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Meeting	COMMUNITY SCRUTINY COMMITTEE
Time/Day/Date	6.30 pm on Wednesday, 21 September 2022
Location	Council Chamber, Council Offices, Coalville
Officer to contact	Democratic Services (01530 454512)

AGENDA

Item		Pages
1. APOLOGIES FOR ABSENCE		
2. DECLARATION OF INTERESTS		
	Under the Code of Conduct members are reminded that in declaring interests you should make clear the nature of that interest and whether it is a disclosable pecuniary interest, registerable interest or other interest.	
3. PUBLIC QUESTION AND ANSWER SESSION		
	To receive questions from members of the public under rule no.10 of the Council Procedure Rules. The procedure rule provides that members of the public may ask any question on any matter in relation to which the Council has powers or duties which affect the District, provided that three clear days' notice in writing has been given to the Head of Legal and Support Services.	
4. ITEMS FOR INCLUSION IN THE FUTURE WORK PROGRAMME		
	To consider any items to be included in the work programme. The plan of forthcoming Cabinet decisions and the current work programme are attached for information.	3 - 24
5. MINUTES		
	To approve and sign the minutes of the meeting held on 29 June 2022	25 - 30
6. LEISURE CENTRES ANNUAL REVIEW		
	Report of the Head of Community Services	31 - 122
7. THE EFFECTIVENESS OF PLANNING ENFORCEMENT		
	Report of the Head of Planning and Infrastructure	123 - 170

Circulation:

Councillor J Houlton (Chairman)
Councillor R L Morris (Deputy Chairman)
Councillor C C Benfield
Councillor A J Bridgen
Councillor T Eynon
Councillor J Geary
Councillor M D Hay
Councillor G Houlton
Councillor J G Simmons
Councillor M B Wyatt

Community Scrutiny Committee – WORK PROGRAMME (as at 09/09/22)

Date of Meeting	Item	Lead Officer	Witnesses	Agenda Item Duration
21 September 2022				
21 September 2022	The Effectiveness of Planning Enforcement	Chris Elston, Head of Planning and Infrastructure	-	15 minutes
21 September 2022	Leisure Centres Annual Review	Paul Sanders, Head of Community Services	-	15 mins
23 November 2022				
23 November 2022	Disposal of Council Property Assets to Support Regeneration	Paul Wheatley, Head of Property and Regeneration	n/a	15 Minutes
23 November 2022	Private Sector Housing Policies	Paul Sanders, Head of Community Services	-	15 minutes
23 November 2022	Recommendations of the Fuel Poverty Task and Finish Group	James Arnold, Strategic Director of Place	-	20 minutes
8 February 2023				
8 February 2023	Bereavement Services Review	Paul Sanders, Head of Community Services	-	15 minutes
5 April 2023				
21 June 2023				
28 June 2023	Scrutiny Annual Report	James Arnold, Strategic Director of Place	-	30 minutes

Requests for Items

Date request Received	Requested by	Summary of request	Consideration by scrutiny Y/N	Reasons

Principles and Criteria used for Assessing Items Put Forward

Identify Issues for consideration by Scrutiny

- Consulting with members of Scrutiny Committees, senior officers, Cabinet members – horizon scanning on policy development
- Looking at the corporate priorities, Council Delivery Plan and Cabinet Forward plan – identify key issues/topics for investigation/inquiry
- Considering events and decisions in the Council's calendar which could require an input/consultation via scrutiny – eg budget setting, CDP development
- Considering requests from members – eg via another forum or scoping report submitted
- Evaluating the Council's performance – eg quarterly reports, end of year reports, reviewing success of a particular scheme or initiative
- Reviewing any follow up work required after previous scrutiny work

Prioritise the potential list of scrutiny topics based on factors including

- the resources required to deliver it (from members, offices and financially)
- the value and level of impact which could be achieved
- link to the council's priorities
- whether it is a regular recurring item which requires consideration before Cabinet/Council approval
- consideration of the guidance for selecting scrutiny topics

Topics are suitable for Scrutiny when	Topics are not suitable for Scrutiny when
Scrutiny could have an impact and add value	The issue is already being addressed elsewhere and change is imminent
The topic is of high local importance and reflects the concerns of local people	The topic would be better addressed elsewhere (and will be referred there)
The resources are available that would be required to conduct the review – staff and budget	Scrutiny involvement would have limited or no impact on outcomes
It avoids duplication of work elsewhere	The topic would be sub-judice or prejudicial to the councils interests
The issues is one that the committee can realistically influence	The topic is too broad to make a review realistic
The issue is related to an area where the council or one of its partners is not performing well	New legislation or guidance relating to the topic is expected in the next year

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Forward Plan Scoping Actions – Community Scrutiny Committee (as at 09.09.22)

Item	Date requested	How requested	Who requested	Scoping Form Y/N	Officer responsible	Key Stakeholders	Task & Finish Group Y/N	Chair Agreed Y/N	Meeting scheduled
Environmental Enforcement	23 Oct 19	Committee	Cllr Wyatt	No	Clare Proudfoot/ Paul Sanders	LCC, Environment Agency	No	-	TBC
Status:									
Officers to scope with Councillor Wyatt.									

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Items raised at previous meetings:

- Covid-19 and the Impact on the Community
- An anti-social behaviour update
- How the Development Corporation was affecting the Community
- Social Deprivation within the District

NOTE: These items were discussed by the Scrutiny Work Programming Group when it met on 24 May, topic scoping is now underway, and more information will be included on the work programme in due course.

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DRAFT Notice of Executive Key Decisions

The attached notice lists the matters which are likely to be the subject of a key decision by the Council's executive and executive decision making bodies. This notice is produced in accordance with the Constitution adopted by North West Leicestershire District Council and will be published a minimum of 28 days before the date on which a key decision is to be made on behalf of the Council.

The date of publication of this notice is Friday, 7 October 2022. The Deadline for making any representations as to why items marked as private should be considered in public by **Cabinet on 8 November 2022 is 5pm Friday, 28 October 2022.**

Key Decisions

A key decision means a decision taken by the Cabinet, a committee of the Cabinet, an area or joint committee or an individual in connection with the discharge of a function which is the responsibility of the executive and which is likely:

- (a) to result in the Council incurring expenditure which is, or the making of savings which are, significant having regard to the Council's budget for the service or function to which the decision relates; or
- (b) to be significant in terms of its effects on communities living or working in an area comprising two or more wards in the area of the Council;
- (c) for the purposes of (a) and (b) above £100,000 shall be regarded as significant in terms of expenditure or savings, and any issue which, in the opinion of the Leader is likely to have an impact on people, shall be regarded as significant in terms of impact on communities.

The Council's Executive

The Council's executive committee is the Cabinet. The Cabinet comprises:

Councillor R Blunt	-	Leader	Councillor A Woodman	-	Community Services
Councillor R Ashman	-	Deputy Leader and Infrastructure	Councillor N J Rushton	-	Corporate
Councillor T Gillard	-	Business and Regeneration	Councillor R D Bayliss	-	Housing, Property & Customer Services
Councillor K Merrie MBE	-	Planning			

Confidential Items and Private Meetings of the Executive

Whilst the majority of the Cabinet's business at the meetings listed in this notice will be open to the public and media organisations to attend, there will inevitably be some business to be considered that contains, for example, confidential, commercially sensitive or personal information. This is a formal notice under the Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012 that part of the Cabinet meetings listed in this Forward Plan may be held in private because the agenda and reports for the meeting contain exempt information under Part 1 Schedule 12A to the Local Government Act (Access to Information) Act 1985 (as amended) and that the public interest in withholding the information outweighs the public interest in disclosing it. Those Items where it is considered that they should be considered in private are identified on the Notice.

Access to Agenda and Related Documents

Documents relating to the matters listed in this notice are available at least 5 clear working days prior to the date of decision as indicated below. Other documents relevant to the matters listed in this notice may be submitted to the decision maker.

If you wish to request or submit a document, or make representation in relation to any issue contained within this notice, please contact Democratic Services on telephone number 01530 454512 or by emailing memberservices@nwleicestershire.gov.uk

Executive Decisions

Decision	Decision Maker	Status of Decision	Public or Private (and reason – where private)	Date of Decision	Contacts	Documents to be submitted to the Decision Maker	Considered by Scrutiny or other Committee
September 2022							
Annual Review of Corporate Governance Policies	Cabinet	Non-Key	Public	20 September 2022	Councillor Nicholas Rushton Tel: 01530 412059 nicholas.rushton@nwleicestershire.gov.uk Trainee Solicitor lauren.sturgess@nwleicestershire.gov.uk	Annual Review of Corporate Governance Policies	To be considered at Audit & Governance Committee on 27 July
Draft Air Quality Supplementary Planning Document	Cabinet	Key	Public	20 September 2022	Councillor Keith Merrie MBE keith.merrie@nwleicestershire.gov.uk Planning Policy & Land Charges Team Manager Tel: 01530 454677 ian.nelson@nwleicestershire.gov.uk	Report and draft SPD Draft Air Quality Supplementary Planning Document	To also be considered by Local Plan Committee
Interim Position Statement in Respect of First Homes - Consultation Draft	Cabinet, Rowan Haynes	Key	Public	20 September 2022	Councillor Keith Merrie MBE keith.merrie@nwleicestershire.gov.uk Planning Policy & Land Charges Team Manager Tel: 01530 454677 ian.nelson@nwleicestershire.gov.uk	Report Interim Position Statement in Respect of First Homes - Consultation Draft	To be considered by Local plan Committee as part of Local Plan review

Decision	Decision Maker	Status of Decision	Public or Private (and reason – where private)	Date of Decision	Contacts	Documents to be submitted to the Decision Maker	Considered by Scrutiny or other Committee
Award of Housing Materials Services Contract	Cabinet	Key	Public	20 September 2022	Councillor Roger Bayliss Tel: 01530 411055 roger.bayliss@nwleicestershire.gov.uk Housing Commercial Services Manager richard.james@nwleicestershire.gov.uk	Report Award of Housing Materials Services Contract	As this is an award of contract, it falls direct to Cabinet.
Finance System	Cabinet	Key	Private Information relating to the financial or business affairs of any particular person (including the authority holding that information)	20 September 2022	Councillor Nicholas Rushton Tel: 01530 412059 nicholas.rushton@nwleicestershire.gov.uk Finance Team Manager & Deputy S151 Officer Tel: 01530 454492 anna.crouch@nwleicestershire.gov.uk	Finance System	Not required to be considered by a Scrutiny Committee. Under the constitution Cabinet are required to consider proposals where the approved or actual expenditure on a capital project exceed the estimate.
Hermitage Leisure Centre Building - Future Direction	Cabinet	Key	Public	20 September 2022	Councillor Richard Blunt Tel: 01530 454510 richard.blunt@nwleicestershire.gov.uk Head of Property and Regeneration Tel: 01530 454 354 paul.wheatley@nwleicestershire.gov.uk	Hermitage Leisure Centre Building - Future Direction	Considered at Community Scrutiny Committee - 29 June 2022

Decision	Decision Maker	Status of Decision	Public or Private (and reason – where private)	Date of Decision	Contacts	Documents to be submitted to the Decision Maker	Considered by Scrutiny or other Committee
Former Tenant Rent Arrears, Current Tenant Rent Arrears, Council Tax, Non Domestic Rates and Sundry Debtor Write Offs	Cabinet	Key	Public	20 September 2022	Councillor Nicholas Rushton Tel: 01530 412059 nicholas.rushton@nwleicestershire.gov.uk Exchequer Services Team Leader andy.gould@nwleicestershire.gov.uk	Former Tenant Rent Arrears, Current Tenant Rent Arrears, Council Tax, Non Domestic Rates and Sundry Debtor Write Offs	Not required to be considered by a Scrutiny Committee. Under the constitution Cabinet are required to approve write-offs over £10,000.
Award of Insurance Contract S1	Cabinet	Key	Private Information relating to the financial or business affairs of any particular person (including the authority holding that information)	20 September 2022	Councillor Nicholas Rushton Tel: 01530 412059 nicholas.rushton@nwleicestershire.gov.uk Finance Team Manager & Deputy S151 Officer Tel: 01530 454492 anna.crouch@nwleicester-shire.gov.uk	Award of Insurance Contract	As this is an award of contract, it falls direct to Cabinet.
Procurement Exemption in relation to the Council's Insurance and Finance System Contracts	Cabinet	Key	Private Information relating to the financial or business affairs of any particular person (including the authority holding that information)	20 September 2022	Councillor Nicholas Rushton Tel: 01530 412059 nicholas.rushton@nwleicestershire.gov.uk Finance Team Manager & Deputy S151 Officer Tel: 01530 454492 anna.crouch@nwleicester-shire.gov.uk	Procurement Exemption in relation to the Council's Insurance and Finance System Contracts	Not required, this is simply a report taken to Cabinet to note the Exemptions applied by Statutory Officers

Decision	Decision Maker	Status of Decision	Public or Private (and reason – where private)	Date of Decision	Contacts	Documents to be submitted to the Decision Maker	Considered by Scrutiny or other Committee
COVID-19 Additional Relief Fund (CARF) Policy 2021/22	Cabinet	Key	Public	20 September 2022	Councillor Nicholas Rushton Tel: 01530 412059 nicholas.rushton@nwleicester.gov.uk Head of Finance & Customer Services and Section 151 Officer mark.walker@nwleicester.gov.uk	COVID-19 Additional Relief Fund (CARF) Policy 2021/22	Timing of the policy did not allow Scrutiny to be consulted.

October 2022

There are no items for consideration.
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November 2022

Award of Contract to Purchase Fleet Vehicles	Cabinet	Key	Part Private Information which reveals that the authority proposes to make an order or direction under any enactment. Recommendation for award of contract would be confidential at this point	8 November 2022	Councillor Andrew Woodman Tel: 07970 520357 andrew.woodman@nwleicester.gov.uk Waste Services Team Manager, Climate Change Programme Manager anna.morgan@nwleicester.gov.uk, julia.marshall@nwleicester.gov.uk	Award of Contract to Purchase Fleet Vehicles	Original strategy considered at earlier Scrutiny
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Decision	Decision Maker	Status of Decision	Public or Private (and reason – where private)	Date of Decision	Contacts	Documents to be submitted to the Decision Maker	Considered by Scrutiny or other Committee
Housing Revenue Account Acquisitions and Disposals	Cabinet	Key	Public	8 November 2022	Councillor Roger Bayliss Tel: 01530 411055 roger.bayliss@nwleicestershire.gov.uk Housing Assets Team Manager Tel: 01530 454137 jas.singh@nwleicestershire.gov.uk	Housing Revenue Account Acquisitions and Disposals	Decision being sought under approved Acquisitions & Disposal Policy.
Castle Donington conservation area: Adoption of character appraisal and boundary review ➔	Cabinet	Key	Public	8 November 2022	Councillor Keith Merrie MBE keith.merrie@nwleicestershire.gov.uk Senior Conservation Officer james.white@nwleicestershire.gov.uk	Public consultation responses Revised boundary review and map appendix Revised character appraisal and map appendix Castle Donington conservation area: Adoption of character appraisal and boundary review	The matter is not being considered by a scrutiny committee because it has been subject to a separate public consultation involving ward members.
December 2022							
Minutes of the Coalville Special Expenses Working Party	Cabinet	Key	Public	6 December 2022	Councillor Andrew Woodman Tel: 07970 520357 andrew.woodman@nwleicestershire.gov.uk Tel: 01530 454529 claire.hammond@nwleicestershire.gov.uk	Minutes of the meeting Minutes of the Coalville Special Expenses Working Party	The group is a sub group of Cabinet and therefore the report does not require scrutiny

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Decision	Decision Maker	Status of Decision	Public or Private (and reason – where private)	Date of Decision	Contacts	Documents to be submitted to the Decision Maker	Considered by Scrutiny or other Committee
Quarter 2 Performance Report	Cabinet	Key	Public	10 January 2023	<p>Councillor Richard Blunt Tel: 01530 454510 richard.blunt@nwleicestershire.gov.uk</p> <p>Head of Human Resources and Organisational Development Tel: 01530 454518 mike.murphy@nwleicestershire.gov.uk</p>	Quarter 2 Performance Report	7 December 2022
Housing Revenue Account Acquisitions and Disposals 16	Cabinet	Key	Private	10 January 2023	<p>Councillor Roger Bayliss Tel: 01530 411055 roger.bayliss@nwleicestershire.gov.uk</p> <p>Housing Assets Team Manager Tel: 01530 454137 jas.singh@nwleicestershire.gov.uk</p>	Housing Revenue Account Acquisitions and Disposals	Decision being sought under approved Acquisitions & Disposal Policy.

Decision	Decision Maker	Status of Decision	Public or Private (and reason – where private)	Date of Decision	Contacts	Documents to be submitted to the Decision Maker	Considered by Scrutiny or other Committee
Draft Budget and Council Tax 2023/24	Cabinet	Key	Public	10 January 2023	<p>Councillor Nicholas Rushton Tel: 01530 412059 nicholas.rushton@nwleicester-shire.gov.uk</p> <p>Finance Team Manager & Deputy S151 Officer, Interim Finance Team Manager Tel: 01530 454492, anna.crouch@nwleicester-shire.gov.uk, sarah.thirkettle@nwleicestershire.gov.uk</p>	Draft Budget and Council Tax 2023/24	Corporate Scrutiny - 7 December 2022
Council Tax Base 2023/24	Cabinet	Key	Public	10 January 2023	<p>Councillor Nicholas Rushton Tel: 01530 412059 nicholas.rushton@nwleicester-shire.gov.uk</p> <p>Finance Team Manager & Deputy S151 Officer Tel: 01530 454492 anna.crouch@nwleicester-shire.gov.uk</p>	Council Tax Base 2023/24	Not to be considered by a Scrutiny Committee - The calculation of the council tax base is prescribed in statute

Decision	Decision Maker	Status of Decision	Public or Private (and reason – where private)	Date of Decision	Contacts	Documents to be submitted to the Decision Maker	Considered by Scrutiny or other Committee
Former Tenant Rent Arrears, Current Tenant Rent Arrears, Council Tax, Non Domestic Rates and Sundry Debtor Write Offs	Cabinet	Key	Public	10 January 2023	Councillor Nicholas Rushton Tel: 01530 412059 nicholas.rushton@nwleicester.gov.uk Exchequer Services Team Leader andy.gould@nwleicester.gov.uk	Former Tenant Rent Arrears, Current Tenant Rent Arrears, Council Tax, Non Domestic Rates and Sundry Debtor Write Offs	Not required to be considered by a Scrutiny Committee. Under the constitution Cabinet are required to approve write-offs over £10,000.
31 January 2023							
Minutes of the Coalville Special Expenses Working Party	Cabinet	Key	Public	31 January 2023	Councillor Andrew Woodman Tel: 07970 520357 andrew.woodman@nwleicester.gov.uk Tel: 01530 454529 claire.hammond@nwleicester.gov.uk	Minutes of the meeting Minutes of the Coalville Special Expenses Working Party	The group is a sub group of Cabinet and therefore the report does not require scrutiny
Medium Term Financial Plans 2023/24-2027/28	Cabinet	Non-Key	Private	31 January 2023	Councillor Nicholas Rushton Tel: 01530 412059 nicholas.rushton@nwleicester.gov.uk Interim Finance Team Manager sarah.thirkettle@nwleicester.gov.uk	General Fund and Housing Revenue Account (HRA) Medium Term Financial Plans Medium Term Financial Plans 2023/24-2027/28	Not required, presented to Cabinet members for awareness of the medium-term financial positions when considering the 2023/23 final budgets.

Decision	Decision Maker	Status of Decision	Public or Private (and reason – where private)	Date of Decision	Contacts	Documents to be submitted to the Decision Maker	Considered by Scrutiny or other Committee
Prudential Indicators and Treasury Strategies 2023-24	Cabinet	Key	Public	31 January 2023	<p>Councillor Nicholas Rushton Tel: 01530 412059 nicholas.rushton@nwleicestershire.gov.uk</p> <p>Finance Team Manager & Deputy S151 Officer Tel: 01530 454492 anna.crouch@nwleicester-shire.gov.uk</p>	<p>Capital Strategy 2023-24 Investment Strategy 2023-24 Minimum Revenue Provision Statement 2023-24 Treasury Management Strategy Statement 2023-24 Prudential Indicators and Treasury Strategies 2023-24</p>	To be considered by Corporate Scrutiny on 4 January 2023
Budget and Council Tax 2023/24 6	Cabinet	Key	Public	31 January 2023	<p>Councillor Nicholas Rushton Tel: 01530 412059 nicholas.rushton@nwleicestershire.gov.uk</p> <p>Interim Finance Team Manager, Finance Team Manager & Deputy S151 Officer Tel: 01530 454492 sarah.thirkettle@nwleices-tershire.gov.uk, anna.crouch@nwleicester-shire.gov.uk</p>	Budget and Council Tax 2023/24	Considered by Corporate Scrutiny on 7 December 2022

February 2023

Decision	Decision Maker	Status of Decision	Public or Private (and reason – where private)	Date of Decision	Contacts	Documents to be submitted to the Decision Maker	Considered by Scrutiny or other Committee
Bereavement Services Review	Cabinet	Key	Public	28 February 2023	<p>Councillor Andrew Woodman Tel: 07970 520357 andrew.woodman@nwleicester.gov.uk</p> <p>Head of Community Services, Environmental Protection Team Manager Tel: 01530 454832, Tel: 01530 454564 paul.sanders@nwleicester.gov.uk, clare.proudfoot@nwleicester.gov.uk</p>	Bereavement Services Review	Community Scrutiny: 8 February 2023
2 Empty Homes Compulsory Purchase Orders	Cabinet	Key	Private Information relating to the financial or business affairs of any particular person (including the authority holding that information)	28 February 2023	<p>Councillor Andrew Woodman Tel: 07970 520357 andrew.woodman@nwleicester.gov.uk</p> <p>Environmental Protection Team Manager Tel: 01530 454564 clare.proudfoot@nwleicester.gov.uk</p>	Empty Homes Compulsory Purchase Orders	Not being considered by Scrutiny as decision being sought under approved Empty Homes Policy

Decision	Decision Maker	Status of Decision	Public or Private (and reason – where private)	Date of Decision	Contacts	Documents to be submitted to the Decision Maker	Considered by Scrutiny or other Committee
Private Sector Housing Policies	Cabinet	Key	Public	28 February 2023	<p>Councillor Andrew Woodman Tel: 07970 520357 andrew.woodman@nwleicester.gov.uk</p> <p>Head of Community Services Tel: 01530 454832 paul.sanders@nwleicester.gov.uk</p>	Private Sector Housing Policies	Community Scrutiny 21 September 2022
March 2023							
Minutes of the Coalville Special Expenses Working Party	Cabinet	Key	Public	28 March 2023	<p>Councillor Andrew Woodman Tel: 07970 520357 andrew.woodman@nwleicester.gov.uk</p> <p>Tel: 01530 454529 claire.hammond@nwleicester.gov.uk</p>	Minutes from the meeting Minutes of the Coalville Special Expenses Working Party	The group is a sub group of Cabinet and therefore the report does not require scrutiny
Former Tenant Rent Arrears, Current Tenant Rent Arrears, Council Tax, Non Domestic Rates and Sundry Debtor Write Offs	Cabinet	Key	Public	28 March 2023	<p>Councillor Nicholas Rushton Tel: 01530 412059 nicholas.rushton@nwleicester.gov.uk</p> <p>Exchequer Services Team Leader andy.gould@nwleicester.gov.uk</p>	Former Tenant Rent Arrears, Current Tenant Rent Arrears, Council Tax, Non Domestic Rates and Sundry Debtor Write Offs	Not required to be considered by a Scrutiny Committee. Under the constitution Cabinet are required to approve write-offs over £10,000.

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Decision	Decision Maker	Status of Decision	Public or Private (and reason – where private)	Date of Decision	Contacts	Documents to be submitted to the Decision Maker	Considered by Scrutiny or other Committee
The Leicestershire Partnership Revenues and Benefits Joint Committee - Appointment of Members	Cabinet	Key	Public	6 June 2023	Tel: 01530 454529 claire.hammond@nwleicestershire.gov.uk	Report The Leicestershire Partnership Revenues and Benefits Joint Committee - Appointment of Members	As the report is requiring Cabinet to appoint to executive members to the Joint Committee it does not require scrutiny consideration.
Treasury Management Stewardship Report 2022/23	Cabinet	Non-Key	Public	6 June 2023	Councillor Nicholas Rushton Tel: 01530 412059 nicholas.rushton@nwleicestershire.gov.uk Finance Team Manager & Deputy S151 Officer Tel: 01530 454492 anna.crouch@nwleicester-shire.gov.uk	Treasury Management Stewardship Report 2022/23	To be considered by Audit Committee on the 26 April 2023.
Former Tenant Rent Arrears, Current Tenant Rent Arrears, Council Tax, Non Domestic Rates and Sundry Debtor Write Offs	Cabinet	Key	Public	6 June 2023	Councillor Nicholas Rushton Tel: 01530 412059 nicholas.rushton@nwleicestershire.gov.uk Exchequer Services Team Leader andy.gould@nwleicestershire.gov.uk	Former Tenant Rent Arrears, Current Tenant Rent Arrears, Council Tax, Non Domestic Rates and Sundry Debtor Write Offs	Not required to be considered by a Scrutiny Committee. Under the constitution Cabinet are required to approve write-offs over £10,000.

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MINUTES of a meeting of the COMMUNITY SCRUTINY COMMITTEE held in the Council Chamber, Council Offices, Coalville on WEDNESDAY, 29 JUNE 2022

Present: Councillor J Houlton (Chairman)

Councillors C C Benfield, T Eynon, J Geary, M D Hay, G Houlton, J G Simmons and M B Wyatt

In Attendance: Councillors J Legrys and S Sheahan

Portfolio Holders: Councillors R Ashman, R D Bayliss, R Blunt and A C Woodman

Officers: Mr J Arnold, Mrs C Hammond, Mr J Knight, Ms C Proudfoot, Mr P Sanders, Vickery, Mrs R Wallace, Miss E Warhurst and Mr P Wheatley

40. APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillors A Bridgen and R Morris.

41. DECLARATION OF INTERESTS

Councillor M B Wyatt declared a registerable interest in item 6 – The Future of Hermitage Leisure Centre and Recreation Ground, as a Whitwick Parish Councillor and a registerable interest in item 11 – A Cinema for Coalville Update as an owner of two businesses in Coalville Town Centre.

Councillors C Benfield, T Eynon, J Geary, M Hay, G Houlton, J Houlton and C Simmons declared they had been lobbied and had entered into conversations with residents in relation to item 6 - The Future of Hermitage Leisure Centre and Recreation Ground.

During discussion on item 12 – Linden Way, Coalville – Highway Extension, Councillor J Geary declared a registerable interest as a Director of the Springboard Centre that was located close to the site.

42. PUBLIC QUESTION AND ANSWER SESSION

No questions were received.

43. MINUTES

Consideration was given to the minutes of the meeting held on 6 April 2022.

Councillor T Eynon requested the following amendment to item 39 – Coalville Regeneration Framework:

‘Members expressed reservations that the promotion of walking and cycling would increase expenditure within the town and stressed the need for better transport links. Officers responded that whilst ideally it would be preferable to have a range of transport choices available, walking and cycling would be a viable choice. Members drew attention ~~was also drawn~~ to the fact that a station would be something which the authority hoped to deliver in due course.’

It was moved by Councillor J Geary, seconded by Councillor M B Wyatt and

RESOLVED THAT:

Subject to the above amendment, the minutes of the meeting held on 6 April 2022 be approved as a correct record.

44. ITEMS FOR INCLUSION IN THE FUTURE WORK PROGRAMME

By affirmation of the meeting, it was

RESOLVED THAT:

The Committee's future work programme be noted.

45. THE FUTURE OF HERMITAGE LEISURE CENTRE AND RECREATION GROUND

The Head of Community Services presented the report to Members.

Before a full discussion could commence, a Member reported that Whitwick Parish Council had not been formally consulted on the proposals, and as a major stakeholder this was very concerning. The Member felt that it was important for the Committee to receive the Parish Council's views before making further comments. Therefore, Councillor M B Wyatt moved that the report be deferred to allow Whitwick Parish Council to be formally consulted. It was seconded by Councillor T Eynon.

It was felt that the proposals were an unaffordable fantasy of the consultants which caused great concern. It was clear why social housing was appealing for the site but as the community had a problem with anti-social behaviour, there was desperate need for a centre to provide activities for young people.

Members believed more information was required and if the report was to be deferred, officers were asked to consider the following concerns:

- The consultation was not reaching enough people;
- The costings of the proposals were very high;
- Cabinet did not have enough information to make a decision;
- The Consultation had been affected by comments made by an elected member on social media;

and provide further details on the following:

- The legal issues in relation to holding competing activities to Everyone Active;
- Community asset transfer;
- Consulting on what the local people actually want on the site;
- How proposals fit in with the local plan;
- How to ensure this land dedicated to leisure remained outside the limits to development.

The Head of Community Services reported on a consultation event held on 9 June that was attended by several Whitwick Parish Councillors but he also offered to arrange an additional consultation meeting with Whitwick Parish Council if required.

The motion to defer the report was put to the vote. It was

RESOLVED THAT:

The report be deferred to allow Whitwick Parish Council to be consulted and for officers to address the concerns and requests for information as detailed above.

46. AIR QUALITY CAPITAL GRANT FUNDING (DEFRA)

The Head of Community Services introduced the report before handing over to the Air Quality Consultant who presented the detail of the report. The Portfolio Holder also addressed the Committee and spoke in support.

A discussion was had on the use of solid fuel heating, not only because there was no gas supply in some areas but also because of the increased cost of living and the price of gas. It was also noted that it was important to look at the barriers to those using solid fuel to enable them to change behaviours. Officers were aware of the issues and acknowledged it was a challenge moving forward. It was reported that the project would provide a better evidence base to allow the council to move forward with other projects, therefore it was an exploratory first step.

In response to a question, it was confirmed that the equipment would belong to the Council once the project had concluded but the cartridges used in the equipment did need replacing every 12 months, therefore any future monitoring would incur a cost. Members felt it was important to continue to monitor so that any behavioural change recorded could be understood.

It was moved by Councillor J Geary, seconded by Councillor C Benfield and

RESOLVED THAT:

The award of the DEFRA air quality grant funding be noted.

47. SCRUTINY ANNUAL REPORT

The Strategic Director presented the report to Members summarising the work undertaken by the Scrutiny Committees over the previous 12 months.

Members were pleased to receive a clear report on what scrutiny was achieving and the commencement of the Scrutiny Work Programming Group was acknowledged. It was felt that the scrutiny function was moving in the right direction.

It was moved by Councillor T Eynon, seconded by Councillor J Geary and

RESOLVED THAT:

The report be received.

48. ESTABLISHMENT OF FUEL POVERTY TASK AND FINISH GROUP

The Strategic Director presented the report to Members and no comments were received.

It was moved by Councillor T Eynon, seconded by Councillor C Benfield and

RESOLVED THAT:

- 1) A Task and Finish Group be established to review the work which the council is doing to minimise fuel poverty in North West Leicestershire.

- 2) The principles set out in the draft terms of reference for the Task and Finish Group be agreed.
- 3) Authority to seek nominations from the group whips to fill the seats on the Task and Finish Group be delegated to the Strategic Director of Place in consultation with the Chair of the Community Scrutiny Committee.

49. EXCLUSION OF PRESS AND PUBLIC

Several Members expressed reservations that item 11 – A Cinema for Coalville-Update was to be considered in confidential session due to the public interest in the matter. It was requested that some discussion be had in public on matters within the report that did not relate to the organisations involved.

Officers responded that the matter was highly commercially sensitive, and any public discussion would undermine the delivery of the project. Members were informed that further public reports would be brought to Committee once this initial stage had progressed.

The Leader of the Council concurred with officers and stressed the implications involved if this was not dealt with correctly. He offered to meet with any Councillor individually if they wanted a further discussion on the matter.

Councillor M B Wyatt moved that item 11 – A Cinema for Coalville – Update be deferred to allow officers to provide a revised report that could be considered in public. The motion was not seconded.

As the Committee had not yet moved into confidential session, the Head of Legal and Commercial Services gave advice on the options available to Members regarding the exclusion of press and public.

It was moved by Councillor J Geary, seconded by Councillor J Hoult and

RESOLVED THAT:

In pursuance of Section 100A(4) of the Local Government Act 1972, the press and public be excluded from the remainder of the meeting on the grounds that the business to be transacted involves the likely disclosure of exempt information as defined in Paragraph 3 of Part 1 of Schedule 12A to the Act and that the public interest in maintaining this exemption outweighs the public interest in disclosing the information.

