



*Castle House  
Great North Road  
Newark  
NG24 1BY*

*Tel: 01636 650000*

[www.newark-sherwooddc.gov.uk](http://www.newark-sherwooddc.gov.uk)

**Monday, 13 January 2020**

**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**

**MEETING: Leisure & Environment Committee**  
**DATE: Tuesday, 21 January 2020 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](mailto:catharine.saxton@newark-sherwooddc.gov.uk).**



## AGENDA

	<u>Page Nos.</u>
1. Apologies For Absence	
2. An apology for absence was submitted on behalf of Councillor Declarations of Interest by Members and Officers and as to the Party Whip	
3. Declaration of any Intentions to Record the Meeting	
4. Minutes of the meeting held on 19 November 2019	4 - 11
<b>Part 1- Items for Decision</b>	
5. Leisure & Environment Committee Revenue Budget 2020/21	12 - 26
6. Active4Today Final Business Plan and Performance	27 - 55
7. Garden Waste Update	56 - 60
<b>Part 2- Items for Information</b>	
8. Hawtonville Community Centre Update Report	61 - 64
9. Update on the Implementation of the Graffiti Policy	65 - 66
10. Leisure & Environment Committee Forward Plan (1 January 2020 to 17 March 2020)	67 - 68
11. Health & Wellbeing	Verbal Report
<b>Confidential and Exempt Items</b>	
12. Exclusion of the Press and Public	

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.

## 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, 19 November 2019 at 6.00 pm.

PRESENT: Councillor R Jackson (Chairman)

Councillor L Brailsford, Councillor S Carlton, Councillor M Cope, Councillor D Cumberlidge, Councillor P Harris, Councillor B Laughton and Councillor Mrs Y Woodhead

ALSO IN ATTENDANCE: Councillors Mrs B Brooks and L Goff

APOLOGIES FOR ABSENCE: Councillor N Mison (Vice-Chairman), Councillor Mrs G Dawn (Committee Member), Councillor Mrs L Hurst (Committee Member) and Councillor J Lee (Committee Member)

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

Councillors S Carlton and M Skinner declared personal interests in Agenda Items 6 – Review of Governance Arrangements – Active4Today; Item 7 – Active4Today Draft Business Plan 2020/21 and Performance Update; and Item 14 – Proposed Expansion of the Fitness Suite and Consideration of Alternative Management Arrangements at Southwell Leisure Centre – Update, as they were both Board Members of Active4Today.

Councillor P Harris declared a personal interest in Agenda Items 5 – Clinical Commissioning Group (CCG) presentation; and Item 14 - Proposed Expansion of the Fitness Suite and Consideration of Alternative Management Arrangements at Southwell Leisure Centre – Update, as he was a member of Health Education England and a Southwell Leisure Centre Trustee.

### 31 DECLARATION OF ANY INTENTIONS TO RECORD THE MEETING

The Council recorded the meeting in accordance with usual practice. Councillor P Harris declared that he would record Agenda Item 13 – Exclusion of the Press and Public.

### 32 MINUTES OF THE MEETING HELD ON 24 SEPTEMBER 2019

AGREED that the Minutes of the meeting held on 24 September 2019, be approved as a correct record and signed by the Chairman.

### 33 CLINICAL COMMISSIONING GROUP (CCG) PRESENTATION

An update presentation was provided by David Ainsworth – Locality Director, Nottingham & Nottinghamshire Clinical Commissioning Group's.

The Chairman thanked David Ainsworth for attending and presenting the informative presentation and invited him back to a future meeting of the Leisure & Environment Committee.

34 REVIEW OF GOVERNANCE ARRANGEMENTS - ACTIVE4TODAY

The Committee considered the report presented by the Senior Health and Community Relations Officer which sought approval for the changes to the governance and financial arrangements between the Council and Active4Today Limited.

The report provided the details and reasons for the proposed changes regarding the Governance Agreement. The elected Members, Officer and Directors to the Board and their roles were also detailed and information regarding non-voting directors was also included which reflected recent external legal advice regarding non-voting directors. The Service Contract was also contained within the report and reasons for proposed changes explained in detail.

AGREED (with 7 votes For and 2 Abstentions) that:

- (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 of the Company Active4Today;
- (d) Review the payment mechanism within the Service Contract so that there is 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.

35 ACTIVE4TODAY DRAFT BUSINESS PLAN 2020/21 AND PERFORMANCE UPDATE

The Committee considered the report presented by the Senior Health and Community Relations Officer and Managing Director – Active4Today, which provided the Active4Today Draft Business Plan 2020/21 and updated the Committee on the Company's latest quarterly performance, 1 July 2019 to 30 September 2019.

Following Committee consideration of this report a final Business Plan would be presented to the January 2020 Committee, as such this was an opportunity for the Committee to influence the Final Business Plan for 2020/21.

It was reported that the best indicators for the underlying strength of the Company were the adult and children's membership bases. The management report detailed that the leisure centres were continuing to perform well with increases reported in adult membership up by 220 on the same period in 2018, rising from 8,635 to 8,855 (+2.55%) across all four sites with the Newark Sports and Fitness Centre continuing to perform strongly. Children's membership was down by 126 from 3,982 to 3,856 (-3.16%) compared with the corresponding period in 2018 which was largely attributable to the loss of water space at Dukeries Leisure Centre which would continue to influence junior memberships until the new swimming pool was operational in 2020. The overall membership at period end was 12,711 up from 12,617 in September 2018 a net increase of 94 members. The report also detailed the user visits at the end of period 2 which had 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 to use by customers from more deprived areas up from 9,426 to 10,379 (+10.11%). The report also detailed GP referrals, partnership working and management fee for Southwell Leisure Centre Trust.

It was reported that the company was forecasting a £22,000 deficit at year-end based on performance to date. That represented a substantial reduction in the deficit forecasted in January 2019 of £75,000 and it was anticipated that the position in relation to income and expenditure would continue to be closely monitored to ensure that the outturn position was more favourable and the deficit forecasted was further reduced.

The Draft Business Plan 2020/21 was attached to the report. The company had identified a number of actions it was 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.

A Member suggested that the Committee ask Southwell Leisure Trust to provide regular reports to the Committee providing their accounts.

AGREED (unanimously) 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;
- (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; and
- (d) the Leisure Centre Trust be asked to provide regular reports including their accounts.

### 36 REVIEW OF BULKY WASTE AND ELECTRICAL ITEMS COLLECTION

The Committee considered the report presented by the Business Manager Transport & Waste Services, which provided the Committee with an analysis of the collection service and set out proposals for future development.

The council currently collected household waste that did not fit in the household bin through two routes. The first used a box van equipped with a tail lift to collect electrical items including fridges and freezers. These were taken to the Household Waste Recycling Centre where they were passed on for recovery. Other bulky items were collected using a refuse collection vehicle and were taken with the household refuse for incineration. The service collected over 4300 bulky items and 1410 electrical items in 2018/19. A study was 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.

Questions had been raised about whether charging for Excess waste collection encouraged fly tipping. Comparisons were made with three local authorities who collected excess waste free of charge, to see if there was a significant variation in the quantity of fly tipped waste or in its composition which was detailed in Appendix A to the report. The analysis showed that a free collection did not result in a reduction in fly tipping there were significant number of factors involved in fly tipping which was a crime that did not follow geographical boundaries. Some of Newark and Sherwood's best features such as its rural nature combined with great transport links unfortunately made it an ideal area in which to fly tip waste.

The report detailed the review of charges and proposals.

Members commented that more publicity regarding bulky waste should be undertaken using the Councils magazine 'Voice' and leaflet drops informing the community what can be recycled such as batteries and how that can be achieved. It was also commented that small independent traders should be allowed to register to use household collection centres which may reduce fly tipping; this should be raised with Veolia. It was suggested that a periodic bulky waste collection should be undertaken in targeted areas. It was also commented that the days of action should

be planned well in advance in order for communities to be fully engaged. It was suggested that the Council work with the retailer to coordinate the disposal of white goods, although the Business Manager Transport & Waste commented that due to the amount of white goods being purchased this may be difficult to achieve.

Members commented on the recent prosecution and current prosecution taking place regarding fly tipping and asked if that could be disseminated into the community to act as a warning that action was taken for this crime.

AGREED (unanimously) 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 of the report;
- (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.

### 37 NEWARK AND SHERWOOD TIME TO CHANGE EMPLOYER PLEDGE

The Committee considered the report presented by the Director of Communities and Environment which sought nominations for the appointment of Member Mental Health Champions from each political party given the cross party support for the motion entitled ‘The mental Health Challenge’ which was considered at Full Council on 15 October 2019.

It was reported that given the cross party support and to enable the Council to progress its commitment to the ‘Time to Change Employer Pledge’, it was proposed that each political party nominate a Member Mental Health Champion.

AGREED (unanimously) that the 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.’

### 38 OLLERTON TOWN CENTRE DAY OF ACTION

The Committee considered the report presented by the Director of Communities and Environment which appraised Members regarding the Ollerton Town Centre Day of Action, which took place on 23 October 2019.

It was reported that the event involved the District and Town Councils, Police, Fire and Rescue Service, Newark and Sherwood Homes, the County Council and community volunteers. 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. The report listed the highlights from the day.

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

The Committee thanked Officers for their hard work.

AGREED (unanimously) that the report be noted.

39 LEISURE & ENVIRONMENT COMMITTEE FORWARD PLAN (1 NOVEMBER 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.

AGREED that the Forward Plan be noted.

40 HEALTH & WELLBEING

There was nothing to report.

41 EXCLUSION OF THE PRESS AND PUBLIC

AGREED (with 8 votes For and 1 vote Against) 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 Paragraph 3 of part 1 of Schedule 12A of the Act.

42 PROPOSED EXPANSION OF THE FITNESS SUITE AND CONSIDERATION OF ALTERNATIVE MANAGEMENT ARRANGEMENTS AT SOUTHWELL LEISURE CENTRE - UPDATE

The Committee considered the exempt report of the Director – Communities and Environment which updated the Committee on the proposed expansion of the fitness suite and sought Member consideration regarding the relationship of that proposal to the development of potential management changes at Southwell Leisure Centre Trust involving Newark and Sherwood District Council and its leisure company Active4Today.

(Summary provided in accordance with 100C(2) of the Local Government Act 1972.)

Meeting closed at 7.45 pm.

