

**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

14 October 2019

The Community and Environment Board will meet in The Committee Room, The Council House, South Street, Atherstone on Monday 14 October 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 6 August 2019** – copies herewith, to be approved and signed by the Chairman.

PUBLIC BUSINESS (WHITE PAPERS)

6 **Food Safety Inspections** – Report of the Chief Executive

The report explains how food safety inspections are carried out, how premises are scored and how this relates to inspection frequency and gives details of the National Food Hygiene Rating Scheme.

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

7 **Budgetary Control Report 2019/20 Period Ended 31 August 2019** - Report of the Corporate Director – Resources

Summary

The report covers revenue expenditure and income for the period from 1 April 2019 to 31 August 2019. The 2019/20 budget and the actual position for the period, compared with the estimate at that date, are given, together with an estimate of the out-turn position for services reporting to this Board.

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

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

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

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

- 9 **Leisure Facilities Fees and Charges Review** - Report of the Director of Leisure and Community Development

Summary

This report presents a review of elements of the fees and charges structure currently in operation within the Authority's leisure facilities.

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

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

Summary

This report informs Members of the progress made in respect of delivery against the priorities set out in the North Warwickshire Green Space Strategy (2008 to 2018).

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

- 11 **LEADER Programme Update** - Report of the Director of Leisure and Community Development

Summary

This report updates Members on the progress made in respect of the delivery of the North Warwickshire and Hinckley and Bosworth LEADER programme (2015 to 2020).

The Contact Officer for this report is Gaynor Valente (719271).

- 12 **Destination Management Plan Update** - Report of the Director of Leisure and Community Development

Summary

This report updates Members on the work being undertaken in partnership with Hinckley and Bosworth Borough Council to deliver the Destination Management Plan for the combined area.

The Contact Officers for this report are Rachel Stephens (719301) and Clare Haines (719418).

- 13 **Garden and Food Waste Service - Winter Suspension** - Report of the Director Streetscape

Summary

This report asks Members to consider a proposal to extend the garden and food waste suspension from four weeks to six weeks during the months of January and February.

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

- 14 **Kerbside Recycling Service** – Report of the Director of Streetscape

Summary

This report updates Members on the work being done to introduce fully commingled recycling collections from 4 November 2019.

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

- 15 **Health and Wellbeing Action Plan (2017 to 2020)** - Report of the Director of Leisure and Community Development

Summary

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

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

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

STEVE MAXEY
Chief Executive

NORTH WARWICKSHIRE BOROUGH COUNCIL

MINUTES OF THE COMMUNITY AND ENVIRONMENT BOARD

6 August 2019

Present: Councillor Bell in the Chair.

Councillors Dirveiks, Downes, Gosling, Lebrun, Lees, H Phillips, Rose, Singh, Smith, Symonds, A Wright and D Wright.

Apologies for absence were received from Councillors Deakin (Substitute Councillor Dirveiks), M Humphreys (Substitute Councillor D Wright) and Moss (Substitute Councillor Symonds).

Councillor Jarvis was also in attendance.

8 Disclosable Pecuniary and Non-Pecuniary Interests

None were declared at the meeting.

9 Minutes of the Meeting of the Board Held on 11 June 2019

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

10 The Unauthorised Deposit of Waste (Fixed Penalties) Regulation 2016

The Corporate Director - Environment sought the Board's approval to increase the levels of fine to be attached to fixed penalty notices for fly tipping offences.

Resolved:

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

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

The Corporate Director - Resources reported on the revenue expenditure and income for the period from 1 April 2019 to 30 June 2019.

Resolved:

That the report be noted.

12 Leisure Facilities: Service Improvement Plan and Key Performance Indicators

The Director of Leisure and Community Development sought Members' consideration of the Service Improvement Plan (SIP) and the associated set of key performance indicators (KPIs), detailing activity through to the end of June 2019, through which the Board monitors the operational and financial performance of the leisure facilities at each of its meeting.

Resolved:

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

13 Community Development Update

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

Resolved:

- a That the report be noted; and**
- b That a further report be brought to a future meeting of the Board and that this report includes evidence and case studies detailing the progress being made through the targeted approach to Community Development activity.**

14 2019 Year of Wellbeing

The Director of Leisure and Community Development outlined the work undertaken by the Borough Council in support of the 2019 Year of Wellbeing campaign and provided the Board with an opportunity to shape related activity during what remained of the programme.

Resolved:

That the local action taken in support of the 2019 Year of Wellbeing be noted.

15 Minutes of the Health and Wellbeing Working Party Meeting Held on 19 June 2019

The minutes of the Health and Wellbeing Working Party meeting held on 19 June 2019 were received and noted.

16 Kerbside Recycling Service

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

Resolved:

- a That the report be noted;**
- b That the Council's kerbside recycling service move from a dual-stream to fully commingled with effect from 1 November 2019;**
- c That a comprehensive promotional campaign be undertaken to inform residents of the agreed service changes prior to their implementation and a report on a community strategy be brought to the October Board meeting; and**

Recommendation to Executive Board

- d That a supplementary estimate of £10,200 for the recycling budget be approved.**

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

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

Resolved:

That the report be noted.

18 Exclusion of the Public and Press

Resolved:

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

19 Leisure Facilities – Staff Structure Review

The Director of Leisure and Community Development outlined a proposal for revising the staff structure within the Leisure Facilities section.

Resolved:

That, subject to its approval by the Special Sub-Group, the proposal for revising the staff structure within the Leisure Facilities section, as set out in the report of the Director of Leisure and Community Development, be endorsed and implemented at the earliest opportunity.

Margaret Bell
Chairman

Agenda Item No 6

Community and Environment Board

14 October 2018

Report of the Chief Executive

Food Safety Inspections

1 Summary

- 1.1 The report explains how food safety inspections are carried out, how premises are scored and how this relates to inspection frequency and gives details of the National Food Hygiene Rating Scheme.

Recommendation to the Board

That the report be noted.

2 Consultation

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

3 Introduction

- 3.1 At their meeting of 6 August 2019 Members of the Board asked for a detailed explanation of the process of the food safety inspections carried out by the environmental health team.

4 Report

- 4.1 Food safety is the subject for which the environmental health function is probably best known although it is only a part of the team's work which also includes pollution control, drainage, health and safety at work and licensing among other things.
- 4.2 The 'food team' consists of one Senior Environmental Health Officer and three Food Safety Officers with input also from the Environmental Health Manager. This team does not just deal with food – they are also responsible for occupational health and safety at over 1000 premises in the Borough, the regulation of private water supplies, control of certain infectious diseases (ranging from food poisoning to legionella) the regulation of skin piercing activities and also a small amount of health promotion work.

- 4.3 In respect of food safety the team is responsible for around 760 food premises in the Borough. The duties involved are:
- Routine inspections of existing food businesses
 - Inspection of new food businesses
 - Provision of advice to existing and prospective food business operators (FBOs)
 - Investigation of food complaints
 - Investigation of food premises complaints
 - Food sampling – either as part of a sampling programme or as part of an investigation.
- 4.4 The process of food safety inspections, including the intervention rating scheme and inspection frequency is set out in the Food Standard Agency (FSA) ‘Food Law – Code of Practice (England)’ and the accompanying practice guidance which is very detailed and runs to over 400 A4 pages. The Council is also required to have an up to date documented food service plan that covers all areas of food law that it is responsible for enforcing and how it intends to deliver the official controls within its area.
- 4.5 The code also sets out the qualifications and competencies that must be held by inspectors before they are allowed to carry out duties in respect of food safety legislation. In addition inspectors are required to undergo CPD every year and to participate in inter authority audits and local and national consistency exercises. The Council’s team are highly qualified and very experienced and competency and CPD levels are monitored.
- 4.6 All new food businesses are required to register with the Council twenty eight days before opening. Registration is free of charge. Following receipt of a registration form an initial inspection is carried out. In practice many new food businesses fail to register and inspectors have to ask for registration forms retrospectively. After the initial inspection food businesses are risk rated and put into a category that determines when the next full inspection will be carried out. They will also receive a score under the national food hygiene rating scheme (NFHRS) and this information will be uploaded to the NFHRS website and a door sticker provided to the business (see para 4.14). A revisit may be made before the next full inspection is due if work is required by the FBO in order to comply with the food hygiene regulations (the regulations) in order to check that the work has been carried out.
- 4.7 The purpose of food safety interventions is to ensure that food is being handled and produced hygienically and is safe to eat. Inspectors will therefore consider and risk rate the business on three areas:
- The potential hazard – Type of food and method of handling/ The method of processing / Number of consumers at risk (with an additional score if the customers include a vulnerable risk group).

- The level of current compliance with the hygiene regulations – broken down into two categories – hygiene and structure.
 - Confidence in management/control procedures (with an additional score if there is significant risk of certain food poisoning bacteria).
- 4.8 On completion of the inspection the business is risk rated by adding up the scores for the various factors and the subsequent intervention frequency determined:
- Category A – Minimum intervention frequency every 6 months
 - Category B - Minimum intervention frequency every 12 months
 - Category C - Minimum intervention frequency every 18 months
 - Category D - Minimum intervention frequency every 24 months
 - Category E - Minimum intervention frequency every 3 years
- Businesses can move up and down the categories following each intervention depending on what the inspector finds.
- 4.9 At the beginning of April each year a report is run from the database that lists month by month each business that is due for inspection throughout the period. These visits are then allocated monthly to the officers in the team and they are responsible for organising their own workload. Monthly team meetings are held to discuss progress and any problems that have occurred but in practice most problems are dealt with on a day to day basis rather than waiting for a meeting.
- 4.10 Progress is monitored constantly and the position is reported to Board quarterly. The performance indicator figure is that 100% of the inspections due in the period should be completed during that period. The team have consistently achieved 100% at year-end over many years with the exception of 2017/18 (which was subject of a report to the Board on 21/01/19). However during the year performance may fluctuate below 100% at any given time, for example the team may get behind during the summer holiday period or one month may have an unusually large number of inspections that cannot be completed during that month. However the inspections normally balance out over time allowing 100% to be achieved overall.
- 4.11 The method of reporting can actually give a slightly false impression of any shortfall in the number of inspections completed. For example at the end of quarter one in 2019/20 it was reported that only 75% of high risk inspections had been completed which appears quite alarming. What this actually means though, is that out of 32 inspections due 24 had been carried out leaving a backlog of 8 still to be done. These inspections are given priority and these were all completed only shortly after their due date.
- 4.12 The reason that the team was behind at this juncture was due to long term sickness affecting one of the team. This problem has been managed in accordance with the Council's procedures and now appears to be resolved

and it is hoped that the team can catch up over the coming months. The position will be monitored closely and if necessary further action such as engaging a short term contractor to do some inspections can be considered.

- 4.13 It is true to say however, that whilst the size of the team has remained the same, the amount of work they are required to do has been and continues to increase. The team is coming under greater pressure which may make achieving the performance indicator targets harder to achieve in the future without additional resources:

- Food complaints/complaints about food premises. The FSA have introduced a facility to report complaints about food businesses via their website and social media. These complaints are then forwarded to the appropriate local authority for investigation. This has led to an increase in investigations required to be carried out – 2015/16 (43 complaints), 2016/17 (53), 2017/18 (75), 2018/19 (106). This does not indicate a problem in the Borough – in common with many social media led platforms many of the reports received turn out to be malicious or mischievous but by that time has been spent investigating.
- Visits to new businesses. A total of 70 new businesses were registered during the year 2017/18 and 62 in 2018/19, these are on top of the programmed inspections. It is unfortunately the case that many people go into food businesses very ill prepared and therefore officers often have to spend a considerable amount of time coaching them to help them comply with the food hygiene regulations, often involving multiple visits. It is a source of great frustration that, particularly in the pub sector, turnover of owners is very high meaning that having spent a lot of time and effort coaching a business, at the next inspection they are found to have left and the whole process has to be repeated with new people. Conversely many new businesses have benefited greatly from the advice and support given to them as start-ups and go on to flourish and grow and provide employment for others.
- The Food Information Regulations 2014 are placing additional duties on the team in respect of ensuring that food businesses are dealing with the issue of allergens. It is very time consuming trying to educate businesses in what they need to do to comply with the law and keep their customers safe.
- Advice from the FSA is that local authorities should prioritise and focus resources on the most poorly performing premises. This has been done but providing advice and education on a one to one basis is very time consuming. However the educational approach has raised standards overall as the following table shows the improvement in scores under the National Food Hygiene Rating Scheme of food premises in the Borough.

NFHRS Rating	March 2014	March 2018
5 Very good	48%	66%
4 Good	26.5%	18.8%
3 Generally satisfactory	13%	8.3%
2 Improvement necessary	5.1%	2.7%
1 Major improvement necessary	3.5%	1.2%
0 Urgent improvement necessary	0.1%	0.3%
Awaiting Inspection/Exempt/Excluded	3.8%	2.7%

- 4.14 The National Food Hygiene Rating Scheme (NFHRS) is an FSA/Local Authority partnership to provide consumers with information about hygiene standards in food business establishments at the time they are inspected to check compliance with the hygiene regulations. The food hygiene rating given reflects the inspection findings.
- 4.15 The purpose of the NFHRS is to allow consumers to make informed decisions about the places where they eat out or shop for food and, through these decisions encourage businesses to improve their hygiene standards. The overarching aim is to reduce the incidence of food borne illness and the associated costs to the economy.
- 4.16 There are six different food hygiene ratings (0 to 5) – 5, the top rating represents a ‘very good’ level of compliance with legal requirements and all businesses irrespective of the nature or size of their operation should be able to achieve this. Food hygiene ratings are published online at food.gov.uk/ratings and businesses are encouraged to display stickers showing their food hygiene rating at their premises where consumers can easily see them.
- 4.17 The NFHRS incorporates safeguards to ensure fairness to businesses. This includes an appeal procedure, a ‘right to reply’ for publication (together with the food hygiene rating) and a mechanism for requesting a re-inspection for the purposes of re-rating when improvements have been made. Furthermore the scheme operates to a brand standard to which the Council must adhere.
- 4.18 The following elements of the food hygiene intervention rating scheme are relevant to calculating the NFHRS food hygiene rating:
- Level of current compliance with food hygiene and safety procedures (including food handling practices and procedures and temperature control)
 - Level of current compliance with structural requirements (including cleanliness, layout, condition of structure, lighting, ventilation, facilities etc.); and
 - Confidence in management/control procedures.

- 4.19 Whilst many businesses manage to achieve a consistently high rating – a matter of great pride in a lot of cases - others can and do move up and down the rating scale, The reasons for this are legion but generally boil down to poor management/ control of the business. This may be due to lack of knowledge/understanding by the proprietor, lack of control of staff, loss of interest by the proprietor, insufficient funding (running on a shoe string), illness, other personal problems and in some cases a wilful disregard for the law and a callous uncaring attitude towards the well-being of customers.
- 4.20 In conclusion it can be said that regulation of food safety in the Borough has operated satisfactorily for many years but that the steady growth in the number of food businesses, the rate of turnover of existing food businesses, and the increase in consumer complaints along with the steady increase in the amount and complexity of legislation and new food technology is undoubtedly pressurising the team and is making it increasingly difficult to meet the target of completing 100% of inspections due.

5 Report Implications

5.1 Finance and Value for Money Implications

- 5.1.1 There are no finance and value for money implications contained in the report but if current trends continue it may become necessary to consider a review of the resources allocated to the service.

5.2 Safer Communities Implications

- 5.2.1 The service protects consumers from unsafe food and food fraud.

5.3 Environment, Sustainability and Health Implications

- 5.3.1 The report concerns to risk to health from unsafe food.

5.4 Human Resources Implications

- 5.4.1 There are no human resource implications contained in the report but if current trends continue it may become necessary to consider a review of the resources allocated to the service.

5.5 Equalities Implications

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

5.6 Links to Council's Priorities

- 5.6.1 Creating safer communities

- 5.6.2 Supporting employment and business

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

Background Papers

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

Background Paper No	Author	Nature of Background Paper	Date

Agenda Item No 7

Community and Environment Board

14 October 2019

Report of the Corporate Director – Resources

**Budgetary Control Report 2019/20
Period Ended 31 August 2019**

1 Summary

- 1.1 The report covers revenue expenditure and income for the period from 1 April 2019 to 31 August 2019. The 2019/20 budget and the actual position for the period, compared with the estimate at that date, are given, together with an estimate of the out-turn position for services reporting to this Board.

Recommendation to the Board

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

2 Introduction

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

3 Overall Position

- 3.1 The actual expenditure for budgets reporting to this Board as at 31 August 2019 is £2,428,947 compared with a profiled budgetary position of £2,414,644; an overspend of £14,303 over the period. Appendix A to this report provides details of the profiled and actual position for each service reporting to this Board, together with the variance for the period.

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

3.3 Leisure Facilities

- 3.3.1 The overall overspend of £32,999 against the profiled budget is mainly due to lower than profiled income at each site, with the exception of the Memorial Hall where some additional income has been received. The reduction in income has been partly offset by underspends on employee costs.

3.4 Public Health (Commercial Pollution Control)

3.4.1 Public Health (Commercial Pollution Control) has an overspend of £4,023. This is predominantly due to an overspend against software maintenance of £1,130, which relates to GDPR software which was introduced this year. Air pollution income has fallen by £2,959 due to a reduction in the number of companies operating and improvements in air quality management by some of the remaining companies.

3.5 Refuse and Recycling

3.5.1 Overall refuse and recycling has only a slight overspend of £212, although there are a number of movements within the overall figure. Reduced income of £5,263 has been received from the sale of paper and card, due to a drop in the price received per tonne as a result of market fluctuations. In addition, there is a small overspend of £7,000 on recycling disposal costs due to an increase in the amount of waste recycled and an overspend of £7,047 on employee costs. These costs have been offset by lower vehicle repair and maintenance costs of £17,687 and lower spend on advertising of £1,040.

3.6 Streetscene Grounds Maintenance

3.6.1 The underspend on grounds maintenance is due to lower employee costs due to vacancies and lower than profiled spend on the equipment budget.

3.7 Trade Refuse

3.7.1 The improved position of £6,144 on Trade Refuse relates to additional income from the change in the size and mix of the refuse containers being collected.

3.8 Cesspool Emptying

3.8.1 The overspend of £3,324 is due to higher vehicle repairs and maintenance costs of £1,128 and lower than profiled income from Cesspool collections of £2,680 as a result of a small reduction in emptyings and a change in the mix of the waste strength.

3.9 Amenity Cleaning

3.9.1 The current underspend of £21,920 is due to lower employee costs of £12,610 due to vacancies. There is also lower than profiled spend on fly tipping of £1,766, lower vehicle repairs and maintenance costs of £3,944, and lower than profiled spend on the equipment budget of £2,503.

3.10 Green Space Budget

3.10.1 The overspend of £29,784 is predominately due to unavoidable, high priority tree works. Some of these costs will be recharged to the Housing Revenue Account. A review of tree works and the associated costs is currently being undertaken, in respect of which further information will be reported to Members in due course.

4 Performance Indicators

- ...
4.1 In addition to the financial information provided to this Board, when the budgets were set in February, performance indicators were included as a means of putting the financial position into context. These are shown at Appendix B.
- 4.2 The majority of the Performance Indicators are comparable with the profiled position.
- 4.3 Leisure KPIs are being reported in another report on this agenda.
- 4.4 The main reason for the variance in the Trade Refuse surplus per bin collected performance relates to increased income as detailed in 3.7.1.
- 4.5 The main reason for the variance in the Cesspool Emptying cost per emptying performance relates to lower income, higher vehicle repairs and maintenance costs and lower number of cesspool emptying's as detailed in 3.8.1.

5 Risks to the Budget

- 5.1 The key risks to the budgetary position of the Council from services under the control of this Board are:
- Deteriorating condition of assets, particularly the Leisure Centres, and further economic pressure affecting the generation of income.
 - Additional costs relating to the Refuse and Recycling services.

6 Estimated Out-turn

- 6.1 Members have requested that Budgetary Control reports provide details on the likely out-turn position for each of the services reporting to this Board. The anticipated out-turn for this Board for 2019/20 is £5,658,790, the same as the approved budget.
- 6.2 The figures provided are based on information available at this time of the year and are the best available estimates for this Board, and may change as the financial year progresses. Members will be updated in future reports of any changes to the forecast out turn.

7 Report Implications

7.1 Finance and Value for Money Implications

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

7.2 Environment and Sustainability Implications

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

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

Community and Environment Board
Budgetary Control Report 2019/2020 as at 31 August 2019

Cost Centre	Description	Approved Budget 2019/2020	Profiled Budget 2019/2020	Actual 31 August 2019	Variance	Comments
3072	Polesworth Sports Centre	166,790	55,413	61,839	6,426	Comment 3.3
3075	Coleshill Leisure Centre	361,590	189,252	208,318	19,066	Comment 3.3
3077	Atherstone Leisure Complex	550,670	265,598	278,338	12,740	Comment 3.3
3082/3	Memorial Hall (Sports and Cultural)	166,210	71,957	66,725	(5,232)	Comment 3.3
4002	Public Health (Commercial Pollution Control)	301,910	120,004	124,026	4,023	Comment 3.4
4003	Public Health (Domestic Pollution Control)	84,280	37,582	36,795	(787)	
5000	Domestic Refuse Collection	972,900	388,088	368,771	(19,317)	Comment 3.5
5001	Streetscene Grounds Maintenance	105,400	90,975	71,500	(19,474)	Comment 3.6
5002	Trade Refuse Collection	(10,470)	(55,693)	(61,837)	(6,144)	Comment 3.7
5003	Cesspool Emptying	(4,660)	(4,752)	(1,427)	3,324	Comment 3.8
5004	Recycling	1,043,660	422,904	442,433	19,529	Comment 3.5
5005	Animal Control	45,250	23,673	20,797	(2,876)	
5006	Abandoned Vehicles	7,110	3,978	4,360	382	
5010	Amenity Cleaning	672,770	279,791	257,871	(21,920)	Comment 3.9
5013	Unadopted Roads	17,600	8,313	6,821	(1,492)	
5014	Drain Unblocking and Land Drainage	17,410	7,254	7,254	-	
5015	Street Furniture	6,640	3,267	3,217	(50)	
5016	Atherstone Market	3,180	2,147	2,206	59	
5019	Green Space Budget	637,100	278,777	308,561	29,784	Comment 3.10
5021	Public Health Act 1984 Burials	3,010	1,254	1,647	393	
5023	Consultation	14,630	6,096	4,158	(1,937)	
5025	Corporate Policy	87,080	43,633	43,835	201	
5030	Rural Regeneration	69,130	33,720	33,912	192	
5034	Landscape	10,780	9,888	9,888	-	
5040	Marketing and Market Research	15,300	6,191	6,417	226	
5044	Support to Voluntary Organisations	77,720	41,425	41,404	(21)	
5047	Community Fund for Local Projects	-	-	-	-	
5055	Community Development Health Improvement	85,380	30,050	28,750	(1,300)	
5056	Community Development Safer Communities	116,620	44,747	43,072	(1,675)	
5064	Queen Elizabeth School - Artificial Grass Pitch	60	3,888	4,072	184	
7361	England's Rural Heart LEADER Partnership	33,740	21,705	21,705	-	
7365	AFC Veteran Hubs Development	-	1,710	1,710	-	
7700	Stronger & Safer Communities	-	(18,691)	(18,691)	-	
7856	High Street Innovation Grants	-	500	500	-	
	Total Net Expenditure	5,658,790	2,414,644	2,428,947	14,303	

Original Budget	5,636,650
Vired Training Budget	19,750
Vired Recruitment Budget	2,390

Approved Budget	<u>5,658,790</u>
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Key performance Indicators for Budgets Reporting to the Community and Environment Board

	Budget	Profiled budget	Actual
Domestic Refuse Collection			
Number of Households	28,600	28,600	28,438
Costs per Household	£33.91	£13.57	£12.97
Maximum missed collections per 100,000 users	48	48	31
Trade Refuse Collection			
Number of Trade Bins	483	483	480
Gross cost per bin collected	£549.79	£372.99	£375.28
Net (surplus)/cost per bin collected	-£21.68	-£115.31	-£128.83
Cespool Emptying			
Number of emptyings	1,152	480	477
Gross cost per emptying	£112.23	£106.76	£108.78
Net (surplus)/cost per emptying	-£4.33	-£9.90	-£2.99
Recycling			
Cost per household	£36.41	£14.79	£15.56
Tonnes of recycled material collected	13,700	5,708	6,320
% of waste recycled	50.0%	50.0%	54.2%
Green Space Budget			
Number of Play Areas	27	27	30
Number of play areas meeting the safety, DDA and Play Value standard	27	27	30
Number of Pitches	10	10	7
Number of Teams	14	14	17
Number of Hirers	14	14	17
Income per Team	£352.14	£0.00	£0.00
		due in September	

Agenda Item No 8

Community and Environment Board

14 October 2019

Report of the Director of Leisure and Community Development

Leisure Facilities: Service Improvement Plan and Key Performance Indicators

1 Summary

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

Recommendation to the Board

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

2 Consultation

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

3 Introduction

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

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

4 Service Improvement Plan: Progress

- 4.1 Both the SIP and the associated KPIs and graphs, copies of which are attached at Appendix B, evidence the progress made by the leisure facilities through to the end of August 2019. Performance up to the end of the second quarter (September 2019) will be tabled at the Board meeting. Consideration is being given to the organisation of a session for Members in order to provide an opportunity for more detailed consideration to be given to the performance trends within the facilities and their related "direction of travel" in meeting the actions and targets highlighted in the SIP. In the meantime, the Board is invited to comment on the usefulness of the appended information and / or identify any further data that would help in better understanding and directing performance within the Authority's leisure facilities.
- 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 through to the end of September 2019. Further to their consideration of this information, Members are asked 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.
- 4.3 As the Board is aware, the three leisure facilities, in Atherstone, Coleshill and Polesworth, opened for a free "Bank Holiday Discovery Day" on 26 August 2019, the aims of which were 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. In addition to the mainstream programme, a variety of additional / new activities were provided for people to experience. New group exercise classes and new pre-school "Playtimes" and "Tumbletime" sessions featured in the Bank Holiday timetable, alongside cheerleading, dance, martial arts and "Messy Madness" activities. The Discovery Day attracted approximately 450 people to the Centres, nearly one third of whom were new to the facilities. This number of attendances is broadly equivalent to the level of visits that might be expected across the sites on a "normal" Monday within the same hours of operation (so not including "peak" times), and is considered to be positive, most especially in view of the extremely hot weather experienced on the day. Swimming activities at Atherstone Leisure Complex and junior activities at Coleshill Leisure Centre and Polesworth Sports Centre were particularly popular. Additionally, the event generated just over 100 activity enquiries, 54 of which led to the

allocation of “Trial Passes”. Further, 12 Annual Passes and four parties were sold, which will yield annual income of approximately £3,000 (ex VAT). The event undoubtedly raised the profile and awareness of the facilities, which increases the potential for future visits and sales.

- 4.4 The Bank Holiday Discovery Day received very positive feedback from both customers and, encouragingly, staff. It was, however, funded at a cost of £6,910 through the budget held by the Health and Wellbeing Working Party, thereby avoiding a negative impact on the Borough Council’s revenue position. Research has identified that the majority of facilities across the sub-region offering a similar range of services are open to the public on Bank Holidays. Given the previously reported outline revenue cost implication of opening the leisure facilities on each Bank Holiday (approximately £33,500 per annum), Members will need to give consideration to the future opening of the centres on these days within the context of setting the revenue budget for 2020 / 21. In any event, and in the meantime, the Business Development team is reviewing the potential to organise and promote another “Open Day” sometime during February or March 2020.
- 4.5 During September, a second round of Customer Forums was held at each facility, this time focused on seeking feedback predominantly about the gym and fitness class programmes. Users were afforded an opportunity to meet with the Leisure Facilities Manager and the Leisure Operations Support Officer, with a view to influencing related aspects of service delivery. In turn, this has led to the creation of a “You Said, We Did” noticeboard displayed at each site, on social media and on the website updating customers about how the service has acted, or intends to act, upon customer requests / suggestions. Individuals who took the time to participate in the Forums are receiving a more personalised response to their specific feedback. A verbal report on the Forums will be provided to Members at the meeting of the Board.
- 4.6 With regard to children’s holiday programmes, the leisure facilities ran a number of summer holiday activities, including through Kickstart, an external sports development company, which was engaged to provide a full day programme of activities for three weeks at both Coleshill Leisure Centre and Polesworth Sports Centre. Unfortunately, due either to the relatively high level of competition in the provision of full day care or due to its over-optimistic projection of attendances, the Kickstart programme did not meet its own expectations and, therefore, withdrew its service before the end of the three weeks trial. Directly provided activities, however, were relatively successful, generating almost 800 attendances and realising a “profit” of almost £1,600. It was not possible to operate a programme from the Queen Elizabeth sports hall, however, due to on-site work being undertaken by the School. The October half-term holiday scheme will be operated internally, whilst the Business Development team reviews the options for the 2020 holiday programmes.

- 4.7 In a continued effort to encourage heightened levels of memberships and use at each of the Borough Council's leisure facilities, the Business Development team launched a "20% Off" all contract gym memberships promotion from 25 September until 31 October 2019. The launch of the promotion coincided with the "National Fitness Day" campaign, with a view to optimising membership sales and generating increased income for the centres. An additional promotion to upgrade the benefits of membership for existing members is planned to run in November 2019.
- 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 and to report accordingly to each meeting of this Board. This process will continue to afford Members an opportunity to both understand and direct performance within the Authority's leisure facilities. Performance through to the end of December 2019 (Quarter Three) in respect of both the SIP and KPIs will be presented to the next meeting of the Board to be held in January 2020.

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. The Bank Holiday Discovery Day, to which reference is made within the report, was funded at a cost of £6,910 through the budget held by the Health and Wellbeing Working Party and, therefore, did not add to the Authority's revenue budget liabilities. This sum was within the anticipated cost of the promotional day, which was £7,227.

