action Week (20 to 26 May) – a four day Arts and Health symposium was held at the Belgrade Theatre, Coventry specifically focusing on over 55's. A variety of performances, workshops and practical sessions held showcasing how the arts can be used to benefit the health and wellbeing of older people</p>
<p>June</p>	<p>Big Day Out at Abbey Green Park in Polesworth on 9 June, which included health messages and health checks through #onething, as well as Year of Wellbeing information and banner</p> <p>June offer across all leisure facility sites – Join in June and get two months at half price</p>	<p>Volunteers Week (1-7 June):</p> <ul style="list-style-type: none"> <li>- Celebration of Volunteering event, Ambleside Sports Club, Nuneaton</li> <li>- Volunteering Fair, Volunteer Action Coventry, 6 June</li> <li>- Volunteers picnic, Stoneleigh Park, Kenilworth, 6 June</li> </ul> <p>Carer's Week(10-16 June) – Carers Wellbeing event, CAVA (in conjunction with Healthy Living Network), Nuneaton, 12 June</p> <p>Health and Wellbeing Fair, Change Grow Live Coventry, 5-7 June</p>
<p>July</p>	<p>Health and Wellbeing Day on 3 July for employees and Councillors at Council House</p> <p>Couch to 5k programme to be launched at Atherstone Leisure Complex</p> <p>Green space events – consulting on the Green Space</p>	

	<p>Strategy while promoting health and wellbeing:</p> <ul style="list-style-type: none"> <li>- 6 July, Piccadilly Sports Ground</li> <li>- 21 July, Wood End</li> <li>-</li> </ul>	
August	<p>Green space events – consulting on the Green Space Strategy while promoting health and wellbeing:</p> <ul style="list-style-type: none"> <li>- 5 August, Royal Meadow Drive, Atherstone</li> <li>- 6 August, Kitwood Avenue, Dordon</li> <li>- 7 August, Meadow Street Gardens, Atherstone</li> <li>- 8 August, Mancetter Recreation Ground</li> <li>- 9 August, Boot Hill, Grendon</li> <li>- 12 August, Abbey Green Park, Polesworth</li> <li>- 13 August, Cole End Park, Coleshill</li> <li>- 14 August, Old Arley Recreation Ground</li> </ul> <p>Bank Holiday open day across all Authority-owned leisure facility sites on Monday 26 August.</p>	
September	<p>Health checks being offered to all Councillors before Full Council (25 September)</p> <p>Big Day Out at Old Arley Recreation Ground on 8 September, which will include health messages and health checks, through #onething, as well as Year of Wellbeing information and banner</p>	
October	Balance bike session to be launched at leisure facilities	
November		
December		

## Additional Activities

Leisure Facilities are currently exploring opportunities to introduce heart rate monitoring technology and health checks to increase awareness and engagement of customer's health issues
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Thrive is currently being reviewed by Human Resources for possible adoption
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Leisure Facilities are looking into the potential of a leisure app to increase engagement, interaction and participation in services by customers
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## Pledges

The Borough Council has signed up to the following pledges:

- System leaders commit to use #onething to make a personal commitment to do something different for your health and wellbeing, and to promote and encourage this widely in your organisation
- Actively participate in your local place-based JSNA partnerships to build data quality, intelligence and evidence-based decision making
- Prioritise communications / engagement with the Year of Wellbeing / prevention agenda, making sure that relevant communications staff are aware
- Co-brand existing / on-going activities align to the Year of Wellbeing throughout 2019 (e.g. Walking for Health), including commissioned activity where possible (e.g. It Takes Balls to Talk)
- Instigate a workplace scheme to encourage staff to find one or more 'daily mile' routes from all building bases. Promote routes widely
- Support the promotion and rollout of the Daily Mile across Coventry and Warwickshire



### Marketing / Promotional Activity

	Internal	External
January	<p>Promotional pens and pin badges have been distributed throughout the Council House and Old Bank House for employees</p> <p>Year of Wellbeing Action Plan has been produced, which is updated by the Community Development Officer (Health Improvement)</p> <p>Lunchtime running / walking club has been promoted through mid-week email and badged as Year of Wellbeing</p>	
February		
March	<p>Case studies highlighted the positive impact of health / fitness:</p> <p>Internal: Paul Roberts External: Pearl Milligan (Dordon Volunteer)</p>	<p>March edition of North Talk had a Year of Wellbeing focus</p>
April	<p>“On Your Feet Britain” Day promoted internally and a walk organised for staff</p> <p>Case studies highlighted the positive impact of health / fitness:</p> <p>Internal: Julie Taylor External: Mike Nestor (Polesworth Sports Centre member)</p>	
May	<p>Case studies highlighted the positive impact of health / fitness:</p> <p>Internal: David Taylor External: Jenny Busby (Mancetter Walking Group)</p>	<p>Social media posts promoting Dementia Awareness Week with Year of Wellbeing logo and hashtags</p>

<p>June</p>	<p>Big Day Out, which included health messages and health checks through #onething:</p> <ul style="list-style-type: none"> <li>• Leaflets to all Councillors</li> <li>• Email to Ward Members and Chairman, Vice-Chairman and Opposition Spokesperson for C &amp; E Board</li> </ul> <p>Case studies highlighted the positive impact of health / fitness:</p> <p>Internal: TBC External: Barbara Graham (Polesworth Sports Centre member)</p>	<p>Big Day Out, which included health messages and health checks through #onething:</p> <ul style="list-style-type: none"> <li>• Leaflets to all Councillors</li> <li>• Email to Ward Members and Chairman, Vice-Chairman and Opposition Spokesperson for C &amp; E Board</li> </ul> <p>June edition of North Talk included information on Year of Wellbeing</p> <p>Breastfeeding Celebration Week and Clean Air Day promoted with Year of Wellbeing logo and hashtags</p>
<p>July</p>	<p>Case studies highlighted the positive impact of health / fitness:</p> <p>Internal: TBC External: Ann Bagnall (Coleshill Walking Group)</p>	
<p>August</p>	<p>Leisure Facilities are introducing “social media planners” at each site to increase customer engagement, awareness and promotion of services</p> <p>Case studies highlighted the positive impact of health / fitness:</p> <p>Internal: TBC External: Hilarie Samson (Atherstone Leisure Complex)</p>	

September	<p>Big Day Out, which includes health messages and health checks through #onething:</p> <ul style="list-style-type: none"> <li>• Leaflets to all Councillors</li> <li>• Email to Ward Members and Chairman, Vice-Chairman and Opposition Spokesperson for C &amp; E Board</li> </ul> <p>Health checks for all Councillors in September will be promoted with information on the campaign and positive health messages</p> <p>Case studies highlighted the positive impact of health / fitness:</p> <p>Internal: TBC External: Jeff Whiting (Middleton Walking Group)</p>	<p>Big Day Out, which includes health messages and health checks through #onething:</p> <ul style="list-style-type: none"> <li>• Leaflets to all Councillors</li> <li>• Email to Ward Members and Chairman, Vice-Chairman and Opposition Spokesperson for C &amp; E Board</li> </ul>
October	<p>Case studies highlighted the positive impact of health / fitness:</p> <p>Internal: TBC External: Martine Swindell (Atherstone Family Fun Volunteer)</p>	
November	<p>Case studies highlighted the positive impact of health / fitness:</p> <p>Internal: TBC External: TBC</p>	
December	<p>Case studies highlighted the positive impact of health / fitness:</p> <p>Internal: TBC External: TBC</p>	

## Year-round Marketing / Promotion

Year of Wellbeing banner used on all outgoing emails
Regular meetings are held between the Community Development Officer (Health Improvement), Corporate Communications Officer and Leisure's Sales, Marketing and Promotions Officer
All promotional material for the leisure centres include the Year of Wellbeing logo
The Year of Wellbeing flag is being flown at the Borough Council offices and will do so throughout 2019
Year of Wellbeing posters are displayed at OSS
Using external events to promote Year of Wellbeing, for example: <ul style="list-style-type: none"> <li>• Mancetter Running Club</li> <li>• Spring Clean events</li> <li>• Leisure Facility offers</li> <li>• Leisure Facility holiday activities</li> <li>• Gymnastics Competition at Coleshill Leisure Centre</li> </ul>
Information on Year of Wellbeing regularly featured in the mid-week email
Social media posts promoting national health campaigns with Year of Wellbeing logo and hashtags, for example: <ul style="list-style-type: none"> <li>• #TimetoTalk Mental Health Awareness</li> <li>• Eating Disorders Awareness Week</li> <li>• Autism Awareness</li> <li>• World Health Day</li> <li>• Stress Awareness Month</li> <li>• Mental Health Awareness Week</li> <li>• Carers Week</li> <li>• Men's Health Week</li> </ul>

**Health and Wellbeing Working Party Minutes  
19 June 2019**

**Present:** Cllr. M Humphreys (Chairman), Cllr. Bell, Cllr. Clews, Cllr. Lebrun, Cllr. Chambers, Cllr. Deakin, Becky Evans, Russell Simkiss, Emma Ecob, Zoe Bickley, Bob Trahern (all NWBC), Lori Harvey (Warwickshire County Council), Yasser Din (Public Health Warwickshire)

**Apologies for Absence:** Cllr. Macdonald, Simon Powell (NWBC)

Item	Notes	Action
<p><b>1</b></p>	<p><b>Minutes of the Last Meeting (24 April 2019)</b> Cllr. Humphreys to be removed from “present” on previous minutes. The minutes were then agreed as an accurate record.</p>	<p>EE</p>
	<p><b>2 Matters Arising:</b></p>	
	<p><b>Better Points App Update</b> EE provided a background and costings of the Better Points app proposal. Other potential providers have been contacted, but no alternative proposals have been received. The decision was made to move the focus onto promoting the availability of current apps, and most specifically those endorsed / supported by the NHS.</p>	
	<p>Cllr. Chambers raised the issue of promoting the variety of apps and suggested that social media should be utilised. EE and YD to liaise regarding community and Public Health social media links.</p>	<p>EE/YD</p>
	<p><b>Red Box Project</b> All secondary and primary schools have been contacted regarding the project. EE reported that Woodlands School, Coleshill, was interested in being involved and that boxes were being sought. Once delivered, they will then be taken to participating schools. A donation box will be placed in Coleshill Leisure Centre and additional donation points are being sought. A box will be available in the Borough Council offices for staff and the public to use.</p>	<p>EE</p>
<p><b>3</b></p>	<p><b>Air Quality</b> ZB updated the Working Party regarding the Air Quality Supplementary Planning Document, which is subject to consultation. Consultation sessions have been organised and parish councils have been invited. MH suggested that the information be sent to the Parish Chairman and Clerk in order to increase awareness of the sessions.</p> <p>50 personal air pollution monitors have been ordered and a pilot study was currently being undertaken with Warwick District Council and Nuneaton and Bedworth Borough Council. Once the pilot has ended, the monitors will be distributed to the other districts / boroughs. North Warwickshire Borough Council will be receiving 10 monitors. ZB asked the Working Party to think of locations where these monitors could be distributed and to bring these ideas to the next</p>	<p>ZB</p>

Item	Notes	Action
	<p>meeting. It was suggested giving some of the monitors to children who walk or cycle to school. ZB to scope out and report back at the next meeting.</p> <p>EE and ZB to discuss various health campaigns throughout the year that can link to air quality (e.g. Clean Air Day).</p>	<p>ZB</p> <p>EE/ZB</p>
4	<p><b>Year of Wellbeing</b>  EE tabled the Year of Wellbeing Action Plan for discussion.  A second corporate Health and Wellbeing Day will run on 3 July 2019, featuring #onething health checks, healthy snacks, a burpees session and a lunchtime walk / yoga session.</p> <p>The Community Development team organised the recent Big Day Out event in Polesworth (6 June 2019) where Year of Wellbeing information was displayed and #onething attended to deliver health checks.</p> <p>The Year of Wellbeing is also heavily featured in the summer edition of North Talk.</p> <p>Cllr. Humphreys requested that photographs from events linked to health and wellbeing be sent to her, to help promote the work done by the Borough Council.</p> <p>The Working Party was reminded of the commitment to produce case studies, one internal and one external, per month during the Year of Wellbeing. Potential case studies should be notified to EE.</p> <p>A report on the Year of Wellbeing will be tabled at the C&amp;E Board meeting in August.</p> <p><b>Mental Health First Aid</b>  Mental Health First Aid training was previously held for employees in 2015. This training is featured on the corporate Training Plan for 2019 / 20. There may also be funding available through Public Health. YD to check.</p>	<p>ALL</p> <p>ALL</p> <p>BE</p> <p>YD</p>
5	<p><b>Childhood Obesity</b>  A report on childhood obesity prevention and services available in North Warwickshire was tabled at the meeting. Cllr. Chambers asked if there was any input from Warwickshire County Council regarding food policies in place, and who is responsible for making schools accountable for their healthy food policies and attitudes towards food. YD/LH to investigate and report back to the Working Party.</p> <p><b>School Swimming</b>  With regard to school swimming, all primary schools are required to provide swimming instruction in Key Stage 1 or Key Stage 2. Schools use the PE and Sports Premium to pay for the cost of swimming lessons, coach hire (where applicable) and swimming costumes, where parents cannot afford them. Ofsted assesses how schools use their PE and Sports Premium, as well as the impact on pupil participation, attainment and sustainability, but it is not a standard part of the full school inspection.</p>	<p>YD/LH</p>
6	<p><b>Public Health / JSNA Update</b>  The key outcomes from the Joint Strategic Needs Assessment (JSNA) conducted on Atherstone and Mancetter in 2017 are available on the Warwickshire County Council website (<a href="http://hwb.warwickshire.gov.uk/jsna-place-based-approach/">http://hwb.warwickshire.gov.uk/jsna-place-based-approach/</a>). YD informed those present that a draft action plan had been developed and will be circulated to the Working Party.</p>	<p>EE</p> <p>YD</p>

Item	Notes	Action
	<p><b>Warwickshire Insights</b> The link to the new Warwickshire Insight website is (<a href="https://data.warwickshire.gov.uk/">https://data.warwickshire.gov.uk/</a>). A practical demonstration of the tool has been requested from the Insight Team. YD to arrange for the next meeting.</p>	YD
7	<p><b>Leisure Facilities Update</b></p> <p><b>CSW Sport Pledge</b> RS fed back a pledge concept that was discussed at a recent meeting with Coventry, Solihull and Warwickshire Sport (CSW Sport). The pledge related to a commitment to seek to increase the activity levels of disabled residents across the sub-region. The West Midlands has the highest level of physical inactivity amongst disabled adults in the country. The Working Party was given a brief introduction to the pledge and a note will be taken to Management Team for its consideration.</p> <p>Cllr. Humphreys suggested looking at the current leisure facilities as a priority in regard to accessibility for people living with a disability, including those who are obese. A report will be tabled at the next meeting on accessibility at the Authority's leisure facilities.</p>	RS  RS/BE
8	<p><b>Health and Wellbeing Action Plan</b></p> <p><b>Health Store</b> Recent attendance figures are included in the Health and Wellbeing Action Plan. The C-Card scheme, which was originally a 12 months pilot project in Atherstone, has been extended until March 2020. Since 2017 / 18, the Working Party has contributed funding towards the running of the Health Store in Atherstone. There has, however, been no confirmed commitment of future funds for 1 April 2020 onwards. Cllr. Bell requested that this issue be raised as an urgent item at the next Warwickshire North Health and Wellbeing Partnership meeting. Cllr. Humphreys requested information about where women are able to receive emergency contraception and what safeguarding checks are in place when they receive the contraception. YD to investigate and feedback.</p> <p><b>#onething</b> YD provided background to the #onething project and reported that it had recently received funding for a further three years of health checks. YD also reported that since the start of the project, 855 health checks had been completed, resulting in 106 referrals. A breakdown of recent referral figures can be found in the Health and Wellbeing Action Plan.</p> <p><b>Dementia</b> EE updated the meeting on the work of the Dementia Strategy Group within the George Eliot Hospital, as well as the activities that were run throughout Dementia Action Week 2019, primarily a Dementia Friends session with Years 5 and 6 at Kingsbury Primary School and a Dementia Friendly showing of the Wizard of Oz in Atherstone.</p> <p><b>CHAW Evaluation</b> YD provided background on the Community Health and Wellbeing (CHAW) initiative and provided the Working Party with the evaluation, which would be added to the agenda for the next Working Party meeting.</p>	BE  YD       EE
9	<p><b>Feedback from Relevant Partnership Meetings</b> Updates from relevant health meetings should be tabled at the Working Party.</p>	All

Item	Notes	Action
10	<p><b>Any Other Business</b></p> <ul style="list-style-type: none"> <li>• Cllr. Humphreys reported that she was meeting the HEART service on 28 June 2019, and would feedback at the next meeting.</li> <li>• Green Space Strategy Consultation: BE reported that the Borough Council had recently been awarded a grant of £7,885 to run 10 consultation events in different green spaces across the Borough throughout the 2019 summer holidays, and that the events would include workshops with poets and artists.</li> <li>• LH reported that the Compassionate Communities tender had been commissioned. The projects are community based; Project 1 is a befriending and support group run in partnership with Mary Ann Evans Hospice; Project 2 is the development of a compassionate community run in partnership with Grapevine.</li> </ul>	<p>MH</p> <p>BE</p> <p>LH</p>
	<p><b>Dates of Future Meetings</b></p> <p>Wednesday 11 September 2019, 10:00am to 12:30pm, Committee Room</p>	



**Agenda Item No 12**

**Community and Environment  
Board**

**6 August 2019**

**Report of the Director of Streetscape**

**Kerbside Recycling Service**

**1 Summary**

- 1.1 This report presents Members with a report prepared by consultants on the technical, economic and environmental implications of changing the Council's kerbside recycling service from the current dual-stream system to a fully commingled operation. Based on the findings of the report and the Council's own cost benefit analysis, this report recommends that the Council moves to a fully commingled kerbside service as soon as practicable.