50. A CINEMA FOR COALVILLE - UPDATE

The Head of Property and Regeneration presented the report to Members. The Leader of the Council addressed the Committee in support of the report.

A lengthy discussion was had on the details of the report and all comments made would be presented to Cabinet at its meeting on 19 July in accordance with recommendations.

51. LINDEN WAY, COALVILLE - HIGHWAY EXTENSION

The Head of Property and Regeneration presented the report to Members. The Leader of the Council addressed the Committee in support of the report.

Members discussed the details within the report and all comments made would be presented to Cabinet at its meeting on 19 July in accordance with the recommendations.

The meeting commenced at 6.30 pm

The Chairman closed the meeting at 9.07 pm

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NORTH WEST LEICESTERSHIRE DISTRICT COUNCIL

COMMUNITY SCRUTINY COMMITTEE – WEDNESDAY, 21
SEPTEMBER 2022

Title of Report	LEISURE CENTRES ANNUAL REVIEW	
Presented by	Paul Sanders Head of Community Services	
Background Papers	Corporate Scrutiny Report 1 September 2021	Public Report: Yes, apart from Appendix A
Financial Implications	Financial Support given by the council to aid recovery of the leisure centres due to the Covid pandemic as highlighted in Appendix A	
	Signed off by the Section 151 Officer: Yes	
Legal Implications	None	
	Signed off by the Deputy Monitoring Officer: Yes	
Staffing and Corporate Implications	None	
	Signed off by the Head of Paid Service: Yes	
Purpose of Report	To update members on the performance of the leisure partnership with Everyone Active for the period May 2021 to April 2022	
Reason agenda item submitted to Scrutiny Committee	To update members on the performance of the leisure partnership with Everyone Active for the period May 2021 to April 2022	
Recommendations	THAT COMMUNITY SCRUTINY COMMITTEE NOTE AND COMMENT ON THE PERFORMANCE OF THE LEISURE PARTNERSHIP WITH EVERYONE ACTIVE FOR THE PERIOD MAY 2021 TO APRIL 2022.	

1. BACKGROUND

- 1.1 The leisure partnership commenced on 1 May 2019 when Everyone Active (EA) were appointed as the council's partner to manage Hermitage and Hood Park Leisure Centres following a rigorous procurement exercise.
- 1.2 In March 2020 the leisure centres closed due to the Covid pandemic.
- 1.3 Following a period of further closure from 16 December 2020 due to Covid, the leisure centres re-opened with restrictions on 12 April 2021. Fitness classes recommenced on 17 May, and all restrictions were lifted on 19 July. Despite this, a number of measures were retained by EA in order to try and help build customer confidence

- 1.4 There was an acceptance that despite restrictions being lifted, it would take still take a period of time for usage and income levels to return to where they were prior to the pandemic due to issues around customer confidence and behaviour change. Consequently the intention was to attempt to return to pre-pandemic levels of usage by April 2022.
- 1.5 Cabinet decisions on 23 July 2020, 29 September 2020, 2 March 2021, and 21 September 2021 approved financial support for the leisure partnership to aid the recovery of the leisure centres. This support was based on an open book approach with forecast income and expenditure projections supplied by the council's leisure partner, EA.
- 1.6 A report to the Corporate Scrutiny Committee on September 1 2021 (see hyperlink in the Background Papers above) outlined the proposals for financially supporting EA in 2021/22 that were going to Cabinet on 21 September 2021 and invited Scrutiny members to make comments to Cabinet as part of the decision making process. This report also gave an overview of the performance of the leisure centres since they'd re-opened in April 2021.
- 1.7 **Appendix A** highlights the forecast and actual financial support given to EA in 2021/22. The appendix highlights that from 1 April 2021 until 31 March 2022 the financial performance of the leisure centres was significantly better than anticipated which realised a reduction in financial support to EA from the council of £421,658 as compared to the amount originally forecast. This appendix is not in the public domain as the information it contains is commercially sensitive. Should members wish to discuss this appendix, members are advised that it would be necessary to exclude the press and public from the meeting and move into confidential session.
- 1.8 As stated in the report to Corporate Scrutiny Committee on 1 September 2021, due to the Covid-19 pandemic, the formal monitoring of outcomes for the leisure centres were suspended in 2021/22 whilst the focus remained on financial recovery. However, a number of successful outcomes have been identified, and key performance indicators such as usage levels and utility consumption continue to be measured and monitored.
- 1.9 Despite the challenges of Covid, Whitwick and Coalville Leisure Centre (WCLC) opened to the public in February 2022, 5 months ahead of schedule, and Hermitage Leisure Centre (HLC) closed its doors to the public.
- 1.10 The performance of WCLC during its first few weeks of opening was unprecedented from EA's perspective. In addition, once fully opened, Ashby Leisure Centre and Lido (ALCL) also benefitted from the £1.2m of investment made pre-Covid with equally impressive performance.
- 1.11 Consequently, across both sites, usage levels returned to the level that they were at pre-Covid by March 2022.
- 1.12 In addition, the financial performance of the centres meant that the council's financial support package for EA finished in March 2022 and on 1 April the standard contractual position was returned to. It should be noted that this is in direct contrast to a large number of leisure contracts across the country with various leisure operators where financial support packages remain in situ.
- 1.13 Despite the success of the leisure centres in 2021/22, challenges continue to present themselves as the cost of living crisis threatens to impact on customers abilities to be

able to access activities at leisure centres, and expenditure levels continue to increase significantly due to the current situation with fuel and utility costs.

- 1.14 Members will receive a presentation from council and Everyone Active officers. Attached at **Appendix B** is a copy of Everyone Active's Annual Services Report which gives more details on service provision during the period 1 May 2021 until 30 April 2022.

2. WHITWICK AND COALVILLE LEISURE CENTRE

- 2.1 At a total cost of £23.5m, WCLC opened on 14 February 2022, 5 months ahead of schedule.
- 2.2 Facilities at WCLC include;
- 8 lane 25m swimming pool with a 100 seat spectator viewing area
 - Learner swimming pool with moveable floor
 - 8 court sports hall
 - 112 station fitness room
 - 28 station cycle studio
 - 3 squash courts
 - Climbing wall
- 2.3 The official opening of WCLC took place on Saturday 16 April with attendees including;
- Colin Jackson
 - Steve Walsh
 - Ollie Hynde
 - Charlotte Henshaw
 - Ross Davenport
 - Gemma Steele
- 2.4 The impact of the new centre on fitness membership broke all existing Everyone Active records, with 984 new members signed in February 2020 against a previous company monthly record for new member joins of 780
- 2.5 By the end of April 2022, the fitness membership base at WCLC had grown to 3,514 from a position of 1,550 at the beginning of February.
- 2.6 Similarly, the number of pupils attending swimming lessons increased from 1,353 to 1,819 during the same period.

3. ASHBY LEISURE CENTRE AND LIDO

- 3.1 Usage levels at Ashby Leisure Centre and Lido (ALCL) returned to pre-pandemic levels by the end of February 2022.
- 3.2 As expected, usage at ALCL has reduced slightly following the opening of WCLC with a natural migration of a number of customers to the new site. Despite that, usage levels across both sites were still significantly higher than anticipated by the end of the financial year.

- 3.3 In contrast to usage levels and in line with WCLC, fitness membership levels at ALCL continue to perform well and have increased from 1,246 in March 2020 (pre-pandemic) to 1,532 in April 2022.
- 3.4 Similarly, swim lesson pupil levels have also increased from 1,256 to 1,516 during the same period.
- 3.5 The increases in membership and swim lesson numbers can be predominantly attributed to the £1.2m invested in refurbishing the site immediately prior to the Covid pandemic.

4. PARTICIPATION

- 4.1 Participation targets were established as part of the procurement process and were based on historical usage at Hermitage and Hood Park Leisure Centres. However, these have been reviewed and revised due to the impact of the Covid pandemic
- 4.2 Below is an overview of actual participation against targets for year 3 of the contract;

	Q1	Q2	Q3	Q4	Total
Predicted	139,339	159,432	176,870	219,772	695,413
Actual	161,977	180,545	176,578	304,771	823,871
Variance	+22,638	+21,113	-292	+84,999	+128,458

- 4.3 The table below highlights the monthly usage at each site;

Month	May 21	Jun 21	Jul 21	Aug 21	Sept 21	Oct 21	Nov 21	Dec 21	Jan 21	Feb 21	Mar 21	April 21
HLC/WCLC	21,161	21,368	22,046	25,577	24,774	27,431	27,314	19,034	28,370	44,759	68,085	75,331
ALCL	30,050	31,823	35,529	35,012	32,816	36,596	37,747	24,766	37,772	38,148	43,788	34,660
Total	51,211	53,191	57,575	60,589	57,590	64,027	65,061	43,800	66,142	82,907	111,873	109,991

- 4.4 Participation during the Covid recovery period has been extremely successful due to the effective management of the facilities by EA during what was an extremely challenging and sensitive time, as well as the earlier opening of WCLC.
- 4.5 The table below gives an overview of targeted participation at both sites;

Targeted Groups	Actual May 20-April 21	Target May 21 – April 22	Actual May 21 – April 22	Variance (+/-)
Under 5's	10,338	43,599	75,418	+31,819
Age 5 - 10	32,743	133,556	170,587	+37,031
Age 11- 16	15,952	70,333	113,019	+42,686
Club Activ8 Schools	27	30	33	+3
Club Activ8 Usage	8.20%	18.93%	20.10%	+1.07
Over 60's	26,985	52,398	117,124	+64,726
Accessible Users	113	1,668	3,012	+1,344
Club Engagement	34	40	49	+9
Community Activities	18	54	56	+2
Events & Competitions	0	26	42	+16

4.6 It is pleasing to see participation rates by targeted groups being exceeded, and this can be attributed to the following;

- An increase in swim lesson pupil numbers
- The extension of the Under 5's Activity Programme to include Gymnastics, the Creation Station, and Active Ant'z Play
- The extension of the After School Activity Programme to include Clip and Climb, Karate, Gymnastics, Trampolining and a Volleyball League
- A concerted focus on encouraging schools to sign up to and use the Club Activ8 Scheme
- Working in partnership with the NWL Health and Wellbeing team to re-establish preventative sessions such as Exercise Referral, Cardiac Rehabilitation and Steady Steps Falls Prevention
- Maintained and improved relationships with local sports clubs and service users during the Covid period through regular updates and meetings
- An extension of the Enrych partnership programme, to include social activities for people with disabilities, as well as opportunities for being physically active

5. UTILITY CONSUMPTION

5.1 EA are committed to supporting the council on their Zero Carbon project through the reduction of utility consumption and carbon emissions.

5.2 A raft of interventions have been introduced to effect these reductions, including;

WCLC

- PV panels on the building roof
- LED lighting throughout the building
- A state of the art Building Management System

ALCL

- The replacement of the Combined Heat and Power Unit with a Discount Energy Purchase Unit
- The replacement of 2 lido pool pumps with low energy pumps
- The replacement of internal lighting with LED lamps

Both Sites

- A reduction of pool temperatures by 0.5c

- The installation of timers on external lighting
- A reduction in the use of plastics through the removal of pool overshoes and plastic cups

5.3 The tables below show the utility consumption at each site in year 3 of the contract as compared to year 1. This highlights the following;

- A reduction of 1,020,270 kwh of gas used at ALCL, or 31%
- A reduction of 425,137 kwh of gas used at HLC/WCLC, or 23%
- A reduction of 29,304 kwh of electricity used at ALCL, or 11%
- An increase of 88,887 kwh of electricity used at HLC/WCLC, or 28%

Table; - Energy Consumption 2021/22 - Partnership Year 3

Partnership Year 3	Hermitage / W&C	Ashby LC	Total
Gas (kwh)	1,376,553 kwh	2,229,729 kwh	3,606,282 kwh
Electricity (kwh)	400,510 kwh	237,725 kwh	638,235 kwh
Total (kwh)	1,777,063 kwh	2,467,454 kwh	4,244,517 kwh

Table; - Energy Consumption 2019/20 Partnership Year 1

Partnership Year 1	Hermitage LC	Hood Park LC	Total
Gas (kwh)	1,801,690	3,249,999	5,051,689
Electricity (kwh)	311,263	267,029	578,292
Total	2,112,953	3,517,028	5,629,981

5.4 It is understandable that electricity consumption has increased following the opening of WCLC given the building is far larger than HLC, and gas consumption is likely to increase also over the winter period. Consequently, consideration is being given as to how a more like for like comparison can be made.

6. OUTCOMES

6.1 As previously highlighted, due to the Covid-19 pandemic, the formal monitoring of outcomes for the leisure centres were suspended in 2021/22 whilst the focus remained on financial recovery. However, a number of pertinent outcomes have still been captured during year 3 of the contract.

6.2 The appointment of the Active Communities Manager is integral to ensuring delivery of outcomes. Although employed by Everyone Active, a large proportion of their time is spent working as part of the NWL Health and Wellbeing team to ensure there is a joined up and synergised approach to delivering outcomes and supporting delivery of the NWL Health and Wellbeing Strategy and targeted groups within the Sport and Physical Activity Commissioning Plan and the Healthy Communities Action Plan. Everyone Active are a partner on both NWL Sport (formerly the Local Sports Alliance) and the Staying Healthy Partnership. However, the impact of work being delivered by the partnership extends far beyond health outcomes;

6.3 **Improving Health and Wellbeing and Reducing Health Inequalities**

Examples of this include;

- Encouraging people to be more active by having 823,871 visits to the leisure centres
- Direct delivery of elements of the Exercise Referral scheme therefore reducing levels of physical inactivity
- Allowing free access to Work Live Leicestershire to support mental health
- Allowing free access to care leavers who live within the district
- Increasing physical activity levels of people with disabilities through the increase in the number of accessible user sessions
- By supporting the reduction of levels of physical inactivity and increasing physical activity levels generally, the leisure partnership is also impacting on the following health and wellbeing outcomes;
 - Reduced incidences of cardiovascular disease
 - Reduced levels of diabetes
 - Improved mental health
 - Reduced levels of high blood pressure
 - An increase in confidence and self-esteem

6.4 Providing Local Economic Benefit

Examples of this include;

- £4.77m spent within the local economy whilst building the new WCLC
- 32 local companies used as part of the supply chain whilst building WCLC
- 12 local FTE jobs created whilst building WCLC
- The appointment of 28 new members of leisure centre staff who live within the district
- 58 members of leisure centre staff who have secured professional qualifications
- The delivery of national events that draw audiences from wider afield than North West Leicestershire. It is anticipated the events programme delivered between May 2021 and April 2022 brought the following economic benefit to North West Leicestershire through participants using local taxi firms, hotels, pubs, and eateries;

Attendee Type	Number of Attendees	Local Spend Value Per Head (£)	Value (£)
Local	15,823	£17	268,991
Non-Local	6,463	£37	239,131
Total	22,286	N/A	508,122

6.5 Supporting Safe and Inclusive Neighbourhoods

Examples of this include;

- Upto 50 new disabled users of the leisure centres
- Community based work in partnership with community groups such as Think FC and Coalville CAN
- Through the NWL Health and Wellbeing team, a more co-ordinated and joined up approach with the NWL Safer and Stronger Communities team and the NWL Community Safety Partnership

6.6 Educating, protecting and providing opportunities for young people

Examples of this include;

- The appointment of 13 new members of leisure centre staff aged under 19
- 3 work experience placements made during the building of WCLC

- 200 local school children were able to visit the site to receive educational tours during the building of WCLC
- The on-site delivery of RLSS National Pool Lifeguard and swim teacher qualifications

6.7 Providing high quality services

Examples of this include;

- The building and opening of the new WCLC
- EA classed as the Swim England Operator of the Year
- ALCL ranked as 'Excellent' and HLC as 'Very Good' in external Quest assessments

6.8 Sustainability and Environmental Improvements

Examples of this include;

- The development of an Environmental Action Plan for each site
- A general reduction in utility consumption and carbon emissions
- A BREEAM rating of 'Excellent' at WCLC
- The promotion of green and active travel for customers.

7. COMMUNITY WELLBEING ACTION PLAN

7.1 The monitoring of outcomes will commence in 2022/23 and is an area that is being focussed on in order to show the true impact of the partnership between EA and NWLDC.

7.2 Consequently, for 2022/23, EA have developed a Community Wellbeing Action Plan which outlines specific actions and interventions they will be taking both independently and in partnership with NWLDC in order to support the delivery of the afore-mentioned outcomes in section 6, with the exception of Sustainability and Environmental Improvements which will be reported on separately.

7.3 **Appendix C** is a copy of the plan which also highlights how the impact of the actions and interventions are intending to be monitored.

7.4 The intention is that the outcomes from the Community Wellbeing Action Plan will feed into section 6 of this report when reporting to Community Scrutiny Committee on future leisure centre performance.

Policies and other considerations, as appropriate	
Council Priorities:	<ul style="list-style-type: none"> - Supporting Coalville to be a more vibrant, family-friendly town - Support for businesses and helping people into local jobs - Our communities are safe, healthy and connected
Policy Considerations:	Supporting delivery of the NWL Health and Wellbeing Strategy and the Zero Carbon Project
Safeguarding:	None
Equalities/Diversity:	None
Customer Impact:	Ensuring customers have access to high quality and

	affordable leisure facilities
Economic and Social Impact:	As highlighted within the report
Environment and Climate Change:	As highlighted within the report
Consultation/Community Engagement:	None
Risks:	None
Officer Contact	Paul Sanders Head of Community Services paul.sanders@nwleicestershire.gov.uk

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Forecast Comparison	Mar-22		
	Forecast	Actual	Variance (Adverse)/ Positive
Revenue	-1,447,036	-2,111,481	664,445
Costs	2,516,987	2,853,999	-337,011
Operational Cost/(Revenue)	1,069,951	742,517	327,434
Contract Costs & Mgt Fee	-102,385	-96,206	-6,179
Government Grants/Funding	-50,000	-150,403	100,403
Net Cost/(Revenue)	917,566	495,909	421,658

Overall up to end of Mar the actual performance is £422k better than the forecast for the period to end of Mar, with a total expected cost of £918k cost in excess of the management fee to the Council and an actual impact of £496k.

North West Leicestershire- Comparison of Forecast v Actuals

		Actual														
Summary	Code	Apr-21	May-21	Jun-21	Jul-21	Aug-21	Sep-21	Oct-21	Nov-21	Dec-21	Jan-22	Feb-22	Mar-22	Total		
Income		(94,555)	(103,795)	(142,721)	(158,532)	(186,050)	(172,210)	(175,238)	(179,100)	(162,041)	(183,877)	(256,800)	(256,701)	(2,111,481)		
Expenditure		258,694	223,241	207,350	220,934	210,111	241,226	154,203	209,168	224,401	236,121	266,089	402,460	2,853,999		
Contract Costs & Manageme		(24,518)	(6,372)	(6,564)	(6,354)	(6,253)	(6,682)	(7,977)	(7,069)	(6,865)	(6,247)	(6,592)	(4,712)	(96,206)		
Funding & Recharges		(82,040)	(41,786)	(7,391)	(8,301)	(8,165)	(15,056)	(30,336)	(3,600)	(3,600)	(3,600)	(3,600)	(3,600)	(150,403)		
Total Position (Surplus)/Def		57,781	71,289	50,674	47,747	9,643	47,278	1,324	19,399	51,894	42,397	(963)	97,447	495,909		
Income	Code	Apr-21	May-21	Jun-21	Jul-21	Aug-21	Sep-21	Oct-21	Nov-21	Dec-21	Jan-22	Feb-22	Mar-22	Total		
Aquatics	AQU001	(40,135)	(51,355)	(72,362)	(94,737)	(101,738)	(89,393)	(86,401)	(83,919)	(74,866)	(92,658)	(104,133)	(112,086)	(1,004,042)		
Activity Cent(ACT001)		-	-	-	-	-	-	-	-	-	-	-	-	-		
Climbing	CLU001	-	-	-	-	-	-	-	-	-	-	-	-	-		
Community	COM001	(29)	(439)	(653)	(534)	(829)	(855)	(941)	(1,074)	(976)	(1,433)	(1,564)	(2,255)	(11,643)		
Fitness	FIT001	(19,073)	(35,221)	(54,625)	(57,209)	(70,205)	(66,299)	(69,055)	(69,661)	(70,651)	(74,000)	(120,608)	(127,640)	(854,337)		
Food & Bev	FOO001	(589)	(1,195)	(4,214)	(1,849)	(3,110)	(3,138)	(4,088)	(3,151)	(5,888)	(3,157)	(10,422)	(20,982)	(61,784)		
Golf	GOLO01	-	-	-	-	-	-	-	-	-	-	-	-	-		
Health	HEA001	-	-	-	-	-	-	-	-	-	-	-	-	-		
Ice	ICE001	-	-	-	-	-	-	-	-	-	-	-	-	-		
Indoor Sport/IND001		(7,083)	(14,547)	(8,339)	(5,882)	(6,960)	(9,159)	(10,694)	(12,783)	(6,805)	(10,709)	(13,293)	(26,913)	(133,168)		
Museum	MUS001	-	-	-	-	-	-	-	-	-	-	-	-	-		
Operations	OPR001	(5,662)	(1,011)	(3,224)	(3,168)	(1,173)	(1,839)	(5,646)	(792)	(625)	375	(2,244)	(17,101)	(17,101)		
Outdoor	OUT001	(1,586)	(938)	(1,495)	(1,645)	(1,521)	(2,194)	(2,220)	(2,866)	(2,064)	(1,204)	(4,018)	(2,699)	(24,449)		
Snowsports	SNO001	-	-	-	-	-	-	-	-	-	-	-	-	-		
Spa	SPA001	-	-	-	-	-	-	-	-	-	-	-	-	-		
Total Income		(94,355)	(103,795)	(142,721)	(158,532)	(186,050)	(172,210)	(175,238)	(179,100)	(162,041)	(183,877)	(256,800)	(256,701)	(2,111,481)		
Expenditure	Code	Apr-21	May-21	Jun-21	Jul-21	Aug-21	Sep-21	Oct-21	Nov-21	Dec-21	Jan-22	Feb-22	Mar-22	Total		
Cost of Sales/CLS		2,070	(1,384)	4,571	5,206	4,707	5,326	2,162	5,304	5,367	4,197	9,124	21,120	68,371		
Colleague CLPCC		186,285	178,522	135,188	145,086	155,859	158,604	85,443	147,521	142,143	143,819	173,566	187,382	1,839,418		
Lifecycle Cost PLLC		19,957	11,872	24,231	22,365	9,015	37,067	14,204	11,331	12,224	38,286	26,688	83,989	311,228		
OH & engine/PLCH		-	-	-	-	-	-	-	-	-	-	-	-	-		
Facilities MA PLFM		2,048	4,573	3,677	8,465	2,477	7,630	8,358	1,764	9,681	(1,802)	3,175	20,566	70,613		
Premises Co PLPC		33,593	17,679	24,806	25,352	22,613	17,778	24,994	32,130	30,867	27,387	31,267	53,330	341,297		
IT Costs	PLIT	5,089	5,762	4,807	5,963	4,588	4,875	4,637	4,598	5,240	5,100	3,876	6,035	60,570		
Marketing	PLMK	6,723	4,049	5,356	4,667	3,984	6,042	5,593	2,698	9,451	12,358	12,680	19,059	94,020		
Professional PLPF		466	1,768	1,790	1,096	2,144	1,684	3,493	1,231	7,628	2,760	2,810	5,178	32,049		
Administrati PLAD		395	331	821	696	896	454	3,125	632	(685)	814	297	4,256	12,032		
Banking & FPLBF		295	295	329	271	64	502	71	195	121	438	223	(143)	2,621		
Fixed Asset (PLFA)		1,773	1,773	1,773	1,767	1,764	1,764	1,763	1,764	1,764	1,764	2,383	1,727	21,779		
Total Operational Expenditu		258,694	223,241	207,350	220,934	210,111	241,226	154,203	209,168	224,401	236,121	266,089	402,460	2,853,999		
Contract Costs		Apr-21	May-21	Jun-21	Jul-21	Aug-21	Sep-21	Oct-21	Nov-21	Dec-21	Jan-22	Feb-22	Mar-22	Total		
Managemen*		(14,134)	(16,542)	(16,530)	(16,530)	(16,530)	(16,530)	(16,530)	(16,530)	(16,530)	(16,530)	(16,530)	(16,530)	(216,230)		
Contract Cost PLCO		9,816	10,170	9,966	10,182	10,283	9,854	8,559	9,467	9,671	10,289	9,944	11,824	120,024		
Total Contract Costs		(24,518)	(6,372)	(6,564)	(6,354)	(6,253)	(7,977)	(7,069)	(6,865)	(6,247)	(6,592)	(4,712)	(96,206)			
Operating (Profit)/Loss		139,821	113,074	58,065	56,048	17,808	62,334	(29,012)	22,999	55,494	45,997	2,637	101,047	646,311		
Funding & Recharges		Apr-21	May-21	Jun-21	Jul-21	Aug-21	Sep-21	Oct-21	Nov-21	Dec-21	Jan-22	Feb-22	Mar-22	Total		
HDRIC Furlor*		(82,040)	(41,786)	(7,391)	(8,701)	(8,165)	(11,456)	31,936	-	-	-	-	-	(114,403)		
Managemen*		-	-	-	-	-	-	-	-	-	-	-	-	-		
Additional F*		-	-	(3,600)	(3,600)	(3,600)	(3,600)	(3,600)	(3,600)	(3,600)	(3,600)	(3,600)	(3,600)	(36,000)		
Total Funding & Recharges		(82,040)	(41,786)	(7,391)	(8,701)	(8,165)	(11,456)	30,336	(3,600)	(3,600)	(3,600)	(3,600)	(3,600)	(150,403)		
Total Position (Surplus)/Def		57,781	71,289	50,674	47,747	9,643	47,278	1,324	19,399	51,894	42,397	(963)	97,447	495,909		
net Staff Costs		104,245	136,736	131,397	140,385	151,294	147,148	113,379	147,521	142,143	143,819	173,566	187,382	1,725,016		

Forecast														
Apr-21	May-21	Jun-21	Jul-21	Aug-21	Sep-21	Oct-21	Nov-21	Dec-21	Jan-22	Feb-22	Mar-22	Total		
(99,014)	(108,892)	(108,107)	(124,891)	(130,429)	(126,562)	(120,721)	(122,185)	(122,748)	(130,519)	(132,044)	(120,923)	(1,447,030)		
217,750	208,301	209,598	214,533	209,275	208,323	207,516	206,693	207,318	207,893	208,991	210,795	2,516,987		
(24,846)	(7,049)	(7,049)	(7,049)	(7,049)	(7,049)	(7,049)	(7,049)	(7,049)	(7,049)	(7,049)	(7,049)	(102,385)		
(50,000)												(50,000)		
43,890	92,359	94,442	82,593	71,797	74,711	79,746	77,459	77,522	70,326	69,898	82,823	917,566		
Apr-21	May-21	Jun-21	Jul-21	Aug-21	Sep-21	Oct-21	Nov-21	Dec-21	Jan-22	Feb-22	Mar-22	Total		
(45,960)	(47,805)	(52,009)	(56,842)	(61,143)	(52,888)	(50,533)	(50,059)	(51,604)	(53,463)	(55,798)	(52,878)	(631,182)		
(46,448)	(40,889)	(49,740)	(53,535)	(54,240)	(57,910)	(54,928)	(56,065)	(56,738)	(62,304)	(61,543)	(54,094)	(657,451)		
(1,550)	(4,550)	(1,550)	(4,507)	(4,561)	(4,561)	(5,375)	(5,330)	(4,512)	(4,512)	(4,340)	(4,239)	(49,587)		
(3,632)	(3,224)	(3,375)	(7,812)	(8,285)	(8,793)	(7,481)	(8,434)	(7,499)	(7,725)	(7,555)	(7,228)	(81,043)		
(1,124)	(1,124)	(1,124)	(1,195)	(1,195)	(1,404)	(1,404)	(1,296)	(1,400)	(1,315)	(1,808)	(1,484)	(15,873)		
(300)	(2,300)	(300)	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)	(11,900)		
(99,014)	(108,892)	(108,107)	(124,891)	(130,429)	(126,562)	(120,721)	(122,185)	(122,748)	(130,519)	(132,044)	(120,923)	(1,447,030)		
Apr-21	May-21	Jun-21	Jul-21	Aug-21	Sep-21	Oct-21	Nov-21	Dec-21	Jan-22	Feb-22	Mar-22	Total		
3,484	3,432	3,279	3,840	4,015	4,207	4,977	5,043	4,128	3,884	3,561	3,580	47,450		
142,971	143,138	143,639	146,615	146,615	146,615	146,569	146,569	145,739	145,739	145,739	145,739	1,746,517		
25,768	20,768	20,768	19,941	15,441	15,441	15,441	15,441	15,441	16,268	16,268	16,268	213,254		
5,943	5,943	6,243	6,243	7,043	6,243	6,243	6,243	6,243	6,243	6,243	6,243	75,116		
21,853	20,969	21,638	23,862	23,329	21,735	22,204	21,315	22,855	22,928	24,349	26,134	273,172		
2,762	2,762	2,762	2,762	2,762	2,762	2,762	2,762	2,762	2,762	2,762	2,762	33,444		
8,483	8,483	8,483	5,233	3,283	3,283	3,283	3,283	3,283	3,283	3,283	3,283	48,666		
3,113	3,113	3,113	3,113	3,113	3,113	3,113	3,113	3,113	3,113	3,113	3,113	37,356		
2,611	2,611	2,611	2,028	2,028	2,028	2,028	2,028	2,611	2,611	2,611	2,611	30,640		
675	675	675	499	499	499	499	499	499	675	675	675	7,054		
387	387	387,387	387	387	387	387	387	387	387	387	387	4,616		
217,750	208,301	209,598	214,533	209,275	208,323	207,516	206,693	207,318	207,893	208,991	210,795	2,516,987		
Apr-21	May-21	Jun-21	Jul-21	Aug-21	Sep-21	Oct-21	Nov-21	Dec-21	Jan-22	Feb-22	Mar-22	Total		
(34,333)	(16,530)	(16,530)	(16,530)	(16,530)	(16,530)	(16,530)	(16,530)	(16,530)	(16,530)	(16,530)	(16,530)	(216,229)		
(4,487)	9,487	9,487	9,487	9,487	9,487	9,487	9,487	9,487	9,487	9,487	9,487	112,843		
(24,846)	(7,049)	(7,049)	(7,049)	(7,049)	(7,049)	(7,049)	(7,049)	(7,049)	(7,049)	(7,049)	(7,049)	(102,385)		
93,890	92,359	94,442	82,593	71,797	74,711	79,746	77,459	77,522	70,326	69,898	82,823	967,566		
(50,000)												(50,000)		
(50,000)												(50,000)		
43,890	92,359	94,442	82,593	71,797	74,711	79,746	77,459	77,522	70,326	69,898	82,823	917,566		
92,971	143,148	143,639	146,615	146,615	146,615	146,569	146,569	145,739	145,739	145,739	145,739	1,696,517		