5.2 Safer Communities Implications

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

5.3 Environment, Sustainability and Health Implications

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

5.4 Human Resources Implications

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

5.5 Risk Management Implications

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

5.6 Equalities Implications

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

5.7 Links to Council's Priorities

- 5.7.1 The Service Improvement Plan and Key Performance Indicators have direct links to the following corporate priorities:

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

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

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

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

Background Papers

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

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

3	Director of Leisure and Community Development	Report to Community and Environment Board (Leisure Facilities: Service Improvement Plan and Key Performance Indicators)	August 2019
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North Warwickshire Leisure Facilities

Service Improvement Plan - 2018 to 2020

(April 2019 – March 2020)

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

Responsible Officers Key:

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

Theme	Action	Target	Timescale	Resource / Cost	Responsible Officer	RAG	DOT	Comment / Progress
Service Improvement Plan Last Updated: 28/06/2019								
Finance and Pricing	Review and consider the revision / rationalisation of pricing at all sites, having regard to the need to reduce the revenue cost of the Leisure Facilities, also to consider the Concessionary Membership offering	Conclude review and present the proposal in July 2019 Increase Concessionary Membership by 2%, from 2439 to 2500 Complete a zero budgeting exercise to more effectively plan future budgets, identify efficiencies / service improvements and maximise future income Review all service contracts to identify opportunities to reduce any fixed costs	Implement 1 April 2020 or earlier, if agreed. January 2020 August 2019	Any financial impact to be presented with the review outcome	LFM / BSO / SSO LFM / BSO LFM / BSO	Amber Amber Amber	➡ ➡ ➡ ➡	<ul style="list-style-type: none"> The pricing structure has been reviewed and recommendations provided for consideration at October C&E board for implementation in April 2020. Further suggestions and fees and charges for 2020/21 will be provided for C&E board in January. Concessionary members are currently 2384. Although a slight reduction, this number is profiled to increase in Q4 Quarter two performance presented to C&E in October with KPIs updated. Actions identified to improve performance have fed into team meetings
Staffing	Ensure the recruitment of a sufficient number of qualified and trained staff in order to provide appropriate levels of cover for all forms of staff leave / absence Review individual and	Develop and implement a sustainable staffing strategy in key roles through links with schools / colleges / volunteers / training providers	March 2020	Costs identified within the training budget	LOSO LOSO / BSO	Amber Amber	➡ ➡	<ul style="list-style-type: none"> An in-house lifeguard course was held at ALC in May, from which there has been an intake of newly qualified lifeguards A head gymnastics coach at Coleshill Leisure Centre has moved into full time work from September, as a result we have limited level

Theme	Action	Target	Timescale	Resource / Cost	Responsible Officer	RAG	DOT	Comment / Progress
Staffing	facility-based training needs at all sites and produce a prioritised Training Plan for implementation	Develop staff to deliver in-house training to up-skill workforce in key areas	March 2020	Divisional and Corporate Training Budget	LFM / LOSO	Green	➡	2+ qualified staff. Planning is in progress to build staff resilience, including three staff being booked in to complete gymnastics coaching courses in the near future
	Ensure an effective and structured approach to staff communication is maintained throughout the service							<ul style="list-style-type: none"> Training has been sourced and advice taken from HR regarding the selection process of staff to be trained to deliver fitness industry qualifications. The project plans to facilitate the delivery of gym and lifeguard qualifications, with future potential to add first aid and other relevant courses. The goal is to deliver courses externally to schools, businesses and public. Discussions have taken place with Coleshill School, Polesworth School and QE, of which some have already responded expressing interest
	Develop a work and community culture where mental health first aiders are implemented and a service offered in the workforce		31 July 2019		LOSO	Green	➡	<ul style="list-style-type: none"> The finalised training plan has been approved
		Create a training matrix identifying all of the training required for each staff member and job role. To achieve 75% completion of all staff training matrix tasks by March 2020	March 2020		LOSO	Green	➡	
		Ensure that regular team meetings are held at each site, including at least once a month between Duty Officers and the Leisure Operations Support Officer	March 2020		LOSO	Green	➡	<ul style="list-style-type: none"> Team meetings are being attended by Business Development team. Where possible, the LFM is also in

Theme	Action	Target	Timescale	Resource / Cost	Responsible Officer	RAG	DOT	Comment / Progress
		<p>Ensure a regular scheme of one to one meetings are being held by the Business Development team and Duty Officers.</p> <p>Ensure Duty Officers complete one to one meetings with Centre and front of house staff</p> <p>Continue to use cost centre responsibilities and give Duty Officers the ownership to develop their areas of service</p> <p>Train up relevant staff, ensure pathways are established, create awareness of the service and referral systems</p>	<p>March 2020</p> <p>March 2020</p> <p>March 2020</p> <p>March 2020</p>	<p>LOSO / BSO</p> <p>LOSO</p> <p>BSO</p> <p>LOSO / BSO</p>	<p>Green</p> <p>Amber</p> <p>Amber</p> <p>Amber</p>			<p>attendance</p> <ul style="list-style-type: none"> The LOSO and BSO have met staff on site to provide support in their areas of work A meeting took place with Swim England in July to start the process of creating a strategic long term plan to develop our swim product and teams A staff training session was held in July, led by Swim England, to go through the new school swimming modules in preparation for September delivery The Sales, Marketing and Promotions Officer left in June. Related tasks are being undertaken within the Business Development team Fire Marshall training attended by Duty Officers in June

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

Theme	Action	Target	Timescale	Resource / Cost	Responsible Officer	RAG	DOT	Comment / Progress
								raining course has provided additional internally qualified lifeguards. An additional four lifeguards recruited, to support our workforce resilience. • Anti-glare film and additional blinds have been added to some windows in the pool to reduce glare and improve visibility for lifeguards.
Customer service and service quality	Create and implement a Customer Service Policy, standards and charter to improve the ability to gain feedback from customers and react to improve our service	Deliver a minimum of two Customer Forums by April 2020. Target 70%+ score on service quality Deliver a minimum of two customer surveys by April 2020. Target 70%+ score on service quality Deliver a minimum of two mystery visit reviews by April 2020. Target 70%+ score on service quality Ensure customer feedback from comment cards / online and all above feedback methods is recorded, responded to and actioned Display “You Said, We Did” information in sites each quarter Improved customer service score in all assessment methods May / June versus February / March	March 2020 March 2020 March 2020 March 2020 March 2020	BSO / SMPO BSO / SMPO BSO / SMPO BSO / SMPO SMPO BSO / SMPO	Amber Amber Amber Amber Amber Amber	↗ ↗ ↗ ↗ ↗ ↗	• Customer Forums and surveys took place at Atherstone, Coleshill and Polesworth in May, with an average service score of 76% (ALC 72%, CLC 77%, PSC 79%). Action plans have been created and information was fed back to customers in June via social media, website and on site via “You Said, We did” posters • An online feedback link has been set-up to centrally collate customer comments • Customer Forums and surveys focused specifically on gym and fitness classes took place at Atherstone, Coleshill	

Theme	Action	Target	Timescale	Resource / Cost	Responsible Officer	RAG	DOT	Comment / Progress
		Cost / benefit analysis of implementing a Net Promoter Score for future years	March 2020		LFM / BSO	Amber	➡	<p>and Polesworth between 18 and 24 September to gain feedback on our service. Feedback has been collated and will feed into improvement action plans and facilities team meeting. Information will be fed back in October via social media, website and on site via "You Said, We did" posters. As highlighted from the last forum, where requested, more personalised responses will be made to individuals.</p> <ul style="list-style-type: none"> Some mystery visitors have been approached and asked to take part. Mystery visits plan to start from January 2020.
Programming: Improve the occupancy, attendance and financial performance of our facilities	<p>Understand bookings occupancy, booking types and attendances and identify opportunities to increase programmed space</p> <p>Creating new programmed sessions</p>	<p>Increase peak programmed space by an average of 2% across the portfolio (Sports halls, AGP, Squash)</p> <p>Increase total space utilisation by 2% across the portfolio (Sports halls, AGP, Squash, Studio)</p> <p>Start five new sessions across the portfolio (See Coaching section)</p>	<p>31 March 2020</p> <p>March 2020</p> <p>March 2020</p>	<p>Provision made within the revenue budget</p>	<p>BSO</p> <p>BSO</p> <p>BSO</p>	<p>Amber</p> <p>Amber</p> <p>Amber</p>	<p>➡</p> <p>➡</p> <p>➡</p>	<ul style="list-style-type: none"> New ongoing external bookings have been recruited enhancing our services. Bookings include: Coleshill: Messy Play; Toddlers Football; Coleshill Town Junior Football, additional Dance group bookings. See business section below re; Tumbletime, playtimes, Couch to 5k, Parties Promotion, walking football, etc.

Theme	Action	Target	Timescale	Resource / Cost	Responsible Officer	RAG	DOT	Comment / Progress
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, etc.	<p>Complete a review of holiday activities and establish a plan to deliver in summer 2019</p> <p>Pilot a new comprehensive holiday activities service offering across all sites (including Queen Elizabeth Academy)</p> <p>Comprehensive holiday programmes at ALC, CLC and PSC during all school holidays</p> <p>Achieve an extra £2,000 income across our portfolio versus 2018 / 19</p>	June 2019 August 2019 31 March 2020 31 March 2020	Provision made within the revenue budget	LFM / BSO BSO BSO LFM / BSO	Green Amber Amber Amber	   	<ul style="list-style-type: none"> April holiday activities generated 336 attendances and £708 profit May holiday activities generated 128 attendances and £225 profit. Figures were lower than expected due to works taking place in both Coleshill and Polesworth sports halls. All summer holiday activities run by our leisure facilities were delivered successfully, generating a profit of £1558. TQEAs were impacted by building works removing access of the hall for the entire holidays. Polesworth were impacted for a short duration by sportshall maintenance works also. Unfortunately, external providers of full day service received low uptake. As a result a lot of sessions and days did not run. October holiday activities will be run internally by the leisure facilities, with planning for 2020 currently taking place to determine external provision for 2020, early planning to ensure the risk of cancellation is removed.

Theme	Action	Target	Timescale	Resource / Cost	Responsible Officer	RAG	DOT	Comment / Progress
Parties	<p>Complete a review of the parties offering across the portfolio with the aim to:</p> <ul style="list-style-type: none"> • Improve service quality • Improve the service offering • Increase sales • Increase secondary spend • Ensure a corporate approach 	<p>Complete a review of the parties offering and develop an action plan (include gamification, food offerings, party bag offering, other services e.g. face paints, mascots / themes etc.)</p> <p>Develop the secondary spend offering with a corporate approach</p> <p>Deliver an enhanced party offering</p> <p>To improve average occupancy by 4% across the facilities and achieve 736 party sales across all sites</p> <p>Achieve an additional £1000 profit through an increase in secondary spend</p>	August 2019 September 2019 Revised - December 2019 September 2019 Revised - January 2020 March 2020 March 2020	Provision within the revenue budget BSO BSO BSO BSO LFM / BSO	BSO BSO BSO BSO LFM / BSO	Amber Amber Amber Amber Amber	    	<ul style="list-style-type: none"> • Polesworth and Atherstone Party sales have been maintained, Coleshill has sold less parties than expected to date. • From an initial review, a number of actions have been identified and will be developed to continue to enhance our parties offering. Secondary spend and other services are included within this. • A promotion ran in August which is usually a very quiet month for party sales, with the aim to boost party sales. The offer secured a number of bookings • Equipment has been purchased and an improved parties offering promoted in August. • Party equipment is now used in mid-week bouncy castle and soft play sessions to generate further income and increase awareness / Sales.

Theme	Action	Target	Timescale	Resource / Cost	Responsible Officer	RAG	DOT	Comment / Progress
Coaching , including for families, 50+ and junior service provision	<p>Maintain existing and develop new coached services or activities across the portfolio to increase participation, improve occupancy and financial performance</p> <p>Each individual session will be business cased and monitored to ensure occupancy, attendance and financial viability</p>	<p>Start a minimum of five new sessions across the portfolio. Activities may change based on market research and best opportunities, but currently include:</p> <p>Launch a parent and toddler Tumbletime activity in the Memorial Hall</p> <p>Launch Couch-to-5k run courses at ALC</p> <p>Maintain Walking Football at CLC. Add Walking Football at PSC</p> <p>Launch Walking Netball sessions in at least one of the facilities (CLC / PSC / QE)</p> <p>Develop Squash coaching opportunities at Coleshill Leisure Centre</p> <p>Achieve an additional £2000 profit in coaching and activities</p>	<p>March 2020</p> <p>June 2019 (Achieved)</p> <p>June 2019 Revised - May 2020</p> <p>September 2019</p> <p>December 2019</p> <p>March 2020</p> <p>March 2020</p>	<p>Provision within the revenue budget</p> <p>BSO</p> <p>BSO</p> <p>BSO</p> <p>BSO</p> <p>BSO</p> <p>LFM / BSO</p>	<p>Amber</p> <p>Green</p> <p>Amber</p> <p>Green</p> <p>Amber</p> <p>Amber</p> <p>Amber</p>			<ul style="list-style-type: none"> Pre-school toddler and learn through play sessions 'Playtimes' at Atherstone and 'Tumbletime' at Coleshill have started as regular sessions. Due to difficulty in recruitment of appropriately qualified staff at appropriate session times, and due to the time of year now, the Couch to 5K sessions will be explored again to run from May 2020. Links to local walking netball groups have been sourced and will be contacted A project to introduce Football leagues at Coleshill is currently being under way, a Launch date to be confirmed once sufficient teams are recruited. If successful this model may be replicated at other sites. A new walking football session started at Polesworth Sports Centre 30 September 2019. Two Walking Football sessions still run at Coleshill each

Theme	Action	Target	Timescale	Resource / Cost	Responsible Officer	RAG	DOT	Comment / Progress
								<p>weeks .</p> <ul style="list-style-type: none"> • Polesworth staff put on a gymnastics display at the “Big Day Out” in June, which generated new sign-ups • A cross site gymnastics display took place on 30 June at Coleshill Leisure Centre. Elite Sports Centre was invited to attend
Schools	<p>Optimise the swim offer to schools in order to increase the number of schools utilising ALC, increase income and participation</p>	<p>To develop a comprehensive service package for schools, to include swimming, sports and health and fitness service offerings, in order to optimise off-peak space utilisation, income and participation, and get young people more physically active.</p> <p>Increase recorded school attendances by 2%</p> <p>Increase profit from schools by £500</p>	<p>June 2019 (Actioned July 2019)</p> <p>March 2020</p> <p>March 2020</p>	<p>Provision within the revenue budget</p> <p>LFM / BSO</p> <p>LFM / BSO</p> <p>LFM / BSO</p>	<p>Amber</p> <p>Amber</p> <p>Amber</p>			<ul style="list-style-type: none"> • School swimming up to period 5 has achieved 2835 visits versus 3549 this time last year. Schools have missed a few sessions, with two schools leaving at the end of academic year • Meetings took place with Duty Officers to put together an improved service offering (swim, gym, sports). Letters have been sent to schools with the aim to generate new business for the next school year • Training with Swim England has taken place to upskill staff on their school modules

Theme	Action	Target	Timescale	Resource / Cost	Responsible Officer	RAG	DOT	Comment / Progress
								<ul style="list-style-type: none"> Schools have successfully been contacted to be re-booked for September with an additional school recruited. From October (following C and E meeting), once we understand if price updates are approved, schools will be contacted and approached to discuss our improved service offering and price packages, with the aim to recruit more schools from January or April.
Swim Development	To ensure the improvement in swim income is maintained and where possible enhanced To develop the swim programme to add more fun, variety and development opportunities for the community	To maintain last year's casual swim visits at last year's performance of 47,094 To start two new sessions to aid swim development and fun in the pool Complete a service review of the swim offering to optimise operational effectiveness and improve service quality. As part of the review, investigate Swim England apps, priorities, Disney links and other opportunities	March 2020 March 2020 July 2019	Provision within the revenue budget BSO LFM / BSO	LFM/BSO BSO LFM / BSO	Amber Green Amber	➡ ➡ ➡	<ul style="list-style-type: none"> Swimming overall is performing well, particularly for swim lessons and direct debit memberships. Casual Swimming also largely reducing the financially gap from -£6000 in Q1 to - £1500 in Q5. Attendances in swimming are still not as high as last financial year. A reduction in the number of ALC "Ultimate" members is likely the main reason for this. A school swim review has

Theme	Action	Target	Timescale	Resource / Cost	Responsible Officer	RAG	DOT	Comment / Progress
		<p>Swim England's 'Learn to Swim' scheme to:</p> <ul style="list-style-type: none"> • Add pre-school sessions to the offering • Improve service quality of mainstream and adult coaching • Develop a more advanced Learn to Swim service offering <p>Develop intensive swim courses to aid progress (launch in playscheme)</p> <p>Improve the quality and variety of the 'fun' swimming (launch in playscheme)</p> <p>Review the one to one swim offering to ensure consistencies, efficiencies and optimise income / profit.</p>	October 2019 August 2019 August 2019 December 2019	BSO BSO BSO BSO	Amber Amber Amber Amber			<p>taken place and the process of recruiting / retaining schools is underway</p> <ul style="list-style-type: none"> • A staff training session has been delivered led by Swim England on school swimming modules • Flip 'n' fun, snorkelling, synchronised swimming, and intensive swimming programmes were offered in the summer holidays, and will continue to feature within our holiday programme activities. • A new pre-school swimming group has been introduced, now offering regular lessons from 18 months of age. • A review of the Learn to Swim programme has started, looking at what Swim England offers in additional modules, Disney themes and intensive swim courses (which will be trialled in the summer holidays)
Health and Fitness	To improve the quality of the health and fitness service offering across the facilities, in order to	Retention strategy and initiatives to be developed / enhanced to improve service quality (customer service score), H&F attendances and retention:	July 2019	Provision within the revenue budget	LFM / BSO	Amber	➡	<ul style="list-style-type: none"> • A health and fitness campaign took place in March / April that generated an additional 69

Theme	Action	Target	Timescale	Resource / Cost	Responsible Officer	RAG	DOT	Comment / Progress
	<p>improve retention, increase sales, attendances and provide a positive customer experience</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 the exercise referral offering Continue to deliver the cardiac rehab service Create a group training session / course to increase use of the gym services e.g. Intro to weightlifting; Intro to functional training; Nutritional and healthy living workshops. Achieve business case occupancy levels to contribute to attendances and average length of stay Review and improve the Personal Training offer to ensure consistency, create more awareness and optimise sales. Increase Personal Trainer sales by 8% to reach 580 sales Ensure the delivery of the health and fitness marketing campaigns throughout the year to achieve sales targets. Achieve campaign targets 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 	October 2019 March 2020 March 2020	BSO BSO BSO BSO BSO BSO BSO / SMPO LFM / BSO / SSO / SMPO LFM / BSO / SSO / SMPO LFM / SSO	Amber Amber Amber Amber Amber Amber Amber Amber Amber Amber Amber Amber Amber Amber Amber Amber Amber Amber		             	<p>members versus the same period last year</p> <ul style="list-style-type: none"> A health and fitness campaign ran in June to further boost sales. An additional 38 sales were made versus the same period last year A “Refer a Friend” took place in August, to encourage existing members to bring a friend for additional motivation and to increase prospects and sales The June promotion and Polesworth’s group exercise programme were promoted as part of Polesworth’s “Big Day Out” in June 2019, with passes given out and prospects gained Group exercise timetables have been reviewed and amendments made to improve the service in September Armed Forces Covenant Awareness Day in June was used as an opportunity to promote the reduced membership offer for this 	

Theme	Action	Target	Timescale	Resource / Cost	Responsible Officer	RAG	DOT	Comment / Progress
		<ul style="list-style-type: none"> Review the group exercise programme to ensure occupancy levels are proactively managed to perform (Increase average occupancy by 3%) Deliver promotional events to re-launch the group exercise programme across sites, a minimum of twice a year across the Health and Fitness facilities to increase awareness, occupancy and maintain up to date with industry trends To review and business case the cost vs benefit of paying for virtual classes Review the opportunity for funding and cost / benefit of new hi-tech biometric health testing scales in order to better health check customers and prospects, improve service, increase interactions, increase secondary spend and average income per member <ul style="list-style-type: none"> Review the cost / benefit of implementing heart rate technology within the facilities, to increase interaction, attendance, secondary spend and retention of members Deliver one vlog a week on social media related to H&F <ul style="list-style-type: none"> Review the need to renew the gym equipment and start to secure funding, procurement models, etc. Review the set-up and opportunities of the FT Zone to potentially make a more 	March 2020 March 2020 March 2020 March 2020 March 2020 March 2020 March 2020	BSO / SSO / SMPO BSO / SSO BSO / SSO BSO / SSO SMPO LFM / BSO LFM / BSO / SSO / SMPO	Amber Amber Amber Amber Amber Amber Amber	      	group. Links have been made with the Armed Forces Covenant Development Officer <ul style="list-style-type: none"> A member journey review has begun to understand and improve the customer experience, with a focus on increasing retention On the Bank Holiday Discovery Day, 12 sales were made of an Annual pass offer (12 months for the price of 9), plus two Ultimate direct debits A promotion launched 25 September on National Fitness Day offering 20% off all contract memberships till the end of October. A re-launch of rig classes took with new promotional material started in September to try and generate more interest, use and awareness of the FT zone. 	

Theme	Action	Target	Timescale	Resource / Cost	Responsible Officer	RAG	DOT	Comment / Progress
		boutique or specialist feel, optimise awareness, attendance and membership sales from this facility						
Marketing, Events, PR and Promotions	<p>To ensure effective marketing to optimise engagement, sales, prospects and attendances to the facilities and services</p> <p>Be aware of the local and wider market environment and use events to showcase the service offering and promote the Year of and Wellbeing</p> <p>To increase the number of events offered and sell to increase income and participation.</p>	<p>Create a comprehensive Marketing Plan to be proactive in campaigns, to include the events schedule for the year</p> <p>Increase website engagements by 5%</p> <p>Increase social media / Facebook followers by 80 and Twitter followers by 50 across the facilities</p> <p>Deliver two charity / community events, including August Bank Holiday</p> <p>Memorial Hall event review and action plan to boost sales, income and attendances</p> <p>Brand the campaigns and events with the Year of Wellbeing</p> <p>Deliver quarterly internal and external leisure bulletins</p> <p>Review and maintain the website up to date with all appropriate activities</p>	June 2019 March 2020 March 2020 March 2020 March 2020 March 2020 March 2020 March 2020 March 2020	BSO / SMPO BSO / SMPO SMPO BSO / SMPO LFM / BSO / SSO / SMPO SMPO SMPO SMPO / SSO	Green Amber Amber Amber Amber Amber Amber Amber	       		<ul style="list-style-type: none"> An annual Marketing Business Plan has been created and is being used to manage workflow Campaign templates have been set-up and are in use to ensure the marketing mix is planned and effective Social media planner templates have been set-up and will launch across sites in August to increase interactive posts and engagement The website content for all facilities was improved in May Leisure Facilities had a presence at the Big Day Out in Polesworth, hosting a gymnastics display, class tasters, and used data capture, trial passes and merchandise A gymnastics competition took place in June at Coleshill Leisure Centre involving all three sites

Theme	Action	Target	Timescale	Resource / Cost	Responsible Officer	RAG	DOT	Comment / Progress
								<ul style="list-style-type: none"> • Leisure Facilities have fed into the Year of Wellbeing action plan and will continue to update through the Health and Wellbeing Working Party • A leisure bulleting was produced and circulated internally • The Sales, Marketing and Promotions Officer left in June. Related work is being undertaken in the Business development team • The Bank Holiday Discovery Day was delivered successfully, with approximately 455 attendances, around 1/3 of which were new. 100 prospects were generated, achieving a number of party and gym sales, feeding participation into internal and community activities. • Two charity events are scheduled to take place in Atherstone in October; a sponsored swim, linked with a other activity in the foyer will take place 12

Theme	Action	Target	Timescale	Resource / Cost	Responsible Officer	RAG	DOT	Comment / Progress
								October and a charity quiz evening 25 October to raise money for a local 'just giving' page.
Other services	To deliver other secondary spend services to increase revenue and support the service offering	Monitor and bi-annually review the performance of the in-house vending trial this year versus last year. Review the service offering and create a promotional / awareness and sales targets calendar for re-sale / hire / action hire	March 2020 March 2020	BSO BSO / SSO / SMPO	Amber Amber	➡ ➡	➡ ➡	<ul style="list-style-type: none"> Vending has been running in house at PSC and CLC successfully. A more detailed review of performance will take place in October, looking at products, profit margins and total profit. Parties re-sale will be reviewed in the context of the parties review
Technology	To maintain up to date with industry and technology changes in order to remove friction from the customer journey, remain competitive and good value for money	Contactless payments to be installed at the facilities Door access control at the Memorial Hall to be installed Install kiosk style points for leisure bookings and joining up Install a leisure app	August 2019 Revised - December 2019 September 2019 Revised - December 2019 September 2019 Revised - December 2019 December	BSO / SSO BSO / SSO BSO / SSO BSO / SSO	Amber Amber Amber Amber	➡ ➡ ➡ ➡	➡ ➡ ➡ ➡	<ul style="list-style-type: none"> Contactless payment is in progress. IT has exchanged the card machines in order to get updates installed. There are delays but this should be installed in the near future. Working with IT with the aim to install kiosks to improve booking, joining, survey and other leisure functions on site. IT are working on configuration of Ipads as we await a completion date before install and testing. Quotes for door access at

Theme	Action	Target	Timescale	Resource / Cost	Responsible Officer	RAG	DOT	Comment / Progress
			2019					<p>the Memorial Hall have been sourced. The decision to go ahead with installing Door access control at the memorial hall is currently under review</p> <ul style="list-style-type: none"> • Quotes for an App have been received and a business case being put together.
KPIs	Increase the (average) number of Direct Debit members (per month) at each facility.	Increase average members from 650 to 725 667	31 March 2020	LFM / BSO	Amber 	Average of 667 at P5. A maintained improved figure versus the end of 2018 / 19. Although not currently achieving the target membership level, this is a more positive performance, seasonal trends indicate that this will peak in Q4 Promotions are being run, a price review taking place and a member journey review is being actioned to address this task		
KPIs	Increase the annual number of visits at each facility.	Increase average visits from 131,810 to 134,000	31 March 2020	LFM / BSO	Amber 	51934 at P5 Profiled just behind target year to date, though this is not a peak time The FT Zone door has had issues through August potentially impacting attendances. Coleshill's		

Theme	Action	Target	Timescale	Resource / Cost	Responsible Officer	RAG	DOT	Comment / Progress
								Gymnastics has also reduced its programme recently with the loss of a head coach. Actions are being taken to increase activity and visits throughout the year. The start of Playtimes, Tumbletime, Messy Play, Polesworth Walking Football, junior football, extra Dance sessions and Couch to 5K will contribute to this target
KPIs	Increase the average income per visit across all sites by 31 March 2020	Increase average income per visit from £3.08 to £3.31	31 March 2020	LFM / BSO	Amber	↗	£3.28 at P5 Performance for P5, although down versus target this is a good improvement on Q1. Versus profile we are set to hit target, as this increased throughout each quarter last year Income from health and fitness is down, making up the majority of the shortfall. Promotions are being run, a price review taking place and a member journey review is being actioned to address this task	
KPIs	Reduce the average subsidy per visit across all sites by 31 March 2020	Reduce the average subsidy per visit from 0.93 to 0.84	31 March 2020	LFM / BSO	Amber	↘	1.32 at P5 Performance for P5 is behind target, likely due to the reduction in visits lost from the broken FT zone swipe access, also the impact of	

Theme	Action	Target	Timescale	Resource / Cost	Responsible Officer	RAG	DOT	Comment / Progress
								reduction in Coleshill Gymnastics. Actions are being taken to increase activity and visits throughout the year. The start of Playtimes, Tumbletime, Messy Play, Polesworth Walking Football, junior football, extra Dance sessions and Couch to 5K will contribute to this target
KPIs	Reduce the average staff cost v total income figure (%) across all sites by 31 March 2020	Reduce the average staff cost v total income from 85% to 81%	31 March 2020	LFM / BSO / LOSO	Amber		104% at P5 Performance for P5 is down versus target. Staff costs, however, are enhanced by higher than profiled training costs year to date at CLC and ALC. Higher levels of long term sickness cover have been required at CLC and ALC. Holiday season will have resulted in additional holiday cover for staff. Holiday activities also come at an additional cost to budget. Profiled trend showed a peak this time of year likely due to those additional costs. Health and fitness income is down, but promotions are being run, a price review taking place and a member journey review is being actioned to address this task	

Theme	Action	Target	Timescale	Resource / Cost	Responsible Officer	RAG	DOT	Comment / Progress
KPIs	Achieve an average staff cost v total cost figure (%) across all sites at 66% by 31 March 2020	66%	31 March 2020		LFM / BSO / LOSO	Amber	➡	74% at P5 Performance for P5 has slightly increased from Q1 from 71%, however this follows a profiled expected increase for this time of year. Performance to date is down versus target but set to improve over the next 6 months. Staff costs, have been enhanced by higher than profiled training costs year to date and high levels of long term sickness at CLC and ALC which will equalise over the year. Higher levels casual staff use from annual leave and holiday activities also contribute to this.
KPIs	Improve the average operational cost recovery rate across all sites by 31 March 2020	Improve operational recovery rate from 77% to 80%	31 March 2020		LFM / BSO / LOSO	Amber	➡	71% at P5 Higher than average staff and equipment costs from holiday activities and centre equipment needs will start to equalise over the year. Although not yet at target, the expectation is to achieve this improvement in efficiency target by year end.
KPIs	Increase the average fitness income received per fitness station across all sites by 31 March 2020	Increase the average fitness income received per fitness station from £5607 to £6842	31 March 2020		LFM / BSO	Amber	➡	£2,491 at P5 A maintained performance versus Q1, current performance is behind target.

Theme	Action	Target	Timescale	Resource / Cost	Responsible Officer	RAG	DOT	Comment / Progress
								Bank Holiday follow up sales in September and the next health and fitness promotion should show further growth and peak in Q4 Health and fitness income is down, but promotions are being run, a price review taking place and a member journey review is being actioned to address this task
KPIs	Increase the average number of members per fitness station across all sites by 31 March 2020	Increase the average number of members per fitness station from 34 to 35	31 March 2020	LFM / BSO	Amber	➡	31 at P5 This KPI is down versus target, but again will peak and should reach target in Q4 Health and fitness performance is down, but action is being taken, as above	
KPIs	Increase the average length of stay for a member across all sites to 17 months by 31 March 2020	Increase average length of stay from 16 to 17 months	31 March 2020	LFM / BSO	Amber	➡	18 at P5 Average length of stay is currently ahead of target. The Annual promotion in September aims to maintain this performance	
KPIs	Provide site performance update reports on occupancy and income levels to Duty Officers at each site, the Community		Monthly	BSO	Amber	➡	Reports presented ongoing	

Theme	Action	Target	Timescale	Resource / Cost	Responsible Officer	RAG	DOT	Comment / Progress
	and Environment Board, and Senior Management							
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 C&E Board		D / LFM	Amber	↗	Commentary to be provided with Q2 performance to present at the C&E Board in October
Monitoring, Review and Evaluation	Report to the Health and Wellbeing Working Party on the action within the Health and Wellbeing Action Plan, 2017 to 2020, which reflects work being undertaken in the Leisure Facilities		Every Health and Wellbeing Working Party		D / LFM / CDM	Amber	↗	<ul style="list-style-type: none"> A review of the Bank Holiday Discovery Day performance was fed back to the Working Party. An accessibility report has been produced to share at the next Working Party

To end of June

To end of September

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

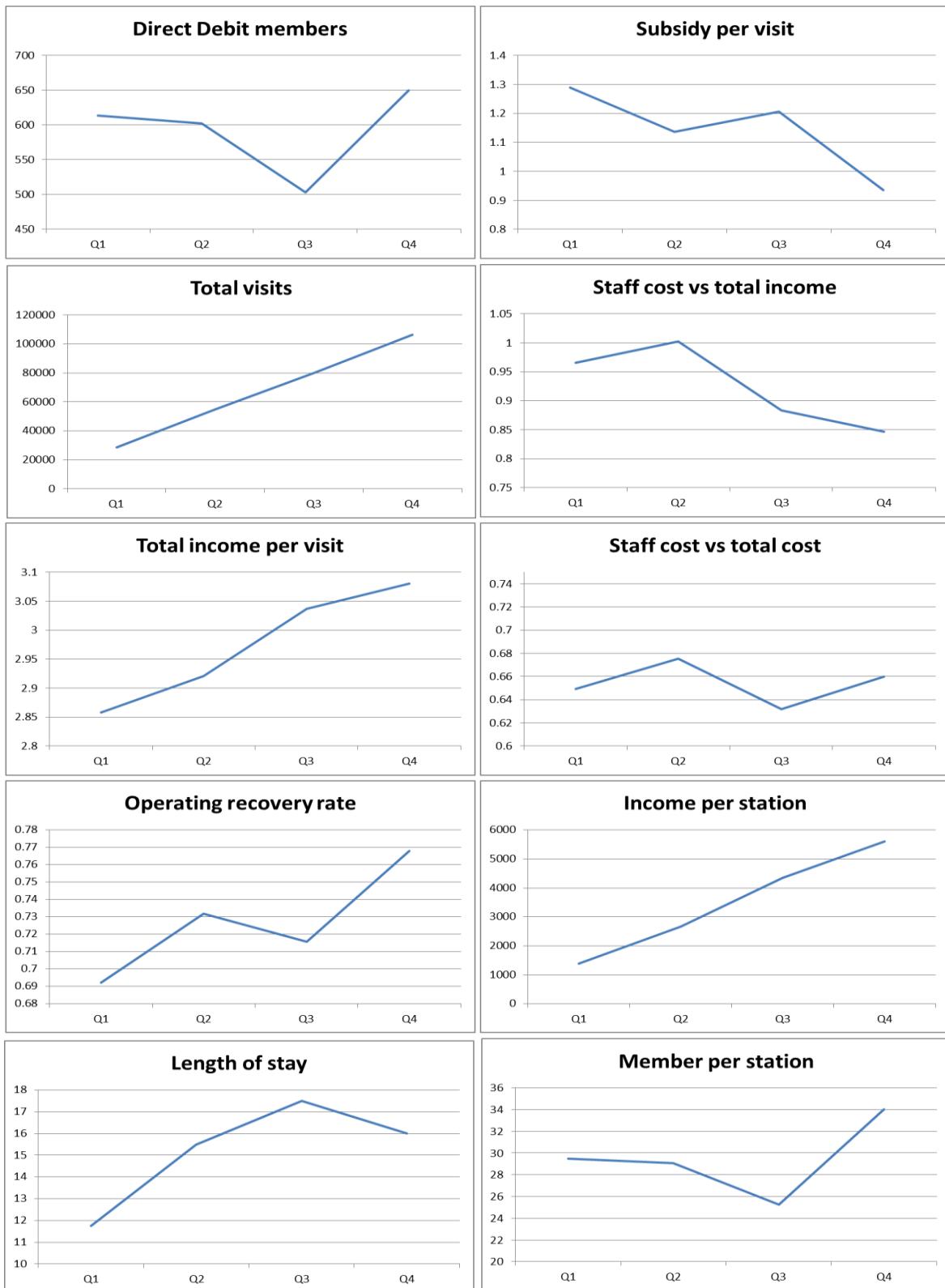
KPIs cumulative 2018		ALC	CLC	PSC	Average
Total members		3050	1661	889	1867
Direct Debit members		874	803	324	667
Total visits		79,166	50,569	26,067	51,934
Total income per visit		£3.42	£3.14	£3.15	£3.28
Subsidy per visit		£1.13	£1.63	£1.27	£1.32
Staff cost vs total income		94%	109%	128%	104%
Staff cost vs total cost		70%	72%	91%	74%
Operating recovery rate		75%	66%	71%	71%
Income per station		£2,750	£2,794	£1,599	£2,491
Member per station		33	35	25	31
Length of stay		15	20	18	18