Chairman

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

Document is Restricted

## LEISURE & ENVIRONMENT COMMITTEE

21 JANUARY 2020

### LEISURE & ENVIRONMENT COMMITTEE REVENUE BUDGET 2020/21

#### **1.0 Purpose of Report**

- 1.1 To seek feedback from the Leisure & Environment Committee on the proposed general fund revenue budget for the 2020/21 financial year (01 April 2020 – 31 March 2021) for those services which fall under its remit.
- 1.2 To seek feedback from the Committee on the scale of proposed fees & charges for 2020/21 for those services which fall under its remit.
- 1.3 To seek approval from the Committee for the 2020/21 base budget in **Appendix A** to be recommended to Policy & Finance Committee at its meeting on 20 February 2020 for inclusion in the overall council budget; and
- 1.4 To seek approval from the Committee for the 2020/21 fees & charges in **Appendix D** to be recommended to Policy & Finance Committee at its meeting on 20 February 2020 and Council at its meeting on 09 March 2020.

#### **2.0 Background Information**

- 2.1 Business managers and service budget officers have been working with officers in the Financial Services team to prepare a general fund budget for 2020/21 and medium-term financial plan for between 2020/21 and 2023/24. The general fund budgets have been prepared in line with the strategy agreed by Policy & Finance Committee on 20 September 2018.
- 2.2 The budget and medium-term financial plan have been developed to reflect, in financial form, the corporate priorities of the Council. Where further targeted areas of focus have been identified, additional resources have been directed to these business units.
- 2.3 **Appendices A** and **B** summarise the budgets proposed for the Committee for 2020/21 by service team and subjective level respectively. These **appendices** exclude capital charges and central support recharges, because service officers do not have direct influence over how much they pay for these. The budgets in this report and its **appendices** are for controllable costs: costs which service officers have direct influence over.

#### Revenue Budget

- 2.4 *Table 1* below compares the Committee's 2019/20 initial budget for controllable costs, as approved by Council on 07 March 2019, with its currently proposed 2020/21 budget for controllable costs. The Committee's proposed 2020/21 budget is £143,000 more than its 2019/20 initial budget; an increase of 4%.
- 2.5 The £143,000 increase in the Committee's proposed 2020/21 budget is comprised of a £662,000 increase in employee costs, partially offset by a £19,000 decrease in running costs and a £500,000 increase in income.

Table 1: changes in controllable costs between 2019/20 and 2020/21 budgeted for services in Leisure & Environment Committee

Expenditure or income?	Expenditure type	2019/20 initial budget (£m)	2020/21 base budget (£m)	Increase or (decrease) in budget (£m)
Expenditure	Employees	3.276	3.938	0.662
Expenditure	Running Expenses	2.079	2.061	(0.019)
<b>Expenditure</b>	<b>Total</b>	<b>5.355</b>	<b>5.999</b>	<b>0.643</b>
Income	Total	(1.740)	(2.240)	(0.500)
<b>Net Expenditure</b>	<b>Total</b>	<b>3.616</b>	<b>3.759</b>	<b>0.143</b>

2.6 Most of the changes above in budgeted employee costs, running expenses and income relate to a small number of services. Tables 2-4 below show the five services which most account for each of the changes above.

2.7 Five services account for 100%, or £661,000, of the £662,000 increase in budgeted employee costs.

Table 2: the five services in Leisure & Environment Committee which most account for changes in budgeted employee costs between 2019/20 and 2020/21

Rank	Service (cost centre)	Increase or (decrease) in employees budget (£m)	Percentage of overall increase or (decrease) accounted for by service
1	Domestic Refuse Collection	0.236	36%
2	Street Sweeping	0.219	33%
3	Health & Community Relations	0.189	29%
4	Neighbourhood Wardens	0.009	1%
5	Vehicle Pool And Workshop	0.008	1%
		<b>0.661</b>	<b>100%</b>

2.8 Five services account for 165%, or £31,000, of the £19,000 decrease in budgeted running expenses.

Table 3: the five services in Leisure & Environment Committee which most account for changes in budgeted running expenses between 2019/20 and 2020/21

Rank	Service (cost centre)	Increase or (decrease) in running expenses budget (£m)	Percentage of overall increase or (decrease) accounted for by service
1	Domestic Refuse Collection	(0.024)	(129)%
2	Active 4 Today	(0.011)	(58)%

3	Street Sweeping	0.008	41%
4	Environmental Health	(0.007)	(35)%
5	Neighbourhood Wardens	0.003	16%
		(0.031)	(165)%

2.9 Five services account for 101%, or £504,000, of the £500,000 increase in budgeted income.

Table 4: the five services in Leisure & Environment Committee which most account for changes in budgeted income between 2019/20 and 2020/21

Rank	Service (cost centre)	(Increase) or decrease in income budget (£m)	Percentage of overall (increase) or decrease accounted for by service
1	Domestic Refuse Collection	(0.394)	(79)%
2	Vehicle Pool And Workshop	(0.091)	(18)%
3	Environmental Health	(0.023)	(5)%
4	Community Nutrition Grant	0.008	2%
5	National Assistance Act Burial	(0.004)	(1)%
		(0.504)	(101)%

2.10 **Appendix C** lists the reasons for increases or decreases of over £5,000 between the 2019/20 initial budget and proposed 2020/21 budget for services in Leisure & Environment Committee.

#### Fees & Charges

2.11 Officers have considered the Fees and Charges Toolkit approved by Economic Development Committee on 20 November 2019 when setting the level of fees & charges. The proposed fees & charges for 2020/21 are in **Appendix D** for consideration.

### **3.0 Proposals**

3.1 Officers are proposing to the Committee that it recommends to Policy & Finance Committee at its meeting on 20 February 2020:

- a) the 2020/21 base budget in **Appendix A** for inclusion in the overall council budget;
- b) and to Council on 09 March 2020 the 2020/21 fees & charges in **Appendix D**.

### **4.0 Equalities Implications**

4.1 Business Managers consider the implications on equalities when assessing how best to deliver the services they are responsible for.

## **5.0 Financial Implications**

- 5.1 The Committee's proposed 2020/21 budget is £143,000 more than its 2019/20 initial budget; an increase of 4%. Employee budgets of £3.938m account for 66% of controllable costs. Significant budget savings cannot be achieved without affecting staffing levels.
- 5.2 The council's medium-term financial plan for between 2020/21 and 2023/24 requires significant savings in future years, as changes to how councils manage their finances and other challenges take effect.
- 5.3 It is important that the Committee continually scrutinises and reviews its budget in order to identify additional savings which will be achieved in future years.

## **6.0 Community Plan – Alignment to Objectives**

- 6.1 The proposals in this report support the council to achieve multiple objectives of the Community Plan 2019-2023, though particularly the objectives to:
- a) *“Improve the cleanliness and appearance of the local environment”;* and
  - b) *“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 RECOMMENDATION(S)**

- a) **that the following recommendations be made to Policy & Finance Committee at its meeting on 20 February 2020:**
  - i. **the 2020/21 base budget in Appendix A for inclusion in the overall council budget;**
  - ii. **and to Council on 09 March 2020 the 2020/21 fees & charges in Appendix D.**

### **Reason for Recommendations**

**To ensure that the budgets and fees & charges finally proposed for 2020/21 are recommended to Policy & Finance Committee on 20 February 2020.**

### **Background Papers**

Nil

For further information please contact Nick Wilson (Business Manager – Financial Services) on Extension 5317 or Mohammed Sarodia (Assistant Business Manager – Financial Services) on Extension 5537.

Matt Finch  
Director of Communities and Environment

Sanjiv Kohli

Director of Resources and Deputy Chief Executive

**BUDGET SUMMARY BY COMMITTEE - OBJECTIVE**

05/01/20

**LEISURE & ENVIRONMENT (APPENDIX A)**

<b>COST CENTRE</b>	<b>COST CENTRE NAME</b>	<b>2019/20 INITIAL BUDGET</b>	<b>2020/21 BASE BUDGET</b>	<b>MORE/(LESS)</b>
A10701	UPKEEP OF DYKES	6,440	6,440	
A11002	DOMESTIC REFUSE COLLECTION	1,079,070	896,930	(182,140)
A11101	PUBLIC CONVENIENCES	34,350	37,330	2,980
A11103	SEWERAGE WORKS	24,790	24,950	160
A11104	STREET SWEEPING	509,760	736,480	226,720
A11107	DOG CONTROL	44,440	50,080	5,640
A11110	NATIONAL ASSISTANCE ACT BURIAL	3,570	1,650	(1,920)
A11135	ENVIRONMENTAL HEALTH	649,590	617,780	(31,810)
A11136	NEIGHBOURHOOD WARDENS	107,520	118,480	10,960
A11137	BRUNEL DRIVE DEPOT ADMIN	54,810	56,760	1,950
A11305	SOUTHWELL LEISURE CENTRE	133,370	133,370	
A11321	NEIGHBOURHOOD CENTRES	15,210	15,370	160
A11339	NEWARK SPORTS HUB	1,950	1,950	
A11442	ARTS & COMMUNITY DEVELOPMENT	39,790	39,920	130
A11576	ACTIVE 4 TODAY	132,170	121,220	(10,950)
A11583	HEALTH & COMMUNITY RELATIONS	66,380	257,330	190,950
A11731	STREET NAMING	24,980	26,180	1,200
A12221	NEWARK LIVESTOCK MARKET	(200,000)	(200,000)	
A15003	BRUNEL DRIVE DEPOT	117,560	117,950	390
A26901	VEHICLE POOL AND WORKSHOP	768,930	688,740	(80,190)
C54494	COMMUNITY NUTRITION GRANT		9,000	9,000
C54789	VISIBLE	1,290	1,090	(200)
	<b>TOTAL</b>	<b>3,615,970</b>	<b>3,759,000</b>	<b>143,030</b>

