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Chairman: Councillor R Jackson
Vice-Chairman: Councillor N Mison

Members of the Committee:

Councillor M Cope
Councillor Mrs G Dawn
Councillor P Duncan
Councillor Mrs L Hurst
Councillor J Lee
Councillor D Staples
Councillor Mrs L Tift
Councillor Mrs A Truswell
Councillor K Walker
Councillor Mrs Y Woodhead

Substitute Members:

MEETING: Leisure & Environment Committee

DATE: Thursday, 15 February 2018 at 6.00 pm

**VENUE: Civic Suite, Castle House, Great North Road,
Newark, Notts, NG24 1BY**

You are hereby requested to attend the above Meeting to be held at the time/place
and on the date mentioned above for the purpose of transacting the
business on the Agenda as overleaf.

If you have any queries please contact Catharine Saxton on catharine.saxton@newark-sherwooddc.gov.uk.

AGENDA

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Verbal Report

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Verbal Report

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Agenda Item 4

NEWARK AND SHERWOOD DISTRICT COUNCIL

Minutes of the meeting of the **LEISURE & ENVIRONMENT COMMITTEE** held in the Civic Suite, Castle House, Newark on Tuesday, 14 November 2017 at 6.00 pm.

PRESENT: Councillor R.J. Jackson (Chairman)

Councillors: M.G. Cope, Mrs G. Dawn, P.C. Duncan, Mrs L. Hurst, J.D. Lee, D.B. Staples, Mrs L.M.J. Tift, Mrs A.A. Truswell, I. Walker (substitute), K. Walker and Mrs Y. Woodhead.

ALSO IN

ATTENDANCE: Councillor K. Girling

21. APOLOGIES FOR ABSENCE

An apology for absence was submitted on behalf of Councillor N.B. Mison, Councillor I. Walker attended the meeting as his substitute.

22. DECLARATION OF INTERESTS BY MEMBERS AND OFFICERS

The following Members declared their interests.

<u>Member/Officer</u>	<u>Agenda Item No.</u>
Councillor Mrs A.A. Truswell	Item No. 6 – Active4Today – Draft Business Plan 2018/19 and Performance Update. Personal Interest as she was a Director of Active4Today.
Councillors: M.G. Cope and P.C. Duncan	Item No. 7 – Grounds Maintenance Service Level Agreement – Newark Town Council. Personal Interests as they were both Members of Newark Town Council.

23. DECLARATION OF ANY INTENTIONS TO RECORD THE MEETING

The Chairman advised that the proceedings were not being audio recorded by the Council.

24. MINUTES OF THE MEETING HELD ON 19 SEPTEMBER 2017

AGREED that the Minutes of the meeting held on 19 September 2017, be approved as a correct record and signed by the Chairman.

25. DRAFT REVENUE BUDGET FOR 2018/19

The Committee considered the report presented by the Assistant Business Manager – Financial Services in relation to progress made, to-date, on the budget for 2018/19.

The report set out the overall strategy of how the budget was to be developed and the timetable for this. The report provided information as to the continuing financial environment for local government. Reference was also made to the current situation in relation to business rates and the consultation on proposals to allow local government to retain 100% of business rates income locally. Also included in the report was information regarding income from fees and charges; the budget strategy, including base budget; staff costs; employer's superannuation; and provision for inflation. The report also set out that Committees needed to continue to scrutinise their budgets to look for opportunities for further savings with reference also being made to the proposed guideline figure for increases to fees and charges.

The Assistant Business Manager also referred to the process for reporting performance, where business managers will be required to provide forecasts of year end outturn. The performance report to the end of September 2017 will be presented to the next Policy & Finance Committee. A Member thanked the Assistant Business Manager for the changes in reporting performance to the Committee. He requested that a minus sign be included rather than brackets for any income. Clarification was also sought regarding the proposed 'invest to save' initiative. The Assistant Business Manager confirmed that Members and Officers had been asked to look at all budget areas to make savings and to maximise income to enable the Council to meet financial pressures in future years.

AGREED (unanimously) that:

- (a) the Committee undertakes a review of fees and charges in accordance with the Corporate Charging Policy;
- (b) the current draft Committee budget be incorporated into the overall service budget be reported to Policy & Finance Committee at its meeting on 30 November 2017;
- (c) the Business Manager and Chief Officer – Financial Services, continues to formulate budget proposals for formal consultation at the Leisure & Environment Committee meeting on 23 January 2018 for recommendation to Policy & Finance Committee on 22 February 2017; and
- (d) a minus sign be included in the budget reporting rather than brackets for any income.

26. ACTIVE4TODAY – DRAFT BUSINESS PLAN 2018/19 AND PERFORMANCE UPDATE

The Committee considered the report presented by the Director Customers and the Managing Director - Active4Today, which presented the Active4Today Draft Business Plan 2018/19 and provided an update on the Company's latest quarterly performance.

Members considered the report and a Member commented that the work undertaken to reduce the subsidy to Southwell Leisure Centre was welcomed, the report however indicated that the Council donated a number of central services which roughly equated the same figure, which did not compare to how the Authority funded Active4Today. The Director – Customers confirmed that the central charges had been reviewed and a more reasonable sum agreed of around £55,000 - £65,000 per annum.

A Member commented on the pull through of data for user numbers which was not currently taking place as detailed in 3.1 (d) of the report and raised concern regarding this being an underestimate due to computer error. The deprived areas in the district were also raised as the report had stated that the deprived areas for the Dukeries Leisure Centre were under the post code of NG22. It was commented that this information was meaningless as affluent areas were included within that post code. Clarification was also sought regarding the accuracy of the information regarding 30 classes and programmes being facilitated through the programme providing access for over 1500 new customers.

The Managing Director - Active4Today confirmed that the information provided was from Sports England Guidance and mapped to Sports England information.

The Managing Director – Active4Today also confirmed that clarification regarding the classes Active4Today claimed to have delivered would be confirmed by the Sports Development Team and a written response would be provided to Members of the Committee.

Comment was also raised regarding the suggested outcomes at 4.2 – Proposed outcomes for the business plan, of the report. It was felt that they were not outcomes, they were processes. Outcomes should be measurable events.

The Managing Director – Active4Today used an example and informed the Committee that work was being undertaken regarding leisure in the west of the district. High level strategic objectives were trying to be achieved and these were captured within the proposed business plan. Other smaller objectives however, were in place under these, however, these were not reported on, as they were more operational and the focus of the Leisure and Environment Committee was of a strategic nature.

Clarification was sought regarding whether the Sports Development Team provided work within deprived areas. The Managing Director - Active4Today confirmed that this was captured within the appendix II of the report and examples included work with children with behavioural problems was being undertaken. Sport England development funding was also used for this work.

Clarification was sought regarding the Dukeries Leisure Centre and South Forest for the next twelve months and the joint working opportunity with the Newark Leisure Village.

The Managing Director - Active4Today confirmed that South Forest was currently a good news story. The transition for the leisure centre had gone well and had been welcomed by the local community. The membership was predominantly children based and had increased by approximately 40 to 500 over the period of the move. An update report regarding membership would be submitted to the January meeting of the Committee. The Newark leisure village was also discussed; Members were informed that discussions had taken place with the YMCA for joint working. YMCA had been looking at an offer for Cross Fit Training, an activity Active4Today were not currently providing; this may provide an opportunity for joint working with shared financial benefit.

AGREED (unanimously) that:

- (a) the Active4Today Draft Business Plan 2018/19 be considered;

- (b) the quarter 2 performance be noted;
- (c) Active4Today provides the January Committee meeting with its latest in-year financial position and full year forecast in order that the Committee can form judgements on the appropriateness of the management fee payable in 2018/19;
- (d) Active4Today provides the January Committee meeting with a breakdown of how it is proposing to spend the management fee in relation to Sports Development;
- (e) the proposed aim to reduce the management fee payable to Southwell Leisure Centre Trust to Zero by 2010/21 be approved; and
- (f) clarification regarding the classes Active4Today claimed to have delivered would be confirmed with the Sports Development Team and a written response would be provided to Members of the Committee.

27. GROUNDS MAINTENANCE SERVICE LEVEL AGREEMENT – NEWARK TOWN COUNCIL

The Committee considered the report presented by the Business Manager - Parks & Amenities, which informed Members of the proposed renewal extension of the Service Level Agreement (SLA) with Newark Town Council for the grounds maintenance works of Town Council parks and open spaces.

The new SLA would run for a period of three years commencing on the 1 April 2018 and would be for the sum of £168,489 plus the percentage CPI as at September 2017. The increase in CPI for the period September 2016 to September 2017 was 2.2% and the SLA figure for 2018/19 would thus be £172,196. This sum would be uplifted by the percentage rate of CPI as at September each year, on an annual basis for the remaining period of the SLA. The operational detail and requirement of the new SLA remained the same as the previous agreement.

The Deputy Section 151 Officer had advised that should the SLA not be agreed, the Council would need to seek savings of £172,200.

AGREED (unanimously) that the establishment of a new Service Level Agreement with Newark Town Council for the Grounds Maintenance of its Parks and Open Spaces be approved.

28. PUBLIC SPACES PROTECTION ORDERS

The Committee considered the report presented by the Business Manager Environmental Health & Licensing which reported the findings of the District wide review of the 2007 Dog Control Orders.

The Committees approval was sought to revise the schedules created under the Dog Control Orders and formally publicise and consult on a scheme of revise controls with a view to amending the now Public Space Protection Orders under the new provisions of the Antisocial Behaviour Crime and Policing Act 2014.

Newark and Sherwood District Council utilised the Clean Neighbourhoods and Environment Act 2005 and adopted a scheme of Dog Controls Orders which were last revised on 30 March 2010. The Orders and schedules were provided in Appendix 1 to the report.

It was considered appropriate that the following controls were proportionate and could be adopted as Public Spaces Protection Orders.

Public Space Protection Order 2017, The Fouling of Land by Dogs (Newark and Sherwood District) (Relevant Locations Schedule 1) – The offence under this order would be failing to immediately remove dog feces from land.

Public Space Protection Order 2017, Dogs on Leads by Direction (Newark and Sherwood District) (Relevant Locations Schedule 2) - The offence under this order would be not putting, and keeping, a dog on a lead when directed to do so by an authorised officer, by way of verbal instruction or written request displayed upon the land.

Public Space Protection Order 2017 Dogs on Leads (Newark and Sherwood District) (Relevant Locations Schedule 3) - The offence under this order would be exercising a dog off the lead in certain areas (Churchyards, cemeteries and other areas in need of special consideration).

Public Space Protection Order 2017 Dogs Exclusion Areas (Newark and Sherwood District) (Relevant Locations Schedule 4) - The offence under this order would be permitting a dog to enter land from which dogs are excluded (Children's playgrounds).

Public Space Protection Order 2017 Allowing a dog to be out of control when exercised (Newark and Sherwood District) (Relevant Locations Schedule 5) - The offence under this order would be being unable to control a dog that is exercising off the lead by recalling it.

The report also provided details of the consultation process that had taken place and a timeframe for further consultation and implementation. It was also proposed that the controls and associated offences, which would be punishable by a fixed Penalty Notice set at the rate of £75.

Members considered the report and it was suggested that the formal consultation period proposed to take place on 1 December 2017, be amended to commence in January 2018, this would provide the opportunity for Town and Parish Council's to meet after the Christmas break. A proposed change to Recommendation C was also suggested for the fixed penalty notice of £75 to be reduced to £40 if paid within thirty days, rather than fourteen days as suggested. This would give the public a reasonable period of time to make payment.

Clarification was sought as to which Officers would be able to issue enforcement tickets and whether they would have chip and pin machines to identify the owner of the dog. The Business Manager confirmed that dog wardens, Environmental Health Officers, park wardens and any other employees that had undertaken training would all have the authority to issue fixed penalty tickets to offending people. They would not all carry chip and pin readers, however it was the person responsible for the dog at the time the offence took place, would be issued with the fixed penalty ticket, this person was not necessarily the pet owner. Training sessions were also taking place to train staff for problem areas, although catching the culprits was often difficult as dog fouling often took place early in a morning or late evening.

Clarification was sought regarding whether any of the orders covered horse fouling as that was an issue in Blidworth at the present time. The Business manager confirmed that the orders currently only covered dog fouling, however the Public Space Protection Order could cover wider areas. Further work would be undertaken with the Police to see if there were any other areas of anti-social behaviour to be included into orders. A further report would be submitted to a future meeting of the Committee.

A Member sought clarification as to why the Castle grounds had been included within the category for dogs to be kept on leads and commented that this was an unnecessary addition. The Business Manager confirmed that the land owner/wardens would have been asked during a consultation exercise regarding this. The Castle grounds were Council owned and the warden would have asked for those grounds to be included in the order.

The Business Manager Parks & Amenities confirmed that the Castle grounds were included within a uniform rule, which also included ornamental gardens and church gardens. A discussion took place as to whether the Castle grounds should be removed from the order. The Business Manager Environmental Health & Licensing confirmed that the orders were out for consultation and any comments would be addressed within that formal process. The recommendation sought Committee approval for the Orders and for the consultation to take place.

AGREED (unanimously) that:

- (a) the automatic conversion of existing Dog Control Orders to Public Spaces Protection Orders from 20 October 2017 be noted;
- (b) Members support the proposed Public Spaces Protection Orders as set out in the consultation document and that a formal 6 week consultation period takes place starting on 1 December 2017; and
- (c) the charge applied to a fixed penalty Notice be £75 reduced to £40.00 if paid within 30 days.

(Councillor J. Lee left the meeting at this point).

29. THE FUTURE OF FOOD REGULATION

The Committee considered the report presented by the Business Manager Environmental Health & Licensing which provided details about the plans for the Future of Food Regulation issued by the Food Standards Agency.

In December 2016 the Food Standards Agency (FSA) published a discussion paper entitled 'Regulating our Future' (RoF) which set out an ambition to review the current controls for food safety and regulation and developing new model. The FSA stated that 'The Regulating our Future programme will completely change the way food businesses are regulated and inspected across England, Wales and Northern Ireland. We aim to have a new system in place by 2020.'

Throughout 2017 the FSA had been holding a number of open workshops, Business Forums and publishing newsletters to seek opinions on their proposals and to flesh out how the proposals would work in practice. In July 2017 the FSA published its proposed model for the future. A copy of this was attached as Appendix 1 to the report. The report also set out a commentary on the key points contained on the document and the local impact that the changes may have for Newark and Sherwood.

Members considered the report and commented that dissolving responsibility to private companies would be a retrograde step. The Local Authority provided an independent service; there would be no guarantee with third party companies undertaking the role, as they would be working to the remit of the business and not to that of the Council. Members endorsed the comments of the Business Manager Environmental Health & Licensing and asked that the comments contained within the report be forwarded to the FSA and also include that Members of the Committee would urge for the service to be retained by the Local Authority.

AGREED (unanimously) that the comments of Business Manager Environmental Health & Licensing contained within the report be endorsed by the Committee and a formal response be forwarded to the Food Standards Agency setting out those comments and stating that the Leisure and Environment Committee strongly disagree with FSA proposal and urge that the Environmental Health service for food safety and regulation be retained by the Local Authority.

30. MANSFIELD AND DISTRICT CREMATORIUM JOINT COMMITTEE – ANNUAL STATEMENT OF ACCOUNT

The Committee considered the report presented by the Business Manager Financial Services, which presented the Annual Statement of Accounts for the Mansfield and District Crematorium Joint Committee. The relevant Minute from the 22 May 2017 meeting of the Mansfield and District Crematorium Joint Committee was also appended to the report for information.

A Member sought clarification as to whether residents of Mansfield received a discount for cremations. It was confirmed that a written response would be provided to Members of the Committee.

AGREED (unanimously) that:

- (a) the Annual Statement of Accounts for the Mansfield and District Crematorium Joint Committee be noted; and
- (b) clarification regarding whether residents of Mansfield received a discount for using the crematorium facility be provided in writing to Members of the Committee.

31. HEALTH AND WELLBEING

There were no items to report.

The meeting closed at 7.35pm.

Chairman

LEISURE & ENVIRONMENT COMMITTEE REVENUE BUDGET 2018/19

1.0 Purpose of Report

- 1.1 To inform the Committee of the budget and scales of fees & charges for those areas falling under the remit of the Leisure & Environment Committee for 2018/19.

2.0 Background Information

- 2.1 Business Managers and service budget officers have been working with officers from Financial Services to determine a first draft General Fund budget and Medium Term Financial Plan. The budgets have been prepared in line with the strategy agreed by Policy & Finance Committee on 21 September 2017.
- 2.2 As part of the budget strategy it was agreed that the functional Committees be requested to look at opportunities for savings in 2018/19 and also any investment potentials which would increase and support revenue income levels, in order to reduce the projected burdens in future years. Members of this Committee are asked to identify any 'spend to save' initiatives in order that these can be considered by the Policy & Finance Committee.
- 2.3 The Leisure & Environment Committee met on 14 November 2017 to scrutinise the budget and continue to look for ways to achieve further savings in 2018/19 and future years. The budget proposals attached at **Appendix A** have been developed following consideration by the Committee.
- 2.4 It was agreed that Business Managers should continue to work with officers from Financial Services to formulate a final budget for submission to Policy & Finance Committee on 25 February 2018. The current budget proposals are attached at **Appendix A**. A schedule of fees and charges pertaining to Leisure & Environment Committee are attached at **Appendix B**.

3.0 Revenue Budget Proposals

- 3.1 The current draft budget shows an increase in 2018/19. Direct service expenditure excluding deferred and capital charges, and all central services recharges currently shows an overall increase of £275,760 against 2017/18 budget. When central recharges and capital are included this becomes an increase of £540,160.
- 3.2 This budget figure includes an average of 2% inflation on expenditure and income, as approved by the Policy & Finance Committee at its meeting on 21 September 2017. It also assumes a 2.5% increase in salary and wages costs overall in 2018/19. Superannuation budgets include the increased percentage contribution announced by the actuary in February 2017.
- 3.3 Staffing costs of £3.08m account for approximately 58% of the gross service budget (excluding housing benefits, capital and central recharges) and significant budget savings cannot be achieved without affecting staffing levels.
- 3.4 Major variances between 2017/18 and 2018/19 are shown below:

- 3.4.1 Domestic Refuse Collection – The increase includes the costs of an additional refuse collection round (staffing & vehicles) in addition to the inflationary increases in employee costs referred to in 3.2 above. In 2018/19 it is proposed that a contribution from reserves will fund this round and the additional street sweeping round, but as new properties are developed the funding will come from additional council tax.
- 3.4.2 Public Conveniences – the saving has been achieved as part of the devolution agreement with Newark Town Council.
- 3.4.3 Street Sweeping – See 3.4.1 additional staff and vehicles for increased street sweeping.
- 3.4.4 Dog Control – the savings have been achieved as a result of the service being outsourced.
- 3.4.5 Environmental Health – car parks now fall within the remit of the Business Manager – Environmental therefore a proportion of his salary & associated costs are now charged directly to the parking services admin cost centre. This offsets the inflationary increases within the service.
- 3.4.6 Active4Today – the budget includes the costs of insuring the leisure centres which remain in the ownership of the District Council. Insurance costs have increased across all budgets this year, with both the premium increasing and insurance premium tax continuing to increase.

4.0 Fees and Charges

- 4.1 The level of fees and charges has been considered by officers within the framework set out in the Corporate Charging Policy. Proposals for increases in fees and charges are attached at **Appendix B** for consideration and recommendation to Policy & Finance Committee on 22 February 2018 and Council on 8 March 2018.

5.0 Conclusions

- 5.1 It is important that the Committee continues to scrutinise and review its budget in order to achieve additional savings in future years at a time when the Council is facing reducing government grants and other financial pressures.

6.0 RECOMMENDATIONS that:

- (a) the final Committee budget as shown at Appendix A be recommended to Policy & Finance Committee at its meeting on 22 February 2018 for inclusion in the overall council budget; and**
- (b) the scales of fees and charges as shown at Appendix B be recommended to Policy & Finance Committee at its meeting on 22 February 2018 and Council on 8 March 2018.**

Reason for Recommendations

To ensure that the final budget proposals and the level of fees and charges for 2018/19 are recommended to Policy & Finance Committee on 22 February 2018.

Background Papers

None

For further information please contact Nick Wilson on Extension 5317 or Amanda Wasilewski on Extension 5738.

Nick Wilson
Business Manager - Financial Services

BUDGET SUMMARY**APPENDIX A****LEISURE & ENVIRONMENT**

CODE	DESCRIPTION	2017/18 INITIAL BUDGET	2018/19 BASE BUDGET	MORE/(LESS)
A10701	UPKEEP OF DYKES	7,450	6,250	(1,200)
A11002	DOMESTIC REFUSE COLLECTION	1,578,570	1,746,810	168,240
A11101	PUBLIC CONVENIENCES	44,820	33,360	(11,460)
A11103	SEWERAGE WORKS	27,310	28,890	1,580
A11104	STREET SWEEPING	463,040	555,940	92,900
A11107	DOG CONTROL	61,820	44,510	(17,310)
A11110	NATIONAL ASSISTANCE ACT BURIAL	3,600	3,500	(100)
A11135	ENVIRONMENTAL HEALTH	650,900	674,900	24,000
A11137	BRUNEL DRIVE DEPOT ADMIN	51,710	54,210	2,500
A11201	LOWDHAM CEMETERY	(1,960)	0	1,960
A11305	SOUTHWELL LEISURE CENTRE	94,680	95,850	1,170
A11321	NEIGHBOURHOOD CENTRES	28,160	23,010	(5,150)
A11339	NEWARK SPORTS HUB	7,200	7,200	0
A11442	ARTS DEVELOPMENT	41,010	39,630	(1,380)
A11576	ACTIVE 4 TODAY	127,940	138,190	10,250
A11582	LIFE SAVING	0	0	0
A11583	COMMUNITY SPORTS & ARTS DEV	67,590	69,430	1,840
A11731	STREET NAMING	41,990	40,910	(1,080)
A12221	NEWARK LIVESTOCK MARKET	(218,000)	(200,000)	18,000
A15003	BRUNEL DRIVE DEPOT	106,320	103,960	(2,360)
A26901	VEHICLE POOL WORKSHOP	(80,160)	(86,670)	(6,510)
A26910	VEHICLE POOL NSH	(1,360)	(1,490)	(130)
	TOTAL	3,102,630	3,498,390	275,760
	Central Recharges	872,830	902,540	29,710
	Capital Charges	690,160	953,010	262,850
	Income from recharges	(282,400)	(310,560)	(28,160)
	TOTAL	4,383,220	4,923,380	540,160

BUDGET SUMMARY**LEISURE & ENVIRONMENT SUBJECTIVE SUMMARY**

CODE	DESCRIPTION	2017/18 INITIAL BUDGET	2018/19 BASE BUDGET	MORE/(LESS)
111	SALARIES AND WAGES	2,406,290	2,495,030	88,740
113	NATIONAL INSURANCE	212,350	226,750	14,400
114	SUPERANNUATION	292,640	358,050	65,410
	EMPLOYEE SUB TOTAL	2,911,280	3,079,830	168,550
211	REPAIRS AND MAINTENANCE	43,100	45,970	2,870
212	ENERGY COSTS	40,830	39,600	(1,230)
213	RENT	1,200	1,200	0
214	RATES	47,560	46,540	(1,020)
215	WATER SERVICES	14,980	16,030	1,050
217	CLEANING AND DOMESTIC	800	1,000	200
219	CONTRIBUTION TO FUNDS	88,890	92,330	3,440
311	TRANSPORT	860,650	902,250	41,600
315	CAR ALLOWANCES	28,810	27,800	(1,010)
316	INSURANCE	57,020	64,240	7,220
411	EQUIPMENT AND FURNITURE	79,780	80,570	790
412	MATERIALS	16,920	16,320	(600)
421	CATERING	530	0	(530)
431	CLOTHING AND UNIFORMS	15,070	16,320	1,250
441	GENERAL OFFICE EXPENSES	6,220	4,890	(1,330)
451	CONTRACTUAL	361,290	381,840	20,550
452	OTHER SERVICES	56,970	67,170	10,200
461	COMMUNICATIONS AND COMPUTING	13,820	3,410	(10,410)
471	STAFF	1,780	1,230	(550)
481	GRANTS	17,540	16,770	(770)
491	INSURANCE	48,820	76,400	27,580
493	OTHER	363,320	357,400	(5,920)
711	ADMIN BUILDINGS	120,260	111,320	(8,940)
712	CENTRAL DEPARTMENT SUPPORT	655,090	694,180	39,090
713	CSS MONTHLY PERCENTAGE RECHGS	16,180	15,960	(220)
714	CENTRAL EXPENSES	40	0	(40)
715	DEPARTMENTAL ADMINISTRATION	81,260	81,080	(180)
821	CAPITAL CHARGE	690,160	953,010	262,850
	RUNNING EXPENSES SUB TOTAL	3,728,890	4,114,830	385,940

CODE	DESCRIPTION	2017/18 INITIAL BUDGET	2018/19 BASE BUDGET	MORE/(LESS)
922	Contributions From Other Las	(78,790)	0	78,790
928	Recharge Non Gf Accounts	(297,270)	(336,240)	(38,970)
931	Sales	(78,060)	(85,000)	(6,940)
932	Fees And Charges	(996,790)	(1,018,250)	(21,460)
933	Rents	(218,000)	(200,000)	18,000
938	Fees And Charges	(62,200)	(63,000)	(800)
939	Other Receipts	(214,660)	(229,420)	(14,760)
951	Recharge GF Rev Accounts	(282,400)	(310,560)	(28,160)
958	Recharges to car parks	(22,080)	(22,520)	(440)
958	Int Charge For Services (dog bins)	(6,700)	(6,290)	410
	INCOME SUB TOTAL	(2,256,950)	(2,271,280)	(14,330)
	COMMITTEE TOTAL	4,383,220	4,923,380	540,160

ENVIRONMENTAL HEALTH FEES & CHARGES

	Type of licence	Relevant act or order*	Duration	Notes	2017-18 Existing	2017-18 Proposed
1	Animal Boarding Establishments Initial Renewal	Ref 004	Annual	The fees for 2018-19 have been calculated on a full cost recovery basis	£160 £115 + vet fees	£165 £120 + vet fees
2	Home Boarding	Ref 004	Annual	The fees has been amended to now charge for each application at the full price when related to a franchise	£90 There is an additional charge of £65 per host family when part of a franchise	£95
	Dog Day Care		Annual	Domestic House based Commercial undertaking		£95 £150
3	Dangerous Wild Animals	Ref 005	Annual	The fees for 2018-19 have been calculated on a full cost recovery basis	£135 + vet fees	£140 + vet fees
4	Dog Breeding Initial renewal	Ref 006	Annual	The fees for 2018-19 have been calculated on a full cost recovery basis	£160 + vet fees £100 + vet fees	£165 + vet fees £105 + vet fees
5	Riding Establishments Initial Renewal	Ref 007	Annual	The fees for 2018-19 have been calculated on a full cost recovery basis	£160 + VAT + fees £125 + VAT + fees	£165 + vet fees £130 + vet fees

6	Ear-Piercing, Tattooing, Acupuncture, Electrolysis, Skin piercing and semi- permanent tattooing Person premises	Ref 002	Annual	The fees for 2018-19 have been calculated on a full cost recovery basis	£115 £110 Where the premises already hold a licence the charge is £115 per additional treatment	£120 £115 Where the premises already hold a licence the charge is £120 per additional treatment
7	Massage & Special Treatment Initial Renewal No massage (just sunbeds)	Ref 008	Annual Annual	The fees for 2018-19 have been calculated on a full cost recovery basis	£170 £145 £165 Renewal £120	£170 £145 £165 Renewal £120
8	Lasers: New Renewal Transfer	Ref 008	Annual	The fees for 2018-19 have been calculated on a full cost recovery basis	£475 £165 £215	£490 £175 £225
9	Zoos Initial Inspection Renewal Periodic 3 year inspection Transfer	Ref 009	First licence valid for 4 years Renewal valid for 6 years	The fees for 2018-19 have been calculated on a full cost recovery basis	£490 £360 £360 £160	£520 £380 £380 £170

	Type of licence	Relevant act or order*	Duration	Notes	2017-18 Existing	2018-19 Proposed
10	Pet Shops Pet Animals Act 1951 New Renewal	Ref 010	Annual	The fees for 2018-19 have been calculated on a full cost recovery basis	£160 £115	£165 £120
11	High Hedges 1 st stage 2 nd stage	Ref 011	One Off	The fees for 2018-19 have been calculated on a full cost recovery basis	£175 + VAT £310 + VAT	£180 + VAT £320 + VAT
12	Licence Application for House in Multiple Occupation Single application Multiple applications at same time Variation of licence	Ref 012	One off	The fees for 2018-19 have been calculated on a full cost recovery basis	£500 £425 £150	£520 £440 £160
13	Scrap Metal Dealer Site Licence Collectors Licence	Ref 013	Three years	The fees for 2018-19 have been calculated on a full cost recovery basis	£350 £130	£375 £150
14	Mobile Homes Act 2014	Ref 014		To reflect the variation in the cost of processing the application depending on the size of the site. Depends on total number of pitches	Application fee £355 plus £8.60 per additional unit Annual fee £8.10 pitch. Transfer / amendment of licence £160 Depositing Site rules £135	Application fee £355 plus £8.60 per additional unit Annual fee £8.10 pitch. Transfer / amendment of licence £160 Depositing Site rules £135

1 - 8	The authority has the discretion to charge a reasonable fee. The increase is approximately 3%
9	Fee now split to differentiate between Council Element and DEFRA element. The authority has the discretion to charge a reasonable fee. The increase is approximately 4%
10 - 14	The authority has the discretion to charge a reasonable fee. The increase is approximately 3%

CERTIFICATES, AUTHORISATION AND REGISTER COPIES

TYPE	2017-18 Existing	2018-19 Proposed	Comments
Health & Purity Certificate	£30	£35	
Foot & Mouth Health Certificate	£130	£150	
Condemnation Certificate	£150	£200	
Environmental Site Reports Home Buyer Version Detailed version	£80 + VAT £200 + VAT	£85 + VAT £210 + VAT	
Housing immigration check	£80	£100	

PRIVATE WATER SUPPLIES

Activity	NSDC Charge 2016-17	Proposed Charge 2017-2018	Comments
Risk Assessment	Hourly rate x time spent		Guidance on fees is provided by the Drinking Water Inspectorate
Sampling	£50		
Investigation	Hourly rate + analysis costs		
Authorisation	Hourly rate x time spent		
Domestic Supplies (Reg 10)	£25		
Check Monitoring (Commercial supplies)	£50 plus analysis costs		
Audit Monitoring (Commercial supplies)	£50 plus analysis costs		

***Relevant Act/ Order References**

Ref 001 - Hypnotism Act 1952

Ref 002 - Local Government (Miscellaneous Provisions) Act 1982

Ref 003 - Local Government (Miscellaneous Provisions) Act 1976

Ref 004 - Animal Boarding Establishments Act 1963

Ref 005 - Dangerous Wild Animals 1976

Ref 006 - Dog Breeding and Sale of Dogs (Welfare) Act 1999

Ref 007 - Riding Establishments Acts 1964 and amended 1970

Ref 008 - Nottinghamshire County Council Act 1985

Ref 009 - Zoos Licensing Act 1981

Ref 010 - Pet Animal Act 1951

Ref 011 - Anti Social Behaviour Act 2003

Ref 012 - Housing Act 2004

Ref 013 - Scrap Metal dealers Act 2013

TRADE WASTE CONTRACT CHARGES - LEISURE AND ENVIRONMENT COMMITTEE

Trade Waste and Recycling / Garden Bins									
We cannot set figures for these services at this time until we have received information from Nottinghamshire County Council and discussed information with partners, which may not be until January or later. The current charge for domestic garden bins is £30 each. One charge affects the other if the variation is large we may need to alter the final figures									
		Refuse		Recycling		Refuse		Recycling	
Bin Size		2017-18 Collect Charge	2017-18 Disposal Charge	2017-18 Collect Charge	2017-18 Disposal Charge	2018-19 Collect Charge	2018-19 Disposal Charge	2018-19 Collect. Charge	2018-19 Disposal Charge
1	140	£2.10	£1.28	£2.10	£0.30	£2.15		£2.15	
2	240	£2.60	£2.20	£2.60	£0.51	£2.65		£2.65	
3	360	£3.20	£3.30	£3.20	£0.77	£3.25		£3.25	
4	660	£4.65	£6.05	£4.65	£1.42	£4.75		£4.75	
5	1100	£6.85	£10.08	£6.85	£2.36	£6.95		£6.95	
6	Pre-Paid Sacks	£1.65	£0.44	£1.65	N/A	£1.70		£1.70	
7	Clinical	£2.05	£5.80	£2.05	N/A	£2.10		£2.10	
Commercial Fridges		2014-15	2015-16	2016-17	2017-18	2018-19			
8	Per Unit	£75.00	78.75	£82	£85	£88			
9	Collection & Transport	£94.10	£98.80	£102	£105	£110			
Domestic Garden Bins			2017/18 Existing	2018/19 Prop.					
Price per bin			£30	£35					
Cleansing Services Hours			2017-18 Existing	2018-19 Prop.					
1	1		£60	£62					
2	1.5		£90	£93					
3	2		£120	£124					
4	3		£180	£186					
5	4		£240	£248					
6	5		£300	£310					
Emptying bins (cost per empty of bin)			2017/18 Existing	2018/19 Prop.					
	Litter bins		£0.60	£0.65					
	Dog Bins		£1.85+vat	£0.90					

A 10% DISCOUNT IS GIVEN FOR EACH ADDITIONAL BIN PER SITE PER COLLECTION
DISPOSAL CHARGES WILL BE CONFIRMED WHEN APPROVED BY NOTTINGHAMSHIRE COUNTY COUNCIL

TRADE WASTE CONTRACT CHARGES - LEISURE AND ENVIRONMENT COMMITTEE

	2017/18	2018/19	Additional Fees & Charges
Alteration Fee	£35	£36	
Lockable Bin	£35	£36	
Access Fee (Maximum)	5 – 10% of total cost dependant on site		

Bulky Waste Charges				
	2017-18	2017-18	2018-19	2018-19
	First Item	Subsequent Item	First Item	Subsequent Item
Domestic Bulky Waste	£13	£7	£14	£8
Electrical Items	£13	£13	£14	£14
Large Items which are not covered by the above charges	£60 per hour		£62 per hour	

Cost of bin for new properties

Size	2017/18	2018/19
140L	£30	£32
240L	£30	£32
360L	£45	£48
660L	£250	£258
1100L	£275	£284
Developers delivery charge (per load)	£57	£60

DOG WARDEN

STRAY DOGS:	2017-18 Existing		2018-19 Proposed		Comments
This includes Government fee, Local Authority charge, and kennelling costs. Initial seizing and handling charge of £75 + £8 per day food, water and kennel costs.	1 Day	£83	1 Day	£83	No increase is proposed. Owners need to be encouraged to reclaim their dogs. Benchmarking with neighbouring authorities shows that these figures are slightly above average.
	2 Days	£91	2 Days	£91	
	3 Days	£99	3 Days	£99	
	4 days	£107	4 days	£107	
	5 Days	£115	5 Days	£115	
	6 Days	£123	6 Days	£123	
	7 Days	£131	7 Days	£131	

STREET NAMING & NUMBERING CHARGES

The following fee schedule is relevant to developers, and people requesting the following, to cover amendments to approved street naming schemes and the notification of changes for:

- Amendments to any approved naming schemes that have to be altered due to the developer making amendments. The charge is issued to developers and is applied for alterations received **after** the approved scheme has been issued;
- House owners that wish to name, or alter the name, of their house; and
- Renaming and/or renumbering of an existing street

Proposed Fee Schedule:

Service	Existing Charge 2017/18	Proposed Charge 2018/19 – 3% increase (rounded to the nearest 50p)
Adding or amending a name or re-numbering an existing individual property, including notification to external organisations	£25.50	£26.50 £1.00 increase
Amendment to approved/existing naming and numbering scheme due to change in plot numbers, or plot positions, including notification	£76.50 admin fee plus £25.50 per plot* requiring renumbering/naming	£79.00 admin fee plus £26.50 per plot* requiring renumbering/naming £2.20 increase – admin fee £1.00 per plot increase
Amendment to approved naming and numbering scheme due to change in approved street name (after consultation)	£76.50 admin fee plus £25.50 per property for up to 10 properties £76.50 admin fee plus £25.50 per property for first 10 properties, then £10.20 for every additional property thereafter	£79.00 admin fee plus £26.50 per property for up to 10 properties £79.00 admin fee plus £26.50 per property for first 10 properties, then £10.50 for every additional property thereafter £2.50 increase – admin fee £1.00 per plot increase 30p increase – additional property
Rename or numbering of street where requested by Parish Council and/or residents including notification	£76.50 admin fee plus £25.50 per property for up to 10 properties affected by change £76.50 admin fee plus £25.50 per property for first 10 properties, then £10.20 for every additional property thereafter affected by change	£79.00 admin fee plus £26.50 per property for up to 10 properties affected by change £79.00 admin fee plus £26.50 per property for first 10 properties, then £10.50 for every additional property thereafter affected by change £2.50 increase – admin fee £1.00 per plot increase 30p increase – additional property

Please note: VAT is NOT applicable to charges made in respect of naming and numbering.