KPIs per Quarter	ALC				CLC				PSC			
	1	2	3	4	1	2	3	4	1	2	3	4
Total members	3053	3050	0	0	1693	1661	0	0	910	889	0	0
Direct Debit members	878	874	0	0	814	803	0	0	321	324	0	0
Total visits	50130	79166	0	0	30405	50569	0	0	16060	26067	0	0
Total income per visit	£3.05	£3.42	£0.00	£0.00	£3.30	£3.14	£0.00	£0.00	£3.09	£3.15	£0.00	£0.00
Subsidy per visit	£0.82	£1.13	£0.00	£0.00	£0.98	£1.63	£0.00	£0.00	£0.60	£1.27	£0.00	£0.00
Staff cost vs total income	84%	94%	0%	0%	90%	109%	0%	0%	105%	128%	0%	0%
Staff cost vs total cost	66%	70%	0%	0%	70%	72%	0%	0%	88%	91%	0%	0%
Operating recovery rate	79%	75%	0%	0%	77%	66%	0%	0%	84%	71%	0%	0%
Income per station	£1,668	£2,750	£0	£0	£1,661	£2,794	£0	£0	£966	£1,599	£0	£0
Member per station	35	33	0	0	37	35	0	0	26	25	0	0
Length of stay	15	15	0	0	19	20	0	0	18	18	0	0

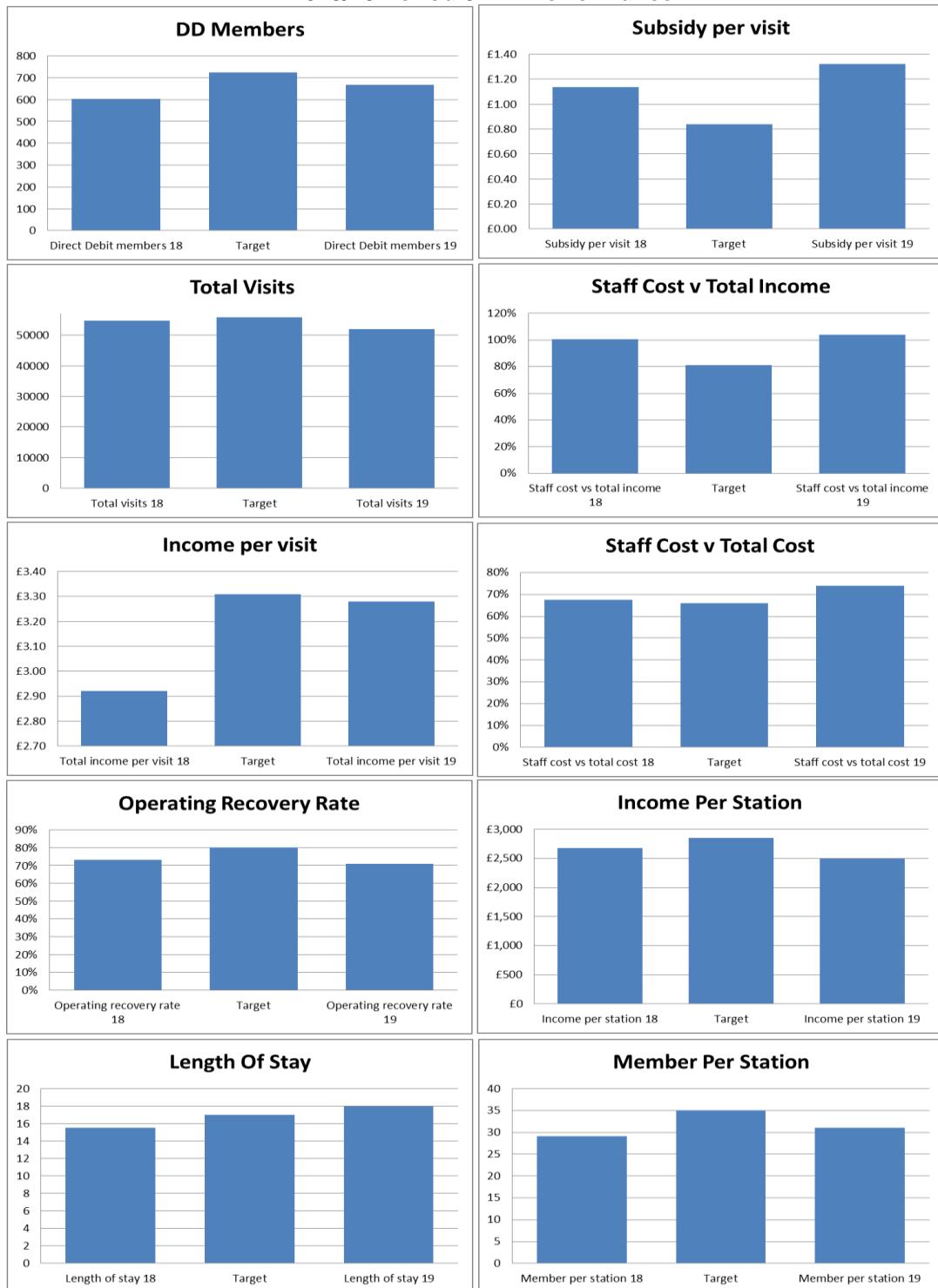
Definitions/Calculation	Unit	Definition
Total members	No.	All members holding a current subscription
Total visits	No.	All activity visits
Total income per visit	£	Total income divided by total visits
Subsidy per visit	£	Total costs (excludes CECs and capital repayments) minus total income divided by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

2018/19 KPI trends



2019/20 Period 5 KPI Performance



Agenda Item No 9

Community and Environment Board

14 October 2019

Report of the Director of Leisure and Community Development

Leisure Facilities Fees and Charges Review

1 Summary

- 1.1 This report presents a review of elements of the fees and charges structure currently in operation within the Authority's leisure facilities. In considering matters associated with concessionary pricing, junior swimming, school swimming, students and off-peak pricing, the review addresses issues specifically raised by Councillors and takes account of benchmarking with other service providers. In so doing, the report provides Members with an early introduction to related matters that will require to be considered by the Board at its meeting to be held in January 2020.

Recommendation to the Board

That the Board notes the outcome of the review of elements of the fees and charges structure currently in operation within the Borough Council's leisure facilities and advises Officers on those issues summarised in paragraph 6.1 that it wishes to be brought forward for determination at its meeting to be held in January 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 approved Leisure Facilities Service Improvement Plan includes a commitment to "review and consider the revision / rationalisation of pricing at all sites, having regard to the need to reduce the revenue cost of the leisure facilities and to also consider the concessionary membership offer". Accordingly, and having taken account of consultation with Swim England and a benchmarking exercise of other service providers, consideration has been given to the approach taken to fees and charges in respect of concessionary pricing, junior swimming, school swimming, students and off-peak pricing. This report presents the initial outcome of that review process, prior to the Board's receipt, at its meeting to be held in January, of the 2020 / 21 General Fund Fees and Charges report.

4 Leisure Facilities Fees and Charges Review

Concessionary Pricing

- 4.1 The Authority's leisure facilities currently have approximately 2400 Concessionary Members. Eligibility for a "price concession" includes people incorporated within any of the categories of user identified in Appendix A. A concessionary, reduced price, offer is currently available for "pay as you go" (PAYG) use of a gym, attendance at fitness classes, for swimming and other 'individual' activities. Concessionary prices are not offered for direct debit health and fitness memberships, or for non-individual activities like racket sports and football, for which demand is relatively high, particularly at "peak times", and where the potential for a loss of income is greater than it is for more "mass participation" activities.
- 4.2 Appendix B, amongst other things, details the concessionary offer made by a number of other service providers, some of which offer a direct debit concessionary membership for their gyms and fitness classes. Other providers offer a PAYG option similar to that available through the Borough Council. Very few operators offer a concession for racket sports.
- 4.3 The introduction of a concessionary element to the direct debit membership packages currently available in the Borough Council's facilities is estimated to contain an annual financial risk (potential loss of income) of approximately £21,500. In arriving at this figure, an approximate loss of £12,000 can be identified based on age alone. Assumptions have had to be made about the possible number of additionally eligible members (full paying direct debit or PAYG concessionary members) who might convert to a cheaper concessionary rate, if one became available (see Appendix C). It is considered to be highly unlikely that the addition of a concessionary direct debit offer would attract a significant number of new members and certainly nowhere near enough to balance out the potential loss of income referred to above.
- 4.4 In making a similar range of assumptions, the estimated financial risk of introducing a concessionary PAYG racket sports option is an approximate loss of income of £9,850 per annum (see Appendix C), split relatively evenly between badminton and squash. Again, it is considered to be unlikely that this level of income loss would be compensated by the attraction of a sufficient number of new members.
- 4.5 Given the foregoing, and in view of the need to reduce the cost of the Authority's leisure facilities, it is not proposed to introduce additional concessionary offers, either for direct debit memberships or for racket sports. Prevailing financial pressures are such that the potential levels of income loss from doing so are not sustainable.

Junior Swimming

- 4.6 Currently, the Borough Council offers swimming at a reduced price for young people under 16 years of age (£1.30 less), as well as a reduced price for family admission to the swimming pool in Atherstone (up to £3.20 less). Additionally, free swimming is available to everyone (children and adults) enrolled on the Authority's swimming lessons programme.

Appendix B provides outline details of the approach to free or reduced price swimming of a number of other service providers, all but one of which provide free swimming to children under two years of age. Only one area, Nuneaton and Bedworth, offers a "Passport to Leisure" scheme, through which free swimming and discounted access to fitness classes is offered to local residents under 18 or over 60 years of age, to disabled people and people on low incomes. Appendix D identifies the potential financial impact of introducing an equivalent Passport to Leisure scheme in North Warwickshire, the cost of which is estimated to be a possible annual loss of income of just under £20,000. The introduction of free swimming for children under two years of age, which would bring the Authority into line with most other service operators, would cost in the region of £1,500 per annum.

- 4.8 With a potential loss of income of just under £20,000 a year, it is not considered to be financially viable for the Borough Council to introduce a Passport to Leisure scheme similar to that in operation in Nuneaton and Bedworth. At its meeting in January 2020, however, the Board may determine to consider the introduction of free swimming for children under two years of age. Whilst to do so would result in a loss of income of approximately £1,500 per annum (based on a relative proportion of junior swimming income), the initiative would be well received by young families and would enable the service to present an offer to the public that was broadly comparable with that of other providers.

School Swimming

- 4.9 Over the previous academic year, Atherstone Leisure Complex had 17 regular school bookings, delivering approximately 50 Teacher-led school swimming lessons each week. Within the current approach to fees and charges, schools pay for the cost of the Swimming Teacher(s), on top of which they pay a fee (£2.00) per participating student. This method of charging frequently works well for schools, given the "per pupil" element. The single approach to pricing, however, restricts flexibility in negotiations with schools and provides the Authority with limited assurance about its anticipated levels of related income. Further to discussions with Swim England, Swimming Teachers and schools, therefore, it is suggested that consideration be given to the introduction of two additional approaches to charging for school swimming.
- 4.10 In addition to the "price per pupil" approach, it is proposed that consideration be given to a fixed "price per teacher" charge, which would contain two alternative elements; one price for schools that wish to pay per session and a reduced fee for those schools that want to commit to 39 weeks of provision

... per academic year. Details of the approach are outlined in Appendix E. Teachers can work with a maximum of 12 pupils at a time. Any school that guarantees a minimum of eight pupils per Teacher will benefit from the introduction of the “price per teacher” charge, which will additionally provide a greater level of assurance for the Authority over its budgeted levels of income. It may also encourage schools to optimise levels of student participation.

- 4.11 The option to invite Swimming Teachers into education settings to discuss water safety with students is also being explored with schools. This approach would help schools to meet related curriculum requirements whilst reducing their travel costs and time.
- 4.12 It is anticipated that the introduction of the “price per teacher” option for schools, based on current levels of use, would lead to a marginal increase in income for the Authority of approximately £500 per annum. It would complement the currently available “price per pupil” approach, whilst, at the same time, affording the Borough Council and certain schools a greater level of assurance in respect of their financial planning.

Student Members

- 4.13 As the Board is aware, Coleshill Leisure Centre and Polesworth Sports Centre are both located on school sites. Student memberships, therefore, are an important source of income for the Authority, generating approximately £70,000 per annum. Full-time students are currently eligible for two types of gym, swim and fitness class memberships; a discounted PAYG payment method for students under 16 years of age (£1.20 to £2.20 less, dependent upon activity type) or a four-weeks cash pass, which can be used at any of the Borough Council’s facilities.
- 4.14 Most, but not all, service providers offer a direct debit option for students (see Appendix B). Of those services reviewed, the Borough Council and only one other leisure operator is offering a cash pass option, which is considered by Officers to be a beneficial and flexible approach to payment. The cash pass, however, can lead to operational difficulties, for it is not uncommon for students to arrive at a facility with an expired pass with no facility to pay for its renewal. A non-contract direct debit membership option, therefore, offered at the same price as a four-weeks pass, could provide more convenience for customers and a more consistent method of payment for the service. It would also afford slightly better value for students, in that a direct debit membership would apply for a calendar month, rather than the 28 days of a four-weeks cash pass.
- 4.15 Whilst it is not thought that the introduction of a direct debit student membership is likely to lead to a significant increase in either membership numbers or income, the more consistent approach to payment will be of benefit to some customers and reduce the risk of a significant loss of income through payment breaks caused by lapsed passes. It is, therefore, proposed that consideration be given to complementing the current discounted PAYG and cash pass options with a direct debit student membership.

Off-peak Pricing

- 4.16 Traditionally, peak and off-peak pricing strategies were introduced by leisure services providers to encourage customers to use facilities during quieter periods within the activity programme, predominantly during the daytime. A number of years ago, however, and further to benchmarking with other operators, the decision was made to remove the off-peak direct debit membership option. This decision, as predicted at the time, had little impact on levels of use or income. As a consequence, the leisure facilities now only offer an off-peak price for PAYG access to the gyms, for five-a-side football and for racket sports. The approach taken by other service providers, the majority of which do not offer peak and off-peak pricing options, is detailed in Appendix B.
- 4.17 A review of the potential to remove off-peak prices from the fees and charges structure, therefore, has been undertaken. To do so would certainly simplify that structure, which is desirable.
- 4.18 With the exception of five-a-side football, it is anticipated that the removal of off-peak pricing would not deter many customers from using the services that they currently enjoy, most especially as the resultant price increases for existing off-peak users would be relatively small (£0.90 per hiring for racket sports users and £1.00 per session for gym and classes users). The potential price increase for off-peak football, however, would be relatively high (£9.00 per booking at Coleshill Leisure Centre and £6.40 per booking at Polesworth Sports Centre). Currently, there are only three off-peak five-a-side football bookings, the annual income from which is approximately £2,750. A significant price increase could cause these hirers to seek an alternative venue for their activity. An alternative approach could be to remove off-peak pricing for new five-a-side football bookings, but to provide an “honoured price” for the existing hirers for as long as they maintain continued use of the facilities.
- ... 4.19 Appendix F identifies the financial risks and assumed implications of the removal of off peak pricing for racket sports and the Borough Council’s gym facilities. In summary, if 86% or more of existing users were retained as customers there would be no loss of annual income. If, as expected, 95% or more of users were retained, there would be an annual increase in income of approximately £1,798. The Board, therefore, will want to consider the option of removing off-peak pricing for PAYG gym, squash, badminton and five-a-side football, but to additionally “honour” the off-peak price for the three existing off-peak football hirers for as long as they continuously maintain their booking with the Authority.

5 2020 / 21 Fees and Charges

- 5.1 Fees and charges the 2020 / 21 financial year are currently under consideration, with a view to ensuring that the leisure facilities remain competitive and continue to offer good value for money. The additional

intention is to seek to simplify the pricing strategy, which will be presented to the Board at its meeting to be held in January. In this respect, it is hoped to be able to recommend a consistent percentage price reduction for Active Card Holders and a further consistent price reduction for Junior / Concessionary Active Card Holders. Currently, price reductions across the activity programme are not applied consistently.

- 5.2 As the Board is aware, a different price is applied for five-a-side football at Coleshill Leisure Centre and Polesworth Sports Centre. It is hoped to be able to introduce the same price to both sites over a two year period (by 2021 / 22).

6 Summary

- ... 6.1 Appendix G summarises the potential changes to pricing outlined within this report. The Board is asked to consider these possible changes and to advise Officers on those issues that it wishes to be brought forward for determination when the approach to fees and charges is further considered in January. In short, these potential changes relate to the following:
- The introduction of free swimming for children under two years off age
 - Maintenance of the existing approach to concessionary pricing
 - The introduction of a “price per teacher” model for school swimming
 - The introduction of a direct debit student membership
 - The removal of off-peak pricing, whilst honouring the price difference for existing off-peak five-a-side football bookings

7 Report Implications

7.1 Finance and Value for Money Implications

- 7.1.1 Whilst the content of this report has no immediate financial implications, given that the fees and charges applied within leisure facilities will be considered by the Board in January, the matters addressed herein have the potential to approximately generate an additional £798 income based on the 2019 / 20 original revenue budget estimates. The breakdown of this potential increase is presented in Appendix G.

7.2 Safer Communities Implications

- 7.2.1 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.

7.3 Legal, Data Protection and Human Rights Implications

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

7.4 Environment, Sustainability and Health Implications

- 7.4.1 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.

7.5 Human Resources Implications

- 7.5.1 There are no human resources implications arising from this report.

7.6 Risk Management Implications

- 7.6.1 Changes to fees and charges may impact on the level of demand experienced within the leisure facilities. This risk, however, has been considered in the context of the potential changes highlighted within the main body of the report.

7.7 Equalities Implications

- 7.7.1 The activity undertaken within the Authority's leisure facilities is intended to advance the Borough Council's drive to ensure equality for all members of the community across its portfolio of service provision.

7.8 Links to Council's Priorities

- 7.8.1 Leisure facilities services and programmes 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

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

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

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

Background Papers

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

Background Paper No	Author	Nature of Background Paper	Date

Appendix A

Proof of Eligibility for a Concession

Documents Accepted as Proof of Concessionary Membership
Age 60+
Unemployed / Job Seekers Allowance
Disability Living Allowance Letter / Personal Independence allowance (PIP)
Non Visible Condition such as Epilepsy or Diabetes
Blue Badge
Employment and Support Allowance
Notification Letter of Housing Benefit
Carers Allowance
Care Leavers
Service Veterans
Working Tax Credit
Universal Credit

Appendix B

Leisure Facilities Benchmarking*

Abbreviations: Pay As You Go (PAYG)

Venue	Concessionary Health and Fitness	Concessionary Racket Sports	Free Swimming	Passport to Leisure	Details of Passport to Leisure	Student Packages	Peak / Off Peak Included
Pingles (Nuneaton)	Direct Debit for Concessionary and for Senior Citizens included	No discount (Tennis)	Under 18	Yes Under 18; Over 60; low income; Disabled	Free Swim Discounted classes	Direct Debit gym, swim and classes	Off Peak Gym Direct Debit
Empire (NBLT)	Direct Debit for Senior Citizens Off Peak Only PAYG option	NA No Courts	NA No Pool	NA No Pool	NA No Pool	Direct Debit 6 month contract and non-contract options Student 6 Week Pass	Off Peak Gym Direct Debit
Hood Park (Ashby)	Direct Debit for Concessionary and for Senior Citizens included. Also PAYG option	Yes - Slight discount	Under 5	No	NA	Direct Debit gym, swim and classes Activate card linked to schools. Earn points they can spend on activities	None

Green Bank (Swadlincote)	Direct Debit for Concessionary. PAYG gym, swim and classes	No discount	Under 4	No	NA	Direct Debit gym, swim and classes	Yes: PAYG: Racket Sports, Classes, Gym
Wilnecote (Tamworth)	No	No	Tamworth Borough Council funds free Public Swimming Adult Swim Sessions, Family Swim Sessions and Ladies Only Swim. One free fortnightly swim and sports hall session for children with special needs and their families	No	NA	No (small low cost facility)	No
Snowdome (Tamworth)	Direct Debit for Concessionary Off Peak only	N/A	Under 2	No		None	Off Peak Gym direct debit only
Derby City Council	Direct Debit for Concessionary, PAYG gym, swim and classes	Yes - Slight discount, but not applicable to block bookings	Under 2	No	NA	Direct Debit gym, swim and classes	No

Appendix C

Concessionary Membership Financial Considerations:

Assumptions:

- Financial figures have been taken from 2018 / 19, with inflation added to project a 2019 / 20 figure
- Through looking at the existing membership base and through previous experience, it has been assumed that 16% of the current market would be eligible for gym concessions. The same assumption has been applied to racket sports
- Assumed offer of 50% for concessionary courts
- Assumed a concessionary rate of £20.00 per month Direct Debit (taken from the corporate membership rate)

	Estimated Income Loss if Giving a 50% Discount to 60+ Members	Estimated Income Loss - All Concessions	
Squash	£2,634	£4,899	Assumes 50% discount
Badminton	£2,666	£4,958	Assumes 50% discount
Gym Direct Debit	£12,023	£21,638	Assumes £20 Direct Debit Offer
Total	£17,323	£31,495	

Appendix D

Junior Swimming Financial Considerations

2018 / 19 figures

Casual Junior Swim Income Lines	Income
Junior Income	£14,960
Family Swim	£3,884
Potential Income Loss	£18,844
Inflatory Increase (2019/2020)	£19,221
Inflatory Increase (2020/2021)	£19,605

Under 2's Risk of Income Loss	£1,500
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The 'Family swim' income figure only includes the estimated loss of income from junior participants. The cost of 2 adults swimming per booking has been removed.

Appendix E

School Swimming Packages

Proposed school swimming packages for 2020 / 21

Price	Price	What This Means to Schools
PAYG	£2.10	As per the current service offering (2020 / 21 price)
Pay per Teacher	£24.75	Schools committing 8+ students a session make a saving with this package
Pay per Teacher (39 Week Commitment)	£21.00	Schools committing 6+ students per session make a saving with this package

Appendix F

Removal of Off Peak Memberships

	Increase if all stay	% increase off peak
Squash	£745	12%
Badminton	£144	12%
Gym	£1,846	22%
Football	None	NA
Opportunity	£2,735	

	Income impact if all memberships lost	% of membership	Details
Squash	£6,294	22%	90p increase to £8.50
Badminton	£1,217	7%	90p increase to £8.50
Gym	£8,490	24%	£1 increase to £5.60
Football	None	NA	PSC increase £6.40, CLC £9.00
Risk	£16,001		

	Financial impact based on % impact (Stay/Leave)			
	75%/25%	85%/15%	95% / 5%	100% / 0%
Opportunity	£2,051	£2,325	£2,598	£2,735
Risk	£4,000	£2,400	£800	£0
Total	-£1,949	-£75	£1,798	£2,735

Appendix G

Financial Implications

Price Review Category	Financial Impact
Junior Swimming	-£1,500
Concessionary Pricing	£0
School Swimming	£500
Students	£0
Off-peak Pricing	£1,798
Total	£798

Agenda Item No 10

**Community and Environment
Board**

14 October 2019

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

**North Warwickshire Green Space
Strategy Progress Report**

1 Summary

- 1.1 This report informs Members of the progress made in respect of delivery against the priorities set out in the North Warwickshire Green Space Strategy (2008 to 2018).

Recommendation to the Board

That Members note and comment upon the progress made in respect of the implementation of the priorities of the North Warwickshire Green Space Strategy (2008 to 2018), including that associated with the Green Space Strategy consultation work undertaken to date.

2 Consultation

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

3 Introduction

- 3.1 The North Warwickshire Green Space Strategy was formally adopted by the Borough Council in December 2008. Together with its supporting Action and Funding Plan, its purpose was to provide a ten-year framework for the provision and enhancement of green space for the benefit of communities across the Borough. It addressed green and open space provided primarily by the Borough and Parish and Town Councils, but also included areas of land in the management of other providers.

- 3.2 As previously reported to the Board, the Strategy came to a theoretical conclusion at the end of March 2018. As Members are aware, it had been intended for external consultants to produce a new and revised Green Space Strategy for the Authority. Regrettably, however, the subsequently produced draft document was considered to be unfit for purpose, further to which Officers were instructed to advance this important undertaking. An internally produced revised draft Green Space Strategy was approved for consultation by the Board at its meeting held in January 2019. The approach to the consultation was considered and approved by Members in March, further to which a full and detailed programme of activity has been undertaken across

the summer by the Community Development section. The extensive consultation response is currently being collated and the outcomes will be presented to Members, alongside a revised draft Green Space Strategy, at the meeting of the Board to be held in January 2020. Upon its formal adoption, the new Strategy will direct related work up to 2033.

- 3.3 In the meantime, the original Green Space Strategy continues to guide the Authority's activity in an area of work that is known to be of considerable importance within the local community. This report, therefore, provides an update on progress in respect of delivery against the priorities identified in the 2008 to 2018 Strategy. In so doing, it builds upon the report that was presented to the Board in March 2019.

4 Service Priorities

4.1 Safety and Security

- 4.1.1 The Strategy identifies a commitment to invest in basic service enhancements by improving site infrastructure. A programme of related work is prepared annually within the context of available revenue, capital and external funding resources.
- 4.1.2 Issues relating to unwanted incursions at both Arley and Mancetter Recreation Grounds have previously been reported to the Board. Costed proposals for landscape works designed to deter unauthorised access at these locations were considered and approved by the Executive Board at its meeting held in September 2018. Subsequent to completion of the required procurement process, the related works were undertaken in February and March 2019.
- 4.1.3 In May 2019, there was a further unauthorised incursion at Arley Recreation Ground, where access was secured by breaking a lock on a removable bollard at the entrance from the Sports Centre car park. Direction Notices were served and the trespassers left without the need for a Court Hearing. An injunction was then sought by the Borough Council, which was granted for a period of three years, expiring in July 2022. Additional landscape works, including the replacement of the removable bollard with a vehicle gate and the provision of additional bollards at other entrances into the Recreation Ground, will be undertaken in October to further secure the site.

4.2 Tree Management

- 4.2.1 The Green Space Officer (Trees) is located within the Community Development section and is responsible for the provision of a professional arboricultural service in respect of the Authority's tree stock.
- 4.2.2 Since 1 April 2019, work has been instructed in relation to 83 trees, 59 of which have been felled and 22 of which related to work undertaken on behalf of the Housing Division. The Green Space Officer (Trees) has also acted as the Case Officer for 28 tree-related Planning Applications.

4.2.3 Members are aware of the need to develop a proactive tree inspection programme, to which the Authority aspired when it adopted its approach to tree management in 2010. The costs associated with the procurement of software to support this work are currently being sought, alongside a review of the various options through which this significant task could be undertaken. The outcomes from this work will be presented to Management Team and Members in the near future.

4.3 Biodiversity and Climate Change

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

4.3.2 Members will be aware that the Borough Council is working in partnership with Warwickshire Wildlife Trust to manage the Local Nature Reserves at Kingsbury Meadow, Dafferns Wood in New Arley, Cole End Park in Coleshill and Abbey Green Park in Polesworth. Through the partnership, the Trust is carrying out specialist conservation management on each site and is also supporting the Friends of Dafferns Wood group, which is actively involved in managing that Reserve. The Trust also provides a programme of events to encourage volunteering and participation at each of the Local Nature Reserves. A report detailing the Wildlife Trust's work over the last four months is attached at Appendix A. New draft management plans, which will be effective through until 2022, have been prepared by the Wildlife Trust and are currently being finalised in consultation with the Green Space Officer.

4.3.3 Through the Tame Valley Wetlands Scheme, a biological control trial (rust fungus) was applied to an area of the invasive Himalayan Balsam in Cole End Park, which it is hoped will lead to a reduction of Balsam growth within the Local Nature Reserve. The Wildlife Trust is also planning woody debris installation and wildflower plug planting at Kingsbury Meadow and Cole End Park.

4.3.4 Under the Management Agreement, the Trust is required to submit a budget for approval by 1 September each year in respect of anticipated expenditure in the following financial year. In 2019 / 20, this amounted to £16,000 being payable by the Borough Council, in return for which the Trust will have provided approximately 480 volunteer hours on site by the end of the year. The sum required for 2020 / 21 will be determined upon the finalisation of the new management plans referred to above, but it will not exceed the £16,000 made available in support of this year's activity.

4.4 Partnership Working

4.4.1 In addition to promoting partnership working to improve and manage the Authority's own sites, the Strategy recognises the important role that other providers have in delivering green space provision across the Borough. It,

therefore, commits the Authority to supporting partners where their green spaces have been identified as Area Priorities. In this regard, the Borough Council continues to progress work with the Friends of Atherstone Heritage on the project to significantly enhance Meadow Street Gardens.

4.5 **Outdoor Sports**

Playing Pitch Strategy and Local Football Facilities Plan

- 4.5.1 As Members will be aware, the Playing Pitch Strategy (2018 to 2031) was formally adopted by the Board at its meeting held in January 2019, at which time it also noted the complementary content of the Football Association's Local Football Facilities Plan (2018 to 2028) for North Warwickshire.
- 4.5.2 The Playing Pitch Strategy focuses on the four outdoor sports (agreed by Sport England) that are played most frequently in the Borough:
 - Football
 - Cricket
 - Rugby Union
 - Hockey

- 4.5.3 The Strategy clearly identifies that the most significant issue is the need to improve the quality, not the quantity, of grass pitches, although there is also a need to improve the number of junior pitches, most particularly for football. The known need to improve ancillary accommodation is emphasised, as is the need to provide two 3G artificial grass pitches in the Borough, one in Atherstone and one in Polesworth. The Strategy also highlights the need to develop two centralised sports pitch venues (or "hubs") in North Warwickshire, including one in Atherstone.

Atherstone Sports Club

- 4.5.4 As Members are aware, approval was given to Atherstone Sports Club to enter into a Tenancy at Will with the Authority in respect of its use of part of Royal Meadow Drive Recreation Ground. The Tenancy at Will is seen as the first step towards a long-term lease agreement through which the Club would assume responsibility for the management and maintenance of part of the Recreation Ground and for the creation of a multi-sports hub, as recommended within the Playing Pitch Strategy. The Tenancy at Will, the terms of which were, as directed by Members, approved by the Chairman and Vice-chairman of the Resources and Community and Environment Boards, has been signed by both parties.
- 4.5.5 During the spring, the Sports Club undertook the agreed removal of two copes and the old skate area in the Recreation Ground in order to create space for the development of additional sports pitches. A storage container and four new junior football pitches are now in use at the site. The Sports Club is planning to undertake further levelling and reseeding work during the autumn, subsequent to which the site will be sprayed with herbicide and

fertiliser to improve grass coverage. As instructed by Councillors, the Club is informing local residents prior to carrying out any work within the Recreation Ground.

Boot Hill Recreation Ground, Grendon

- 4.5.6 The need to improve the quality of the adult football pitch at Boot Hill Recreation Ground, Grendon, which has not been used for the last three seasons, is recognised in the Playing Pitch Strategy. The unavailability of this pitch has had a negative impact on the well-established local football club, as well as other teams in the catchment community. The Institute of Groundsmen has prepared a scheme design to improve on site drainage and ground conditions, and this scheme has been subject to a full procurement exercise. As soon as water discharge permission has been secured from the County Council's Flood Risk Management team, a contractor can be appointed and a timetable for the works established.

4.6 Children and Young People

- 4.6.1 The Green Space Strategy recognises the vital role of open space in helping children and young people to develop skills through play and social interaction and it commits the Authority to supporting the development of a strategic network of play facilities across the Borough. The Play Area Development Programme has enabled the Authority to meet this commitment through the delivery of an associated action plan.
- 4.6.2 Notionally, play areas are anticipated to have a 15-year lifespan. As reported to the Board in March 2019, therefore, it will soon be necessary to give consideration to the possible need to develop or refurbish those play areas that were first improved through the Development Programme. Account will be taken of the latest annual independent play area inspection report and work will be undertaken according to assessed need, but the first sites that will be subject to this consideration, in 2020 / 21, are likely to be those located in Ansley Common, Austrey, Coleshill and Piccadilly. During the recent Green Space Strategy consultation events, community feedback was received on the quality and appropriateness of the play provision at a number of Borough Council sites. This information will be used to inform the future development of the Authority's play areas.

4.7 Community Engagement

- 4.7.1 The Green Space Strategy acknowledges the value of open space to communities and seeks to encourage people to use their local green areas and to take pride in their development. The Community Development section currently organises two Big Day Out events each year in parks and recreation grounds across the Borough. These events are designed to encourage local people to use and appreciate their local green space, as well as gain an awareness of local services and organisations. In 2019, these well attended events were held in Abbey Green Park, Polesworth, and Arley Recreation Ground.

