

**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.

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

11 June 2019

The Community and Environment Board will meet in The Committee Room, The Council House, South Street, Atherstone on **Tuesday** 11 June 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

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

**PUBLIC BUSINESS
(WHITE PAPERS)**

6 **Update on Supplementary Garden Waste Collections** - Report of the Director of Streetscape

Summary

This report updates Members on the Council's supplementary garden waste collection service which came into effect on 1 June 2018.

The Contact Officer for this report is Olivia Childs (719267)

7. **Leisure Facilities – Bank Holiday Promotional Day - 26 August 2019**
Report of the Director of Leisure and Community Development

Summary

This report updates the Board on the programme arrangements for the Bank Holiday promotional day to be held within the leisure facilities on 26 August 2019.

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

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), 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 has been appended for Members' consideration and approval.

The Contact Officer for this report is Andy Dulson (719278).

9. **Minutes of the meeting of the Health and Wellbeing Working Party** held on 24 April 2019 - copies herewith.
10. **Progress Report on Achievement of Corporate Plan and Performance Indicator Targets April 18 – March 2019** – 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 2018 to March 2019.

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

STEVE MAXEY
Acting Chief Executive

NORTH WARWICKSHIRE BOROUGH COUNCIL

MINUTES OF THE COMMUNITY AND ENVIRONMENT BOARD

11 March 2019

Present: Councillor Bell in the Chair.

Councillors Chambers, Gosling, Hanratty, Lea, Lewis, Morson, Phillips, Singh, Smith, Smitten and Symonds.

Apologies for absence were received from Councillors Ferro (Substitute Councillor Morson) and M Humphreys (Substitute Councillor Symonds).

Councillors Clews and Jarvis were also in attendance.

41 **Disclosable Pecuniary and Non-Pecuniary Interests**

None were declared at the meeting.

42 **Minutes of the meeting of the Board held on 21 January 2019**

The minutes of the meeting held on 21 January 2019, copies having been previously circulated, were approved as a correct record and signed by the Chairman.

43 **Exclusion of the Public and Press**

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

44 **Materials Recycling Facility Presentation**

Grant McElvie, Commercial Director, Coventry City Council, gave a presentation on a project to deliver a local authority owned and operated Materials Recycling Facility within the Coventry, Solihull and Warwickshire area designed to process recyclable materials collected across the sub-region and beyond.

45 **Sub-Regional Materials Recycling Facility**

Following the presentation Members were asked to review the Council's level of engagement with the sub-regional Materials Recycling Facility project based on the contents of the earlier report to Executive Board and the information given in the presentation.

Recommendation to Council

The that the Council be recommended to commit to becoming a Partner Council on the sub-regional MRF project at the earliest practicable opportunity in order to take full advantage of the benefits and opportunities afforded by full project membership at this stage of the programme.

46 Textile Recycling Service

The Director of Streetscape sought the Board's approval to investigate the implementation of a free textile recycling service in the Borough.

Resolved:

- a That the report be noted; and**
- b That officers be directed to investigate the potential to work in partnership with an external partner to provide a free textile recycling service and that the Director of Streetscape bring a report on the result of a short procurement exercise to a future meeting of the Board.**

47 The Environmental Protection (Miscellaneous Amendments) (England and Wales) Regulations 2018 – Fixed Penalties – Fly Tipping – Household Waste Duty of Care Offences

The Corporate Director – Environment sought to establish the level of fine to be attached to fixed penalty notices for duty of care offences.

Resolved:

- a That the fixed penalty for household waste duty of care offences be set at £200 or £120 if the penalty is paid before the end of ten days following the date of the notice;**
- b That the requirements of the occupier of domestic properties to take all reasonable measures to ensure they only transfer their household waste to an authorised person under the duty of care for the disposal of household waste be communicated to the public alongside the promotion of the bulky waste collection service; and**
- c That a report to review the level of the fixed penalty notice for fly tipping be brought to a future meeting of the Board.**

48 **Financial Assistance to Outside Organisation**

The Director of Leisure and Community Development detailed requests for assistance through the provision of an annual grant received from Warwickshire Community and Voluntary Action (WCAVA), North Warwickshire Citizens Advice (NW CA), Live and Local and the North Warwickshire Allotments Federation.

Resolved:

- a That the progress made by WCAVA in its delivery of the Third Sector Infrastructure Support Grant Agreement be noted and that financial assistance in the form of two instalments for 2019/20 as detailed in the report, be approved;**
- b That the draft Service Level Agreement be approved for further negotiation with NW CA and that the proposed financial award for 2019/20 be approved and administered as indicated in the report, including the provision for the second instalment to be made subject to the prior agreement of the Chairman and Vice-Chairman of the Board;**
- c That the work undertaken by Live and Local in assisting local promoters to deliver professional arts performances in local venues be noted and that the proposed grant award towards the countywide Key Client Agreement be approved; and**
- d That the work undertaken by the North Warwickshire Allotments Federation be noted and that, subject to the successful conclusion of negotiations in respect of the appended draft Service Level Agreement, the proposed annual grant award be approved.**

49 **Community Heritage Grants Scheme Update**

Members were informed of the outcome of applications made to the North Warwickshire Community Heritage Grants Scheme. In addition, the Board was informed of the progress being made in respect of heritage-related activities that had been undertaken in partnership with external organisations.

Resolved:

That the outcome of applications to the North Warwickshire Community Heritage Grants Scheme and the progress being made in respect of heritage-related activities that were being

undertaken in partnership with external organisations be noted.

50 LEADER Programme Update

The Director of Leisure and Community Development updated Members on the progress made in respect of the delivery of the North Warwickshire and Hinckley and Bosworth LEADER programme (2015 to 2020).

Resolved:

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

51 North Warwickshire Green Space Strategy Progress Report

The Director of Leisure and Community Development informed Members of the progress made in respect of delivery against the priorities set out in the North Warwickshire Green Space Strategy (2008 to 2018).

Resolved:

- a That the progress made in respect of the implementation of the priorities of the North Warwickshire Green Space Strategy (2008 to 2018) be noted;**
- b That, in consultation with the Chairman, Vice Chairman and Opposition Spokesperson, the Director of Leisure and Community Development be instructed to arrange a meeting with Planning Officers to consider the potential biodiversity impacts of the draft Green Space Strategy and their implications for the Local Plan; and**
- c That the Director of Leisure and Community Development undertakes a wide ranging consultation on the content of the draft Green Space Strategy and that the consultation period ends on 31 August 2019, subsequent to which a further report be presented to the Board.**

52 Leisure Facilities: Service Improvement Plan and Key Performance Indicators

The Director of Leisure and Community Development presented copies of the Service Improvement Plan (SIP) and the associated set of key performance indicators (KPIs), detailing activity through to the end of January 2019 for consideration.

Resolved:

- a That the report be noted; and
- b That the opening of the leisure facilities for a special event on the late summer Bank Holiday (26 August 2019) and additionally the schedule of closures as set out in paragraph 4.4 of the report of the Director of Leisure and Community Development be approved.

53 Health and Wellbeing Action Plan (2017 to 2020)

Members were provided with an update on the progress being made in respect of the actions identified in the approved three-year Health and Wellbeing Action Plan (2017 to 2020).

Resolved:

That the report be noted.

54 Minutes of the Health and Wellbeing Working Party meeting held on 13 February 2019.

The minutes of the Health and Wellbeing Working Party held on 13 February 2019 were received and noted.

55 Progress Report on Achievement of Corporate Plan and Performance Indicator Targets April – December 2018

The Board was informed of the progress with the achievement of the Corporate Plan and Performance indicator targets relevant to the Community and Environment Board for April to December 2018.

Resolved:

That the report be noted.

Chairman

Agenda Item No 6

**Community and Environment
Board**

11 June 2019

**Report of the
Director of Streetscape**

**Update on Supplementary Garden
Waste Collections**

1 Summary

- 1.1 This report updates Members on the Council's supplementary garden waste collection service which came into effect on 1 June 2018.

Recommendation to the Board

That Members note the contents of the report.

2 Background

- 2.1 The Community and Environment Board agreed at its meeting in January 2018 to the introduction of a £40 annual charge for the collection of waste from additional green bins for households wishing to recycle extra garden waste from their properties. Following that decision, the new service was implemented on 1 June 2018. This report provides an update on first year take-up amongst households and the work which has been undertaken in preparation for the coming year and beyond.
- 2.2 Officers had previously identified that just over 880 properties in the Borough had (and were regularly using) additional green bins for garden waste. Some households had more than two bins with the total number of extra bins totalling around 975 – at least the equivalent of an additional collection round.
- 2.3 Towards the end of April and throughout May 2018 letters were hand-delivered to every household with more than one green bin offering the chance to subscribe to the new service. Those properties which signed up and paid the annual charge were sent a sticker to place on their bin and the new collection service commenced on 1 June, 2018. Additional bins not displaying stickers (and which were also not on the list of subscribers to the scheme) were left unemptied by crews with a leaflet left for the householder explaining why the bin had not been emptied and giving details of how to subscribe to the new scheme.

3 **Year one**

- 3.1 In year one there were 420 paid for extra green bins across 383 households. Many households signed up for more than one extra green bin collection, as below:

	Number of Households
One extra green bin	351
Two extra green bins	27
Three extra green bins	5

- 3.2 In addition to households, the service has proven popular with churches. Nine churches received extra garden waste collections totalling 15 extra green bins.
- 3.3 If the property did not already have the number of green bins necessary to take advantage of the service, a one off fee of £37 for each extra green bin required was also applied. In year one, 74 extra green bins were delivered to 70 households.
- 3.4 Households with more than one green bin, who did not wish to pay for extra collections, were advised their spare green bins would be collected in due course but in the meantime they could request collection at an earlier date. In total 52 bins were collected from households who did not wish to register for the service.

4 **Year two**

- 4.1 Over 82% of existing customers and 83% of existing extra green bins have renewed for a second year and additional households are expected to renew in early June. Of these renewals, 83% of customers now pay by annual direct debit.
- 4.2 An early bird offer of 15 months for the price of 12 (March 2019 – May 2020) was launched in the spring edition of north talk, online and on social media. Since sign up for 2019-20 opened, 48 new households have signed up to the service, an additional 50 extra bins.
- 4.3 The current total number of paid for extra green bins for 2019-20 is 400 from 364 households.

5 **Impact of the Changes**

- 5.1 The service change does not appear to have had a significant impact on the amount of waste collected. The volume of garden waste presented for collection varies from year to year and is affected by the prevailing weather

conditions so the figures have to be viewed in that context. In 2017-18 the crews collected 7,045 tonnes of green waste and 12,847 tonnes of residual domestic waste. In 2018-19 the crews collected 6,850 tonnes of green waste (down 2%) and 12,848 tonnes of residual domestic waste (unchanged).

