



*Kelham Hall  
Newark  
Nottinghamshire  
NG23 5QX*

*Tel: 01636 650000*

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

**Chairman: Councillor P.C. Duncan**  
**Vice-Chairman: Councillor N.B. Mison**

**Members of the Committee:**

**Councillor M.G. Cope**  
**Councillor G. Dawn**  
**Councillor Mrs L. Hurst**  
**Councillor R.J. Jackson**  
**Councillor J.D. Lee**

**Councillor Mrs S. Soar**  
**Councillor D. Staples**  
**Councillor Mrs L.M.J. Tift**  
**Councillor K. Walker**  
**Councillor B. Wells**

**Substitutes**

**Councillor D. Batey**  
**Councillor Mrs I. Brown**  
**Councillor Mrs R. Crowe**  
**Councillor D. Thompson**  
**Councillor I. Walker**

## **AGENDA**

**MEETING: Leisure & Environment Committee**

**DATE: Tuesday, 24 January 2017 at 6.00pm**

**VENUE: Room G21, Kelham Hall**

**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 01636 655247.

## **AGENDA**

**Page Nos.**

- |    |   |        |
|----|---|--------|
| 1. | Apologies for Absence   |        |
| 2. | Minutes of the Meeting held on 15 November 2016   | 3 – 8  |
| 3. | Declarations of Interest by Members and Officers and as to the Party Whip   |        |
| 4. | Declaration of Any Intentions to Record the Meeting   |        |
| 5. | A presentation will be provided by Alan Batty – Business Unit Manager and Sheridan Stock Assistant Business Unit Manager regarding Environmental Health and Licensing Business Unit<br><i>(maximum 20 minutes presentation followed by questions and answers)</i> |        |
| 6. | Illegal Waste Collection and Storage  | 9 - 11 |

### **PART 1 - ITEMS FOR DECISION**

- |     |  |         |
|-----|--|---------|
| 7.  | Active4Today – Business Plan, 2017/18 and Quarterly Performance Update                       | 12 - 31 |
| 8.  | Options for the Future Delivery of Arts and Community Development within Newark and Sherwood | 32 - 38 |
| 9.  | Leisure & Environment Committee Revenue Budget 2017/18 - 2021/22                             | 39 - 57 |
| 10. | Proposals for the Future Engagement with Newark and Sherwood Clinical Commissioning Group    | 58 - 59 |

### **PART 2 - ITEMS FOR NOTING**

- |     |                                      |               |
|-----|--------------------------------------|---------------|
| 11. | Health and Wellbeing/Health Scrutiny | Verbal Update |
|-----|--------------------------------------|---------------|

### **CONFIDENTIAL AND EXEMPT ITEMS**

None

## **NEWARK AND SHERWOOD DISTRICT COUNCIL**

Minutes of the meeting of the **LEISURE & ENVIRONMENT COMMITTEE** held in Room G21, Kelham Hall, Newark on Tuesday, 15 November 2016 at 6.00 pm.

PRESENT: Councillor P.C. Duncan (Chairman)

Councillors: R.V. Blaney (Ex-Officio), M.G. Cope, Mrs L. Hurst,  
R.J. Jackson, J.D. Lee, N.B. Mison, Mrs S. Soar, D.B. Staples,  
Mrs L.M.J. Tift, K. Walker and B. Wells.

ALSO IN

ATTENDANCE: Councillors: D. Batey, Mrs R. Crowe, R. Crowe and I. Walker

### 25. APOLOGIES FOR ABSENCE

There were none.

### 26. MINUTES OF THE MEETING HELD ON 20 SEPTEMBER 2016

AGREED that the Minutes of the meeting held on 20 September 2016, be approved as a correct record and signed by the Chairman.

### 27. DECLARATION OF INTERESTS BY MEMBERS AND OFFICERS

NOTED that no Member or Officer declared any interest pursuant to any statutory requirement in any matter discussed or voted upon at the meeting.

### 28. DECLARATION OF ANY INTENTIONS TO RECORD THE MEETING

The Chairman advised that the proceedings were being audio recorded by the Council.

### 29. ACTIVE4TODAY PRESENTATION

A presentation regarding Active4Today was provided by the Business Manager and Chief Financial Officer – Financial Services, Managing Director - Active4Today, Director of Communities and Director of Development (both Active4Today).

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

In answer to a Members question It was confirmed that Officers were working with all 186 clubs within the district at their locations.

A Member congratulated the team establishing the Newark Leisure Centre and commented that some of the issues for example 70% of people not doing activity should be addressed. It was suggested that other organisations could be contacted to engage with people.

A Member asked why there was a reduction in the use by the over 65's and 16-18 age group. It was confirmed that the over 65 performance indicator may need to be addressed as the age group 64 and under is counted within the general performance indicator.

It was confirmed that the increase in female membership was across all leisure centres.

AGREED (unanimously) that the presentation be noted.

30. ACTIVE4TODAY DRAFT BUSINESS PLAN 2017/2018

The Committee considered the report presented by the Business Manager and Chief Financial Officer – Financial Services and Managing Director - Active4Today, which sought Members consideration regarding the Active4Today Draft Business Plan 2017/18, which identified the Company's latest quarterly performance and appraised Members regarding the latest position in relation to the Company's previous requests for the payment of additional management fee.

A Member commented on the financing of the Southwell Leisure Centre and raised concern that there was no plan to reduce their funding. The Chairman commented that was being investigated at present and would be included in a future report to the Committee.

A Member sought clarification regarding the reported £750,000 in reserves and how the reserves were calculated. The Managing Director – Active4Today confirmed that the reserves were set for three areas: Repairs and Renewals; Contingency; and Development. The Managing Director confirmed that the Council had always held £250,000 in reserves to cover any repairs and renewals, some years this would be used in full, whilst in other years it would be rolled over for future year's developments. It was confirmed that the reserves covered all the Council's leisure centres.

A Member commented on the Accessible Facilities included within the Development Plan and Priorities and the development of an inclusion policy and looked forward to seeing how the concessionary members could be increased from the current 59. The Managing Director – Active4Today commented that this was a piece of focused work which the company were looking into.

A Member asked whether Active4Today were offering educational material regarding nutrition and how to get fit. The Managing Director – Active4Today confirmed that at the leisure centres the public were encouraged to undertake coaching activities and each sport had its own framework for development. Officers also worked within the community and through schools to provide support to groups, however there was a resource issue regarding how much work could be undertaken in this area. External funding was sought to support this function and £75,000 had previously been secured through Sports England who identified the target groups, where more focused work took place.

A Member asked whether Active4Today offered family membership to encourage younger people. The Manager Director – Active4Today confirmed that they did not offer family membership as a single membership due to difficulties with the BAC's regulations, in the event members of the family cancelled individually; however concessions were offered to young people and plenty of activities were provided for the whole family.

The Chairman commented on the Performance Indicator information contained within the report and the difficulty in reading and understanding this information. It was

confirmed that the Managing Director – Active4Today would work with the Committee to address those problems.

AGREED (unanimously) that:

- a) the Active4Today Draft Business Plan 2017/18 and Quarter 2 performance be noted;
- b) the proposals for the additional management fee paid over in 2015/16 and the requested additional management fee in 2016/17 be noted pending a final decision by the Committee in January 2017 when Active4Today presents its Final Business Plan 2017/18 to the Committee; and
- (c) the Managing Director – Active4Today to address the reporting of the Performance Indicator information.

### 31. COUNCIL'S DRAFT REVENUE BUDGET 2017/18- 2021/22

The Committee considered the report presented by the Assistant Business Manager Financial Services, which informed Members of the progress to date on the budget for 2017/18 and future years.

The report set out the overall strategy of how the budget was to be developed and the timetable for this. The report provided information as to the current financial environment for local government and that a 4 year funding settlement to 2019/20 was available as part of the 2016/17 Local Government Finance Settlement. This was to provide funding certainty and stability; to enable more proactive planning of service delivery; and to support strategic collaboration with local partners. However, this was only in relation to Revenue Support Grant and Rural Services Delivery Grant which in 2019/20 would equate to £113,000.

Paragraphs 5.0 to 5.5 of the report noted the already approved budget strategy and set out the estimated savings therefrom. Details of the Draft Revenue Budget Proposals were set out in Paragraph 6.0 to 6.7.8. The report also noted that the Policy and Finance Committee at its meeting on 22 September 2016 had agreed that spending committees should scrutinise their budgets to look for opportunities for further savings and spend to save schemes where additional expenditure in the short term would bring increased revenue income in the future.

The report also detailed in the paragraph entitled 'Increases in Fees and Charges', that a review of charges was considered as part of the budget process each year and with that in mind it was proposed that a guideline figure for increases to fees and charges should be set at a minimum of 2% for each year of the medium term financial plan. It was also noted that fees and charges were considered within the framework set out in the Corporate Charging Policy that was included at Appendix D to the report. The Policy & Finance Committee had agreed that all charges be rounded to the nearest 5p with effect from 1 April 2017. The proposals for the increases in fees and charges would be brought to the 24 January 2017 meeting of the Leisure & Environment Committee for consideration and recommendation to the 26 February 2017 Policy & Finance Committee

and 9 March 2017 Council.

The Assistant Business Manager Financial Services informed the Committee that the two year budget and performance report up to 30 September 2016 had been uploaded onto the Members Extranet. Members were also informed that the subjective summary included an increase in National Insurance for 2016/17; this was due to the changes to pensions. In the original approved budget this had been recorded centrally but had been moved to individual cost centres as individual costs became known.

Savings had also been made regarding domestic refuse collection and fuel although a cautious approach was being undertaken regarding fuel as the cost was on the increase. The Pest Control service would cease from 1 April 2017. A large saving had been made by Active4Today and Sports Development. The budget for Community Sports and Arts Development reflected savings from joint working however this was being reviewed and savings may be reduced. There had also been a change in the livestock market budget due to the change in income to be recovered from them. The Council overall was looking for savings.

A Member sought clarification regarding A11107 – Dog Control which had been increased from £48,000 to £64,000. It was confirmed that the vehicle cost had been moved into the Dog Control budget which had previously been included in the Pest Control budget. The management costs had previously been shared for Pest Control and Dog Control, the budget had been transferred over to dog control, in order that there would be funding in place to cover tender costs for Dog Control.

A Member sought clarification regarding A11101 - Public Conveniences and asked where those public conveniences were located and why they had not been passed over to the Town and Parish Councils through devolution. The Business Manager – Environmental Health & Licensing confirmed that there were two remaining public conveniences at the Gilstrap and at the visitor centre at Sconce and Devon Park, Newark, which would be maintained and cleaned with the agreement of Newark Town Council.

The Chairman sought clarification as to whether the half year forecasted savings of £240,000 would be achieved. If the savings were achievable that would cover the savings required for the 2017/18 budget. The Assistant Business Manager Financial Services confirmed that the savings currently identified in the Committees performance report to 30 September 2016 would be likely to be in the region of £80,000 plus any additional savings on the Active4Today management fee. This is as a result of known expenditure which was currently due for outstanding invoices, offset by income which would be due from the Livestock Market Company once their annual accounts had been audited.

AGREED (unanimously) that:

- (a) the Committee undertakes a review of fees and charges in accordance with the Corporate Charging Policy;
- (b) the current draft Committee budget be incorporated into the overall service budget to be reported to Policy & Finance Committee at its meeting on 1 December 2016; and

- (c) the Business Manager and Chief Financial Officer – Financial Services, continues to formulate budget proposals for formal consideration at the Leisure & Environment Committee meeting on 24 January 2017 for recommendation to Policy & Finance Committee on 23 February 2017.

## 32. HEALTH AND HOUSING

The Committee considered the report presented by the Business Manager - Strategic Housing, which provided information on the progress in embedding housing into the Health and Wellbeing agenda and on the development of a Sustainability Transformation Plan 2016-2021 for Nottingham and Nottinghamshire.

The report provided information regarding the Nottinghamshire Health & Wellbeing Strategy (2014 – 2017) and the importance of housing within the health agenda, which had been captured as a priority within the strategy to address the need for “sufficient and suitable housing, including housing related support, particularly for vulnerable people”. The Committee were advised of the process followed over the last 3 years to establish housing as one of the priorities in the Strategy, through the development of a Housing Chapter for the Nottinghamshire Joint Strategic Needs Assessment, creation of a Housing Delivery Plan and establishing a County wide Housing and Health Commissioning Group to take forward the actions of the Delivery Plan. A number of specific projects had also been developed to take forward the actions identified in the Plan as detailed within the report. The report provided information regarding how the Housing Delivery plan would be progressed and how the above matters had been driven by the district’s Strategic Housing Officers, who had invested a significant amount of resources to this important activity. The report however advised that this approach was not a sustainable option and the new position of a Nottinghamshire Health and Housing Programme Manager was then explained in detail.