**Recommendations to the Board**

- a That Members note the contents of the report; and**
- b That Members agree to move the Council's kerbside recycling service from dual-stream to fully commingled with effect from 1 November, 2019;**
- c That a comprehensive promotional campaign is undertaken to inform residents of the agreed service changes prior to their implementation; and**

**Recommendation to Executive Board**

- d To approve a supplementary estimate of £10,200 for the recycling budget.**

**2 Background**

- 2.1 The Council first introduced a dual-stream kerbside recycling service for residents in October 2013 as part of the move to alternate weekly collections. The dual-stream collection utilises split-bodied refuse collection vehicles (RCVs) which collect dry mixed recyclables (DRM) in one side and paper and card in the other. The vehicles are split approximately 70/30 to reflect the amounts of each type of waste typically put out for collection. Paper and card is collected in a separate 55 litre insert which sits inside the red-lidded wheeled bin (which holds the DMR). The collection crews empty the inserts into a separate bin which the RCV then lifts and empties. This operation typically takes about twice as long as the other collection services (domestic refuse and green waste) which only require a single lifting and emptying operation per household.

- 2.2 At the outset of the scheme, the original reason for implementing a dual-stream service rather than a fully commingled one was economic. In October 2013 the price of paper and card was around £55/tonne. This price remained high over the next few years and peaked at around £75/tonne in 2016. Since then, the value of paper and card has declined steadily – it had more than halved by 2018 and the current value is around £18/tonne.
- 2.3 Collecting paper and card separately still has benefits for the Council. Because the final outlet for the material is close to the Council's operations centre at Lower House Farm there are no handling and haulage costs and the separately collected material still produces an income, albeit now much lower than in previous years. The DMR which the Council collects is hauled to Birmingham for reprocessing and attracts a significant net gate fee (even after the value of the processed material is factored in).
- 2.4 There are also potential disbenefits. In order to ensure that split-bodied vehicles are available at all times to collect segregated waste, the Council uses them across the majority of its household waste service (including residual and green waste – nine rounds in total). Split-bodied vehicles are more expensive (between £45,000 and £65,000 each) are more costly to maintain and operate, have reduced capacity and, even with the best planning, fill up unevenly meaning the effective operating capacity can be even lower. From a health & safety perspective, the use of single wheeled bins is preferable to inserts and double-handling and the inserts themselves can be fragile (the Council replaces around 2,500 broken inserts a year at an annual cost of more than £11,000).
- 2.5 In practice, there are still properties across the Borough which often, or never, receive a separated recycling collection. In many instances, successful segregation is all but impossible at flats and many rural and isolated areas are serviced by smaller, single-bodied vehicles which have to mix the collected waste. At times of vehicle breakdown, spare and replacement vehicles often lack the capacity to collect separately and it is sometimes uneconomical for a split-bodied vehicle to tip off when the paper & card side is full if it is nearing the end of the round. There are, therefore, many residents who already receive a fully commingled recycling service.
- 2.6 Officers have, over recent months, been analysing and remodelling collection rounds to try to free up capacity to absorb the current and future growth in household numbers. As has been stated above, the recycling service as it is currently operated is much slower than other waste services and the effective overall capacity across the refuse and recycling fleet is reduced by our reliance on split-bodied vehicles. For operational and capacity reasons alone, officers have been reviewing the effectiveness of dual-stream versus fully commingled collections and concluded that there are significant operational benefits from moving to a commingled kerbside recycling service.

### **3 TEEP**

- 3.1 Aside from the likely operational benefits, an assessment of the costs of moving from a dual-stream to a commingled service was required in order to ascertain the full impact of such a wholesale change. There is also a

statutory requirement to assess any such change before the Council could proceed. To that end an environmental consultant, Frith Resource Management (FRM) was engaged to undertake the TEEP (Technical, Economical & Environmentally Practicable) assessment alongside a cost benefit analysis. FRM carried out the Council's original TEEP assessment and was ideally placed to review the Council's position and the merits (or otherwise) of a change in recycling operations.

3.2 Local Authorities have a duty under the Waste Regulations 2011 to separately collect metal, glass, paper and plastic from the kerbside. When that is not possible, they must ensure that their collection methods pass Necessity and Practicability (TEEP) tests and conform to the waste hierarchy. Dual-stream recycling (although separating certain types of recyclable waste at source) is not a separate collection system under the regulations. Any further move away from source separation must be justified by a comprehensive TEEP assessment in order to comply with the regulations. FRM undertook a comprehensive assessment of the proposal to move to a fully commingled collection service and scored the impact of such a move against the current service and a fully source-separated alternative.

3.3 FRM's full report is attached at Appendix A. The report explains the need for the assessment and the assessment criteria for each of the four main recyclable waste streams. The assessment uses a standardised Kerbside Analysis Tool to assess the economic and operational variations between the modelled collection operations and WRATE (the Waste and Resources Assessment Tool for the Environment) to analyse the climate change and environmental impact of each system. Both assessments found that the proposed commingled system was preferable to the other collection methods. FRM's KAT modelling indicated that the annualised whole life cost of the commingled service was around £75,000 less than the current service and over £350,000 less than a fully source separated (kerbside sort) system.

3.4 FRM's conclusions were that even when processing and disposal costs and material revenues are taken into account the commingled system remains the cheapest of the options. Switching to a kerbside sort system would entail higher annual costs and therefore the commingled option is the most cost effective in this modelling and preferable in this context. Economic and environmental grounds support and justify the proposed switch to a fully commingled service.

#### **4 Financial Assessment**

4.1 In addition to the KAT modelling assessment undertaken by the consultants, the Council's own Finance officers have carried out a financial assessment of the proposed service changes to determine the short and longer-term impact of a move from a dual-stream to fully commingled kerbside recycling operation. As recycling costs are running above the current budget, a revised estimate of the current operation has been produced, so that a more realistic comparison of a move to commingled collection can be produced.

4.2 The current process for disposing of paper and card does not require spending on handling and haulage, as the recyclate is delivered directly to a

separate facility adjacent to the Council's depot at Lower House Farm. Handling and haulage of paper and card will therefore be an additional cost for the Council. In addition direct income currently received from the sale of paper and card will disappear. However the market for paper and card fluctuates significantly, and is currently reducing. This means that the recycle rebate that will be received for increased paper and card as part of a commingled process should offset the direct loss of income.

- 4.3 More efficient collection of bins is expected to realise savings on employee overtime. This is difficult to quantify as new properties coming on to the collection schedule are dependent on the pace of development, outside the control of the Council. However an estimate has been made on the assumption that properties remain at the current level.
- 4.4 Assuming vehicles are replaced in line with the agreed programme, 3 refuse freighters are due for replacement in 2020/21, with the remaining 6 due for replacement in 2022/23. The benefit of lower replacement costs will come through as vehicles are replaced. Reduced running and maintenance costs have been assumed, in line with the move to single bodied vehicles. Inserts would no longer be required, providing a saving.
- 4.5 In summary, there will be additional direct handling, haulage and gate fees for the paper and card that is currently collected separately. In addition, direct income from its sale will be lost. These increases are offset by reduced vehicle costs and more efficient working. The table below brings the expected financial changes together:

<b>Year</b>	<b>Variance £</b>
2019/20 (part year commingled)	10,200
2020/21	(16,800)
2021/22	(16,800)
2022/23	(123,000)

Figures at 2019 prices

- 4.5 A move to a fully commingled collection from 1 November 2019 would add cost of around £10,200 in 2019/20. Once all vehicles had been replaced in 2022/23, a saving of around £123,000 is expected on an annual basis.

## **5 Report Implications**

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

- 5.1.1 A supplementary estimate of £10,200 will be required for 2019/20, for the move to commingled collection. The financial changes expected in following years will need to be built into the Medium Term Financial Strategy.
- 5.1.2 Other budget changes to reflect the increased costs currently coming through in 2019/20 will be dealt with as part of the revised budget process, so that current trends can be assessed in more detail.

## **5.2 Environment and Sustainability Implications**

- 5.2.1 Based on the experience of other local authorities, a move to a fully commingled kerbside recycling service is likely to increase the Council's recycling rate. The WRATE assessment indicates that a move to commingled will also reduce the Council's local environmental impact and reduce our overall carbon emissions.


## **5.3 Risk Management Implications**

- 5.3.1 The overall TEEP assessment has concluded that the proposed commingled system is practicable on technical, environmental and economic grounds whereas the kerbside sort system preferred under the Waste Regulations 2011 is not practical on economic and environmental grounds.

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

- 5.4.1 Responsible financial and resource management
- 5.4.2 Promoting sustainable and vibrant communities

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

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Necessity and Practicability Assessment –  
North Warwickshire Borough Council

29-Jul-19

**Acknowledgements:**

*Frith Resource Management would like to thank the essential contributions from North Warwickshire Borough Council for information provided as part of this project, specifically: Olivia Childs, John Rhodes and Richard Dobbs.*

**Disclaimer:**

*Frith Resource Management Ltd (FRM) is an independent waste and resource management consultancy providing advice in accordance with the project brief. FRM has taken all reasonable care and diligence in the preparation of this report to ensure that all facts and analysis presented are as accurate as possible within the scope of the project. However, no guarantee is provided in respect of the information presented, and FRM is not responsible for decisions or actions taken on the basis of the content of this report.*

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# 1 Introduction

Local authorities (and all waste collectors), have a duty as part of the Waste Regulations 2011 to separately collect four types of recyclable material (glass, metal, paper and plastic) and to ensure that collection methods pass Necessity and Practicability (TEEP) tests as well as following requirements regarding the waste hierarchy. The Waste Regulations transpose the Waste Framework Directive into UK law and are enforced in England by the Environment Agency.

This report has been prepared for North Warwickshire Borough Council (NWBC) presenting the findings of the Necessity and Practicability (TEEP) assessment that has been carried out in consideration of the proposed change to the kerbside dry recycling waste collection service from a fortnightly two-stream collection whereby paper and card is collected separately to a fortnightly fully commingled collection service.

In addition to the proposed change of service an alternative collection scenario has been identified in line with the requirements of the WRAP route map. This is a fully 'kerbside sort' system.

## 1.1 Legislative Background

### 1.1.1 The Waste Framework Directive

The revised Waste Framework Directive (WFD)<sup>1</sup> is the over-arching piece of EU legislation regarding waste management<sup>2</sup>. The core direction and emphasis of the Directive is the movement of waste management practices up the waste hierarchy, and its implementation in line with life cycle thinking. Key responsibilities from the Directive, which are applicable to local authorities in a UK context, are the requirement to produce waste management plans to collect waste in a way which moves its treatment up the waste hierarchy, with the ultimate goals of a '*recycling society*' and '*best overall environmental outcome*'.

The WFD introduces the concept of separate collections of paper, metal, plastic and glass specifically for the facilitation of recovery (article 10) and recycling (article 11). The WFD stipulates that separate collections should be introduced by 2015, and that they are a measure designed '*to promote high quality recycling*'.

In England, the Directive was transposed into law through the 'Waste (England and Wales) Regulations 2011' which came into force on 29<sup>th</sup> March 2011. These regulations specifically included commingling as an acceptable form of collection for recyclables (see Regulation 13(2)). Following the threat of legal action from campaign groups, and the initiation of a judicial review, this regulation

#### Definition: Separate collection

*"Separate collection" means the collection where a waste stream is kept separately by type and nature so as to facilitate a specific treatment'*

Waste Framework Directive, Article 3(11)

It should be noted that separate collection refers to each specific material stream, and therefore a commingled dry recycling collection is not in accordance with the regulations. In the UK this has been confirmed by a judicial review process following the initial transposition of the EU directive into UK legislation.

<sup>1</sup> European Commission, 'Directive 2008/98/EC on Waste', November 2008

<sup>2</sup> The proposed Circular Economy Package (2015) which has yet to be legislated includes amendments to the WFD recycling targets.

was modified by the 'Waste (England and Wales) (Amendment) Regulations 2012' which removed commingling as an acceptable form of separate collection.

**Definition: Paper, metal, plastic and glass**

The legislation does not further define paper, metal, plastic and glass. It has therefore been assumed that the coverage of the directive includes both packaging and non-packaging target materials. This includes, but is not limited to, less commonly collected wastes like rigid plastics, sheet glass and glass cookware, as well as other target materials such as scrap metal, which may be collected at household waste recycling sites.

Guidance has been produced by the European Commission<sup>3</sup> which clarifies aspects of the WFD including further definition of ambiguous terms included in the Directive, for example there is discussion of 'separate

Figure 1: Environment Agency risk-based compliance assessment criteria

collection' and 'commingling'.

The guidance is not legally binding, although should be considered during the transposition of the Directive into national legislation for each member state.

In England, Defra have not produced any guidance on the application of the separate collection regulations for local authorities. In the absence of any government guidance WRAP (the Waste and Resources Action Programme) have produced a non-statutory 'route map'<sup>4</sup> to help inform local authorities about their responsibilities, and the procedure for doing so. This assessment has been undertaken with due consideration of the content of available legislation and guidance.