*Includes naming of a building and all affected properties (e.g. block of flats)

Terms and Conditions:

1. All requests must be completed on the appropriate form which is available on our website or from Customer Services.
2. All fees must be paid prior to notification being sent.
3. Should the requestor only wish to be issued with new street names and numbers, this service is provided free of charge.
4. Postal codes remain the responsibility of Royal Mail.

5. *Newark and Sherwood District Council can only issue street naming and numbering schemes contained within the district boundary.*
6. *All street naming and numbering schemes will be issued in accordance with Newark and Sherwood District Councils street naming and numbering policy.*
7. *Any queries or complaints should be directed through the corporate compliments, comments and complaints procedure.*

PUBLIC CONVENIENCE CHARGES – LEISURE AND ENVIRONMENT COMMITTEE

Public Convenience	2017/2018	2018/19 Proposed
Gilstrap Centre	20p	20p

WASTE STRATEGY REVIEW

1.0 Purpose of Report

1.1 To provide Members with a review of the Council's Waste Strategy and proposed amendments to principles and policies.

2.0 Background Information

2.1 Members have requested a review of the district's Waste Strategy (2006 – 2020). This is attached as **Appendix 1**. Also provided as **Appendix 2** is a document directly comparing the existing and reviewed principles and policies.

3.0 Equalities Implications

3.1 None at this stage.

4.0 Impact on Budget/Policy Framework

4.1 None at this stage.

5.0 RECOMMENDATION

That Members note the information contained in the report and approve the reviewed policies and procedures.

Reason for Recommendation

To refresh and renew the Council's principles and policies with regards to waste management.

Background Papers

Nil

For further information please contact Andy Kirk on Ext 5577

Matthew Finch
Director – Customers

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Waste Strategy for Newark and Sherwood 2006-2020 Review

1. Introduction

1.1. Summary

In 2006 Newark and Sherwood District Council launched its waste strategy setting out the direction and scope of future service development. Much has happened since that time with significant changes and challenges being faced by both the Council and its partners.

It is anticipated that these challenges and changes are set to continue. The District is experiencing a period of unprecedented growth with major new developments planned in several areas of the district. Regionally we are still operating within the PFI contract agreement between Nottinghamshire County Council and Veolia Nottinghamshire which runs until 2032. Nationally the impacts of the exit from the European Union and the impact that will have on waste policy and direction is unknown.

On that basis this 'light touch' review has been conducted to anticipate the challenges we may face in the future and to update and strengthen our policies and procedures so that we are best placed to face them. As new information emerges from Whitehall about waste policy in a post Brexit future and as the Countywide PFI contract comes to an end we anticipate that the nature of the service we offer may be altered significantly in line with national trends.

Whatever the outcomes, we will continue to work with our neighbouring authorities and Nottinghamshire County Council to ensure we deliver the best outcomes for all our residents.

1.2. Purpose of the Strategy

The Strategy explains how we will work with others to move waste up the "waste hierarchy" of reduction, re-use, recycling, composting, and energy recovery to ensure that waste is managed in ways that protect human health and the environment and in particular:

- Without risk to water, air, soil, plants and animals;
- Without causing a nuisance through noise or odours;
- Without adversely affecting the countryside or places of special interest;
- Disposing of waste at the nearest appropriate installation, by means of the most appropriate methods and technologies.

This review has been undertaken within the context of the following:

- Statutory and legislative requirements placed on both Newark and Sherwood District Council and Nottinghamshire County Council
- The Private Finance Initiative Waste Contract let by Nottinghamshire County Council
- The existence of Community Recycling Groups within the district
- The uncertainty of the impact of the United Kingdom's exit from the European Union

2. Existing Services

2.1. Municipal Solid Waste Arisings in Newark & Sherwood

The Waste Strategy focuses on *municipal solid waste (MSW)*, which is waste which comes under the Council's direct control either by collection from householders (*household waste, street cleaning*), collection from commercial waste producers (*trade waste*), or through the Council's own municipal activities (*parks, markets, grounds maintenance etc.*). The strategy does not deal with waste produced by Newark and Sherwood Homes (NSH).

2.2. Household Waste

The Council has a statutory duty as a Waste Collection Authority to collect household waste from domestic properties and to make arrangements to recycle proportions of this waste. As a Principal Litter Authority it also has responsibility for maintaining a standard of cleanliness for all relevant land within its district by removing fly tipping, litter and detritus from public highways and Council owned land. This waste is also classed as household waste.

2.2.1. Household Waste Arisings and Composition

Historical data shows that household waste arising collected from the kerbside has on average gone down since the waste strategy was first compiled in 2006. Figure 1 shows the variation waste collection figures per head and Figure 2 shows the total tonnage figures for each financial year.

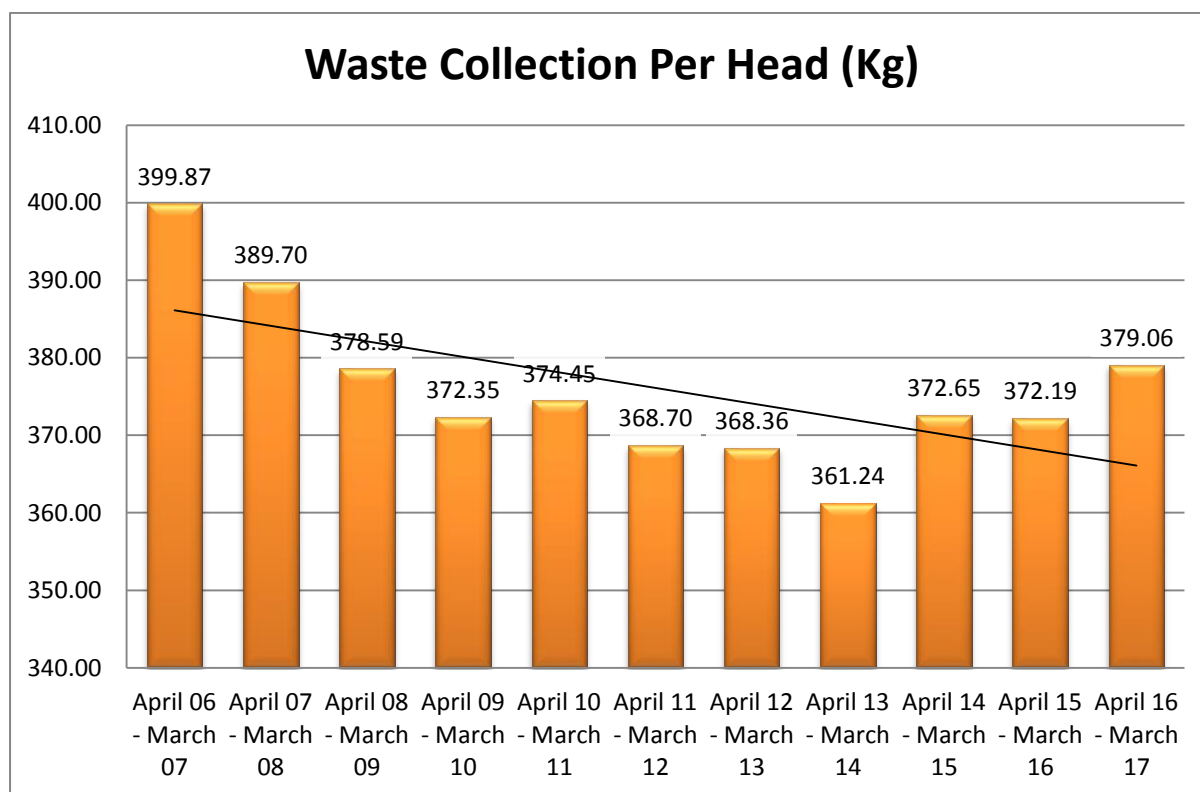


Figure 1

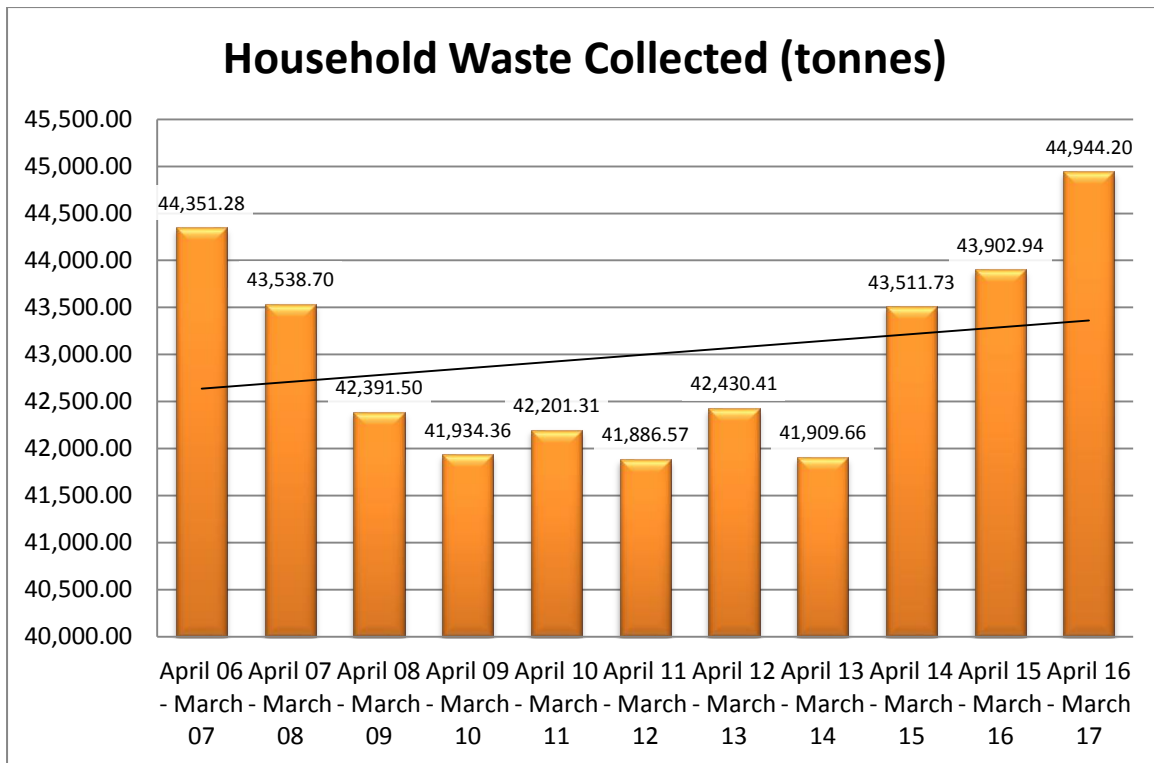


Figure 2

Figure 3 shows the proportion of waste recovered against the residual waste from 2006 – 2017.

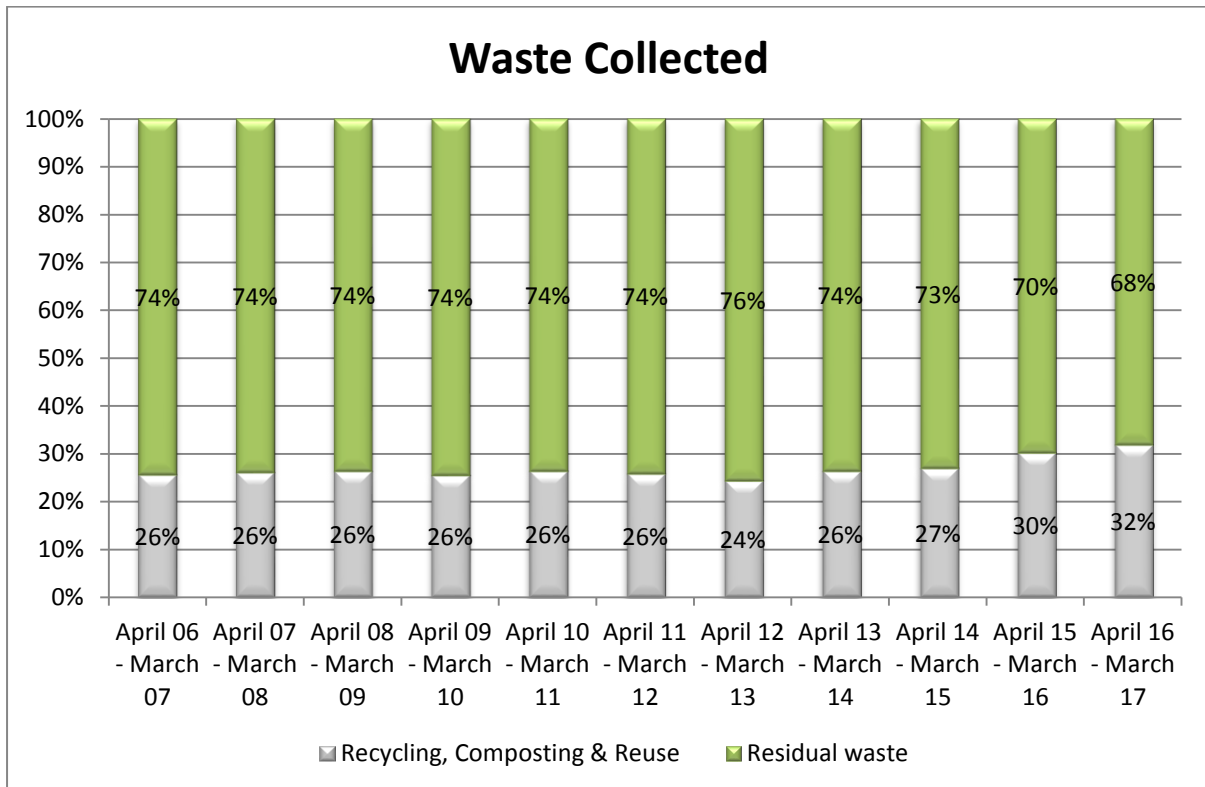


Figure 3

Much of the increase in tonnage seen from April 2014 – March 2017 in Figure 1 can be attributed to the launch of the garden waste collection service and its rapid expansion across the district. This is in all likelihood not ‘new’ waste but waste that has been diverted from other disposal routes such as civic amenities sites, home composting or flytipping. Much of this material may not have been recorded; in particular material which has been composted at home by residents and small flytips of grass cuttings etc. will be unreported. Even larger tips of garden waste on private land may not be brought to our attention as the responsibility rests with the landowner to keep their land secure and free from flytipping.

Experience also tells us that waste levels rise during periods of economic growth so some of the decline and subsequent increase could be attributed to the global financial crisis of 2008 and the subsequent recovery. The growth in the population of the district will have inevitably increase the amount of waste collected district wide as reflected in Figure 2.

With these factors in mind it is reasonable to assume that the principles and policies set out in the 2006 strategy have been able to either slightly reduce the amount of waste produced per head or at the very least prevent significant rises.

2.2.2. Street Cleansing Waste

A proportion of the waste collected as ‘household’ waste is obtained from street cleansing activities and the removal of fly tips. It is unwise to draw conclusions about the cleanliness levels of the streets based on tonnage figures as there are too many variables involved; for example and harsh winter will result in more grit/salt being spread to maintain road safety. As a result mechanical sweeping operations may be halted to avoid removing this material. When the weather warms back up much of it will be collected at a later date as ‘detritus’.

A wet autumn/winter will increase the weight of leaves picked up which can have a significant effect on the tonnage collected. Dry leaves are also more likely to blow onto the verges and into hedgerows etc. so they won’t be collected by mechanical sweeping equipment. A spate of significant fly-tips could also result in a spike in collection weights. On average the Council has collected over 2169 tonnes of material from the streets each year since April 2011.

Year	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17
Residual	1325.31	1858.68	1479.42	984.1401	266.86	294.93
Recycled/Composted	829.75	660.35	966.88	1086.01	1755.54	1507.26
TOTAL	2155.06	2519.03	2446.30	2070.15	2022.40	1802.20

Table 1

Table 1 above illustrates the shift in the amount of material that has been sent for composting and recycling. As you can see the amount of material that is now recovered has risen dramatically. This is represented as a percentage breakdown in Figure 4 below.

The significant shift in the amount of material recovered is primarily due to the new facilities that are now available to us on Brunel Drive. Almost all of our street sweepings are now passed to Veolia who process the waste. Historically most residual material was sent directly to landfill at Cotham.

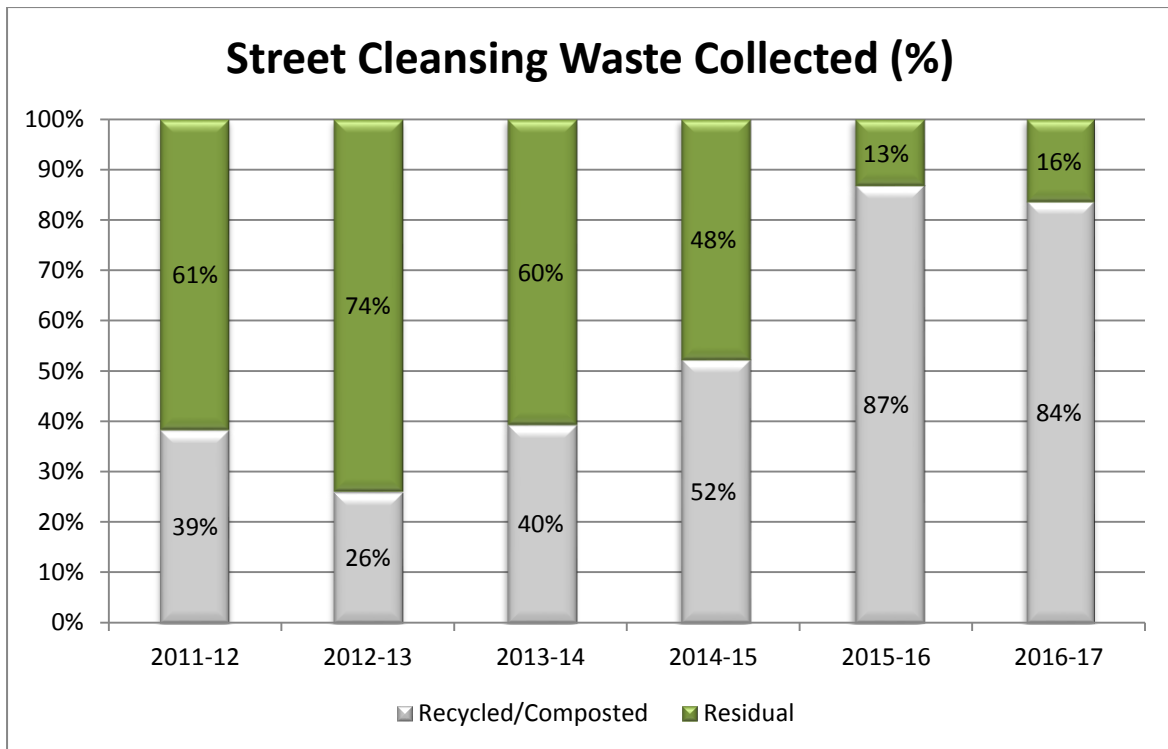


Figure 4

Historically there have been concerns raised that flytipping incidents would rise as a result of the Councils policies on waste. That does not seem to be the situation in Newark and Sherwood. Records detailing the number of flytipping incidents are only available since 2008 but there appears to have been no impact on the levels of flytipping which fluctuate year on year as shown in Figure 5 (below). It's likely that the levels of flytipping are more closely governed by economic fluctuations such as the price of scrap metal and export charges than it is by domestic refuse collection.

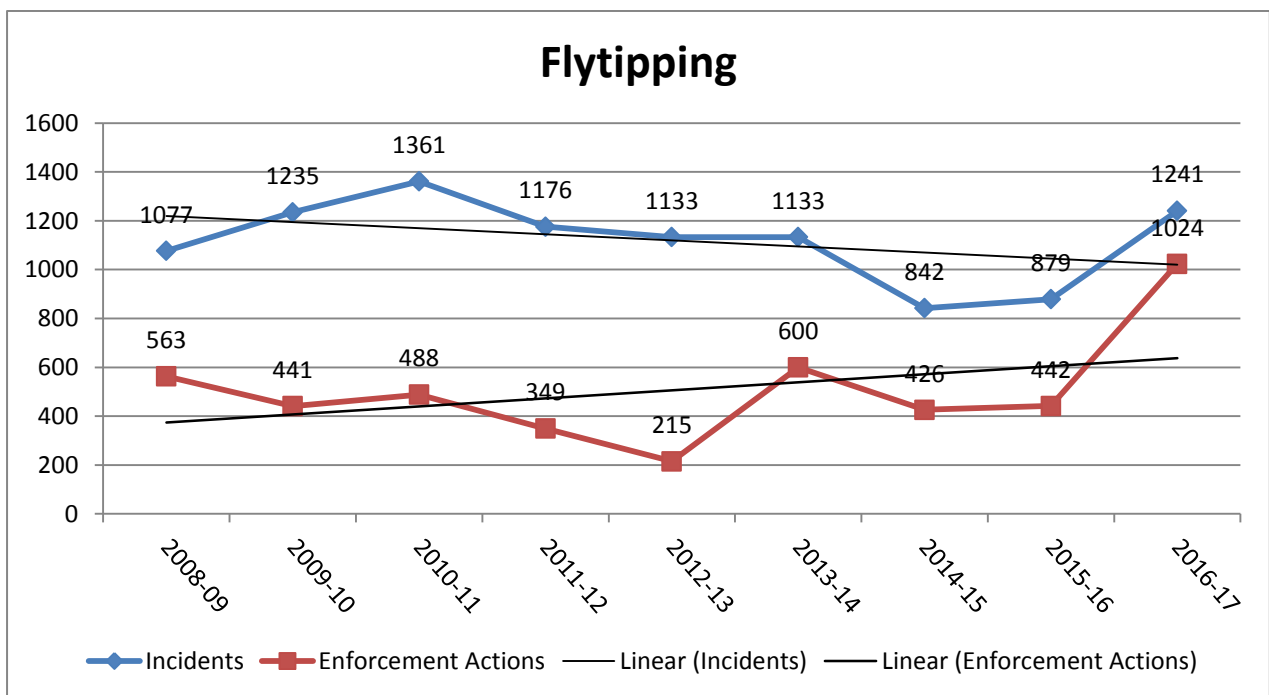


Figure 5

2.2.3. Bulky/Excess Waste

Separate collections of bulky and household waste including electrical items and white goods are undertaken throughout the year and can now be booked through the Council's website. Electrical items and white goods are collected separately and taken straight to the Household Waste Recycling Centre on Brunel Drive. Other bulky items are collected and transported for disposal with the residual waste stream. In 2016/17 we collected over 1127 tonnes of bulky waste.

The cost to residents is based on the number and type of items they have for collection. The first item is charged at a higher rate and any subsequent items at a lower rate. This reflects the fact that the bulk of the cost of collection is in the travelling time to the collection point and that the 'subsequent items' are often smaller and lighter than the first. No discount is applied to multiple white goods items as they are normally equally heavy and difficult to manoeuvre. The council will also provide custom quotes for large jobs.

Table 2 shows the cost of the service and the number of requests received. The income from the service will vary dependant on the amount of items collected from each property.

For example a property may request a collection of two items which would cost the resident £18 or a single item would cost £12.

Year	Number of Requests	Cost of First Item	Cost of Second Item	Income
2013-14	2942	£10.00	£5.00	£54,952.22
2014-15	3171	£10.00	£5.00	£61,798.75
2015-16	3312	£12.00	£6.00	£65,279.45
2016-17	3346	£12.00	£6.00	£61,825.25

Table 2

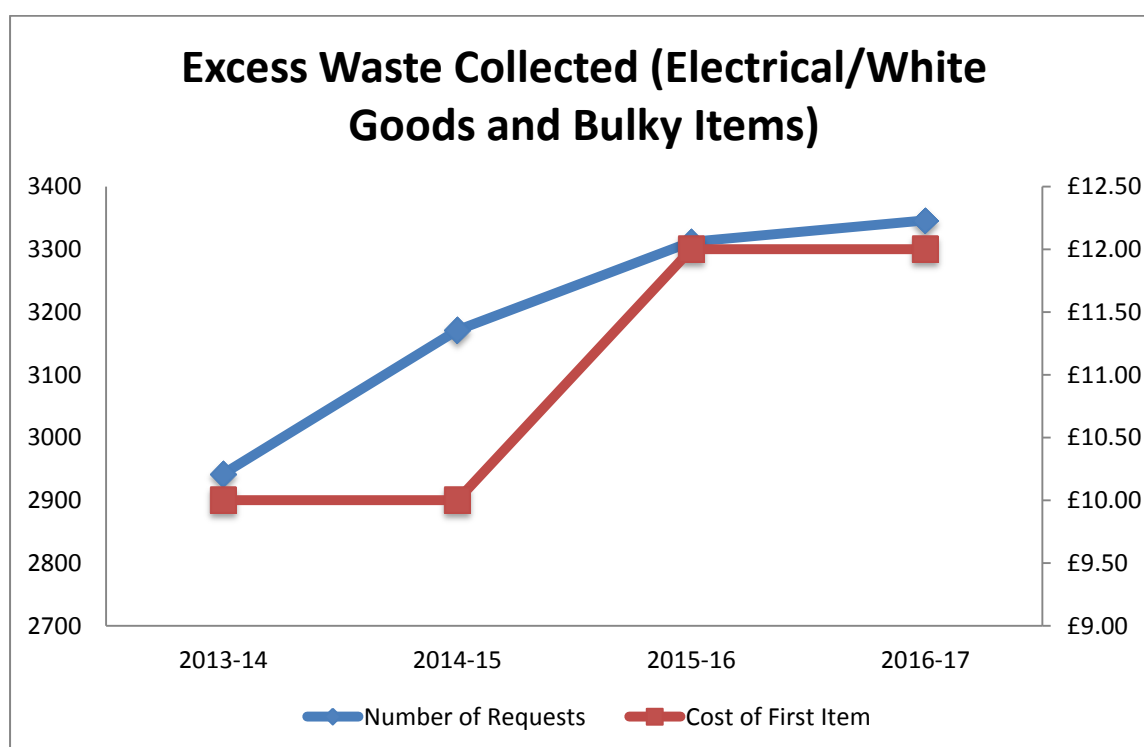


Figure 6

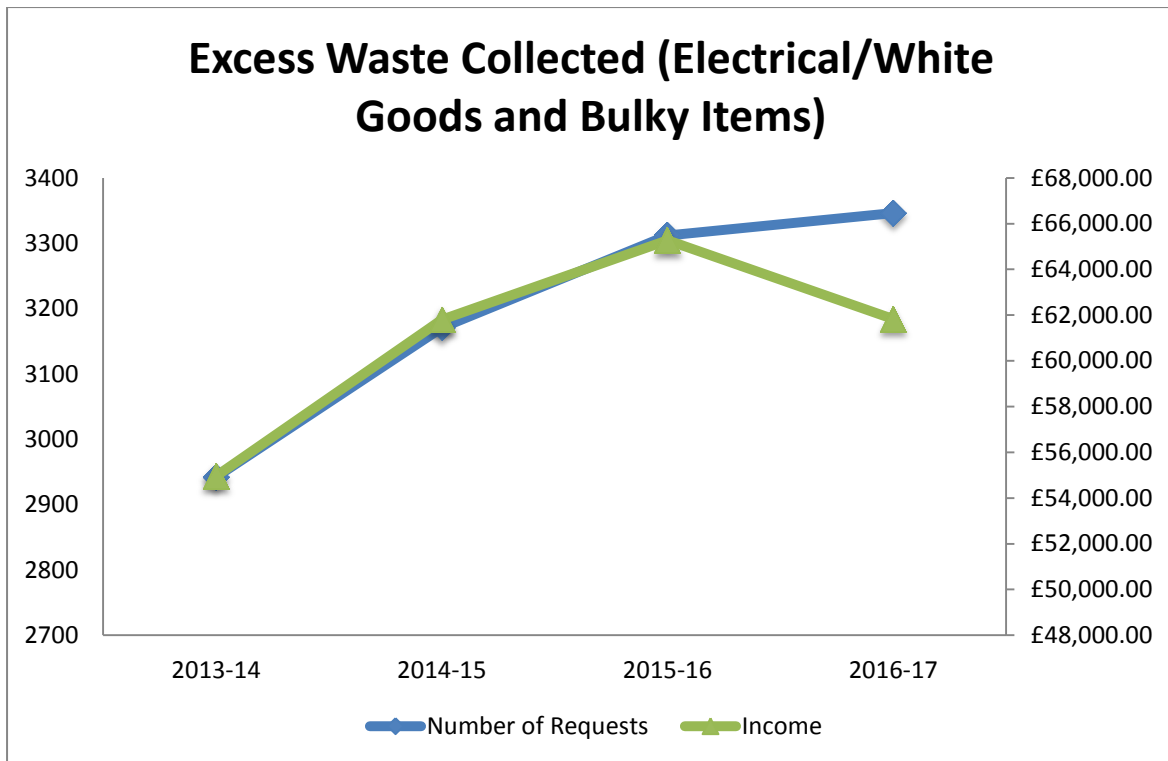


Figure 7

2.2.4. Home composting

For a number of years the Council has been working with its county partners to provide composters, wormerys, water butts and other associated products through the GetComposting scheme. The scheme is operated at no cost to the Council and allows us to continue to cater for the requests we receive for such items on a regular basis. Demand for these items declined last year with only 41 orders but this year 50 products have already been requested. In 2015/16 residents ordered 74 items via the GetComposting.com website so there is clearly still a demand to provide these items and this should be encouraged as composting and rainwater collection sit near the top of the waste hierarchy (below).

3. Drivers for Change

3.1. Legislative/policy drivers

The European Union Waste Framework Directive¹ requires all member states to produce national waste strategies describing waste disposal and recycling policies. The directive sets out the theoretical waste hierarchy as shown in Figure 8.