Information was also provided to the Committee on the development of the Nottingham and Nottinghamshire Sustainability Transformation Plan (STP) 2016-2021, which was a NHS plan to show how local services would evolve and become sustainable over the next five years. It was noted that through the work of all Nottinghamshire districts the STP recognised the role district Councils play in the health agenda, resulting in the formulation of ‘Housing and Environment’ Chapter as a supporting work stream to the five key areas identified in the STP.

The Vice-Chairman of the Committee informed Members that the Sustainable Transformation Plan (STP) would be published by the end of November 2016.

A Member welcomed the report and commented that it was good to see district officers taking this forward. He hoped that the STP would provide improvements and that it was correct for Housing to take a significant place on the agenda.

The Business Manager - Strategic Housing informed Members that the Health and Housing Programme Manager position would be a one year contract, hosted by the County Council and would be offered as a secondment opportunity in the first instance.

*(Councillor R.J. Jackson left during consideration of the above item.)*

AGREED (unanimously) that the contents of the report be noted.

33. HEALTH AND WELLBEING UPDATE

The Vice-Chairman of the Committee informed the Members that the Nottingham & Nottinghamshire Sustainability Transformation Plan (STP) would be published at the end of November 2016. He had also attended a meeting of the Health and Wellbeing Board and a Stakeholder Reference Group meeting. Both meetings had focused on a five year plan for Nottinghamshire to connect agencies with people. A presentation had also been provided by the fire service which explained how they undertook fire safety visits within the home, which they could pick up any areas of concern not just regarding fire safety and pass on that information and also deliver a health message if the Health Authority required them to do so.

The opposition spokesperson also informed Members of The Sherwood Forest Hospital Foundation Trust AGM that he had attended. The Hospital was to date out of special measures. He commented that the factor of improvement for the hospital was the good relationship they had with the Nottingham University Hospital. There was no planned merger for the two hospital trusts at present.

AGREED (unanimously) that the verbal update be noted.

34. CLEANING OF NEWARK TOWN CENTRE

Further to the last Committee meeting presentation regarding waste, recycling and cleansing, the Director Community informed the Committee of an additional cleansing service that would be provided for Newark Town Centre. Resources were available within the waste, recycling and cleansing business unit which would be used to provide a litter collector within Newark Town Centre. This was a pilot scheme in partnership with Newark Town Council at a cost of £10,500 per year joint contribution, which would end on the 31 March 2017. A progress report would be brought to a future meeting of the Committee.

AGREED (unanimously) that the verbal update be noted.

35. TOUR OF DEPOT AND TRANSFER STATION

The Director Community invited Members of the Committee to attend a tour of the depot, which would include the transfer station and household waste recycling station. A 2.30pm start was suggested. The Democratic Services Officer would arrange a date for the event in consultation with Members.

AGREED (unanimously) that a tour of the depot and transfer station be arranged for Members of the Leisure and Environment Committee, to take place at 2.30pm, date to be confirmed.

The meeting closed at 7.50pm.

Chairman

**ILLEGAL WASTE COLLECTION AND STORAGE**

**1.0 Purpose of the Report**

- 1.1 To update members on the rise in illegal waste disposal and storage that is taking place across Newark and Sherwood.

**2.0 Background**

- 2.1 There is a robust national legal framework in place to control the disposal and storage of waste products. This is in the main controlled by the Environment Agency although locally both the Country Council and the District Council have a role to play.
- 2.2 As Members will no doubt be aware the district council is responsible for the collection of household waste and it does this very efficiently and effectively ensuring that the waste collected is disposed of at a licensed site operating under the correct controls.
- 2.3 The situation with commercial and industrial waste is somewhat different with each business having its own duty of care to ensure that its own waste is disposed of correctly. The law does place a duty on business to ensure that any waste is taken away by a registered waste carrier.
- 2.4 The disposal of waste can be a significant business expense and recently there have been indications that unscrupulous businesses and waste operators have been taking advantage of the market and operating outside the law and appearing to make large profits whilst having a profound impact on local environments.

**3.0 The local Picture**

- 3.1 There are two local examples of where this has happened in Newark and Sherwood, both of which, a number of the Members of the Committee will be aware of.
- 3.2 Bowbridge Road, Newark  
Complaints were first received by NSDC in January 2015 concerning large bags of waste being delivered onto a piece of unused industrial land on Bowbridge Road, Newark. The storage of waste requires a permit from the Environment Agency and therefore the matter was referred to them for their investigation and follow up action. The matter was also passed to the County Council as waste sites area the planning responsibility of the County Council.
- 3.3 Waste materials continued to be deposited on site through February and this was giving rise to serious concern from local residents. The movement of the waste ceased during late February.
- 3.4 The estimate is that there were 1000 tonnes of waste described as 'general mixed waste' stored on the site.

- 3.5 In March 2015 a national investigation resulted in 6 arrests across the country, one of which was in the Newark area. This followed a nationwide Environment Agency probe into illegal dumping of potentially hazardous waste at illegal waste sites in Bristol, Scunthorpe and Newark.
- 3.6 In August 2015 a Notice was served by the Environment Agency requiring the waste to be removed. The expiry date of the notice was 9th December 2015. The Notice was not complied with.
- 3.7 At this time it was estimated that the cost of removing the waste would be approximately £200,000.
- 3.8 The Environment Agency is continuing to peruse this case and hopefully will be in court in the near future. In the meantime the waste remains in situ and is the cause of some local concern.
- 3.9 The Chief Executive and the Leader of the Council have met with the Secretary of State to discuss this site and options for having the waste removed. Discussions are ongoing, however, the Environment Agency have a national remit and therefore sites such as Bowbridge Road are not on off problems to them and as a national agency and they are balancing the needs of one local community against another.
- 3.10 The site continues to be monitored and further discussions between the Environment Agency and the district council are planned aimed at seeking a resolution to the problem.
- 3.11 Noble Foods Site, Walesby  
The site was historically a large scale egg producing plant which was closed and the company looking to take advantage of the empty buildings made a decision to rent them out for a variety of uses including storage.
- 3.12 In September 2016 the Environmental Health team received a number of calls from Walesby residents concerned about the smell from vehicles delivering materials to one of the units on the site. When an officer visited it was apparent that waste was being delivered and stored on the site. The Environmental Health team have limited powers in these circumstances and therefore the matter was reported to the Environment Agency.
- 3.13 Two days later, prior to the Environment Agency visiting, the site caught fire. The fire caused a great deal of local concern and distress. The amount of waste stored resulted in the fire burning/smouldering for over 5 weeks.
- 3.14 It has been estimated of the amount of waste stored would have generated a revenue of over £500,000 to those responsible for the movement and storage of the waste.
- 3.15 The investigation into this matter is being led by the Environmental Agency and is still ongoing.
- 3.16 A number of issues arose out of this fire, particularly around the communication, both between the emergency services and between all the agencies involved and the local communities. A formal debrief has been organised by the country council emergency

planning team to analyse the programme of events and to look at what lessons can be learnt moving forward if another incident of a similar nature should occur.

- 3.17 The debrief is planned for the 20<sup>th</sup> January 2017. A verbal update from the meeting will be given at the Committee.

#### **4.0 Considerations**

- 4.1 From the two incidents highlighted above it has become apparent that the movement and storage of waste is becoming a large scale criminal activity. The Environment Agency believes that large scale criminal gangs are active in the field and that this can be a lucrative illegal activity where the risks are low.
- 4.2 The Environment Agency are the main regulator in this field, however, it is usual for local concerns to be raised either with Environmental Health or Planning in the first instance.
- 4.3 Members are asked to be aware of the rise in incidents of this nature and to report any concerns as soon as possible. The Environmental Health team will initially investigate any reports and then decide who is the most appropriate agency to lead any subsequent investigation.

#### **5.0 RECOMMENDATIONS that:**

**Members are asked to note the recent incidents relating to illegal waste storage in Newark and Sherwood.**

#### **Reasons for Recommendations**

To ensure that members are aware of the rise in incidents of illegal waste storage in the district.

#### **Background Papers**

Nil

For further information please contact Alan Batty (Business Manager Environmental Health & Licensing) on 655467

**Karen White**  
**Director – Safety**

**ACTIVE4TODAY – BUSINESS PLAN, 2017/18 AND QUARTERLY PERFORMANCE UPDATE**

**1.0 Purpose of Report**

1.1 This purpose of this report is to present the Active4Today Business Plan, 2017/18 for member approval and update the Committee on the Company's latest quarterly performance.

**2.0 Background Information**

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

2.2 As part of the governance arrangements, Active4Today presented its Draft Business Plan for 2017/18 at the last meeting of Leisure and Environment Committee which took place in November last year. Following Committee consideration, the final Business Plan, 2017/18 and Active4Today update report is appended to this covering report for approval. Also attached at Appendix 1 is a summary of the key performance information from the Company up to December 2016, showing significant year-on-year growth in most indicators.

**3.0 Key issues**

**Management fees in 2015/16 and 16/17**

3.1 Active4Today is responsible for the delivery of annual Business Plans in return for an annual management fee from the Council. At the meeting of the Leisure and Environment Committee in October 2015, Active4Today presented a report setting out issues that they were forecasting would cause a cash-flow deficit during 2015/16 of £75,876. The Committee agreed that half of this amount (£37,938) should be paid to Active4Today before 31<sup>st</sup> March 2016, with the remainder to be paid after this date if the outturn for the first ten months of operation indicated that it was necessary. The issues identified were also expected to cause a cash flow deficit in 2016/17, and an additional management fee of £124,876 for the period 2016/17 was agreed to be held in abeyance pending evidence from the Company that this money was required. This amount was added to the Council's 2016/17 revenue budget.

3.2 In June, Active4Today presented its financial accounts to the Committee which indicated that in its initial period of trading (15/16) a net operating surplus of £359,077 was achieved. The extremely positive start to the company's trading was welcomed and noted given the challenges that had to be dealt with in year, namely setting up the company, transferring staff, decommissioning the Grove Leisure Centre and commencing new operations in the Newark Sports and Fitness Centre. However, the financial performance

suggested that the additional management fee paid over in year was not required and, as such, the Committee took the decision to not to pay over the remaining 50% for 2015/16, whilst the additional amount requested for 2016/17 continued to be held in abeyance.

- 3.3 Despite the strong performance, Active4Today stated that there continued to be 'unknown' costs which would fall in 2016/17, whilst requesting more time to consider the performance of the Newark Sports and Fitness Centre over a greater period of time as it had only had only been trading for two months of the new financial year at the time of the report. As such, the Company was asked to provide a full-year forecast, based on six months of trading, to the Committee meeting in November. Members will see from the Active4Today report that it is forecasting a surplus at year end of £187,076, after all 'unknown' expenditure items are contained.
- 3.4 Members will therefore see that Active4Today is not proposing to request the additional management fee in 2016/17 of £124,876 and, further, to return to the original five-year business plan between the Committee and the Company that led to the creation of Active4Today in June 2015. As this additional management fee was built into the Council's medium-term financial plan, it will afford the Council an annual saving of £124,876 over the next three years. Active4Today has requested, however, that the £37,938 paid over in 15/16 remains with them as this would help to support the Company's reserves position.

#### **Business Plan, 2017/18**

- 3.5 The Active4Today Business Plan, 2017/18 is attached for member approval. As stated earlier in the report, a draft Business Plan was presented to the Committee in November for consideration and, following that feedback, some minor changes have taken place, but they are not significant in nature. The Company's fees schedule for 2017/18 is also included and is largely unchanged from the current pricing schedule, with the exception of a 20p increase proposed on the price of junior swimming and fitness suite sessions and fitness classes.
- 3.6 The Company is requesting a management fee in line with the originally forecast management fee for 2017/18, which is £117,417. A further sum of £94,680 would be paid by the Council to Active4Today for the delivery of management services to Southwell Leisure Centre Trust.