6 Report Implications

6.1 Finance and Value for Money Implications

6.1.1 Introducing a charge of £40 per annum for each supplementary bin emptied realised additional net income of £14,499 (435 x £33.33) in 2018-19. This has helped to offset the increased collection costs experienced by refuse and recycling as a result of rising demand due to increasing residential development.

6.2 Environment and Sustainability Implications

6.2.1 An efficient, adaptable and cost-effective refuse and recycling service is essential to meeting the Council's wider commitments to environmental sustainability.

6.3 Risk Management Implications

6.3.1 The increasing costs of collecting domestic refuse, recycling and green waste as the number of households within the Borough continues to grow is placing additional budgetary and resource pressures on the Council's refuse and recycling services. These pressures pose a significant risk in terms of long-term sustainability and cost effectiveness of the service. In terms of risk to the supplementary service itself, a high take-up level by residents brings in increased revenue while a lower take-up lowers the total number of green bins being emptied and therefore reduce pressure on the service.

6.4 Links to Council's Priorities

6.4.1 This links directly to the Council's priorities of responsible financial and resources management as well as contributing to the aim of protecting our countryside.

The Contact Officer for this report is Olivia Childs (719267).

Agenda Item No 7

Community and Environment Board

11 June 2019

Report of the Director of Leisure and Community Development

Leisure Facilities – Bank Holiday Promotional Day - 26 August 2019

1 Summary

- 1.1 This report updates the Board on the programme arrangements for the Bank Holiday promotional day to be held within the leisure facilities on 26 August 2019.

Recommendation to the Board

That the Board notes and comments upon the programme arrangements for the Bank Holiday promotional day to be held within the Borough Council's leisure facilities on 26 August 2019.

2 Consultation

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

3 Background

- 3.1 At its meeting held in January 2019, the Board gave detailed consideration to the potential opening of leisure facilities on future Bank Holidays. This matter was further considered by Members at an informal meeting of the Board held on 13 February 2019. The outcome of those deliberations, which was further endorsed by the Board at its meeting held in March 2019, is that the three leisure facilities, in Atherstone, Coleshill and Polesworth, will open for a promotional day on 26 August 2019, the aims of which will be to attract participants who would not normally use the centres, to attract new members and to enhance the future income generation potential of the facilities.

4 The Bank Holiday Programme

- 4.1 Through discussions with, and the engagement of, leisure facilities staff, an activity programme for the Bank Holiday promotional day has been devised. The programme, a copy of which is attached at Appendix A, was considered by the Health and Wellbeing Working Party at its meeting held on 24 April 2019. The programme, upon which the Board is invited to comment, was approved, in principle, by the Working Party, although Officers were asked to consider the encouragement of active participation in the event by local

community groups. Further, Members asked that consideration be given to the utilisation of outdoor (green) and / or additional space within the promotional day, where the opportunity to do so was available (most notably at Coleshill and Polesworth).

5 Bank Holiday Programme Costs

- 5.1 At its meeting held in February 2019, the Health and Wellbeing Working Party agreed that the indicative cost of the Bank Holiday promotional day (see the table below) could be met from its budget. This agreement was reported to, and noted by, the Board at its meeting held in March 2019.

	Cost (£)
ALC Staff	£2,823
CLC Staff	£1,917
PSC Staff	£1,917
Total Staff Cost	£6,657
Marketing	£570
Total Cost	£7,227

6 Marketing and Promotion

- 6.1 A Marketing Plan for the event has been created in order to ensure that all opportunities are taken to maximise attendance during the promotional day. Awareness raising activity will include the use of social media, the Borough Council's website, the June edition of North Talk, the leisure facilities summer holiday activity brochure, engagement with local groups, local distribution networks and within internal networks, emails and bulletins. Promotional "give-aways" will be procured to further raise immediate and future awareness and "service offers and packages" will be available on the day in order to enhance membership and other sales opportunities (for example, birthday party packages, etc.).

7 Evaluation of the Event

- 7.1 The relative success of the promotional day will be evaluated and reviewed by Officers and reported back to the Board in due course. To this end, leisure facilities staff will be required to record data relating to participation levels on the day, new memberships and / or activity bookings, enquiry / new prospect numbers and so on. This information will enable judgements to be made about those activities that were well received by participants and where improvements could be made should the Board determine to operate similar promotional events in the future.

8 Report Implications

8.1 Finance and Value for Money Implications

8.1.1 As reported to the Board on 11 March 2019, the estimated cost (£7,227) of opening Atherstone Leisure Complex, Coleshill Leisure Centre and Polesworth Sports Centre for a promotional day on 26 August 2019 will be met from the Health and Wellbeing Working Party's budget and, therefore, will not adversely affect the leisure facilities' approved revenue budgets.

8.1.2 The activities to be provided during the promotional day will be free to customers, although it is hoped that there will be a positive impact on income for the leisure facilities through membership sales, either on or after 26 August 2019. Anticipated repeat visits after the promotional day will also help to generate additional income for the facilities.

8.2 Safer Communities Implications

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

8.3 Legal, Data Protection and Human Rights Implications

8.3.1 There are no legal, data protection or human rights implications arising directly from this report. All data collected on the day will be used in strict accordance with GDPR regulations.

8.4 Environment, Sustainability and Health Implications

8.4.1 The Bank Holiday promotional event will seek to attract new people into leisure activity, increase participation and, as a result, positively impact on individual and community physical and mental wellbeing and an improved quality of life for everyone.

8.5 Human Resources Implications

8.5.1 The Bank Holiday promotional day will require staff to "volunteer" to operate the leisure facilities outside of their contracted terms of employment. There will be a need to adjust the leave allowance of affected staff, in order to ensure that they do not incur any loss of entitlement.

8.6 Risk Management Implications

8.6.1 The Bank Holiday event will require the goodwill of staff to open and operate the leisure facilities, although the risk of failing to secure their co-operation is perceived to be very low. Leisure facilities staff have been engaged early in the planning process in order to ensure their involvement in, and ownership of, the promotional day.

8.7 Equalities Implications

8.7.1 It is not believed that the associated opening hours of the facilities, or the identified programme of events, disproportionately affect any particular groups or members of the community and it is not considered that the report's proposals will adversely affect the Borough Council's drive to ensure equalities in all aspects of service provision.

8.8 Links to Council's Priorities

8.8.1 The Bank Holiday promotional day will have direct and positive links to the following corporate priorities:

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

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

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

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

Agenda Item No 8

Community and Environment Board

11 June 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), 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 has been appended for Members' consideration and approval.

Recommendation to the Board

- a That the Board notes and comments upon 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; and
- b That Members approve or otherwise amend the Service Improvement Plan and Key Performance Indicators through which operational and financial performance will be monitored through to March 2020.

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 two-year Leisure Facilities Service Improvement Plan (2018 to 2020), a copy of which is attached at Appendix A, was approved by the Board at its meeting held in July 2018. The Plan details the key actions, work programmes and improvements required to be achieved through to 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.

3.2 As well as highlighting a number of key actions and developments that are specific to each individual facility, the SIP identified 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 At an informal meeting of the Board held on 17 December 2018, very detailed consideration was given to the progress being made by the Leisure Facilities section in respect of each of the key themes identified within the SIP and also in respect of the associated set of Key Performance Indicators, a copy of which is attached at Appendix B. Both the SIP and the Key Performance Indicators attached to this report have been updated to evidence the progress made through to the end of March 2019.

4.2 As agreed with Members, this report does not seek to provide detailed commentary on the progress being made in respect of each action identified within the SIP 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 March 2019. Additionally, it presents a revised Service Improvement Plan (Appendix C) and an associated set of Indicators (Appendix D), which will guide related activity throughout 2019 / 20. 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.

4.3 With regard to performance through to the end of March 2019, previous reports have highlighted the action taken in respect of the asset transfer of Arley Sports Centre to Elite Sports Development, the development of an activity programme in support of the decision to hold a promotional day in the leisure facilities on the late summer Bank Holiday, which is reported in more detail elsewhere on this agenda, and the New Year “special offer”, which generated 335 new direct debit sales across the centres. More recently, and in addition to the acquisition of new equipment through which to encourage a heightened level of party bookings, an additional health and fitness promotional campaign took place from 07 March through to 14 April 2019. This campaign successfully increased sales by 69 memberships across the sites in comparison with the same period last year. The boost in sales will provide a more positive financial and operational position for 2019 / 20 than would have been the case had this promotion not taken place. An additional campaign has been scheduled for June 2019, which will seek to further enhance sales and increase direct debit membership levels. This pre-summer campaign will offer a reduced price membership for a two months period.

4.4 A review of the 2018 / 19 KPI performance has identified notable success in a number of areas, most specifically in respect of the staff cost v total cost, income per fitness station, the number of members per fitness station and the average length of membership stay Indicators, all of which over-reached the

corresponding target. Performance was positive in respect of all other Indicators, with the exception of direct debit membership levels recorded in the last quarter, where performance was affected by the impact of a special promotion undertaken 12 months earlier.

- 4.5 Having come to the end of the first year of the SIP, a revised document, including new KPI targets, has been prepared for the 12 months period commencing in April 2019. The Board is invited to consider, approve or otherwise amend the content of this Plan.
- 4.6 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 Plan. The revised draft, however, seeks to demonstrate a more corporate, business unit 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. The SIP includes specific actions that focus on holiday activity programmes, party bookings, sports coaching, use by schools and health and fitness programmes across each of the sites, as well as swimming development at Atherstone Leisure Complex. It also includes a commitment to hold regular customer forums at each facility, through which users can influence all aspects service delivery.
- 4.7 The associated set of KPIs has been revised to take account of the removal of Arley Sports Centre data, given that the Authority is no longer responsible for the operation of this facility.
- 4.8 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 (at least monthly) and to report accordingly to each meeting of this Board. This process will continue to afford Members an opportunity to both understand and direct relevant aspects of the performance of the Borough Council's leisure facilities. Performance through to the end of June 2019 in respect of both the SIP and KPIs will be presented to the next meeting of the Board to be held in July.

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 Legal, Data Protection and Human Rights Implications

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

5.4 Environment, Sustainability and Health Implications

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

5. 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 Links to Council's Priorities

5.6.1 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

5.6.2 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 Andy Dulson (719278).

