



*Kelham Hall
Newark
Nottinghamshire
NG23 5QX*

Tel: 01636 650000

www.newark-sherwooddc.gov.uk

Chairman: Councillor A.C. Roberts

Vice-Chairman: Councillor R.J. Jackson

Members of the Committee:

Councillor M.G. Cope

Councillor R. A. Crowe

Councillor R. Crowe

Councillor Mrs G.E. Dawn

Councillor P.C. Duncan

Councillor J.D. Lee

Councillor N.B. Mison

Councillor Mrs S. Soar

Councillor D.B. Staples

Councillor Mrs L.M.J. Tift

Substitutes

Councillor Mrs I. Brown

Councillor G.P. Handley

Councillor R.B. Laughton

Councillor P.S. Peacock

Councillor B. Wells

AGENDA

MEETING: Leisure & Environment Committee

DATE: Tuesday, 26th January 2016 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 24 th November 2015 | | 3 – 7 |
| | | (exempt) | 8 |
| 3. | Declarations of Interest by Members and Officers and as to the Party Whip | | |
| 4. | Declaration of Any Intentions to Record the Meeting | | |

PART 1 - ITEMS FOR DECISION

- | | | | |
|----|--|--|---------|
| 5. | Leisure and Environment Committee Revenue Budget 2016/17 – 2020/21 | | 9 - 37 |
| 6. | Proposed Sports Hub Development at Bowbridge Road, Newark | | 38 - 43 |
| 7. | National Civil War Centre – Room Hire Rates | | 44 - 45 |
| 8. | Active4Today Business Plan 2016/17 | | 46 – 87 |

PART 2 - ITEMS FOR NOTING

- | | | | |
|-----|---|--|-----------|
| 9. | Performance Management Update – Mid Year Update 2015/16 | | 88 - 95 |
| 10. | Health and Wellbeing/Health Scrutiny | | To Follow |
| 11. | Chairman’s Update | | To Follow |

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, 24th November 2015 at 6.00 pm.

PRESENT: Councillor A.C. Roberts (Chairman)

Councillors: M.G. Cope, R.A. Crowe, R. Crowe, P.C. Duncan, J.D. Lee, N.B. Mison, D.B. Staples and Mrs L.M.J. Tift, B. Wells (substitute for Mrs S. Soar).

ALSO IN

ATTENDANCE: Councillor R.B. Laughton

38. APOLOGIES FOR ABSENCE

Apologies for absence were received on behalf of Councillors: R.J. Jackson and Mrs S. Soar.

39. MINUTES OF THE MEETING HELD ON 27TH OCTOBER 2015

Minute No. 34 – Health and Wellbeing/Health Scrutiny. A Member asked for the wording ‘noting this may result in a merger with a larger trust’ to be removed from the minutes.

AGREED that, subject to the amendment above, the Minutes of the meeting held on 27th October 2015, be approved as a correct record and signed by the Chairman.

40. 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.

41. DECLARATION OF ANY INTENTIONS TO RECORD THE MEETING

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

42. RUMBLES CATERING PROJECT – LEASING OF COUNCIL FACILITIES AT VICAR WATER COUNTRY PARK AND SCONCE & DEVON PARK

The Committee considered the report presented by the Business Manager Parks and Amenities, which provided an update on the leasing of the cafes at Vicar Water Country Park and Sconce and Devon Park to Rumbles Catering Project for a 10 year period. Committee approval was also sought for the progression of a project to extend the visitor centre at Sconce and Devon Park.

The Business Manager Parks and Amenities informed Members that a supporting letter from the training provider was available for Members to view which confirmed the training provided to Rumbles employees. A Member questioned whether that information was enough and that certificates from the professional training provider should be provided as evidence.

Members discussed the proposed extension to the Sconce and Devon Park visitor centre and asked how the day to day running arrangements would work. It was clarified that the building would be approx. 4metres by 5metres and available in the day and evening for hire. The extension would not be included into the Rumbles lease, but a flexible agreement would be put in place in order to allow Rumbles to use the extension.

The cost for the pre-work, which included drawing the plans, costing the build was sought. It was confirmed that the cost would be through the recharge for Asset Management employees and would be minimal. The Chairman proposed that a £1,000 limit on the pre-work be imposed.

A Member asked that the proposed revenue from the extension be included in a future report to the Committee.

AGREED (unanimously) that:

- (a) the progress made in progressing the leasing of the cafes based at Vicar Water Country Park and Sconce and Devon Park to Rumbles Catering project be noted; and
- (b) support for the Sconce and Devon Park visitor centre extension project and its approval for further work to be undertaken on the project pending a more detailed Committee report be granted in principle, providing that the pre-work does not exceed £1,000.

43. COUNCIL'S DRAFT REVENUE BUDGET FOR 2016/17 TO 2020/2021

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 2016/17 and future years.

Members discussed the budget summary and clarification was sought regarding A11103 – Sewage works. The Council was responsible for a small number of sewage works; which formerly served council owned properties. Over the years most of those rural properties had been sold under right to buy and members considered that now private developments were also connected to these pumping stations. A Member asked why the residents of those properties were not being charged for their sewage treatment as other tax payers were subsidising that. The Assistant Business Manager confirmed that Newark and Sherwood Homes had been approached a number of years ago but there were no records regarding whether there was a charge for this in the Right to Buy scheme. It was confirmed that further research would be undertaken with the Legal and Planning Business Units.

A Member asked whether training could be provided regarding some of the licences included in the report. The Chairman proposed that the Business Manager - Environmental Health be asked to attend a future meeting of the Committee explaining their meaning.

A Member sought clarification regarding the charges for the National Civil War Centre, including the meaning of concession and whether the annual pass was too generous and should be increased.

Members commented that a larger concession should be made for people on means tested benefits and asked the Business Manager National Civil War to look into that. They also asked if he could calculate the number of visitors that had revisited the Centre using their annual pass and suggested that the annual adult pass should be increased to £16 and annual concession pass to £14 which would be double the day ticket.

Members raised concern regarding theatre hire now being taxable, which would increase the cost to community groups. A Member asked whether the hire fee could be reduced in order to attract more people. It was confirmed that the Council did not make a profit from the theatre hire as the theatre was subsidised by the Council.

It was confirmed that the income had reduced for the Castle Undercroft from £600 to £350, which was due to competition.

AGREED (unanimously) that:

- (a) a review of fees and charges (excepting services which are subject to commissioning and devolution) be undertaken;
- (b) the current draft Committee budget be incorporated into the overall service budget to be reported to Policy & Finance Committee at its meeting on 3rd December 2015;
- (c) the Director - Resources continues to formulate budget proposals for formal consideration at the Leisure & Environment Committee meeting on 26th January 2016 for recommendation to Policy & Finance Committee on 25th February 2016;
- (d) further research regarding A11103 – Sewage works be undertaken;
- (e) the Business Manager - National Civil War Centre look to increase the concession available to people on means tested benefits and calculate the number of visitors that had revisited the Centre using their annual pass. The annual adult pass be increased from £11 to £16 and annual concession pass increased from £10 to £14; and
- (f) the Business Manager - Environmental Health be invited to attend a future meeting of the Committee to explain the meaning of the Licences detailed in the Environmental Health Fees & Charges.

44. HEALTH AND WELLBEING/HEALTH SCRUTINY AND CHAIRMAN'S UPDATE

A Member provided an update to the Committee regarding two meetings that he had attended. The first was the Clinical Commissioning Group (CCG) Stakeholder Group special meeting which took place on 19th November 2015. The meeting informed its members that all CCG's were required to develop a contingency plan in case the Hospital Trust they commission failed. This plan had to identify which services would be deemed essential to retain in each hospital and which services could be switched to other providers including Primary Care Health Centres. Newark and Sherwood and Mansfield and Ashfield CCG's were undertaking this exercise. In order to help the CCG to complete the exercise there were drop in sessions taking place at Newark Town Hall on the 26th November 2015 at 10am – 12pm and same date at Edwinstowe House, Edwinstowe at 6pm – 8pm. It was commented that this was a complicated issue.

The second meeting attended was Health Scrutiny which took place on 23rd November 2015. The meeting provided details regarding the Sherwood Forest Hospital Foundation Trust Inspection Report. The report had a reassuring explanation from Sherwood Forest Hospital Foundation Trust regarding what had gone wrong and how they were trying to rectify the problem. It was also reported that there were new figures on mortality rates for Sherwood Hospital Foundation Trust which showed recent improvements to below national average. The Care Quality Commission had also been discussed which provided an update on GP's and Dentist inspections. Three GP surgeries in Southwell and Newark had been inspected and had scored good ratings. A surgery in Rainworth required improvement but had now been merged into a larger practice.

It was suggested that the CCG be invited to a future meeting of the Committee in light of all the above events.

45. NATIONAL CIVIL WAR CENTRE BUDGET

The Committee considered the report presented by the Director – Customers which updated Members on the in-year financial position of the National Civil War Centre and future proposed steps.

The report had been included within the confidential and exempt items part of the agenda. It was agreed that due to the conclusion of commercial discussions relating to the catering contract that the report be considered in open session.

A discussion took place regarding the fees for the room hire within the National Civil War Centre. The Business Manager confirmed that the room hire charge was undertaken on a case by case basis and the client's ability to pay. The Business Manager commented that he was reluctant to advertise room costs within the commercial sphere. Members commented on the need for structured fees and charges for the hire of rooms and additional equipment within the Centre. The Chairman asked that this be looked into and reported back to a future meeting of the Committee.

A Member sought clarification regarding whether the figures within the draft budget were realistic. The Business Manager confirmed that the first draft budget did not include the savings from the integration. The forecast for 2016/17 had been taken from this year's figures and savings had been made from the integrated budget.

A Member raised concern regarding whether the estimated budget for 2016/17 of £304,000 was enough given that the Centre was 40% down in terms of visitors and revenue.

The Business Manager - National Civil War Centre confirmed that the budget that the Member was working from was the draft budget which did not include the integration figures. The issue with the Civil War Centre was that the budget sat with a number of committees. The Policy & Finance Committee were reviewing the Centres performance and would submit their findings to this Committee.

A Member sought clarification regarding the Civil War Centre budget and asked whether the savings being achieved through the integration should be allocated to various budgets and not just the Civil War Centre budget. It was confirmed that there was three elements to the integration which included the National Civil War Centre, Tourist Information Centre and the Palace Theatre, with the main savings being drawn from the National Civil War Centre and Theatre which was the responsibility of this Committee. In future years, the budget would incorporate the integrated teams and be presented as one budget.

A Member commented any savings made from the reduction in the cost of the Tourist Information Centre should be recognised in the Economic Development budget and not from the Leisure & Environment budget.

AGREED (unanimously) that

- (a) progress with the National Civil War Centre be noted and regular updates be brought to the Committee;
- (b) revised projections for the net cost of the National Civil War Centre and savings from the integration with the Palace Theatre are incorporated in the 2016/17 Budget;
- (c) revised in-year budget projections are taken into account in monitoring the Committee's 2015/6 budget performance; and
- (d) a report providing the proposed fees and charges for the hire of rooms and additional equipment within the National Civil War Centre be submitted to a future meeting of the Committee.

(Councillor Mrs R. Crowe left the meeting at this point).

46. EXCLUSION OF THE PRESS AND PUBLIC

AGREED that under Section 100(A) of the Local Government Act 1972, the press and public be excluded from the meeting during discussion of this item of business on the grounds that it involves the likely disclosure of exempt information as defined in Paragraph 3 of Schedule 12A of the Act and that the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

47. NATIONAL CIVIL WAR CENTRE AND PALACE THEATRE CATERING UPDATE

The Committee considered the report of the Director - Customers regarding issues which had arisen with the proposed catering contractor at the integrated National Civil War Centre and Palace Theatre site and recommendations regarding the way forward.

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

The meeting closed at 7.52pm.

Chairman

LEISURE & ENVIRONMENT COMMITTEE REVENUE BUDGET 2016/17 - 2020/21

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 2016/17 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 10th September 2015.
- 2.2 The Leisure & Environment Committee met 25th November 2015 to scrutinise the budget and continue to look for ways to achieve further savings in 2016/17 and future years. The budget proposals attached at **Appendix A** have been developed following consideration by the Committee.
- 2.3 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 25th February 2016. 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 reduction in 2016/17. Direct service expenditure including deferred and capital charges, and all central services recharges currently shows an overall decrease of £308,490 against 2015/16 budget. When central recharges and capital are excluded the saving increases to £379,030.
- 3.2 This budget figure includes an average of 2% inflation on expenditure and income, as approved by the Policy & Finance Committee at its meeting on 10th September 2015. It also assumes a 1% increase in salary and wages costs overall in 2016/17 and future years.
- 3.3 The budget will be further reduced during the financial year as strategic savings, currently shown centrally 'below the line' are agreed and implemented – this could include savings from leisure commissioning, devolution & service re-design, collaboration and ultimately efficiencies achieved through the move to the new offices later in the medium term financial plan.
- 3.4 Staffing costs account for approximately 51% 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 2015/16 and 2016/17 are shown below:

- 3.5.1 Following the integration of the Palace Theatre, the National Civil War Centre – Newark Museum and the Newark TIC these budgets have been combined under the heading of Heritage, Culture & Visitors. There is now no discrete tourist information provision within Newark, however the staff at the Visitor Information Centre will promote tourism within the District. Savings have been achieved by bringing the former tourism service into the remit of the Heritage, Culture and Visitors service, and when comparing the overall cost to the Council of this service, it is possible to identify significant savings.
- 3.5.2 Direct savings made as a result of setting up Active4Today to manage the Council’s leisure facilities are shown here, however there are also additional savings, mainly in Policy and Finance Committee where real income is received from the company for central services such as HR and Financial Services.
- 3.5.3 There is a large increase in capital charges applied to the refuse control budget – this is as a result of purchasing new refuse vehicles outright rather than through a leasing arrangement. This charge is reversed out ‘below the line’ and does not impact on the Council Tax payer and the increase between years amounts to £147,860.
- 3.5.4 Savings have been achieved in fuel costs as a result of lower fuel prices and the opening of the waste transfer station in Brunel Drive.
- 3.5.5 The refuse collection budget includes costs and income from the extension to the green waste service as agreed by Policy & Finance Committee on 5th November 2015.
- 3.5.6 Significant savings have been achieved through devolution to Town and Parish Councils – particularly in Parks and Playing Fields, Sherwood Avenue Amenities and Public Conveniences. Savings on market administration is reported to Economic Development Committee, although all savings are partially offset by a grant to Newark Town Council which appears in the Grants and Concessions budget on Homes & Communities Committee. Further devolution is currently being progressed and will be reported to Members as agreement is reached.
- 3.6 A detailed copy of all service budgets is available in the Members’ Room.

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 25th February 2016 and Council on 10th March 2016.

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 25th February 2016 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 25th February 2016 and Council on 10th March 2016.**

Reason for Recommendations

To ensure that the final budget proposals for 2016/17 to 2020/21 and level of fees and charges for 2016/17 are recommended to Policy & Finance Committee on 25th February 2016.

Background Papers

Nil

For further information please contact David Dickinson on Extension 5300 or Amanda Wasilewski on Extension 5738.

David Dickinson
Director - Resources

BUDGET SUMMARY

LEISURE & ENVIRONMENT

CODE	DESCRIPTION	2015/16 INITIAL BUDGET	2016/17 BASE BUDGET	MORE/ (LESS)	2017/18 BASE BUDGET	2018/19 BASE BUDGET	2019/20 BASE BUDGET	2020/21 BASE BUDGET
Culture & Heritage								
A10101	NATIONAL CIVIL WAR CENTRE	265,380	0	(265,380)	0	0	0	0
A10102	MILLGATE MUSEUM	0	0	0	0	0	0	0
A10103	MUSEUMS MANAGEMENT	0	0	0	0	0	0	0
A10104	GILSTRAP INTERPRETATION CENTR	0	0	0	0	0	0	0
A10105	NEWARK CASTLE/CASTLE GROUNDS	73,370	77,500	4,130	78,860	89,900	91,200	92,260
A10107	OLD MAGNUS BUILDINGS	0	0	0	0	0	0	0
A10108	RESOURCE CENTRE. MUSEUMS	49,170	52,270	3,100	53,180	53,900	54,740	55,540
A10109	HERITAGE, CULTURE & VISITORS	0	685,360	685,360	631,710	550,440	531,960	549,730
A11443	PALACE THEATRE	256,880	0	(256,880)	0	0	0	0
Sub total		644,800	815,130	170,330	763,750	694,240	677,900	697,530
Leisure								
A11301	GROVE LEISURE CENTRE	25,240	0	(25,240)	0	0	0	0
A11305	SOUTHWELL LEISURE CENTRE	169,200	189,940	20,740	183,520	185,380	187,180	189,800
A11306	NEW LEISURE CENTRE	(27,940)	0	27,940	0	0	0	0
A11307	DUKERIES LEISURE CENTRE	254,540	0	(254,540)	0	0	0	0
A11319	SPORTS DEVELOPMENT	199,530	0	(199,530)	0	0	0	0
A11322	BLIDWORTH LEISURE CENTRE	236,800	0	(236,800)	0	0	0	0
A11575	LEISURE CENTRES	0	0	0	0	0	0	0
A11576	NEW COMPANY - LEISURE	0	481,470	481,470	449,720	448,940	447,980	447,600
Sub total		857,370	671,410	(185,960)	633,240	634,320	635,160	637,400
Refuse, Cleansing & Transport								
A11002	DOMESTIC REFUSE COLLECTION	2,175,080	2,278,930	103,850	2,276,870	2,300,210	2,341,160	2,346,830
A11104	STREET SWEEPING	661,380	623,230	(38,150)	629,870	634,690	642,920	622,880
A15003	BRUNEL DRIVE DEPOT	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
Sub total		2,836,460	2,902,160	65,700	2,906,740	2,934,900	2,984,080	2,969,710
Parks & Open Spaces								
A11201	LOWDHAM CEMETERY	3,790	(920)	(4,710)	1,090	1,010	1,020	1,030
A11202	WALESBY CEMETERY	3,470	(470)	(3,940)	1,020	940	950	960
A11331	PARKS AND PLAYING FIELDS	279,150	165,950	(113,200)	171,360	236,410	242,270	245,290
A11333	SHERWOOD AVENUE AMENITIES	37,170	0	(37,170)	0	0	0	0
A11334	PRIVATE ESTATES	46,300	47,730	1,430	49,900	70,310	71,180	72,150
A11335	CLOSED CHURCHYARDS	18,740	15,820	(2,920)	16,150	19,490	19,780	20,000
A11336	VICAR WATER PARK	106,710	94,070	(12,640)	94,980	100,520	96,840	97,560
A11337	COMMUNITY FACILITIES MGMT	0	0	0	0	0	0	0
A11338	SCONCE & DEVON PARK	158,790	170,550	11,760	173,240	209,140	211,950	214,000
A11582	LIFE SAVING	3,980	4,390	410	4,520	6,260	6,370	6,440
A11702	ENVIRONMENTAL SCHEMES	68,360	55,860	(12,500)	57,090	70,440	71,540	72,290
A15023	GROUNDS MAINTENANCE	0	0	0	0	0	0	0
Sub total		726,460	552,980	(173,480)	569,350	714,520	721,900	729,720
Sports, Arts Developmentr & Neighbourhood Centres								
A11314	LINCOLN ROAD SPORTS HALL	35,260	35,550	290	35,980	36,950	37,280	37,600
A11321	NEIGHBOURHOOD CENTRES	99,290	99,090	(200)	104,540	106,310	107,450	108,590
A11339	NEWARK SPORTS HUB	7,030	29,160	22,130	29,920	30,190	30,580	30,990
A11442	ARTS DEVELOPMENT	68,860	65,260	(3,600)	66,440	67,130	67,950	68,770
A11583	COMMUNITY SPORTS & ARTS DEV	0	0	0	0	0	0	0
Sub total		210,440	229,060	18,620	236,880	240,580	243,260	245,950
Environmental Health								
A11106	PEST CONTROL	66,350	44,050	(22,300)	44,450	44,650	44,960	45,160
A11107	DOG CONTROL	62,430	74,820	12,390	75,920	76,780	77,820	78,690
A11110	NATIONAL ASSISTANCE ACT BURIAL	4,850	5,050	200	5,180	5,180	5,270	5,370
A11135	ENV HEALTH PROACTIVE	425,710	438,450	12,740	443,120	447,510	451,850	456,190
A11136	ENV HEALTH REACTIVE	398,120	365,980	(32,140)	372,340	376,280	380,240	384,250
Sub total		957,460	928,350	(29,110)	941,010	950,400	960,140	969,660
Other Misc								
A10701	UPKEEP OF DYKES	11,220	11,530	310	11,790	11,930	12,160	12,390
A11101	PUBLIC CONVENIENCES	213,090	78,560	(134,530)	80,410	82,270	83,920	85,610
A11103	SEWERAGE WORKS	26,470	35,900	9,430	28,310	28,780	29,340	29,920
A11731	STREET NAMING	57,590	60,620	3,030	61,430	61,680	62,570	63,460
A12214	FAIRS	0	0	0	0	0	0	0
A12221	NEWARK LIVESTOCK MARKET	(140,980)	(193,810)	(52,830)	(193,650)	(191,430)	(191,280)	(191,200)
Sub Total		167,390	(7,200)	(174,590)	(11,710)	(6,770)	(3,290)	180
Total Leisure & Environment		6,400,380	6,091,890	(308,490)	6,039,260	6,162,190	6,219,150	6,250,150