#### **Performance to the end of December, 2016**

- 3.7 Leisure and Environment Committee monitors the performance of the Company through a framework agreed by the Committee. The complete set of indicators can be found on the Member extranet. However, following a request from the Committee Chairman, a meeting was held between the Chairman, Opposition Spokesperson and officers of Active4Today and the Council, to try to present a more focussed view of that information to the Committee. Members will see, in Appendix 1, that nine indicators have been put forward with a year-on-year comparison between December 2015 and December 2016, together with a short commentary from Active4Today about its performance in each indicator. Figures from Southwell Leisure Centre Trust are included within the relevant indicator totals.

#### **4.0 Equalities Implications**

4.1 The work of Active4Today includes a range of activities that demonstrate work to reduce inequalities in sports and leisure participation and this is evidenced in the performance framework.

#### **5.0 Comments of Business Manager & Chief Financial Officer – Financial Services**

5.1 Whilst it would be prudent to return to the business plan for next year, it is possible that the business plan for future years could be adjusted to reduce the management fee payable by the Council if the Company's performance continued to show significant surpluses. Any reduction would support the Council's medium term financial plan and reduce the need for other savings.

5.2 It is for the company to determine the appropriate level of reserves to support operational decisions, and the approach suggested is prudent.

#### **6.0 RECOMMENDATIONS that:**

- (a) the Committee approve the Active4Today Business Plan, 2017/18;**
- (b) the total management fee of £212,097 is paid to Active4Today; and**
- (c) the additional management fee of £37,938 paid over to Active4Today in 2015/16 is retained in reserves by the Company.**

#### **Reason for Recommendations**

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

#### **Background Papers**

For further information please contact Matthew Finch on 5716..

**Matthew Finch**  
**Director - Customers**

## **ACTIVE4TODAY – UPDATE REPORT**

### **1.0 Purpose of Report**

1.1 To provide the Leisure and Environment Committee with an update on:

- The performance of Active4Today up to end December 2016
- The business plan for 2017/2018

### **2.0 Background Information**

2.1 Members will be aware that during the Leisure and Environment Committee meeting in November, Active4Today were asked to present the company's business plan for 2017/2018.

2.2 In addition to presenting next year's business plan, the company has also provided Members with details of the performance to date of the company. This includes the current financial update of the management fee for 2016/2017.

2.3 Following the meeting in November 2016, a meeting was held with the Members of the Leisure and Environment Committee to agree a process for improving the performance indicators which the company are asked to report on. After discussion, it was agreed that a reduced amount of PIs will be provided within the report update, with the remaining suit of indicators placed on the extranet for Members to access when required.

### **3.0 Performance of Active4Today up to end December 2016**

3.1 Attached at appendix I is the revised performance indicators as agreed with Members.

3.2 Members will be aware that the Newark Sports and Fitness Centre opened during April 2016 and as a result, it has had a huge positive impact on customers visiting the facilities, the activities being delivered and the income generation, through membership sales within both adults and junior memberships.

3.3 The vast majority of the data is being produced, based on the information captured on the Active cards and as such, it is important to the company and the council to ensure these are taken up by as many users as possible, in order improved data collection can take place. One of the indicators which the company will aim to increase over 2017/2018, is the take up and distribution of the Active Cards in a bid to improve data collection and reporting for both organisations.

#### **Positive highlights from this report are:**

3.4 The number of user visits has remained high although lower than the same period last year. It is hoped that the influx in the New Year will return this indicator to its expected figure. In addition, SLCT is currently investigating access at their facility, as this is significantly lower than in previous years and is distorting the overall figure.

- 3.5 Active Card visits by males and females have increased. This has been considerably assisted with the opening of the NSFC. In addition, Newark and Sherwood is bucking national and local trends with a higher percentage of adult users being female and not male.
- 3.6 Adult memberships are showing an increase at all sites with Blidworth LC now increasing slightly. This aligns itself with the recent refurbishments. Class participation at all sites is very positive. The NSFC has seen huge numbers of adult memberships sold over those predicted.
- 3.7 Active Card visits by under 16s continues to increase as usage in both membership sales and activity participation has increased at both the Dukeries Leisure Centre and NSFC.
- 3.8 Junior memberships continue to do well and are performing above target at the Dukeries and Newark facilities. Class participation is high and all activities are being well supported.
- 3.9 The number of customers using the facilities and claiming benefits continues to increase and is an area of work which continues to be targeted within the facilities and through the sports development team.
- 3.10 The number of customers accessing the Active4Today website has seen a huge increase (558,636) compared to the same period last year (238,836), with a small increase in the number of web bookings also, 24,870 up to December 2015 compared to 27,887 up to December 2016. This allows for more time to be made available for the traditional methods of telephone and face to face communication, which continue to be well used.
- 3.11 The delivery of the 3 year SAFE project in key deprived areas has continued to grow. The sports development team are developing training opportunities, securing funding and recruiting volunteers to ensure the sustainability of these activities continues beyond the life of the funded project.

#### **4.0 The financial position regarding the 2016/2017 and 2017/2018 management fee**

- 4.1 Members will be aware that during the November Leisure and Environment meeting, Active4Today were reporting on the positive position of the company regarding the take up of activity, the increase in income generation and the increase in visits by the customer. Although the company had started from a position which was behind that originally expected, due to the drop off in usage as the Grove Leisure Centre was decommissioned, the popularity of the new facility has been better than expected and has, as a result, improved the position of the company and mitigated some of the initial usage and income issues.
- 4.2 In view of this, the company is able to state that in the event the income continues to be realised as it currently is, the company will not require the additional management of £124,876 for 2016/2017, as requested at the start of the year.
- 4.3 This is an excellent position for the Council and Company to be in and as stated during November's meeting would result in position where the company has delivered financial sustainability for its leisure centre, with only the Sports Development element of the company and the Southwell Leisure Centre, requiring a management fee from the Council. As a result, the Council and Company will seek to revert back to the original financial

agreement between the two organisations, which formed part of the Council medium term budget.

- 4.4 As reported to Members during November, both organisations need to be mindful that the leisure centres must be maintained as part of the Active4Today lease and contract with the Council. To do this Active4Today make in year contributions to repairs and renewals to ensure there is sufficient finance available to support the work. It is vitally important that for Active4Today to meet its income targets and in turn continue to meet its outcome set by the Council of a nil operating balance, it can invest in the centres to maintain its income levels. The focus of repairs and renewals work provides schemes which maintain the aesthetics, plant and mechanical and engineering of the buildings, to provide excellent facilities for the customers, in a bid to ensure that the migration of customers to competitors is minimised. In order to do this, sufficient balances must be maintained in the reserve fund to meet these works.
- 4.5 In view of this position, the company continue to propose an overall reserve of £750K, which includes the £300K directly associated with the repairs and renewals and £450K split between contingency and development. This is in line with the council's policy of 3 months of contingency. This will seek to ensure the company remains in a sustainable position and able to meet its financial and legal obligations to the Council.
- 4.6 The Company continues to request that the £37,938 already paid during 2015/2016 and held by the Company is retained and moved into its reserve to assist in the development of this finance. The position of the company continues as stated during November, with an expected declared reserve of £187K at year end, which includes the £37,938. Assumptions are still being made however, on income and expenditure levels up to March 2017, which may change the expected reserve slightly during the year. Members will note that this is approximately £560K short of the reserve being suggested, however, this amount is not required in year 1, as a result of the investment already made within the leisure facilities; as such, this amount will be built up by the company over the coming years, through in year contributions.

## **5.0 The business plan for 2017/2018**

- 5.1 As stated during the November meeting, the business plan for 2016/2017 was predominantly focused on the finances of the company and the opening of the Newark Sports and Fitness Centre. As a result, the focus for the 2017/2018 should see the move to highlight sports development activities whilst not losing sight of the finances, which was a strategic driver for the Council to set up the company originally.
- 5.2 To support and influence the work of the company for 2017/2018 regional and national drivers and objectives have been used, based around the work of Sport Nottinghamshire and Sports England and the initiative to improve activity participation overall and in turn the health within the district. Using this information Active4Today has built on the initial draft provided in November and below has set out proposed Aims, Outcomes and Actions, which are based on the three aspirations of the company of Healthy and active lifestyle, Accessible facilities and Financial viability. Attached at appendix II is the 2017/2018 Business Plan.

## **Proposed Aims, Outcomes and Actions for 2017/2018**

AIM	OUTCOME	ACTION
Healthy and active lifestyles	Improve data capture and insight into users and participation, compare data against national trends	Increase Active card take up - simplify the process and offer free activity on first visit. Target areas where currently take up is low or they are a target market. We will establish this through postcode analysis and using Sport Nottinghamshire data to identify target areas and groups. Distribute a further 10,000 cards during 2017/2018
	Improve skill base and increase the quality and capabilities of staff. Aim for an investment equivalent of 1.5% - 2% of contracted staffing expenditure.	Develop an increase appropriate staff training opportunities. Develop activities to use the newly acquired qualifications. Develop 5 apprenticeship opportunities within the company
	Increase number of volunteers supporting sports clubs and leisure provision (Target of 50 new volunteers)	Develop and promote the VISPA scheme in the district. Target market through campaigns within schools, youth centres and clubs. Demonstrate the contribution through number of volunteer hours.
	Increase usage across all centres, improvement to health of the district population, reduced usage of public health services (Target 400 referrals, with 50% retention beyond 12 week programme)	Market and promote the GP Active scheme to all health professionals working in the district. Develop the range of activities offered to include chair based exercise classes and low impact aerobics, in addition to existing gym sessions. Increase GP referral trained staff, with an aim to have 10 across the District (an increase of 5). Agree numbers of sessions per annum, training opportunities and outcomes through MOT checks.
	Increase participation in sport by 11-18 age group, increased quality and number of volunteers in community settings (Target of 50 new volunteers)	Re-establish partnership working and delivery with all secondary schools. Promote and market the VISPA scheme through schools
	More females engaging in activity (Target 635 females aged 14+)	Continue to develop the SAFE programme to focus on engaging more people into sport with women being a key target. Set target areas, how many groups will we engage with and how many sessions will we run.
	Contribute towards the reduction of childhood obesity (increase concessionary membership take up by	Continue with children's memberships. Support the memberships from the Inclusion policy, where payment is a barrier to entry; increase coaching provision to offer activities and support

	25%)	outreach work in areas where traditionally activity may not be taking place
Accessible facilities	Increase usage of target groups, particularly under-represented groups and people with a limiting illness or disability	Develop Inclusion policy by June 2017 and concessionary membership rates to support pay and play concessions
Financial viability	Increase facility capacity and provision of activities	Develop partnerships with other facilities – The Newark Academy, Newark Sports Hub

5.3 Members were made aware of the distinct difference between the Council’s 3 leisure centres and the Southwell Leisure Centre Trust and although the company works hard to ensure the quality of the facilities are maintained, we do have a difference in offer with regards to physical facilities, access times, variance of offer, the opportunities for programming and also the location.

5.4 The company are aware that there is a key different in usage across different socio-economic groupings and this is evident through higher cancellation rates, less regular pay and play usage and the anecdotal evidence, between the leisure centres in Blidworth and Ollerton and that of Newark.

5.5 That said there are positive messages which continue to come out of the facilities and sports development, several of which have been set out below:

- Visits have increased and this trend is continuing to be seen – Newark Sports and Fitness Centre (NSFC) and Dukeries Leisure Centre (DLC)
- Increased usage during daytime activities - NSFC
- Increased disability usage during the daytime - NSFC
- Increased partnership working with other agencies – Everyone Health and Newark and Sherwood Clinical Commissioning Group preventative projects, Newark Radio, Sport Nottinghamshire – Sports Development (SD)
- Increased student programming – NSFC, DLC and Blidworth Leisure Centre (BLC)
- Increased pay and play activities - NSFC
- Increased engagement in areas of greatest need – SD
- Increased usage by persons on benefits – NSFC and DLC

## **6.0 Equalities Implications**

6.1 The performance framework includes a range of measures that demonstrate work to improve inequalities in sports and leisure participation. In turn the proposals for the draft business plan contains activity which focuses on areas of the community, where traditionally participation is lower and the health of the community may be below average.

***For further information please contact Andy Carolan – Managing Director via email on [andy.carolan@active4today.co.uk](mailto:andy.carolan@active4today.co.uk) or via telephone by calling ext. 5710 or 07971 486375***

# BUSINESS PLAN

## 2017/2018



**Managing Director - Andy Carolan**

## **CONTENTS PAGE**

### The Business

Leisure facilities

Outreach work

Club development

### Aims and Outcomes

### Customers

### Services

### Key Competitors

### Marketing

### Developments

### Staffing

### Performance Management

### Finance

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## **THE BUSINESS**

Active4Today Ltd was launched on 1<sup>st</sup> June 2015 and is now in its second year of operation. It is an independent company registered with Companies House, with Newark and Sherwood District Council being the single shareholder.

