

Report to:	TOURISM, ECONOMY AND COMMUNITIES SCRUTINY COMMITTEE
Relevant Officer:	Lisa Arnold, Head of Parks, Leisure and Catering Services
Date of Meeting	6 October 2021

LEISURE SERVICES PERFORMANCE REPORT

1.0 Purpose of the report:

1.1 To review the performance of Leisure Services with an emphasis on service delivery across leisure facilities and community delivery, performance in key areas and the impact of the COVID-19 pandemic on the service. The report provides an update on performance following on from the previous report presented in September 2020.

2.0 Recommendation:

2.1 To scrutinise the performance of the service and identify any matters for further scrutiny.

3.0 Reasons for recommendation:

3.1 To ensure effective scrutiny of Leisure Services.

3.2a Is the recommendation contrary to a plan or strategy adopted or approved by the Council? No

3.2b Is the recommendation in accordance with the Council’s approved budget? Yes

3.3 Other alternative options to be considered:

Request Internal Audit to programme in to the annual work plan.
Refer to external audit.

4.0 Council Priority:

- 4.1 The relevant Council priority is
- The economy: Maximising growth and opportunity across Blackpool
 - Communities: Creating stronger communities and increasing resilience

5.0 Report Information

5.1 Scope of the Report

5.1.1 The report provides an update on the performance of Leisure services under the following headings:

- Overview of Service
- Budget Information
- Service Performance and Engagement
- Challenges and Future Priorities

5.1.2 The key statistical data does not cover a full 12 month period, due to the significant closure periods experienced over the previous 12 months as a result of COVID-19.

5.2 Overview of Service

5.2.2 The overall aim of Leisure Services is to increase physical activity levels amongst the local population. Leisure Services deliver a broad range of activities and programmes from within the three main leisure facilities and in community settings to support local residents to lead an active and healthy lifestyle. The service has two sections – the Leisure Facilities Team and the Active Lives Development Team. The scope of this report includes all programmes, activities and projects within Leisure, delivered by these two teams.

5.2.3 A background paper providing a detailed overview of the scope of leisure services and more information about each of its programmes can be found at appendix 8(a).

5.2.4 Leisure Services provide a range of activities and programmes to meet the growing demand of supporting people to lead an active and healthy lifestyle. The range of services include targeted programmes that are free at the point of delivery along with a broad range of universal activities, which are available at a subsidised rate. The leisure facilities offer a range of concessionary pricing options for targeted groups along with 'pay as you go', direct debit and annual membership options for those accessing the facilities on a regular basis.

5.3 Budget Information

5.3.1 Leisure Services has an annual income target of £3.36million. Current full year projections at period five estimate a loss in income of £850,000 as a direct result of COVID-19. However, service savings of £250,000 along with an anticipated Sales, Fees and Charges compensation claim of £250,000 will reduce the overall anticipated deficit by year-end to £350,000.

5.3.2 Over the previous 12 months Leisure Services have secured an additional £571,000 in external funding to deliver outreach and community programmes as well as supporting the COVID-19 response effort. This is a mixture of revenue and capital funding.

5.4 Service Performance

- 5.4.1 Between August 2020 and August 2021, the leisure facilities were closed for four and a half months as a result of the COVID-19 restrictions and when open, operating under strict COVID restrictions impacting on the range of activities and services that could operate.
- 5.4.2 Furthermore, Palatine Leisure Centre underwent a substantial refurbishment to the ground floor and has remained closed to the public from March 2020 until April 2021. The slow easing of restrictions between March 2021 and August 2021 has meant that some activities have seen a faster recovery than other areas.
- 5.4.3 A Performance dashboard can be found in Appendix 8(b) giving a more detailed overview of patronage and memberships figures in key areas along with customer feedback statistics for the period April – August 2021 compared to April – August 2019.
- 5.4.4 The leisure services' covid policies have been audited internally, and found to be to a high standard. Furthermore, the centres have been recognised in a recent assessment from industry body 'Quest', who recognised the operations to be at a standard of 'Very Good'. Particular reference was made to the strong Covid procedures and adherence to these by the staff. The assessment included a mystery shop and site audit which looked at the following areas: Compliance, Cleanliness and Hygiene, Operational Management, Managing the Team, Customer Journey, Programming and Community Engagement.