**BUDGET SUMMARY BY COMMITTEE - SUBJECTIVE (APPENDIX B)**  
**LEISURE & ENVIRONMENT**

05/01/20

CODE	DESCRIPTION	2019/20 INITIAL BUDGET	2020/21 BASE BUDGET	MORE/(LESS)
111	SALARIES AND WAGES	2,666,180	3,132,750	466,570
113	NATIONAL INSURANCE	235,670	275,360	39,690
114	SUPERANNUATION	374,300	530,270	155,970
	<b>EMPLOYEE SUB TOTAL</b>	<b>3,276,150</b>	<b>3,938,380</b>	<b>662,230</b>
211	REPAIRS AND MAINTENANCE	28,330	26,080	(2,250)
212	ENERGY COSTS	40,420	49,180	8,760
213	RENT	1,200	1,200	
214	RATES	42,650	43,930	1,280
215	WATER SERVICES	16,440	15,300	(1,140)
217	CLEANING AND DOMESTIC	800	800	
219	CONTRIBUTION TO FUNDS	64,800	69,200	4,400
311	TRANSPORT	711,940	722,190	10,250
313	CONTRACT HIRE OP LEASE		6,500	6,500
315	CAR ALLOWANCES	21,420	17,740	(3,680)
316	INSURANCE	62,720		(62,720)
411	EQUIPMENT AND FURNITURE	118,020	128,100	10,080
412	MATERIALS	18,370	17,190	(1,180)
431	CLOTHING AND UNIFORMS	16,880	19,400	2,520
441	GENERAL OFFICE EXPENSES	5,080	9,980	4,900
451	CONTRACTUAL	349,310	340,320	(8,990)
452	OTHER SERVICES	148,740	157,670	8,930
461	COMMUNICATIONS AND COMPUTING	3,050	2,100	(950)
471	STAFF	1,240	1,280	40
481	GRANTS	16,890	19,220	2,330
491	INSURANCE	42,320	55,860	13,540
493	OTHER	368,710	357,290	(11,420)
	<b>RUNNING EXPENSES SUB TOTAL</b>	<b>2,079,330</b>	<b>2,060,530</b>	<b>(18,800)</b>
922	Contributions From Other Las		(12,200)	(12,200)
928	Recharge Non Gf Accounts	(220,490)	(267,700)	(47,210)
929	Other Grants	(8,000)		8,000
931	Sales	(85,000)	(88,650)	(3,650)
932	Fees And Charges	(1,152,770)	(1,582,920)	(430,150)
933	Rents	(202,250)	(202,250)	
938	Fees And Charges	(71,000)	(85,860)	(14,860)
939	Other Receipts		(330)	(330)
	<b>INCOME SUB TOTAL</b>	<b>(1,739,510)</b>	<b>(2,239,910)</b>	<b>(500,400)</b>
	<b>COMMITTEE TOTAL</b>	<b>3,615,970</b>	<b>3,759,000</b>	<b>143,030</b>

**Reasons for increases or decreases of over £5,000 between the 2019/20 initial budget and proposed 2020/21 budget for services in Leisure & Environment Committee**

Variances between 2019/20 initial budget and proposed 2020/21 budget by service (cost centre)	Increase or (Decrease) in budget (£m)
<p><b>Domestic Refuse Collection:</b> The majority of this decrease relates to the bringing back in-house of the garden waste service which Policy &amp; Finance Committee approved on 24/01/2019. The £0.182m decrease is largely the net effect of a £0.236m increase in employee costs, more than offset by a £0.394m increase in expected income. The £0.236m increase in employee costs mainly relates to two additional large goods vehicle driver posts and four additional waste management operative posts, as well as expected increases in basic pay (2%) and the council's pension contributions (3.1%).</p>	(0.182)
<p><b>Street Sweeping:</b> The majority (£0.219m) of this increase relates to the additional posts required to deliver the first phase of the waste, street cleansing and grounds maintenance restructure, as well as expected increases in basic pay (2%) and the council's pension contributions (3.1%). The allocation of funding which Policy &amp; Finance Committee approved on 26/09/2019 is intended to facilitate the shift towards the Cleaner, Safer, Greener agenda.</p>	0.227
<p><b>Dog Control:</b> The majority (£0.004m) of this increase relates to the correction of the code – and therefore removal of the budget – for internal income. In previous years, the income was included in this report because it was erroneously classified as being from external customers rather than internal customers.</p>	0.006
<p><b>Environmental Health:</b> The majority (£0.023m) of this decrease relates to an increase in expected fees and charges income from budgeting for this more accurately. The other main change is the removal of the insurance recharge budget (£0.005m) as part of the centralisation of insurance recharge budgets.</p>	(0.032)
<p><b>Neighbourhood Wardens:</b> The majority (£0.009m) of this increase relates to expected increases in basic pay (2%) and the council's pension contributions (3.1%).</p>	0.011
<p><b>Active 4 Today (A4T):</b> This (£0.011m) decrease relates to the removal of the insurance recharge budget as part of the centralisation of insurance recharge budgets.</p>	(0.011)
<p><b>Health &amp; Community Relations:</b> The majority (£0.191m) of this increase relates to the creation of the Community Relations team, the inclusion of the health improvement officer post and 40% of the cost of the business manager post, as well as expected increases in basic pay (2%) and the council's pension contributions (3.1%).</p>	0.191
<p><b>Vehicle Pool &amp; Workshop:</b> The majority (£0.091m) of this decrease relates to the correction of expected recharge income from the Housing Revenue Account (HRA) to include the depreciation and interest (capital) costs of vehicles. This is partly offset by an increase (£0.008m) related to expected increases in basic pay (2%) and the council's pension contributions (3.1%).</p>	(0.080)

**STREET NAMING & NUMBERING CHARGES - LEISURE & ENVIRONMENT COMMITTEE**

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

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

**Proposed Fee Schedule:**

*(Charges are not subject to VAT)*

Agenda Page 20

<b>Service</b>	<b>2019/20 Charge</b>	<b>2020/21 Charge</b>
Adding or amending a name or re-numbering an existing individual property, including notification to external organisations	<b>£26.50</b>	<b>£30.00</b>
Amendment to approved/existing naming and numbering scheme due to change in plot numbers, or plot positions, including notification	<b>£79.00</b> admin fee plus <b>£26.50</b> per plot* requiring renumbering/naming	<b>£85.00</b> admin fee plus <b>£30.00</b> per plot* requiring renumbering/naming
Amendment to approved naming and numbering scheme due to change in approved street name (after consultation)	<b>£79.00</b> admin fee plus <b>£26.50</b> per property for up to 10 properties <b>£10.50</b> for every additional property thereafter	<b>£85.00</b> admin fee plus <b>£30.00</b> per property for up to 10 properties <b>£15.00</b> for every additional property thereafter

Rename or numbering of street where requested by Parish Council and/or residents including notification	<b>£79.00</b> admin fee plus <b>£26.50</b> per property for up to 10 properties affected by change <b>£10.50</b> for every additional property thereafter affected by change	<b>£85.00</b> admin fee plus <b>£30.00</b> per property for up to 10 properties affected by change <b>£15.00</b> for every additional property thereafter affected by change
---	--	--

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

*Terms and Conditions:*

1. All requests must be completed on the appropriate form which is available on our website or from Customer Services.
2. All fees must be paid prior to notification being sent.
3. Should the requestor only wish to be issued with new street names and numbers, this service is provided free of charge.
4. Postal codes remain the responsibility of Royal Mail.
5. Newark and Sherwood District Council can only issue street naming and numbering schemes contained within the district boundary.
6. All street naming and numbering schemes will be issued in accordance with Newark and Sherwood District Councils street naming and numbering policy.
7. Any queries or complaints should be directed through the corporate compliments, comments and complaints procedure.

**DOG WARDEN - LEISURE & ENVIRONMENT COMMITTEE***(Prices are not subject to VAT)*

<b>STRAY DOGS:</b>	<b>Duration</b>	<b>2019/20 Charge</b>	<b>2020/21 Charge</b>
This includes Government fee, Local Authority charge, and kennelling costs.	1 Day	<b>£83.00</b>	<b>£83.00</b>
	2 Days	<b>£91.00</b>	<b>£91.00</b>
	3 Days	<b>£99.00</b>	<b>£99.00</b>
	4 days	<b>£107.00</b>	<b>£107.00</b>
Initial seizing and handling charge of £75 + £8 per day food, water and kennel costs.	5 Days	<b>£115.00</b>	<b>£115.00</b>
	6 Days	<b>£123.00</b>	<b>£123.00</b>
	7 Days	<b>£131.00</b>	<b>£131.00</b>

NOTE: No increase is proposed. Owners need to be encouraged to reclaim their dogs. Benchmarking with neighbouring authorities shows that these figures are slightly above average.

**TRADE WASTE CONTRACT CHARGES - LEISURE & ENVIRONMENT COMMITTEE**

A 10% DISCOUNT IS GIVEN FOR EACH ADDITIONAL BIN PER SITE PER COLLECTION

*(Prices include VAT where applicable)*

**Trade Waste, Recycling and Garden Bins**

We have set figures for these services and have used a disposal cost estimate provided by Nottinghamshire County Council (disposal authority). They have informed us that it is a best guess and actual figures will not be available until the new year. Therefore it should be noted that the final figure could change.

**REFUSE**

Bin Size	2019/20 Collection Charge	2019/20 Disposal Charge	2020/21 Collection Charge	2020/21 Disposal Charge
140L	£2.15	£1.41	£2.21	£1.44
240L	£2.65	£2.41	£2.73	£2.47
360L	£3.25	£3.61	£3.35	£3.71
660L	£4.75	£6.63	£4.89	£6.80
1100L	£7.00	£11.04	£7.21	£11.33
Pre-Paid Sacks	£1.70	£0.60	£1.75	£0.62
Clinical	£2.10	£6.39	£2.16	£7.55

**RECYCLING**

Bin Size	2019/20 Collection Charge	2019/20 Disposal Charge	2020/21 Collection Charge	2020/21 Disposal Charge
140L	£2.15	£0.33	£2.21	£0.34
240L	£2.65	£0.56	£2.73	£0.58
360L	£3.25	£0.84	£3.35	£0.87
660L	£4.75	£1.54	£4.89	£1.59
1100L	£6.95	£2.57	£7.21	£2.65
Pre-Paid Sacks	£1.70	N/A	N/A	N/A
Clinical	£2.10	N/A	N/A	N/A



		2019-20 Charge	2020-21 Charge
<b>Cleansing Services Hours</b>			
1 hour		£62.00	£64.00
1.5 hours		£93.00	£96.00
2 hours		£124.00	£128.00
3 hours		£186.00	£192.00
4 hours		£248.00	£256.00
5 hours		£310.00	£320.00
<b>Emptying bins (cost per empty of bin)</b>			
Litter bins		£0.75	£0.80
Dog Bins		£1.90	£2.00

NOTE: The Business Manager has an element of flexibility to adjust the fees and charges to respond to customer and market demands. This is at the discretion of the Business Manager, who will be mindful that costs must be covered.

**PUBLIC CONVENIENCE CHARGES - LEISURE & ENVIRONMENT COMMITTEE**

<b>Public Convenience</b>	<b>2019/20 Charge</b>	<b>2020/21 Charge</b>
Gilstrap Centre	20p	20p

## LEISURE & ENVIRONMENT COMMITTEE

21 JANUARY 2020

### ACTIVE4TODAY – FINAL BUSINESS PLAN, 2019/20 AND PERFORMANCE UPDATE

#### **1.0 Purpose of Report**

1.1 This purpose of this report is to present the Active4Today Business Plan 2020/21 and the latest performance report to end of November 2019 for Committee approval.

#### **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 Business Plan for the following year to the Leisure & Environment Committee for consideration during the Autumn Committee cycle. The Business Plan, 20120/20 and performance reports from Active4Today are **appended** to this covering report. The Business Plan is also aligned to the priorities in the Physical Activity and Sport Plan 2018 - 21 approved by Committee at its meeting 13 November 2018.