Everyone Active

Open Book Accounting

Actuals

Centre													
Summary	Apr-21	May-21	Jun-21	Jul-21	Aug-21	Sep-21	Oct-21	Nov-21	Dec-21	Jan-22	Feb-22	Mar-22	Total
Income	(94,355)	(103,795)	(142,721)	(158,532)	(186,050)	(172,210)	(175,238)	(179,100)	(162,041)	(183,877)	(256,860)	(296,701)	(2,111,481)
Expenditure	258,694	223,241	207,350	220,934	210,111	241,226	154,203	209,168	224,401	236,121	266,089	402,460	2,853,999
Contract Costs	(24,518)	(6,372)	(6,564)	(6,354)	(6,253)	(6,682)	(7,977)	(7,069)	(6,865)	(6,247)	(6,592)	(4,712)	(96,206)
Funding & Recharges	(82,040)	(41,786)	(7,391)	(8,301)	(8,165)	(15,056)	30,336	(3,600)	(3,600)	(3,600)	(3,600)	(3,600)	(150,403)
Surplus / Deficit	-	-	-	-	-	-	-	-	-	-	-	-	-
Total (Surplus)/Deficit	57,781	71,289	50,674	47,747	9,643	47,278	1,324	19,399	51,894	42,397	(963)	97,447	495,909
Income	Apr-21	May-21	Jun-21	Jul-21	Aug-21	Sep-21	Oct-21	Nov-21	Dec-21	Jan-22	Feb-22	Mar-22	Total
Aquatics	(40,335)	(51,355)	(72,362)	(94,737)	(101,738)	(89,393)	(86,401)	(83,919)	(74,866)	(92,658)	(104,193)	(112,086)	(1,004,042)
Activity Centre	-	-	-	-	-	-	-	-	-	-	-	-	-
Climbing	-	-	-	-	-	-	-	-	-	-	(3,037)	(1,883)	(4,919)
Community	(29)	(439)	(653)	(534)	(829)	(855)	(941)	(1,074)	(976)	(1,435)	(1,664)	(2,255)	(11,682)
Fitness	(39,073)	(35,221)	(54,625)	(57,209)	(70,205)	(66,299)	(69,055)	(69,661)	(70,651)	(74,090)	(120,608)	(127,640)	(854,337)
Food & Bev	(589)	(1,195)	(4,214)	(1,849)	(3,110)	(3,138)	(4,088)	(3,151)	(5,888)	(3,157)	(10,422)	(20,982)	(61,784)
Golf	-	-	-	-	-	-	-	-	-	-	-	-	-
Health	-	-	-	-	-	-	-	-	-	-	-	-	-
Ice	-	-	-	-	-	-	-	-	-	-	-	-	-
Indoor Sports	(7,083)	(14,547)	(8,339)	(5,882)	(6,960)	(9,159)	(10,694)	(12,783)	(6,805)	(10,709)	(13,293)	(26,913)	(133,168)
Museum	-	-	-	-	-	-	-	-	-	-	-	-	-
Operations	(5,662)	(101)	(1,033)	3,324	(1,687)	(1,173)	(1,839)	(5,646)	(792)	(625)	375	(2,244)	(17,101)
Outdoor	(1,586)	(938)	(1,495)	(1,645)	(1,521)	(2,194)	(2,220)	(2,866)	(2,064)	(1,204)	(4,018)	(2,699)	(24,449)
Snowsports	-	-	-	-	-	-	-	-	-	-	-	-	-
Spa	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Income	(94,355)	(103,795)	(142,721)	(158,532)	(186,050)	(172,210)	(175,238)	(179,100)	(162,041)	(183,877)	(256,860)	(296,701)	(2,111,481)
Expenditure	Apr-21	May-21	Jun-21	Jul-21	Aug-21	Sep-21	Oct-21	Nov-21	Dec-21	Jan-22	Feb-22	Mar-22	Total
Cost of Sales	2,070	(3,384)	4,571	5,206	6,707	5,326	2,162	5,304	5,967	4,197	9,124	21,120	68,371
Colleague Costs	186,285	178,522	135,188	145,086	155,859	158,604	85,443	147,521	142,143	143,819	173,566	187,382	1,839,418
Lifecycle Costs	19,957	11,872	24,231	22,365	9,015	37,067	14,204	11,331	12,224	38,286	26,688	83,989	311,228
OH & expenses	-	-	-	-	-	-	-	-	-	-	-	-	-
Facilities Management	2,048	4,573	3,677	8,465	2,477	7,630	8,358	1,764	9,681	(1,802)	3,175	20,566	70,613
Premises Costs	33,593	17,679	24,806	25,352	22,613	17,278	24,994	32,130	30,867	27,387	31,267	53,330	341,297
IT Costs	5,089	5,762	4,807	5,963	4,588	4,875	4,637	4,598	5,240	5,100	3,876	6,035	60,570
Marketing	6,723	4,049	5,356	4,667	3,984	6,042	5,953	2,698	9,451	13,358	12,680	19,059	94,020
Professional Services	466	1,768	1,790	1,096	2,144	1,684	3,493	1,231	7,628	2,760	2,810	5,178	32,049
Administration Expenses	395	331	821	696	896	454	3,125	632	(685)	814	297	4,256	12,032
Banking & Finance	295	295	329	271	64	502	71	195	121	438	223	(183)	2,621
Fixed Asset Costs	1,773	1,773	1,773	1,767	1,764	1,764	1,763	1,764	1,764	1,764	2,383	1,727	21,779
Total Operational Expenditure	258,694	223,241	207,350	220,934	210,111	241,226	154,203	209,168	224,401	236,121	266,089	402,460	2,853,999
Contract Costs	Apr-20	May-20	Jun-20	Jul-20	Aug-20	Sep-20	Oct-20	Nov-20	Dec-20	Jan-21	Feb-21	Mar-21	Total
Management Fee	(34,334)	(16,542)	(16,530)	(16,536)	(16,536)	(16,536)	(16,536)	(16,536)	(16,536)	(16,536)	(16,536)	(16,536)	(216,230)
Contractors Profit	-	-	-	-	-	-	-	-	-	-	-	-	-
Central Costs	9,816	10,170	9,966	10,182	10,283	9,854	8,559	9,467	9,671	10,289	9,944	11,824	120,024
Total Contract Costs	(24,518)	(6,372)	(6,564)	(6,354)	(6,253)	(6,682)	(7,977)	(7,069)	(6,865)	(6,247)	(6,592)	(4,712)	(96,206)
Operating (Profit)/Loss	139,821	113,074	58,065	56,048	17,808	62,334	(29,012)	22,999	55,494	45,997	2,637	101,047	646,311
Funding & Recharges	Apr-21	May-21	Jun-21	Jul-21	Aug-21	Sep-21	Oct-21	Nov-21	Dec-21	Jan-22	Feb-22	Mar-22	Total
HMRC Furlough Reclaim	(82,040)	(41,786)	(3,791)	(4,701)	(4,565)	(11,456)	33,936	-	-	-	-	-	(114,403)
Management Fee Changes Agreed	-	-	-	-	-	-	-	-	-	-	-	-	-
Additional Funding	-	-	(3,600)	(3,600)	(3,600)	(3,600)	(3,600)	(3,600)	(3,600)	(3,600)	(3,600)	(3,600)	(36,000)
Total Funding & Recharges	(82,040)	(41,786)	(7,391)	(8,301)	(8,165)	(15,056)	30,336	(3,600)	(3,600)	(3,600)	(3,600)	(3,600)	(150,403)
Total Position (Surplus)/Deficit	57,781	71,289	50,674	47,747	9,643	47,278	1,324	19,399	51,894	42,397	(963)	97,447	495,909
(Surplus)/Deficit Payment Receipt	-	-	-	-	-	-	-	-	-	-	-	-	-
Net Position (Surplus)/Deficit	57,781	71,289	50,674	47,747	9,643	47,278	1,324	19,399	51,894	42,397	(963)	97,447	495,909

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Forecast

Summary	Code	Apr-21	May-21	Jun-21	Jul-21	Aug-21	Sep-21	Oct-21	Nov-21	Dec-21	Jan-22	Feb-22	Mar-22	Total
Income		(99,014)	(108,892)	(108,107)	(124,891)	(130,429)	(126,562)	(120,721)	(122,185)	(122,748)	(130,519)	(132,044)	(120,923)	(1,447,036)
Expenditure		217,750	208,301	209,598	214,533	209,275	208,323	207,516	206,693	207,318	207,893	208,991	210,795	2,516,987
Contract Costs & Management Fee		(24,846)	(7,049)	(7,049)	(7,049)	(7,049)	(7,049)	(7,049)	(7,049)	(7,049)	(7,049)	(7,049)	(7,049)	(102,385)
Funding & Recharges		(50,000)	-	-	-	-	-	-	-	-	-	-	-	(50,000)
Total Position (Surplus)/Deficit		43,890	92,359	94,442	82,593	71,797	74,711	79,746	77,459	77,522	70,326	69,898	82,823	917,566

Income	Code	Apr-21	May-21	Jun-21	Jul-21	Aug-21	Sep-21	Oct-21	Nov-21	Dec-21	Jan-22	Feb-22	Mar-22	Total
Aquatics	AQU001	(45,960)	(47,805)	(52,009)	(56,842)	(61,143)	(52,888)	(50,533)	(50,059)	(51,604)	(53,663)	(55,798)	(52,878)	(631,182)
Activity Centre	ACT001	-	-	-	-	-	-	-	-	-	-	-	-	-
Climbing	CLI001	-	-	-	-	-	-	-	-	-	-	-	-	-
Community	COM001	-	-	-	-	-	-	-	-	-	-	-	-	-
Fitness	FIT001	(46,448)	(49,889)	(49,749)	(53,535)	(54,246)	(57,916)	(54,928)	(56,065)	(56,733)	(62,304)	(61,543)	(54,094)	(657,451)
Food & Bev	FOO001	(1,550)	(4,550)	(1,550)	(4,507)	(4,561)	(4,561)	(5,375)	(5,330)	(4,512)	(4,512)	(4,340)	(4,239)	(49,587)
Golf	GOL001	-	-	-	-	-	-	-	-	-	-	-	-	-
Health	HEA001	-	-	-	-	-	-	-	-	-	-	-	-	-
Ice	ICE001	-	-	-	-	-	-	-	-	-	-	-	-	-
Indoor Sports	IND001	(3,632)	(3,224)	(3,375)	(7,812)	(8,285)	(8,793)	(7,481)	(8,434)	(7,499)	(7,725)	(7,555)	(7,228)	(81,043)
Museum	MUS001	-	-	-	-	-	-	-	-	-	-	-	-	-
Operations	OPE001	(1,124)	(1,124)	(1,124)	(1,195)	(1,195)	(1,404)	(1,404)	(1,296)	(1,400)	(1,315)	(1,808)	(1,484)	(15,873)
Outdoor	OUT001	(300)	(2,300)	(300)	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)	(11,900)
Snowsports	SNO001	-	-	-	-	-	-	-	-	-	-	-	-	-
Spa	SPA001	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Income		(99,014)	(108,892)	(108,107)	(124,891)	(130,429)	(126,562)	(120,721)	(122,185)	(122,748)	(130,519)	(132,044)	(120,923)	(1,447,036)

Expenditure	Code	Apr-21	May-21	Jun-21	Jul-21	Aug-21	Sep-21	Oct-21	Nov-21	Dec-21	Jan-22	Feb-22	Mar-22	Total
Cost of Sales	PLCS	3,484	3,452	3,279	3,840	4,015	4,207	4,977	5,043	4,128	3,884	3,561	3,580	47,450
Colleague Costs	PLCC	142,971	143,138	143,639	146,615	146,615	146,615	146,569	146,569	146,569	145,739	145,739	145,739	1,746,517
Lifecycle Costs	PLLC	25,768	20,768	20,768	19,941	15,441	15,441	15,441	15,441	15,441	16,268	16,268	16,268	213,254
OH & expenses	PLOH	-	-	-	-	-	-	-	-	-	-	-	-	-
Facilities Management	PLFM	5,943	5,943	6,243	6,243	7,043	6,243	6,243	6,243	6,243	6,243	6,243	6,243	75,116
Premises Costs	PLPC	21,853	20,969	21,638	23,862	23,329	21,735	22,204	21,315	22,855	22,928	24,349	26,134	273,172
IT Costs	PLIT	2,762	2,762	2,762	2,762	2,762	2,762	2,762	2,762	2,762	2,762	2,762	2,762	33,144
Marketing	PLMK	8,183	4,483	4,483	5,233	3,283	3,283	3,283	3,283	3,283	3,283	3,283	3,283	48,646
Professional Services	PLPF	3,113	3,113	3,113	3,113	3,113	3,113	3,113	3,113	3,113	3,113	3,113	3,113	37,356
Administration Expenses	PLAD	2,611	2,611	2,611	2,038	2,788	4,038	2,038	2,038	2,038	2,611	2,611	2,611	30,644
Banking & Finance	PLBF	675	675	675	499	499	499	499	499	499	675	675	675	7,044
Fixed Asset Costs	PLFA	387	387	387	387	387	387	387	387	387	387	387	387	4,644
Total Operational Expenditure		217,750	208,301	209,598	214,533	209,275	208,323	207,516	206,693	207,318	207,893	208,991	210,795	2,516,987

Contract Costs		Apr-21	May-21	Jun-21	Jul-21	Aug-21	Sep-21	Oct-21	Nov-21	Dec-21	Jan-22	Feb-22	Mar-22	Total
Management Fee	*	(34,333)	(16,536)	(16,536)	(16,536)	(16,536)	(16,536)	(16,536)	(16,536)	(16,536)	(16,536)	(16,536)	(16,536)	(216,229)
Contract Costs	PLCO	9,487	9,487	9,487	9,487	9,487	9,487	9,487	9,487	9,487	9,487	9,487	9,487	113,844
Total Contract Costs		(24,846)	(7,049)	(7,049)	(7,049)	(7,049)	(7,049)	(7,049)	(7,049)	(7,049)	(7,049)	(7,049)	(7,049)	(102,385)

Operating (Profit)/Loss		93,890	92,359	94,442	82,593	71,797	74,711	79,746	77,459	77,522	70,326	69,898	82,823	967,566
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Funding & Recharges		Apr-21	May-21	Jun-21	Jul-21	Aug-21	Sep-21	Oct-21	Nov-21	Dec-21	Jan-22	Feb-22	Mar-22	Total
HMRC Furlough Reclaim	*	(50,000)	-	-	-	-	-	-	-	-	-	-	-	(50,000)
Management Fee	*	-	-	-	-	-	-	-	-	-	-	-	-	-
Additional Funding	*	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Funding & Recharges		(50,000)	-	-	-	-	-	-	-	-	-	-	-	(50,000)

Total Position (Surplus)/Deficit		43,890	92,359	94,442	82,593	71,797	74,711	79,746	77,459	77,522	70,326	69,898	82,823	917,566
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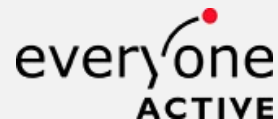


NORTH WEST LEICESTERSHIRE DISTRICT COUNCIL

LEISURE SERVICE PARTNERSHIP

YEAR 3 - MAY 2021 – APRIL 2022

Whitwick & Coalville and Ashby Leisure Centres



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ANNUAL SERVICES PERFORMANCE REPORT

1. Scope of Report and definitions

The Annual Services Report collates two main report functions in one concise document.

- Summary of Monthly Performance Requirements
- Analysis Of The Annual Performance Requirements

This Annual Services Report also meets the reporting need of the Authority's Outcomes strategic Objective 1 – Improve the Health and Wellbeing of Residents, as detailed in 1.5 of the Services Specification. In addition to that it contributes to the ethos of other objectives, such as providing local economic benefit, supporting safe and inclusive neighborhoods, providing opportunities for young people, providing high quality services and being environmentally aware and proactive.

The Annual Reporting Schedule is shown in **Section 13**. Copies of these reports sit within EA's L-Drive. In addition to that NWLDC have recently set up as shared drive, in which documents are stored and collectively accessed.

The Performance Monitoring Report is a document submitted monthly, detailing outcomes against the respective heading identified in the Monthly Performance Requirements, including the measurement of delivery to that point, and any failures to meet the performance standards as set out in the Services Specification.

2. Services Specification Performance Requirement Reference

The table below references the Services Specification performance requirement.

Services Specification Performance Requirements	Services Specification Performance Reporting	Services Specification	Annual Services Report Reference
Programme of Use	Part 1C & D – Availability	1.22.11 & 1.22.31	Programme and Events
Equipment	Part 1D – Availability	1.24	Service
Maintenance of Building Plant Equipment	Part 1C - Monthly	1.16	Service
Cleaning	Part 1C – Monthly	1.11	Service
Environment Management	Part 1C – Monthly	1.12	Environment
Customer Complaints and Feedback	Part 1C – Monthly	1.13	Service
NWL Physical Activity, Health & Economic Support Outcomes Framework.	Part 1C – Monthly	1.19a	Sports Development & Reducing Health inequalities
Annual Marketing Plan	Part 1C – Monthly	1.19.17	Customer
Major Incident Reporting	Part 1C – Monthly	1.19.c	Health and Safety
Lighting Report	Part 1D- Annual	1.31	Health and Safety
Fire Certificate	Part 1D – Annual	1.23.7	Health and Safety
Electrical Certificates	Part 1C – Annual	1.16.7	Health and Safety
Operational Expenditure and Income	Part 1C – Monthly	1.19.63	Financial
Performance Monitoring Report	Part 1C – Monthly	1.19.63	Scope of Report
Annual Services Report	Part 1C – Annual	1.19.65	Scope of Report
Annual Outcomes Report	Part 1B – Annual	1.5	Authority Priorities / Outcomes
Quest Accreditation	Part 1D – Annual	1.6	Quality Assurance
Participation Targets	Part 1D – Monthly	1.7	Participation

984 EA Corporate Record – Membership Joins in a Month

824,000 Customer Visits

£508,122 Economic Event Related Value

78% Overachievement – Under 5's User Visits

1.87 Accidents per 10,000 Visits (corporate av= 4.95)

QUEST Environmental Management

28 District Based New Employees

81% Overachievement – Accessible User Visits

1.49 Million – NWL Social Value – Highest Contract EA East

243% Membership Growth in 10 weeks

44 Activity Session Partnerships

£144,054 Free Activity Provision

OUR PARTNERSHIP YEAR OUTCOMES

7.4 Million Viewers Enjoy Last Remaining Public Lido in the East Midlands

64% Event Usage Recovery

'Highly Satisfactory' All Monthly Water Quality Assessments

£2,345 raised for Macmillan Cancer Research

£946,970 Ashby LC Social Value – Highest in EA East Region (South)

Olympic, Paralympic & Commonwealth Gold & Silver Medalists launch W&CLC

124% Overachievement – Over 60's User Visits

65,889 District Based EA Card Holders

809 In-House Maintenance Jobs Completed

6.46 Customer Complaints per 10,000 Visits

3. Participation

The period May 2021 – April 2022 represented the third year of the council's partnership with Everyone Active, following the decision to outsource its leisure centre service from May 2019.

The year commenced two weeks on from an enforced four-month closure due to the Covid-19 pandemic. This represented the third period of closure since the pandemic first impacted in March 2020, with the closures collectively totaling 7 ½ months.



As a result of these closures the impact on fitness members, swim lesson pupils, and general usage levels had understandably been significant, with the below table capturing actuals against desired targets at the end of 2020/21.

Table 3.1 - Hermitage 2020/21

	Target	Actual	%
Usage	429,801	94,274	22
Swim Lesson Pupils	1,670	1,104	66
Membership	1,700	1,138	67

Table 3.2 - Ashby Leisure Centre & Lido 2020/21

	Target	Actual	%
Usage	542,770	122,432	23
Swim Lesson Pupils	1,700	1,205	71
Membership	1,741	1,161	67

Given the impact of the pandemic, Everyone Active and NWLDC agreed that the target for 2021/22 be a return to February 2020 levels for Usage, Swim Lesson Pupils, and Fitness Members by the end of Partnership Year 3 (April 2022). The below table captures subsequent performance.

Table 3.3 Hermitage/W&CLC 2021/22

	Target – Feb 2020	Actual – April 2022	%
Usage	36,120	75,331	209
Swim Lesson Pupils	1,368	1,819	133
Membership	1,635	3,514	215

Table 3.4 Ashby Leisure Centre & Lido 2021/22

	Target - Feb 2020	Actual – April 2022	%
Usage	44,458	34,660	78
Swim Lesson Pupils	1,239	1,516	122
Membership	1,246	1,532	123

The subsequent outcomes were clearly encouraging, however they should be tempered to a degree, given that at the time the targets were set and agreed, both EA and NWLDC believed that the new Whitwick & Coalville Leisure Centre would not be completed until July 2022.

Up to the point that it opened in February 2022, Hermitage had 1,376 fitness members and 1,353 swim lesson pupils on scheme, representing an 84% recovery of the former and almost full recovery on the latter.

The figures capture the significant immediate impact of the new centre, and the positive recovery levels seen at Ashby Leisure Centre and Lido. The 78% usage recovery figure for Ashby doesn't represent a true reflection, as several Ashby based users understandably utilised the new W&CLC in April 2020 on the back of it opening only six weeks previously.

Individual areas of participation are split into five sub-sections: - Activity, Gym, Sports, Swim, Other and Events, with the sum of that participation recorded separately. Whilst narrative is provided within sections 3.1 to 3.4 of the report, it should be noted that Everyone Active's tender submission did not go into the same level of detail in terms of individual targets.



3.1 Swimming

Participation for Swimming and Swimming Lessons combined was **365,023** compared to **93,846** in 2020/21. A 389% year on year increase.

These figures can be attributed to three main factors, with the former being the main contributor; -



- Seven months of facility closure during 2020/21, along with programme limitations during the five months in which the facilities were open.
- Strong swim lesson pupil recovery, in particular at Ashby Leisure Centre & Lido
- The impact of the new Whitwick & Coalville Leisure Centre

In terms of the former, the initial months of the 2021/22 Partnership Year continued to be impacted by the Covid-19 pandemic, through a combination of restrictions still being in situ resulting in customer usage capping and understandable customer caution in returning to indoor facilities with high usage levels.

Whilst both subsequently diminished over time, one of the positive impacts of the pandemic on pool related activity was pre-bookable swimming, which was continued beyond the lifting of restrictions. Customer feedback consistently echoed a message of support for pre-bookable swimming for all of the indoor pools and Lido at Ashby, with users happy that sessions were limited in terms of numbers (although this had always been in place) and that they could guarantee themselves a place within sessions as opposed to leaving things to chance.

This proved to be particularly popular with users of the Lido and led to an immediate cessation of the long-term issue of restless and occasionally volatile queues of users sometimes denied the opportunity to use the facility due to unexpected or high demand. It also allowed the staff team to better plan rotas and resource levels.

Swim lesson pupil recovery had initially been viewed as only being achievable collectively across the two centres' given the level of pupil loss at Hermitage due to the pandemic, and the fact that the centre's learner tank (known affectionately as 'The Trough') did not re-open for use until August due to imposed limitations. Subsequent outcomes surpassed expectation, with Hermitage eventually able to recover its pre-pandemic pupil numbers, and Ashby's recovery being the second most successful within Everyone Active's East Region of 33 swimming pools/lesson schemes.

The impact of the new Whitwick & Coalville Leisure Centre was seen across all areas of usage including swimming. January has always been a historically strong month within leisure centres for pool-based usage and a January 2022 figure of 27,699 swim visits was viewed as encouraging against 26,010 for January 2020. Usage in February 2022 had increased to 41,251 (49% increase) despite the centre only opening in the middle of the month, whilst this figure subsequently increased to 46,978 (70%) in March 2022 and 51,453 (86%) in April 2022.

Cold Water Swimming sessions were trialled at Ashby Lido in September 2021, representing the first time that this had taken place since heating was introduced to the facility.

The sessions were implemented as part of the collaborative partnership with the Ashby Lido User Group, and on the back of meeting the agreed target of 'cost neutral delivery', they returned in May 2022.

The Lido enjoys its 93rd birthday this year and remains the last standing public lido facility within the East Midlands. In recognition of this, an historic timeline feature is due to be implemented on pool side capturing the facilities rich and proud history, whilst a small clothing and souvenir portfolio adorned with 1929 art deco style branding is due to be added to the centre's goods for sale range.

The Lido continues to capture the hearts of the regional residents, enjoying significant levels of media coverage including 7.4 million viewers as part of in ITV live broadcast in August 2021.



3.2 Gym and Group Exercise Classes (Other)

Participation in the fitness gym and exercise classes across the two sites was 302,569 for the Partnership Year, compared to 97,735 in 2020/21. A 310% rise.

In line with swimming, this was attributable to a combination of enforced closures and limitations during the previous year, increased customer confidence, strong membership recovery, and the impact of the new centre.

Each centre lost 33% of its fitness members because of the Covid-19 pandemic, which was in keeping with the wider corporate picture seen across the 220 centres that Everyone Active manage nationally. As a result of this, cross site membership pricing was reduced initially in 2021 from £46-00 to £24-99 in July 2021, before increasing to £34-99 in October 2021 in order to help facilitate a recovery exercise of this magnitude.

Membership costs at the two centres had been amongst some of the highest within Everyone Active's East Region of 64 facilities, given the pricing levels inherited from NWLDC. As such, a combination of a significant reduction in membership costs allied to packages including access to all sites within the Everyone Active portfolio, resonated strongly with existing, former, and prospective new members, and meant that the centres had collectively recovered their previous February 2020 position well before the new centre opened.

The impact of the new centre on fitness membership broke all existing Everyone Active records, with 984 new members signed in February 2020 against a previous company monthly record for new member joins of 780. When allied to the fact that the centre only opened at the mid-point within the month, it is safe to say that a four-figure number would have been achieved over the course of a full month of being open.

By the end of April 2022, the membership base at the Whitwick & Coalville Leisure Centre had grown to 3,770 from a position of 1,550 a week before the doors opened. An increase of 243%.

In keeping with this significant level of membership growth, fitness usage levels in the last three months of the Partnership Year increased noticeably, with 38,459 fitness gym and class usages occurring in April 2022 compared to 23,727 in January 2022, an increase of 62%.

One of the many gym and class success stories has been the uptake of virtual classes, which are provided to support the instructor led fitness class programme, provide all day class opportunity, and allow users that are reticent to undertake instructor led classes with the ability to try them at a length of time and pace to suit, which often then leads to a migration into instructor led classes. In partnership Year 3 there were 12,588 instructor class usages compared to a pro rata (factoring centre closures in) 6,134 in Partnership Year 2, representing a 105% increase.

3.3 Sports and Activities

Sports and Activities realised a combined usage of 133,993 compared to 25,125 in Partnership Year 2, representing a 533% increase.

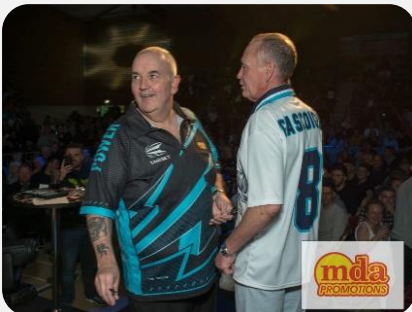
The figure was 10% down on the 148,906 realised in Partnership Year 1, however this was wholly attributable to the delayed or partial return of several activities during the first five months. Compared to Everyone Active's East Region of 64 centres, North West Leicestershire was internally championed as being one of the more proactive Everyone Active contracts in terms of the safe management of sport and activity related return, with usage recovery figures amongst the highest in the region.



On the back of this proactive approach to sport and activity usage recovery, our Active Communities Manager engaged with several new partners detailed later in the report, who subsequently added depth and diversity to this area of the programmes at both centres in the final quarter of the year. This was particularly successful at the new Whitwick & Coalville Leisure Centre, which also benefitted from the addition of a climbing wall and increased sports hall capacity, against the previous facility mix and footprint seen at Hermitage Leisure Centre.

3.4 Events

The centres have enjoyed a long and proud tradition of hosting a diverse programme of events, ranging from local and regional fayres and boxing shows to internationally acclaimed occasions such as Armageddon Darts and the Larpcorn Festival.



In Partnership Year 1, the centre's realised 34,990 event visits as a part of this success, however the impact of the Covid-19 pandemic meant that in Partnership Year 2 that figure dropped to zero with no events taking place. Whilst the centres weren't closed for five of the twelve months in Year 2, government and corporate Covid restrictions, allied to the sports halls at each site being temporarily utilised for fitness facilities, meant that we were unable to offer event space to partners that would have most likely been reticent to hold events even if we had been able to.

At the start of Partnership Year 3 several restrictions were still in place, meaning that we viewed a return of 25% (8,748) of our event usage over the course of the year as success, with the hope being that most of our existing events will return for Partnership Year 4.

22,286 event usage visits were subsequently realised, representing a 255% increase on target and a return of 64% of our previous pre-Covid numbers. A combination of the easing of restrictions and returning customer confidence saw a marked development in the programme from October 2021 onwards, culminating in 31 events taking place across the Partnership Year.

3.5 Overall Participation

Participation for the period May 2021 – April 2022 was 823,871 compared to 216,706 for the same period the previous year. A 280% increase. It was broken down as follows: -

	May 21	June 21	July 21	Aug 21	Sept 21	Oct 21	Nov 21	Dec 21	Jan 22	Feb 22	Mar 22	Apr 22	Total
Activity	134	199	22	829	1,013	1,160	1,543	1,504	1,886	1,947	3,958	7,872	22,067
Gym	12,829	13,692	11,503	10,607	10,261	9,309	9,792	6,969	11,501	16,685	26,146	24,221	163,516
Sports	5,253	5,220	5,870	6,407	7,851	10,823	12,006	9,525	12,230	11,516	15,943	9,282	111,926
Swim	20,993	23,261	28,338	30,438	25,759	26,168	25,159	17,257	27,699	41,521	46,978	51,453	365,023
Other	10,502	10,419	11,026	11,408	12,106	12,556	12,661	7,645	12,226	9,768	14,498	14,238	139,053
Events	1,500	400	816	900	600	2,350	3,900	1,575	1,500	1,470	4,350	2,925	22,286
Total	51,211	53,191	57,575	60,589	57,590	62,366	65,061	44,475	67,042	82,907	111,873	109,991	823,871

Whilst usage targets were set prior to Partnership Year 3, accuracy was always going to be challenging given the that the centres were closed at the time and recovery levels along with associated restrictions and customer appetite to return were unknown. Added to this nobody foresaw either concerns around a new Covid-19 variant in Q3, or that the new Whitwick & Coalville Leisure Centre would open in mid-February 2022. The table below captures predicted and actual quarterly usage;-

	Q1	Q2	Q3	Q4	Total
Predicted	139,339	159,432	176,870	219,772	695,413
Actual	161,977	180,545	176,578	304,771	823,871
Variance	+22,638	+21,113	-292	+84,999	+128,458

3.6 Next Year - Partnership Year 4

Year 4 of the partnership commences with a huge amount of promise across a variety of fronts, not least on the back of the sterling work and subsequent outcomes delivered in Year 3 to deliver and surpass on recovery of the centres pre-covid position in relation to usage, membership, and swim lesson pupil numbers.



The new Whitwick & Coalville Leisure Centre promised much, however it's fair to say that the degree of its early successes have surprised both Everyone Active and NWLDC. These successes stand the facility in good stead in terms of a start of year platform to maintain and build upon.

The fitness membership base at W&CLC stood at 3,514 at the end of April 2022 in comparison to an advised target within Everyone Active's tender submission of 3,000 at the end of the first mature year of operation at the site, whilst swim lessons stood at 1,819 against an end of mature year target of 2,000. These areas of the programme represent the highest in terms of footfall, and when allied to the hugely encouraging activity and sports related usage already established at the new centre, optimism would appear justified.

Ashby Leisure Centre & Lido will continue to play a key part in any Partnership Year 4 success, and it is hoped that a second year of investment within the Lido allied to the removal of restrictions that hampered much of the 2021 season will have a positive impact. Whilst a period of closure while the project is delivered will impact negatively on usage, the £85,000 full redevelopment of the outdoor all weather ball courts should see Q3 and Q4 usage of the facility enhanced.

It will also signify the final leg of the facility redevelopment journey at Ashby, on the back of the initial £1.2 million centre refurbishment in 2019 and the overhaul to the Lido in 2020 to create the 'Ashby-by-the-Sea' beach and pool destination of choice.

Whilst it would be fair to say that Everyone Active and NWLDC should be congratulated on a partnership that has provided one of the strongest local authority leisure and recreational offers in the UK for a district of its size and population, well documented issues beyond the control of these partners could impact on Year 4 outcomes and should be noted.

At the time of compiling this report the UK is in real danger of entering into recession, with the soaring cost of utilities featuring heavily within that. In times of fiscal hardship, leisure and 'can do without' areas of spend such as gym memberships and swimming lessons often suffer, whilst even the most energy efficient leisure facilities utilise significant levels of gas, electricity, and water. There is already talk in the national press of leisure facilities having to potentially make major changes to programming and operations as a result.

Aside from this, staff shortages and recruitment issues nationally are leading to some very serious challenges for the leisure industry and other sectors, whilst on top of this declining stocks of pool chemicals have already led to the temporary closure of one pool at the time of writing, with Everyone Active both concerned and doing all it can to avoid its centres joining what will clearly be a growing list.

The things that sit outside of our circle of control are a concern. The things that sit within it have been well managed to date, delivered some excellent outcomes, and potentially stand the centres in very good stead for Partnership Year 4.

Due to the dynamics of the contract in terms of commencement date, investment at Ashby, the impact and restrictions associated with Covid-19, and the opening of the new centre at Whitwick & Coalville, it will not be until Partnership Year 5 (20% of the way into the full term of the partnership) that we will be sat on one years' worth of full data on which ongoing comparison can then be made.