- 4.7.2 As previously identified, an extensive community consultation programme was undertaken over the summer to help inform the production of a new Green Space Strategy. Additionally, local communities are actively engaged in the work being carried out in Royal Meadow Drive Recreation Ground in Atherstone and within the Borough Council's four Local Nature Reserves.

5 Improvement Schemes 2019 / 20

Curdworth, Hurley and Wood End

- 5.1 Through the annual play area inspection, wood rot was identified in the climbing wall panels of the multi-play climbing frame in Hurley Recreation Ground. The panel was replaced during the summer.
- 5.2 As the Board is aware, the Authority agreed to lease a small parcel of land in Wood End Recreation Ground for the installation of a 25m telecoms pole, in return for which it received a one-off payment of £40,000, which has been allocated for use within the village. Within the context provided by the development of a new Green Space Strategy, community consultation has taken place with local residents on the potential use of this money. The proposals most frequently referred to by the community included the introduction of a new path around the Recreation Ground and the installation of a multi-use games area (MUGA). It is unlikely that both suggestions can be funded through the available monies and, therefore, a further meeting with local residents will take place in October, at which it is hoped to be able to finalise a preferred development option.

Coleshill

- 5.3 In response to requests received from within the community, the steps that lead up to the A446 and cross the River Cole at Cole End Park were improved using the Local Authority Parks Improvement Funding (£6,961) that was allocated to the Borough Council by the Ministry of Housing, Communities and Local Government.

Ansley

- 5.4 In order to improve access into the site, particularly for disabled people, a new sloping surfaced ramp and gate were installed at Bretts Hall Recreation Ground in Ansley Common. This work was financed through the Borough Council's Equality Act budget (£2,920) and the Local Authority Parks Improvement Fund (£2,040).

Arley and Whitacre

- 5.5 As previously identified, the Borough Council undertook various landscape works to try and deter unauthorised access at both Mancetter and Arley Recreation Grounds. The works included a combination of ditch and mound formation, installation of steel knee railing, timber fencing, bollards and lockable height restriction barriers with gates. Subsequent to another

incursion, and as agreed with Ward Members and the Chairman of this Board, further landscape works at Arley, including the installation of a vehicle gate, additional bollards and increasing the height of the soil mounds, will be undertaken during October.

Atherstone and Mancetter

- 5.6 The Borough Council was successful in securing a LEADER grant to assist with the progression of landscape and other improvement works at Meadow Street Gardens. The LEADER grant will finance a new archway entrance into the site, an improved path, new steps and the provision of a stage area between the Gardens and the Owen Street Community Arts Centre. S106 monies allocated to the Meadow Street Gardens project will finance the external electrical points, bollard and handrails. It is intended to submit a Heritage Lottery Fund application to assist with the provision of new seating, additional railings and interpretation boards within the Gardens.
- 5.7 The installation of additional concrete bollards to further deter unauthorised access into Mancetter Recreation Ground was undertaken during the spring. The bollards were financed through the Local Authority Parks Improvement Fund (£1,056).

6 North Warwickshire Green Space Strategy (2019 to 2033)

- 6.1 As identified in the introduction to this report, at its meeting held in January 2019, the Board approved the internally produced revised draft Green Space Strategy for consultation. Accordingly, the draft Strategy has been circulated to all Borough Councillors, parish and town councils and key partners / stakeholders. Community consultation took place through an online survey and, throughout the summer, via a range of community events in green spaces across the Borough. The draft document has also been made available on the Authority's website, as well as through social media channels. The consultation closed on 31 August.
- 6.2 The aim of the consultation was to establish local needs and aspirations for green space and to identify any issues that would help to inform decisions about the future provision, development and management of green space across North Warwickshire. The table below indicates the level of response received within the consultation programme:

	Location	Number of Attendees
Community Events	New Arley Recreation Ground	30
	Ansley Village Recreation Ground	30
	Royal Meadow Drive Recreation Ground	100
	Kitwood Avenue Recreation Ground	70
	Meadow Street Gardens	70
	Mancetter Recreation Ground	80
	Grendon Recreation Ground	40
	Wood End Recreation Ground	130
	Cole End Park	60
	Old Arley Recreation Ground	25
Surveys	Abbey Green Park	170
	Piccadilly Sports Field	40
Individual Responses	Community Survey	56
	Stakeholder Survey	8
Total		915

- 6.3 By way of a very initial summary, the comments received about the draft Green Space Strategy were positive and evidenced that the current green spaces are valued and well-used community assets. Various ideas have been received regarding how sites could potentially be developed / improved and, encouragingly, a number of individuals were identified through the consultation events who expressed an interest in becoming involved in the future progression of green space projects.
- 6.4 The complete consultation response is currently being collated and the outcomes will be presented to Members, alongside a revised draft Green Space Strategy, at the meeting of the Board to be held in January 2020.

7 Report Implications

7.1 Finance and Value for Money Implications

- 7.1.1 There is no new financial implication arising directly out of this report.

7.2 Safer Communities Implications

- 7.2.1 Projects advanced through the Green Space Strategy contribute to community safety by providing well-managed open space and recreation areas that afford opportunities for positive activity.

7.3 Legal, Data Protection and Human Rights Implications

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

7.4 Environment, Sustainability and Health Implications

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

7.5 Human Resources Implications

7.5.1 There are no human resources implications arising from this report.

7.6 Risk Management Implications

7.6.1 There are no direct risks consequent upon the services identified within this report. The activity that is included within the Green Space Strategy, however, will be risk assessed and appropriate controls put in place, where appropriate.

7.7 Equalities Implications

7.7.1 There are no equalities implications arising from this report. The Authority's green spaces are provided for the benefit of the whole community and no group or individual defined by the protected characteristics under the Equality Act will be excluded therefrom.

7.8 Links to Council's Priorities

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

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

7.8.2 Additionally, implementation of the provisions of the Green Space Strategy contributes directly to the attainment of the priorities of the Sustainable Community Strategy to:

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

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

Background Papers

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

Background Paper No	Author	Nature of Background Paper	Date
1	North Warwickshire Borough Council	North Warwickshire Green Space Strategy	2008 to 2018
2	Director of Leisure and Community Development	North Warwickshire Green Space Strategy Progress Report	March 2019

North Warwickshire Borough Council / Warwickshire Wildlife Trust

Report – August 2019

Eddie Asbery

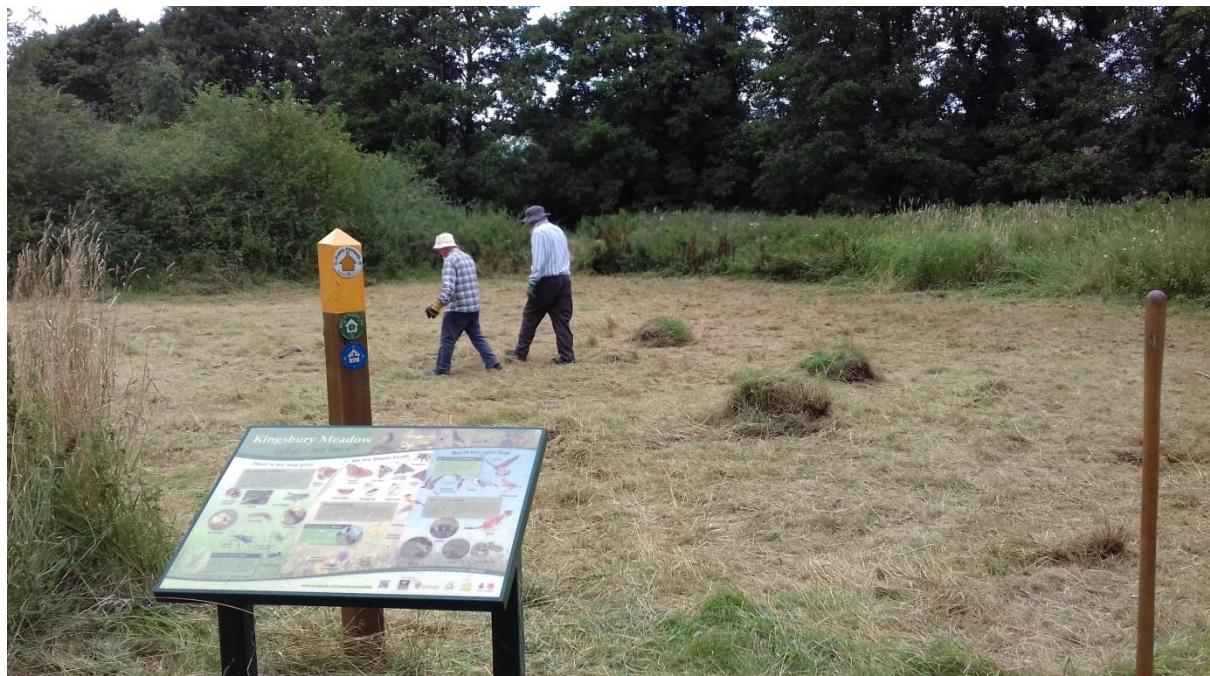
Site	Volunteer Hours 1 April 2019 to 15 August 2019
Abbey Green Park – <ul style="list-style-type: none"> Survey Force - wetland bankside and plantation woodland surveys. Grassland management – cutting and raking including work to improve access to the dipping platform. Himalayan Balsam pull and litter pick (session combined with the above). 	60 56
Cole End Park – <ul style="list-style-type: none"> Himalayan Balsam pull (3 sessions). Woodland condition survey. Path clearance / grassland condition survey. 	152 24 79
Kingsbury Meadow – <ul style="list-style-type: none"> Variegated yellow archangel pull. Footpath vegetation cut back and meadow cutting and raking. Grassland / tall ruderal herb management. 	17 45 35
Daffern's Wood – <ul style="list-style-type: none"> Variegated yellow archangel pull and litter pick. 	12
Total	480

Warwickshire Wildlife Trust has had a productive 4 months across the North Warwickshire LNR's in 2019. With 480 productive and committed volunteer hours, we have made good progress towards a further year of success. Many more hours of time have been committed by Reserves Officers and the Senior Conservation Specialist conducting site visits, work party planning and support, guidance and advice to NWBC staff.

Highlights in this period:

- The Tame Valley Wetlands Scheme undertaking a biological control trial (rust) onto Himalayan balsam at Cole End Park.
- Seeing a reduction in Himalayan Balsam at Cole End Park due to previous years' pulling efforts.
- Planning woody debris installation and wildflower plug planting at Kingsbury Meadow and Cole End Park.

Below: Kingsbury Meadow at the end of a hard day managing the grassland.



Agenda Item No 11

**Community and Environment
Board**

14 October 2019

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

LEADER Programme Update

1 Summary

- 1.1 This report updates Members on the progress made in respect of the delivery of the North Warwickshire and Hinckley and Bosworth LEADER programme (2015 to 2020)

Recommendation to the Board

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

2 Consultation

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

3 Introduction

- 3.1 LEADER is a community-led development programme that is jointly funded by the Department for Environment, Food and Rural Affairs (DEFRA) and the European Union. North Warwickshire, in conjunction with its partner area, Hinckley and Bosworth, has been awarded financial support of £1.4 million for the programme, which operates until 2020. The original budget to be available for disbursement to qualifying projects was £1,161,120. This subsequently increased to £1,276,796 and, since the last report to the Board in March, a further small increase has taken the project allocation to £1,277,599. These increases are a consequence of favourable changes in the exchange rate since the programme began.
- 3.2 The programme is managed by a Local Action Group (LAG), which is made up of representatives drawn from the private, voluntary and public sectors across the two Boroughs. The Borough Council is represented on the LAG by the Leader of the Council. The strategic direction for the programme is set by a Local Development Strategy (LDS), which has been agreed by the LAG and DEFRA.

- 3.3 North Warwickshire Borough Council acts as the Accountable Body for the local programme and it works in partnership with Hinckley and Bosworth Borough Council to oversee its delivery.

4 Progress

- 4.1 As the Board will be aware, the LEADER programme is divided into six priority areas:

- Farm Productivity
- Micro and Small Enterprises
- Rural Tourism
- Rural Services
- Culture and Heritage
- Forestry Productivity

- 4.2 To date, 47 projects have received funding approval from the Local Action Group, with a cumulative grant total of £1,264,632. Of those, 31 projects have been completed, with a combined actual spend of £595,745 (see Appendix A for details).

- 4.3 There is one further project in the pipeline, with a projected spend of £51,946. This project has been through the appraisal process and secured the support of the LAG. Currently, however, there is insufficient funding left in the programme (£12,967) to enable final approval for the project. To do so would lead to a programme over-commitment of £38,979. The project will be retained on a “reserve list”, in order that it can be brought forward should any projects in the programme stall or withdraw, prior to the revised commitment deadline of 30 September 2019. It is important to note that the applicant was aware of this risk throughout the process and took the decision to continue with the LEADER application in the full knowledge of the funding pressure and the probability that the project would have to be held in this reserve status.

- 4.4 A total of 43 projects withdrew their application during the process, with the majority (36) withdrawing at the outline application stage and before completion of the full processes. The principal reasons for project withdrawal related to the demands of the application process or an inability to secure match funding.

- 4.5 A total of 39 applications were rejected for a variety of reasons. A number of applicants were unable to satisfy the eligibility and completeness checks carried out on each application, whilst others had their proposals rejected, either by the Local Action Group or DEFRA, due to an inability to demonstrate a genuine need for LEADER funding or the lack of a demonstrable strategic fit with the programme’s six key priorities.

- 4.6 There were two project appeals received against decisions to reject applications. In both cases, the applications did not meet the stringent RPA

eligibility and completeness checks. The appeals have now been considered and both were dismissed.

- 4.7 The programme allocation sits £12,967 within the disbursement budget, which affords a limited contingency for variations over the remaining programme period before the final claim submissions from individual projects (December 2020).
- 4.8 The table below identifies the distribution of LEADER funding against the six priority areas. The greatest level of demand has been from Rural Tourism and Rural Services projects, and the lowest from Forestry schemes.

Priority Area	Total Grant Allocation (£)
Farming	166,307
Small and Micro	200,828
Rural Services	280,037
Rural Tourism	476,281
Forestry	58,882
Culture and Heritage	82,297
Total	1,264,632

- 4.9 The level of funding allocated between the two boroughs is identified in the table below.

Borough	Funding Allocation (£)
Hinckley and Bosworth	663,663
North Warwickshire	600,969
Total	1,264,632

5 Staffing

- 5.1 The Board will be aware that there have been a number of staff changes within the lifetime of the local programme and that recruitment to vacant posts has been challenging. Indeed, it has often been necessary to provide interim support for the programme through experienced Officers within the Community Development section, with additional assistance being provided by colleagues at Hinckley and Bosworth Borough Council. It is, therefore, pleasing to be able to report that recruitment to the position of LEADER Project Assistant has resulted in an appointment being made. The successful candidate commenced their duties in August. The LEADER team is now fully resourced to fulfil the programme's obligations through to its completion in March 2021.

6 Conclusion

- 6.1 LEADER funding is almost fully committed, with just £12,967 remaining as unallocated. The LEADER programme, therefore, continues to be successfully delivered in North Warwickshire and Hinckley and Bosworth. The programme has provided financial support to the rural economy, enabling the creation of 52 new jobs in the area, investment in the development of rural services benefitting local communities and investment in tourism and local heritage, thereby boosting visitor experiences and a growth in places to visit and stay across the two boroughs.
- 6.2 The review cycle of the LEADER programme is set to commence imminently, with the RPA currently piloting proposed processes and documentation for the associated monitoring requirements. It is anticipated that all Accountable Bodies will be notified of these processes in the next few months. This phase of the LEADER programme will involve a review of every project in order to ensure that the approved outputs have been, or are being, delivered in accordance with the funding agreements. This monitoring requirement continues beyond March 2021, which is the date by which grant funding and Running Costs and Animation claims must be made to the RPA. Each project has three years following completion to realise and evidence the outputs of their undertaking. This monitoring obligation, based on anticipated project completion dates, could continue through to March 2023.

7 Report Implications

7.1 Finance and Value for Money Implications

- 7.1.1 The funding implications of involvement in the LEADER programme are identified in the main body of the report and in Appendix A. The Authority is incurring indirect expenditure in its capacity as the Accountable Body for the programme, through providing management time and Officer support for related activity. Costs relating to the provision of financial management will be incorporated in the Running Costs and Animation (RCA) return, which will be claimed back throughout the lifetime of the programme. The deadline for the submission of the final RCA claim to DEFRA remains as 31 March 2021.

7.2 Safer Communities Implications

- 7.2.1 LEADER funding is being used to create jobs and grow the local economy, which should have a positive impact upon reducing levels of crime and anti-social behaviour.

7.3 Legal, Data Protection and Human Rights Implications

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

7.4 Environment, Sustainability and Health Implications

- 7.4.1 There are no direct environment and sustainability implications arising from the report. It should be noted, however, that the LEADER programme supports sustainable rural regeneration and encourages the design and delivery of economic projects that help to regenerate and support local communities. Each individual application for funding will be required to provide evidence of the environmental impact of the project and will be assessed against that evidence.
- 7.4.2 LEADER is helping to create a stronger sense of place and improve health through actions that support communities. Approved projects can additionally enhance the rural environment by providing new leisure and recreation opportunities. Improving employment opportunities should also have a positive impact on people's mental health and wellbeing.

7.5 Human Resources Implications

- 7.5.1 There are no human resource implications directly arising from this report, other than those referred to in paragraph 5.1 above.

7.6 Risk Management Implications

- 7.6.1 The risks associated with the LEADER programme have been, and will continue to be, managed and monitored through approved divisional Risk Management processes, most specifically in relation to the effective management of partnership work, the efficient delivery of externally supported projects that meet the priorities and expectations of funding partners and the appropriate administration of all forms of financial assistance. Implementation of relevant processes and procedures will ensure the delivery of a LEADER programme that meets the priorities identified in the Local Development Strategy and minimises any risks to the Authority in its capacity as the Accountable Body.
- 7.6.2 With regard to the Authority's role as the Accountable Body, the financial allocation to the LEADER programme is made in Euros, which is then converted into sterling on an annual basis. This will not entail an additional risk to the Accountable Body, as the Programme Delivery Plan is adjusted annually to take account of currency fluctuations. The amount in sterling will be allocated at the beginning of the final year of the programme and any fluctuations before the end of the programme will be covered by DEFRA.

7.7 Equalities Implications

- 7.7.1 The research and consultation work that was carried out in advance of the programme provided opportunities for the local community to influence the production of the Local Development Strategy. This consultation included groups and individuals defined by the protected characteristics under the Equality Act. Each funding applicant is asked to evidence the equalities impact of the proposed project and this evidence is reviewed within the

appraisal process. An Equalities Impact and Needs Assessment was included within the LEADER report considered by the Board in July 2015.

7.8 Links to Council's Priorities

7.8.1 The LEADER programme, and the projects that it supports, directly link to all six of the corporate priorities:

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

7.8.2 Additionally, projects funded by the LEADER programme will positively impact upon at least one of the priorities of the Sustainable Community Strategy, which are to:

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

The Contact Officer for this report is Gaynor Valente (719271).

Background Papers

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

Background Paper No	Author	Nature of Background Paper	Date
1	Assistant Director (Leisure and Community Development)	Report to Community and Environment Board (LEADER Programme Update)	October 2017
2	Assistant Director (Leisure and Community Development)	Report to Community and Environment Board (LEADER Programme Update)	March 2018
3	Assistant Director (Leisure and Community Development)	Report to Community and Environment Board (LEADER Programme Update)	October 2018
4	Director of Leisure and Community Development	Report to Community and Environment Board (LEADER Programme Update)	March 2019

Appendix A: LEADER Programme Update

<u>LEADER Funding Summary</u>	<u>30/08/2019</u>
RPA Grant Total	£1,161,120
Contracted Projects	£1,264,631
FAs in Progress	£51,945
EOIs in Progress	£0
Subtotal	£1,316,578
 Available Funds	 -£155,457

RPA Grant Total Updated	£1,277,598
5th July 2019	
Contracted Projects	£1,264,631
FAs Approved	£51,945
FA to decide	£0
Subtotal	£1,316,578
 Available Funds	 -£38,979

Applicant	Project	Priority	Area	Grant £	%	Jobs
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CONTRACT PROJECTION ASSUMING ALL EOI's & FULL APP's COMPLETE								
Priority	RPA Grant	Total Grant Allocated (Approved, FA & EoI)	Variance	RPA Required Contracts	NWHB Contracts	RPA Job requirem	NWHB Jobs	Jobs variance
Farming	£174,168	£166,306	£7,862	6	7	2.5	6.8	4.3
Small and Micro	£464,448	£200,828	£263,620	23	10	39	22	-17
Rural Services	£116,112	£331,983	-£215,871	5	11	3	4.8	1.8
Rural Tourism	£348,703	£476,281	-£127,579	7	14	7	13.14	6.14
Forestry	£58,056	£58,882	-£826	2	3	1	5.5	4.5
Cultural & Heritage	£116,112	£82,297	£33,815	4	3	2	0	-2
Total	£1,277,599	£1,316,578	-£38,979	47	48	54.5	52.2	-2.26

CONTRACTS APPROVED								
Priority	RPA Grant	Approved Grant	NWHB Approved Projects	RPA Projects	RPA Grant	RPA Jobs	Actual Jobs	Available funds
Farming	£174,168	£166,306	7	6	£174,168	2.5	6.8	£7,862
Small and Micro	£464,448	£200,828	10	23	£464,448	39	22	£263,620
Rural Services	£116,112	£280,037	10	5	£116,112	3	4.5	-£163,925
Rural Tourism	£348,703	£476,281	14	7	£232,224	7	13.14	-£127,579
Forestry	£58,056	£58,882	3	2	£58,056	1	5.5	-£826
Cultural & Heritage	£116,112	£82,297	3	4	£116,112	2	0	£33,815
Total	£1,277,599	£1,264,632	47	47	£1,161,120	54.5	52	£12,967

FULL APPLICATIONS IN PROGRESS						
Priority		Requested Grant				Expected Jobs
Farming		£0				0
Small and Micro		£0				0
Rural Services		£51,946				0.3
Rural Tourism		£0				0
Forestry		£0				0
Cultural & Heritage		£0				0
Total		£51,946				0.3

Applicant	Project	Priority	Area	Grant £	%	Jobs
TN & AM Scarratt	Grain processing	Farming	HB	£19,251.00	24	0
CLOG's (RawnPure)	Irrigation for organic veg and fruit	Farming	HB	£5,743.65	40	0.5
TJA Thirlby and Partners	Rotary Goat Parlour	Farming	NW	£46,920.00	40	3
H Lowe and Sons	Long Life Spuds (refrigeration)	Farming	NW	£28,430.64	40	1.8
C W Antrobus	No Till Seed Drill	Farming	NW	£31,603.60	40	0.5
Manor Hill Farmers	No Till Soil Improvement Project	Farming	HB	£31,200.00	40	0.5
Catlane Friesians Ltd	Improvements to out of parlour feeding system/tractor guidance system	Farming	HB	£3,157.60	40	0.5
7		Farming Total		£166,306.49		6.8
C J Springthorpe	Project Kindling (new machine)	Forestry	HB	£3,390.00	40	0.5
Cadeby Tree Sales Ltd	Christmas Tree Automatic Netting and Palletiser Machine with Elevator	Forestry	HB	£19,003.68	40	3
Milner Forestry	bespoke shed for processing and storage of wood chip	Forestry	HB	£36,488.00	40	2
3		Forestry Total		£58,881.68		5.5
St Mary's Church	Refurbish Youth HQ	Rural Services	NW	£14,079.92	100	0.5
Markfield Parish Council	Refurbish community centre	Rural Services	HB	£6,177.72	75	0
Sport in Desford	Construction of floodlit double sports court for tennis, netball, futsal	Rural Services	HB	£50,000.00	16.59	1
Shustoke Village Hall Committee Ltd	Improve building for providing meals	Rural Services	NW	£24,105.50	100	1
Market Bosworth Community Library	Audio Visual Equipment to enable film showing	Rural Services	HB	£5,525.65	80	0

Applicant	Project	Priority	Area	Grant £	%	Jobs
Ruby's Yard	The Big Build	Rural Services	NW	£49,700.00	80	1
Market Bosworth Memorial Gardens	Memorial Garden with band stand	Rural Services	HB	£11,462.00	100	0
Twycross Zoo	Installing a Changing Places Toilet	Rural Services	HB	£30,398.00	40	0
Shuttington Parish Council	Alvecote Play Area	Rural Services	NW	£38,133.00	100	0
Warton & Nethersole Nursery		Rural Services Total	NW	£50,455.60	80	1
10		Rural Services Total	Total	£280,037.39		4.5
Whitmore's Ltd	Post Office development	Small & Micro	NW	£5,334.00	40	2.8
Prezzybox.com Ltd	Visual Studio	Small & Micro	NW	£20,082.44	40	2
Bosworth Marina Ltd	Marina café	Small & Micro	HB	£16,680.00	40	4.7
Lauren Marie Photography	Photography studio start-up	Small & Micro	NW	£4,303.40	40	1
W H Gayton & Sons Ltd	Bakery extension	Small & Micro	NW	£24,996.70	24. 1	2
Carlton Stud Ltd	Stud farm building	Small & Micro	HB	£24,999.95		2.0
Spotty Dog Communications Ltd	Media Production Expansion	Small & Micro	HB	£3,100.90	40	0.5
Super Duper Goods Ltd -	New Printer Project	Small and Micro	HB	34,960	38	3
KJN Automation -	New Nike Machining Centre	Small & Micro	HB	£24,400.00	40	3
BH & BC Neep	Forest View Farm Caravan Storage	Small and Micro	HB	£41,970.26	40	1
10		Small and Micro Total		£200,827.65		22
North Warwickshire BC	Re-invigorating cycle routes	Tourism	NW	£34,902.58	100	0
Market Bosworth Community Enterprises	Web-site and event system for promoting town.	Tourism	HB	£3,542.40	80	0

Applicant	Project	Priority	Area	Grant £	%	Jobs
White Hill Farm and B&B	New accommodation through stable conversion	Tourism	HB	£23,040.00	40	0.75
Northern Warwickshire Tourism -	Explore Northern Warwickshire!	Tourism	NW	£ 10,658.00	100	0
Polesworth Parish Council	Polesworth Tourism Project	Tourism	NW	£8,577.05	80	0
Vale Farm Bed and Breakfast -	Bed & Breakfast at Vale Farm	Tourism	HB	£48,546.00	31	0.5
Whitacre Hall	Tea Rooms and Educational Walks	Tourism	NW	£49,956.00	36. 2	1.5
Gopsall Hall Farm	Camping and accommodation	Tourism	HB	£34,999.14	40	1
Brockhall Farms	Conversion of redundant barn to self catered accommodation	Rural Tourism	NW	£28,817.00	40	0.5
Squirrel at Wellsborough	Improvement/conversion of existing stable for rural business use	Tourism	HB	£25,920.00	40	0.79
Mallory Meadows	Mallory Meadows Phase 2 "The Paddock"	Rural Tourism	HB	£50,513.76		0.6
WDP Paintball LTD	Laser Tag and Café	Rural Tourism	NW	7,236.80	40. 0	2
Gate hangs Well	Extension to The Gate Hangs Well Public House with larger premises to include coffee shop, local produce shop, in-house beer bottling and restaurant.	Rural Tourism	HB	£74,993.60	40	5.5
NWBC	Atherstone Hatters' Celebration Garden	Rural Services	NW	£74,578.96	100 %	0
14		Tourism Total		£ 476,281.29		13.14
Atherstone CIVIC Society	Roman Mancetter & Boudica Project	Heritage	NW	£35,826.93	100 .0	0
Hinckley and Bosworth Borough Council	Consultancy fees	Heritage	HB	£34,200.00	89. 53	0

Applicant	Project	Priority	Area	Grant £	%	Jobs
The Friends of Atherstone Heritage	Upgrade the Atherstone Heritage Centre	Heritage	NW	£12,270.52	100	0
3		Heritage Total		£82,297.45		0
47		Total of Approved Projects		£1,264,631.95		51.94

Agenda Item No 12

Community and Environment Board

14 October 2019

Report of the Director of Leisure and Community Development

Destination Management Plan Update

1 Summary

- 1.1 This report updates Members on the work being undertaken in partnership with Hinckley and Bosworth Borough Council to deliver the Destination Management Plan for the combined area.

Recommendation to the Board

That the Board acknowledges the activity being undertaken in respect of the delivery of the Destination Management Plan for North Warwickshire and Hinckley and Bosworth.

2 Consultation

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

3 Background

- 3.1 Rural Tourism is one of the six priority themes of the local LEADER programme. During the development phase of the North Warwickshire and Hinckley and Bosworth LEADER programme (2015 to 2020), it became apparent that there was a distinct lack of information available concerning the state of the tourism sector across the two boroughs. Members of the LEADER Local Action Group (LAG) did not feel in a position to make decisions on the funding of potential tourism projects based on the limited data and information available. It highlighted a need for more and specific evidence concerning the local tourism market in advance of any call for tourism-related funding applications.

- 3.2 In 2016, the Borough Council, on behalf of a range of partners, including Hinckley and Bosworth Borough Council, Warwickshire County Council and Leicestershire County Council, secured funding of £45,393 from the European Agricultural Fund for Rural Development (EAFRD). The funding enabled the production of a Destination Management Plan (DMP) for the combined area of North Warwickshire and Hinckley and Bosworth, and the delivery of the associated Action Plan by a tourism consultant, Roundberry Projects, for a period of one year.

- 3.3 The overall aim of the DMP is to set the strategic direction for a range of stakeholders with an interest in tourism. The Plan is set against a robust set of statistics and an extensive programme of research and consultation, and seeks to:
- Reduce duplication of effort, increase co-ordination and make better use of valuable resources
 - Improve the overall appeal, quality and marketability of the tourism product in a sustainable manner
 - Identify, and seek to address, gaps in provision
 - Increase the number of visitors and levels of visitor spend
 - Inform investment decisions and direct future interventions
 - Stimulate growth
 - Deliver a range of priority actions, in a co-ordinated and strategic manner
- 3.4 A draft of the five-year Destination Management Plan, a copy of which is attached at Appendix A, was presented to the LEADER Sub Group at the end of August 2017 and was officially endorsed at its meeting held in September 2017.
- ...
3.5 The tourism consultant from Roundberry Projects commenced work in May 2017 and was initially responsible for finalising the Plan and delivering the launch event. For the remainder of the one year contract, efforts were concentrated on delivering those key activities identified within the Plan as needing an early intervention. These activities were:
- Bosworth Tourism Partnership
 - Strengthening Northern Warwickshire Tourism
 - Tourism Marketing Workshops
 - Heritage and Culture
- 3.6 The DMP had determined that heritage and culture were key strengths for both North Warwickshire and Hinckley and Bosworth, but also that they were under-resourced areas of activity that were predominantly led by local volunteers. Upon completion of the initial year of focused activity, therefore, the sub-group responsible for managing the Plan identified a need to employ a dedicated person to lead on the development and implementation of related heritage work. To this end, LEADER funding of just over £34,000 was sought and secured to deliver the heritage elements of the Plan for a period of twelve months. The three days a week contract, which is being managed by Hinckley and Bosworth Borough Council, was awarded to Roundberry Projects and runs through to the end of 2019.