#### **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 work towards in return for a management fee. Performance is monitored through a framework agreed by Leisure & Environment Committee, also appended to this report.

3.2 The best indicators for the underlying strength of the Company are the adult and children’s membership bases. As Committee will see from the performance report, there has been an overall increase in the target membership of +8, 12,488 against a target of 12,480, however, this is down by 109 members when compared to the corresponding period in 2018. As has been reported previously, membership is now showing signs of plateauing after two years of sustained growth, which is to be expected. Adult membership is up on the corresponding period in 2018 an increase of .08% increasing from 8,664 to 8,733 (+69), although overall children’s memberships reduced by 4.53% over the same period from 3,933 to 3,755 (-178) largely attributable to the closure of the swimming pool at Dukeries LC and the interim swimming arrangements post closure.

3.3 The number of user visits across all sites has increased in comparison to the cumulative figures for 2018. From 1<sup>st</sup> April to 30<sup>th</sup> November 2019 all sites have recorded 812,859 visits compared to 782,087 in 2018. This represents a net increase in 30,772 visits, an

increase of 3.03% and represents 96% against target to date. The annual target for users in 2019/20 is 1,275,000 and it is anticipated that the annual target will be achieved given the traditional growth in memberships in quarter 4 which is supported through promotional campaigns and New Year membership offers. The largest increase in users was delivered at Southwell Leisure Centre in part due to access control improvements.

- 3.4 The user visits for the 60+ age group is continuing to experience almost 12,000 visits per month across all sites. This provides a total number of user visits since 1<sup>st</sup> April of 89,804; an increase of 9,720 on the same period last year, where usage was recorded as 80,084. Despite the membership base for children experiencing a slight decrease, the number of user visits for under 16's has seen an increase across all sites for the month of November, at 34,409. This represents an increase of 3,197 in comparison to the same period in 2018, where usage was recorded at 31,212. The cumulative number of junior membership visits from 1<sup>st</sup> April 2019 to 30<sup>th</sup> November 2019 has been recorded as 269,647 compared to the 259,588 in 2018. This represents an increase of 10,059. The increase in recorded visits is because of the improved ICT infrastructure and the customers using the multiple course option, included within the children's Xperience programme e.g. a dryside and wetside course and holiday activities included in the Xperience 3 membership package.
- 3.5 The number of GP Referrals received from health care professionals between 1<sup>st</sup> April and 30<sup>th</sup> November 2019 has grown steadily to 334, an increase of 27 (+8.79%) on the same period in 2018. The range of providers that are referring to the centres is steadily increasing each month, through the work of the sports development team and the two new employees, which joined the Company recently. Importantly the number of individuals that subsequently joined the subsidised membership was 201, an increase in comparison to the same period last year of 36 (+21.82%).
- 3.6 Partnerships with other community sports facilities are also increasing. Members will be aware that A4T senior management have been supporting the development of the new sports hall at Barnby Road Academy, with a view to managing and administering the community bookings from January 2020. Officers have been contacting local clubs and groups to offer site visits in preparation for the building becoming available. A further update will be provided to members on this partnership, throughout 2020.
- 3.7 In terms of customer satisfaction, scores are recorded and measured through the fitness retention software, TRP and is used across all the leisure centres. The system randomly generates emails to approximately 30 customers per day and requests feedback on a number of items, including cleanliness, customer services and the journey to the facility e.g. parking, logging in, door access etc. The current performance to 30<sup>th</sup> November 2019 remains very similar, with an average of 47% across all sites, which is 2% higher than the national average of 45%. The score changes on a daily basis due to the nature of the software, however, for the purposes of reporting, the Company average the scores over a monthly period.

#### Financial Overview

- 3.8 Members will be aware that during January 2019, A4T 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. However, revisions have

been made to the budgets and savings have been identified across the company. These are mainly in staff vacancies to period 08 (November), 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. At period 6 (September) the predicted shortfall for 2019/2020 had reduced to £22K and latest position, following further efficiencies and reductions in planned expenditure across a number of budget headings is a forecasted outturn deficit of £9.5K at year-end.

- 3.9 The reduction in this deficit is supporting the financial sustainability of the Company, which as Council members will be aware, is a key objective for Active4Today and the Council. It is anticipated that if the New Year is busy, the deficit identified above, can be reduced further with the target being a zero position, at year-end. The above position is currently based on receiving the second half of the management fee, currently held by the Council and as previously reported, if the outturn remains a deficit this could be funded from an increased management fee from the council, or from the current A4T reserves and balances.
- 3.10 The situation regarding the proposed increases in NCC Pension Fund contributions is for member noting at this point in time. This issue is currently being challenged by the Company and further details will be shared with members when the situation is clarified. This issue is currently being addressed through the Quarterly Client/Contractor management meetings.

#### Business Plan, 2020/21

- 3.11 The Active4Today Business Plan, 2020/21 (Appendix III) is attached for Committee approval. Active4Today has identified a number of actions it is proposing to undertake with the aim of facilitating the delivery of the three outcomes the Committee set the Company up to achieve, namely: Healthy and Active Lifestyles, Accessible Facilities and Financial Viability.
- 3.12 There are 10 high-level aims and actions currently proposed for the business plan, which support the Council's Community Plan and the Physical Activity and Sport Plan 2018 to 2021, agreed with the committee in 2018. It now includes key performance indicators aligned to the recently approved and adopted Physical Activity and Sport Plan 2018 to 2021 (PA&SP) which has identified the need for focussed work in priority areas as detailed within the plan in terms of:
- reduce childhood obesity in primary school aged children,
  - reduce levels of inactive people, and
  - National Statistics Socio Economic Classifications areas (NSEC 6-8).

The Company has already integrated a number of actions for each of the three objectives and sets out how it will work towards the delivery of those objectives through its programming and activities in 2020/21 and then thereafter as both plans evolve. This will encourage increased levels of participation in these groups and thereby contribute to improving health and wellbeing of these residents. Furthermore discussions around the specific performance criteria is still to take place with the Council and this is scheduled for January 2020, between A4T Board Members and NSDC Members. This supports the

changes proposed by the Council with regard to the governance of the Company and the identification of the roles and responsibilities of each organisation.

- 3.13 The business plan also takes into consideration the proposed delivery of a new swimming pool at the Dukeries Leisure Centre. The objectives for this area of work will focus on the development of community swimming and the implementation of the junior swimming pathway, through a wide and inclusive swimming programme, aimed at engaging the communities of Ollerton and the surrounding villages. It is envisaged that this exciting initiative will improve the financial sustainability of the Dukeries Leisure Centre through growing active participation in sport and physical activity in a priority area.
- 3.14 The budgeted management fee for 2020/21 is £121,220 and members will be advised at yearend 2020/21 whether a payment to the Company will be required based on the outturn position. This change in the governance arrangements was agreed by L&E and P&F Committees in November 2019. As mentioned above, and notwithstanding the latest outturn forecast the Council continues to hold 50% of the budgeted management fee for 2019/20 in abeyance pending the year-end outturn position. It is important to note however, that approval is requested, as per Recommendation C below, to enable an early payment of the management fee to the Company if required in order to assist both the Company and the Council in the preparation of their respective final accounts.
- 3.15 In relation to pricing, the Leisure & Environment Committee is required to approve changes to fees and charges. Members will be aware that a three year pricing policy was agreed at the 22 January 2019 L&E Committee however Active4Today is proposing changes to the pricing structure for pay and play activities as detailed in the pricing schedule contained within the Business Plan (page 7).

#### Southwell Leisure Centre Trust

- 3.16 In addition to paying a management fee to Active4Today to operate leisure and sports development services, the Council also pays a cash sum to the Company to provide strategic management support to Southwell Leisure Centre Trust, as well as 'donating' a number of central services such as human resources and ICT.
- 3.17 The total management fee payable to Active4Today for providing management support to Southwell Leisure Centre Trust in 2020/21 remains at £95,850. Southwell Leisure Centre Trust will contribute £15,000 and the remaining £80,850 will be contributed by the District Council and appropriate budget provision has been made for this.
- 3.18 Members are also reminded that discussions with the Trust are ongoing in respect of the centre's future management arrangements. These are linked to further capital investment proposals to increase and improve the fitness facilities for customers in order to create capacity to grow the membership base and improve the sustainability of the site and its leisure offer to the community.

#### **4.0 Equalities Implications**

4.1 The performance framework includes a range of measures that demonstrate work to improve inequalities in sports and leisure participation. An equality impact assessment completed by the Company will support the Business Plan for 2019/20.

**5.0 Financial Implications (FIN19-20/7293)**

5.1 The proposed management fee to Active4Today has been built into the 20/21 budget as per the current years support. As outlined at paragraph 3.14, the financial performance of Active4Today reported at the meeting in November 2019 had improved, however the impact of the loss of water space at Dukeries Leisure Centre continues to impact on income and the revised forecasts for year-end performance currently show a £9,500 deficit position. The balance of the management fee is still in abeyance and will be paid over following agreement of the yearend position.

**6.0 RECOMMENDATIONS that:**

- a) the Active4Today Business Plan 2020/21 be approved;
- b) performance to Period 8 (November) be noted;
- c) Active4Today presents its 2019/20 draft accounts by early April 2020 in order that a the Director – Communities and Environment, with delegated approval, can agree what level of contribution is made to the Company, if any, for 19/20 based on the outturn position; and
- d) the full year financial position be reported to the June Committee.

**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 Matthew Finch on Ext 5716

**Matthew Finch**

**Director – Communities and Environment**

## **LEISURE AND ENVIRONMENT COMMITTEE MANAGEMENT REPORT**

**21 JANUARY 2020**

### **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 November 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 November 2019.

### **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 from 1<sup>st</sup> October 2019 to 30<sup>th</sup> November 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 total is 12,488 against a target of 12,480. This presents a net increase of +8 against the target. However, in comparison to the same period in 2018, there is a decrease in members of 109, from the total membership at that time, which was 12,597.
  - b) As reported previously, membership sales at all sites have slowed significantly and are now plateauing, in comparison to 2 years ago. This is particularly noticeable at Newark, which is the largest membership of all the facilities and represents a large percentage of the overall total figure. That said, although Newark is down against target this year by 47 members, in comparison to the previous year, membership is up by 87 members. The adult membership is currently performing at 8,733 (including SLC), in comparison to 8,664 at 30<sup>th</sup> November 2018; an increase of 69 members. Blidworth is slightly below target this year by 18 members and it is hoped this will increase during 2020, as the new steam and sauna facility comes on line at the end of quarter 4, of the current financial year.

Dukeries Leisure Centre adult membership is below target this year by 19 members. It is hoped this will increase during 2020, as the new swimming pool is developed at the site, towards the end of the year. This will be a fantastic addition for the site and should attract both adult and junior members to the facility.