Background Papers

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

Background Paper No	Author	Nature of Background Paper	Date
1	Strategic Leisure Ltd.	Leisure Facilities Strategy Documents	2017
2	Assistant Director (Leisure and Community Development)	Report to Community and Environment Board (Leisure Facilities: Service Improvement Plan and Key Performance Indicators)	July 2018
3	Director of Leisure and Community Development	Report to Community and Environment Board (Leisure Facilities: Service Improvement Plan and Key Performance Indicators)	March 2019

North Warwickshire Leisure Facilities Service Improvement Plan - 2018 to 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

Service Improvement Plan Last Updated: 11/03/2019

Theme	Action	Target	Timescale	Resource / Cost	Responsible Officer	Comment / Progress
Finance and Pricing	Review and consider the revision / rationalisation of pricing at all sites, having due regard to the need to reduce the revenue cost of the Leisure Facilities	Conclude review and report to Community and Environment Board by January 2019 at the latest.	January 2019		LFM / BSO / SSO	Need to be mindful of the requirement for the pricing structure to be both as fair and as simple as possible New fees approved by C&E Board in January for 2019/20. A comprehensive review of the pricing structure is to be developed for consideration by C&E Board in July.
	Increase the number of concessionary memberships, which are currently offered for: Unemployed Full time students 60 plus Blue badge holder Disability allowance Personal independence letter Employment and support allowance Working Tax Credit Notification letter of Housing Benefit Carers allowance Armed forces veterans	Increase by 5%, to 1841 concessionary members Achieved 2439	March 2020		LFM / LOSO / SMPO	Armed Forces Covenant, now offer a reduced monthly fee for gym membership This will be considered within the memberships review and will be part of what is presented in July.
Staffing	Ensure the recruitment of a sufficient number of qualified and trained staff in order to provide appropriate levels of cover for all forms of staff leave / absence	Production of an annual divisional training plan. Achieved Engaging with further education recruitment days	31 May 2019 and 2020 December 2018	Divisional and corporate training budget	LFM / LOSO	Attended a local school careers event in October at Nuneaton Academy to promote leisure career opportunities Looking to host a Swim Teacher course in April 2019 to increase teaching staff. Relevant staff trained on Rookie Lifeguard Course to up-skill.

		Achieved				<p>Relevant staff arranged to attend adult swim teaching course.</p> <p>Baby swim teaching course to be held onsite in March 2019.</p> <p>All duty officers are attending Asbestos Awareness, Legionella Awareness and Child Protection courses.</p> <p>A Lifeguard course will be hosted in May 2019 to upskill staff and increase resilience in our workforce.</p>
	Monitor and evaluate the retention levels of staff to ensure minimum disruption to service provision		Quarterly	Provision made within the revenue budget	LOSO	<p>There were three leavers of scale 6 and above in the first quarter, April-June 2018</p> <p>There were two leavers of scale 6 and above between July and November</p> <p>1 scale 6 retirement in March, new appointment made</p> <p>All vacancies have since been filled. A new Leisure Facilities Manager has been appointed and commenced his duties in late January</p>
	Review individual and facility-based training needs at all sites and produce a prioritised Training Plan for implementation	Sectional Training Plan produced by 31 July 2019	31 July 2019	Divisional & Corporate Training budget	LFM / LOSO	Appraisals have taken place and a training plan collated and finalised for 2019 for approval / feedback
	Ensure that focused staff training sessions (including Gladstone based training workshops) are held at each		Monthly	Provision made within the revenue	LOSO / SSO	Training sessions, including Gladstone, are being held at each site to update the skills of current

	site at least once a month			budget		<p>staff and induct new staff</p> <p>Child Protection training, Legionella Awareness training and Asbestos Awareness training all delivered to Duty Officers</p> <p>Ongoing monthly staff training delivered at Atherstone to maintain upskilled in lifeguarding.</p>
	Ensure that regular teams meetings are held at each site, including at least once a month between Duty Officers and the Leisure Operations Support Office		Monthly	Provision made within the revenue budget	LOSO	Duty Officer team meetings are part of the weekly rota and are held regularly at each facility
	Ensure that regular meetings of the Leisure Management Team are held at each site at least once a month		Monthly	Provision made within the revenue budget	BSO / LOSO	<p>Business Team meetings are held onsite at least once a month across sites</p> <p>Business Team presence has been agreed for Centre team meetings each month</p> <p>All Staff will receive one to one's each month.</p>
	To create cost centre responsibilities for Duty Officers	Give more autonomy and ownership to onsite staff with specific regard to programme development		Provision made within the revenue budget	BSO/LOSO	<p>Cost centres identified, performance reports to be distributed monthly</p> <p>Although reporting does take place, the new LFM does feel this could be built upon. A review of reporting will take place in April / May to ensure a comprehensive suite of reports and reporting schedules is created and meaningful information is reviewed with staff.</p>
Programming	Improve the operational effectiveness	All classes across all	31 March	Provision	BSO	Monthly occupancy reports

General	and financial efficiency of the classes and courses programme at each facility	sites exceed break even number	2020	made within the revenue budget		<p>Monthly income reports Attendance reports</p> <p>Attendance report improved and now updated weekly</p> <p>A thorough review of the classes programme has been undertaken across all facilities</p> <p>Non-attendance policy for classes introduced, using Gladstone reports to encourage customers to cancel rather than just not turn up</p>
	Create a more focused and co-ordinated holiday activity programme	<p>Pilot summer holiday programme at Queen Elizabeth Academy</p> <p>Review the Bank Holiday programme at Atherstone Leisure Complex</p> <p>Comprehensive holiday programmes at every site during all school holidays</p>	<p>July 2019</p> <p>January 2019</p> <p>31 March 2020</p>	Provision made within the revenue budget		<p>A summer holiday programme of activities was undertaken across all four facilities and promoted via school leaflet distribution and social media. It attracted over 2400 visits over the period, with the most popular facility being Polesworth, where all day provision is provided, a fact that is to be considered in a review of how and what we provide for future programmes</p> <p>The Bank Holiday opening pilot at Atherstone Leisure Complex has included four Bank Holidays to date. Total visits on these days were 50% lower than comparable Mondays, with an average of around 300 visits each day. The majority of the visits are made up of adult Fitness Suite workouts and casual Swimming, along with Children's Swimming Lessons. The number of children</p>

						<p>attending Swimming Lessons on Bank Holiday Mondays has shown a steady increase, which is very encouraging. Family-based activity sessions have proved less successful</p> <p>TopScore have stopped using Polesworth Sports Centre apparently due to a charge from the school for use of the school facilities outside of the Leisure Centre. This may or may not be a permanent change. As a result we have put our own programme of activities on through April and May including Mega-Bounce-athon.</p> <p>The Holiday programme will be reviewed to understand how we go about delivering the best service possible for the Summer Holidays 2019. Options include internal and external running of full day, part day or drop in activities. This may vary from Centre to Centre based on their market environment and resources.</p> <p>Bank Holiday opening will not continue this year but a promotional event has been agreed for all 3 sites on 26 August, to be funded by the Health & Well Being Working Party. Schedule of events to be presented at their next meeting.</p>
Arley Sports Centre	Conclude the asset transfer of Arley Sports Centre to Elite Sports Development in accordance with the terms agreed by Full Council	Conclude the approved asset transfer by September 2018	September 2018	To be determined by the outcome of	D	Work being undertaken in conjunction with the Corporate Director (Environment), the Corporate Director (Resources) and

				the asset transfer		the Corporate Property Officer
				Annual revenue saving		Arley Sports Centre was transferred to Elite Sports Development on 14 December 2018
	Ensure the effective operation of Arley Sports Centre until such time as a transfer of the Centre is complete	Maintain service programme through to the formal handover of the Centre	September 2018	Provision made within the revenue budget	LFM / LOSO	
	Increase the number of party bookings.	Increase bookings by 5% (63 to 68)	31 March 2019	Need to invest in party equipment. To be funded from the Leisure Facilities capital allocation	BSO / SMPO	
Atherstone Leisure Complex	Enhance the % occupancy of participants on the junior swimming lesson programme. This will require direct marketing to local schools, inclusion within holiday activity and events leaflets and continuous social media coverage. Create a Fast Track Swim programme for school holidays to complement the Lesson programme	Increase % occupancy by 12% (from 72% to 84%) Achieved 81% Create extra training opportunities for children so they progress more quickly	31 March 2020 Summer 2019	Provision made within the revenue budget	LFM / BSO	12% equates to £15,773 per annum Occupancy increasing slowly, influenced by an increase in capacity and choice, more lessons, including adults and extended stages to level 10 (from 7) Record number of attendees recorded, no drop in numbers during the summer Achieved 81%
	Increase the number of weekly school swimming sessions. This will require direct approaches and marketing to existing and potential new	Increase the number of weekly school swimming sessions from 13 to 17	31 March 2019	Business cases to cover Instructor cost	BSO / SMPO	Four new sessions with an average of 25 children equates to £7,400 per annum No increase as yet but all last year's

	schools	No change				bookings have rebooked Email sent to all non-attending North Warwickshire primary schools in March to raise awareness of lesson opportunity A review is under way currently to establish the best service offering and packages to work better with schools moving forwards from September.
	Review and, if appropriate, implement a new pricing and administrative structure for school swimming, with effect from January 2019	Report to C&E Board in October 2018 Implement any approved changes from January 2019	January 2019	Consult with schools	LFM / BSO	More efficient use of resources and issuing of invoices, so improved budgetary profiling Deferred to June 2019, need school feedback. Contact has been made with schools to actively recruit. More detailed work is taking place to optimise these relationships.
	Increase the number of casual swimming visits to Atherstone Swimming Pool (which have been in decline since 2014). This will require monthly promotion of swimming, including via social media	5% increase in visits from 43,250 to 45,500 Achieved 47094 Adopt Swim England's "Just Swim" initiative	31 March 2019 December 2018	Provision made within the revenue budget	LFM / BSO / SMPO	Regular social media posts and all publicity material has been redesigned to promote swimming generally Casual swimming income is now above target, having achieved an increase of 14% from this time last year Similarly, visits are 10% up on this time last year Casual Swim visits for the end of year was 47094 an above target increase of around 9%
	Increase the number of pool party bookings.	Increase bookings by 9% (61 to 70)	31 March 2019	Need to invest in	BSO / SMPO	Achieved 67%

		Achieved 67%		party equipment. To be funded from the Leisure Facilities capital allocation		
			May 2019		BSO	Run Club idea to be business cased, qualified leaders identified
Atherstone Memorial Hall	Introduce and launch a new FT Zone in the small hall at the Memorial Hall	Operate the new training area in accordance with the approved business case Monitor as a "profit centre" and report performance to Management Team in October 2018	April 2018 December 2018	Funding from Leisure Facilities capital allocation	LMT	This work has involved the relocation of the Phlebotomy Service to the main Complex building Access door control introduced in August 2018 Performance reported to Management Team on 11 December Rig based classes introduced Rig visits for January were the highest achieved so far
	Increase the number of specific Memorial Hall related visits, by: Increasing the number of function (private) hirings. Introduce a weekly Playtimes session for pre-school children Introduce a weekly pre-school Gymnastics session called Fundamentals Creation and promotion of different	Increase in visits by 5%, from 45,000 to 47,250 Achieved 38249 Increase number of	31 March 2019 30 April 2019 August 2019	Provision made within the revenue budget	BSO / SMPO	Projected increase in income of £1,800 per annum New Inflatable, matting and soft play ordered to facilitate the new session New session initially being launched within the April and May holidays

	party options.	Hall bookings by 10% to 48% Achieved 55%				
Coleshill Leisure Centre	Increase the use of the Centre's two squash courts, both from casual hire and the reintroduction of a Centre-based club / team	Increase peak court occupancy by 5%, to 51% Achieved 46%	31 March 2019		BSO / SMPO	Projected increase in income of £1,000 per annum Squash team matches started on Monday evenings. Need to reinvigorate related activities, such as junior coaching, competitions, etc. Team rebooked for Winter league, dedicated web page created
	Increase the number of peak time badminton court hirings, through the use of Badminton England promotional initiatives and club development activities	Increase peak court occupancy by 5%, to 80% Achieved 71% in Sports Hall	31 March 2019	Provision made within the revenue budget	BSO / SMPO	Projected increase in income of £600 per annum £300 up on this time last year
	Maintain the number of party bookings.	Maintain at 86% Achieved 82%	31 March 2019	Need to invest in party equipment. To be funded from the Leisure Facilities capital allocation	BSO / SMPO	Order of new equipment has been placed for Coleshill and Polesworth, with the help of customer feedback via social media. Marketing re-launch followed in October. Performance is slightly down but new inflatable is now in place and soft play to be ordered to further consolidate provision. Marketing campaign to continue. Atherstone refurbishment is to be undertaken in the New Year
						Gymnastics Club attended external competitions in October and December and did a performance at Birmingham Hippodrome