The business consists of three leisure centres, a sports development section and a headquarters, which collects and manages the finance of the business, including the in-house direct debits. In addition to these services, Active4Today Ltd provides administrative and management support to the Southwell Leisure Centre Trust.

The company is estimating a usage to the end of 2016/2017 of 900,000 visits over its whole business. In addition, it has a direct debit membership base of 11,540 as at 31<sup>st</sup> December 2016, with an estimated final figure of 11,652 including Southwell (both adult and junior).

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

- Healthy and active lifestyles
- Accessible facilities
- Financial viability

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

- Leisure facilities
- Outreach work
- Club development

Within each of these sections, there are sub sections, in order that the performance can be monitored on a regular basis as well as income levels and usage.

### **Leisure Facilities**

Within these facilities, the leisure centres provide activities to various groups covering, children, adults, 50 plus, affiliated clubs and schools. These are then split into two categories of pay and play usage 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. The offer is very different at each site, ranging from a new wet and dry facility in Newark to a more modest dry only facility at Blidworth, a wet and dry facility in Ollerton and a wet and dryside facility at Southwell.

All facilities are maintained to a very good standard; however, due to the nature of the facilities, the offer to the customer is very different across the sites. In addition to the directly managed facilities of Active4Today Ltd, the company also supports a wet and dry facility in Southwell.

## **Outreach Work**

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

The Sports Development Team during 2016 has supported clubs and schools to access Sportivate funding from Sport England via Sport Nottinghamshire. This initiative has provided much needed funding of between £300 and £1000 and has enabled clubs to develop their offer and broaden their activities to provide sessions for young people targeting the age group of 11-25 years old.

The team will continue to deliver the very successful SAFE programme during 2017, which is due to finish in December 2017. The aim for 2017 is to develop the activities to a sustainable level, which will allow the sessions to continue into 2018, when the funding has been used. This will then allow the team to move into other areas of need that are identified within the activity plan.

The continuation of the good work to date will continue with health professionals in the district during 2017/2018 and will enable more people with additional needs to access physical activity. These key relationships have been established with lead GP's and nurses in Falls Prevention and Cancer.

## **Club Development**

The local sports forums are supported by the Sports Development Team on a quarterly basis throughout the year, providing much need secretariat, advice and support to volunteers and clubs through these meetings.

The VISPA volunteering scheme is a crucial tool to recruit new volunteers into sports activities both in clubs and leisure centres. This is particularly focussed on the 14+ age group, encouraging young people to get involved in volunteering in their community and gaining valuable experience and qualifications to potentially secure a job in the sports and leisure industry.

The sports development team works closely with national governing bodies and Sport Nottinghamshire to co-ordinate an annual programme of courses and workshops according to the needs of the volunteers and coaches. This ensures that the courses are held locally in the district, avoiding unnecessary travelling to other parts of the county.

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

## **AIMS AND OUTCOMES**

As part of the business plan, outcomes have been identified, which will support the company and the employees within it to focus on key parts of the business. The outcomes have been identified to support the key aims of the business and form part of the day to day operations.

In addition to the financial aim of the company, which is to maintain a service to the customer at a nil management fee, 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 and further development of activities both inside and outside of the facilities. The suggested outcomes for the 2017/2018 are set out below and are linked to the overall aims of the company.

AIM	OUTCOME	ACTION
Healthy and active lifestyles	Improve data capture and insight into users and participation, compare data against national trends	Increase Active card take up - simplify the process and offer free activity on first visit. Target areas where currently take up is low or they are a target market. We will establish this through postcode analysis and using Sport Nottinghamshire data to identify target areas and groups. Distribute a further 10,000 cards during 2017/2018
	Improve skill base and increase the quality and capabilities of staff. Aim for an investment equivalent of up to 1.5% - 2% of contracted staffing expenditure	Develop an increase appropriate staff training opportunities. Develop activities to use the newly acquired qualifications. Develop 5 apprenticeship opportunities within the company
	Increase number of volunteers supporting sports clubs and leisure provision (Target of 50 new volunteers)	Develop and promote the VISPA scheme in the district. Target market through campaigns within schools, youth centres and clubs. Demonstrate the contribution through number of volunteer hours.
	Increase usage across all centres, improvement to health of the district population, reduced usage of public health services (Target 400 referrals, with 50% retention beyond 12 week programme)	Market and promote the GP Active scheme to all health professionals working in the district. Develop the range of activities offered to include chair based exercise classes and low impact aerobics, in addition to existing gym sessions. Increase GP referral trained staff, with an aim to have 10 across the District (an increase of 5). Agree numbers of sessions per annum, training opportunities and outcomes through MOT checks.
	Increase participation in	Re-establish partnership working and

	sport by 11-18 age group, increased quality and number of volunteers in community settings (Target of 50 new volunteers)	delivery with all secondary schools. Promote and market the VISPA scheme through schools
	More females engaging in activity (Target 635 females aged 14+)	Continue to develop the SAFE programme to focus on engaging more people into sport with women being a key target. Set target areas, how many groups will we engage with and how many sessions will we run.
	Contribute towards the reduction of childhood obesity (increase concessionary membership take up by 25%)	Continue with children's memberships. Support the memberships from the Inclusion policy, where payment is a barrier to entry; increase coaching provision to offer activities and support outreach work in areas where traditionally activity may not be taking place
Accessible facilities	Increase usage of target groups, particularly under-represented groups and people with a limiting illness or disability	Develop Inclusion policy by June 2017 and concessionary membership rates to support pay and play concessions
Financial viability	Increase facility capacity and provision of activities	Develop partnerships with other facilities – The Newark Academy, Newark Sports Hub

## **CUSTOMERS**

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

- Free of charge
- Pay and play
- Direct debit
- Club block bookings

Customers are put at the heart of the business and current analysis developed using postcode information plots our customers as set out below. This information is only available however, when customers access the facilities using the Active Card. The aim of the company during 2017/2018 is to increase Active Card take up:

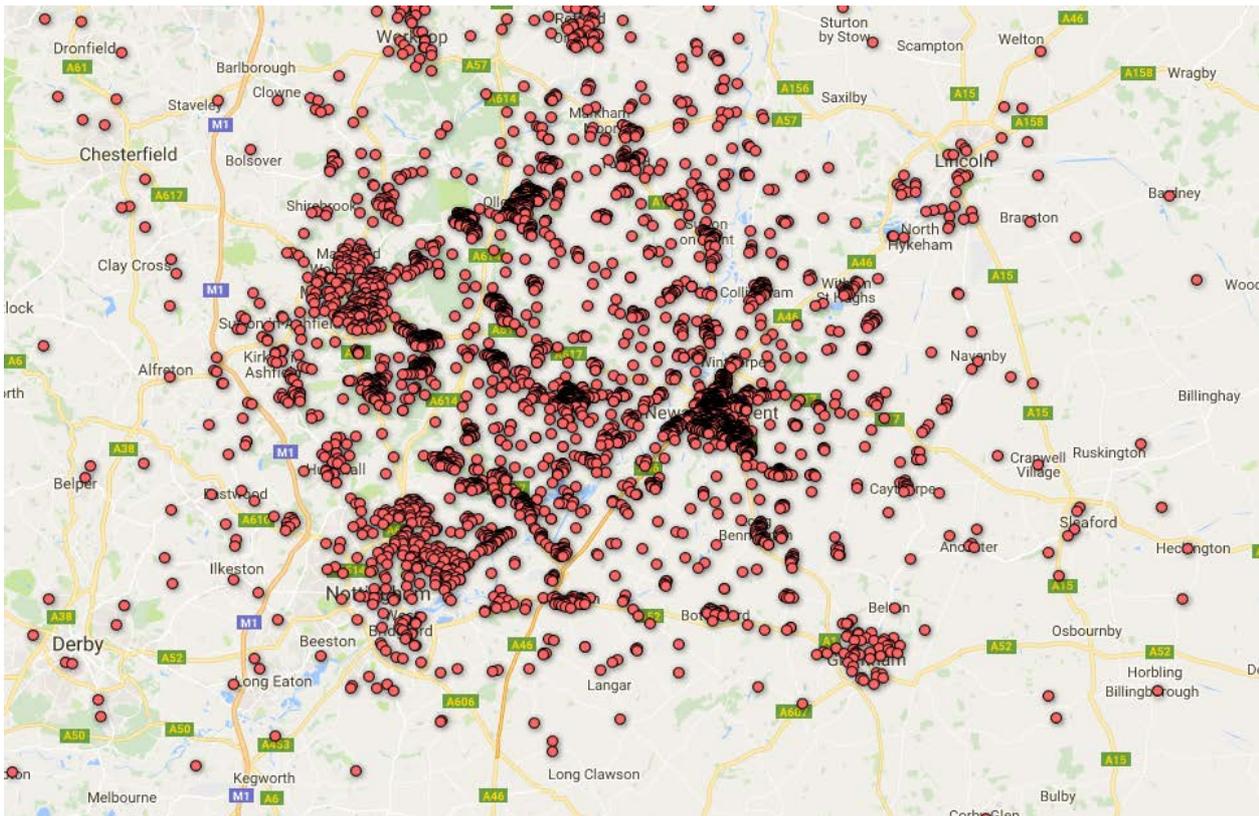


Fig 1. Mapping of customers using NSFC, DLC, BLC and SLC

## **SERVICES**

The services are simply the provision of leisure facilities and activities. This is 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, which are wetside provision and dryside provision. These are once more sub divided into fitness suites, sports hall hire, squash courts, club bookings and swimming.

In addition to the provision of leisure facilities, the company also sells related saleable goods, which consist of hot/cold drinks, snacks, goggles, towels and other related leisure products. These items are referred to as secondary spend. Prices for both primary and secondary items are determined through either a percentage increase based on the cost of purchase e.g. a mark-up price on the original purchase price.

Additionally, prices are determined by an assessment of the competition, the affordability of the current provision and the socio economics of the district and the residents who use the facilities.

Below are the proposed core prices of activities and memberships, which have been used to prepare the draft budgets for 2017/2018.

<b>Activity</b>	<b>Current Adult</b>	<b>Proposed Adult</b>	<b>Current Junior</b>	<b>Proposed Junior</b>
	2016-2017	2017-2018	2016-2017	2017-2018
Adult Membership	£29.00	£29.00		
Junior XP1 Membership			£19.00	£19.00
Student XP Membership			£17.00	£17.00

Badminton	£8.00	£8.00	£5.00	£5.00
Swimming	£3.90	£3.90	£2.50	£2.70
Squash	£6.50	£6.50	£4.00	£4.00
Fitness Suite	£6.00	£6.00	£2.50	£2.70
Fitness Classes	£5.50	£5.50	£2.50	£2.70

Fig 2. Proposed Prices for 2017/2018

A comparison has been undertaken across Nottinghamshire to compare core prices against neighbouring authority provision (either through in house delivery or through a preferred operator).

Activity	Ashfield	Bassetlaw	Broxtowe	City	Gedling	Mansfield	Rushcliffe
Adult Swim	£3.55	£4.00	£3.15	£5.30	£3.70	£4.24	£5.10
Junior Swim	£1.85	£2.70	£3.15	£5.30	£3.20	£3.00	£3.20
Adult Badminton	£7.70	£9.00	£9.65	£10.50	£12.20	£9.20	£10.90
Junior Badminton	£4.65	£5.70	£4.80 1/2hr	£9.50	£5.80	£6.00	£5.45
Adult Squash	£6.55	£6.60	£8.50	£10.50	£10.00		£8.20
Junior Squash	£4.00	£6.10	£4.25 1/2hr	£10.00	£4.00		£4.10

Fig 3. Comparison Prices from Nottinghamshire Local Authorities

## **KEY COMPETITORS**

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

Whilst in the main the competition affects the leisure centre delivery directly, as this is where the income generation activities take place, the company has to be mindful that although competition for the sports development section may not be direct, it may mean that available funding from organisations is less available and this will affect the work of the sports development section, if resources reduce.

The company monitors the packages of these competitors closely to ensure its pricing remains competitive and the whole offer continues to provide value for money for the customer. Below is a table of several of the competitors directly competing for the leisure centre membership offer.