Table :- Overview of when we will be in a position to secure base level data

Partnership Year	Dates	Dynamics/Issues
1	2019/20	Contract started in May 2020 + Ashby LC & Lido refurbishment + Centres closed due to Covid-19
2	2020/21	Ongoing closure + Subsequent closures + Reduced programme and usage
3	2021/22	Ongoing closure + Restrictions in place + Hermitage LC closes + Whitwick & Coalville LC opens
4	2022/23	First full years base data secured
5	2023/24	First year of comparative year on year data can be applied

4. Authority Priorities / Outcomes

The outcomes achieved and highlighted in this Annual Services Report, contribute to the ethos and achievement of the strategic objectives highlighted by the Council as detailed in the Authority Outcomes section – 1.5 of the Services Specification.

There are five authority outcomes;- Providing local economic benefit, supporting safe and inclusive neighbourhoods, educating protecting and providing opportunities for young people, providing high quality services, and sustainability and environmental improvements. NWLDC and Everyone Active agreed to incorporate these into the collaboratively produced Community Wellbeing Action Plan 2022/23 that will have quarterly progress subsequently captured across the year; however this report (including the Social Value appendix) captures a number of positive outcomes against each that occurred within Partnership Year 3. Directly linked to this area of delivery is the NWL Health and Wellbeing Strategy, which Everyone Active are committed to supporting the delivery of.



This report demonstrates that through working in partnership with the Council, the investment and delivery of high-quality activities is making a significant and valuable contribution to the community, as well achieving the authority's corporate goals, despite the continued impact of the Covid-19 pandemic during Year 3 of the partnership.

Improving the Health and Wellbeing of residents is obviously the main function, goal, and achievement for the leisure services provision. Much of this can be measured by quantitative statistics as highlighted by the participation statistics in this report; however, the outcomes achieved also contribute to other Authority Priority objectives, which are more qualitative:

The focus within Partnership Year 3 targeted encouraging NWL residents back into participating in activities within our leisure centres in order to improve their health and wellbeing, following a 13-month period in which the centres were closed for 55% of that time, and periods in between closures saw a number of restrictions in place. Whilst these restrictions continued well into Partnership Year 3, the centres were only closed for the first two weeks of the year.

4.1: Improving Health and Wellbeing and Reducing Health Inequalities

In essence every activity-based visit to the centres (or to our satellite programmes) contributes to improving the health and wellbeing of local residents, with usage data relating to those activities provided elsewhere within the report totaling 823,871.



Within that, several the programmes and activities that we offer, either in a stand-alone capacity or delivered in conjunction with the council, contribute towards the addressing of health-related inequalities such as age, financial resource and accessibility to facilities etc.

Within this we continue to work with the NWL Health & Wellbeing Team, Community Focus, Home Start, and the Children & Families Centre, collectively aiming to tackle areas of priority such as health inequalities within the district.

4.2: Social Value

At the end of Partnership Year 3, Everyone Active entered a partnership with 4Global a multi-national company that have helped clients solve inactivity problems, through the creation of one of the world's most extensive sport and activity software and data platforms. Their technology and know-how have made them a trusted and valued partners to some of the world's most prominent organisations, cities, and governments, with Everyone Active seeing the benefits of securing information from their Data Hub platform for both themselves and their partners such as NWLDC.



An initial Social Value report was produced in June 2022, which captured Social Value for the period June 21- May 22 against June 19 – May 20 (the period June 20 – May 21 being severely interrupted as a result of the Covid-19 pandemic). This report is attached as an appendix and is split into six jargon free and easy to follow sections.

The report provides some hugely interesting insight into the impact of the pandemic and the leisure centres recovery from it. In addition to that is evidences that the North West Leicestershire partnership enjoyed the highest Social Value within Everyone Active's entire East Region, with Ashby Leisure Centre ranking first in terms of individual centres' providing £946,970 in social value.

The Social Value report is a new feature within these annual reports, and is one that Everyone Active sites are still familiarising themselves with; however, it captures just under £1.5 million in Social Value within the NWL contract across a year of recovery from the impact of the Covid-19 pandemic. With a year of familiarity with the data contained within it, recovery from the impact of the pandemic, and the new Whitwick & Coalville Leisure Centre appearing within the next reporting schedule, increase Social Value capture linked to the leisure centres within North West Leicestershire is likely.



4.3: Providing Local Economic Benefit

Everyone Active have been actively championed for their work within this area within both the recent Ashby Leisure Centre & Lido and last Hermitage Leisure Centre QUEST assessments. The reports have highlighted strength in the hosting and promotion of a large and diverse internal and external partner delivered activity programme, employment opportunities provided to local residents, the impact of a nationally recognised event programme and the use of local suppliers and service providers.



Within our activity programme we have 44 partnership delivered weekly activity sessions running across the two centres, complemented by a portfolio of seven in-house sessions. Nine new activities were added to the programme in Partnership Year 3 including;- Head Over Heels Gymnastics, Clubs Complete Baby Sensory and the NWL Netball League.

During Partnership Year 3 we added a total of 28 new district-based colleagues to our team, whilst training 58 of a colleagues in professional qualifications. Additionally, 29 of our colleagues have been trained in new roles within our centres.

The Partnership Year 1 report captured £ 804,814 of economic value, either secured or brought into the district because of the leisure centre events programme. This was based on industry advised data at the time pointing to an average £16 per head spent within the local economy by NWL based residents per event, and a £35 per head spend by non-district-based event attendees. Due to the impact of the Covid-19 pandemic on our event programme, this figure reduced to zero in Partnership Year 2.

The slow return of confidence allied to the staged lifting of restrictions led to the return of events to our centres in Partnership Year 3, which resulted in 22,286 event visits. Of these 71% were locally based, with 29% residing outside of the district. With inflation taking the spend per head of district and non-district event attendees to £17 and £37 respectively, a total of £508,122 of economic value secured or brought into the district as a result of events held within our centres.

Attendee Type	Number of Attendees	Local Spend Value Per Head (£)	Value (£)
Local	15,823	£17	268,991
Non-Local	6,463	£37	239,131
Total	22,286	N/A	508,122

In addition to event related local economic benefit, the building of the new W&CLC had a significant positive impact. Key facts and figures within that were as follows

- Contract Value Local Spend (Local Materials & Spending) = £4.77m
- Use of local companies = 32nr.
- Local job creation = 12nr. new FTE posts
- Work experience placements = 3nr.
- School & college pupils engaged = 200nr.

In addition to this, the contractor sponsored a local football team, paying for their 2021 kit. They also donated sundry materials to help with the construction of their new changing rooms, worth £5,000.

4.4 Supporting Safe and Inclusive Neighborhoods

Everyone Active work alongside NWLDC's Health & Wellbeing team in the delivery of programmes aimed at supporting safe and inclusive neighborhoods.



As part of our work in this area of delivery, we work closely with the Community Safety Partnership, Joint Action Group, Disability & Access Group, NWLDC and the County Council to look at potential opportunities to facilitate further inclusive provision.

A key focus within Partnership Year 3 was engagement with district-based residents with accessible needs. As part of this Everyone Active's, Active Communities Manager approached the largest local disability aligned charity, Enrych, with a view to entering into a partnership to broaden the portfolio of accessible user opportunities within the centres.

Consequently, Hermitage LC initially, and Whitwick Coalville LC more recently, have become an established key venue for Enrych, with regular weekly attendances of between 30-50 users new to the facilities undertaking activities such as bocchia, curling, and table tennis. The partnership was subsequently developed on the back of this early success, and now includes inclusive group exercise classes, coffee afternoons, and gym sessions aimed at integrating people with disabilities into our gyms during 'quieter periods' to help them gain confidence and an understanding of the benefits of using these facilities.

NWLDC and Everyone Active also continue to work in partnership with two community groups, Think FC and Coalville Can, with a view to facilitating community activity events and projects aimed at actively encouraging people to use local spaces and opportunities.

4.4 Educating, Protecting and Providing Opportunities for Young People

Our centres continue to operate as course venues for Swim England in the delivery of qualifications such as Swimming Teacher Level 1 & 2. In addition to that we also host National Pool Lifeguard qualifications (NPLQ) facilitated by the Royal Life Saving Society (RLSS).



In alignment with this we actively encourage newly qualified staff based within the district to join our team as and when opportunities present themselves in line with Everyone Active's 'organic growth ethos. As a result of this in Partnership Year 3 we employed 28 new staff, 13 of whom sit within the Under 19 age bracket.

Additionally, our Active Communities Manager (ACM) was trained as a Sports Leader Award trainer, allowing us to facilitate Sports Leader Award courses from our centres. The need for this provision was highlighted by local schools, the School Sports Partnership, and local sports clubs, due to many of the districts younger residents being unable to access courses through schools, as a result of reduced capacity and budget issues.

In tandem with this we have continued our work with Work Live Leicestershire (WLL) by facilitating free leisure centre usage to help increase the overall health, fitness, and psychological well-being of those on the scheme. On the back of this partnership, WLL staff use our centres on a weekly basis as a community meeting hub with their clients.

In Partnership Year 3 or ACM was appointed as chair for NWL Sport (formerly NWL Local Sport Alliance). The group meets on a bi-monthly basis to discuss collective best practice within clubs, and needs associated to engagement, funding, and other related areas.

4.6 Providing High Quality Services



Everyone Active and NWLDC look to provide affordable services through a combination of industry, regional, and local benchmarking. This has been made easier through Everyone Active managing most council owned leisure facilities within Leicestershire.

Allied to, and key to this, is the role that external benchmarking and strong levels of customer satisfaction play within the measuring of high-quality service, with Everyone Active able to demonstrate both robust and frequent monitoring and positive outcomes.

In terms of external benchmarking, Everyone Active are current holders of several national industry related awards such as Swim England's 'Operator of the Year', whilst at more localised level the positive QUEST assessment outcomes (See Section 9) seen at both sites point to high quality service provision, with the former Hermitage site sitting within the 'Very Good' banding and Ashby Leisure Centre & Lido within 'Excellent'.

Customer satisfaction and feedback is measured through a number of platforms, which include the following; -

- Single Customer View (SCV) customer feedback portal.
- Social Media accounts
- School service questionnaires
- Bespoke surveys for Swim Lessons, Parties, Holiday Camps, After School Sports Clubs, Adult Activities, Health Programs and Sport Courses
- Swim Passport portal.



Bespoke surveys are captured within the centre's Business Plan, with a prime example of positive outcome captured within the Swim Lesson Annual Survey undertaken at each site captured in section 8.1.

4.7 Sustainability and Environmental Improvements



We contribute to the green agenda by committing to nationally recognised best practice programmes such as Environmental ISO14001 management standards. This includes implementing proactive Environmental Action Plans focused on reducing energy and water consumption, as well as promoting green travel to staff and customers, and encouraging increased waste re-cycling.

Partnership Year 3 saw the creation of a comprehensive updated Environmental Action Plan (Annual Reporting Schedule - Document 6) providing details and desired outcomes relating to projects aimed at reducing utility consumption. These included lighting being progressed towards a full portfolio of LED fittings (now 93% at Ashby and 100% at W&CLC) and the implementation of a pool cover on the indoor learner pool at Ashby Leisure Centre & Lido resulting in all pools across the two centres now having these in situ.

Quest assessment at Hermitage LC in Partnership Year 1, had seen the assessor comment that Environmental action planning was the “best that he could remember seeing”. In addition to that the subsequent Quest Prime modules that the centres were measured on in Partnership Year2, saw both sites assessed with the assessors both commenting positively on the level and quality of environmental commitment and the way in which customers were informed of, and actively engaged in achieving its objectives.

Ashby Leisure Centre & Lido was due to undergo Quest assessment in Partnership Year 3, however scheme managers, Right Directions postponed this until very early into Partnership Year 4. Given the timeframe associated with the compiling of this report, we can advise that the Environmental element of the report scored ‘Excellent’, the highest banding achievable under the Quest Recovery module. Collectively these externally delivered assessments evidence a sustained commitment to environmentally associated best practice.

Section 11 of the report provides performance and outcome detail relating to Sustainability and Environmental Improvements



5. Programmes and Events

As covered within Section 4.2 of the report, under NWLDC the centres enjoyed a strong reputation for the diversity and scope of both its activity and event programmes, which has been continued under Everyone Active despite the cancellation of the entire event programme in Partnership Year 2 due to the impact of the Covid-19 pandemic. With Covid-19 regulations still in place for the first half of Partnership Year 3, programme recovery along with the addition of new events proved challenging, however by the end of the year 82% of previous hires had been retained for partnership Year 4, despite increased competition from other local and regional events venues.

Within these the new Whitwick & Coalville Leisure Centre hosted the two biggest events within the portfolio calendar in the Larpcn Live Action Role Play Weekend Festival and Armageddon Darts featuring then World Number 1, Gerwyn Price. The programme of events held within Partnership Year 3 is detailed below, however it should be noted that with the addition of the NWL Volleyball League to the weekend programme at Whitwick & Coalville Leisure Centre, greater emphasis will be made of securing buy in from new and existing event partners to using Ashby Leisure Centre & Lido, which now includes the two mobile seating units that were in situ at the former Hermitage Leisure Centre.

Hermitage / Whitwick

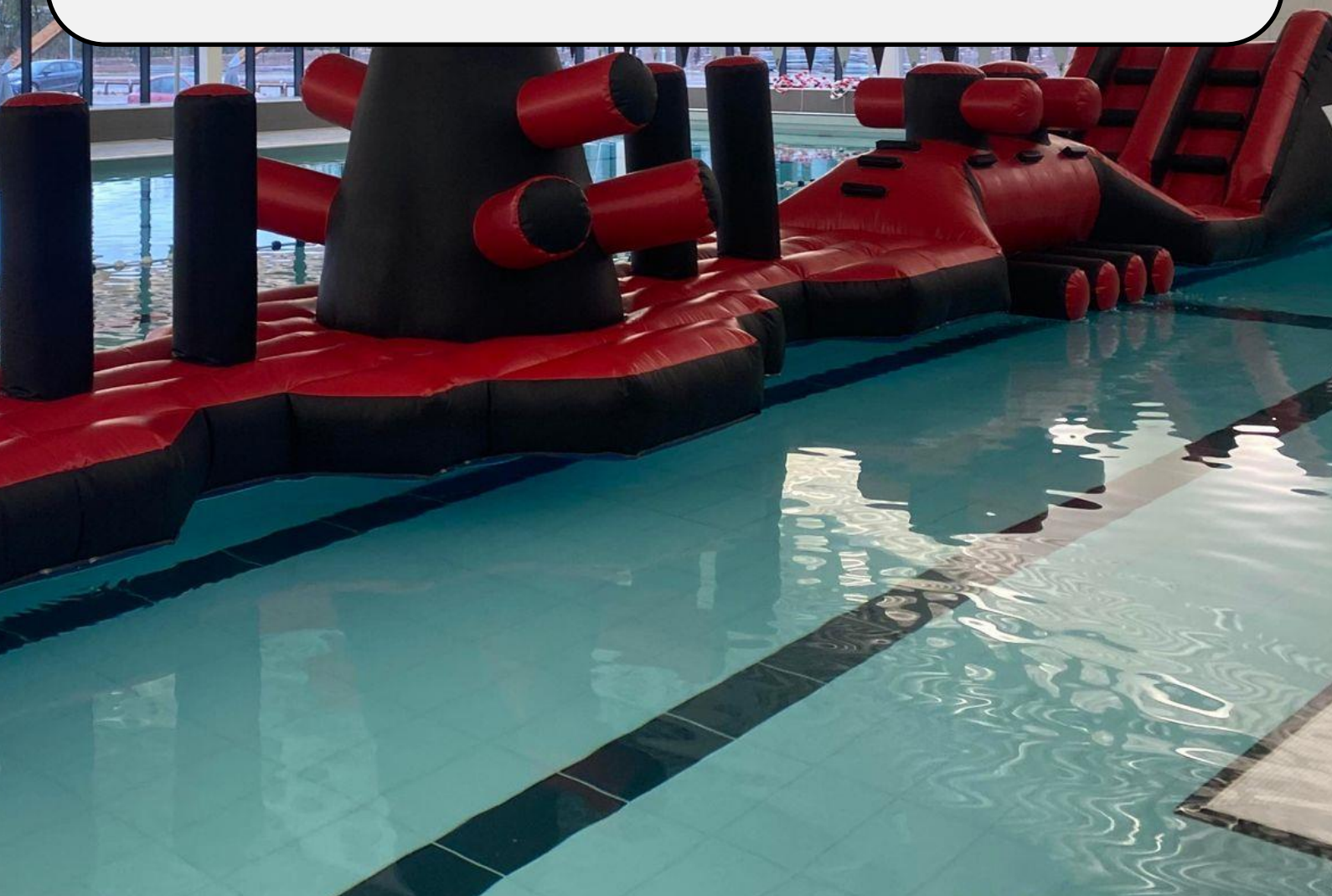
Date	Event
22/08/21	Regional Volleyball Tournament
30/08/21	Guildhall Fayres
19/09/21	Regional Swimming Gala
10/10/21	Afghanistan Community National Volleyball Tournament
17/10/21	Guildhall Fayres
31/10/21	Leicestershire County Volleyball Tournament
31/10/21	Regional Swimming Gala
13/11/21	Regional Swimming Gala
20/11/21	Regional Swimming Gala
21/11/21	Hunt, Point, Retrieve National Dog Show
27/11/21	Regional Swimming Gala
28/11/21	Regional Swimming Gala
05/11/21	Regional Swimming Gala
16/01/22	Guildhall Fayres
23/01/22	Regional Volleyball Tournament
06/02/22	Regional Volleyball Tournament
10/02/22	Parish Elections
04 - 06/04/22	National Larpcn Convention Weekend
22/04/22	Armageddon International Darts

Ashby Leisure Centre & Lido

Date	Event
14/11/21	Samoyed National Dog Show
01/01/22	Guildhall Fayres
30/01/22	Chihuahua National Dog Show
26/02/22	Motiv8 Boxing Show
06/03/22	Mum 2 Mum Baby Market
20/03/22	Ashby 20 Road Race
30/04/22	CL&B UK National Band Competition

Despite the significant impact of the Covid-19 pandemic on the centre programmes during Partnership Year 2, recovery during the early stages of Partnership Year 3 was amongst the strongest within Everyone Active's East Region of nearly 70 centres. In addition to this, the opening of the new Whitwick & Coalville Leisure Centre in February 2022 proved the catalyst in attracting new activities to supplement an already healthy portfolio of customer options. Over the course of Partnership Year 3 the following sessions were added; -

- NWL Netball League
- Enrych Inclusive Activity
- Ashby Netball Club
- Grave Dieu Netball Club
- Gymnastics Sports School (Internal delivery)
- Trampoline Sports School (Internal delivery)
- Menphys Inclusive Activity
- Broom Leys Cricket Coaching
- Creation Station Arts, Crafts & Expressive Activity
- Parkour Free Running
- Ibstock Panthers Futsal
- Clubs Complete Baby Sensory



6. Community Wellbeing Action Plan (including Outcomes Framework) & Targeted Groups

Due to the dynamics and nature of the Authority Outcomes within the NWL Partnership, a collective decision was taken in 2020 to incorporate all of these (except the final one relating to Sustainability & Environmental Improvement) into one all-encompassing collaboratively produced 'Community Wellbeing Strategy'.

The overarching aim of the strategy is to deliver against the Authority Outcomes, whilst in partnership with NWLDC, to deliver programmes to support the health and wellbeing of residents through physical activity, movement, and sport, capturing actions that support the NWL Health & Wellbeing Strategy, and the NWL Sport & Physical Activity Commissioning Plan.

The document was worked up over the course of Partnership Year 3 and was jointly signed off to commence at the start of Partnership Year 4. Quarterly updates on each of the targeted outcomes will be captured, with Everyone Active and NWLDC having already considered potential longer term desired outcomes for inclusion in the 2022/23 follow up document.

Aligned to the 'Community Wellbeing Action Plan', monthly Performance Monitoring Reviews (PMR's) capture delivery, development, success, and challenges in relation to collectively agreed targeted groups. Data relating to this is captured at the rear of these documents in a dedicated Key Performance Indicator (KPI) section. An overview of this is captured within Table 6.1 with associated narrative provided in sections 6.1 – 6.9 of this report.

It should be noted that the significant impact of the Covid-19 pandemic on the leisure centres during 2020 and 2021, and its effect on their programmes and customer usage patterns made the setting of targets challenging.

Table 6:1- Partnership Year 3 Targeted Groups Overview

Targeted Groups	Actual May 20-April 21	Target May 21 – April 22	Actual May 21 – April 22	Variance (+/-)
Under 5's	10,338	43,599	75,418	+31,819
Age 5 - 10	32,743	133,556	170,587	+37,031
Age 11- 16	15,952	70,333	113,019	+42,686
Club Activ8 Schools	27	30	33	+3
Club Activ8 Card Holder Usage	8.20%	18.93%	20.10%	+1.07
Over 60's	26,985	52,398	117,124	+64,726
Accessible Users	113	1,668	3,012	+1,344
Club Engagement	34	40	49	+9
Community Activities	18	54	56	+2
Events & Competitions	0	26	42	+16

6.1 Under 5's (+73% Against Target)

Usage within this age group significantly overachieved on target due to several reasons. Following the slow re-introduction of lower age activity to the pool and swim lesson programme demand in the area was high and we had to add further capacity to our mother and toddler pool programme.



An external provider, Tayplay were appointed to deliver the centres party portfolio, and delivered strong early success on the back of varied options, high quality staffing provision, and the associated positive feedback and word of mouth that came with that.

Our portfolio of Under 5's activities also developed at a quicker than expected rate with The Creation Station, Head Over Heels Gymnastics, EA Gymnastics and Active Ant's Play all added to the programme.

6.2 Age 5-10 (+28% Against Target)

This age group continues to trend as being the most participated age group within the centres.

The NWL Everyone Active contract was internally championed as being one of the strongest in terms of diligent activity recovery, and as part of that saw the successful early re-introduction of children's parties and holiday activities through our appointed partner, Tayplay.



Additionally, the introduction of new external and in house delivered activities contributed towards usage success within this age group. Simon Coope Karate, NWL Volleyball League, and GKR Karate were some of the new additions to our external partner portfolio, whilst internally we introduced gymnastics, trampoline, clip and climb, and pool inflatable sessions to the programme.

6.3 Age 11-16 (+61% Against Target)



This age group also benefitted from the introduction of several new activities to the centre programmes, with Ibstock Panthers Futsal, Grace Dieu Netball being examples within that. In addition to that the NWL Volleyball Clubs junior feeder sessions saw significant increased levels of interest in comparison to pre-pandemic levels.

As with the previous age group, the addition of clip and climb, gymnastics, trampoline, and pool inflatable sessions to the in-house element of the programme impacted favorably on usage levels within this age group. Looking forwards, participation within this age banding in Partnership Year 4 will be boosted by an increase from three to seven local schools delivering daytime swim lessons to their pupils from Whitwick & Coalville Leisure Centre from September 2022.

6.4 Club Activ8 Schools & Usage (+11% Schools On Scheme Growth Against Target + 6% Usage Against Target)

In the Partnership Year 2 Annual Service Report it was reported that:-

“Unfortunately, the impact of the Covid-19 pandemic wasn’t just limited to pupil’s ability to access activities, but to school finances also, and as a result of these two factors eight schools (20%) chose not to renew their alignment to the scheme. Everyone Active and their Active Communities Manager are under no illusion as to the task facing them in terms of returning the scheme to its former glory; however, given that the ACM was responsible for the success story in achieving the growth reported in Partnership 1, nobody is better placed to undertake the challenge”



With this in mind, it was pleasing to note that the ACM delivered notable success in re-engaging with six schools against a perceived challenging target of three, through evidencing the value of alignment against per pupil cost. This was particularly impressive given that up until late 2021 schools were reticent to allow external visitors or hold school assemblies, meaning that the opportunity to engage with pupils around the merits of scheme usage were almost non-existent.

To offset this we added further points redeemable sessions to our programme, which allied to our proactive approach to activity re-introduction on the back of the pandemic led to the ‘pupil offer’ being at its strongest point for many years. Usage levels are still at 60% of what they were prior to the pandemic, however, they have more than doubled on those seen in Partnership Year 2.

6.5 Over 60's (+124% Against Target)

The Partnership Year 2 Annual Service Report captured that usage return amongst this age group on the back of Covid-19 related centre closures and opening restrictions was the slowest.

As a result, we targeted roughly doubling 2020/21 usage levels, so were delighted, and to a degree pleasantly surprised at the subsequent significant overachievement against this. This success can be attributed to an eagerness for existing and new attendees to resume or join previously well attended activities such as Bridge, whilst the positive impact of the new Whitwick & Coalville Leisure Centre on activities such as public swimming, 50+, and Ladies Leisure has been noticeable.



6.6 Accessible Users (+81% Against Target)



In keeping with Over 60's users, due to the 'high risks' posed to several attendees within this category, activities and usage numbers were severely impacted throughout the limited periods that the centres were open in Partnership Year 2. When allied to research evidencing that due to the age of many of the attendees, despite being 'high risk', they did not receive vaccination until some time into the roll out programme, we set what we believed to be a challenging usage target, which we had almost entirely been based on the positive noises being made by existing accessible user session partners and attendees.

We have been delighted at the subsequent usage levels seen amongst this user group, with existing sessions such as accessible swimming well attended; however, the real success story was our partnership with the disability charity, Enrych. On the back of setting up a short programme of taster sessions at the former Hermitage Leisure Centre, the group now deliver multiple sessions within the centre, such as activities, fitness gym and social coffee mornings, with the focus being on there being 'something for everyone'

6.7 Club Engagement (+23% On Target)

Club Engagement within our centres continued to increase at pace, on the back of the successes seen in Partnership Year 2 despite the impact of the Covid-19 pandemic. This is attributable to improved facilities and space options, targeted promotion and marketing, and a strong reputation for our collaborative approach to club engagement.

As part of this, the re-formation of the NWL Sport (formerly Local Sports Alliance) has seen our Active Communities Manager appointed its Chairperson. This has afforded him a greater understanding of local clubs needs and provides an additional vehicle through which to engage with clubs. Furthermore, as part of Everyone Active and NWLDC's drive on inclusion, we have been heavily involved in the formation of the NWL Inclusive Steering Group, providing further scope for community and club engagement.

Badminton Coaching

At Hermitage Leisure Centre



6.8 Community Activities (+4% On Target)



Covid-19 associated restrictions were still very much in place during the first two quarters of Partnership Year 3, however, an easing of these in the second half saw us able to re-establish and develop of Community Activity programme.

Within this we were represented and actively engaged within the Work Live Leicestershire Community Engagement Day, Enrych Community Think Box, and the Ashby Celebration of Sport event.

In addition to this we were internally championed for delivering the most comprehensive 'Opening Event Open Day' in Everyone Active's history, with nine sporting celebrities including; - Colin Jackson CBE (GB Athletics - Olympic Silver Medalist + 2 x Commonwealth Gold Medalist), Ollie Hynd MBE (GB Swimmer – 3 x Paralympic Gold Medalist) and Anthony Clark (GB Badminton – Commonwealth Gold Medalist) on hand to engage with the community as part of an varied activity programme comprising of 36 sessions across the day.

6.9 Events & Competitions (+61% On Target)

The impact of the Covid-19 pandemic saw our events and competitions programme nullified completely in Partnership Year 2, and as a result, we targeted a 50% recovery to pre pandemic levels for Partnership Year 3. We were subsequently delighted to eventually deliver an 82% recovery, which was attributable to our early willingness to re-engage with existing event partners and the robust systems of health and safety, compliances, and collaborative working that we have had in place for many years.



In terms of the latter several our event partners advised that whilst they had been frustrated at the hoops that we had made them jump through as part of the booking process for events pre-pandemic, they were grateful for it when it came to them returning their events to UK venues as things in relation to the pandemic eased. Our venues being viewed as 'safe and diligent established' as opposed to simply reacting to tighter control measures.

7. Customer Engagement

7.1 Marketing

The objective of the marketing plan (Annual Reporting Schedule - Document 15) is twofold in terms of its overall principal. Firstly, it aims to communicate with our existing and new members using the 'Activity Ladder' model to encourage the inactive to become active and the already active to be multi active. Secondly it aims to support both the council and our other partners (i.e., event promoters) in the delivery of either joint initiatives or those that we host.



The marketing plan is split into two parts: the corporate marketing strategy and the local marketing plan and calendar. The corporate strategy provides direction and a robust reporting structure that is used analytically, informing us of future direction. The marketing calendar outlines the campaigns we use throughout the year. These campaigns have a strong corporate message, but with local variations to suit the market in each area. In Partnership Year 3 the campaign schedule comprised of:

Corporate Marketing Strategy Content

- 6 fitness related campaigns
- 4 swimming lesson campaigns
- 16 sport, club, and activity campaigns
- 4 retail campaigns

Local Marketing Plan & Calendar Content

- Scheduling of fitness and swimming lesson campaigns
- Exercise referral and health intervention schemes
- Club and activity campaigns
- Retail campaigns
- Club Activ8 scheme
- Environmental awareness and green transport campaigns
- International, national, regional, and local events
- Charity Campaigns i.e., Macmillan
- Local community events

The marketing team (head office, external partners and the at site lead) collectively produce creative content to promote these areas of the programme through videos, photos, competitions, and quirky social interactions involving both staff and customers to add a personal community touch.

Throughout the year we advertise our leisure services at local community events through promotional outreach. In Partnership Year 3 these included events such as the Ashby Leisure Centre & Lido Open Day, The Emergency Services Open Day in Coalville, Ashby Sport & Club Engagement Day, and the Whitwick & Coalville Leisure Centre Open Day.

Through our dedicated Everyone Active Public Relations Lead, we promote positive changes and success stories. In Partnership Year 3 these included the rebranding of Hood Park Leisure Centre to Ashby Leisure Centre & Lido, the delivery of £2,345 worth of support to Macmillan Cancer Research, and the opening of the £22.5 million Whitwick & Coalville Leisure Centre.

7.2 Community Engagement



We monitor participation habits so that we can tailor our engagement with the community according to their own personal circumstances, giving them bespoke messages relevant to the activity they personally undertake. We do this by asking our customers to use an Everyone Active card (issued free).

As of the end of April 2022, there were 100,267 card holders in the community. Of that number 65,889 (65%) live within the district boundary, with 12,899 (20%) having used our facilities within the past 12 months.

The steady and ongoing increase in the total number of card holders is a very good barometer of how affective our communication and engagement strategy has been and is a good indicator of the increased penetration of the local market. In alignment with the Community Wellbeing Strategy, the focus going forwards will be around increasing usage among the existing card holders as opposed to increasing the number of card holders.



8. Service

8.1 Customer Feedback

Customer feedback and collaborative working form a key element of the DNA within the NWL partnership, with Quest assessors and associated reports consistently highlighting it as a major area of strength that is far and above what is typically found within leisure centres nationally.



Feedback that is subsequently used as part of decision-making processes is sought through a variety of methods including websites, direct mail, social media, verbal comments, user forums, manager clinics and through our customer interaction system – single customer view.

Dedicated noticeboards located within key areas of footfall advise customers on the various channels through which we engage with them, whilst our customer charter is displayed in each centre, along with a summary of popular customer feedback themes and the centre management teams responses to those in a “You Say We Did” style template that is updated on a bi-monthly basis.

Customer Satisfaction



In Partnership Year 3 we undertook a comprehensive 14 question swim lesson survey at both sites in August 2021 that covered all areas of the programme from initial contact to end outcome. Strong pre-issue promotion of the survey highlighting its importance in terms of helping to shape service and resulted in 315 responses across the two sites.

The outcomes presented here were displayed publicly, with the feedback considered within Quality Action Plan briefings held with the Swim Managers at each site. Given that they represented 13% of the entire swim lesson pupil user base, the feedback was deemed reflective of overall customer satisfaction and a follow up survey is planned for August 2022.

In addition to this we plan to deliver an annual ‘Customer Satisfaction Survey’ in Partnership Year 4 encompassing all areas of centre operation and delivery. This survey was historically delivered under NWLDC and consisted of 16 questions with the same questions posed each year to provide direct year on year comparison. We had initially planned to undertake this in Partnership Year 3, however with usage levels on the back of the Covid-19 pandemic still to return to former levels at the time that this was planned in, we decided to re-align its re-introduction in Partnership Year 4.