						<p>Attracted new Cheerleading Club block booking</p> <p>Currently hosting Diabetes Prevention course</p> <p>Hosting Tae Kwon Do Great Britain team trials</p>
Polesworth Sports Centre	Resolve the short-term future of Polesworth Sports Centre on the site of The Polesworth School on terms to be agreed by the Executive Board by 31 October 2018	Conclude negotiations with The School and report to Executive Board by November 2018	November 2018	Potential reduction in revenue budget	D	Agreement reached with the school and approved by Members
	Increase the number of party bookings.	Increase bookings by 9% (from 75% to 84%) Achieved 72%	31 March 2020	Need to invest in party equipment. To be funded from the Leisure Facilities capital allocation	BSO / SMPO	<p>Order of new equipment has been placed for Coleshill and Polesworth, with the help of customer feedback via social media. Marketing re-launch followed in October.</p> <p>Polesworth soft play now in place, marketing to continue.</p> <p>Performance is down across the year, but big improvement has been achieved in November</p>
						<p>Birch Coppice Business Park visited to promote corporate memberships</p> <p>Hosted annual, internal Gymnastics competition</p>
The Queen Elizabeth Academy	Increase indoor community use of the QE School facilities	Increase peak time occupancy of the indoor facilities at QE School by 5%, to 68% Achieved 76%	31 March 2019 December	Provision made within the revenue budget	BSO / SMPO	<p>Projected increase in income of £300 per annum</p> <p>Winter / summer booking availability has a new rota, which has created more casual booking opportunity</p>

		Availability of the indoor facilities to be re-promoted to local sports clubs	2018			Peak occupancy current average up to 76%
	Increase community / club use of the QE School Artificial Grass Pitch, particularly during weekday evenings	Increase occupancy of the AGP by 10%, to 45% Achieved 53% Availability of the AGP to be re-promoted to local sports clubs Consideration to be given to the holiday activity programmes at the AGP	31 March 2019 December 2018		BSO / SMPO	Projected increase in income of £3,100 per annum Accommodated new walking football session
Marketing and Promotion	Produce a costed marketing and promotional plan for implementation at all sites	Research similar marketing plans from other organisations	December 2018	Provision made within the revenue budget	LFM / BSO / SMPO	Completed September but as a live document work will continue to develop the Plan further
	Produce a distribution network and timetable for the circulation of publicity material at each site	Have an identified number of outlets within each site's catchment area	July 2018	Provision made within the revenue budget	BSO / SMPO	Created September but as a live document work will continue to develop the Plan further to ensure all possible outlets are considered
	Improve the Leisure Webpage	Increase the number of website views by 5%, from 245,000 in 17/18 Achieved 242106	August 2018	Provision made within the revenue budget	SMPO	Web views to the end of November 2018 were 158,173, which is behind schedule Increased and improved position to 199,687 to the end of January
	Improve the social media profile of the	Post items weekly	Weekly	Provision	SMPO	Posts happening every week

	leisure facilities (Facebook and Twitter)	<p>Increase the number of Facebook followers by 10%, from 6385 in 17/18</p> <p>5948 not including Arley</p> <p>Increase the number of Twitter followers by 5%, from 1156 in 17/18</p> <p>Achieved 1175 (2% increase)</p>		made within the revenue budget		<p>Facebook followers increased by 4% to date</p> <p>Twitter followers increased by 1%</p> <p>“Our Day” Twitter campaign undertaken in November 2018</p> <p>Staff on a social media course on Friday 15 February 2019 to upskill and improve use of social media.</p>
	Produce a quarterly Leisure Bulletin	Raise awareness of achievements for members and all employees	31 March 2020	Provision made within the revenue budget	BSO / SMPO	<p>Three editions produced, with positive feedback</p> <p>Final edition for the year was issued early April.</p>
						<p>Attended a North Warwickshire business networking event in November at Hams Hall to promote fitness / corporate memberships</p> <p>Attended a similar event at Atherstone Leisure Complex on 2 April that generated interest in our activities there</p>
						“Workout while you wait” promotion launched, to promote fitness suite use to gymnastic parents
						Internal signage to be updated in keeping with that done at other sites

						earlier this year, all now complete												
	Launch discount new contract member offer	Increase membership by 400	Jan 2019	Provision made within the revenue budget	SMPO/SSO	30% discount applied to new members taking out a contract Direct Debit, effective until May 2019. System developed so for the first time the discount offer can be bought online. Social media campaign, local press adverts and onsite material produced Attracted 335 new pay monthly members												
						March Gym membership promotion to boost membership number "Join For Free", via Northtalk, social media campaign and leaflet distribution The promotion achieved 193 sales, an improved position of 71 members on last year for the same period.												
KPIs	Increase the (average) number of Direct Debit members (per month) at each facility, as follows:		31 March 2019		LFM / BSO	<table border="1"> <thead> <tr> <th>ASC</th> <th>ALC</th> <th>CLC</th> <th>PSC</th> <th>Avg</th> </tr> </thead> <tbody> <tr> <td>0</td> <td>839</td> <td>796</td> <td>315</td> <td>650</td> </tr> </tbody> </table> <p>Overall KPI for DD's was not achieved, average 153 difference over the 3 sites. Direct Debit promotions in both March/April and in June have been planned to improve performance. (Arley not included within the final figures as Zero) .</p>	ASC	ALC	CLC	PSC	Avg	0	839	796	315	650		
ASC	ALC	CLC	PSC	Avg														
0	839	796	315	650														
	Increase the annual number of visits at each facility, as follows:		31 March 2019		LFM / BSO	<table border="1"> <thead> <tr> <th>ASC</th> <th>ALC</th> <th>CLC</th> <th>PSC</th> </tr> </thead> <tbody> <tr> <td>29,592</td> <td>200,936</td> <td>129,559</td> <td>64,937</td> </tr> <tr> <td colspan="4">Avg 106,256</td> </tr> </tbody> </table> <p>SIP target not achieved, however, total visits are significantly up on the last quarter, highest seen all year across sites. Time of year, it's a busy</p>	ASC	ALC	CLC	PSC	29,592	200,936	129,559	64,937	Avg 106,256			
ASC	ALC	CLC	PSC															
29,592	200,936	129,559	64,937															
Avg 106,256																		
	Arley Sports Centre	160 (151 in 2017/18)																
	Atherstone Leisure Complex	1100 (927 in 2017/18)																
	Coleshill Leisure Centre	900 (860 in 2017/18)																
	Polesworth Sports Centre	410 (377 in 2017/18)																
	Arley Sports Centre	2% (41542 to 42373)																
	Atherstone Leisure Complex	8% (197790 to 213613)																
	Coleshill Leisure Centre	6% (130143 to																

	Polesworth Sports Centre	137952) 4% (71879 to 74754)				season, the FT zone is picking up usage.										
	Increase the average income per visit across all sites from 2.84 to 2.88 by 31 March 2019	2.84 to 2.88	31 March 2019		LFM / BSO	<table border="0"> <tr> <td>ASC</td> <td>ALC</td> <td>CLC</td> <td>PSC</td> </tr> <tr> <td>£1.49</td> <td>£3.25</td> <td>£3.09</td> <td>£3.26</td> </tr> </table> <p>Avg £3.08 Income has gone up for this period versus the last as expected for the time of year where services become more popular from the new year new me craze. This has taken us past the SIP target of 2.88 too</p>	ASC	ALC	CLC	PSC	£1.49	£3.25	£3.09	£3.26		
ASC	ALC	CLC	PSC													
£1.49	£3.25	£3.09	£3.26													
	Reduce the average subsidy per visit across all sites from 0.84 to 0.82 by 31 March 2019	0.84 to 0.82	31 March 2019		LFM / BSO	<table border="0"> <tr> <td>ASC</td> <td>ALC</td> <td>CLC</td> <td>PSC</td> </tr> <tr> <td>£2.68</td> <td>£0.74</td> <td>£0.34</td> <td>£0.93</td> </tr> </table> <p>Avg £0.93 Subsidy per visit is enhanced with this increased income for the time of year, though quite significantly, showing the best figures this financial year</p>	ASC	ALC	CLC	PSC	£2.68	£0.74	£0.34	£0.93		
ASC	ALC	CLC	PSC													
£2.68	£0.74	£0.34	£0.93													
	Reduce the average staff cost v total income figure (%) across all sites from 84 to 82 by 31 March 2019	84 to 82%	31 March 2019		LFM / BSO / LOSO	<table border="0"> <tr> <td>ASC</td> <td>ALC</td> <td>CLC</td> <td>PSC</td> <td>Avg</td> </tr> <tr> <td>155%</td> <td>77%</td> <td>82%</td> <td>97%</td> <td>85%</td> </tr> </table> <p>Staff cost versus income has improved by 4% on last quarter. This is again the best it's been this year</p>	ASC	ALC	CLC	PSC	Avg	155%	77%	82%	97%	85%
ASC	ALC	CLC	PSC	Avg												
155%	77%	82%	97%	85%												
	Maintain the average staff cost v total cost figure (%) across all sites at 66% by 31 March 2019	66%	31 March 2019		LFM / BSO / LOSO	<table border="0"> <tr> <td>ASC</td> <td>ALC</td> <td>CLC</td> <td>PSC</td> <td>Avg</td> </tr> <tr> <td>55%</td> <td>63%</td> <td>65%</td> <td>76%</td> <td>66%</td> </tr> </table> <p>This is in keeping with SIP target to maintain a 66% figure.</p>	ASC	ALC	CLC	PSC	Avg	55%	63%	65%	76%	66%
ASC	ALC	CLC	PSC	Avg												
55%	63%	65%	76%	66%												
	Improve the average operational cost	79% to 80%	31 March		LFM / BSO /	<table border="0"> <tr> <td>ASC</td> <td>ALC</td> <td>CLC</td> <td>PSC</td> <td>Avg</td> </tr> </table>	ASC	ALC	CLC	PSC	Avg					
ASC	ALC	CLC	PSC	Avg												