The Environment Agency (EA) is the regulator for recycling

Level of Compliance	Indicator	Level of Intervention
High	<ul style="list-style-type: none"> <li>Collections which are providing an on-site or doorstep separate collection, or kerbside sorting, of each paper, glass, plastic and cans. Plastic and cans could be collected together.</li> <li>Collectors which have rigorously applied the Waste Regulations Route Map and collection arrangements are based on well-evidenced, documented and justified decision-making</li> </ul>	Low
Medium (Possibly failing the Necessity of TEEP test)	<ul style="list-style-type: none"> <li>Collectors which send co-mingled collections to a MRF which is providing poor quality recyclates</li> <li>Collections where evidence suggests poor quality for recycling and are not separately collecting</li> <li>A collector advertising a new contract that is prescriptive about type of collection/sorting service unless it is clear it wants a multi-stream / separate collection</li> <li>A collection which has moved away from separate collection to co-mingling, or renewed to co-mingling since 2012</li> <li>If one or more of the four materials is only collected through a CA site or bring banks</li> </ul>	Medium
Low	<ul style="list-style-type: none"> <li>Evidence that good quality recycle collections deliberately sent for disposal or incineration or remixed with other waste.</li> <li>No or little attempt to apply the regulations. No response to requests for information</li> <li>Evidence from site inspections or audits where collections have led to poor management causing environmental harm, or illegal activity such as mis-description or illegal export</li> </ul>	High

<sup>3</sup> European Commission, 'Guidance on the interpretation of key provisions of Directive 2008/98/EC on waste', Directorate General of the Environment, June 2012

<sup>4</sup> WRAP, 'Waste regulations route map', April 2014

collection compliance in England. In the absence of any guidance from central government the EA have produced a ‘risk based regulatory regime’<sup>5</sup>, whereby waste collection authorities are assessed against a list of criteria to determine their level of compliance with the rWFD. A screenshot of the regime is included in Figure 1. The EA have indicated, in press releases, that it is up to waste collectors to demonstrate that they have applied the necessity and/or practicability assessments to their collection schemes – *‘it is up to the collection authorities to apply those tests and record them’*. EA official David Brunt has been quoted indicating that authorities who follow the route map will be demonstrating that they have acted reasonably, in good faith and have appropriately applied the necessity and/or practicability tests – *‘if people are applying the route map rigorously they will be showing a good high regard and assurance for acting reasonably’*.

**Definition: Recovery**

*“Recovery’ means any operation the principal result of which is waste serving a useful purpose by replacing other materials which would otherwise have been used to fulfil a particular function, or waste being prepared to fulfil that function, in the plant or in the wider economy’*

Waste Framework Directive, Article 3(11)

It should be noted that although recycling, and re-use, are strictly forms of recovery, for the purpose of this assessment recycling is defined separately. Example forms of recovery listed by the directive include:

- R1 - Use principally as a fuel or other means to generate energy
- R4 - Recycling/reclamation of metals and metal compounds
- R9 - Oil re-refining or other reuses of oil
- R10 - Land treatment resulting in benefit to agriculture or ecological improvement

### 1.1.2 Necessity and Practicability Tests

The WFD stipulates that collections should be introduced to facilitate high quality recycling, and that the default way to do this is to introduce separate collections for each of the four principal dry recycling waste streams. In order to commingle any of the waste streams, be it full commingling of all four or just two of the four (for example plastics and metals), it is required that the collector demonstrates that:

- a) it is not necessary to separately collect in order to achieve the aim of high quality recycling, or
- b) it is not technically, environmentally or economically practicable to provide a separate collection (TEEP).

**Definition: Recycling**

*“Recycling’ means any recovery operation by which waste materials are reprocessed into products, materials or substances whether for the original or other purposes. It includes the reprocessing of organic material but does not include energy recovery and the reprocessing into materials that are to be used as fuels or for backfilling operations’*

Waste Framework Directive, Article 3(17)

As the proposed change to the dry recycling collection service consists of commingling the target materials, it is appropriate to perform a necessity test to determine whether a separate collection is required. If the necessity test concludes that the same level of recycling, in terms of both quality and quantity, can be achieved through a commingled collection, then a practicability test is not required.

<sup>5</sup> Environment Agency, ‘Separate collection of recyclables; Briefing note 3’, October 2014

This is because this determination implies that an equal level of recycling can be achieved through a commingled collection, meaning a separate collection is not necessary as the only means to achieve this standard of service provision. If the test concludes that separate collection would be necessary to achieve high quality recycling, then a practicability test will be undertaken, to determine how practicable that option is.

The tests will be conducted by individual waste stream as different materials respond differently to different management methods, for example the mechanical separation of plastics and metals is well established and entails much lower quality risks than when glass and paper streams are mixed. This point is recognised by the regulator in interpretation of the guidance who say that plastic and cans can be collected together in a kerbside collection which still achieves a *‘high level of compliance’*<sup>6</sup>. In addition, a European Commission spokesman in an interview with LetsRecycle.com added the following clarification: *“The rationale behind separate collection is that it achieves the highest possible yield for recycling by separating incompatible waste streams, such as glass and paper, or dry and wet waste”*, again intimating that it is the ‘incompatibility’ of glass and paper that is a focus for commingled dry recycling collections, a point of emphasis also brought out by both Defra and WRAP in correspondence and the route map respectively.

The process that will be followed for each waste stream, for each collection service, and for the service as a whole, where applicable, is shown Figure 2 below. As summarised in the diagram it is necessary that, following the implementation of any service changes required as a result of the assessment, a continuous review process is adopted to ensure that the collection service is compliant with the regulations. This will usually be triggered by a major service change or by a date-based prompt (for example every three years), whichever is sooner. The review process for this assessment is included in Section 5.

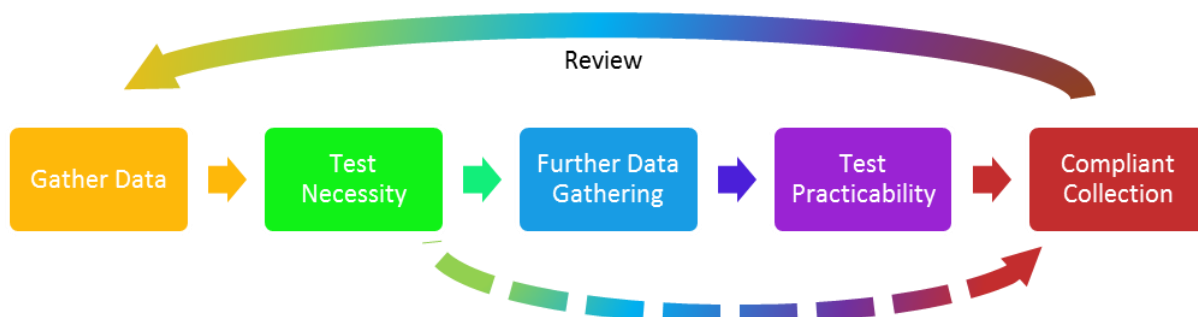


Figure 2: Process flow for necessity and practicability tests

#### 1.1.2.1 The Necessity Test

The WFD says that separate collection is required where it *‘is necessary to ensure that waste undergoes recovery operations in accordance with Articles 4 (waste hierarchy) and 13 (protection of human health and the environment)’*. It goes on to state that *‘Where necessary to comply ... and to facilitate or improve recovery, waste shall be collected separately’*, and with specific regard to recycling *‘Member States shall take measures to promote high quality recycling and, to this end, shall set up separate collections of waste where technically, environmentally and economically practicable and appropriate to meet the necessary quality standards for the relevant recycling sectors’*.

<sup>6</sup> The Environment Agency’s ‘risk-based regulatory regime’ which classifies collections by order of compliance (high, medium and low). Environment Agency, ‘Separate collection of recyclables; Briefing note 3’, October 2014.

This means that a collection authority must make an assessment regarding the necessity of a separate waste collection in order to facilitate *'high quality recycling'*. The available description of high quality recycling is included below.

**Classification: High quality recycling**

High quality recycling is not defined by the waste framework directive; however, the EU guidance document accompanying it provides greater clarification on what is meant by the term.

*'High quality recycling is orientated to the quality standards of the recycling industries'*

Guidelines on the interpretation on key provisions of Directive 2008/98/EC on waste, Chapter 4.3.2

This is further supported by guidance indicating that commingled collections are acceptable where:

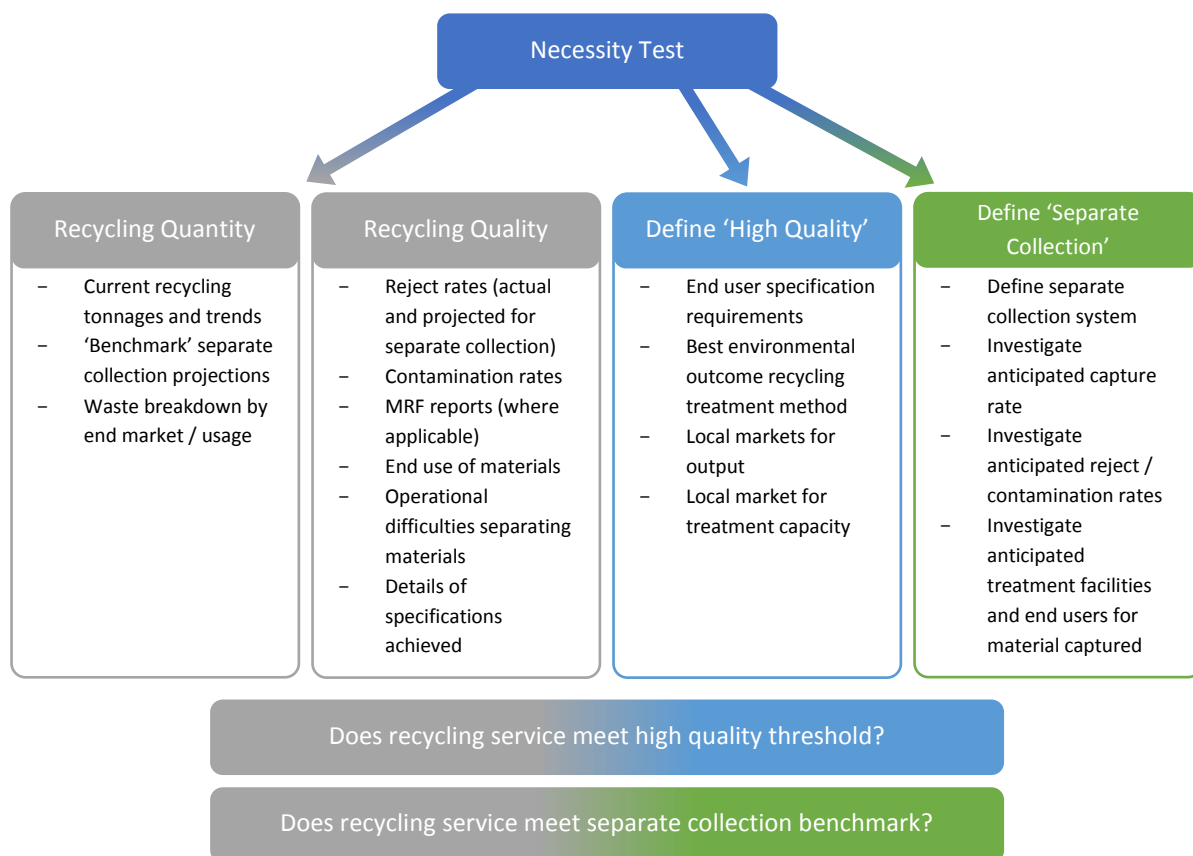
*'Subsequent separation can achieve high quality recycling similar to that achieved with separate collection'*

Guidelines on the interpretation on key provisions of Directive 2008/98/EC on waste, Chapter 4.3.4

The necessity test is therefore designed to test the hypothesis whether, for each material stream, high quality recycling can be achieved through commingled collections. To determine this it is necessary to gather information about the current collection system, and to conduct a robust assessment concerning whether or not it achieves the benchmark of high quality recycling. Similarly, the WRAP route map identifies that one test of high quality recycling is to determine whether the recycling application is 'closed-loop' (i.e. it can be recycled into a similar product). Therefore, the necessity test will be used to identify whether the recycling application is a 'high quality' 'closed-loop' process. A breakdown of the data required for this appraisal and the benchmarking of high quality recycling is displayed in Figure 3.

The Environment Agency have indicated that by following the necessity test, as laid out in the route map, local authorities will likely be demonstrating a high level of compliance as determined by the EA's regulatory regime. The necessity test from the route map is included as Appendix A and has been followed for each collection material and each collection method in this assessment.

Figure 3: Breakdown of the necessity test process and data gathering requirements



Following the necessity test it should be determined, for each waste stream, whether a separate collection is necessary to deliver high quality recycling. Should it not be necessary then the assessment is complete; however, if the test determines that a separate collection is necessary it is required that further data gathering and a practicability test be conducted, with the result of this determining whether the current system is compliant with regulations or requires altering in order to become compliant.

### 1.1.2.2 The Practicability Test

The practicability test is the second test stipulated by the WFD concerning the facilitation of advanced recycling systems – *‘Member States shall take measures to promote high quality recycling and, to this end, shall set up separate collections of waste where technically, environmentally and economically practicable’*. As with the necessity test the practicability test should be conducted for all waste

**Definition: Practicable**  
*‘Able to be done or put into practice successfully’*  
 Oxford English Dictionary

It is important to note that practicable should not be confused with practical. Whereas practical allows the interpreter a level of discretion concerning the degree of practicality, practicable is an absolute and therefore something is either practicable or it is not.

streams, i.e. paper, metal, glass and plastics. It is important that consideration is given to component parts of each waste stream, for example, non-packaging glass, rigid plastics etc. Similarly, card and cardboard should be included during consideration of the paper waste stream. Cartons with either a polyethylene and metal waxing or a polyethylene waxing are within scope of the assessment as a

component of the paper stream<sup>7</sup>; these however are more limited in end use dependent upon available outlets able to handle the material.

The practicability test is divided into three parts; technical practicability; environmental practicability; and, economic practicability. The terms are defined in the EU produced guidance document on the WFD and should be considered in turn for each waste stream.

**Definition: Technically, environmentally and economically practicable (TEEP)**

*‘Technically practicable means that the separate collection may be implemented through a system which has been technically developed and proven to function in practice.’*

*‘Environmentally practicable should be understood such that the added value of ecological benefits justify possible negative environmental effects of the separate collection (e.g. additional emissions from transport).’*

*‘Economically practicable refers to a separate collection which does not cause excessive costs in comparison with the treatment of a non-separated waste stream, considering the added value of recovery and recycling and the principle of proportionality’*

Guidelines on the interpretation on key provisions of Directive 2008/98/EC on waste, Chapter 4.4

The assessment should be conducted on the basis that a source segregated collection is the default service. An alternative option (i.e. the commingled / part-commingled service offered) should also be considered as a comparator. Should a source segregated service be judged as impracticable against any of the three practicability criteria then it should be demonstrated that a commingled / part-commingled service is practicable. The process for assessing a systems practicability, including the considerations and appraisals to be made, is illustrated in Figure 4. If the source segregated service is adjudged impracticable, and the alternative (e.g. current service) practicable, then no service change is required. If the segregated service is assessed as practicable then the authority should take measures to implement such a service.

### Changing Practicability Testing

In February 2018, the EU Council completed amendments to the Waste Framework Directive that alter the definitions of practicability testing. This is not part of UK law at present but is likely to be adopted.<sup>8</sup> In the new documentation, implemented under the Circular Economy Package, member states may be exempt from separate waste collections if one or more of the following criteria are met:

**Technically** - separate collection is not technically feasible taking into consideration good practices in waste collection

**Environmentally** - separate collection does not deliver the best environmental outcome when considering the overall environmental impacts of the management of the relevant waste streams

**Economically** - separate collection would entail disproportionate economic costs taking into account the costs of adverse environmental and health impacts of mixed waste collection and treatment, the

<sup>7</sup> Determined through correspondence with the Environment Agency in Autumn 2014.

<sup>8</sup> Defra are intending to adopt EU environmental legislation agreed pre-Brexit, although it is possible that some individual definitions or interpretation may change.