5.5 Health and Fitness

- 5.5.1 For the period April – August 2021 the gyms and exercise classes combined had over 62,000 visits across the three sites, which is 60% of the 2019 figures for the same period.
- 5.5.2 Gym Patronage year to date is at 74% of the 2019 patronage figures. Moving Communities (a Sport England funded benchmarking platform) shows that recovery for gyms nationally is at an average of 73% as of August 2021. Whilst on average the Gyms are above this figure, the split between sites for the gym patronage year to date is at 107% of 2019 levels at Blackpool Sports Centre, Palatine Leisure Centre is at 54% and Moor Park Health and Leisure Centre is at 62%.
- 5.5.3 The higher than average 'bounce-back' at Blackpool Sports Centre can be attributed to the engagement of customers on the EGYM equipment at Blackpool Sports Centre which was introduced in September 2019. If EGYM users are excluded, Blackpools' gym patronage would be at 68% of 2019 levels year to date.
- 5.5.4 The impact of Palatine Leisure Centre being closed due to a mixture of COVID and refurbishment work for over 12 months has resulted in a significant number of users leaving the facility.

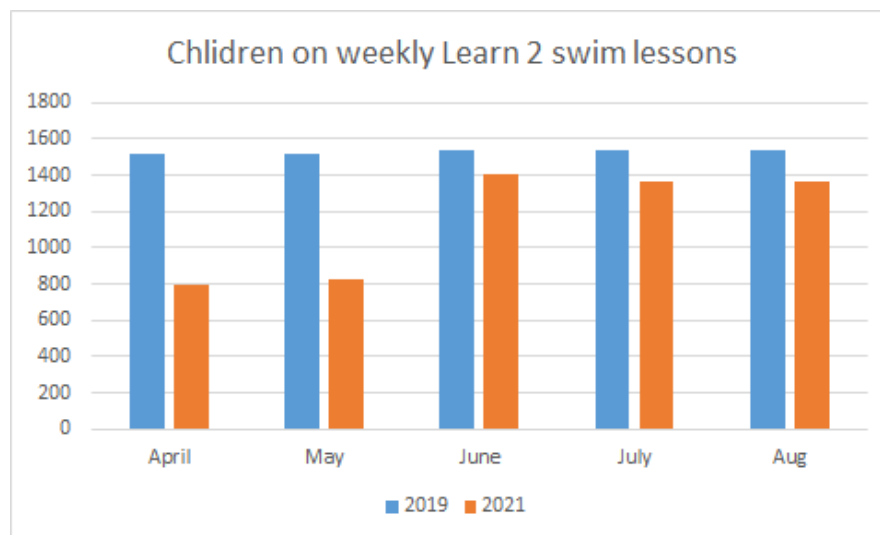
- 5.5.5 The local restrictions being retained within council facilities beyond the lifting of national restrictions, has negatively impacted on the facilities ability to fully meet customer demands and achieve the growth that other providers have achieved throughout July and August.
- 5.5.6 Exercise Classes remain a challenge for the Leisure Centres with class patronage in August at 57% of 2019 levels. Moving Communities benchmarking shows that the bounce-back for group exercise is currently at 62% nationally as of August 2021. The social distancing requirements for exercise classes within the centres significantly impacted on the class experience and number of spaces available across sites. These restrictions were removed within the centres at the beginning of September 2021 and this change is expected to result in an improvement in exercise class patronage in the coming months.
- 5.5.7 A review of the exercise class programme across the centres took place in 2020, with the intention of launching these classes in October 2020. However due to Covid restrictions the launch was delayed until September 2021.
- 5.6 Feel Good Factory
- 5.6.1 Leisure Services have two Feel Good Factory facilities – one at Palatine Leisure Centre and the other at Moor Park Health and Leisure Centre. The facilities are aimed at the older generation and adults who are inactive. The facilities offer a range of toning equipment that are easy to use and low impact in a friendly and social setting, providing a workout environment that is relaxing and informal.
- 5.6.2 Due to the nature of the customers who use the facilities, the return of customers following the facility closures has been slow with patronage in August 2021 at 41% of pre-covid levels. Despite overall attendances being low, the number of Feel Good Factory memberships is at 72% of pre-covid levels, demonstrating that customers may be accessing it less, but are still committed to using the facility.
- 5.7 Swimming
- 5.7.1 Swimming patronage at both sites in August 2021 was at 85% of August 2019. Moving Communities benchmarking shows swimming nationally to be at 78% of 2019 levels as of August 2021. The impressive recovery of swimming in Blackpool can be partly attributed to there being limited local provision elsewhere. Furthermore, the service worked hard to develop videos and processes to reassure customers that the return to their local swimming pool would be safe and enjoyable.
- 5.7.2 Palatine Leisure Centre also benefitted from a refurbishment to the swimming pool tiling, pool changing areas, dryside changing rooms and reception areas which has improved the customer experience, particularly for swimming. It is anticipated these improvements will