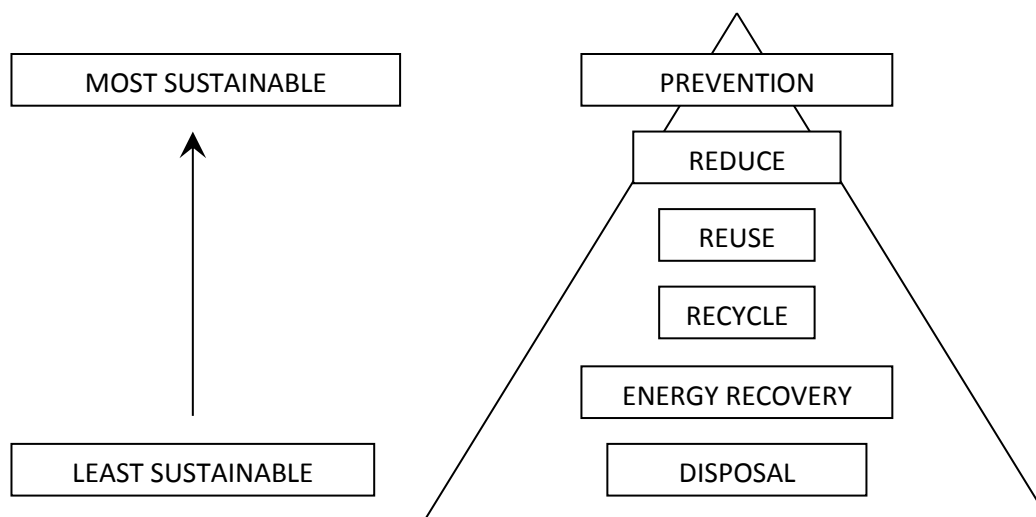


Figure 8

There have now been three waste strategies produced for England. At the time Newark and Sherwood's waste strategy was produced in 2006 the most recent of these was *Waste Strategy 2000* which set out the national recycling targets and provided the impetus for much of the work conducted by local authorities in the early years of this millennium. In particular *The Household Waste Recycling Act 2003*² established the requirement for all English Waste Collection Authorities to provide kerbside collections of at least two different material streams. The 2000 document was superseded shortly after the publication of Newark and Sherwood's Waste Strategy by the *Waste Strategy for England in 2007*³ which aimed to incentivise collection schemes and further discourage the use of landfill as a disposal route instead focusing on the recovery of energy from waste. Finally the *Waste Management Plan for England* was released in 2013⁴. This plan was primarily devised to bring current waste management practices under one national plan. Currently the Waste and Resources Action Programme (WRAP) has been tasked by the Department of Environment Food and Rural Affairs (DEFRA) to look at the options for consolidating the wide variety of collection schemes operating around the country into a smaller number of comparative regimes.⁵

¹ <http://eur-lex.europa.eu/legal-content/EN/TXT/?uri=CELEX:32008L0098>

² <http://www.legislation.gov.uk/ukpga/2003/29/contents>

³ <https://www.gov.uk/government/publications/waste-strategy-for-england-2007>

⁴ <https://www.gov.uk/government/publications/waste-management-plan-for-england>

⁵ <http://www.wrap.org.uk/>

Since the 2015 Election there have been no further significant announcements on national waste policy and strategy although the *Waste Framework Directive* target of 50% nationally still remains. Nationally the movement appears to be towards a more 'circular economy' with the government currently undertaking consultation on 'deposit and return' schemes. The Head of Household Waste at DEFRA (Robert Vaughan) publically stated that the EU's circular Economy package which is anticipated by December 2017 is expected to be adopted by the UK.⁶

In November 2017 Environment Secretary of State Michael Gove announced plans for a new regulatory body which would have more powers than the Environment Agency and may take over responsibility for the attainment and perhaps setting of recycling targets.⁷

All of these drivers are currently in a state of flux but it is clear that there are potentially some big changes on the horizon for waste management in England. England has certainly appeared to have fallen behind in its ambitions to reduce waste collection and reported the first ever drop in recycling rates in 2015 at 44.3% down from 44.9% in 2014.

Former Resource Management Minister Dan Rogerson wrote to members of the industry in 2014 to inform them that there was to be less support for local authorities and a reduction of activities in waste;⁸ In contrast, within the devolved nations waste and recycling appears to have remained a priority.

3.2. Within the Nations

In 2010 the Welsh Government published *Towards Zero Waste*.⁹ Wales currently has the highest recycling rate of all the devolved nations, recycling over 60% of municipal waste in 2015/16.

The Scottish Government established a delivery body called Zero Waste Scotland and in 2010 published its *Zero Waste Plan*.¹⁰ This plan sets out a number of ambitious targets including a 70% recycling target for 2025. The plan is backed up by the Waste (Scotland) Regulations 2012 which added provisions for local authorities to:

- Local authorities to provide a basic recycling service to all households by 1 January 2014
- Local Authorities to offer a food waste recycling service in non-rural areas from 1 January 2016
- A ban on material collected for recycling going to landfill or incineration
- A ban on municipal biodegradable waste going to landfill by 1 January 2021

⁶ <https://www.letsrecycle.com/news/latest-news/circular-economy-package-expected-to-be-implemented/>

⁷ <https://www.letsrecycle.com/news/latest-news/gove-unveils-plans-for-new-regulatory-body/>

⁸ <https://www.letsrecycle.com/councils/government-policy/>

⁹ http://gov.wales/topics/environmentcountryside/epq/waste_recycling/zerowaste/?skip=1&lang=en

¹⁰ <http://www.gov.scot/Topics/Environment/waste-and-pollution/Waste-1/wastestrategy>

Scotland achieved a recycling rate of 44.3% in 2015 and all indications are that the recycling rate will continue to rise. In Northern Ireland the emphasis appears to be on the application of the Waste Hierarchy following the publication of the strategy document *Delivering Resource Efficiency* in 2013. In 2015/16 over 42% of material was recycled in Northern Ireland.

If equally ambitious plans are unveiled by Westminster in the coming years we will need to be in a position to adapt and increase our service offerings in conjunction with our local and national partners. Brief consideration as to what the future may hold for waste services has been included later in this document.

3.3. How do we compare?

Nationally in 2015/16 out of 351 English local Authorities, Newark and Sherwood District Council ranked 312 recycling and composting just over 30% of our waste. We expect this ranking to improve marginally over the next few years primarily due to the growth of the garden waste scheme. In 2016/17 for instance we achieved a recycling rate of 31.9%. Based on the 15/16 rankings this would move us up around ten places. The top 10 performing authorities are all recycling/composting over 59% of their waste and the top 8 recycling over 60%.¹¹

Table 3 (below) illustrates the kerbside services that the top 5 authorities offer to households.

Rank	Authority	Performance	Containers	Waste Stream	Charged?
1	South Oxfordshire District Council	66.60%	Caddy	Food waste	N
			Wheeled Bin 1	Recycling	N
			Wheeled Bin 2	Residual	N
			Wheeled Bin 3	Garden	Y
2	East Riding of Yorkshire Council	66.10%	Wheeled Bin 1	Recycling	N
			Wheeled Bin 2	Garden & Food	N
			Wheeled Bin 3	Residual	N
3	Rochford District Council	66.00%	Wheeled Bin 1	Recycling	N
			Wheeled Bin 2	Garden & Food	N
			Wheeled Bin 3	Residual	N
			Plastic Sacks	Textiles	N
4	Vale of White Horse District Council	64.80%	Caddy	Food waste	N
			Wheeled Bin 1	Recycling	N
			Wheeled Bin 2	Residual	N
			Wheeled Bin 3	Garden	Y
5	Surrey Heath Borough Council	62.10%	Caddy	Food waste	N
			Wheeled Bin 1	Recycling	N
			Wheeled Bin 2	Residual	N
			Wheeled Bin 3	Garden	Y
			Plastic Sacks	Textiles	N
			Plastic Sacks	Small Electricals (Inc. Batteries)	N

Table 3

¹¹ <https://www.letsrecycle.com/councils/league-tables/201516-overall-performance/>

As you can see the main thing the authorities have in common is the provision of a free food waste collection service. A brief consideration of the implications and options for offering a similar expansion of services has been included at the end of this report.

4. Achievements to date

Like all council services, waste collection has faced its share of challenges since the publication of the Waste Strategy in 2006. Following the economic crash in 2008 and the subsequent austerity agenda the department restructured and shifted focus, reducing employee sickness levels and improving systems and standards to free up staff time. Combined with a series of rolling round reviews this has resulted in extra capacity which has been utilised to launch new services.

4.1. Kerbside Battery Collection

In 2011 we launched our kerbside battery recycling service emulating the successful service offered by neighbouring Rushcliffe Borough Council and adapting it for our own use in partnership with Veolia Nottinghamshire. This was conducted using existing resources with promotional material and collection bags being provided by Veolia.

4.2. Trade recycling

In 2012/13 following a review of our refuse collection rounds we managed to free enough capacity to launch our successful Trade Waste Recycling Round. This meant we could expand our service offering to our trade customers, lowering their bills whilst maintaining income to the Council.

4.3. Garden waste

Also in 2012/13 we were approached by Mansfield District Council who having switched to a chargeable garden bin service found themselves with additional fleet capacity. Working in partnership we launched the first garden bin collections in the west of the district. With well over 2000 customers this service is still going strong and was been complimented by additional provision by Rushcliffe Borough Council in the South of the district in 2014 and our own pilot project in Newark and Balderton. Finally by our own dedicated collection round which launched in 2016 provided the option of a garden waste collection to all areas of the district.

As part of the agreement established with Rushcliffe Borough Council they provide all of the administrative support for the area cover by our in house teams.

4.4. Partnership working to provide Town Centre and Hawtonville cleaning.

In 2016 we entered a partnership with Newark Town Council to provide a dedicated town centre operative working to keep the districts flagship retail areas and surrounding streets clean. In 2017 we complimented this with a barrow and operative primarily assigned to the Hawtonville estate but also providing additional cleansing to other areas within the town.

4.5. H&S issues and the WISH agenda

Changes to national health and safety guidance in 2015 brought with them a host of new challenges which resulted in the team having to completely review and overhaul its working practices. The Health and Safety Executive published new guidance for both street cleansing and waste collection services working in partnership with other bodies on the Waste Industry Safety and Health (WISH) agenda. As a result of the work that has been undertaken as part of this review we have modified a number of existing practices and identified new ways of operating which allow us to work in areas we have previously viewed as inaccessible.

We are in the process of testing a new item of equipment (ReaClear) which we hope will reduce the risk of reversing related incidents and improve safety for both our colleagues and the public.

4.6. Improving Performance

The rising recycling rates and household waste figures per head indicate that the principles and policies established in 2006 have been effective in encouraging both waste reduction and recycling participation. On that basis this review seeks to strengthen and update the existing principles and policies with consideration being given to the future challenges being faced by the sector.

4.7. Digital by Default

Since 2016 the Council has been working with Meritec Ltd to develop both our internal and external systems to allow customers to report issues and book services such as bulky waste collection directly through our website. This system also allows us to allocate tasks to remote workers via handheld devices improving our response times and enabling more efficient working practices.

5. Existing and future challenges

5.1. Contamination

5.1.1. Veolia policy and contract conditions

Contamination of recycling bins is becoming a growing problem across the country. National recycling campaigning budgets have been slashed and the pressure on local authority finances has resulted in the need to re-think the way we operate.

Every load of waste which is sent to Veolia's recycling facilities under the NCC PFI contract should contain less than 5% of materials which are not included in the contracts 'input specification'. Recent years have seen the county averages regularly exceed 10% meaning that Veolia can legitimately refuse to accept loads.

5.1.2. The export market

Much of the material that is collected via kerbside schemes is exported to foreign markets and the biggest of these is China.¹³ Following years of exports of varying quality the Chinese government has been imposing much stricter standards on materials admitted into the country for reprocessing and reuse. These restrictions are only set to get tighter with current indication being that they will be set at around 0.5%.¹² This figure is going to be very hard for our domestic sorting facilities to reach unless we can get the contamination rates reduced at the kerbside. One possible impact of this will be an impetus to move to source separated collection systems as discussed recently by WRAP.¹³ The argument being that by separating at source you avoid cross contamination with other materials.

5.1.3. The contamination project

Newark and Sherwood district are already working with NCC, Veolia and the other Nottinghamshire councils to create unified recycling communications and working towards a unified set of standards and policies in order to tackle this issue.

5.2. New targets and legislation changes

With the UK leaving the European Union it is unclear what will happen to the recycling targets as established under the Waste Framework Directive. Initial indications are that these targets are here to stay but the Secretary for the Environment has hinted that a new environment body may be established which *could* oversee the establishment of new recycling targets to bring the achievements of English authorities in line with Scotland and Wales.

We may also see the introduction on landfill bans on certain material streams and pressure on our recycling rates if deposit and return schemes are seen to flourish. If recyclable material does not enter the household collection stream because it is returned via other means that material is lost from the Councils tonnage calculations.

¹² <https://www.letsrecycle.com/news/latest-news/chinas-environment-minister-speaks-out-on-waste-imports/>

¹³ <https://www.mrw.co.uk/latest/wrap-calls-for-separate-paper-collections/10024459.article>

5.3. Reduction in 'bring sites'

Of our existing recycling services the one that undoubtedly faces the most pressure is our recycling 'bring sites'. The closure and redevelopment of several of our key recycling sites can be attributed to 4 key factors:

1. A failure by external service providers to maintain sites effectively resulting in request from land owners to remove banks.
2. Redevelopment of public house car parks into play areas or outdoor smoking areas
3. The closure of multiple public houses across the district
4. The conversion of carparks etc. into new facilities resulting in the removal of banks from key locations

At the moment these sites are provided at minimum cost to the council due because the companies that operate them collect the waste free of charge. This situation brings its own set of challenges. Because we have no formal contract with the companies that provide these facilities we have little or no recourse to drive them to improve service standards; with the declining value of materials (in particular glass) it has become less attractive for new companies to offer local recycling banks.

5.4. Continued austerity

Austerity and prudence have become the watchwords of local government and we have a proven record of doing more with less; however if the service is required to radically expand or alter its service offering then significant future investment may be required.

6. Principles and Policies

6.1. Introduction

The Waste Strategy document compiled in 2006 outlined a number of key principles. These principles still stand but principle 4 has been updated to reflect the passage of time and to bring it into line with our current partnership arrangements.

Policies and supporting texts have been copied directly from the original strategy document and amended to reflect the passage of time and changes to services since 2006. A side by side comparison of the old and proposed policies and principles has been included as an appendix to this document.

6.2. Key principles

Principle 1 (No Change)

The Council will adopt the waste hierarchy as a template for their approach to waste management. Waste minimisation is the key principle upon which the strategy is built and the Council will investigate opportunities, communicate with and educate its stakeholders, to ensure that, where practicable, waste arisings are minimised or otherwise managed by the most sustainable means available.

Principle 2 (No Change)

Options of dealing with waste will be affordable to the Council and decisions we take will be economically sustainable and will offer the best available option without exceeding excessive economic cost.

Principle 3 (No Change)

The Council will work in partnership to achieve the delivery of the strategy, including working with the County, Borough and District Councils of Nottinghamshire, businesses, the voluntary and community sectors and the general public. We will work with our strategic partners to seek efficiencies, service improvements and added value, which contribute to the delivery of excellent waste management services

Principle 4 (Amended)

The Council will work in partnership with Nottinghamshire County Council and other Nottinghamshire districts and boroughs to achieve recycling targets for 2020 and beyond.

Principle 5 (No Change)

The strategy will be subject to regular review to determine progress, new legislative requirements, new technologies and other significant developments.

The Council has adopted the “Rethink, Reduce, Reuse, Recycle” message as the foundation of its communications awareness campaign.

Based on the Waste hierarchy, the Council proposes that the following policies are adopted to ensure that the Council has a practical and achievable vision to deliver its key waste targets.

6.3. Rethink

Since 2006 the continued pressure on local government finances has forced the authority to re-focus our efforts on more efficient campaigning working in partnership with other Nottinghamshire districts and boroughs, the county council and Veolia the County's PFI contractor. Where historically we would have conducted campaigns in isolation we have worked together to find common ground and communicated messages through the Recycle for Nottinghamshire brand.

Policy 1 – No Change

Wherever possible, the Council will promote and educate its stakeholders to encourage them to move waste up the hierarchy.

A comprehensive education and publicity campaign will continue to be the cornerstone of all waste, policies including waste minimisation, recycling and reduction schemes. All new proposals, services and campaigns which encourage stakeholders to move waste up the hierarchy will be advertised and explained to all potential participants with a view to maximising impact, uptake and capture rate.

The Council will continue to evaluate the use of incentive schemes for encouraging participation in and encouraging increased segregation of recyclables.

The Council will continue to support and help to develop the work of the Schools Waste Action Club programme and the Eco-schools agenda, both of which educate children in the waste agenda.

Enforcement powers will be used where it is necessary to ensure participation.

The Council will build upon national and regional campaigns, seeking external support to promote its services where appropriate to do so.

The Council will build on its comprehensive and cohesive approach to publicity, promotion, awareness raising and enforcement through collaboration and joint working with its strategic partners, notwithstanding the need to accommodate our own initiatives and local needs.

The Council will target education campaigns to areas of the district which show a lower than average contribution to waste sustainability.

6.4. Reduce

Figure 1 (above) illustrates the change in waste produced per head since 2006. Until 2013/14 there was a steady decrease in the amount of waste produced per head but since April 2014 the figure has grown although it is still far below the 440kg per head recorded in 2004-5.

The Best Value Performance Indicators were replaced by the National Indicator set and eventually scrapped by central government in 2010. The data for these indicators is still collected through the governments Waste Data Flow monitoring system so it is still possible to obtain the figures per head of population.

As discussed in section 2 *Existing Services* (above) there are a number of different factors which can influence waste arisings and a degree of fluctuation should always be expected; however it is not expected that the collection of household waste per head will increase above the original 440kg target within the life of this strategy. On this basis it is recommended that the original policy 2 stands.

Policy 2 – No Change

The Council will seek to achieve zero growth in waste arisings, measured by the Council not exceeding the maximum recorded kg/ head of waste collected and disposed of for this authority, for the life of the strategy, (not including green waste arisings). This requires waste arisings to remain below 440kg per head, as recorded in 2004-5.

Achieving zero waste is an aspirational target, which can only be brought about by increasing producer responsibility for waste packaging. However, the Council will encourage waste minimisation through influencing consumer-purchasing choices through education, publicity and policy design for waste disposal.

The Council will actively promote campaigns to reduce waste through such schemes as the Mailing Preference Service and Real Nappy campaigns. Incentive schemes for reducing waste through participation in specific waste minimisation projects will be investigated.

Currently, in partnership with other Nottinghamshire authorities, home-composting units can be purchased through the GetComposting.com website which was established after the Waste Resources Action Programme scheme came to an end.

Policy 3 - Amended

The Council will actively promote home-composting as the most sustainable way of removing green garden waste and kitchen putrescibles from the waste stream. It will achieve this by continuing to promote GetComposting.com as the source for home compost bins and related items.

If required we will work with our local partners to offer an alternative service.

The Council is able to influence the purchasing habits and lifestyle choices of its residents by restricting the capacity of the bin issued to dispose of residual waste material. By enforcing a no side waste and closed lid policy, the size of the bin issued has maximum effect.

This policy is designed to ensure that residents have adequate provision for the disposal of their waste and a comparison of the capacity available to residents is shown in Table 4 (below).

Capacity (L)	Residents	Capacity per resident (L)
140	1-2	70 -140
240	3-5	48 - 80
360	6+	<60

Table 4

Other districts within Nottinghamshire (Mansfield and Ashfield) have recently reduced the capacity of their standard bins from 240L to 180L in an effort to drive up the usage of the recycling service.

The Council will continue to provide assistance to those who struggle with the available waste capacity through no fault of their own and will provide larger bins where it is considered that there is a genuine need.

Policy 4 - Amended

The Council will issue standard sizes of bins for residual waste collection, depending upon the number of occupants that are full time residents of a household, as follows:

1 - 2 residents	140 litre bin
3 - 5 residents	240 litre bin
6 - 8 residents	360 litre bin

For properties containing more than 8 residents the Council will consider the implementation of additional capacity on a case by case basis.

Where residents have additional needs (e.g. medical) which results in the need for additional capacity this will be assessed and provided on a case by case basis.

The issuing of larger bins is dependent upon the householder demonstrating willingness to minimise their waste and participate in Council recycling schemes.

Waste not contained within the bin will not be considered as presented for collection, and will not be collected by the regular collection service, apart from recyclable waste presented alongside a recycling bin in a suitable recyclable container (e.g. excess cardboard)

The Council has a statutory duty to collect all household waste, but the Council may charge for the collection of certain items, including charging for waste that cannot be contained within the receptacle issued by the Council for collection of household waste. This includes large or bulky items and excess amounts of waste. Policy decisions regarding the amount or concessions available will ultimately affect the waste arisings of the district.

Policy 5 - Amended

In an attempt to minimise waste arisings, the Council will charge for all excess or bulky collections with no exceptions.

Electrical goods collections (televisions, fridges, freezers, washing machines, computer equipment etc.) will be charged for separately.

A review of charging policies will be undertaken as part of the Councils annual process for setting Fees and Charges.

The Council will continue to promote its online booking system to residents as the best route for arranging these collections.

In the event that a resident has a considerable amount of waste to dispose of the Council will offer to quote for the removal of excess household waste.

6.5. Reuse

It is often stated that one person's waste is another's raw material. The Council can best facilitate waste re-use by coordinating the communication channels necessary between donor and recipient, often enabling the Councils stakeholders to contact the relevant organisations who deal in the re-use market.

There are several organisations within the district including the Furniture Project, Recycling Ollerton and Boughton and the Newark Community RePaint project who would benefit from such direct practical assistance from the Council. These organisations accept donations ranging from household furniture to electrical goods, bric-a-brac and paint and we continue to signpost residents towards them to encourage reuse.

Policy 6 – No Change

The Council will actively promote re-use schemes within the district to encourage householders to act more sustainably, and where practicable will form partnerships with the voluntary and community sector to promote re-use.

6.6. Recycle**6.6.1. *Household Waste******Bring Sites***

The Council compliments the kerbside collection of recyclables with the placement of bring sites across the district to ensure that non-users of kerbside collection services have an opportunity to access recycling services.

Policy 7 – No Change

Where they are considered beneficial, the Council will continue to provide and enhance Bring Recycling Sites, to supplement our kerbside collection schemes. The effect of kerbside recycling collections on bring sites will be monitored to ensure that together they continue to provide a cost effective and practical way to recycle.

In particular, bring sites for materials, which cannot currently be collected by kerbside, should be available locally to all communities, and new banks will be made available where there is a clear demand. The existing sites will be continually reviewed with regards to suitable capacity and service delivery standards and the possibility of improving services through consideration of alternative service providers, including partnership, in-house or community sector provision.

Policy 8 - Amended

Where suitable sites can be found, all communities within the district will be served with the provision of glass and textile banks for recycling.

6.6.2. Kerbside Collections**General**

The majority (~98%) of household waste is collected via wheeled bins from the curtilage of domestic properties. Regular collection rounds have been established which are efficient and practicable within the operational resources available. The collection programme is under continual review and may change if and where efficiency savings are identified, and as new properties are added.

Householders are expected to present the correct bin for collection on the designated collection day, at the curtilage of their property, unless otherwise agreed. The Council will empty and return the bin to the same location provided that the contents of the bin meet with the acceptable criteria for household waste for the particular bin presented. The Council will communicate its rejection of any bin for collection with the householder and assist all householders to manage their waste sustainably by providing advice, information and education. The Council will inform residents in advance of any changes to their waste collection service unless the changes are outside of the Councils control e.g. collections delayed by adverse weather conditions.

The following policies summarise the current customer service standards adopted by the Council:

Policy 9 - Amended

The Council will, by prior arrangement, collect and return wheeled bins from agreed locations (i.e. assisted collections) where it is not possible for any able bodied person residing at a household to present the bin at the curtilage of their property for collection.

Policy 10 - Amended

Where the Council misses a scheduled collection of residual waste, and the bin was presented correctly, and the contents of the bin conformed to the waste acceptance criteria, then the Council will guarantee to return to undertake the collection at the earliest available opportunity.

Where collections are missed due to the negligence of the householder, the Council will endeavour to return to make the collection at the earliest opportunity, subject to available resources.

Missed recycling collections will be checked for contamination and the resident offered the opportunity to:

1. Remove any contaminating items and wait for the following recycling collection (with reference to Policy 4 on side waste)
2. Place their recycling bin (contaminated or otherwise for collection with their residual bin)

Missed collections and subsequent response times shall be scrutinized through performance monitoring systems.

Policy 11 - Amended

The Council will maintain on its website a list of prohibited materials which cannot be placed in residual wheeled bins for collection, and will reject bins which are presented for collection which contain prohibitive materials.

Dry Recycling Bins – The Silver Bin

The ability of the Council and its partners to find markets for the sale of individual recyclables is dependent upon the quality of materials presented by householders in their Silver Bins. This has a direct influence on the income received for the sale of this material, and therefore the cost of the waste management service overall. The Council must therefore ensure that it has sufficient means with which to maintain this quality standard.

Policy 12 – No Change

The Council will undertake random inspections of bins placed out for collection.

The Council will reject bins presented for collection which do not contain the correct materials for recycling, or which contain prohibited materials, and will inform the customer by placing a tag on the contaminated bin.

It is the responsibility of the householder to contact the Council for further advice on how to dispose of the contents of the contaminated bin responsibly.

For the purposes of maintaining the quality of recyclable material collected, the Council will maintain records of all rejected bins and the number of times that individual households have presented contaminated recycling bins.

In any twelve month period, where a householder has presented a contaminated bin on the first occasion, practical advice and education will be offered to the householder to ensure that the problem is resolved expediently. If a contaminated bin is presented on a second occasion, a visit by a member of the waste management team will be conducted warning that further incidents may result in enforcement action being taken. For a third and repeated incidents of contamination, the Council *may* take enforcement action.

Policy 13 – No Change

The Council may take enforcement action against individual persons for repeated contamination of recycling bins by:

- (i) issuing fixed financial penalties;
- (ii) by removing bins from householders;
- (iii) by other alternative legal actions available to the Council.

The Silver Bin service, together with the provision garden waste collection and bring banks, will remain the principle means by which the Council achieves its statutory recycling obligations.

This will be achieved by maximising participation and performance by individual householders through continual education and publicity campaigns.

Campaigns which focus on capture rates for specific materials will encourage the householder to segregate their waste through the provision of incentive schemes.

Targeted promotions and enforcement actions in areas of the district which are performing at below average per household will ensure that campaigns are targeted to specific local need, and other complementary local services will be incorporated into these promotions. Offering alternative forms of dry recyclable kerbside collections to properties not on the current service will increase tonnages.

Increasing the range of suitable materials for recycling will improve performance.

Policy 14 - Amended

The Council will work with its partners to ensure that where sustainable markets exist for dry recyclables, that they are collected and processed by the most cost effective means available. Should new markets be identified the authority will conduct an appraisal and where appropriate a cost benefit analysis of the collection of new material streams will be undertaken.

Policy 15 - Amended

The Council will continue to ensure garden waste is collected from households across the district and will promote the service as a disposal route for garden waste in conjunction with home composting in order to discourage the disposal of compostable material through the residual stream.

6.7. Delivering targets through partnerships

6.7.1. Nottinghamshire County Council

At the time the 2006 Waste Strategy was being developed the Nottinghamshire County Council Waste Contract with Veolia was still in the process of being implemented. Policy 16 refers directly to that and is no longer of relevance. A new policy has been proposed instead based on the work that is already being implemented through the regular Joint Officer Boards and Joint Waste Management Committee both of which are comprised of representatives from all 7 district and borough authorities working alongside representatives from the County Council and Veolia as the County's waste contractor:

Policy 16 - Amended

The Council will continue to work with its local authority partners to increase the quality and quantity of material removed from the residual waste stream by:

1. Standardising communication messages where appropriate
2. Seeking new opportunities to increase the range of recyclable materials
3. Endeavouring to standardise collection methods and policies

6.7.2. Recycling Ollerton and Boughton

Recycling Ollerton and Boughton (ROB) no longer offer a garden waste collection. They have expanded their kerbside glass collections (although significant further expansion is unlikely to be feasible). Although ROB provide a valuable service to the community they are primarily focused on providing training to prepare their students for employment elsewhere. As such we will continue to do our utmost to support ROB in their work but do not view them as a route via which we can dramatically increase recycling collections.

Policy 17 – No Change

Where resources permit, the Council will work in partnership with the community and voluntary sector to ensure that waste is recycled and services are developed which add value to the core waste management services of the Council

6.8. Trade Waste

We launched a Trade waste recycling service in 2012 and offer free recycling collections to Schools across the district (following the schools purchase of a bin). We plan to continue this service for as long as it remains viable.

Policy 18 – No Change

The Council will continue to offer trade waste recycling services to businesses across the district.

6.9. Council Waste

The Council is aware that it must lead by example and although recycling systems are now in place a review of the use of these systems is recommended. The Waste Management Team will work with representatives from Castle House and other Council premises to ensure that the systems are fit for purpose and are being correctly utilised.

Policy 19 - Amended

The Council will review existing recycling arrangements to ensure that it acts as sustainably as possible with respect to waste

7. Future Service

At times it appears that change is the only constant in waste management circles and the actions we take now will govern how well we are equipped to deal with the challenges that future changes bring. In this final section we consider the implications of the trends and challenges discussed in section 5.

It seems certain that the drive will be to improve recycling rates and reduce the amount of waste sent to both landfill and perhaps energy recovery. Nationally we are seeing a shift to the recovery of food waste; this is a trend that was spurred on during RT Honourable Eric Pickles time in Department for Communities and Local Government when the emphasis became the move towards removing 'smelly wastes' on a weekly basis.

The other major stream not currently collected at the kerbside is glass. Although our capture rates for glass are reasonably high it is probable that a kerbside collection would improve rates further but at significant extra cost.

Other materials such as tetrapak and mixed plastics may also be considered but are not considered to have the same impact on recycling rates due to their relatively low weight and volume.

7.1. New service structures

7.1.1. *Using Existing Resources*

New material streams are likely to result in the need for new collection services. As noted above there are some 'low impact' recyclable materials such as mixed plastics which could perhaps in future be captured through the existing collection infrastructure in the event that the sorting infrastructure is provided at suitable disposal/transfer points. Currently indications from Notts County Council and Veolia are that they are not considering further investment in this infrastructure until contamination rates drop and the existing recyclable material which is being lost through being placed in the residual bins is captured.

7.1.2. *Glass collection*

The Collection of glass from the kerbside is one that has been examined on several occasions in the past few years. Unfortunately the falling value of glass as a recycled material has always limited options for kerbside collections as it would not cover the costs involved. There would also be a number of infrastructure issues to overcome.

7.1.3. *Food Waste*

Separately collected food waste would most likely be treated by Anaerobic Digestion (AD) whereby the waste is heated and treated in a confined environment and the resulting gas (methane) used as fuel and the remaining solids used as compost/soil improver. Significant investment would be required to create fleet capacity and to provide householders with containers to collect this waste.

The alternative option for collecting food waste would be to collect it co-mingled with garden waste and send it for processing via In-Vessel-Composting. This treatment method is similar to Anaerobic Digestion in some respects but it does not usually result in the harvesting of methane as an additional resource. Collecting food waste this way would require the Council to provide a free garden waste collection service to all viable properties which would result in a significant fall in income for the Council from the loss of the existing opt-in collection scheme and the need for additional investment to create the fleet capacity and additional bins/containers required to collect from all the properties who do not currently receive a service.

Both separate and co-mingled food waste collections would require significant additional investment however this *could be* (in part) offset by the move to three weekly or monthly residual waste collections. The justification for this move is that by removing the organic element from the residual waste stream you are removing the 'putrescible' waste and therefore the source of any odour and hygiene issues.

There are of course other factors to account for such as the collection of nappies and other sanitary and medical waste which could result in the need for both additional infrastructure and collection requirements.

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Appendix 2 - Side by Side comparison of principles and policies

Original Principle	Review Principle
<p>Principle 1. The Council will adopt the waste hierarchy as a template for their approach to waste management. Waste minimisation is the key principle upon which the strategy is built and the Council will investigate opportunities, communicate with and educate its stakeholders, to ensure that, where practicable, waste arisings are minimised or otherwise managed by the most sustainable means available.</p>	<p>Principle 1. – No Change The Council will adopt the waste hierarchy as a template for their approach to waste management. Waste minimisation is the key principle upon which the strategy is built and the Council will investigate opportunities, communicate with and educate its stakeholders, to ensure that, where practicable, waste arisings are minimised or otherwise managed by the most sustainable means available.</p>
<p>Principle 2. Options of dealing with waste will be affordable to the Council and decisions we take will be economically sustainable and will offer the best available option without exceeding excessive economic cost.</p>	<p>Principle 2. – No Change Options of dealing with waste will be affordable to the Council and decisions we take will be economically sustainable and will offer the best available option without exceeding excessive economic cost.</p>
<p>Principle 3. The Council will work in partnership to achieve the delivery of the strategy, including working with the County, Borough and District Councils of Nottinghamshire, businesses, the voluntary and community sectors and the general public. We will work with our strategic partners to seek efficiencies, service improvements and added value, which contribute to the delivery of excellent waste management services</p>	<p>Principle 3. – No Change The Council will work in partnership to achieve the delivery of the strategy, including working with the County, Borough and District Councils of Nottinghamshire, businesses, the voluntary and community sectors and the general public. We will work with our strategic partners to seek efficiencies, service improvements and added value, which contribute to the delivery of excellent waste management services</p>
<p>Principle 4. The Council will achieve its statutory targets for recycling for 2010 and 2015.</p>	<p>Principle 4. - Amended The Council will work in partnership with Nottinghamshire County Council and other Nottinghamshire districts and boroughs to achieve recycling targets for 2020 and beyond.</p>

Principle 5.

