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Monday, 11 November 2019

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

Members of the Committee:

**Councillor L Brailsford
Councillor S Carlton
Councillor M Cope
Councillor D Cumberlidge
Councillor Mrs G Dawn
Councillor P Harris
Councillor Mrs L Hurst
Councillor B Laughton
Councillor J Lee
Councillor Mrs Y Woodhead**

Substitute Members:

**Councillor P Harris
Councillor Mrs L Hurst
Councillor B Laughton
Councillor J Lee
Councillor Mrs Y Woodhead**

MEETING: Leisure & Environment Committee

DATE: Tuesday, 19 November 2019 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.

DRAFT AGENDA

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2. Declarations of Interest by Members and Officers and as to the Party Whip	
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Confidential and Exempt Items	
13. Exclusion of the Press and Public	
<p>To consider resolving that, under section 100A (4) of the Local Government Act 1972, the public be excluded from the meeting for the following items of business on the grounds that they involve the likely disclosure of exempt information as defined in Part 1 of Schedule 12A of the Act.</p>	
14. Proposed Expansion of the Fitness Suite and Consideration of Alternative Management Arrangements at Southwell Leisure Centre - Update	60 - 65

Agenda Item 4

NEWARK AND SHERWOOD DISTRICT COUNCIL

Minutes of the Meeting of **Leisure & Environment Committee** held in the Civic Suite, Castle House, Great North Road, Newark, Notts, NG24 1BY on Tuesday, 24 September 2019 at 6.00 pm.

PRESENT: Councillor R Jackson (Chairman)
Councillor N Mison (Vice-Chairman)

Councillor L Brailsford, Councillor S Carlton, Councillor M Cope,
Councillor D Cumberlidge, Councillor Mrs G Dawn, Councillor P Harris,
Councillor Mrs L Hurst, Councillor B Laughton, Councillor J Lee and
Councillor Mrs Y Woodhead

ALSO IN
ATTENDANCE:

APOLOGIES FOR
ABSENCE:

17 DECLARATIONS OF INTEREST BY MEMBERS AND OFFICERS AND AS TO THE PARTY WHIP

Councillor S Carlton declared personal interests in Agenda Item No. 9 – Active4Today Covering Report and Agenda Item 11 – Urgent delegated decision in relation to the new Dukeries Pool, as he was a Board Member of Active4Today.

Councillor P Harris declared a personal interest in Agenda Item No. 5 – Sherwood Forest Hospitals NHS Foundation Trust Presentation, as he was a member of Health Education England.

18 DECLARATION OF ANY INTENTIONS TO RECORD THE MEETING

The Council was recording the meeting in accordance with usual practice. The Communications Business Unit was also recording the meeting as a practice exercise for future live streaming. Councillor P Harris also confirmed that he may record part of the meeting.

19 MINUTES OF THE MEETING HELD ON 25 JUNE 2019

AGREED that the Minutes of the meeting held on 25 June 2019, be approved as a correct record and signed by the Chairman.

20 SHERWOOD FOREST HOSPITAL NHS FOUNDATION TRUST PRESENTATION

An update presentation was provided by the Chief Executive – Richard Mitchell, Sherwood Forest Hospitals NHS Foundation Trust. The presentation slides are attached as appendix 1.

Following the presentation a question and answer session ensued as follows:

Q1. A high percentage of nurses are not trained in the UK, how do you plan to train and recruit nurses.

A1. The Chief Executive was unsure whether that was correct. There were large proportions within the hospital that were fully established. There was a need to make sure that the Newark and Sherwood District was an attractive place to live and work. The area was popular from a staff prospective with lots of qualified nurses and medics. Plans were in place regarding Brexit with or without a deal.

Q2. A Member commented that Newark Hospital was now an urgent care centre. There was a free bus service to Kings Mill Hospital, however Newark was a growing town and if you had a heart attack or stroke you would have to go to Kings Mill as Newark did not have the facility to treat you. The need for more defibrillators was also raised.

A2. Practical steps had been taken at Newark. Market sharing had been strengthened to reduce patients transferring from Newark to Kings Mill. The diagnostics at Newark had increased. The distribution of defibrillators in Newark Town Centre was not in the Chief Executives control. That would be taken back to the Clinical Commissioning Group (CCG) as that did not sit with Newark Hospital or Sherwood Forest Hospitals NHS Foundation Trust.

Q3. The community had complained in the past about the operation at Newark Hospital and Kings Mill Hospital. Complaints were now being received regarding the roll out of primary care and the length of time taken for an appointment for a GP. The Primary Care network was failing residents. A Member commented that good things were happening at Newark Hospital; they had a partnership with the CCG which was focused on the community. The hospital had a stroke ward and had expanded the urgent care centre, which had taken off pressure at the Kings Mill Accident and Emergency department (A&E), which was operating well. The research programme was questioned and whether that was tailored in line with the types of health issues in the district i.e. COPD-with old mining communities.

A3. The Chief Executive thanked the Member for his points regarding the operation of the Newark Hospital and commented that elective orthopaedic treatment was also being offered at Newark hospital.

The research programmes focused on local needs i.e. respiratory service which was commented as good. Research work was being undertaken in conjunction with Nottingham University and other universities.

Q4. A Member sought clarification as to whether there would be a future facility at Newark or Kings Mill for amputees as currently the nearest facility was Nottingham City hospital. Car parking charges were also expensive at this site, especially when attending several times per week.

A4. Whilst there was a need for this facility, it was unlikely that this would be offered in the future at Newark and Kings Mill. That decision however was not in the Chief Executives control or influence. The plan was to centralise them with the city health

care. It was commented that Kings Mill hospital had the lowest parking charges in the area. Members' comments however would be reported back.

The Chairman thanked the Chief Executive for attending and presenting the informative presentation. He congratulated him on the improvements achieved to date and invited him back to a future meeting of the Leisure and Environment Committee.

AGREED that the presentation be noted.

21 PROPOSED INVESTMENT IN WASTE AND GROUNDS MAINTENANCE SERVICES FOLLOWING SERVICE REVIEWS AND RESIDENT SURVEY FEEDBACK

The Committee considered the report presented by the Director of Communities & Environment which updated Members in respect of the proposed investment in and realignment of Environmental Services, including Street Cleansing, Refuse and Recycling, Transport, Parks and Grounds Maintenance. This investment would focus those functions towards effective delivery of the Community Plan.

Members were also updated in respect of the wider development of environmental services within the remit of Leisure and Environment Committee, namely street Cleansing and waste and transport.

A Member sought clarification regarding how many small pieces of land that the Council owned that couldn't be used and the cost implications to maintain them. It was suggested that a review be undertaken and the identified parcels of land be either passed over to the Town and Parish Council's or sold. The Director of Communities & Environment confirmed that this would be discussed with colleagues.

AGREED (unanimously) that:

- (a) the development of Environmental Services as outlined in the report be endorsed and further progress updates be brought back to the Leisure and Environment Committee;
- (b) Members from both the Leisure and Environment Committee and Economic Development Committee be consulted regarding the development of the Strategy. Details of the sessions facilitating this development would be circulated in autumn 2019.; and
- (c) the Director of Communities & Environment to discuss with colleagues a review regarding parcels of Council owned land not being used in the district.

22 FLY TIPPING WITHIN NEWARK & SHERWOOD - A COORDINATED CAMPAIGN AND ENFORCEMENT APPROACH

The Committee considered the report presented by Business Manager Environmental Health & Licensing and Business Manager – Transport & Waste Services, which

informed Members of the current situation regarding fly tipping within the district and sought Member support for a coordinated campaign with the aim of reducing incidents and the associated clean-up costs, through increased reporting, education and enforcement.

Nationally the latest figures showed that:

- For the 2017/18 year, local authorities in England dealt with just under 1 million fly tipping incidents.
- Two thirds of fly tips involved household waste.
- Local authorities carried out 494,000 enforcement actions in 2018/19.

Locally the latest figures showed that:

- During financial year 2018/19 the Council removed 1,438 fly tips giving a combined weight of 361.89 tonnes.
- Our average response time to reported incidents was 2.0 days.
- 2019/20 financial year so far 425 fly tips removed between April-July (est 1,600pa) giving a combined weight of 81.36 tonnes.
- This included 1.84 tonnes of asbestos and 3.56 tonnes of garden waste.
- The average response time to reported incidents was 1.7 days.

The report detailed the enforcement activity for the period 2018/19 and 2019 to date.

It was proposed that a targeted twelve month campaign was resourced and delivered being led jointly by the Business Managers from Public Protection and Waste and Transport. The Campaign would be called 'Not in Newark and Sherwood' and would dovetail with the wider campaign across Nottinghamshire. The campaign and associated actions had been developed to address what were seen as the main areas likely to have an impact. These were detailed within the report. A budget of £15,000 was proposed to allow the campaign to be delivered.

A Member suggested that an additional recommendation be included requesting information to be reported back to Members on fly tipping prosecution.

AGREED (unanimously) that:

- (a) the 'Not in Newark and Sherwood' fly tipping campaign be supported, with funding to come from the CSG reserve;
- (b) an update report be brought back to the Leisure and Environment Committee in March with a final report to be presented to the Committee on the Campaign outcomes in November 2020; and
- (c) future reports regarding major fly tipping prosecutions be presented to the Leisure & Environment Committee.

Councillor B Laughton left the meeting at this point.

The Committee considered the report presented by the Policy and Projects Officer which proposed a plan of action and indicative timetable in response to the Climate Emergency declared by Newark and Sherwood District Council.

The agreed climate emergency motion declared at the Full Council meeting on 16 July 2019 was detailed in the report.

It was reported that in response to the declaration, Newark and Sherwood District Council had established a cross-Council project team to examine how the Council should most appropriately respond to the declaration. This noted the fact that the Council did not currently have a single point of responsibility for climate change in the way that some authorities do. Attached as Appendix A to the report provided a summary of the activities currently undertaken by the Council which might be described as having a positive impact in terms of reducing the Council's carbon footprint.

It was reported that by establishing a baseline carbon footprint would enable the Council to understand its current performance and be able to consider the interventions and resources required in order to mitigate this.

The project group recommended the following actions be undertaken, with assistance, in order to deliver the requirements set out in the Climate Emergency:

- audit existing environmental practice within the Council
- establish data to determine the carbon footprint of Newark and Sherwood District Council (currently limited)
- consider the Council's contribution to the district carbon footprint more widely, according to national data from reputable sources
- engage with stakeholders
- coordinate a Climate Emergency Strategy with reference to all of the above
- produce an accompanying generational Carbon Reduction Action Plan to mitigate carbon emissions from the Council.

In addition, the project group would recommend that a wider Climate Emergency Working Group of Members be established to guide this work. Whilst Leisure and Environment Committee had recycling within its remit, issues such as planning and green spaces sat within Economic Development, whilst responsibility for the Council's housing stock sat within Homes and Communities. Finally, the Committee responsible for assessing and approving any interventions with finance implications sat within Policy and Finance. It was therefore logical to establish a working group under the direction of Policy and Finance Committee to ensure a Council-wide response from its Committees. The Working Group would also engage with the community more widely.

The report detailed indicative milestones subject to approval by the Leisure & Environment Committee and Policy and Finance Committee at its meeting on 26 September.

A Member commented that the report presented to Committee was a poor start

given that the Council had acknowledged that there was a climate emergency. There should be an officer appointed as a single point of contact and there should be a starting point and a predicted end point. Concern was also raised that two of the groups were not represented on the Working Group.

AGREED (unanimously) that:

- (a) the proposed course of action and indicative timetable to respond to the declared Climate Emergency as outlined;
- (b) Leisure and Environment Committee recommend the course of action and indicative timetable to the Policy and Finance Committee for approval;
- (c) Leisure and Environment Committee recommend to Policy and Finance Committee that a Climate Change Working Group be established under its direction, to comprise the chairs, vice chairs and opposition spokesmen on Policy and Finance, Leisure and Environment, Economic Development and Homes and Communities Committees; and
- (d) Leisure and Environment Committee recommend to Policy and Finance that the budget within the Reallocation of Resources report (to be considered by Policy and Finance 26 September 2019) in relation to the production of the Climate Change Strategy and Action Plan is approved.