also positively impact on the patronage over the coming months.

5.8 Learn to Swim

5.8.1 In 2019/20 (pre-covid) the Learn to Swim programme was delivered alongside public swimming. With support from Swim England and with restrictions in place due to the pandemic there was an opportunity to review the existing pool use and timetable. This was a welcome opportunity for Active Blackpool to deliver exclusive Learn 2 Swim lessons, the feedback from parents was positive and these changes provided a more conducive learning environment for both the teachers and children. The return to the pool was seamless and this format is still in place.

5.8.2 As demonstrated by the graph below, the bounce-back for learn to swim has been impressive with the service back at 88% of pre-pandemic levels as of August 2021.



5.8.3 The launch of the Blackpool Swim Academy in January 2021 in partnership with Swim England has helped develop the swimming teacher workforce, which has previously been in short supply. To date the Council has trained 12 individuals as part of this programme, with an opportunity for permanent employment within the service once they have gained their qualifications. The service will continue to work with other local organisations (Better Start, Head Start) to recruit and upskill.

5.9 School Swimming

5.9.1 Active Blackpools' School Swimming Service were proud to be the first local authority in England to get school children back into the pool when restrictions lifted in March 2021. Despite Palatine Leisure Centre being closed for development, some schools South of the town arranged transport to attend school swimming at Moor Park Health and Leisure Centre as they recognised the importance of teaching children to swim.

5.9.2 Active Blackpools' School Swimming Service currently engages with 30 primary schools in Blackpool. The impact of the pandemic is evident on the children who are attending school swimming for the first time. Whilst some schools have continued to bring the same children as pre-covid, other schools have bought new year groups. Leisure Services have seen a significant increase in non-swimmers with the number of non-swimmers increasing by 24% from 60% in 2019 to 84% in 2021 demonstrating that the impact of covid on swimming abilities in children expecting to be significant.

5.9.3 Active Blackpool are keen to improve the swimming ability of Blackpool residents and are working with schools, children's centres, and Better Start to raise awareness of the importance of learning to swim and developing this life skill from an early age. Some schools have acknowledged this by increasing their pool time and establishing after school clubs.

5.10 Outdoor Activities

5.10.1 The Outdoor Activity Service renewed their Adventure Activities Licensing Authority license for another two years until April 2023, enabling them to continue providing a range of watersports activities including kayaking, canoeing and raft building on Stanley Park Lake to children and young people across Blackpool. In addition, the service offers a range of outdoor activity packages, including high ropes activities, team building, den building and ecological activities, rock climbing and bouldering.

5.10.2 Patronage on the high ropes for individual bookings is up by 18% compared to 2019 equating a total of 1156 users between April and August 2021.

5.10.3 The service has engaged with 16 schools participating in outdoor activities with delivery to over 1400 school pupils. The service also provided sessions with the following groups: Headstart; Streetlife; Lancaster Boys and Girls club; Stanley Community Centre Lancaster; the Holiday Activity Fund Programme; and School Standards, Safeguarding and Inclusion programme.