SWIM LESSON SURVEY

YOUR VIEWS MATTER

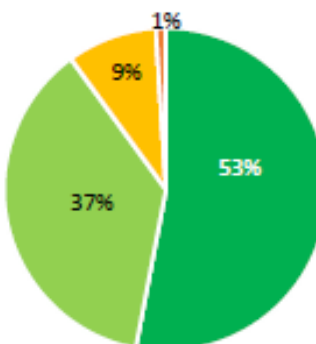
In August 2021 we undertook a comprehensive survey with the parents of our swim lesson scheme pupils at Ashby LC & Lido covering 14 areas of our delivery. The aim of this survey was three-fold. We sought to identify an overall feel for the programme and our delivery of it, highlight areas where parents believe we are performing above expectation and identify areas where they felt improvements could be made.

A total of 113 parents took part in the survey, which means that the feedback received is reflective of general parent views. This will now be considered, with a plan of action drawn up, and we will undertake an identical survey in August 2022 in order to measure our direction of travel.

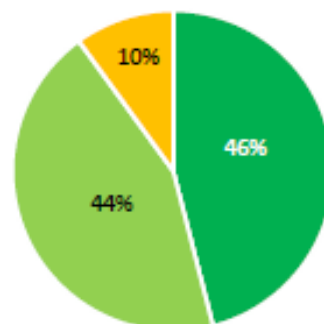
Customer engagement and collaborative working sits at the core of our DNA as a centre, and we wish to thank all of the parents that have helped us shape our service.

Scoring key: **Outstanding** / **Very Good** / **To Expectation** / **Poor** / **Very Poor**

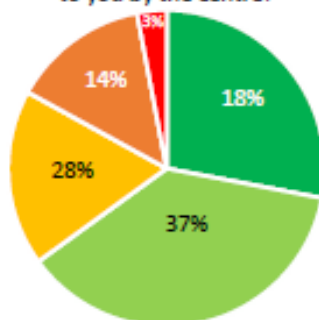
1. How likely are you to recommend swimming lessons with everyone active?



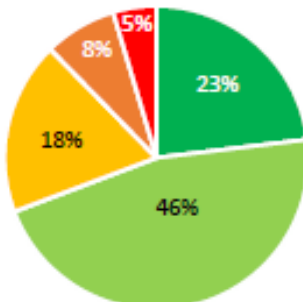
2. How high would you rate the standard of teaching at the leisure centre?



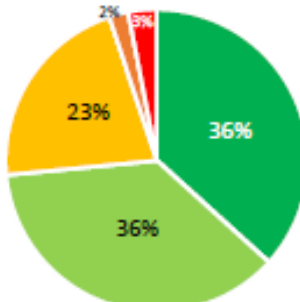
3. How satisfied are you that the stages of swimming lessons progress have been communicated to you by the centre?



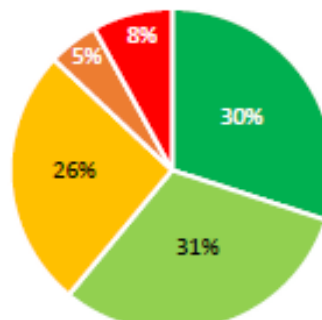
4. If applicable, how satisfied are you that the transfer process on the APP is effective?



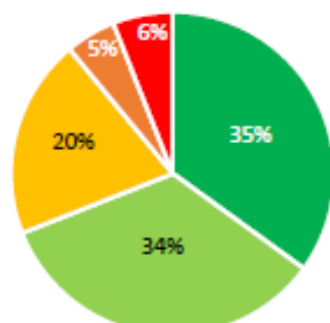
5. How would you rate the feedback and encouragement offered by the teacher to all students?



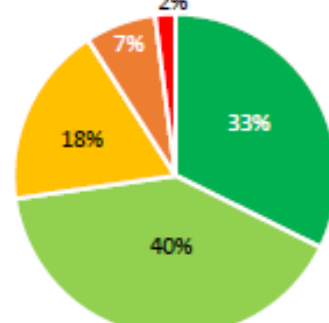
6. Does the teacher assess the students regularly and give relevant awards?



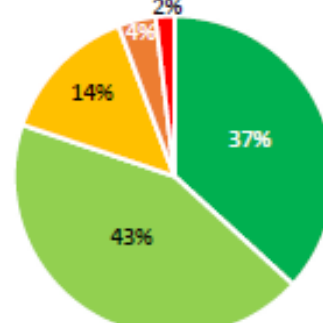
7. How satisfied are you that the swim manager is accessible and answers all queries sufficiently?



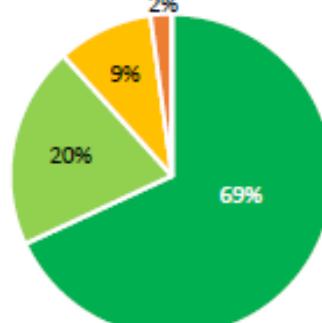
8. How satisfied are you that the swim scheme offers value for money?



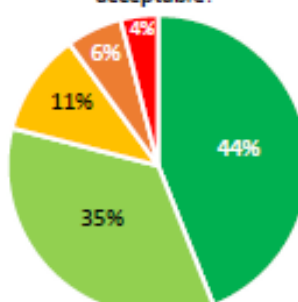
9. How satisfied are you that the swim scheme offers a varied programme of class times & days?



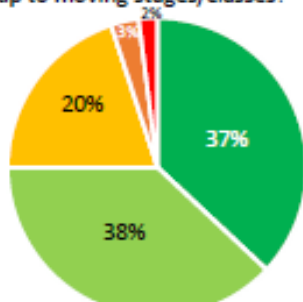
10. How satisfied are you that the swim teacher is always punctual?



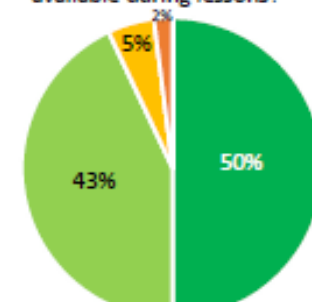
11. How satisfied are you that the teacher/student ratio is acceptable?



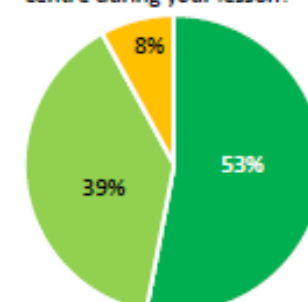
12. How would you rate the booking process, from signing up to moving stages/classes?



13. How would you rate the quality of equipment made available during lessons?



14. How would you rate the state of the facilities in the centre during your lesson?



SWIM LESSON SURVEY YOUR VIEWS MATTER

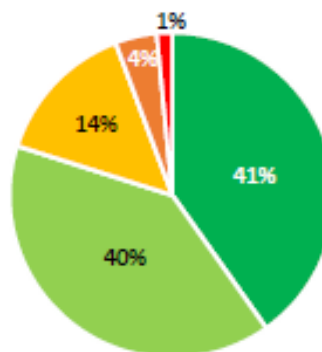
In August 2021 we undertook a comprehensive survey with the parents of our swim lesson scheme pupils at Hermitage LC covering 14 areas of our delivery. The aim of this survey was three-fold. We sought to identify an overall feel for the programme and our delivery of it, highlight areas where parents believe we are performing above expectation and identify areas where they felt improvements could be made.

A total of 202 parents took part in the survey, which means that the feedback received is reflective of general parent views. This will now be considered, with a plan of action drawn up, and we will undertake an identical survey in August 2022 in order to measure our direction of travel.

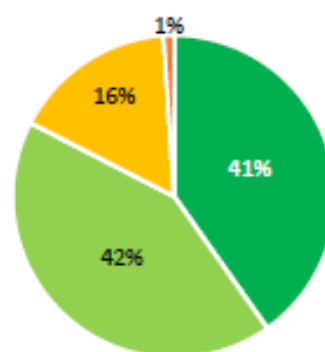
Customer engagement and collaborative working sits at the core of our DNA as a centre, and we wish to thank all of the parents that have helped us shape our service.

Scoring key: **Outstanding** / **Very Good** / **To Expectation** / **Poor** / **Very Poor**

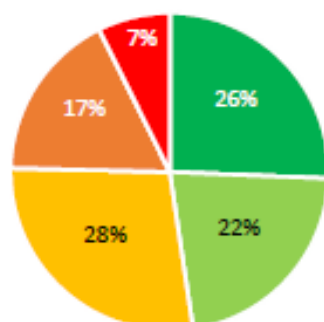
1. How likely are you to recommend swimming lessons with everyone active?



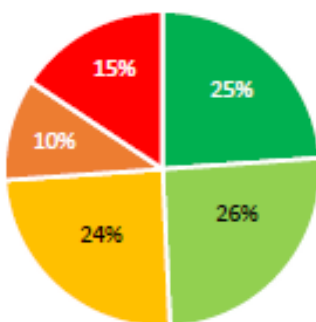
2. How high would you rate the standard of teaching at the leisure centre?



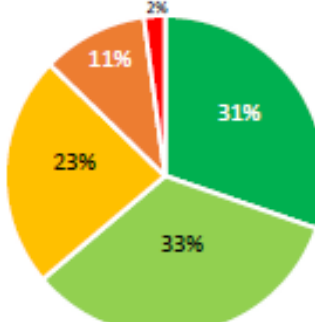
3. How satisfied are you that the stages of swimming lessons progress have been communicated to you by the centre?



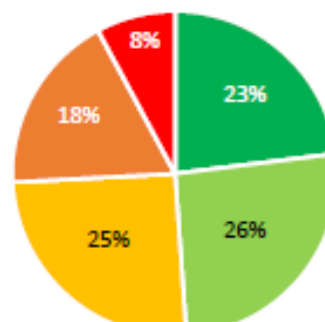
4. If applicable, how satisfied are you that the transfer process on the APP is effective?



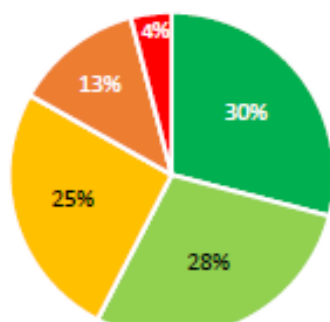
5. How would you rate the feedback and encouragement offered by the teacher to all students?



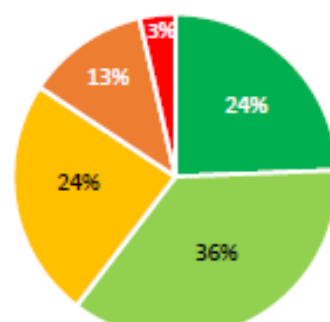
6. Does the teacher assess the students regularly and give relevant awards?



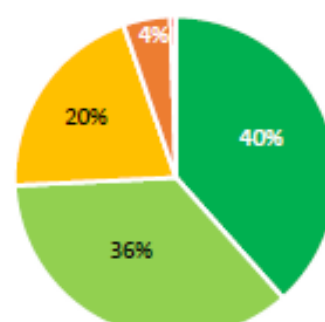
7. How satisfied are you that the swim manager is accessible and answers all queries sufficiently?



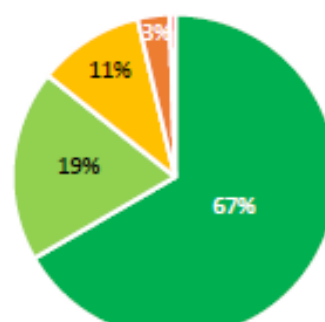
8. How satisfied are you that the swim scheme offers value for money?



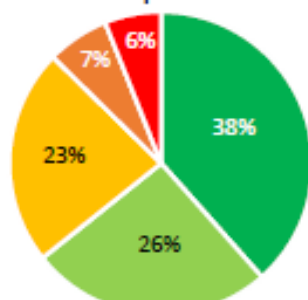
9. How satisfied are you that the swim scheme offers a varied programme of class times & days?



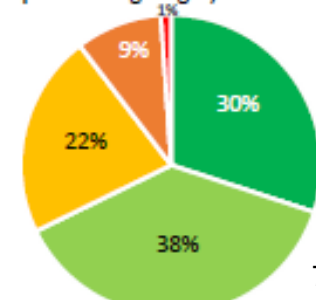
10. How satisfied are you that the swim teacher is always punctual?



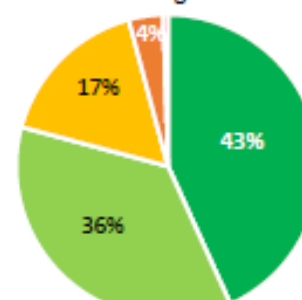
11. How satisfied are you that the teacher/student ratio is acceptable?



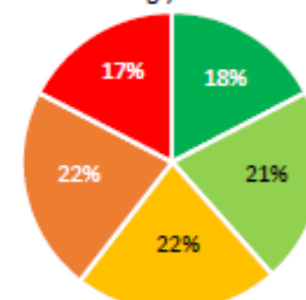
12. How would you rate the booking process, from signing up to moving stages/classes?



13. How would you rate the quality of equipment made available during lessons?



14. How would you rate the state of the facilities in the centre during your lesson?



Compliments

Both centres received a high level of compliments over the course of the third partnership year, with these captured on a month-by-month basis within the formal Performance Monitoring Review (PMR) reports and then verbally in client/contractor meetings. Common themes reported included; -



- Safe and diligently implemented Covid-19 measures aligned to operational systems and procedures.
- Earlier opening hours for fitness gym and pool users
- Swim lesson standards and associated value for money
- Facilities within the new centre and it opening ahead of schedule
- Junior gym-based sessions
- GP Referral scheme management and health intervention outcomes
- Customer and club engagement delivery
- Club Activ8 scheme management and communication
- Introduction of multi-site membership
- On-line activity and membership platforms
- Staff customer service standards
- New activities i.e., gymnastics, climbing, Active Antz, trampoline.

Compliments are currently not formally measured by Everyone Active, however the management team have been in place for a number of years and all were of the opinion that Partnership Year 3 saw the highest percentage ratio of compliments to complaints that each could remember. Customers were clearly pleased with the Covid-19 aligned operating systems that were introduced, the safe re-integration of their activities back into the programme, the migration from the former Hermitage Leisure Centre to the new Whitwick & Coalville Leisure Centre, and the new centre itself in terms of facilities and programme.

Customer complaints are recorded and analysed against participation levels, with all complaints responded to. The actual number of complaints received for the third partnership year was 532 from 823,871 visits. This represented an average of 6.46 complaints per 10,000 visits, which compared favourably against the 6.51 per 10,000 visits seen in the second year of the partnership and 7.05 per 10,000 visits seen in the initial year.

Table: Partnership Year 3 - % Customer Complaints per 10,000 visits

Information Item	Hermitage LC / W&CLC	Hood Park LC / Ashby LC & Lido	Total
Attendance	418,618	405,253	823,871
Number of Complaints	271	275	532
Complaints Per 10,000 Visits	$271/41.9 = 6.47\%$	$261/40.5 = 6.44\%$	$532/82.39 = 6.46\%$
Complaints Responded To	100%	100%	100%

Table: Partnership Year 2 - % of Customer Complaints per 10,000 visits

Information Item	Hermitage LC / W&CLC	Hood Park LC / Ashby LC & Lido	Total
Attendance	94,274	122,432	216,706
Number of Complaints	61	80	141
Complaints Per 10,000 Visits	$61/9.4 = 6.49$	$80/12.24 = 6.54$	$141/21.67 = 6.51$
Complaints Responded To	100%	100%	100%

Table Partnership Year 1 - % of Customer Complaints per 10,000 visits

Information Item	Hermitage LC / W&CLC	Hood Park LC / Ashby LC & Lido	Total
Attendance	339,931	386,057	725,982
Number of Complaints	244	268	512
Complaints Per 10,000 Visits	$244/33.99 = 7.18$	$268/38.61 = 6.94$	$512/72.60 = 7.05$
Complaints Responded To	100%	100%	100%

We analyse complaints for common themes and use these as areas for improvement as soon as possible. As with 'compliments', these are reported to the council through the monthly Performance Monitoring Reviews (PMR) reporting framework.

Common themes experienced within the third year of the partnership included -

- Junior gym user etiquette and booking slot availability (both sites)
- Fitness class programme size and booking issues associated with other members booking and then cancelling sessions at the last minute (both sites)
- Teething issues with the booking system for the gymnastics courses at W&CLC
- The need for more casual swimming sessions (both sites)
- Condition of the All-Weather Pitch at Ashby LC & Lido

Additional colleague resource at certain times has significantly reduced the first of these, whilst Everyone Active are currently looking into possible solution options for the fitness class related booking issue. Solutions to the gymnastics and casual swimming issues have been implemented, whilst a new 3G pitch facility at Ashby should be completed by the end of August 2022.

8.2 Maintenance of Buildings, Plant and Equipment

We have maintained our registration under Health & Safety OHSAS 18001 management standards, thus demonstrating our commitment to best practice and compliance. This informs the strategy and direction of how we manage maintenance of the buildings, plant, and equipment.

The management of maintenance is split into proactive and reactive. The Planned Preventative Maintenance (PPM) schedule provides a programme of servicing and maintenance to ensure plant and equipment realise their economic life. The PPM schedule incorporates the relevant statutory inspections required to be compliant with all relevant legislation (see Health & Safety section for more information on statutory inspections). These reports (Document 24) have been submitted to the Council as part of the annual reporting process.

The reactive schedule provides a structured approach for dealing with breakdown and repairs to ensure the buildings and services are maintained to a high standard. On a monthly basis we submit a reactive maintenance log indicating the number tasks raised and completed in the month, as well as a yearly summary report (Annual Reporting Schedule - Document 19). This indicates the volume of tasks being generated and completed monthly. The variety of these jobs is huge, varying from putting up a notice board, replacing a lamp, or replacing an air filter to larger jobs such as repairing a dosing line or arranging for a full pump repair.

An overview of works/jobs undertaken by the in-house maintenance team is captured within the table below:

Table 8.2.1 – Maintenance Tasks Completed In-House

Site	May – July 2021	August – October 2021	November 21 – January 22	February – April 2022	Total
Hermitage LC / Whitwick & Coalville LC	123	120	67	140	450
Hood Park LC / Ashby LC & Lido	135	73	46	105	359
Total	258	193	113	255	809

8.3 Equipment

Equipment is maintained to be safe, fit for purpose and able to meet programming requirements. The inventory is updated on a regular basis to reflect any changes. These reports (Annual Reporting Schedule - Document 7) continue to be submitted to the Council as part of the annual reporting process.



8.4 Cleaning

Cleaning tasks are split into routine/planned and reactive. Cleaning and housekeeping standards are clearly set out in operational audit books as well as in dedicated cleaning schedules which dictate the frequency of the tasks i.e., daily, weekly, monthly, quarterly, annual, as well as the times of the day they should be complete by whom. These are captured within the Cleaning Schedule (Document 3) within the annual council reporting compliance schedule. Regular 'deep cleaning' of key areas are a fundamental part of this regime. Specialist cleaning tasks such as external window cleaning is contracted to third parties and scheduled as part of the cleaning regime.

Monitoring and auditing is carried out vigorously to ensure compliance of the required standards. Auditing is carried out by several different people and organisations:

Internal audits:

- 6 monthly audits by the Regional Health, Safety and Quality Manager.
- Weekly inspections by the Area and Partnership Manager.
- Daily and weekly audits by the General Manager and Department Managers.
- Daily audits by the Duty Managers.



External audits:

- Monthly by the Council & Annually as part of Quest Accreditation.

8.5 Service Improvement

Continuous improvement is an integral part of quality service delivery and has been incorporated into an overarching Quest Accreditation & Contract Action Plan report (Annual Reporting Schedule - Document 22) that by its very nature evolves continually.



This all-encompassing document pulls together actions derived from several sources such as Council inspections, health & safety audits, customer feedback, internal inspections, Quest assessment feedback and colleague suggestions.

8.6 Service Interruptions

The only maintenance related facility closure saw the main indoor pool at Ashby closed on Tuesday 21st and Wednesday 22nd September due to a chemical dosing fault issue. All swim lesson customers were contacted with associated refunds issued, and a new dosing unit subsequently implemented.

During the initial months of Partnership Year 3 customers saw the sports halls at each centre utilised as extended fitness gyms because of measures relating to the Covid-19 pandemic, whilst the cafeteria at Hermitage Leisure Centre remained closed until September 2021 for the same reason, with a limited service offered thereafter.

In addition to this many activities such as casual indoor swimming, Lido, swim lessons and fitness classes were impacted because of reduced maximum capacities as part of these measures.

8.7 Community Contributions (Free Activity)

Within the tender submission document, reference was made to Everyone Active providing a minimum value of £500 per month (£6,000 pa) of free public activity within our Oadby & Wigston partnership.

A commitment to undertake similar within the NWL partnership was made; however, significantly exceed this in our endeavours to engage with and support the local community. In total we provided a value of £144,054 in ongoing discounted or free usage arrangements with local community partners.



Table – Free Public Activity

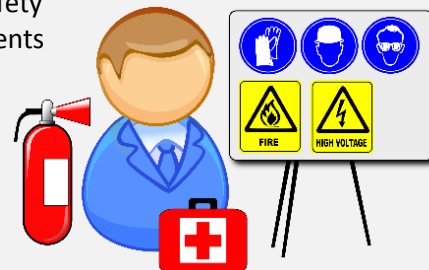
Description	Total	Unit Value (£)	Total Value (£)
Children In The Community (CA8)	Primary – 25,316	2.80	70,885
	Secondary – 9,043	4.40	39,789
	Upper – 4,010	7.00	28,070
Complimentary Annual Membership	9	299.90	2,700
Free Swim (Adult & Child)	40	4.30	172
Disabled Swim	18	4.30	77
Work Live Leicestershire (WLL)	48	7	336
Fitness Passes	150	7	1,050
NWLDC Membership Discount	25	7	175
NWLDC Event Sponsorship	3	200	600
School Sport Partnership (SSP) Events	4	50	200
Total			144,054

9. Quality Assurance

9.1 Internal Health and Safety Audits

Health and Safety audits are carried out by the SLM Regional Health and Safety Manager. Following the principle of continuous improvement, the assessments inform an action plan designed from the feedback.

For the avoidance of doubt, our Health and Safety audits set a standard far higher than required to safely operate the centres. The criteria stipulate an 'all or nothing' approach and each item requires consistent records to achieve the mark.



In Partnership Year 1 the Regional Health & Safety Manager had advised an expected score of 65 – 70% for the initial assessments in July 2019, progressing to expected scores of 75-80% in the second cycle of assessment in January 2020. Both sites subsequently sat top end of these parameters on each cycle coming into Partnership Year 2.

Due to the impact of the Covid-19 pandemic on travel, sites undertook 'self-assessments' in December 2020, however, these scores were not formally registered and were simply used at site level as a benchmark on perceived direction of travel. With centres only re-opening in mid-April 2021, they were advised to undertake a further 'self-assessment' in June 2021 and that the next round of formal assessments would be held in December 2021.

Through the periodic reporting framework to the council, we advised confidence in securing improved scores of around 90% based on our self-assessments, which subsequently proved to be an accurate barometer, with Hermitage scoring 90% and Ashby 91.4%.

Looking forwards, Whitwick & Coalville Leisure Centre is due to undergo assessment in July 2022. As a new centre of considerable size and complex, the Regional Health & Safety Team have advised an expected score of 65 – 70% initially, followed by one of 75 – 80% on the follow up review.

Table: Internal Health & Safety Audit Scores

Site Health & Safety Audits	July 2019	January 2020	December 2021
Hermitage/W&CLC	70.0%	78.0%	90.0%
Hood Park/Ashby LC & Lido	71.0%	80.0%	91.4%
Average	70.5%	79.0%	90.7%

9.2 External Audit / Inspections



Throughout Partnership Year 1 Council monitoring inspections were carried out by the council on a monthly basis, with a formal reporting template capturing findings and agreed rectification timescales, with updates on subsequent remedial action taken provided.

Due to the impact of the Covid-19 pandemic the councils Client Officer was unable to undertake any of these inspections during Partnership Year 2, however, these resumed at the start of 2022.

9.3 Quest Accreditation

Quest is the Sport England recommended Continuous improvement Tool for leisure facilities and sports development teams, designed to measure how effective organisations are at providing customer service, their proficiency at delivering varied activity programmes in a clean and well maintained environment, along with assessing their impact on the health and wellbeing of communities.



The scheme is currently managed by Right Directions, on behalf of Sport England.

Hermitage Leisure Centre / Whitwick & Coalville Leisure Centre

Hermitage underwent a QUEST Prime Covid assessment in December 2020, receiving an overall rating of 'Very Good', with the assessor advising the centre to be closing in on the 'Excellent' banding level. Due to the age of the facility, this represented a hugely satisfying testament to the service.

As a result of the pandemic, the centre subsequently closed its doors for a period of four months, re-opening them to with a limited programme and decreased usage levels. When allied to the centre being due for closure in 2022, Right Directions agreed that Hermitage need not undergo further assessment and would retain its banding and current score until such time as it closed, with a fresh cycle of assessment commencing at the new Whitwick & Coalville Leisure Centre.

As a result, the areas of strength identified within the assessor's report provided in Partnership Year 2 remained in situ for Partnership Year 3 and were as follows; -

Mystery Visit Strengths

- Centre was well presented, smelling fresh and clean with no opportunities for improvement Identified.
- Witnessed staff taking a proactive approach to cleaning, wiping down both surfaces and high points.
- Comprehensive staff return to work inductions and Covid training were evident.
- Clear Covid related information relating to centre protocols and activities was provided.
- Environmental information was comprehensive and well presented.
- Clear evidence of strong social media & associated customer engagement throughout the Covid period was noted.

Assessment Strengths

- Comprehensive cleaning schedules were in place
- Information and the way in which it was presented.
- Social media and customer engagement.
- Significant levels of positive customer feedback was noted
- Swim lesson programme.
- Community engagement
- Strong programming throughout all dry based activities.

Hood Park Leisure Centre / Ashby Leisure Centre & Lido

Hood Park Leisure Centre underwent a QUEST Prime Covid assessment on 29 April 2021, which meant that we were unable to fully report on its outcome and findings in the Partnership Year 2 report. In subsequently receiving an overall rating of 'Excellent', it placed it in the top 2% of sites nationally that had been assessed under that Quest module at the time.

Mystery Visit Strengths

- Hood Park underwent a Quest Prime Covid assessment on 29th April 2021.
- The centre was clean and well-presented throughout.
- Toilets looked and smelt fresh, corridors clean and little free, and the gym equipment was clear of marks or stains.
- The maintenance and housekeeping at the centre were at a high standard and had a positive impact on my experience.
- Gym equipment appeared well maintained, with none out of order.
- The temperature in the gym, changing rooms and whilst navigating the facility felt comfortable.
- All telephone calls to the centre were answered within a reasonable timeframe and with a standard corporate greeting.
- Best Practice approaches are in place to provide customer confidence that cleaning standards, sanitising, and disinfecting are being constantly maintained.

Assessment Strengths

- Management have added an extensive range of hygiene cleaning tasks linked to Covid 19 that complements the existing cleaning programme.
- Staff have received general and site-specific training in relation to Covid 19 requirements. Competency testing is evident for all staff once Covid-19 training has been completed.
- Several methods are used to communicate with staff on a regular basis. Staff are encouraged to get involved in discussing changes to work arrangements.
- Throughout the lockdown period staff were contacted on a regular basis through TEAMS meetings and catch-up calls to check that they were ok and to update them on any relevant, work-related topics.
- There is evidence customer feedback is followed up, responded to and action is implemented if appropriate to improve the service.
- There is a regular bout of customer forum meetings held at the centre. A selection of stake holders, members and local politicians have a seat on the forum. Over time it has proven itself to be an effective way of getting things done!
- Through a unique re-introduction project, management have insisted that club hirers submit copies of their risk assessments. In turn management will provide a formal induction for club hirers based on the current government Covid-19 standards.
- During lockdown, on-line fitness classes were made available. As the centre re-opens management plan to incorporate elements of on-line fitness classes to complement the group exercise classes, which is popular as the next best thing if members cannot book into a specific class. Management hinted that a virtual fitness induction programme could be introduced for members once the centre re-opens.
- The nature of Covid-19 safe information is communicated in such a way that it can only help to convince undecided and potential customers to return to the centre. It also helps that the information presented is jargon free and in plain English.
- The centre's recovery plan has been developed in part by interested parties and stakeholders that are involved in the decision-making process. There is a phased approach to re-open facilities ensuring that the financial and social considerations are adequately balanced.

10. Health & Safety

10.1 Major Incidents

10.1 Major Incidents

There were no major incidents in Partnership Year 3.

10.2 Accident Analysis

Table: Number of accidents per site

Information	Hermitage LC / W&C LC	Hood Park LC / Ashby LC	Total
Site Attendance	418,618	405,253	823,871
Accidents	75	79	154
Riddors	0	0	0
Accidents Per 10,000 Visitors	$75/41.86 = 1.79$	$79/40.53 = 1.95$	$154/82.39 = 1.87$

The average accidents per 10,000 across the 70 sites in the SLM East Region is 4.95, so it is pleasing to see both Hermitage and Hood Park significantly well under this benchmark for a third successive year.

10.3:- Statutory inspections

To achieve legislative compliance, we have a programme of statutory inspections. These are part of the Planned Preventative Maintenance (PPM) schedules (Annual Reporting Schedule - Document 24) and continue to be submitted to the Council as part of the annual reporting process.



11. Environmental

11.1 ISO14001

The Corporate Environmental Policy informs the structure and direction of how we manage environmental issues. SLM have maintained our ongoing registration under Environmental ISO14001 management standards. This sets out our objectives for carbon reduction, energy reduction and re-cycling.

This ISO14001 management structure has been implemented on a site-by-site basis. Both Hermitage and Ashby Leisure Centre & Lido underwent an ISO14001 performance standards audits which directly fed into the partnerships 2021/22 Energy Engagement Plan (EEP). (Document 6 – Annual Reporting Schedule)

In keeping with the remainder of the partnership reporting schedule, the EEP was well received by the council, with elements of its content used within wider NWLDC reporting frameworks. In addition to that, whilst the latest round of QUEST assessments were very much focused on the delivery and management of Covid-19 related safe systems of work and operation, positive feedback relating to our commitment and outcomes in this area of our delivery was provided.

Areas within the plan include the following;-

- Reduce energy usage and carbon emissions
- Reduce the use of single use plastics
- Reduce DEC rating at each site
- Reduce energy operating costs by 2%
- Reduce waste levels and increase re-cycling
- Increase the number of people using green forms of transport
- Compliance with ISO 14001 accreditation



The new Whitwick and Coalville Leisure Centre has a BREEAM Excellent rating that demonstrates a sustainability-focussed approach to the building and operating of the facility. The building incorporates a photovoltaic (PV) array mounted on the roof; EV charging bays in the carpark; energy-efficient LED lighting throughout and smart building controls via a state-of-the-art building management system (BMS). At the conclusion of 12 months from opening a review of the heating, cooling and electrical installations will be undertaken to ensure the building is operating efficiently, with any recommendations for improvement being taken forward accordingly.

Actions taken at Ashby Leisure Centre and Lido include;

- The replacement of the Combined Heat and Power (CHP) unit with a Discount Energy Purchase (DEP) unit
- The replacement of 2 lido pool pumps with lower energy units
- The replacement of internal lighting with LED lamps
- The reduction of pool temperatures by 0.5C
- The installation of timers on car park and astro-turf pitches
- A reduction in the use of plastics
- A focus on encouraging user to use forms of active travel

In addition to this, all staff are undertaking regular environmental training at both centres, each site has a designated Carbon Reduction Officer who is responsible for implementing policy and ensuring staff awareness, and at Ashby LC and Lido, consideration is being given to the installation of solar panels, and the replacement of further internal and external internal lighting with LED's.

Aside from corporate and site level delivery within this area, Everyone Active work closely with the council on its Carbon Zero Project.

11.2 DEC



Hermitage Leisure Centre achieved a Display Energy Certificate (DEC) rating of 61 in September 2020, a drop of 8 on the previous year. The rating sits within Band C. (Band C threshold = 51-75) With the building subsequently closed in February 2022, no further DEC was completed

The centre was replaced by Whitwick & Coalville Leisure Centre, which requires a full years' worth of data to enable us to have a DEC. It will be completed in February 2023.

Ashby Leisure Centre achieved a rating of 83 in September 2021, an increase of 27 on the previous year. An element of this is down to the redevelopment that took place within the centre which has seen additional facilities such as the dedicated spin studio and large studio added to enhance customer experience. In addition to this Everyone Active's Regional Technical Officer has long questioned the previously low DEC rating considering the facility mix at Ashby i.e., three swimming pools, and has advised that disparities are common when different service providers are asked to undertake the DEC rating assessments, as was the case here. A clearer picture will be secured at the point of the next assessment.