24 ACTIVE4TODAY - COVERING REPORT

The Committee considered the report of the Director of Communities & Environment which appraised Members regarding the performance of Active4Today during Quarter 1, 1 April to 30 June 2019.

It was reported that within the leisure centre sites owned by the Council, adult memberships were up at 8,948 on the same period in 2018, an increase of 443, whilst junior membership were down slightly at 3,892 over the same period, a reduction of 249, although this was largely attributed to the ongoing challenge of no swimming pool at the Dukeries Leisure Centre. A summary of membership data was contained in Table 1, In the Active4Today Quarter 1 report as attached at Appendix I to the report.

The number of visits to the four leisure centres had reached almost 317,000 for the quarter, an increase of over 20,000 compared with the same period last year. This was reported to be due to improved ICT infrastructure allowing a more accurate account of usage through the ICT controlled entry system and a number of Sports Development initiatives during the quarter. GP referrals were down slightly over the quarter, from 110 to 100, however, the participation and completion of the twelve week programme increased from 56 to 66. A narrative on the work of Sports Development over the period was contained within Appendix II to the report.

Active4Today were currently working closely with Barnby Road Academy, Newark in respect of the development of a Service Level Agreement for the management of bookings and use of the Academy's new four court sports hall which was due to be opened shortly.

It was reported that at the end of June, when management fee adjustments had been factored in to income targets, Active4Today was showing an increase on target of £13,000 for the quarter. Salary spend was below profile by approx. £23,000 mainly due to vacancies within the team.

Due to better performance in respect of income generation Active4Today was now forecasting a reduced deficit of £54,000 for the year based on quarter 1 performance. Active4Today would focus on financial performance over the next three quarters to further reduce the forecasted deficit at yearend.

AGREED (unanimously) that the report be noted.

25 COMPARISON OF LOCAL AUTHORITY SERVICES

The Committee considered the report presented by the Assistant Business Manager Waste Management which gave Member an overview of the current situation with regard to recycling across Nottinghamshire. It compared existing service offerings and performance and looked at what the future may hold for waste collection services in light of the National Waste Strategy.

Members commented that the Veolia contract with Nottinghamshire County Council was holding the Council back regarding recycling. Glass recycling was discussed and it was confirmed that the Council had previously approached the voluntary organisation ROB (Recycling Ollerton & Boughton) enquiring whether they would expand their glass collection round. It was confirmed that waste collection was not their focus; they worked with people with special needs and therefore would not be expanding their service at this time. Recycling of food waste was also discussed as food waste had a carbon impact when disposed. The government were keen to remove biodegradable waste from landfills, as it produced methane. A Member suggested that the Town and Parish Councils be educated regarding recycling schemes, that information could then be cascaded more quickly to the community.

AGREED (unanimously) that:

- (a) the content of the report including the potential development of new collection streams in light of the National Waste Strategy be noted; and
- (b) the existing actions that are being taken to increase recycling levels be supported.

Councillors M Cope and P Harris left during the discussion of the above minute.

26 URGENT DELEGATED DECISION IN RELATION TO THE NEW DUKERIES POOL

The Committee noted the decision that an instruction to proceed to the next stage of the new swimming pool at the Dukeries Leisure Centre project had been issued. The urgency item agreed by Members listed on the Minute of Decision was to ensure that the project proceeded without unnecessary delay.

AGREED (unanimously) that the urgency item be noted.

27 LEISURE & ENVIRONMENT COMMITTEE FORWARD PLAN (1 SEPTEMBER 2019 TO 17 MARCH 2020)

The Leisure & Environment Committee Forward Plan was provided for Member information. Members were encouraged to submit any areas of work they wanted to address for the forthcoming year.

Councillor J Lee requested that the refuse bin size policy be brought before Committee. The Director – Communities & Environment confirmed that he would speak to Councillor Lee regarding what needed review.

AGREED that:

- (a) the Forward Plan be noted; and
- (b) the Director- Communities & Environment speak to Councillor Lee regarding the requested bin size policy review.

28 HEALTH & WELLBEING

The Leisure and Environment Committee Vice-Chairman informed the Committee of the Health & Wellbeing Board meeting he had attended in July 2019; the main agenda item was looking at levels of violence and how that could be reduced.

The Vice Chairman also informed the Committee regarding a Health & Wellbeing workshop that he had attended which focused on reducing the harm from drinking alcohol.

29 EXCLUSION OF THE PRESS AND PUBLIC

That, under section 100A (4) of the Local Government Act 1972, the public be excluded from the meeting for the following items of business on the grounds that they involved the likely disclosure of exempt information as defined in Paragraphs 1, 2, 3 and 7 of part 1 of Schedule 12A of the Act.

Meeting closed at 8.28 pm.

Chairman

LEISURE & ENVIRONMENT COMMITTEE

19 NOVEMBER 2019

REVIEW OF GOVERNANCE ARRANGEMENTS - ACTIVE4TODAY

1.0 Purpose of Report

1.1 To secure approval of the Leisure and Environment Committee approval for changes to the governance and financial arrangements between the Council and Active4Today Limited.

2.0 Background Information

2.1 Active4Today was incorporated as a company, limited by guarantee, on 9 March 2015 with the Council as the sole shareholder. It commenced business on 1 June 2015, operating the Council's three leisure centres at: Newark; Dukeries; and Blidworth. It also provides sports development for the Authority and management support to the Southwell Leisure Trust.

2.2 The Council retains ownership of the three leisure centres and leases them, at a peppercorn, to A4T on 15 year leases. The provisions within the leases, coupled with the fact that the Company was 'set up' with philanthropic objects, enable the Company to benefit from taxation benefits and NNDR relief.

2.3 Under the leases, the Council is responsible for repairs and maintenance to the structure and fabric of the leisure centre buildings and the major fixed plant within them. The Company has responsibility for interior repair, maintenance, interior decoration and portable equipment.

2.4 The Council is accountable for ensuring that the leisure and sports development service is to the required standard across the District. Decision making by the Council, as sole shareholder, is undertaken by the Leisure and Environment Committee, which has the responsibility for: considering and approving the Company's 3 year Business Plan and pricing strategy; and monitoring overall management and performance of the Council's leisure company. The Council's representative under the contract and the main officer of the Council advising the Leisure and Environment Committee on A4T is the Director – Communities and Environment (Matthew Finch).

2.5 The Company is run on the basis that it is a 'not for profit' company, set up for the benefit of the community (i.e. that it has philanthropic purposes) and does not pay a 'dividend', promising that:

- it will invest any and all retained surpluses in order to enhance the service standards and develop the facilities in Newark and Sherwood; and
- deliver a service to the public which is aligned to the Council's aspirations, aims and objectives.

The relationship between the Council and the Company is governed by a 15 year service contract to provide leisure services at the three leisure centres. There is a break clause on the fifth and tenth anniversary of the contract period enabling the Council to terminate the whole or any part of the contract by serving six months' written notice on the Company.

2.6 The Company is into its 5th year of operation and has built up a credible track record in delivering its services, with surpluses that exceed the projected returns under its original approved Business Plan. It has built up healthy reserves of £400k.

3.0 Governance Issues

Governance Agreement

3.1 There are various provisions contained within the Company's Articles that cover the balance of control and decision-making between the Council and the Company, for example the Council's reserve power to act by special resolution to direct the directors. However, there is no 'parallel' Governance Agreement between the Council and the Company similar to that which the Council has with Arkwood Developments Limited. This is a discrete document (separate from the Company's Articles), which covers in one place: the business plan; matters reserved to the Council for decision; accounting and financial provision; information; scrutiny and accountability. This is in contrast to the position with A4T, where the equivalent provisions are scattered between the Articles and the Service Contract.

3.2 Therefore, from a governance perspective there is a gap between the 'high level' requirements of the Company's Articles, and the commissioning role that the Council plays under the Service Contract. It would be good practice to have in place a governance agreement (which is like a shareholder's agreement) to plug this gap. The version for Arkwood is very clear and simple – and could be adopted without much further adaptation, save for recognising the different nature of the business of the Company and that fact that it is a company limited by guarantee. It would also include other provisions that would secure greater transparency between the Council and the Company and reinforce the Council's role as shareholder. These include the ability of the Council to have a representative (who would not be a director of the Company) to attend the Company's board meetings as an observer, and a requirement for the Company to provide full management accounts and financial forecasts to the Council etc. This is something that the Council has in place for both Arkwood and Newark and Sherwood Homes.

Elected Members and Officers as Directors

3.3 Directors are appointed by the Council by means of an ordinary resolution, and currently the Board comprises of:

- 2 council officer directors, (CEO and the Deputy CEO & S151 Officer);
- 3 member directors (Cllrs David Lloyd, Scott Carlton, & Mathew Skinner), and
- Managing Director of the Company (non-voting Director).

N.B. The Articles provide that there must be at least one director and a maximum of seven.

3.4 The general legal view is that it is easier to manage potential conflicts of interests with officer directors than it is with elected member directors. The Council and the officer

concerned can amend the employment contract in question to say that the Council has asked the officer to be a director and that when the officer director is acting in that capacity they are to put the interests of the company first.

- 3.5 It follows that the officer director should not then be involved in any Council decision making relating to A4T – whether making decisions or acting as an officer to advise those making decisions.
- 3.6 However, elected members are unable to allow any of their duties (whether to the Council or the Company) to prevail over the other. External legal advice given both at the time the company was set up and more recently is that elected members' involvement is usually best achieved through the shareholder function. This allows elected members to focus on the strategic and oversight decision making in respect of the company and eliminates the potential conflict issue.
- 3.7 As with officer directors, an elected member director should not be involved in the member/shareholder decision making undertaken by the Council. Therefore, if a member director is also a member of the L & E Committee, when an A4T matter arises they would need to declare an interest and not take part in the meeting when that matter is being decided.
- 3.8 The choice of which officers and/or elected members should be appointed as directors is important - to plan against conflicts arising. It is inadvisable to have both the Chief Executive and the Deputy Chief Executive on the Board as this takes both of them out of decision making on the part of the Council when A4T matters are being considered or formulated by officers.

Non-voting directors

- 3.9 Recent external legal advice has highlighted the unusual nature of having directors on the board with no voting rights. The general position in company law is that all directors are able to participate and vote in director decision making unless the law expressly prohibits it, for instance where a conflict of interest arises. It is most unusual to come across a position where a director does not have a vote at all. This is because any director taking on a role with no ability to vote is placed in a very difficult position. As a director they are subject to a number of statutory, fiduciary and equitable duties to the company. The most serious – in terms of likely liabilities - relates to wrongful trading. A director without a vote would be significantly hampered in complying with their duties and might be placed in breach of them against their will notwithstanding that they might have protested to the voting directors.
- 3.10 There is nothing in the *Teckal* requirements that would prohibit directors (who are not council officers or elected members) being appointed with a vote. The Company's decision-making arrangements still effectively remain under the Council's control. If the decision is made to alter the position regarding the 'non-voting' status of the Managing Director, the Articles will need to be amended to allow for this as they currently prohibit directors, who

are not officers or elected members, being appointed with a vote. This would also then make it easier to appoint other non-executive directors to the Board who bring a particular expertise to the Company as it continues to develop. These directors would bring a different perspective when considering how the business of A4T operates.

- 3.11 If giving a vote to non-officers/elected members is not something the Council wishes to consider then it might be appropriate to consider whether the Managing Director should be a director at all, but instead be the senior employee of the Company and attend the directors' meetings as an observer.

4.0 The Service Contract

- 4.1 The Contract between A4T and the Council is a public services concession contract. It provides that the Council make a payment to the Company at the beginning of each financial year to cover all the services provided. It then provides two mechanisms (one in-year and one at end of year) by which any 'surpluses' generated by the Company are shared between the two parties. This creates 'supplies' that generate VAT charges both ways. In practice over the five years since the establishment of the Company, and with the knowledge of the Council, rather than the sharing of surpluses - these have been utilised instead by the Company to generate healthy reserves to provide cover for its long-term sustainability as the operation of the Council Leisure Centres.