5.10.4 Woodlands School also took part in outdoor sessions between April and July 2021 allowing wheelchair users to access our low ropes provision.

5.11. Customer Engagement

5.11.1 Leisure Services take a proactive approach to engaging with customers and encourage them to provide feedback on their visitor experience to enable the service to make informed decisions on how to improve the service.

5.11.2 Leisure Services uses an internationally recognised system for proactively measuring satisfaction amongst service users. A more detailed overview and performance information taken from the system can be found at Appendix 8(c).

5.11.3 Appendix 8(b) shows that between April and August the leisure centres have improved their NPS scores on 2019 from 51 in 2019 to 57 in 2021. The score of 57 is 16 points higher than the UK average and 19 points higher than UK local authorities and leisure trusts. There have been many positive comments around the covid procedures that have been in place at the Centres and positive comments regarding the staff.

5.12 Exercise Referral

5.12.1 In the last 12 months the Exercise Referral team have introduced covid-rehabilitation to the referral pathway. The referral programme is aimed at individuals who have been impacted by Covid 19 and would benefit from additional support to lead a more active lifestyle.

5.12.2 The Exercise Referral instructors attended the online Future Fit Covid rehabilitation training in April 2021 and developed links with the Long Covid Service running for Blackpool Victoria Hospital. Working alongside the Clinical Specialist Occupational Therapists, a referral pathway has been developed into the Active Blackpool Facilities and Health referral programme. There have been 9 referrals since July 2021.

5.12.3 The service continues to work closely with several specialist health teams including stroke, cardiac, cancer, diabetes, bariatrics and MSK (musculoskeletal) as well as GP surgeries to support patients within these services to lead an active and health lifestyle through a range of activities and programmes.

5.12.4 The programme is open-ended, allowing customers to access the service for life. There is an ongoing cost for customers from the start of the programme, giving them the opportunity to 'pay as you go' or pay for a membership via a monthly direct debit (£20/month).

5.12.5 Between April and August 2019 there were 429 referrals received, which is an average of 85.8 per month. In 2021 between April and August 240 were received which is an average of 48 referrals per month.

5.13 Steps to Health Walking Programme

5.13.1 Between April to August 2019 there were 2,782 attendances compared with 572 in 2020/21. The community health walks were one of the first activities to return post covid due to them taking place outdoors and people feeling safer in an outdoor environment. The service have introduced an additional 3 walks per week from a range of community settings.

5.14 We Are Undefeatable – Sport England Pilot

5.14.1 An Overview of the Sports England Funded programme can be found in Appendix 8(a).

5.14.2 Despite Covid-19 the pilot went ahead, there were some changes made due to Covid-19

restrictions. An online training programme was developed and delivered to 50 Adult Social Care employees, despite the increased pressures within Adult Social Care due to the pandemic.

5.14.3 The pilot evaluation was submitted to Sport England in September 2021. The report demonstrates some key learning that can be carried forward into future work proposed with Adult Social Care focusing on personalised care and the 'Active Ageing' pilot.

5.15 Business Health Matters (BHM)

5.15.1 An Overview of this externally Funded programme can be found in Appendix 8(a).

5.15.2 The BHM launched in September and saw Active Blackpool deliver pilots with 3 local SMEs. To date, four instructors from Active Blackpools' Exercise Referral team have completed training to carry out health checks traditionally provided with GP surgeries as part of the Over 50's health check. Further training is taking place in January 2022.

5.16 Bikeability

5.16.1 The Bikeability programme sees the delivery of a 2-day life skill development programme where children from local primary schools participate in a series of cycling related activities designed to improve their cycling skills and increase their confidence in cycling on roads close to their school and promote active travel.

5.16.2 All schools are given the opportunity to participate in the programme however not all schools take up this opportunity due to factors such as children not having their own bikes and/or helmets. There has been an increase in participation of 64% in 2021 compared to 2019. This is in part due to schools missing out on the programme during lockdown, but also due to the activity being outdoors.

5.16.3 Balance Bikes and Wheels 4 All sessions are also delivered to schools. The Balance Bikes sessions are offered to schools utilising funding from Department for Transport as part of the wider Bikeability Programme.