	recovery rate across all sites from 79% to 80% by 31 March 2019		2019		LOSO	36% 81% 79% 78% 77% ORR is the best it's been all year, but has not achieved what was set out in the SIP
	Increase the average fitness income received per fitness station across all sites from £5405 to £5800 by 31 March 2019	£5405 to £5800	31 March 2019		LFM / BSO	ASC ALC CLC PSC £1,214 £6,999 £6,609 £4,191 Avg £5,607 Income per station is the highest it's been all year by far. The last quarter income has improved our position on this.
	Increase the average number of members per fitness station across all sites from 30 to 33 by 31 March 2019	30 to 33	31 March 2019		LFM / BSO	ASC ALC CLC PSC Avg 0 38 38 28 34 Members per station has improved on last quarter and has achieved above the SIP target of 31 members per station (Arley not included within the final figures as Zero) .
	Increase the average length of stay for a member across all sites from 13 months to 14 months by 31 March 2019	13 to 14 months	31 March 2019		LFM / BSO	ASC ALC CLC PSC Avg 0 14 18 17 16 Average length of stay despite decreasing with taking Arley off the figures, has still over-reached versus the SIP by 2 months. (Arley not included within the final figures as Zero) .
	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	Although reporting does take place, the new LFM does feel this could be built upon. A review of reporting will take place in April / May to ensure a comprehensive suite of reports and reporting schedules is created and

						meaningful information is reviewed with staff.
Community	Ensure the active engagement of the leisure facilities in at least four community based initiatives / programmes organised by the Community Development section (e.g. Big Day Out, Cycle Race, Health Improvement programmes, etc.)	Participation in at least four community based activities / events each year	31 March 2020		SMPO / BSO	Participation in community events is an effective means by which to embed the significance of the facilities within their communities Big Day Out community event held in Coleshill and Mancetter were attended by Leisure Facilities staff
	Improve customer engagement via Customer Charter, Service Policy, Staff standards and expectations		31 March 2020			Establish customer forums at each site by May 2019. Dates confirmed as follows PSC 8 May CLC 9 May ALC 16 May
Health and Safety	Ensure the effective implementation of all Health and Safety (including cleaning) Systems and Procedures		31 March 2020		LFM / LOSO	Leisure is working closely with Facilities Management to ensure reactive work is undertaken promptly and efficiently. Recent examples of this include roof repairs, pipework and boiler replacement at Atherstone Leisure Complex Work is being undertaken with Human Resources to improve the management of First Aid reporting and ensure, where necessary, responsive action is taken swiftly An annual programme of Health and Safety Audits is being followed in conjunction with Human Resources, to ensure all practices and procedures are being adhered to across all sites Legionella awareness training for duty officers booked in New Year,

						<p>now underway</p> <p>Facility Fire Risk Assessment conducted, remedial action is being undertaken</p> <p>Asbestos Awareness Training has taken place for duty officers.</p> <p>Fire Marshall Training is booked in May / June for Duty Officers</p>
Maintenance	Introduction of a Planned Preventative Maintenance Programme for each facility		31 March 2020		LFM / LOSO	<p>Work to be undertaken in conjunction with Facilities Management (Streetscape)</p> <p>Programme of works identified with Facilities Manager</p>
Technology	<p>Promote Connect (online booking) to all customers</p> <p>Launch the Get Connected card, issued with every sign up.</p>	Increase web-based bookings by 5% across all sites, to 34000 from 32000 in 2017 / 18	31 March 2019		SSO / SMPO	<p>Get Connected Card launched across all sites to promote availability of online booking.</p> <p>Each site has a pop up banner promoting it</p>
	GDPR Gladstone upgrade	Achieve compliance	August 2018 2018		SSO	<p>Work undertaken and several applications upgraded</p>
					SSO	<p>Gladstone now on a dedicated server to ensure database resilience</p> <p>SSO attended annual Gladstone user summit to network with other users, share information, view new system developments</p> <p>SSO provides internal helpdesk for facility staff with aim of resolving issues within two days.</p>
	Improve onsite Internet network capability	Consistent and quick connectivity	31 March 2020	IT	SSO	<p>Consideration being given to a public hard wired connection at each site to</p>

						achieve a stable and consistent connection Now agreed, implementation plan required to install customer kiosk points to improve customer booking facility and new member sign up
	Introduce contactless payments for onsite paying customers across all sites		December 2018	IT	SSO	
	Introduce Online membership cancellation function	Better manage the cancellation process, gain customer feedback to improve service provision	March 2019			Functionality being finalised with Finance & IT. Work complete and active at all sites, everyone is instructed to request cancellation online to allow us to provide an efficient and consistent approach and also to monitor , gain feedback & encourage retention options
	Install door access control for activities (classes in particular) at the Memorial Hall	Improve customer access, registration and security. Provide greater accuracy of attendance figures			SSO	
Monitoring, Review and Evaluation	Report on performance against the actions, and in respect of the KPIs, identified in this Service Improvement Plan to each meeting of the Community and Environment Board		Every Community and Environment Board		D / LFM	Achieved and progressing
	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	Achieved and progressing

To end of June

KPIs cumulative 2018	ASC	ALC	CLC	PSC	Average
Total members	304	3322	1945	1016	1647
Direct Debit members	105	1082	847	420	614
Total visits	9066	54781	34594	16502	28736
Total income per visit	£2.13	£3.10	£2.85	£3.36	£2.86
Subsidy per visit	£2.20	£0.83	£1.10	£1.02	£1.29
Staff cost vs total income	121%	78%	89%	98%	97%
Staff cost vs total cost	59%	61%	64%	75%	65%
Operating recovery rate	49%	79%	72%	77%	69%
Income per station	£516	£2,007	£1,888	£1,180	£1,398
Member per station	12	39	38	29	30
Length of stay	12	11	13	11	12

To end of September

KPIs cumulative 2018	ASC	ALC	CLC	PSC	Average
Total members	222	3217	1830	1009	1570
Direct Debit members	96	1055	865	392	602
Total visits	16971	105998	63300	32586	54714
Total income per visit	£1.80	£3.27	£3.33	£3.29	£2.92
Subsidy per visit	£2.62	£0.49	£0.43	£1.01	£1.14
Staff cost vs total income	151%	74%	79%	97%	100%
Staff cost vs total cost	61%	65%	70%	74%	68%
Operating recovery rate	41%	87%	89%	76%	73%
Income per station	£891	£3,873	£3,683	£2,255	£2,675
Member per station	11	39	37	29	29
Length of stay	17	13	17	15	16

To end of December

KPIs cumulative 2018	ASC	ALC	CLC	PSC	Average
Total members	130	2,962	1,583	886	1,390
Direct Debit members	25	932	731	322	503
Total visits	29,592	149,904	93,246	47,103	79,961
Total income per visit	£1.51	£3.23	£3.06	£3.35	£3.04
Subsidy per visit	£2.42	£0.96	£1.21	£1.22	£1.21
Staff cost vs total income	142%	81%	87%	98%	88%
Staff cost vs total cost	54%	63%	62%	72%	63%
Operating recovery rate	38%	77%	72%	73%	72%
Income per station	£1,214	£5,485	£4,968	£3,226	£4,352
Member per station	6	35	33	27	25
Length of stay	19	15	19	17	18

To end of March

KPIs cumulative 2018	ASC	ALC	CLC	PSC	Average
Total members	0	2,984	1,680	933	1,866
Direct Debit members	0	839	796	315	650
Total visits	29,592	200,919	128,108	64,937	106,256
Total income per visit	£1.51	£3.25	£3.13	£3.26	£3.08
Subsidy per visit	£2.42	£0.74	£0.84	£0.93	£0.93
Staff cost vs total income	142%	77%	82%	97%	85%
Staff cost vs total cost	54%	63%	65%	76%	66%
Operating recovery rate	38%	81%	79%	78%	77%
Income per station	£1,214	£6,999	£6,809	£4,191	£5,607
Member per station	0	38	36	28	34
Length of stay	0	14	18	17	16

KPIs per Quarter	ASC				ALC				CLC				PSC			
	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4
Total members	304	222	130		3322	3217	2,962	2984	1945	1830	1,583	1,680	1016	1009	886	933
Total visits	9066	7905	12,209		54781	51217	43,296	50998	34594	28706	27,232	34,409	16502	16084	14,490	17,799
Total income per visit	£2.13	£1.41	£1.13		£3.10	£3.46	£3.25	£3.31	£2.85	£3.76	£2.93	£3.36	£3.36	£3.22	£3.47	£3.04
Subsidy per visit	£2.20	£3.10	£2.24		£0.83	£0.13	£2.06	£0.09	£1.10	-£0.24	£2.94	-£0.14	£1.02	£1.00	£1.72	£0.15
Staff cost vs total income	121%	203%	125%		78%	71%	96%	66%	89%	73%	100%	71%	98%	96%	101%	93%
Staff cost vs total cost	59%	63%	42%		61%	69%	59%	65%	64%	78%	50%	74%	75%	73%	68%	89%
Operating recovery rate	49%	31%	33%		79%	96%	61%	97%	72%	107%	50%	104%	77%	76%	67%	95%
Income per station	£516	£375	£312		£2,007	£1,865	£1,644	£3,839	£1,888	£1,794	£1,305	£3,215	£1,180	£1,075	£970	£2,163
Member per station	12	11	6		39	39	35	38	38	37	33	38	29	29	27	28
Length of stay	12	17	19		11	13	15	14	13	17	19	18	11	15	17	17

Definitions/Calculation	Unit	Definition
Total members	No.	All members holding a current subscription
Total visits	No.	All activity visits
Total income per visit	£	Total income <i>divided by</i> total visits
Subsidy per visit	£	Total costs (excludes CECs and capital repayments) <i>minus</i> total income <i>divided by</i> total visits
Staff cost vs total income	%	Operational facility staff cost (DW apportioned across sites) <i>divided by</i> total income
Staff cost vs total cost	%	Operational facility staff cost (DW apportioned across sites) <i>divided by</i> total cost (excludes CECs and capital repayments)
Operating recovery rate	%	Total income <i>divided by</i> total cost (excludes CECs and capital repayments)
Income per station	£	Gym & classes income <i>divided by</i> number of stations
Member per station	No.	All gym members <i>divided by</i> number of stations
Length of stay	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