- 4.2 Now that the Company has generated a good balance sheet, and bearing in mind that in practice the Council has provided working capital and enabled strong cash/flow management in its support of the Company, it seems timely to review these arrangements. Instead of the 2-way payments it would be beneficial to explore whether the Company would be in a position to make a payment to the Council for operating the centres pursuant to the concession that the Service Contract puts into effect. This would 're-scope' the payment mechanism to enable better VAT treatment and to reflect the commercial reality between the Council and the Company. So in effect there would either be a 'management' fee paid by the Council to the Company in anticipation of the Company making an operating loss, or a 'right to operate' fee from the Company to the Council in the event of an operating surplus.

- 4.3 This would require the Contract Price Schedule in the Service Contract to be varied to allow for a new formula to be adopted for calculating the Contract Sum payable. The payment mechanism would be reviewed to reflect the proposals for payments either way, as set out in paragraph 4.2 above. There would be no need to retain the current clauses contained within the Service contract for sharing in any "Operating Surplus" of the Company. The timing and frequency of any payment either way should be an arrangement that is fair to both parties, but it is suggested that this could be agreed within the first two weeks following the end of the financial year. In the event that a payment is due to the Council, the Authority could determine, following an agreed consultation process, to expend this on further investment in the Council's Leisure Centres. This would be a better arrangement than the current provisions, which potentially involve a number of payments both ways, which is tax inefficient. It also addresses the issue that currently the Service Contract enables

the Company to direct the Council on what it spends shared surpluses on – which is inappropriate within the confines of a “Teckal” relationship.

5.0 Training

5.1 Once the governance of the Company is re-shaped in accordance with the recommendations contained within the report, it is suggested that training is provided both to the Council and the Company, at lead member and officer level, to ensure that there is a common understanding of how the Company is governed within the ambit of being a controlled local authority company, and the checks and balances in place for ongoing continued success in the business and the Services operated at the Council Leisure Centres.

6.0 Proposals

6.1 Based on the information contained in Sections 3 and 4 of this report, it is proposed that Leisure and Environment Committee approve the recommendations of this report in respect of the changes to the governance arrangements between the Council and Active4Today.

7.0 Equalities Implications

7.1 There are no equality implications in respect of the various protected characteristic groups in connection with this proposal.

8.0 Financial Implications (FIN19-20/2014)

8.1 Based on current arrangements the Council pays the management fee to Active4Today in two instalments, 50% at the beginning and 50% at the end of the financial year. The new arrangement would be one payment to or from Active4Today based on their operating outturn calculated as agreed in the management agreement.

8.2 The outturn for 2019/20 will be reviewed under the new arrangements and it is not expected at this time that the full 50% remaining management fee will be required.

8.3 The aspiration is the company will be self-sustainable. The £121,220 management fee budget for 2020/21 will be brought to Committee in January 2020 to be reviewed.

8.4 Regular reviews of Active4Today’s management accounts will allow the Council’s budget monitoring reports to accurately represent forecasted operating outturn to aid decision making.

9.0 Community Plan – Alignment to Objectives

9.1 The provision of the Council’s high quality and accessible leisure centres makes a significant contribution to the health and wellbeing of members of the community. Specifically the role that Active4Today performs for the Council by operating the leisure centres and sports development function attracts regular users each year thereby assisting the Council in the achievement of Objective 9, ‘Improve the health and wellbeing of local residents, with a particular focus on narrowing the gap in healthy life expectancy and other health outcomes’.

10.0 Comments of Director

10.1 The proposed recommendations of the review of the governance arrangements will enable the Council and Active4Today to strengthen its relationship moving forwards and enhance the delivery of positive outcomes for the community.

11.0 RECOMMENDATIONS

That Leisure and Environment Committee:

- (a) Agree a Governance Agreement between the Council and the Company, that sits alongside the Articles, that underlines the Council's role as shareholder in exercising a decisive influence over both strategic objectives and significant decisions of the Company;**
- (b) Agree to a review of the existing officer and member director appointments to the Board, given the conflict issues highlighted in section 3 of the report;**
- (c) Give director voting rights to the Managing Director;**
- (d) Review the payment mechanism within the Service Contract so that there a single payment mechanism either to or from the Company, with no separate clause for sharing in the 'operating surplus' of the Company;**
- (e) Approve any consequential minor amendments to the Company's Articles arising from the above recommendations; and**
- (f) Members note the aspiration for the company to be self-sustainable and hence the allocation of the management fee budget will be brought to the January Committee.**

Reason for Recommendation(s)

To ensure that the management and operational relationship between the Council and Active4Today remains appropriate and Teckal compliant.

Background Papers

NIL

For further information please contact Karen White – Director Governance and OD on Extension 5240.

Karen White
Director Governance and Organisational Development

LEISURE & ENVIRONMENT COMMITTEE

19 NOVEMBER 2019

ACTIVE4TODAY – DRAFT BUSINESS PLAN, 2020/21 AND PERFORMANCE UPDATE

1.0 Purpose of Report

1.1 This purpose of this report is to present the Active4Today Draft Business Plan, 2020/21 for member consideration and update the Committee on the Company's latest quarterly performance, 1 July 2019 to 30 September 2019.

2.0 Background Information

2.1 At the meeting of Policy & 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 & 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 Draft Business Plan for the following year to the Leisure & Environment Committee for consideration during the Autumn Committee cycle. The Draft Business Plan, 2020/21 and performance reports from Active4Today are **appended** to this covering report. Following Committee consideration, a final Business Plan will be presented to the Committee in January 2020. As such, this is an opportunity for the Committee to influence the Final Business Plan for 2020/21. However, it is important to recognise that due to the review of the Company's governance any changes to the operating model, to be considered by this Committee, may impact on the business plan and therefore the draft plan may require further work.

3.0 Key issues

Overview of Performance

3.1 Leisure & Environment Committee has overall responsibility for setting the strategic direction of the Company through the annual approval of the Active4Today Business Plan, which sets out the outcomes the Committee wishes the Company to deliver. Performance is monitored through a framework agreed by Leisure & Environment Committee.

3.2 The best indicators for the underlying strength of the Company are the adult and children's membership bases. As Members will see from the management report Appendix A, the leisure centres are continuing to perform well with increases reported in adult memberships up by 220 on the same period in 2018, rising from 8,635 to 8,855 (+2.55%) across all 4 sites with the Newark Sports and Fitness Centre continuing to perform strongly. Children's membership is down by 126 from 3,982 to 3,856 (-3.16%) compared with the corresponding period in 2018 which is largely attributable to the loss of water space at Dukeries Leisure Centre which will continue to influence junior memberships until the new swimming pool is operational in 2020. However, the overall membership at period end was 12,711 up from 12,617 in September 2018 a net increase of 94 members.

- 3.3 Total user visits at the end of period 2 increased from 582,939 to 620,938 up 37,999 compared to 2018 equating to an uplift of 6.52% achieved through improvements in junior usage up from 195,856 to 201,815 (+3.04%), 60+ usage up from 58,838 to 66,011 (+12.19%) and improvements in use by customers from more deprived areas up from 9,426 to 10,379 (+10.11%). There are primarily three factors that have contributed to the reported number of users; increased memberships, more usage of facilities by members taking up secondary activities and new offers and improved ICT infrastructure which has enabled more effective data collection at the centres. The annual target for user visits is 1,275,000 therefore current performance is at 48.7% of target.
- 3.4 GP referrals are up from 235 to 241 (+2.55%) with an increase of referrals actually starting the programme up from 125 to 141 (+12.8%). The increase is attributable to the appointment of key staff to vacant posts and improved communications with surgeries and health professionals to reaffirm the referral process in order to promote the offer to wider health partners and patients.
- 3.5 Partnerships continue to develop and good progress has been made in relation to the Company entering into a management arrangement with Barnby Road Academy Newark to provide an administrative service (programming and bookings) for the community use of its new four-court sports hall wef from January 2020. This partnership will significantly improve opportunities for wider community sport and physical activity in Newark through more effective communication and co-ordination of available facilities management working continues. The new partnerships are in addition to the existing relationships it has with Newark Academy and Bishop Alexander Academy Newark.

Financial Update

- 3.6 In terms of the Company's finances, A4T are in a positive position to date and once adjustments have been made to account for commitments, the Company is forecasting a £22,000 deficit at year-end based on performance to date. This represents a substantial reduction in the deficit forecasted in January 2019 of £75,000 and it is anticipated that the position in relation to income and expenditure will continue to be closely monitored to ensure that the outturn position is as favourable as possible and the deficit forecasted is further reduced. Given historical performance, the Council will continue to hold in abeyance the remaining 50% of the management fee budgeted in 2019/20 pending the year-end outturn position.

Draft Business Plan, 2020/21

- 3.7 The Draft Business Plan, 2020/21 is attached for Member consideration. The Company 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.
- 3.8 Following on from the review of governance arrangements between the Company and the Council and subject to Committee approval the recommendations of the review will influence the business plan for 2020/21 specifically in relation to the payments of money between the two bodies. In effect the 'management' fee for 2020/21 will be withdrawn and will thereafter be addressed through the proposed changes in management and financial reporting protocols at year end. As such a single payment mechanism will be introduced which would take the form of either a 'management' fee to the Company in the

event that the Company has an operating deficit or a 'right to operate' fee from the Company in the event of the Company presenting an operating surplus in accordance with the financial reporting requirements. Should the outturn offer a surplus the Council would determine through consultation with the Company how the surplus might be best utilised.

- 3.9 A4T's financial performance has considerably surpassed the figures contained within the five-year business plan when the Company was set up. Indeed, the Company has posted surpluses in each of its four completed years of trading. However, this position will be adjusted as outlined in the paragraph above with effect from 2020 onwards with both the Company and the Council working closely to ensure that the leisure offer and performance of the Company remains positive.
- 3.10 The Active4Today 2020/21 Draft Business Plan is attached at Appendix III. In addition its three primary aims the plan is informed by the Physical Activity & Sports Plan (PA&SP) 2018 - 21, which provides additional direction to A4T in terms of its objectives and how A4T should work towards their through programming, activities and outreach work. This will also assist the Council to deliver its strategic priorities and objectives, as set out the Community Plan 2019-2023 and Health and Wellbeing Partnership Plan 2019-2022. In order to achieve this the Council will work closely with Active4Today in its client management role to support the delivery of a robust business plan to achieve the desired outcome of shared benefits.
- 3.11 As Members will be aware the PA&SP highlights Childhood Obesity levels at Year 6, Inactive People and priority areas where there are high levels of NSEC 6-8 (National Socio-Economic Classification). Accordingly Active4Today now integrates some activities and initiatives into its business plan and associated work programmes to address these priorities.
- 3.12 In relation to pricing, the Leisure & Environment Committee approved a Three Year Pricing strategy in January 2019 which was implemented in April 2019. In addition the Draft Business Plan also proposes new prices for core pay and play activities for member consideration.

Southwell Leisure Centre Trust

- 3.13 In addition to the 'management' fee or 'right to operate' fee to operate leisure and sports development services, the Council pays a cash sum to Active4Today 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. The management fee payable for Southwell in 2020/21 will remain at £95,850, however, the Trust will make a £15,000 contribution thus reducing the Council contribution to £80,850.

4.0 Equalities Implications

- 4.1 There are no equality implications in respect of the various protected characteristic groups in connection with this proposal. The Company will target its services through marketing campaigns and outreach work in areas of deprivation and to priority groups with the aim of attracting segments of the community that would not normally access the services on offer.

5.0 Financial Implications (FIN19-20/8217)

- 5.1 The Council has already paid £60,610 to Active 4 Today for 2019/20. Under current arrangements another £60,610 is due to be paid at the end of the financial year.
- 5.2 However, if the Review of Governance Arrangements report at this committee meeting is agreed, it is proposed to hold the remaining 'management' fee in abeyance pending the outturn at yearend.
- 5.3 Any remaining budget in 2019/20 will be transferred to a reserve on the Council's balance sheet to potentially fund any future deficits.
- 5.4 The aspiration is the company will be self-sustainable. The draft Budget for 2020/21 still includes £121,220 for the management fee. However, this will be brought to Committee in January 2020 to be reviewed.
- 5.5 The proposed £15,000 contribution towards the management fee from the Southwell Leisure Centre Trust has been built into the 20/21 draft budget and the Medium Term Financial Plan going forward.