*potential for efficiency improvements in waste collection and treatment, revenues from sales of secondary raw materials as well as the application of the polluter pays principle and extended producer responsibility*

These stipulations could already be applied to the existing practicability testing approach but are included for wider consideration in this process and may be the definitions applied for future reviews.

### 1.1.2.3 *Changing Material requirements*

As part of the EU Circular Economy Package of reforms, the 2008 Waste Framework Directive has also been revised to incorporate the following separate collection requirements for municipal waste materials:-

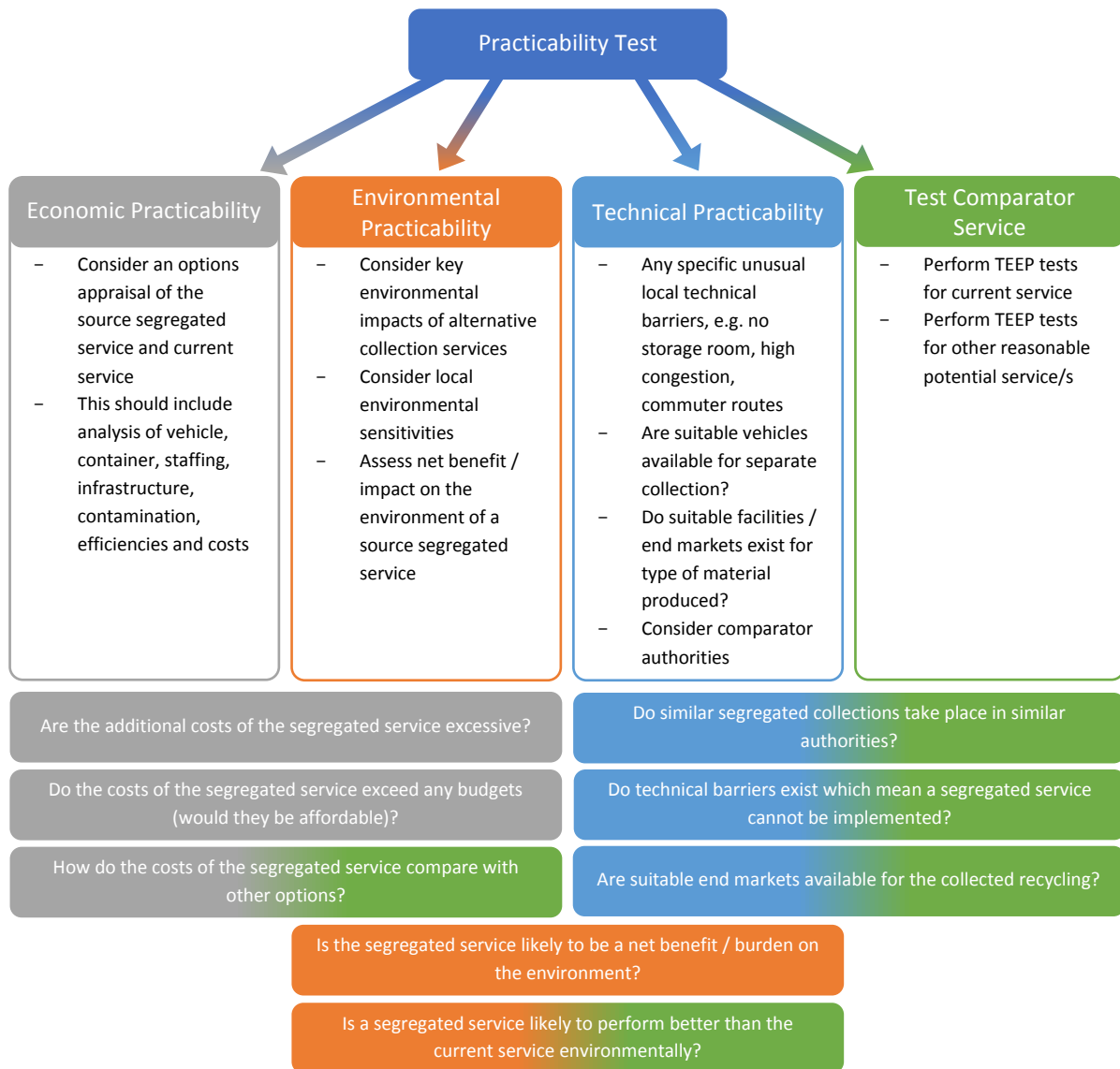
- *member states will set up, by 1 January 2025, separate collections of textiles and hazardous waste from households*
- *they will ensure that by 31 December 2023, bio-waste is either collected separately or recycled at source.*

As noted above, this is not part of UK law at present, but is likely to be adopted within the next two years<sup>9</sup> and may therefore be a consideration in the TEEP assessment process as part of the ongoing review process. It is also contained within the National Resources & Waste Strategy (2018), however it is suggested that the separate food collection may be collected with garden waste in some circumstances and this approach is already adopted in North Warwickshire.

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<sup>9</sup> Defra are intending to adopt EU environmental legislation agreed pre Brexit, although it is possible that some individual definitions or interpretation may change.

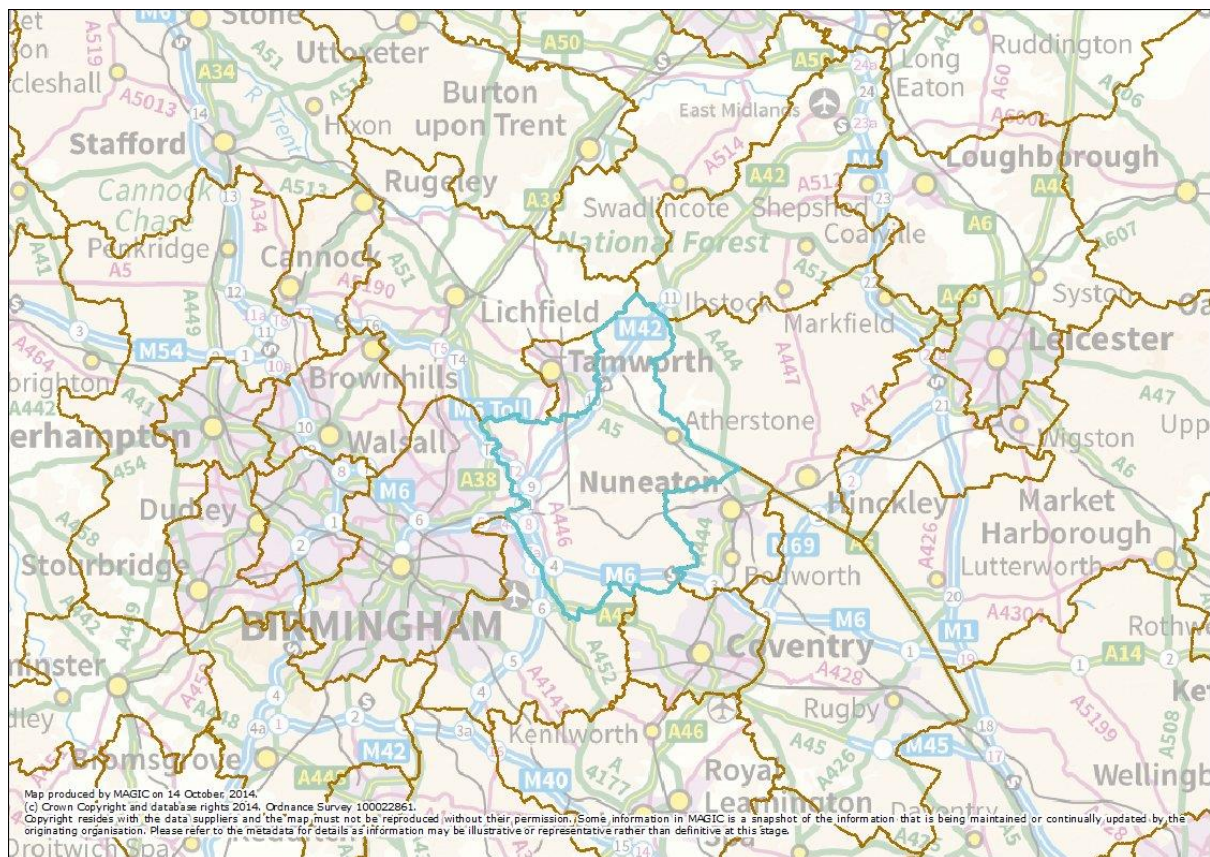
Figure 4: Breakdown of the practicability test process and data gathering requirements



## 1.2 North Warwickshire Proposed Collection Service

NWBC operates all obligatory council waste collection functions within the geographic area of the borough, see Figure 5. This entails kerbside waste and recycling collections. In addition, the local Council offers a trade waste and recycling service to commercial premises in the area at a charge.

Figure 5: Map of North Warwickshire and surrounding area (North Warwickshire BC area highlighted in aqua)



With regards to waste services and the collection of recycling in accordance with the WFD it is essential to consider the holistic service provided to a resident / property; therefore all services provided by NWBC are included in this assessment, as summarised below in Figure 6. NWBC provides services solely for the use of residents in the borough.

Figure 6: Summary of services offered by North Warwickshire BC that are relevant to the WFD

Service	Service description	Separate collection assessment required?
Kerbside Residual collection	Fortnightly service. 240 litre wheeled bin.	No
Kerbside Organics collection	Fortnightly service. Mixed food and garden organic waste streams. 240 litre wheeled bin.	Not at present
Kerbside Recycling collection	Fortnightly service. 240 litre wheeled bins for packaging glass, metals (including aerosols and foil) and plastic bottles and pots, tubs and trays. 55 litre insert for paper,	Yes

14

	card and cardboard. <u>This assessment is for a proposed fully commingled dry recycling collection system, with the paper / card within the same container as the mixed dry recyclables.</u>	
Bulky items collection	Charged on demand bulky collection service. Charged per item rather than weight. (£25 for up to five items, £5 for each additional item)	No
Bring Sites	No bring sites are operated by the council, with service provision removed in May 2014 following declining use and the roll out of the new kerbside collection regime. This is not a statutory service.	No
HWRC service	This service is provided by Warwickshire County Council (WCC).	No
Trade refuse collection	Charged service. Offer general refuse collection. This service is available to businesses and charities within the borough.	No
Trade recycling collection	Charged fortnightly service. Offer separate paper/card, separate glass and mixed glass, metals and plastic collections. This service is available to businesses and charities within the borough.	Yes

As can be seen from the summary above, NWBC operate two services which fall under the scope of this assessment as recycling collections; namely the kerbside recycling collection and trade waste recycling service. These services are summarised in the following sections of this report.

The WRAP Local Authority Waste and Recycling Information Portal provides benchmark information for each authority in the UK. A comparison of North Warwickshire's recycling performance against these benchmark tables shows a relatively good performance in terms of dry recycling yields, when compared to similar authorities falling in the top quartile for the collection of cans, glass, plastic bottles and plastic packaging but within the lowest quartile (bottom 25% of Local Authorities) for the collection of paper and card. A comparison of recycling rates is included in this section.

### 1.2.1 Kerbside Recycling Collection

NWBC currently operate a two-stream dry recycling service which has been in operation since 2013. The bulk of properties on the service are provided with a 240-litre wheeled bin for commingled recyclable materials consisting of glass bottles and jars, plastic packaging, metal packaging, metal foil and aerosols. These are all materials stipulated for separate collections, where necessary and practicable, by the WFD. As part of the same collection service residents are provided with a 55 litre

insert for paper, card and cardboard. These materials are collected together on a fortnightly basis. It should be noted that over half of the paper and card collected is via the DMR stream, not the separate stream.

Material from the commingled collection is delivered to Suez's Landor Street Materials Recovery Facility (MRF) in Birmingham. The suitability of the MRF for achieving a high-quality recycling threshold is discussed in detail as part of the necessity assessment.

**This assessment however is for a fully commingled dry recycling collection system, which is proposed in the Borough.**

### 1.2.2 Bring Sites

Since May 2014 North Warwickshire has ceased operating any bring site facilities in the borough. This is a result of a reduction in demand and the kerbside service which allows all households access to comprehensive collections of everyday household recyclables.

### 1.2.3 Household Waste Recycling Centres

The Household Waste Recycling Centre in North Warwickshire (Lower House Farm) is operated by Warwickshire County Council. All sites in Warwickshire are open to residents of North Warwickshire Borough Council.

### 1.2.4 Trade Waste and Recycling Collection

North Warwickshire BC provides a commercial trade waste recycling service to a number of private customers in the borough. The service is a charged service which can be paid in advance or by direct debit. A variety of container sizes are available.

## 2 Necessity Assessment

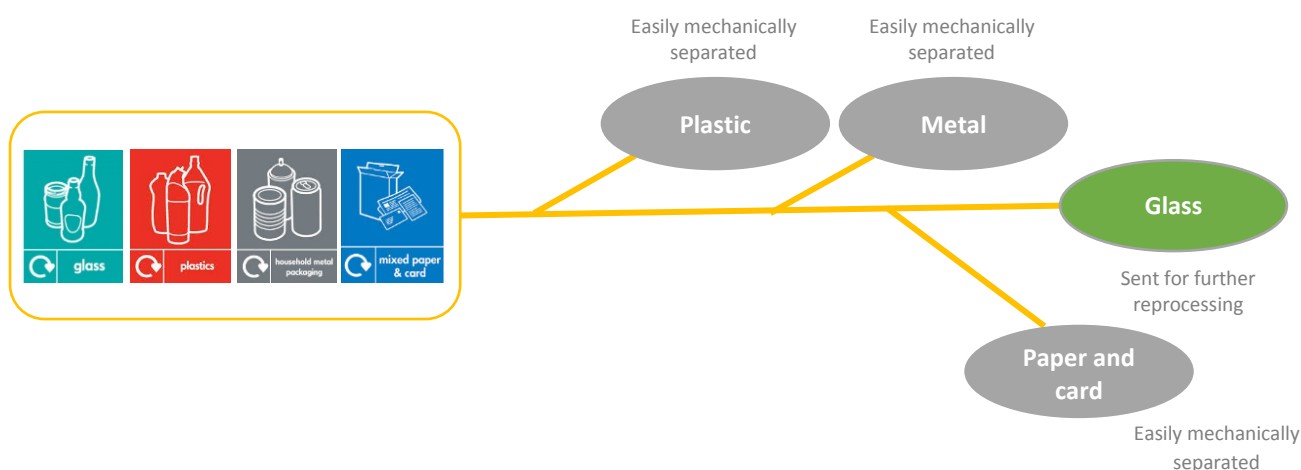
Quantitative and qualitative assessments were carried out for each service individually and all services collectively. The findings from data analysis and qualitative assessment are discussed in the following sub-chapters for each collection system and further classified by each material stream. For each material stream the collection method and recycling destinations are discussed, along with a description of sub-components of each material stream (for example, packaging/container glass, sheet glass etc.) with an analysis of how the current service adheres to the necessity test requirements of the rWFD.

A statement regarding the requirements for a further practicability test are made for each waste stream as appropriate.

### 2.1 Kerbside Recycling Collection

All four materials are collected as part of the kerbside collection system operated in North Warwickshire. Some of the materials are commingled which triggers a necessity test for each material as specified by the WRAP route map for separate collection. Figure 7 illustrates an overview of the service. This identifies that materials are commingled in the proposed system and therefore a detailed assessment will be required. The plastic and metal streams, as identified by the EA's regulatory framework, are easily mechanically separated and will therefore have fewer quality concerns than glass or paper materials. These however still form part of the assessment.