The strategy will be subject to regular review to determine progress, new legislative requirements, new technologies and other significant developments.

The Council has adopted the “Rethink, Reduce, Reuse, Recycle” message as the foundation of its communications awareness campaign.

Principle 5. – No Change

The strategy will be subject to regular review to determine progress, new legislative requirements, new technologies and other significant developments.

The Council has adopted the “Rethink, Reduce, Reuse, Recycle” message as the foundation of its communications awareness campaign.

Original Policy	Review Policy
<p>POLICY 1: Wherever possible, the Council will promote and educate its stakeholders to encourage them to move waste up the hierarchy.</p>	<p>POLICY 1: - No Change Wherever possible, the Council will promote and educate its stakeholders to encourage them to move waste up the hierarchy.</p>
<p>POLICY 2: The Council will seek to achieve zero growth in waste arisings, measured by the Council not exceeding the maximum recorded kg/ head of waste collected and disposed of for this authority, for the life of the strategy, (not including green waste arisings). This requires waste arisings to remain below 440kg per head, as recorded in 2004-5.</p>	<p>POLICY 2: - No Change The Council will seek to achieve zero growth in waste arisings, measured by the Council not exceeding the maximum recorded kg/ head of waste collected and disposed of for this authority, for the life of the strategy, (not including green waste arisings). This requires waste arisings to remain below 440kg per head, as recorded in 2004-5.</p>
<p>POLICY 3: The Council will actively promote home-composting as the most sustainable way of removing green garden waste and kitchen putrescibles from the waste stream. It will achieve this by making subsidized home-composting units available to all of its residents and schools.</p>	<p>POLICY 3: - Amended The Council will actively promote home-composting as the most sustainable way of removing green garden waste and kitchen putrescibles from the waste stream. It will achieve this by continuing to promote GetComposting.com as the source for home compost bins and related items.</p> <p>If required we will work with our local partners to offer an alternative service.</p>

POLICY 4:

The Council will issue standard sizes of bins for residual waste collection, depending upon the number of occupants that are full time residents of a household, as follows:

Up to 2 residents	140 litre bin
Up to 5 residents	240 litre bin
Six or more residents	340 litre bin

The issuing of larger bins is dependent upon the householder demonstrating willingness to minimise their waste and participate in Council recycling schemes.

There will be no restriction on the size of a recycling bin, to a maximum of 340 litres.

Waste not contained within the bin will not be considered as presented for collection, and will not be collected by the regular collection service, apart from cardboard presented with a recycling bin.

POLICY 4: - Amended

The Council will issue standard sizes of bins for residual waste collection, depending upon the number of occupants that are full time residents of a household, as follows:

1 - 2 residents	140 litre bin
3 - 5 residents	240 litre bin
6 - 8 residents	360 litre bin

For properties containing more than 8 residents the Council will consider the implementation of additional capacity on a case by case basis.

Where residents have additional needs (e.g. medical) which results in the need for additional capacity this will be assessed and provided on a case by case basis.

The issuing of larger bins is dependent upon the householder demonstrating willingness to minimise their waste and participate in Council recycling schemes.

Waste not contained within the bin will not be considered as presented for collection, and will not be collected by the regular collection service, apart from recyclable waste presented alongside a recycling bin in a suitable recyclable container (e.g. excess cardboard)

<p>POLICY 5: In an attempt to minimise waste arisings, the Council will charge for all excess or bulky collections with no exceptions.</p> <p>White goods collections (fridges, freezers, washing machines, cookers etc.) will be charged for separately.</p> <p>A review of charging policies will be undertaken at strategic intervals throughout the strategy.</p> <p>Easy payment schemes will be made available to improve the accessibility of this service for stakeholders on low incomes.</p>	<p>POLICY 5: - Amended In an attempt to minimise waste arisings, the Council will charge for all excess or bulky collections with no exceptions.</p> <p>Electrical goods collections (televisions, fridges, freezers, washing machines, computer equipment etc.) will be charged for separately.</p> <p>A review of charging policies will be undertaken as part of the Councils annual process for setting Fees and Charges.</p> <p>The Council will continue to promote its online booking system to residents as the best route for arranging these collections.</p> <p>In the event that a resident has a considerable amount of waste to dispose of the Council will offer to quote for the removal of excess household waste.</p>
<p>POLICY 6: The Council will actively promote re-use schemes within the district to encourage householders to act more sustainably, and where practicable will form partnerships with the voluntary and community sector to promote re-use</p>	<p>POLICY 6: - No Change The Council will actively promote re-use schemes within the district to encourage householders to act more sustainably, and where practicable will form partnerships with the voluntary and community sector to promote re-use.</p>
<p>POLICY 7: Where they are considered beneficial, the Council will continue to provide and enhance Bring Recycling Sites, to supplement our kerbside collection schemes. The effect of kerbside recycling collections on bring sites will be monitored to ensure that together they continue to provide a cost effective and practical way to recycle</p>	<p>POLICY 7: - No Change Where they are considered beneficial, the Council will continue to provide and enhance Bring Recycling Sites, to supplement our kerbside collection schemes. The effect of kerbside recycling collections on bring sites will be monitored to ensure that together they continue to provide a cost effective and practical way to recycle.</p>

POLICY 8:

Where suitable sites can be found, all communities within the district will be served with the provision of glass and textile banks for recycling. There will be limited expansion of bring banks for materials where a complementary kerbside collection service exists.

POLICY 8: - Amended

Where suitable sites can be found, all communities within the district will be served with the provision of glass and textile banks for recycling.

POLICY 9:

The Council will, by prior arrangement, collect and return wheeled bins from agreed locations (i.e. assisted collections) where it is not possible for any able bodied person residing at a household to present the bin at the curtilage of their property for collection.

POLICY 9: - Amended

The Council will, by prior arrangement, collect and return wheeled bins from agreed locations (i.e. assisted collections) where it is not possible for any able bodied person residing at a household to present the bin at the curtilage of their property for collection.

Missed assisted collections and subsequent response times shall be checked through the Councils performance monitoring systems.

POLICY 10:

Where the Council misses a scheduled collection, and the bin was presented correctly, and the contents of the bin conformed to the waste acceptance criteria, then the Council will guarantee to return to undertake the collection at the earliest available opportunity, which is usually by the end of the next working day.

Where collections are missed due to the negligence of the householder, the Council will endeavour to return to make the collection at the earliest opportunity, subject to available resources.

POLICY 10: - Amended

Where the Council misses a scheduled collection of residual waste, and the bin was presented correctly, and the contents of the bin conformed to the waste acceptance criteria, then the Council will guarantee to return to undertake the collection at the earliest available opportunity.

Where collections are missed due to the negligence of the householder, the Council will endeavour to return to make the collection at the earliest opportunity, subject to available resources.

Missed recycling collections will be checked for contamination and the resident offered the opportunity to:

1. Remove any contaminating items and wait for the following recycling collection (with reference to Policy 4 on side waste)
2. Place their recycling bin (contaminated or otherwise for collection with their residual bin)

Missed collections and subsequent response times shall be scrutinised through performance monitoring systems.

POLICY 11:

The Council will publish, from time to time, a list of prohibited materials which cannot be placed in residual wheeled bins for collection, and will reject bins which are presented for collection which contain prohibitive materials.

POLICY 11: - Amended

The Council will maintain on its website a list of prohibited materials which cannot be placed in residual wheeled bins for collection, and will reject bins which are presented for collection which contain prohibitive materials.

POLICY 12:

The Council will undertake random inspections of bins placed out for collection.

The Council will reject bins presented for collection which do not contain the correct materials for recycling, or which contain prohibited materials, and will inform the customer by placing a tag on the contaminated bin.

It is the responsibility of the householder to contact the Council for further advice on how to dispose of the contents of the contaminated bin responsibly.

POLICY 12: - No Change

The Council will undertake random inspections of bins placed out for collection.

The Council will reject bins presented for collection which do not contain the correct materials for recycling, or which contain prohibited materials, and will inform the customer by placing a tag on the contaminated bin.

It is the responsibility of the householder to contact the Council for further advice on how to dispose of the contents of the contaminated bin responsibly.

POLICY 13:

The Council may take enforcement action against individual persons for repeated contamination of recycling bins by:

- (i) issuing fixed financial penalties;
- (ii) by removing bins from householders;
- (iii) by other alternative legal actions available to the Council.

POLICY 13: - No Change

The Council may take enforcement action against individual persons for repeated contamination of recycling bins by:

- (i) issuing fixed financial penalties;
- (ii) by removing bins from householders;
- (iii) by other alternative legal actions available to the Council.

POLICY 14:

The Council will ensure that where sustainable markets exist for dry recyclables, that they are collected and processed by the most cost effective means available, and that cost-benefit analysis of new methods of collection and processing are continually reviewed to expand the range of materials collected.

POLICY 14: - Amended

The Council will work with its partners to ensure that where sustainable markets exist for dry recyclables, that they are collected and processed by the most cost effective means available. Should new markets be identified the authority will conduct an appraisal and where appropriate a cost benefit analysis of the collection of new material streams will be undertaken.

<p>POLICY 15: The Council will attain its 2010-11 and 2015-16 statutory recycling targets through the proportional and targeted introduction of free green garden waste collections to high producing areas of the district which will be collected for centralised composting</p>	<p>POLICY 15: - Amended The Council will continue to ensure garden waste is collected from households across the district and will promote the service as a disposal route for garden waste in conjunction with home composting in order to discourage the disposal of compostable material through the residual stream.</p>
<p>POLICY 16: The Council will negotiate a fair settlement with Nottinghamshire County Council with regards to the partnering arrangements proposed to deliver our statutory obligations for waste</p>	<p>POLICY 16: - Amended The Council will continue to work with its local authority partners to increase the quality and quantity of material removed from the residual waste stream by:</p> <ol style="list-style-type: none"> 1. Standardising communication messages where appropriate 2. Seeking new opportunities to increase the range of recyclable materials 3. Endeavouring to standardise collection methods and policies
<p>POLICY 17: Where resources permit, the Council will work in partnership with the community and voluntary sector to ensure that waste is recycled and services are developed which add value to the core waste management services of the Council</p>	<p>POLICY 17: - No Change Where resources permit, the Council will work in partnership with the community and voluntary sector to ensure that waste is recycled and services are developed which add value to the core waste management services of the Council</p>
<p>POLICY 18: The Council will explore the potential to develop trade waste recycling services to businesses across the district.</p>	<p>POLICY 18: - No Change The Council will continue to offer trade waste recycling services to businesses across the district.</p>
<p>POLICY 19: The Council will set internal performance targets to ensure that it acts as sustainably as possible with respect to waste</p>	<p>POLICY 19: - Amended The Council will review existing recycling arrangements to ensure that it acts as sustainably as possible with respect to waste</p>

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HAWTONVILLE COMMUNITY CENTRE TENANCY OPTION

1.0 Purpose of Report

- 1.1 To provide the Committee with an update on the current position relating to the operation of Hawtonville Community Centre, the progress being made with the management arrangements following the transfer of the management of the Centre to Newark and Sherwood Homes; and for Members to consider the granting of a 3 year tenancy agreement to Reach (a Local Charity supporting vulnerable adults in Newark and Sherwood).

2.0 Background Information

- 2.1 The Committee last received a report on 19 September 2017 to consider the progress being made to secure the operational management function for the Hawtonville Community Centre in order to increase income and usage and reduce the Centre's operational deficit and cost to the Council.
- 2.2 Over the last 9 months, partnership working between the Council and Newark and Sherwood Homes (NSH) through the Community Development project has enabled progress to be made in respect of raising the profile of the Centre and attract new user groups with some success - primarily in the evening and at weekends.
- 2.3 Currently the Centre is used Monday to Friday evenings with such activities as children's dance, yoga and mini soccer. There is a regular Saturday dance session and there is interest from a church group for Sunday morning services.
- 2.4 However, day-time use remains a challenge and there are currently only two regular bookings: First Class Education using the Centre in the day (although this extends to three separate sessions over three days and 7.5 hours of use per week during school term time); and a Fitness Class on an afternoon sessions once a week.

3.0 The Current Overview

- 3.1 As indicated above, NSH is now managing the Community Centre on the Council's behalf and has made steady progress on addressing the priorities identified in the Neighbourhood Study, which includes generating more interest and use of the Centre to improve its value and worth to the local community.
- 3.2 The community centre currently has seven regular bookings as follows:

- ***Aerobics Class***

This is an established afternoon ladies exercise group which is operated on a commercial basis and runs during the Autumn/Winter period each year and is reasonably well supported.

- **Elaine Varney School of Dance**
This is a long established school which has relocated to the centre and provides dance instruction and examination for local children running 4 nights a week and Saturday.
- **First Class Education**
This is primarily one to one education support to young people outside of the mainstream education offer running three sessions week in the day.
- **Bible Class**
This is a relatively new a booking and although small in numbers initially it is hoped that it will attract more people over and become a regular booking.
- **RHP Football Club**
This is an indoor mini soccer training programme for children running on a Thursday evening.
- **Yoga Sessions**
This is a new group running on a Monday evening.
- **Youth Club**
This is a new voluntary youth club running on a Wednesday evening and organised by Newark Christ Church to provide activities for your people from the Hawtonville estate.

3.3 Newark and Sherwood Homes has also identified a number of potential community champions who have expressed an interest in supporting the development of community initiatives including a focus on improving the use of the Community Centre.

3.4 Usage of the Centre has grown gradually over the last 9 months with income of £5,533 from user groups achieved between 1 April and 3 November 2017 and this is expected to grow gradually as new groups and activities are introduced which will reduce operating costs to the Council.

4.0 Proposal

4.1 The Council has recently been approached by 'Reach Newark', which is part of Reach Learning Disability (a registered charity). The Charity provides day service provision for over 100 local adults and is interested in relocating its services to the Community Centre from its existing operational base in Newark, which it has outgrown. Reach would be interested in an initial three year tenancy agreement to occupy the Centre in order to deliver its programme Monday to Friday each week from approximately 8.00am to approximately 5.00pm which would enable it to continue to grow and improve its services to its users. Reach has submitted details of its proposal which are detailed in Appendix A to this report.

4.2 Based on the limited day time use of the Centre currently and the offer that Reach is proposing it would seem reasonable to consider the potential for a shared arrangement at the Centre which would deliver greater utilisation of the building during the day yielding further rental income whilst retaining community use of the facilities in the evenings and at weekends.

- 4.3 Given the current limited daytime use of the Centre during the week it is proposed that Members consider the principle of offering Reach a short term tenancy of the Centre for an initial period of three years to deliver its support programme Monday to Friday from 8.00am to 4.00pm.
- 4.4 The tenancy agreement could require and secure the retention of provision for community use with access from 5.00pm in the week and at weekends thereby delivering the anticipated benefits as highlighted in **Appendix A** and a rental arrangement would be negotiated with Reach which would reduce the Centre's revenue costs to the Council.
- 4.5 The proposal would present a number of benefits, it would enable Reach to improve and grow its service offer to its clients through occupation of the Centre when community demand is limited, and it would also maintain community access at times when there is demand and interest for this. Operational arrangements would ensure that the Centre would remain available from 5.00pm to 10.00pm typically on weekdays and at weekends. The arrangement could also retain community use of the upstairs offices for daytime use in the week for meetings, drop in sessions and small community activities booked in advance and programmed accordingly.
- 4.6 In addition Reach has the capability and capacity to offer a management option to provide a reception and administration service for the Centre to the Council and it is suggested that this be explored further as part of the negotiations with the Charity.
- 4.7 However, it must be noted that if Reach were to become the main tenant of the Centre, this could potentially create some displacement of current day-time user groups and therefore every effort would be made to assist the groups affected to find alternative accommodation in the locality.

5.0 Equalities Implications

- 5.1 The Devon Ward and Hawtonville area profile shows a relatively homogenous community (94% of residents were born in the UK) albeit with a significant distribution of ages, from a mean of 46 in the Bellmont Road/Bailey Close area compared to a mean age of 29 in the Staunton Road/Montgomery Road area.
- 5.2 Reach is an organisation that delivers services to a category of persons with protected characteristics and therefore an agreement to allow them to occupy the Centre would facilitate services being delivered to them.

6.0 Impact on Budget/Policy Framework

- 6.1 It is anticipated that if Reach were to become a tenant the overall financial position of the Centre in respects of revenue costs to the Council would be improved through an annual rental payment from the Charity and supplemented by the income that would be generated and retained from other user groups utilising the Centre. Alternatively the revenue costs of the Centre could be transferred to Reach which would then retain the income from user groups thereby incentivising Reach to maximise community use of the Centre and improving the overall short term viability of the Centre.

7.0 Comments of Business Manager & Chief Financial Officer – Financial Services

7.1 The proposed short term tenancy/agreement should generate further income into the Centre with greater activity. Greater certainty over this income level will be created once negotiations begin.

8.0 RECOMMENDATIONS that:

- a) **Members approve the principle of REACH being granted a short term tenancy/agreement for the Centre not exceeding three years on the condition that community use as outlined in this report is protected;**
- b) **The Director - Safety be given delegated authority to progress negotiations with REACH and agree the terms of the tenancy or other agreement for its occupation of the Centre, including rental levels etc; and**
- c) **Officers work with Reach to develop a detailed business case and operating proposal for the Centre to demonstrate greater utilisation of the community resource which can then be presented to Members at a future meeting for further consideration, including how this might impact upon the overall management of the Centre by Newark and Sherwood Homes.**

Reason for Recommendations

To review the running and sustainability of the Hawtonville Community Centre.

Background Papers

Nil

For further information please contact Andy Hardy, Community Projects Manager, on 01636 655708.

**Karen White
Director – Safety**

Reach's Proposal for relocation to Hawtonville Community Centre

Context

Reach Newark is a local organisation providing day service provision to over 100 adults with learning disabilities. Reach Newark is part of Reach Learning Disability (Registered Charity no.1076318) which has its Head Office in Southwell and also runs day centres at Brackenhurst College (Flower Pod), Southwell and Mansfield.

Our vision is of a community where people with learning disabilities can make a good life for themselves – a life full of meaning, challenge, opportunity and friendship. Our mission is to enable people with learning disabilities to reach beyond expectation by providing personalised support with purposeful activity and by creating new opportunities for them to lead fulfilling lives in their own community.

Reach has been located at Barnbygate Methodist Church, Barnbygate, Newark NG24 1PX since 2009. Over the last seven years, the day service has grown considerably and is seeking premises that better suit the needs of the organisation and particularly, our clients.

Reach staff have visited Hawtonville Community Centre and believe that, with the right conditions, the property could meet the requirements of the organisation. It goes without saying that the clients of Reach will be sensitive when it comes to moving premises. Many of them consider Reach Newark as their second home and transition will need to be handled with care.

We were asked to put together a proposal stating pre-conditions if we were to relocate to Hawtonville Community Centre. Naturally, it is important that this move is made in the best interests of our clients and can improve their experiences and, consequently, their life chances.

We understand that this proposal may be different from the current or anticipated model of tenancy. We have tried to be clear as possible about the things for which we need assurance but, at the same time we will understand if you have your own objectives which may conflict.

Chantelle Welshe
Newark Centre Manager

Reach Learning Disability - Essential Needs

- We would need to have sole use of the ground floor from Monday to Friday (8am – 4pm). This would include the reception room from where we could monitor people in and out of the premises.
- Due to the confidential nature of much of our work and the type of information stored, we would require some lockable rooms as offices for Manager and staff.
- Due to the obvious vulnerability of our clients we would require the door to the ground floor to have some secure entry system that could, preferably, be controlled from the reception room.
- Due to substantial disruption that such a transition can cause we would need some security in terms of lease duration. We would require a minimum of a 3 year lease.
- Reach to take over the building undertaking prime keyholder role.

Desirable Conditions

- Reach to take responsibility for existing and new bookings. This would ensure consistency of approach and clear lines of communications between tenants.
- The money that has been set aside for some refurbishment is used to update the toilets, door handles and paintwork and any other immediate needs.

Anticipated Benefits to Occupation

- Under this proposal, and combined with the current Dance School, the building would be in constant occupation from Monday to Friday from approximately 8am with the obvious benefits to the community.
- Potential for some shared contact points for local police representatives and N&S Homes in upstairs offices.
- The likelihood of reducing the incidence of anti-social behaviour.
- The inevitable benefits to the building structure of constant occupation and regular maintenance.
- Onsite reception, administration and booking facility.
- Community engagement opportunities and good prospects of development of relationships with neighbours and local schools etc e.g. inviting them to watch the performances/taking part in our singing sessions etc.
- The District Council and /or N&S Homes could potentially have the security and simplicity of one main tenant.
- Creation of volunteering opportunities and potential for paid employment for community members as the charity develops.

Other Considerations

Reach Newark is currently just about financially sustainable with a very reasonable serviced rent from the Methodist church. Clearly, we anticipate being responsible for utilities at Hawtonville. We would, unfortunately, have a restricted budget to work within if we were to take over the building but we would hope that we could offset some rent liability by the provision of an administration and reception service for the Community Centre. One possibility might be to consider Reach becoming the main tenant to N&SDC or N&S Homes and allowing us to sublet to other community organisations and individuals. This would require some caretaking responsibilities and the concomitant cost.

Existing furniture would be left in the building which would enable us to plan appropriately.

We understand that some funding has been put aside for refurbishment of the building and we anticipate that this would be utilised before a main tenant took occupation to ensure the buildings are clean, safe and fit for purpose.

We do understand that the landlord will have their own future objectives in terms of community engagement for the property and we would seek to achieve these. We recognise that there would be a requirement for the continued use of the building for the general benefit of the Hawtonville community.

There needs to be a reasonable timescale. It would be useful to tie the relocation in with a natural break in our day service and therefore we would be keen to agree terms reasonably quickly to be able to prepare our clients appropriately.

RESEARCH

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REVIEW OF LEISURE CENTRE PROVISION IN THE WEST

1.0 Purpose of Report

1.1 To inform Committee Members of the progress so far in considering the options available for improving leisure centre provision in the West of the district and to seek approval for the production of a business case on the preferred option.

2.0 Background Information

2.1 Newark and Sherwood District Council has made significant changes over recent years to the scope of its leisure centre services and in terms of how they are delivered.

2.2 The Council created a wholly-owned leisure company, Active4Today, in 2015, to deliver its leisure centre operations at the Grove Leisure Centre in Newark, Blidworth Community Leisure Centre and the Dukeries Leisure Centre in Ollerton. The Company also provides strategic management services to support the delivery of the Southwell Leisure Centre Trust.

2.3 In 2016, the Council opened the Newark Sports and Fitness Centre (NSFC) to replace the Grove, in recognition of the fact that the Grove was passed its useful life and was unable due to its limited size to cope with demand from customers. The changes have delivered significant savings, reducing the cost of the services from £1,271,365 in 2011/12 to £117,000 in 2017/18 – a reduction of 91%.

3.0 Project Objectives

3.1 The aims of this review are aligned to those used when appraising options for leisure centre provision in Newark which led to the development of the NSFC:

- To undertake an options appraisal of leisure centre facilities in the West of the District, with the aim of increasing regular participation in exercise and provide encouragement for sporting participation
- Support the achievement of better health and wellbeing outcomes for the community, particularly but not exclusively in helping to tackle increasing levels of obesity
- Support recovery from illnesses and conditions which are life-threatening or are likely to reduce longevity, by providing appropriate opportunities to incorporate exercise in the recovery programmes
- Help overcome barriers to accessing leisure opportunities by providing welcoming, affordable and varied activities and facilities
- Further reduce the revenue costs of leisure, recognising the non-statutory nature of the service and the financial challenges that the Council continues to operate within.

4.0 Options

4.1 The options appraisal and market analysis, attached at **Appendix A & B**, considers the following three options and takes into consideration the wider strategic developments and master planning taking place in Ollerton and Boughton to address a range of needs:

- **Option 1:** Stay the same - continue with fragmented offer in the West. This option has no financial implications but does not deliver the project objectives.
- **Option 2:** New Leisure Centre provision on land immediately in front of the Dukeries. The estimated total cost of building a new Leisure Centre is just over £13m. This is not affordable and does not provide the best value for money solution for the community.
- **Option 3:** Dukeries improvement scheme and pool hall new build.

5.0 Proposal (Phase 2)

5.1 As concluded in the attached options appraisal, it is proposed that a detailed business case be developed for **Option 3: Dukeries improvement scheme and pool hall new build** to be brought back to Members in June 2018, which will include detailed cost plans and architect drawings to RIBA stage D. If Members decided at this point take this option forward to delivery, practical completion is expected to be Spring 2020. Option 3 would make best use of an existing asset owned by the Council providing fit for purpose dry side facilities, address circulation and car parking issues whilst also providing a new pool hall, with new fun elements and a soft play area for children.

5.2 Positive meetings have been held with partners who have an interest in the site; Notts County Council, the Dukeries Academy and Notts Fire and Rescue. All partners are supportive with what the Council is aiming to achieve through the preferred option and vision for improving outdoor sporting and leisure facilities to increase opportunities for engagement in physical activity, delivering associated health benefits. Conversations would suggest there is real scope for creating a sports hub light model. Indeed, Notts County Council has agreed to transfer the land required to develop out Option 3 to the Council at nil cost (subject to member and secretary of state approval).

6.0 Finance

6.1 This project and initial feasibility costs of £60,000 were included within the Council's revised Medium Term Financial Strategy, approved by Policy and Finance Committee on 29 June 2017.

6.2 The cost of taking Option 3 onto the next phase is estimated to be around £250,000, which is included within the financial appraisal below:

Option 2: Dukeries Improvements scheme and pool hall new build

Capital Costs	
Construction costs	£5,715,461
Fee's (including project management, design and planning fees, building condition, ecology/topographical surveys)	£805,740
Fixtures, Fittings and Equipment	£381,500
Project Contingency	£ 1,004,430
Total	£7,907,131
Costs incurred to date for feasibility (including cost of consultants and surveys)	£60,000
Demolition costs – Dukeries site	Nil
Land Purchase – gifted	Nil
Total	£7,967,131

NET Revenue	
Projected Growth – per annum	£74,570

6.3 The financial appraisal includes a large sum of contingency monies due to the risks associated with opening up an existing building, which we would look to mitigate against through building conditions surveys etc. The Council's capital programme is funded through a mixture of reserves and capital receipts supplemented by additional financing, as required. Advice from the Council's Section 151 Officer would suggest that the proposed option, Option 3, could be funded without the need to borrow, through use of internal revenue and capital reserves, s106 contributions from the planned residential development of the adjacent site and the potential additional New Homes Bonus from that development.

6.4 In addition, the projected revenue growth forecasted by Active4Today on Option 3 if realised, would result in a £74,000 per annum reduction in revenue costs, to be recovered from a reduction in the management fee payable to Active4Today. Whilst this may, in isolation, be considered a low return on investment in financial terms, if this Option is taken forward to delivery it would contribute towards delivering a number of wider social, health and wellbeing benefits for residents, in line with the projects aims and wider master planning of the area.

6.5 It should be noted that Option 3 is also considerably cheaper than the new build option (Option 2) costing an additional £5m, which could be invested more prudently in line with the Council's Investment Strategy to generate a greater return on investment.

7.0 Equalities Implications

7.1 Equalities implications will be considered as part of further modelling and development of a detailed business case.

8.0 Financial Comment

8.1 The financial implications of the three options considered in this report are set out in section 6 above.

8.2 The total estimated cost of the preferred option can be funded in a number of ways, dependant on the timing of the improvement to the Dukeries and new pool hall construction, in relation to the potential wider development of the land between the two estates in Ollerton and Boughton. A funding package will be presented as part of the detailed business case and this package will range from using existing reserves and balances to fully fund the development cost of £7.967m to a mix of use of existing reserves to be replenished from s106 contributions and increased new homes bonus from the possible residential development on the land between the two existing communities.

9.0 RECOMMENDATIONS

It is recommended that Leisure and Environment Committee recommend Policy and Finance Committee to:

- (a) **agree to the proposed option, Option 3 – Dukeries improvement scheme and pool hall new build to be taken forward to phase 2 and that a detailed business case be brought back to Committee in June 2018;**
- (b) **agree £250,000 to be committed for this project from the Council's Change Management Reserve to enable detailed costings and designs to be progressed to RIBA stage D; and**
- (c) **approve that appropriate land transactions with Notts Council and the Academy should be dealt with under delegated powers to the Director – Customers.**

Reason for Recommendations

To initiate the production of a detailed business case on the preferred option for leisure centre facilities in the west to support the aims of the project.

For further information please contact Leanne Monger, Business Manager – Housing and Safeguarding (Project Manager) on extension 5545 or Matthew Finch, Director – Customers (Project Director) on extension 5716.

Matthew Finch
Director - Customers

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APPENDIX A

Options Appraisal – Leisure Centre Provision in the West

1.0 Purpose of report

This report examines the options available for leisure centre facilities in the West of Newark and Sherwood.

The report looks at the facilities in the West of the District compared to the facilities elsewhere in Newark and Sherwood, in terms of their location and the facilities mix at our leisure centre sites.

Further, as part of a the attached market analysis it looks at population masses in the West of the District and locations which have the largest number of potential customers within a 20-minute drive time (after which it has been shown that customers are not likely to travel to use a facility). It goes on to look at local population factors which influence a preferred location of leisure facilities, such as health indicators, sport England profiles and considers the wider strategic developments taking place in the West of the District.

A summary of the options and their feasibility are considered in this report as it is anticipated that a full business case will be developed for the preferred option identified in the conclusion – subject to approval by Members.

2.0 Background

A review of leisure centre facilities in the west was included within the Council's revised Medium Term Financial Strategy, approved by Policy and Finance Committee on 29 June 2017.

A cross Council and Company Project Team was established in December 2017 led by Matthew Finch (Project Director) and Leanne Monger (Project Manager / member of the Council's Commercials Project Development Team) and Andy Carolan from Active4Today (Senior User). The Council also engaged suitably qualified and experienced project managers Turner & Townsend Project Management Ltd through a competitive tender exercise to help deliver, in the first instance, a feasibility study into the options discussed in this report for delivering leisure centre facilities in the West.

The agreed aims of the project are to:

- Undertake an options appraisal of leisure centre facilities in the West of the District, with the aim of increasing regular participation in exercise and provide encouragement for sporting participation

- Support the achievement of better health and wellbeing outcomes for the community, particularly but not exclusively in helping to tackle increasing levels of obesity
- Support recovery from illnesses and conditions which are life-threatening or are likely to reduce longevity, by providing appropriate opportunities to incorporate exercise in the recovery programmes
- Help overcome barriers to accessing leisure opportunities by providing welcoming, affordable and varied activities and facilities
- Further reduce the revenue costs of leisure, recognising the non-statutory nature of the service and the financial challenges that the Council continues to operate within.
- Deliverables are items directly tied into the objectives and the scope of the project.

3.0 Current provision in Newark and Sherwood

Newark and Sherwood covers a large geographical area, representing one-third of Nottinghamshire. The population of Newark and Sherwood is 119,600 (LG Inform Plus) with the largest settlement in the West being in Ollerton and Boughton (10, 292).

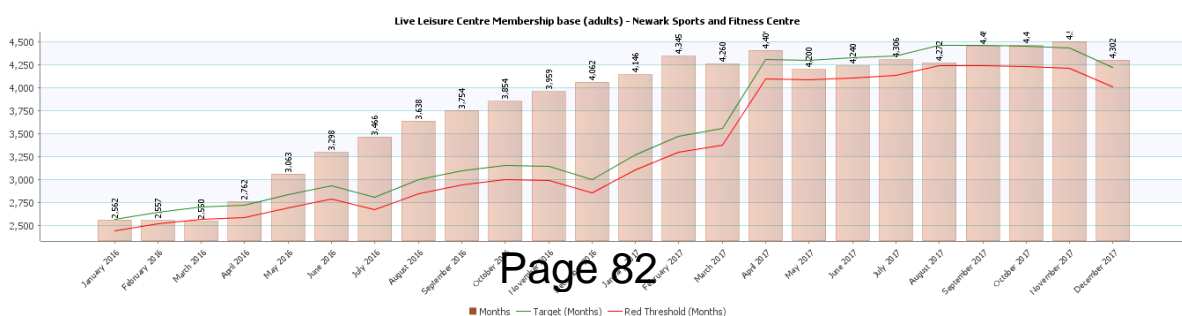
3.1 Newark

The Newark Sports and Fitness Centre (NSFC) opened in 2016 at a cost of £9.4-million. The Centre comprises a full facilities mix of wet and dry-side activities, including a six-lane 25 metre pool, a 20 metre learner pool, four court sports hall, 850 sq metre fitness suite, two dance studios and two squash courts.

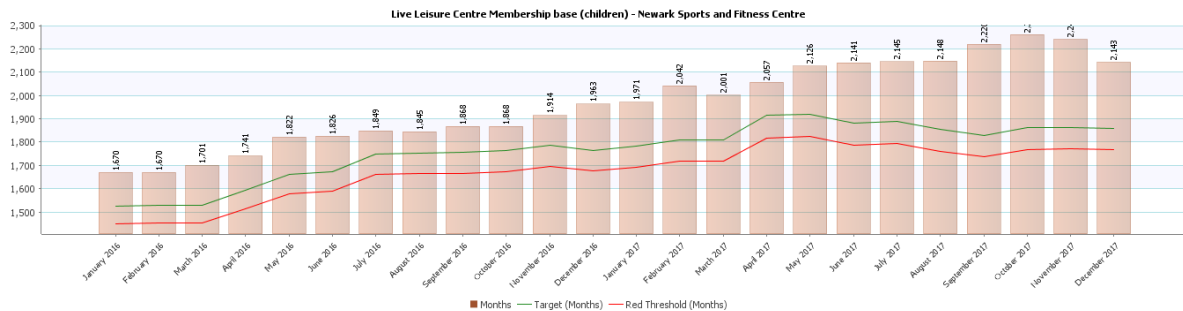
In addition, the Council is facilitating exciting plans from the YMCA to deliver a range of outdoor sporting activities on land next to the NSFC, which will create an integrated indoor and outdoor sporting hub on a single site in the town.