5.16.4 Wheels 4 All sessions are funded by schools themselves through their PE Premium. One school in particular, Park Community Academy engages in up to 7 sessions each week as they have built the programme into their PE curriculum map as they see the participation in cycling as not only physical education and development, but also the achievement of a life skill. Participation in these sessions has increased from 345 between April and August 2019 to 974 for the same period in 2021 – an increase of 182%.

5.17 Sport4Champions

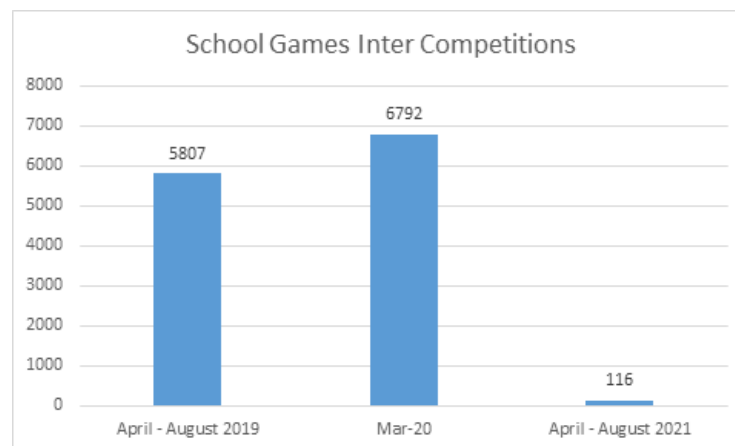
5.17.1 The Sport4Champions programme is offered to 30 educational settings compared to just 14

in 2019 and engaged with 1602 children between April and August 2021. The Council has also seen a greater uptake in the Change 4 Life after school club that is offered to schools as part of the Sport 4 Champions Programme as this supports the schools to offer opportunities for their least active children.

5.18 School Games

5.18.1 The School Games Programme is a national initiative aimed at improving physical activity levels and providing competitive sporting opportunities in educational settings.

5.18.2 When the 2019 summer term for the Blackpool School Games ended no-one could foresee the devastating impact that the Covid pandemic would have on the year ahead and the fact



that we are still having to look at how we engage with schools and their students.

5.18.3

At the first glance of the data shown above, it would be easy to think that the Blackpool School Games simply did not happen in 2021, however this could not be further from reality. With school closures, reduced class sizes, bubbles, amended timetables and isolation periods to deal with, the Active Lives Sports Coaches worked tirelessly to maintain engagement levels through the delivery of a range of Intra School Events delivered on school sites and although the atmosphere from schools coming together was missed, the children still had an opportunity to take part. Active Blackpool also went virtual with its events, which saw challenges being set by the team on screen which were then shared with schools and on social media.

5.18.4

The slight downside to this format was that it was almost impossible to capture engagement levels due to a lack of evidence but from conversations with schools and participants, it was apparent that engagement did take place. In terms of face-to-face delivery for the Blackpool School Games, the last event delivered took place on 11 March 2020 and is yet to return to face-to-face event delivery due to schools expressing a desire not to participate in events.

5.18.5

Active Blackpool have continued to deliver school based support programmes that see delivery taking place both within and outside of the curriculum. Due to schools seeing the importance of maintaining activity levels throughout the pandemic the service has adopted a flexible approach to engagement which has seen additional sessions being delivered to allow for reduced class sizes as well as supporting schools with the re-integration of their students at various stages following on from periods of lockdown.

5.19

5.19.1 FA Girls Football Programme

At the start of the 2020/2021 academic year Active Blackpool became a strategic partner for the FA Girls Football Programme and committed to supporting the national aspiration to ensure every girl has equal access to football in school by 2024. Work has been undertaken with schools to support their involvement in the early stages of the programme as they were given the task of completing registrations, pledges, surveys and training, which formed the initial engagement process ahead of starting their delivery programmes.

5.20

5.20.1 Active Communities Programmes

Active Blackpool continues to develop the community provision and works with several ward councillors to deliver activity programmes to engage young people and promote physical activity.