Attrition rates at the sites for 2015-2016 stood at approximately 5%. Improvements have taken place to date, with attrition now at 3.47%, set against an industry standard of 5-7%. Currently Blidworth has an attrition rate of 3.70%, Dukeries at 3.98% and Newark Sports and Fitness Centre at 2.75%.

Code Fitness - Newark	£75.00	} Figures shown are core prices only and do not take into account any promotional prices
Bannatyne Health Club – Mansfield	£39.99	
Sports Direct Newark	£24.99	
DW Mansfield	£38.00	
Pure Gym Mansfield	£21.00	
<b>Active4Today</b>	<b>£29.00</b>	
Concessions at Active4Today range from	£23.00	

Fig 4. Competitor Core Prices

## MARKETING

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



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

A4T's approach to advertising and marketing has improved significantly. This is due to developments with data capture, market segmentation and target marketing and the media in which customers are reached in the form the customer requests. Currently the technological marketing and advertising for the company consists of:

The company uses social media including Twitter and Facebook on a daily basis to create discussion around our priority headlines as well as promoting new classes and sessions. We have approximately 3,000 followers/likes, allowing important notices and programme changes to be communicated at short notice. The company website is used to promote and market the full range of services and during 2016/2017 the company has linked the website with the front of house leisure bookings system. This will improve accessibility as well as enabling the customer to view and book activities at the click of a button.

The website currently attracts an average of 70,000 hits per month. There are also approximately 3,000 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 and speak to a member of staff. With the introduction of online memberships over the financial year this is set to increase during 2017/2018.

The company has invested heavily in digital marketing through the siting of screens in the building and software package to schedule and plan the right marketing and promotional messages to be seen by the right people, at the right time. This is being developed further over the next two months with the recruitment of a dedicated Communications Officer in post for Active4Today. This is supported by traditional advertising including newspapers, press releases

and editorials in the Newark Advertiser (covering Southwell, Bingham and Ollerton), The Bramley, The Chad and the Ollerton Roundabout.

The sports development team also work extremely closely with Radio Newark particularly on the Newark and Sherwood Sports Awards, raising the profile and adding gravitas to the annual events. This adds value and increases the exposure of this hugely important event, recognising the achievements of talented sports people, volunteers, coaches and clubs in our community.

## **DEVELOPMENTS**

New equipment was provided into the facilities during 2016/2017, which has a fully open compatible platform. This has enabled customers to access the internet on Android and Apple devices and link into the various existing applications in a bid to encourage and support them in their fitness journey. For the company, this technology will assist with the retention of customers and the length of stay at the facilities.

The applications also provide high quality statistical data on individual performance, attendance and progress and will enable the company to forward plan according to the demand of our customers.

A4T will be rolling out 'OnCourse' during 2017 which will initially enable the coaching staff to monitor the progress of over 3000 children on swimming lessons. This will also provide a 'portal' for parents/carers to interact and request changes for group moves, look into their child's progress against the set progression pathway, approved by our training and course syllabus provider, the Swimming Teachers Association.

The use of the 'Active Card' by our customers is essential in monitoring the profile of our users as well as their usage patterns. This enables the company to make changes to programmes and activities and communicate with our customers on a proactive level. Encouraging customers to provide their details and obtain a card will continue to be a key priority in 2017/18 in order to plan our services according to the research and insight available.

## **STAFFING**

To undertake the work, the company has a team of dedicated individuals, led by a committed and passionate management team. The team has several years of practical experience within the leisure industry and this is supported by a sound academic base to ensure the practical knowledge is underpinned by professional qualifications. This ethos is carried on through to all levels of the company and in the region of £15,000 is invested annually into training, continuing professional development (CPD) and maintaining staff qualifications.

This is identified through the annual performance review, which all staff members are encouraged to engage with. The investment in training is rewarded through the good retention of staff and ultimately a good experience is received by the customer. Training is delivered both internally and externally covering a wide range of qualifications in order to increase and enhance the service offer.

## **PERFORMANCE MANAGEMENT**

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

The performance indicators are linked to the council's strategic outcomes and have been developed with Members of the Leisure and Environment Committee, in order to build a performance framework, which contributes to a meaningful picture of how the company is performing in relation to the outcomes set by the Council. As per the company's objectives, the performance framework is split into three areas:

- Healthy and active lifestyles
- Accessible facilities
- Financial viability

The progress of the identified outcomes and specific performance indicators are reported to the Board and Leisure and Environment Committee on a regular basis.

## **FINANCE**

As part of the business planning process, the company has undertaken extensive work in producing budgets for the 2017/2018. Detailed work has taken place on direct debit income, pay and play income, external funding and club usage.

As set out during previous reports, the company has proposed that provision is made to develop the company's reserves in a bid to ensure resilience for the organisation, which supports the company and council to ensure the company remains in a financially sustainable position. As a result, the company is proposing to develop a reserve in 3 areas; contingency, repairs and renewals and development. The amount proposed is an overall reserve of £750K, which it is intended to be developed over the coming years.

As members will be aware, the company currently operates on a management fee paid by Newark and Sherwood District Council, covering leisure facilities, sports development and Southwell Leisure Centre Trust. In addition to the fee, additional finance will be sought from external funding providers to support the work of the sports development section. Whilst this will be shown as finance coming into the business, this will be off-set by the expenditure going out, leaving the company in a cost neutral position. Below is the proposed management fee for 2017/2018, approved by Leisure and Environment Committee in April 2015.

### **2017-2018 NSDC –Management Fee Requirements**

NSDC Management Fee	Amount - Full Year
Sports Development Management Fee	£117,417
Southwell Leisure Centre Management Fee	£ 94,680
<b>Total fee to be paid to Active4Today Ltd</b>	<b>£212,097</b>

Fig 5. Financial Arrangements for 2017/2018

<u>Active4Today Performance Indicators (incl SLCT)</u>	Dec-15	Dec-16	Growth (+) Decline (-)	Commentary
No. of User Visits	1,009,116	961,294	-4.74%	Below expected levels - new year promotions will increase this figure beyond 2015 performance. SLCT is currently investigating access issues at their facility as this is considerably lower than in previous years and is heavily distorting the overall figures
No. of Leisure Centre user visits (Card Holders) - Female	251,060	302,782	+20.60%	Contrary to national trends of less females participating in sport. A4T/SLCT have developed a very 'female friendly' programme across the centre, eg classes held at the same time as children's activities.
No. of Leisure Centre user visits - Aged Over 60	64,351	68,976	+7.19%	Increased activities held at all sites during the daytime allowing more choice and access for over 60's
No. of Leisure Centre user visits - Children (under 16)	166,730	207,759	+24.61%	Increased capacity on all children's coaching programme enabling huge growth.
Live Leisure Centre Membership base (adults)	6,152	7,993	+29.93%	Increased capacity and quality of fitness equipment and continuous training of instructors has led to this increase in membership.
Live Leisure Centre Membership base (children)	3,383	3,744	+10.67%	Increased capacity on all children's coaching programme has enabled significant growth in children's memberships.
No. of Leisure Centre user visits - Deprived areas	26,986	29,368	+8.83%	Relocation of provision from Grove to NSFC has enabled more people from deprived areas to access the offer.
No. of individuals referred to Active4Today from a health professional - Attended Session	164	221	+34.76%	Increased promotion and marketing to health professionals has increased number of referrals received but also attendance at the first session.
No. of user visits on Sports Development programmes in deprived areas	3,554	5,636	+58.58%	Delivery of the SAFE project in key deprived areas has grown, with sessions now becoming sustainable beyond the initial start up period in community settings. Allowing the team to move into another activity.

**OPTIONS FOR THE FUTURE DELIVERY OF ARTS AND COMMUNITY DEVELOPMENT WITHIN NEWARK AND SHERWOOD**

**1.0 Purpose of Report**

- 1.1 To inform members of a range of options for the future delivery of Arts Development within the District of Newark and Sherwood.

**2.0 Background**

- 2.1 Prior to 2009/10 NSDC had a full time Arts Officer and two other full time staff, one based at Rufford and one based in the Palace Theatre. This team organised and ran Arts and Community projects using Arts Council and NSDC funding streams, the Arts Officers' main role being to secure external funding.
- 2.2 Following the major restructuring process which saw the creation of the Community, Sports and Arts Business Unit, the Arts team was dismantled resulting in significant savings. A small budget was retained which was managed by the newly formed Business Unit. From 2013 the Sports element of this budget was managed by the Sports and Leisure team and the Arts and Community elements of the budget were taken on by the councils 'e' communications officer on a one day per week basis. At the time that officer worked three days per week in the communications team.
- 2.3 With the creation of Active4Today, the sports element of the budget was formally transferred to Active4Today, leaving the 'e' communications officer to manage the Arts and Community budget with management oversight from the Business Manager for Community, Sports and Arts. The 'e' communications officer has since started an additional day per week working in the Communications team as part of the 'Moving Ahead' project. As a result of this a new Arts Officer was appointed on a one day per week contract. However, the post-holder resigned in June this year and following discussions with CMT it was determined not to re-advertise the post until a decision was made regarding the future of Arts and Community funding. The 'e' communications officer has continued carrying out the support role but such an arrangement is not sustainable in the medium to long term.

**3.0 Information**

- 3.1 The Arts Officer post is a demanding and busy role. The main reason for the last post holder resigning was the size of the workload which took up more than a day each week. The post covers providing grants to organisations (which represents less than 50% of the role and involves liaising with the Member Grants Panel); and the commissioning of projects and support to many small community organisations.
- 3.2 A lot of the support provided entails advertising and promoting events on social media. All activities that are supported by the Arts Officer are clearly labelled with the District Council logo etc.

- 3.3 The Arts Officer is also a consultee of the Art Council who take references from the post holder for funding applications for projects based in NSDC.
- 3.4 At the recent budget briefing Committee members were asked to consider what savings they could achieve from the Committee budget. Details of the current budget for Arts and Community Development is attached as **Appendix A** to this report. The total budget for 2017/18, including the Arts Officer post totals £41,010.
- 3.5 There are a range of options available to members ranging from 'no change' to the removal of the entire budget.
- 3.6 Active4today currently manage the 'Sports' element of the grants system reporting to the member grants panel and it is possible that the Arts and Community element of this, totalling £12,500, could also be transferred to Active4today, with their staff presenting all applications to the quarterly member grants panel meetings. In addition Severn Trent Water have approached the Council asking for assistance in the award and distribution of funding they propose to provide to community groups, as part of the sewerage upgrade project they have recently commenced in the Town. A combination of Active4today administering this and the Member Grants Panel providing a governance mechanism is currently being considered.
- 3.7 The remainder of the budget is allocated by officers and is detailed in the appendix. If these elements were all removed including the vacant Arts Officer post, a saving of £28,510, could be achieved.
- 3.8 Conversely if all the remaining budget elements were retained then a decision would have to be made regarding the filling of the Arts Officer post or the re-allocation of responsibility elsewhere in the organisation. A small residual amount of activity could possibly be retained and managed in the Communities, Sports and Arts Business Unit.

#### **4.0 Comments of Director Community**

- 4.1 As hopefully can be seen from the comments above, the Arts Officer role is a demanding one to be delivered in one day per week. The role covers a broad range of tasks and the time demands were instrumental in the last post holder deciding to resign from the post despite the 'e' communications officer continuing to provide support when needed. The functions covered by the post expose the Council to positive PR and good will and are well received by wards and communities across the District.
- 4.2 Many of the interventions and opportunities provided through the Arts and Community Development budget are referenced in the District Councils Health and Wellbeing Delivery Plan and are considered by partners, particularly those in the Health Community to play an important role in the health and wellbeing, particularly the mental health, of individuals and communities throughout the District.

#### **5.0 Comments of Business Manager and Chief Financial Officer – Financial Services**

- 5.1 The options Members are being asked to consider would provide a range of annual savings from £41,010 if the whole budget is removed, down to £0 if all is retained. Members will be aware of the financial situation facing the Council due to reduced funding. Finding

ongoing savings is necessary to achieve a balanced budget in 2017/18 and the following four years.