The membership base has seen huge growth since the opening of NSFC and closure of the former Nottinghamshire Council owned facility, Grove Leisure Centre. This has been achieved through a number of projects and developments which have been implemented, including regular reviews of programmes, club bookings, pay and play activities, technology, capacity, workforce planning, staff training and introducing new activities.

In terms of adults, the number of members was 2,562 in January 2016, with the opening of NSFC in April 2016; the membership base has increased to 4,302 in December 2017.



In terms of the children’s offer, there has also been a steady increase in the membership base following the opening of the new facility.



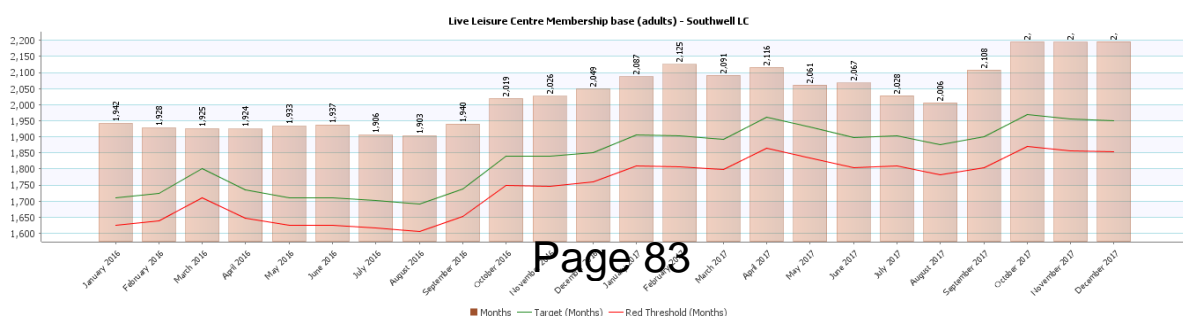
There are many other activities on offer for both adults and children in the Newark area and this includes participation within voluntary run sports clubs, other fitness and leisure providers, personal training academies, a cinema and the soon to be provided, outdoor sporting hub, which will be located on the site adjacent to the NSFC and offer an extensive range of outdoor sporting provision. The major strength of NSFC, is the combined wet side and dry side provision and the breadth of sporting activities on offer for all ages within the family, which is not offered or provided by other operator within the town.

Both children and adult membership bases appear to be at a plateauing now, following the expedient growth which was experienced over the first 12 months of operation at the NSFC. Currently there is very little movement month on month, however, it is anticipated 2018 data will start to see the seasonal trends of participation in the industry.

3.2 Southwell

Within Southwell, the leisure centre is run by a board of Trustees with support from Active4Today and Newark and Sherwood District Council. The leisure centre comprises of a full facilities mix of wet and dry-side facilities, including a 25 metre pool, a learner pool, four court indoor sports hall, fitness suite, dance studios and squash courts; the centre also has a 5-a-side, 3G multi-use games area (MUGA) adjacent to the leisure centre. The centre began its life in 1965 as a swimming pool only and over the years has seen substantial investment from both the Trustees and the Council, culminating in the impressive facility which exists today. Since 2004, approximately £2m capital investment has been made into this facility.

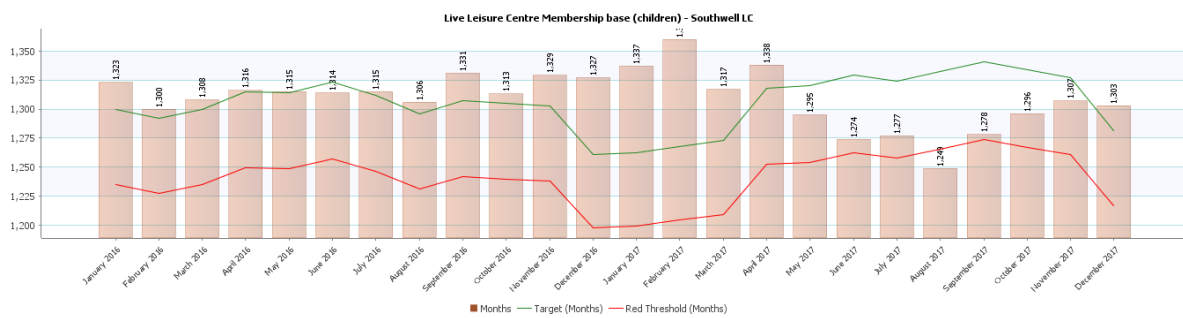
The centre receives services from A4T to support both the adult and children’s membership base. Although a separate Charitable Trust, the offer to the customer in terms of direct debit memberships is the same as the offer within the NSDC owned/A4T operated sites, allowing customers to have one membership, which allows access to all of the four sites.



The adult membership base at Southwell has seen some growth in the last 24 months as demonstrated in the graph. Memberships rose from 1,942 members in January 2016, rising to 2,196 members in December 2017. The large investment which was made to the fitness equipment of over £200,000 has contributed to the membership increase, which has been seen in the latter months of 2016.

A number of other refurbishments have been completed in 2016/2017, which has included the squash courts and wet side family changing rooms.

The children’s membership has remained quite stable over the past 24 months, with peaks and troughs taking place during the traditional seasonal variances. Currently the membership stands above the predicted target (green line); however, membership has seen a net reduction of 20 members throughout the last 12 months period, from 1,323 members in December 2016 to 1,303 members at December 2017.



3.3 Provision in the West

The situation in the West of the District is more complex and currently fragmented. Until recently, the Council was able to offer customers in Ollerton a full facilities mix in the same location, as it does in Newark and supports in Southwell. However, our leisure facilities in the West are now split over three sites:

3.3.1 Ollerton

The Dukeries Leisure Centre comprises of a four court sports hall, fitness suite, dance studios, a squash court and, until recently, had a pool (hired through an arrangement with the neighbouring Dukeries Academy to enable members to participate in swimming).

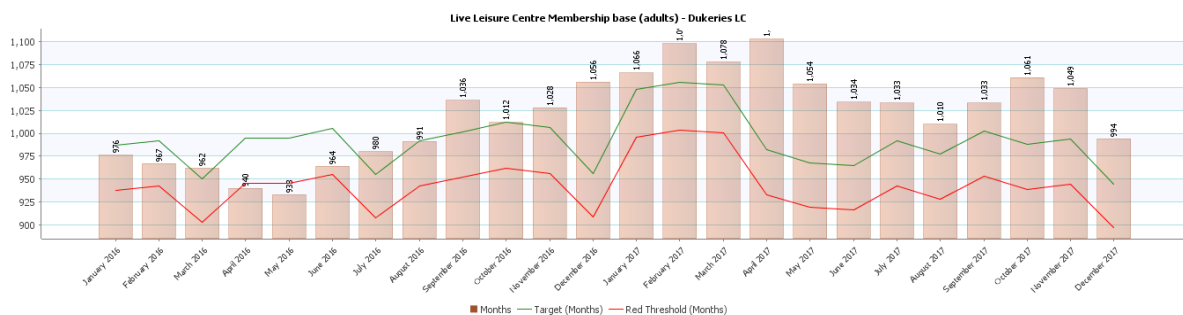
The leisure centre, which was refurbished within the mid 1980’s, has seen a steady and continuous investment into its repairs and renewals since this time, ensuring the fabric of the building remains in very good condition and the offer to the customer is of a very good standard. Recently investment into the facility has included; fitness suite refurbishment, office refurbishments and main hall refurbishment, to the value of approximately £100,000.

In practice, the arrangement with the Academy over the pool hire was never completely ideal. The pool facility was very old (circa late 1960s) and lacked from adequate investment, resulting in a pool hall which did not provide a good environment for customers and was not accessible to all customers within the community. In addition, the pool was only available to customers outside of school hours and, because it sat in the physical footprint of the school, gave rise to security concerns and meant that customers who wished to use the gym before going for a swim, would have to change in the dry-side changing, move to the wet-side changing and change again before being able to swim.

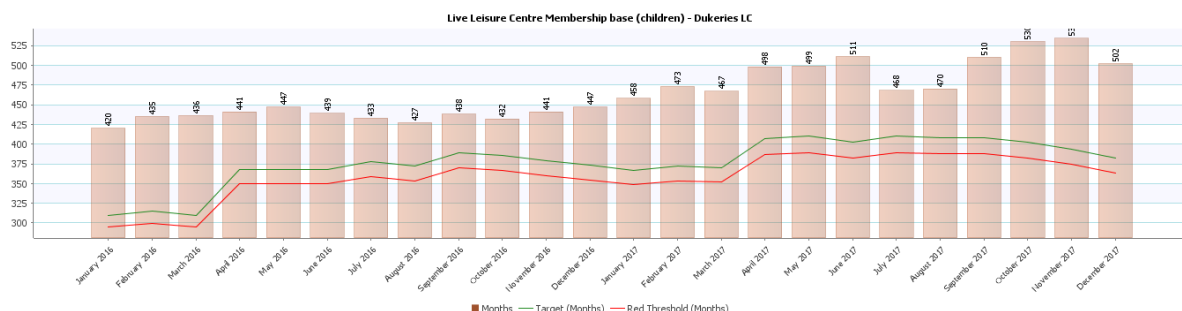
In July 2017, this arrangement came to an end when the Trust which runs the Academy gave the Council limited notice that it would be closing the pool indefinitely.

Since that time, Active4Today have entered into an arrangement with the privately run South Forest Leisure Centre in Edwinstowe to hire its pool to be able to continue all swimming-based memberships and avoid a potential loss in members and revenue which could pass back to the Council by way of a request for an additional management fee.

The adult membership base at Dukeries began to experience a steady increase following investment in the fitness suite and the introduction of new equipment in June 2016, along with the other sites and the opening of NSFC. Since this point, the membership base has also achieved the budgeted target number to ensure income levels are maintained. In July 2017 the adult membership began to suffer slightly, which it is thought could be attributed to the closure of the Dukeries Academy pool.



In comparison, the children’s membership saw a slight decline during July 2017 due to the closure of the academy pool; however, with some partnership working, and improvements made to the activity offer, the confidence of members is beginning to return and numbers



are beginning to stabilise and slightly increase. In terms of the overall net effect, membership at the Dukeries is not experiencing growth like the other centres.

3.3.2 Edwinstowe

The South Forest complex, built late 1990 is owned privately and operates as a private business. The building is currently used as a community leisure centre with a freeform swimming pool, small gym, function rooms and restaurant.

A4T has signed up to a 12 month service level agreement from 31st July 2017 – 30th July 2018 with South Forest complex, based on the existing swimming lesson programme covering a set number of hours per week at key times. In addition, an agreement was reached to allow access for adult members to laned swimming on set days. This was accommodated for a set annual fee.

The current usage of South Forest is for approximately 400 children's swimming lessons however as there is no front of house system in place there linked to membership base, we are unable to obtain usage data of swimming participation outside of lessons.

Feedback received since the relocation in the Summer, has been positive. A4T senior Management have worked with South Forest staff to improve cleanliness, viewing, shared equipment and marketing of the site, which has proved beneficial as anecdotally South Forest has seen an increase in secondary spend (catering/refreshments).

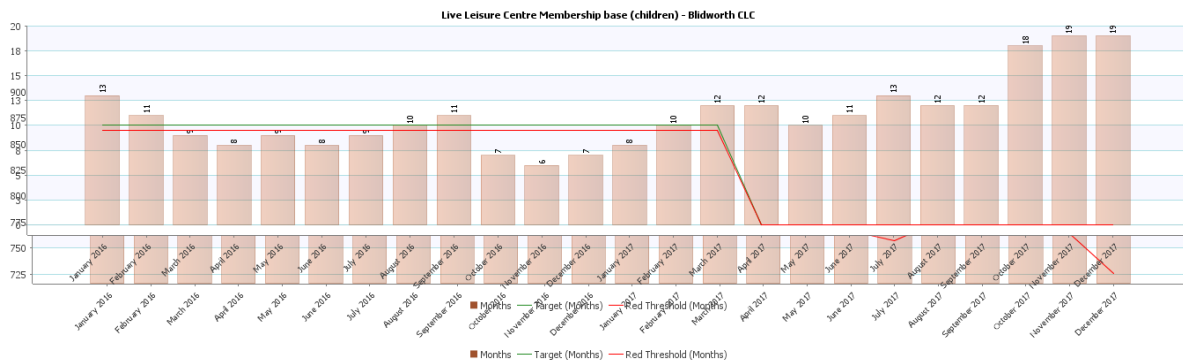
3.3.3 Blidworth

Within the West, the Council also provides Blidworth Leisure Centre. This centre is dry-side only facility, comprising a fitness suite and dance studios. The centre, which was originally a community centre was refurbished during 2008 to a value of approximately £900,000 and opened in January 2009, following the withdrawal from the Nottinghamshire County Council owned, Rainworth Leisure Centre.

With almost 900 members, it is the smallest of the Council-owned, A4T operated leisure centres within the District.

The offer at Blidworth targets the adult market with a 'health club' atmosphere, with very few junior or teenage users on a membership, as a result of the limited activities which take place at the facility. The current membership base in December 2017 was 858, experiencing seasonal peaks and dips from January 2016 where it was 817.

The junior usage at Blidworth is very low, with membership currently at 19 in December 2017. The membership data is monitored but it was agreed early in 2017 that no targets would be set for the forthcoming year.



4.0 Options Appraisal

The Project Team believe there are three broad options to appraise and have explored the feasibility of and potential for taking forward to delivery:

- **Option 1:** Stay the same and do nothing.
- **Option 2:** Provide a new Leisure Centre – on the land immediately in front of Dukeries site
- **Option 3:** Dukeries improvement scheme and pool hall new build

Each of these options will now be considered separately.

Some high level considerations were given to the potential opportunities offered through the partnership with South Forest. However, as evidenced in the market analysis, Edwinstowe is not considered to be the appropriate ‘place’ for investing in the development of Council owned leisure centre facilities given the needs identified. It is therefore proposed that the Council and A4T should continue to look at positive ways to work in partnership with South Forest separately to this project.

4.1.1 Option 1: Stay the same.

This option would effectively mean that the current fragmented offer across the three sites at the Dukeries Ollerton, South Forest, Edwinstowe and Blidworth would remain the same and that there would be no capital or revenue investment in leisure facilities in the West of the District.

SWOT Analysis

<p>Strengths</p> <p>Requires no capital investment No significant revenue loss Maintains current offer</p>	<p>Weaknesses</p> <p>Fragmented offer unequal to other facilities in the district No growth in membership and revenue Does not adequately address demand for swimming (market appraisal) Doesn't achieve project aims</p>
<p>Opportunities</p> <p>To increase sports development offer (requires additional revenue)</p>	<p>Threats</p> <p>Decline of membership/revenue Not tackling wider health objectives South Forest lease uncertainty</p>

Under this option, maintaining the current offer would mean that future revenue growth and improved social, health and wellbeing outcomes for residents would be uncertain. This option would not respond to the concerns coming out of the Ollerton and Boughton Study and wider master planning of the area, discussed in the market analysis.

4.1.2 **Option 2: New Leisure Centre provision**

Turner & Townsend Project Management Ltd have provided project management support to understand the feasibility and cost of building a new leisure centre on land immediately in front of the current centre. The brief provided to Turner and Townsend included a centre which would comprise of a pool hall for a 25-metre pool, fitness suite, fitness studio, wet and dry change, spectator area, ancillary areas (office, meeting rooms), reception, plant room and circulation.

SWOT Analysis

<p>Strengths</p> <p>Provides a 'beacon' in the west of the district Likely to increase membership and subsequent revenue income Lift the community Address project aims Replacement of mixed use facility Supported by partners – NCC, the Academy, Notts Fire and Rescue</p>	<p>Weaknesses</p> <p>Requires significant capital investment Increased revenue (increased maintenance) Demolition of Dukeries asset</p>
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Opportunities	Threats
<p>Greater awareness and pull for communities to engage in leisure opportunities</p> <p>Replicate the success of NSFC</p> <p>Compliments wider strategic developments taking place in the West of the District.</p> <p>Outdoor gym/sporting opportunities</p> <p>Re-invigorate Youth Centre</p> <p>Closer leisure facilities for academy pupils – especially for swimming lessons.</p>	<p>Potential loss and re-provision of car parking or sports pitches</p> <p>In direct competition with South Forest.</p> <p>Land issues – County Council land on 125yr lease</p> <p>May require capital receipt from the closure of both Blidworth and Dukeries centres</p>

Whilst this option would provide a ‘beacon in the west’, boost memberships and revenue growth, it would require significant capital which is considered unaffordable and demolition of the existing Dukeries site – which is a fit for purpose dry-side facility. There may also be challenges with land acquisition and conversations with Sport England would need to be progressed sensitively as they would be statutory consultee’s on any proposals.

Financial Appraisal - Option 1: New Leisure Centre

Capital Costs	
Construction costs	£10,137,365
Fee’s (including project management, design and planning fees)	£877,011
Fixtures, Fittings and Equipment	£545,000
Project Contingency	£ 1,165,938
Total	£12,725,314
Costs incurred to date for feasibility (including cost of consultants and surveys)	£60,000
Demolition costs – Dukeries site	£200,000
Land Purchase	£100,000
Total	13,085,314

Revenue	
Projected Growth – per annum	£120,649

4.1.3 **Option 3: Dukeries improvement scheme and pool hall new build**

Turner & Townsend Project Management Ltd also provided project management support to understand the feasibility of building a new pool hall and new central entrance onto the current facility. This would again be a 25-metre pool, potentially with a movable floor, and with changing facilities included. The most obvious space for such a facility would be on the current car park and consultants were also tasked with addressing, depending on the siting of the proposed pool hall, scope to look at an entrance which is more central and has a better spatial relationship to the facilities within the leisure centre and the new pool hall.

SWOT Analysis

<p>Strengths</p> <p>Provides a ‘beacon’ pool facility in the west of the district Likely to increase participation, membership and subsequent revenue income Lift the community Address project aims Replacement of mixed use facility Investment in existing asset Removes cost as a barrier – with increased costs incurred for members travelling to South Forest. Supported by partners – NCC, the Academy, Notts Fire and Rescue</p>	<p>Weaknesses</p> <p>Requires Capital Investment</p>
<p>Opportunities</p> <p>Greater awareness and pull for communities to engage in leisure opportunities Replicate the success of NSFC Compliments wider strategic developments taking place in the West of the District. Free from previous joint use restraints. Outdoor gym opportunities Re-invigorate Youth Centre Closer leisure facilities for academy pupils – especially for swimming lessons.</p>	<p>Threats</p> <p>Potential loss and re-provision of car parking or sports pitches In direct competition with South Forest. Land issues – County Council land on 125yr lease</p>

This option is considered to have the same strengths and opportunities as the new leisure centre option but at a cost that is a more proportionate amount of capital funding. The proposed improvements would also make best use of an existing asset owned by the Council providing excellent dry side facilities; address circulation and car parking issues whilst also providing a new pool hall, with new fun elements and a soft play/party area for

children. Under this option it is also proposed that the facility at Blidworth remains as it is meeting a need in that community and is self-financing.

This option also provides an opportunity to achieve a wider vision for improving outdoor sporting and leisure facilities. Conversations with partners suggest there may be scope to consider further opportunities presented by the MUGA, Youth Centre and Green Gyms to deliver wider health benefits.

Financial Appraisal - Option 2: Dukeries Improvements scheme and pool hall new build

Capital Costs	
Construction costs	£5,715,461
Fee's (including project management, design and planning fees, building condition, ecology/topographical surveys)	£805,740
Fixtures, Fittings and Equipment	£381,500
Project Contingency	£ 1,004,430
Total	£7,907,131
Costs incurred to date for feasibility (including cost of consultants and surveys)	£60,000
Demolition costs – Dukeries site	Nil
Land Purchase – gifted	Nil
Total	£7,967,131

Revenue	
Projected Growth – per annum	£74,570

5.0 Conclusion and preferred option

Given that the market analysis concludes that:

- Ollerton & Boughton is the most suitable location for a leisure facility as it has the highest population mass, largest growth, highest indices of deprivation and lower life expectancy; and
- further determines that this leisure facility should remain at the current Dukeries Leisure Centre site, with swimming provision re-provided addressing concerns arising

from the Ollerton and Boughton study, making the case for a full facilities mix (of dryside and wetside facilities) under one roof.

It is concluded that **Option 3: Dukeries improvement scheme and pool hall new build** would address the findings in the market analysis and meet the aims of this review project set out in paragraph 2. Additionally conversations to develop a wider vision for improving outdoor sporting and leisure facilities could be progressed, complementing the master planning of the area.

This option is also considered financially more proportionate to the new build option and would be making best use of an existing asset owned by the Council providing fit for purpose dry side facilities, address circulation and car parking issues whilst also providing a new pool hall, with new fun elements and a soft play area for children.

It should be noted that Option 3 is also considerably cheaper than the new build option (Option 2) costing an additional £5m, which could be invested more prudently in line with the Council's Commercial Strategy to generate a greater return on investment.

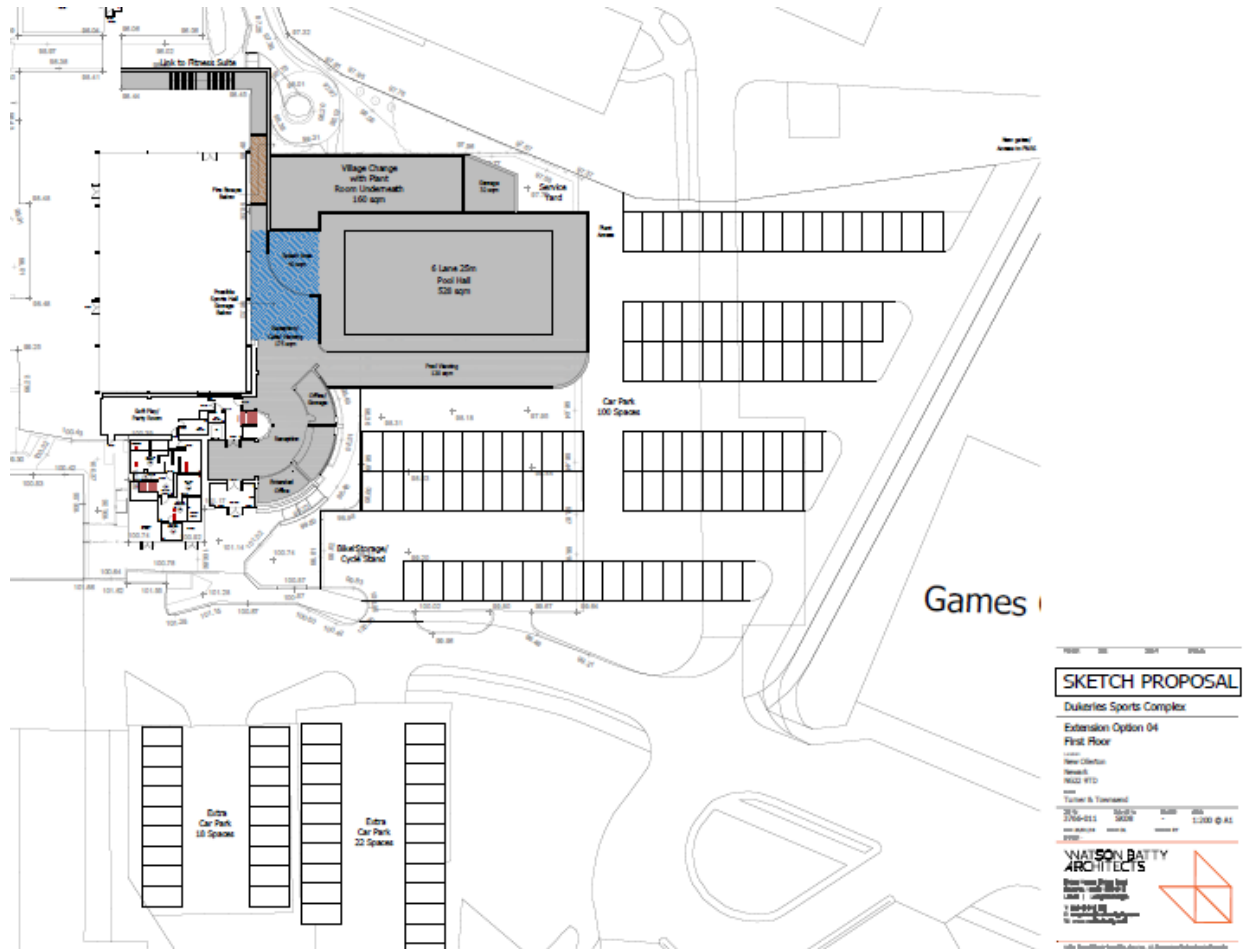
It is therefore recommended by the project team that a detailed business case be developed for Option 3: Dukeries improvement scheme and pool hall new build to be brought back to Members in June 2018, which will include detailed cost plans and architect drawings to RIBA stage D. If Members decided to take this option forward to delivery, practical completion is expected to be Spring 2020.

A feasibility layout drawing and map identifying the small piece of land the County Council has agreed to transfer to the Council at nil cost (subject to member and secretary of state approval) are provided as appendices.

Appendices

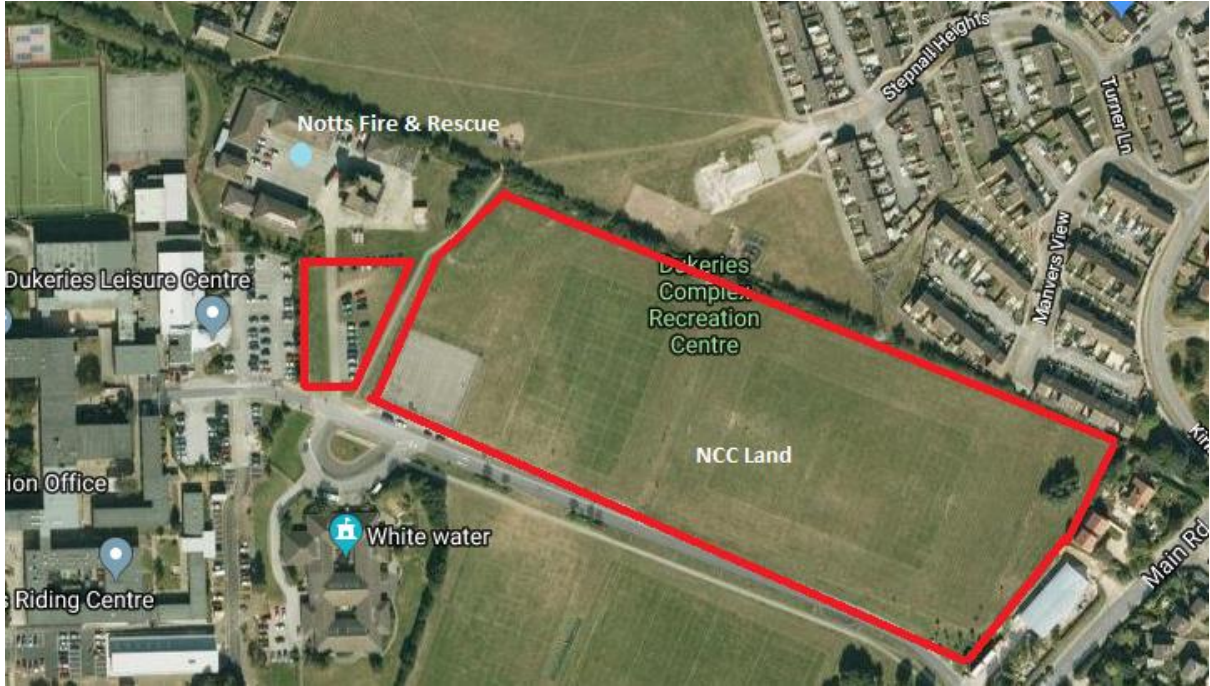
A

Option 3 – Dukeries Improvement and pool hall new build - feasibility layout drawing.



B

Proposed land transaction/acquisition



Appendix B

Leisure Centre Provision in the West

'Desktop' Market Analysis

February 2018



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Introduction

This desk top market analysis supports the options appraisal of leisure centre facilities in the western areas of Newark and Sherwood. It considers population masses in the west of the district and identifies locations which have the largest number of potential customers within a 20-minute drive time (after which it has been shown that customers are not likely to travel to use a facility). The market analysis then reviews local population factors which influence a preferred location of leisure facilities, such as health indicators, Sport England profiles and considers the wider strategic developments and master planning taking place in the west of the district.

The west of the district comprises of seven wards (Bilsthorpe; Boughton; Edwinstowe and Clipstone; Farnsfield; Ollerton; Rainworth North and Rufford; and Rainworth South and Blidworth) and borders Ashfield; Bassetlaw and Mansfield. The western wards include several mining towns, villages and large areas of woodland, which form part of Sherwood Forest.

Population

The population of Newark and Sherwood is 119,600 (LG Inform Plus, 2015), with the areas in the west of the district accounting for 34% of the total population (approx. 40,862). The top five populous centres in the west are:

- Ollerton and Boughton: 10,292
- Rainworth: 6,674
- Edwinstowe: 5,207
- Clipstone: 4,674
- Blidworth: 4,473

Source: Population by Parish, LG Inform Plus, 2015

The population figures calculated by parish highlight that Ollerton and Boughton has the highest population mass in the west of the district. The population projection contained in the Boundary Review in 2012 indicates that the electorate is likely to increase by 6% by 2021 in the west of the district. It should be noted that this projection discounts residents who have not registered to vote, not entitled to vote, or are not of voting age. However, it does give an indication of the level of population growth in the area and provides a conservative estimate for the population of approximately 42,000 in the west of the district by 2021.

Housing Growth

The Council's Allocations & Development Management Development Plan Document (A&DM DPD) adopted in 2013 sets out allocations of land for new housing, employment and other development. In the west of the district, significant housing growth has been directed to this area:-

- Ollerton & Boughton is defined as a service centre and the Core Strategy directs 8% of the district's housing growth to this area. This equates to a need to provide 1133 dwellings in this settlement between 2006 and 2026. There is a residual requirement for the A&DM DPD to identify sites that are capable of delivering 487 new dwellings in Ollerton & Boughton.
- Clipstone is defined as a service centre and the Core Strategy directs 6% of the district's housing growth to this area. This equates to a need to provide 850 dwellings in this settlement between 2006 and 2026. There is a residual requirement for the A&DM DPD to identify sites that are capable of delivering 104 new dwellings in Clipstone.
- Rainworth is defined as a Service Centre and directs 3% of the district's housing growth to this area. This equates to a need to provide 425 dwellings in this settlement between 2006 and 2026. There is a residual requirement for the A&DM DPD to identify sites that are capable of delivering 247 new dwellings in Rainworth.
- Blidworth is defined as principal village and the Core Strategy directs 2.5% of the district's housing growth to this area. This equates to a need to provide 354 dwellings in this settlement between 2006 and 2026. There is a residual requirement for the A&DM DPD to identify sites that are capable of delivering 299 new dwellings in Blidworth.
- Edwinstowe was defined as a principle village in the Core Strategy which directs 2% of the district's housing growth to this area. This equates to a need to provide 283 dwellings in this settlement between 2006 and 2026. There is a residual requirement for the A&DM DPD to identify sites that are capable of delivering 121 new dwellings in Edwinstowe. In July 2017, Edwinstowe was redefined as a Service Centre, due to developments and growth due to take place in Thoresby.
- Farnsfield is defined as principal village and the Core Strategy directs 1% of the district's housing growth to this area. This equates to a need to provide 142 dwellings in this settlement between 2006 and 2026. There is however a residual requirement for the A&DM DPD to identify sites that are capable of delivering 105 new dwellings in Farnsfield.

The A&DM DPD has directed the largest proportion of housing growth in the western wards to the area of Ollerton and Boughton and this doesn't not include windfall sites. Ollerton & Boughton acts as a service centre to a large local population, both in the town and the surrounding area. Over the plan period it is anticipated that the town will see the provision of new housing, employment and associated facilities that will help regenerate the area and reinforce its role as the main centre within the area.

Health

In comparison to the national average, life expectancy in the west of the district is significantly lower compared to other areas in the district. In Ollerton specifically, life expectancy is 80.9 years for females and 77.6 years for males compared with 88.2 years for females in Muskham and 84.6 years in Sutton on Trent for males (LG Inform Plus, 2015).

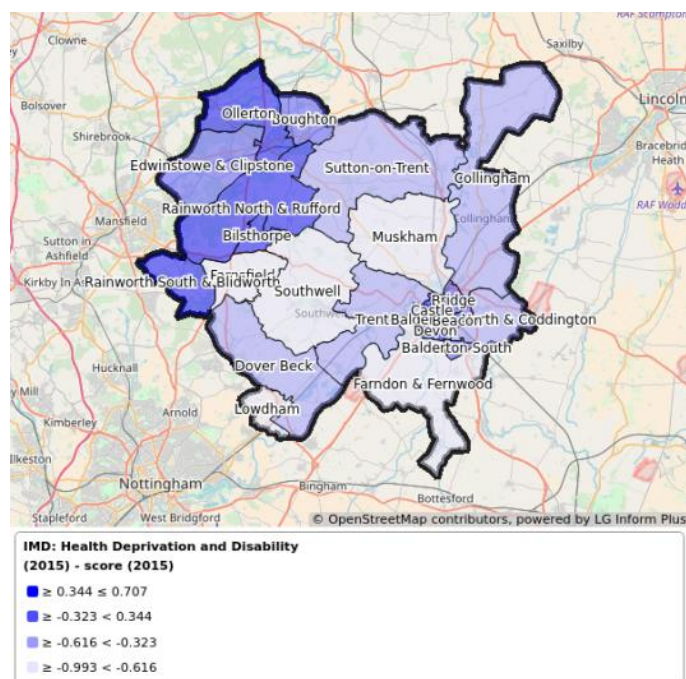
Approximately 20% of the population in the district lives with a long-term illness (e.g. diabetes). This is higher than the England average (18%) and is strongly correlated with the old mining communities in the north-west of the area. Rainworth South and Blidworth has the highest % of the population living with a long term illness or disability (27%), followed by Ollerton (25.9%), (LG Inform Plus, 2011).