11.3 Energy Consumption



We use a software analytics package to record energy consumption via Automated Meter Readings (AMR's). This provides monthly and annual trends with regards to consumption, with monitoring, investigation and action managed collaboratively between the Regional Technical Manager and the management team at site. In addition to that the Duty Management team undertake meter readings daily. Gas consumption tends to be affected much more than electrical consumption, as it is the gas that runs the water and heating systems, so is much more variable according to footfall usage and ambient air temperatures.

Electricity consumption is related to the operation of lights, air handling etc, so is less open to variance.

In normal operational years, gas consumption at Hood Park LC / Ashby Leisure Centre & Lido was significantly higher than that at the former Hermitage LC, because the former operates two indoor pools and an outdoor seasonal pool within the facility, compared to one indoor pool at the latter.

Whilst energy saving measures such as a migration to LED Lighting and improvements made to the pool plants at each site, providing tangible comparative year on year consumption data is difficult. In Partnership Year 1 the then Hood Park LC underwent a major redevelopment before the year ended with the centre's closed for the last 6 weeks. Partnership Year 2 saw the centre's closed for seven months across three separate closure periods, with activities and usage curtailed in between due to best practice measures. Partnership Year 3 commenced with the centres under a number of reduced programming and facility usage measures, before finishing with the closure of Hermitage LC and the opening of the new Whitwick & Coalville Leisure Centre.

Table; - Energy Consumption 2021/22 - Partnership Year 3

Partnership Year 3	Hermitage / W&C	Ashby LC	Total
Gas (kwh)	1,376,553 kwh	2,229,729 kwh	3,606,282 kwh
Electricity (kwh)	400,510 kwh	237,725 kwh	638,235 kwh
Total (kwh)	1,777,063 kwh	2,467,454 kwh	4,244,517 kwh

Table;- Energy Consumption 2020/21 – Partnership Year 2

Partnership Year 2	Hermitage LC	Hood Park LC	Total
Gas (kwh)	1,408,983	1,386,835	2,795,818
Electricity (kwh)	347,514	282,943	630,460
Total	1,756,497	1,669,778	3,426,278

Table; - Energy Consumption 2019/20 Partnership Year 1

Partnership Year 1	Hermitage LC	Hood Park LC	Total
Gas (kwh)	1,801,690	3,249,999	5,051,689
Electricity (kwh)	311,263	267,029	578,292
Total	2,112,953	3,517,028	5,629,981

Water Quality is monitored daily by the site teams and also on a monthly / quarterly basis from our specialist contractors – Kingfisher Environmental Services Ltd. All the bacteriological reports for the period May 2021 – April 2022 came back highly satisfactory and there were no reported incidents.



12. Financial

12.1 Operational Expenditure and Income

To align with the bid model, financial information is reported in line with the partnership year May to April.

Operational Expenditure and Income for Partnership Year 3 (May 2021 to April 2022) has been tracked and reported to NWLDC on a monthly basis as part of the collaborative Covid-19 recovery plan.

Due to the success of the centres, and the effective management of them, we were able to revert back to our financial contractual arrangements from 1 April 2022. This represented a stand-alone agreement in comparison to others within Everyone Active's East Region of 70 leisure centres.



13. Reporting Schedule

NWL/ SLM Report Schedule		
Partnership Year 3: May 2021 – April 2022		
Document Ref Number	Report Type	Submitted
1	Annual Service Report	Y
2	Physical Activity, Health and Economic Support Outcomes Framework	Y
3	Cleaning Schedule	Y
4	Electrical Certificate	Y
5	Emergency Action Plan	Y
6	Environmental & Energy Plan	Y
7	Equipment Inventory	Y
8	Event Management Plan	Y
9	Facility Health & Safety Procedures	Y
10	Fire Risk Assessment	Y
11	Grounds Maintenance Schedule	Y
12	Legionella Reports	Y
13	Licensing & Legislation Compliance	Y
14	Lightening Conductor	Y
15	Annual Marketing Plan	Y
16	Opening Hours	Y
17	Performance Monitoring	Y
18	Pricing Schedule	Y
19	Programmed Maintenance	Y
20	Programme of Use	Y
21	Property Database	Y
22	Quest Accreditation & Contract Action Plan	Y
23	Staff Training Plan	Y
24	5 Year Maintenance Plan	Y
25	Club Activ8 Scheme Annual Report	Y


14. Appendix – Social Values



SOCIAL VALUE CALCULATOR REPORT

OPERATOR NAME :
EVERYONE ACTIVE

REPORT DATE:
14.06.2022



1 - FILTERS

4GLOBAL Social Value Calculator uses filtering based on date, location, demographics, membership and activity type. The following filters have been selected to generate this Social Value report.

DATE	Rolling Months
BENCHMARK PERIOD	Same period 2 years ago
LOCATION	NORTH WEST LEICESTERSHIRE CONTRACT
DEMOGRAPHICS	Gender: All Age: All
CASUAL / MEMBER	All
MEMBERSHIP TYPE	All
ACTIVITY TYPE	All

1



2 - SOCIAL VALUE DASHBOARD

The dashboard displays the main Social Value KPIs based on selected filters: 1-Total social value generated, 2-Total number of participants generating social value 3-Average social value per person, 4-Average social value per site. The total social value is then broken down by month within the selected time period and benchmarked against the same time period from the previous year.

TOTAL SOCIAL VALUE

£1,488,687

TOTAL SV PARTICIPANTS

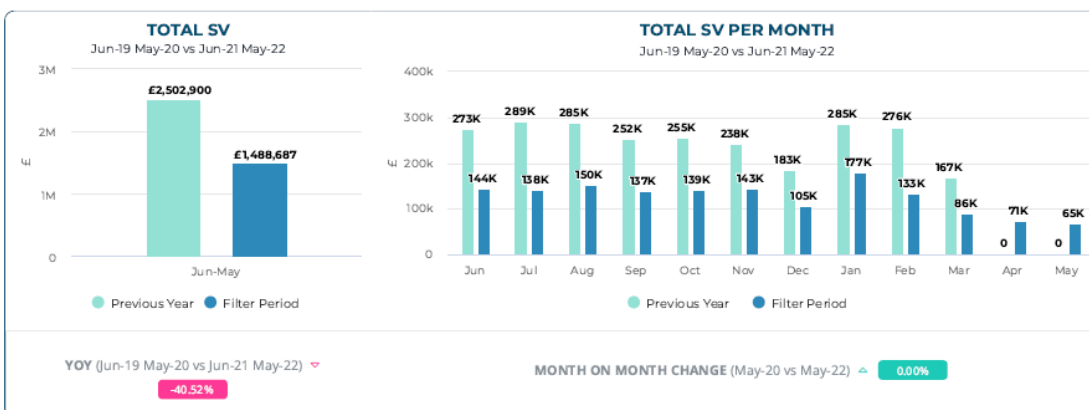
14,395

SOCIAL VALUE PER PERSON

£103

SOCIAL VALUE PER SITE

£744,343



2

INDICATORS

PHYSICAL & MENTAL HEALTH

£300,646

SUBJECTIVE WELLBEING

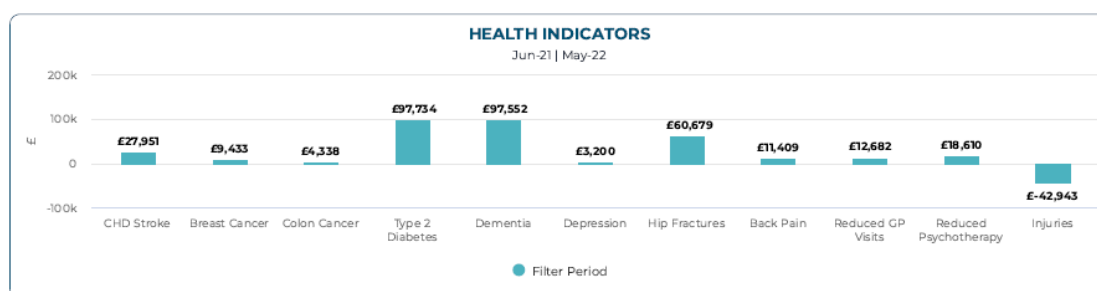
£806,580

INDIVIDUAL DEVELOPMENT

£12,818

SOCIAL & COMM. DEV.

£368,641



HEALTH INDICATORS

The Social Value for **Physical and Mental Health** is calculated based on the health care cost savings for eight health outcomes based on the reduced risk and prevented cases combined with the reduced GP visits & psychotherapy usage for physically active people.

The Subjective Wellbeing outcome refers to the increase in life satisfaction. It is calculated by multiplying the value of increased wellbeing derived from a participant's engagement in sport by the number of unique people taking part.

Individual Development refers to the improvement in educational attainment and higher starting salaries gained through participating in sport at university.

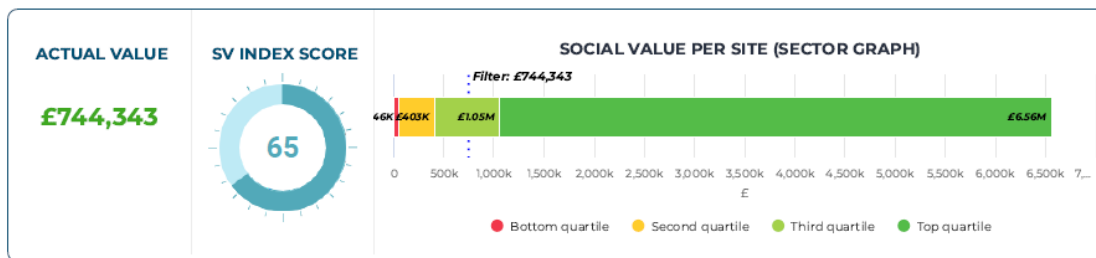
Social and Community Development outcome represents the reduction in crime rates for young males and the social capital based on improved networks, trust and reciprocity.

3



3 - BENCHMARKING

This section provides comparisons for the selected KPIs (social value per site, social value per person and social value growth) against the sector benchmarks. For each KPI, you can see the Actual Value, the Index Score and the Sector Graph, which groups all individual sites from the sector into four quartiles based on their performance in the selected KPI.



SOCIAL VALUE PER SITE

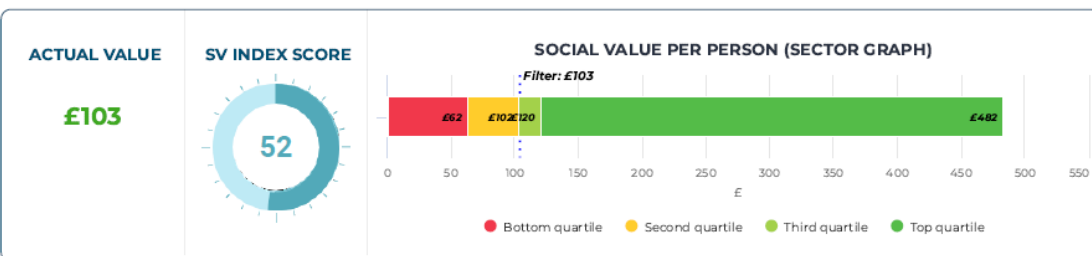
The average social value generated by each site within the selected time period is calculated by the division of the total social value generated by the operator by the number of sites included in the filter. This value is then benchmarked with all sites the sector on the quartile graph.

Actual Value: The actual social value delivered by the operator (or the selected sites) within the selected time period.

Index Score: The percentage score (1 to 100) given to the operator (or the site) based on their performance against the rest of the sector – a higher score represents better performance (i.e. 100 is the best performing site/ operator).

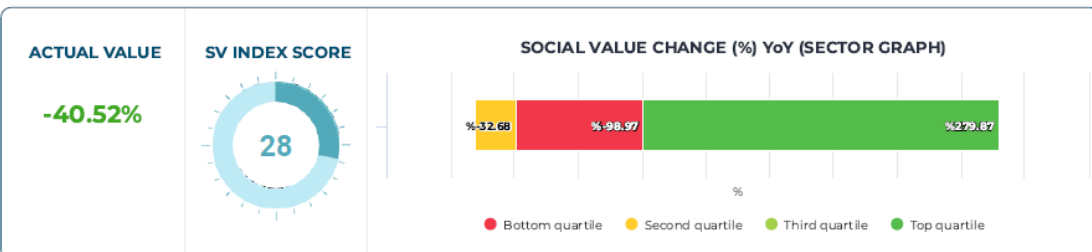
Sector Graph: The graph with all sites from the sector matching the selected filters grouped into four quartiles based on their performance – i.e. Top Quartile includes the best performing 25% of the sites in the sector and Bottom Quartile included the worst performing 25% of the sites in the sector for the selected KPI.

4



SOCIAL VALUE PER PERSON

Average social value generated by each person within the selected time period. This value is calculated by the division of the total social value by the number of participants that generated social value.



SOCIAL VALUE CHANGE (%) - YOY

This value represents the change in social value generated by the selected operator/site compared to the same time period in the benchmark year.

5



4 - PEOPLE OUTCOMES

This section focuses on the activity levels of individuals required to generate social value following the WHO guidelines for physical activity. Social value is generated for 'active' participants at the physical activity threshold of 150+ minutes per week of moderate activity. In addition, for health outcomes, social value is also generated for 'fairly active' participants (30-149 minutes) based on the reduced risk of developing various health conditions.

SOCIAL VALUE PARTICIPANTS

14,395

PERSON TYPE BREAKDOWN

14,347

48

MEMBER

CASUAL

ACTIVITY LEVEL BREAKDOWN

5,023

9,372

ACTIVE

FAIRLY ACTIVE

SOCIAL VALUE PER PERSON

£290

£2.37

ACTIVE

FAIRLY ACTIVE

NOTES

In addition to the activity level classification based on the activity duration within the month, each member is assigned to a demographic segment based on their age and gender and to a Mosaic segment based on their postcode information. These three indicators (activity level, demographic and Mosaic segmentation) combined are used to determine the risk reduction rates for health outcomes and impact the social value generated.

Social Value Participants: The total number of unique individuals (member and casual users) that generated social value within the selected time period.

Person Type Breakdown: Members are defined as facility users with an active subscription (paid or unpaid) to use the facility. Casuals are all facility users without an active subscription using the facility to do physical activity occasionally or regularly.

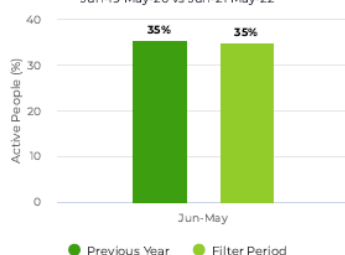
Participant Breakdown: The total number of Active (150+ minutes per week) and Fairly Active (30-149 minutes per week) participants averaged across a month, including members and casual users.

Social Value Per Person: Average social value generated by each Active (150+ minutes per week) and Fairly Active (30-149 min per week) person within the selected time period

6

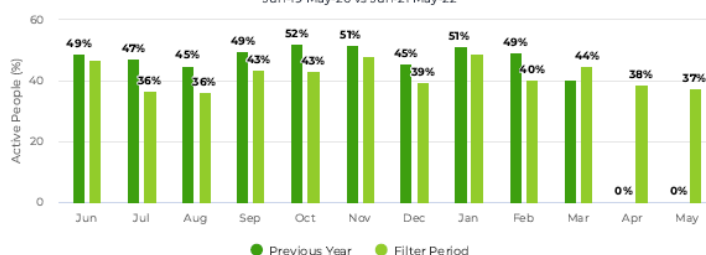
TOTAL ACTIVE PEOPLE (%)

Jun-19 May-20 vs Jun-21 May-22



ACTIVE PEOPLE (%) PER MONTH

Jun-19 May-20 vs Jun-21 May-22



TOTAL ACTIVE PEOPLE

In the above graph, the percentage of active people (150+ minutes per week) over total number of leisure centre users for each month within the selected time period is compared with the same time period in the benchmark year.

PHYSICAL & MENTAL HEALTH

14,007

SUBJECTIVE WELLBEING

4,012

INDIVIDUAL DEVELOPMENT

466

SOCIAL & COMM. DEV.

4,408

SV PARTICIPANTS PER OUTCOME

Total number of unique individuals (members and casual users) that generated social value in four outcome areas - physical and mental health, subjective wellbeing, individual development and social and community development are displayed above.

7



5 - LEAGUE TABLE

The data tables in this section display the main social value KPIs for the top five regions, contract and sites of the operator based on selected filters with comparisons against the same period in the previous year. The full tables are available in SVC3 and can be exported in excel, csv and pdf format.

HIGHEST SV (REGION)

£1,488,687

EAST REGION

HIGHEST SV (CONTRACT)

£1,488,687

NORTH WEST LEICESTERSHIRE CONTRACT

HIGHEST SV (SITE)

£946,970

ASHBY LEISURE CENTRE AND LID

HIGHEST SV GROWTH (SITE)

-24%

ASHBY LEISURE CENTRE AND LID

SOCIAL VALUE LEADERBOARD

The region, contract and leisure centre of the operator generating the highest total social value within the selected time period are displayed in the above KPI boxes. In addition, the leisure centre with the highest growth in social value generation is presented with its year-on-year growth rate.

LEAGUE TABLE - REGION (TOP 5)

REGION	SOCIAL VALUE (FILTER PERIOD)	SV YOY % CHANGE	PEOPLE COUNT (FILTER PERIOD)	AVG VALUE PER PERSON (FILTER PERIOD)	AVG SV YOY % CHANGE
EAST REGION	£1,488,687	-40.52%	14,395	£103	-43.93%

8

LEAGUE TABLE - CONTRACT (TOP 5)

CONTRACT	REGION	SOCIAL VALUE (FILTER PERIOD)	SV YOY % CHANGE	PEOPLE COUNT (FILTER PERIOD)	AVG VALUE PER PERSON (FILTER PERIOD)	AVG SV YOY % CHANGE
NORTH WEST LEICESTERSHIRE CONTRACT	EAST REGION	£1,488,687	-40.52%	14,395	£103	-43.93%

LEAGUE TABLE - SITE (TOP 5)

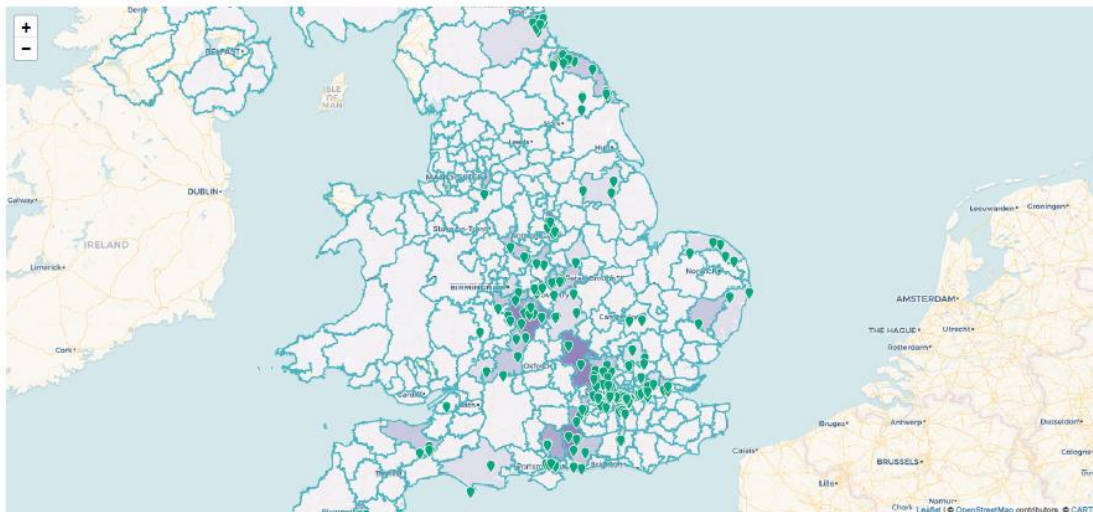
SITE	CONTRACT	REGION	SOCIAL VALUE (FILTER PERIOD)	SV YOY % CHANGE	PEOPLE COUNT (FILTER PERIOD)	AVG VALUE PER PERSON (FILTER PERIOD)	AVG SV YOY % CHANGE
ASHBY LEISURE CENTRE AND LIDO	NORTH WEST LEICESTERSHIRE CONTRACT	EAST REGION	£946,970	-23.71%	9,172	£103	-40.29%
HERMITAGE LEISURE CENTRE	NORTH WEST LEICESTERSHIRE CONTRACT	EAST REGION	£541,716	-57.06%	5,223	£104	-47.46%

9



6 - MAP

The heat map displays the social value generated by the selected sites on a map view using the same filters from the dashboards.



10

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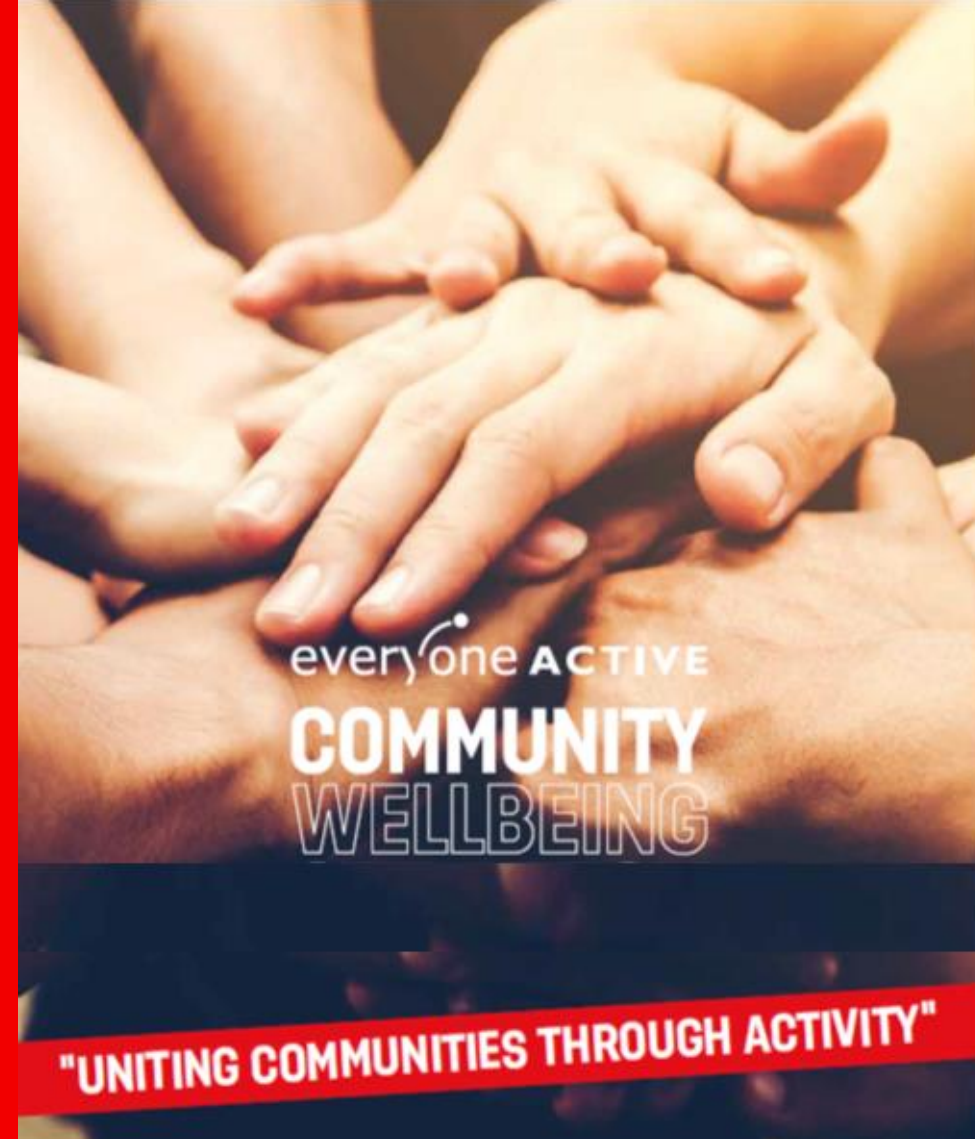


Everyone Active & NWLDC
Community Wellbeing Plan

Delivering our Key Community Programmes

95
2022 – 2023

Everyone Active - North West Leicestershire



1. Introduction

Everyone Active (EA) is a charitable trust that manages leisure centres and facilities across the country. In 2019 Everyone Active was awarded the contract to manage Ashby Leisure Centre and Lido and Whitwick and Coalville Leisure Centre. The health and wellbeing of North West Leicestershire (NWL) residents and the positive impact that we can have through our leisure centres is a priority for us.

The aim is to, in partnership with North West Leicestershire District Council, deliver programmes to support the health and wellbeing of residents through physical activity, movement and sport as highlighted in this strategy. This plan captures EA's actions which aim to support the *NWL Health & Wellbeing Strategy*, and the *NWL Sport & Physical Activity Commissioning Plan*.

It is important to note that the Leisure Industry, as a result of closures and restrictions during the Covid-19 pandemic, has seen considerable financial impact, with our local centres being no exception to this. Therefore, this plan also includes actions to support our centres recovery through reengagement in activity and sporting participation whilst ensuring activities are identified and executed in a way that will have greatest impact on wellbeing. Leisure recovery and stabilising the centres for the future creates enormous benefit for NWL residents. The plan will evolve over the coming years to shift the focus to community support.

Key – the below colours indicate that an action aims to support the *NWL Health & Wellbeing Strategy* or the *NWL Sport & Physical Activity Commissioning Plan*

■ *NWL Health & Wellbeing Strategy*

■ *NWL Sport & Physical Activity Commissioning Plan*

2. The power of Physical Activity, Movement and Sport

'Step right up! It's the miracle cure we've all been waiting for.' (NHS.UK)

It is well documented and backed up by strong scientific evidence that moving more, being physically active and participating in sport can have huge benefits to a person's physical health.

The Chief Medical Officer (CMO) recommends that children aged 5- 18 years old be physically active for at least 60 minutes per day and adults 150 minutes per week including 2 days of strength building.

Physical activity can reduce the risk of developing type 2 diabetes by 30-40% and can reduce the risk of conditions such as heart disease, dementia, and stroke to name but a few.

As well as a tool to prevent disease it can be used for rehabilitation and to manage certain medical conditions such as recovering from cancer or heart conditions or living with long term conditions such as arthritis.

Building more movement into daily life can improve strength, balance and motor skills which are essential to living longer in better health. NWL has a rate of hip fracture that is significantly worse than the national average, increased levels of physical activity amongst residents could encourage a downward trend in the prevalence of hip fracture.

Meeting the CMO guidelines for physical activity is an important aspect of maintaining a healthy weight. This plan aims to support the wider work of the county's Healthy Weight Strategy implementation and local work through the NWL Health and Wellbeing Partnership and Primary Care Network. NWL's prevalence of overweight and obesity is significantly higher than the national average in adults with 71.3% (Public Health 2021) of our adults classed as overweight or obese.

Scientific evidence also indicates that physical activity can support our residents to have the best start in life, reduce mortality, increase energy levels, support better sleep and manage pain effectively.

As well as having an impact on physical health, physical activity, movement and sport can also positively impact in other ways too. Evidence suggests that physical activity contributes to good mental wellbeing, it has the ability to reduce depression and in some cases anxiety.

Physical activity provides opportunity to overcome challenges, improve self-confidence, increase sense of purpose, build resilience, and make social connections. All of which can contribute to fun, enjoyment, happiness, and life satisfaction.

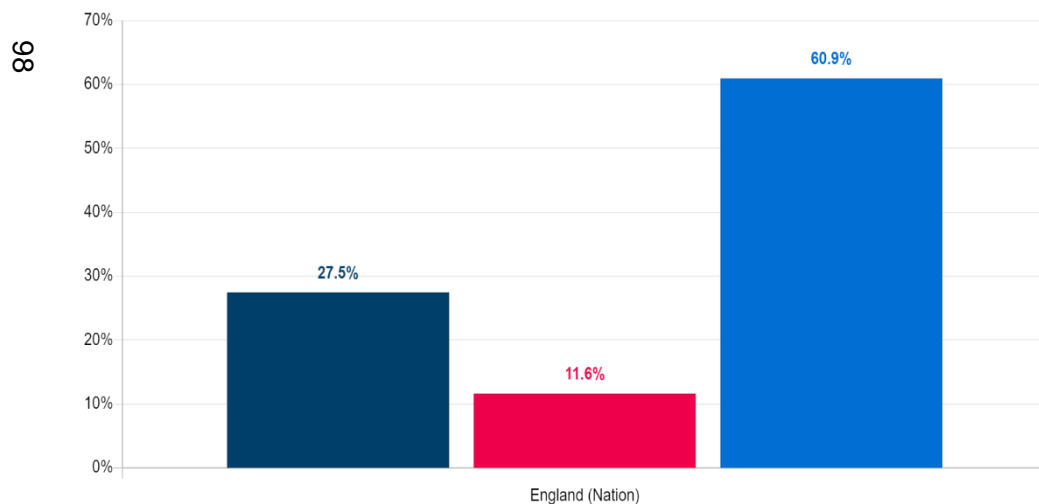
Physical activity can support individual development. There is evidence that being active improves educational behaviour and attainment. NWL has a lower than the national average attainment 8 score (GCSE grades achieved across 8 subjects), encouraging our children and young people to be more physically active could help improve grades.

Physical activity can help to reduce anti-social behaviour giving young people activities to get involved with. It also provides opportunity to volunteer which supports the development of skills, such as integrity and leadership.

Sport and physical activity bring people together, encourages community and integrates people from all backgrounds. *‘Sport and physical activity contribute £39 billion to the UK’s economy and a significant portion of this comes from grassroots sport. The sector boosts the economy in two ways. Directly, through job creation, and indirectly by reducing healthcare costs due to a healthier population and reducing crime.’* (Sportengland.org)

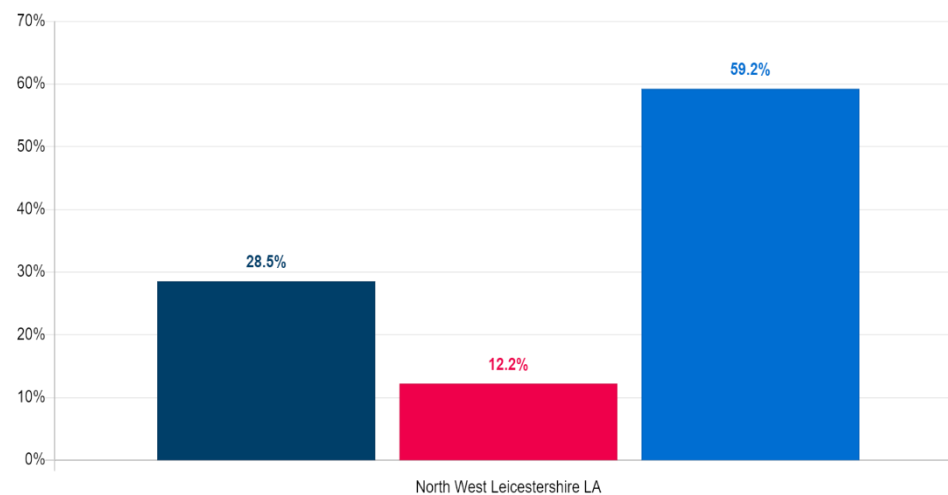
3. Assessing Need

Over 40% of North West Leicestershire Adults are reportedly not meeting the CMO guidelines for physical activity, of which 28.5% are reportedly inactive (active less than 30m per week). This is reflective of the England data as shown in the charts below.



% Levels of activity:

■ Inactive: less than 30 minutes a week ■ Fairly active: 30-149 minutes per week ■ Active: at least 150 minutes a week



% Levels of activity:

■ Inactive: less than 30 minutes a week ■ Fairly active: 30-149 minutes per week ■ Active: at least 150 minutes a week

(Sport England, Active Lives Survey, May 21)

Only 38% of NWL’s children and young people are meeting the CMO guidelines for physical activity compared to the England Average of 44.6%. However, 39.1% are fairly active meaning we perform significantly better than the England average for inactive children at 22.9% compared to an England average of 32.4%. (Sport England, Active Lives Survey, May 21)

When developing the programmes set out in sections 7 we have taken into consideration the new Sport England Strategy ‘Uniting the Movement’ and the issues identified within the strategy as set out below. The issues each specific programme will aim to address are set out in the table in section 7.