**BUDGET SUMMARY
LEISURE & ENVIRONMENT SUBJECTIVE SUMMARY**

CODE	DESCRIPTION	2015/16 INITIAL BUDGET	2016/17 BASE BUDGET	More / (Less)	2017/18 BASE BUDGET	2018/19 BASE BUDGET	2019/20 BASE BUDGET	2020/21 BASE BUDGET
111	SALARIES AND WAGES	4,321,510	3,269,800	(1,051,710)	3,304,660	3,340,650	3,374,190	3,408,070
113	NATIONAL INSURANCE	270,640	211,860	(58,780)	216,700	219,180	221,580	223,920
114	SUPERANNUATION	469,250	385,050	(84,200)	390,100	394,340	398,300	402,300
	EMPLOYEE SUB TOTAL	5,061,400	3,866,710	(1,194,690)	3,911,460	3,954,170	3,994,070	4,034,290
211	REPAIRS AND MAINTENANCE	213,350	98,720	(114,630)	99,470	101,280	103,130	105,000
212	ENERGY COSTS	300,250	120,590	(179,660)	122,970	125,410	127,910	130,470
213	RENT	9,180	8,050	(1,130)	8,130	8,210	8,300	8,390
214	RATES	202,430	71,430	(131,000)	72,640	74,090	75,570	77,090
215	WATER SERVICES	85,930	26,330	(59,600)	26,740	27,270	27,820	28,380
217	CLEANING AND DOMESTIC	14,060	1,950	(12,110)	1,970	1,990	2,010	2,030
219	CONTRIBUTION TO FUNDS	243,020	170,410	(72,610)	170,920	171,440	171,980	172,520
311	TRANSPORT	1,269,880	1,068,960	(200,920)	1,083,220	1,131,090	1,150,230	1,167,760
313	CONTRACT HIRE OP LEASE	700	350	(350)	360	370	380	390
315	CAR ALLOWANCES	49,410	36,320	(13,090)	36,990	37,680	38,390	39,120
316	INSURANCE	63,240	69,100	5,860	72,120	73,360	75,290	76,800
411	EQUIPMENT AND FURNITURE	158,030	93,050	(64,980)	94,630	96,240	97,870	99,530
412	MATERIALS	50,730	41,050	(9,680)	41,620	42,210	42,810	43,420
421	INTERNAL	48,000	77,330	29,330	78,880	80,460	82,070	83,700
431	CLOTHING AND UNIFORMS	25,900	20,430	(5,470)	20,630	20,830	21,030	21,240
441	GENERAL OFFICE EXPENSES	140,560	125,820	(14,740)	99,700	101,600	103,540	105,510
451	CONTRACTUAL	662,090	716,300	54,210	726,690	733,300	739,870	747,700
452	OTHER SERVICES	118,010	119,140	1,130	115,000	116,540	118,080	119,660
461	COMMUNICATIONS AND COMPUTING	40,440	49,730	9,290	50,730	51,740	52,780	53,830
471	STAFF	9,390	7,080	(2,310)	7,210	7,340	7,470	7,600
481	GRANTS	28,140	17,770	(10,370)	18,130	18,490	18,860	19,240
482	SUBSCRIPTIONS	1,500	1,760	260	1,800	1,830	1,870	1,910
491	INSURANCE	102,370	88,280	(14,090)	90,490	92,230	94,670	96,560
493	OTHER	833,810	812,330	(21,480)	835,900	851,600	863,120	870,460
497	DISCOUNTS	9,110	8,360	(750)	7,600	6,790	5,920	5,000
711	ADMIN BUILDINGS	609,570	444,690	(164,880)	453,310	598,180	609,160	616,280
712	CENTRAL DEPARTMENT SUPPORT	1,806,510	865,980	(940,530)	882,010	889,400	899,160	909,080
713	CSS MONTHLY PERCENTAGE RECHGS	40,860	24,270	(16,590)	24,670	25,020	25,410	25,780
715	DEPARTMENTAL ADMINISTRATION	172,020	156,180	(15,840)	159,450	172,280	174,110	175,980
821	CAPITAL CHARGE	613,940	968,100	354,160	922,230	900,170	921,950	878,510
	RUNNING EXPENSES SUB TOTAL	7,922,430	6,309,860	(1,612,570)	6,326,210	6,558,440	6,660,760	6,688,940
922	Contributions From Other Las	(67,930)	(83,560)	(15,630)	(85,220)	(86,670)	(88,280)	(89,780)
926	Receipts From Other Funds	(7,700)	0	7,700	0	0	0	0
928	Recharge Non Gf Accounts	(410,910)	(539,610)	(128,700)	(528,490)	(388,960)	(392,650)	(397,140)
931	Sales	(504,120)	(543,620)	(39,500)	(616,090)	(702,490)	(742,960)	(742,960)
932	Fees And Charges	(3,386,940)	(1,560,680)	1,826,260	(1,588,430)	(1,604,810)	(1,625,860)	(1,642,880)
933	Rents	(203,590)	(243,080)	(39,490)	(243,260)	(243,590)	(243,950)	(244,320)
935	Commission	(13,040)	0	13,040	0	0	0	0
938	Fees And Charges	(63,000)	(64,200)	(1,200)	(64,200)	(64,200)	(64,200)	(64,200)
939	Other Receipts	(247,670)	(293,330)	(45,660)	(299,910)	(303,560)	(305,500)	(307,700)
951	Recharge Gf Rev Accounts	(1,530,410)	(676,190)	854,220	(690,780)	(872,460)	(886,920)	(897,030)
958	Int Charge For Services	(148,140)	(80,410)	67,730	(82,030)	(83,680)	(85,360)	(87,070)
	INCOME SUB TOTAL	(6,583,450)	(4,084,680)	2,498,770	(4,198,410)	(4,350,420)	(4,435,680)	(4,473,080)
	COMMITTEE TOTAL	6,400,380	6,091,890	(308,490)	6,039,260	6,162,190	6,219,150	6,250,150

LEISURE & ENVIRONMENT COMMITTEE
ENVIRONMENTAL HEALTH FEES & CHARGES

	Type of Licence	Relevant Act or Order*	Duration	Notes	2015-16 Existing	2016-17 Proposed
1	Animal Boarding Establishments Initial Renewal	Ref 004	Annual	Legal requirement to hold licence.	£156 + VAT fees £109 + VAT fees	159 + VAT fees £111 + VAT fees
2	Home Boarding	Ref 004	Annual	Legal requirement to hold licence.	£67 + VAT fees There is an additional charge of £16 per host family when part of a franchise	£68 + VAT fees There is an additional charge of £17 per host family when part of a franchise
3	Dangerous Wild Animals	Ref 005	Annual	Legal requirement to hold licence for certain animals. List is produced by Government.	£120 + VAT fees	£122 + VAT fees
4	Dog Breeding Initial renewal	Ref 006	Annual	Legal requirement to hold licence.	£156 + VAT fees £89 + VAT fees	£159 + VAT fees £91 + VAT fees
5	Riding Establishments Initial Renewal	Ref 007	Annual	Legal requirement to hold licence.	£155 + VAT fees £120 + VAT fees	£158 + VAT fees £122 + VAT fees

6	Ear-Piercing, Tattooing, Acupuncture, Electrolysis, Skin Piercing and Semi- Permanent Tattooing Person Premises	Ref 002	Annual	Legal requirement to hold licence. Some activities are a simple registration process prior to opening and some require annual licence	£89 £104 Where the premises already hold a licence for ear piercing etc £45 person £52 premises	£90 £106 Where the premises already hold a licence for ear piercing etc £46 person £53 premises
7	Massage & Special Treatment Initial Renewal No massage (just sunbeds)	Ref 008	Annual Annual	Legal requirement to hold licence. New renewal fee introduced. Increase in sunbed charge to reflect additional officer time	£145 £104	£160 £145 £120
8	Lasers New	Ref 008	Annual		£465	£475

	Renewal Transfer				£156 £208	£159 £212
--	---------------------	--	--	--	--------------	--------------

	Type of licence	Relevant act or order*	Duration	Notes	2015-16 Existing	2016-17 Proposed
9	Zoos Initial Inspection Renewal Periodic 3 year inspection Transfer	Ref 009	First licence valid for 4 years Renewal valid for 6 years	Legal requirement to hold licence.	£414 £312 £312 £156	£420 £318 £318 £159
10	Pet Shops - Pet Animals Act 1951 New Renewal	Ref 010	Annual	Legal requirement to hold licence.	£156 £101	£159 £103
11	High Hedges 1 st stage 2 nd stage	Ref 011	One Off	Fee for undertaking investigation and producing report.	£145 + VAT £280 + VAT	£150 + VAT £290 + VAT
12	Licence Application for House in Multiple Occupation Single application Multiple applications at same time	Ref 012	One off	Legal requirement to hold licence. Dependent on size of property	£374 £323	£380 £330

	Variation of licence				£110	£112
13	Scrap Metal Dealer Site Licence Collectors Licence	Ref 013	Three years	Legal requirement to hold licence.	 £300 £110	 £310 £115
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 £353 plus £8.50 per additional unit Annual fee £10 - £15 per pitch. Transfer/amendment of licence £155 Depositing Site rules £133
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%					
11-12	The Authority has the discretion to charge a reasonable fee. The increase is approximately 2%					
13 & 14	New licensing System. Fees agree mid-year by Licensing Committee.					

CERTIFICATES, AUTHORISATION AND REGISTER COPIES

TYPE	2015-16 Existing	2016-2017 Proposed	Comments
Health & Purity Certificate	£27	28	Certificate issued to food exporters to confirm point of origin.
Foot & Mouth Health Certificate	£112	£115	Certificate issued to conform biosecurity measures
Condemnation Certificate	£79 per hour + £36 admin + VAT	£82 per hour + £38 admin + VAT	
Applications made under the Local Authority Pollution prevention and Control Regime			
Copies of Permits	£40 + VAT		No longer required
Copy of Full Register	£77 + VAT		
Environmental Site Reports			Reports produced on land use history and potential sources of land contamination.
Home Buyer Version	£63 + VAT	£70 + VAT	
Detailed version	£177 + VAT	£185 + VAT	

SERVICE: Pest Control Domestic	2015-16 Existing	2016-2017 Proposed	Comments
Survey of domestic premises	£30 including VAT reduced to £15 plus VAT for means tested benefits. This cost is deducted from any subsequent treatment.	£30 including VAT reduced to £15 plus VAT for means tested benefits. This cost is deducted from any subsequent treatment.	No changes proposed. Service is losing customers and keeping prices at the current level may encourage more people to use the service.
Mice or rats (in house or garden), fleas, bedbugs at domestic premises.	£60 including VAT reduced to £30 including VAT for those on means tested benefits.	£60 including VAT reduced to £30 including VAT for those on means tested benefits.	No changes proposed. Service is losing customers and keeping prices at the current level may encourage more people to use the service.
Wasps at domestic premises	£60 including VAT (reduction to £30 for means tested benefit) £10 including VAT for each additional nest if treated at one visit.	£60 including VAT (reduction to £30 for means tested benefit) £10 including VAT for each additional nest if treated at one visit.	No changes proposed. Service is losing customers and keeping prices at the current level may encourage more people to use the service.
Cluster flies at domestic premises	£80 including VAT	£80 including VAT	No changes proposed. Service is losing customers and keeping prices at the current level may encourage more people to use the service.

PEST CONTROL –COMMERCIAL

SERVICE: Pest Control Commercial	2015-16 Existing	2016-2017 Proposed	Comments
Survey of commercial/business premises	£42 + VAT	£42 + VAT	No changes proposed. Service is losing customers and keeping prices at the current level may encourage more people to use the service.
Insect treatment - commercial/business premises	£62 per hour + materials + VAT	£62 per hour + materials + VAT	No changes proposed. Service is losing customers and keeping prices at the current level may encourage more people to use the service.
Rodent treatment - commercial/business premises	£62 per hour + materials + VAT	£62 per hour + materials + VAT	No changes proposed. Service is losing customers and keeping prices at the current level may encourage more people to use the service.
Wasp treatment - commercial/business premises	£97 +VAT ; and £21 + VAT for each additional nest if treated at one visit	£97 +VAT ; and £21 + VAT for each additional nest if treated at one visit	No changes proposed. Service is losing customers and keeping prices at the current level may encourage more people to use the service.

DOG WARDENS

STRAY DOGS:	2015-16 Existing		2016-2017 Proposed		Comments
This includes Government fee, Local Authority charge, and kennelling costs. Initial seizing and handling charge of £75 + £8 per day food, water and kennel costs.	1 Day	£83	1 Day	£83	No increase is proposed. Owners need to be encouraged to reclaim their dogs. Benchmarking with neighbouring authorities reveals that NSDC charges are high in comparison.
	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

Activity	NSDC charge 2015-16	Proposed charge 2016-2017	Comments
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

SERVICE	2015/2016 Existing	2016/2017 Proposed	Comments
Solicitor's letter for accident investigation.	£79 hour + VAT		No longer required
Copy of Photographs relating to accident	£40 + VAT		
Disabling burglar alarm under Environmental Protection Act 1990 – statutory nuisance	£159 per hour + VAT + alarm company costs + £75 Admin fee + VAT	£170 per hour + VAT + alarm company costs + £75 Admin fee + VAT	
CCTV Drain scans	£122 + VAT per hour or part thereof	£122 + VAT per hour or part thereof	
Emptying Dog Waste Bins	£1.75 + VAT per emptying per bin	£1.77 + VAT per emptying per bin	
Housing immigration check	£80	£80	

***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

MUSEUMS AND HERITAGE

National Civil War Centre – Newark Museum 2016/17			
Proposed Ticket Types	15/16 Charge Inc VAT	16/17 Charge Inc VAT	Notes
Day Tickets			
Adult	£7	£8	
Concession	£6	£7	
Children 5-16	£3	£3.50	
Children under 5	Free	Free	
Group Visit (10 or more paying)	10% discount	10% discount	
Annual Pass – Adult	£11	£16	
Annual Pass - Concession	£10	£14	
Annual Pass – Children	£5	£6	

OTHER CHARGES			
Other Income	Charge	Additional Information	Proposed 2016-17 inc VAT
Temporary Gallery Hire	Not proposed to have temporary gallery hire available during 2015-16 as our exhibition programme will drive paying visitor numbers	Millgate charge indicated	Not proposed to have temporary gallery hire available during 2016-17 as our exhibition programme will drive paying visitor numbers
Room Hire			
Loans Box Fines	£15	Late return of boxes	£15
Out of District Schools Travel Expenses	Price by request – It is not intended to promote outreach for schools for our first two academic years in order to concentrate visitor volume and income at the Centre. We will consider outreach for schools on a case by case basis and price accordingly.	Flat fee	
Photocopying	£50p A4 £1.00 A3		£1 A4 £1.50 A3

Scan Orders	£5.50 £6.50 £9.00	This price includes VAT . Postage is extra.	£5.50 £6.50 £9.00
Microfiche Copies	£5.00 plus £2.00 admin(very rarely requested)		£5.00 plus £2.00 admin(very rarely requested)
Own Camera	£2.00	It is possible for researchers to use their own camera to take photos of documents and objects. Copyright limitations apply.	£5.00 – reflects time processing charges
Digital reprographics (on plain paper, glossy photo paper, CD or by e mail attachment – please specify	£6.00	Museum staff can take photos of documents or objects for visitors. Please note this service may not be available same day – orders will be processed ASAP. Copyright limitations apply.	£10.00 – reflects time processing charges
Publication	Commercial Organisations (Newspapers, Journals, magazines, TV, etc.) £100.00 per image Local Authority/voluntary/charitable organisations £20.00 per image Corporate Products (annual reports, TV) £100.00 per image	There will be no charge for visitors taking photographs on the museum premises, so long as the images produced are for their own personal use and not intended for publication. Cost per image is based on <u>one</u> use only. Two	Commercial Organisations (Newspapers, Journals, magazines, TV, etc.) £100.00 per image Local Authority/voluntary/charitable organisations £20.00 per image Corporate Products (annual reports, TV) £100.00 per image

	Commercial products (cards, calendars, jigsaws etc.) £150.00 per image	uses will attract two charges per image. Three uses will attract three charges per image. For example, one use is display, two uses is display and publication (book), three uses is display, publication (book) and leaflet.	Commercial products (cards, calendars, jigsaws etc.) £150.00 per image
Television/ filming		Contract required from film company	
Long Term Archaeological Storage at Museum Resource Centre	£120 per box and £15.00 per year on going per box	Costs are based on English Heritage Calculations. One off fees.	Increase by £30 to £150 to represent additional costs in dealing with material
Discovery box – Cost per hire	£10 per box for two weeks	Loan period is 2 weeks – fines for late returns	No increase
Education programme @ NCWC	£3.50 (£2.92 net) per head – Half day (2 – 2.5 hr) visit – one facilitated* activity, one self-led activity** £4.95 (£4.13 net) per head – Full day visit – one facilitated activity, two self-led activities. £5.95 (£4.96 net) per head – Full Day visit – two facilitated activities, one self-led activity.	To be paid on day of visit by cash/cheque/card or by invoice	No increase aiming to build business
Outreach programme	Price by request – It is not intended to promote outreach for schools for our first two academic years in order to concentrate visitor volume and income at the Centre. We will consider outreach for schools on a case by case basis and price accordingly.	To be paid by all non-school participants. As above.	

THE RESOURCE CENTRE			
Hire Location	Charge	Additional Information	Proposed 2016-2017
Out of Hours – Guided tours	Out of hours £80 (£66.67 net) plus £1.00 (£0.83 net) per person	Charges do not include refreshments. Tea, Coffee, biscuits – £1 per person Occupancy : Max. 25 people	Out of hours £80 (£66.67 net) plus £1.00 (£0.83 net) per person
In Hours – Guided tours	During working hours £50 (£41.67 net) plus £1.00 (£0.83 net) per person	Charges do not include refreshments. Tea, Coffee, biscuits – £1 per person Occupancy : Max. 25 people	During working hours £50 (£41.67 net) plus £1.00 (£0.83 net) per person
Workshops	Price by request	To be paid in advance when booking	

PALACE THEATRE - FEES AND CHARGES

	2015/16 Existing	2016/17 Proposed Average number issued per year Duration
<p>1 <u>Theatre Hire (Plus VAT):</u> <i>Theatre hire is now taxable and this is making a significant difference to the costs for our local theatre hirers.</i></p> <p><u>With Stage & Dressing Rooms as equipped</u></p> <p><u>Full Theatre : 602 Seats</u></p> <p>Per day with one performance - Weekdays Commercial Hire</p> <p>Per day with one performance - Weekends Commercial Hire</p> <p>Per day with two performances - Weekdays Commercial Hire</p> <p>Per day with two performances - Weekends Commercial Hire</p> <p>Week Hire: Monday-Saturday</p>	<p>£1,500</p> <p>£2,000</p> <p>£2,750</p> <p>£3,250</p> <p>£9,250</p>	<p>£1,500</p> <p>£2,000</p> <p>£2,750</p> <p>£3,250</p> <p>£9,250</p>
<p>2 <u>Non-Profit Making/Charity/Local</u> <u>Available All year Monday-Friday + Off-Peak Weekends (at our discretion but excluding Autumn)</u> <u>Current Stalls-Only Hirers to be phased into new pricing structure over two years</u></p> <p>There is also an element of flexibility built into the fees and charges for non-profit making, allowing the Theatre's discretion to offer a further reduction to community groups at a time when the Theatre may well be dark, but mindful that our costs and a profit must be covered.</p> <p>Per day with one performance - Weekdays Non Profit Making/Charity/Voluntary</p>	<p>£1,000</p>	<p>£1,000</p>

	Per day with one performance – Weekends Non Profit Making/Charity/Voluntary	£1,500	£1,500
	Per day with two performances - Weekdays Non Profit Making/Charity/Voluntary	£1,500	£1,500
	Per day with two performances – Weekends Non Profit Making/Charity/Voluntary	£2,000	£2,000
	Conference: Full Theatre (Staffing, technical equipment and catering costs on application)	£2,000	£2,000
3	<u>Theatre Hires : Supplementary Charges Per Hour (Plus VAT) (Not Including Staffing)</u>		
	Technical/Dress: Commercial Hires	£77.50	£77.50
	Non Profit Making/Charity/Voluntary	£65.50	£65.50
	General Rehearsals: (No lights) Commercial Hires	£65.50	£65.50
	Non Profit Making/Charity/Voluntary	£55.00	£55.00
	Get In/Fit Up/ Get Out Commercial Hires	£21.50	£21.50
	Non Profit Making/Charity/Voluntary	£18.50	£18.50
4	<u>Staffing Recharges : Per Hour Plus VAT</u>		
	Technical Manager - Weekdays*	£33.00	£33.50
	Technical Manager - Weekends**	£38.00	£38.50

	Technical Officer - Weekdays*	£25.00	£25.50
	Technical Officer - Weekends**	£29.00	£29.50
	Technical Assistant - Weekdays*	£17.00	£17.50
	Technical Assistant - Weekends**	£21.00	£21.50
	* Plus 20% on all rates for hours worked between 2330 and 0600 hours		
	** Plus 20% on all rates for hours worked between 2330 and 0600 hours and plus 100% for all Bank Holiday working and 120% on all rates for hours worked on Bank Holidays between 2330 and 0600 hours		
5	<u>Room Hires : Per Hour (Plus VAT)</u> <u>Available during core theatre opening times only</u>		
	Theatre Bar: Meetings between 0900 & 0000 Non-Profit Making/ Charity/ Community		
	Commercial	£21.00	£21.00
	Performances between 0900 & 0000	£32.00	£32.00
	Education and Outreach Programmes (external) full day fee: Bar No staging/ technical/ staffing costs	£56.00	£56.00
	Byron Lounge: Non-Profit Making/Charity/Community	£120.00	£120.00
	Commercial		
	The Workshop (VAT exempt) Non-Profit Making/Charity/Community	£32.00	£32.50

	Commercial	£15.00	£15.50
6	<u>Room Hires: Commercial (Plus VAT)</u> Byron Lounge: Meetings per day Byron Lounge: Meetings half day Flexibility to discount package deals on repeat bookings and block bookings or where a room hire is part of a theatre hire deal. Flexibility to offer rooms at a discounted rate to local and community users at times when the rooms would otherwise be unused, but being mindful that costs must be covered.	£265.00 £159.00	£265 £159
8	<u>Ticket Handling Fee</u> Per Ticket – applicable to all professional productions Per Ticket – applicable to all amateur productions, dependent on overall ticket price	£1 50p - £1	£1.50 £50p - £1.50

Facility	Purpose		2015/2016 Existing	2016/17 Proposed	No of bookings 2014/15
Parks & Playing Fields	Football Season (13 matches or more)	Seniors	£490	£490	6
		Juniors	£264	£264	2
		Mini Soccer	£140	£140	1
	Football Pitch (per match)	Seniors	£48	£48	1
		Juniors	£28	£28	1
		Mini Soccer	£16	£16	
	Hire of Park – commercial use		£390 per day or 5% of ticket sales	£400 per day or 5% of ticket sales	2
	Hire of Park – charities		£92 but waived at the discretion of CMT	£95 but waived at the discretion of CMT	0
	Circuses		£320 per day	£340 per day	1
	Fun Fairs	Large Fair	£310 per day	£330 per day	0
		Small Fair	£230 per day	£250 per day	2
	Sponsorship	Bedding Displays	£715pa	£720pa	2
Outdoor Fitness Camps		£6.20 per session	£6.20 per session	0	
Newark Castle & Gardens	Guided Tours	Adult	£5.00	£5.00	Total income 2014/15 – £4,269
		Child	£2.50	£2.50	
		Family	£12.50	£12.50	
		Ghost Tour – commercial hire	£390 per event	£400 per event	
	Hire of Gardens – charity		£92 but waived at the discretion of CMT	£95 but waived at the discretion of CMT	0
	Hire of Gardens – commercial		£390 per day or 5% of ticket sales	£400 per day or 5% of ticket sales	0

	Hire of Gardens for weddings	Bandstand Undercroft	£360 £600	£350 £350	6 1
	Education Programme	Half day visit	N/A	£2.92 per head	N/A
		Full day visit	N/A	£4.13 per head	N/A
	Use of Castle for commercial photography/filming		N/A	£30 per hour	N/A
	Use of Castle Gardens for wedding photographs – professional photographers only		N/A	£20 flat fee	N/A
Lincoln Road Pavilion	Hire of Pavilion		£8.50 per hour	£9.00 per hour	Total income 2014/15 - £2,715

PARKS AND AMENITIES FEES & CHARGES –
PUBLIC CONVENIENCE CHARGES – LEISURE AND ENVIRONMENT COMMITTEE

Public Convenience	2015/2016 Existing	2016/2017 Proposed	Income 2014/15
Gilstrap Centre	20p	20p	£6,750

St Marks Precinct WCs transferred to Newark Town Council, 1/4/15

Trade Waste and Recycling/Garden Bins

We cannot set figures for these services at this time until we have received information from Nottinghamshire County Council and discussed information with partners which may not be until 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	2015/16 Coll Charge	2015/16 Disp Charge	2015/16 Coll Charge	2015/16 Disp Charge	2016/17 Coll Charge	2016/17 Disp Charge	2016/17 Coll Charge	2016/17 Disp Charge
1	140	£2.01	£1.28	£2.01	£0.30	£2.06	TBC	£2.06	TBC
2	240	£2.48	£2.20	£2.48	£0.51	£2.54	TBC	£2.54	TBC
3	360	£3.05	£3.30	£3.05	£0.77	£3.12	TBC	£3.12	TBC
4	660	£4.46	£6.05	£4.46	£1.42	£4.57	TBC	£4.57	TBC
5	1100	£6.53	£10.08	£6.53	£2.36	£6.70	TBC	£6.70	TBC
6	Pre Paid Sacks	£1.58	£0.44	N/A	N/A	£1.61	TBC	£1.61	TBC
7	Clinical	£1.98	£5.80	N/A	N/A	£2.01	TBC	£2.01	TBC
Commercial Fridges									
8	Per Unit	£75.00	78.75	£82					
9	Collection & Transport	£94.10	£98.80	£100			£102.00		
Cleansing Services Hours			2015/16 Existing	2016/17 Proposed					
1	1		£57	£58					
2	1.5		£84.75	£87					
3	2		£113	£116					
4	3		£169	£174					
5	4		£226	£232					
6	5		£282.50	£290					

TRADE WASTE CONTRACT CHARGES

<u>Bulky Waste Charges</u>				
	<u>2015/16</u>	<u>2015/16</u>	<u>2016/17</u>	<u>2016/17</u>
	<u>First Item</u>	<u>Subsequent Item</u>	<u>First Item</u>	<u>Subsequent Item</u>
Domestic Bulky Waste	£12	£6	£15	£7
White Goods Inc Computer and TV Monitors	£12	£12	£15	£15
Large Items are not covered by above charges		£57 per hour	£58 per hour	

Street Name and Numbering – Schedule of Fees

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	Current charge	Proposed charge
Adding or amending a name or re-numbering an existing individual property, including notification to external organisations	£25	£25
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	£75 admin fee plus £25 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	£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
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	£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

*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.*

PROPOSED SPORTS HUB DEVELOPMENT AT BOWBRIDGE ROAD, NEWARK

1.0 Purpose of Report

- 1.1 To provide Members with an overview of progress on the proposed sports hub development at Bowbridge Road, Newark.