Excessive weight in Adults indicates that 66.7% of Adults in the district were obese in 2015/16 compared to the national average of 61.3% nationally and 63.7% in the East Midlands (Public Health England, 2018). However in children, obesity rates are higher than the national average. 19.7 % of year 6 children (10 to 11 year olds) were classified as obese in Ollerton (LG Inform Plus, 2011) which is higher than the national average of 19%.

Deprivation

The district has 6 wards that rank the highest score for Indices of Multiple deprivation (IMD) Health deprivation and disability. Four are located in the west of the district:

- Ollerton 0.707
- Rainworth South & Blidworth 0.691
- Bilsthorpe 0.656
- Rainworth North & Rufford 0.344



Source: Indices of multiple deprivation, LG Inform Plus, 2015

Ollerton is ranking as the highest area for health deprivation and disability in the west with Rainworth South & Blidworth ranking second. Boughton; Edwinstowe & Clipstone and Farnsfield rank lower in the indices of multiple deprivation (IMD) Health deprivation and Disability.

The Nottinghamshire Joint Strategic Needs Assessment (JSNA): Child Poverty 2016 undertaken by Nottinghamshire County Council identifies 8 wards in Newark and Sherwood that are identified as target wards where child poverty levels exceed the national figure of 18%. In the west of the district, there are 4 areas that exceed this target for areas with high levels of child poverty:

- Boughton 31.0%
- Blidworth 23.5%
- Ollerton 20.9%
- Clipstone 20.2%

Edwinstowe, Rainworth and Farnsfield are areas that have lower levels of child poverty. In addition, the JSNA further identifies areas where over 30% of children live in poverty as hotspots, in the west of the district, Boughton Ward is identified as a hotspot (31%).

Transport and Connectivity

There are reasonable bus services throughout the West of the district, however for small villages buses tend to be infrequent. Most of the services are hourly and origins/destinations are the main towns of Newark, Mansfield, Retford and Nottingham, with the majority of services passing through Ollerton. Public transport from the North to the South of the western wards is difficult and would normally require two journeys, going via Southwell or Mansfield. There are no Motorways within the area; however there are three primary A roads which pass through the western wards:

- A614 travelling North to South
- A616 travelling East to west in the North
- A617 travelling East to west in the South of the area



Drive and Walk Times

Sport England recommends that a 20 minute drive time is the maximum time that individuals would be willing to spend travelling to access leisure facilities. The tables and maps below indicate the population and number of household’s within a 20 minute drive time and 8 minute walk time of the three leisure centres in the west where currently Council leisure facilities are provided (Dukeries Leisure Centre – dryside only; South Forest Leisure Complex – privately owned leisure complex where Active4Today has provided wetside provision since July 2016; Blidworth Leisure Centre– dryside only).

It is important to note that when reviewing this data, the population and households figures only include areas within the district, it does not include household or population data for areas that border the district, for example in Ollerton and Boughton, larger urban areas of Worksop and Retford would fall within a 20 minute drive time.

Dukeries Leisure Centre

Distance	Population	Households
8 minute walk time	3,621	1,417
20 minute drive time	46,715	19,182



Source: LG Inform Plus; Population (2015); Households (2011)

The current location of the Dukeries Leisure Centre indicates that all of the wards in the west and part of Sutton on Trent are within a 20 minute drive time. It also includes the largest population within an 8 minute walk time, which is important to help tackle

engagement of communities in need. It also encompasses approx. 47,000 of the population and approx. 19,000 households.

South Forest Leisure Complex (where wetside provision is currently provided)

Distance	Population	Households
8 minute walk time	973	442
20 minute drive time	40,862	16,758



Source: LG Inform Plus; Population (2015); Households (2011)

The location of South Forest Leisure Centre covers all of the wards in the west of the district but encompasses far fewer population and households particularly within walking distance. This is considered a barrier for some households who would not have access to transport and would benefit from a leisure centre within walking distance.

Blidworth Leisure Centre

Distance	Population	Households
8 minute walk time	1,303	525
20 minute drive time	32,069	12,821

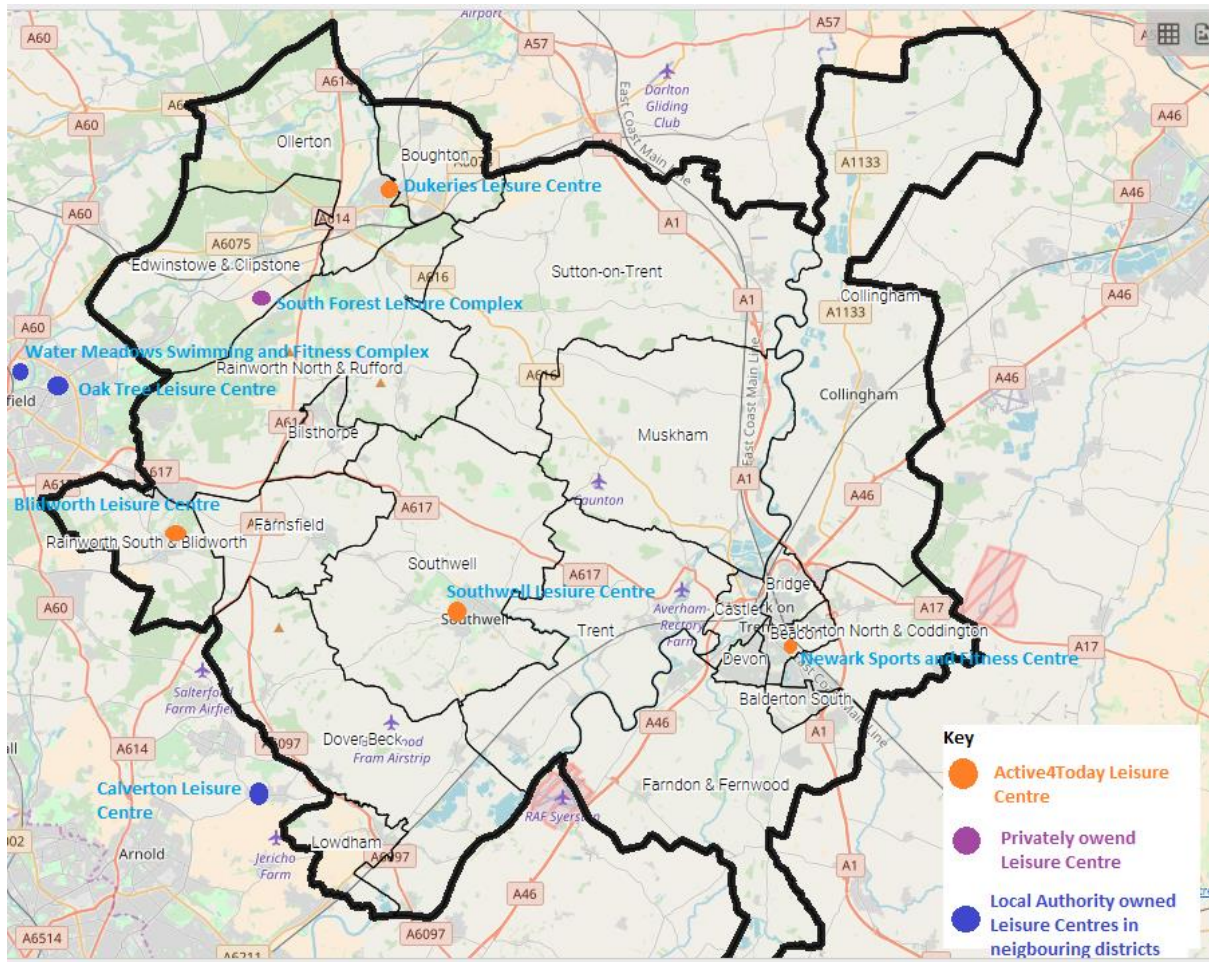


Source: LG Inform Plus; Population (2015); Households (2011)

The current location of Blidworth Leisure Centre does not cover the entire west of the district but it does include Dover Beck and Lowdham towards the South of the district. Blidworth Leisure Centre has the potential to reach approx. 32,000 of the population and approx. 13,000 households.

The tables and maps above indicate that the location of the Dukeries Leisure Centre in Ollerton and Boughton encompasses the largest population and number of households within an 8 minute walk time and a 20 minute drive time and therefore can reach the largest volume of residents for participation in sport and leisure. Whilst South Forest Leisure Complex also includes all of the western wards with a 20 minute drive time, it reaches slightly less households and population than the current Dukeries site.

There are also leisure facilities in neighbouring districts that would fall within a 20 minute drive time, where residents in our district could travel to. The nearest leisure facilities in the west of the district are indicated on the map below including leisure facilities in neighbouring districts.



Source: LG Inform Plus

As the map above indicates, Rainworth South and Blidworth; Rainworth North and Rufford and parts of Edwinstowe and Clipstone have local authority owned leisure centres within a 20 minute drive time that are located in neighbouring districts. It is also important to note that there a number of private providers offering leisure facilities in the west and in neighbouring towns.

Sport England Market Segmentation

Sport England (2014) identifies 19 ‘sporting’ market segments which includes profile types and their sporting habits. The most common profiles pertinent to the west of the district are typically for individuals aged between 16-64. The most popular participating sport which appears in the majority of the sport profiles is swimming which is indicated in the table below.

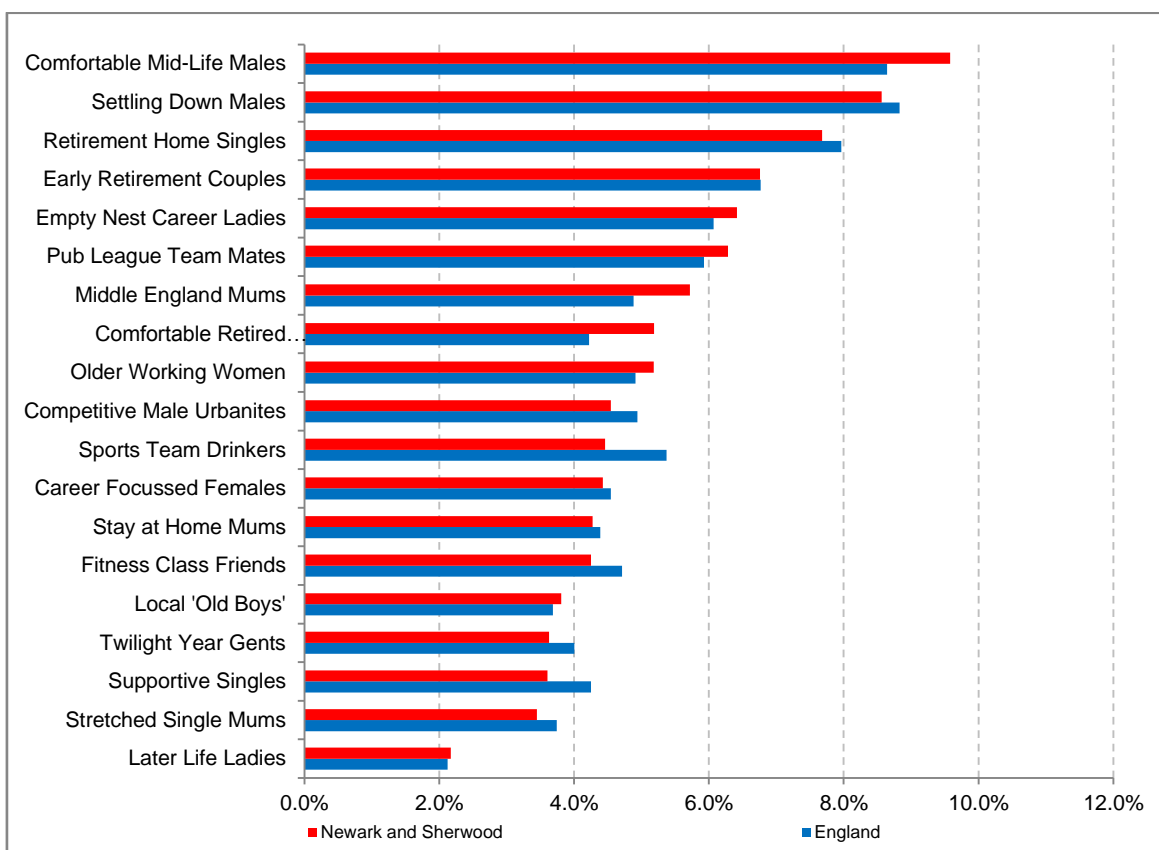
Name	Title	Description	Top three participating sports nationally
Ben	Competitive Male Urbanites	Male (aged 18-25), recent graduates, with a ‘work-hard, play-hard’ attitude. Most sporty of 19 segments.	Football (33%) Keep fit/gym (24%) Cycling (18%)
Jamie	Sports Team	Young blokes (aged 18-25) enjoying	Football (28%)

	Drinkers	football, pints and pool.	Keep fit/gym (22%) Athletics (12%)
Chloe	Fitness Class Friends	Young (aged 18-25) image-conscious females keeping fit and trim.	Keep fit/gym (28%) Swimming (24%) Athletics (14%)
Leanne	Supportive Singles	Young (aged 18-25) busy mums and their supportive college mates. Least active segment of her age group.	Keep fit/gym (23%) Swimming (18%) Athletics (9%)
Helena	Career Focused Females	Single professional women, enjoying life in the fast lane (aged 26-45).	Keep fit/gym (26%) Swimming (23%) Cycling (11%)
Tim	Settling Down Males	Sporty male professionals (aged 26-45), buying a house and settling down with partner.	Cycling (21%) Keep fit/gym (20%) Swimming (15%)
Alison	Stay at Home Mums	Mums with a comfortable, but busy, lifestyle (aged 36-45).	Keep fit/gym (27%) Swimming (25%) Cycling (12%)
Jackie	Middle England Mums	Mums (aged 36-45) juggling work, family and finance.	Keep fit/gym (27%) Swimming (20%) Cycling (9%)
Kev	Pub League Team Mates	Blokes (aged 36-45) who enjoy pub league games and watching live sport.	Keep fit/gym (14%) Football (12%) Cycling (11%)
Paula	Stretched Single Mums	Single mum (aged 26-45) with financial pressures, childcare issues and little time for pleasure.	Keep fit/gym (18%) Swimming (17%) Cycling (5%)
Philip	Comfortable Mid-Life Males	Mid-life professional (aged 46-55), sporty males with older children and more time for themselves.	Cycling (16%) Keep fit/gym (15%) Swimming (12%)
Elaine	Empty Nest Career Ladies	Mid-life professionals who have more time for themselves since their children left home (aged 46-55).	Keep fit/gym (21%) Swimming (18%) Cycling (7%)
Roger & Joy	Early Retirement Couples	Free-time couples nearing the end of their careers (aged 56-65).	Keep fit/gym (13%) Swimming (13%) Cycling (8%)
Brenda	Older Working Women	Middle aged ladies (aged 46-65), working to make ends meet.	Keep fit/gym (15%) Swimming (13%) Cycling (4%)
Terry	Local 'Old Boys'	Generally inactive older men (aged 56-65), low income and little provision for retirement.	Keep fit/gym (8%) Swimming (6%) Cycling (5%)
Norma	Later Life Ladies	Older ladies (aged 56-65), recently retired, with a basic income to enjoy their lifestyles.	Keep fit/gym (12%) Swimming (10%) Cycling (2%)
Ralph & Phyllis	Comfortable Retired	Retired couples (aged 66+), enjoying active and comfortable lifestyles.	Keep fit/gym (10%) Swimming (9%)

	Couples		Golf (7%)
Frank	Twilight Year Gents	Retired men (aged 66+) with some pension provision and limited sporting opportunities.	Golf (7%) Keep fit/gym (6%) Bowls (6%)
Elsie & Arnold	Retirement Home Singles	Retired singles or widowers (aged 66+), predominantly female, living in sheltered accommodation.	Keep fit/gym (10%) Swimming (7%) Bowls (3%)

Source: Market Segmentation, Sport England, 2014

The dominant market segments in Newark & Sherwood are identified in the bar chart below. Comfortable Mid-Life Males; Settling down males and Retirement Home Singles are the dominant profiles for the district. In addition, the dominant market segments nationally are also displayed as a means of comparison. For example, the segmentation profile for Newark & Sherwood indicates 'comfortable mid-life males' to be the largest segment of the adult population at 9.6%, compared to a national average of 8.6%.



Source: Dominant Market Segments (Sport England, 2014).

The three dominant profiles for the district indicate a range of top three nationally participating sports including swimming and keep fit/gym as popular sporting activities throughout all three profiles. Therefore, when considering leisure centre provision in the west, it would be sensible to have at least one centre that offered a full facility mix with both wetside and dryside provision.

Name	Title	Description	Top three participating sports nationally
Philip	Comfortable Mid-Life Males	Mid-life professional (aged 46-55), sporty males with older children and more time for themselves.	Cycling (16%) Keep fit/gym (15%) Swimming (12%)
Tim	Settling Down Males	Sporty male professionals (aged 26-45), buying a house and settling down with partner.	Cycling (21%) Keep fit/gym (20%) Swimming (15%)
Elsie & Arnold	Retirement Home Singles	Retired singles or widowers (aged 66+), predominantly female, living in sheltered accommodation.	Keep fit/gym (10%) Swimming (7%) Bowls (3%)

Strategic Developments

There are number of strategic developments progressing in the west of the district which are contributing to the development of the western wards. In particular, due to the needs of the area, Ollerton and Boughton has necessitated the need to progress a number of these strategic developments.

Ollerton and Boughton Neighbourhood Study

A comprehensive assessment of the Ollerton and Boughton area is currently being undertaken through a neighbourhood study. The neighbourhood study focuses on the socio-economic ('People') characteristics, the built environment ('Place') and the opportunities and challenges these bring. The intention is to create a locally driven document that provides all local stakeholders with a strategic and long-term plan to guide future decision making and investment requirements for this area.

'Planning for Real', who have undertaken the 'People' element of the neighbourhood study have prepared a draft People report which identified that the Dukeries Leisure Centre was under utilised from the surrounding housing estates and that the loss of the swimming pool from this site was a concern. Residents surveyed as part of the neighbourhood study expressed disappointment at the closure of the Swimming Pool and loss of swimming lessons for their children which meant travelling some distance and joining waiting lists. The draft People report suggests a long term high priority for the need for a new swimming pool at the Dukeries Leisure Centre.

The 'Place' element of the Ollerton and Boughton Neighbourhood study has been undertaken by urban designers URBED and surveyors AspinalVerdi who are considering options for a new housing development between the Hallam Road and Retford Road Estates. The draft report is attached as an **Appendix** and will be taken forward through a number of workshops.

One Public Estate (OPE)

The One Public Estate (OPE) programme is an established national programme delivered in partnership by the Cabinet Office Government Property Unit (GPU) and the Local Government Association (LGA). It provides practical and technical support and funding to councils to deliver ambitious property-focused programmes in collaboration with central government and other public sector partners. In the district, Ollerton and Boughton has secured funding from the OPE programme and work is underway to establish a unique public services 'hub' at the centre of the community, aims to improve health deprivation and will include co-location with the CCG. ARCADIS, the consultants are currently undertaking a feasibility study.

Community Sporting Infrastructure Improvements

The District Council have been working with Ollerton and Boughton Town Council to consolidate the sporting infrastructure at the Walesby Lane site and linking this to the Open Space proposals at Petersmith Drive. This will create a larger more flexible outdoor sporting space to increase opportunity for physical activity and associated health benefits. The District Council has been working with the Football Association and Football Foundation to secure monies for facility improvements and s106 monies has also been attributed to this project.

Other Strategic Drivers

Getting Active Together Nottinghamshire Strategy

Active Notts (formerly Sport Nottinghamshire) has been leading on the development of a Nottinghamshire and Nottingham City Physical Activity and Sport Strategy: - Getting Active Together Nottinghamshire. The strategy will be finalised in early 2018 following consultation on the final draft document. The strategy vision and priorities have been developed with a range of partners across the public, private, community and voluntary sector. The final draft vision for the strategy is:

“to make physical activity the norm for the people who live and work in our communities by ensuring everyone can easily take part, volunteer and engage in sport and activity as part of their everyday life”.

To achieve this vision, the draft strategy sets out the need to change the culture and system that exists for physical activity based on insight into the barriers and motivations of people that are the least active in our communities.

It is intended to refresh the Council’s Sports and Recreational Facilities Improvement Plan 2014-2017 and Sport and Physical Activity Development Plan 201-017, once the Nottinghamshire wide strategy has been finalised, linking into the Councils Strategic priorities.

Strategic Priorities

The Council has four Strategic Priorities for 2016-2020, and one of the priorities focuses on Healthiness. The Healthiness strategic priority defines the Council’s commitment to encourage and support wellbeing and healthier lifestyles of the communities within Newark and Sherwood. The two ambitions for this priority are:-

1. Increase participation in leisure and wellbeing activities in the district
2. Support health promotion and illness prevention activities in Newark and Sherwood

Conclusion

This market analysis draws conclusions throughout, around the future location of a leisure centre and the provision of this facility in the west of the district. When considering the location of a leisure facility, this market analysis determines that the most appropriate place would be in Ollerton and Boughton. Ollerton and Boughton has the highest population mass in the west, the largest housing growth (in the west), directed to this area, and has a number of strategic development progressing. Ollerton in particular, has the highest child obesity levels, highest indices of deprivation and a significantly lower life expectancy when compared with other parts of the district and nationally. The drive times data suggests that the highest proportion of the population and largest number of households that would have access to a reasonable drive time and walk time would be from the current Dukeries site in Ollerton and Boughton. Taking into account the map of the district and leisure facilities currently located within our district or neighbouring areas within a 20 minute drive time, Ollerton and Boughton would be the area that should retain a leisure facility in the vicinity, as there is currently not a nearby local authority owned facility in the vicinity.

When reviewing provision of leisure facilities in the west, this market analysis determines that a facility offering wetside provision is vital. As indicated by the Sport England market segmentation earlier in this analysis, swimming is one of the most popular activities for the sport profiles in the district. Currently, there is not a council owned leisure facility that offers swimming, therefore it would be important to provide wetside from a facility offering a full facility mix (dryside and wetside). The Ollerton and Boughton neighbourhood study determines that swimming provision should be re-provided at the current Dukeries site as it is a concern for local residents.

In conclusion, Ollerton and Bougton is the most suitable location for a leisure facility and this leisure provision should include a site with a full facility mix (dryside and wetside). Taking into account, the drive times which have been drawn from the current Dukeries site, which indicates the largest population mass would be from this current location and the comments from residents in the recent neighbourhood study, it would be sensible to determine that the leisure facility should remain at the current Dukeries Leisure Centre and that better use be made of this Council asset with the re-provision of swimming facilities with a fun element to help tackle engagement with communities.

Appendix Place Report – Ollerton & Boughton Neighbourhood Study



Place Report -
Ollerton and Boughto

ACTIVE4TODAY – BUSINESS PLAN, 2018/19 AND PERFORMANCE UPDATE

1.0 Purpose of Report

1.1 This purpose of this report is to present the Active4Today Business Plan, 2018/19 for member consideration and update the Committee on the Company's latest quarterly performance.

2.0 Background Information

2.1 At the meeting of Policy and Finance Committee on 29 January 2015 it was resolved to establish a "not for profit" wholly owned leisure company to provide leisure and sports development services on the Council's behalf. This included the three leisure centres; Blidworth, Dukeries and the Newark Sports and Fitness Centre. The Company, Active4Today, was duly incorporated on 9 March 2015. Active4Today commenced operations on 1 June 2015.

2.2 As part of the governance arrangements, Active4Today presents its Business Plan for the new financial year to the Leisure and Environment Committee for consideration. The Business Plan sets out what the Company intends to deliver in return for a management fee from the Council. Performance is monitored through a framework agreed by Leisure and Environment Committee and through the quarterly reporting of performance to the Committee.

3.0 Key issues

Overview of performance

3.1 As members will see from Appendix 1, Active4Today is continuing to report year on year growth across the majority of indicators. Both adult and children's memberships are up 10% and 17% respectively across the Council's three leisure centres and these two indicators are the best indication of the Company's underlying financial performance.

3.2 The number of leisure centre visits from deprived postcodes has remained static year on year, but members will note proposals within the Active4Today Business Plan to offer free 7-day passes to households within these postcodes to the Council's leisure centres. Members may wish to know more detail about how the proposal would work in practice, as well as to receive quarterly updates about its uptake and conversion rate onto other leisure activities or onto memberships.

Business Plan, 2018/19

3.3 The Active4Today Business Plan, 2018/19 is attached for member consideration at Appendix II. Active4Today has identified a number of actions it is proposing to undertake with the aim of facilitating the delivery of the three outcomes the Committee set the Company up to achieve, namely: Healthy and Active Lifestyles, Accessible Facilities and improved Financial Viability.

- 3.4 As well as highlighting the development of the 7-day free pass to targeted households, Active4Today is pointing to the positive role it is playing in assisting the Council with its review of leisure facilities in the west of the district following the ending of the pool hire agreement with the Trust which runs the Dukeries Academy. The Company is also citing the development of a digital platform aimed at clubs and community organisations, with the aim of providing residents with information about activities that are taking place across the district and how to get involved with those activities. This reflects the enabling role that sports development can play in getting people more active more often.

Finance 2018/19

- 3.5 The proposed management fee for 2018/19 is £121,220, which, as previously highlighted to the Committee, is a slight increase on the current management fee. The savings which were forecast as part of the five-year business plan which established Active4Today are now at an end. There were savings forecast in the first year of operation from moving into the new company structure from VAT and Business Rates whilst the second year of savings was predicated on the move to a new, larger leisure centre.
- 3.6 Within its update report, Active4Today is forecasting an operating surplus at the end of the current financial year of £14,877, with a reserves position of around £400,000. It would be reasonable to assume that at period 8 the forecast made by the Company has been made on a prudent basis and that the final position will be in excess of that stated.
- 3.7 Members will be aware that the Company has stated its desire to have a reserves position of £750,000, made up of around £350,000 to maintain and repair the leisure centres to required standards and £400,000 as contingency. A prudent reserve position will enable the Company to withstand unforeseen risks without the need to seek financial support from the Council. Members will also be aware that through the contract with Active4Today, 50% of any surplus generated is due to be returned to the Council. This could offset the cost of the forthcoming management fee or be allocated towards future developments, such as any developments arising from the review of leisure facilities in the west.

Price increases

- 3.8 As part of the governance arrangements, any price increases proposed by Active4Today have to be approved by the Leisure and Environment Committee. Members will see from the proposals the strategy being adopted by Active4Today in trying to move people onto Active Cards by significantly increasing in percentage terms the activity costs for non-card holders. However, the view from the Company is that data collected from the cards will enable it to better understand its customers and be able to tailor its services.
- 3.9 The proposals are recommending price increases on both the XP Energy and XP Max children's memberships, of £1 and £2 respectively per month, for new members. The Company states that this a reflection of the coached nature of this activity and better programming, but at increased cost. The proposals do not recommend any changes in the adult memberships and members may wish to understand more on this from Active4Today when considered in the context of the benchmarking information provided by the Company.

- 3.10 Finally, members will note from the Active4Today update report that the Company is stating that if the operating surplus position of £14,877 is achieved at year-end, then due to inflationary pressures it would be predicting a shortfall of £45,000 for 2018/19. Members should note that that forecast does not include the inclusion of the price increases proposed above, whilst £45,000 represents just 1.4% of the Company's forecasted £3,106,187 turnover at the end of the current financial year, with £400,000 in reserves. The risk at this stage is therefore minimal.
- 3.11 Given that the Council is contractually entitled to 50% of any operating surplus on the contract, it may be prudent to agree to pay next year's management fee in two stages, with 50% due to at the start of the year and 50% payable half-way through the financial year dependent on the financial performance of Active4Today at that time. This would help to mitigate a potential risk for the Council in unnecessarily paying over the full management fee to only receive 50% back of any surplus.

Southwell Leisure Centre Trust

- 3.12 In addition to paying a management fee to Active4Today to operate leisure and sports development services, the Council also pays a cash sum to the Company to provide strategic management support to Southwell Leisure Centre Trust, as well as 'donating' a number of central services such as human resources and ICT.
- 3.13 The Committee has set out its aspiration to reduce the amount paid to Active4Today to provide services to the Trust to zero over a three year-period, given that the Trust is the recipient of the Active4Today services.
- 3.14 It was hoped that detail on the new funding arrangements would have been available by now to have been included within the Council's budget for 2018/19. However, whilst a dialogue continues to take place between the Trust and Active4Today, the new arrangements have not yet been finalised. An update report will be brought to the Committee in March, but it may be prudent to only agree to pay half of the management fee for Southwell to A4T at this stage, with any outstanding element to be paid half-way through the financial year once agreement has been reached with the A4T and the Trust.

4.0 Equalities Implications

- 4.1 The performance framework includes a range of measures that demonstrate work to improve inequalities in sports and leisure participation. A4T is contractually required to comply with the Council's Equalities and Diversity Strategy.

5.0 Financial comments - Impact on Budget

- 5.1 The proposed management fees to Active4Today for sports development and leisure centre services (£121,220) and support to Southwell Leisure Centre Trust (£95,850), have been built into the medium-term financial plan. However, any reduction in the requirements would support the Council's medium term financial plan and reduce the need for other savings. Savings could be ring-fenced to support other leisure developments such as any developments arising from the review of leisure centre facilities in the west of the district.

6.0 RECOMMENDATIONS that:

- a) the performance to date is noted;
- b) Committee approves the Active4Today Business Plan 2018/19;
- c) Committee agrees to pay 50% of the Active4Today Management fee at the start of 2018/19 and hold 50% in abeyance until half-way through the financial year pending the latest financial performance of the Company; and
- d) Committee agrees to pay 50% of the management fee to Active4Today for the delivery of services to Southwell Leisure Centre Trust at the start of 2018/19 and hold 50% in abeyance pending the outcome of the funding agreement between the Company and the Trust.

Reason for Recommendations

To ensure the company is delivering the outcomes required by the Council in the most efficient and effective way.

Background Papers

For further information please contact Matthew Finch on Ext 5716

Matthew Finch
Director - Customers

LEISURE AND ENVIRONMENT COMMITTEE MANAGEMENT REPORT

15 FEBRUARY 2018

1.0 REPORT PURPOSE

- 1.1 To provide the Leisure and Environment Committee with a performance report up to the end of period 8, with a comparison provided against the same period in the previous year.
- 1.2 To provide the Leisure and Environment Committee with the final business plan, following feedback from the November 2017 Leisure and Environment Committee meeting.
- 1.3 To provide the Leisure and Environment Committee with an outline of the work, which the Sports Development team will look to deliver in 2018/2019 subject to the necessary funding.
- 1.4 To provide Leisure and Environment Committee with an in year financial update and a forecasted position up to the end of period 12.

2.0 Background

- 2.1 Members will be aware that reports are provided to the committee against a set of 10 performance indicators which were agreed with the Leisure and Environment Committee and these are set out at Appendix I. Additional narrative to support these and the full set of performance indicators are set out from para 3.0 of the report.
- 2.2 During the Leisure and Environment Committee meeting in November 2017, the committee were informed that there had been several issues with the collection of data as a result of, ICT failures with the gate access, member data not pulling through and changes to the national collection of data changing, regarding average numbers for activities. This has now been rectified and Active4Today will continue to closely monitor this area of work, to ensure it performs consistently going forward.
- 2.3 As this data is being collected consistently, the Company will now look to link into a wider set of statistical data, which is held nationally and will in time, allow anonymously for the data of A4T to be compared with those of other organisations, located within the country. Unique dashboards have been set up for all users, with data available that is appropriate to their areas of work, allowing action to be taken at an earlier stage.

3.0 PERFORMANCE

Performance to Period 8, 1st April 2017 – 30th November 2017:

- 3.1 There are a number of areas of the business that have performed well during the period and in addition, areas which require further clarification. These are set out below:
 - Direct debit memberships have increased across both adults and juniors. Adults have increased by over 10% adults and juniors by 11%. Compared to this period in

2016, there has been an additional 1,207 extra members extra. This equates to 799 adult and 408 juniors.