6.0 Community Plan – Alignment to Objectives

- 6.1 The provision of the Council's high quality and accessible leisure centres makes a significant contribution to the health and wellbeing of members of the community. Specifically the role that Active4Today performs for the Council by operating the leisure centres and sports development function attracts regular users each year thereby assisting the Council in the achievement of Objective 9, 'Improve the health and wellbeing of local residents, with a particular focus on narrowing the gap in healthy life expectancy and other health outcomes'.

7.0 RECOMMENDATIONS that:

- (a) the Committee consider the Active4Today Draft Business Plan 2020/2021 and make any representations to the Company via the Authorised Officer;**
- (b) the Quarter 2 performance be noted; and**
- (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 2019/20.**

Reason for Recommendations

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

Background Papers

Nil

For further information please contact or Matthew Finch on Ext 5716 or Andy Hardy on Ext 5708

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LEISURE AND ENVIRONMENT COMMITTEE MANAGEMENT REPORT

19TH NOVEMBER 2019

1.0 REPORT PURPOSE

- 1.1 To provide the Leisure and Environment Committee with a performance report for the leisure centre operations, up to the end of quarter 2 (1st April 2019 – 30th September 2019), with comparison data provided, against the same period in the previous year.
- 1.2 To provide the Leisure and Environment Committee with an update of the work being undertaken by the Sports Development team, up to the end of quarter 2.

2.0 Background

- 2.1 Members will be aware that reports are provided to the Leisure and Environment Committee against a set amount of performance indicators, which were agreed with the committee; these are set out at Appendix I. Narrative to support these performance indicators, is set out in section 3 of this report.

3.0 PERFORMANCE

Performance report for quarter 2, 1st July 2019 – 30th September 2019:

- 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:
 - a) The memberships across the Company, including SLCT, for both adult and children's memberships have fluctuated throughout the first half of the year; however in comparison to September 2018, there has been a net improvement of +94 memberships across all sites. Membership now stands at 12,711 compared to 12,617 in the previous year. In addition, memberships compared to the targets for September 2019 are varied; however, overall there is a net increase of +206 memberships, against the current targets.
 - b) There has been an increase seen at NSFC in the adult memberships compared to the same period in 2018. Currently performance is exceeding the target by +200 members. This is a good result for the site and is pleasing to see the membership continuing to grow steadily. However, as a result of the lower than expected starting position of the site, a revision of the adult target is taking place, as this needs to be amended in line with the income expected. Members will note that whilst the adult membership at NSFC is still

exceptionally positive and strong, A4T is now experiencing a ‘slowing’ down of adult members at NSFC, for the 2019/2020 financial year.

- c) Although the children’s’ membership base at NSFC has not achieved the target, this can be attributed in the main to the loss of swimming at DLC. Currently there are approximately 75 members using NSFC, who are registered at DLC; however, as there is no swimming at that site, those members who wish to, are travelling to NSFC or SLC, for their swimming lessons. As a result of this, spaces are being taken which would have previously been taken by NSFC members, resulting in a reduction in Newark’s junior membership. Whilst work continues at NSFC to ensure courses are at capacity and extra classes where possible are made available, this situation may not ease fully, until the new swimming pool at DLC is opened and members from that site can return to this facility.
- d) In addition to the above, there has been a small loss of junior members at NSFC, which can be attributed to the opening of the new private facility in Newark during July. This facility specialises in providing gymnastics classes and has attracted several members from our membership base, along with two members of staff.
- e) Although there is a positive of approximately 75 DLC members using NSFC’s swimming provision, the loss of a pool at DLC is still having a significant impact on the children’s membership base. Currently, the junior membership base at DLC is performing below the anticipated target of 300 (recorded at -27 below the target); however, promotions are currently taking place to try and recover this loss and maintain the membership targeted; this is required to support the financial position of the Company.
- f) The table below provides the detailed actual membership data (for A4T sites only), with a comparison against the same period in 2018.

Site	Type	Actual	Target	Variation of actual to target	Comparison to 2018	Variation to previous year
Blidworth	Adult	808	810	-2	852	-44
Dukeries	Adult	943	920	+23	917	+26
Newark	Adult	4,746	4,650	+96	4,546	+200
Blidworth	Child	31	0	+31	23	+8
Dukeries	Child	273	300	-27	460	-187
Newark	Child	2,160	2,210	-50	2,156	+4
		8,961	8,890	+71	8,954	+7

Table 1, 2019/2020, quarter 2 membership data

- g) The number of user visits across all sites has experienced a large increase of almost 40,000 user visits, compared to the same period last year. On 30th September 2019, the total user visits recorded was 620,938, compared to 582,939 for the previous year. The growth has been seen in swimming participation and group workouts/classes. However, this increase can also be attributed to the improvements within ICT, which were undertaken in April 2019. These improvements included the migration to 3 servers, which

has now stabilised the system considerably and as a result has meant very few occasions when down time has occurred. As a result increased usage is now being experienced.

- h) In reviewing the breakdown of usage and the demographics of the users, i.e. females, under 16's and over 60's, all areas are showing an increase compared to September 2018, demonstrating the differing targeted programmes available.
- i) The user visits for the +60 age group, has seen a significant increase from 58,838 on 30th September 2018, to 66,011 for the same period in September 2019; an increase of approximately 7,000 visits. This is due to an increase in the +60 memberships and the increased number of pay and play classes, which have been made available to support the GP referral scheme. While not exclusive to +60 ages, predominantly the demographic of the GP referral scheme is over the age of 60.
- j) Despite the membership base for children at DLC experiencing a significant reduction in comparison to 2018, the usage of under 16's has seen an increase, from 195,856 in 2018 to 201,815 in the same period in 2019. This can be attributed to two areas. The first is the improved ICT infrastructure, which is now capturing the visits of members using the centres and the classes. The second is that several members are now taking advantage of the other activities available within their membership and participating in more than one activity per week. Whilst this is excellent for usage, the cost of the children's activity programme continues to increase, as this is instructor led for each activity; as a result, a full audit of the programmes and the associated memberships, will take place during Q3.
- k) The promotions have continued throughout the summer months and are part of the marketing and communications framework, to attract both new members and retain those who already use the sites.
- l) The number of GP Referrals received from 1st April 2019 – 30th September 2019, was 241 compared to 235 in the same period in 2018. The number of persons which subsequently attended and took part in the 12 week subsidised scheme, has increased to 141, compared to 125, for the same period in 2018; this is a net increase of +16.
- m) Partnerships with other community sports facilities are increasing. A4T has received approval to move forward with the management arrangement for the Barnby Road Academy. This will officially begin during 2020 and will enable the school to provide access for the community, to use this fantastic new facility. This will increase activity within this area and is an excellent achievement for the Academy and A4T, who has supported and advised the school throughout the whole funding and development process.

4.0 UPDATE ON 2019/2020 BUSINESS PLAN

- 4.1 Members will be aware that as part of the business plan, a set of outcomes and objectives are agreed with the committee and set out below is an update to quarter 2, on the

2019/2020 table, to demonstrate to Members the work which is taking place within the Company.

OUTCOME	OBJECTIVE	ACTION	PROGRESS to period 6
Healthy and active lifestyles			
Delivery of a business plan for Southwell Leisure Centre, to support its proposed strategic development	To develop a financial business plan for the SLCT, which will forecast income generation, investigate accessing new and existing markets, assess current penetration rates and develop new programming opportunities, to maximise access opportunities for all.	As part of the agreement with NSDC to provide management support to the SLCT through the SLA. Provide the SLCT with a strategy which will increase growth in the adult and children's memberships	Business planning has taken place with the Trust, to develop a new fitness suite for the leisure centre. This will seek to increase usage and income and address the current over capacity issues at the site. A4T are now waiting for the outcomes between the DC and Trust, to move the process to the next stage.
Childhood obesity - develop and provide opportunities for 'young people in primary education' to increase levels of physical activity and sport.	Support the development and promotion of a Junior parkrun in the Sherwood area of the district	Engage with schools, event organisers and private operators, to promote the junior parkrun and develop a set of activities which surround and compliment the parkrun prior to its first months launch. This will seek to engage children in physical activity with parkrun as a potential free exit route to develop regular weekly activity	The first Junior parkrun took place on Sunday 28 th September at 9am on the enclosed sports pitches at Dukeries Academy/leisure centre. This has been coordinated by a team of local volunteers with A4T support. The response has been extremely positive, with an average of 30 participants and 10 volunteers taking part on a weekly basis.
	Implementation of children's coaching in schools in the Ollerton area	Engage two schools per term. Prioritise schools in most need and by travel time from Dukeries Leisure Centre	Coaching sessions have been delivered to 2 schools in the area with one school within walking distance attending the leisure centre for the activities. One school has confirmed its inclusion, following October half term.
	Work with partners i.e. Everyone Health to promote their initiatives tackling childhood obesity	Increase Everyone Health's bookings by 10% over a 12 month period	Progress so far has stalled, due to the loss of key personnel. However, focus of this action will be prioritized going forward, following the appointment of the Active Lifestyles Officer, who commenced employment with A4T in August 2019.
Inactive people - develop and provide opportunities for 'inactive people' to increase levels of physical activity and	Identify communities with low activity levels	Promote the 3-year pricing strategy, specifically the new qualifying criteria for concessionary membership in deprived	Promoted through the Council's Council Tax distribution Attendance at local events including school fayres, 4Uth (NCC Youth Service).

sport.		areas Develop a series of outreach activities linking to existing opportunities Offer 12 (one per month per site) free taster activities at centres	Taster sessions offered through swimming teachers courses. A series of trampolining and gymnastics sessions have been offered.
NSEC 6-8 - develop and provide opportunities for people living in high NSEC 6-8 target areas to increase levels of physical activity and sport.	Introduction of pricing strategy including additional qualifying criteria for concessionary membership	Increase take up of the concessionary memberships by 50% Offer 12 (one per month per site) free taster activities at centres Offer a FREE 7 day pass for all participants of the initial pilot of junior parkrun in Sherwood area	Growth experienced in Q1 as reported in appendix 1 Taster sessions offered through swimming teachers courses. A series of trampolining and gymnastics sessions have been offered. This was assisted by the launch of the junior parkrun in Ollerton during September.
Accessible facilities			
Develop a business plan for a Modular Pool at the Dukeries Leisure Centre	Assist the Council with the feasibility and development work for the development of the new swimming pool at the Dukeries Leisure Centre. This work should include the development of the finance for the delivery of the pool, the requirements for operations and the specification for the delivery of a community swimming programme.	Develop a 3-year financial forecast for the modular pool. Apply to Sport England for funding to support the capital development and fit out of the facility. Develop a 'wet side programme' which will engage with NCC for the return of school swimming within the Sherwood area. Develop a pool class timetable Develop a junior lifeguard academy Develop a marketing plan to the 3 -year pricing strategy Development and relaunch of the junior swimming programme	A4T were successful in receiving a Sport England (SE) grant of £150K, towards the development of the new swimming pool at Dukeries. After discussion with SE and the DC however and to avoid possible complications with the Company's 'Teckal' compliance, an agreement was made between SE, A4T and the DC, to transfer the grant over to the DC. This is currently being finalised and will ensure the £150K contribution is retained, within the project.
Improve community access through partner facilities and increase usage and access to local sporting facilities	Explore partnerships with other academy's to increase community usage through the use and management of their facilities	Using the Newark Academy pilot engage with two new partners during 2019/2020, with a view to supporting increased sporting facility take up throughout the district	Barnby Road Academy have received DfE funding for a new 4 court sports hall and have engaged with A4T to manage the community bookings from the NY on a trial basis, until April 2020. A full SLA is still to be developed during the trial period and members will be updated as this progresses. This fantastic new facility and partner agreement with the Academy will increase community and club access further, within the Newark area.