Issue	Supporting Issue Description
S1	Recover and re-invent
S2	Connecting communities
S3	Positive experiences for children and young people
S4	Connecting with health & wellbeing
S5	Active environments

The plan considers and supports priorities identified through the following.

- The NWL Health and Wellbeing Strategy
- The Leicestershire Health and Wellbeing Strategy
- The NWL Healthy Communities Plan
- NWL Sport and Physical Activity commission plan
- Active Together Framework
- Leicestershire Joint Strategic Needs Assessment (JSNA) 2018 – 2021 Obesity: Physical Activity, Healthy Weight and Nutrition
- Leicestershire Healthy Weight Strategy
- Integrated Care System’s Life Course; Best start in life, Staying Healthy and Well, and Living and Ageing Well.
- The NHS CORE20PLUS5 Health Inequalities (Tackling health inequalities by supporting the 20% most deprived residents, plus those with poor access to healthcare and have a condition recognised in the NHS 5 clinical areas of focus)



Barriers to participation:

- Socio-economic status – families and personnel from lower socio economic backgrounds have less expendable money which can be used to participate in sport/ activity. NWL has a number of low socioeconomic areas/residents which has the knock on affect on activity/ sports participation
- Disability – Inclusivity and access for accessible users is a key barrier to participation. The percentage of people living in the district with a disability is higher than the national average.
- Travel & time – Being a ‘rural’ district poses its own issues/ barriers for residents. Resident report not having available activities close enough to them to engage in. Additionally, travel links need further work to allow NWL residents to travel around the district cheaply and easily.

4. Aims

Both a national and local issue.... *‘Physical INACTIVITY is responsible for one in six deaths and costs the country an estimated £7.4 billion a year.’*
(Public Health England)

This plan aims to tackle some of the barriers to physical activity and support more residents to become more active. We aim to deliver on our vision of *‘Uniting communities through Activity’*. In addition, the plan also aims to support some of the wider outcomes within the delivery specification around providing local economic benefit, supporting safe and inclusive neighbourhoods, educating, protecting and providing opportunities for young people, and providing high quality services.

The specific aims of each programme are set out in the table in sections 7.

5. Outcomes

Everyone Active's Key Programmes to Support Community Wellbeing – These programmes are Everyone Active's (EA) core corporate programmes which are used to underpin programming within every contract.

Programme	Outcome Description
1. <u>Community & Education Employment</u>	Delivery of governments new Kickstart programmes, apprenticeships, and online community education courses
2. <u>Club support</u>	Work with our clubs to support a return of club-based activities by providing flexible working relationships
3. <u>Social Prescribing</u>	Support groups to re-engage with activity providing improved access to a range of activities at the centres Delivery of the exercise referral programme for adults and children working with GP practices and school nursing teams
4. <u>Supporting Inequalities</u>	Support groups to re-engage with activity providing improved access to a range of activities at the centres
5. Partner and Local Network	Work with national partnerships to support local community networks gain greater access to our facilities and provide viable activities for under-represented groups in the community.
6. <u>Digi-activity Programme</u>	Utilise our digital activity platform to provide wider access of activity services to priority areas that lack facilities and provision to take part in regular physical and social activities

Leisure Contract Specification – Authority Outcomes

This strategy sets out how we intend to meet the specified outcomes in the NWLDC Leisure Services contract. The NWLDC outcome that each specific programme will aim to support is set out in the table in section 7.

Outcome Key	Outcome Description
A	Improving Health and Wellbeing and Reducing Health Inequalities
B	Providing Local Economic Benefit
C	Supporting Safe and Inclusive Neighbourhoods
D	Educating, Protecting and Providing Opportunities For Young People
E	Providing High Quality Services
F	Sustainability and Environmental Improvements (sits within the appendix – Energy Engagement Plan 2022/23)



The strategy broadly aims to achieve the following outcomes:

- Tackle and reduce health inequalities across the district
- Provide skills, employment opportunities and local economic benefit
- Provide opportunities for the inactive to be physically active
- Provide exercise and activity referral intervention for health-related conditions
- Support disadvantaged groups in our communities to be more physically active
- Support our community clubs to provide stability and developmental opportunities
- Work collaboratively with partners to provide active spaces for community groups
- Use digital platforms to reach rural or isolated residents with less opportunity to access to physical activity provision
- Educate, protect and provide opportunities for young people
- Play an integral part in the districts journey towards a carbon net zero future

The specific outcomes of each programme are set out in the table in section 7.

Monitoring, Evaluation and Learning

All programmes will be evaluated using Active Together's (Leicester, Leicestershire and Rutland's Active Partnership) Monitoring, Evaluation and Learning (MEL) Framework. This is a consistent approach across Leicester, Leicestershire and Rutland.

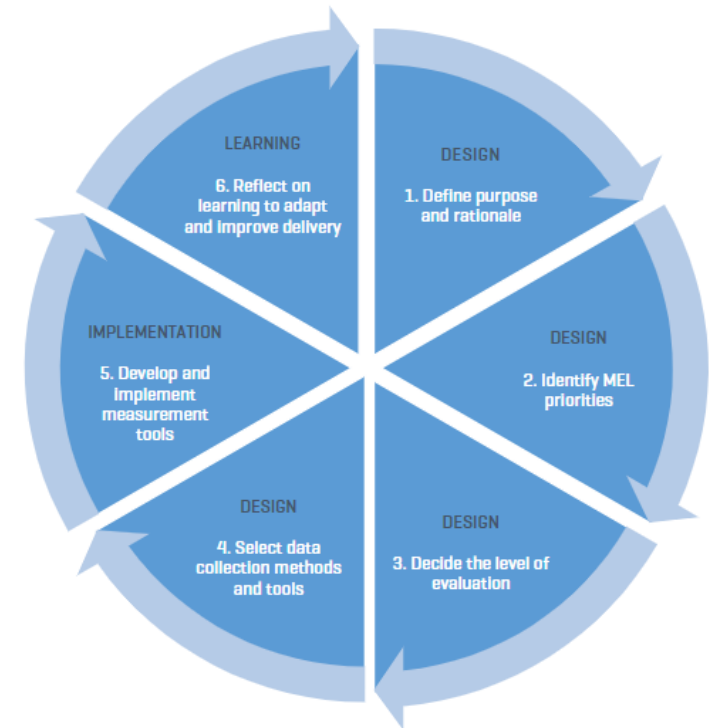
The principles and approach within the framework have been designed using national guidance set out by Sport England and the Office for Health Improvement and Disparities (formerly Public Health England).

The framework supports the production of accurate, high-quality reporting to understand value and demonstrate impact. It allows the generation of evidence in order to learn and guide future actions. It promotes interaction and reflection across our local system to connect, exchange and develop our learning. It allows us to demonstrate what is working and learn from what is not. It's helps us to evidence and tell a story about the impact on people and places.

The Framework provides a tool kit which includes a bank of standard questions to build our own pre and post questionnaires/data collection tools and guidance to adapt the questions to ensure that they are accessible. The framework also provides pre-populated question templates, an evaluation plan template, logic model, learning log and learning case study templates.





The framework encourages MEL throughout the programme, this allows learning to happen during and adjustments made accordingly.



Any targets or outcomes detailed in the plan are for both centres collectively, unless otherwise stated.



7. Community Wellbeing Plan


Community & Education Employment (Everyone Active Targeted Programme 1)

What (Activity Need / Gap / Development)	When (Timescale)	Where (Location)	Who (Target Group & Partners)	How	Outputs	Outcomess	Performance Indicators
Work Live Leicestershire (WLL)	Ongoing until March 2023 Monitored quarterly	Whitwick & Coalville Leisure Centre Ashby Leisure Centre & Lido	Target Group NWL Residents CORE20PLUS5 Partners WLL	Provide leisure facilities to help increase physical mental and emotional wellbeing of scheme users	60 x centres visits per year (15 per quarter) impacting 10 individuals	Improve physical, mental and social wellbeing in professional and personal life	S1, S2 D Staying Healthy and Well
105 Number of Apprenticeships/ Work Experience	March 2023	Whitwick & Coalville Leisure Centre Ashby Leisure Centre & Lido	Target Group NWL Residents Apprenticeship – Generally aimed at personnel over age of 18 Work placement – For personnel in current education CORE20PLUS5 Partners Colleges / schools Local sports clubs/ partners Job Centre Kick Start Programme Lifetime Training	Identify apprenticeship opportunities for new applicants and existing colleagues to train and develop in multiple positions to support both centre and community-based services. Provide opportunity for experience and potential employment within our centres	2 x apprenticeships delivered 4 x work placements	1 x apprentice secures a full or part time employment role within the centres.	S1, S2 E Staying Healthy and Well  
L2 Skills Programme including; - Sport Leader Awards (SLA)/ Swimming Teacher L1 & L2 Qualification.	March 2023	Whitwick & Coalville Leisure Centre	Target Group CORE20PLUS5 / Residents / current EA employees	Identify members of the current workforce and NWL residents to sign up to the L2 skills programme to train up in Lifeguard, Fitness, front of house, Sales, and coaching.	2022 / 23 will aim for 2 x L2 SLAs (Sep – Dec) (Jan – March)	All who undertake training will have opportunity to apply for employment or additional roles	S1, S2 E  

National Pool Lifeguard Qualification(NPLQ)		Ashby Leisure Centre & Lido	Partners Community Groups / i.e. Coalville Can, Inclusive Play Scheme NWLDC .		2 x Swimming teachers	within our leisure centres. All will be offered volunteer opportunity. It has recently been identified that there is a shortage of volunteers and swim teachers in NWL. This programme would help to fill the gap.	Staying Healthy and Well  
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Club support (Everyone Active Targeted Programme 2)


What (Activity Need / Gap / Development)	When (Timescale)	Where (Location)	Who (Target Group & Partners)	How	Outputs	Outcomes	Performance Indicators
Supporting Talented Athletes	Ongoing	Whitwick & Coalville Leisure Centre Ashby Leisure Centre & Lido	Target Group Athletes operating at regional, national, and international performance level. Partners NWLDC Active Together Sports Clubs NWL Sport	Operating under the Everyone Active Sporting Champions and Go Gold scheme, working with the local authority, active partnerships and the clubs EA will offer membership support, providing free access to high quality facilities for those competing at regional and national level. The athletes must be able to evidence that they are completing at regional or national level. Implement a dedicated information board to track and promote athlete progress	– 5 x Athletes (5 free memberships)	Accommodating these athletes helps further the talented athletes training and development. Showcasing the benefits of using health & leisure service may inspire others to participate in sport and physical activity. . Successful athletes helps to raise the district's profile in competitive sport. These athletes can be used as advocates of sport and physical activity at both EA and NWLDC community interventions	S2, S3, S5 C, B Best Start in Life Staying Healthy and Well 

						and events to inspire children and young people.	
<div>Programming</div> <div>107</div>	Ongoing	Whitwick & Coalville Leisure Centre Ashby Leisure Centre & Lido	Target Group Local Sports Clubs Community Groups Partners Active Together NWL Sport Inclusive Steering Group NWLDC	Reviewing the programming requirements of the clubs, balancing time for casual use, clubs, and courses. Assessing resident club's existing and developmental needs for the new W&CLC. Work with local clubs, residents and NWLDC Sports Development Officer to identify gaps in the district's sporting provision. Secure new partners and activities to complement the existing programme.	Flexible programming for clubs to continue residency and development within our centres 3 x new clubs / activities added to the programme	Working with existing clubs/bookees to help grow our external bookings portfolio, consequently giving more opportunity for NWL residents to engage in sport, health, leisure and social activities. Provides additional support to the voluntary sector to continue the great work they do to provide opportunity for residents to be active.	S1, S2, S5 C, B Best Start in Life Staying Healthy and Well Living and Ageing Well
Social Media	Ongoing	Whitwick & Coalville Leisure Centre Ashby Leisure Centre & Lido	Target Groups Residents CORE20Plus5 Club Activ8 (CA8) members Partners NWLDC Local Sports Clubs Active Together	Centres to support localised social media (SM) strategies through a planned and structured approach (Marketing Plan 2022/23) to increase club registrations / memberships. Working to the same campaign planner as NWLDC Health and Wellbeing Team to deliver consistent messaging, supporting local and national campaigns relating to health, wellbeing and moving more including 'Let's Get Moving'. Promote CA8 partners Promote NWLDC & partners SM and promotions	52 x Social media posts	SM posts will help inform and advertise to NWL residents of the activities which they can access at their local centres. Additionally advertising other local partners for a bigger SM reach. SM will be used to encourage residents to be more active and take steps towards a healthy lifestyle through the promotion of national and local campaigns.	S1, S2, S5 E Best start in Life Staying Healthy and Well Living and Ageing Well 

Pricing	March 2023	Whitwick & Coalville Leisure Centre Ashby Leisure Centre & Lido	Target Groups New and existing Local Sports Clubs	Support small and medium sized clubs to integrate and establish themselves into the centres activity portfolio.	Having a pricing policy that supports clubs / activities starting in the leisure facilities i.e. flexible tiered pricing strategy at the point of entry.	Considered on an individual basis to help accommodate more bookings within the centre, consequently increasing opportunity for residents to be physically active and supporting behaviour change. This approach will help smaller/ less financially secure clubs to access our state of the art facilities as well as king to make substantial sized bookings.	S1, S2, S5 C, B Best Start in Life Staying Healthy and Well Living and Ageing Well
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Social Prescribing (Everyone Active Targeted Programme 3)


What (Activity Need / Gap / Development)	When (Timescale)	Where (Location)	Who (Target Group & Partners)	How	Outputs	Outcomes	Performance Indicators
Exercise Referral & Social Prescribing	March 2023	Whitwick & Coalville Leisure Centre Ashby Leisure Centre & Lido	Target Groups Adults with low to medium risk, health conditions. CORE20PLUS5 Partners NWLDC Local GP Surgeries other medical professionals hospitals social prescribing teams Active Together Leicestershire Public Health	Providing 4 x level 3 exercise referral qualified instructor led gym / exercise sessions per week. Provide discount on both casual use for the duration of their time on the scheme (12 weeks) and discount membership for 6 months. Provide space for Cardiopulmonary classes at each centre. Provide access, where appropriate for clients that have graduated from the Cardiopulmonary scheme. Provide space for the Steady Steps and Steady Steps Plus programme.	25% achieve 150 minutes of activity per week 40% of people on programme continue after programme finishes (12 weeks)	Providing a robust health support programme for people with low to high risk health conditions to exercise safely. Supporting social prescription will alleviate additional pressure on the NHS and related services by increasing	S4 A Staying Healthy and Well Living and Ageing Well 

109						<p>participant's weekly activity. Contributing to a better quality of life.</p> <p>Improvement and management of medical conditions and support their ability to manage own physical and mental wellbeing.</p> <p>Improve posture, stability, strength, and balance in older adults to reduce the risk of falling.</p> <p><i>Year 1 will provide a baseline, due to the pandemic affecting delivery over the previous 2 years.</i></p>	
Supporting the promotion of the EXi Exercise Referral App on Everyone Active on Demand (EAD) platform (Personalised Exercise Prescription)	Ongoing	<p>Everyone Active on Demand</p> <p>Exi App</p>	<p>Target Group Adults who have low to medium risk health related conditions. CORE20PLUS5 Exercise referral participants.</p> <p>Partners Exi Partner NWLDC</p>	<p>Everyone Active and NWLDC to support the promotion of the Exi app via:</p> <ul style="list-style-type: none"> • Social Media • Enrolment of Exercise Referral • Networking with Primary care partners such as GP's, Pharmacies, NHS Community Health Services, Public Health, and CCG's <p>*The app will be used to add value to the exercise referral scheme as a supplement not a replacement of face to face support.</p>	<p>Raising the profile of the Exi app and the number of people registering on the platform.</p> <p>50% of exercise referral participants register to the app.</p>	<p>Utilising the app for referred clients will help give easily accessible information to them, allowing tailored activities to access. This enhancement to the scheme will support participants to stay on track in regards to their physical and mental health. The additional resource is expected to reduce attrition rates.</p>	<p>S1, S2, S4</p> <p>A</p> <p>Staying Healthy and Well</p> <p>Living and Ageing Well</p> 


						The Exi App will help in regards to inclusivity as the app is bespoke to each person who uses it, giving users a specific personal exercise plan/ assistance.	
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Supporting Inequalities (Everyone Active Targeted Programme 4)


What (Activity Need / Gap / Development)	When (Timescale)	Where (Location)	Who (Target Group & Partners)	How	Outputs	Outcomes	Performance Indicators
<p>110</p> <p>Activity subscriptions supporting families on low incomes</p>	Ongoing	<p>Whitwick & Coalville Leisure Centre</p> <p>Ashby Leisure Centre & Lido</p> <p>Local community facilities</p>	<p>Target Group</p> <p>Families which are on low incomes identified by the Children and Families Wellbeing Service or through the Active Families Scheme</p> <p>CORE20PLUS5.</p> <p>Partners</p> <p>Children & Families wellbeing service (LCC)</p> <p>Community clubs and delivery partners</p> <p>NWLDC</p>	<p>Use a whole family approach to physical activity.</p> <p>Assessed on a case-by-case basis we will work with NWLDC and the children and families wellbeing service to provide free or low cost access to sessions and activities.</p> <p>We will work with resident clubs to provide low cost access to sports.</p> <p>We will work with partners to support access to equipment and sports clothing where required and where possible.</p>	<p>Deliver a 5% increase in the number of supported children and families utilising our centres based on 2019/20 data (last non Covid-19 mature year) – No previous data</p>	<p>This approach will support engagement with residents from low socio-economic backgrounds and provide opportunity to access activities, equipment and state of the art facilities that they otherwise would not have the opportunity to access.</p>	<p>S2, S3</p> <p>Best Start in Life</p> <p>Staying Healthy and Well</p> 
Activity subscriptions for care leavers	Ongoing	Whitwick & Coalville Leisure Centre	<p>Target Groups</p> <p>Young people / adults who are in the process of leaving care.</p>	Care leavers, and people in current care generally have limited access to leisure	Accommodate all referrals for this type of subscription	Success will be monitored through the use of anonymised	

		Ashby Leisure Centre & Lido	Partners Leicestershire County Council Care Leavers Team Community clubs and delivery partners NWLDC	activities due to barriers such as cost. Everyone Active will support Care Leavers by Providing a free membership subscription to any care leavers living in NWL that wish to use the leisure centres. This will be reviewed by the centre and the authority teams periodically to determine if any additional support is required.	Number of care leavers accessing the scheme and number of visits will be captured to give baseline data. It is important to note that neither Everyone Active nor North West Leicestershire District Council have any control of number of referrals made, we only have control over retention rates.	case studies due to the specific and sensitive nature of this scheme. We intend to impact each individual's life with social, physical and emotional benefits.	S2, S3 Staying Healthy and Well 
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Partner & Local Network (Everyone Active Targeted Programme 5)


What (Activity Need / Gap / Development)	When (Timescale)	Where (Location)	Who (Target Group & Partners)	How	Outputs	Outcomes	Performance Indicators
Providing active spaces for disability groups	March 2023	Whitwick & Coalville Leisure Centre Ashby Leisure Centre & Lido	Target Groups People with disabilities and additional needs Local disability groups Enrych Memphys Partners NWLDC NWL Inclusive Steering Group Active Together	Work with NWLDC to promote opportunities for local Disability Groups/Schools to use the centre. Provide activity space for inclusive play/sessions Liaise with the local Disability Groups to understand what they require to be active. Member of the NWL Inclusive Steering Group	5% Increased utilisation of facility space for disability groups/ 5% Increased disability participation against 2019/20 space and usage levels (last non Covid-19 mature year) Previous 1635 accessible users participations (2019/2020) 5% increase, Target 1715 2 x new accessible user sessions running per week	In partnership with NWLDC, we have identified a lack of provision within the district for residents with disabilities and additional needs. Providing additional space/activities for this target group will allow them to access physical activity opportunities	S1, S2, S5 A,C,D Staying Healthy and Well 


						locally. The burden of having to travel to the city or elsewhere in the county can have a considerable negative effect or mean that they are not able to access sessions.	
<p>112</p> <p>Providing active spaces for older adults</p>	March 2023	<p>Whitwick & Coalville Leisure Centre</p> <p>Ashby Leisure Centre & Lido</p>	<p>Target Group Older people CORE20PLUS5</p> <p>Partners Older people delivery partners (e.g., Age Concern) NWLDC</p>	<p>Work with Local Authority Partners to connect with older people groups.</p> <p>Discounted use for resident groups i.e. Ashby Bridge Club</p> <p>Offer free sports hall / meeting space for organisations supporting older people's mental and physical activity programmes</p> <p>Support the Steady Steps programme with facility space to deliver the classes.</p>	<p>5% Increased utilisation of facility space for older people groups against 2019/20 space and usage levels (last non Covid-19 mature year)</p> <p>Previous 37,371 usages for this age group 2019/2020 5% increase, Target 39,009</p>	<p>Older people naturally have a higher risk of illness and ailment. Providing additional space/activities will help increase the weekly activity levels for this demographic supporting postural stability, reducing frailty and living longer in better health.</p> <p>NWL has high levels of hip fracture, programmes such as this can positively impact</p>	<p>S1, S2, S5 A,C,D</p> <p>Living and Ageing Well</p> 

						on the rate of hip fracture.	
Providing active spaces for children support groups	March 2023	Whitwick & Coalville Leisure Centre Ashby Leisure Centre & Lido	Target Groups Disadvantaged children and families Low income families CORE20PLUS5 Partners Sported Save the Children Children and Families Wellbeing Service NWLDC	Work with Local Authority partners to map provision and identify groups providing activities for disadvantaged children and identify gaps.	Identify & understand the need of potential partners. Understand the gaps in provision.	Instilling an active lifestyle into children from a young age will help create a habit for life. This has many benefits, including increasing physical activity levels, benefits physical and mental health and allowing additional socialisation for children.	S1, S2, S5 A,C,D Best Start in Life 



113


Digi-activity (Everyone Active Targeted Programme 6)

What (Activity Need / Gap / Development)	When (Timescale)	Where (Location)	Who (Target Group & Partners)	How	Outputs	Outcomes	Performance Indicators
Provide Everyone On Demand (EAD) subscriptions to special support schools	March 2023	Special Educational Needs (SEN) Schools (Forest Way) Whitwick & Coalville Leisure Centre	Target Groups Children with disabilities and special educational needs. Partners NWLDC NWL Sport School Sports Partnership Active Together	Connect with SEN schools which are rural to discuss opportunities around the EAO platform and activities to deliver after school.	1 x new SEN schools accessing the EAO platform Collect baseline data for app usage.	Using this app to give further opportunities to people and schools with disabilities and SENs Can support this target group to be more physically active.	S1, S2, S3, S5 A,C,D Best Start in Life 



		Ashby Leisure Centre & Lido				As well as increasing physical activity participation, this app helps to simplify the delivery of physical activity for the school.	
114 Identify opportunities for youth crime prevention	Start date, Aug 2022	Whitwick & Coalville Leisure Centre Ashby Leisure Centre & Lido	Target Groups Children and young people identified as likely to participate in anti-social behaviour. Partners NWLDC Active Together and Charles Booth Centre (Tackling Inequalities Project) People Zone Impact workers Police	Working with People Zone to explore opportunities for EA to enhance the people zone offer and opportunities in Thringstone and Whitwick.	Identify actions and programmes to be delivered as part of the 'People Zone' project. Review success of what will be a pilot scheme.	Overall outcomes to be defined as part of the People Zone planning process	S1, S2, S3, S5 A,C,D Best Start in Life 

Children, young people, and families

What (Activity Need / Gap / Development)	When (Timescale)	Where (Location)	Who (Target Group & Partners)	How	Outputs	Outcomes	Performance Indicator
Increase in physical activity participation rates in;- CYP (Children & Young People) After School Sports 115	April 2022 Participation data will be reported monthly via our PMR (Performance Management Review)	Whitwick & Coalville Leisure Centre Ashby Leisure Centre & Lido NWL District	Target Groups Children and Young People CORE20PLUS5 Partners Primary schools School Sports Partnership / School Games Officer NWLDC	EA will offer a varied range of activities and sports to help encourage CYP into activity within our centres and additionally with our partners. We have identified gaps in provision across the district for trampolining and gymnastics. Gymnastics clubs were reporting a 2-year waiting list. Session starting in April 2022. 6 x gymnastics 4 x trampoline 2 x adventure mania	Baseline year = 40,829 usages, this year's target (5% increase) 42,870 usages for this age group	Introducing new activities to our portfolio will help to engage new participants into our centres Introducing new activities to our portfolio will help to engage new participants into our centres Starting these new sessions will reduce the waiting lists of local clubs, providing more opportunities for Children and young people to be active.	A, B, C, E S3, S4, S5 Best Start in Life 
Hold an Open/Play/Activity day for all activities	16 th April 2022	Whitwick & Coalville Leisure Centre / Hermitage Recreation Grounds (HRG) Ashby Leisure Centre & Lido (including outdoor facilities)	Target Groups Children and Young People Families CORE20PLUS5 Partners Clubs based within both our facilities and the wider community NWLDC	Taster sessions provided in a wide range of activities over 1 day A minimum of 4 x clubs based at each site and 2 x clubs not based at the sites provide taster sessions within the Open Day.	Engage with attendees to understand how likely they are to revisit the centre (and understand their historical use of leisure services)	Using this open day/ activity day as an opportunity to celebrate and encourage people into sport and activity. Giving experience of varied activities, that they may otherwise never have the opportunity to try. This will have a positive impact on clubs as they will gain additional exposure, helping them to increase their member base and consequently sustainability of their sport. We are encouraging residents who would not normally access a leisure centre to come along, just taking that step to come and have a look	A, B, E S2, S3, S4, S5 Best Start in Life 

						can be a massive step to contemplating a healthier lifestyle.	
<div>Club Activ8 Scheme</div> <div>116</div>	March 2023	Whitwick & Coalville Leisure Centre Ashby Leisure Centre & Lido NWL District	Target Groups Children and Young People CORE20PLUS5 Partners Primary schools Upper schools All schools in district School Sports Partnership / School Games Officer NWLDC	Engaging with NW Leicestershire schools to increase weekly activity levels and leisure centre usage. Promoting local clubs and partners	Increase overall scheme usage from 34.5% to 36.2% Increase schools signed up from 34 to 36	Increasing CA8 usage will consequently increase junior/adolescent nw leics resident's activity levels. Having a positive impact on their physical, mental and emotional health. Scheme usage will help encourage children into new activities which they may not have experienced before. Scheme users can engage with further local opportunities such as local clubs and business's	A, B, E S2, S3, S4, S5 Best Start in Life 

Improve engagement for people with physical and learning disabilities, mental wellbeing conditions

What (Activity Need / Gap / Development)	When (Timescale)	Where (Location)	Who (Target Group & Partners)	How	Output	Outcomes	Performance Indicators
<p>Inclusive play session</p> <p>117</p>	Ongoing	Whitwick & Coalville Leisure Centre	<p>Target Group 5-11yr olds with learning disabilities and special educational needs</p> <p>Partners Special Educational Needs (SEN) schools Enrych Memphys NWLDC NWL Inclusive Steering Group</p>	Continue to provide 1 x hour play session for children with disabilities per week for a minimum of 16 x weeks	Average of 10 x people attending per session	To engage this group in physical activity/play sessions to help increase their weekly activity levels. Inclusivity is a key priority, therefore continuing this bespoke session will give opportunity to this target group. We know that there is a lack of inclusive physical activity provision in NWL from mapping and consultation. Currently residents tend to travel to the City or other side of the County to access provisions. Increasing local provision will positively impact both those with disabilities and parents and carers. It will reduce cost, travel time and the pressure that they put on individuals and families	<p>A, B, C, E S2, S4, S5</p> <p>Best Start in Life</p> <p>Average of 10 x people attending per session</p> 
<p>Making every contact count (MECC) Healthy Conversations</p> <p>Making Every Contact Count (MECC) is an approach to improving the health of the population. It uses the day to day conversations that people have to encourage and help people to make healthier lifestyle choices. It is a brief or</p>	December 2022	Whitwick & Coalville Leisure Centre, Ashby LC	The general population (residents and visitors to North West Leicestershire)	An action in the North West Leicestershire Health and Wellbeing Strategy, this approach is being adopted in North West Leicestershire. Everyone Active will support this approach by nominating a member of staff to complete the 'Train the Trainer' qualification.	<p>1 x MECC Trainer</p> <p>Programme of MECC Training developed for EA staff.</p> <p>A minimum of 1 x external training session delivered with NWLDC Officer.</p>	<ul style="list-style-type: none"> Improved access to health and wellbeing advice and services Improvement in morbidity and mortality risk factors 	<p>A, B, C, E S2, S4, S5</p> 



<p>very brief intervention which traditionally focuses on lifestyle issues such as; stopping smoking, being physically active, healthy eating, alcohol intake and mental health as well as housing, employment, social isolation and debt or money advice.</p> <p>118</p>				<p>This will allow Everyone Active to deliver MECC training to their staff such as Receptionists, Lifeguards and Fitness Instructors. This will give their staff the skills, confidence, and knowledge to encourage healthier lifestyle choices.</p> <p>Once the identified member of staff is qualified as a trainer, they will develop a MECC programme of training for Everyone Active's workforce (rolling out in 2023) and support the District Council to train other organisations within North West Leicestershire.</p>		<ul style="list-style-type: none"> • Improve health and wellbeing of population • reduce inequalities • embed prevention and social prescribing 	
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Support the provision of sustainable community sport

What (Activity Need / Gap / Development)	When (Timescale)	Where (Location)	Who (Target Group & Partners)	How (Outputs)	Outputs	Outcomes	Performace Indicators
Review and expand the programme of mass participation events run from the Leisure facilities	Ongoing	Whitwick & Coalville Leisure Centre Ashby Leisure Centre	Swimathons Swimming Galas Public Events	Hosting events across our centres in partnership with local clubs and local, regional, and national organisers.	15 x events held over the year, with an average of 50+ participants per event.	Hosting sporting events/ competitions will help showcase and create traffic for our centres. Additionally, it will encourage people to come to our centres, experience the facilities and consequently return to take part in further sport.	A, B, C, D, E S1, S2, S3, S4, S5 Staying Healthy and Well 
119 Host NWL Sport and Health Awards	November 2022	Whitwick & Coalville Leisure Centre	Target Group Sport and activity based participants NWL Residents Partners School Sports Partnership Local Sports Clubs NWL Sport NWLDC	Working in conjunction with key partners to host a sports and health awards evening to recognise the great sporting, physical activity and healthy lifestyle achievements of our wonderful residents, clubs, schools, and volunteers.	Achieve 16 x awards with a minimum of 3 nominations per award. 500 x people attending the event.	Celebrating the sporting achievements of people within our district will help showcase the great success that people achieve through sport, activity and a healthy lifestyle. Furthermore, the celebration event helps to galvanize the district through positive promotion of activity. This celebratory event will act as inspiration to residents of NWL through the heart warming and	A, B, C, D, E S1, S2, S3, S4, S5 Best Start in Life Staying Healthy and Well Living and Ageing Well 

120						<p>inspiring stories and achievements. It highlights what is possible, no matter who you are and encourages participation in sport and Physical Activity, and to take steps towards a healthy lifestyle.</p> <p><i>“Sport can be the glue that keeps communities together and is a persuasive tool in promoting shared interests alongside fostering a keen sense of civic pride. I have seen at first-hand the positive power sport and recreation exert, from children of all backgrounds emulating their heroes at their local community facilities to supporters working together to protect the assets they value.”</i></p> <p>MARCUS JONES MP, 2015.</p>	
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						It is also an opportunity to recognise and thank the volunteers who work tirelessly to run clubs and activities, NWL has a very good sporting offer which is down to the volunteers. We will survey schools to ascertain their feedback on the event and if their school children were inspired.	
121 NWL Sport (previously LSA)	Ongoing	Whitwick & Coalville Leisure Centre Ashby Leisure Centre	Target Groups Local sports clubs Partners School Sports Partnership Active Together NWLDC	Understand the wants, needs and challenges facing grassroots sports clubs and where appropriate respond to those needs. Work with clubs to sign up to Club Activ8. Support club workforce development. Support access to facilities. Attend and chair quarterly meetings.	Deliver 2 x user group meetings for each centre.	Playing a key part in NWL Sport will help place our centres in a great position to accommodate local sporting club's needs. The group also allows discussion and formulation of ideas and plans to help reduce barriers to sport and increase activity levels with a collaborative approach.	A, B, C, D, E S1, S2, S3, S4, S5 Best Start in Life Staying Healthy and Well Living and Ageing Well 
parkrun	July 2022	Whitwick & Coalville Leisure Centre	Partners All schools in district School Sports Partnership / School Games Officer	EA & NWLDC Health and Wellbeing Team will explore if the WCLC site is suitable for a junior parkrun.		Identify suitability of the area outside Whitwick and Coalville Leisure Centre to host a junior parkrun.	A, B, C, D, E S1, S2, S3, S4, S5 Staying Healthy and Well Best Start in Life

			NWLDC NWL residents			If suitable planning will commence for WCLC to host junior parkrun.	
Community/ Themed Walks	March 2022	Whitwick & Coalville Leisure Centre	Partners All schools in district School Sports Partnership / School Games Officer NWLDC NWL residents	EA to support NWLDC with community and themed walks within the district. Promoting the walks as well as helping facilitate them at EA sites (WCLC).	Assist and partner 2x walking events	Use these walks to engage CYP families and NWL residents into activity participation in a friendly, communal non-competitive manor.	A, B, C, D, E S1, S2, S3, S4, S5 Staying Healthy and Well 

NORTH WEST LEICESTERSHIRE DISTRICT COUNCIL

COMMUNITY SCRUTINY COMMITTEE – WEDNESDAY, 21
SEPTEMBER 2022

Title of Report	THE EFFECTIVENESS OF PLANNING ENFORCEMENT	
Presented by	Chris Elston Head of Planning and Infrastructure	
Background Papers	None	Public Report: Yes
Financial Implications	The desire to create a Team Leader post, upgraded from the current Senior Planning Enforcement Officer post, will be dealt with through the 2023-2024 budget round.	
	Signed off by the Section 151 Officer: Yes/No	
Legal Implications	Decisions regarding the nature, size and structure of the establishment are made by the Chief Executive as Head of Paid Service in accordance with S4 Local Government and Housing Act and the Council's Constitution.	
	Signed off by the Monitoring Officer: Yes	
Staffing and Corporate Implications	It is intended to create a new Planning Enforcement Team Leader post from a vacant Senior Officer post.	
	Signed off by the Head of Paid Service: Yes	
Reason Agenda Item Submitted to Scrutiny Committee	This report was requested by the Community Scrutiny Committee as there are outstanding enforcement issues dating back to December 2017 still unresolved and to ensure the Council has a Planning Enforcement Team that is fit for purpose.	
Recommendations	THAT SCUTINY: <ol style="list-style-type: none"> 1. CONSIDER AND COMMENT ON THIS REPORT ON THE EFFECTIVENESS OF PLANNING ENFORCEMENT IN NORTH WEST LEICESTERSHIRE 2. NOTE THE INTENTION TO ENGAGE THE PLANNING ADVISORY SERVICE TO REVIEW THE PLANNING ENFORCEMENT TEAM 3. NOTE THE INTENTION TO BRING A REPORT BACK TO SCRUTINY IN AUTUMN 2023 TO UPDATE ON PROGRESS 	

1.0 BACKGROUND

- 1.1 The Planning Enforcement Team returned to the Planning and Development Team in late 2021, and if fully staffed would have comprised two senior officers and two officers. However, at that time the team were carrying a vacant senior post.