2.0 Background

- 2.1 Members will recall that the Council has committed to facilitating the development of a sports hub facility at the former RHP sports ground at Bowbridge Road, Newark and to that end entered into a long lease with the County Council, who are the freehold owners of the land and, further, agreed that additional land be purchased from Tarmac.
- 2.2 The intention was that the District Council would lead on land assembly, but otherwise its role would be confined to a facilitating role. The District Council has been working closely with the Town Council, which has committed £500,000 towards the project and with Newark Sports Association who are a community organisation bringing together local sporting clubs.
- 2.3 A project Steering Group has been established comprising representatives of the District Council, Town Council and NSA to progress the project. It is also intended that a Partnership Strategy Group will be established to provide strategic direction to the project.
- 2.4 Under the terms of the Section 106 Agreement relating to the Newark Academy site, Nottinghamshire County Council have committed £1million towards the provision of an athletics track and 3G pitch at the Bowbridge Road site, with a proviso that works must commence on the Bowbridge Road site within five years of the date of that Agreement (17th October 2019). If work were to not commence by that time, the County Council have an option either to extend the relevant timescales or, after a further 12 months have elapsed and if the relevant timescales have not been extended, to provide the facilities at the Academy site.
- 2.5 Initially it was envisaged that NSA would take a lead role in developing and then in operating and managing the sports hub site. This was reflected in the terms of a Partnership Agreement which was approved by the Council, but which was not executed.
- 2.6 The Council has, however, subsequently received advice that the project is unlikely to receive funding from Sport England and the National Governing Bodies, unless the project is seen as being led by the District Council. This is significant as it will fundamentally change the nature of the District Council's role in bringing forward the development.
- 2.7 Further complexities have been introduced in that NSA have been successful in securing funding of £250,000 from Power to Change for the provision of a cycle track, which it is intended will primarily be constructed on the former Tarmac land, with potential for further funding of £250,000 towards the hub building. However this funding is conditional on the project being seen as "community led" and Power to Change being satisfied as to

the content of a Partnership Agreement which must be in place as a condition of their funding.

- 2.8 A mechanism therefore needs to be sought in which the project is delivered in such a way as to satisfy Power to Change and other funding pots related to community based initiatives, but at the same time to satisfy Sport England and the National Governing Bodies.
- 2.9 It is clear that significant external funding will be required in order to ensure that the project will be delivered, as there is currently no capital commitment towards the project from the District Council.
- 2.10 It is also essential in terms of future operation and management that an effective mechanism is put in place and that the facilities mix is designed in such a way as to secure its future sustainability. To this end, a detailed business plan and a supporting programme of use is being developed
- 2.11 The former RHP sports ground is still used by football and cricket. The detailed design of the new facilities mix has not been finally agreed, but is likely to include a cycle track, grass pitch with stadium, changing facilities and hub building, 3G track and athletics track. It may also include a provision for tennis and indoor cricket should the necessary funding be identified. At this stage the facilities mix does not include cricket, because of the extent of land which would be required for its provision and therefore, before the development can proceed, work will need to be undertaken to relocate cricket to an alternative site. Discussions are ongoing with Newark Cricket Club, with a view to the creation of an additional pitch at their Kelham Road site and the enhancement of the existing club facilities. However, this will require the necessary funding to be identified.

3.0 Introduction

- 3.1 Newark & Sherwood District Council and Newark Town Council jointly commissioned LK2 to undertake a feasibility study on the provision of a sports hub at the Bowbridge Road site.
- 3.2 The feasibility study looked at the optimum facilities mix for the site, having regard to existing provision within the area, potential funding opportunities and an analysis of future management and operational structures. A full copy of the feasibility study is available for Members on request and a copy has been placed on the Members extranet. The feasibility study will be important as a background document in supporting any funding bids to Sport England and to relevant National Governing Bodies.
- 3.3 NSA have submitted detailed comments on what they consider to be inaccuracies and omissions in the feasibility study. Any agreed inaccuracies have been corrected and other matters have been the subject of discussion and clarification at steering group meetings.
- 3.4 Regarding the way forward for delivery of the project, the Town and District Councils and NSA have agreed the content of a Partnership Agreement which it is hoped will satisfy both Power to Change and Sport England and the National Governing Bodies. Essentially this would provide for NSA to act as accountable body in delivery of the first phase of the

project, namely the cycle track, with the District Council acting as accountable body on the delivery of the remainder of the facilities.

- 3.5 The Partnership Agreement as currently drafted also provides that the District Council would then grant a lease of the facilities to NSA, provided they were satisfied that they were a credible and viable organisation with a sustainable business plan for their future operation.
- 3.6 Members need to be aware that if a decision is taken that the District Council should act as accountable body for Phase 2 of the Project, this will fundamentally change the nature of the District Council's role from the facilitation role which was originally envisaged. In particular it is likely that Sport England and the NGBs will require the District Council to act as guarantor for any funding which is awarded. At this stage it is difficult to quantify the risk to which the council might be exposed. However a detailed business plan is currently being prepared and it is hoped to present a detailed analysis to the meeting on 28th June. As a consequence of the potential change in the District Council's role in this project, the report will also need to be considered and approved by the Policy and Finance Committee at its meeting on 28 January 2016.
- 3.7 Finally, members may wish to note that in an endeavour to move the project forward more effectively, a member of the Policy and Commissioning Team has been appointed to act as project co-ordinator. However it is likely that, as the project develops, further project support will be required both in terms of providing a point of contact between the "Partnership" and potential funders to maximise funding opportunities and in providing specialist advice relation to the design and procurement of the facilities mix.

4.0 RECOMMENDATIONS that:

- (a) **Members note and approve the feasibility study for the proposed sports hub development at Bowbridge Road, Newark;**
- (b) **it is recommended to the Policy and Finance Committee that the Deputy Chief Executive, in consultation with the Chairman and Major Opposition Spokesperson of the Policy and Finance Committee together with the Chairman and Major Opposition Spokesperson of the Leisure and Environment Committee, be given delegated authority to conclude a Partnership Agreement between Newark & Sherwood District Council, Newark Town Council and NSA relating to the delivery of the sports hub project and in relation to its future operation and management, with such agreements recognising the District Council's role as accountable body in the delivery of phase 2 of the Sports Hub project and the potential financial risks that may arise as a consequence. The Partnership Agreement will reflect the document attached at Appendix 1 with such amendments as may be necessary to satisfy the relevant funding bodies; and**
- (c) **a further report be brought to the Leisure and Environment Committee on 28 June 2016 after a detailed business plan has been developed for the project.**

For further information please contact Kirsty Cole on Extension 5210.
Kirsty Cole
Deputy Chief Executive

PARTNERSHIP AGREEMENT BETWEEN NEWARK & SHERWOOD DISTRICT COUNCIL, NEWARK TOWN COUNCIL AND NEWARK SPORTS ASSOCIATION

1. The Newark Sports Association (NSA) is a community benefit society and registered charity. The NSA has been established to create equitably managed and sustainable sports facilities of the highest quality for the people of Newark and the surrounding area.
2. Newark and Sherwood District Council, Newark Town Council and NSA have a shared vision to provide a sports hub (the Sports Hub) at Elm Avenue, Newark for the benefit of the local community bringing together local authority partners, local businesses, schools, sports clubs and organisations and local people.
3. Newark and Sherwood District Council and Newark Town Council recognise the importance of community organisations to the overall development and long term sustainability of the Sports Hub. At the current time NSA is the recognised lead community organisation in Newark and, as such, the parties will aim to develop community engagement through the NSA.
4. Newark and Sherwood District Council hold a lease of part of the land which will comprise the Sports Hub and are freeholder owner of the remainder.
5. Newark Town Council has committed the sum of £500,000 towards the Sports Hub project. In addition Nottinghamshire County Council have entered into a unilateral undertaking dated 17 October 2014 pursuant to Section 106 of the Town and Country Planning Act 1990 under which an additional one million pounds may be made available towards the provision of a new athletics track and artificial grass pitch at the Sports Hub provided that the development of the Sports Hub is commenced within the timescales set out in the said unilateral undertaking.
6. It is envisaged that the Sports Hub project will be developed in two phases but in a co-ordinated manner. NSA will act as accountable body for P2C funding for phase 1 which comprises the cycle track. Newark & Sherwood District Council will act as accountable body for any funding awarded by Sport England and National Governing Bodies in respect of phase 2 of the project.
7. Newark & Sherwood District Council, Newark Town Council and NSA have established a Partnership Strategy Group to provide strategic direction for the project and a Project Steering Group to co-ordinate and manage the implementation of the project. This will ensure the delivery of the two phases of the project as a co-ordinated whole.
8. In respect of the Phase 2 development, Newark & Sherwood District Council, Newark Town Council and NSA (the Partnership) will determine the facilities mix following detailed discussions with all possible funding bodies. Such facilities mix shall include an athletics track, a 3G pitch and changing facilities as a minimum. The agreed design will be future proofed to allow development, enhancement and additions to the facilities mix in the event that further funding becomes available. The intention is that the facilities mix will deliver a sustainable income stream, will help meet the needs of the playing pitch strategy and will complement existing

sporting facilities in Newark.

9. Subject to:-

- (i) Appropriate planning permission being first obtained for the construction of the cycle track.
- (ii) The District Council serving the requisite notice on the existing occupiers of part of the Phase 1 land to enable the reconfiguration of the existing football pitch.
- (iii) A footpath diversion order being applied for prior to the determination of the planning application for the cycle track and such order being made.

The District Council will grant NSA a lease and sublease (as appropriate) of the Phase 1 land for a 25 year term which will be subject to an agreed non-performance clause at a rental payment to be determined. The lease and sublease will be subject to the covenants, restrictions and obligations attaching to the land and in particular set out in the transfer from Tarmac to the District Council of the former Tarmac land and in the lease between the District Council and Nottinghamshire County Council.

10. Prior to commencing works to construct the cycle track on the Phase 1 land, NSA will effect the necessary works, at its expense, to realign the football pitch on the existing sports ground, or make other provision for RHP Football Club subject to their agreement.
11. The parties will work together to develop the credibility and capacity of NSA with the intention that, in the longer term, it has the potential to operate and manage the facilities provided on the Phase 2 land and may further develop and enhance the facilities provided through pursuing funding opportunities.
12. Subject to NSA being a viable and credible organisation with the appropriate skills, knowledge and capacity to operate and manage the phase 2 land, the District Council will grant NSA a sublease of the Phase 2 land for a 25 year term which will be subject to an agreed non-performance clause at an annual rental of £2,200 per annum. The sub-lease will be subject to the covenants, restrictions and obligations attaching to the land and set out in the lease between the District Council and Nottinghamshire County Council. The commencement of the term of the sublease will be at an appropriate point in time which satisfies all relevant funding bodies and ensures that potential funding is maximised for the project.
13. Such sublease shall provide that NSA will be responsible, at its expense, for maintaining the Phase 2 land to an appropriate standard throughout the term.
14. Such sublease shall provide that the District Council will have the right to use, at no cost, up to 75 car parking spaces to be constructed on the Phase 2 land, jointly with NSA, for the purpose of overspill car parking for the Leisure Centre. This arrangement could be reciprocal subject to planning requirements and prior agreement of the parties.

15. On the commencement of the sublease, it is the intention of the parties that NSA will enter into a service level agreement with Active4Today to manage bookings for the facilities. The details of the arrangements will be agreed by the parties.
16. The arrangements for drawing funding and contracting the development phase of the project will be done in a manner which minimises the potential for unnecessary VAT payments.

SIGNED BY

ROGER VAUGHAN BLANEY

On behalf of Newark & Sherwood District Council

SIGNED BY

DAVID JOHN LLOYD

On behalf of Newark Town Council

SIGNED BY

STEFF WRIGHT

On behalf of Newark Sports Association

Dated: January 2016

NATIONAL CIVIL WAR CENTRE – ROOM HIRE RATES

1.0 Purpose of Report

To update the Leisure and Environment Committee regarding formalising the current rates of room hire at the National Civil War Centre, reflecting the rates at the Palace Theatre.

2.0 Background Information

2.1 The Centre has been open for eight months and has hosted a range of functions from academic conferences to eight year old birthday parties. During this period pricing has been kept flexible in order to explore the potential market pricing. As a result the pricing table below is proposed to formalise the current room hire pricing.

3.0 Pricing Schedule

		Existing	Proposed 2016/17
Centre Visits	After-hours Evening Guided Visit: Minimum of 15 persons, must be booked <u>at least</u> four weeks in advance	£10/head £2 discount for all partner organisations (EH, ArtFund etc)	£11/head £2 discount for all partner organisations (EH, ArtFund etc)
After Dinner speaking		£50 for Newark and Sherwood District £75 for Nottinghamshire/eq uivalent area £?? Any further distance = on consideration	£60 for Newark and Sherwood District £85 for Nottinghamshire/eq uivalent area £?? Any further distance = on consideration
Room Hire	All ex VAT AV Equipment included (projector, screen and lectern).		
	Community Space Educational/Training/Meeting: <i>unless it strictly conforms to and progresses our Learning and Participation plans, then it will be discussed.</i> Party:	£20/hr £20/hr	£20/hr £35/hr

	Research Room Meeting: <i>unless it strictly conforms to and progresses our Learning and Participation plans, then it will be discussed.</i>	£20/hr	£25/hr More booking competition with research work
	Tudor Hall Major Event: Charity Rate: Currently advertised: http://nationalcivilwarcentre.com/roomhire/	£1000 night or day £795 night or day	£1000 night or day £795 night or day
	Hire a Henchman/woman	£80/evening	£100/evening
	Shop beer	15% price reduction for over 30 beers bought in advance of room hire.	15% price reduction for over 30 beers bought in advance of room hire.

4.0 Proposals

4.1 The contents of this report are for the Committee to consider and for the pricing schedule to be adopted as part of the adopted fees and charges document.

5.0 Equalities Implications

5.1 No equalities implications within this report.

6.0 Impact on Budget/Policy Framework

6.1 There will be no impact on the budget for NCWC, in most instances the fees outlined above have already been adopted. This report is to formalise those fees. The proposed fees will be adopted in the Fees breakdown including within the budget book for 16-17.

7.0 RECOMMENDATION

Committee approve the pricing schedule above as part of the adopted fees and charges document.

Reason for Recommendation

To ensure transparent pricing for use of the National Civil War Centre and that pricing is in sympathy with the Palace Theatre, prior to formal merger in 2016.

Background Papers

Nil

For further information please contact Michael Constantine on Ext 5766
Michael Constantine – Business Manager National Civil War Centre

ACTIVE4TODAY BUSINESS PLAN 2016/17

1.0 Purpose of Report

1.1 The purpose of this covering report is to introduce for committee consideration the attached Active4Today Business Plan (Appendix 1) and Performance Framework (Appendix 2).

2.0 Background Information

2.1 On 1 June 2015, Active4Today Ltd commenced trading as a registered company.

2.2 As part of the development of the wholly-owned council company, a business plan was developed for the first year of operation, which was approved by the Leisure and Environment Committee in April, 2015.

2.3 The Business Plan set out the outcomes the Leisure and Environment Committee wanted the company to deliver in return for a management fee. As part of the governance arrangements, Active4Today is required to present a business plan during each year of trading to the Leisure and Environment Committee, which is responsible for providing strategic direction to the company.

2.4 A draft Business Plan for 2016/17 was presented to Leisure and Environment Committee for its consideration in October 2015. Within that report members were being asked to consider the Business Plan and Performance Framework in detail to ensure that the Company was working towards the strategic aims set by the Committee. Members will also recall that the Committee was being asked to consider a Company request for an additional management fee of £154,876 arising largely from issues relating to VAT, but also from increased pension contributions and insurance premium tax.

2.5 To recap the position as presented to Committee in October, the business plan approved by Leisure and Environment Committee in April 2015, set out the required management fee for 2016/17 as £160,394 (excluding Southwell Leisure Centre). The draft business plan presented to the committee in October requested a management fee of £315,270 (excluding Southwell Leisure Centre). The details are set out in the table below.

PROJECTED FUNDING FOR 2016/17	L&E Report 21/04/15 £	Business Plan 27/10/15 £	Difference £
Management fee for Leisure	(33,236)	121,640	154,876
Management fee for Sports Development	193,630	193,630	0
Total Management Fee (excluding Southwell)	£160,394	£315,270	£154,876

2.6 In considering the draft Business Plan, the Committee recommended that a Working Party should be set up to examine the Business Plan, Performance Framework and additional management fee in more detail. The Working Party, together with officers from the council

and Active4Today, met on November 12 to review the Business Plan and go line by line through each performance indicator with the aim of retaining, refining or removing each one depending on its usefulness in explaining the Company's performance to the Committee. The revised Business Plan and Performance Framework are attached at Appendix 1 and 2.

- 2.7 Whilst accepting that the issues that had led to the Company requesting an additional management fee in 2016/17 were largely beyond its control, the Working Party resolved to ask the Company to undertake a review of its income and expenditure lines in 2016/17 as part of a collaborative approach to mitigating the issues which had arisen. Subsequently, the Company has agreed to reduce the additional management fee it is requesting by £30,000, leading to a request for an additional £124,876 (excluding Southwell), as set out in the Business Plan attached at Appendix 1. The company believes this reduction is achievable through prudent efficiency savings and increased growth at the new leisure centre. Whilst setting a stretching target, the savings are deliverable without affecting the quality and quantum of services.

3.0 Proposals

- 3.1 The Active4Today 2016/17 Business Plan, Performance Framework and Management Fee have been considered by the Working Party with the Company making revisions to the relevant documents at Appendix 1 and 2. The additional management fee request for 2016/17 is £124,876, excluding Southwell Leisure Centre Trust.
- 3.2 The element of funding paid to Active4Today for Southwell Leisure Centre remains as originally projected. This is not part of the management fee but is a payment made by the Council on behalf of Southwell Leisure Centre Trust for the services provided to it by Active4Today Ltd.

4.0 Equalities Implications

- 4.1 There are no specific equality or diversity issues arising from this report. Active4Today works within the council's equalities and diversity policy.

5.0 Impact on Budget/Policy Framework

- 5.1 The increased management fee has been included in the budget papers presented elsewhere on the agenda.
- 5.2 The increased management fee requested for 2016/17 will reduce the savings projected to be achieved through Active4Today in the Council's Medium Term Financial Plan. As the issues identified are ongoing, there could also be an impact on the budget for future years. However, even with an increase of £124,876 in the management fee for 2016/17 as per paragraph 3.1, the Council will still be achieving a saving of approximately £265k compared to the 2016/17 budget that would have been required if Active4Today Ltd had not been created.

6.0 Financial comments:

6.1 The extra management fee requested is based on forecast figures and the actual impact cannot be predicted accurately until the financial year is well under way. It is therefore prudent to agree a phased payment of the extra funding requested for 2016/17. It is suggested half of the amount is paid on 1st April 2016 and that the Committee request a report on the company's financial performance after the end of September 2016, to determine whether the actual loss of income is as forecast. A second payment of 25% of the extra funding could then be made at that time, with a final payment to be determined based on the outturn after 31st March 2017.

RECOMMENDATION that:

- a) the Committee approves the Active4Today 2016/17 Business Plan, Performance Framework and the request for additional management fee in 2016/17 of £124,876 to ensure the company's cash-flow requirements can be met; and**
- b) the additional management fee be paid on a phased basis.**

Reason for Recommendations

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

Background Papers

Active4Today – Management Fee, Business Plan and Specification, Leisure and Environment Committee, April 21, 2015.

For further information please contact Matthew Finch on 5716

Matthew Finch
Director – Customers

BUSINESS PLAN

2016/2017

Managing Director - Andy Carolan



CONTENTS PAGE

Executive Summary	3
The Business	4
Goals	4
Prospective Customers	6
The Market	8
Leisure facilities	8
Outreach work	10
Club development	11
Products and Services	12
Key Competitors	13
Marketing	16
Developments	18
People	20
Performance Management	21
Finance	25
Cash Flow	26
Sources of Funds	27

EXECUTIVE SUMMARY

The business plan which follows sets out a plan for Active4Today Ltd for the year 2016/2017.

The plan is broken down into sections to provide a logical and methodical view of the company and the services it provides to the community.

The plan sets three clear aims for the company, which are supported and underpinned by several goals, all of which form part of the performance management framework.