Figure 7: Overview schematic of the proposed kerbside recycling collection from households in North Warwickshire BC



## 2.1.1 Glass

### 2.1.1.1 Packaging glass

Glass is collected as part of the regular kerbside recycling collection for all residents in North Warwickshire whether they reside in a standard single property household or have a shared collection from a multi-occupancy premises. The glass is collected in the same container as soft (non-film) plastic packaging and metals (cans, aerosols and foils). The glass is collected colour mixed (i.e. green, amber and clear glass collected together) as is the case with full kerbside sort and separate collections.

The glass collected is separated for recycling by Suez at their MRF at Landor Street. The material is separated from other materials by density and weight. Glass packaging is much heavier than other materials it is commingled with (plastics and metals) and can therefore be mechanically removed by the process. The process of separation at the MRF removes metals using electronic currents and magnets, as has been extensively historically and successfully used in the industry. Plastics and any paper/card/other contamination are removed through screens and associated mechanical means.

Glass constitutes 31% of the current commingled material fraction.

The current partially commingled collection system is likely to result in a higher quantity of material collected, and thus diverted away from the residual waste stream, than what would be achieved by a separate 'kerbside sort' collection system. This is based on standard industry assumptions<sup>10</sup> that box collections lead to decrease in material recognition rates for glass. It is however unclear how substantial this difference would be in North Warwickshire due to a lack of evidence concerning comparable refuse collection systems for the two recycling options.

Using the WRAP route map it is argued that the probable higher quantity of material collected means that the current collection system will meet (or more likely exceed) the quantity requirement of the necessity test.

This aspect of the service should be reviewed following installation and operation of the new MRF equipment to ensure that the anticipated quality output is being achieved.

### 2.1.1.2 Non-packaging glass

Non-packaging glass like sheet/window glass, cookware glass (Pyrex) and glassware is not collected or reprocessed by North Warwickshire BC and its reprocessor, and if recycled with packaging glass is a contaminant and reduces the quality of the recycling product. These glass waste streams exist in low quantities, and in the case of sheet glass are too large as individually items, to be collected at the kerbside in a regular fashion. Therefore, these materials are more suitable for collection at a HWRC if a market can be found.

### 2.1.1.3 Summary

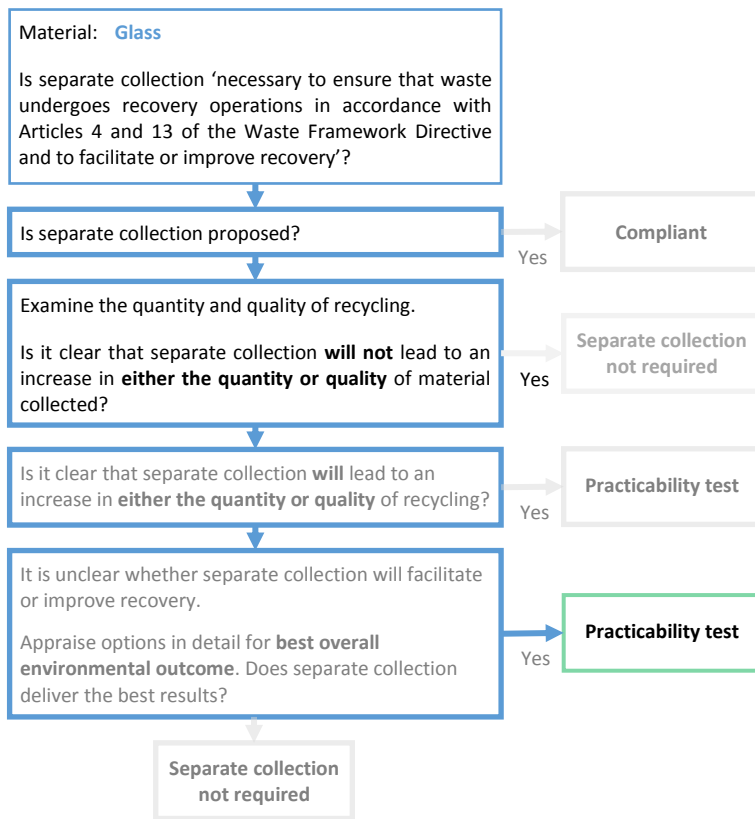
A glass collection is provided in North Warwickshire whereby the material fraction is mixed with plastic and metal materials. Separately collected glass has a greater potential for closed loop applications (higher quality) such as re-melt into new containers. On this basis it is possible that separate collection would generate a higher proportion of material for closed loop re-melt applications than a commingled collection. The outcome of the Necessity Test is summarised below

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<sup>10</sup> Kerbside Recycling: Indicative costs and performance Technical Annex. Wrap, 2008

in Figure 8 **Error! Reference source not found.** below and on the basis of this uncertainty a Practicability test is proposed.

Figure 8: Kerbside glass collection necessity test summary





## 2.1.2 Paper

### 2.1.2.1 Paper, card and cardboard

Mixed paper, card and cardboard are collected in a separate insert as part of North Warwickshire’s kerbside recycling collection. Paper, card and cardboard is delivered to North Warwickshire’s transfer station, bulked and then sold on the market. Approximately 22% (by weight) of material collected for recycling by the current service is paper, card and cardboard material. Furthermore, there is paper and card included in the DMR stream at present. The proposed collection will be to fully commingle the dry recyclables, and this is the focus of the TEEP assessment.

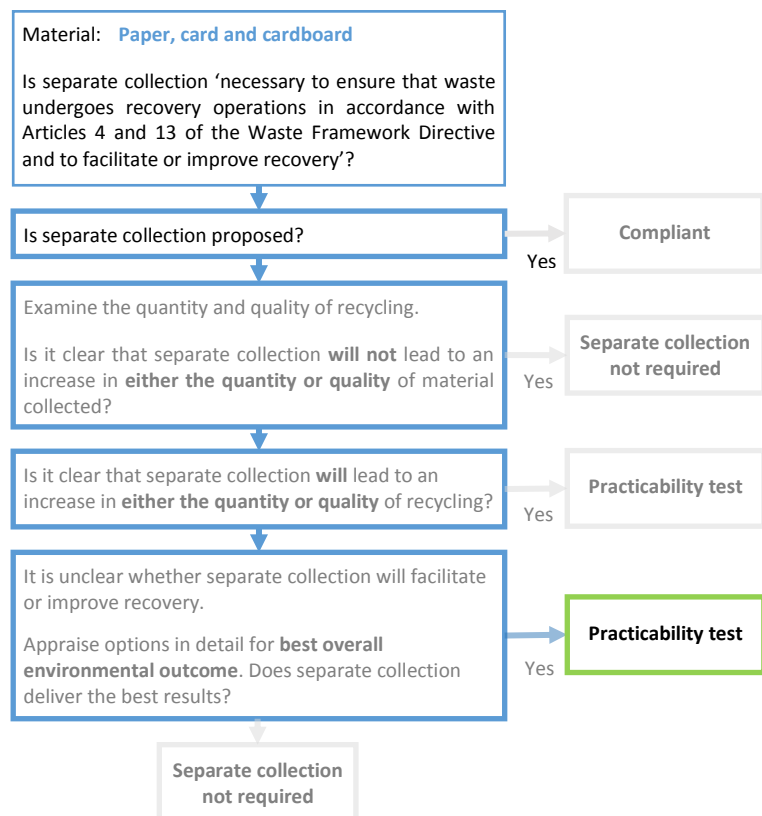
### 2.1.2.2 Other paper

Books are not collected as part of the regular kerbside collection service in North Warwickshire. These can be deposited at a number charity run bring sites or Warwickshire County Council’s HWRCs; and therefore due to the low projected tonnage and contamination these cause to other paper recycling streams it is not appropriate that books are collected mixed with other paper waste streams.

### 2.1.2.3 Summary

The kerbside paper, card and cardboard collection in North Warwickshire is a separate collection as defined by the rWFD however the TEEP assessment is for the proposed commingled collection, and there can be concerns over quality of paper derived from mixed sorting facilities containing glass and therefore this **aspect of the service is not compliant** of the necessity test, meaning that a practicability test is required.

Figure 9: Kerbside paper, card and cardboard collection necessity test summary



### 2.1.3 Plastic

#### 2.1.3.1 *Dense plastic packaging*

Mixed soft plastics consisting of bottles, food containers and similar plastic materials are collected as part of the commingled kerbside collection service in North Warwickshire. This material is commingled with metal and glass packaging. This collection does not include low density plastics (i.e. plastic films and carrier bags) which reduce the quality of material collected and therefore reduce the recycling applications possible.

Soft plastic containers are separated at Suez's Landor Street MRF. This is a modern facility and has a proven track record of separating plastic materials from other dry recyclable waste streams. In addition the separation of plastic has been practised by UK based MRF plant for a number of years. The sorting process involves, in the first instance, three dimensional containers (plastics, cartons and metals) being separated from denser glass materials and 'two dimensional' papers. This is a proven and well-practised technique and results in a very efficient separation of the material streams. Following this metals are separated using eddy currents (non-ferrous) and magnets (ferrous), and the small number of cartons are separated manually. It should be noted that for the collection of metal and plastic containers together is commonplace practice throughout the UK due to the ability to efficiently and effectively separate the waste fractions into clean products suitable for reprocessing. The 'risk based regulatory regime' adopted by the Environment Agency states that commingling of plastics and metals would be acceptable in a 'high level of compliance' scenario.

In line with the previous discussion concerning glass collection, the separate collection of plastics may result in a reduction to the recognition rate and quantity of materials collected.

Following introduction of 'The Environmental Permitting (England and Wales) (Amendment) Regulations 2014' it is a requirement for all MRF operators to sample input and output material streams in terms of quality. In order to ensure that high quality recycling is achieved this assessment will be reviewed after twelve months of operation when data is available to ensure that the MRF is operating to a high performance level.

#### 2.1.3.2 *Plastic films*

Plastic films or plastic single use carrier bags are not currently collected at the kerbside in North Warwickshire. Collection of this material would result in contamination of the remaining soft plastic material stream in addition to the commingled glass and metal streams. This will result in a reduction in quality, and ultimately market, of the separated plastic material fraction, and possibly metal and glass streams. It should be noted that the recycling market for such materials is less established than for plastic bottles and containers and that a lower grade product will be produced from their reprocessing. In reflection of this it is considered that introducing a plastic film collection would reduce the quality of recycling achieved which is in contradiction to the principles of the WFD, and therefore the material should not be collected at the kerbside.

There are established examples of plastic bag recycling via single stream collection sources at supermarkets, which is the most common route available to householders for such material streams.

#### 2.1.3.3 *Hard (rigid) non-packaging plastics*

Rigid (or 'hard') plastics (e.g. crates, garden furniture, toys) are not collected by the kerbside service in North Warwickshire. The recycling market for these materials is less well established than for plastic bottles and containers due to a greater variation in polymer types and ease of reprocessing. Furthermore, the physically large nature of this waste means it is impracticable to offer a kerbside

collection, and it is more appropriate that the collection service for this material stream is offered through HWRC services managed and operated by Warwickshire County Council. Therefore, due to these operational restrictions, it is considered that this service is compliant with the WFD and it is not necessary to reconfigure the service at the kerbside.

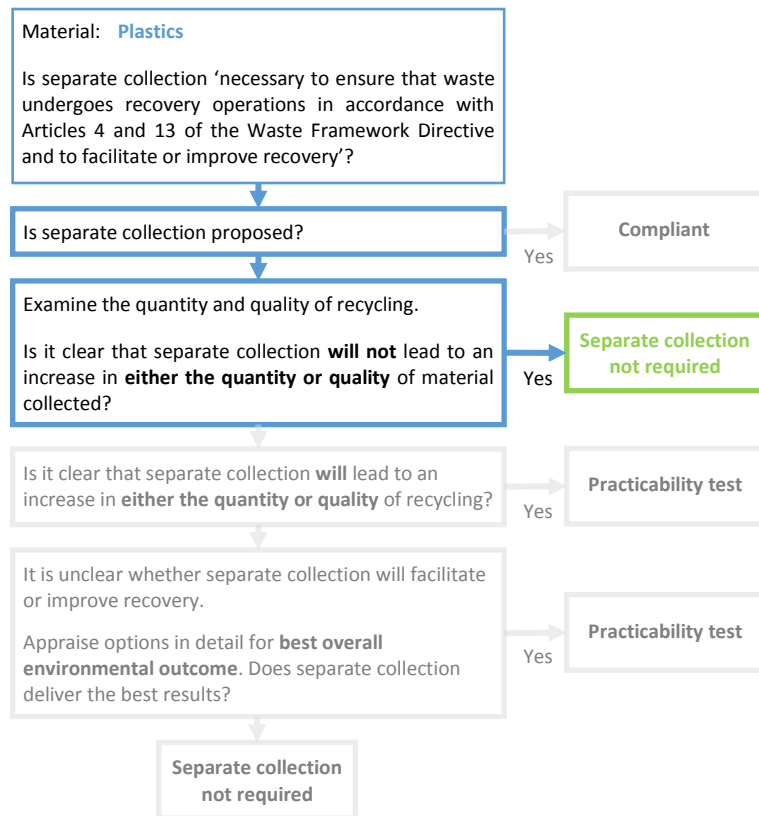
#### 2.1.3.4 Summary

The kerbside plastic collection in

North Warwickshire is not a separate collection as defined by the WFD. The collection, however, achieves a high quality level of recycling equivalent to source separated collection in line with the Directives requirements and WRAP route map (see Figure 10) and therefore it is **not necessary to collect the material separately in order to achieve high quality recycling**. This means that it is logical for North Warwickshire BC to collect plastics commingled in order to reduce costs and increase yield rates when compared with a separate collection method<sup>11</sup>.

Consideration has been made to plastic films and rigid plastics as part of this necessity test. Both materials would contaminate the bulk of the plastic collection (i.e. dense soft plastic containers) and would result in a lower environmentally positive product being produced, as well as resulting in a reduction in available outlets for the material. **Therefore this aspect of the service is compliant.**

Figure 10: Kerbside plastic collection necessity test summary



<sup>11</sup> White Young Green, June 2013, 'Review of kerbside recycling collection schemes in the UK in 2010/11'

## 2.1.4 Metal

### 2.1.4.1 Metal packaging, foil and aerosols

Mixed metal packaging (and similar) consisting of cans, food containers/trays, aerosols and foil are collected as part of the commingled kerbside collection service in North Warwickshire. This material is commingled with soft dense plastic and glass packaging.

Metal packaging is separated at Suez's Landor Street MRF. This is a modern facility and has a proven track record of separating metallic materials from other dry recyclable waste streams. In addition the separation of metals has been practised by UK based MRF plant for decades. In regards to metal, the sorting process involves the use of eddy currents (non-ferrous) and magnets (ferrous) to remove the target materials from a mixed container stream. It should be noted that the collection of metal and plastic containers together is commonplace practice throughout the UK due to the ability to efficiently and effectively separate the waste fractions into clean products suitable for reprocessing. The 'risk based regulatory regime' to be adopted by the Environment Agency states that commingling of plastics and metals would be acceptable in a 'high level of compliance' scenario.

The electric / magnetic separation technologies utilised are capable of separating a clean product, benefit from high capture rates and have been used extensively to separate waste fractions with much success.