- c) The children’s membership base is currently performing at 3,755, to the end of November 2019. This is -75 members down against its target of 3,830. This is affecting at both Newark and Dukeries Leisure Centres. Dukeries is currently under target, as a result of the on-going issues with having no swimming pool at the site. However, this will be rectified during 2020, with the addition of the new swimming pool. It is expected this will have a significantly positive effect on the junior membership, when this is developed. During this time, there has been approximately 75 members registered at Dukeries, who are using the Newark facility. Whilst this is positive, to have retained 75 members, this does have a knock on effect for Newark and reduces their ability to sign on junior members at this site, due to lack of space. As reported previously, Newark has also struggled with the recruitment of coaches and has suffered from the loss of coaches to competitor facilities. This has also affected the spaces available for new customers; recruitment has taken place and in-house training undertaken recently. As a result, it is hoped this down turn will be addressed throughout 2020.
- d) The table below provides the detailed actual membership data (for A4T sites only), with a comparison against target and the performance of the same period in 2018.

Site	Type	Actual	Target	Variation of actual to target	Comparison to 2018	Variation to previous year
Blidworth	Adult	792	810	-18	849	-57
Dukeries	Adult	901	920	-19	912	-11
Newark	Adult	4,633	4,680	-47	4,546	+87
Blidworth	Child	32	0	+32	23	+9
Dukeries	Child	258	300	-42	444	-186
Newark	Child	2,094	2,210	-116	2,118	-24
		<b>8,710</b>	<b>8,920</b>	<b>-210</b>	<b>8,892</b>	<b>-182</b>

Table 1, 2019/2020, membership data to 30<sup>th</sup> November 2019

- e) The number of user visits across all sites has experienced a substantial increase in comparison to the cumulative figure for 2018. From 1<sup>st</sup> April to 30<sup>th</sup> November 2019, the sites have seen 812,859 visits recorded, in comparison to 782,087 in 2018. This represents an increase of nearly 31K usage visits.
- f) The largest increase has been identified at Southwell Leisure Centre, where the number of visits have significantly increased, as a result to the improvements of access control on various points of the centre (fitness suite door and swimming changing rooms).
- g) In reviewing the breakdown of usage and the demographics of the users, i.e. females, under 16’s and over 60’s, user data demonstrates that the Company is collecting greater

levels of demographic data, which allows much more informed information about the usage. The user visits for the 60+ age group is continuing to experience almost 12,000 visits per months across all sites. This provides a total number of user visits since 1<sup>st</sup> April of 89,804; an increase of 9,720 on the same period last year, where usage was recorded as 80,084.

- h) Despite the membership base for children experiencing a decrease, the number of user visits for under 16's has seen an increase across all sites for the month of November, to 34,409. This represents an increase of 3,197 in comparison to the same period in 2018, where usage was recorded at 31,212.
- i) The cumulative number of junior membership visits from 1<sup>st</sup> April 2019 to 30<sup>th</sup> November 2019 has been recorded as 269,647 compared to the same period in 2018, which was reported as 259,588. This represents an increase of 10,059. The increase in recorded visits is because of the improved ICT infrastructure and the customers using the multiple course option, included within the children's Xperience programme e.g. a dryside and wetside course and holiday activities included in the top package.
- j) The promotions have continued throughout the period and are part of the marketing and communications framework, to attract both new members and retain those who already use the sites. These included two campaigns, for new members to try the facilities for two weeks, for only £10. The offer was open to juniors during October 2019, covering the school half term holiday. For adults (aged 16 years and above), the promotion ran throughout November 2019.
- k) The number of GP Referrals received from health care professionals between 1<sup>st</sup> April 2019 to 30<sup>th</sup> November 2019, was 334. This, in comparison to the same period in 2018, is an increase of 27, against its figure of 307. The range of providers that are referring to the centres is steadily increasing each month, through the work of the sports development team and the two new employees, which joined the Company recently.
- l) The number of individuals that subsequently joined the subsidised membership was 201, which again presents an increase in comparison to the same period last year of 36. At this time, the number stood at 165.
- m) Partnerships with other community sports facilities are also increasing. Members will be aware that A4T have been supporting the development of the sports hall at Barnby Road Academy, with a view to managing and administering the community bookings from January 2020. Officers have been contacting local clubs and groups to offer site visits in preparation for the building becoming available. A further update will be provided to members on this partnership, throughout 2020.
- n) The customer satisfaction score is calculated through the fitness retention software, TRP and is used across all the leisure centres. The system randomly generates emails to

approximately 30 customers per day and requests feedback on a number of items, including cleanliness, customer services and the journey to the facility e.g. parking, logging in, door access etc. The current performance to 30<sup>th</sup> November 2019 remains very similar, with an average of 47% across all sites, which is 2% higher than the national average of 45%. The score changes on a daily basis due to the nature of the software, however, for the purposes of reporting, the Company average the scores over a monthly period.

#### 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 is agreed with the committee. These were reported at the previous L&E committee to Q2. Below are further comments for the remaining 2 months to period 8, of the 2019/2020 business plan objectives and actions.

OUTCOME	OBJECTIVE	ACTION	PROGRESS to period 8
<b>Healthy and active lifestyles</b>			
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 <sup>th</sup> 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. Free passes have been offered for use at Dukeries LC, for participants and their parent/guardian.
	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 3 schools in the area with one school within walking distance attending the leisure centre for the activities. This will continue as the new sports

			development staff, who joined the team in September, continue to develop key relationships with the school teams.
	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 has been made with key staff meeting with EH colleagues. The children's weight management programme sessions have been through the email marketing system.
Inactive people - develop and provide opportunities for 'inactive people' to increase levels of physical activity and sport.	Identify communities with low activity levels	Promote the 3-year pricing strategy, specifically the new qualifying criteria for concessionary membership in deprived areas Develop a series of outreach activities linking to existing opportunities Offer 12 (one per month per site) free taster activities at centres	Promoted through the Council's Council Tax distribution Attendance at local events including school fayres, 4Uth (NCC Youth Service). Taster sessions offered through swimming teachers courses. A series of trampolining and gymnastics sessions have been offered. Outreach activities have been developed through partnership working in Ollerton. Taster and introductory sessions are planned through the 'RED January' campaign. Additional walking football and walking netball courses have been added to the activity programme and will commence during the new year.
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. At period 8, the increase experienced was 23% on last year.
<b>Accessible facilities</b>			
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	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.	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

	<p>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.</p>	<p>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</p>	<p>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.          The project is moving ahead with planning permission approved. Internal discussions are now taking place with the A4T team to discuss communication and pre-sales for the new facility.</p>
<p>Improve community access through partner facilities and increase usage and access to local sporting facilities</p>	<p>Explore partnerships with other academy's to increase community usage through the use and management of their facilities</p>	<p>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</p>	<p>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. Further conversations have taken place with two other facilities with a view to developing a partnership agreement for managing their facilities for community access.</p>
<p>Achieve a 3-year SLA with the Newark Academy</p>	<p>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.</p>	<p>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</p>	<p>This is progressing and a meeting took place in 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.</p>
<p><b>Financial viability</b></p>			

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 launched in the New Year. This will be tested for 3 months, before any new system is tendered to assess its functionality. Further site visits and meetings have taken place in the period with more information being collated. Currently ICT are supporting A4T with the installation of the latest software, Leisure Hub, which should be live by March 2020.
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 membership groups to include concessionary memberships	This has been implemented across all sites including SLCT. As highlighted in Appendix I, there has been an increase of 44 (23%) concessionary memberships compared to period 8 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 January 2020, 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 has been presented to the L&E committee. This is reported further within the report in the financial section and points out concerns with pensions and utility costs.
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	As set out above	As set out above

	support the 3-year forecast which the Company is hoping to undertake to understand the Company's financial viability		
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 to the 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 from 1<sup>st</sup> October 2019 to 30<sup>th</sup> November 2019 (the two month since the previous L&E report).

## 5.0 **FINANCIAL UPDATE**

5.1 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 and could be re-invested into areas such as, additional sports development activities, subsidised usage for target groups, or additional equipment for outreach work.

5.2 Members will be aware that during January 2019, A4T 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, A4T had a standstill position in its management fee from the Council, during 2019/2020. Revisions have been made to the budgets and savings have been identified across the company. These are mainly in staff vacancies to period 08, 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.

5.3 Set out in the table below, A4T 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 08, 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: 30.11.2019	Profiled budget: 30.11.2019	Actual income and exp: 30.11.2019	Variance to 30.11.2019: profiled budget
<b>Total income</b>	<b>-£3,048,890</b>	<b>-3,105,280</b>	<b>-£2,081,428</b>	<b>-£2,089,618</b>	<b>-£8,190</b>
Staff	£1,987,290	£1,978,790	£1,299,122	£1,276,937	-£22,185
Premises	£425,240	£454,850	£240,146	£204,779	-£35,367
Supplies and services	£711,100	£681,160	£407,579	£272,781	-£134,798
<b>Total expenditure</b>	<b>£3,123,630</b>	<b>£3,114,800</b>	<b>£1,946,846</b>	<b>£1,754,497</b>	<b>-£192,349</b>
<b>Transfer from/to balances A4T</b>	<b>-£74,740</b>	<b>£-9,520</b>	<b>£0.00</b>	<b>£0.00</b>	<b>£0.00</b>
<b>Net balance</b>	<b>£0.00</b>	<b>£0.00</b>	<b>-£134,581</b>	<b>-£335,121</b>	<b>-£200,540</b>

Table 3, Current financial information table 19/20

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

5.4.1 **Income budgets:** There is currently marginal overachievement of income to period 08 of £8K. This is made up of small amounts of increased income, across several income lines e.g. memberships, wetside, pay and play fitness suite and children's income.

5.4.2 **Expenditure budgets:**

- a. **Salary Budgets** - This code currently has a moderate underspend of £22K to period 8. 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. This amount includes all associated on-costs and vacancies across the company. It is expected that this budget will be fully committed at year end.
- b. **Premises Budgets** - This code is currently showing an underspend of £35K to period 08. This is largely due to utilities payments being one month behind; these have an estimated combined expenditure of approximately £24K, 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 November 2019; this is approximately £11K, 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 £135K over several budget headings. The main areas for the current underspend are; £82K remains currently unpaid for support services provided by the Council, due to queries on the SLA's and invoices. These issues have been raised with the council and a meeting has been scheduled for 20<sup>th</sup> January 2020, in a bid to sign off the outstanding issues, allowing the invoices to be paid. In addition to the above £82K, there is currently a £11K underspend within the marketing budget, as set out above. This amount will be used to support the deficit identified earlier within the year. There is also a 13k underspend on irrecoverable VAT, which directly correlates to the current underspends. Once these have been paid, the Irrecoverable VAT will be committed. Other equipment costs are committed for 10k and are awaiting invoices being raised.