Achieve a 3-year SLA with the Newark Academy	Agree a new 3-year SLA with the Newark Academy for undertaking the management of the facility to maximise community access. The 3-year agreement will secure the use of the facility for clubs and pay and play users until 2022. In addition, the sports development team will continue to provide mentoring opportunities for all students accessing leisure.	Have a signed SLA agreement in place by September 2019. Continue to achieve income and utilisation targets and add further growth with the introduction of courses and special events. Provide 15 work placement opportunities for students Provide VISPA volunteering opportunities for students	This is progressing and a meeting has been booked in with the Academy during November. To date, there have been 5 students that have undertaken work experience with NSFC from Newark Academy. The number of VISPA volunteers recruited from Newark Academy to date is 6.
Financial viability			
Deliver a new receipting system for the business	To investigate the options of new receipting and back office systems for the business, in line with the requirements of the Council's capital programme and the procurement process. Develop a 'fit for purpose' integrated system which supports the Council's new financial management system.	Scope out the specification for new system by May 2019, in consultation with the business unit of NSDC. Assess the viability of a proposed new system and discuss this with the Council through the operating contract agreement	New systems are currently being seen and a scope for a new system is being developed. ICT are being fully consulted as part of the process and further updates will be provided as the project moves forward. As an interim step, an update to the current system is taking place and will be launch in the NY. This will be tested for 3 months, before any new system is tendered to assess its functionality.
Implement a 3-year pricing strategy	Implement the 3-year pricing strategy within the District and support this with targeted marketing campaigns, encouraging usage in areas where traditionally usage may be low	Develop a schedule of promotional meetings to support the strategy. First promotions to be in place during spring 2019. Increase target market memberships groups to include concessionary memberships	This has been implemented across all sites including SLCT. There has currently been an increase of 29 (13%) concessionary memberships compared to last year, who have benefited from the reduced membership price, attached to the new postcode criteria.
Develop a 3-year forecasted budget for the Company	To understand the implications of the real living wage on the budgets for the Company and the increased utility charges which are and will continue to impact significantly on the revenue position of the Company	Develop a 3-year forecasted budget for the Company and discuss the findings with the Council, with regards to the implications of the on-going management fee from the Council to the Company. This must also take into account the current partnership with the SLCT and the SLA between the Council and Company, to provide services to the Trust	This is currently being developed and discussions with the council are being set up for December 2019, to develop a 3 year business plan/strategy, which will align with a 3 year financial budget. In addition, this is aligned to the Governance review of A4T, which the Council has led on and is being presented to the L&E committee during November 2019.

Establish a new 3-year financial agreement with the Council for the Company's management fee	Undertake discussions with the Council to establish a new 3-year agreement with the Council for the management fee for the Company. This will support the 3-year forecast which the Company is hoping to undertake to understand the Company's financial viability	As set out above	As set out above
Implement on-line memberships	Currently the on-line membership package has been purchased and it is hoped that ICT can ensure this is installed and operationally ready for use from April 2019. Whilst this will not provide significant increases in memberships, it improves access for customers being able to sign up to any leisure centre 24/7 and streamlines existing sign up processes.	Develop an online incentive scheme Develop digital marketing and branding of the online membership system Support the development of online membership, with a view to achieving 5% take up of memberships purchased online within the first 12 months of its introduction.	This is currently being developed with ICT and XN Leisure (the current front of house/memberships system supplier). This is tied in to the upgrade to the existing system, which it is hoped will be launch in the new year for a trial 3 month period.

Table 2, 2019/2020, business plan objectives update

4.2 Members will note, that progress in all areas is being made, with some categories progressing quicker than others. Work on these objectives will continue to be progressed and recorded until the end of March 2020.

4.3 Members will note that many of the objectives above are linked with work of the Sports Development team. However, in addition to the work, which is undertaken to meet the objectives above, attached at appendix II is on-going work, which has taken place during quarter 2, by the Sports Development team.

5.0 **FINANCIAL UPDATE**

5.1 Members will be aware that, as part of the agreement with Active4Today Ltd, an update on finance is provided by the Company on a regular basis, to ensure the Council can understand the on-going sustainability of the Company. In addition, it allows for early discussions to take place regarding the best way to apportion any additional finance, which may have been generated by the Company and invested into areas such as additional sports development activities, subsidised usage for target groups, or additional equipment for outreach work.

5.2 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 the original, revised and profiled budgeted income

and expenditure up to period 06 quarter 2, set against actual income and expenditure for the same period. Below is the current position of the Company's finances, with narrative to add context to the information.

	Original 2019-2020 budget: income/exp	Full Year revised: 30.09.2019	Profiled budget: 30.09.2019	Actual income and exp: 30.09.2019	Variance to 30.09.2019: profiled budget
Total income	-£3,048,890	-£3,083,390	-£1,599,010	-£1,617,116	-£18,106
Staff	£1,987,290	£1,976,790	£983,000	£950,333	-£32,667
Premises	£425,240	£443,740	£166,318	£125,001	-£41,317
Supplies and services	£711,100	£684,670	£295,268	£213,166	-£82,102
Total expenditure	£3,123,630	£3,105,200	£1,444,586	£1,288,500	-£156,086
Transfer from/to balances A4T	-£74,740	£-21,810	£0.00	£0.00	£0.00
Net balance	£0.00	£0.00	-£154,424	-£328,616	£174,192

Table 3, Current financial information table 19/20

5.3 Points to note from the financial information table are set out below and focuses on; income and expenditure budgets, variance to profiled budget:

5.3.1 **Income budgets:** There is currently an overachievement in income to period 06 of £18K. This is mainly due to, other income relating to election expenses and other adhoc transactions.

5.3.2 **Expenditure budgets:**

- a. **Salary Budgets** - This code currently has a moderate underspend of £33K to period 6. This is mainly due to freelance payments made in arrears across the company and contracted staff being paid a month in arrears, for relief hours which have been worked; this amount includes all associated on-costs.
- b. **Premises Budgets** - This code is currently showing an underspend of £41K to period 06. This is largely due to utilities payments being one month behind; these have an estimated combined spend of approximately £25K, based on historical usage. The remainder of the variance is in the main due to outstanding invoices, not yet received from the district council, for repairs and maintenance within the leisure centres, for the period of July, August and September 2019; this is approximately £15K, based on draft invoices. Once received, this will fully commit the current underspend, showing on this budget.
- c. **Supplies and Services Budgets** - This code currently has a large underspend of £82K over several budget headings. The main areas for the current underspend are; £43K remains currently unpaid for support services provided by the Council, due to queries on the invoices. These issues have been raised with the council and it is expected that once the correct information is provided, the invoices will be paid. In addition to the above £43K,

there is currently a £12K underspend within the marketing budget. It is forecasted that an underspend on this budget will remain during 2019/2020, due to an element of this code being identified initially, to support the development of an 'App' for the Company. While further discussions are currently taking place regarding this development, it is acknowledged that this will now not be delivered during 2019/2020, as this is intrinsically linked to the work, which ICT are supporting A4T with, in regards to upgrading the current 'front' of house operating system.

- 5.4 **Overall Financial Summary to date:** Members will be aware that during January 2019, Active4Today were predicting a shortfall in their 2019/2020 budget of £75K. This was in the main due to increases in utilities, national insurance, pension contributions, real living wage and insurance; in addition, while the income lines were not able to support the additional expenditure, A4T also had a standstill position in its management fee from the Council, during 2019/2020. Revisions have been made to the budgets, as part of the rolling revised process and savings have been identified across the company. These are mainly due to staff vacancies to period 06, a reduction in the marketing budget (as a result of the App development not taking place in 2019/20) and additional in year income streams at the Ollerton site from children's activities, not budgeted for in 2019/2020, due to the uncertainty around the wetside programme. These revisions are seen in the full year revised budget figures and (transfers from balances) in the above table. The predicted shortfall is now estimated to be £22K at year end, based on period 6. The reduction in this deficit (to period 06) is supporting the financial sustainability of the Company, which as Council members will be aware, is a key objective for Active4Today and the Council.
- 5.5 As previously reported, in the event there remains a shortfall at the end of the financial year, this could be funded from either an increased management fee from the council, or be taken from the current A4T reserves and balances.
- 5.6 Following the last meeting of L&E, the invoices for the management fee from the council were raised and subsequently paid. These invoices covered the first 6 months of the Sports Development management fee and the full contribution from the Council to A4T, for strategic management support to the Southwell Leisure Centre Trust. In addition to the management fee from the Council, A4T has also received a £15K payment from the Trust, which is their contribution to the overall cost of the management support, from A4T. The only remaining outstanding payment from the Council is the second half of the management fee for Sports Development; to date an invoice has not been raised and discussion will take place with the Council concerning this, during Q4.
- 5.7 As part of the 2020/2021 budget setting process, budgets are now being prepared for 2020/2021, 2021/2022 and 2022/2023. Once these are finalised they will be presented to the Council, in order they can consider this information, as part of their budget setting process, when assessing/setting the management fee, for the Company.

6. OVERVIEW OF THE PROPOSED 2019/2020 BUSINESS PLAN

6.1 Attached at appendix III is the proposed draft business plan in the format which members will be familiar with. Within the draft business plan the areas for Members to consider specifically are the outcome, objective and action section, which forms the strategic direct of the Company, which is set by the L&E committee. The outcomes and objectives are linked with the 3 strands of the Company and which have been agreed by the committee:

- Healthy and Active Lifestyles
- Accessible Facilities
- Financial Viability

6.2 Members will note that currently there are 10 high level aims and actions currently proposed for the business plan, which support the councils Community Plan and the council's Physical Activity and Sport Plan 2018 to 2021, which was agreed with the committee during 2018.

6.3 Further works are required to establish the detail and actions surrounding the attached proposals. It is hoped this will be developed further with the council during December 2019, when a joint meeting between A4T Board Members and NSDC Members will be facilitated. This supports the changes being proposed by the council, with regards to the governance of the Company and the identification of the roles and responsibilities of each organisation.

6.4 The business plan also concentrates on the pending development of a new swimming pool at the Dukeries Leisure Centre. The objectives for this area of work concentrates on the development of community swimming, financial sustainability and the expansion of the junior swimming pathway, through a wide an inclusive swimming programme, aimed at engaging the communities of Ollerton and the surrounding villages.

6.5 The Company will support the programme with the 3-year pricing strategy, which was approved by L&E Members in January 2019. This will apply a consistent price across its membership and depending on the member's postcode, would apply a level of discount, which would align itself to the indices of multiple deprivation (IMD) health deprivation and disability, of which there are four within the Sherwood part of the district and two within Newark. This will allow for the single price point to be maintained across the whole offer, however, it will support those customers in areas, where traditionally usage may be lower, by applying the given concession, on proof of their residency.

7. PROPOSAL

7.1 It is proposed that the current financial position continues to be monitored by A4T very closely and reported to the Council officers on a regular basis, to ensure they are appraised with the financial position of A4T.

8. BUDGET IMPLICATIONS

- 8.1 There are no direct budgetary implications 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.

9. EQUALITY & DIVERSITY IMPLICATIONS

- 9.1 There are no equality and diversity implications contained within this report. When the Dukeries swimming pool is opened, this will provide greater opportunities for the Ollerton area, including its surrounding villages. This will also be supported by the 3-year pricing strategy, which has been developed to support those residents in identified postcodes, with discounted membership at the leisure centres.