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

Service Improvement Plan Last Updated: 09/01/2019

Theme	Action	Target	Timescale	Resource / Cost	Responsible Officer	Comment / Progress
Finance and Pricing	Review and consider the revision / rationalisation of pricing at all sites, having due regard to the need to reduce the revenue cost of the Leisure Facilities, also to consider the Concessionary membership offering.	<p>Conclude review and present the proposal in July 2019</p> <p>Increase by 2%, from 2439 to 2500 concessionary members.</p> <p>Complete a Zero budgeting exercise to more effectively future budget plan, identify efficiencies / service improvements to maximise income in future years</p> <p>Review Service Contracts to identify opportunities to reduce any fixed costs</p>	<p>Implement 1 April 2020 or earlier if agreed.</p> <p>January 2020</p> <p>August 2019</p>	<p>Any financial impact presented with the review.</p>	<p>LFM / BSO / SSO</p> <p>LFM / BSO</p> <p>LFM / BSO / SSO</p>	
Staffing	<p>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</p> <p>Review individual and facility-based training needs at all sites and produce a prioritised Training Plan for implementation</p>	<p>Develop and implement a sustainable staffing strategy in key roles through links with schools / colleges / volunteers / training providers.</p> <p>Develop staff to deliver in-house training to up-skill staff in key areas. To pay for itself in year 1 through training savings / income from course delivery.</p> <p>Sectional Training Plan produced by 31 July 2019</p> <p>Create a training matrix identifying all of the relevant training required for each staff member and job role. Use the matrix to ensure training renewals are managed timely for new and existing staff. To achieve 75% completion of all staff training matrix tasks by Match 2020</p>	<p>March 2020</p> <p>March 2020</p> <p>31 July 2019</p>	<p>Costs identified within the training budget</p> <p>Divisional & Corporate Training Budget</p>	<p>LOSO</p> <p>LOSO / BSO</p> <p>LFM / LOSO</p> <p>LFM / LOSO</p>	

	<p>Ensure effective staff communication is maintained throughout the service, with a structured approach to communications</p>	<p>Ensure that regular teams meetings are held at each site, including at least once a month between Duty Officers and the Leisure Operations Support Office</p> <p>Ensure a regular scheme of one one's are held by the business team and Duty Officers.</p> <p>Ensure Duty Officers complete one to one's with Centre and Front of house contracted staff.</p> <p>Continue to use cost centre responsibilities and give Duty Officers the ownership to develop their areas of service.</p>	<p>March 2020</p> <p>March 2020</p> <p>March 2020</p> <p>March 2020</p>		<p>LOSO</p> <p>LOSO</p> <p>LOSO</p> <p>LOSO / BSO</p>	
	<p>Develop a work and community culture where mental health first aiders are implemented and a service offered in the workforce</p>	<p>Train up relevant staff, ensure pathways are set-up, create awareness of the service and referral systems.</p>	<p>March 2020</p>		<p>LOSO</p>	
Health and Safety	<p>Ensure the effective implementation of all Health and Safety (including cleaning) Systems and Procedures</p>	<p>Create and implement an operational planner to include all of the key Health and Safety documentation reviews required for all Leisure Facilities. Utilise this throughout the year to renew all documents ongoing.</p> <p>Create Health and Safety Wall Charts for each site to clearly outline a health and safety schedule for each site. To utilise this tool to monitor and manage Health and safety compliance at each site. To include the PPM schedule within this chart, and chase where tasks are not actioned.</p> <p>To create a series of questionnaires, spot checks and safety Audits to ensure staff knowledge maintains up to date.</p>	<p>31 March 2020</p> <p>March 2020</p> <p>March 2020</p>		<p>LFM / LOSO</p> <p>LFM / LOSO</p> <p>LOSO</p>	

		To create a quality audit for each site to ensure key daily, weekly and monthly tasks are completed and documented.	March 2020		LFM / LOSO	
		To score 65%+ in knowledge Spot-checks throughout the year.	March 2020		LOSO	
		To improve safety Audit % score at each audit (June, October, February)	March 2020		LFM / LOSO	
		To score 80%+ in safety Audit February 2020	March 2020		LFM / LOSO	
		To have 75% of all contracted staff taken part in a fire drill.	March 2020		LOSO	
Customer service and service quality	Create and implement a customer Service Policy, standards and charter to improve the ability for us to gain feedback from customers and react to improve our service	Deliver a minimum 2 customer forums by April 2020. Target 70%+ score on service	March 2020		BSO / SMPO	
		Deliver a minimum 2 customer surveys by April 2020. Target 70%+ score on service	March 2020		BSO / SMPO	
		Deliver a minimum 2 mystery visit reviews by April 2020. Target 70%+ score on service	March 2020		BSO / SMPO	
		Ensure customer feedback from comment cards / online and all above feedback methods is recorded, responded to and actioned.	March 2020		BSO / SMPO	
		Display 'You Said We Did' information in sites each quarter	March 2020		SMPO	
		Improved customer service score in all assessment methods May/June versus Feb/March	March 2020		BSO / SMPO	
		Cost/benefit analysis of implementing a Net Promoter Score for future years.	March 2020		LFM / BSO	
Programming:	Understand our bookings occupancy, booking types and	Increase peak programmed space by an average of 2% across our portfolio	31 March 2020	Provision made within	BSO	.

Improve the occupancy, attendance and financial performance of our sports halls and bookable spaces	attendances and identify opportunities to increase programmed space.	(Sportshalls, AGP, Squash). Increase total space utilisation by 2% across our portfolio (Sportshalls, ATP, Squash, Studio)	March 2020	the revenue budget	BSO	
	Creating our own new programmed sessions	Start 5 new sessions of our own across our portfolio. (See Coaching section).	March 2020		BSO	
Holiday Activities Service Offering	Create a more focused and co-ordinated holiday activity programme. To review internal and external options and explore the option of short sessions, half day, full day schemes.	Complete a review of our holiday activities and establish a plan to deliver in Summer 2019	June 2019	Provision made within the revenue budget	LFM / BSO	
		Pilot a new comprehensive holiday activities service offering across all sites (including Queen Elizabeth Academy)	August 2019		BSO	
		Comprehensive holiday programmes at the PSC, CLC, ALC during all school holidays	31 March 2020		BSO	
		Achieve an extra £2000 income across our portfolio versus 2018/19	31 March 2020		LFM / BSO	
Parties	Complete a review of the parties offering across our portfolio with the aim to: <ul style="list-style-type: none"> • Improve service quality • Improve the service offering • Increase sales • Increase secondary spend • Ensure a corporate approach to our member journey. 	Complete a review of our 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	
		Develop our secondary spends offering with a corporate approach.	September 2019		BSO	
		Deliver a reviewed enhanced party offering	September 2019		BSO	
		To improve average occupancy by 4% across our facilities and achieve 736 party sales across our facilities	March 2020		BSO	
		Achieve an additional £1000 profit through increase in secondary spends	March 2020		LFM / BSO	

Coaching: (including consideration for families, 50+, and junior service provision)	Maintain existing and develop new coached services or activities across our portfolio to increase participation, improve occupancy and financial performance. Each individual session will be business cased and monitored to ensure occupancy, attendance and financial, viability and	Start a minimum of 5 new sessions of our own across our portfolio. Activities may change based on market research and best opportunities but currently include:	March 2020	Provision within the revenue budget	LFM / BSO	
		Launch a parent toddler tumbletime activity in the Memorial Hall	June 2019		BSO	
		Launch Couch-to-5k run courses at ALC	June 2019		BSO	
		Maintain Walking Football at CLC Add Walking Football at PSC	September 2019		BSO	
		Launch Walking Netball sessions in at least one of our facilities (CLC / PSC / QE)	December 2019		BSO	
		Develop Squash coaching opportunities at Coleshill Leisure Centre	March 2020		BSO	
		Achieve an additional £2000 profit in coaching and activities.	March 2020	LFM / BSO		
Schools	Optimise our swim offering to schools in order to increase the number of schools utilising our facility, increase income and participation.	To develop a comprehensive sold services package for schools, to include swimming, sports and health and fitness service offerings, in order to optimise off peak space utilisation, income and participation, and get young people more physically active.	June 2019	Provision within the revenue budget	LFM / BSO	
		Increase recorded school attendances by 2%	March 2020		LFM / BSO	
		Increase profit from schools by £500	March 2020		LFM / BSO	
Swim Development	To ensure the improvement in swim income is maintained and where possible enhanced. To Develop our swim programme to add more fun,	To maintain the last years casual swim visits at last year's performance of 47094	March 2020	Provision within the revenue budget	LFM/BSO	
		To start 2 new sessions to aid swim development and fun in our pool.	March 2020		BSO	

	variety and development opportunities for the community.	<p>Complete a service review of our swim offering to optimise operational effectiveness, improve service quality and develop our service offering. 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"> • Add pre-school sessions to our offering • Improve service quality of our mainstream and adult coaching • Develop our more advanced LTS service offering <p>Develop intensive swim courses to aid progress (launch in playscheme)</p> <p>Improve the quality and variety of our 'fun' swimming (launch in playscheme)</p> <p>Review our 'one to one' swim offering to ensure consistencies, efficiencies and optimise income/profit.</p>	<p>July 2019</p> <p>October 2019</p> <p>August 2019</p> <p>August 2019</p> <p>December 2019</p>		<p>LFM / BSO</p> <p>BSO</p> <p>BSO</p> <p>BSO</p> <p>BSO</p>	
Health and Fitness	To improve the quality of our health and fitness services and service offering across our facilities, in order to improve retention, increase sales, live members, attendances and provide a positive customer experience	<p>Retention strategy and initiatives to be developed / enhanced to improve service quality (customer service score), H&F attendances and retention:</p> <ul style="list-style-type: none"> • Review and develop an improved and branded Member Journey including CRM. • Deliver monthly gym challenges across sites • Deliver monthly testimonials across sites • Continue to deliver our exercise referral offering 	<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>	

		<ul style="list-style-type: none"> Continue to deliver our cardiac rehab service. 	March2020		BSO	
		<ul style="list-style-type: none"> Create a group training session / course to increase use of our gym services e.g. Intro to weightlifting; Intro to functional training; Nutritional and healthy living workshops. Achieve business case occupancy levels to contribute to attendances and average length of stay 	March 2020		BSO	
		<ul style="list-style-type: none"> Review and improve our Personal Training offering to ensure consistency, create more awareness and optimise sales. Increase Personal trainer sales by 8% to reach 580 sales. 	March 2020		BSO / SMPO	
		<ul style="list-style-type: none"> Ensure the delivery of our Health and fitness marketing campaigns through out the year to achieve sales targets and live members. Achieve campaign targets. 	March 2020		LFM / BSO / SSO / SMPO	
		<ul style="list-style-type: none"> Implement a sales and prospecting procedure to ensure consistency in service, start prospecting and increase sales. Achieve a club live of 2225 across the portfolio. 	March 2020		LFM / BSO / SSO / SMPO	
		<ul style="list-style-type: none"> Review our group exercise programme ongoing to ensure occupancy levels are pro-actively managed to perform. (Increase average occupancy by 3%) 	March 2020		LFM / SSO	
		<ul style="list-style-type: none"> Deliver promotional events to re-launch our Group exercise programme across sites a minimum twice a year across 	March 2020		BSO / SSO / SMPO	