4 Delivery of the Action Plan

- 4.1 Whilst the Destination Management Plan, and its associated Action Plan, cover the combined area (including Hinckley and Bosworth), this report mainly

focuses on the work that has been undertaken in, or benefited, North Warwickshire, which is as follows:

- a. During the first year of delivery (funded through EAFRD), the Consultant worked as the Project Officer and focused on the four priority areas (as indicated above). Key achievements during that time included:
 - Organisation of a successful tourism conference and DMP launch event held at Twycross Zoo
 - Establishment of the Bosworth Tourism Group
 - Successfully applying for LEADER funding to improve the marketing of Northern Warwickshire Tourism (the private sector membership organisation)
 - Delivery of three training courses for tourism businesses relating to social media, photography for digital marketing and GDPR
 - Development of a number of events and activities taking place during “English Tourism Week”, such as the Town Walk held on 17 March, which was hosted by the Friends of Atherstone Heritage, and two tours and a medieval banquet organised by Legions to Legends.
 - Establishment of the Hinckley and Bosworth Heritage Forum
- b. From November 2018, the Consultant (funded through the LEADER programme) worked as the Heritage Officer and focused on delivering Heritage and Culture activity (Programme 3). A considerable amount of work has been undertaken since then in developing links with a variety of heritage operators and engaging with, and supporting, local stakeholders, including the North Warwickshire Heritage Forum, Middleton Hall and Atherstone Heritage. A number of projects identified under Programme 3 (some of which overlap with Programme 1: Attraction Development, and Programme 4: Events and Festivals) have been progressed in partnership with these groups:
 - i. The Roman Mancetter and Boudica Group (a sub-group of Atherstone Civic Society), was established in November 2018 to progress a Roman Mancetter display in partnership with St Peter’s Church. Following the production of a Project Plan, the consultant completed a LEADER application, on behalf of the partnership, and successfully secured £35,827, in addition to two further grants provided by North Warwickshire Borough Council and Warwickshire County Council. The funding will be used to produce a Roman Mancetter exhibition to be located in St Peter’s Church in Mancetter. It is anticipated that the exhibition, which will be staffed by local volunteers, will be launched in October 2019
 - ii. An audit of existing heritage trails has been undertaken to inform the production of a Marketing and Distribution Plan. The potential to develop a trail covering the two boroughs is currently being explored

iii. The North Warwickshire Heritage Attractions Group has been established to undertake joint marketing of the area's numerous related attractions. The group includes Middleton Hall (lead partner), Polesworth Abbey, Roman Mancetter and Boudica Group, Astley Church (including the George Eliot Fellowship), Henry Tudor's Road to Bosworth Group, Atherstone Heritage Centre, Coleshill's CASPER tours, Northern Warwickshire Tourism and, hopefully, the Tame Valley Wetlands project. The group is focussed on drawing in group visits to heritage assets that are set up for hosting tours, and future projects could cover the production / distribution of a joint leaflet and a stand at travel trade show

4.2 A number of other projects have been progressed in North Warwickshire, independently of the work carried out by the Consultant. These include:

- Three private sector organisations have secured LEADER grants to either develop or expand their businesses. Two of these organisations are tourism attractions (Programme 1: Attraction Development) and one is an accommodation establishment (Programme 2: Accommodation Development)
- Two projects under Programme 3 (Heritage and Culture), namely the "Development of the Relocated Atherstone Heritage Centre" and the "Reinvigoration of the Polesworth Poets Trail" were supported by the Community Development section and received external funding through the LEADER programme
- The "Northern Warwickshire Cycleway" (Programme 6: Walking and Cycling) has been successfully developed, using LEADER funding, and the project infrastructure, including cycle racks and signage, has been installed. The supporting marketing material, including the website and leaflets, has also been produced
- Supporting Northern Warwickshire Tourism (Programme 8: Strengthening Northern Warwickshire Tourism) has focused on recruiting new members and raising the profile and awareness of the area. A dedicated staff resource is being financed for one year by Warwickshire County Council to support the management, administration and delivery of the volunteer-led visitor destination organisation. Officers from Community Development have supported the recruitment process

- Supporting the Atherstone and Polesworth Partnerships to raise the profile of the market towns (Programme 8: Strengthening Northern Warwickshire Tourism and Programme 4: Events and Festivals). Both Partnerships have produced promotional maps of their town and are in the process of developing separate tourism destination websites to be launched by January 2020. Atherstone Partnership has also established regular Sunday Markets in the town, in addition to its Christmas Market, and is currently developing a “pop-up park” event, which will take place in 2020.

5 Future Delivery

- 5.1 The Borough Council’s Heritage Grant Scheme has financially supported a range of heritage projects, including a number of those listed within the DMP. These projects include the Roman Mancetter display, a project which focuses on Mancetter and Boudicca’s last battle and interpretation that details Henry Tudor’s Road to Bosworth. The second round of the grant scheme launched on 2 September and will continue to support projects that will benefit the heritage of North Warwickshire.
- 5.2 The DMP has been a valuable tool in informing the development of a county-wide Accommodation Study, commissioned by Warwickshire County Council. The study aims to understand the current visitor accommodation stock and to identify likely accommodation demand and trends, taking into consideration opportunities for the county generated by the Coventry City of Culture in 2021 and the Birmingham Commonwealth Games in 2022. The final Study report and associated recommendations are expected during October 2019.
- 5.3 In the meantime, the Borough Council and the LEADER funded Heritage Officer continue to engage with key tourism, heritage and cultural organisations to provide business, funding and tourism support as required.

6 Report Implications

6.1 Finance and Value for Money Implications

- 6.1.1 There are no financial implications for the Borough Council arising directly from this report.
- 6.1.2 Where money is required to deliver a specific project within the Destination Management Plan, Officers will help either to secure external grant funding or encourage financial contributions from relevant partners.

6.2 Safer Communities Implications

- 6.2.1 It is anticipated that the promotion of North Warwickshire as a tourism destination will help to increase the number of visitors to the area and will, in turn, help to grow the local economy. Related activity, therefore, should have a positive impact upon reducing levels of crime and anti-social behaviour.

6.3 Legal, Data Protection and Human Rights Implications

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

6.4 Environment, Sustainability and Health Implications

6.4.1 Whilst it is hoped that the activities identified within the Plan will help to boost the number of visitors to the area, it is considered that this growth will be relatively small-scale and will not create a negative benefit to the environment.

6.4.2 It is envisaged that any work undertaken with attraction operators and accommodation providers, including the provision of grants, will help to support their long-term viability and will open up opportunities for local residents to participate in activities that will benefit their physical and mental health.

6.5 Human Resources Implications

6.5.1 Officers from the Community Development section are working alongside the Regeneration team at Hinckley and Bosworth Borough Council to lead the development of the Destination Management Plan and to work in support of partners as projects arise. Hinckley and Bosworth Borough Council is managing the contract with Roundberry Projects (until December 2019), in respect of which North Warwickshire Borough Council is receiving monthly progress reports.

6.6 Risk Management Implications

6.6.1 There are no direct risks to the Authority consequent upon the delivery of the Destination Management Plan. Projects that have received LEADER funding have all undergone individual risk assessments as part of the application process and are monitored as part of the associated claims procedure.

6.7 Equalities Implications

6.7.1 Development of the Destination Management Plan is intended to appeal to a range of different audiences and no group or individual defined by the protected characteristics under the Equality Act will be excluded or prevented from taking part in related activities or attending facilities.

6.8 Links to Council's Priorities

6.8.1 The development of the Destination Management Plan has direct links to the following corporate priorities:

- Responsible Financial and Resource Management
- Creating Safer Communities
- Protecting our Countryside and Heritage

- Improving Leisure and Wellbeing Opportunities
- Promoting Sustainable and Vibrant Communities
- Supporting Employment and Business

6.8.2 Additionally, delivery of the Plan will positively impact upon at least one of the priorities of the Sustainable Community Strategy, which are to:

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

The Contact Officers for this report are Rachel Stephens (719301) and Clare Haines (719418).

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	ACK Tourism	Destination Management Plan 2017 to 2022	September 2017
2	ACK Tourism	Destination Management Plan 2017 to 2022 (Appendices)	May 2017

North Warwickshire and Hinckley & Bosworth Destination Management Plan 2017-2022



prepared for

North Warwickshire Borough Council
Hinckley & Bosworth Borough Council

September 2017



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Contents

1.	Introduction	1
1.1	The Purpose of the Destination Management Plan	1
1.2	The Basis of the DMP	1
2.	Context & Background	2
2.1	The Economic Importance of Tourism to the Two Boroughs	2
2.2	Organisational Structures, Policies, Strategies and Major Projects.....	4
3.	National Tourism Market Trends and Forecasts	6
4.	Visitor Product, Demand and Markets.....	6
4.1	Places	6
4.2	Attractions	8
4.3	Accommodation	10
4.4	Conference, Corporate Activity and Wedding Venues.....	15
4.5	Events and Festivals	16
5.	Visitor Information and Destination Marketing Review.....	17
6.	Other Issues.....	18
6.1.	Staff Recruitment.....	18
6.2.	Tourism Business Networking	18
6.3.	Wider Partnership Working	18
7.	SWOT Analysis.....	19
8.	Future Potential, Opportunities and Priorities	20
8.1.	The Potential for Tourism Growth	20
8.2	Priorities for Achieving Tourism Growth	21
8.3.	Hotel and Visitor Accommodation Development Opportunities	23
8.4.	The Potential Scale of Tourism Growth	24
9.	Destination Management Plan 2017-2022	25
9.1.	Purpose	25
9.2.	Action Programmes.....	26
9.3.	Delivery	39

Appendices (in separate document)

1. Individuals, Organisations & Businesses Consulted
2. Tourism Economic Impact Figures 2015
3. Organisational Structures, Policies, Strategies, Plans & Projects Review
4. National Tourism Market Trends & Forecasts
5. Survey of Small Accommodation Businesses
6. Visitor Market Analysis
7. Conference Venue Supply
8. Destination Marketing Review
9. Rural Tourist Accommodation Development Trends in the UK
10. Public Sector Funding of Hotel Projects

1. Introduction

1.1 The Purpose of the Destination Management Plan

The North Warwickshire and Hinckley & Bosworth Destination Management Plan (DMP) seeks to provide a framework to guide the future development and growth of tourism across the two boroughs of North Warwickshire and Hinckley & Bosworth over the next 5 years (2017-2022).

The purpose of the DMP is to:

- Set the strategic direction for a range of stakeholders involved in destination management, marketing and development across the two local authority areas;
- Provide a robust base of evidence on which to base future decisions;
- Reduce duplication and make better use of available funding and staff resources;
- Inform private sector investment decisions in terms of the expansion and development of existing tourism businesses and the establishment of new ones to capitalise on market growth opportunities and plug gaps in current provision;
- Inform public sector interventions to support tourism growth;
- Create an effective delivery structure that will harness and maintain stakeholder commitment;
- Guide the assessment of tourism applications that come forward for funding under the 'England's Rural Heart' LEADER Programme that covers the two council areas.

1.2 The Basis of the DMP

The DMP is based on a comprehensive programme of research and consultations conducted by consultants ACK Tourism between January and April 2017, including:

- An audit of the current visitor product of the two boroughs, how it has been changing, and how it is set to change in the future in terms of pipeline attraction, accommodation and other tourism product development proposals;
- Reviews of all relevant strategy and policy documents and available research;
- An assessment of potential sources of funding for tourism projects;
- An assessment of current destination marketing materials and activity covering the two boroughs;
- A review of relevant national tourism market trends and forecasts;
- Consultations with all relevant public sector stakeholders and partner organisations;
- A telephone survey of small accommodation businesses in the two boroughs;
- In depth discussions with the managers of key visitor attractions, hotels, other large accommodation businesses and event organisers;
- The preparation of estimates of the economic impact of tourism in the two boroughs, using the Cambridge Model.
- A number of brainstorming workshops with stakeholders and tourism businesses.

A full list of individuals, organisations and businesses consulted as part of the process of producing the DMP is given at Appendix 1.

2. Context & Background

2.1 The Economic Importance of Tourism to the Two Boroughs

The Research Solution was commissioned by ACK Tourism to produce estimates of the economic contribution of tourism in North Warwickshire and Hinckley & Bosworth, using the Cambridge Model¹. The detailed outputs from the model for the two boroughs are provided at Appendix 1. They show that tourism makes a significant contribution to the economies of North Warwickshire and Hinckley & Bosworth and supports considerable employment in the two boroughs.

In 2015, almost 4 million people visited the two boroughs and spent just under £200m in the local economy. An estimated 3.5 million people came to North Warwickshire and Hinckley & Bosworth for the day - around 89% of all visitors. The two boroughs played host to just over 430,000 domestic and overseas staying visitors, who spent nearly 1.3 million nights and over £90m in North Warwickshire and Hinckley & Bosworth in 2015. While staying visitors are less significant in volume terms, in value terms they spent almost as much as day visitors.

Hinckley & Bosworth and North Warwickshire Tourism Volume and Value 2015			
	Hinckley & Bosworth	North Warwickshire	Total
Visits ('000s)			
Staying	234	197	431
Day	2273	1266	3539
Total	2507	1463	3970
Visitor days ('000s)			
Staying	735	529	1264
Day	2272	1266	3538
Total	3007	1795	4802
Spend (£m)			
Staying	50.5	40.6	91.1
Day	66.9	41.7	108.6
Total	117.4	82.3	199.7

Source: Economic Impact of Tourism – North Warwickshire 2015

Economic Impact of Tourism – Hinckley & Bosworth

The Research Solution

If other spending and indirect and induced business turnover are added to the direct visitor spend estimates, the total value of tourism to the economies of North Warwickshire and Hinckley & Bosworth was just over £267m in 2015. In terms of employment, tourism supported just over 5,300 actual jobs in the two boroughs in 2015, and almost 4,000 FTE jobs.

¹ The Cambridge Model is an alternative tourism economic impact model to the STEAM model. It uses a different methodology to STEAM. The results from the two models are thus not directly comparable.

Hinckley & Bosworth and North Warwickshire Tourism Economic Impact 2015			
	Hinckley & Bosworth	North Warwickshire	Total
Direct Expenditure			
Visitor expenditure	£117.4m	£82.3m	£199.7m
Other spend (Second homes / spend by host friends/relatives)	£15.6m	£9.3m	£24.9m
Total	£133.0m	£91.6m	£224.6m
Tourism business turnover			
Direct Turnover derived from trip expenditure ¹	£124.8m	£86.7m	£211.5m
Indirect and induced turnover ²	£38.3m	£17.3m	£55.6m
Total Local Business turnover	£163.1m	£104.0m	£267.1m
Employment			
FTEs - direct ³	1731	1210	2941
FTEs – total ⁴	2441	1498	3939
Actual jobs – direct ⁵	2465	1739	4204
Actual jobs – total ⁴	3274	2067	5341

Source: Economic Impact of Tourism – North Warwickshire 2015

Economic Impact of Tourism – Hinckley & Bosworth

The Research Solution

Notes:

1. Business turnover broadly reflects direct expenditure but the model assumes that some expenditure relating to travel is accrued at origin of the trip (rather than destination) – hence the slightly lower figure
2. Spend by tourism businesses on the purchase of supplies and services locally (indirect turnover), and spending by employees of tourism businesses (induced turnover).
3. Full time job equivalents (FTEs) supported directly by tourism businesses
4. FTEs / Actual jobs supported by direct, indirect, and induced business turnover.

Actual jobs include part time and seasonal workers

2.2 Organisational Structures, Policies, Strategies and Major Projects

Appendix 2 sets out a review of the current organisational structures, policies, strategies, plans and major projects that are of relevance to the Destination Management Plan (DMP) and the future opportunities and priorities for tourism growth in North Warwickshire and Hinckley & Bosworth. Key points from this review are as follows:

- Key drivers of future growth in tourism in the two boroughs will be:
 - The regeneration of Hinckley Town Centre – The Crescent development and new leisure centre are attracting significantly more people from the surrounding towns, villages and rural areas to come into Hinckley for shopping, meals out, evening entertainment and leisure activities.
 - The plans for the expansion and development of Twycross Zoo will double the number of visitors to the zoo and provide opportunities to attract families to stay in the area for short breaks.
 - The development of MIRA Technology Park is set to provide a significant boost to business demand for hotel accommodation, and could provide a boost to residential conference business for the larger hotels in the area.
 - Population growth will result in growth in day visitor, visiting friends and relatives and wedding and family occasion demand.
- The Borough Councils, County Councils and LEPs all recognise the importance of tourism to the local economy, but have very limited budgets and staff resources to dedicate to capitalising on the opportunities to accelerate tourism growth. The focus currently is on the development and delivery of the Destination Management Plan and the implementation of the England's Rural Heart LEADER Programme and EAFRD programmes in the two LEP areas. Resources to implement the DMP are very limited (a consultant working 2 days a week for a year, with a minimal budget), and longer-term funding and staff resource has as yet not been identified or secured.
- The approaches to destination marketing and tourism co-ordination are different in each borough, but weakly resourced in both. Hinckley & Bosworth Borough Council produces a biannual printed visitor guide and has a service level agreement in place with Leicestershire Promotions for an enhanced Hinckley & Bosworth presence on the Go Leicestershire website. North Warwickshire Borough Council does not undertake or fund any destination marketing activity. This is left to Northern Warwickshire Tourism. In destination marketing terms, Hinckley & Bosworth is positioned as part of Leicestershire, while North Warwickshire is positioned alongside Nuneaton & Bedworth as part of Northern Warwickshire.
- North Warwickshire Borough Council tourism-related interventions have historically been project-driven, as funding has been secured. Many projects have not been sustained once the funding has come to an end.
- The two Borough Councils are working in a Cross Border Partnership with Nuneaton & Bedworth Borough Council in relation to economic development, focused particularly on the MIRA Technology Park.

- The policy focus of the two County Councils is largely on supporting market town regeneration and the development of the rural economy. Leicestershire County Council's role and resources for tourism are currently under review. Leicestershire Promotions will continue as a commercially funded destination marketing organisation.
- There are a number of energetic volunteer-run tourism business, retailer and heritage groups in the two boroughs (Northern Warwickshire Tourism, Love Coleshill, Atherstone Town Partnership, Polesworth Tourism Subgroup, NW Heritage Forum, Market Bosworth Tourism Subgroup, Hinckley & District Past and Present, Hinckley Past & Present, and Friends of Atherstone Heritage), most of which have limited manpower capacity to develop their activities, and are looking for some sort of dedicated staff resource to help them move forward and attract more members. The main exception is Hinckley BID, which is well supported, funded and resourced through the BID levy, and doing a good job in terms of promoting Hinckley as a place to come for shopping, eating out, leisure, and evening entertainment, and organising a good year-round programme of events.
- While there are a number of tourism strategies, action plans and studies in place (Hinckley & Bosworth Tourism Blueprint; Polesworth and Atherstone Visitor Audits and Action Plans; Tourism Development in Coleshill study; Two Battles, One Place Feasibility Study), budgets and staff resources to implement them have been limited and only slow or no progress has been made on taking them forward and acting on recommendations. The exception is the Bosworth 1485 Legacy project, which is moving forward through Arts Council funding.

This analysis suggests the following requirements going forward:

- A need for increased and sustained budgets and dedicated staff resource to implement the DMP;
- A need for a dedicated staff resource to help build the capacity of the various volunteer run tourism business, retailer and heritage groups;
- A focus on acting on the recommendations of the tourism studies and plans that have been completed;
- A focus on sustainable activity, rather than projects that can be funded in the short-term but not sustained on an ongoing basis;
- Scope to look at broadening the Cross Border Partnership to put in place a shared staff resource to support tourism growth in each of the partner boroughs.

3. National Tourism Market Trends and Forecasts

Appendix 3 provides a detailed analysis of current tourism market trends and forecasts in the UK. The key implications of these trends for North Warwickshire and Hinckley & Bosworth are as follows:

- Key growth markets for the two boroughs are likely to be the VFR market, visits to attractions and short breaks.
- The changes in the ways that people are researching, planning and booking short breaks and days out point to a different role for destination guides and websites in the future, with a greater emphasis on in-destination visitor information and orientation to encourage exploration.

4. Visitor Product, Demand and Markets

The following sections provide an assessment of the current visitor product of North Warwickshire and Hinckley & Bosworth in terms of the places; attractions; accommodation provision; conference, corporate activity and wedding venues; and events and festivals that make up the visitor offer of the two boroughs, and the levels of demand and markets for them. Appendix 6 provides an analysis of the visitor markets for the two boroughs.

4.1 Places

Hinckley & Bosworth

Bosworth (the rural part of Hinckley & Bosworth Borough) has a strong visitor product that offers plenty of opportunities for a day out and to attract people for weekend breaks. People are likely to have heard of, and have positive associations with Bosworth, even if they do not necessarily know where it is and what it has to offer as a place to visit. Market Bosworth is an attractive town with a good range of gift shops, boutiques, cafes, pubs and restaurants, heritage buildings, and markets. The floral displays in the summer are a key draw. Bosworth Battlefield Heritage Centre and Country Park is a key attraction, with the Richard III story attracting national and international interest. Twycross Zoo is a major attraction that acts as a full day out in itself. The area also has a good range of smaller visitor attractions - the Battlefield Line, Bosworth Country Park, Bosworth Water Park, Whitemoors Antiques Centre, Woodlands Garden Centre, Station Glass, Oak Farm Park, and Tropical Birdland. The Bosworth countryside is attractive and offers excellent opportunities for walking and cycling. The Ashby Canal is a key feature of the landscape, with visitor facilities focused at Sutton Cheney Wharf, Stoke Golding and Bosworth Marina, where there are significant leisure moorings for canal boats. There are a number of other attractive villages (Dadlington, Sutton Cheney and Stoke Golding), with village pubs and churches. The Bosworth area has a base of visitor accommodation and a programme of events and festivals. All of these elements combine to make Bosworth a compelling place to visit for the day or a short break.

Hinckley attracts people from surrounding towns, villages and rural areas for shopping, eating out, evening entertainment and leisure. The numbers of people coming into the town for these purposes have increased substantially since the opening of The Crescent and the new Hinckley Leisure Centre in 2016. Hinckley BID is doing a good job at promoting the town and puts on a year-round programme of events to attract people. Hinckley & District Museum attracts people that are interested in their local history. Hinckley Marina offers significant leisure moorings and attracts canal boaters stopping off for grocery shopping, and perhaps venturing into Hinckley for a meal or evening out. The soon to be opened Triumph Motorcycles Visitor Centre on the edge of town will draw visitors from further afield including international visitors.

North Warwickshire

Atherstone offers opportunities for shopping, eating out, local heritage interest and events, which primarily draw local people to the town. Canal boaters on the Coventry Canal moor up at Atherstone to stock up on provisions and perhaps for a meal out. The town has the potential to be a stronger visitor destination, given the attractive historic fabric and 'feel' of the town, but is currently lacking in terms of its retail and catering offer, and things to do and see in the town. The masterplan currently being prepared for Atherstone Town Centre will seek to address these issues, and could transform the town as a place to visit. The Atherstone Visitor Audit produced in 2016 identifies a number requirements for improving the interpretation of Atherstone's heritage and more proactive promotion of the town's retail offer and events. St Mary's Church is now talking about opening more frequently for visitors and installing some heritage displays, and Atherstone Heritage Centre is in the process of relocating to a retail unit on Long Street. A partnership of retailers and event organisers has been established to improve the promotion of the town.

Polesworth Abbey is the main visitor draw in **Polesworth**. It attracts mainly local visitors, together with some special interest visitors. Polesworth Poets Trail is of visitor interest but requires revitalisation and better promotion. Pooley Country Park is another visitor draw, primarily attracting local people for recreational activities. Passing canal boaters moor up at Polesworth to come into the village. The Polesworth Visitor Audit produced in 2016 identified a series of actions for improving the interpretation and promotion of the village. A Tourism Subgroup has been established to progress these actions, focusing initially on interpretation, signage, and car parking, alongside reinvigorating the Poets Trail, possibly through a LEADER funding application. Polesworth Abbey is looking at ways of attracting canal boaters and towpath walkers to visit the Abbey.

Coleshill attracts local people to come into the town for shopping, meals out, markets, events and local heritage interest. Love Coleshill is a consortium of local traders that promotes the town. A tourism study for Coleshill completed in 2013 recommended a series of actions in terms of improved promotion of the town, building the membership and capacity of Love Coleshill, and the development of events in the town, which have not so far been progressed.

Rural North Warwickshire offers attractive countryside for walking and cycling; a number of country parks and small attractions; a good choice of village pubs; historic churches; and various sites providing opportunities for outdoor activities such as golf and fishing. The Coventry Canal is a key landscape feature, offering opportunities for canal boating, angling, canoeing and towpath walking and cycling. Hartshill Wharf has the potential to become a focal point of visitor interest and activity on the canal. The Canal & River Trust is interested in looking at the potential to develop the site. Mancetter is a potential visitor focus, given its Roman history and reputed location of Boudica's last battle. The Two Battles, Once Place feasibility study completed in 2016 suggested a number of options for interpreting these stories at Mancetter. A Roman heritage exhibition in St Peter's Church looks the most likely of these to proceed at present. Merevale Abbey is another potential focus of visitor interest, given its role as the place where Henry Tudor and his army camped on the night before the Battle of Bosworth. The Two Battles, One Place feasibility study also suggested a number of options for interpreting this story at Merevale. The lack of interest from Merevale Estate remains a barrier to progress here however.

4.2 Attractions

Twycross Zoo stands out as the most significant visitor attraction in the two boroughs. It attracts over 500,000 visitors per year. A 20-year investment strategy for the zoo was unveiled in 2015, which aims to increase visitor numbers to a million. Family day visitors from the local area and surrounding region are the zoo's core market. The zoo is a full day out: its visitors are unlikely to have time to explore the surrounding area, although might possibly stop off for an evening meal before heading home. Secondary visitor markets for the zoo are group visits, school groups, weddings and conferences. The zoo also motivates some family break business for the area's hotels and accommodation businesses, in particular Sketchley Grange and Jury's Inn Hinckley Island that attract Twycross Zoo-focused family break stays through Leicestershire Promotions' 'Stay, Play, Explore' Family Fun Short Breaks programme. The zoo also provides a number of accommodation businesses with discounted tickets that they can use to attract family break business.

The area's other major attraction is **Kingsbury Water Park**. It attracts over 360,000 day visitors per year, primarily families from the local area and surrounding towns and cities (Birmingham, Sutton Coldfield, Solihull, Coventry and Tamworth). It is also a popular place for anglers.

Bosworth Battlefield Heritage Centre and Country Park is another key attraction. It attracts local and regional day visitors, primarily older people, and families during school holidays. Secondary markets are group visits and school groups. The site's connections to Richard III motivate some national and international tourist stays. Visits to the heritage centre increased to 45,000 between 2013 and 2015, as a result of the discovery and reburial of the skeleton of Richard III, but dropped back to 37,500 in 2016. The country park attracts around 85,000 visitors per year. Leicestershire County Council is looking at plans to develop the site over the next 3-5 years, possibly including the interpretation of its Medieval and Roman heritage.

The two boroughs have a number of **smaller attractions** including smaller country parks (Hartshill Hayes, Pooley and Bosworth); farm parks; Tropical Birdland at Desford; Bosworth Water Park; the Battlefield Line steam railway in Bosworth; retail attractions (Whitemoor Antiques Centre, Hoar Park Shopping & Craft Village); garden centres, including two with additional visitor attractions - Plantasia and Maze World at Atherstone Dobbies Garden Centre and Planters Sky Trail Adventure; historic properties (Middleton Hall and Polesworth Abbey); and countryside sites (e.g. Thornton and Shustoke Reservoirs). They primarily attract local people for part-day visits, perhaps as part of a full day out incorporating other activities. Some (e.g. Polesworth Abbey and the Battlefield Line) attract special interest visitors. School visits are a further market for some. A number of attractions are looking at making improvements to their visitor offer, including some that are in the process of making applications for LEADER funding.

Hinckley & District Museum and Atherstone Heritage Centre each attract around 3,000 visitors per year to Hinckley and Atherstone, primarily local people, that are interested in local heritage. Hinckley & District Museum is planning an extension, which will house Hinckley & Bosworth Borough Council's Hansom Cab. Atherstone Heritage Centre is in the process of relocating to a retail unit on Long Street, which offers a more prominent location and space for expansion.

In terms of planned **new attractions**. Triumph is opening a new visitor centre and factory tour experience in 2017 at its factory in Hinckley.

Beyond the two boroughs there are a number of **major visitor attractions in surrounding areas**. The most notable is Drayton Manor Theme Park and Thomas Land. It generates family break business for some hotels and accommodation businesses in the two boroughs. This business has however reduced since the Drayton Manor Hotel opened at the theme park in 2011. Other major attractions in the surrounding areas that drive some family break stays for accommodation businesses in the two boroughs are the Snowdome in Tamworth, Conkers in The National Forest, and the National Space Centre in Leicester. The National Arboretum at Alrewas in Staffordshire also motivates some leisure break stays in the two boroughs.

Plans are currently being progressed for a £20m adventure attraction at the NEC, dubbed 'Project Thor'. The plans include a skydiving experience, high ropes course and a range of other indoor and outdoor activities. It will have the capacity for up to 2,000 visitors per day, and could provide a new driver for leisure break stays in North Warwickshire.

4.3 Accommodation

Current Accommodation Supply

There are currently 102 commercial visitor accommodation businesses in North Warwickshire and Hinckley & Bosworth, with just over 2,600 bedrooms, units and pitches, and around 5,750 bedspaces, providing a total annual capacity for just over 2 million overnight stays in the two boroughs.

**North Warwickshire and Hinckley & Bosworth
Current Visitor Accommodation Supply – April 2017**

Type of Accommodation	North Warwickshire		Hinckley & Bosworth	
	Estabs	Rooms/Units/ Pitches	Estabs	Rooms/Units/ Pitches
Hotel	9	831	10	927
Inn	3	34	5	22
Guest House/B&B	18	103	17	77
Restaurant with Rooms	1	10	1	3
Wedding venue with accommodation			1	6
Self-catering	12	27	11	38
Caravan & camping	6	346	5	152
Glamping	1	3	2	11
Total	50	1354	52	1258

The two boroughs have very similar accommodation supplies. Hotels dominate in both cases. Each borough has a number of 4 star hotels with extensive conference and leisure facilities. This includes two of England's leading golf hotels (The Belfry and Marriott Forest of Arden); Jurys Inn Hinckley Island (one of the largest provincial hotels in England outside of a major city); Sketchley Grange Hotel at Hinckley, Lea Marston Hotel and Bosworth Hall Hotel at Market Bosworth.

The next most significant type of accommodation in terms of total capacity is touring caravan and camping sites. There are two large caravan sites in North Warwickshire – Marston Caravan Park and the Kingsbury Waterpark Camping and Caravanning Club site. Bosworth has 5 small and medium-sized touring caravan and camping sites.

Both boroughs have a reasonable stock of B&Bs and guest houses, but relatively few inns. They each have several self-catering businesses, including a number of barn conversion self-catering complexes with multiple units; the purpose-built chalets and lodges at The Gatehouse at Market Bosworth; the new Goose Meadow Holiday Park at Barton-in-the-Beans, which is currently marketing 6 timber lodges for holiday ownership; and the Ashby Boat Company canal boat holiday hire operation at Stoke Golding. There are two glamping operations in Bosworth, including the award-winning Dandelion Hideaway, and one glamping site in North Warwickshire.

In addition to these forms of commercial accommodation, Trinity Marina in Hinckley provides leisure moorings for 140 privately owned canal boats and Bosworth Marina has space for 150 private canal boats.

Recent Investment

Recent investments in the accommodation stock of the two boroughs have been as follows:

- Jurys Inn Hinckley Island has undergone a £15m refurbishment over the last 2 years;
- Sketchley Grange Hotel added 7 new bedrooms and refurbished its existing bedroom stock, leisure club and bar area in 2016;
- The Hinckley Premier Inn added 18 bedrooms in 2015 and a further 19 bedrooms in 2016;
- Bosworth Marina opened in 2013;
- A number of self-catering businesses have added new letting units;
- Some guest houses have added bedrooms;
- Old Ivy House B&B opened in Congerstone in 2013.
- The Mythe Barn wedding venue has added 8 luxury B&B bedrooms for wedding guests (Mythe Farm B&B).

Accommodation Development Proposals

Significant visitor accommodation development proposals in Hinckley & Bosworth are as follows:

- A hotel is included in the consented outline scheme for MIRA Technology Park;
- Permission was granted in 2014 for a development of 12 holiday lodges around a lake at Carlton House Farm at Market Bosworth;
- Permission was granted in February 2016 for the development of Etties Field at Westlands Farm at Ratcliffe Culey for a luxury caravan site with 29 pitches, to include airstream caravans and gypsy caravans;
- Mallory Meadows at Kirkby Mallory is due to start letting 4 cedar lodges from the summer of 2017.

There are additionally a number of proposals and LEADER funding applications coming forward in the two boroughs for smaller-scale accommodation developments in terms of the expansion and refurbishment of B&Bs, self-catering barn conversions, log cabins and glamping operations.

Current Accommodation Demand

Average annual room occupancies for hotels in North Warwickshire and Hinckley & Bosworth ranged between 60% and 75% in 2016. Midweek occupancies are generally strong, with hotels consistently filling and turning business away on Tuesday and Wednesday nights. Monday occupancies are also strong. Thursday demand is lower and more variable, and dependant on residential conference trade for some hotels. Saturday occupancies are high between April and October, when hotels are often full and turn business away on Saturday nights. Saturday occupancies are not as strong in the winter however. Friday, and in particular Sunday occupancies are very low. Demand can be stronger on Friday nights in the summer. Sunday demand is weak all year round.

Appendix 5 provides the results of the CATI² survey of small accommodation businesses. This was supplemented by in-depth interviews with other B&B owners and self-catering operators. Occupancy levels for B&Bs and guest houses in the two boroughs are reasonably good, broadly in line with England averages, although vary according to the business objectives and personal circumstances of owners. Occupancy patterns are similar to hotels. Demand is strong during the week, and there are frequent midweek shortages of B&B and guest house accommodation, especially during the summer. Saturday demand is high: B&Bs and guest houses consistently fill and turn business away on Saturday nights for much of the year. Friday and Sunday occupancies are lower.

Occupancies are strong for self-catering businesses. There are frequent shortages of self-catering accommodation for much of the year, particularly during the week, but also at weekends.

Weekend demand for touring caravan and camping and glamping sites is very strong between April and September; most sites are usually full and turn business away at weekends in the summer. Midweek occupancies are lower.