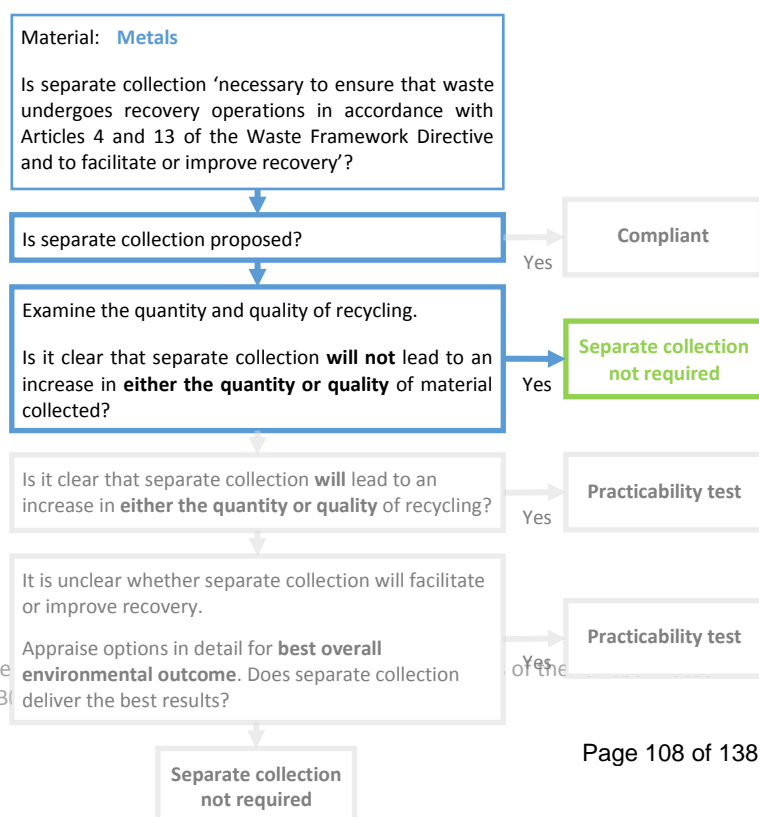
### 2.1.4.2 Scrap metals

Scrap metals are not collected as part of the commingled kerbside collection. The material stream would contaminate other materials within the commingled waste including the aluminium and steel metallic output products. Similarly, the material is often not suitable for kerbside collection due to irregular shapes and sizes. Scrap metals can be taken to HWRCs, operated and managed by Warwickshire County Council, for recycling. This allows the council to source an appropriate end market without contaminating higher value packaging metals. Therefore, due to these operational restrictions, it is considered that this service is compliant with the rWFD and it is not necessary to reconfigure the service to provide this provision at the kerbside.

### 2.1.4.3 Summary

The kerbside metal collection in North Warwickshire is not a separate collection as defined by the rWFD. The collection, however, does achieve a high quality level of recycling equivalent to source separated collection in line with the Directives requirements and WRAP route map (see Figure 11) and therefore it is **not necessary to collect the material separately**. Consideration has been made to scrap metals as part of this necessity test. HWRC collections, operated by Warwickshire County Council, are a more appropriate

Figure 11: Kerbside metal collection necessity test summary



collection method specific to this material. Therefore this aspect of the service is compliant.

## 2.2 Trade Waste Recycling Service

North Warwickshire collect trade waste from a number of premises in the borough. A recycling service is offered in tandem with this service. These are anticipated to mirror the domestic kerbside recycling collection operations with glass, plastic, paper, card and metals commingled. The same analysis is assumed as a proxy, due to the greater uncertainty in modelling the trade waste collections.

## 3 Practicability Assessment

### 3.1 Overview

It has been identified that elements of the proposed collection system for NWBC are at risk of failure of the Necessity Test of the WFD and waste regulations. Specifically, this relates to the mixing of the glass and paper / card fractions. Having conducted a necessity assessment of all collection systems operated, these functions require further investigations to determine whether or not they comply with relevant legislation and consequently a Practicability Assessment has been undertaken.

A practicability test has been carried out for these services, further investigating the proposed recycling collection systems for NWBC. The assessment is designed to assess the environmental, economic and technical performance of the system and compare it with separate collection options. The objective is identifying whether the systems are compliant with the WFD, and if they are not, whether changes are practicable in order for the facilities and collection service to become compliant (with the same level of high-quality recycling as could be achieved via a separate collection).

This assessment builds on the data collected and analysed as part of the necessity assessment. Further data and technical reports were collected for this process in order to consider the financial and technical merits of different collection systems. A waste flow and cost modelling exercise has been undertaken using the WRAP Kerbside Analysis Tool (KAT) modelling tool to inform the economic practicability assessment. Environmental practicability is considered through a quantitative assessment using data derived from the WRATE life cycle assessment tool developed to compare the environmental impacts of waste management collection and treatment/disposal options.

Modelling input assumptions and detailed outputs are provided in Appendix C for the KAT modelling exercise and Appendix B for the WRATE life cycle assessment modelling.

### 3.2 Assessment Structure

Assessments have been conducted for each of the three practicability criteria for all services that were not deemed compliant with the WFD as part of the necessity assessment. The findings from modelling and quantitative assessment are discussed in the following sections. In order to facilitate the assessment of practicable alternatives, the baseline service has been considered against a full 'kerbside sort' recycling system operated on a weekly basis.

### 3.3 Technical Practicability

This section will investigate the technical practicability considerations of the kerbside sort alternative.

The guidance as to Technical practicability states: -

***‘Technically practicable means that the separate collection may be implemented through a system which has been technically developed and proven to function in practice.’***

.. and the latest iteration of the Waste Framework Directive states that technically practicable means that:-

***‘separate collection is not technically feasible taking into consideration good practices in waste collection’***

### 3.3.1 Consideration of Alternatives

#### 3.3.1.1 Domestic Properties

It is understood that prior to 2013 NWBC operated a kerbside sort collection system for the majority of domestic properties in their authority area and at this time a switch was made to a two-stream collection. This therefore demonstrates that it would be technically practicable to collect source segregated wastes from street level properties.

### 3.3.2 Summary

The technical practicability assessment indicates that a separate collection system would be technically practicable for domestic properties but is likely not practicable for flatted and multi-occupancy properties where space constraint is an issue.

## 3.4 Environmental Practicability

This section investigates the environmental practicability considerations of the alternative option. The assessment criteria adopted for consideration of Environmental Practicability have sought to cover a wide range of areas of consideration, specifically: -

- Recycling Impact
- Climate Change Impact
- Local Environmental Impact
- Health, Safety and Noise Impact

The guidance as to Environmental practicability defines the scope to include;

***‘Environmentally practicable should be understood such that the added value of ecological benefits justify possible negative environmental effects of the separate collection (e.g. additional emissions from transport).’***

.. and the latest iteration of the Waste Framework Directive states that environmentally practicable means [in the context of an alternative collection] that:

***separate collection does not deliver the best environmental outcome when considering the overall environmental impacts of the management of the relevant waste streams***

Therefore it is important to consider the overall environmental impact of each option, or the overall net benefit to the environment.



### 3.4.1 Recycling impact

Establishing a source separated collection system has been demonstrated to show lower contamination rates in kerbside type collections, therefore for street level operations this could have a beneficial impact in producing ‘cleaner’ recycling for onward reprocessing / markets. This also opens the opportunity for more closed loop recycling and consequent higher carbon benefits (see below).

Having multiple containers does however reduce the ease of use of the service by the householder, so there may be a lower overall tonnage of recyclate collected. The use of kerbside boxes over bins also has the potential to lower the amount of capacity that is provided to collect recyclables and this may lower the overall tonnage collected.

A WRAP report published in 2015<sup>12</sup> identified the key factors found to influence recycling yields were;

- **Levels of deprivation** – higher levels of deprivation associated with lower yields
- **Range of materials targeted** – higher yields associated with wider range of materials
- **Frequency of refuse collection** – fortnightly refuse associated with higher yields than weekly collection (three weekly collection was not assessed)
- **Container capacity** - lower containment capacity for residual waste and higher for recycling capacity achieved higher recycling rates.

In summary, both of the systems considered, the proposed commingled service and the kerbside sort alternative have the potential to achieve good recycling rates in the same authority area, however there is a slight uplift modelled in the fully commingled option to reflect the ease of use. There is also a greater amount of contamination with this collection.

### 3.4.2 Climate Change impact

The Global Warming Potential of a municipal waste management collection is dominated by the recycling performance and the residual waste treatment options. Collection movements tend to usually form a modest contribution to the overall carbon balance. As this assessment is focussed on collection systems the key factors that impact on the results are the ability to achieve closed loop recycling outcomes and the transport impacts of the collection systems.

Proposed commingled collection system and the alternative kerbside sort system were modelled using the WRATE life cycle assessment tool. The key modelling assumptions and system flow diagrams are presented in Appendix B. The results of the assessment against the key climate change indicators are summarised in Figure 12 below. The negative values represent an avoided impact.

Figure 12: WRATE Results for Impact Assessment Indicators

Impact Assessments	Unit	Two stream	Commingled	Kerbside
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<sup>12</sup> Analysis of recycling performance and waste arisings in the UK 2012/13, WRAP July 2015

		(current service)		sort
climate change: GWP 100a	kg CO2-Eq	-3,818,142	-4,038,451	-3,719,082
acidification potential: average European	kg SO2-Eq	-7,913	-8,651	-7,596
eutrophication potential: generic	kg PO4-Eq	2,010	2,135	2,020
freshwater aquatic ecotoxicity: FAETP infinite	kg 1,4-DCB-Eq	-1,021,848	-982,912	-1,031,884
human toxicity: HTP infinite	kg 1,4-DCB-Eq	-11,921,077	-11,564,159	-11,961,680
resources: depletion of abiotic resources	kg antimony-Eq	-74,021	-75,513	-73,155

Figure 12 highlights the overall Climate change impacts across the three collection systems, however the proposed commingled service has a greater beneficial impact overall. The commingled system uses fewer collection vehicles that are modelled for the segregated collection thus reducing the carbon impact from transport through fuel use and vehicle miles travelled and offsetting any reduction in material quality or quantity that might occur.

There may be improved carbon performance from either the kerbside sort or the commingled systems depending on the efficiency of separation at the kerbside or MRF (respectively) and greater efforts in terms of education and participation in the collection systems.

In summary, the baseline and both alternatives have the potential to offer carbon benefits to the system and the degree to which the benefits differ between the systems, but the commingled system appears the most beneficial through this modelling exercise.

### 3.4.3 Local pollution impact

In all options, local pollution impacts will be derived from the collection fleet.

There are several factors that would create a significant negative local air pollution impact from a kerbside sort collection system, compared to the baseline collection service, specifically: -

- Multi-compartment vehicles will fill at different rates and therefore vehicles are never 100% full, this usually means additional vehicles are required to collect the same tonnage of recyclables.
- Most compartmentalised vehicles do not have compaction across all elements and so are less efficient in accommodating the recycle than a standard RCV<sup>13</sup> which can apply partial compaction. This also usually means additional vehicles are required (see above).
- Kerbside sort operations are slower collection regimes meaning that there is increased idling time from vehicles and consequent emissions.
- The slower collection operation will also have an impact on traffic / congestion in the District, negatively impacting on secondary emissions from other traffic.

These factors will all serve to increase local air pollution in the Borough. NWBC is not currently within an Air Quality Management Area (AQMA) however the increased local air pollution must be considered.

<sup>13</sup> Recycling collection rounds are limited by volume rather than weight (the opposite is the case in terms of refuse rounds)

Local Air impacts were also modelled using the WRATE tool, in this case using particulates and NOx as indicators. The results focus on the collection operation only.

Figure 13: WRATE Results for Local Air Impact

			Two stream	Commingled	Kerbside Sort
Nitrogen oxides (NO and NO2 as NO2)	air	kg	2,578	2,532	3,477
Ozone	air	kg	0.144	0.142	0.191
Particulates - PM10 and smaller only	air	kg	59.3	58.3	79.3
Particulates, < 2.5 um	air	kg	43	42	55.6
Particulates, > 10 um	air	kg	63.5	61.9	79.8
Particulates, > 2.5 um, and < 10um	air	kg	39.4	38.3	50.6

This shows the impact of both the additional vehicles from kerbside sort (KS) and the less damaging effects from RCVs. This assessment is likely to underestimate the local air impact of KS vehicles due to the 'queueing' effect of the sorting operation, as noted in last bullet point above, which cannot be quantified within the WRATE software, but may be substantial in impact.

Overall a kerbside sort system is likely to mean notably higher local air quality impacts than the proposed commingled service, which again is the least detrimental in terms of local air quality in this assessment.

#### 3.4.4 Health, Safety & Noise impacts

Consideration has been given to the practicability of delivering the various collection systems from a health and safety perspective.

Separate collection systems require the collection of materials in non-wheeled bin containers, in the case of kerbside sort and separate collection a box or bag. The Health and Safety Executive indicates that, with consideration of lifting containers that they should not exceed 40 litres capacity. The health & safety executive has investigated noise impacts from recycling collections. It found that where glass is separately collected there are often (despite mitigation technology) exceedances of the acceptable noise thresholds due to the noise generated on the impact of breaking glass. Personal Protective Equipment (e.g. ear defenders) can create additional health and safety hazards for operatives due to working in a fast-moving environment in the presence of traffic and other potential hazards.

These considerations do not mean the alternative options considered are environmentally not practicable from a noise or health and safety perspective, as the systems exist in many contexts in the UK, however it is a consideration for implementation.

In summary, from a health and safety perspective a commingled collection system does not involve the lifting of a separate box or bag and therefore exceed HSE lifting guidance. Glass will also be mixed with other recyclables and thus offer a lower noise impact. In the current (two stream) collection, officers reported health and safety concerns over the separate container and lifting/manual handling implications. The commingled scheme obviates the need for this activity.

### 3.4.5 Summary

A summary of the conclusions from the Environmental Practicability assessment are presented in Figure 14 with the baseline system representing the best position in terms of overall environmental practicability.

Figure 14: Summary of environmental practicability assessment

Practicability	NWBC proposed commingled system	Kerbside Sort
Recycling Impact	Practicable	Practicable
Carbon Impact	Practicable	Uncertain/Practicable
Local Air Pollution	Practicable	Not Practicable
Health, Safety, Noise	Practicable	Uncertain / Practicable
Overall Environmental Practicability Assessment	Practicable	Not Practicable

### 3.5 Economic Practicability

This section investigates the economic practicability considerations of the baseline and the alternative options, a fully commingled service and a kerbside sort.

The guidance as to economic practicability defines it as:-

***‘Economically practicable refers to a separate collection which does not cause excessive costs in comparison with the treatment of a non-separated waste stream, considering the added value of recovery and recycling and the principle of proportionality’***

.. and the latest iteration of the Waste Framework Directive states that if;

***‘separate collection would entail disproportionate economic costs taking into account the costs of adverse environmental and health impacts of mixed waste collection and treatment, the potential for efficiency improvements in waste collection and treatment, revenues from sales of secondary raw materials as well as the application of the polluter pays principle and extended producer responsibility’***

[...then it would not be economically practicable].

The actual costs of different systems will be determined by a wide variety of factors including appetite and availability of contractors to deliver alternative services, efficiencies in the collection approach and specific operational elements such as consideration of vehicles, maintenance, operational, staffing, infrastructure and overhead related costs. This is in the context of market risks / revenue for recycle and gate fees paid for recycling, treatment and disposal.

There would also be ‘one-off’ costs associated with different collection systems which are identified as a separate comment in the analysis.

North Warwickshire, like all other authorities in the country, is facing annual budget cuts as a consequence of current and ongoing austerity measures. Any increase in the cost of the service is undesirable and not currently practical. However, this does not necessarily mean that increases in costs are not practicable. Nevertheless, increased waste service costs remain difficult to justify from both an operational and political perspective as all council services are under continued pressure.

#### 3.5.1 Consideration of Alternatives

A KAT modelling exercise has compared the current service to the proposed commingled service and a kerbside sort operation from a cost perspective.

The KAT results presented here are the annualised costs of providing the service using a number of standardised cost assumptions and may not represent the actual cost of operating the service as there will be additional costs to include. Annualised costs calculate the cost of assets over the lifetime of the capital item, as well as the costs of borrowing to fund the purchase of the capital item. Variable costs specific to labour and vehicle operation are also included.