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

Active4Today Performance Indicators (incl SLCT)	30th Sept 2018	30th Sept 2019	Growth (+) Decline (-)	Comments
No. of User Visits - TOTAL	582,939	620,938	+6.52%	Increase in user visits experienced, which is attributable to all areas of the business, however, a high proportion of growth has been seen with swimming and class attendance. User visits are also being recorded for partner sites. (This is a cumulative figure from 1st April 2019).
No. of Leisure Centre user visits - Children (under 16) - TOTAL	195,856	201,815	+3.04%	A slight growth has been experienced, despite a decrease in the childrens membership base.
No. of Leisure Centre user visits - Aged Over 60 - TOTAL	58,838	66,011	+12.19%	An increase in user visits has been experienced, which is attributable to various new classes that have been introduced in the last year, targeting this age group.
No. of Leisure Centre user visits - Deprived areas - Total users	9,426	10,379	+10.11%	A slight growth has been experienced, with additional outreach activities developed, which has subsequently been signposting participants to centres activities.
No. of individuals referred to Active4Today from a health professional - Total	235	241	+2.55%	A slight increase has been experienced, which can be attributed to the introduction of the Active Lifestyles Officer, who started with the Company during September 2019; contacts have been made with new referers.
No. of individuals referred to Active4Today from a health professional - Attended Session - TOTAL	125	141	+12.80%	A slight increase has been experienced, which can be attributed to the introduction of the Active Lifestyles Officer, who started with the Company during September 2019. Additional fitness staff will be trained in the next period, to ensure that customers can be supported throughout the 12 week programme.
No. of Community Groups supported by Sports Development	72	57	-20.83%	There is an improvement from the previous quarter as two new postholders have been appointed in Sports Development during September; these persons are already making excellent progress in networking and developing new contacts.
No. of user visits on Sports Development programmes in deprived areas	121	87	-28.10%	There have been a limited number of activities taking place in community settings during the summer months that are directly delivered by the sports development team. More value is achieved through supporting clubs and voluntary groups to develop more activities to take place and therefore becoming sustainable in the long term.
Live Leisure Centre Membership base (adults) - Total	8635	8855	+2.55%	There has been a slight increase in the adult membership base across all sites (+220).
Live Leisure Centre Membership base (children) - Total	3982	3856	-3.16%	A slight decrease has been seen in the children's membership base compared to the same period last year (-126) and a plan is in place to reverse this for the next period.
% Customer Satisfaction - TOTAL	42	38	-9.52%	There has been a slight decrease in customer satisfaction during the quarter in comparison to the same period last year. Scores and subsequent feedback are followed up on a daily basis, with meetings/phone calls held directly with customers to understand their perspective better and make improvements to the service offer. This is due to a variety of operational challenges including cleanliness and measures have been put in place to address this. As the Committee will be aware, this customer satisfaction score is taken from the industry retention software that is utilised across all sites. The Net Promoter Score (NPS) is automatically calculated following electronic daily customer surveys with a score.
Number of people on concessionary membership	219	248	+13.24%	An increase has been seen in the number of members providing evidence to secure a concessionary membership. More promotion has taken place in the local areas to encourage more activities and demonstrating that a membership provides great value for money.

MANAGEMENT REPORT

APPENDIX II

Performance Management Report 1st July to 30th September 2019 Sports Development update

The Sports Development team has recently appointed to two vacant posts, with both post holders commencing employment with A4T during September 2019. Ellie Drewett has been appointed to the position of Active Lifestyles Officer and will be re-establishing the links with a range of health professionals and partners. Kelly Evans has taken on the role of Inclusion and Engagement Officer (Place) and will be a pivotal role in developing the partnerships with local sports clubs and partner facilities.

They have both spent their first few weeks in post at networking events and meeting many of the partners, clubs and volunteers working in the district.

One particular contact made was with the Greater Nottingham Badminton Network and Badminton England. This will develop the opportunities available for A4T at the Barnby Road School, to further develop badminton, particularly in the Newark area. This will include some funded coached delivery for juniors, which will directly link to the development of a new junior badminton club, whilst helping to drive forward community based social badminton, within the area.

Club and Coach Development

The sports development team supported the development of a series marketing and promotional materials, supporting clubs within the Newark and Sherwood Sports Council. This has been extremely well received by local community organisations and clubs, in the promotion of their summer recruitment events and weekly training sessions. An autumn/winter edition is in draft format, ready for circulation for the forthcoming season.

The grants awarded at the June 2019 panel were 3 talented individuals, a swimmer, a dressage competitor, and a cyclist. There was one special events/project awarded to Warriors FC, for funds towards their pavilion development; which helped the facility become accessible to all users, by providing ramps and a platform veranda.

Preparations are building for the annual Sports Awards nominations, which will again be delivered in partnership with Radio Newark. The nomination period is from 1st to 31st October 2019 and covers a wide range of categories, which will raise the profile of local talented sports people, volunteers and clubs.

VISPA recruitment during the period had 8 new volunteers. Volunteers were placed across all four leisure centres, undertaking roles to support the current activities. Work experience placements were also facilitated for 6 pupils from local schools; these were located within the leisure centres.

Officers have developed a 'VISPA Academy', which is a progression from the long established volunteering scheme. This is a slightly increased commitment on the volunteers' part, however in return, A4T will be offering the opportunity to complete recognised qualifications in sports coaching and leadership. This, in turn, will aid the workforce development pathway for the Company and Southwell Leisure Centre Trust and also enable the volunteers to gain paid work within the centres, alongside expanding their experience of the leisure industry.

Ollerton Rugby Club were recently supported by the sports development team, in their development of a junior section. Help to re-establish a relationship with Dukeries Academy has been provided, re-introducing the volunteers to the RFU's Development Officer, to formulate a plan of how to develop a junior section. This culminated in two well attended open sessions over the summer holidays, which will help to form the start of their development plan.

The sports development team have engaged with the Bowls Development Alliance as participation in bowls is declining in some areas of the district; with a number of clubs struggling to attract and retain players and volunteers. This item will be discussed further during the next district wide meeting of club representatives, which A4T attend, along with the Bowls Development Alliance organisation, to offer support to clubs.

Inclusion

Specialist coaching sessions have been delivered in schools in the Ollerton area, bringing in pupils to the leisure centre to enjoy gymnastics and trampolining activities. This proved very popular and provided children with the opportunity to try sports that they might not traditionally be able to access, in a school setting. This initiative will be offered again to schools in the new year, in a bid to build better links between the schools and the centre and improve the health of the young people.

Parkgate, St Josephs and Forest View Primary Schools, all took part in six weeks of sports based 'team building' sessions. These were run in collaboration with the schools, Dukeries Academy and the Young Peoples Centre aimed at integrating the Year 6 pupils, as they transition into Year 7.

In Newark a similar programme was delivered to a selected group of girls at William Gladstone; once more, this looked to support the young people through the transition from Year 6, into Year 7 at Magnus Academy.

An 'Induction Day' was facilitated for the new students to Dukeries College. Around 90 students took part and were treated to, participation into several sports activities and a talk by Nottinghamshire Fire and Rescue; in addition, all students received a tour of Dukeries Leisure Centre and were offered a promotional 'free' induction into the fitness suite, for themselves and their siblings.

Over the summer holidays A4T organised a series of diversionary activities in an attempt to curb anti-social behaviour at Balderton Playing Fields, Coronation Street. Sports based sessions were delivered alongside healthy eating classes by Everyone Health. Balderton Parish Council funded several of the activities and were supported by Terry Bailey, ASB Officer from NSDC, the local PCSO and Community Protection Officers. The sessions were well received, with numbers in excess of 15 per session. Feedback has been positive, with a definite drop in anti-social behaviour being recorded, over the period that the diversionary activities were held.

There were 12 ladies from the Ollerton WI that took part in a Walking Netball taster session in September. A coach from England Netball coached the session, which was enjoyed by everyone that took part. The aim is now to work with the WI to create a regular Walking Netball session in Ollerton, which would be open to anyone who wished to attend.

In partnership with Nottinghamshire County Cricket Club a weekly 'Super 1's' disability session has been developed at Newark Academy. Funded by the Lords Taverners, the sessions are aimed at young people aged between 12 – 24 years old and are delivered by professional coaches from Trent Bridge.

The female disability football sessions have continued to run on a monthly basis at NSFC, however, these are now delivered by A4T, after Nottingham Forest Community Trust withdrew their support, due to a lack of funding. Participation numbers have still been good, with 8-10 players regularly attending the Friday morning session.

Active Lifestyles

Through partnership working with local agencies and volunteers, the sports development team has led the creation of a Junior Parkrun, in the area of Ollerton. This is an international initiative, providing a free opportunity for children aged 4-14 years, to take part in the weekly 2km run (walk or jog!), every Sunday morning at 9am, encouraging a more active lifestyle. The first event took place on 29th September and with very little promotion (as advised by parkrun), it was a great success and attracted 30 children to take part. This is now set to increase alongside the number of volunteers involved, to enable the event to continue indefinitely in the future.

The team are developing the awareness and promotion for 'Red January'. This is a national initiative which is in partnership with MIND, which hopes to encourage people to take part and highlight their exercise journeys, during the month of January. The initiative will firstly target A4T staff to be active every day, at the same time as promoting local clubs and community sessions, promoting the link between keeping active and good mental health.

BUSINESS PLAN

2020/2021



ACTIVE
Leisure Sport Wellbeing

0000001

www.active4today.co.uk
contact us at
memberships@active4today.co.uk



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THE BUSINESS

Active4Today Ltd was launched on 1st June 2015 and 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 dryside provision out of Newark Academy and Bishop Alexander LEAD Academy, Barnby Road Academy, through service level agreements.

The Company is estimating a usage to the end of 2019/2020 of 1.25m visits, over its whole business including Southwell Leisure Centre. In addition, it has a direct debit membership base on 31st October 2019, of 12,718; this includes Southwell Leisure Centre (these figures include both adult and junior members).

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, 60 plus, affiliated clubs and schools. These are subsequently 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. In addition, partnerships were formed with Newark Academy, Barnby Road Academy and Bishop

Alexander LEAD Academy Trust, in a bid to expand the offer of the Company and improve health and fitness, for the communities of Newark and Sherwood.

The offer is very different at each site, ranging from a wet and dry facility in Newark and dry only facilities at Blidworth and Ollerton. Currently there is no Active4Today operated wetside provision within the Sherwood part of the district, however, working in partnership with the Council, construction of a new swimming pool is planned to commence during 2020. 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, Barnby Road Academy and Bishop Alexander LEAD Academy Trust.

Outreach Work

Predominantly, this area of work is provided through the sports development section, either through direct provision, or through partnership working with other providers, these include Everyone Health, Nottinghamshire YMCA, clubs and sporting organisations.

During 2019, the sports development team has supported several clubs and schools and are involved in planning for the future, particularly around demonstrating the demand for facility developments and the review of policy documents i.e. Physical Activity and Sport Plan, Playing Pitch Strategy and linking to the research and insight, available from a variety of sources, including Sport England's Active People Survey and local health data.

Club and Volunteer Development

The local sports forums are supported by the sports development team on a quarterly basis throughout the year, providing much needed secretariat, advice and support to volunteers and clubs through these meetings. There has been an increase in the number of clubs actively engaged in these groups with additional training and workshops co-ordinated to both maintain and improve the quality of community sports provision.

The work experience and VISPA volunteering schemes 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. Further developments to this are taking place within the new year and are set out in the aims and actions section below.

The sports development team works closely with national governing bodies and Active Notts to co-ordinate an annual programme of courses and workshops according to the needs of the volunteers and coaches. This has developed further during 2019/2020 and co-ordinated by working in partnership with a number of local authority areas in Nottinghamshire. Courses run

throughout the year have included FA level 1 coaching courses, safeguarding and protecting children and first aid.

AIMS AND ACTIONS

As part of the business plan, Aims and Actions have been identified, which focus on key parts of the business. In addition to the financial aims of the Company, which is to maintain a service to the customer at a 'zero' 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 Aims and Actions for the 2020/2021 are set out below and are linked to the Council's Community Plan and Physical Activity and Sport Plan, which was approved by the Leisure and Environment Committee during 2018.

The proposed aims and actions set out below are currently in draft form and further discussion regarding these will take place, during the joint meeting between A4T Board members and L&E members, during December 2019.