		<p>our H&F facilities to increase awareness, occupancy and maintain up to date with industry trends.</p> <ul style="list-style-type: none"> To review and business case the cost vs benefit of paying for virtual classes. To implement or not dependant on budget and benefits at a future date . Review the opportunity for funding and cost/benefit of some 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. To implement or not dependant on budget and benefits at a future date <ul style="list-style-type: none"> Review the cost / benefits of implementing heart rate technology within our facilities, to increase interaction, attendance, secondary spend and retention of our members. To implement or not dependant on budget and benefits at a future date Deliver 1 vlog a week on social media related to H&F. <p>Review the need to renew our gym equipment and start to secure funding, procurement models etc.</p> <p>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.</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>	
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Marketing, Events, PR and Promotions	To ensure we market well to the public to optimise engagement, sales, prospects and attendances to our facilities and services, and return on investment. Be aware of the local and wider market environment and use events to showcase our service offering and promote the year of health and wellbeing. To increase the number of events we offer and sell to increase income and participation.	Create a comprehensive marketing plan to be proactive in our campaigns, to include our events schedule for the year.	June 2019		BSO / SMPO	
		Increase website engagements by 5%	March 2020		BSO / SMPO	
		Increase social media facebook followers by 80 and Twitter followers by 50 across our facilities	March 2020		SMPO	
		Piggyback main leisure related local events	March 2020		BSO / SMPO	
		Deliver 2 charity / community events including August Bank Holiday	March 2020		BSO / SMPO	
		Mem hall event review and action plan to boost sales, income and attendances.	March 2020		LFM / BSO / SSO / SMPO	
		Brand our campaigns and events with the Year of Health and Wellbeing	March 2020		SMPO	
		Deliver quarterly internal and external leisure bulletins	March 2020		SMPO	
	Review and maintain the web site up to date with all of our activities	March 2020		SMPO / SSO		
Other services	To deliver other secondary spend services to increase revenue and support our service offering.	Monitor and bi-annual review the performance of the in-house Vending trial this year versus last year.	March 2020		BSO	
		Review the service offering and create a promotional / awareness and sales targets calendar for Re-sale / hire / action hire	March 2020		BSO / SSO / SMPO	
Technology	To maintain up to date with industry and technology changes in order to remove friction from the customer	Contactless payments to be installed at our facilities	August 2019		BSO / SSO	
		Door access control at the memorial hall to be	September		BSO / SSO	

	journey, remain competitive and good value for money within our services.	installed Install kiosk style points for leisure bookings and joining up Install a leisure app	2019 September 2019 December 2019		BSO / SSO BSO / SSO	
KPIs	Increase the (average) number of Direct Debit members (per month) at each facility, as follows Atherstone Leisure Complex Coleshill Leisure Centre Polesworth Sports Centre Total	Increase average members from 650 to 725	31 March 2020		LFM / BSO	
	Increase the annual number of visits at each facility, as follows: Atherstone Leisure Complex Coleshill Leisure Centre Polesworth Sports Centre Total	Increase average visits from 106256 to 134000	31 March 2020		LFM / BSO	
	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	
	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	
	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	
	Achieve an average staff cost v	66%	31 March		LFM / BSO /	

	total cost figure (%) across all sites at 66% by 31 March 2020		2020		LOSO	
	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	
	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	
	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	
	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	
	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	
Monitoring, Review and Evaluation	Report on performance against the actions, and in respect of the KPIs, identified in this Service Improvement Plan to each meeting of the Community and Environment Board		Every Community and Environment Board		D / LFM	
	Report to the Health and Wellbeing Working Party on the action within the Health and Wellbeing Action Plan, 2017 to 2020, which reflects work being undertaken in the Leisure Facilities		Every Health and Wellbeing Working Party		D / LFM / CDM	

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	1680		1014	1023	933	
Direct Debit members	916	1088	839		926	856	796		366	407	315	
Total visits	172505	197790	200,936		120183	130143	129559		68565	71879	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	7365	£6,999		£3,352	7298	6608.753		£1,847	4229	£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	Unit	Definition
Total members	No.	All members holding a current subscription
Direct Debit Members	No.	The number of current direct debit and annual gym members (not including swim only memberships)
Total visits	No.	All activity visits
Total income per visit	£	Total income <i>divided by</i> total visits
Subsidy per visit	£	Total costs (excludes CECs and capital repayments) <i>minus</i> total income <i>divided by</i> total visits
Staff cost vs total income	%	Operational facility staff cost (DW apportioned across sites) <i>divided by</i> total income
Staff cost vs total cost	%	Operational facility staff cost (DW apportioned across sites) <i>divided by</i> total cost (excludes CECs and capital repayments)
Operating recovery rate	%	Total income <i>divided by</i> total cost (excludes CECs and capital repayments)
Income per station	£	Gym & classes income <i>divided by</i> number of stations
Member per station	No.	All gym members <i>divided by</i> number of stations
Length of stay	No. Mths	Average length of direct debit membership (inc current members)

indicates how many current members we have across all our membership options

indicates how many visits we attract across all the activities we provide

indicates the average amount of money each customer spends per visit, so the higher figure the better

indicates how much it costs to provide the service for each visit, so the lower figure the better

shows a comparison between our staff cost and the income we generate, so the lower figure the better

shows our staff cost as a percentage of total cost, so the lower figure the better

indicates how much of our total cost is recovered by the income we generate, so the higher figure the better

indicates how much fitness income we generate from the number of fixed pieces of equipment, so the higher figure the better

indicates how many gym members we attract from the number of fixed pieces of equipment we have, so the higher figure the better

indicates on average how long our Direct Debit members continue to pay their monthly fee, so the higher figure the better

**Health and Wellbeing Working Party Minutes
24 April 2019**

Present: Cllr. Bell (Chairman), Cllr. Chambers, Cllr Clews, Cllr M Humphreys, Becky Evans , Russell Simkiss, Zoe Bickley, Bob Trahern (all NWBC)

Apologies for Absence: Simon Powell, Emma Bracey (both NWBC), Yasser Din (Public Health)

Item	Notes	Action
<p>2</p>	<p>Minutes of the Last Meeting (13 February 2018)</p> <p>The minutes were agreed as an accurate record.</p> <p>Matters Arising:</p> <p>Better Points App Update</p> <p>Proposals are being sought through alternative providers. EB would provide an update at next meeting.</p> <p>Red Box Project</p> <p>As Red Box Projects are already provided in other areas of the Borough, Officers are concentrating on establishing provision in Coleshill and Hartshill. A donation of sanitary products has been provided by the Ocado Foundation, and other avenues for sponsorship / contributions are being explored.</p> <p>The Working Party would like to see the provision rolled out in primary schools and products provided for NWBC employees.</p>	<p>EB</p> <p>EB</p> <p>EB</p>
<p>3</p>	<p>Year of Wellbeing</p> <p>A Year of Wellbeing Action Plan had been produced and was circulated at the meeting.</p> <p>The opportunities provided by the Thrive to Work programme and the Coventry Corporate Games would be explored and progressed as appropriate.</p> <p>A number of Year of Wellbeing case studies had been produced. Other examples were being sought and should be forwarded to Emma Bracey</p> <p>Mental Health First Aid was discussed and the importance of highlighting the function of internal Mental Health First Aiders, to whom NWBC employees have access. A report was requested, which should detail:</p>	<p>BE / HR Officer</p> <p>ALL</p> <p>EB / HR</p>

Item	Notes	Action
	<ul style="list-style-type: none"> • The current number of Mental Health First Aiders • Internal communications on the role and availability of First Aiders • The Mapping of mental health services available in North Warwickshire 	
4	<p>Air Quality</p> <p>A meeting is to be arranged for Councillors, Planners and Environmental Health to discuss air quality measures in relation to planning matters.</p> <p>Officers are currently working on the annual status report for DEFRA. The report will be made available once it has been submitted and approved.</p>	ZB
5	<p>Childhood Obesity</p> <p>Information on childhood obesity in North Warwickshire was circulated at the meeting.</p> <p>The Working Party requested a report on what the Borough Council is doing in respect of childhood obesity, including an update on the effectiveness of the Change Makers programme provided through Fitter Futures.</p>	EB
6	<p>Public Health / JSNA update</p> <p>The draft JSNA document was circulated and feedback will be given to Public Health. It was noted that the actions need to be measurable and coherent, and a document which highlights the responsibilities of the Borough Council was requested by the Working Party.</p>	BE
7	<p>Leisure Facilities Update</p> <p>August Bank Holiday - A draft plan of the Bank Holiday promotional day was presented to, and discussed by, the Working Party. The programme was approved in principle, although Leisure Facilities Officers were encouraged to seek active participation in the event by local community groups and to review the opportunity to use outdoor space options within the programme. If a "Charity Bake" was to be included in the event, the Working Party would like to see the inclusion of "healthy options".</p> <p>March / April Gym Promotion - Feedback was given on the success of the March / April gym promotion, which had increased sales by 71 members versus the same period last year (which equates to over £1,000 in income each month). The next promotion is scheduled for June 2019.</p>	RS / GSO
8	<p>Health and Wellbeing Action Plan</p> <p>Health Store – Nurse provision is now available at the Health Store every 1st, 3rd and 5th Tuesday of each month.</p> <p>Dementia – Various activities are being planned for Dementia Awareness Week in May.</p>	EB

Item	Notes	Action
	<p>Relevant information would be circulated to the Working Party in a timely manner.</p> <p>Leisure Facilities - Leisure Facilities will look to piggyback national campaigns to increase awareness, promote service and encourage healthy living and participation as part of the year of Health and Wellbeing. Social media awareness, and possibly an offer around National Armed Forces Day in May was one example of where we may look to do this.</p>	
9	<p>Any Other Business</p> <p>NHS Forward Planning Consultation – BE to circulate the survey to the Working Party.</p>	BE
	<p>Dates of Future Meetings</p> <p>Wednesday 19 June 2019, 10:00 to 12:00 noon, Committee Room Wednesday 11 September 2019, 10:00 to 12:00 noon, Committee Room</p>	

Agenda Item No 10

Community and Environment Board

11 June 2019

Report of the Acting Chief Executive

Progress Report on Achievement of Corporate Plan and Performance Indicator Targets April 2018 – March 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 2018 to March 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 year end position with the achievement of the Corporate Plan and Performance Indicator targets for 2018/19. This is the fourth report showing the progress achieved so far during 2018/19.

4 Progress achieved during 2018/19

- ... 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 2018 to March 2019 for the Community and Environment Board.
- 4.2 Members will recall the use of a traffic light indicator for the monitoring of the performance achieved.

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

Green – target achieved (shown as a green star)

5 Performance Indicators

- 5.1 The year end returns are subject to review by Internal Audit and therefore maybe subject to changes. Any amendments to the returns will be reported to a future meeting of the board.