5.5 **Overall Financial Summary to date:** Active4Today were predicting a shortfall in their 2019/2020 budget of £22K at period 6. Since the last report, there have been small savings made across various codes, resulting in a predicted shortfall at period 8, estimated to be £9.5K at year-end. There has however been a 10k increase to the repairs and maintenance budget at the Newark site, which has been offset, through increases in the facility hire income budget. The reduction in this deficit is supporting the financial sustainability of the Company, which as Council members will be aware, is a key objective for Active4Today and the Council. It is hoped that if the New Year is busy, the deficit identified above, can be reduced further with the target being a zero position, at year-end. The above position is currently based on receiving the second half of the management fee, currently held by the Council, which is approximately £60K.

5.6 As previously reported, in the event there remains a shortfall at the end of the financial year, this could, either be funded from an increased management fee from the council, or from the current A4T reserves and balances.

## 6.0 **PROPOSED 2020/2021 BUSINESS PLAN and 2020/2021 BUDGET**

6.1 Attached at appendix III is the proposed business plan in the format, which members will be familiar with and which was presented to Members in draft form during November 2019. 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 There are 10 high-level aims and actions currently proposed for the business plan, which support the council's Community Plan and the council's Physical Activity and Sport Plan 2018 to 2021, which was agreed with the committee during 2018. Further discussions around the specific performance criteria is still to be agreed and meeting is being scheduled during January 2020, between the A4T Board and NSDC Members. This work will

in turn support the changes proposed by the council, regarding the governance of the Company and the identification of the roles and responsibilities of each organisation.

- 6.3 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.
- 6.4 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.
- 6.5 As reported to Members, the budget for 2020/2021 has been prepared, in line with the business plan attached. The budget for 2020/2021 has been extremely challenging in its preparation, as the expenditure has not been fully met, through income generation. Four areas which have significant affected the Company, are set out below:
- 6.5.1 **Nottinghamshire County Council Pension Fund – Triennial Actuarial Valuation** – The main purpose of the valuation is to set the employer contributions for the following three years and below is the in-year finance required by A4T for the year 2020/2021:
- Primary rate - the percentage increase of currently 14.5% is increasing to 17.6%
  - Secondary rate – the in year payment by A4T is increasing from £33,821 to £135,729
- 6.5.2 These increases identified above and which were presented to A4T during December 2019, equate to an in-year increase of £144,330.
- 6.5.3 **Zero Management fee** – Currently the Council under the new governance arrangements are proposing a zero management fee for 2020/2021; As a result, the Company has built in a reduction of £121,220, which will not be reviewed until the year-end has closed, on 31<sup>st</sup> March 2021.
- 6.5.4 **Utilities** – During 2019/2020, utilities increased on average by 18%. Due to the nature of the contract, which NSDC and A4T belong to, the percentage increase on utilities for 2020/2021, will not be known until April 2020. As a result, a 7.5% increase has been applied across all sites, which adds an additional £32K to the budget.
- 6.5.5 **Cost of living increase** - This has added a further £20K to the budget.

6.6 As a result of the above and the additional usual increases in other costs, a further £317,875 has been added to the A4T budget. The Company has worked hard to mitigate this by increasing income over the 2019/2020 financial year, by £105K. However, with the current issues identified, including, standstill memberships, increased costs in expenditure and no swimming provision at Dukeries Leisure Centre, until Q4, the Company is predicting a shortfall in its 2020/2021 budget of £275,120. However, in the event the current management fee of £121,220 continues to be paid, there remains a real deficit in the budget of £154K. A substantial amount of which is the £144K pension increase.

## **7.0 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.

7.2 It is proposed that the business plan attached is approved, pending the discussion around the performance criteria, between the A4T Board and the Members of NSDC, during January 2020.

## **8.0 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.

## **9.0 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](mailto:andy.carolan@active4today.co.uk)***

Pentana PI Ref	Active4Today Performance Indicators (incl SLCT)	30th Nov			Growth (+) Decline (-)	Comments
		2018	2019			
HHC_KI108	No. of User Visits - TOTAL	782,087	812,859	+3.93%	Increase in user visits experienced, which is attributable to all areas of the business and SLCT. A high proportion of growth has been seen at SLCT specifically due to the introduction of the access control system. (This is a cumulative figure from 1st April 2019).	
A4T_DI001	No. of Leisure Centre user visits - Children (under 16) - TOTAL	259,588	269,647	+3.87%	A slight growth has been experienced, despite a decrease in the childrens membership base.	
A4T_DI002	No. of Leisure Centre user visits - Aged Over 60 - TOTAL	80,084	89,804	+12.14%	An increase in user visits has been experienced, which is attributable to the continued offer of various classes that have been introduced in the last year, targeting this age group.	
A4T_DI003	No. of Leisure Centre user visits - Deprived areas - Total users	24,381	13,887	-43.04%	The reduction in comparison to last year is due to a variation to the calculation method to the figure reported in 2018. To truly compare last year to this years' performance, there would be a slight increase of 1,230 visits (12,657).	
A4T_DI004	No. of individuals referred to Active4Today from a health professional - Total	307	334	+8.79%	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.	
A4T_DI005	No. of individuals referred to Active4Today from a health professional - Attended Session - TOTAL	165	201	+21.82%	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.	
A4T_DI006	No. of Community Groups supported by Sports Development	19	21	+10.53%	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.	
A4T_DI007	No. of user visits on Sports Development programmes in deprived areas	497	397	-20.12%	There have been a limited number of activities taking place in community settings during the last 2 months due to the season 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. More qualitative detail included in appendix II.	
A4T_DI008	Live Leisure Centre Membership base (adults) - Total	8664	8733	+0.80%	There has been a slight increase in the adult membership base across all sites (+69). (This includes SLCT).	
A4T_DI009	Live Leisure Centre Membership base (children) - Total	3933	3755	-4.53%	A slight decrease has been seen in the children's membership base compared to the same period last year (-178). (This includes SLCT).	
A4T_DI014	% Customer Satisfaction - TOTAL	40	47	+17.50%	There has been a slight increase in customer satisfaction during the period 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. 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.	
A4T_DI015	Number of people on concessionary membership	191	235	+23.04%	An increase has been seen in the number of members providing evidence to secure a concessionary membership. Outreach activities have 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 1<sup>st</sup> October to 30<sup>th</sup> November 2019 Sports Development update

#### Club and Coach Development

The AGM's of both Newark and Sherwood Sports Council and Southwell Sports Forum was held in early October 2019, with 14 clubs represented across the two groups.

In order to maintain momentum, the N&S Sports Council met for a second time during the period, with 17 individuals in attendance, representing 10 clubs. There has been a working group established for a 'Festival of Sport 2020'. Alongside this, a social media group will also meet to develop a social media account with 4 volunteers nominated, to manage the account.

The team invited all lawn bowls clubs to a meeting to discuss the support that is available to them. A representative was also present from the Bowls Development Alliance, the National Governing Body for the sport. There were 8 clubs represented, with many clubs sharing the challenges they face, with increased maintenance costs and a decreasing participation. A package of support has been offered and clubs were extremely grateful.

#### Inclusion

In October 2019 the penultimate football session for girls with a disability was held. Over the year there have been 12 individuals regularly attending and benefiting from taking part in both conditioned and small-sided games; with an emphasis on fun and inclusion.

A meeting with Coalfields Regeneration Trust has led to a free programme being planned for the New Year to access Friday night football session at Dukeries Leisure Centre. This will be available to young people aged 11+. Due to the unique way that it will be funded, the sessions will be ongoing, led by professional coaches and at no cost to participants. Meetings will take place with both the Dukeries Academy and the Dukeries Young People's Centre in the coming weeks, to ensure that engagement is maximised with local young people.

Over October and November 2019, 7 new VISPA volunteers were recruited, working across all 4 centres; in addition, there has been volunteers placed in the community clubs, at the Super 1's Disability Cricket session. A work placement was provided to a pupil from Newark Academy in October, offering the opportunity to experience a number of roles within the NSFC.

The team also engaged with young people in the district looking to have a career in sport and leisure by attending both a 'mock interview' morning at The Minster School and also by doing a

presentation to BTEC students at Newark College, discussing opportunities at Active4Today. Information was also provided to the participants on the forthcoming 'VISPA Academy', which is being launched by the Company and will give volunteers valuable work based leisure knowledge as well as free training courses aimed at upskilling the young people.

### Active Lifestyles

The team have been working on a plan for raising the profile of the national campaign 'RED January'. The campaign highlights the positive effect that physical activity has on mental health, encouraging people to be active every day of the month. There will be a daily social media post sharing ideas of how and where people can be active alongside a series of inclusive 'introduction to' sessions delivered at all sites. There are a number of partners involved including local sports clubs and community groups.

Staff have visited Beaumont House Hospice, Newark, to arrange and organise some sessions for an 'activity week' to be held in 2020. This will enable those in hospice care, to take part in a variety of wellbeing activities both for their physical and mental health.

There has been a continued promotion of the low level classes and activities on offer i.e. GP Referral, Heart Fit and chair exercise classes. The Active Lifestyles Officer has visited many established groups including a pulmonary rehabilitation group and diabetes management groups, as well as making further links with other local social groups, that meet in community settings.

Following the success of the Junior Parkrun at Dukeries, A4T has given away several 7 day free leisure centre passes to participant, as well as the opportunity for their parent and or carer to join them free also. The 7-day passes, allow access to all facilities at Dukeries Leisure Centre, encouraging families to participate in physical activity together.

# BUSINESS PLAN

## 2020/2021



**ACTIVE**  
Leisure Sport Wellbeing

0000001

[www.active4today.co.uk](http://www.active4today.co.uk)  
contact us at  
[memberships@active4today.co.uk](mailto:memberships@active4today.co.uk)



## CONTENTS PAGE

The Business

Leisure facilities

Outreach work

Club development

Aims and Actions

Customers

Services

Key Competitors

Marketing

Staffing

Performance Management

Finance

## **THE BUSINESS**

Active4Today Ltd was launched on 1<sup>st</sup> 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 30<sup>th</sup> November 2019, of 12,488; 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.