	AIMS	ACTION
1.	Healthy and active lifestyles	
1.1	Childhood obesity - develop and provide opportunities for 'young people in primary education' to increase levels of physical activity and sport.	a) Co-ordinate a series of free coaching sessions to school groups, when accessing school swimming at sites. b) Create 4 school to club links to develop junior membership in local sports clubs
1.2	Inactive people - develop and provide opportunities for 'inactive people' to increase levels of physical activity and sport.	a) Development of water based and swimming activities for all ages at Dukeries Leisure Centre b) Introduce a series of taster activities, with specialist instructors at sites
1.3	NSEC 6-8 - develop and provide opportunities for people living in high NSEC 6-8 target areas to increase levels of physical activity and sport.	a) Develop a series of free membership activities, based on a criteria of children receiving free school meals b) Introduce 7 day adult passes through a partnership with DWP
1.4	Development of the VISPA Academy to provide opportunities for young people to obtain coaching qualifications, while gaining valuable experience through volunteering. This will ultimately provide a pathway for employment.	a) Offer 12 bursaries for both DLC and NSFC for individuals to complete coaching qualifications in gymnastics, trampoline and swimming
2.	Accessible facilities	
2.1	Ensure the programme of community use of the Dukeries Leisure Centre, specifically focused on the development of the new swimming pool during 2020 is fully inclusive	a) Provision of 'Pool pod' and traditional hoist in the pool area b) Provision of staff training to broaden the opportunities available
2.2	Improve community access through partner facilities and put in place SLAs with each partner site.	a) Increase the number of partner sites to 5.
2.3	Improve the range of technology utilised to	a) Develop and introduce an 'app' which has a range of self service

	enhance the customer experience	functions for accessing bookings and account management, customer engagement and fitness tracking b) Develop the 'concierge' model to improve customer interaction within front of house teams c) Introduce a range of 'cashless' entry options for customers Develop a 'cashless' offer for the leisure centres, which could remove the need to pay cash at any facility during 2020/2021
3.	Financial viability	
3.1	Development of the Dukeries swimming pool and existing facilities	a) Develop a pre-sales campaign for the launch of the new swimming pool, which will increase membership b) Develop the 'concierge' model to improve customer interaction within front of house teams
3.2	Develop a scoping document, with support from ICT, which will review the current front of house and back office management software, to assess if this is fit for purpose, or requires a new system	
3.3	Increase junior memberships at the Dukeries LC with the development of the new swimming pool	

Fig 1: proposed outcomes/objectives and actions for 2020/2021

CUSTOMERS

The business is made up of customers who are at the heart of the business. Physical access to the services by them, occurs in various ways including:

- Free of charge
- Pay and play
- Direct debit
- Club block bookings, both through invoice and direct debit

SERVICES AND COMPETITORS

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; 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.

Members will be aware that in January 2019, the L&E Committee approved the introduction of a 3-year pricing strategy for the Company, which was launched on 1st April 2019 and which

determined the membership pricing points, annual increases and realignment of existing members to the same levels. Other prices change throughout the year, as promotions and targeted marketing campaigns.

In addition to the 3-year pricing strategy set out above, core prices are also proposed by the Company for ‘pay and play’ booked sessions. These are set out below with current and proposed prices shown.

Activity	Active Card holder Adult		Non Active Card Holder Adult	
	Current Price	Proposed Price	Current Price	Proposed Price
	2019/2020	2020/2021	2019/2020	2020/2021
Badminton	£9.00	£9.50	£11.00	12.00
Swimming	£4.50	£4.75	£5.50	£6.00
Squash	£7.50	£8.00	£9.00	£10.00
Fitness Suite	£6.50	£7.00	N/A	
Fitness Suite Classes	£6.50	£7.00	N/A	
Activity	Active Card Holder Junior		Non Active Card Holder Junior	
	Current Price	Proposed Price	Current Price	Proposed Price
	2019/2020	2020/2021	2019/2020	2020/2021
Badminton	£5.00	£5.50	£6.00	£7.00
Swimming	£3.00	£3.25	£3.50	£4.00
Squash	£4.00	£5.00	£5.00	£6.00
Fitness Suite	£3.00	£4.00	N/A	
Fitness Suite Classes	£3.00	£4.00	N/A	

Fig3: Proposed Core Prices for Adults and Children – 2020/2021

The Company is proposing minor increases in pay and play prices for adults and children and these are set out above. The main focus for the pricing is to encourage pay and play users to become direct debit members. This allows the Company to gain data from these users, which will ultimately influence the programmes and classes within the facilities. In addition, it assists the 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.

MARKETING

To assist with the sustainability and growth of the business, the Company currently markets and advertises extensively to attract and retain its customers and build the profile of the Company locally. Improvements in retention are provided through targeted communications throughout the building and direct marketing; reminding customers of their original goals and why they joined the facilities. This is undertaken through the ‘TRP’ software package.

The Company’s website and digital marketing platforms have been used to promote and market the full range of services and during 2019/2020; this will improve accessibility as well as enabling the customer to view and book activities on-line. The website currently attracts an average of 55,000 hits per month. There are also approximately 4,000 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. The Company has a 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 closely with Radio Newark and in particular on the Newark and Sherwood Sports Awards. This assists to help raise the profile of the local sports clubs, volunteers and individuals as well as the Company.

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. In the region of £20,000 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.

In addition to the training budget identified above, the Company is required to pay the Apprenticeship Levy and currently employs several apprentices. This enables the Company to 'ring fence' resources to recruit employees onto apprenticeships, providing valuable vocational training whilst achieving a recognised qualification from an accredited training provider.

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 along with 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. Following the review of the Council's Sport and Physical Activity Plan, performance indicators have also been developed to ensure there is a clear synergy between the operations of A4T and the aspirations of the Council.

FINANCE

As part of the business planning process, the Company undertakes extensive and detailed work in producing accurate budgets. As set out during previous reports, the Company is making provision to develop reserves of £750K. This level of reserve will ensure resilience for the organisation, which supports the Company and Council to ensure Active4Today 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.

As a result of the recent proposals by the district council, the management fee going forward from 2020/2021 will be determined in two ways:

The payment applicable to the Southwell Leisure Centre Trust will be paid in full at the beginning of the financial year, minus any contribution which SLCT make direct to A4T and which has been agreed between NSDC and SLCT, within the previous financial year.

Any additional management fee required by A4T to maintain the operation of the Company will be agreed at the end of the year and paid before the final accounts are completed.

LEISURE & ENVIRONMENT COMMITTEE

REVIEW OF BULKY WASTE AND ELECTRICAL ITEMS COLLECTION

1.0 Purpose of Report

- 1.1 To provide members with an analysis of the collection service and to set out proposals for future development.

2.0 Background Information

- 2.1 The council currently collects household waste that does not fit in the household bin through 2 routes. The first uses a box van equipped with a tail lift to collect electrical items including fridges and freezers. These are taken to the Household Waste Recycling Centre where they are passed on for recovery. Other bulky items are collected using a refuse collection vehicle and are taken with the household refuse for incineration. Throughout this report the term Excess is used to refer to both the Electrical Items and Bulky Household Waste items. The service collected over 4300 bulky items and 1410 electrical items in 2018/19.

- 2.2 A study is already underway to look at the possibilities of implementing a re-use scheme for many of the items collected through these services in council properties.

3.0 The impact of Charging on flytipping

- 3.1 Questions have been raised about whether charging for Excess waste collection encourages flytipping. Comparisons were made with 3 local authorities who collect excess waste free of charge to see if there was a significant variation in the quantity of fly tipped waste or in its composition (**Appendix A**).

- 3.2 What the analysis shows is that a free collection does not result in a reduction in flytipping there are a significant number of factors involved in flytipping which is a crime that does not follow geographical boundaries. Some of Newark and Sherwood's best features such as its rural nature combined with great transport links unfortunately make it an ideal area in which to fly tip waste.

4.0 Review of Charges

- 4.1 The Table below shows a comparison of the current charges made by the 7 collection authorities within Nottinghamshire. Newark and Sherwood District Council's existing fees are slightly below the county average.

	Bulky			White Goods		
	1ST	2ND	Total	1ST	2ND	Total
Ashfield	£13.00	£7.00	£20.00	£18.00	£7.00	£25.00
Bassetlaw	£12.50	£9.00	£21.50	£12.50	£9.00	£21.50
Broxtowe	£20.00	£7.00	£27.00	£20.00	£7.00	£27.00
Gedling	£14.00	£8.00	£22.00	£14.00	£8.00	£22.00
Mansfield	£10.20	£10.30*	£20.50	£16.00	£16.00	£32.00

Newark	£14.00	£8.00	£22.00	£14.00	£8.00	£22.00
Rushcliffe	£17.50	£8.50	£26.00	£17.50	£8.50	£26.00
AVERAGE	£14.46	£8.26	£22.71	£16.00	£9.07	£25.07

*can be up to 2 items

- 4.2 Moving to a free service is likely to have significant financial implications to the authority. As a waste collection authority we are legally bound to arrange for the collection of this type of waste and presently the charges levied allow us to collect this waste as a cost neutral exercise. Taking the figures from 2018/19 the service cost £84,524 to operate and the income achieved was £84,859. A free service would not only result in a shortfall of £84k but it would certainly dramatically increase the demand for the service which if this only resulted in a requirement for one additional team that would be another £84k, realising a total cost of £168k.
- 4.3 A free bulky waste collection might also have a detrimental effect on legitimate waste collection businesses in the area who are suddenly undercut by these changes.
- 4.4 Included within the figures for collection and charges is the disposal of white goods. As members will know, white goods when fly tipped can represent a real danger to the environment and to children. This type of waste has increasingly been left on footpaths by residents who hope that a “scrap man” will stop and take them away. This does happen but once the valuable parts are removed the white goods get fly tipped anyway. A calculation has been made to estimate the financial impact of removing the charge for the collection of white goods. For the financial year 18/19 the cost of the service was £6,000 and the income was £15,500 with over 1,200 items collected. Overall this represents a profit of £9,500. It is likely that a free service will attract more usage and so if the service was provided free of charge not only would the £9,500 profit be lost the cost of the service could increase to £12,000.

5.0 Proposals

- 5.1 The recent resident’s survey highlighted the requirement for additional resources in certain wards of the district. It is anticipated that at least 3 “Days of Action” will be carried out in 2020 and we would propose to provide free bulky waste collections during those days. This would alleviate pressures within the areas identified, allowing removal of stored items in gardens and communal areas as well as reducing the risk of fly tipping, which in turn will have an additional, positive impact on the environment.
- 5.2 That the bulky waste scheme is more widely promoted as a low cost and legitimate method of disposing of excess waste items
- 5.3 In order to make the scheme more attractive to residents it is proposed that we reduce the fee to £13 for the first item and £7 for subsequent items for both bulky waste and white goods. This would place our charges as significantly below the average for Nottinghamshire. Increased use of the service may make up for the drop in revenue.

6.0 Equalities Implications

- 6.1 An implications checklist has been completed. No requirement for an impact assessment was identified

7.0 Financial Implications (FIN19-20/9731)

7.1 If the proposed changes are implemented we expect to see a decrease in revenue income of approximately £6,230. However it is hoped that service requests may increase following the reduction in prices and the extra promotion of the service. Any additional costs to promote the service can be met within the current Cleaner, Safer, Greener revenue budget.

8.0 Community Plan – Alignment to Objectives

8.1 1.1 Increasing Awareness and take-up of the bulky waste collection service offered by the council.
1.2 improved communications around enforcement activity and bulky waste services.

9.0 RECOMMENDATIONS: that

- (a) Newark & Sherwood do not progress with a “free of charge” bulky waste service at this time;
- (b) the bulky waste and white goods charges are altered in line with the proposals in 5.3;
- (c) the provision of free bulky waste days are trialled in selected areas and are dovetailed with the next 3 Days of Action being planned in 2020; and
- (d) some of the current Cleaner, Safer, Greener budget is utilised to fund the additional promotion of the bulky waste service.

Background Papers

Nil.