- 5.2 It should be noted that the remaining Arts and Community grants still held by the Council will amount to approximately £10,000 at 1<sup>st</sup> April 2017. The funding was initially granted in 2005 by the Arts Council for the “Visible” project which was to provide arts projects for people over 50 years of age. The grant has been spent on such projects in the intervening years. However, no funding has been received for some time and it is unlikely in the current economic climate, that any further funding will be received in the future. The cost to the Council of administering these grants is approximately £12,500 per year as per paragraph 3.6, and it should therefore be considered whether it is cost-effective to continue. There is no requirement to return any unspent funding to the Arts Council.
- 5.3 If the decision is taken to retain and recruit to the Arts Officer post, this may restrict the options and/or the amount of savings that can be achieved in the future.

## **6.0 RECOMMENDATION**

**Members determine what elements of the Arts and Communities Development Budget they wish to discontinue in 2017/18 with a view to making appropriate savings.**

### **Reason for Recommendations**

To identify savings from the Arts and Communities Development Budget as a contribution to the Councils overall Revenue Budget for 2017/18.

### **Background Papers**

Nil

For further information please contact Andy Hardy Business Manager Communities, Sports and Arts on extension 5714, or Lynn Preece on extension 5499.

**Andy Statham**  
**Director - Community**

**Code 45101 Contractual Services. £8000**

This budget is used to commission specific arts based projects throughout the District via SLA's with Arts Professionals and providers. Examples of what this funding has been used for/achieved include the recent '**Banners**' Project in the Castle Grounds, the very successful '**Men in Sheds**' project, a photography based project for **Dementia Carers** based in Newark and an Arts based **diversionary project**, run in conjunction with social services, the police and the Councils' ASB team targeted at young people at risk of entering the criminal justice system.

***Not referred to Grants Panel***

**Code 48103 Grants and Voluntary Bodies**

**Village Ventures – £5,554** this budget supports on average 36 shows per year that are held in small community venues around the District. NSDC support each show to the tune of £154 each with a similar contribution being made by Notts County Council. Other Districts in Nottinghamshire make similar contributions but the take up is largest in Newark and Sherwood due to its rural nature. The programme is managed on behalf of the County Council by a company called Live and Local. The shows themselves range from Comedy evenings to plays and recitals. The small rural venues that are supported by this scheme see great value in the process as it enables them to make good use of local facilities and they use the shows as fund raisers to help support their community asset(s).

***Not referred to grants panel***

**Participatory Projects – £3,500** this budget funds a range of Arts based projects that are participatory in nature. A very good example of this is the **Dukeries Workshop** project in Ollerton. This practical arts project engages with disabled people and disadvantaged and vulnerable young people. It is run by volunteers and is based at the Dukeries Centre in Ollerton. ***Not referred to grants panel***

**Rural Touring Cinema - £1,000** this is jointly run by Lowdham and Elston Film Clubs with Lowdham being the main partner. Lowdham run a full year's programme of screenings every Friday, known as 'Film Fridays' and the equipment is load out to other local communities for the screening of a range of films throughout the year. Bookings for this equipment are co-ordinated by the Arts Officer who helps promote the screenings by placing them on the Councils social media outlet(s). The £1000 in this budget covers the cost of the annual maintenance of this cinema equipment which we agreed to do when we developed the partnership with Lowdham and Elston.

***Not referred to Grants Panel***

**Active Volunteers – £1,300** this budget supports the wide range of volunteer groups that exist throughout the District and without who's support many of the Councils services would struggle to operate. The main element of this budget is used to fund the Councils Annual '**Volunteers Celebration Event**'. This years event was held on the 12<sup>th</sup> June in the Castle Grounds and was very well attended by over 250 volunteers and their families

despite atrocious weather. Several council employees gave up a Sunday to organise and run this annual event that is always very well received and this year involved a river cruise on the Trent games and music in the Castle Grounds and a small buffet.

***Not referred to grants panel***

#### **49309 Promotion of Community Events - £9,000**

This budget is utilised to support small community events throughout the District. Access to the grant fund is by application only and there are qualifying criteria that each application has to meet. The grants fund is publicised on the Councils website and grants are awarded throughout the Year. The decision to award a grant is made by the 'Grants Panel' a group of three members made up of the Chair and Vice-Chair of the Leisure and Environment Committee (Cllrs Duncan and Mison) a member representing the West of the District (Cllr Tift and a member representing the central wards (Cllr Michael) The grants panel meets four times per year and it is the role of the Arts Officer to present applications to members for consideration having first vetted the applications to ensure compliance and advising members of any issues relevant to the application. **(Note an officer performs a similar function for the panel with regard to sports related grants, the budget for which has been transferred to Active4Today.)**

#### **49397 Promotion of Arts Events and Development - £5,000**

This budget is utilised to support small Arts events in exactly the same way as described above for community events. Applications being presented to the grants panel by the Arts Office at its quarterly meetings. . **(Note an officer performs a similar function for the panel with regard to sports related grants, the budget for which has been transferred to Active4Today.)**

In addition to the above there is also a ring fenced budget for the '**Visible**' Project. This project started life as a pilot project aimed at increasing the visibility of elderly people within the Community. The Arts Council was so impressed with the pilot that it awarded a grant to the Council of £20,000 to promote and sustain the initiative. The Arts Officer is responsible for the use of this fund with approximately £13,000 having been spent to date and £7,000 remaining for future use.

***Not referred to grants panel***

## PROMOTION OF THE ARTS

DESCRIPTION	2015/16 BUDGET £	2016/17 BUDGET £	2017/18 BUDGET £	2018/19 BUDGET £
<b>Employee Costs</b>	<b>4,820</b>	<b>7,440</b>	<b>6,720</b>	<b>6,780</b>
<b>Contractual Services</b>	<b>8,000</b>	<b>8,000</b>	<b>8,160</b>	<b>8,323</b>
<b>Grants &amp; Voluntary Bodies</b>				
Village ventures Contribution (Rural touring)	5,544	5,544	5,655	5,768
Participatory Arts Development	5,000	3,500	3,570	3,641
Rural touring Cinema	1,000	1,000	1,020	1,040
Active Volunteers	1,300	1,300	1,326	1,353
	<b>12,840</b>	<b>11,340</b>	<b>11,570</b>	<b>11,800</b>
<b>Promotion of Events</b>				
NSDC Community Events	1,500	1,500	1,530	1,561
Community External Event Grants	7,500	7,500	7,500	7,500
	<b>9,000</b>	<b>9,000</b>	<b>9,030</b>	<b>9,061</b>
<b>Arts Development &amp; Events</b>	<b>5,000</b>	<b>5,000</b>	<b>5,000</b>	<b>5,000</b>
<b>Other items (Insurance and printing)</b>	<b>370</b>	<b>200</b>	<b>530</b>	<b>540</b>
<b>TOTAL BUDGET</b>	<b>40,030</b>	<b>40,980</b>	<b>41,010</b>	<b>41,504</b>

<b>2019/20</b>	<b>2020/21</b>
<b>BUDGET</b>	<b>BUDGET</b>
£	£

<b>6,830</b>	<b>6,900</b>
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<b>8,490</b>	<b>8,659</b>
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5,883	6,001
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3,714	3,789
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1,061	1,082
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1,380	1,407
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<b>12,040</b>	<b>12,280</b>
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1,592	1,624
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7,500	7,500
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<b>9,092</b>	<b>9,124</b>
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<b>5,000</b>	<b>5,000</b>
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<b>550</b>	<b>560</b>
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<b>42,001</b>	<b>42,523</b>
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**LEISURE & ENVIRONMENT COMMITTEE REVENUE BUDGET 2017/18 - 2021/22**

**1.0 Purpose of Report**

- 1.1 To inform the Committee of the budget and scales of fees & charges for those areas falling under the remit of the Leisure & Environment Committee for 2017/18 and future years.

**2.0 Background Information**

- 2.1 Business Managers and service budget officers have been working with officers from Financial Services to determine a first draft general fund budget and medium term financial plan. The budgets have been prepared in line with the strategy agreed by Policy & Finance Committee on 22<sup>nd</sup> September 2016.

- 2.2 As part of the budget strategy it was agreed that the functional Committees be requested to look at opportunities for savings in 2017/18, and also any investment potentials which would increase and support revenue income levels, in order to reduce the projected burdens in future years. As part of the 2015/16 final accounts process a sum of £300,000 was identified from savings made during the year and it was recommended that this should be set aside to fund initiatives which would achieve future savings for the authority. Members of this Committee are asked to identify any 'spend to save' initiatives in order that these can be considered by the Policy and Finance Committee and funded from this reserve.

- 2.3 The Leisure & Environment Committee met on 15<sup>th</sup> November 2016 to scrutinise the budget and continue to look for ways to achieve further savings in 2017/18 and future years. The budget proposals attached at **Appendix A** have been developed following consideration by the Committee.

- 2.4 It was agreed that Business Managers should continue to work with officers from Financial Services to formulate a final budget for submission to Policy & Finance Committee on 23<sup>rd</sup> February 2017. The current budget proposals are attached at **Appendix A**. A schedule of fees and charges pertaining to Leisure & Environment Committee are attached at **Appendix B**.

**3.0 Revenue Budget Proposals**

- 3.1 The current draft budget shows a decrease in 2017/18. Direct service expenditure including deferred and capital charges, and all central services recharges currently shows an overall decrease of £308,010 against 2016/17 budget. When central recharges and capital are excluded this becomes a saving of £240,900. Capital charges have decreased by £47,850 and central support services by £19,260.

- 3.2 A budget briefing was presented to an informal meeting of this Committee on Thursday 8<sup>th</sup> December 2016. At the briefing a number of savings were suggested by officers and these have been incorporated into the figures presented in this report. The additional savings comprise:

£

Fuel – refuse & street sweeping	24,250 *
Upkeep of dykes – contractual services	3,160
Dog Control – contractual services	3,000
National Assistance Act Burials	590
Net saving (included in budget)	<u>31,000</u>

These savings are additional to £40,000 savings built into the base budget as a result of lower fuel prices and the opening of the waste transfer station in Brunel Drive. It is agreed that if fuel prices increase a contribution can be made from the fuel reserve set up from previous years' under spends.

- 3.3 This budget figure includes an average of 2% inflation on expenditure and income, as approved by the Leisure & Environment Committee at its meeting on 22<sup>nd</sup> September 2016. It also assumes a 1% increase in salary and wages costs overall in 2017/18 and future years.
- 3.4 Staffing costs account for approximately 57% of the gross service budget (excluding capital and central recharges) and significant budget savings cannot be achieved without affecting staffing levels.
- 3.5 Major variances between 2016/17 and 2017/18 are shown below:
- 3.5.1 Within the Domestic Refuse Collection budget various running cost savings have been estimated for fuel, vehicle leasing and corporate communication costs and additional income estimated for trade refuse, garden waste collection and waste disposal.
- 3.5.2 The estimates for the Dog Control service have been revised to reflect the decision to no longer provide a pest control service.
- 3.5.3 The budgets for the former Proactive and Reactive Environmental Health Services have now been merged and the net increase in cost is primarily due to increases in the pay related budgets for salaries (inflation and increments), National Insurance employer contributions and pension employer contributions.
- 3.5.4 The increase in the cost of neighbourhood centres reflects the end of the lease for Hawtonville Community Centre. A number of options are being considered for the centre however at this stage the budget reflects payment of NDR by the District Council whilst the property remains empty.
- 3.5.5 The setting up of Active4Today has continued to have a significant impact across all the budgets and further savings have been reflected in the estimates for the management fee.
- 3.5.6 The estimates for Newark Livestock Market reflect a change in the rent formula as approved at a meeting of the Policy & Finance Committee held on 29<sup>th</sup> September 2016.
- 3.5.7 A detailed copy of individual service budgets is available on the Members' Extranet.

#### **4.0 Fees and Charges**

4.1 The level of fees and charges has been considered by officers within the framework set out in the Corporate Charging Policy. Proposals for increases in fees and charges are attached at **Appendix B** for consideration and recommendation to Policy & Finance Committee on 23<sup>rd</sup> February 2017 and Council on 9<sup>th</sup> March 2017.

#### **5.0 Conclusions**

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

#### **6.0 RECOMMENDATIONS that:**

- (a) the final Committee budget as shown at Appendix A be recommended to Policy & Finance Committee at its meeting on 23<sup>rd</sup> February 2017 for inclusion in the overall council budget; and**
- (b) the scales of fees and charges as shown at Appendix B be recommended to Policy & Finance Committee at its meeting on 23<sup>rd</sup> February 2017 and Council on 9<sup>th</sup> March 2017.**

#### **Reason for Recommendations**

**To ensure that the final budget proposals for 2017/18 to 2020/21 and level of fees and charges for 2017/18 are recommended to Policy & Finance Committee on 23<sup>rd</sup> February 2017.**

#### **Background Papers**

Detailed budget papers available on the Members' Extranet

For further information please contact Nicky Lovely on Extension 5317 or Amanda Wasilewski on Extension 5738.