5.20.2

Active Blackpool continues to develop the community provision. The range of activities delivered as part of the Active Communities Service provides opportunities for children, young people and adults of all abilities in a host of programmes including Man V Fat, Multi-Sports, Street Games, Rounders, Wheels 4 All, Balance Bikes, Cycling, Walking Sports and Tennis. The audiences for these programmes come from local community groups including Warren Manor, Bristol Avenue and Headway along with open access programmes where engagement is encouraged from all community areas.

5.21

5.21.1 Holiday Activities Fund (HAF)

The Holiday Activity Funding saw the delivery of sport and physical activity sessions accompanied by the provision of a packed lunch for those attending with a particular focus in 2021 of engaging children and young people who are in receipt of free school meals.

5.21.2

The activity sessions delivered by Leisure Services were at Kingscote Park, Anchorsholme Park, Solaris Park, Cavendish Road Recreation Park and Highfield Road Park resulted in 226 attendances between April – August 2021.

5.22

5.22.1 SEND Inclusion Camp

In the summer of 2021 Active Blackpool began the delivery of a 3 year Inclusion Programme

funded by Blackpool Council SEND team. The programme offers opportunities for children and young people with mild/moderate additional needs to participate in a range of sports and activities. A 5-week programme was delivered at Blackpool Sports Centre and the programme was a success, engaging with 168 children. Plans are now in place to extend this for future school holidays as well as the start of a fortnightly weekend club that will commence in September 2021.

5.23

5.23.1 Get Out Get Active

Get Out Get Active (GOGA) is in its second year of a 3-year programme and continues to grow from strength to strength. The official GOGA launch was delayed due to Covid-19, however the pandemic did present an opportunity for the GOGA team to get out into the community and develop link with external partners and organisations, consult with the community to find out their needs and types of activity they would like to take part in.

5.23.2

As part of the Corona Kindness Campaign the Active Blackpool team were at the heart of the Blackpool Community, delivering food parcels and conducting welfare checks with those who were shielding. During this time the GOGA team delivered activity booklets and equipment, set up monthly challenges and delivered an online zoom session, which is still running on a weekly basis.

5.23.3

The Get Out Get Active programme has something for everyone, and a range of activities have been delivered within the local community including;

- Buggy Walks with Better Start in Bloomfield,
- Health Walks from South Shore Hub and Kincaig Lake,
- Ping and Table Tennis at Blackpool Coastal Housing Roadshows,
- Boxing with William Lyons House,
- Badminton and Wheels for All with the Stroke Association
- Climbing sessions with N-Vision.

5.23.4

5.24

5.24.1

In April 2021 there were 17 activity interventions, as of August 2021 this has increased to 37 activity interventions, and has recorded 1529 attendances between January and August 2021.

Active Travel

Capability Funding from the Department of Transport - £346,958 has recently been secured. This funding will see a number of walking and cycling initiatives set up within the Blackpool

5.25

Community, working with National partners Living Streets and Cycling UK the Active Travel team will work with local schools, businesses and community groups to promote active travel. The development of a Local Cycling and Walking Infrastructure Plan (LCWIP) is also part of the funding application.

Active Through Football

- 5.26 Funded by the Football Foundation, Blackpool have secured Active Through Football funding of £616,075 over a 5 year period. Working in partnership with Blackpool Football Club Community Trust to deliver recreational football activity within deprived areas of Blackpool.
- 5.26.1 The consortium is made up of Active Blackpool, BFCCT, Active Lancashire, Public Health, Lancashire FA. From 50 applications Blackpool's bid was one of 15 to be successful, the only one in Lancashire.