For further information please contact Andrew Kirk on Ext: 5577

Matthew Finch
Director – Communities & Environment

APPENDIX A – comparison of flytipping incidents 2018/19

	Newark and Sherwood District Council	Nottingham City Council	North Lincolnshire Council	Charnwood Borough Council
Total Incidents	1372	7864	1488	852
Single Black Bag Incidents	159	3716	34	19
Single Item Incidents	182	1820	150	182
Car Boot or Less Incidents	229	978	389	251
Small Van Load Incidents	526	816	553	254
Transit Van Load Incidents	229	534	270	115
Tipper Lorry Load Incidents	46	0	49	27
Significant / Multi Loads Incidents	1	0	36	3

Table A1 Number of flytipping incidents by size

	Newark and Sherwood District Council	Nottingham City Council	North Lincolnshire Council	Charnwood Borough Council
Single Black Bag Incidents	12%	47%	2%	2%
Single Item Incidents	13%	23%	10%	21%
Car Boot or Less Incidents	17%	12%	26%	29%
Small Van Load Incidents	38%	10%	37%	30%
Transit Van Load Incidents	17%	7%	18%	13%
Tipper Lorry Load Incidents	3%	0%	3%	3%
Significant / Multi Loads Incidents	0%	0%	2%	0%

Table A2 Incidents by size as a percentage

	Newark and Sherwood District Council	Nottingham City Council	North Lincolnshire Council	Charnwood Borough Council
Household Waste	52%	86%	86%	63%
Other Waste	48%	14%	14%	37%

Table A3 Waste by Percentage Source

	Newark and Sherwood District Council	Nottingham City Council	North Lincolnshire Council	Charnwood Borough Council
Area (Sq Miles)	251.5	28.81	326.80	107.7
Number of flytips per square mile	5.46	272.96	4.55	7.91

Table A4 – Number of flytipping incidents per Sq Mile

	Newark and Sherwood District Council	Nottingham City Council	North Lincolnshire Council	Charnwood Borough Council
Total Incidents	1372	7864	1488	852
Animal Carcass Incidents	1	68	6	0
Green Incidents	123	481	51	86
Vehicle Parts Incidents	21	32	14	13
White Goods Incidents	82	596	71	74
Other Electrical Incidents	6	377	18	10
Tyres Incidents	82	99	33	19
Asbestos Incidents	20	37	2	25
Clinical Incidents	0	0	2	1
Constr / Demol / Excav Incidents	175	66	42	99
Black Bags - Commercial Incidents	10	106	10	2
Black Bags - Household Incidents	157	4567	294	88
Chemical Drums, Oil, Fuel Incidents	16	0	7	16
Other Household Waste Incidents	475	1261	893	361
Other Commercial Waste Incidents	52	0	26	3
Waste Type Measures Other	152	174	19	55

Table A6 Incidents by Type

	Category for Table 3	Newark and Sherwood District Council	Nottingham City Council	North Lincolnshire Council	Charnwood Borough Council
Animal Carcass Incidents	Other Waste	0%	1%	0%	0%
Green Incidents	Other Waste	9%	6%	3%	10%
Vehicle Parts Incidents	Other Waste	2%	0%	1%	2%
White Goods Incidents	Household Waste	6%	8%	5%	9%
Other Electrical Incidents	Household Waste	0%	5%	1%	1%
Tyres Incidents	Other Waste	6%	1%	2%	2%
Asbestos Incidents	Other Waste	1%	0%	0%	3%
Clinical Incidents	Other Waste	0%	0%	0%	0%
Constr / Demol / Excav Incidents	Other Waste	13%	1%	3%	12%
Black Bags - Commercial Incidents	Other Waste	1%	1%	1%	0%
Black Bags - Household Incidents	Household Waste	11%	58%	20%	10%
Chemical Drums, Oil, Fuel Incidents	Other Waste	1%	0%	0%	2%
Other Household Waste Incidents	Household Waste	35%	16%	60%	42%
Other Commercial Waste Incidents	Other Waste	4%	0%	2%	0%
Waste Type Measures Other	Other Waste	11%	2%	1%	6%

Table A5 – Percentage Incidents by Type

LEISURE & ENVIRONMENT COMMITTEE

19 NOVEMBER 2019

NEWARK & SHERWOOD TIME TO CHANGE EMPLOYER PLEDGE

1.0 Purpose of Report

- 1.1 To seek nominations for the appointment of Member Mental Health Champions from each political party given the cross party support for this following the motion to Full Council on 15 October 2019 entitled 'The Mental Health Challenge'.

2.0 Background Information

- 2.1 The committee will be aware that Full Council considered and approved a motion on the 15 October 2019 to sign the Time to Change Employer Pledge, appoint a Member Champion and identify a member of staff to act as 'lead officer' for mental health. This is important because it is recognised that 1 in 4 people will experience a mental health problem in any given year and at some point in everyone's life mental health will touch the lives of a close friend or family member.
- 2.2 The aim of the Time to Change Pledge is to demonstrate the Council's commitment to ending mental health stigma and promoting positive awareness. The Pledge makes a commitment to ensure that all employees possess the knowledge, attitudes and behaviours in order to reduce stigmas and discrimination and to support one another.
- 2.3 Both Member and staff Mental Health Champions will help create the best possible workplace environment where mental health is understood and supported. The main role of a Member Champion would be to work alongside the Council's lead officer, Helen Ellison – Health Improvement Officer and staff Champions to oversee the development and delivery of the Council's Time to Change action plan. Champions should focus on changing attitudes and create opportunities to open up conversations about mental health, making it easier for people to seek support and be signposted to local services. The role is voluntary and Champions will become part of a national network in order to share good practice. The first Champions Meeting will look to define the roles and responsibilities of our Mental Health Champions and Champions Training.

3.0 Proposals

- 3.1 Given the cross party support and to enable the Council to progress its commitment to the 'Time to Change Employer Pledge', it is proposed that each political party nominates a Member Mental Health Champion.

4.0 Equalities Implications

- 4.1 No equalities implications have been identified in the Equality Impact Assessment that has been carried out on the emerging action plan, which includes to the appointment of Member Champions. The EIA will be subject to further monitoring as part of the monitoring and evaluation requirements.

5.0 Financial Implications FIN19-20/6146

5.1 There are no financial implications in respect of this proposal.

6.0 RECOMMENDATION

That Leisure and Environment Committee approve the proposal that each political party nominates a Member Mental Health Champion to support the Council deliver on its commitment to the ‘Time to Change Employer Pledge.’

Reason for Recommendation

To demonstrate the Council’s commitment to improving mental health in the workplace, creating an environment that’s in keeping with the Councils values to be caring and compassionate.

Background Papers

Nil

For further information please contact Leanne Monger, Business Manager – Housing, Health and Community Relations on 01636 655545, Helen Ellison - Health Improvement Officer on 01636 655990 or Jenny Burden - Senior HR Officer on 01636 655221.

Matt Finch
Director of Communities and Environment

Karen White
Director of Governance and Organisational
Development

LEISURE & ENVIRONMENT COMMITTEE

19 NOVEMBER 2019

OLLERTON TOWN CENTRE DAY OF ACTION

1.0 Purpose of Report

1.1 To appraise Members of the Ollerton Town Centre Day of Action, which took place on October 23.

2.0 Background Information

2.1 In March 2019, Councils across the country were awarded a sum of money from the Government for High Street Community Clean Ups. The Council committed to undertaking three town centre days of action in 2019/20, following on from the successful events which took place in specific communities in 2018/19 as part of the Cleaner, Safer, Greener Campaign. The first town centre day of action took place in Newark in June and a further event is planned for March, 2020.

3.0 The Ollerton Town Centre Day of Action

3.1 The event took place on October 23, involving the District and Town Councils, Police, Fire and Rescue Service, Newark and Sherwood Homes, the County Council and community volunteers.

3.2 Over the course of the day, more than 6.6 tonnes of rubbish was removed through community litter picks, street cleaning and action on fly-tips. A tonne of green waste was also removed by the council's grounds maintenance team and evergreen shrubs planted.

3.3 A community safety stall was also held throughout the day to highlight issues of personal safety, domestic violence, bike safety and dog care while the council's public protection team joined police in running a day-long operation to check on speeding traffic on Forest Road.

3.4 The district council partnered with iMAGESKOOL to create a piece of graffiti art on the skate park on the Sherwood Energy Village. Up to 60 young people from four to 15 years of age worked on the project.

3.5 Highlights from the day included:

- The removal of 6.6 tonnes of bulky waste
- One tonne of mixed cuttings and prunings
- Discarded electricals including a fridge, freezer and stereo
- Bouncy castle, golf bag, nappies and office chair
- 40 pieces of graffiti were removed from the Forest Road car park using 15 litres of graffiti removal liquid
- The replacement of eight new litter bins
- Planting of 29 evergreen shrubs

- Undertook speed checks on more than 500 vehicles on Forest Road. Two were noted as speeding and were reported to the police
- Conducted alcohol sale licensing checks on seven retailers in the town – three of which failed and have subsequently been given advice
- Security marked 25 bicycles
- Gave out 60 bicycle lights
- Fielded 27 dog-related enquiries
- Issued advice on domestic violence
- Made ‘safe and well’ checks on 10 homes
- Handed out purse cables, contactless security protector wallets and a number of fridge magnets with essential contacts.
- Distributed dog fouling posters and stencilled dog dirt warnings on pavements
- Two betting shops agreed to have cigarette bins installed outside their premises and cigarette stub-out packets were handed out.

3.6 The next Town Centre Day of Action has been identified as Southwell in March and conversations will take place with the Town Council and Community in advance to ensure that the day can be tailored to local need. This was the same approach taken in relation to Newark and Ollerton.

4.0 Equalities Implications

4.1 There are no equalities implications arising from this report.

5.0 Financial Implications (FIN19-20/9238)

5.1 There are no new resourcing issues resulting from this report. The three Town Centre Days of Action are being funded with money from the Government’s High Street Community Clean Up fund which was awarded to the District Council in March 2019.

6.0 RECOMMENDED that:

the report be noted.

Reason for Recommendation

To appraise members on the latest Town Centre Day of Action

Background Papers

Nil

For further information please contact Matthew Finch on Ext. 5716.

Matthew Finch
Director - Communities & Environment

Forward Plan of the Leisure & Environment Committee Decisions from 1 November 2019 to 17 March 2020

This document records some of the items that will be submitted to the Leisure & Environment Committee over the course of the next twelve months.

These committee meetings are open to the press and public.

Agenda papers for the Leisure & Environment Committee meetings are published on the Council's website 5 days before the meeting <http://www.newark-sherwooddc.gov.uk/agendas/>. Any items marked confidential or exempt will not be available for public inspection.

Meeting Date	Subject for Decision and Brief Description	Contact Officer Details
TBC	Mental Health – Charity MIND and/or Other Charities and Voluntary Groups	leanne.monger@newark-sherwooddc.gov.uk
19.11.19	Clinical Commissioning Group (CCG) Presentation	leanne.monger@newark-sherwooddc.gov.uk
19.11.19	SLCT Extension (to be confirmed)	leanne.monger@newark-sherwooddc.gov.uk
19.11.19	Active4Today Governance Review	leanne.monger@newark-sherwooddc.gov.uk andy.hardy@newark-sherwooddc.gov.uk
19.11.19	Active4Today Draft Business Plan & Performance (Q2)	leanne.monger@newark-sherwooddc.gov.uk
19.11.19	Review of bulky waste	andrew.kirk@newark-sherwooddc.gov.uk matt.adey@newark-sherwooddc.gov.uk
19.11.19	Report on the Town Centre Day of Action 2	matt.finch@newark-sherwooddc.gov.uk andy.hardy@newark-sherwooddc.gov.uk
1.01.20	Business case for the provision of a steam and sauna facility at Newark Sports & Fitness Centre	matt.finch@newark-sherwooddc.gov.uk
1.01.20	Health & Wellbeing Plan – Target Areas/Placed Based Approaches	leanne.monger@newark-sherwooddc.gov.uk
1.01.20	Sports & Recreation Facilities Plan	leanne.monger@newark-sherwooddc.gov.uk
1.01.20	Hawtonville Community Centre Update	leanne.monger@newark-sherwooddc.gov.uk
21.01.20	Active4Today Final Business Plan & Performance (up to end of November – part Q3)	leanne.monger@newark-sherwooddc.gov.uk

21.01.20	Progress Report on Garden Waste being brought in house from 20/21	andy.kirk@newark-sherwooddc.gov.uk matt.adey@newark-sherwooddc.gov.uk ella.brady@newark-sherwooddc.gov.uk
21.01.20	Update on Graffiti Removal following policy adoption by Leisure & Environment Committee	alan.batty@newark-sherwooddc.gov.uk andrew.kirk@newark-sherwooddc.gov.uk
17.03.20	Health & Wellbeing Plan – Annual Update	leanne.monger@newark-sherwooddc.gov.uk
17.03.20	Waste Strategy Review	matt.finch@newark-sherwooddc.gov.uk andrew.kirk@newark-sherwooddc.gov.uk matt.adey@newark-sherwooddc.gov.uk
17.03.20	YMCA Community & Activity Village Update	leanne.monger@newark-sherwooddc.gov.uk
17.03.20	Fly Tipping Update	matt.finch@newark-sherwooddc.gov.uk alan.batty@newark-sherwooddc.gov.uk

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A of the Local Government Act 1972.

Document is Restricted