The plan looks to demonstrate its knowledge of the sector and how it will work to retain existing customers and attract new customers, through a targeted approach of marketing, community engagement and partnership working, which is supported by extensive and accurate data.

The plan provides information to the board on the financial health of the company and attempts to use this information to accurately forecast for the next financial year, with an overview of the future years.

The plan acknowledges the people contained within the company and promotes the investment made by the Board, which supports the training of the employees, to ultimately improve the experience received by the customer.

The plan looks at the funding sources which provide income to the company and sets out through the financial modelling, how this will change from the current year to that in 2016/2017 and in turn with the overall goal for the leisure centres and sports development over the next 5 years.

Finally, the plan seeks to provide an overall summary of the company and attempts to tie all sections of the plan together, to capture the salient points of the performance of the company; in order for the board to assess the sustainability, resilience and viability of Active4Today Ltd.

THE BUSINESS

Active4Today Ltd was launched on 1st June 2015. It is a Council owned company, compliant with the HMRC Teckal test. 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 currently has usage of approximately 800,325 per annum over its whole business.

In addition, the business has a direct debit membership base of approximately 6,320 members excluding Southwell (both adult and junior) at 31st December 2015.

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

- 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 company is supported by an inclusivity policy which affords levels of discounts to individuals, in a bid to ensure price is not a barrier to entry or participation.

In addition, the services provided by the company are where possible, designed to be accessible by all sections of the community, including older people and those with additional needs; people on low incomes, those with a disability.

GOALS

As part of the business plan and to provide the Board with an understanding of the direction of travel, goals have been identified, which will support the company and the employees within it, to focus on key parts of the business, which will provide the company with improved sustainability.

The goals have been identified to support the key aims of the business and form part of the day to day operations.

Whilst the financial aim is for the company is to reduce its current management fee within five years for the leisure centre's part of the business to a zero, this can only be achieved by setting and delivering on interim goals within that five year period.

In addition to the financial aim, the company is committed to increasing the delivery of activity to sections of the community who may not traditionally engage in physical activity.

The trend from Active People Survey results since 2008/9 demonstrates a significant increase in participation in sport and physical activity in the district in the old NI8 % of adult participation in sport and active recreation of 3 x 30 mins moderate intensity per week. See Figure 1 below.

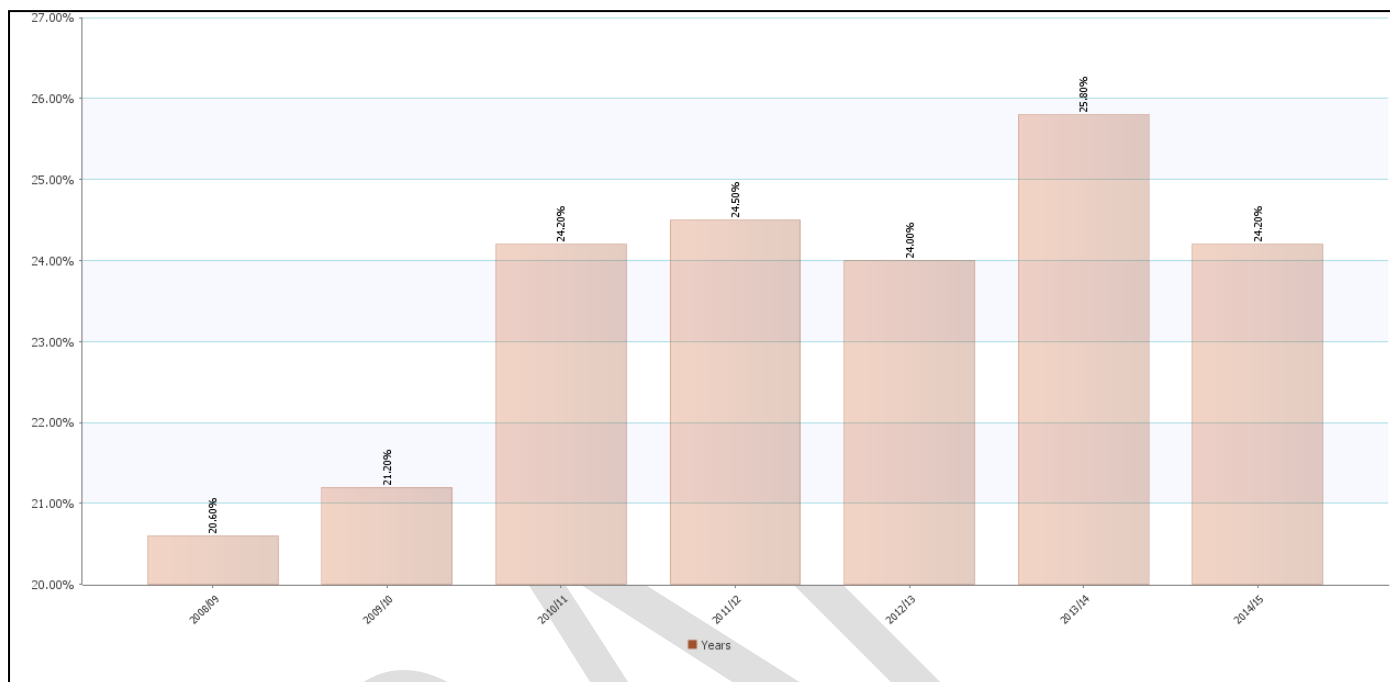


Figure 1: Active People Survey results % adult participation in sport and active recreation 3 x 30 mins per week in Newark and Sherwood

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 goals for the 2016/2017 are set out below and are linked to the overall aims of the company. These will provide the company with clear priorities and in turn allow for the performance to be measured against them, to ascertain if the goals have been met.

AIM	GOAL
Healthy and active lifestyles	<ol style="list-style-type: none"> 1. To achieve 5,000 direct debit members for the first year of operation of the Newark Sports and Fitness Centre, which will achieve an overall direct debit membership across all the company's facilities of 7600 2. To project manage the delivery and installation of new fitness equipment for the Company's leisure facilities, including the Newark Sports and Fitness Centre and to decommission and dispose of the old fitness equipment across the company's facilities.
Accessible facilities	<ol style="list-style-type: none"> 1. To deliver a range of activities in Ollerton, Blidworth and Hawtonville with an aspiration to engage with sections of the community in activities, where traditionally they would

	<p>not have participated</p> <ol style="list-style-type: none"> 2. To develop a programme of activities that is appropriate and accessible to all sections of the community 3. To deliver refurbishments to the Dukeries Leisure Centre in Ollerton in line with the approved repairs and renewals programme, which will provide an improved customer experience and support the installation of the new fitness equipment
Financial viability	<ol style="list-style-type: none"> 1. To reduce the controllable management fee to Active4Today Ltd by £130,000, in line with the projected financial forecast of the Council

PROSPECTIVE CUSTOMERS

As part of the developments of the goals for the company, current customer profiles and feedback has been used. This has included the forecasting of the business and the predicted growth within given areas, which the company is aiming to deliver.

These have included the closure of the existing Grove Leisure Centre and the development of the new Newark Sports and Fitness Centre.

Although there will be continued focus on all aspects of the company's business during 2016, there will be a significant focus for the company on the closure of the Grove Leisure Centre and the moving in and operation of the Newark Sports and Fitness Centre, at the beginning of the new financial year.

This provides great opportunities for the company with regards to predicted increased usage, increased opening times and increased diversity of the programme.

Currently the programme is being developed in conjunction with users. However, as a result of the Newark Sports and Fitness Centre being fully operated by the company and not subject to a joint use arrangement with Nottinghamshire County Council, additional provision of seven hours, Monday to Friday in term time has been identified, which will provide additional community use.

As part of the additional time available, the sports development team has developed programmes with various partners and groups including the Nottinghamshire Learning Disability Partnership and Newark Dementia Carers Group in a bid to increase access and appropriate activities for their clients and volunteers.

This will be supported by organising internal staff training in equalities and disability awareness and in turn providing the necessary lifts, hoists and changing beds and a dedicated "changing places" facility, which will provide the users with a quality experience and provision to remove barriers to access.

In addition, bespoke programmes are being developed with the users; in order the programme meets the individual needs, whilst developing a sustainable base for the company.

As part of the forecasting of increased usage at the new centre, the company has developed a programme within the Hawtonville and Bridge wards, as part of its commitment to work in areas of deprivation and increasing participation in physical activity.

To support the work taking place within the new leisure facility, the company is undertaking programmes in the west of the district through the SAFE programme, particularly focussing on Boughton, Ollerton and Blidworth.

This is a 3 year partnership project that secured significant funding from Sport England and initially developed by the sports development team whilst with NSDC. The operation and delivery of the project has transferred across to the company following the original award agreement conditions.

The project includes 30 hours of coaching delivery in the communities identified, with the key objective being to increase participation levels by individuals to one x 30 minute session per week, with the secondary goal being to increase long term usage in the centres, specifically Blidworth and Dukeries.

Active4Today will be in unique position to provide a wide range of co-ordinated leisure, sport and wellbeing programmes, particularly physical activity, sport and leisure opportunities at venues that are geographically located to serve most of the Newark and Sherwood community. However, it is critical that facilities are well maintained and provide an attractive ambience to ensure customer satisfaction.

Active4Today will assist NSDC with the development of leisure provision in the re-organisation and renewal programme as well as those identified in the Facilities Improvement Plan and Playing Pitch Strategy for Newark and Sherwood.

Taking the outcomes of the national trends and local research into account, Active4Today Ltd will market its services to specifically target the following classifications -

- Less active and obese/overweight people
- Children and young people up to age 16
- People with disabilities
- Ethnic minority groups
- Disadvantaged residents on low incomes
- Inactive females
- The less affluent over 60's
- Individuals in contact with Adult Social Care Services

The facilities currently operate on an approximately 15% pay and play income and an 85% membership income to include all direct debits and payments by debit/credit card. Considerable work has taken place to develop a split of this nature, as this improves profiling of the income, allocation of resources, understanding of available space and the ability to target groups in order to increase the diversity of user within the facilities.

THE MARKET

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, as areas are divided up, in order they can be performance managed and their income and usage monitored.

Leisure Facilities

Within these facilities, the centres have main groups covering, children's activities, adult activities, 50 plus, registered clubs and schools.

These are then split into two main categories of pay and play and direct debit memberships.

Over the past year, with the exception of Blidworth, which has no children's activities to mention, the centres have seen growth in children's membership. These in the main have been significant development and improved quality in swimming lessons, gymnastics and trampoline.

The company has responded to this by adding additional sessions into the programme, increasing coaching availability to deliver the additional sessions and increased the marketing and promotions in this area, to maximise the opportunities for the company.

Adult membership has reduced at all sites, however, it is forecasted to have an up-turn during the 2016/2017, as the new sports and fitness centre comes on line and the refurbishments to the existing facilities takes place, which is supported by new fitness equipment.

Whilst there is no significant identifiable reason the slight downturn in adult memberships at the sites, contributing factors may be; the ageing facility in Newark, the access to the Grove at peak times and the increase in wetside memberships, which will transfer members from a full membership to a swim only membership.

This trend has been seen across all sites; however, the most significant has been at the Grove Leisure Centre, which is scheduled to be replaced during spring of 2016. It is hoped that this new facility will reverse the trend, as the new facility is both of an improved quality and has a much greater square meterage.

Healthy alliances

Active4Today will work closely with the all health commissioners in investigating and developing ways of contributing towards health related targets contained within the Health Improvement Programme (HiMP). Active4Today will further develop a range of schemes that will offer subsidised physical activity to those with long term health conditions in addition to existing programmes including the GP Referral and Cardiac Rehabilitation Schemes.

The company will continue to identify working in partnership with colleagues at the Newark and Sherwood Clinical Commissioning Group to maximise the opportunities available in the district. Other Health Alliance initiatives will be investigated in order to integrate them within the Active4Today's "active life" agenda.

Sports development

The inclusion of the Sports Development team within the scope of transfer to Active4Today will help to ensure that national and local sporting initiatives are implemented effectively, following the Sport and Physical Activity Plan 2014-2017 which was approved at Leisure and Environment Committee in September 2014.

During 2014/15, many fixed term contracts and posts in the team came to a natural end and the remaining 4.3 FTE posts have transferred across to the company.

This has enabled a much more localised community presence of sports development professionals in all areas of the district, particularly in Ollerton and Boughton and clubs and volunteers have had the opportunity to 'drop in' to discuss their specific issues and receive advice and guidance they need to develop their memberships and coaching base.

The team will continue to reach those in areas of deprivation who do not actively seek to engage with sport and leisure activities through interaction with leisure centres. They will continue to support sports clubs and groups whether they use leisure centres or other facilities.

Active4Today will also continue to offer financial support and guidance to the vast number of volunteers in the district through the coach development fund and the VISPA (Volunteering in Sport and Physical Activity) scheme in order that more people, particularly those from disadvantaged areas, have access and opportunity to participate in sport.

Sports development has secured significant levels of external funding from various organisations in order to add value and develop the sporting opportunities available. Funding secured before 31st May 2015 has remained with the District Council however the company is tasked with continuing the delivery of the projects on behalf of the Council. The sum of these grants is £170,379.

This is split into a number of different priority areas.

Description	Detail	Balance at 1/9/15
Diversity and Equality	Inclusion Community Safety projects	17,176.67
Healthy Lifestyles	Health promotion Active lifestyles Staff training	54,087.83
Community Sports Network	Sportivate Sports Councils Community Games Sport Unlimited Community Badminton Network	16,757.84
Volunteer Development	Street Games	22,098.72

	Volunteer Training	
Children's Healthy Living	Health promotion and activity development for children and young people	19,720.05
SAFE Programme	3 year Sport England funded project (Additional income to be received £55,950)	26,083.95
NCS Project	Community Volunteer programme	14,454.49
	Total	£170,379.55

Figure 2: Grant funding received and held by NSDC on behalf of A4T

Further sources of funding to develop new participation opportunities are coming online on a continual basis. There is no impression or understanding that grant funding opportunities may be on the decline and the sports development team will continue to seek external funding to deliver added value and enhance the provision in the area.

Children's active play and learning

Active4Today recognises the importance of providing a range of play and learning activities for children during the school holidays, weekends, and after school times. Active4Today will build on the schemes that already exist in all of the facilities as well as build partnerships with local clubs and organisations to increase participation and improve quality.

Outreach Work

In general this is managed and facilitated by the sports development team however, in the next year it is envisaged that coaching delivery in community settings will be undertaken by many coaches from the company, particularly in schools, in order to establish better relationships and encourage participation at centres.

The SAFE programme, outlined above, is also providing coaching in the community in order to reach out to those that would not traditionally go into a leisure centre. Much of this delivery is covered financially by the external funding received from Sport England.

Currently the work of the team is focused on developing and establishing partnerships with local organisations that will share resources to achieve the same goal. For example, the inclusive activity officer has worked extremely closely with Positive Futures (based in Hawtonville) to deliver a range of activities for young people. This has proved to be much more successful and had added benefits.

The inclusion programme has developed further in recent years with the increased focus on provision for people with mental health conditions. The team has worked closely with colleagues at Newark MIND, local secondary and primary schools to increase awareness and understanding of the issue but also provide a range of sporting activities to engage the individuals, under the headline of 'Healthy Body, Healthy Mind'.

By working in partnership with a number of organisations this will be developed further over the next year and more opportunities offered for getting involved in sport and physical activity.

In addition to coaching delivery, the company has appointed two customer advisors to engage with the community in workplaces and at local events to attract more people into the centres.

Following this new model, we expect to see areas of growth in the numbers of corporate memberships sold as well as a further increase on children’s memberships.

A work programme to support this new and exciting area of work has been developed to provide specific, targeted and measurable outcomes and achievements in order that we can monitor the success of the positions.

Club Development

Currently there are almost 50 clubs in the district that have achieved the approved club accreditation scheme from their respective National Governing Body. This demonstrates the high level of commitment and dedication from the army of volunteers that are operating in district based clubs.

The recent Active People Survey data (as below) demonstrates an increase in club membership in the last 2 years, following a sharp decline from 2012, however the demand for the service has increased and clubs are requiring advice and guidance from the team on a much more regular basis.

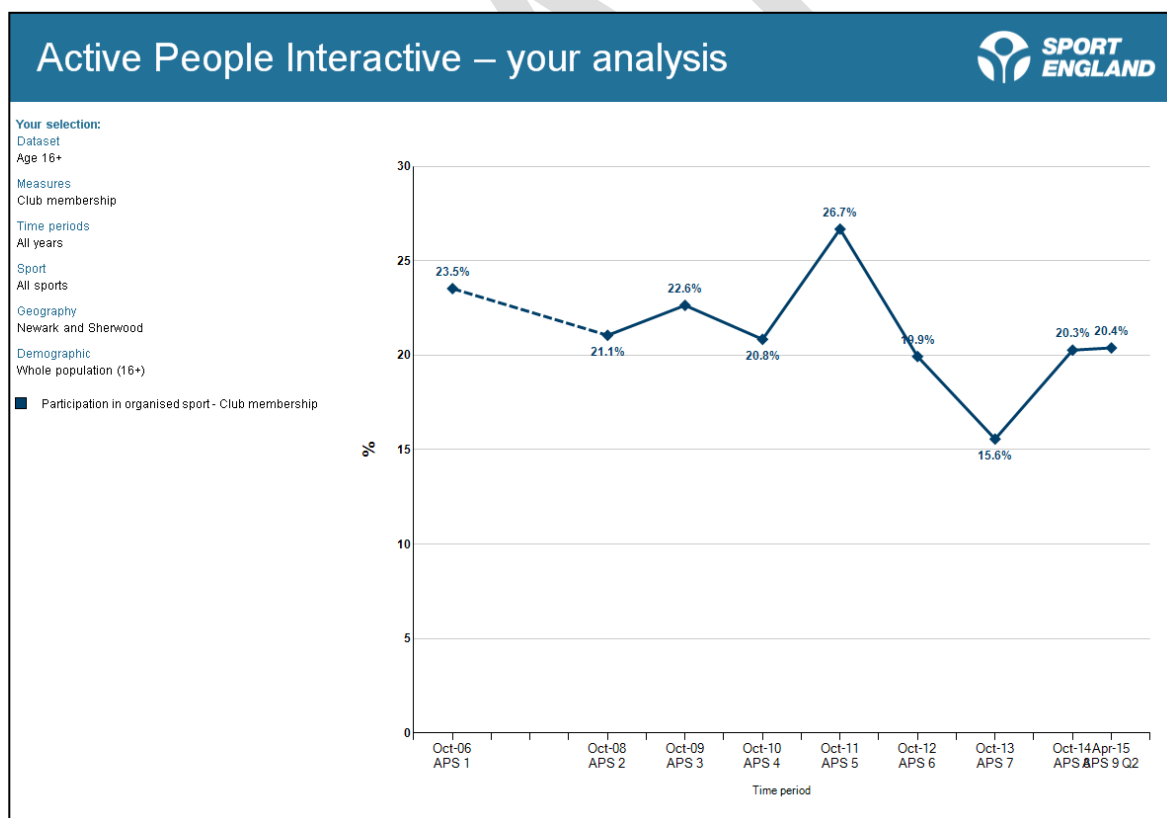


Figure 3: Active People Survey results - Club membership in Newark and Sherwood

The team support, and often drive forward, a number of local sports councils, including Southwell Sports Forum, Fernwood Sports Association, District Cricket Development Group,

Ollerton and Boughton Sports Association and the overarching Newark and Sherwood Sports Council.

There will be a balance of a reactive and proactive approach to club development. This includes support and advice available for submitting funding applications as well as promoting schemes to increase and improve the quality of coaching delivery and increasing volunteers.

There has been and will continue to be a focus on increasing club usage at centres and the relationships that have been built by the sports development team have encouraged and facilitated this to take place. In addition to supporting clubs in their bids to develop and improve their facilities and ensuring they have a strong case in place to support any funding bids.

Clubs in turn are directly and indirectly affected by competition, as users go between clubs and in turn divert from clubs to other activities. Clubs continually struggle to sustain their membership base and in many cases, clubs rely on very few individuals to ensure the clubs marketing, advertising, activities and finance are maintained.

The Active People Survey 7/8 figures released in January 2015 recorded levels of 13.4% of the population in Newark and Sherwood that have taken part in activities on a voluntary basis without receiving payment except to cover expenses for at least once in the past 28 days. This is a slight decrease in performance against the 2013 figure of 14.2%.

PRODUCTS AND SERVICES

The products and 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.

The product as stated previously is 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, swimming club and swimming.

In addition to the provision of leisure facilities, the company also sells related saleable goods, which consist of tea and coffee, sweets, goggles, towels and other related leisure products.

Although these do not provide a significant amount of income, these items are what are referred to as secondary spend and which are provided to improve the experience for the customer, who may wish to purchase goods to support their primary reason for participation, or to improve their visit through the vending provision.

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.

Whilst the above is the basis for pricing, the level of affordability, is determined in the main by the application of the inclusivity policy, which provides individuals with an applied discount at

source, dependant on their affordability levels against a set criteria. Below are the proposed core prices to be agreed by the Council and the Company, which have been used to prepare the draft budgets for 2016/2017.

Activity	Current Adult	Proposed Adult	Current Junior	Proposed Junior
	2015-16	2016-17	2015-16	2016-17
Adult Membership	£27.99	£29.00		
Junior XP1 Membership			£18.00	£19.00
Student XP Membership			£16.00	£17.00
Badminton	£7.90	£8.00	£5.00	£5.00
Swimming	£3.80	£3.90	£2.50	£2.50
Squash	£6.30	£6.50	£4.00	£4.00
Coaching Courses			£65.00	£65.00
Fitness Suite	£6.00	£6.00	£2.50	£2.50
Fitness Classes	£5.50	£5.50	£2.50	£2.50

Figure 4: A4T prices and proposed pricing

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) and in turn competitors within the areas of our leisure centres.

Whilst value for money is sought for the sports development section of the company, the focus is not concentrated on income generation, but more on the numbers of participants.

In addition, this is supported by data which includes the penetration rate into hard to reach groups, dependant on the performance strategy driving the activity and the funding strategy which has supported this work, the majority of which has been provided by external organisations.

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.

Within the leisure centres, the competition comes from private sector gyms and fitness studios, personal training and other organisations providing leisure, sport and wellbeing.

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.

Attrition rates at the sites for 2014-15 stood at approximately 5%. Improvements have taken place to date, with attrition now at 4.5%, set against an industry standard of 5-7%, across the leisure industry. Currently Blidworth has an attrition rate of 4.4%, Dukeries at 3.6% and Grove at 4.5%.

The customer advisers at the leisure centres keep up to date competitor files detailing pay and play, membership and promotional prices so we remain competitive at all times. The company prides itself on offering value for money with high levels of participation across its activities. See products and services section for recommended prices for 2016/17. Below is a table (not exhaustive) of some of our closest competitors.