**Nicky Lovely**

**Business Manager and Chief Financial Officer – Financial Services**

**BUDGET SUMMARY**  
**LEISURE & ENVIRONMENT**

CODE	DESCRIPTION	2016/17	2017/18	MORE/(LESS)	2018/19	2019/20	2020/21	2021/22
		INITIAL BUDGET	BASE BUDGET		BASE BUDGET	BASE BUDGET	BASE BUDGET	BASE BUDGET
A10701	UPKEEP OF DYKES	11,530	8,600	(2,930)	8,660	8,730	8,790	8,850
A11002	DOMESTIC REFUSE COLLECTION	2,278,930	2,167,610	(111,320)	2,236,730	2,274,470	2,302,160	2,292,200
A11101	PUBLIC CONVENIENCES	78,560	77,090	(1,470)	78,110	79,110	80,100	81,110
A11103	SEWERAGE WORKS	35,900	28,610	(7,290)	29,170	29,730	30,310	30,910
A11104	STREET SWEEPING	623,230	613,560	(9,670)	623,340	632,910	639,550	648,070
A11106	PEST CONTROL	44,050	0	(44,050)	0	0	0	0
A11107	DOG CONTROL	74,820	105,220	30,400	106,960	108,520	109,790	111,160
A11110	NATIONAL ASSISTANCE ACT BURIAL	5,050	4,740	(310)	4,760	4,770	4,780	4,790
A11135	ENVIRONMENTAL HEALTH	438,450	819,810	381,360	828,890	837,360	845,330	853,950
A11136	ENV HEALTH REACTIVE	365,980	0	(365,980)	0	0	0	0
A11137	BRUNEL DRIVE DEPOT ADMIN	0	0	0	0	0	0	0
A11201	LOWDHAM CEMETERY	(920)	(510)	410	(480)	(460)	(450)	(430)
A11202	WALESBY CEMETERY	(470)	0	470	0	0	0	0
A11305	SOUTHWELL LEISURE CENTRE	189,940	193,480	3,540	198,200	200,670	201,740	202,650
A11321	NEIGHBOURHOOD CENTRES	99,090	120,790	21,700	108,830	110,130	111,360	112,410
A11339	NEWARK SPORTS HUB	29,160	30,220	1,060	30,370	30,610	16,790	17,030
A11442	ARTS DEVELOPMENT	65,260	65,950	690	52,750	53,770	54,780	55,840
A11576	ACTIVE 4 TODAY	481,470	256,930	(224,540)	259,900	263,040	263,320	263,600
A11582	LIFE SAVING	4,390	4,510	120	5,010	5,150	5,190	5,280
A11583	COMMUNITY SPORTS & ARTS DEV	0	0	0	0	0	0	0
A11731	STREET NAMING	60,620	65,360	4,740	65,600	66,530	67,410	68,350
A12214	FAIRS	0	0	0	0	0	0	0
A12221	NEWARK LIVESTOCK MARKET	(193,810)	(178,750)	15,060	(178,130)	(177,940)	(177,890)	(177,760)
A15003	BRUNEL DRIVE DEPOT	0	0	0	0	0	0	0
A15024	CATERING SERVICES	0	0	0	0	0	0	0
A26901	VEHICLE POOL WORKSHOP	0	0	0	0	0	0	0
A26910	VEHICLE POOL NSH	0	0	0	0	0	0	0
	<b>TOTAL</b>	<b>4,691,230</b>	<b>4,383,220</b>	<b>(308,010)</b>	<b>4,458,670</b>	<b>4,527,100</b>	<b>4,563,060</b>	<b>4,578,010</b>

**BUDGET SUMMARY  
LEISURE & ENVIRONMENT SUBJECTIVE SUMMARY**

CODE	DESCRIPTION	2016/17 INITIAL BUDGET	2017/18 BASE BUDGET	More (Less)	2018/19 BASE BUDGET	2019/20 BASE BUDGET	2020/21 BASE BUDGET	2021/22 BASE BUDGET
111	SALARIES AND WAGES	2,397,530	2,406,290	8,760	2,437,830	2,462,180	2,486,800	2,511,630
113	NATIONAL INSURANCE	159,380	212,350	52,970	214,560	216,720	218,900	221,120
114	SUPERANNUATION	294,730	292,640	(2,090)	296,500	299,470	302,450	305,470
	<b>EMPLOYEE SUB TOTAL</b>	<b>2,851,640</b>	<b>2,911,280</b>	<b>59,640</b>	<b>2,948,890</b>	<b>2,978,370</b>	<b>3,008,150</b>	<b>3,038,220</b>
211	REPAIRS AND MAINTENANCE	44,060	43,100	(960)	43,960	44,830	45,710	46,620
212	ENERGY COSTS	43,570	40,830	(2,740)	41,640	42,470	43,320	44,190
213	RENT	1,200	1,200	0	1,200	1,200	1,200	1,200
214	RATES	40,530	47,560	7,030	48,510	49,480	50,470	51,480
215	WATER SERVICES	15,880	14,980	(900)	15,280	15,580	15,890	16,210
217	CLEANING AND DOMESTIC	800	800	0	800	800	800	800
219	CONTRIBUTION TO FUNDS	83,030	88,890	5,860	89,130	89,380	89,630	89,890
311	TRANSPORT	993,950	860,650	(133,300)	936,020	953,540	971,450	990,340
315	CAR ALLOWANCES	29,200	28,810	(390)	29,400	29,990	30,590	31,220
316	INSURANCE	58,020	57,020	(1,000)	58,020	59,550	60,560	61,580
411	EQUIPMENT AND FURNITURE	78,390	79,780	1,390	81,080	82,410	83,770	85,160
412	MATERIALS	28,530	16,920	(11,610)	17,030	17,150	17,270	17,390
421	INTERNAL	510	530	20	520	530	540	550
431	CLOTHING AND UNIFORMS	14,790	15,070	280	15,370	15,670	15,990	16,310
441	GENERAL OFFICE EXPENSES	34,270	6,220	(28,050)	6,340	6,460	6,580	6,710
451	CONTRACTUAL	582,090	361,290	(220,800)	369,000	376,000	378,550	381,310
452	OTHER SERVICES	64,170	56,970	(7,200)	58,110	59,270	60,450	61,670
461	COMMUNICATIONS AND COMPUTING	13,980	13,820	(160)	13,990	14,280	14,560	14,850
471	STAFF	1,860	1,780	(80)	1,810	1,840	1,870	1,900
481	GRANTS	17,770	17,540	(230)	17,820	18,110	18,400	18,700
491	INSURANCE	51,730	48,820	(2,910)	50,170	51,530	52,490	53,430
493	OTHER	303,030	363,320	60,290	370,590	377,990	385,550	393,260
711	ADMIN BUILDINGS	132,710	120,260	(12,450)	118,730	121,290	123,160	125,280
712	CENTRAL DEPARTMENT SUPPORT	664,140	655,090	(9,050)	643,610	650,820	642,420	649,120
713	CSS MONTHLY PERCENTAGE RECHGS	16,510	16,180	(330)	16,350	16,570	16,800	17,030
714	CENTRAL EXPENSES	0	40	40	40	40	40	40
715	DEPARTMENTAL ADMINISTRATION	84,580	81,260	(3,320)	82,530	83,440	84,220	85,110
821	CAPITAL CHARGE	738,010	690,160	(47,850)	689,580	696,130	690,720	648,460
	<b>RUNNING EXPENSES SUB TOTAL</b>	<b>4,137,310</b>	<b>3,728,890</b>	<b>(408,420)</b>	<b>3,816,630</b>	<b>3,876,350</b>	<b>3,903,000</b>	<b>3,909,810</b>
922	Contributions From Other Las	(70,630)	(78,790)	(8,160)	(79,930)	(81,090)	(82,280)	(83,500)
928	Recharge Non Gf Accounts	(318,850)	(297,270)	21,580	(330,500)	(334,320)	(338,170)	(342,100)
931	Sales	(78,060)	(78,060)	0	(78,060)	(78,060)	(78,060)	(78,060)
932	Fees And Charges	(959,040)	(996,790)	(37,750)	(1,005,430)	(1,014,230)	(1,023,200)	(1,032,350)
933	Rents	(230,140)	(218,000)	12,140	(218,000)	(218,000)	(218,000)	(218,000)
938	Fees And Charges	(64,200)	(62,200)	2,000	(62,200)	(62,200)	(62,200)	(62,200)
939	Other Receipts	(208,140)	(214,660)	(6,520)	(217,530)	(219,730)	(222,070)	(225,240)
951	Recharge Gf Rev Accounts	(288,250)	(282,400)	5,850	(285,840)	(290,040)	(293,560)	(297,410)
951	Recharges	(73,840)	(22,080)	51,760	(22,530)	(22,980)	(23,440)	(23,910)
958	Int Charge For Services	(6,570)	(6,700)	(130)	(6,830)	(6,970)	(7,110)	(7,250)
	<b>INCOME SUB TOTAL</b>	<b>(2,297,720)</b>	<b>(2,256,950)</b>	<b>40,770</b>	<b>(2,306,850)</b>	<b>(2,327,620)</b>	<b>(2,348,090)</b>	<b>(2,370,020)</b>
	<b>COMMITTEE TOTAL</b>	<b>4,691,230</b>	<b>4,383,220</b>	<b>(308,010)</b>	<b>4,458,670</b>	<b>4,527,100</b>	<b>4,563,060</b>	<b>4,578,010</b>

**ENVIRONMENTAL HEALTH FEES AND CHARGES – LEISURE AND ENVIRONMENT COMMITTEE**

	Type of licence	Relevant act or order*	Duration	Notes	2016-17 Existing	2017-18 Proposed
1	Animal Boarding Establishments  Initial     Renewal	Ref 004	Annual	The fees for 2017-18 have been calculated on a full cost recovery basis	£159     £111 + vet fees	£160     £115 + vet fees
2	Home Boarding	Ref 004	Annual	The fees for 2017-18 have been calculated on a full cost recovery basis	£68  There is an additional charge of £17 per host family when part of a franchise	£90  There is an additional charge of £65 per host family when part of a franchise
3	Dangerous Wild Animals	Ref 005	Annual	The fees for 2017-18 have been calculated on a full cost recovery basis	£122 + vet fees	£135 + vet fees
4	Dog Breeding  Initial    renewal	Ref 006	Annual	The fees for 2017-18 have been calculated on a full cost recovery basis	£159 + vet fees    £91 + vet fees	£160 + vet fees    £100 + vet fees
5	Riding Establishments  Initial   Renewal	Ref 007	Annual	The fees for 2017-18 have been calculated on a full cost recovery basis	£158 + VAT + fees   £122 + VAT + fees	£160 + vet fees   £125 + vet fees

6	Ear-Piercing, Tattooing, Acupuncture, Electrolysis, Skin piercing and semi- permanent tattooing  Person  premises	Ref 002	Annual	The fees for 2017-18 have been calculated on a full cost recovery basis	£90  £106  Where the premises already hold a licence for ear piercing etc. £46 person £53 for premises	£115  £110  Where the premises already hold a licence the charge is £115 per additional treatment
7	Massage & Special Treatment  Initial  Renewal  No massage (just sunbeds)	Ref 008	Annual   Annual	The fees for 2017-18 have been calculated on a full cost recovery basis	£160  £145  £120	£170  £145  New £165  Renewal £120
8	Lasers: New Renewal Transfer	Ref 008	Annual	The fees for 2017-18 have been calculated on a full cost recovery basis	£475 £159 £212	£475 £165 £215