The results of the KAT modelling are summarised in Figure 15.

Figure 15: Summary of environmental economic practicability assessment

	Two stream (current service)	Commingled (proposed service)	KS Sort
<b>Collection costs</b>			
<b>Tonnage Collected</b>			
Household Kerbside	4,906	5,550	4,906
Contamination	245	555	98
Refuse	13,549	12,595	13,696
<b>Total tonnes</b>	<b>18,700</b>	<b>18,700</b>	<b>18,700</b>
<b>Number of Vehicles</b>			
Household Kerbside	3	3	9
Refuse	4	4	4
<b>Total vehicles</b>	<b>7</b>	<b>7</b>	<b>13</b>
<b>Total Annual Gross Collection Cost</b>			
Household Kerbside	£646,009	£595,673	£1,441,892
Refuse	£926,961	£772,322	£772,322
<b>Total Annualised Cost</b>	<b>£1,583,970<sup>14</sup></b>	<b>£1,367,995</b>	<b>£2,214,214</b>
<b>Disposal costs</b>			
Revenue (2019)	£137,399	£163,781	£237,753
Handling (£12.50/tonne)	£47,563	£69,375	£61,313
Haulage (£159/load)	£40,068	£59,148	£51,516
MRF fee (£73 tonne)	£277,765	£405,150	£0.00
<b>Total disposal cost (per annum)</b>	<b>£227,997</b>	<b>£369,893</b>	<b>-£124,925</b>
<b>Total costs</b>	<b>£1,811,967</b>	<b>£1,737,888</b>	<b>£2,089,289</b>

Figure 15 shows that the commingled option works out cheaper than the kerbside sort option and the current service on an annualised cost basis. This primarily reflects the greater number of vehicles and operatives required in the kerbside sort option. Even when processing and disposal costs and material revenues are added in the commingled system remains the cheapest of the options.

Other key cost observations include:

- The recyclate revenue prices assumed for the kerbside sorted material does generate an income stream, but this will be offset by bulking and depot costs for the collected material and the collection vehicles.
- The MRF cost is presented as a gate fee and does allow for a moderate profit sharing from the sale of comingled material, based on experience, that may be built into a Council contract and thus represent a potential additional revenue stream.
- The value of the recyclate market is a key consideration in a decision to select a kerbside sort option over a comingled system.

<sup>14</sup> Includes an annual replacement cost for the 55l insert for paper and card of £11,000

If the Council changed to a kerbside sort system there would also be 'one off' costs for the distribution of new containers to households, plus additional costs associated with new communal containers and the siting of them.

The capital costs for containers and vehicles are as shown below:-

Figure 16: Capital costs of collection systems

	Two stream (baseline)	Commingled	Kerbside sort
Total capital cost of containers	£1,175,688	£1,128,179	£690,664
Annualised capital cost of containers	£189,981	£171,518	£146,290
Total capital cost of vehicles	£1,750,000	£1,155,000	£2,010,000
Annualised capital cost of vehicles	£266,151	£175,660	£305,693

Additional communications costs would be required for the kerbside sort scheme to ensure optimum uptake. The need to run parallel commingled and source segregated collection systems (for some multi-occupancy sites) could add further costs. There would also be a need to take back wheeled bins from the street level properties.

The balance between the additional collection costs, in terms of additional crew, receptacles and vehicles, the need for associated comms / enforcement to make a new collection effective versus the savings on a MRF contract and potential greater rewards from recycle revenue represent the economic considerations for the two options.

In the long term these could balance as a saving or a cost, in the short term there will be additional costs (in terms of containers for street level households, communal containers where the costs fall on the local authority and the communications / implementation costs of altering the collection approach).

The results of the modelling, based on current gate fees, do not indicate a clear financial benefit to moving to a source separate collection. Should market conditions change with regards to either MRF gate fees or income generated from recycle, then there may be cause to carry out a re-evaluation of the service.

### 3.5.2 Summary

Whether adoption of the alternative options represents an 'excessive cost' under the guidance is partly a consequence of the actual contract service costs that would be procured from the market and partly a factor of Council budgets, both of which are important considerations.

Switching to a kerbside sort system would entail higher annual costs to the Council which in the current economic climate of austerity measures and pressure to demonstrate savings in service costs any increase in spend on waste services is unlikely to be acceptable to the Council. The commingled option is the most cost effective in this modelling and preferable in this context.

## 3.6 Waste and Resources Strategy 2018

The Waste and Resources Strategy was published in December 2018 and sets out measures to achieve key milestones up to 2050. The Strategy sets out how England will preserve resources by minimising waste, promoting resource efficiency and moving towards a more circular economy.

It complements and builds on the policy direction set out in other government strategies, including the 25 Year Environment Plan, the Clean Growth Strategy, the Industrial Strategy and the Litter Strategy.

The UK government is currently consulting on consistent collections and a minimum service standard for local authority household waste collections. The proposals include consistency in the collection of the following materials for recycling from households:

- glass bottles and containers
- paper and card
- plastic bottles
- plastic pots tubs and trays
- steel and aluminium tins and cans

The consultation also includes measures to achieve greater separation of dry materials in collections, especially paper and glass to improve the quality of dry recyclables collected from households.

NWBC currently collect all of the proposed materials and have proposed to continue to collect all the materials within a commingled service. Though paper and card will not be separately collected all of the required materials will be collected within the service.

### 3.7 Technically, Environmentally and Economically Practicable - Summary

A practicability assessment has been conducted for North Warwickshire, based on a comparison of the proposed commingled system with a full 'kerbside sort' system for domestic properties.

A Summary of the practicability assessment conclusions is included in Figure 17.

Figure 17: Summary of practicability assessment

Practicability	Proposed commingled system	Kerbside Sort
Technical	Practicable	Practicable
Environmental	Practicable	Not Practicable
Economic	Practicable	Uncertain / Not Practicable
<b>Overall TEEP Assessment</b>	<b>Practicable</b>	<b>Not Practicable</b>

The purpose of the TEEP test is to determine whether separate collection is practicable in North Warwickshire. This has determined that a source segregated collection system for four separate materials is not practicable for both environmental and economic reasons.



The higher cost of a kerbside sort system may represent an excessive cost to the Council and is an important driver for the Council in wishing to continue to develop a commingled system in the current procurement exercise. From an environmental perspective there are considerations related to the increase in local air emissions that would result from the requirement for a greater number of vehicles to operate the system as well as the health and safety aspects of container lifting.

In this context the fully commingled option is the only Practicable collection system for the short term, but that, as described in section 4 the situation should be kept under review and the performance of the contract monitored to facilitate sufficient level of financial and operational / environmental data to be obtained, to allow comparison against alternative models moving forward.

## 4 Document Review Procedure

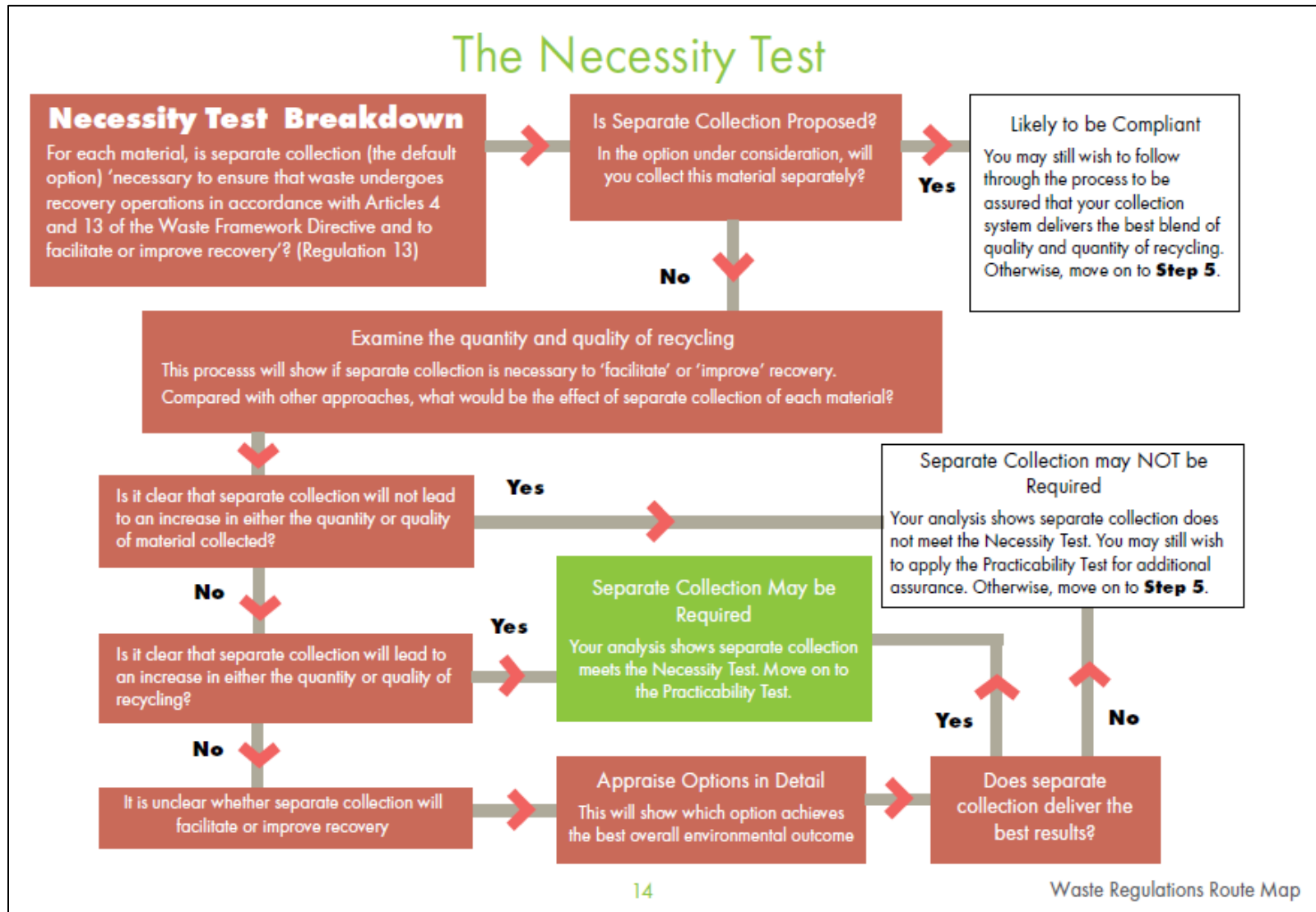
This document will be reviewed in the event of any future service changes which alter the collection method utilised by the authority.

Should no major service changes occur this document will be reviewed on a 36-month basis to ensure that the determination is still correct and representative of the current service performance.

The forthcoming legislative changes (due to be implemented in c. 2023) as regards biowaste collections, textiles and household hazardous waste collections are subject to considerable uncertainty at present and therefore this TEEP assessment should be reviewed once guidance and domestic legislation implementing the Directive becomes available.

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Appendix A – WRAP Route Map Necessity Test



## Appendix B – KAT Modelling Output Tables

KAT Output Tables

		Baseline - Two stream	Commingled	Kerbside sort
Type of collection	Dry recycling	Two stream	Commingled	Kerbside sort
	Refuse	Single stream	Single stream	Single stream
Collection frequency	Dry recycling	Fortnightly	Fortnightly	Weekly
	Refuse	Fortnightly	Fortnightly	Fortnightly
Collection Vehicle	Dry recycling	REL 70%/30% 20m <sup>3</sup>	RCV 22m <sup>3</sup>	Side loading 21m <sup>3</sup>
	Refuse	REL 70%/30% 20m <sup>3</sup>	RCV 22m <sup>3</sup>	RCV 22m <sup>3</sup>
Collection crew size including driver	Dry recycling	3	3	3
	Refuse	3	3	3
Number of households served	Dry recycling	28,364	28,364	28,364
	Refuse	28,364	28,364	28,364
Percentage set out	Dry recycling	80%	80%	80%
	Refuse	95%	95%	95%
Average participation	Dry recycling	95%	95%	95%
Average capture	Dry recycling	76%	86%	76%
Tonnes collected excluding contamination	Dry recycling	4,906	5,550	4,905
	Refuse	13,549	12,595	13,696
Tonnes of contamination collected	Dry recycling	245	555	98
Tonnes of biodegradable material collected	Dry recycling	2,744	3,137	2,744
Number of collection vehicles required	Dry recycling	3	3	9
	Refuse	4	4	4
Collection limited by weight or volume	Dry recycling	Volume	Volume	Volume
	Refuse	Weight	Weight	Weight
Number of loads collected per vehicle per day	Dry recycling	1.4	1.5	1.4
	Refuse	1.6	1.4	1.5
Number of households passed per vehicle per day	Dry recycling	957	1,090	657
	Refuse	887	887	887
Number of households collected from per vehicle per day	Dry recycling	766	872	525
	Refuse	842	842	842

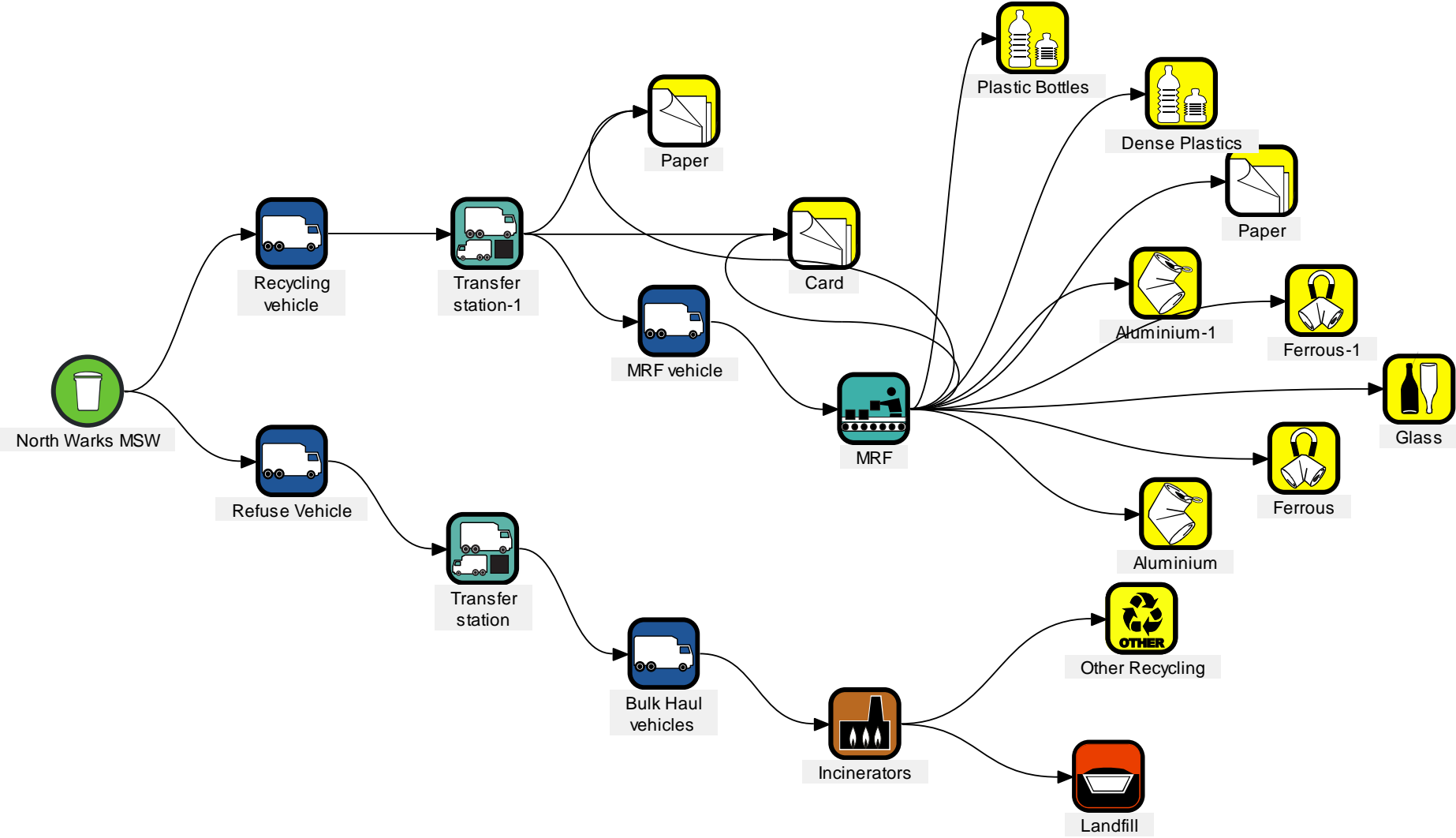
Pass rate	Dry recycling	165	188	120
	Refuse	162	162	162
Productive time	Dry recycling	348	348	328
	Refuse	328	328	328
Non productive time	Dry recycling	102	102	122
	Refuse	122	122	122
Percentage of targeted materials collected	Dry recycling	72%	82%	72%
Annual cost for containers	Dry recycling	£106,934	£88,471	£63,243
	Refuse	£83,047	£83,047	£83,047
Total capital cost of containers	Dry recycling	£653,790	£606,281	£168,766
	Refuse	£521,898	£521,898	£521,898
Annual capital cost of collection vehicles	Dry recycling	£114,065	£75,283	£205,316
	Refuse	£152,086	£100,377	£100,377
Are vehicles used for more than one collection	Dry recycling	No	No	No
	Refuse	No	No	No
Total capital cost of vehicles	Dry recycling	£750,000	£495,000	£1,350,000
	Refuse	£1,000,000	£660,000	£660,000
Annual vehicle operating costs	Dry recycling	£386,337	£392,618	£1,066,569
	Refuse	£628,935	£535,362	£535,362
Annual overheads	Dry recycling	£38,672	£39,301	£106,764
	Refuse	£62,894	£53,536	£53,536
Annual gross collection cost	Dry recycling	£646,009	£595,673	£1,441,892
	Refuse	£926,961	£772,322	£772,322