	<b>AIMS</b>	<b>ACTION</b>
<b>1.</b>	<b>Healthy and active lifestyles</b>	
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
<b>2.</b>	<b>Accessible facilities</b>	
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
<b>3.</b>	<b>Financial viability</b>	
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 1<sup>st</sup> 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	£4.80	£5.50	£6.00
Squash	£7.50	£8.00	£9.00	£10.00
Fitness Suite	£6.50	£7.00	N/A	N/A
Fitness Suite Classes	£6.50	£7.00	N/A	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	£3.30	£3.50	£4.00
Squash	£4.00	£5.00	£5.00	£6.00
Fitness Suite	£3.00	£4.00	N/A	N/A
Fitness Suite Classes	£3.00	£4.00	N/A	N/A

Fig2: Proposed Core Prices for Adults and Children – 2020/2021

The Company is proposing minor increases in pay and play prices for adults, with no pay and play increase on junior pay and play activities. 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**

**21 JANUARY 2020**

### **GARDEN WASTE UPDATE**

#### **1.0 Purpose of Report**

- 1.1 To update members on progress for bringing the Garden Waste service back to Newark and Sherwood District Council from properties currently served by Rushcliffe Borough Council and Mansfield District Council.
- 1.2 To seek a member decision on pricing of the service for 2020/21.
- 1.3 To update members on plans for the expansion of the service from April 2020.

#### **2.0 Background Information**

- 2.1 From 2014 the Garden Waste Service was delivered in partnership with Rushcliffe Borough Council (RBC) and Mansfield District Council (MDC) using a mixed delivery approach within the District. However, following a Leisure & Environment Committee decision in January 2019, the service will be brought back in house with Newark and Sherwood District Council (NSDC) commencing service delivery for the whole district from 1 April 2020. This decision was taken as the provision of the service 'in-house' contributes to the Council's green aspirations, offers NSDC greater control ahead of the National Waste Strategy, provides a better customer experience through a single point of contact and aligns with the Council's commercial ambitions.

#### **3.0 Proposals**

##### **3.1 Update on Bringing the Garden Waste Service 'In-House'**

The customer service system for delivering garden waste has been developed and is in testing ready for rollout on 1 April 2020. Customer communications are expected to go out from 3 February informing customers of the change and requesting customers to sign up for the service for 2020/21. The Garden Waste webpage has been updated and the whole service will be relaunched in January 2020 rebranded as 'Garden Recycling' to reflect that garden refuse is composted not landfilled as 'waste' and thus recycled sustainably.

##### **3.2 Financials**

The decision to bring the Garden Waste Service back in house, taken in January 2019, was based on customer numbers and financials provided within the Business Case. Below are the updated figures for member information:

<b>Customers Numbers</b>		
	<b>Expected Numbers for 2020/21</b> From Business Case Jan'2019	<b>Updated Numbers for 2020/21</b> Updated Dec'2019
Rushcliffe BC	2,246	2,027
Mansfield DC	5,514	5,122
Growth	538	538
<b>Total</b>	<b>8,298</b>	<b>7,687</b>

Whilst there is a decline in the number of customers coming from MDC and RBC the number of customers in the NSDC delivery area has increased therefore overall the net change from the business case is minimal (a 1% positive variance).

<b>One-Off Costs</b>		
	<b>Expected Costs</b> From Business Case Jan'2019	<b>Updated Costs</b> Updated Dec'2019
Two 32-Tonne Trucks	£370,000	Not required
Bin purchase	£82,980 *Estimate based on £10 per bin	£53,809 *Actual purchase at £7 per bin
<b>Total</b>	<b>£452,980</b>	<b>£53,809</b>

The business case also budgeted for two additional vehicles to deliver the service. However, upon reflection, the service will use the best vehicles in the existing fleet. This will enable us to as we learn more about the requirements of the rounds and re-position the fleet as more information becomes available about the National Waste Strategy. There was also a £29.1k saving against budgeted bin costs and the difference was used to enhance the garden waste software provision (urgency item noted at Policy & Finance Committee on 26 September 2019).

Please see appendix one for the revenue impact of these changes on the Business Case numbers.

### 3.3 **Service Pricing**

The decision to charge £37 a bin was taken in January 2019 before the successful Cleaner, Safer, Greener programme or the adoption to the Community Plan with its objectives around recycling and greening the district. In light of this Council wide 'cleaner and greener' focus it would be most appropriate to promote good waste management and increase recycling rates through greater uptake of the garden waste service. Therefore, it is the officer recommendation that the current charge of £35 is maintained for 2020/21.

This would impact not only the customers coming back 'in-house' but also the customers already served by NSDC. Using the most recent customer numbers, altering the service charge from £37 to £35 a bin would change the income for 2020/21 from £497.5k to £471k a £26.5k financial impact.

### 3.4 **To summarise;**

	<b>Original Business Case</b> <i>13,327 customers at £37</i>	<b>Updated Business Case</b> <i>13,331 customers at £37</i>	<b>Updated Business Case £35 charge</b> <i>13,331 customers at £35</i>
Service Charge for bins from RBC, MDC & Growth	£307,026	£284,419	£269,045
Service Charge for bins from NSDC	£186,073	£208,828	£197,540
Bin Replacements/ New Bins	£4,400	£4,400	£4,400
<b>Total Income</b>	<b>£497,499</b>	<b>£497,647</b>	<b>£470,985</b>

Therefore, to summarise, a member decision to alter the charge from £37 to £35 for 2020/21 would have a £26.6k impact on the income received.

### 3.5 **Expansion of the Service**

The aim is to expand the Garden Recycling service to increase service income in line with the Council's aspirations, increase the district's recycling rate and improve the waste practices of service users by encouraging considered waste disposal practises.

This will be achieved through:

- Targeted marketing to increase service penetration,
- Expansion of the offer to increase the number of households utilising the Council's garden waste service by offering a lower cost 'bag service' for residents with smaller gardens who would not require a full size bin, and
- Clear branding of the service demonstrating the 'USP' of the service in that the service is all-year around, reliable, regular and environmentally friendly.

### 4.0 **Equalities Implications**

4.1 No adverse impacts have been identified. Assisted bin collections currently offered for refuse and recycling will be extended to garden waste service users. The garden waste service will remain an opt-in chargeable service at this current time and the methods of payment will stay the same.

### 5.0 **Financial Implications (FIN19-20/7619)**

5.1 As per 'One off Costs' part of the table at 3.2 the £370,000 is no longer required for the two 32 tonne trucks. Therefore £89,410 can be allocated to the three new vehicles required following the waste management review as per the report to this committee on 24 September as we now have the vehicle specification. This leaves £280,590 no longer required in the Capital Programme, freeing up capital receipts for other projects and therefore reducing the need to borrow for other schemes. Approval for these changes will be sought as part of the Capital Budget Report to Policy & Finance Committee on 20 February 2020.

5.2 An urgency item was noted at the Policy & Finance Committee on 26 September reporting the reduced costs of the bins with a recommendation to use the difference to enhance the garden waste software provision with the remaining amount set aside for new customer's bins.

5.3 The Business Case income was for the areas returning to Newark and Sherwood District Council, from MDC and RBC. The income projected is now £38k less, due to a reduction in the forecast collection numbers, and by agreeing to keep the charges at the 2019/20 price of £35 per bin. The projected surplus has now reduced to £16.6k.

5.4 However, the NSDC customer numbers have increased, and with the reduction to £35 per bin, the income is expected to still increase by £11.5k. Therefore, the NET income reduction in the whole Garden Waste service, if the price stays at £35 per bin, is £26.5K.

### 6.0 **Community Plan – Alignment to Objectives**

6.1 This Garden Waste service achieved a surplus and thus contributes to the objective to 'generate more income, improve value for money and increase residents' satisfaction with the Council'. The provision of the service in-house also means a better customer

experience. Whilst the improved waste management and increased recycling contributes to the 'improve the cleanliness and appearance of the local environment' objective and the 'protect, promote and enhance the district's natural environment' objective.

## **7.0 RECOMMENDATIONS: that**

- a) Members note the updates within the report;
- b) Recommendation to the Policy & Finance Committee the removal of the £280,590 no longer required for the RCV's from the capital programme in order to reallocate the capital receipts to other projects; and
- c) Members endorse amendment of the Garden Waste Service charge from £37 to £35 for 2020/21 and recommended to Policy and Finance Committee.

### **Reason for Recommendations**

**To enable the Council to provide a Garden Waste Service that delivers a quality customer experience and contributes to the Council's 'green' aspirations.**

### **Background Papers**

Nil

For further information please contact Ella Brady on Ext.5279

**Matt Finch, Director of Communities & Environment**

**Appendix One: Business Case Updated Revenue Impact**

<b>Updated Revenue Budget</b>		
	<b>Expected Costs for 2020/21</b> From Business Case Jan'2019	<b>Updated Costs for 2020/21</b> Updated Dec'2019
Staffing (two drivers and four loaders)	£151,640	£151,640
Running of two vehicles	£50,110	£50,110
Supplies and services	£12,580	£12,580
Postage and staffing (customer invoices and queries)	£42,450	£42,450
<b>Total Expenditure</b>	<b>£256,780</b>	<b>£256,780</b>
	<b>Expected Income for 2020/21</b> From Business Case Jan'2019	<b>Updated Income for 2020/21</b> Updated Dec'2019
Service Charge for bins from RBC & MDC & Growth (at £35 per bin)	£ 307,026	£269,045
Bin Replacements/ New Bins (at £22 per bin)	£4,400	£4,400
<b>Total Income</b>	<b>£311,426</b>	<b>£273,445</b>
<b>Net Impact</b>	<b>£54,646</b>	<b>£16,665</b>

Therefore, the updated financial impact of the service in 2020/21, based on the charge of £37 per bin, now remaining at £35 per bin, is a surplus of £16.7k in 2020/21. This is £38k lower than the Business Case forecast of a £54.6k surplus.

## LEISURE & ENVIRONMENT COMMITTEE

21 JANUARY 2020

### HAWTONVILLE COMMUNITY CENTRE MANAGEMENT PROGRESS REPORT

#### **1.0 Purpose of Report**

1.1 To provide Members with an update report in respect of Hawtonville Community Centre and the progress being made following the transfer of the management of the centre to Reach Learning Disability (RLD), a local charity supporting vulnerable adults in Newark & Sherwood, through the granting of a 3 year tenancy agreement.

#### **2.0 Background Information**

2.1 Leisure & Environment Committee agreed at its meeting on 15 February 2018 that:-

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

2.2 At its meeting of 26 June 2018 Leisure & Environment considered an interim progress report and agreed the following recommendation:-

- That Leisure & Environment Committee receive an update report at 6 monthly intervals on the activities and services delivered to the community through the Hawtonville Community Centre in respect of its contribution to the delivery of the priorities and objectives of the Hawtonville Neighbourhood Study.

2.3 Accordingly this report provides a member update of how the relationship between RLD, its use of the building and its engagement and relationship with the community has developed after 18 months of occupation.