Demand for leisure moorings for canal boats is high, with moorings at both Trinity Marina at Hinckley and Bosworth Marina virtually fully occupied.

² Computer Assisted Telephone Interviews

Accommodation Markets

The markets for commercial accommodation businesses can be split into non-discretionary markets (which come for a specific purpose and have little or no discretion on destination choice), and discretionary (or footloose) markets (which have complete freedom on destination choice).

Non-Discretionary Markets

Non-discretionary markets for accommodation businesses in North Warwickshire and Hinckley & Bosworth are as follows:

- **Business customers** visiting local companies are the key midweek market for hotels, inns, guest houses, B&Bs, and some self-catering businesses. This market is set to grow strongly as MIRA Technology Park develops.
- **Contractors** working on construction, infrastructure and other development projects are a key midweek market for budget hotels, lower grade hotels, pub accommodation businesses, guest houses, B&Bs and some self-catering businesses and caravan sites.
- Hotels, guest houses, B&Bs and self-catering businesses attract some demand from **exhibitors** exhibiting at trade shows, conferences and consumer shows at the NEC and Ricoh Arena.
- **People attending weddings** and other family occasions are the main weekend market for hotels, inns, guest houses and B&Bs. Demand should grow as the local population increases.
- **People visiting friends and relatives** are a further weekend market for hotels, inns, guest houses and B&Bs. This is a non-discretionary market in terms of the choice of destination, but semi discretionary in terms of the timing and frequency of visits, and to some extent also in terms of visitor activity during the stay e.g. with regard to visiting attractions or meals out.

Discretionary Markets

Discretionary markets are as follows:

- Twycross Zoo, and to a lesser extent Drayton Manor Theme Park, Leicester's National Space Centre, and Tamworth's SnowDome, motivate some **family breaks** business for hotels, self-catering businesses and caravan and camping sites. Jurys Inn Hinckley Island and Sketchley Grange drive this business through Leicestershire Promotions' 'Stay, Play, Explore' programme. Twycross Zoo provides discounted tickets to a number of local accommodation businesses to help them in attracting family break stays. Some hotels promote family break packages through deal sites such as Groupon and Travelzoo. There is scope for hotels and attractions to work more closely together to develop this market. The development of the 'Project Thor' adventure attraction at the NEC could provide a new opportunity for hotels and accommodation businesses in the two boroughs to attract family break stays.

- Rural B&Bs, high quality inns, self-catering businesses and glamping sites attract strong weekend demand from people living in surrounding towns and cities that want **weekend escapes** to the countryside for a relaxing break. Some high quality rural accommodation businesses attract weekenders from London and the South East.
- The main 4 star hotels with spas (The Belfry, Marriott Forest of Arden, Sketchley Grange, Jurys Inn Hinckley Island, and Lea Marston Hotel) attract demand for **spa breaks**.
- The Belfry and Marriott Forest of Arden attract **golf break stays**. There is opportunity to develop **sports tourism** linked to events within and neighbouring the area.
- **Events** in and around the two boroughs generate some overnight stays. These include major events at the NEC (Crufts, Spring Fair) and Ricoh Arena (concerts, sports events, consumer shows); special interest events (e.g. The Women's Tour cycle race departing from Atherstone, Bosworth Battle Re-enactments, events at the Battlefield Line that attract steam railway enthusiasts and the Blowout bagpipe festival at Polesworth); motor racing at Mallory Park; football competitions; fishing matches; and golf tournaments. The market is primarily influenced by the marketing undertaken for these events.
- Bosworth Battlefield motivates overnight stays by people that are interested in **Richard III**. This includes both national and international visitors, in particular US tourists. This market increased between 2013 and 2015, with the discovery and reburial of the skeleton of Richard III, but reduced in 2016.
- **Family and friend get togethers** and celebration weekends are a key market for self-catering complexes and glamping sites that have the capacity to cater for large groups. This market includes milestone birthday and anniversary celebrations, family and friend get togethers and reunions, and hen parties and 'girlie' weekends. North Warwickshire and Hinckley & Bosworth have good potential in this market due to their central location and ease of access, presenting opportunities for the development of accommodation businesses that can cater for group bookings. Demand is primarily driven through a number of specialist group accommodation and house party venue websites.
- **Coach group breaks** are the core market for Bosworth Hall Hotel. A number of national coach holiday operators use the hotel as base for excursions to the Peak District, Stratford-upon-Avon, the Cotswolds, Rutland and Cambridge. Other hotels take some weekend coach break business and coach tour stopovers to help boost weekend occupancies. This is low rated business for hotels. Demand is growing as the UK population ages.
- Caravan and camping sites attract strong, regular weekend demand from **local caravanners** living in surrounding towns and cities that want to come away for the weekend in their caravans but do not want to tow them too far. They also attract some business from **touring caravanners** stopping off for a night or two en-route to other destinations. This market typically searches for caravan and camping sites through specialist caravan and camping websites and guidebooks - it makes relatively little use of destination websites and guides but there may be an opportunity to influence visitor activity in-destination. Demand is seasonal but the season is gradually extending. These markets offer good growth potential given the forecast growth in UK domestic tourism and growth in touring caravan and motorhome ownership. Demand for camping is also growing.

- **Residential conferences** are the core midweek market for Jurys Inn Hinckley Island, and likely to be a key midweek market for The Belfry, Sketchley Grange and Marriott Forest of Arden, given the central location and extensive conference and meeting facilities of these hotels. This is a minor market for some of the other hotels in the two boroughs.
- Some hotels and conference and event venues with accommodation attract overnight stays for **corporate team building events**.
- Another discretionary market is **canal boaters** and canal holiday boat hirers using the Ashby and Coventry Canals for a short break or as part of a longer canal boat holiday. This market will stop off at various points along the canals to stock up on provisions, eat out, visit an attraction or explore a town or village. Canal boat holidays and short breaks are primarily purchased through canal boat holiday companies or directly from holiday hire boat operators.
- A minor market for some accommodation businesses is **people tracing their roots**. This can include overseas visitors.

4.4 Conference, Corporate Activity and Wedding Venues

North Warwickshire and Hinckley & Bosworth have a total of 21 conference venues with capacities for conferences of up to 20-650 delegates (listed at Appendix 7). The majority are hotels. The Belfry, Marriott Forest of Arden, Jurys Inn Hinckley Island, Bosworth Hall Hotel and Sketchley Grange Hotel all have extensive conference facilities. Residential conferences are a key midweek market for some of these hotels. They also attract day conferences and meetings. The two boroughs also have a number of non-residential conference and business centres, most notably the Heart of England Conference and Events Centre at Fillongley. Twycross Zoo and a number of golf clubs also have conference facilities.

There are four corporate activity centres in North Warwickshire and Hinckley & Bosworth – Garlands Leisure at Sheepy Magna, Fradley Croft Corporate Events at Middleton, the Heart of England Conference and Events Centre, and Packington Estate.

Most of the 3 and 4 star hotels in the two boroughs cater for weddings. There are also two popular wedding barns – Mythe Barn at Sheepy Magna and Shustoke Farm Barns. Twycross Zoo and Middleton Hall also cater for weddings.

4.5 Events and Festivals

Major events in the two boroughs that attract local and regional audiences include the Bosworth Battle Re-enactment/ Bosworth Medieval Festival, Market Bosworth Festival, Market Bosworth Country Show, Shackerstone Family Festival, and motor racing at Mallory Park. The Women's Tour cycle race departure from Atherstone also attracts national, and perhaps even international visitors.

Most of the attractions in the two boroughs have programmes of events throughout the year. They mainly attract a local audience. Some events at attractions e.g. the Blowout bagpipe festival at Polesworth Abbey and steam train events on the Battlefield Line, attract special interest visitors, including some that stay overnight.

Hinckley BID puts on a regular programme of events in Hinckley town centre. Events and markets are also held in Atherstone, Coleshill and Market Bosworth. These primarily attract very local audiences. Some, e.g. Hinckley Classic Motorshow and Atherstone Motorshow, attract people from further afield.

5. Visitor Information and Destination Marketing Review

Appendix 5 provides a review of currently available visitor information publications and websites, destination marketing activity and coverage in third party tourist guides and websites for North Warwickshire and Hinckley & Bosworth. The key findings of this review are as follows:

- Hinckley & Bosworth is currently positioned as part of Leicestershire. North Warwickshire is positioned as part of Northern Warwickshire, alongside Nuneaton & Bedworth.
- Visitor information provision and destination marketing activity is focused on printed visitor guides and websites for Hinckley & Bosworth (a microsite on the Go Leicestershire website and a printed visitor guide) and Northern Warwickshire (produced and managed by Northern Warwickshire Tourism), with some social media activity undertaken by Northern Warwickshire Tourism. Hinckley & Bosworth Borough Council and Northern Warwickshire Tourism have no budget or staff resources to undertake other destination marketing activity in terms of advertising, PR, search engine optimisation, e-marketing, or work with third party tourist publications and online search and booking sites. North Warwickshire Borough Council has no budget or staff resource to support visitor information provision or destination marketing on an ongoing basis, but has been successful in the past in securing external funding for one-off publications.
- The Hinckley & Bosworth microsite on Go Leicestershire is attracting good traffic.
- There is anecdotal evidence from accommodation businesses of demand from their guests for information on what they can see and do in the area.
- The printed guides do not appear to be widely available to pick up at attractions, hotels and caravan parks in the two boroughs: they were not displayed at many of the tourism businesses that ACK Tourism visited during the field work for the DMP. NWT has no budget for paid distribution and display of the Visit Northern Warwickshire guide: it is distributed solely through NWT members.
- Hinckley BID actively promotes the shops, places to eat and drink, entertainment venues and events in Hinckley Town Centre through printed guides and leaflets, the BID website, and touchscreen information kiosks in the town centre.
- Town leaflets and heritage trails are available for Market Bosworth and Atherstone, but are variable in terms of their content, usefulness to uninformed visitors, currency, and distribution and promotion.
- The Love Coleshill website provides information on shops, services and places to eat and drink in Coleshill, but is not particularly focused on attracting visitors to the town, or curated in a way that would be useful for uninformed visitors to Coleshill.
- There are a number of websites and publications for specific aspects of the visitor offer of the two boroughs (heritage, churches, cycle routes, walks). These are also variable in terms of their content, usefulness to visitors, currency, and distribution and promotion.

On the whole current visitor information provision and destination marketing is working as effectively as it can, given the limited budgets and staff resources that are available.

6. Other Issues

6.1. Staff Recruitment

Hospitality and catering businesses in North Warwickshire and Hinckley & Bosworth are likely to be facing problems in recruiting staff due to a number of factors:

- The high levels of employment in the area, with most sectors paying higher wages than the hospitality and catering sector;
- The lack of potential recruits with the interpersonal skills that the hospitality industry requires;
- A general lack of interest in working in hotels and restaurants.

Hotels often rely on migrant workers, often from the EU. Brexit poses a potential threat to this source of labour for the sector.

These issues are not specific to North Warwickshire and Hinckley & Bosworth, and it is difficult to see what action local authorities can usefully take. Work to raise awareness in local secondary schools about the career opportunities in the hospitality and catering sector, in partnership with local hotels and tourism businesses, is the most obvious way in which councils might intervene. Supporting wider initiatives to promote hospitality and tourism careers and improve college provision for the sector, perhaps promoted by the LEPs could be another option.

6.2. Tourism Business Networking

Northern Warwickshire Tourism provides networking opportunities for tourism businesses in North Warwickshire. While not all tourism businesses are engaged with NWT, those that are value the networking role that it plays.

The Hinckley & Bosworth Tourism Partnership provides a mechanism for communication and co-ordination on tourism matters in Hinckley & Bosworth. Very few tourism businesses are actively engaged with the Partnership however.

6.3. Wider Partnership Working

In terms of wider partnership working on tourism, Hinckley & Bosworth sits very much as part of Leicestershire, with the Borough Council engaged with Leicestershire Promotions in terms of destination marketing. County level tourism arrangements are currently in a state of flux in Leicestershire, with the County Council seeking to play a more strategic role, and no longer putting funding into Leicestershire Promotions.

There is no equivalent county level destination marketing activity in Warwickshire that North Warwickshire Borough Council can engage in.

7. SWOT Analysis

Key tourism strengths and weaknesses with future opportunities and threats.

Strengths	Weaknesses
<ul style="list-style-type: none"> • Central location and ease of access by road • Twycross Zoo – as a major visitor attraction • Bosworth – an attractive area with a strong visitor offer • Bosworth Battlefield - and its connections with Richard III • Kingsbury Water Park – as a popular country park • A number of major 4 star hotels • A good stock of other hotels, guest houses and B&Bs • A good stock of touring caravan and camping sites • A number of major events • Good programmes of events and markets in towns and villages • The Crescent retail, restaurant and cinema complex in Hinckley – and the boost it has given to the town • Major attractions on the doorstep – Drayton Manor Theme Park, National Space Centre, Tamworth SnowDome, The National Forest • Proximity to the NEC and Ricoh Arena • The Ashby and Coventry Canals • Northern Warwickshire Tourism – as a well-established tourism business network 	Weaknesses <ul style="list-style-type: none"> • Atherstone, Coleshill and Polesworth have limited pulling power to attract visitors from further afield • No major attractions or clusters of attractions in North Warwickshire • Shortages of self-catering and caravanning and camping provision • Limited stock of high quality inns • Very small budgets and limited staff resource available for destination marketing, in-destination visitor information, and tourism development work • Tourism businesses are not engaged in the Hinckley & Bosworth Tourism Partnership • Public transport
Opportunities	Threats
Opportunities <ul style="list-style-type: none"> • The planned development of Twycross Zoo • 'Project Thor' at the NEC – providing opportunities for family break stays • The potential for the Triumph visitor centre to attract international visitors • The improvement and development of smaller attractions in the two boroughs • Hotel and visitor accommodation development • The development of MIRA Technology Park – and the boost that it will provide to business demand • Population growth – that will boost day visitor and VFR demand • The forecast growth in domestic tourism • LEADER and EAFRD funding for tourism projects • The potential for reciprocal marketing between tourism businesses • The opportunities that online marketing and booking channels provide for tourism business marketing • The progression of evolving heritage interpretation projects • Capitalising on the canals • Sports tourism linked to golf, Mallory Park, cycling and events at the NEC, Ricoh Arena and in Leicester 	Threats <ul style="list-style-type: none"> • The lack of local people that want to work in the hospitality sector • Voluntary capacity in existing and emerging tourism business, retailer, event, and heritage groups • Economic uncertainty due to Brexit, which could result in a reduction in business demand and residential conference business

8. Future Potential, Opportunities and Priorities

8.1. The Potential for Tourism Growth

The findings of ACK Tourism's research show potential for significant future growth in tourism in North Warwickshire and Hinckley & Bosworth in terms of:

- The planned development of Twycross Zoo, that will eventually double its visitor numbers and provide increased opportunities to attract family break stays.
- The new Triumph Motorcycles Visitor Centre in Hinckley and 'Project Thor' adventure attraction at the NEC, which could provide a new driver of family break business.
- The major plans for the development of The Belfry as a resort and the opportunities for sports tourism across the area.
- The projected growth in population in and around the two boroughs, which will fuel growth in demand for day visits, visits to friends and relatives, and demand related to weddings and family occasions.
- The strengthening demand for short breaks, growing interest in weekend escapes to the country, and increasing desire to go somewhere different.
- The development of MIRA Technology Park, and the significant boost that it will give to business demand.
- The potential for the two boroughs to capitalise on current tourist accommodation development trends (see Appendix 9).

Future tourism growth must however be in balance with the interests of local people and must comply with the local planning policy frameworks in the two boroughs.

8.2 Priorities for Achieving Tourism Growth

Key Priorities

From the assessments and analysis undertaken by ACK Tourism the key priorities for achieving tourism growth in North Warwickshire and Hinckley & Bosworth are as follows:

- The progression, and if possible acceleration, of the development plans for Twycross Zoo.
- The promotion and development of Bosworth³ as a distinct and compelling visitor destination.
- The regeneration of Atherstone, particularly in terms of upgrading its retail offer.
- The continuing regeneration of Hinckley town centre.
- Upgrading and expanding existing accommodation businesses.
- New hotels to service the growing business demand, especially from MIRA Technology Park.
- Additional rural accommodation to boost weekend capacity.
- Improving and developing existing attractions.
- The development of new attractions that can draw new visitor markets to the area.
- The development and promotion of existing events and festivals.
- The development of new events and festivals that can attract staying visitors and boost off-peak business.
- Strengthening Northern Warwickshire Tourism as a tourism business networking body.
- Stronger destination marketing and visitor information provision that is focused on encouraging exploration by local people and their visitors, and people already staying in the area for different purposes.
- Improving the marketing skills and knowledge of tourism business operators.
- Continuing to seek external funding to support and accelerate tourism growth, and maintain the commitment of the public and private sector partnership to develop the sector.

Other Contributory Actions

³ Defined as the rural parts of Hinckley & Bosworth Borough, with Market Bosworth and Bosworth Battlefield at its core,

Other actions that can contribute to tourism growth in the two boroughs are as follows:

- The continued promotion of Hinckley by Hinckley BID.
- The progression of the already researched and planned heritage and cultural projects and reinvigoration of lapsed projects:
 - The development of the relocated Atherstone Heritage Centre;
 - A heritage display in St Mary's Church, Atherstone;
 - The planned expansion of Hinckley Museum;
 - The development of Polesworth Abbey's visitor offer;
 - The revitalisation of Polesworth Poet's Trail;
 - The progression of the Bosworth 1485 Arts Trail;
 - A Roman Mancetter display in St Peter's Church in Mancetter;
 - The evolution of the Hinckley's major annual events programme;
 - Renewal of Hinckley BID's History Trail.
- Improving, developing and promoting town events and markets.
- Developing the walking and cycling product, primarily in terms of reinvigorating lapsed walking trail and cycle route projects but also with the National Forest:
 - North Arden Heritage Trail
 - Northern Warwickshire Cycleway
 - The Bosworth Cycle + Steam promoted cycle route
- Capitalising on the canals, including potentially:
 - The development of Hartshill Wharf as a focal point for visitor activity on the Coventry Canal;
 - A reinvigorated 'Stop & Shop' programme to encourage boaters to spend time and money in the towns and villages along the canals;
 - Waterways/ canal-based events and festivals, including floating markets;
 - An integrated product in Bosworth combining the Ashby Canal with the Battlefield Line and walking and cycling routes.

In terms of destination marketing, Bosworth and Hinckley should be marketed separately going forward. Hinckley BID is doing an excellent job of promoting Hinckley as a place to come for shopping, eating out, events and evening entertainment. Bosworth is a distinct destination in its own right, with a very different visitor offer and market potential to Hinckley, so requires separate promotion. There is no marketing logic to trying to promote Bosworth and North Warwickshire as a single destination, if for no other reason than what to call the combined area. Bosworth is a sufficiently strong destination to warrant its own marketing. In the absence of any sort of Warwickshire destination marketing activity, North Warwickshire should continue to be marketed as part of Northern Warwickshire.

Going forward, the focus for Bosworth and Northern Warwickshire destination marketing activity needs to be about encouraging exploration by local people and their visitors, and those that are staying in the area for various reasons. While both areas have the potential to attract leisure break stays, there are plenty of effective online marketing channels that accommodation businesses can use to attract this market. The priority for growing short break business is thus to ensure that accommodation businesses are using these channels effectively.

8.3. Hotel and Visitor Accommodation Development Opportunities

ACK Tourism's analysis of current visitor accommodation supply and demand in the two boroughs, assessment of the market potential for future growth in demand for accommodation, and review of national tourist accommodation development trends (Appendix 9), suggests potential opportunities for the development of the following types of hotel and visitor accommodation in North Warwickshire and Hinckley & Bosworth, subject to planning permission and adherence to Local and Neighbourhood Plans:

- A budget hotel in Hinckley town centre, once the local economy has expanded. Hinckley is a target location for Travelodge;
- A hotel potentially at MIRA Technology Park;
- Hotels on golf courses – and potentially golf lodges for ownership or rental;
- Country house hotels, given suitable properties for conversion.
- Rural pub accommodation and boutique inns;
- Restaurants with rooms;
- New guest houses and B&Bs to replace those that close, including some contemporary/ boutique B&Bs;
- Holiday cottages, including some boutique self-catering, 'super' cottages that can accommodate large parties, and 'Access Exceptional' cottages that are fully adapted for independent wheelchair users.
- Holiday lodge complexes and parks - for ownership or rental;
- Fishing lodges around fishing lakes;
- Eco lodges and eco lodge parks;
- Holiday lodges linked to equestrian centres;
- The expansion and upgrading of existing touring caravan and camping sites;
- Camping pods;
- Glamping sites;
- Children's activity holiday centres, give suitable properties (ideally residential institutions with extensive grounds)
- Wedding venues with accommodation;
- Accommodation at Twycross Zoo.

New supply is needed to boost weekend capacity. Care is however needed to avoid diluting midweek and winter demand. Incremental, rather than rapid, supply growth is needed, and high quality, distinctive and different types of accommodation that can bring new markets to the area.

8.4. The Potential Scale of Tourism Growth

While ACK Tourism has not prepared detailed forecasts for tourism growth in North Warwickshire and Hinckley & Bosworth, given good progress on addressing the above priorities for growth, it is not unreasonable to expect tourism to grow in the two boroughs by at least 20% over the next 5 years in both volume and value terms. This would see visitor numbers to Hinckley & Bosworth growing to around 3 million, and increasing to around 1.75 million in North Warwickshire, and visitor spending (at 2015 values) increasing to £140 million in Hinckley & Bosworth and almost £100 million in North Warwickshire. Visitor spending would be much higher in real terms. Such growth could create around 1,000 new jobs.

9. Destination Management Plan 2017-2022

9.1. Purpose

The purpose of the Destination Management Plan is to provide a strategic framework for:

- Supporting, co-ordinating and accelerating the various projects that will contribute to tourism growth in North Warwickshire and Hinckley & Bosworth over the next 5 years.
- Focusing interventions to support tourism growth in the two boroughs.
- The allocation of LEADER and EAFRD funding over the next two years.
- Building the case for additional funding and staff resource to accelerate progress.
- Applications for other external funding as opportunities arise.

The Destination Management Plan focuses on activity that is specifically focused on tourism growth. As such, it is intended to sit alongside other town and community development programmes that will also have a bearing on the visitor economy, in particular the work of Hinckley BID in promoting Hinckley as a place for shopping, meals out, evening entertainment and events; the regeneration of Atherstone through the implementation of the Town Centre Masterplan; and the work of Love Coleshill in promoting the businesses and events in Coleshill. It will also complement the emerging Heritage Strategy that is being developed by Hinckley & Bosworth Borough Council and the LEP's Sports Sector Growth Plan.

9.2. Action Programmes

The North Warwickshire and Hinckley & Bosworth Destination Management Plan 2017-2022 comprises 9 inter-related programmes of projects designed to address the identified priorities for achieving tourism growth in the two boroughs, and to support and accelerate projects that have already been worked up, or that are being actively talked about:

Programme 1: Attraction Development

Programme 2: Accommodation Development

Programme 3: Heritage and Culture

Programme 4: Events & Festivals

Programme 5: Capitalising on the Canals

Programme 6: Walking & Cycling

Programme 7: Bosworth Tourism Partnership

Programme 8: Strengthening Northern Warwickshire Tourism

Programme 9: Tourism Marketing Workshops

Programme outlines, setting out the objectives, rationale and scope of each programme follow. Indicative budgets have been included for some projects, but not for others. Projects have not been costed however, so any suggested budgets should be taken as indicative only at this stage. Further work will need to be undertaken to cost up projects as funding is identified.

A number of partners and lead agencies have also been identified within the programme and listed against specific projects. Again it should be noted that this is indicative only and does not commit the listed organisations to either any involvement in, or funding of, the projects themselves

Programme 1: Attraction Development				
Objective To encourage and support the development of the visitor attractions product of North Warwickshire and Hinckley & Bosworth				
Rationale A strong and compelling attractions offer is vital for future tourism growth in the two boroughs. Twycross Zoo has plans for major development that will double its visitor numbers to a million. These plans should be strongly supported and if possible accelerated. There is also a need and potential for other established attractions to improve and develop their offer. Given the huge catchment population in the surrounding areas, there could also be scope for the development of new attractions that can add to the current visitor offer and attract new visitors to the area. In the short term, LEADER, EAFRD, and Heritage Lottery Fund (for heritage attractions) funding can support the development of smaller attractions. In the longer term, other sources of funding may become available for successor programmes of support for attraction development.				
Project	Lead Agency	Potential Partners	Indicative Public Sector Budget Requirement	Funding Sources
The Development of Twycross Zoo - this will be progressed by the Zoo, but can be supported and accelerated through public sector financial assistance.	Twycross Zoo	HBBC Leicester & Leicestershire LEP (LLEP)	tba	Leicester & Leicestershire LEP (Government funding programmes)
Grants and Other Financial Assistance - to support the improvement and development of existing visitor attractions, and development of new attractions that will add to the visitor offer and attract new visitor markets.	NWBC/HBBC (LEADER for the next 2 years)	LLEP Coventry & Warwickshire LEP (CWLEP)	tba	LEADER EAFRD HLF Future external funding – if opportunities arise
Attraction Development Consultancy Support – the provision of fully funded or subsidised consultancy support to assist existing and potential new attraction operators in formulating and progressing their investment plans	HBBC NWBC	LLEP CWLEP Leicestershire County Council (LCC) Warwickshire County Council (WCC) National Forest Company (NFC)	£5k p.a.	LAs LEPs

Programme 2: Accommodation Development

Objective

To accelerate an increase in hotel and visitor accommodation provision in North Warwickshire and Hinckley & Bosworth

Rationale

The research undertaken for the DMP identifies a market need and potential for investment in existing accommodation businesses and the development of additional hotel and visitor accommodation in the two boroughs in order to:

- Meet weekend shortages;
- Satisfy the anticipated future growth in corporate demand for hotel accommodation that will arise as a result of the development of MIRA Technology Park;
- Exploit the potential to develop family break business as Twycross Zoo develops, and potentially as a result of the 'Project Thor' adventure attraction at the NEC;
- Capitalise on the growing demand for short breaks and weekend escapes to the countryside;
- Take advantage of current tourist accommodation development trends;
- Capitalise on the growth of caravanning, motorhoming and camping.

Hotel and visitor accommodation development is ultimately for the private sector to bring forward. Public sector agencies can however play a role in terms of:

- A supportive planning approach;
- Raising awareness of the opportunities;
- Identifying and promoting suitable sites e.g. for hotels or holiday lodge parks;
- Funding support through LEADER and EAFRD in the next two years, successor funding programmes in the future (if opportunities arise), and possibly direct local authority funding (see Appendix 10)

Project	Lead Agency	Potential Partners	Indicative Public Sector Budget Requirement	Funding Sources
Grants and Other Financial Assistance - to support the improvement and development of existing accommodation businesses, and the development of new high quality, distinctive accommodation to meet existing and future shortages and gaps in provision and help attract new visitor markets	NWBC/HBBC (LEADER for the next 2 years)	LLEP CWLEP	tba	LEADER EAFRD Future external funding – if opportunities arise HBBC NWBC
Hotel & Visitor Accommodation Sites Promotion – a programme of work to identify, assess and promote suitable sites for hotel development in Hinckley and for larger-scale accommodation development projects, e.g. holiday lodge parks, touring caravan and camping sites, camping pod developments, in the rural parts of the two boroughs.	HBBC NWBC NFC	LLEP CWLEP LCC WCC	£5k	HBBC NWBC LEPs NFC
Visitor Accommodation Development Opportunities Awareness Raising Programme – a series of periodic seminars, workshops and events to raise awareness of the opportunities for visitor accommodation development in the two boroughs, and provide access to specialist advice and support for those considering progressing accommodation development schemes	HBBC NWBC	LLEP CWLEP LCC WCC NFC	£5k p.a.	LAs LEPs

Programme 3: Heritage & Culture				
Objective				
To progress live heritage and cultural projects and reinvigorate lapsed projects				
Rationale				
A number of voluntary groups in North Warwickshire and Hinckley & Bosworth are currently progressing projects to interpret and/or improve the interpretation of local heritage stories and/or the development of local cultural assets and/or reinvigorate lapsed heritage and cultural projects. It makes sense therefore to seek to bring these projects forward in order to develop these aspects of the visitor offer of the two boroughs.				
Project	Lead Agency	Potential Partners	Indicative Public Sector Budget Requirement	Funding Sources
Bosworth 1485 Legacy Arts Trail	Bosworth 1485 Legacy Project Group	HBBC LCC	tba	Arts Council LEADER HBBC
Expansion of Hinckley & District Museum	Hinckley & District Museum	HBBC	tba	HLF HBBC
Development of the relocated Atherstone Heritage Centre	Friends of Atherstone Heritage	NWBC WCC	tba	LEADER HLF
Roman Mancetter display, St Peter's Church, Mancetter	St Peter's Church/ Friends of Atherstone Heritage	NWBC WCC	tba	LEADER HLF WCC
Heritage display, St Mary's Church, Atherstone	St Mary's Church/ Friends of Atherstone Heritage	NWBC WCC	tba	LEADER HLF WCC
Development of the visitor offer of Polesworth Abbey	Polesworth Abbey	NWBC WCC	tba	LEADER HLF WCC
Reinvigoration of Polesworth Poets Trail	Polesworth Tourism Subgroup	NWBC WCC	tba	LEADER Arts Council WCC
Renewal of Hinckley BID's History Trail	Hinckley BID	HBBC	tba	HLF
Growth of the Hinckley Annual Heritage Weekend	Hinckley BID	HBBC Heritage gps	tba	HLF

Programme 4: Events & Festivals

Objective

To support the development of sustainable events and festivals that are capable of attracting sizeable audiences, staying visitors and/or off-peak demand.

Rationale

An interesting, year-round programme of events and festivals is an important element of the visitor offer of any destination. Events and festivals help to animate the destination, add interest for the visitor, attract visitors, encourage longer stays and return visits, and extend the season. There are already good programmes of events and a number of popular festivals in North Warwickshire and Hinckley & Bosworth, which can make an even greater contribution to tourism growth in the two boroughs, given further development and stronger promotion. There is also scope for the development of new events and festivals to attract different audiences and fill gaps in the current events calendar.

Events and festivals will be largely developed and promoted by voluntary groups or commercial event organisers. Public sector bodies can however play a role to support event and festival development through advice, contacts, marketing support and financial assistance.