	Type of licence	Relevant act or order*	Duration	Notes	2016-17 Existing	2017-18 Proposed
9	Zoos Initial Inspection  Renewal  Periodic 3 year inspection  Transfer	Ref 009	First licence valid for 4 years Renewal valid for 6 years	The fees for 2017-18 have been calculated on a full cost recovery basis	£420  £318  £318  £159	£490  £360  £360  £160
10	Pet Shops Pet Animals Act 1951 New Renewal	Ref 010	Annual	The fees for 2017-18 have been calculated on a full cost recovery basis	£159 £103	£160 £115
11	High Hedges 1 <sup>st</sup> stage 2 <sup>nd</sup> stage	Ref 011	One Off	The fees for 2017-18 have been calculated on a full cost recovery basis	£150 + VAT £290 + VAT	£175 £310
12	Licence Application for House in Multiple Occupation  Single application  Multiple applications at same time  Variation of licence	Ref 012	One off	The fees for 2017-18 have been calculated on a full cost recovery basis	£380  £330  £112	£500  £425  £150
13	Scrap Metal Dealer  Site Licence  Collectors Licence	Ref 013	Three years	The fees for 2017-18 have been calculated on a full cost recovery basis	£310  £115	£350  £130

14	Mobile Homes Act 2014	Ref 014		To reflect the variation in the cost of processing the application depending on the size of the site.  Depends on total number of pitches	Application fee £353 plus £8.50 per additional unit  Annual fee £10 - £15 per pitch.  Transfer / amendment of licence £155 Depositing Site rules £133	Application fee £355 plus £8.60 per additional unit  Annual fee £8.10  Transfer / amendment of licence £160 Depositing Site rules £135
1 - 8	The authority has the discretion to charge a reasonable fee. The increase is approximately 2%					
9	Fee now split to differentiate between Council Element and DEFRA element. The authority has the discretion to charge a reasonable fee. The increase is approximately 2%					
10 - 14	The authority has the discretion to charge a reasonable fee. The increase is approximately 2%					

**CERTIFICATES, AUTHORISATION AND REGISTER COPIES**

<b>TYPE</b>	<b>2016-17 Existing</b>	<b>2017-18 Proposed</b>	<b>Comments</b>
Health & Purity Certificate	£28	£30	
Foot & Mouth Health Certificate	£115	£130	
Condemnation Certificate	£120	£150	
<b>Environmental Site Reports</b> Home Buyer Version Detailed version	£70 + VAT £185 + VAT	£80 + VAT £200 + VAT	

**DOG WARDEN**

<b>STRAY DOGS:</b>	<b>2016-17 Existing</b>		<b>2017-18 Proposed</b>		<b>Comments</b>
<p>This includes Government fee, Local Authority charge, and kennelling costs.</p> <p>Initial seizing and handling charge of £75 + £8 per day food, water and kennel costs.</p>	1 Day	£83	1 Day	£83	<p>No increase is proposed. Owners need to be encouraged to reclaim their dogs. Benchmarking with neighbouring authorities reveals that NSDC charges are high in comparison.</p>
	2 Days	£91	2 Days	£91	
	3 Days	£99	3 Days	£99	
	4 days	£107	4 days	£107	
	5 Days	£115	5 Days	£115	
	6 Days	£123	6 Days	£123	
	7 Days	£131	7 Days	£131	

**PRIVATE WATER SUPPLIES**

<b>Activity</b>	<b>NSDC charge 2016-17</b>	<b>Proposed charge 2017-18</b>	<b>Comments</b>
Risk Assessment	Hourly rate x time spent	Hourly rate x time spent	Guidance on fees is provided by the Drinking Water Inspectorate
Sampling	£50	£50	
Investigation	Hourly rate + analysis costs	Hourly rate + analysis costs	
Authorisation	Hourly rate x time spent	Hourly rate x time spent	
Domestic Supplies (Reg. 10)	£25	£25	
Check Monitoring (Commercial supplies)	£50 plus analysis costs	£50 plus analysis costs	
Audit Monitoring (Commercial supplies)	£50 plus analysis costs	£50 plus analysis costs	

## MISCELLANEOUS CHARGES

<b>SERVICE</b>	<b>2016-17 Existing</b>	<b>2017-18 Proposed</b>	<b>Comments</b>
Disabling burglar alarm under Environmental Protection Act 1990 – statutory nuisance	£170 per hour + VAT + alarm company costs + £75 Admin fee + VAT	£300 + VAT + any external costs	
CCTV Drain scans	£122 + VAT per hour or part thereof	£140 per hour + VAT	
Emptying Dog Waste Bins	£1.77 + VAT per emptying per bin	N/A	
Housing immigration check	£80	£100	

### **\*Relevant act/ Order References**

Ref 001 - Hypnotism Act 1952

Ref 002 - Local Government (Miscellaneous Provisions) Act 1982

Ref 003 - Local Government (Miscellaneous Provisions) Act 1976

Ref 004 - Animal Boarding Establishments Act 1963

Ref 005 - Dangerous Wild Animals 1976

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

Ref 007 - Riding Establishments Acts 1964 and amended 1970

Ref 008 - Nottinghamshire County Council Act 1985

Ref 009 - Zoos Licensing Act 1981

Ref 010 - Pet Animal Act 1951

Ref 011 - Anti Social Behaviour Act 2003

Ref 012 - Housing Act 2004

Ref 013 - Scrap Metal dealers Act 2013

Ref 014 – Mobile Phones Act 2014

**PUBLIC CONVENIENCE CHARGES – LEISURE AND ENVIRONMENT COMMITTEE**

<b>Public Convenience</b>	<b>2016-17 Existing</b>	<b>2017-18 Proposed</b>
Gilstrap Centre	20p	20p

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

<b>Trade Waste and Recycling / Garden Bins</b>									
We cannot set figures for these services at this time until we have received information from Nottinghamshire County Council and discussed information with partners, which may not be until December or later. The current charge for domestic garden bins is £30 each. One charge affects the other if the variation is large we may need to alter the final figures									
		Refuse		Recycling		Refuse		Recycling	
Bin Size		2016-17 Collect. Charge	2016-17 Disposal Charge	2016-17 Collect. Charge	2016-17 Disposal Charge	2017-18 Collect. Charge	2017-18 Disposal Charge	2017-18 Collect. Charge	2017-18 Disposal Charge
1	140	£2.06	£1.28	£2.06	£0.30	£2.10	£1.28	£2.10	£0.30
2	240	£2.54	£2.20	£2.54	£0.51	£2.60	£2.20	£2.60	£0.51
3	360	£3.12	£3.30	£3.12	£0.77	£3.20	£3.30	£3.20	£0.77
4	660	£4.57	£6.05	£4.57	£1.42	£4.65	£6.05	£4.65	£1.42
5	1100	£6.70	£10.08	£6.70	£2.36	£6.85	£10.08	£6.85	£2.36
6	Pre Paid Sacks	£1.61	£0.44	£1.61	N/A	£1.65	£0.44	£1.65	N/A
7	Clinical	£2.01	£5.80	£2.01	N/A	£2.05	£5.80	£2.05	N/A
<b>Commercial Fridges</b>		<b>2014-15</b>	<b>2015-16</b>	<b>2016-17</b>	<b>2017-18</b>				
8	Per Unit	£75.00	78.75	£82	£85				
9	Collection and Transport	£94.10	£98.80	£102	£105				
<b>Domestic Garden Bins</b>			<b>2016/17 Existing</b>	<b>2017/18 Prop.</b>					
Price per bin			£30	£30					
<b>Cleansing Services Hours</b>			<b>2016-17 Existing</b>	<b>2017-18 Prop.</b>					
1	1		£58	£60					
2	1.5		£87	£90					
3	2		£116	£120					
4	3		£174	£180					
5	4		£232	£240					
6	5		£290	£300					
<b>Emptying bins (cost per empty of bin)</b>			<b>2016/17 Existing</b>	<b>2017/18 Prop.</b>					
Litter bins			£0.55	£0.60					
Dog Bins			£1.77+vat	£1.85 + VAT					

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

Bulky Waste Charges				
	2016-17	2016-17	2017-18	2017-18
	First Item	Subsequent Item	First Item	Subsequent Item
Domestic Bulky Waste	£12	£6	£13	£7
White Goods including Computer and TV Monitors	£12	£12	£13	£13
Large Items which are not covered by the above charges	£58 per hour		£60 per hour	

**LOWDHAM CEMETERY CHARGES - LEISURE AND ENVIRONMENT COMMITTEE**

<b>Area</b>	<b>Service</b>	<b>2016-17 Existing</b>	<b>2017-18 Proposed</b>
Grants of Exclusive Right	Purchase of Grave – Resident of Parish	£470	£480
	Purchase of Grave – Non Resident of Parish	£940	£960
Burials	Grave Digging	£417	£425
	Burial of Ashes	£120	£122
Memorials	Headstone, Cross, Scroll (max height 2'6")	£160	£163
	Height over 2'6" – extra per foot	£27	£27.50
	Vases (max height 9")	£50	£51
	Additional inscriptions	£50	£51

## STREET NAMING & NUMBERING CHARGES – LEISURE AND ENVIRONMENT COMMITTEE

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

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

### Proposed fee schedule:

Service	Existing Charge	Proposed Charge
Adding or amending a name or re-numbering an existing individual property, including notification to external organisations	£25	£25.50
Amendment to approved/existing naming and numbering scheme due to change in plot numbers, or plot positions, including notification	£75 admin fee plus £25 per plot* requiring re-numbering/naming	£76.50 admin fee plus £25.50 per plot* requiring re-numbering/naming
Amendment to approved naming and numbering scheme due to change in approved street name (after consultation)	£75 admin fee plus £25 per property for up to 10 properties  £75 admin fee plus £25 per property for first 10 properties, then £10 for every additional property thereafter	£76.50 admin fee plus £25.50 per property for up to 10 properties  £76.50 admin fee plus £25.50 per property for first 10 properties, then £10.20 for every additional property thereafter
Rename or numbering of street where requested by Parish Council and/or residents including notification	£75 admin fee plus £25 per property for up to 10 properties affected by change  £75 admin fee plus £25 per property for first 10 properties, then £10 for every additional property thereafter affected by change	£76.50 admin fee plus £25.50 per property for up to 10 properties affected by change  £76.50 admin fee plus £25.50 per property for first 10 properties, then £10.20 for every additional property thereafter affected by change

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

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

#### Terms and Conditions:

1. All requests must be completed on the appropriate form which is available on our website or from Customer Services.

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

**PROPOSALS FOR THE FUTURE ENGAGEMENT WITH NEWARK AND SHERWOOD CLINICAL COMMISSIONING GROUP**

**1.0 Purpose of Report**

- 1.1 To inform members of a range of proposals for developing improved engagement and joint working with Newark and Sherwood Clinical Commissioning Group (CCG).

**2.0 Background**

- 2.1 Over the past few years the District Council has developed an increasingly close working relationship with colleagues from the Newark and Sherwood CCG which helped in the formation of the Newark and Sherwood Health Forum.
- 2.2 The Health Forum met regularly over an eighteen month period to discuss a range of health related topics and included members from relevant public sector organisations and third sector/voluntary organisations.
- 2.3 Following on from a reorganisation within the CCG, and key staff moving on, the impetus was lost and the Health Forum at its last meeting determined that a new approach may be needed to continue to build on the relationships developed by the forum and ensure the continuing exchange of knowledge and information.
- 2.4 Over the past few months officers have been working to develop a new engagement strategy with the CCG that would include elected members, clinicians, officers and representatives from the wider health community.

**3.0 Information**

- 3.1 The following proposals have been discussed and agreed as a 'blueprint' for the way forward;
- a) Quarterly liaison meetings between senior officers from the CCG and the clinical Chair of the CCG with senior officers of the District Council and Chair/vice-chair and opposition spokesperson from the Leisure and Environment Committee. The scope of these meetings would include:
- Sharing of updates on transformation plans
  - CCG contribution to neighbourhood studies
  - Updates on Primary Care development
  - Discussion on Housing-Planning developments etc.
- b) Establish a General Practitioners forum with elected members that meet annually.
- c) CCG support for Parish Council Partnership meetings – development of community engagement.
- d) The establishment of an Annual Health Forum with the aim of bringing together representatives from the wider health community and the local authority to review

the health profile and challenges within the District and identify priorities for the coming year.

3.2 It is proposed that the first quarterly meeting will be organised and held in February 2017 And at this meeting the final details of the above proposals will be agreed and confirmed and dates identified for all subsequent meetings throughout 2017.

**4.0 Recommendations that:**

- (a) Members support the proposals outlined in paragraph 3.1; and
- (b) The Director Community be tasked with finalising the detail of the proposals in discussion with CCG colleagues with the aim of developing and delivering the proposals for 2017.

**Reason for Recommendations**

To develop and improve engagement with Newark and Sherwood CCG.

**Background Papers**

Nil

For further information please contact Andy Statham on extension 5520.

**Andy Statham**  
**Director - Community**