#### **3.0 The Current Overview**

3.1 RLD has now firmly established its operational base at the centre and is recognised as an integral part of the local community. The centre provides a safe, secure and inviting space for service users and the atmosphere at the centre during service user facing time (10.00 am to 12.00pm and 1.00pm to 3.00pm Monday to Friday) is vibrant. Friday nights are also popular with many service users regularly attending the social evenings, which run every Friday from 6.00pm to 8.30pm. This is a clear demonstration that service users see the centre as a place where they want to spend their social time. This is a real testimony to the

relationship that exists between staff and volunteers and service users but equally because the building is perfect for such activities.

- 3.2 In 2018/19 face to face service user hours for the 120 service users was 23,827 and this figure is likely to increase in 19/20 as further enquiries are received from potential service users which will further enhance the sustainability and reputation of RLD. Service users use their personal budgets and elect to attend sessions that interest them from the programme delivered by the RLD team, which are designed to teach life skills and promote independence. In addition to increasing the number of service users, current service users are increasing their engagement with the programme and attending more sessions which is also increasing the number of supported hours delivered.
- 3.3 Since relocating to the centre, two service users have moved to the Hawtonville area and a further two are actively seeking accommodation in the locality so that so that they are closer to the centre. Furthermore two new members of staff have been recruited to support the service users, one of which is local resident. This appointment is in addition to the site caretaker/cleaner who also lives on the estate.
- 3.4 The ground floor of the centre is occupied by RLD Monday to Friday typically from 8.00am to 5.00pm and community access is available from 5.00pm to 10.00pm in the three communal areas during evenings and at weekends. The first floor rooms are now occupied by Reach Care following improvements including the installation of air conditioning, improved security, decoration and new carpeting funded by Reach Care and this arrangement is working well, and has brought largely redundant space back in to use thereby contributing to a more sustainable operating model. It is also worth noting that Reach Care have achieved an 'Outstanding' rating as a domiciliary care provider by the Quality Care Commission (CQC) which places it in the top 3% of providers nationally.
- 3.5 Currently community use of the centre remains positive with a number of community groups continuing to use the centre, including the Dance School (2 evenings each week and Saturday) and Yoga. A fitness session will restart shortly and children's party bookings remain popular with the local community and are growing gradually. Recently the centre was the focus of a Prince's Trust community project, which involved painting some of the rooms and works to the outside area to improve the appearance of the centre and grant funding was secured from the BNA Charitable Trust to replace the stage curtains. In addition Reach has been granted a 'Right To Occupy' the allotment site on Eton Avenue as a part of its day-care offer and has plans to develop the site more fully if a longer term lease can be secured.
- 3.6 Although RLD has reported a reduction in the levels of anti-social behaviour (asb) following a change in operating procedures and improved CCTV provision there are still some challenges with a small number of young people. However, RLD will continue to monitor the situation and liaise with the Council, its partners and the community to further reduce the indents of anti-social behaviour around the centre to maintain a safer environment for all.

#### **4.0 Proposal**

4.1 That Leisure & Environment Committee note the content of the report and the progress made by RLD following its first 18 months of occupancy of the Hawtonville Community Centre following its relocation in April 2018 as part of a three-year tenancy agreement.

## **5.0 Equalities Implications**

5.1 This is primarily a progress report for update and information purposes only and has no anticipated equalities impact in respect of the various protected characteristic groups. RLD is an organisation that delivers services to disabled adults. It also offers community access during evenings and at weekends to the wider community and it is not anticipated that the tenancy agreement will have any adverse impact in this regard.

## **6.0 Impact on Budget/Policy Framework**

6.1 Day to day operational costs including NNDR, utilities, administration and cleaning staff, minor repairs and statutory health and safety management costs are now the responsibility of RLD and this is offset by it retaining income from user groups subject to an agreed equitable share of any surplus income over expenditure as recommended by Members and as defined within the lease agreement. As can be seen from the report community costs were greater than income generated during the first year of occupation.

6.2 Major repairs and renewals associated with the centre remain with the District Council as landlord and such costs will be managed appropriately and contained within the existing budget provision for the Council's neighbourhood centres.

## **7.0 Financial Implications (FIN19-20/6415)**

7.1 The agreement passports all day to day running costs of the Centre on to RLD, but also allows them to generate the income made by the centre. The impact of this on the budget is zero in terms of the forfeited income against the reduced expenditure. The Council retains liability for the major repairs and renewals for which it currently has budget provision for 2019/20.

There is, within the agreement, a clause relating to a split of the profits made within the facility. Any income from community use made in excess of all expenditure incurred in running the facility will be split equally between the Council and RLD.

## **8.0 RECOMMENDATION**

**That Leisure & Environment Committee note the content of the progress report detailing activities and services delivered to the community through Reach Learning Disability's occupation and management of the Hawtonville Community Centre in 2019/20.**

### **Reason for Recommendation**

**To monitor and review the operational management and sustainability of the Hawtonville Community Centre by RLD.**

Background Papers - Nil

For further information please contact Andy Hardy, Health Improvement and Community Relations Manager, on 01636 655708.

**Matthew Finch**  
**Director - Communities & Environment**

## LEISURE AND ENVIRONMENT COMMITTEE

21 JANUARY 2020

### UPDATE ON THE IMPLEMENTATION OF THE GRAFFITI POLICY

#### **1.0 Purpose of the Report**

1.1 To Update Members on the progress on the implementation of the Graffiti Policy for Newark and Sherwood that was adopted earlier this year.

#### **2.0 Background**

2.1 A new Graffiti Policy was adopted by the Council in June 2019 aimed at supporting the Cleaner Safer Greener agenda.

2.2 The Graffiti Policy introduced a new timeframe for dealing with new items of Graffiti, with differing response times for different categories of Graffiti.

2.3 It was proposed to implement the times scales once all the existing graffiti across the district had been removed.

#### **3.0 Introduction**

3.1 The task of identifying, photographing, mapping and removing the graffiti present in the district has taken longer that was initially anticipated. All the graffiti has now been identified, photographed and mapped.

3.2 The Cleansing team has now assessed the graffiti and removal of it is underway. It is anticipated that this take around three months.

#### **4.0 Joint Enforcement**

4.1 Where new items of graffiti are identified officers from the Council are liaising closely with the Police to carry out joint investigations. A large piece of graffiti that recently appeared in Newark has produced number of promising leads as to the identity of the perpetrator.

4.2 In addition, we are working in partnership with other organisations on diversionary art projects and workshops, particularly in relation to murals and public art which make a positive contribution to the area, reflect the community, and discourage tagging. The day of action in Ollerton was one such event where young people produced a new back drop to the Ollerton Skate Park by working with local artist.

4.3 Plans are also well advanced to work with young people in Boughton to create art work on the wood hoardings to the NASH housing development site. The project has been devised by Nottinghamshire County Council and Newark and Sherwood District Council in association with Newark and Sherwood Homes. Local youngsters from Ollerton and Boughton are working with Youth Workers and an artist to devise a theme of local village heritage such as mining.

**5.0 RECOMMENDATIONS that:**

**The update to the implementation of the Graffiti Policy be noted.**

**Reason for recommendation**

To support the Cleaner Safer Greener agenda and to have in place a Policy for graffiti removal that reflects the current level of graffiti in the district.

**Background papers**

Nil

For further information please contact Andy Kirk – Business Manager Waste and Transport or Alan Batty Business Manager –Public Protection.

Matthew Finch  
Director – Communities and Environment

**Forward Plan of the Leisure & Environment Committee Decisions from 1 January 2020 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.

<b>Meeting Date</b>	<b>Subject for Decision and Brief Description</b>	<b>Contact Officer Details</b>
TBC	Mental Health – Charity MIND and/or Other Charities and Voluntary Groups	<a href="mailto:leanne.monger@newark-sherwooddc.gov.uk">leanne.monger@newark-sherwooddc.gov.uk</a>
21.01.20	Hawtonville Community Centre Update	<a href="mailto:leanne.monger@newark-sherwooddc.gov.uk">leanne.monger@newark-sherwooddc.gov.uk</a>
21.01.20	Active4Today Final Business Plan & Performance (up to end of November – part Q3)	<a href="mailto:leanne.monger@newark-sherwooddc.gov.uk">leanne.monger@newark-sherwooddc.gov.uk</a>
21.01.20	Garden Waste Update	<a href="mailto:andy.kirk@newark-sherwooddc.gov.uk">andy.kirk@newark-sherwooddc.gov.uk</a> <a href="mailto:matt.adey@newark-sherwooddc.gov.uk">matt.adey@newark-sherwooddc.gov.uk</a> <a href="mailto:ella.brady@newark-sherwooddc.gov.uk">ella.brady@newark-sherwooddc.gov.uk</a>
21.01.20	Update on Graffiti Removal following policy adoption by Leisure & Environment Committee	<a href="mailto:alan.batty@newark-sherwooddc.gov.uk">alan.batty@newark-sherwooddc.gov.uk</a> <a href="mailto:andrew.kirk@newark-sherwooddc.gov.uk">andrew.kirk@newark-sherwooddc.gov.uk</a>
27.03.20	Health & Wellbeing Plan – Target Areas/Placed Based Approaches	<a href="mailto:leanne.monger@newark-sherwooddc.gov.uk">leanne.monger@newark-sherwooddc.gov.uk</a>
27.03.20	Business case for the provision of a steam and sauna facility at Newark Sports & Fitness Centre	<a href="mailto:matt.finch@newark-sherwooddc.gov.uk">matt.finch@newark-sherwooddc.gov.uk</a>
27.03.20	Sports & Recreation Facilities Plan	<a href="mailto:leanne.monger@newark-sherwooddc.gov.uk">leanne.monger@newark-sherwooddc.gov.uk</a>
27.03.20	Health & Wellbeing Plan – Annual Update	<a href="mailto:leanne.monger@newark-sherwooddc.gov.uk">leanne.monger@newark-sherwooddc.gov.uk</a>
27.03.20	Environmental Services Strategy	<a href="mailto:matt.finch@newark-sherwooddc.gov.uk">matt.finch@newark-sherwooddc.gov.uk</a> <a href="mailto:andrew.kirk@newark-sherwooddc.gov.uk">andrew.kirk@newark-sherwooddc.gov.uk</a> <a href="mailto:matt.adey@newark-sherwooddc.gov.uk">matt.adey@newark-sherwooddc.gov.uk</a> <a href="mailto:ella.brady@newark-sherwooddc.gov.uk">ella.brady@newark-sherwooddc.gov.uk</a>

17.03.20	YMCA Community & Activity Village Update	<a href="mailto:leanne.monger@newark-sherwooddc.gov.uk">leanne.monger@newark-sherwooddc.gov.uk</a>
17.03.20	Fly Tipping Update	<a href="mailto:matt.finch@newark-sherwooddc.gov.uk">matt.finch@newark-sherwooddc.gov.uk</a> <a href="mailto:alan.batty@newark-sherwooddc.gov.uk">alan.batty@newark-sherwooddc.gov.uk</a>