Activity	Oak Tree Lane LC – Mansfield District Leisure Trust	Worksop LC – Barnsley Premier Leisure (BPL)	Carlton Forum LC – Gedling Borough Council	Grantham Meres LC – Leisure in the Community Ltd	South Forest – Edwinstowe/Ollerton	Active4Today
Swim Adult	£5.45	£3.60	£4.70	£4.00 (Adult Leisure Card)	£4.80	£3.80
Swim Child	£4.05	£2.40	£2.40	£2.60 (Child Leisure Card)	£3.50	£2.50
Badminton Court Adult	£9.20 (Peak)	£9.60 (Adult)	£9.90 (Adult Leisure Card)	£10.35 (Adult Leisure Card)	Not available	£7.90
Badminton Court Child	£6.00 (Off peak)	£7.00 (Child)	£5.40 (Leisure Card)	£6.60 (Leisure Card)	Not available	£5.00
Squash Adult	Not available	Not available	£8.00 (with a Leisure Card)	Not available	Not available	£6.30
Squash Child	Not available	Not available	£4.00 (with a Leisure Card)	Not available	Not available	£4.00

Figure 5: Competitors pricing at 31st August 2015

Adult Membership Prices per month

Bingham Leisure Centre	£34.50	} The figures shown are core prices only and do not take into account any promotional prices, which frequently change within privately operated facilities, to adapt to the current market conditions
Code Fitness - Newark	£75.00	
Carlton Forum Leisure Centre	£32.00	
Bannatyne Health Club – Mansfield	£38.00	
Sports Direct Newark	£24.99	
DW Mansfield	£28.00	
Pure Gym Mansfield	£26.99	
Active4Today	£27.99	

As part of A4T benchmarking the company compares its prices on a regular basis across Nottinghamshire to include private providers. Below are location maps, for competitors, which are based within our main areas of combination, around the leisure centre facilities.

Blidworth

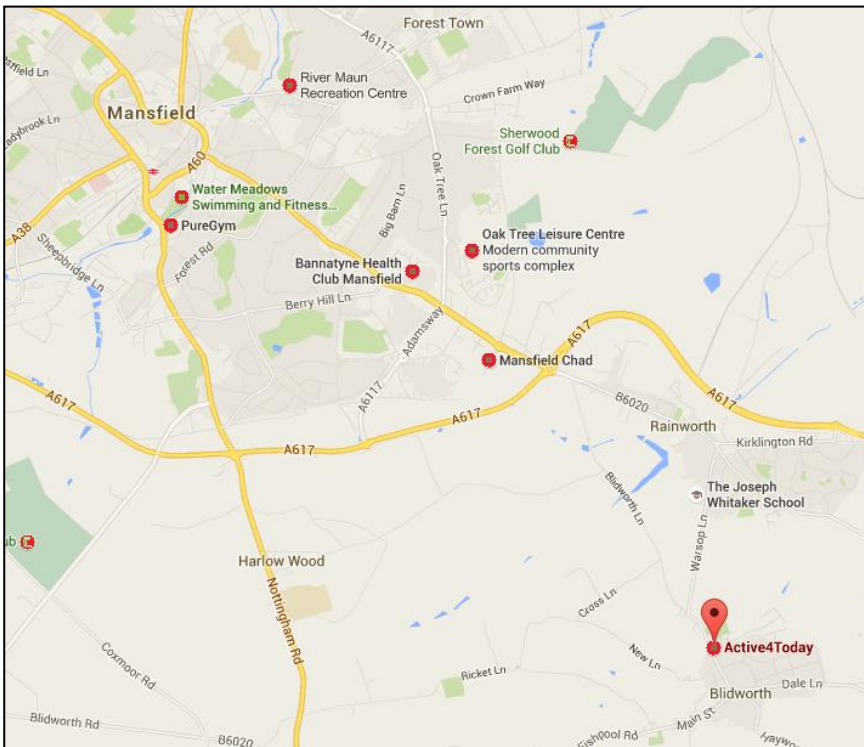


Figure 6: Location of Blidworth Leisure Centre and nearest competitors

Ollerton

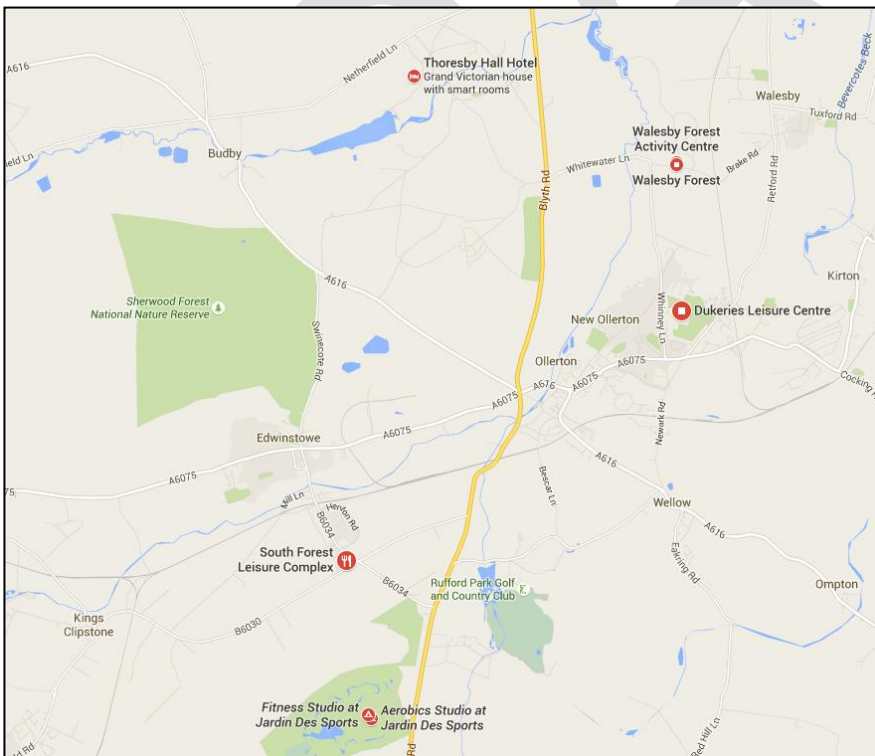


Figure 7: Location of Dukeries Leisure Centre and nearest competitors

Newark

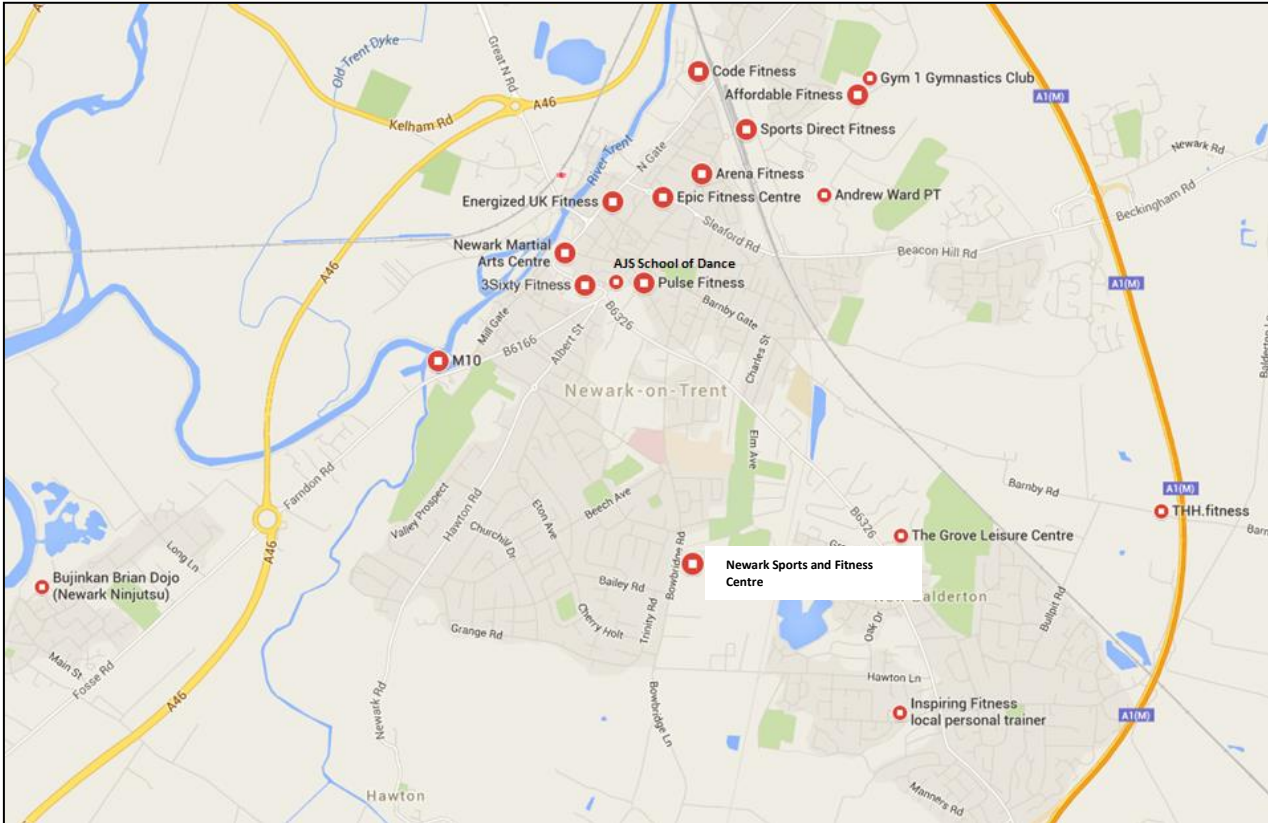


Figure 8: Location of Grove and the Newark Sports and Fitness Centre and nearest competitors

The introduction of the new Newark Sports and Fitness Centre will move the facility to a more centralised location on the map above. However, this will compliment the current growth point development and move the centre to a location, which will support an area of deprivation, where currently the company has little penetration rate, within this market.

In addition, this will support the work of the sports development section, through an increased awareness of leisure, sport and wellbeing within this area.

MARKETING

The 'Active' brand and series of new marketing and promotional materials have been developed in order highlight the different management arrangements in place and the leisure facilities and sports development are now independent from Newark and Sherwood District Council.



To assist with the sustainability and growth of the business, the company currently markets and advertises extensively to attract and retain its customers.

This is undertaken through a calendar of promotions for both existing and new members. As stated previously, retention has improved at all sites over the past year, however, increased work needs to take place in this area, to ensure customers are retained for as long as possible.

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

With new customers, the programme of marketing is seasonal and split into times of the year where traditionally you will need to target certain groups of individuals and appeal generically to all.

Examples of this include, targeting children and parents before school holidays, targeting students in September, all customers before summer, and parents in September to coincide with children re-starting school. This is supported by generic targeting around the major sporting calendar, including Wimbledon and the Olympic and Paralympic Games.

Whilst in several of the sections above, there is a target for both leisure facilities and sports development, the advertising approach is generally the same and the calendar of promotions support each other.

Over the last several years, the 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 use social media including Twitter and Facebook on a daily basis to create discussion around our priority headlines i.e. the new leisure centre as well as promoting new classes and sessions. We have approximately 20 new followers every week and we currently have approximately 700 users accessing the web page. There is much more scope to develop this further to engage existing and potential users.

Text messaging – A4T used text messaging for approximately 3 years sending over 50,000 texts out per annum. With the introduction of a communication software tool, our messaging is much more targeted using tailored templates sent out by email. The company is looking to expand this over the next 12 months.

Website – A4T currently attracts around 60,000 hits per month, with around 3,000 customers accessing online bookings. With the introduction of online memberships over the financial year this is set to increase during 2016/2017.

Digital Marketing – A4T hosts digital advertising within the leisure facilities which directly streams information to customers via a television screen. This is set to improve over 2016/2017 as we introduce satisfaction questionnaires via the kiosk entry points located at each leisure facility. This will enable us to understand our customers better and react to their needs. In addition, system generated forms enables the company to offer a paperless direct debit sign up process in which we gain the customers email address, phone number and address for ICT based advertising.

This is supported by traditional advertising including:

Newspapers – A4T currently uses a number of newspapers for promotions, editorial or special events. These include the Newark Advertiser, Bramley Apple, Chad and the Ollerton Roundabout.

This is supported by the use of banners for each of the promotional campaigns, which are located at the sites and also at strategic points within the conurbations, with the agreement of other organisations e.g. Tesco.

This is a very useful media and raises the awareness of the facility and its current promotion through a very visual form.

In addition, this is generally supported by the use of posters and leaflets to increase the awareness of the promotion.

Leaflets are used to target market areas within the conurbations, where either penetration rates are lower than expected, or we are actively seeking to promote a campaign to a section of the community.

DEVELOPMENTS

The new equipment will be fully open to all technology and compatible with all other platforms. This will enable clients to have internet access on both Android and Apple and link into the various existing applications that will encourage and motivate them and aid retention of members.

The applications will 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.

This is 'cutting edge' technology in the leisure industry and Active4Today is committed to ensuring this level of service is provided as competitors are developing this also.

Demographic profiling takes place within the company in a bid to align the delivery to the areas which are being targeted.

Examples of this include the work with females in Ollerton, which has specifically targeted individuals through partnership working with the SureStart Centre. Customers were identified through key workers at the centre and encouraged to participate in sessions on site initially with childcare provided by the centre staff. The activities have now transferred into the leisure facility and the women feel much more confident to attend more regularly on their own.

Below are some catchment maps defining the square kilometres for the Grove and Newark leisure facilities.

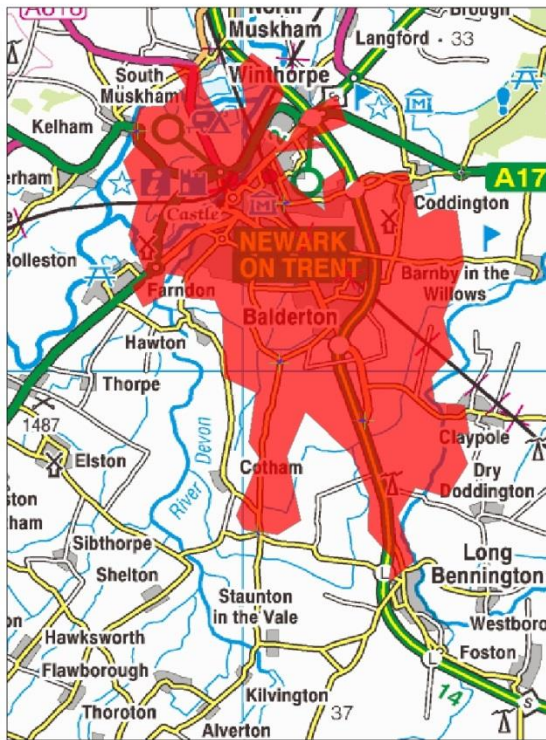


Figure 9: Catchment for Grove Leisure Centre – 46 square km

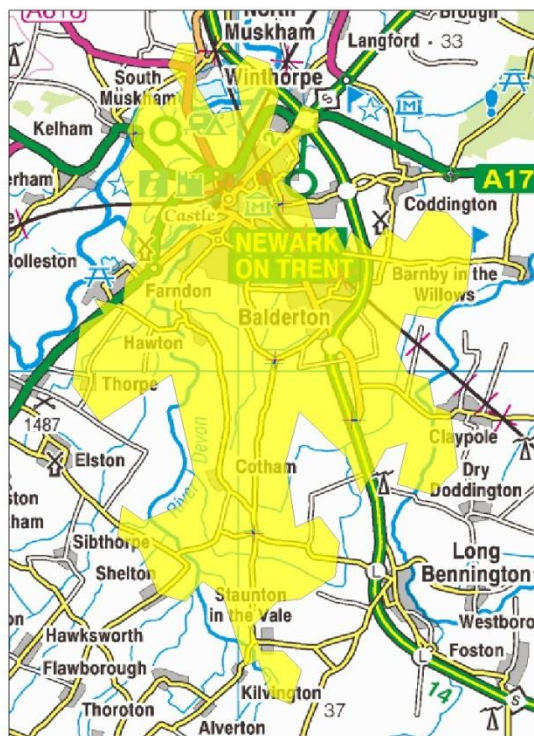


Figure 10: Catchment for Newark Sports and Fitness Centre – 62 square km

Although the map identified above shows that Coddington falls outside of the new sports and fitness centres, 8 minute drive time for customers, there are currently 190 members residing in Coddington. This is made up of 115 members on direct debit and 85 members on Active Cards (pay and play option).

Although this would indicate that using industry standards mappings, would indicate that members in Coddington may be encouraged to use other facilities, our current penetration rate in this area would suggest that members will continue to use the facility, especially as this will have a “newness” factor as both a capital investment and also in the provision of new “state of the art” fitness equipment.

The above figure does not currently represent a large penetration rate for Coddington, however, a planned promotion has been identified as part of the new facility development, to increase awareness within this community.

In addition to the above however, improved coverage to the south of the district will be achieved and this should generate higher numbers of members, generated from the Growth Point development. With a targeted approach with sports development and outreach work, participation levels are expected to increase in and around the Hawtonville area.

PEOPLE

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 £10,000 is invested annually into training, continuing professional development (CPD) and maintaining the staff qualifications.

This is identified through the annual appraisal system, 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.

Year	LC's	SD	Total
2012/13	8200	1150	9350
2013/14	8400	1370	9770
2014/15	9300	2019	11319
Total	25900	4539	30439

Figure 11: Investment in training and CPD since 2012/13

Training is delivered both internally and externally covering a wide range of qualifications in order to increase and enhance the service offer. The company must also make provision for

continuing professional development of lifeguards and swimming teachers which includes annual training and certification fees.

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.

Within the following tables is a range of performance indicators linked to the council's strategic outcomes. Active4Today will provide information relating to the specific performance indicators.

The indicators have been developed as part of a workshop, which took place with Members of the Leisure and Environmental 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.

Some of the indicators listed have been collected for a number of years however many have been developed for collection from 1st April, pre the establishment A4T, in order to gather a full year of data, therefore there is no baseline data available with which to compare. The indicators below are collated using the Council's Performance Management software, Covalent.

Healthy and active lifestyles

No. of Leisure Centre users - Deprived areas - Aged Over 65	Usage/visits from the identified group
No. of Leisure Centre users - Deprived areas - aged under 16yrs	Usage/visits from the identified group
% of Adult participation in sport and active recreation (OLD N18)	National survey - % of N&S adults taking part in sport/activity 3 x 30 mins per week
No. of individuals referred to Active4Today from a health professional - Total	Head count of referrals received
% of individuals referred to Active4Today from a health professional - Attended Session - TOTAL	Conversion of referrals received onto membership/attending sessions
Live Leisure Centre Membership base (adults) - Total	Actual number of adult members on direct debit scheme
Live Leisure Centre Membership base (children) - Total	Actual number of child members on direct debit scheme
Avg. % Membership Retention Rate - Adult - TOTAL	Retention rate of members on direct debit from month to month adults
Avg. % Membership Retention Rate - Child - TOTAL	Retention rate of members on direct debit from month to month child
No. of Community Groups supported by Sports Development	Actual number of clubs, organisations contacted and support provided
No. of Active Card holders - resident in the District - TOTAL	Active Card holders

No. of Active Card holders - non resident in the District - TOTAL	Active Card holders
No. of Users - TOTAL	Usage/visits using centres and sports development
No. of Leisure Centre users (Card Holders) - Male - TOTAL	Usage/visits from the identified group
No. of Leisure Centre users (Card Holders) - Female - TOTAL	Usage/visits from the identified group
No. of Leisure Centre users - Children (under 16) - TOTAL	Usage/visits from the identified group
No. of Leisure Centre users - 16-18 years old - TOTAL	Usage/visits from the identified group
No. of Leisure Centre users - Aged Over 65 - TOTAL	Usage/visits from the identified group
No. of Leisure Centre users - Deprived areas - Total users	Usage/visits from the identified group

Accessible facilities

No. of Leisure Centre Members claiming Benefits - TOTAL	Usage/visits from the identified group
No. of Website Hits - TOTAL	No description required
No. of Web bookings - TOTAL	No description required
% Customer Satisfaction - TOTAL	No description required
No. of External Customer Complaints - Stage 1 - TOTAL	No description required
No. of External Customer Complaints - Stage 2 - TOTAL	No description required
Avg. % of External Customer Complaints processed within the deadline - Stage 1 - Active4Today	No description required

Financial viability

Value of Management Fee - Active4Today	No description required
Value of Management Fee - Sports Development	No description required

Figure 12: Revised Performance Framework agreed for Active4Today

Key Performance Data

The performance of expenditure and income is monitored on a monthly basis. Indicators of particular significance include membership sales, dryside income and expenditure on particular areas eg maintenance, repairs and renewals.

Detailed financial information including regular statements on cash-flow, reserves and probable outturn will be available to the Board moving forward.

Total membership base performance since March 2014 has been collected for the total and individual sites. The charts demonstrate the highs and lows of membership sales and cancellations and the seasonality of memberships and promotions throughout the year.