- Website usage and hits for the company have increased. This continues to demonstrate the way in which many customers are now accessing information about the service and shows a move towards the use of computers and mobile phones to gain information, as opposed to the more traditional ways of communicating through leaflets and telephoning the centre direct
- Social media is being increasingly used by Active4Today to attract new members into the business and in turn to retain existing members, by ensuring they are fully aware of the offers and activities available to them. In October 2017, the Company used only social media advertising for the month in order it could gauge how members reacted to this approach and if it would be as successful, as traditional advertising methods. This campaign did identify that this method is used by several new and existing members, however, it did also demonstrate that this method still needs to be used alongside more traditional methods, in order it can reach as wider audience as possible. Throughout 2018 Active4Today will continue to develop its social media advertising campaigns, as this does provide better value for money as opposed to print and is reflecting the changes in the use of technology to access services.
- Web bookings for classes continue to be constant at over 4,000 bookings per month.
- Membership retention has been constant at under 5%; however, this has increased slightly at Dukeries and Newark to approximately 6% of the membership base, over the past two months. Currently Dukeries is being assessed as this may be due to the move of the children's swimming programme to South Forest. However, currently it is too early to make that assessment. Work at the Dukeries to move the free weights area into the main fitness suite is due to be completed at the end of December, so it is hoped that this will assist in reducing the attrition rate set out above, back to below 5%. In addition Newark's membership is also being monitored to see if this is an isolated month. However, Newark's membership has increased over the past 12 months and although the target is to keep attrition under 5%, it is acknowledged that having a larger membership base, may result in a higher attrition rate.
- Junior membership at Dukeries has increased and currently stands at 517. This is the highest the junior membership has been since it was launched several years ago. However, the Dukeries adult membership is being assessed as the net figure has dropped slightly against the predicted figures. It is however; quite early to make assumptions as to the reason for this, as income levels remain on target. In the new-year, the net position should be more evident as sales and retention in the New Year have been forecasted based on previous Dukeries performance figures and these will be used to fully assess the position of the performance.

3.2 Update on 2017/2018 Business Plan

3.3 Members will be aware that during November a progress update was provided on the 2017/2018 outcomes, which were agreed for the Company by the Leisure and Environment Committee. Below at table 1 is the latest position at period 8, to demonstrate to Members the work which is taking place within the Company.

OUTCOME	OBJECTIVE	ACTION	PROGRESS TO PERIOD 8
Healthy and active lifestyles	Improve data capture and insight into users and participation, compare data against national trends	Increase Active card take up - simplify the process and offer free activity on first visit. Target areas where currently take up is low or they are a target market. We will establish this through postcode analysis and using Sport Nottinghamshire data to identify target areas and groups. Distribute a further 10,000 cards during 2017/2018.	This data is monitored in the performance framework on a quarterly basis and includes Southwell Leisure Centre Trust card holders also. The number of Active card holders in totality has grown across all sites and within sports development activities, since April 2017. This allows data to be collected on each user when they visit the site to take part in an activity. These are either direct debit memberships, or casual users on a pay and play basis. The current number of card holders at period 8 is 29,852 compared to 24,070 at 31 st March 2017.
	Improve skill base and increase the quality and capabilities of staff. Aim for an investment equivalent of up to 1.5% - 2% of contracted staffing expenditure	Develop and increase appropriate staff training opportunities. Develop activities to use the newly acquired qualifications. Develop 5 apprenticeship opportunities within the company	Currently the company has 3 apprentices, with a new apprentice being recently set on. Training budgets have been set up and the company is on target to invest approximately £20,000 in training within 2017/2018; this includes although not limited to: coaching courses, financial management, ILM, risk management, health and safety, first aid, pool lifeguard, direct debit regulations, front of house systems, sales and retention and seminars. Currently against the objective A4T has invested 1.2% of the contractual staff expenditure on training, which is slightly below profile to date.
	Increase number of volunteers supporting sports clubs and leisure provision (Target of 50 new volunteers)	Develop and promote the VISPA scheme in the district. Target market through campaigns within schools, youth centres and clubs. Demonstrate the contribution through number of volunteer hours.	The current number of VISPA volunteers working throughout the district is 62 (12 new to date this year). These volunteers undertake a range of duties which includes work in the leisure centres, coaching and officiating, events and community projects, and within local clubs. This has also developed through established better links with Magnus and Newark Academies where a process exists for work experience opportunities. Schools and organisations which are supported through the sports development team includes local sports forums at Southwell, Fernwood, Ollerton and

			<p>Boughton, and district wide Sports Council. Due to involvement in a number of other projects including Tour of Britain and Festival of Cycling events between May and September, the planned activities for volunteer recruitment has been delayed and has had to be reprogrammed with negotiation with the secondary schools and clubs for January to March 2018 to reach the target of 50 in the remaining 4 months to the end of the year.</p> <p>Out of the 62 volunteers that are currently active, the sports development team has organised and offered a series of events and training for them to increase their skills and ultimately improve the quality of their experience and ability in community settings. Mentoring of existing volunteers is equally as vital as recruitment and the long terms sustainability of the project.</p>
	<p>Increase usage across all centres, improvement to health of the district population, reduced usage of public health services (Target 400 referrals, with 50% retention beyond 12 week programme) (Target includes referrals to SLCT also)</p>	<p>Market and promote the GP Active scheme to all health professionals working in the district. Develop the range of activities offered to include chair based exercise classes and low impact aerobics, in addition to existing gym sessions. Increase GP referral trained staff, with an aim to have 10 across the District (an increase of 5). Agree numbers of sessions per annum, training opportunities and outcomes through MOT checks.</p>	<p>All the development work regarding referrals and health promotion is across all 4 sites including Southwell Leisure Centre Trust. The current performance to period 8 is 187 referrals, with 159 signing up and attending the first session. Currently 54 have continued beyond the 12 weeks programme point and there are 55 who are currently still in their 12 week period. 50 have either left the programme or moved to pay and play. Currently there is 7 staff trained to Exercise Referral level 3 who deliver the GP referral scheme, as well as 3 staff trained to Level IV Cardiac Rehabilitation, 6 in Strokeability and 1 in Level IV Mental Health. A number of experienced key staff have left and moved into different roles which have had a slight impact on the delivery of the. In addition to the formal referral process in place, A4T has developed links with NHS colleagues and other organisations to host group bookings at the sites which are catering for people who are obese, recovering from strokes and falls prevention pathway.</p> <p>Work continues in this area and is well received by the participants on the scheme. This may account for the reduction in GP referrals compared to the same time last year, as participants are coming to organised</p>

			<p>classes, which they can access through pay and play. Recently A4T have recruited new staff and are training these to continue to support the referral programme. There has been an increase in class delivery and development over the year and currently there are 6 classes operating specifically for GP referral patients in addition to attending the fitness suite without booking throughout the district.</p>
	<p>Increase participation in sport by 11-18 age group, increased quality and number of volunteers in community settings (Target of 50 new volunteers)</p>	<p>Re-establish partnership working and delivery with all secondary schools. Promote and market the VISPA scheme through schools</p>	<p>To date, partnerships have been set up and agreed with the Newark Academy and usage of the site facilities has increased from 18.5 hours per week to 56.5 hours. This has resulted in an additional 1400 under 16's participating in sport and physical activity per week. In total 2300 people participating per week. Discussions have taken place with Bishop Alexander LEAD Academy Trust and A4T have developed a Service Level Agreement for the administration of their community bookings from 1st January. A4T and Dukeries Academy have also discussed the option to look at possible opportunities within these organisations. As a result of providing a heavily subsidised membership scheme, we have seen an increase in junior membership in the 11-15 age groups. The age group range is different due to the memberships on offer. The 11-18 age range is split into 2 membership offers, 11-15 and 16-18. The increase to date in percentage format as requested is 10% increase across both age groups from 3,008 in November 2016 to 3,315 in November 2017. This is a seasonal indicator and additional increases in this indicator will be seen within the remaining 4 months of the year.</p>
	<p>More females engaging in activity (Target 635 females aged 14+)</p>	<p>Continue to develop the SAFE programme to focus on engaging more people into sport with women being a key target. Set target areas, how many groups will we engage with and how many sessions will we run.</p>	<p>Female participation at A4T sites and activities has been monitored monthly since June 2015. The data has always seen a higher proportion of female users than male, demonstrating the classes on offer and the family programming is attractive to females. The adult membership has remained steady with minimal change since April, allowing this successful and positive programme to continue. The SAFE programme continues to operate throughout the district with</p>

			<p>specific targeting taking place in Blidworth, Ollerton and Newark. To date, 69 classes and programmes have been facilitated through the programme providing over 22,000 user visits for 1,483 users. Activities include female only exercise classes, chair based exercise, walking football, boccia, badminton and swimming.</p>
	<p>Contribute towards the reduction of childhood obesity (increase concessionary membership take up by 25%)</p>	<p>Continue with children's memberships. Support the memberships from the Inclusion policy, where payment is a barrier to entry; increase coaching provision to offer activities and support outreach work in areas where traditionally activity may not be taking place</p>	<p>In order to increase the sign ups to the Active Card, a free session was offered to incentivise the take up. This allowed people to see the facilities on offer and now feel confident to access the facilities on a more regular basis. In doing this, we have seen an increase in casual swimming usage since April</p> <p>The children's membership has grown by 13%. The largest growth has been seen in the discounted bundle memberships including 2 or more activities. The coaching provision for children has been increased and the quality improved following a successful recruitment campaign for highly qualified coaches, in addition to two swimming teacher courses organised to recruit the next generation of swimming teachers. Outreach activities have been developed and taken place in areas when payment and transport are barriers to participation, i.e. Clipstone and Bilsthorpe.</p> <p>There has been an increase in concessionary membership from November 2016 to November 2017 of 22%; this has grown from 158 memberships to 193 memberships in the 12 month period. The position at 31st March 2017 was 181 memberships demonstrating the seasonal trends experienced on this indicator. An influx of additional members is expected within the final third of the year to reach the 25% target.</p>
<p>Accessible facilities</p>	<p>Increase usage of target groups, particularly under-represented groups and people with a limiting illness or disability</p>	<p>Develop Inclusion policy by June 2017 and concessionary membership rates to support pay and play concessions</p>	<p>As part of the development of concessionary pay and play usage, a discounted policy is in place, which provides a 20% discount for adult and Junior Active Card holders to use the centres on a pay and play basis. Since April, a number of new groups have been established and maintained following the implementation and completion of the SAFE project. The funding secured enabled the sports development team to offer free and</p>

			<p>subsidized activities for people with a disability and life limiting illnesses to participate in sport and physical activity that are appropriate for their condition.</p> <p>These activities have now become a part of the mainstream programme and are self-sustaining with a weekly session fee payable by each participant, or included in their monthly membership. This covers any costs incurred for specialist or additional staff to ensure the sessions are safe and enjoyable.</p> <p>These sessions are held weekly and average attendance for each session is highlighted in brackets disability swimming (32) boccia (24), walking football (6), disability gymnastics and trampolining (8), specialist swimming lessons for those with additional needs (23).</p> <p>Adult Concessionary membership has grown significantly over the last 2 years with the largest growth being in the over 60's concessionary membership. This may be due to the wider ranging programme activities on offer for this age group and they are no accessing activities without the referral from a health professional.</p>
Financial viability	Increase facility capacity and provision of activities	Develop partnerships with other facilities – The Newark Academy, Newark Sports Hub	<p>As mentioned above, the partnerships established with Newark Academy and Bishop Alexander LEAD Academy has proved beneficial in expanding the offer and availability of high quality and appropriate facilities for the community to access. There has been an increase of usage from 18.5 hours to 56.5 hours between September and December. This has also enabled positive with the sports development team to support clubs in funding, linking with the school and becoming more sustainable.</p> <p>These agreements are in a trial period and review meetings between both Management Teams are being held. Ongoing discussions continue to take place with the YMCA and the Council on the development of the sports hub.</p>

Table 1, 2017/2018, Business Plan outcomes update

3.4 Members will note, that progress in all areas is being made, with some categories progressing quicker than others. Work on these outcomes will continue to be progressed and recorded until the end of March 2018. The final outcome figures will be provided to members during June 2018, as part of the report including the final accounts.

4.0 BUSINESS PLAN FOR THE 2018/2019 AND THE SPORTS DEVELOPMENT ACTIVITY

- 4.1 Members will be aware that during November 2017, the proposed business plan was provided for Members consideration. During this meeting, discussion took place concerning the proposed objectives and the 'high level' at which these proposals were set. Discussion took place with Members regarding the scope of the Committee, which was to provide the strategic vision for the Company.
- 4.2 The Managing Director of Active4Today advised the Committee that under the objectives, which had been provided, there were a comprehensive set of additional operational targets which were used to try and achieve the outcomes A4T were commissioned to deliver.
- 4.3 Over previous years the company has focused on specific objectives around, the delivery of a new leisure centre in Newark, increased membership, improved financial viability and increased sports development activity. For next year the Company is looking across all the 3 outcomes and once again support the Council to deliver its aspirations for leisure. Attached at appendix II is the Business Plan for 2018/2019 and set out below are several of the objectives included:
- Assist the Council to develop options, for leisure provision within the West of the district
 - Developing opportunities for activity development for specific groups i.e. outreach, over 60's and disability groups
 - Provide support for club and community organisations
 - Undertake physical audits of the sites to understand the journey of a person with disabilities
 - Develop further partnerships with organisations within the district to increase opportunities for customers
 - Continue to monitor the progress at South Forest
- 4.4 Members will note that much of the business plan is supported by the work of the sports development officers working within Active4Today. During November 2017, the Leisure and Environment Committee asked A4T for an understanding of how it proposes to spend the management fee in relation to Sports Development, for the year 2018/2019. Attached at appendix III is an overview and examples of specific projects and activities undertaken to date and in turn areas which the sports development team will be working on throughout 2018/2019. Much of the work which is being undertaken in 2017/2018 will be continued into next year and this will be supplemented by the other areas of work, contained within the strategic business plan document.
- 4.5 In addition to the information in appendix III, A4T has provided below a table which sets out the expenditure break down for the sports development team for 2017/2018 and 2018/2019. The report has not provided personal details of the persons employed within the posts.

4.6

	2017-18 original budget	2018-19 estimated budget	Variance between years
Total income			
Management fee from NSDC	-£117,417	-£121,220	-£3,803
Total Expenditure			
Salaries	£116,640	£126,540	£9,900
Grants – ring-fenced monies re: NSDC grants	£7,500	£7,500	£0
Working budget	£7,047	£14,550	£7,503
Total	£131,187	£148,590	£17,403
Deficit funded by A4T	£13,770	£27,370	£13,600

Table 3, Expenditure breakdown for sports development 18/19

4.7 **Points to note from the expenditure breakdown of the sports development budget**

Staffing – The figure £126,540 relates to the costs of 3.5 FTE posts and approximately 6 hours per week casual/relief coaching hours. This is set to increase in 2018/2019 due to; a 1% pay-rise for staffing, incremental increases for post holders and increased pension contributions.

Grants – This amount of £7,500 is ring-fenced as requested by NSDC for A4T to administer and manage the sports grants scheme. This amount is split into two sections, £5,000 for special events and projects and £2,500 for coach and official development. Operating the scheme alongside the financial year presents issues as applicants have up to 12 months to claim their award, which often fall into the next financial year. Close monitoring is undertaken to ensure there are no overspends on the budget and awards are committed and carried forward at the end of the year, if they are still outstanding.

Working budget – £14,550 of working budget enables the team to cover start-up costs of new schemes, promotions, events and partnership projects. This will include marketing, printing, design and artwork, facility hire or specialist equipment required. This amount also includes £5,000 external funding received for a specific project. An area which this budget also covers is the annual Sports Awards for the District, which this year was supported by Councillors Jackson, Tift and Mison, who attended the awards panel and presentations and presented the recipients of the awards with their prizes.

5.0 **FINANCIAL UPDATE 2017/18 AND 2018/19**

5.1 Members will note that in June 2017, the Company was predicting a shortfall in its budgets of £95K, as a result of commitments which the Company has now had to meet, which had not been identified when the budget for 2017/2018 was being developed. These were:

- Utilities – Due to increases levied by the utility companies, Active4Today have experienced increased costs within the year to the value of approximately £50K
- Pensions – As a result of the Actuarial evaluation, an increase of £33K has been added to in year and future budgets

- Real Living Wage – As a result of the increases with the ‘Real Living Wage’, more employee bands are now falling into this category. As a result, the estimated impact on the salaries budget for the year is £12K

5.2 Active4Today has worked extremely hard to try and mitigate this issue for the Company and ultimately the Council and avoid having to request a management fee from the Council to support the leisure centre offer. Through this work, Active4Today has managed to reduce this shortfall and if the current trend continues, will not require the Council to meet the shortfall initially identified. Work has taken place in the following areas:

- Re-programmed the leisure centres activities and timings
- Re-scheduling staff to meet the new programme
- Reduction in freelance staffing through increased training of internal staff
- Changes to the delivery of swimming in Ollerton and the arrangement with South Forest
- Increases in junior memberships through increasing opportunities and availability of classes for customers
- Partnership working with Newark Academy and the receipt of an administrative fee from this organisation
- Reductions in energy through good housekeeping
- Reduced procurement on several items of goods through improved negotiations
- Savings on accrual adjustments which were brought forward from the year end as an estimate. However, when actual invoices were received, savings have been made, returning finance to A4T, which can be redirected to support the predicted shortfall

5.3 Set out in the table below, Active4Today has provided the current financial position of the Company, which is monitored by the Board, as part of its role in managing the operations of the Company. The table below shows expected budgeted income and expenditure to period 8, set against actual income and expenditure for the same period. In addition, the table sets out to provide original budgeted income and expenditure to period 12, set against forecasted income and expenditure for the same period. Members will need to be aware, that all forecasted budgets are only based on revised period 8 information, which is only to the end of November 2017.

	Profiled budget - income and expenditure to period 08	Actual income and expenditure to period 08	Original 2017-18 budget income/ exp	Forecast 2017-18 budget income/ exp	Variance to original budget
Total income	-£2,182,571.30	-£2,191,379.35	-£2,917,877	-£3,106,187	-£188,310
Staff	£1,302,029.13	£1,279,132.72	£1,873,320	£1,984,190	£110,870
Premises	£184,043.76	£164,843.41	£363,220	£392,730	£29,510
Supplies and services	£410,434.48	£352,440.62	£681,337	£714,390	£33,053
Total expenditure	£1,896,507.37	£1,796,416.75	£2,917,877	£3,091,310	£173,433
			£0.00	-£14,877.00	-£14,877.00
Transfer from/to balances			£0	£14,877	

Table 2, Current and forecast financial information table 17/18

5.4 Points to note from the financial information table

Income – This is forecasted to be approximately £188K over its original budgeted figure by the end of the financial year. Activo membership continues to perform well and is forecasted to over achieve the original budgeted figure by approximately £20K. Children’s memberships have seen an incredible growth over the year, which is forecasted to over achieve its budgeted income by approximately £115K. The final area of growth in income is around dryside usage and this will potentially provide an increase of approximately £20K of additional income, over the original budgeted figure. This growth has in the main been as a result of the continued success of the Newark Sports and Fitness Centre, over achieving what was originally expected when the centre was developed.

Staffing – This is forecast to be approximately £111K over its original budgeted figure. As reported to Members in June 2017 and as highlighted above in para 5.1, this is made up of approximately £45K of expenditure to cover the real living wage and the pensions actuarial evaluation payment. In addition to this, the pension’s contribution made by the Company has also increased over and above the original budgeted figure by £30K. Finally, there has been an increase in salary costs of approximately £23K, to support additional income growth, which has been highlighted above.

Premises – This is forecast to be approximately £30K over its original budgeted figure. This is in the main as a result of the increases in utility costs, which was brought to the attention of Members in June 2017. The Company experienced an increase in utilities of 25% across the board. The Company is continuing to look at its housekeeping at the facilities in a bid to try where possible to reduce its expenditure in this area.

Supplies and Services – This is forecast to be approximately £16K underspent over its original budgeted figure. This budget area is made up of multiple lines of expenditure including, contractual services, cleaning, stationary and equipment and several smaller savings on these lines of expenditure, have culminated in a potential end of year forecast underspend.

Transfer to balances – Currently Active4Today has forecast that approximately £15K could be transferred to the reserves of the Company at the end of the financial year. This is in line with the Companies reserve policy, which was brought to the attention of Members in June 2017, as part of the year end accounts report. This is in addition to the £100K reserve which is programmed in each year for building maintenance, as part of Active4Today’s contractual obligation, in line with the setting up of the Company. As of 1st April 2017, the reserves of Active4Today were approximately £200K, which was split over the headings of; repairs and renewals, contingency and pension provision. It is forecast that if current performance of the Company continues throughout the remainder of this year, the reserve as of 31st March 2018, could be in the region of approximately £400K. This figure is made up of, current brought forward reserve balances, in-year budgeted contribution to the repairs and renewals fund, an in year adjustment to the planned repairs and renewals programme for the Dukeries Leisure Centre (as a result of the options appraisal currently taking place in the West of the district, so spend on projects were put on hold), £15K proposed as the current forecast in year surplus and the pensions actuarial payment, which potentially a proportion of which, may be found from in-year savings. This amount would continue to support Active4Today’s aim to provide a sustainable Company for the Council

and take steps to achieve its reserves balances of £750K, demonstrating good practice for a Company of its size.

- 5.5 Within the proposed business plan for 2018/2019, the Company has included the proposed in-year management fee for the Company, which is based on the original business plan agreed in 2015. Currently the Company is requesting £217,070 from the Council, based on the previous business plan. However, further work is being undertaken as, to date and as set out above in para 5.4, the Company is only able to base its forecast on the period 8 information. Using this information, the Company is currently looking to support a shortfall of approximately £45K for 2018/2019, based on current performance. In the event this shortfall continues to be present at period 12, options available to the Company are to increase income, which may involve an increase in prices, reduce expenditure, reduce the in-year payment to repairs and renewals fund based on the predicted reserve which the Company may start the year with, ask the Council for support in the form of a management fee, use current identified reserves. Currently A4T are revising budgets on a monthly basis to ensure information is as up to date as possible and it is hoped that through this work, further savings and income streams may be developed to ensure this shortfall can be met.
- 5.6 Members are asked to note however, that currently discussions between Active4Today and the Southwell Leisure Centre Trust are taking place, resulting from the Council proposing to reduce the fee it currently pays to A4T, for the work it undertakes for the Southwell Leisure Centre Trust. To date A4T has provided the Trustees with a detailed list of work which is carried out for them and it is hopeful that this partnership can continue going forward, with the Southwell Leisure Centre Trust making a contribution to Active4Today direct, for the work it carries out for them. Members will be aware that over the next 3 years, the Council is proposing to reduce the fee paid for Southwell to nil and for this to be met by the Trust itself. This would result in the Council only paying Active4Today for the services of Sports Development, based on its current agreement. However, as no financial agreement has been entered in to at this stage, the full management fee is being sought from the Council with the acknowledgement that this may need to be adjusted in-year, if an agreement with the Southwell Leisure Centre Trust is reached.

6.0 PROPOSAL

- 6.1 It is proposed that Active4Today continue to monitor and action the areas within the 2017/2018 business plan with a view to completing the actions by March 2018. In addition, it is proposed that Active4Today continue to monitor and deliver on the current performance of the Company to ensure where possible utilisation is maximised, whilst continuing with the ethos of family friendly facilities and inclusivity for all.
- 6.2 It is proposed that the business plan contained within appendix II is approved, which includes the proposed management fee contained within the business plan.
- 6.3 It is proposed that the Company continue to work with the Council to ensure they are aware of the situation with the regards to the current identified shortfall for 2018/2019 and the progress the Company are making in order to mitigate this. In addition, it is proposed that the Company continue to with the discussions with the Southwell Leisure Centre Trust and update the Council on these discussions, when more clarity is known with regards to contribution which the Trustees are proposing to pay A4T for 2018/2019.

7.0 BUDGET IMPLICATIONS

7.1 There are no direct budgetary implications, except those contained within the report, however, the activities identified will have financial implications and it is expected these can be contained within the existing agreement between the district council and the company.

8.0 EQUALITY & DIVERSITY IMPLICATIONS

8.1 There are no equality or diversity issues contained within the report. Access requirements for customers and potential customers are in line with the equalities and diversity policy.

For further information please contact Andy Carolan – Managing Director via email on andy.carolan@active4today.co.uk

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Active4Today Performance Indicators (incl SLCT)	ACTIVE4TODAY ONLY			SLCT ONLY			TOTAL			Total Commentary
	Nov-16	Nov-17	Growth (+) Decline (-)	Nov-16	Nov-17	Growth (+) Decline (-)	Nov-16	Nov-17	Growth (+) Decline (-)	
No. of User Visits	117,298	97,828	-16.60%	29,186	27,938	-4.28%	146,484	125,766	-14.14%	Slight decrease in user visits however this may be due to the change in software and how we now collect it. In addition, there has been a change in the way in which data is collected nationally now to provide a more unified way of collecting e.g. agreeing average numbers per activity. Finally the Company did experience several issues with regards ICT failure at the site, which culminated in access gates being left open and limited data being collected, if customers bypassed the front reception. This now does seem to have been rectified.
No. of Leisure Centre user visits (Card Holders) - Female	25,124	35,588	+41.65%	10,249	9,930	-3.11%	35,373	45,518	+28.68%	Increase due to the number of Active Card holders increasing since the same period last year and more data being available to determine specific demographics of customers. In addition, improved programming of the class timetable has supported increased female usage
No. of Leisure Centre user visits - Aged Over 60	5,924	9,932	+67.66%	2,568	3,379	+31.58%	8,492	13,311	+56.75%	Increase due to the number of Active Card holders increasing since the same period last year and more data being available to determine specific demographics of customers. In addition, more classes and activities have been made available for this target group
No. of Leisure Centre user visits - Children (under 16)	15,302	23,770	+55.34%	7,557	8,927	+18.13%	22,859	32,697	+43.04%	Increase due to the number of Active Card holders increasing since the same period last year and more data being available to determine specific demographics of customers. In addition, increases in the junior memberships have as a consequence increased the data capture of this group
Live Leisure Centre Membership base (adults)	5,803	6,402	+10.32%	2,026	2,226	+9.87%	7,829	8,628	+10.21%	Membership baase has increased due to investment in retention software system. This is a tool used by staff to contact customers both in person and electronically to retain them longer. This has also increased due to continuous review of classes and marketing. The software was introduced in October 2016.
Live Leisure Centre Membership base (children)	2,361	2,769	+17.28%	1,329	1,329	0.00%	3,690	4,098	+11.06%	Increase due to increased capacity and workforce development
No. of Leisure Centre user visits - Deprived areas	Figures not available split per company						3,503	3,519	+0.46%	Attendance levels from identified postcode areas have been maintained.
No. of individuals referred to Active4Today from a health professional - Attended Session	54	55	+1.85%	14	23	+64.29%	68	78	+14.71%	This data is only collected quarterly so data is to the end of September 2017. Work continues to be undertaken in the area to ensure this target continues to improve
No. of user visits on Sports Development programmes in deprived areas	Figures not available split per company						5,190	4,376	-15.68%	Slight decrease due to the number of continued sports development led sessions in this area. This programme is now drawing to a close at 31st December 2017 so the sports development team are in the process of confirming the volunteers, coaches and exit routes to ensure the sessions are sustained. Over 20 sessions are now operating on a sustainable and regular basis within the community run and operated by volunteers supported and trained through this process. The sports development team will continue to work in these areas beyond the end of the project.

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BUSINESS PLAN

2018/2019



Managing Director - Andy Carolan

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THE BUSINESS

Active4Today Ltd was launched on 1st June 2015 and will be entering its fourth financial year of operation on 1st April 2018. It is an independent company registered with Companies House, with Newark and Sherwood District Council being the single shareholder.

The business consists of three leisure centres, a sports development section and a headquarters, which collects and manages the finance of the business, including the in-house direct debits. In addition to these services, Active4Today Ltd provides administrative and management support to the Southwell Leisure Centre Trust and operates additional wetside and dryside provision out of South Forest Complex, Newark Academy and Bishop Alexander LEAD Academy, through service level agreements.

The company is estimating a usage to the end of 2017/2018 of 1,500,000 visits, over its whole business. In addition, it has a direct debit membership base on 30th November 2017, of 12,382 with an estimated final figure of 12,600 including Southwell (both adult and junior).

The aim of the business is to focus on 3 distinct areas:

- Healthy and active lifestyles
- Accessible facilities
- Financial viability

The company's unique selling point (USP) is that of a fully accessible service, which is family friendly and offers a wide range of activities to attract users from all age groups and all socio-economic backgrounds. The work of the company, although complimentary, is split into three areas. These are:

- Leisure facilities
- Outreach work
- Club development

Leisure Facilities

Within these facilities, the leisure centres provide activities to various groups covering, children, adults, 50 plus, affiliated clubs and schools. These are then split into three categories of pay and play, block bookings and direct debit memberships.

The leisure facilities are provided in Blidworth and Ollerton and also in Newark, with a partnership arrangement with the Southwell Leisure Centre Trust and their facility in Southwell. During 2017/2018, additional partnerships have been formed with South Forest Complex, Newark Academy and Bishop Alexander LEAD Academy Trust in a bid to expand the offer of the company and improve health and fitness of the communities of Newark and Sherwood. The offer is very different at each site, ranging from a new wet and dry facility in Newark and dry only facilities at Blidworth and Ollerton; wetside provision in the west is being provided through an agreement with the South Forest Complex. In addition wet and dryside facilities are provided in partnership with the Southwell Leisure Centre Trust. Finally, additional dryside facilities are provided within Newark in partnership with Newark Academy and Bishop Alexander LEAD

Academy Trust. These have increased additional resources to the company to provide increased activity opportunities for the community.

Outreach Work

Predominantly, this area of work is provided through the sports development section, either through direct provision or through partners providing the service on our behalf.

The sports development team during 2017 has supported clubs and schools to access Sportivate funding from Sport England via Sport Nottinghamshire. This initiative has provided much needed funding of between £300 and £1000 and has enabled clubs to develop their offer and broaden their activities to provide sessions for young people targeting the age group of 11-25 years old.

The aim for 2018 is to develop the activities to a sustainable level, which will allow the sessions to continue into 2019, when the funding has been used. This will then allow the team to move into other areas of need that are identified within the activity plan.

Club Development

The local sports forums are supported by the sports development team on a quarterly basis throughout the year, providing much need secretariat, advice and support to volunteers and clubs through these meetings. Additional training and workshops are also co-ordinated to both maintain and improve quality of community sports provision.

The VISPA volunteering scheme is a crucial tool to recruit new volunteers into sports activities both in clubs and leisure centres. This is particularly focussed on the 14+ age group, encouraging young people to get involved in volunteering in their community and gaining valuable experience and qualifications to potentially secure a job in the sports and leisure industry. To 30th November 2017, there are 62 VISPA volunteers operating within the district and supported by Active4Today Ltd.

The sports development team works closely with national governing bodies and Sport Nottinghamshire to co-ordinate an annual programme of courses and workshops according to the needs of the volunteers and coaches. This has further been developed in 2017 and co-ordinated by working partnership with a number of local authority areas in Nottinghamshire. These courses have included emergency first aid, mentoring and recruiting volunteers and safeguarding.

The team are also involved in planning for the future, particularly around demonstrating the demand for facility developments, the review of policy documents i.e. Playing Pitch Strategy and linking to the research and insight available from the Sport England Active People Survey.

OUTCOMES AND OBJECTIVES

As part of the business plan, outcomes have been identified, which focus on key parts of the business. Objectives have been identified to support the key outcomes of the business and form part of the day to day operations.

In addition to the financial aim of the company, which is to maintain a service to the customer at a nil management fee to the Council, the company is committed to increasing participation in sections of the community who may not traditionally engage in physical activity.

Finally, the company is committed to the provision of high quality services that provide value for money to the customer. This will be achieved through continuous improvement to the facilities.

The suggested objectives for the 2018/2019 are set out below and are linked to the overall outcomes of the company.

OUTCOME	OBJECTIVE	ACTION
Healthy and active lifestyles	Assist the district to develop options for provision of leisure in the west of the district	Work with the district council to develop a business plan for facilities within the west. Assist with the feasibility work which is currently taking place and understand the impact of the South Forest provision.
	Develop the Insight software to understand participation in sport and physical activity and grow activity programmes to meet the needs of the customer	Work with XN Leisure and other providers to develop the Insight software to identify gaps in provision and develop further opportunities for activity development within the district. Use the software to target specific groups i.e. outreach, over 60's, community development, and disability groups.
	Develop a digital marketing strategy to target specific groups increasing participation in sport, identified from Insight data.	Develop a digital marketing strategy which will support the current traditional advertising and marketing campaigns which currently take place. Deliver 7 digitalised campaigns within the year targeting customers and ensure the software which is being developed is being used to its fullest to increase awareness and participation in sport and physical activity.
	Develop a digital communication platform for clubs and community organisations	Develop with the clubs and community organisations a platform for their usage to assist current and prospective customers to understand what is available for them within the district. This will be facilitated by A4T and allow clubs and community organisations to share information and best practice in a bid to develop their offer to ultimately improve participation. Currently there are over 250 clubs within the district which are known, however, this platform will not only support these clubs, but work to support the unaffiliated clubs which currently there is little known about them.
	Develop the outreach programme to deliver more activities in identified areas – Provide 1 new activity/event per area. These sessions can run as 'one off' events or weekly sessions all year round depending on the participants	Develop activities in Clipstone, Ollerton, Blidworth, Hawtonville and Bridge wards of Newark to increase activity to 1 x 30 minutes per week. Provide a FREE 7 day pass to each postcode identified as, in an area of deprivation. Develop 5 new events and or sessions throughout the year for the target group.
Accessible facilities	Undertake access audits at	Undertake physical audits at all sites to

	each site and priorities the areas identified in order to develop activities to meet requirements. In turn, developed improved access through contactless hardware and customer user software	understand the journey of a person with disabilities through our facilities. This includes engagement with the website, social media, print etc, before the actual engagement with the facility. Look at the audits and develop a list of possible improvements which will improve the journey for a person with a disability. Training all front of house staff if required through e-learning or facilitated training sessions. Approximately 50+ employees.
	Further develop the activities on offer for key target groups including under 16's, over 60's, disabled groups and females. Provide 1 new activity per target group, with sessions running as 'one off' events or as weekly sessions all year round depending on the group	Specifically look at developing daytime usage for the 60+ market at both Newark and Dukeries LCs. Continue to build on the successful XP Junior membership schemes and add additional classes within Dukeries LC. Develop a partnership with the Nottinghamshire Learning Disability and Autism Partnership Board, in a bid to replicate the success which has taken place at Newark, at the Dukeries. Provide 6 new sessions specifically designed for the target audience.
Financial viability	Explore other partnership opportunities within the district for increasing provision and capture customer data. Distribute 3,000 further active cards to partner organisations.	Develop further partnerships with organisations within the district (similar to the current arrangement with Newark Academy), to increase opportunities for customers and increase the critical mass of users throughout the district. Develop further Active Card opportunities with these organisations to improve data capture in a bid to understanding the 'customer'.
	Continue to work with the Newark Academy to develop the partnership further to improve and expand upon sports provision within the district.	Work with Newark Academy to increase the opportunities at the site for the customers of district. Look at increasing available time at the site and the type of activity available. This will in turn increase awareness of A4T and the brand across the district.
	To understand the current arrangements with the South Forest complex and look to explore further opportunities for partnership working with them	Continue to monitor the progress at South Forest and understand the usage at the site. Work with the South Forest Complex and the district to understand the provision within the West of the district and how this facility may support this overall offer. Asses the financial viability of the site with the information, which can be assessed since operating from the site in July.