## Appendix C – WRATE Modelling Outputs

Key modelling assumptions include:-

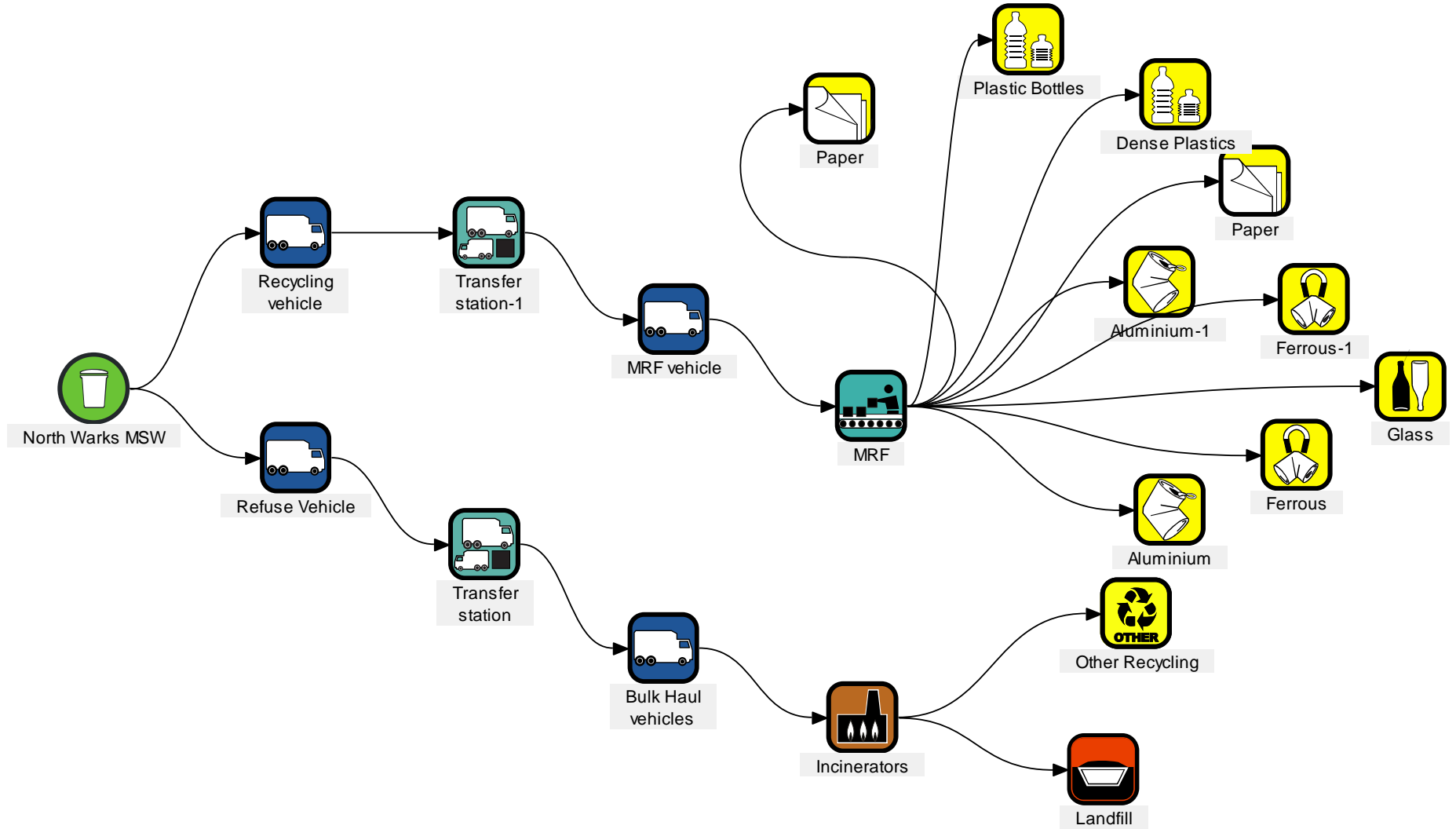
- The waste arisings and energy mix applied is for 2019
- The tonnages are derived from data provided by North Warwickshire Borough Council
- WRATE default technologies are applied throughout
- Paper to mixed paper recycling
- Plastic to plastic bottle recycling and dense plastic recycling
- Glass to mixed glass recycling
- Rejects added to residual stream for 4 ashes EfW plant
- Suez Teeside EfW used to reflect large EfW plant
- Vehicle mileages derived from KAT
- Other distances taken as A – B distances (e.g. from Lower House Farm to Four Ashes and from Lower House Farm to Landor Street)
- Organics excluded from the assessment
- No transport used post MRF or post WTS (in the case of segregated materials)

# North Warks TEEP Baseline



Date 11/07/2019  
 Software Version 4.0.1.0  
 Database Version 4.0.1.0

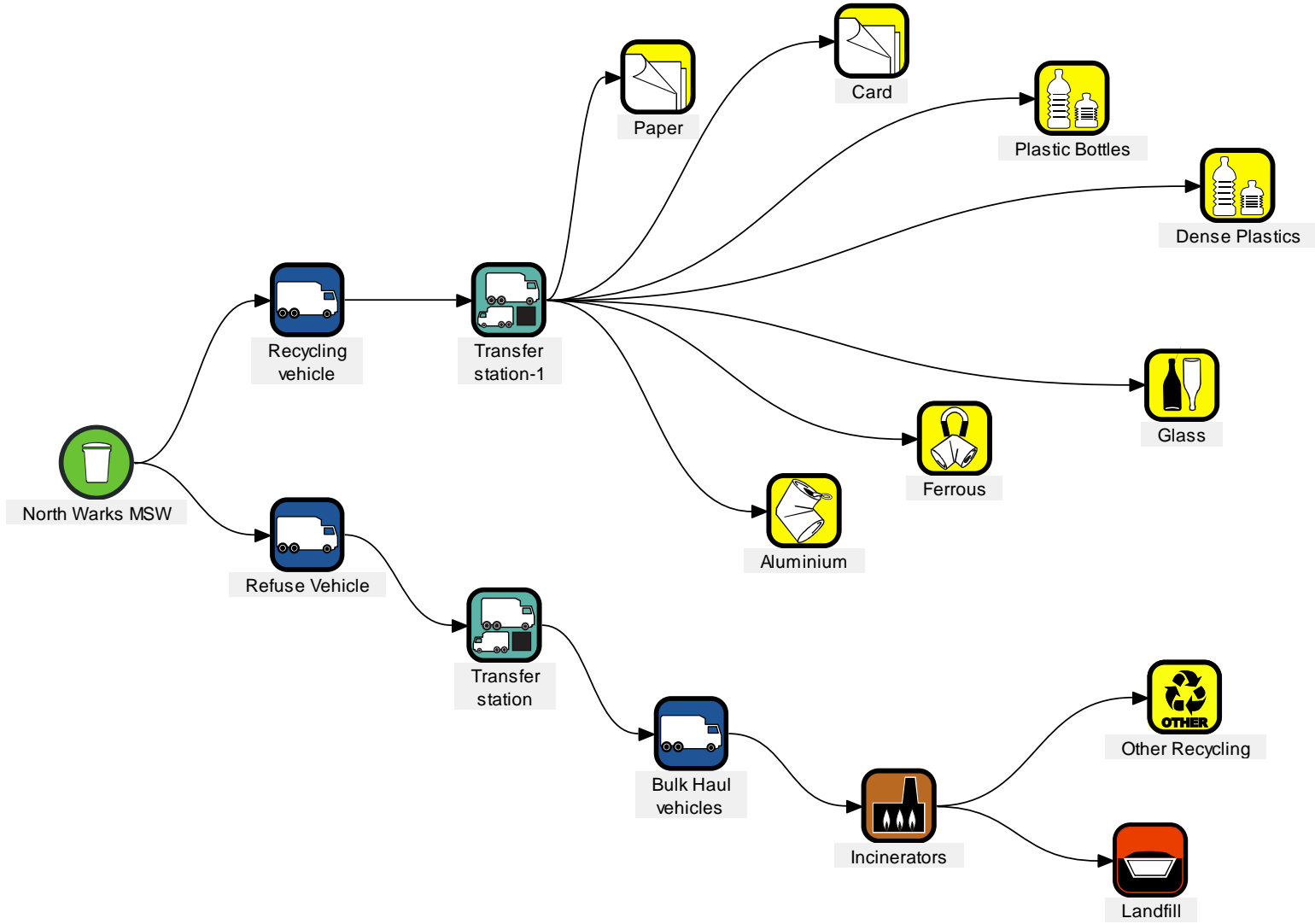
## North Warks TEEP Commingled



Date 11/07/2019  
 Software Version 4.0.1.0  
 Database Version 4.0.1.0



## North Warks TEEP Kerbside Sort



Date 11/07/2019  
 Software Version 4.0.1.0  
 Database Version 4.0.1.0

## Agenda Item No 13

### Community and Environment Board

6 August 2019

#### Report of the Acting Chief Executive

#### Progress Report on Achievement of Corporate Plan and Performance Indicator Targets April – June 2019

### 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 2019.

#### **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 2019/20. This is the first 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 to June 2019/20 for the Community and Environment Board.
- 4.2 Members will recall the use of a traffic light indicator for the monitoring of the performance achieved.

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

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

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

## 5 Performance Indicators

- 5.1 Members will be aware that national indicators are no longer in place and have been replaced by national data returns specified by the government. A number of previous national and best value indicators have been kept as local indicators as they are considered to be useful in terms of managing the performance of our service delivery corporately.
- 5.2 The current national and local performance indicators have been reviewed by each division and Management Team for monitoring for the 2019/20.

## 6 Overall Performance

- 6.1 The Corporate Plan performance report shows that 83% of the Corporate Plan targets and 79% 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	15	83%
Amber	3	17%
Red	0	0%
Total	18	100%

### Performance Indicators

Status	Number	Percentage
Green	11	79%
Amber	3	21%
Red	0	0%
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 19/20						
No	Action	Priority	Reporting Officer	Quarter 1	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	Steve Maxey	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.	Amber	➔
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	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	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	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	Green	➔
6	In conjunction with WCC and other partners, to ensure the success of North Warwickshire's involvement in the Tour of Britain, 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	Steve Maxey/Richard Dobbs/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 and, in a wider context, North Warwickshire is continuing to be promoted as a cycling destination	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	Green	➔
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	Green	➔







No	Action	Priority	Reporting Officer	Quarter 1	Status	Direction
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.	 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	Bob Trahern	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	 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	 Amber	
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 Community 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/Bob Trahern/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	 Amber	
	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/Bob Trahern/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	 Green	
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	Bob Trahern	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	 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	Bob Trahern	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	 Green	

No	Action	Priority	Reporting Officer	Quarter 1	Status	Direction
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.	★ Green	➡
16	To explore ways in which the waste management 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	★ 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	★ Green	➡

NWPI Community & Environment Board 19/20

Ref	Description	Section	Priority	Year End Target 2019/20	Outturn 2018/19	April - June 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	100	75			One member of the team is on long term sick leave and this is affecting performance.
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	55			One member of the team is on long term sick leave and this is affecting performance.
NWLPI 085	Swimming pools and sports centres: The net cost per swim/visit	Leisure Facilities	Health and Well-being	0.84	0.93	0.83			
NWLPI 086	Leisure Centres - Total income per visit	Leisure Facilities	Health and Well-being	3.31	3.09	3.13			Whilst "income per visit" performance is better than in 2018 / 19, direct debit and casual swimming income is currently behind target. A further membership promotion is planned for September and work is being undertaken to improve swimming and gymnastics income, with a view to improving performance
NWLPI 119	Number of collections missed per 100,000 collections of household waste (former BV88)	Refuse & Recycling	Recycling	125	41.85	30.70			
@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%	53.54%			
@NW:NI195a	The percentage of relevant land and highways that is assessed as having deposits of litter that fall below an acceptable level. <b>Only the level of litter is monitored and excludes detritus</b>	Streetscape	Environment	5	7%	4%			Based on 100 inspections throughout the Borough there is a slight improvement.
New	Average Time Taken to Remove Fly-tipping	Streetscape	Environment	2	1.05	1.33			
New	Number of Borough Council led activities	Community Development	Health & Well-being	30	New KPI for 2019 / 20	11			
New	Number of people who attend Borough Council led activities	Community Development	Health & Well-being	7,000	New KPI for 2019 / 20	4,185			
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	4			



Ref	Description	Section	Priority	Year End Target 2019/20	Outturn 2018/19	April - June Performance	Traffic Light	Direction of Travel	Comments
New	Number of people who attend co-led activities	Community Development	Health & Well-being	500	New KPI for 2019 / 20	97	 Green		
New	Number of community led activities	Community Development	Health & Well-being	15	New KPI for 2019 / 20	8	 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	22	 Green		
NWLPI 140	Delivery of actions in the 10 year Green Space Strategy - % achieved	Landscape Management	Health & Well-being	60	55.00%				
NWLPI 141	Delivery of actions in the 10 year Green Space Strategy - % in progress	Landscape Management	Health & Well-being	30	45.00%				
NWLPI 111	% of Play Areas meeting BS/EN and DDA standards	Landscape Management	Health & Well-being	100	97.00%				

**6 August 2019**

**Report of the  
Acting Chief Executive**

**Exclusion of the Public and Press**

**Recommendation to the Board**

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

**Agenda Item No 115**

**Staffing Matters** – Report of the Director Leisure and Community Development

Paragraph 1 – by reason of the report containing information relating to an individual.

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