Project	Lead Agency	Potential Partners	Indicative Public Sector Budget Requirement	Funding Sources
Events & Festivals Support Programme – a programme of support for the development and promotion of existing and new events and festivals in terms of advice and contacts; marketing, PR and social media support; and financial assistance. This programme should ideally be delivered by a dedicated Events Officer with a reasonable working budget, if funding can be secured for such a post.	HBBC NWBC	WCC LCC	£50k p.a. (including the salary of an Events Officer)	HBBC NWBC WCC LCC LEADER Future external funding – if opportunities arise

The Development of Umbrella Festivals – to promote a series of small events under themed festivals e.g. an Arts Festival, Food & Drink Festival, Music Festival	HBBC NWBC	WCC LCC	£20k p.a.	HBBC NWBC WCC LCC LEADER Future external funding – if opportunities arise Arts Council Sponsorship
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Programme 5: Capitalising on the Canals				
Objective	To capitalise on the tourism potential of the Ashby and Coventry Canals.			
Rationale	The Ashby and Coventry Canals are key landscape features and tourism assets, providing opportunities for canal boating, canoeing, fishing, towpath walking and cycling, and canalside eating and drinking. There is potential to make more of the canals as visitor draws and scope for the towns and villages along the canals to secure greater spending by canal boaters that stop in them. Hartshill Wharf is a key site on the Coventry Canal that the Canal & River Trust would like to develop. There is good potential to develop the Ashby Canal Corridor as a visitor destination by combining walking and cycling routes with the canal and Battlefield Line to create an integrated visitor offer.			
Project	Lead Agency	Potential Partners	Indicative Public Sector Budget Requirement	Funding Sources
Hartshill Wharf Development – the development of the site as a visitor destination, potentially including the re-opening of the tea room, craft workshops, a boat trip operation, and improved access and parking (which will need to be resolved if the site is to become more of a visitor destination). A masterplan will be required.	Canal & River Trust (CRT)	NWBC	tba	Commercial EAFRD HLF
Ashby Canal Corridor Development Programme – a programme to develop a stronger, integrated visitor offer in the Canal Corridor through linked walks, cycle routes, boat trips and steam train journeys on the Battlefield Line	HBBC	CRT LCC Battlefield Line	25k	HBBC LCC
Stop Awhile Programme – a programme to encourage canal boaters to moor up and spend time and money in the towns and villages along the canals, to include town and village information leaflets for canal boaters, interpretation and signage at mooring points, and events e.g. floating markets.	HBBC NWBC	CRT WCC LCC	25k	HBBC NWBC LCC WCC

Programme 6: Walking & Cycling				
Objective				
To reinvigorate the Northern Warwickshire Cycleway and North Arden Heritage Trail and develop the Bosworth Cycle & Steam cycle route				
Rationale				
<p>The Northern Warwickshire Cycleway is a fully signed 35-mile cycle route around North Warwickshire. It is not supported by any route information, directions or cycling infrastructure and is not proactively promoted as part of North Warwickshire's visitor offer. There is potential to make more of the cycle route as a visitor asset.</p> <p>The North Arden Heritage Trail is a fully waymarked 25-mile heritage trail in North Warwickshire, with 12 waymarked circular parish walks. It is supported by a website with downloadable walks information, maps and directions. There is scope to refresh and promote the trail and parish walks as part of North Warwickshire's visitor offer.</p> <p>The Bosworth Cycle + Steam cycle route is featured in the Hinckley & Bosworth Cycling Map, but does not appear to have been fully developed as a visitor product with signage, a route map with directions and information on places to stop en-route, and supporting cycling infrastructure e.g. cycle hire, cycle rescue services, and cycle parking. There is scope to develop the cycle route as a much stronger visitor product.</p>				
Project	Lead Agency	Potential Partners	Indicative Public Sector Budget Requirement	Funding Sources
Northern Warwickshire Cycleway – a programme to develop the cycleway as a stronger visitor product, to include a review of route signage, the production of a route map, and the development of the cycling infrastructure along the route in terms of cycle parking, cycle hire and cycle repair and rescue services	NWBC	Sustrans	£30k	LEADER NWBC
North Arden Heritage Trail – a programme to refresh and promote the trail, to include a review and update of waymarking and in-situ interpretation, reprint of walks leaflets and more proactive marketing of the trail	NWBC		£20k	LEADER

Bosworth Cycle + Steam Cycle Route – a programme to develop the cycle route as a visitor product in terms of route signage, a route map, and the development of the cycling infrastructure along the route in terms of cycle parking, cycle hire and cycle repair and rescue services.	HBBC	LCC	£40k	LEADER HBBC LCC
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Programme 7: Bosworth Tourism Partnership				
Objective To establish a viable tourism business networking and marketing group for Bosworth, with an active membership of 80 businesses and an annual budget of at least £25k				
Rationale Bosworth (the rural part of Hinckley & Bosworth Borough) is a strong destination that warrants separate promotion to Hinckley. There is a clear case for the establishment of a tourism partnership to lead on the marketing of Bosworth as a visitor destination and facilitate tourism business networking in the area. Subject to its resources and structures, it could also play a role on leading, supporting or co-ordinating some of the Bosworth product development initiatives that are identified under other DMP programmes e.g. the Bosworth 1485 Legacy Arts Trail, Ashby Canal Corridor, Bosworth Cycle & Steam cycle route projects, or the development of umbrella festivals in Bosworth.				
Project	Lead Agency	Potential Partners	Indicative Public Sector Budget Requirement	Funding Sources
Bosworth Tourism Partnership – the development of a business plan for the new partnership; membership recruitment drive; and a programme of business networking events, familiarisation tours of the area, e-newsletters and social media networking activity. The Partnership will require some form of dedicated staff resource to fulfil its potential as a tourism business networking and marketing body.	HBBC	Tourism businesses LCC Leicester & Leicestershire Promotions (LSP) Parish Councils	£10k.	Tourism businesses (membership subscriptions) HBBC LCC
Explore Bosworth Marketing Programme – to include the production and effective distribution of an Explore Bosworth visitor map, the development of an Explore Bosworth website, with regularly updated events information; a social media and PR programme; and Explore Bosworth content and images for use by member businesses in their own websites	Bosworth Tourism Partnership (BTP)	LSP	£15k p.a.	Tourism businesses (Advertising) MBPC HBBC LCC

Programme 8: Strengthening Northern Warwickshire Tourism

Objective

To strengthen Northern Warwickshire Tourism as a tourism business networking group and develop its role in encouraging visitor exploration of Northern Warwickshire

Rationale

Northern Warwickshire Tourism is well-established as a tourism business networking organisation and plays a role in encouraging visitor exploration of its area. As an entirely volunteer-run body, it requires a dedicated staff resource to help it to grow its membership, develop its networking role, and improve the effectiveness of its marketing activity.

Project	Lead Agency	Potential Partners	Indicative Public Sector Budget Requirement	Funding Sources
Northern Warwickshire Tourism Recruitment Drive – a membership recruitment drive for NWT and implementation of a wider programme of business networking events, familiarisation tours of the area, e-newsletters and social media networking activity. NWT will require some form of dedicated staff resource to progress this activity.	NWT	NWBC	£5k	LEADER (2017/18) Tourism businesses (membership subscriptions) NWBC Nuneaton & Bedworth Borough Council (NBBC) WCC
Explore Northern Warwickshire Marketing Programme – to include the redevelopment of the Visit Northern Warwickshire guide as an Explore Northern Warwickshire visitor map; effective distribution of the visitor map in the area; relaunching the Visit Northern Warwickshire website as an Explore Northern Warwickshire website; a social media and PR programme; and Explore Northern Warwickshire content and images for use by member businesses in their own websites.	NWT	NWBC	£10k	Tourism businesses (Advertising) NWBC NBBC Sponsorship

Programme 9: Tourism Marketing Workshops				
Objective				
To ensure the effective marketing of tourism businesses in North Warwickshire and Hinckley & Bosworth				
Rationale				
There are now a multitude of digital marketing opportunities that tourism businesses can use to promote themselves to their target markets. Many tourism business operators require help however, to enable them to better understand how to make the best use of these opportunities. A programme of bite-sized tourism marketing workshops will help to improve the marketing knowledge and skills of tourism businesses in the two boroughs.				
Project	Lead Agency	Potential Partners	Indicative Public Sector Budget Requirement	Funding Sources
Tourism Marketing Workshops – a programme of bite-sized (2-hour) marketing workshops for tourism businesses, covering topics such as website design, search engine optimisation, working with OTAs and TripAdvisor; social media marketing, PR, and customer relationship marketing.	NWBC/ HBBC	NWT BTP LSP	£10k p.a.	LEADER (2017/18) NWBC HBBC LCC WCC

9.3. Delivery

a) Staff Resources

The DMP is based on an ambitious set of programmes, each comprising a series of projects. Some of the projects are already being progressed by the economic development teams of the two borough councils, particularly in terms of their joint work on the England's Rural Heart LEADER Programme, but also in terms of other projects that they are leading on. The county council economic development teams are also progressing a number of programmes that could incorporate some of the DMP projects, particularly in relation to town centre development. It is however clear that there will need to be some form of dedicated staff resource to progress many of the projects in the DMP.

The LEADER Programme is providing funding for a consultant to work two days a week on the implementation of the DMP for a year from May 2017. It is recommended that this consultant should take on the role of a **Tourism Link Officer** as a shared staff resource for North Warwickshire and Hinckley & Bosworth Borough Councils, and possibly also Nuneaton & Bedworth Borough Council (thus acting as a Tourism Link Officer for the Cross-Border Partnership) to progress three of the DMP programmes:

- Programme 7: the establishment of the Bosworth Tourism Partnership
- Programme 8: strengthening Northern Warwickshire Tourism
- Programme 9: Tourism Marketing Workshops

The objective then should be for this role to evolve into a full-time shared Tourism Link Officer for the Cross-Border Partnership, ideally from 2018/19, to progress other elements of the DMP and projects in Nuneaton & Bedworth.

If success can be demonstrated, the ambition should be to grow this Cross-Border Partnership tourism staff resource to a team of two or three, including the Tourism Link Officer, an Events Development Officer, and possibly a Tourism Development Officer.

In terms of delivery, the staff resource could be a team of local authority employed posts, perhaps also with some specialist consultancy support. The alternative would be to contract out delivery to a third-party tourism agency or consultancy. Harborough District Council has, for example, contracted with Leicester Shire Promotions to employ and manage a Tourism Development Officer on its behalf. Visit Kent is managing a contract to deliver a Destination Management Plan for Hertfordshire, while South Oxfordshire District Council employs consultants TEAM Tourism to deliver a Midsummer Murders tourism marketing programme on its behalf. Similar arrangements could be considered for the North Warwickshire and Hinckley & Bosworth DMP (or Cross Border Partnership DMP if it evolves into this).

b) Co-ordination

The DMP identifies a number of different lead agencies for projects within the DMP programmes, each of which may have different officers working on projects. The proposed Bosworth Tourism Partnership and Northern Warwickshire Tourism, and a number of tourism businesses, other organisations and voluntary groups will also have a role to play in project delivery. Other organisations, such as Hinckley BID, will also be interested in how the implementation of the DMP is progressing. It will be important therefore going forward to periodically bring these interested parties together to ensure that activity is effectively co-ordinated. This will be achieved through an annual DMP conference at which each organisation will be able to give an update on the progress of their projects. If needed, more frequent conferences, or sub-conferences can be organised.

c) Measuring Success

It will be important to measure the impact of the DMP on tourism growth through a set of key performance indicators that can easily and cost effectively be monitored. The following simple KPIs are envisaged:

- Visitor attraction development;
- Visitor attraction visitor numbers;
- Visitor accommodation supply growth.

A mechanism will need to be put in place to capture this information and provide a narrative of progress.

Surveys of accommodation businesses could also be undertaken to monitor accommodation business performance. These can be time consuming and costly to implement however, so may not be viable.

There is also merit in repeating the Cambridge Model runs for the two boroughs (and Nuneaton & Bedworth) every third year, to measure the overall change in tourism volume, value and employment.

Agenda Item No 13

**Community and Environment
Board**

14 October 2019

Report of the Director of Streetscape

**Garden and Food Waste Service –
Winter Suspension**

1 Summary

- 1.1 This report asks Members to consider a proposal to extend the garden and food waste suspension from four weeks to six weeks during the months of January and February.

Recommendations to the Board

- a **That Members note the contents of this report;**
- b **That the green waste service is suspended for six weeks from 20 January 2020 until 28 February, 2020, and;**
- c **That a report on the effects of the six week suspension is brought back to a future meeting of the Board to enable Members to assess whether the longer suspension should be made permanent**

2 Background

- 2.1 In September 2017 Members agreed to new Christmas and New Year waste collection arrangements and a four week garden and food waste suspension.
- 2.2 It is proposed that the Council extends this four week garden and food waste suspension to six weeks.

3 Green Waste

- 3.1 Garden waste collections have been suspended for a four week period in winter for a number of years now. For the last two years this suspension has taken place mid-January to mid-February. This timing is to minimise disruption to residents by providing them with an opportunity to recycle festive food waste before the suspension begins. The suspension is timed to take place during the period when demand on the service is at its lowest. Apart from the Christmas period, during the months of December, January and February comparatively little garden waste is produced
- 3.2 Analysis of waste collection data shows that the amount of green waste which is collected in the two weeks immediately following the four week service

suspension is higher than usual for the time of year. This is due to the accumulation of green waste placed in the bins during that period as well as the presence of real Christmas trees in bins. Despite the presence of this additional waste, the average weekly tonnage collected immediately after the services suspension is still less than half the amount which is picked up at the height of the growing season. This suggests that should the service suspension be extended by two weeks, residents will still have more than enough capacity within their green bins to deal with the green waste arising during that period.

- 3.3 Based on the savings which are achieved from the current four week hiatus, the extended suspension could result in the following benefits:

- 2,360 fewer miles driven
- Reduction in fuel usage of more than 1,800 litres
- The value of fuel saved alone is around £1,750
- Further savings in reduced wear and tear, repairs, agency staffing, vehicle maintenance time, disposal, etc. are estimated to be significant
- The total savings for an extra two weeks suspension could be as high as £10,000

4 Minimising Disruption

- 4.1 To minimise disruption to residents, it is proposed the extra two weeks are added on to the end of the usual four week suspension period. This will maintain a green waste collection for every household after Christmas to ensure that all residents will continue to have the opportunity to recycle their festive garden and food waste. The suspension would commence after that spike in festive waste has been dealt with. In 2020 the proposed dates are Monday 20 January to Friday 28 February. This means that the suspension takes place during the period of lowest green waste collections and that the service will resume ahead of the start of the growing season.
- 4.2 Another essential element to minimising disruption will be to ensure that residents are aware of the changes in general and alterations to their specific collection dates in particular. As with previous years, there will be publicity through:
- The Council's website
 - Social media
 - Postcards and posters in the OSS, leisure centres and libraries across the Borough.
 - Information in North Talk
 - A bin tag sent to every household
 - Collection calendars which specify exact collection dates
- 4.3 It is proposed that this extension to the winter green waste suspension period is initially for one year only and that the effects and results of the suspension are analysed to ensure that the disruption to residents is kept to a minimum and to confirm that households have the capacity within their green bins to

cope with the extended suspension period. A further report will be brought back to this Board setting out the impact of the extended suspension period in terms of its effects and the benefits which it realises in order that Members can determine whether the six week winter suspension should be made permanent.

5 Report Implications

5.1 Finance and Value for Money Implications

- 5.1.1 Suspending the green waste collection service for an extra two weeks over the winter period will potentially save the Council up to £10,000.

5.2 Environment and Sustainability Implications

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

5.3 Risk Management Implications

- 5.3.1 The increasing costs of recycling and the additional pressures on the Council's refuse and recycling services pose a significant risk in terms of long-term sustainability and cost effectiveness of the service. These changes, if implemented, will reduce cost pressures and lower the Council's reliance on agency staff to cover absences.

5.4 Links to Council's Priorities

- 5.4.1 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 Richard Dobbs (719440).

Agenda Item No 14

**Community and Environment
Board**

14 October 2019

Report of the Director of Streetscape

Kerbside Recycling Service

1 Summary

- 1.1 This report updates Members on the work being done to introduce fully commingled recycling collections from 4 November 2019.

Recommendations 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 August 2019 to change the Council's kerbside recycling service from the current dual-stream system to a fully commingled operation from 1st November 2019. As a result, the new collection arrangements are scheduled to start on the first Monday, 4th November, 2019. The new service is already being widely promoted on social media and on the Council's website.

3 Promotion

- 3.1 Following this decision a press release was published on the Council's website and distributed to local media.
- 3.2 The news was also posted on Facebook and Twitter. After four posts the social media campaign had made 54,000 impressions, reached 39,500 people, with 197 clicks, 149 retweets or shares, 125 likes and 126 comments. The vast majority of these comments have been positive with many stating they already commingle as they do not have an insert. Posts will continue until the service change.
- 3.3 The Council's waste webpages have been updated with 'Coming Soon' information and a new webpage added to explain the service improvements and provide answers to anticipated questions.
- 3.4 The online form which residents, and the Contact Centre, use to request new or replacement bins has been amended to remove the option to order replacement container inserts (see 4.1) and publicise the upcoming service change.

- 3.5 Further planned communications include a bin tag to every property in the Borough, information in the winter edition of North Talk and posters and postcards available in the OSS, libraries and leisure centres.
- 3.6 For any residents continuing to use their container insert after the service change, a postcard or sticker will be created for the collection crews to leave advising what they need to do.
- 3.7 Other materials, such as contamination tags and leaflets for new build properties have been updated to reflect the service change.

4 **Container Inserts**

- 4.1 On 15 September 2019, to tie in with the press release, the online form residents can use to order replacement bins was amended to remove the ability to order a replacement container insert. A clear message was added to explain why and to advise those residents without an insert to begin commingling as the material will still be recycled.
- 4.2 The Council had approximately 1,000 new container inserts in stock after the remaining few requests had been completed. These have been sold to a neighbouring local authority.
- 4.3 Understandably a common question from residents has been what to do with their container insert which will no longer be required. Officers have been investigating the options available which include collecting the inserts back in or allowing residents to keep them for their own personal use. Unfortunately the inserts can not be recycled through the kerbside service.
- 4.4 Officers have obtained quotes from plastics re-processors, together with estimates for vehicle hire and agency staff costs to collect inserts back in on collection day. Given the estimated number of inserts actually in use and the anticipated number of those which would be presented for collection, this is not believed to be a financially viable option.
- 4.5 It is estimated that the cost of sending a separate collection crew to every household on every round for two weeks would be in the region of £12,000 to £13,000. The income resulting from the sale of the collected inserts for recycling is likely to be less than half of that amount. Experience from a neighbouring authority which went through the same process has shown that less than a third of the costs of insert collections was recovered and that the majority of households did not hand back their inserts.
- 4.6 It is therefore recommended that residents are strongly encouraged to retain and reuse their inserts and that advice about alternative uses is heavily promoted. The bin hangers, posters, leaflets and other publicity will direct enquiries to the Council's website or Contact Centre for further advice on how

the inserts can be reused, for example as storage containers, boot tidies, or in the garden.

- 4.7 While residents will be encouraged to retain and reuse their inserts, however, it is proposed that the option for them to be collected will remain. Those residents who choose to return their inserts will be able to do so and the bin tags delivered to every household will explain how. In order to keep the collection arrangements as cost-effective as possible, it is proposed that unwanted inserts will be collected from the kerbside at the same time as the red-lidded bins are emptied. The split-bodied vehicles will enable the inserts to be kept separate from the rest of the recyclable material thereby allowing them to be sent for separate reprocessing. In this way, using existing resources wherever practicable should keep costs to a minimum. It is envisaged that the insert collections will take place during the first two weeks of November to coincide with the start of the new collection arrangements.

5 **Report Implications**

5.1 **Finance and Value for Money Implications**

- 5.1.1 The cost of the bin tags and other promotional material will be met from the sale of the unused inserts to a neighbouring authority. Any additional costs will be met from existing recycling advertising budgets. The cost of collecting in container inserts will be met from existing budgets.

5.2 **Environment and Sustainability Implications**

- 5.2.1 In addition to the benefits of moving to fully commingled recycling collections, promotion of the change is likely to increase the Council's recycling rate and reduce contamination. Promoting the reuse of container inserts is in line with the waste hierarchy and is more sustainable than putting in place separate collection arrangements. Any collections undertaken will use existing resources and capacity wherever possible to keep the environmental impact to a minimum.

5.3 **Risk Management Implications**

- 5.3.1 There are reputational, environmental and economic risks associated with the collection of inserts. However, by promoting the reuse of the inserts wherever practicable, and utilising existing resources to collect any unwanted inserts, those risks are mitigated significantly.

5.4 **Links to Council's Priorities**

- 5.4.1 Promoting sustainable and vibrant communities

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

Agenda Item No 15

Community and Environment Board

14 October 2019

Report of the Director of Leisure and Community Development

Health and Wellbeing Action Plan (2017 to 2020)

1 Summary

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

Recommendation to the Board

That the Board notes and comments upon the progress being made in respect of the delivery of those commitments identified in the Health and Wellbeing Action Plan (2017 to 2020).

2 Consultation

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

3 Introduction

- 3.1 The three-year Health and Wellbeing Action Plan (2017 to 2020), a copy of which is attached at Appendix A, has been developed by the Health and Wellbeing Working Party and was endorsed by the Board at its meeting held in March 2017. The Working Party monitors progress in respect of delivery of the actions identified within the Plan at each of its meetings.

- 3.2 The Action Plan provides an holistic view of activity that takes place across the Authority that impacts on the health and wellbeing of the local population. Accordingly, the Action Plan seeks to ensure that the Borough Council, along with its partners, is doing all that it can to improve the health of the community in a co-ordinated and effective manner.

- 3.3 “Improving Leisure and Wellbeing Opportunities” is a corporate priority, and the actions outlined in the Health and Wellbeing Action Plan are aligned with this commitment.

4 Progress to Date in 2019 / 20

4.1 Joint Strategic Needs Assessment

- 4.1.1 A needs assessment is a systematic method for reviewing the health issues facing a defined population. Its production is intended to lead towards the development of an agreed set of resourced priorities that will improve health and reduce related inequalities.
- 4.1.2 The Board will be aware of the needs assessment which was completed in Atherstone in 2018, a copy of which can be found at <https://apps.warwickshire.gov.uk/api/documents/WCCC-644-422>. Building on this work, an assessment was subsequently undertaken across the remaining areas of North Warwickshire. A draft of the ensuing JSNA Action Plan is attached at Appendix B, upon which Members are invited to comment. This version of the Plan is a development of the draft tabled for the Board's consideration in March 2019.
- 4.1.3 A steering group, consisting of officers from North Warwickshire Borough Council, Warwickshire County Council, Warwickshire Community and Voluntary Action (CAVA) and Councillors, will manage and progress the actions identified within the Action Plan upon their formal adoption by the Warwickshire North Health, Wellbeing and Integrated Care Partnership.

4.2 Events

- 4.2.1 The Borough Council continues to organise and deliver two Big Day Out events each year. The initiative, which was originally supported through Warwickshire County Council, is designed to get more people outdoors and enjoying their local green space. The Community Development section has organised the events to engage with the community, including in respect of the wider determinants of health, such as local businesses having stalls through which to boost the local economy and getting people out and about to increase social interaction and to reduce social isolation.
- 4.2.2 This year, Big Day Out events have been held in Abbey Green Park, Polesworth, on 9 June, and Old Arley Recreation Ground on 8 September. Both events were well attended by the local community and included the provision of mini health checks through #onething, information on the Year of Wellbeing and consultation in respect of the Board's development of a new Green Space Strategy for the Borough.

4.3 Addressing Teenage Conceptions

- 4.3.1 An Addressing Teenage Conceptions (ATC) group was established through the Warwickshire North Health, Wellbeing and Integrated Care Partnership, in response to the 2014 data released by the Office of National Statistics, which identified Atherstone Central as the Ward with the highest teenage conception figures in the county. The group developed a Warwickshire North Teenage Conception Action Plan, the proposed activities within which are

designed to reduce teenage conception rates across North Warwickshire and Nuneaton and Bedworth.

4.3.2 Further to the production of the Action Plan, Members will be aware of the development of the Health Store in Atherstone. It is pleasing to be able to report that trained nurses now attend the Health Store on the first, third and fifth Tuesday of every month. The intention is for this provision to be extended in future (subject to resources becoming available), in order that nurses will be in attendance at each and every Tuesday afternoon session. Funding for the Health Stores in both Atherstone and Nuneaton has been secured for a further twelve months, through until 31 March 2021.

4.3.3 Warwickshire North's second Teenage Pregnancy Summit, "That Was Then, This is Now!" took place on 24 September. The Summit focused on the work that has contributed to the decrease in the number of teenage conceptions in the area, with a view to sharing and developing best practice and to identifying the action required to ensure that conception rates continue to fall.

4.4 Fitter Futures

4.4.1 On 1 July 2019, Fitter Futures, with its aim of supporting Warwickshire residents to lead a healthy and active lifestyle, was re-commissioned through the County Council.

4.4.2 The Adult Weight Management service now has four options in which residents can participate:

- Slimming World
- Weight Watchers
- A group programme provided by Everyone Health, which includes weekly nutrition and physical activity sessions
- One to one home based support provided by Nuneaton and Bedworth Leisure Trust

Participants aged 12 or over can access twelve weeks of free sessions if they have a BMI of 30+, or a BMI of 28+ if they a complex health-related need.

4.4.3 The Physical Activity on Referral service is now being delivered by Everyone Health, although it will do so through the same model and approach adopted by Nuneaton and Bedworth Leisure Trust, the previous service provider. Since the beginning of April 2019, there have been 108 referrals to the Physical Activity service.

4.4.4 Change Makers, the Family Weight Management service, continues to be managed by Rugby Borough Council until November 2019, after which it will be co-ordinated by Compass, which currently provides the Warwickshire Schools Health and Wellbeing Service. Change Makers offers a nine weeks healthy eating and physical activity programme for children aged from 4 to 12 years and their families. Between April and June 2019, 18 children completed their programme, after which they reported an increase in their fruit

and vegetables intake, an increase in their levels of physical activity and an increase in their self-esteem.

4.5 #onething

- 4.5.1 #onething provides free, 15 minutes health checks to Warwickshire residents at various community events and in a variety of community settings. Delivered by the Healthy Living Network, the health checks measure height, weight, (and, therefore, calculate BMI), blood pressure and blood sugar levels. Any result outside of healthy levels leads to a referral, either to an individual's GP or to services such as Fitter Futures.
- 4.5.2 As part of the Year of Wellbeing, health checks have been offered to Officers and Councillors at two corporate wellbeing days and specifically to Members before the Full Council meeting held on 25 September.
- 4.5.3 Last year, a total of 723 health checks were completed in North Warwickshire, with just over 12% resulting in a referral to their GP for the early detection of hypertension, (pre) diabetes and cardiovascular disease. From April to June 2019, a total of 103 health checks have been completed, with a referral rate of 13.6%.

4.6 Holiday Provision

- 4.6.1 A targeted programme of activity for children and young people is provided in each of the Borough Council's leisure facilities during school holiday periods.
- 4.6.2 The adopted Leisure Facilities Service Improvement Plan includes a commitment to deliver a focused and co-ordinated holiday activity programme for children and young people. Accordingly, the Business Development team and staff within the facilities have worked together to offer a more comprehensive set of activities for young people throughout the year. The table below shows the attendances and profit made through the delivery of these activities to date:

	Total Attendances	Profit
April	336	£708
May	128	£225
Summer	787	£1,558
Total	1251	£2,491

- 4.6.3 A Halloween themed holiday activity programme will be delivered during the October half-term in a continued effort to improve the leisure facilities offer for young people.
- 4.6.4 Feedback on the Bank Holiday Discovery Day, undertaken during August, has been provided within the "Leisure Facilities: Service Improvement Plan and Key Performance Indicators" report included elsewhere on this agenda.

4.7 Walking

- 4.7.1 Eleven health walks continue to operate throughout the Borough, in Old Arley, Atherstone, Austrey, Coleshill, Dordon, Hartshill, Kingsbury, Mancetter, Middleton, Nether Whitacre and Ridge Lane. Each walk is led by trained volunteer leaders, who co-ordinate and manage their individual walk programmes.
- 4.7.2 Two charity walks have taken place this year. In April, Old Arley Walking Group raised £240 for Myton Hospice and, in August, Kingsbury Walking Group raised £282 for Amelia's Fund.
- 4.7.3 In September, 11 walkers were trained in Emergency First Aid in order to ensure the best practice presence of a "nominated person" within each group.

4.8 Safeguarding

- 4.8.1 In compliance with its Policy commitment, the Authority has continued to provide a comprehensive programme of child protection and adult safeguarding training to all Borough Council employees within three months of commencing their employment (and every three years thereafter). In accordance with the provisions of the related policies, Borough Councillors receive child protection training once within each political cycle. Appropriate training, therefore, has been provided for Councillors, subsequent to the recent local elections.
- 4.8.2 At the Executive Board meeting held on 16 September 2019, Members adopted, for immediate implementation, a new corporate Safeguarding Policy, which addresses the protection of children, young people and vulnerable adults. This approach is consistent with Warwickshire's new, integrated model for safeguarding children and adults.

4.9 Borough Care

- 4.9.1 As the Board will be aware, the Borough Care service offers 24/7 help and support to residents in North Warwickshire. Currently, over 2,100 Borough residents of all ages enjoy the reassurance of being able to get help quickly and easily should an accident, sudden illness or other crisis occur in the home. This, along with Borough Care Visiting Officers providing information, advice and help to access the many statutory and voluntary services and government agencies, ensures that the Borough Care service plays a key role in maintaining people's wellbeing and independence.
- 4.9.2 Through national grant support, the service has procured an additional five Raizer chairs, which have, to date, been used on more than 40 occasions to help uninjured people who have fallen. This facility relieves pressure on the Ambulance Service, thereby allowing it to focus on emergency calls, as well as providing it with a direct cost saving opportunity (the basic cost of an ambulance attendance is approximately £200 to £250).

- 4.9.3 The Borough Care Control Centre call handling system was upgraded in March 2019 and is now fully “digital ready” to facilitate the migration of Borough Care alarms from analogue to IP models over the next five years. This will ensure that there is a seamless service to customers when the analogue public telephone network is switched off in 2025.
- 4.9.4 The Authority is currently piloting the use of alarms that connect to the mobile telephone network, rather than to the landline telephone service, so that people who do not have a landline telephone can access the Borough Care service. If the trial proves to be successful, the associated cost and service implications will be reported to the Resources Board.

4.10 Dementia

- 4.10.1 Improving integration and access for people living with dementia is a priority for the Warwickshire North Health and Wellbeing and Integrated care Partnership. In this regard, partnership work is continuing with a view to making North Warwickshire a Dementia Friendly Community.
- 4.10.2 Dementia Action Week took place from 20 to 26 May 2019, within which a number of events were organised, including a dementia friendly cinema in at Atherstone Memorial Hall, at which there were more than 20 attendees.
- 4.10.3 September was World Alzheimer’s Month. In partnership with Warwickshire County Council, two dementia friendly cinemas were organised in the Borough, one in Atherstone and one in Mancetter, and they were promoted through the local care homes. The films were chosen by the Phoenix Group, which supports people living with dementia and their carers. A Tea Dance is also being offered at the Dordon Club.

4.11 Air Quality

- 4.11.1 The Borough Council continues to monitor and report on air quality in the area. The Air Quality Supplementary Planning Document was considered and approved by Planning and Development Board on 02 September 2019 and formally adopted at Full Council on 25 September.
- 4.11.2 Regular Air Quality updates are provided to the Health and Wellbeing Working Party, which has asked for a report regarding how the Authority can strengthen its response and enforcement in response to identified air quality concerns.

4.12 Public Health Annual Report

- 4.12.1 In September, the Director of Public Health released the 2019 Annual Report - “Working for Wellbeing in Warwickshire”, which focuses on the promotion of health and wellbeing in the workplace.
- 4.12.2 There is a strong relationship between work, health and wellbeing. Being in a secure, good quality job has a positive impact on health, whilst being

unemployed or having insecure employment is generally considered to be bad for health. The report makes the following recommendations:

- 1) Warwickshire County Council and partners should work with businesses of all sizes to enable them to support employee health and wellbeing
- 2) The public sector should promote messages about wellbeing and self-care to the working age population
- 3) Workplace wellbeing is a key focus for the Place Forum and the Year of Wellbeing 2019, and all employers should support the health and wellbeing of their staff
- 4) Warwickshire County Council, businesses and partners should work with the Department of Work and Pensions, and other partners, to provide programmes of support to improve the health and wellbeing of those out of work

4.12.3 Compared to the overall performance in England, North Warwickshire is performing statistically worse in respect of:

- Breastfeeding initiation
- Overweight and obese reception aged children
- Overweight and obese adults
- The number of people killed or seriously injured on the roads

4.12.4 The Borough, however, is performing statistically better than the England average in respect of:

- New sexually transmitted infections
- Incidence of TB
- Emergency hospital admissions for the intention of self-harm (all ages)

4.12.5 The Annual Report and its recommendations will be considered at the next meeting of the Health and Wellbeing Working Party in December.

4.13 Year of Wellbeing

4.13.1 Members will be aware of the Year of Wellbeing report and associated Action Plan, tabled for the consideration of this Board at its meeting held in August. The report detailed the local action taken in support of the 2019 initiative. The content of that report is not repeated here.

4.13.2 The 2019 Year of Wellbeing will continue to be a focus for all health-related activities and marketing / promotional work undertaken within the Borough Council. Implementation of the associated Action Plan will remain as a priority for both the Health and Wellbeing Working Party and the Community Development Officer (Health Improvement). Appropriate links will be made to relevant local and national campaigns and progress will continue to be reported to the Board.

4.13.3 It was originally intended that an internal and external case study would be sought and promoted each month throughout the Year of Wellbeing.

Unfortunately, an insufficient number of case studies were sourced to enable this commitment to be met every month.

4.14 Thrive at Work

- 4.14.1 Created by the West Midlands Combined Authority, Thrive at Work is an organisational commitment focused on creating a workplace that promotes employee health and wellbeing, through the use of key enablers, such as health and safety, manager training, etc., in addition to the promotion of mental, musculoskeletal and physical health and healthy lifestyles.
- 4.14.2 The Authority has signed up to the Thrive at Work commitment, and initial work is taking place to complete the required self-assessment. This process will give the Borough Council a good understanding of its current strengths, as well as highlighting any areas that require attention, thus helping to determine key areas for action within the workplace.

5 Report Implications

5.1 Finance and Value for Money Implications

- 5.1.1 The health and wellbeing actions within the Plan that are identified as having a cost implication for the Authority will be funded either through approved revenue budgets or secured external funding. The Board will be aware that annual revenue provision of £8,750 is made to support the activity of the Health and Wellbeing Working Party, in addition to which a one-off allocation of £5,000 was made in 2017 / 18.
- 5.1.2 An agreement has been negotiated and signed with Warwickshire County Council that commits its Public Health Department to providing a grant of £17,000 to the Borough Council in 2019 / 20 to support related activity. At the time of writing this report, due to the imminent arrival of its new Director, confirmation is awaited from Public Health in respect of the possible extension of the agreement.