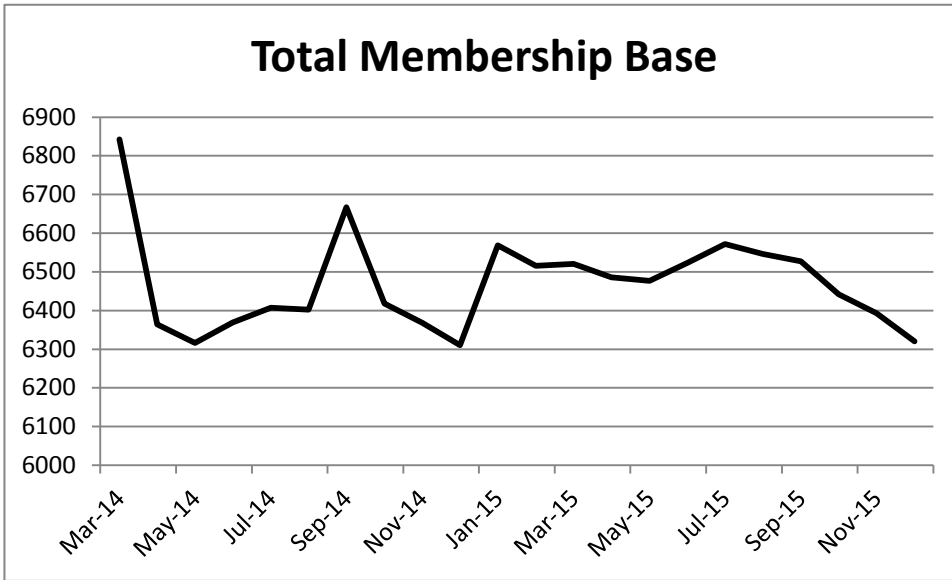


Figure 13: Total membership sales since March 2014

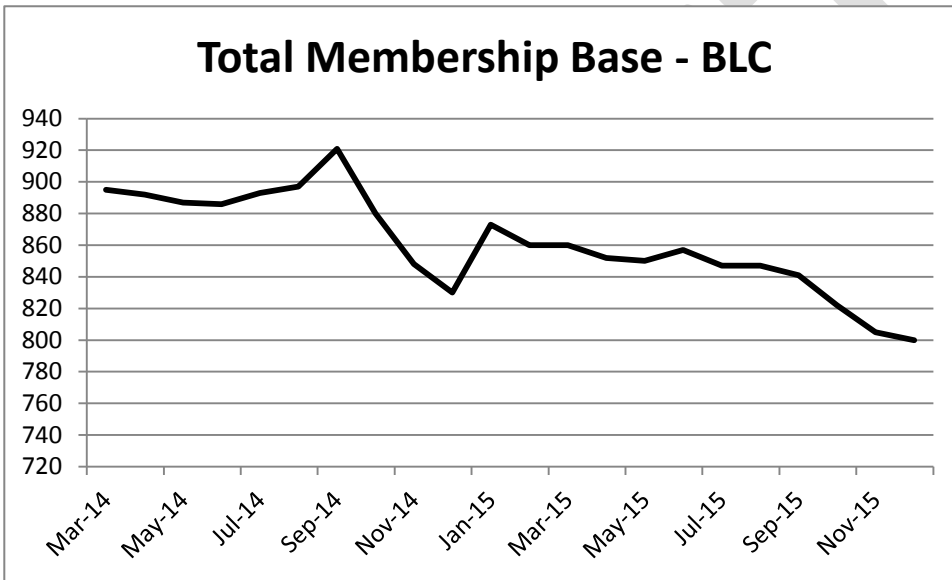


Figure 14: Membership sales for Blidworth LC from March 2014

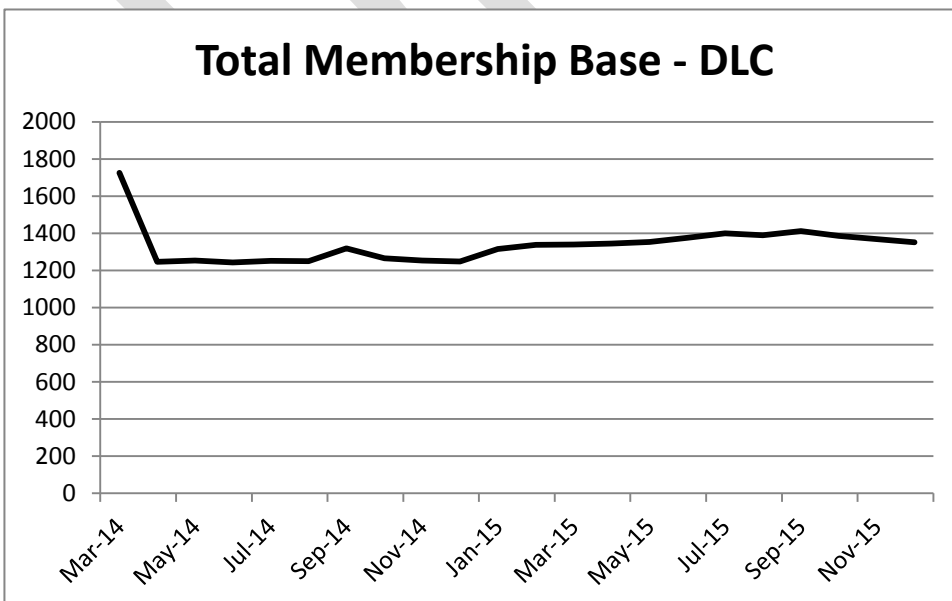


Figure 15: Membership sales for Dukeries LC from March 2014

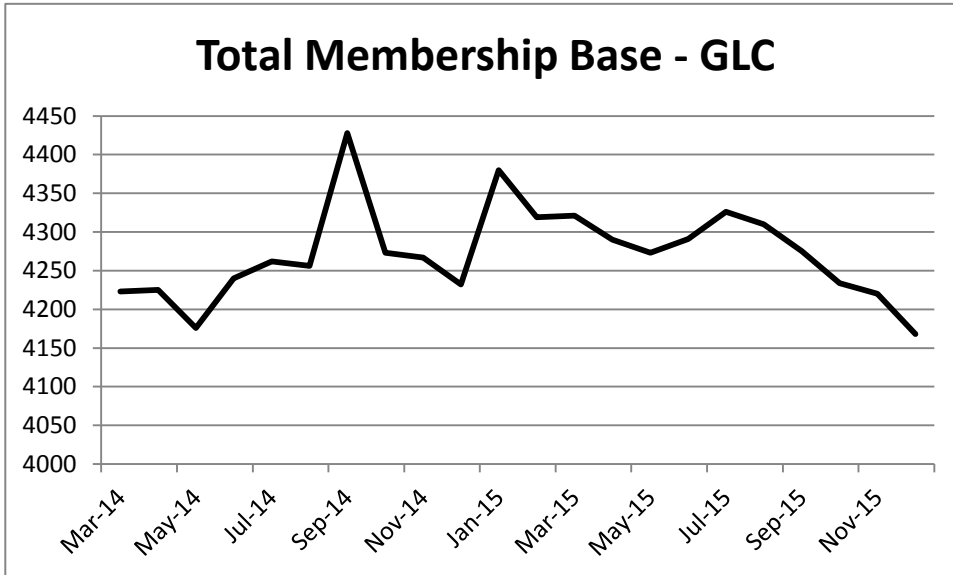


Figure 16: Membership sales for Grove LC from March 2014

The performance is also monitored and improved through customer comments that are received. Examples of these customer comments include praise, complaints and suggestions for improving the service. There are regular comments of praise regarding our helpful and friendly teams of staff on site. This is then shared with colleagues to recognise their contribution to the business.

Due to the nature of our offer and the high volume of swimming lessons offered, there are many complaints received regarding this area, specifically progression of participants and the continuity and quality of teachers. This has become a high priority area of work and work undertaken to respond including appointing an Operations Manager with the skills and expertise to deal with these comments and take the appropriate action.

The company will provide quarterly reports to the Board which in turn will then be reported to the Leisure and Environment Committee. The 'dashboard' used in the Covalent Software is a valuable tool in identifying areas of under/over performance and taking the appropriate action in a timely manner.

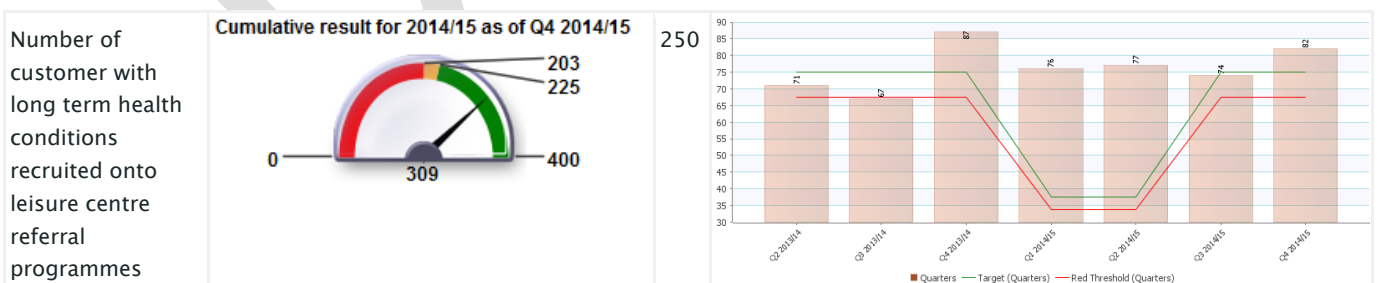


Figure 17: Example of Covalent performance report and dashboard

FINANCE

As part of the business planning process, the company has undertaken extensive work in producing budgets for the 2016/2017 year, with forecasted figures projected for the next five years.

This process has taken into account the current performance of the company and used this to forecast the position of the company, when the new financial year commences on 1st April 2016.

Detailed work has taken place on direct debit income, pay and play income, external funding and club usage.

Whilst operationally a similar exercise has taken place in previous years, several variables have had to be taken into account for 2016 and includes:

- The new Newark Sports and Fitness Centre – this facility is new and the impact of this is not known. No previous figures are available to base the forecasted budget on. All performance figures are currently based on the Grove Leisure Centre
- The Newark Sports and Fitness Centre was budgeted to open (before the contract was signed and agreed with the contractor) in March 2016, with a full year budgeted for, commencing April 2016. To date, the centre is set to open during Spring 2016, however, it cannot be guaranteed that this will operate for a full 12 months operation, commencing 1st April 2016. The impact of this is between £27,876 - £36,290 per month
- VAT on income – whilst an estimate of the impact of the VAT was initially made, after detailed analysis, the actual impact of the VAT on income, is currently estimated to be £30,000 under that estimated within the 2015/2016 business plan. In addition however, further work has taken place on the new sports and fitness centre's finance and as a result, the VAT impact expected on the 2016/2017 budget, is £111,000 under that estimated within the business plan.
- VAT on expenditure – in addition to the income, estimated figures were produced for VAT "leakage". At this stage estimates are showing that this figure remains in line with the budget profiling.
- Insurance increases – This area of expenditure has increased, as a result of the Insurance Premium Tax levy, now applied to the account; this came into effect during 2015. This will increase again from 6% to 9% during 2017
- Pensions – As a result of the pension auto enrolment process, addition take up of the pensions has taken place with employees of the company. Currently this is expected to impact on the budget by £10,000, over that reported in the business plan for 2015/2016

Direct debit income remains the largest source of income, with the main "cash cows" being:

- Adult memberships at 4,545
- Children's memberships at 2,001

Other large income generating areas are club usage, which is contained in the dryside income code and school swimming, which is a new code and has resulted from the new sports and fitness centre operating in a non-joint use capacity and charging the schools for access to the swimming pools.

For the sports development section, the budget is currently developed on the grant funding highlighted above and it is hoped this will be increased over the next several years, as additional target funding becomes available.

As per advice from the company's financial experts, where available, it is proposed that provision is made to move an amount of finance into the company's reserves in a bid to ensure resilience is built into the company, which in turn meets the requirements of the HMRC.

Advice has been taken on corporation tax and the position on reserves. This process does support this approach and will provide the company and Council with piece of mind going forward, as the company moves into a more sustainable position.

CASH FLOW

A4T started with a bank account of £529,008. £440,840 of this figure is provided for the management fee, which is shown in the table below in figure 19. The remaining £88,168 was paid to Active4Today Ltd and relates to VAT and which subsequently forms the payments to HMRC.

2015-2016 NSDC - Management Fee Based on 10/12ths

NSDC Management Fee	Amount- 10/12ths	Note
Leisure Management Fee	£197,650	10/12ths of full fee commencing 1-6-2015
Sports Development Management Fee	£166,280	10/12ths of full fee commencing 1-6-2015
Total fee from NSDC for 10/12ths operation	£363,930	10/12ths of full fee commencing 1-6-2015
Southwell Leisure Centre Management Fee	£76,910	10/12ths of full fee commencing 1-6-2015
Total paid to A4T	£440,840	10/12ths of full fee commencing 1-6-2015

Figure 18: Total fee from NSDC for 10/12ths operation – 1st June 2015 to 31st March 2016

As shown above, A4T commenced with a management fee £440,840 which was drawn through at the start-up of the company, to ensure sufficient finance was in place from day one, in order commitments could be paid by the company, including, staffing costs, utility payments, repairs and renewals and operational items required to run the company.

As part of the SLA with financial services, provision was made for an item of treasury management. This process allows for financially qualified employees of the finance business unit,

to access A4Ts bank account, in order that investment along with the Council's finance can take place, in order that A4T can earn income on its un-allocated finance.

A decision was made by the Board that A4T would retain a balance of no less than £5,000 in its account, to ensure sufficient resilience was maintained. In addition, balances would be moved in and out of the account as necessary, to ensure finance is available, to pay the necessary commitments.

For the 3 months of trading for June, July and August, the amount of income received; minus the fee for managing this process is £162.83

This is based on the management fee investment, at a rate of 0.3643% minus the administration fee at a rate of 0.25% as at 31-8-2015.

As balances go down in the account, this figure may reduce fractionally. Whilst this is an area of income, the return on this is not significant and the Board may wish to review this in the future to identify investment, which may provide a greater return.

SOURCE OF FUNDS

As Board members will be aware, the company is currently operating on a management fee paid covering 4 discrete areas e.g. leisure facilities, sports development, Southwell Leisure Centre Trust and services from Newark and Sherwood District Council.

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 2016/2017, approved by Leisure and Environment Committee in April 2015, with adjustments made to the finance being requested, based on the financial issues, which have been highlighted within the financial section of the business plan.

The company has undertaken detailed analysis to provide this information for the business plan. The company feel the management fee being requested, accurately reflects the work required of the company and is in line with the finance reported in the 2015/2016 business plan, with the exception of the additional finance request.

The company feels the additional finance being requested is for areas which are out of the company's control and were unknown at the time of the production of the original business plan.

In addition however, the company has identified savings of £30,000 for the financial year 2016/2017 and these have been reported to the Leisure and Environment Committee, in order it may reduce some of the financial impact on the Council, whilst providing Active4Today Ltd with a management fee, which is able to meet the expectations of the Customer, Company and Council.

It is proposed the management fee identified below is paid at the start of the financial year in line with the contribution made in 2015/2016, to allow Active4Today Ltd to meet its commitments with regards to staffing and suppliers.

2016-2017 NSDC –Management Fee Requirements, Agreed by L&E in April 2015

NSDC Management Fee	Amount- Full Year	Note
Leisure Management Fee	-£33,236	Payment to be made to NSDC by Active4Today Ltd, in line with the original business plan agreed by L&E in April 2015
Sports Development Management Fee	£193,630	Agreed fee, as per original business plan agreed by L&E in April 2015
Total Management Fee from NSDC for the operation of Active4Today Ltd	£160,394	Agreed fee, as per original business plan agreed by L&E in April 2015
Southwell Leisure Centre Management Fee	£93,530	Agreed fee, as per original business plan agreed by L&E in April 2015
Total fee to be paid to Active4Today Ltd	£253,924	Agreed Fee, including Southwell Leisure Centre

Figure 19: Management fee requirements

2016-2017 NSDC – Proposed Additional Management Fee Requirements

NSDC Management Fee	Amount- Full Year	Note
Additional requested Leisure Management Fee for 2016-17	£154,876	see finance note above
Less: saving offered by Active4Today Ltd	£30,000 (-)	To assist the Council to off-set the additional contribution
Additional Leisure Management Fee required from NSDC for 2016-17	£124,876	

Figure 20: Proposed Additional Management fee requirements for the provision of Leisure

2016-2017 NSDC –Proposed Full Management Fee Requirements, to be paid to Active4Today Ltd

NSDC Management Fee	Amount- Full Year	Note
Proposed additional Leisure Management Fee	£124,876	(see figure 21)
Less payment from A4T Ltd. to NSDC as reported to L&E April 2015	£33,236 (-)	
Net Additional Leisure Management fee required from NSDC for 2016-17 for provision of Leisure Services	£91,640	
Sports Development Management Fee	£193,630	Agreed fee, as per original business

		plan agreed by L&E in April 2015
Total Management Fee from NSDC for the operation of Active4Today Ltd	£285,270	
Southwell Leisure Centre Management Fee	£93,530	Proposed Fee, as per original business plan agreed by L&E in April 2015
Total to be paid to Active4Today Ltd	£378,800	Proposed Fee 2016/2017

Figure 21: Proposed Management fee requirements - including additional requirements

NSDC Management Fee - summary	Amount-2016-17	Note
Original Management fee to Active4Today Ltd. from NSDC	£253,924	as agreed in the original Business Plan for 2016-17 – figure 20
Revised Management Fee to Active4Today Ltd. from NSDC for provision of Leisure and Sport delivery for 2016-17	£378,800	Includes revision for VAT, insurance, pension and the £30K additional contribution made by the Company to offset some of the above – see figure 22
Additional Management fee to be paid to A4T Ltd. for 2016-17	£124,876	This is the ‘additional’ requested Management Fee for 2016-17, the reasons for which are explained in figure 21 above

Figure 22: Proposed Management fee requirements – summary of changes

Performance Management Report 3rd Quarter
Sports Development update

Community Engagement

The work of the team has continued to develop and progress with a number of new partnerships established.

The annual Sports Awards were delivered during quarter 3 with a change in approach for 2016. Active4Today partnered with Radio Newark to organise the event in the promotion and marketing through their website, social media channels and their broadcasts. Nominations were received for the 12 categories from a variety of clubs and individuals with the awards being presented in the club/community environment. This different approach was extremely well received by all involved and provided a much more 'personal touch'.

There have been a number of community groups and meetings where officers have supported and offered advice. These have included Fernwood Sports Association, Southwell and District Sports Forum and Newark and Sherwood Sports Council.

These meetings have highlighted the areas where clubs feel they need more help and respond to the changing sporting landscape. This has been identified as a national concern through the Department of Culture Media and Sport (DCMS) Consultation Paper, A New Strategy for Sport published in August 2015.

The team has also been engaging with clubs and potential new user groups for the new leisure centre, identifying the extra availability within the programme and targeting key groups that may wish to have regular bookings, as well as ensuring that they are involved and aware of the progress of the development.

Inclusion

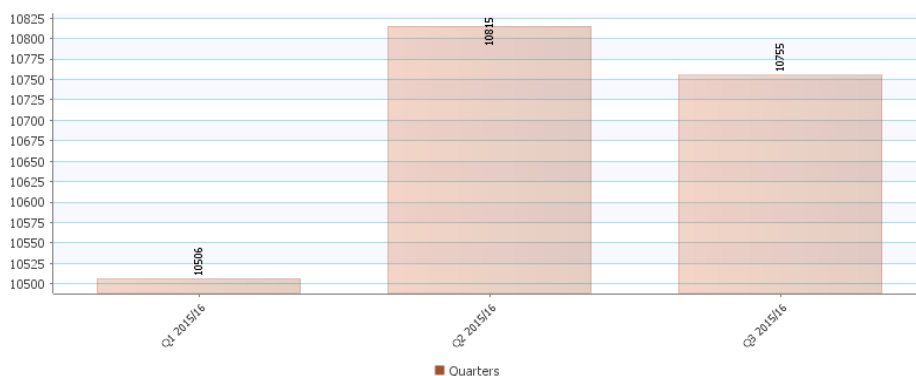
The Sporting Activity For Everyone (SAFE) programme funded primarily by investment of £74,000 from Sport England has continued to grow and develop in the areas identified with numbers increasing in participation on a weekly basis.

The coaching staff are working with existing groups and services and gaining trust and confidence very easily with people who lead sedentary lifestyles and engaging them in positive leisure and sporting activities. These are firstly taking place in community settings, thereafter participants are introduced into the leisure centres, in order to maintain their participation and join one of our membership schemes.

No. of Active Card holders – resident in the District – TOTAL

Rolling / Snapshot Outturn

Latest result for 2015/16 as of Q3 2015/16
10755

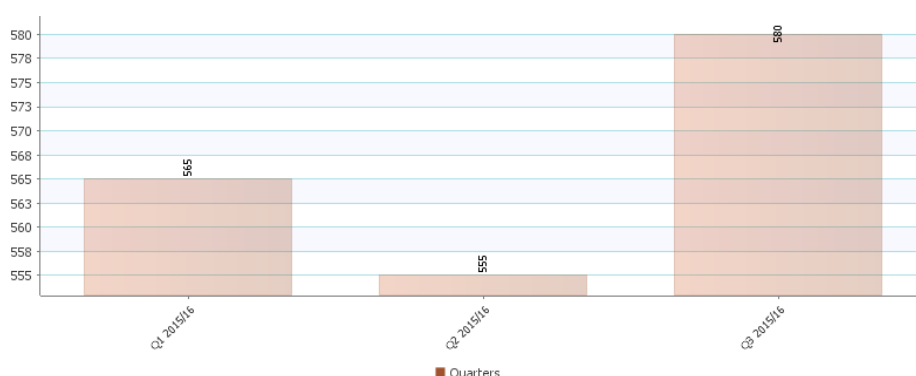


Commentary:

No. of Active Card holders – non-resident in the District – TOTAL

Rolling / Snapshot Outturn

Latest result for 2015/16 as of Q3 2015/16
580

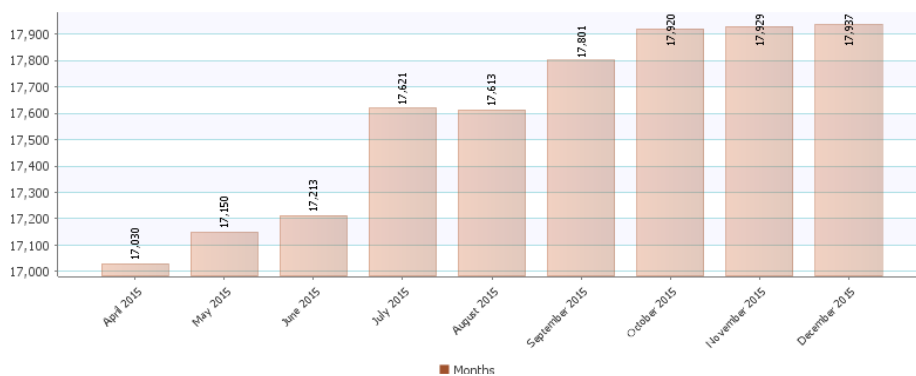


Commentary:

No. of User Visits – TOTAL

Actual for Period

Cumulative result for 2015/16 as of December 2015
158,214

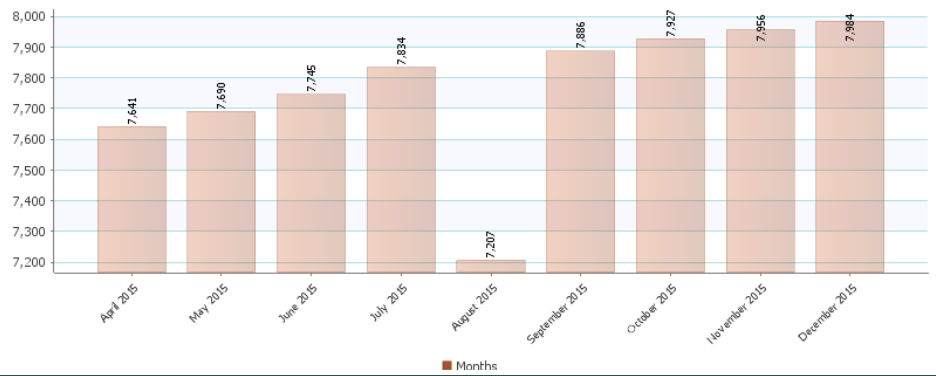


Commentary:

No. of Leisure Centre user visits (Card Holders) – Male – TOTAL

Actual for Period

Cumulative result for 2015/16 as of December 2015
69,870

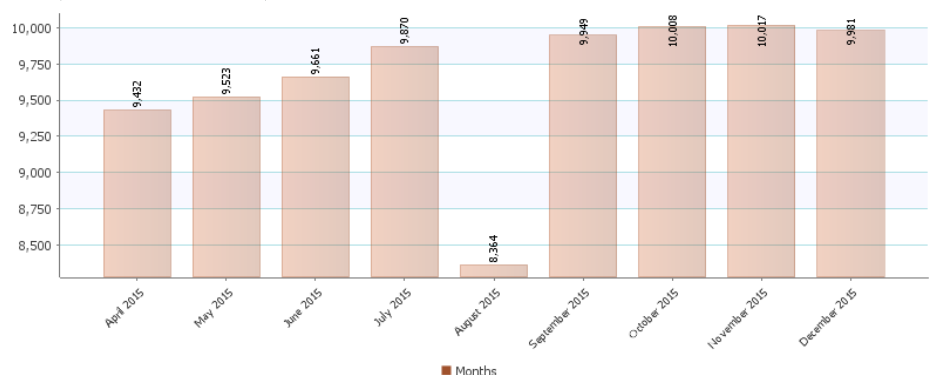


Commentary:

No. of Leisure Centre user visits (Card Holders) – Female – TOTAL

Actual for Period

Cumulative result for 2015/16 as of December 2015
86,805

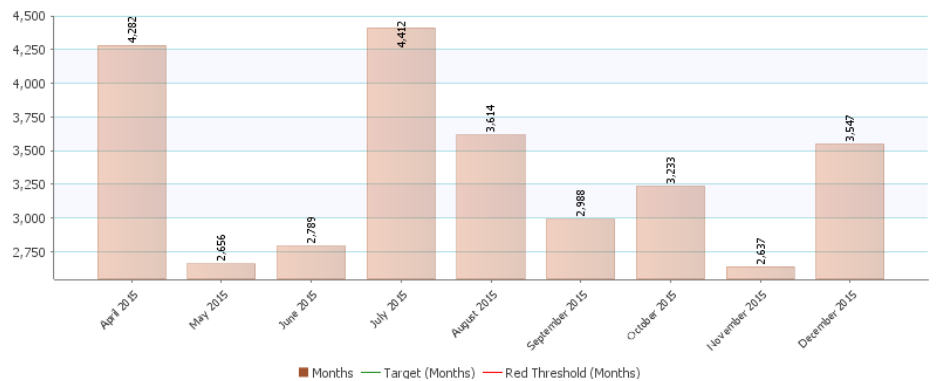


Commentary:

No. of Leisure Centre user visits – Children (under 16) – TOTAL

Actual for Period

Cumulative result for 2015/16 as of December 2015
30,158

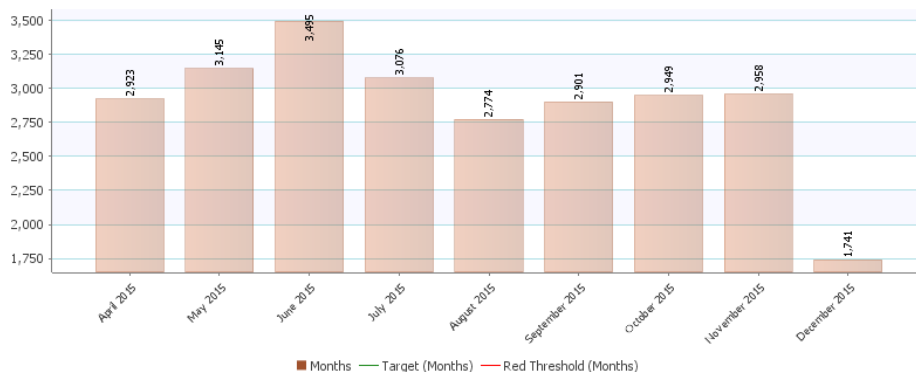


Commentary:

No. of Leisure Centre user visits – 16–18 years old – TOTAL

Actual for Period

Cumulative result for 2015/16 as of December 2015
25,962

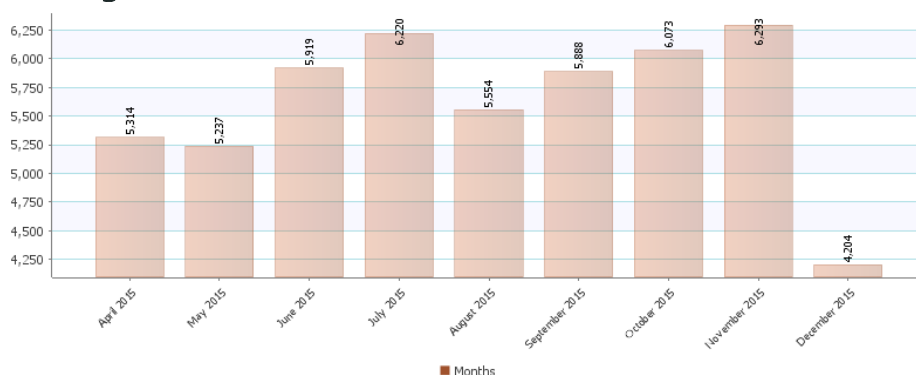


Commentary:

No. of Leisure Centre user visits – Aged Over 65 – TOTAL

Actual for Period

Cumulative result for 2015/16 as of December 2015
50,702

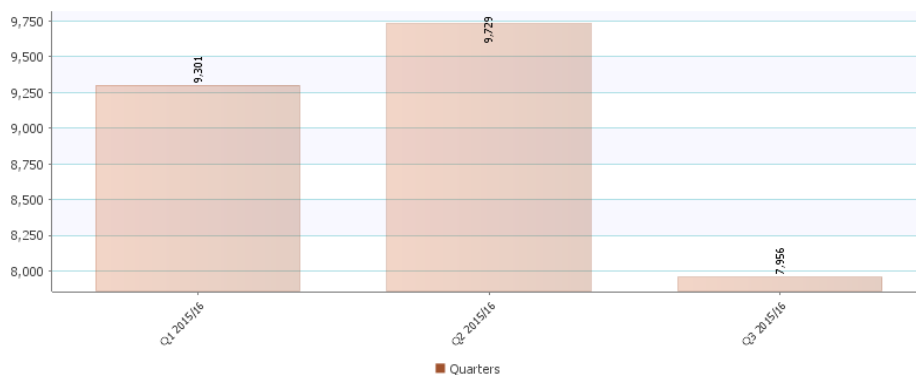


Commentary:

No. of Leisure Centre user visits – Deprived areas – Total users

Actual for Period

Cumulative result for 2015/16 as of December 2015
26,986

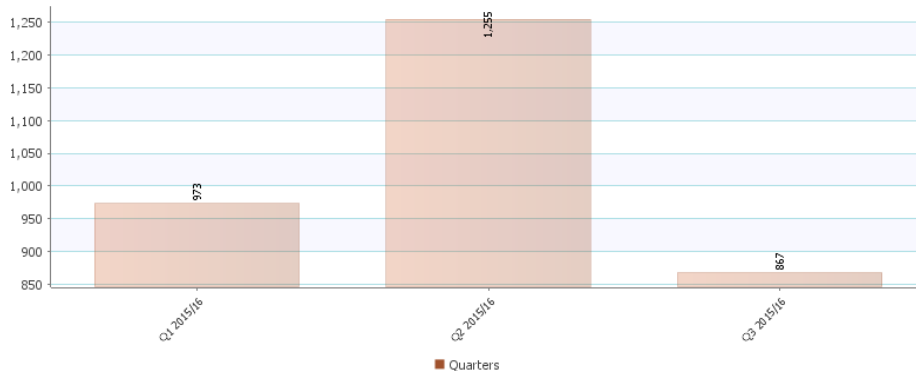


Commentary:

No. of Leisure Centre user visits – Deprived areas – Aged Over 65

Actual for Period

Cumulative result for 2015/16 as of December 2015
3,095

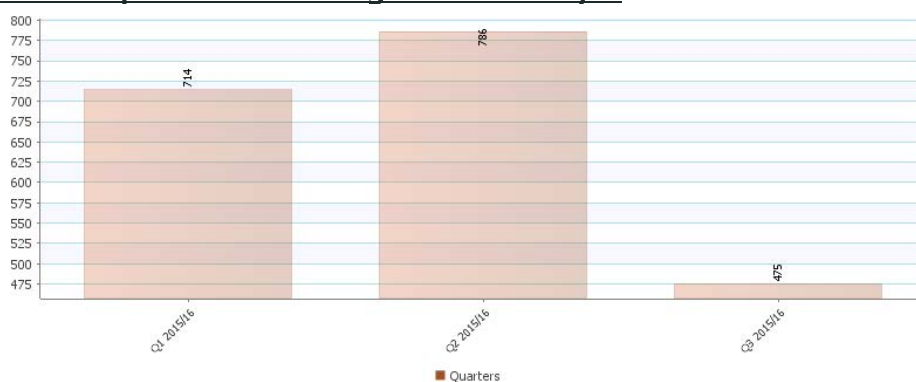


Commentary:

No. of Leisure Centre user visits – Deprived areas – aged under 16yrs

Actual for Period

Cumulative result for 2015/16 as of December 2015
1,975

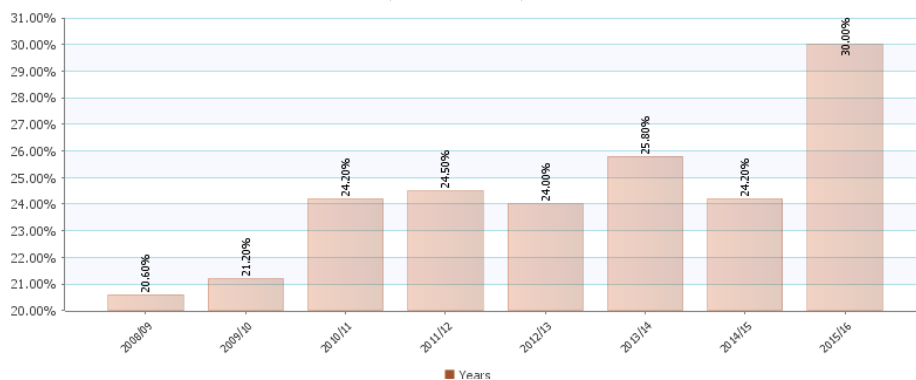


Commentary:

% of Adult participation in sport and active recreation (OLD NI8)

Actual for Period

2015/16 result
30.00%



Commentary:

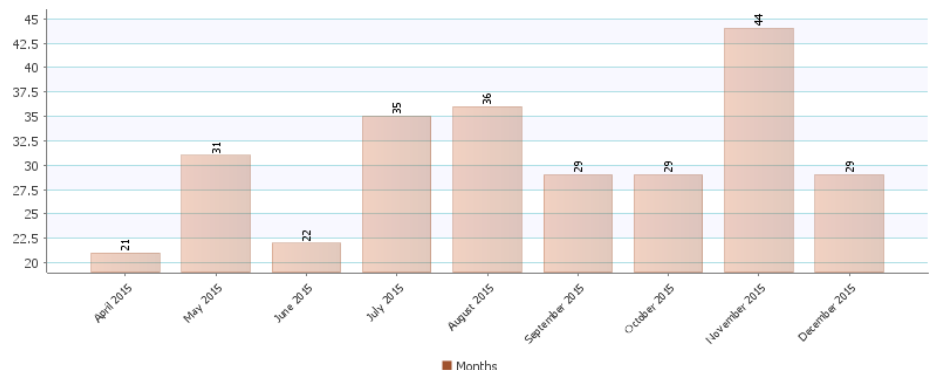
No. of individuals referred to Active4Today from a health professional –

Actual for Period

Total

December 2015 result

29



Commentary:

% of individuals referred to Active4Today from a health professional –

Actual for Period

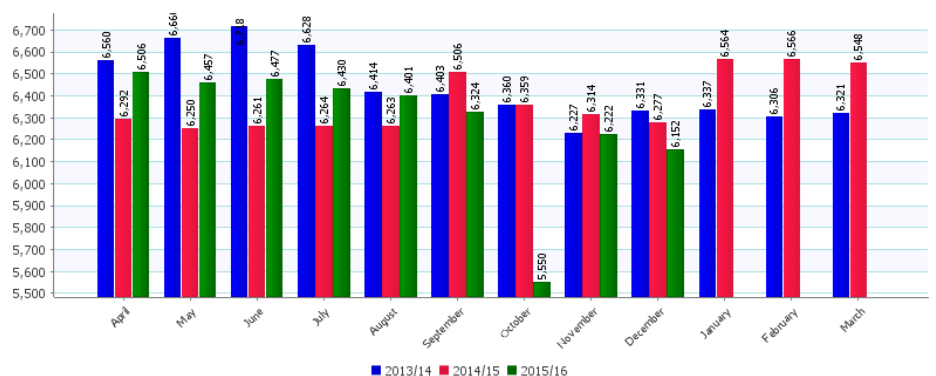
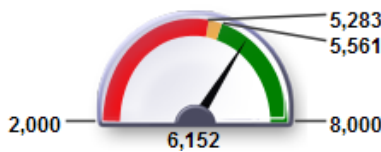
Attended Session – TOTAL

Commentary: No Data Available at Present

Live Leisure Centre Membership base (adults) – Total

Rolling / Snapshot Outturn

Latest result for 2015/16 as of December 2015

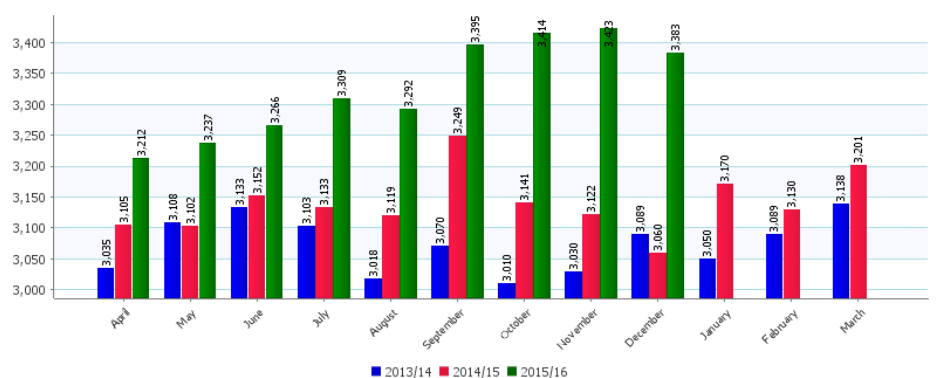


Commentary:

Live Leisure Centre Membership base (children) – Total

Rolling / Snapshot Outturn

Latest result for 2015/16 as of December 2015



Commentary:

Avg. % Membership Retention Rate – Adult – TOTAL

Actual for Period

Commentary: No Data Available at Present

Avg. % Membership Retention Rate – Child – TOTAL

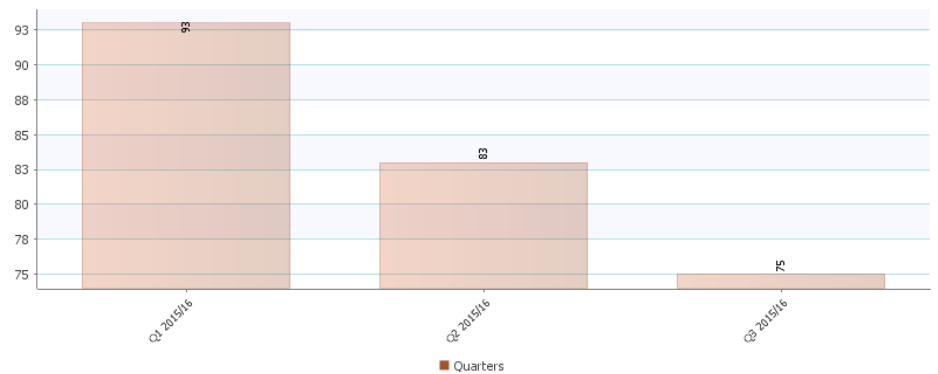
Actual for Period

Commentary: No Data Available at Present

No. of Community Groups supported by Sports Development

Actual for Period

Cumulative result for 2015/16 as of December 2015
251

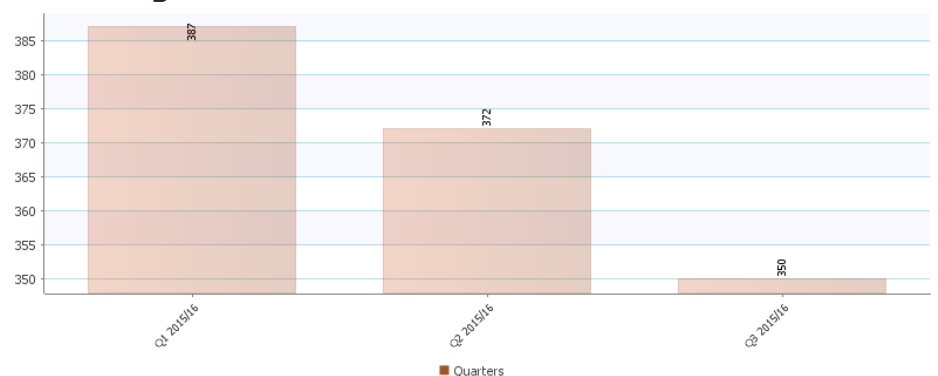


Commentary:

No. of Leisure Centre Members claiming Benefits – TOTAL

Actual for Period

Cumulative result for 2015/16 as of December 2015
1,109

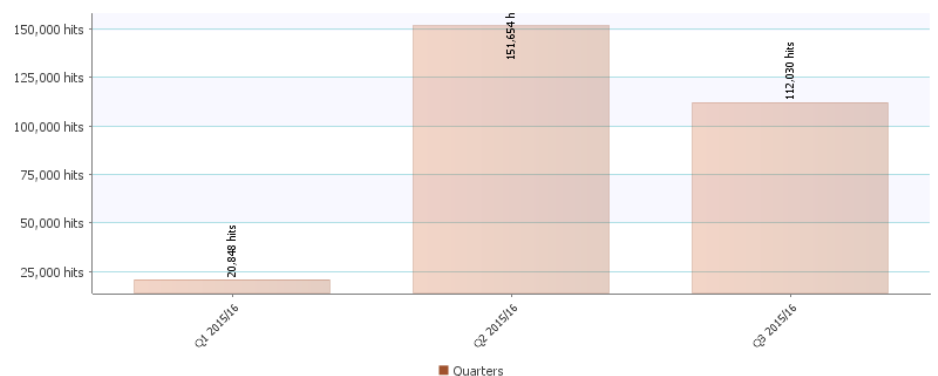


Commentary:

No. of Website Hits – TOTAL

Actual for Period

Cumulative result for 2015/16 as of Q3 2015/16
284,532 hits

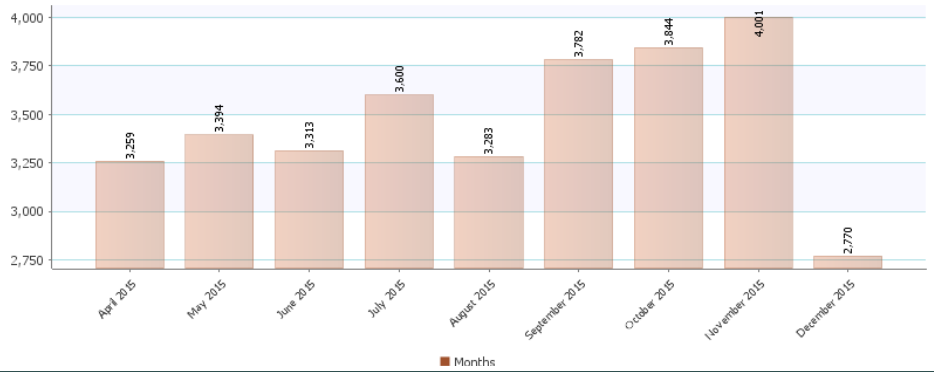


Commentary:

No. of Web bookings – TOTAL

Cumulative result for 2015/16 as of December 2015
31,246

Actual for Period



Commentary:

% Customer Satisfaction – TOTAL

Rolling / Snapshot
Outturn

Commentary: No Data Available at Present

Value of Management Fee – Active4Today

Cumulative result for 2015/16 as of Q3 2015/16
£154,910

Actual for Period

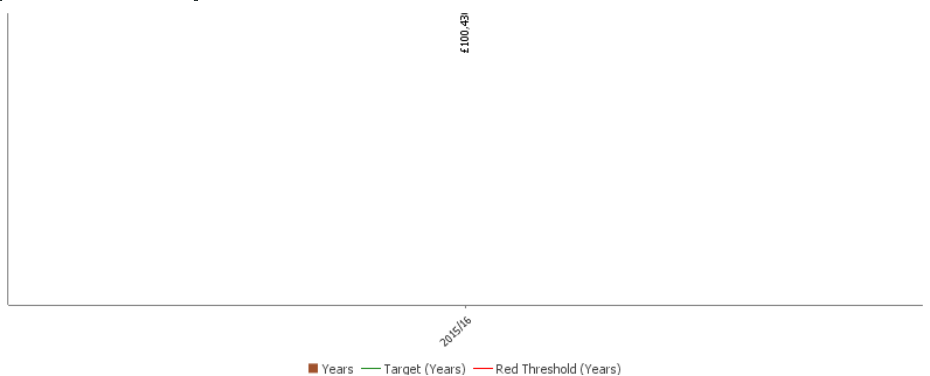


Commentary:

Value of Management Fee – Sports Development

Cumulative result for 2015/16 as of Q3 2015/16
£100,430

Actual for Period



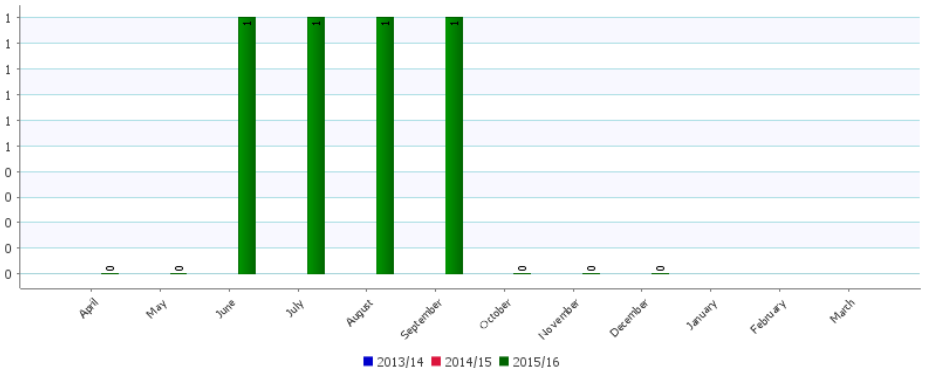
Commentary:

No. of External Customer Complaints – Stage 1 – TOTAL

Actual for Period

Cumulative result for 2015/16 as of December 2015

4



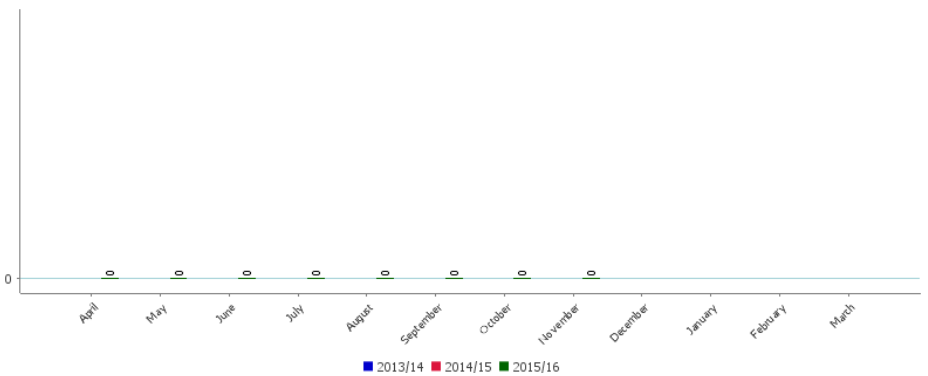
Commentary:

No. of External Customer Complaints – Stage 2 – TOTAL

Actual for Period

Cumulative result for 2015/16 as of December 2015

0

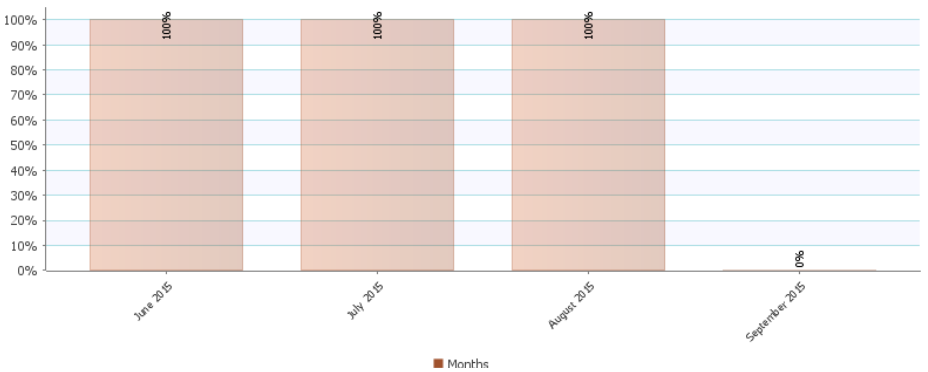


Commentary:

Avg. % of External Customer Complaints processed within the deadline – Stage 1 – Active4Today

Actual for Period

Average result for 2015/16 as of December 2015



Commentary:

PERFORMANCE MANAGEMENT UPDATE - MID YEAR UPDATE 2015/16

1.0 Purpose of Report

1.1 This report will provide Members with a selection of performance information falling under the remit of the Leisure and Environment Committee.