An initial review of the team on its return to the Planning and Development team identified the following issues:

- A lack of capacity and experience in the team in relation to more complex enforcement cases
 - Reliance on agency enforcement officers to cover the more complex work
 - A senior post being vacant
 - More direction needed in terms of workload and how the team prioritised cases
- 1.2 The recruitment market for planning officers, including enforcement officers is very challenging at the moment. The structure of the team will be reviewed to create a more senior team leader post which it is hoped will be more attractive to the market and which will, once filled, be able to provide guidance to the team.
- 1.3 The development of existing staff continues to be supported to enable staff to achieve relevant qualifications and interim support from experienced agency staff ensures that the team are supported in dealing with complex cases.
- 1.4 The team are currently supported by three experienced agency staff. A Team leader provides support and mentoring to the permanent staff, a Senior Enforcement Officer deals with the most complex cases and another Senior Enforcement Officer deals with some of the older cases in addition to new ones. The agency workers will remain in place to support the team while the intended recruitment to the Team Leader post takes place.
- 1.5 The creation of the Team Leader post will result in a significant cost saving to the Council as there would no longer be a need to rely on the three agency workers currently supporting the team.

2.0 OUTSTANDING ENFORCEMENT CASES

- 2.1 Concern has been raised by members about the number of outstanding enforcement cases dating back to 2017.
- 2.2 The team currently have 290 open cases and this figure has remained relatively consistent over the last few years. Details of recent performance can be found in the Planning Enforcement Update Q4 2021/22 at Appendix 1.
- 2.3 A small number of those cases do date back to 2017 but only 15 per cent of all outstanding cases were received before 2020. Planning enforcement cases can stay open for significant periods of time and this is mainly due to sites being subject to extant enforcement notices, probate issues and for monitoring purposes once an agreed way forward has been negotiated. If members have concerns about any specific older cases, these can be raised with the Planning and Development Manager or the Head of Planning and Infrastructure.

- 2.4 The team continue to review older cases with a view to closing them down when the appropriate investigation is complete and when any necessary action or remedy has been secured.

3.0 MEMBER BRIEFING

- 3.1 A briefing session on Planning Enforcement was held on 1st September. The session was open to all councillors, and attended by ten Members. An introduction to the Team was provided together with a detailed explanation of how they work.

- 3.2 The briefing covered the following:

- Planning enforcement – the Law
- Types of enforcement notices
- National stance on enforcement
- Future national changes to enforcement – the Levelling Up Bill
- The aims of the Planning Enforcement Policy
- Harm scoring and how it works in practice
- Incident reporting
- How should a Councillor report a case.

Details of the presentation to Members can be found at Appendix 2

- 3.3 Members were advised that quarterly reports on the performance of the Planning Enforcement Team were reported to Planning Committee and were well received.
- 3.4 Members were also advised that if they had any concerns about how any case was being handled that they could contact the case officer, Planning and Development Team Manager or Head of Planning and Infrastructure.
- 3.5 At the briefing, Members raised legitimate concerns about a lack of communication on the progress and status of cases. Officers took this concern away with an action and commitment to look at ways at improving how Members are updated on cases in their wards.

4.0 THE FUTURE

- 4.1 It is intended to advertise the Team Leader post in the Autumn and it is hoped an experienced candidate will be appointed. Their role would be to mentor and guide the team, case manage performance and deal with complex cases. They will report to the Planning and Development Team Manager.
- 4.2 In early 2023, the Planning Advisory Service (PAS) will be engaged to review the team's processes and procedures, how enforcement and compliance issues are dealt with and to consider if the team is sufficiently resourced for the workload it is carrying. This will include a review of the current Planning Enforcement Policy and our current harm scoring system.
- 4.3 The aim of the review is to provide a more efficient service with up to date processes and procedures and staffing at the correct level. It will also help the team plan for the implementation of any changes to planning enforcement resulting from the Levelling Up Bill or any alternative bill that the newly appointed Prime Minister may bring in.

- 4.4 The comments of the Community Scrutiny Committee will be fed into the Planning Enforcement review and members will also be engaged at that time.
- 4.5 Officers will report back to Community Scrutiny in Autumn 2023 with an update on the outcome of the review and progress on the effectiveness of the Planning Enforcement Team.

Policies and other considerations, as appropriate	
Council Priorities:	<ul style="list-style-type: none"> - Supporting Coalville to be a more vibrant, family-friendly town - Support for businesses and helping people into local jobs - Developing a clean and green district - Local people live in high quality, affordable homes - Our communities are safe, healthy and connected
Policy Considerations:	<ul style="list-style-type: none"> • The Council adopted a Planning Enforcement Policy (PEP) document back in 2019 and it is intended to review the policy in order to simplify harm scoring on cases and improve efficiency.
Safeguarding:	None identified
Equalities/Diversity:	None identified
Customer Impact:	The proposed changes identified in the report, particularly around staffing and communication will improve the service we provide to customers.
Economic and Social Impact:	None identified
Environment and Climate Change:	None identified
Consultation/Community Engagement:	Not required
Risks:	Failure to recruit to a Team Leader post will result in continued use of agency staff and increased costs to the service
Officer Contact	Chris Elston Head of Planning and Infrastructure chris.elston@nwleicestershire.gov.uk

APPENDIX 1

NORTH WEST LEICESTERSHIRE DISTRICT COUNCIL

PLANNING COMMITTEE – TUESDAY, 5 JULY 2022



Title of Report	PLANNING ENFORCEMENT UPDATE Q4 2021/22	
Presented by	Dylan Jones Planning and Development Team Manager	
Background Papers	None	Public Report: Yes
Financial Implications	None	
Staffing and Corporate Implications	None	
	Signed off by the Director: Yes	
Legal Implications	None apparent from this report. Legal advice is provided on enforcement matters on a case-by-case basis.	
	Signed off by the Monitoring Officer: Yes	
Purpose of Report	To provide an update to Members on the work of the planning enforcement team. To provide an overview of the compliance and monitoring cases within the planning enforcement service.	
Recommendations	PLANNING COMMITTEE NOTE THE INFORMATION CONTAINED WITHIN THE REPORT.	

1 BACKGROUND

- 1.1 This report is to update Planning Committee members on the performance of the Planning Enforcement Team during Quarter 4 of the 2021/22 financial year. It also provides an opportunity to review the workload and the performance of the team in meeting its targets for investigating complaints against that which is specified in the Council's Enforcement Policy in the 2021/22 financial year and how that compares with how the team performed in the previous financial year to identify any trends.

2 Harm Scoring of Cases

- 2.1 Harm scoring is a process that the team uses to prioritise its workload. Below is Table 1 showing the results of the harm scoring process with the different priority levels given

to the cases listed along the left hand side of the table. Following an initial site visit, each case is given a harm score which determines the priority that should be given to the case, and this defines the timescale and process that the team will follow to investigate and resolve the matter.

- 2.2 To aid with clarity on this process, a copy of the harm scoring sheet is appended at the end of the report as appendix 1.
- 2.3 To clarify, the first heading under the urgent case/not required category is where a harm scoring exercise is not carried out as it's not necessary. This will be due to either the case falling into the high priority category where we investigate immediately, or no breach is found on site and there isn't a case to investigate.

Table 1 – Harm Scoring

	2020/2021						2021/2022				
	Q1	Q2	Q3	Q4	Total		Q1	Q2	Q3	Q4	Total
Urgent Case/Not Required	4	70	28	36	138		37	12	43	59	151
High Priority cases (score over 5)	16	39	49	23	107		36	34	17	8	95
Standard Priority case (score under 5)	30	13	16	6	65		28	10	27	12	77
No update (awaiting harm score)	n/a	2	3	28	33		3	11	24	19	57
Pending consideration (visit arranged but not completed or awaiting visit to be made)	n/a	17	17	20	54		13	18	31	14	76
Annual Total					397						456

- 2.4 Table 1 shows that the workload of the team has increased since the 2020/21 financial year and this is potentially because of the lifting of the Coronavirus restrictions and lockdowns which formed the majority of 2020 and into 2021.
- 2.5 The table shows that the cases that don't need to be harm scored due to their urgency are similar between the financial years although there are less high priority cases coming forwards in the 2021/22 financial year compared to the previous year. However, the team has received an increase in the standard priority cases in the last financial year to deal with compared to that in the previous period.

- 2.6 It should also be noted that the Enforcement Team experienced more delays with being able to arrange a site visit to the sites that they are investigating in the last financial year which has caused a delay in them being able to progress those cases. This has been due to an increased number of landowners not responding to the team's requests to access their land and this has resulted in the need for further contact with the landowners which has caused additional work for the team and increased delays.

3 PLANNING ENFORCEMENT CASE STATISTICS

Table 2 – Number of New Cases Opened

2020/21				
Months/Year	No. of new cases opened	No. of cases older than 6 months	No. of cases older than 1 year	Total no. of live cases within each quarter
Q1	111	91	56	258
Q2	141	75	78	294
Q3	113	44	88	245
Q4	113	35	95	243
Total in year	478	245	317	N/A
2021/2022				
Months/Year	No. of new cases opened	No. of cases older than 6 months	No. of cases older than 1 year	Total no. of live cases within each quarter
Q1	117	67	105	289
Q2	85	54	100	239
Q3	142	60	120	322
Q4	112	46	120	278
Total in year	456	227	445	N/A

- 3.1 Table 2 above shows the number of new cases opened by the team and the number of those that have been with the team for over six months and over a year. The table also shows in the last column a running total between the quarters of the live cases that the team has. Members are advised that that some cases which have been with the team for 6 months and over and up to a year are held in abeyance due to the necessity for scheduled monitoring, the submission of retrospective planning applications, appeals or the case may be in the initial stages of formal action being taken by the service of an enforcement notice. Whilst some cases may have been with

the team for a relatively longer period, this doesn't mean that the case is inactive, and the team aren't progressing with it.

3.2 The last column shows that the number of live cases that are with the team at any one time has remained similar between both financial years and averages around the 270 mark per quarter of the year. There are currently five officers within the team with two of these being temporary agency workers who work on a part time basis dealing with the more complex cases and three full time permanent staff picking up all the other cases. As the team has approximately 270 live cases at any time, this gives each case officer an average of approximately 54 live cases to deal with at any one time. It must however be noted that in reality, the three permanent staff members will carry more workload than this as they deal with more less complex cases than the agency workers who carry less cases but these are more complex cases.

3.3 The types of breaches investigated during Quarters 1, 2, 3 & 4 are summarised in Table 3 below.

Table 3 – Types of Breaches Investigated

2020/21					2021/22				
Type of breach	Q1	Q2	Q3	Q4		Q1	Q2	Q3	Q4
Breach of planning condition	6	3	15	12		17	6	23	17
Unauthorised works in conservation area	3	4	3	5		10	2	4	5
High hedges	0	0	0	0		2	2	0	0
Unauthorised works on a listed building	0	2	5	2		4	2	6	4
Not in accordance with approved plans	20	25	17	21		15	8	23	15
Unauthorised works on a protected tree	4	2	1	1		2	3	3	4
Unauthorised development – Domestic	30	41	38	25		37	27	30	24
Unauthorised development – Non domestic	13	11	7	12		7	10	23	20
Untidy land	9	0	1	1		0	0	0	2
Unauthorised advertisement	0	0	1	10		1	0	3	2
Material change of use	13	27	21	14		16	17	5	10
Advice	2	1	2	8		3	6	18	9

Breach of Section 106	0	1	0	0		0	1	4	0
Development Monitoring	11	14	1	2		3	1	0	0
Totals	111	141	112	113		117	85	142	112

3.4 This table shows the different types of cases that the team deal with. The statistics show that the highest number of cases dealt with relate to investigating unauthorised works at private dwellings where extensions may have been built to properties without obtaining the relevant planning permission or establishing if permission was required in the first place. They also deal with several cases relating to developers' buildings schemes not being in accordance with the approved plans and also cases where changes of use have happened without permission. The total number of cases received are similar in total between both financial years.

3.5 It should be noted that since Planning Enforcement returned to the Development Management Team, High Hedges and untidy land complaints have remained with the Environmental Protection Team to deal with.

3.6 **Prosecutions** - There have been no prosecutions during quarter 4, and there have been no prosecutions in the last financial year. However, there has been court action to gain injunctions and these sites are subject to continued monitoring and the injunctions have been adhered to with no requirement for committal proceedings. There are also extant Enforcement Notices in place where the period for compliance is coming to an end and the site will be monitored further and may result in legal action in the future.

3.7 It must be emphasised that as the service of an enforcement notice and prosecution for non-compliance with its requirements is a last resort where all other forms of negotiation to resolve the issue has failed. A low number of prosecutions annually is what would be expected in the team and is not indicative of the team not performing as it should do.

3.8 **Appeals** - During the period January 2022 to March 2022, there has been no new enforcement appeals lodged with the Planning Inspectorate.

4 Key Cases

4.1 Table 4 shows the cases that are complex cases that require more focus and time by the case officer. They may be at appeal stage, notice stage or of public interest.

Table 4 – Key Cases

SITE	DESCRIPTION
Whitegate Stables, Coleorton Lane, Packington	The site has an injunction order in place and an Enforcement Notice. The site has been given temporary approval for water and electricity supplies. Appeal has been lodged against the planning application refusal and the Enforcement Notice.

Aylesbury Gardens, Newton Road, Swebstone	Planning application due to be determined, but there is a Judicial Review relating to the users of the site.
Whitney Park, Shortheath Road, Moira	This is a gypsy/traveller site and feedback from the Lead Local Flood Authority on the acceptability of the site for the use is awaited before considering the next steps. Also awaited are details of who live on the site. The submitted planning application has been amended to propose that the site can be used for non-travellers and this is still being considered.
Ashby Woulds Residential Park, Spring Cottage Road, Overseal	Permission for the site has been granted via an appeal decision by the Planning Inspectorate. Therefore, there will not be any further action carried out at this site.
AJS Welding, Rempstone Road, Coleorton	Planning application approved, and the enforcement case is now closed and no further action is possible.
Brooks Lane, Whitwick	No travellers on site. Injunction being adhered to, and the site is continuing to be monitored.
Netherfield Lane, Hemington	Injunction being adhered to and continuing to monitor the site past the final compliance date.

5 Member Queries Relating to Enforcement Matters

5.1 Table 5 shows the number of member enquiries received in each quarter.

Table 5 – Member Queries

2020/2021							2021/22				
	Q1	Q2	Q3	Q4	Total		Q1	Q2	Q3	Q4	Total
Member Enquiries	15	9	17	24	65		23	11	18	7	59
Responded to within 10 day timescale	15	9	17	24	65		23	11	18	7	59

5.2 The table shows that the number of enquiries from the Council's locally elected members on enforcement matters has remained at a similar level between both financial years.

5.3 When the enquiries are submitted through the Feedback process officers have 10 days to respond back to the query made by the Member and the statistics show that all were responded to within the 10 day period. It must however be emphasised that the 10 day timescale relates to responding back to the initial query and is not intended to show that all cases which progress through to detailed investigations were resolved in this period.

6 Investigation of cases in line with the requirements of the Planning Enforcement Policy

6.1 Table 6 shows how the team performed in investigating their cases as per the timeframes as set in the planning enforcement policy.

Table 6 – Performance in line with the requirements of the Planning Enforcement Policy

2020/21					
	Q1	Q2	Q3	Q4	Total
Acknowledged in writing within 3 working days	72	92	111	103	378
Full assessment of operational development site visit completed within 5 working days	11	54	61	39	165
Full assessment of alleged material change of use within 5 working days of final site visit	6	8	31	2	47
2021/22					
	Q1	Q2	Q3	Q4	Total
Acknowledged in writing within 3 working days	111	77	102	91	381
Initial site visit carried out within 21 working days of receipt of the initial complaint	105	55	56	79	295

Please note that the changes in the table were made in 2021/22 to coincide with an agreed change in the Planning Enforcement Policy which gave the team a more realistic timescale of 21 days to be able to visit sites.

The table shows that the team have been consistent in acknowledging cases in writing between the two financial years and that the number of cases acknowledged within the 21 day period remains relatively similar between the months, except for quarter 1 which was higher and took account of the fact that the team received more cases to visit due to the end of the last Coronavirus lockdown.

The table shows that 295 site visits were carried out to assess the complaints received by the team and this shows an increase over that done in the previous financial year. Again, this reflects the lockdowns that were in place for most of the 2020/21 financial year and the increase in development that followed as the restrictions eased and the economy reopened in the 2021/22 financial year.

APPENDIX 1

Date:

Officer:

Case Reference:

North West Leicestershire District Council - HARM Prioritisation Assessment Form

To be completed by the officer who has seen the development

Note: this form is only to be used when a breach has been identified

- All retrospective refusals of planning permissions and complaints received regarding illegal works to listed buildings, illegal advertisements, hedge removal and trees covered by a tree preservation order/conservation area will automatically receive a full investigation.
- Each new complaint will be allocated scores as set out to assess its harm. The total will provide its harm score from which its priority will be based.
- Where there is no breach of planning control found, the file will be closed accordingly.

Points allocation		Score
Is the breach:	worsening (1) Stable (0)	
Highway safety issue: New unauthorised driveway/fence/gateway leading onto highway or anything that may restrict visibility	Yes (1) No (0)	
Other safety issues: Danger to pedestrian traffic, unsafe practices, certain businesses operating from home ie food	Yes (1) No (0)	
Causing a (potential) statutory nuisance: Smoke, dust, noise etc	Yes (1) No (0)	
Complainant:	Immediate neighbour/staff (2) Member/Parish Council (2) Other (1)	
Age of breach:	Within 3 months of immunity (3) Less than 1 month old (2) More than 1 month old (1)	
Is the harm: Local would be harm to the immediate vicinity ie next door neighbours affected. Widespread would be immediate vicinity and surrounding area	Widespread (2) Local (1) None (0)	
Irreversible harm: Eg removal of trees or demolition of listed building with no option to retrieve materials ie gone to land fill	Yes (1) No (0)	
Breach of planning condition: This should relate to a breach of a condition on an existing PP or a breach of a condition forming part of the GPDO	Yes (1) No (0)	
Conservation area	Yes (1) No (0)	
Affecting the setting of a listed building	Yes (1) No (0)	
Special exercise This is where the breach is likely to score under 5 but the Council believe that the development is so harmful that it requires further investigation (If yes provide more details)	Yes (1) No (0)	
Sensitive site (if yes provide more details) Politically sensitive, contentious site. This is a discretionary score to utilise if needed.	Yes (1) No (0)	
Undesirable precedent We don't want more of these in the area or others copying i.e. extended gardens into fields behind, car sales from home etc If yes provide more detail	Yes (1) No (0)	
Total Points (HARM score)	135	

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- Only complaints which score 5 or above will be investigated further. Those with a lesser score will be informed of the breach/likely breach and invited to remedy/regularise it. In both cases the complainant will be notified of our actions.

Planning Enforcement





Planning Enforcement

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- Statutory role defined in Section 171A the Town and Country Planning Act 1990 (as amended).
- Often referred to as the most difficult and litigious element of the planning regime.
- The Council does not have to take formal enforcement action which is DISCRETIONARY (For good reason too).
- We often work with other departments to utilise sometimes better legislation to find more agreeable solutions.



Planning Enforcement - *The Law*

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- Breach of Planning Control is defined as:
 - Carrying out of development without the required planning permission.
 - Failing to comply with any condition or limitation subject to which planning permission has been granted.
 - Failing to comply with GPDO.

Planning Enforcement - *The Law*

Powers under the Planning (Listed Buildings and Conservation Areas) Act 1990 to issue enforcement notices where:

- Any works have been or are being carried out to a listed building.
- Demolition to an unlisted building in a conservation area.
- Harm, damage to a scheduled ancient monument.

Planning Enforcement - *The Law*

- Powers to prosecute where advertisements have not been erected in compliance with the Town and Country Planning (Control of Advertisements) regulations 2007.
- Specific powers to deal with:
 - Illegal hoardings.
 - Fly-posting and Graffiti (dealt with by Environmental Protection Dept).
 - Unauthorised advertisements along the highway (dealt with by Highways Authority).



Enforcement Notices

Types of Enforcement Notices

- **Planning Contravention Notice**
 - Issued where it appears there has been a breach of planning control & the Council want information on the land and its ownership.
- **Breach of Condition Notice**
 - Failure to comply with the requirement of a planning condition.
- **Enforcement Notice**
 - Issued by the Council requiring a use to cease including buildings, structures or the COU of land (but caution is required).
- **Untidy Land Notice**
 - Can issued on where the land is untidy and specifying what needs to be done to improve amenity. (*Also use Crime and Policing Act 2014 & Environmental Health Legislation*).

Types of Enforcement Notices

- **Temporary Stop Notice**
 - Can be issued before an enforcement notice to require works to cease immediately
- **Stop Notice**
 - Where the Council decides that activity on a site should cease and served with an enforcement notice
- **Discontinuance Notice**
 - For the removal of an advertisement.
 - For when development has stalled.

LPA must be cautious !

There are other tools in the enforcement toolbox including Planning Injunctions



National Stance on Enforcement

- National guidance requires Councils to negotiate where unauthorised developments have occurred to find a solution
- Issuing of any types of notices is a last resort where all negotiations has failed!

Future changes to Enforcement





Future national changes to Enforcement

- *The following are suggested in the Levelling-up and Regeneration Bill:*



- Stronger enforcement powers which include:
 - Immunity against action changed from 4 years to 10 years for all cases
 - New Enforcement warning notice
 - Penalties increased for non-compliance
 - SOS given powers to dismiss enforcement appeals if applicants are deliberately delaying the process

The above may change or be replaced by new measures depending on the viewpoint of the new prime minister on Planning and Planning Enforcement!

Meet the Team!





Meet the Team!

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- **Donna Woods - Senior Planning Enforcement Officer**
- One of two Senior *established* Enforcement Officers.
- Worked in the role since September 2019
- Currently completing the Certificate in Planning Enforcement course
- 105 enforcement cases
- Investigates, negotiates and decides (along with the other team members) the most appropriate action to be taken.
- Reviews the team statistics on an ongoing basis.
- Helps to prepare quarterly enforcement report for Planning Committee.



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Meet the Team!

- **Anne-Marie Stokes - Planning Enforcement Officer**
- One of two *established* Enforcement Officers.
- Worked in the role since September 2019.
- Recently commenced the Certificate in Planning Enforcement.
- 71 cases.



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Meet the Team!

- **Darren Arnold - Planning Enforcement Officer**
- One of the two *established* Enforcement Officers.
- Worked in the role since May 2018.
- Recently commenced the Certificate in Planning Enforcement course.
- 45 cases.

Temporary Support

- Whole team came back into Planning in 2021 from Environmental Protection.
- The established officers are temporarily supported by 3 experienced Consultant Enforcement Officers (Collectively providing 37 hours of support) these include:

- **Jim Wilmot –Enforcement Team Leader**
 - Support and mentoring for established officers.
- **Richard Scott –Senior Enforcement Officer**
 - Provides guidance for established officers.
 - 41 long standing complex cases.
- **Jonathan Gaynor - Senior Enforcement Officer**
 - 24 mixture of complex cases and more recent allegations.

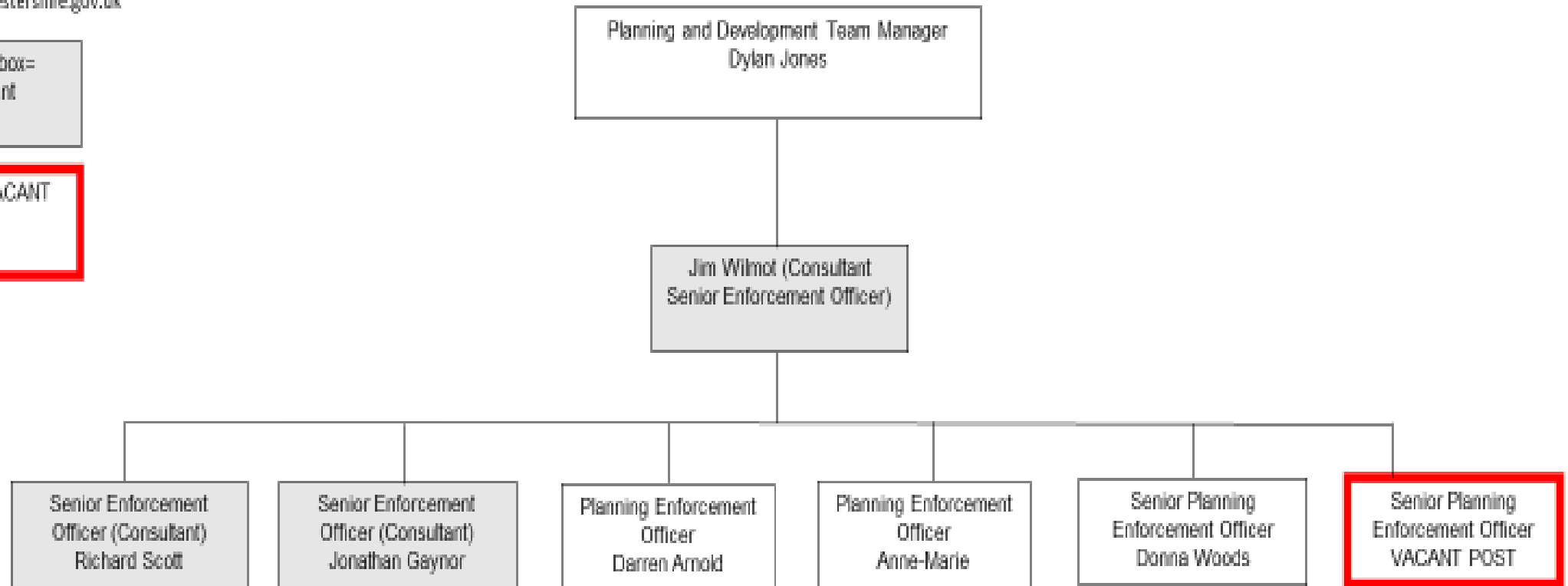
Enforcement Team Structure

All telephone numbers are 01530 454
followed by the three digit telephone
numbers given below. All email
addresses are first name dot
surname@nwleicestershire.gov.uk

PLANNING ENFORCEMENT TEAM JUNE 2022

Grey filled box=
Consultant

Red box= VACANT
POST





The future
for the
Team



The future for the team

- Wish to replace the vacant Senior Enforcement Officer with a Team Leader role
- This role will then:
 - Provide mentoring and guidance.
 - Officer case management and performance.
 - Negotiate and guidance on more complex cases.
- Review staffing needs.
- Planning Advisory Service reviewing processes and procedures:
 - Improve efficiency.
 - Staffing.



The future

- Two officers are currently working towards the coveted Ivy Legal Certificate in Planning Enforcement.
- Donna Woods has just successfully completed the course!
- The aim being to increase planning enforcement knowledge and procedures.

How does
the team
work?



The NPPF dictates

- The LPA should adopt a Local Enforcement Plan.
- NWLDC adopted our Planning Enforcement Policy in 2019.

The Rules

- The Council adopted a Planning Enforcement Policy (PEP) document back in 2019
- Its purpose was to:
 - Provide a clear understanding of the planning process; and
 - The policy and guidance that underpins it
- The document identifies what constitutes unauthorised development
- Introduced harm scoring as a way to prioritise how the team deals with cases
- ***This document is now due to be reviewed and will be done so over the next few months***

The aims of the Planning Enforcement Policy

- Initially consider all complaints in respect of enforcement matters (LPA & CPA)
- Investigate and seek to resolve breaches of planning control caused by unauthorised developments.
- Keep customers/complainants / members informed of case progress.
- Take the required action that is proportionate to the breach (remedial/enforcement action).
- Negotiate deadlines to achieve compliance
- Every case is judged on its own merits

The aims of the Planning Enforcement Policy

- Only invite a retrospective application to regularise where there is a reasonable prospect that permission would be granted.
- Facilitate development that conforms to local and national planning policy.
- Co-operate with other regulating authorities and agencies to resolve breaches of planning control.
- We would not normally investigate anonymous, vexatious and repetitive customer complaints unless they relate to potential criminal acts or potential harm, i.e. works to a listed building

How does the process work?

- Complaint received of an alleged breach of planning control.
- Initial investigations
- Apply the current harm scoring system

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• Harm scoring – How does it work?

- Cases will be investigated and scored on the following criteria:
 - Age.
 - Worsening or stable?
 - Safety or statutory nuisance concerns.
 - Who is the complainant (weighted by local member).
 - Breach of planning condition?
 - Listed Building, TPO, Conservation Area.
- Can score between 1 to 18 points.
- Anything scoring over 5 will be investigated.

Harm Scoring



Harm scoring - How does it work?

- The following will be automatically investigated:
 - Illegal works to Listed Buildings.
 - Hedge removal (historical value).
 - Works to trees covered by TPO's.
 - Demolition in a Conservation Area.



Future changes

- Review our current harm scoring system due to complexity.
- Councils have simpler systems .
- Moving forwards the team will look at a simpler Harm Scoring system using a new Traffic Light scoring system

How should
a Councillor
report a
case?



INCIDENT REPORTING

How should a Councillor report a case?

- All cases should be reported using the Member Enquiry form, found on the Members page on Sharepoint .
- Passed directly to the enforcement team who will within 10 days
 - Acknowledge receipt.
 - Advise of the Case Officer
- The case will be investigated and Councillor informed of progress and outcome.



The End

Any questions on the
content of the
presentation?

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