5.2 Safer Communities Implications

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

5.3 Legal, Data Protection and Human Rights Implications

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

5.4 Environment, Sustainability and Health Implications

- 5.4.1 The immediate and wider environment in which people live and work have a direct impact on individual and collective health. Good quality housing, green

space and focused health improvement interventions, therefore, positively impact upon people's environment and their wellbeing. If people are in good health they are more likely to live longer, happier, independent lives and to make a positive contribution to their community, thereby improving quality of life for everyone.

- 5.4.2 The current and proposed activity identified within the Health and Wellbeing Action Plan is designed to positively impact upon individual and collective health and wellbeing, with the aim of helping people to live longer, healthier lives and to reduce health inequalities in society.
- 5.4.3 There is a clear and evident link between good quality service provision and the positive health and wellbeing of participants. Programmes of work, therefore, will include increasing the quality and extent of provision, most especially in targeted locations within the Borough.

5.5 Human Resources Implications

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

5.6 Risk Management Implications

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

5.7 Equalities Implications

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

5.8 Links to Council's Priorities

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

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

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

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

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

Background Papers

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

Background Paper No	Author	Nature of Background Paper	Date
1	North Warwickshire Borough Council	Health and Wellbeing Action Plan	2017 to 2020
2	Director of Leisure and Community Development	Report to Community and Environment Board (Health and Wellbeing Action Plan)	March 2019
3	Director of Leisure and Community Development	Report to Community and Environment Board (Year of Wellbeing)	August 2019

North Warwickshire Health and Wellbeing Action Plan 2017 to 2020

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

Theme	Action	Target	Timescale	Resource / Cost	Responsible Officer	Progress
To study and respond to the factors contributing to Atherstone / Mancetter's poor health outcomes and disseminate the results to stakeholders and within the community	Support Public Health Warwickshire to conduct an in-depth study of a place-based Health Needs Assessment focused on Atherstone / Mancetter	<ul style="list-style-type: none"> • Completed Health Needs Assessment • H&WWP agreement on key health messages 	March 2018 March 2018	Nil Nil	Warwickshire County Council (WCC PH) Community Development Officer (Health Improvement) (CDO (HI))	Stakeholder event took place June 2017 by PH Atherstone/Mancetter JSNA now to include Hartshill Becky Evans attends the JSNA steering Group meetings. Stakeholder event run in Wood End on 21 st June 2018. Presentation given by RR.
	Organise a series of community events to disseminate the key health messages	✓ Deliver one health event per Hub per year ✓ Organise one Big Day Out event in Atherstone / Mancetter each year	March 2020 March 2020	£500 £1,500 £8,700 awarded by Armed Forces Covenant Trust for Mancetter Big Day Out	Community Projects Officer (CPO) Special Projects Officer (SPO)	17 September 2018, Atherstone – 1500 attendees 10 June 2018 Coleshill Memorial Park – 2000 attendees 23 September 2018 Mancetter (WW1 centenary event) – 2000 attendees 9 June 2019, Abbey Green Park Polesworth – 4000 attendees 8 September 2019, Old Arley Rec, Old Arley – 1200 attendees

	Use the data to influence the internal and external planning and provision of health and wellbeing services in Atherstone / Mancetter	<ul style="list-style-type: none"> Disseminate the health statistics and their causal factors to the CCG Hubs + local GPs (via a local seminar) 	March 2018	Nil	CDO (HI) WCC PH	Being completed as part of the JSNA process
Development of the "Health Offer" in Community Hubs	Develop a signposting and access to health services programme within Community Hubs	✓ Delivery of a (national / local) health campaign information service within the Hubs	June 2017	Nil	CDO (HI)	Ongoing – Supporting CHAW /Healthy Living Network with health campaign events
	Support the North Warwickshire Community Partnership in its tender for Facilitation and Service Delivery Support in the Hubs	✓ Employment of a Support Worker to organise and deliver health events in the Community Hubs	June 2017	Nil (funded through the Community Partnership)	CPO	<p>Healthy Living Network were awarded the contract for CHAW in 2017</p> <p>CHAW contract ended in December 2018. An evaluation has been written regarding the CHAW work in North Warwickshire, which is currently under review.</p>
	Engage with, and promote, initiatives regarding food provision (Food Hub)	✓ Support a "Cook It" session during one school holiday ✓ If appropriate, support "Cook It" sessions during each school holiday at one of the Hubs	March 2018 March 2020	£100 £1000	CDO (HI) CDO (HI)	<p>CHAW are delivering Family Cookery Club at Arley Community Centre (starts 1 March 2018)</p> <p>Atherstone Community Kitchen organised and run by Healthy Living Network. Atherstone Community Kitchen now expanded to Mancetter and Polesworth. Lunch clubs are currently once a month.</p>

						Holiday Hunger sessions being delivered during school holidays at Dordon and Atherstone Hubs. For 2019, locations will include Kingsbury. Volunteers have taken over the running of the holiday hunger sessions. The Dordon Activities Group, Wings Family CIC (Kingsbury), and the Atherstone Family Fun group are now leads for each area. WCC, NWBC and Change Makers continue to support the sessions.
Reducing the number of under 18 conceptions through the provision of support for services in North Warwickshire relating to teenage pregnancy	Work with the WCC "Respect Yourself" team to raise awareness of its website and to develop student mentors in local schools	<ul style="list-style-type: none"> • A student mentor to be available within one North Warwickshire secondary school • At least one student mentor within each secondary school 	<p>March 2018</p> <p>March 2020</p>	<p>£500</p>	CDO (HI)	<p>Respect Yourself and TQEA school have been contacted regarding student mentors.</p> <p>CDO (HI) in talks with QEII school regarding school mentors/health champions programme. Youth worker from Health Store is now attending lunchtime sessions at TQEA monthly to speak to young people, and promote Health Store.</p> <p>CDO (HI) also in talks with Polesworth High School regarding a current group of student 'Health Champions'. CDO (HI) and Public Health to meet with school youth worker and students.</p>
	Support the Addressing Teenage Conceptions (ATC) group	<ul style="list-style-type: none"> • Borough Council attendance at ATC meetings • Progress reports presented to the Community and Environment Board 	<p>March 2020</p> <p>March and October each year</p>	<p>Nil</p> <p>Nil</p>	Assistant Director (Leisure and Community Development) (AD (L&CD))	<p>Becky Evans is the NWBC rep</p> <p>Reports are sent with the Health Update to Community and Environment Board</p>

	Extend the Health Store service to a location in Atherstone	<ul style="list-style-type: none"> Health Store service available one day per week in Atherstone 	July 2017	£4,000 (2017 / 18)	AD (L&CD) and Community Development Manager (CDM)	<p>Health Store in Atherstone started in November 2017. Awareness event run in March. 30 students from QE School attended with teachers. Loudmouth production, Doorway service, Compass, C-card and Health Store information available for students. All students signed up for C-Card.</p> <p>From April 2019, a nurse will be available in the Health Store on the 1st, 3rd and 5th Tuesday of the month to provide a wider range of services for young people to access.</p> <p>2018/2019 Attendance Total: 70 2019/2020 Attendance: Q1: 21</p>
	Investigate the viability of providing a series of sexual health and unplanned pregnancy programmes for students in local secondary schools	<ul style="list-style-type: none"> ✓ Work with ATC to identify the most suitable programme(s) ✓ Attend a relevant theatre production ✓ Commission the delivery of a relevant theatre production in at least one local secondary school 	<p>March 2018</p> <p>March 2018</p> <p>March 2019</p>	<p>Nil</p> <p>Nil</p> <p>Approx. £1,500 per school</p>	<p>CDO (HI)</p> <p>Portfolio Holder for Health</p> <p>CDO (HI)</p>	<p>Loudmouth production will be offered in the Ratcliffe Centre for the launch of Health Store. 'Trust Me' production shown.</p> <p>All secondary schools have been offered their choice of Loudmouth productions. Productions have run at QE (on 5th March 2018) and Coleshill Secondary School (20th March 2018), with both schools choosing the relationship based production.</p>
Increase the number of adults and children who	Support and promote the Fitter Futures services in North Warwickshire,	<p>Change Makers:</p> <ul style="list-style-type: none"> Deliver 7 courses (previously 11) 85 completers 	July 2019	Nil	Fitter Futures	<p>Referrals Q4 2018/19:</p> <p>Family Weight Management (Change Makers): 72</p>

are physically active and reduce the percentage of adults and children with excess weight	including Physical Activity on Referral, Adult Weight Management and Family Weight Management	<ul style="list-style-type: none"> Target of 52 overweight children (was previously 48) <p>Physical Activity on Referral</p> <ul style="list-style-type: none"> 200 new referrals <p>Adult Weight Management</p> <ul style="list-style-type: none"> 300 new referrals 				<p>PA on Referral: 71</p> <p>Adult Weight Management – Slimming World: 131</p> <p>Total Referrals for 2018/2019: Family Weight Management (Change Makers): 151</p> <p>Physical Activity on Referral: 222</p> <p>Adult Weight Management – Slimming World: 379</p>
	Investigate the viability of extending the Physical Activity on Referral service to include other activities, such as Yoga	<ul style="list-style-type: none"> ✓ Undertake related consultation with service users ✓ Extension of the service to include at least one alternative activity in one leisure centre 	June 2018 March 2018	Nil £1,000	CDO (HI) CDO (HI)	<p>The consultation with Physical Activity on Referral was unable to be conducted due to changes in data protection rules (GDPR). Moving forward, the consultation would have to be undertaken by the instructor working with each client.</p> <p>4 employees trained qualified as Exercise Referral instructors (June 2018).</p>
	Continue to support the #onething campaign, including the desire to increase the number of health checks given to local residents	<ul style="list-style-type: none"> ✓ Increased number of people screened ✓ Increased in number of pledges ✓ Increased early detection of hypertension ✓ Increased early detection of (pre) diabetes ✓ Increased early detection of cardiovascular disease 	June 2018	£500	WCC PH	<p>Totals for 2018/2019:</p> <ul style="list-style-type: none"> - Increased number of people screened (mini health check): 723 - Increased number of pledges: 330 - Increased early detection of hypertension: 67 - Increased early detection of (pre) diabetes: 22 - Increased early detection of cardiovascular disease: 89 - Increase in early risk detection % through health checks: 12.3%

		✓ Increase in early risk detection % through health checks				#onething attended the Polesworth Big Day out on 6 June 2019, and completed over 80 health checks, resulting in 9 doctor referrals and 3 Slimming World referrals. #onething also conducted the health checks at the 2019 corporate health and wellbeing days held for North Warwickshire Borough Council staff.
	Provide a programme of holiday provision for children and young people in the Borough Council's leisure facilities	<ul style="list-style-type: none"> Provision of a holiday programme for young people at each Borough Council leisure facility Undertake a programme of promotional work to ensure awareness of the holiday programmes Link with the Food Hub to provide water and health snacks during holiday programmes 	March 2020 March 2020 March 2020	Provision made within facilities' revenue budgets £1,000 per year Nil	Leisure Facilities Manager (LFM) LFM CDO (HI)	On going. 2019 May Half Term Figures: Coleshill: Tumble time – 24 Nerf Wars – 7 Gymnastics – 16 Atherstone: Tumble time – 7 Rafts and Floats – 49 Inflatable Madness - 25 TopScore no longer operate out of Polesworth Sports Centre, therefore there were no activities in Polesworth Sport Centre. Marketing and Promotions Officer has been recruited. Organise through each facility the delivery of fruit and water to all venues throughout holidays. Each facility has been provided with foodbank contact and order details.

		<ul style="list-style-type: none"> Work with the Ocado Foundation to develop an 'Ocado Games' event 	July 2019	Nil (Externally Funded)	CDO (HI)	Schools local to Polesworth contacted regarding an Ocado Games in Polesworth Sports Centre.
	Increase the number of members of, and visits to, the Borough Council's leisure facilities	<ul style="list-style-type: none"> KPIs to be recommended through the Strategic Leisure Review 	March 2018	Nil	AD (L&CD) and LFM	Strategies are being considered by Members at Exec Board 12 February 2018
	Support and develop the existing network of local walking groups	<ul style="list-style-type: none"> ✓ Constitution of the walking groups ✓ Continuum of walks available from entry level to independent walks 	<p>March 2018</p> <p>March 2020</p>	<p>Nil £7831 Awards for All funding</p> <p>£500 (for marketing)</p>	<p>SPO</p> <p>SPO</p>	Complete. Funding obtained from Awards for All obtained 15 th March 2018 to enable groups to promote and buy equipment (e.g. GPS devices).
	Encourage the improvement and accessibility of the walking and cycling networks in North Warwickshire	<ul style="list-style-type: none"> Re-establishment of the North Warwickshire Cycle Way Complete a review of the accessibility of walking routes in the Borough 	<p>March 2018</p> <p>March 2020</p>	<p>LEADER funding granted £34,946.57</p> <p>Nil</p> <p>£500</p>	<p>Engagement and Funding Officer (E&FO)</p> <p>SPO</p> <p>SPO</p>	<p>Grant Funding Agreement signed. Work commenced Jan 18. Signage in place throughout Kingsbury Water Park, with a launch event for the family routes taking place on October 31st. Signage in places across the borough outlining the Red Cycling route.</p> <p>'Cycle North Warwickshire' website up and running with information about the various routes. The Red route has also been created as a segment on the fitness tracking app Strava. This allows a leader board to be created with everyone who has cycled the route.</p>

		<ul style="list-style-type: none"> Production of publicity to promote all accessible walking routes in the Borough 	March 2020			North Walks Walking booklet has been produced and distributed to the walking groups, allowing them to promote themselves. Information also available on the Walking for Health website.
	Monitor and challenge the number of take-away food outlets in North Warwickshire	<ul style="list-style-type: none"> Undertake a mapping and analysis of take-away food outlets in North Warwickshire 	July 2017	Nil	Licencing	Complete
Promote adult and children safeguarding as being everyone's responsibility	Deliver Child Protection / Child Sexual Exploitation training to all Borough Council staff and Councillors	<ul style="list-style-type: none"> 100% of staff to attend safeguarding training within three months of commencing their employment 100% of staff to attend safeguarding training every three years 100% of Borough Councillors to attend safeguarding training in each political term 	On-going	Provision in training budget	CDM	
	Deliver Safeguarding Adults training to all frontline employees	<ul style="list-style-type: none"> 100% of frontline staff trained within three months of commencing their employment 	On-going	Provision in training budget	CDM	
	Support the promotion of the Borough Care service throughout North Warwickshire	<ul style="list-style-type: none"> Service update presented to the H&WWP Targets – CSM 	March 2018	Nil	Community Support Manager (CSM)	

<p>Work with internal and external partners to address health and wellbeing priorities for North Warwickshire</p>	<p>Work with Warwickshire North Health and Wellbeing Partnership to improve End of Life Care provision in North Warwickshire</p>	<ul style="list-style-type: none"> • Service update presented to the H&WWP by the End of Life Care GP lead • Report back from Warwickshire North Health and Wellbeing Partnership • Support the “Compassionate Communities” initiative 	<p>June 2017</p>	<p>Nil</p>	<p>CDM AD (L&CD) WCC (PH)</p>	<p>Heather Kelly (Senior Commissioning Manager CCG) attended Working Party Jan 18</p> <p>CDM attends meetings. Two compassionate communities' projects have been developed and will commence in North Warwickshire in Autumn 2019. Project 1 - to develop compassionate communities in Atherstone and Mancetter. Project 2 – Working with Mary Ann Evans hospice in Nuneaton.</p>
	<p>Work with Warwickshire County Council to support the ‘Year of Wellbeing’ throughout 2019</p>		<p>On-going</p>	<p>Nil</p>		<p>Jane Coates presented to the Working Party 15/11/18.</p> <p>Pledges have been agreed by the Working Party (see Year of Health and Wellbeing Action Plan)</p>
	<p>In conjunction with Warwickshire North Health and Wellbeing Partnership and NHSE seek to improve access to primary care services in North Warwickshire</p>	<ul style="list-style-type: none"> • Progress reports from the CCG presented to both the H&WWP and the WN H&WP 	<p>On-going</p>	<p>Nil</p>	<p>Portfolio Holder for Health</p>	

	Work with Warwickshire North Health and Wellbeing Partnership to improve early referral to cancer services in North Warwickshire	✓ Identify the barriers to early referral to cancer services and disseminate the findings accordingly	March 2020	Nil	CDO (HI)	Bernie Lee attended Health and Wellbeing Working Party in January 2018
	Work with Warwickshire County Council to improve transport for health and access to health services in North Warwickshire	<ul style="list-style-type: none"> • Progress report presented to the H&WWP regarding the countywide transport for health services • Report to the H&WWP on the work of Beeline 	June 2017 June 2017	Nil Nil	CDO (HI) CDO (HI)	Presentation given at HWWP June 2017
	Work with those Parish Councils developing Neighbourhood Plans to ensure the inclusion of commitments to promote a healthy environment	<ul style="list-style-type: none"> • Analyse and report to the H&WWP on Neighbourhood Plans and their links to the development of a health environment 	March 2019	Nil	CDM	
	Work with the Warwickshire Health and Wellbeing Board and the Adult Social Care and Scrutiny Committee to ensure that the	<ul style="list-style-type: none"> • Progress reports relating to the STP (proactive and preventative) presented to the H&WWP and in turn in the minutes presented to the C&E 	March 2020	Nil	Portfolio Holder for Health	

	Sustainability and Transformation Plan (STP) brings improvements to North Warwickshire	Board				
	Support the implementation of Warwickshire County Council's Suicide Strategy in North Warwickshire	<ul style="list-style-type: none"> Annual County Council report to the H&WWP on the outcomes identified in the Strategy 	March 2020	Nil	WCC	Each district/borough in the Warwickshire North Partnership Group has been allocated £5,000 from the Coventry and Warwickshire Sustainability and Transformation Partnership Suicide Prevention Steering Group.
	Work with Warwickshire County Council, The Partnership Trust and the West Midland Combined Authority in the implementation of their mental health strategies in North Warwickshire	<ul style="list-style-type: none"> Annual reports to the H&WWP from the County Council and the Combined Authority on the outcomes identified in the strategies 	March 2020	Nil	WCC	
	Influence the development and implementation of the Strategic Leisure Review in order to ensure provisions for the improvement of the health and wellbeing of local residents	<ul style="list-style-type: none"> Successful production of Health, Wellbeing and Leisure, Green Space, Playing Pitch and Leisure Facilities Strategies 	October 2017	Provision made within revenue budget	AD (L&CD)	<p>Strategies are being considered by Members at Exec Board 12 February 2018</p> <p>The Green Space Strategy is currently out for consultation. The Community Development team have received funding to run 10 events throughout August 2019 engaging with the public about the Green Space Strategy. Events will be held in the following locations:</p>

					5 August – Royal Meadow Drive, Atherstone 6 August – Kitwood Avenue Park, Dordon 7 August – Meadow Street Gardens, Atherstone 8 August – Mancetter Recreation Ground 9 August – Boot Hill Recreation Ground, Grendon 12 August – Wood End Recreation Ground 13 August – Cole End Park, Coleshill 14 August – Old Arley Recreation Ground 15 August – Abbey Green Park, Polesworth 16 August – Piccadilly Sports Ground
Work with Environment Health to improve and extend the monitoring of air quality in North Warwickshire	<ul style="list-style-type: none"> • Investigate the potential to monitor PM₁₀ and PM_{2.5} • Report on the Nitrogen Dioxide in North Warwickshire 	<p>March 2020</p> <p>March 2020</p>	Nil	Environmental Health	
Support residents to live independently by providing an effective adaptations service and / or taking action to ensure that properties are in good repair and do not have significant hazards, as reflected in the national Decent Homes Standard	<ul style="list-style-type: none"> • Actively promote the HEART service • Promote related services through the Community Hubs • Promote the Borough Care service run across North Warwickshire • Provide training for frontline staff to provide links with health and 	March 2020	Nil	AD (H)	

		social care services and priorities				
	Underpin all services delivered with a philosophy of promoting positive mental wellbeing in all users of the service and in all staff working within the provider service	<ul style="list-style-type: none"> • Encourage frontline staff to complete the Five Ways to Wellbeing e-learning module • Encourage frontline staff to become Dementia Friends • Continue the goal to create a Dementia Friendly Community & Organisation 	<p>March 2020</p> <p>March 2020</p> <p>March 2020</p>	<p>Nil</p> <p>Nil</p> <p>Nil</p>	<p>CDO (HI)</p> <p>CDO (HI)</p> <p>CDO (HI)</p>	<p>Dementia Friends training now mandatory for all NWBC staff. All current staff will complete sessions by Jan 2019. Current number: 225</p> <p>Dementia Friends sessions have been run for a variety of community groups including some of the walking groups, community members, schools, as well as some business owners in Atherstone. All personnel at the Atherstone Fire Station have become dementia friends, and links are being established with police officers across North Warwickshire.</p> <p>NWBC signed up to Dementia Action Alliance in May 2018. Work is ongoing to make Atherstone and other towns in the borough 'Dementia Friendly'. Quarterly meetings occur with representatives from a wide range of groups, organisations and services. Work is underway to encourage business sign up in the major towns, as well work with faith organisation, community groups, children and young people, fire and police, and transport providers. Warwickshire County Council is working within Coleshill to create a Dementia Friendly Coleshill.</p>

		<ul style="list-style-type: none"> • Encourage frontline staff to complete MECC training 	March 2020	Nil	CDO (HI)	<p>A variety of events have been organised for national dementia awareness campaigns such as Dementia Action Week. 2 dementia friendly cinemas (Atherstone and Coleshill) are being planned for September 2019 as it is World Alzheimer's Month.</p> <p>MECC has been updated.</p>
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- ✓ Please note that those targets indicated with a “tick” are reported to Public Health as part of the agreed offer of funding for the North Warwickshire Health Improvement Service

#onething clarification on measurable outcomes

Mini health check consists of lifestyle advice, blood pressure, blood sugar levels, cholesterol (not all are offered at all events, this is dependant on appropriately skilled staff available on the day). These tests results provide early risk indicators

Number of pledges made

Number of individuals who were signposted to their GP due to high blood pressure readings

Number of individuals who were signposted to their GP due to high blood sugar level readings

Number of individuals who were signposted to their GP due to high cholesterol readings

Appendix B

Action Plan: 2019/20 - 2020/21

North Warwickshire

Population Health Model (PHM) Domains - **1**) Wider determinants; **2**) Healthy lifestyles; **3**) Integrated Health & Social Care; **4**) Places & communities.

This action plan is developed from the Place Based Needs Assessment for Warwickshire North which contains further detail of the priorities in the area.

<http://hwb.warwickshire.gov.uk/jsna-place-based-approach>

THEME	RECOMMENDATIONS	ACTION	JSNA Geography	Proposed Action Owner
1) Overarching actions PHM Domains: 3) Integrated H&SC 4) Places & communities	Ensure commissioners and providers respond to the findings of place-based JSNA	<ul style="list-style-type: none"> Include reference to JSNAs findings in commissioning intentions and consider population needs in development of place-based commissioning approaches Consider findings of JSNA when developing services within the North Warwickshire JSNA areas Promote the JSNA findings among public sector service providers and to voluntary and community sector organisations 	All	Warwickshire County Council (WCC), North Warwickshire Borough Council (NWBC), Warwickshire North Clinical Commissioning Group (WNCCG). WCC, NWBC, WNCCG.
2) Promoting Inclusive Communities PHM domain: 4) Places & communities	Increase opportunities for social connections across all age groups, particularly for those with limited access to transport or where a lack of venues may limit opportunities for social contact	<ul style="list-style-type: none"> Establish better engagement across organisations and community by establishing local network to share information between each other, utilise use of hubs, local assets, improve access to services, improve engagement with smaller villages, young people and those at risk of / suffering from isolation Promote existing opportunities around accessible transport and develop volunteer schemes / car share / time bank to enable more opportunities within community assets Improve the identification of carers and young carers and promote the offers of support available to them 	All	WCC, NWBC, WNCCG, Warwickshire Community and Voluntary Action (WCAVA)
3) Improving the quality of and engagement with the environment PHM Domains 1) Wider determinants	Identify opportunities to reduce harm from poor air quality in localised areas.	<ul style="list-style-type: none"> Identify opportunities to reduce harm from poor air quality in localised areas Complete the NW Air quality report and the Supplementary Planning guidance Develop a plan for the allocation of PM monitors in NW 		WCC, NWBC, NW H&W B WCC, NWBC, NW H&W B WCC, NWBC, NW H&W B
	Increase the range of opportunities for physical activity including safe walking, cycling routes, use of parks and green spaces, community based activities, including provision that will appeal to young people, men and older people	<ul style="list-style-type: none"> Promote the use of green spaces with community events and activity Promote existing cycle / walking routes and groups, identify where networks can be improved. 	All	WCC, NWBC, NW H&W B, WCAVA WCC, NWBC, NW H&W B, WCAVA
4) Supporting good mental health and Well-being PHM domains: 3) Integrated Health & Social Care 4) Places & communities	Work with partners from health, statutory and community settings to improve mental health	<ul style="list-style-type: none"> Increase collaboration between General Practices, mental health services, voluntary and community sector to improve timely access to appropriate mental health services and support including diagnosis of / support for dementia / services for carers and young people Educate parents, schools and the wider public on mental health issues, available support and good mental health - promote Five Ways to Wellbeing Review memory cafe provision in the North Warwickshire Comprehensively review of loneliness, its impact and actions to address needs locally 	All	WCC, WNCCG, NWBC, NW H&W B, WCAVA, Trusts, CA
5) Promote healthy lifestyles and reduce the burden of long-term conditions	Increase proactive identification of hypertension and diabetes and empower patients to self manage and take appropriate action to reduce the risk of serious adverse health events and complications	<ul style="list-style-type: none"> Increase uptake of NHS Health checks and the National Diabetes Prevention Programme locally Improve the offer for something to deliver within workplaces and reach those that do not engage with the health service Identification of the barriers to access to cancer screening programmes - improve take up Map the access to pharmacy and phlebotomy services in NW 	All	Primary Care (PC), PCN, WCC
			Aterstone, Mancetter, Dordon and Polesworth, Coleshill Coleshill, Arley, Dordon and Polesworth	WCC, NWBC, WCAVA WCC, PCN WCC, WNCCG, Trusts

<p>PHM domains:</p> <p>2) Healthy lifestyles 3) Integrated Health & Social Care 4) Places & communities</p>	<p>Promote healthy lifestyles including physical activity, diet and safe alcohol consumption to reduce risk factors for long-term diseases</p>	<ul style="list-style-type: none"> Promote to all front facing staff in statutory and VCS organisations to undertake 'Make Every Contact Count' training to effectively identify and signpost to relevant service i.e. Fitter Futures, Drugs & Alcohol, Stop Smoking, Sexual health etc. Improve the digital offer to support individuals make positive lifestyle changes Develop the local social prescribing offer and ensure practitioners are confident in promoting physical activity and healthy lifestyle changes Promote a single front door as a way to get a variety of services from a range of partners in one place 	All All All All	WCC, NWBC, WCAVA WCC, NWBC WCC, PCN, NWBC, WNCCG NWBC, WCC, WCAVA
<p>6) Addressing Poverty, Housing and Inequalities</p> <p>PHM Domains:</p> <p>1) Wider determinants 2) Healthy lifestyles 3) Integrated H&SC 4) Places & communities</p>	<p>Reduce food poverty by increasing opportunity for accessible food to those at highest risk</p>	<ul style="list-style-type: none"> Promote and raise awareness of food poverty programmes across North Warwickshire, Review Holiday Hunger / Breakfast clubs and opportunities to expand the programme across NWB Food poverty programmes to offer a more balanced range of food to support healthier options Improve offer for financial advice for the support for people accessing benefits and budgeting 	All All All	NWBC, WCC, WCAVA NWBC, WCC, WCAVA NWBC, WCC, WCAVA
	<p>Improve jobs offer for the local community by ensuring relevant training opportunities are accessible locally.</p>	<ul style="list-style-type: none"> Review employment trends in the area now and in the future and align training opportunities to meet the projected demand 	All	NWBC, WCC

Agenda Item 16

Community and Environment Board

14 October 2019

**Health and Wellbeing Working Party Minutes
11 September 2019**

Present: Cllr. M. Humphreys (Chairman), Cllr. Bell, Cllr. Lebrun, Cllr. Chambers, Becky Evans , Russell Simkiss, Zoe Bickley (all NWBC), Lori Harvey (WCC), Yasser Din (Public Health)

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

Item	Notes	Action
2	Minutes of the Last Meeting (19 June 2019) The minutes of the last meeting were agreed as a true and accurate record of the proceedings. .	
3	Compassionate Communities Through Warwickshire County Council, Grapevine has been awarded the tender to deliver the Compassionate Communities programme. This is a twelve month pilot scheme to be undertaken in Atherstone and Mancetter, which will seek passionate local people to support conversations about death and dying.	
4	Warwickshire Insights A presentation was given by Warwickshire County Council's Insight Team on the online Insights tool, which provides health-related statistical information about Warwickshire. The Working Party asked that a link be made from the Borough Council website and that related information be provided in North Talk. Additional presentations from the Insights team can be given on request.	BE
5	Air Quality Currently, ZB is exploring the links with schools and air pollution campaigns. This work will be picked up in conjunction with the Community Development section. With regard to the air pollution background maps produced by DEFRA, ZB agreed to establish from where DEFRA got its data.	ZB / BE ZB

Item	Notes	Action
	<p>Clr. Humphreys requested that the impact of pollution on local residents from the work being completed near Junction 11 on the M42 be highlighted.</p> <p>A discussion was held regarding odour. The Borough Council does not have odour monitors. A report was requested about how the Authority can strengthen its response and enforcement regarding air quality. The report should detail the associated costs for any additional equipment / infrastructure needs.</p>	ZB ZB
6	<p>Year of Wellbeing</p> <p>A report was tabled at the Community and Environment Board meeting held on 6 August, which outlined the work undertaken to date. The Year of Wellbeing will continue to be promoted throughout 2019 and #onething will be offering health checks for all Councillors before Full Council in September.</p>	BE
7	<p>Health and Wellbeing Action Plan</p> <p>The Working Party agreed that £2.5k will be used from its budget to continue to support the Health Store in Atherstone during 2020 / 21.</p> <p>Warwickshire North's second Teenage Pregnancy Summit: "That Was Then, This is Now!" is taking place on Tuesday 24 September at the CHESS Centre in Nuneaton.</p> <p>September is World Alzheimer's Month and two dementia friendly cinemas events have been organised, as follows:</p> <p>26 September, 2.00 to 4.00pm at Atherstone Memorial Hall 27 September, 2.00 to 4.00pm at Coleshill Town Hall</p> <p>The films being shown, Calamity Jane and Singing in the Rain, have been chosen by the Phoenix Group.</p> <p>#onething continues to offer health checks and the service is available to attend community events or local businesses.</p>	
8	<p>Public Health / JSNA Update</p> <p>The new Director of Public Health (Shade Agboola) is due to start work in October.</p> <p>An updated draft JSNA was tabled at the meeting and will be presented to the Warwickshire North Health and Wellbeing / Integrated Care Partnership at its meeting to be held on 12 September. A steering group will continue to manage and progress the outcomes of the JSNA.</p>	YD
9	<p>Leisure Facilities Update</p> <p>A "Discovery Day" was trialled across the three Borough Council-owned leisure facilities on August Bank Holiday Monday, from which generally positive feedback</p>	

Item	Notes	Action
	<p>was given at the meeting. As well as receiving constructive feedback from staff, customers and groups involved, the day was successful in attracting participants who would not normally attend a leisure facility and also in signing up twelve new members.</p> <p>A report will be tabled at Community and Environment Board on 14 October which outlines recommendations regarding future Bank Holidays.</p>	
10	<p>WCC Localities Update</p> <p>The restructure currently taking place across Warwickshire County Council is due to be complete by 1 April 2020.</p> <p>The County Councillor Grants scheme is currently open to applications. The Fund is aimed at community and voluntary organisations and provides Warwickshire County Councillors with a small pot of funding to support small-scale projects within their area that support the following outcomes:</p> <ul style="list-style-type: none"> • Warwickshire's communities and individuals are supported to be safe, healthy and independent; and, • Warwickshire's economy is vibrant and supported by the right jobs, training, skills and infrastructure. <p>All applications should aim to build community solutions to local issues and improve the health and wellbeing of people living in Warwickshire.</p> <p>The second round of funding is now open. The deadline for applications is 5pm on Monday 21 October 2019.</p> <p>An offer of funding (of up to £500) has been given to all parish and town councils to help tackle loneliness and isolation, to which there has been a disappointing lack of response</p>	
11	<p>Feedback from Relevant Partnership Meetings</p> <p>Cllr. Humphreys provided the Working Party with feedback from the JSNA Steering Group meeting.</p>	
12	<p>Dates of Future Meetings</p> <p>tbc</p>	