6 Overall Performance

- 6.1 The Corporate Plan performance report shows that 94% of the Corporate Plan targets and 93% of the performance indicator targets have been achieved. The target for street cleanliness has not been achieved and this has been subject to a separate report to this board. The report shows that individual targets that have been classified as red or green. Individual comments from the relevant division have been included where appropriate. The table below shows the following status in terms of the traffic light indicator status:

Corporate Plan

Status	Number	Percentage
Green	15	94%
Red	1	6%
Total	16	100%

Performance Indicators

Status	Number	Percentage
Green	13	93%
Red	1	7%
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 18/19						
No	Action	Priority	Reporting Officer	Year End	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	The Council has a Carbon Management Plan with a list of actions. The life span of certain buildings and a lack of dedicated resource hampers progress but a number of actions are progressing. An alternative energy use scheme is under investigation for Atherstone leisure centre and our land holdings are being reviewed for sustainable energy production. A district heating feasibility study has been completed and may be submitted as part of a sub regional bid for European funding. A proposal across Warwickshire to provide an energy company is being developed by the Districts/Boroughs and County Councils. Solar panels have been fitted to the new Coleshill Leisure Centre. As well as saving carbon the Council receives feed in tariff payments, totally around £700 in 16/17 and £1,032.85 in 17/18. The latest project is a County wide bid for funding to put electric car charging points in a number of car parks, which will be submitted in April 2019.	★ Green	➡
2	To maintain a very high standard of street cleanliness (95%) throughout the Borough and to continue to raise awareness (both of the public and other agencies) of the problems of litter, fly-posting and dog fouling	Protecting our Countryside & Heritage	Richard Dobbs	The final result for litter in Q4 was 2% showing the improvement has been sustained. Overall the litter score for the year was below target at 7% due to the poor Q1 result. A report has been considered by C&E Board and officers are now looking at how the inspection regime can be revised to give better performance data.	▲ Red	➡
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 its focus on priorities that are compatible with those of the approved Health, Well-being and Leisure Strategy, the Community Partnership and the Warwickshire North Health and Well-being Partnership	Improving Leisure & Wellbeing Opportunities	Simon Powell	Work continues to be progressed in respect of the implementation of the Health and Wellbeing Action Plan, including in partnership with other agencies and the expanded Warwickshire North Health and Wellbeing Partnership. Membership of the Health and Wellbeing Working Party has been expanded and it continues to monitor health-related work across the Authority. The 2019 Year of Wellbeing remains a key focus for activity.	★ Green	➡
4	In accordance with the priorities established by relevant Boards, commence implementation of the approved outcomes of the Strategic Leisure Review process and report on progress by March 2019	Improving Leisure & Wellbeing Opportunities	Simon Powell	Work has commenced on the implementation of the approved outcomes of the Leisure Facilities Strategy, including in respect of Arley (which has been asset transferred) and Polesworth Sports Centres. The Playing Pitch Strategy has been adopted by the C&E Board and Officers have completely re-drafted the externally produced Green Space Strategy, which will be subject to consultation until the end of August 2019.	★ Green	➡
5	Subsequent to completion of the process of external review, commence implementation of the new North Warwickshire Green Space and Playing Pitch Strategies in accordance with their associated Action and Funding Plans and report on progress by March 2019	Improving Leisure & Wellbeing Opportunities	Simon Powell	Work has commenced on the implementation of the recently adopted Playing Pitch Strategy, including at Boot Hill, Grendon, and Royal Meadow Drive, Atherstone. Progress will be made in respect of green space upon adoption of the Strategy by the C&E Board in due course.	★ Green	➡
6	In conjunction with WCC and other partners, to ensure the success of the Women's 2018 International Cycle Race and its impact upon the community of North Warwickshire. Encourage and support the future staging of similar events within the Borough	Improving Leisure & Wellbeing Opportunities	Steve Maxey/Richard Dobbs/Simon Powell	There are a number of cycling events being held in the Borough in 2019, including the 2019 Velo Birmingham and Midlands event in May and the likely return of the Tour of Britain passing through Atherstone. Officers are working with WCC colleagues and the various event organisers to ensure that the events run smoothly and safely. The Borough is being actively promoted as a cycling destination and the Authority is using the events to involve schools and communities as part of the Year of Wellbeing.	★ Green	➡
7	To carry out the Council's obligations as a member of the Warwickshire Safeguarding Children Board, 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 2019.	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.	★ 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	Promoting Sustainable & Vibrant Communities	Richard Dobbs	Route optimisation and in-cab technology are being evaluated to help plan service changes which will increase efficiency and therefore collection capacity within the R&R service.	★ Green	➡

No	Action	Priority	Reporting Officer	Year End	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 2019	Supporting Employment & Business	Simon Powell	Work is continuing in respect of the delivery of the approved LEADER programme. Recruitment to the Project Officer position is still being pursued. The window for Expressions of Interest has now closed and all of the funding is due to be allocated by the end of June 2019.	★ Green	➡
10	In partnership with Job Centre Plus, implement the ongoing roll-out of Universal Credit and input into the Universal Support/Delivery local agenda, to support residents impacted by providing support and advice	Promoting Sustainable & Vibrant Communities	Bob Trahern	The impact of UC to date was covered in a report taken to Resources Board in March 2019 when it indicated the largeky negative impact on Council Tenants who had moved onto Universal Credit. This indicated that a significant number when already in arrears and officers are already expending significant time and effort in engaging with them to try and prevent these situations getting worse. The collection rate for Council Tax also dropped this year but this is deemed largely to have been caused by the conversion onto a new Revenues and Benefits computer system as opposed to the impact of Universal Credit. The level of support needed by customers in terms of assisting them make claims is currently exceeding DWP targets but the responsibility and funding for delivering this service transfers to the Citizens Advice as part of a National decision from April 2019 and the impact of this will continue to be monitored alongside that of arrears	★ 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. To work with partners so as to reduce the number of fatalities and injuries on roads in North Warwickshire (see also Safer Communities priorities)	Protecting our Countryside & Heritage	Richard Dobbs	The street cleaning teams are still successfully sharing road space and lane closures across the local highways network. A crew carried out a successful night time operation on the A5 in March and it is hoped this will be replicated in future months	★ Green	➡
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. b) Ensure the active engagement of partners, stakeholders and the community within the Action Plans that support the approved and targeted approach to Community Development work and report on progress by March 2019	Promoting Sustainable & Vibrant Communities	Steve Maxey/Bob Trahern/Simon Powell	A report on the ongoing successful work of the Ediblelinks project was taken to Resources Board in March 2019. The project and its activities continue to develop. The Community Partnership Day held in January 2019 also ratified that the approach being taken around using food as an engager was delivering positive community action with the roll out of the latest Ediblelinks successful lottery bid around community eating being rolled out in this quarter. The community continues to be engaged in the design, development and delivery of long-term programmes to advance community development work, most notably in Atherstone / Mancetter and Dordon, as approved by the C&E Board.	★ Green	➡
13	To report in March 2019 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	A report was taken to Resources Board in March 2019 expanding on the widespread initiatives being undertaken in this area. This activity was again featured strongly in the March edition of North Talk which expanded on the proactive help available to customers. In quarter 4, this was further aided by the appointment of a Financial Inclusion Officer to, a pilot project using WCC funding to employ an officer to support the most vulnerable customers find solutions to their problems. This is becoming an increasing problem getting engagement with customers who have increasingly problematic and chaotic lifestyles	★ Green	➡
14	To work with public, voluntary and business partners to deliver ongoing food-related projects if a business case can be agreed to continue to support individuals and community organisations supported from our award-winning innovative food hub project. 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 2019	Promoting Sustainable & Vibrant Communities	Bob Trahern	A report on the ongoing successful work of the Ediblelinks project was taken to Resources Board in March 2019. the project and its activities continue to develop and were commended as part of the recent Municipal Journal performance awards announcements for the demonstrable outcomes being delivered	★ Green	➡

No	Action	Priority	Reporting Officer	Year End	Status	Direction
15	To carry out the Council's obligations as a member of the Warwickshire Safeguarding Adults Board. This will include delivering a comprehensive training programme for staff during 2018, to support the Council's policy and procedures	Creating Safer Communities	Angela Coates	The Director of Housing engages proactively with the Warwickshire Adults Safeguarding Board. We are working closely with the County Council to ensure referrals are appropriate. The annual report has been published, placed in Members' offices and on the website. There is a new joint chair for both childrens and adults safeguarding Boards and new arrangements for the Board has been proposed and agreed. A training programme is in place.	★ 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	Promoting Sustainable & Vibrant Communities	Richard Dobbs	The Council has now committed to full partner status in the sub-rgional MRF project. A refined business plan is being finalised along with a Joint Working Agreement and Procurement strategy.	★ Green	➡

NWPI Community & Environment Board 18/19

Ref	Description	Section	Priority	Year End Target 2018/19	Outturn 2017/18	April - Mar 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	98	100	 Green		
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	70.5	100	 Green		
NWLPI 085	Swimming pools and sports centres: The net cost per swim/visit	Leisure Facilities	Health and Well-being	1.90	0.84	0.93	 Green		
NWLPI 086	Leisure Centres - Total income per visit	Leisure Facilities	Health and Well-being	2.47	2.86	3.09	 Green		
NWLPI 119	Number of collections missed per 100,000 collections of household waste (former BV88)	Refuse & Recycling	Recycling	125	48.04	41.85	 Green		
@NW:NI192	The percentage of household waste arisings which have been sent by the Authority for reuse, recycling, composting or treatment by anaerobic digestion.	Refuse & Recycling	Recycling	45	48.84%	47.91%	 Green		
@NW:NI195a	The percentage of relevant land and highways that is assessed as having deposits of litter that fall below an acceptable level. Only the level of litter is monitored and excludes detritus	Streetscape	Environment	5	6.35	7%	 Red		The final result for litter in Q4 was 2% showing the improvement has been sustained. Overall the litter score for the year was below target at 7% due to the poor Q1 result. A report has been considered by C&E Board and officers are now looking at how the inspection regime can be revised to give better performance data.
New	Average Time Taken to Remove Fly-tipping	Streetscape	Environment	2	1.47	1.05	 Green		
NWLPI 163	Number of projects/programmes being delivered	Community Development	Health & Well-being	50	87	66	 Green		
NWLPI 165	Number of people engaged on projects/programmes	Community Development	Health & Well-being	1600	8,539	4,195	 Green		
NWLPI 167	Satisfaction with service delivered	Community Development	Health & Well-being	90	96.00%	100.00%	 Green		

Ref	Description	Section	Priority	Year End Target 2018/19	Outturn 2017/18	April - Mar Performance	Traffic Light	Direction of Travel	Comments
NWLPI 140	Delivery of actions in the 10 year Green Space Strategy - % achieved	Landscape Management	Health & Well-being	50	53.00%	55.00%	 Green		
NWLPI 141	Delivery of actions in the 10 year Green Space Strategy - % in progress	Landscape Management	Health & Well-being	5	35.00%	45.00%	 Green		
NWLPI 111	% of Play Areas meeting BS/EN and DDA standards	Landscape Management	Health & Well-being	97	97.00%	97.00%	 Green	