Work placements and Apprenticeship Opportunities

- 5.27 Leisure Services have worked hard in recent years to establish a strong apprenticeship programme across the service, providing apprenticeships in four different service areas. These apprenticeships are promoted in partnership with children's services to ensure the opportunities reach vulnerable young people looking for employment. The service always looks to recruit from the local area and have had a number of apprentices complete the programme and progress into permanent employment within the service.
- 5.27.1

Kick Start

- 5.28 Leisure Services have created a number of employment opportunities with the Kick Start programme. Active Blackpool currently have 2 sports coaches and 2 swimming teachers engaged, so far it has been a very successful programme with them all gaining new skills and gaining qualifications. The intention is for these young people to continue to work during school holidays and at weekends alongside their university studies.
- 5.28.1

Active Lives Strategy

- 5.28.2 Following the sign-off of the Active Lives Strategy in January 2021, Active Blackpool recognise that the strategy is very ambitious and can only be achieved through a collaborative approach with key partners to embed active lifestyles into all aspects of the community whether that be through sports, physical activity or active travel to deliver the outcomes of the strategy.

The service have identified the key areas to focus on within the first 12 - 18 months and intend to establish 4 working groups initially in the following work areas;

- 6.0
- Disability/Inclusion;
 - Long Term Health Conditions;
- 6.1

- Corporate Leadership (Make Every Contact Count);
- Active Travel.

Service wide challenges and Future Priorities

6.2 The challenge for the Leisure Service is re-engaging the community to participate in activities post covid, particularly in health and fitness, group exercise and swimming as these are significant income generating areas. Furthermore, the growth in private gym providers such as JD Gyms Blackpool, a budget gym close to Palatine, is likely to present an ongoing 'price' challenge to the service.

6.3 Leisure Services believe the key to re-engaging customers is through a varied and targeted marketing approach, utilizing a mix of traditional and modern marketing techniques. The Service have developed a detailed marketing plan aimed at re-engaging previous customers and promoting the breadth of activities available, as well as targeting new customers who have not previously used our service.

6.4 Dovetailing the work of the Active Lives Development team with the leisure facilities team is key to ensuring a smooth and seamless transition pathway into the facilities programmes and activities for those that the service engage within the community that show an interest in what the facilities have to offer.

6.5 The balance and conflict between income generation and engaging those hardest to reach communities in Blackpool remains. Evidence shows that getting someone who doesn't move at all to move just a little will have a greater impact on their health and wellbeing than getting someone who already moves to move more. Therefore, the service is keen to work collaboratively with local partners to engage those local residents that are inactive, which is a key role of the Active Lives Development Team moving forward.

6.6 The unprecedented situation that covid has presented us with, means that there is uncertainty nationally around whether leisure facilities will recover to pre-covid levels and whether there has been significant change in consumer behaviour, such as having found other ways to be active or spend their leisure time, that will impact on leisure facilities moving forward. The service will continue to monitor its recovery and benchmark against national data, whilst exploring new ways to engage with the local community.

6.7 Prior to Covid-19 it had been identified in the Playing Pitch Strategy that a second 3G pitch was needed at Stanley Park, based on the growth and development of football clubs in Blackpool. Covid-19 has created some uncertainty with regards to whether the demand has changed and Leisure Services are working with partners to review the current and projected future demand, to understand whether there is still sufficient demand for a second 3G pitch to be built.

The leisure facilities are facing a challenge with regards to the retention of staff, as staff have

reassessed their circumstances post lockdown. Whilst recruitment is actively ongoing a key priority is further investment in staff training, and discussions have begun with the Chartered Institute for the Management of Sport and Physical Activity (CIMSPA) to explore continuous professional development opportunities for staff through an industry recognised body to support the upskilling and retention of staff through their ongoing development.

7.0 Does the information submitted include any exempt information? **No**

8.0 List of Appendices:

Appendix 8(a) – Leisure Services Background Paper

Appendix 8(b) – Leisure Services Performance dashboard

Appendix 8(c) – Net Promoter Score (NPS) Overview

9.0 Legal considerations:

None

10.0 Human Resources considerations:

None

11.0 Equalities considerations:

None

12.0 Financial considerations:

12.1 Budgetary information is provided at section 5.3 of the report and details of grant funding are discussed throughout.

13.0 Risk management considerations:

13.1 None

14.0 Ethical considerations:

14.1 None

15.0 Sustainability, climate change and environmental considerations:

15.1 None

16.0 Internal/External Consultation undertaken:

16.1 None

17.0 Background papers:

17.1 None