Fig 1: proposed outcomes/objectives and actions for 2018/2019

CUSTOMERS

The business is made up of customers who access the services in many ways:

- Free of charge

- Pay and play
- Direct debit
- Club block bookings

Customers are put at the heart of the business and current analysis developed using postcode information plots our customers as set out below. This information is only available however, when customers access the facilities using the Active Card. The aim of the company during 2018/2019 is to continue to increase Active Card take up.

Active Card Customer Map

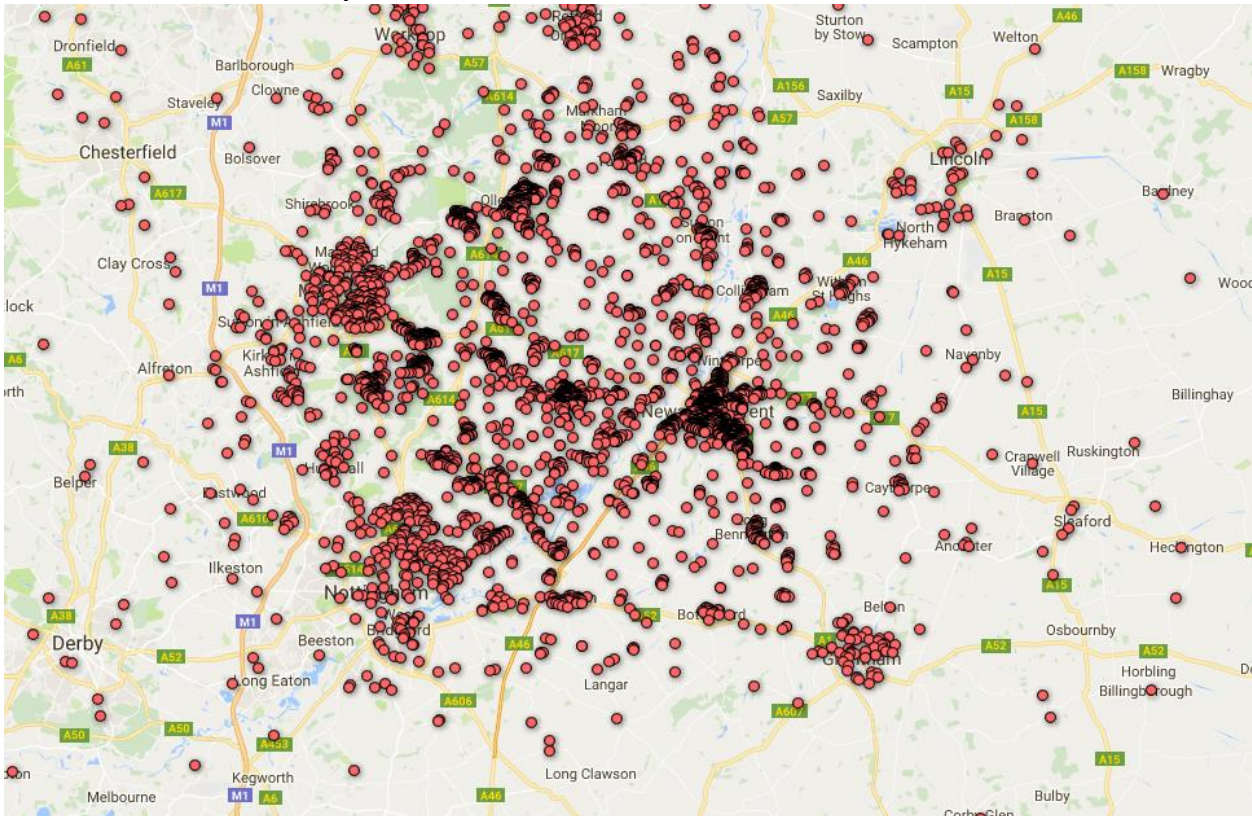


Fig 2: Mapping of customers using NSFC, DLC, BLC and SLC

SERVICES

The services are split into two areas which are indoor provision; provided by the leisure facilities and external provision; provided by the sports development section of the business. Within the leisure centres, the services are divided up into distinct areas, wetside provision and dryside provision. These are once more sub divided into fitness suites, sports hall hire, squash courts, club bookings and swimming.

In addition to the provision of leisure facilities, the company also sells related saleable goods, which consist of hot/cold drinks, snacks, goggles, towels and other related leisure products. These items are referred to as secondary spend. Prices for both primary and secondary items are determined through either a percentage increase based on the cost of purchase or through an assessment of the competition, affordability and the socio economics of the district and the residents who use the facilities.

The company monitors competitor prices to ensure its pricing remains competitive and continues to provide value for money for the customer. For the 2018/2019 budget setting process, competitors and other Nottinghamshire authorities have been compared where possible. However, as the vast majority of competitors are privately operated facilities and several authorities are operated by commercial companies, this information is not openly available to Active4Today. As a result, the information used for this process has been developed on prices as of January 2018. The table below sets out the prices of the local authorities bordering Newark and Sherwood and several comparative competitors operating within the district:

Price Comparison Table of local authorities bordering Newark and Sherwood and private comparative competitors, operating within the district:

Area/Organisation and Provider	Direct Debit price per month	Range of services
Newark and Sherwood District Council: Active4Today Ltd	£29.00 - Adult £19.00 – Child	Fitness suite, swimming, classes, weekend racket sports Weekly swimming lesson
Rushcliffe Borough Council: Parkwood Leisure	£37.50 – Adult	Fitness suite, swimming and classes
Gedling Borough Council: In-house	£32.00 - Adult	Fitness suite, swimming and classes
Mansfield District Council: Serco Leisure	£25.95 - Adult £20.50 – Child	Fitness suite, swimming and classes Weekly swim lesson
North Kesteven District Council South Kesteven District Council: 1Life	£29.00 – Adult	Fitness suite, swimming and classes
Bassetlaw District Council: Barnsley Premier Leisure (BPL)	£29.95 - Adult £22.00 – Child	Fitness suite, swimming and classes Weekly swim lesson
Pure gym – Mansfield	£9.99 – Adult	Fitness suite and classes
Anytime Fitness – Newark, Grantham & Mansfield	£32.95 – Adult	Fitness suite and classes
Sports Direct Fitness – Newark, Lincoln, Grantham	£24.99 – Adult	Fitness suite, swimming and classes
Bannatyne Health Club - Mansfield	£44.00 - Adult	Fitness suite, swimming and classes
Area Health & Fitness – Newark	£22.00 – Adult	Fitness suite
DW Sports Fitness – Mansfield	£23.00 – Adult	Fitness suite, swimming and classes
Fitness Flex – Mansfield	£32.95 – Adult	Fitness suite, swimming and classes

Fig 3: Price comparison table

For 2018/2019, Active4Today have reviewed its current prices and below have proposed the following:

Activity	Active Card holder Adult		Non Active Card Holder Adult	
	Current Price	Proposed Price	Current Price	Proposed Price
	2017/2018	2018/2019	2017/2018	2018/2019
Adult Membership	£29.00	£29.00	N/A	N/A
Badminton	£8.00	£8.40	£8.00	£10.00
Swimming	£3.90	£4.00	£4.70	£5.00
Squash	£6.50	£7.00	£6.50	£8.50
Fitness Suite	£6.00	£6.00	£6.00	£6.00
Fitness Suite Classes	£5.50	£6.00	£5.50	£6.00

Activity	Active Card Holder Junior		Non Active Card Holder Junior	
	Current Price	Proposed Price	Current Price	Proposed Price
	2017/2018	2018/2019	2017/2018	2018/2019
XP 1 Membership	£19.00	£19.00	N/A	N/A
XP Energy (changing to XP 2)	£22.00	£23.00	N/A	N/A
XP Max (changing to XP 3)	£25.00	£27.00	N/A	N/A
Student XP Membership	£17.00	£17.00	N/A	N/A
Badminton	£5.00	£5.00	£5.00	£6.00
Swimming	£2.70	£3.00	£3.30	£3.50
Squash	£4.00	£4.00	£4.00	£5.00
Fitness Suite	£2.50	£3.00	£2.50	£3.00
Fitness Suite Classes	£2.50	£3.00	£2.50	£3.00

The Company is proposing minor increases in pay and play prices and in turn has introduced non active card holder charges, which will seek to encourage pay and play users to become members of the centre. Encouraging pay and play users to become members, allows the company to gain data from these users, which will ultimately influence the programmes and classes which are provided within the facilities. In addition, it assists Company to understand the usage patterns of pay and play users and where possible ensure they are receiving the best value for money option available to them, which is applicable to their usage.

In addition to the above, the Company is proposing minor increases in membership prices for two junior categories. These increases will be for new members only with existing members being re-aligned at key points within the year, which traditionally takes place during December. As a result of junior memberships being fully instructed packages (with the exception of free swimming); the price increases have been suggested to address the increases in expenditure around the coaching element of the programme.

KEY COMPETITORS

The business has many competitors across the whole of the district, either as a direct competitor e.g. a private leisure centre or fitness suite, or one which is a diversionary activity to our customers e.g. cinema, bowling, bars and restaurants.

Whilst in the main the competition affects the leisure centre delivery directly, as this is where the income generation activities take place, the company has to be mindful that although competition for the sports development section may not be direct, it may mean that available

funding from organisations is less available and this will affect the work of the sports development section.

MARKETING

The 'Active' brand and series of new marketing and promotional material have been developed in order to highlight the different management arrangements in place. To assist with the sustainability and growth of the business, the company currently markets and advertises extensively to attract and retain its customers.



Improvements in retention are provided through targeted advertising for existing customers, reminding them of their original goals and why they joined the facilities, through the newly acquired 'TRP' software package. In addition, A4T needs to ensure the "journey" which the customer experiences, is supportive and that the commitment that was made by A4T, is also delivered on.

A4Ts approach to advertising and marketing has improved significantly. This is due to developments with data capture, market segmentation and target marketing and the media in which customers are reached in the form the customer requests. Currently the technological marketing and advertising for the company consists of:

The company's website is used to promote and market the full range of services and during 2017/2018 the company has linked the website with the front of house leisure bookings system. This will improve accessibility as well as enabling the customer to view and book activities on-line.

The website currently attracts an average of 50,000 hits per month. There are also approximately 5,000 bookings made on our online booking system every month for classes, allowing customers to access our services 24 hours per day, 7 days per week without having to call the centre. This is set to increase during 2018/2019.

The company has a part time Communications Officer in post and this person is tasked with promoting and leading on the digital marketing strategy and supporting the traditional advertising including newspapers, press releases and editorials.

The sports development team also work extremely closely with Radio Newark and in particular on the Newark and Sherwood Sports Awards. This assists to help raise the profile of the company and add gravitas to the annual events.

DEVELOPMENTS

ICT developments which are currently taking place and will continue throughout 2018/2019 include:

- Insight
- LF Connect

- OnCourse

The software applications identified above will assist the company to understand and retain its customers through greater knowledge of their usage and trends.

Insight:

This is a 'Cloud' based performance management system, which is used nationally across the sector and understand and extrapolates data from our front of house software. As this is a national system, our data will be able to be mapped to the Office of National Statistics data, in order A4T will be able to understand our customers and their usage and bench mark these against other providers both regionally and nationally to understand how we are performing.

This will be used to develop activities, programmes and courses which meet local need, based on customer profiling.

LF Connect:

This is an 'Open Platform' system, provided by the Company for the customer. Customers will develop their own training profile, which will consist of activities, which take place both inside and outside of our facilities. The software can speak to several other devices including Tom Tom, Garmin, Apple, Strava and will allow all this data to be saved and used from one central point. The data is owned and retained by the customer; however, our fitness staff can use this software to communicate with the customer on new training techniques, special offers and master classes in a bid to provide the customer with an enhanced experience, which will hopefully extend the customer stay.

OnCourse:

This software has been developed to support the junior memberships within the Company. The software allows parents and guardians to monitor the progress of the child and communicate with the instructor through a web based application. The software plots the child's progress against a pre-set national development pathway and allows the parent and guardian to understand how their child is progressing. This includes the awards they have taken and the ones which are coming up. This improved communication allows takes place in real time and can be accessed through devices such as smart phones, PC and iPads.

STAFFING

To undertake the work, the company has a team of dedicated individuals, led by a committed and passionate management team. The team has several years of practical experience within the leisure industry and this is supported by a sound academic base to ensure the practical knowledge is underpinned by professional qualifications. This ethos is carried on through to all levels of the company and in the region of £22,000 is invested annually into training, continuing professional development (CPD) and maintaining staff qualifications.

This is identified through the annual performance review, which all staff members are encouraged to engage with. The investment in training is rewarded through the good retention of staff and ultimately a good experience is received by the customer.

PERFORMANCE MANAGEMENT

The company is committed to ensure the performance of a variety of areas is achieved, aligning our resources, systems and employees to the strategic objectives identified earlier. Outcome based performance monitoring is now widely used and within that is the opportunity to provide narrative based performance evidence.

The performance indicators are linked to the council’s strategic outcomes and have been developed with Members of the Leisure and Environment Committee, in order to build a performance framework. The performance framework is split into three areas:

- Healthy and active lifestyles
- Accessible facilities
- Financial viability

FINANCE

As part of the business planning process, the company is undertaking extensive work in producing budgets for the 2018/2019. Detailed work is currently taking place on direct debit income, pay and play income, external funding and club usage.

As set out during previous reports, the company is making provision to develop company reserves of £750K. This level of reserve will ensure resilience for the organisation, which supports the company and council to ensure the company remains in a financially sustainable position.

As members will be aware, the company currently operates on a management fee paid by Newark and Sherwood District Council. Below is the proposed management fee for 2018/2019.

2018-2019 NSDC –Management Fee Requirements

NSDC Management Fee	Amount - Full Year
Sports Development Management Fee	£121,220
Southwell Leisure Centre Management Fee	£ 95,850
Total fee to be paid to Active4Today Ltd	£217,070

Fig 4: Financial Arrangements for 2018/2019

ACTIVE4TODAY SPORTS DEVELOPMENT

Introduction

The work of the sports development team relies heavily on working together with a variety of partners based within the District and County. There are a number of key areas and objectives identified in the A4T business plan 2017/2018 where the team acts in the lead role for the company.

Club development

Work has been undertaken with key clubs to identify their areas of need and support offered. These have been prioritised with the team supporting clubs that are users of A4T facilities firstly. An example of this is the new partnership with Newark Academy. A4T is providing services for administration of bookings however this also includes club and community engagement which has resulted in utilisation increasing from 18.5 hours to 56.5 hours per week. Club engagement ranges from football, athletics, basketball, netball, marital arts to hosting national sports events.

Festival of Cycling

With the OVO Energy Tour of Britain Stage 4 coming through the District on 4th September 2017, A4T sports development were asked to be involved in the coordinating group, led by NSDC. Active4Today worked with numerous partners to create and co-ordinate the Newark and Sherwood Festival of Cycling, linking clubs with schools, promoting opportunities available in the district, with the ultimate aim being to excite and inspire local cyclists as well as those who have never ridden a bike to give it a try. The Festival consisted of 15 events whereby over 300 riders took part. The activities ranged from mountain bike trails with Sherwood Pines Cycling Club, to riding the Tour course 1 hour before the race came through Newark with Velo Club Flintham. In partnership with NSDC and Newark Castle Cycling Club, Active4Today sports development helped facilitate a junior GoRide event in Newark Market Square where 60 juniors took part.

Southwell Netball Club

In Spring 2017, representatives from a 'Back to Netball' group attended a Southwell Sports Forum workshop on volunteer recruitment. The group, which formed several years ago through a sports development initiative driven by England Netball, made an enquiry about becoming an affiliated club. Following this, the sports development team supported the group to hold an inaugural meeting and club officers were elected, a constitution formed and bank account opened. With direction from Active4Today, the group is now established as Southwell Netball Club and affiliated to England Netball. They have two competitive teams and one friendly team, with membership increasing to around 40 ladies. The club also has strong links with the junior club and the Minster School, with a view to both clubs becoming a single entity over the next couple of years and A4T sports development will continue to offer support.

Clipstone Youth Club

Clipstone Youth Club, a branch of the Miners Welfare, offer in an invaluable service in the community for children aged 5-15. As part of their service, the Youth Club wanted to be able to offer sports and physical activity. Attendees pay only 40p to attend the club, so recruiting the services of a sports coach or activity professional was not financially viable. Active4Today became involved and helped to recruit five local volunteers to assist in running sports sessions as part of the Youth Club. Active4Today sports development designed and delivered a four week programme to train the volunteers to be confident to deliver quality sporting activity. Following this, the sports development team also delivered a mini Olympics style session in the summer holidays, utilising the skills of the young volunteers and giving them experience under the guidance and supervision of a qualified coach. The young leaders were signed up to the VISPA scheme and are continuing to volunteer in their community, receiving points for their hard work and dedication in delivering sports sessions to over 80 people in Clipstone.

Sports Councils

Various levels of support are provided by the sports development team to Newark and Sherwood Sports Council, Southwell Sports Forum and Ollerton and Boughton Sports Forum. This includes secretariat support, communication to clubs, any actions that come out of the meetings, arranging guest speakers and workshops. There have been 9 meetings facilitated and supported by the sports development team in 2017, with over 20 clubs and organisations represented at these meetings.

Coaching and volunteer development

The team supports the development of new coaches and volunteers both in traditional sports clubs but also in community settings. There are many opportunities for people to take part in sport and activity in the District, from football, hockey and rugby to walking and seated exercise classes and individuals are needed to act in various roles to support the sustainability and continuous improvement of the clubs.

There is also a volunteer scheme, introduced initially in 2007 following a successful grant award from Sport England. This project has now become established fully within the team's area of work, recruiting and developing volunteers, mainly from the teenage and young adult age range but still a worthwhile scheme in supporting community clubs and providing the first step in the sporting workforce pathway.

There are currently 62 active VISPA volunteers, with 28 enrolling in 16/17 and 12 in 17/18 to date. Update on the progress of this area of work is set out within the table below and also within the main body of the report.

Grant Aid scheme

The sports development team manages the sports grant aid scheme on behalf of the District Council. This includes the talented individuals, coach and official development and special events and project applications. The team promotes the scheme across the district, share good new stories, meet with applicants, discuss potential projects and work with clubs to ensure

their application has the maximum chance of success at the quarterly panel. The team manage the budget of £7,500 (£5,000 special events/projects and £2,500 coach and official development) and ensure any funds not awarded are carried forward for future years. The amount of funding distributed is determined by the number of applications received and the quality of those applications. Although the sports development team are continuously promoting the scheme in the community and supporting organisations to make an application, the finite number of applications awarded cannot be predicted and is out of the control of A4T.

The summary of the awards history to date is set out below:

15/16	<p>Special Events/Projects - 3 projects total of £3,500 awarded</p> <p>Coach and official development - 44 applications £4,292.50 awarded</p> <p>Talented Individuals - TI's 4 successful applications</p>
16/17	<p>Special Events/Projects - 5 projects total of £6,500 awarded</p> <p>Coach and official development - 44 applications £4,130 awarded</p> <p>Talented Individuals - 9 successful applications</p>
17/18 1 panel outstanding in January 2018	<p>Special Events/Projects - 2 projects total of £1,884 awarded</p> <p>Coach and official development - 18 applications £1,237.50 total awarded</p> <p>Talented Individuals - 4 successful applications</p>

Inclusion

By working in partnership with other agencies, the sports development team has secured funding from Nottinghamshire County Council for the Schools Behaviour and Attendance Partnership. This built on existing schools work and a series of activities for young people were developed that will work towards tackling their priorities. They have identified the positive benefits that sport and physical activity can have on these people and working together with A4T staff, the project is having a positive effect. In total A4T has received £5,000 to develop these opportunities and link to sustainable exit routes available in the community.

The traditional offer of swimming lessons available in the leisure centres has been developed and improved in the last 18 months with specialist knowledge and support from the inclusive activity officer in the sports development team. The centres now offer 1-2-1 lessons for children with particular needs or a disability. These lessons ensure that these children are able to learn to swim in an environment most suited to their needs. An initial assessment is undertaken by the inclusive activity officer on each child. From this the needs are identified and their weekly lesson arranged with an appropriate swimming teacher and the pool time allocated. Statistics from the last School Census in 2012 state that out of 15,205 children on the school roll in Newark and Sherwood, 14.9% have Special Educational Need status. The inclusive activity officer therefore provides advice to parents and guardians on inclusion matters from funding to engagement into specific groups within the community. The advisory

service assists parents and guardians in making the right choices for their child. Inclusion is a priority within the programming of all activities which is continually reviewed to ensure all children have equal access.

Through working in partnership, 'Healthy minds week' has been established as an annual event within schools in Newark. The inclusive activity officer has co-ordinated a range of activities that educate and help children to understand the complexity of mental health, encouraging them to talk about their feelings and the link between sport and positive mental wellbeing. Schools are provided with information of opportunities available, in order to signpost children whilst offering CPD (continuing professional development) for teaching staff. The series of events and activities takes a lot of organization however seeing the benefit that it brings to children to engage in a subject that has not been talked about openly is extremely worthwhile. Children are becoming more aware of the importance of being active and the effect this has on their physical and mental health and wellbeing.

Health and active lifestyles

The healthy and active lifestyles work that is undertaken is again in partnership with other agencies, working on the basic sports development principles of 'kick starting' activity in a particular setting and then identifying volunteers, providing training and equipment for the group to become self-sustaining. These opportunities focus on walking, chair based exercise, the GP Active Referral scheme including activity for specific conditions i.e. stroke, Cardiac Phase IV, Cancer.

These classes cater for a wide range of ages and abilities with the classes attended by older people i.e. over 60 including a social element and refreshments offered also. This provides a much needed opportunity for older people to remain independent and active for as long as possible, and in turn reducing the risks of falls and treatments and medications through the NHS.

An example of this approach is a class held at Blidworth, in a Nottinghamshire Community Housing Association complex for older people. The weekly class has been running for over 2 years, with the class initially advertised for residents but now attracting people from neighbouring villages i.e. Rainworth and Bilsthorpe. The class consists of chair based exercises, all to music, helping individuals with movement, flexibility, coordination as well as keeping an active mind. This group has had a positive impact upon health and wellbeing with each individual, with the social aspect is just as important as the physical benefits.

The well-established, GP Active Exercise Referral Scheme is another example of a scheme that supports people with particular medical conditions by taking part in activity with trained fitness instructors. Active4Today staff develops a programme of exercises that are appropriate for the individual that will improve their condition. The sports development team liaises with a wide range of health professionals including GP's, nurses, physiotherapists as well as other agencies who provide intervention programmes to tackle health inequalities. They refer the individuals to A4T and they are offered a subsidized 12 week programme. One to one assessments are provided in order to change behaviour techniques, increase confidence and may ultimately reduce patient visits to the GP. They are encouraged to stay beyond the initial period in order

to maintain their activity levels and improve their condition. This scheme received over 400 referrals between April 2016 and March 2017.

Annual Sports Awards

The Sports Awards have been organised by the sports development team since 2006. This is an excellent opportunity to raise the profile and celebrate the successes of the sporting community in Newark and Sherwood. There are a number of categories where the team source nominations, encouraging coaches, PE teachers and club members to share the achievements of the local individuals, clubs and volunteers. In each of the years that the event has taken place, the team has worked hard to ensure that the awareness is far and wide and work traditionally starts in June, finishing with the presentations in November/December. In 2015, the team developed a very close partnership with Radio Newark and since then have made the presentations to winners and finalists out in the community, where the sport takes place, allowing more people to share the celebrations and success that the individual or club receives. This is a hugely successful work area for the team, sharing achievements of community sport with the wider district.

Summary of SAFE project

This is a three year project which began in 2014, ending on 31st December 2017. This project was delivered by several partners including Community Safety, NCC Youth Justice team, Newark and Sherwood Homes, and Positive Futures, with a grant received from Sport England of £74,340. In addition, Newark and Sherwood DC contributed £5,000 per year from ring-fenced funds.

The project has been managed by the inclusive activity officer, with figures reported on a six monthly on the online Sport England monitoring portal. There were targets identified initially to engage with 1,483 individuals and a total throughput (user visit) of 19,961 over the three years. The range of sessions that have been developed include chair based exercise, walking football, boccia, badminton, female only fitness, Zumba and boxercise.

Identified outcomes for 17/18 from business plan

Objective	Action	Update
Increase number of volunteers supporting sports clubs and leisure provision (Target of 50 new volunteers)	Develop and promote the VISPA scheme in the district. Target market through campaigns within schools, youth centres and clubs. Demonstrate the contribution through number of volunteer hours.	The current number of VISPA volunteers working throughout the district is 62 (12 new to date this year). These volunteers undertake a range of duties which includes work in the leisure centres, coaching and officiating, events and community projects, and within local clubs. This has also developed through established better links with Magnus and Newark Academies where a process exists for work experience opportunities. Schools and organisations which are supported through the sports development team includes local sports forums at

		<p>Southwell, Fernwood, Ollerton and Boughton, and district wide Sports Council. Due to involvement in a number of other projects including Tour of Britain and Festival of Cycling events between May and September, the planned activities for volunteer recruitment has been delayed and has had to be reprogrammed with negotiation with the secondary schools and clubs for January to March 2018 to reach the target of 50 in the remaining 4 months to the end of the year.</p> <p>Out of the 62 volunteers that are currently active, the sports development team has organised and offered a series of events and training for them to increase their skills and ultimately improve the quality of their experience and ability in community settings. Mentoring of existing volunteers is equally as vital as recruitment and the long terms sustainability of the project.</p>
<p>Increase usage across all centres, improvement to health of the district population, reduced usage of public health services (Target 400 referrals, with 50% retention beyond 12 week programme)</p>	<p>Market and promote the GP Active scheme to all health professionals working in the district. Develop the range of activities offered to include chair based exercise classes and low impact aerobics, in addition to existing gym sessions. Increase GP referral trained staff, with an aim to have 10 across the District (an increase of 5). Agree numbers of sessions per annum, training opportunities and outcomes through MOT checks.</p>	<p>All the development work regarding referrals and health promotion is across all 4 sites including Southwell Leisure Centre Trust. The current performance to period 8 is 187 referrals, with 159 signing up and attending the first session. Currently 54 have continued beyond the 12 weeks programme point and there are 55 who are currently still in their 12 week period. 50 have either left the programme or moved to pay and play. Currently there is 7 staff trained to Exercise Referral level 3 who deliver the GP referral scheme, as well as 3 staff trained to Level IV Cardiac Rehabilitation, 6 in Strokeability and 1 in Level IV Mental Health. A number of experienced key staff have left and moved into different roles which have had a slight impact on the delivery of the. In addition to the formal referral process in place, A4T has developed links with NHS colleagues and other organisations to host group bookings at the sites which are catering for people who are obese, recovering from strokes and falls prevention pathway.</p> <p>Work continues in this area and is well received by the participants on the</p>

		<p>scheme. This may account for the reduction in GP referrals compared to the same time last year, as participants are coming to organised classes, which they can access through pay and play. Recently A4T have recruited new staff and are training these to continue to support the referral programme. There has been an increase in class delivery and development over the year and currently there are 6 classes operating specifically for GP referral patients throughout the district.</p>
<p>Increase participation in sport by 11-18 age group, increased quality and number of volunteers in community settings (Target of 50 new volunteers)</p>	<p>Re-establish partnership working and delivery with all secondary schools. Promote and market the VISPA scheme through schools</p>	<p>Partnership delivery with Newark Academy on Enrichment programme, including Sports Leaders UK accredited course, tag rugby and facilitated new school/club links. 12 new VISPA's recruited with planned new year promotion to meet the target in the performance indicator</p>
<p>More females engaging in activity (Target 635 females aged 14+)</p>	<p>Continue to develop the SAFE programme to focus on engaging more people into sport with women being a key target. Set target areas, how many groups will we engage with and how many sessions will we run.</p>	<p>295 females were engaged up to programme end in October 2017. There were 11 new sessions established since April 2017 with 2 new female only sessions set up in Ollerton. However, numbers were low and attendees were signposted to existing DLC programme. In the initial 6 weeks of activity delivered, confidence was increased amongst the attendees and they felt comfortable to attend the mainstream activities.</p>
<p>Increase usage of target groups, particularly under-represented groups and people with a limiting illness or disability</p>		<p>As above, 11 new sessions have been established since April 2017 engaging with 148 new people. These sessions were developed with two target groups in mind; females and under-represented groups. This is in addition to the existing GP Active referral scheme for people with medical conditions and disabilities, which has recruited 159 people onto the scheme from the 187 referrals.</p>

2018/2019

In 2018/2019, the sports development team will continue to deliver a range of projects, similar to those listed above, within the 2017/2018 successes. This involves working with partners and ultimately increasing sport and physical activity levels for all across the district. The work of the sports development team will continue to focus on target areas including, working in areas of deprivation, developing the GP referral scheme, working with groups of people with physical and mental health conditions. The team will also actively promote the positive benefits of membership to the various sports councils and encourage more clubs to become members,

helping them to identify new opportunities which will increase participation, and work together to develop actions plans and offer support to realise their goals.

Following the review of Sport Nottinghamshire in 2017 and establishment of a new organisation 'Active Notts', it is envisaged that the sports development team will be heavily involved in supporting their aims and working together in partnership across the County in order to have a bigger impact. This will be undertaken by working on the information above over the next three years up unto 2021. Their aims are –

- Inactive People, with specific focus on inequalities at a local level
- Those with a limiting illness or disability
- Children and young people
- Those who are active, but need help to remain so

In addition to the above, the team will also be responsible for developing and delivering against the objectives and actions for 2018/2019 and these have been set out below:

<p>Develop a digital communication platform for clubs and community organisations</p>	<p>Develop with the clubs and community organisations a platform for their usage to assist current and prospective customers to understand what is available for them within the district. This will be facilitated by A4T and allow clubs and community organisations to share information and best practice in a bid to develop their offer to ultimately improve participation. Currently there are over 250 clubs within the district which are known, however, this platform will not only support these clubs, but work to support the unaffiliated clubs which currently there is little known about them.</p>
<p>Develop the outreach programme to deliver more activities in identified areas – Provide 1 new activity/event per area. These sessions can run as 'one off' events or weekly sessions all year round depending on the participants</p>	<p>Develop activities in Clipstone, Ollerton, Blidworth, Hawtonville and Bridge wards of Newark to increase activity to 1 x 30 minutes per week. Provide a FREE 7 day pass to each postcode identified as, in an area of deprivation. Develop 5 new events and or sessions throughout the year for the target group.</p>
<p>Further develop the activities on offer for key target groups including under 16's, over 60's, disabled groups and females. Provide 1 new activity per target group, with sessions running as 'one off' events or as weekly sessions all year round depending on the group</p>	<p>Specifically look at developing daytime usage for the 60+ market at both Newark and Dukeries LCs. Continue to build on the successful XP Junior membership schemes and add additional classes within Dukeries LC. Develop a partnership with the Nottinghamshire Learning Disability and Autism Partnership Board, in a bid to replicate the success which has taken place at Newark, at the Dukeries. Provide 6 new sessions specifically designed for the target audience.</p>
<p>Undertake access audits at each site and priorities the areas identified in order to develop activities to meet requirements. In turn, developed improved access through contactless hardware and customer user software</p>	<p>Undertake physical audits at all sites to understand the journey of a person with disabilities through our facilities. This includes engagement with the website, social media, print etc, before the actual engagement with the facility. Look at the audits and develop a list of possible improvements which will improve the journey for a person with a disability. Training all front of house staff if required through e-learning or facilitated training sessions. Approximately 50+ employees.</p>

Within one of the actions set out above, the Company is setting out to provide those areas identified as an area of deprivation with an opportunity to engage in physical activity, within one of the leisure centres operated by Active4Today. This opportunity will provide a free 7 day pass to each of the households within the designated postcodes in a bid to encourage potential non-users of the facilities to engage in new activities.

Each household within the area will receive a letter providing them with this offer, which to redeem will require the resident to bring a form of proof of address (driving license, utility bill) to either Blidworth, Dukeries or Newark leisure centres to obtain an Active Card, valid for 7 days usage. The card will entitle the user to swim, use the fitness suite and or participate in classes. If there is more than one person in the household, each person will be entitled to receive a pass and where there are children in the household, they will also be entitled to receive the pass, in the event they attend with their parent/guardian, who will be required to bring in the proof of residency for that child.

The initiative above has been designed to target specific residents within the community, who may not usually experience using a leisure centre and the opportunities they provide. The aim is to increase participation and engage with those in the community who may traditionally be seen as 'hard to reach' groups/individuals.

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