2.0 Background

2.1 The Council's performance management framework is administered using Covalent, the performance management system. Each business unit has a selection of performance indicators which are used to inform its management.

2.2 Where performance indicators are measured against a target, their status is reflected by a colour as follows:

	Green status - P.I.'s performing at or above target
	Amber status - P.I.'s performing at minimum level of service delivery
	Red status - P.I.'s performing below minimum level of service delivery

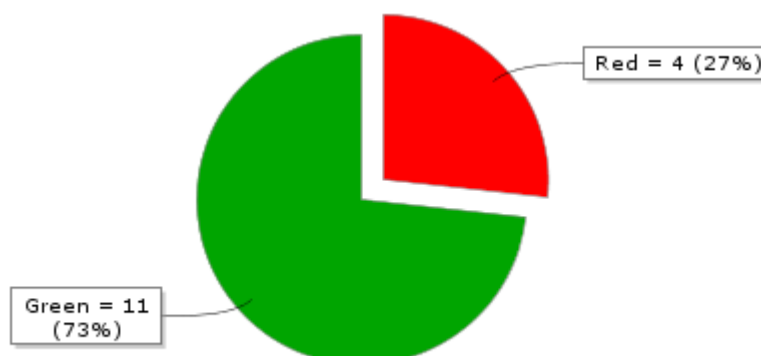
2.3 Targets for all key performance indicators are agreed with Business Managers and their Directors at the start of each financial year.

2.4 Data only performance indicators are not measured against a target.

3.0 Performance Information

3.1 A selection of detailed Business Unit performance data is attached at **Appendix A** for information. An overview of their mid-year performance is reflected in the pie chart below.

Overview of Performance Indicator Status



3.2 The Committee established a working party to review the indicators that could be used to monitor the performance of Active4Today. The suggested list is included in Appendix A and Active4Today are setting up the necessary monitoring systems.

4.0 Equalities Implications

4.1 There are no direct equalities implications of the report itself as the report is for information only. However, there may be some implications relating to the individual performance indicators included in the report appendix.

5.0 Impact on Budget/Policy Framework

5.1 There are no direct budget/policy framework implications of the report itself as the report is for information only. However, the Committee could take any of the financial performance into account when considering its budget.

6.0 RECOMMENDATION

That the contents of the report be noted.

Reason for Recommendation

This report is to keep Members informed of the latest performance information relating to the Leisure and Environment Committee so there are no recommendations requiring action

Background Papers

Nil.

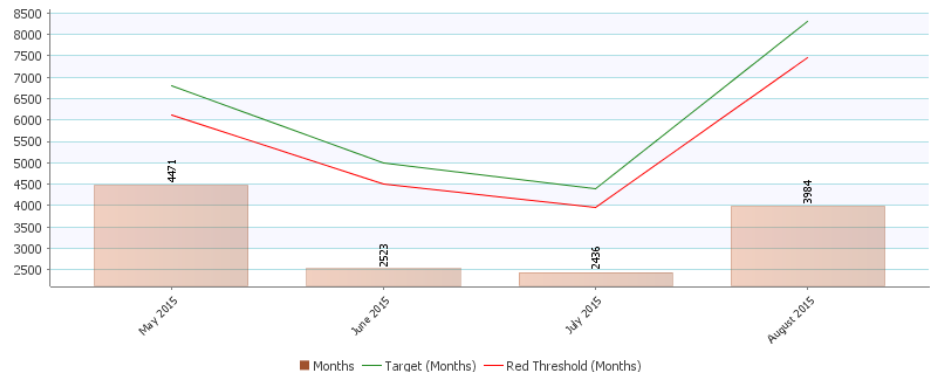
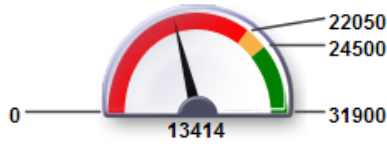
For further information please contact Ged Greaves on Ext 5231.

David Dickinson
Director - Resources

No. of paying Visitors - National Civil War Centre

Actual for Period

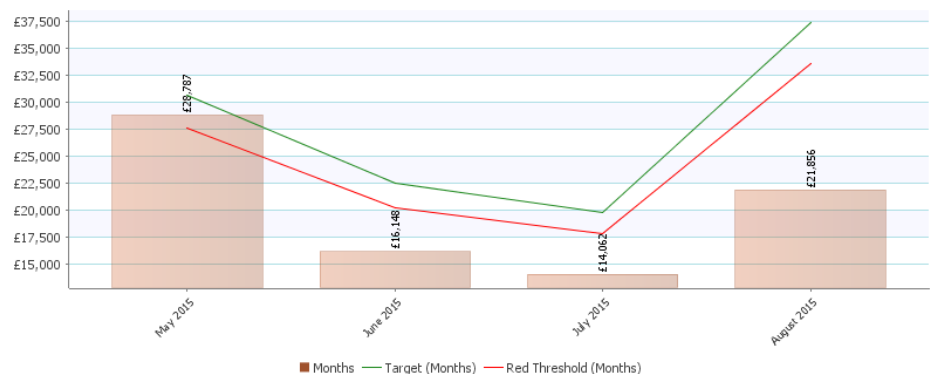
Cumulative result for 2015/16 as of August 2015



Commentary: Culture & Visitors Business Manager: The situation regarding overall paying visitors has been reported to Committee. Future year budgets reflect the ongoing actual figures.

Value of Admissions Income - National Civil War Centre

Cumulative result for 2015/16 as of August 2015

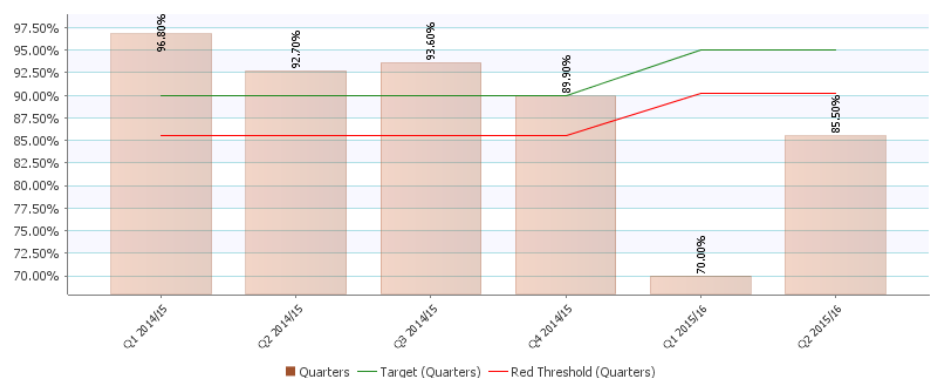


Commentary: Culture & Visitors Business Manager: As reported to Committee the overall visitor numbers have not been reached at the NCWC. Although the admission yield, or income per visitor, is greater than budget, the shortfall in visitors has led to the financial impact indicated above.

Avg. % service requests responded to within target time (7 wkg days) Pest Control & Animal Welfare

Actual for Period

Average result for 2015/16 as of Q2 2015/16

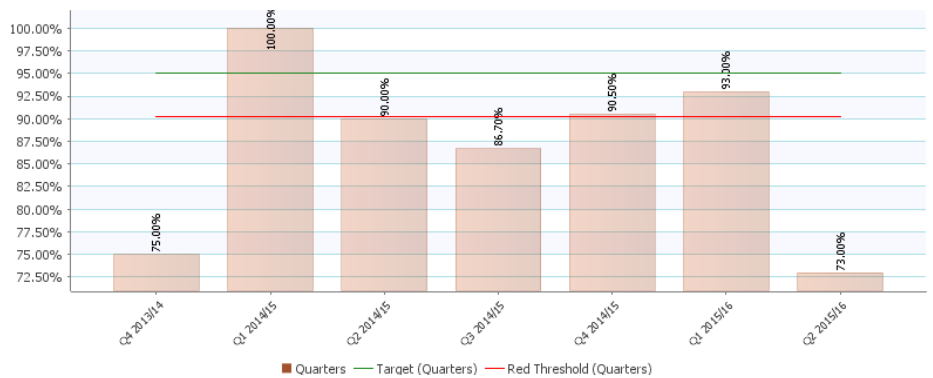
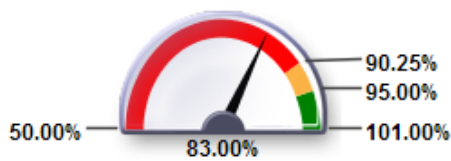


Commentary: Environmental Health Business Manager: The service currently has a staff vacancy which is having an impact on this indicator.
The graph is showing the actual result for each quarter. The gauge is displaying the average result for the year to date.

Avg. % service requests responded to within target time (5 wkg days) Proactive Env Health team

Actual for Period

Average result for 2015/16 as of Q2 2015/16

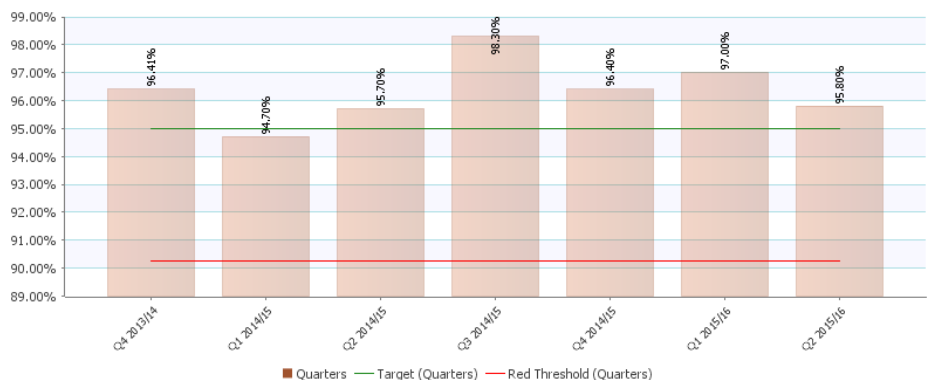
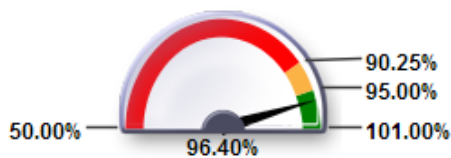


Commentary: Environmental Health Business Manager: A new way of working has impacted on this indicator. Improvement in the next quarter is anticipated.
The graph is showing the actual result for each quarter. The gauge is displaying the average result for the year to date.

Avg. % service requests responded to within target time (5 wkg days) Reactive Env Health team

Actual for Period

Average result for 2015/16 as of Q2 2015/16

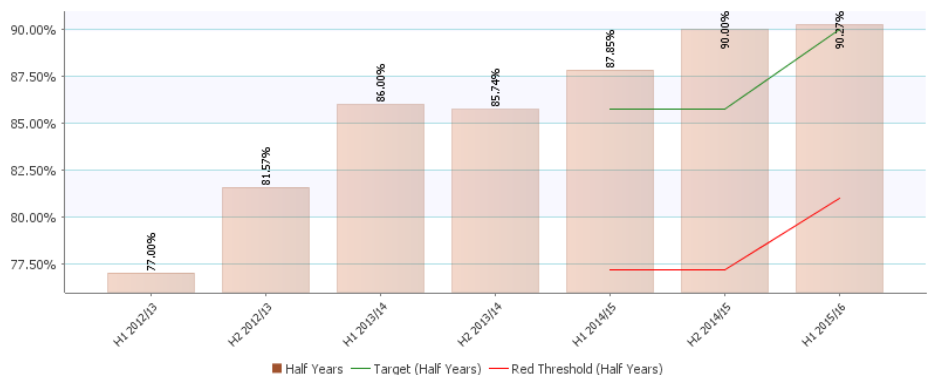
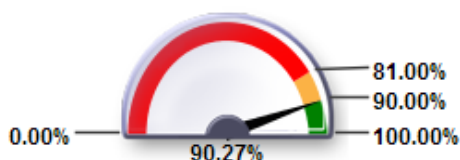


Commentary: Environmental Health Business Manager: Performance continues to be on target.
The graph is showing the actual result for each quarter. The gauge is displaying the average result for the year to date.

% of food establishments achieving good or very good on the national food hygiene rating

Rolling / Snapshot Outturn

Latest result for 2015/16 as of H1 2015/16

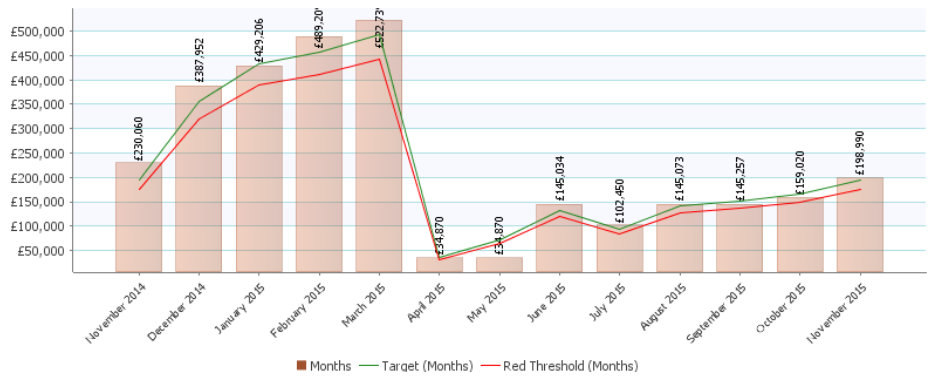
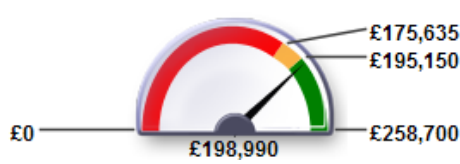


Commentary: Environmental Health Business Manager: A strategy to work with failing businesses is now delivering promising results.

Total box office income (direct promotions) - Palace Theatre

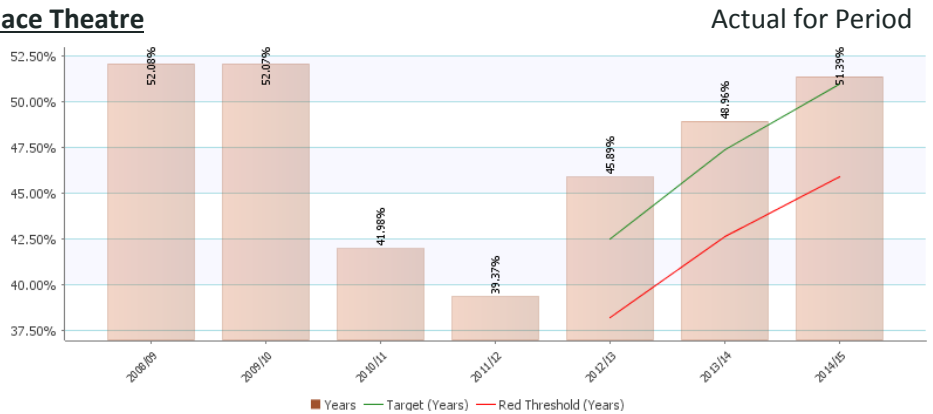
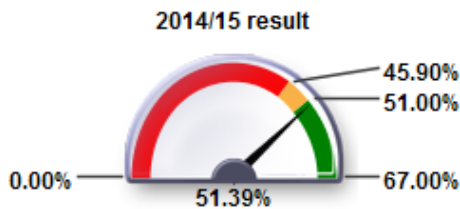
Rolling / Snapshot
Outturn

Latest result for 2015/16 as of November 2015



Commentary: Palace Theatre Business Manager: Due to the integration project the Palace has lost 11 ½ weeks' worth of programme, and will be closed for a further 7 weeks in the new year. To date this has only resulted in lost ticket income of £6,500 against target. Pantomime is performing well, however it is anticipated that this PI will decline further by year end due to the reduced programme in the new year. This will be mitigated by a decrease in the corresponding expenditure to minimise the impact at year end.

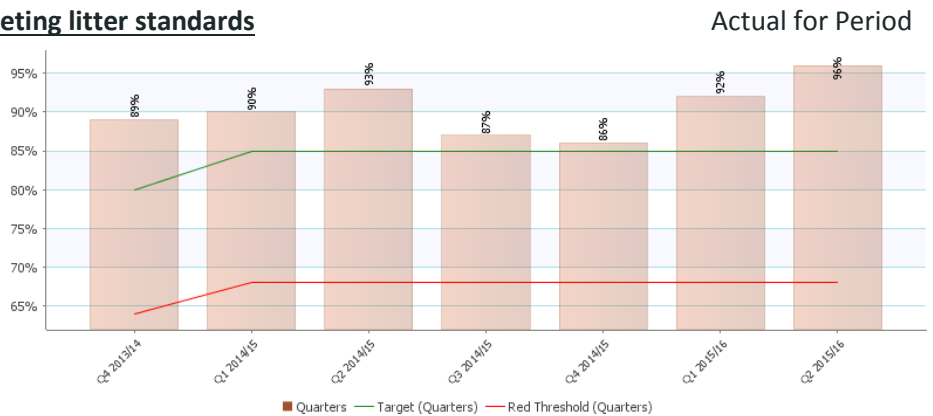
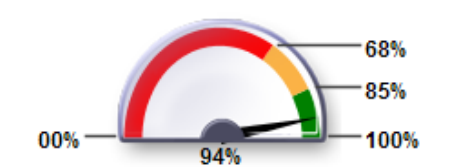
Average % Attendance per Show - Palace Theatre



Commentary: Palace Theatre Business Manager deemed that no additional commentary is required.

Avg % of key parks & open spaces meeting litter standards

Average result for 2015/16 as of Q2 2015/16



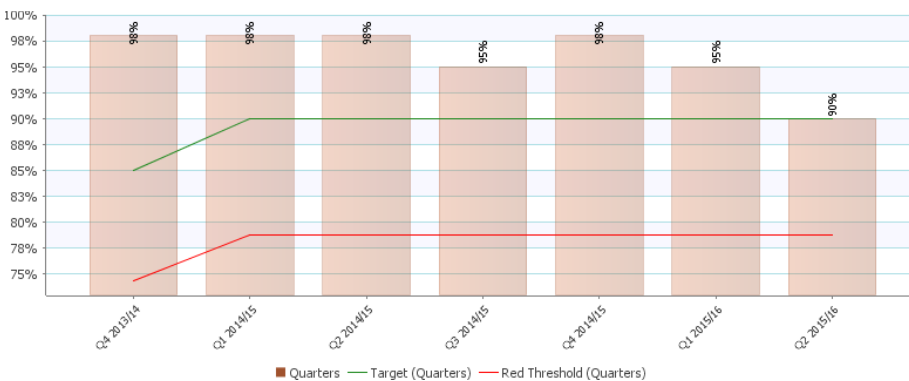
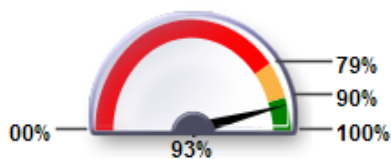
Commentary: Parks & Amenities Business Manager deemed that no additional commentary is required.

The graph is showing the actual result for each quarter. The gauge is displaying the average result for the year to date.

Avg % of customer satisfaction - Green Flag accredited Parks

Actual for Period

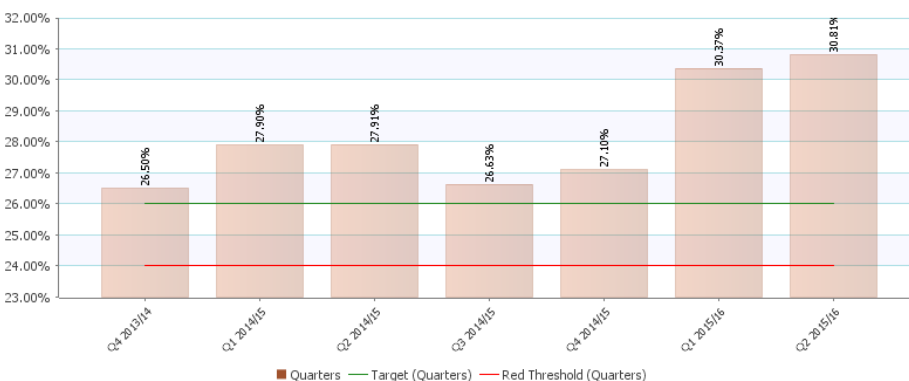
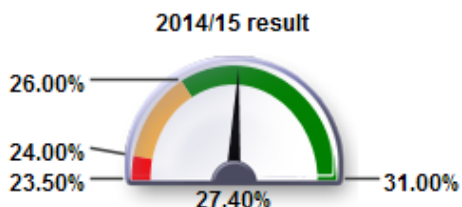
Average result for 2015/16 as of Q2 2015/16



Commentary: Parks & Amenities Business Manager deemed that no additional commentary is required.
 The graph is showing the actual result for each quarter. The gauge is displaying the average result for the year to date.

% of household waste sent for reuse, recycling and composting

Rolling / Snapshot Outturn

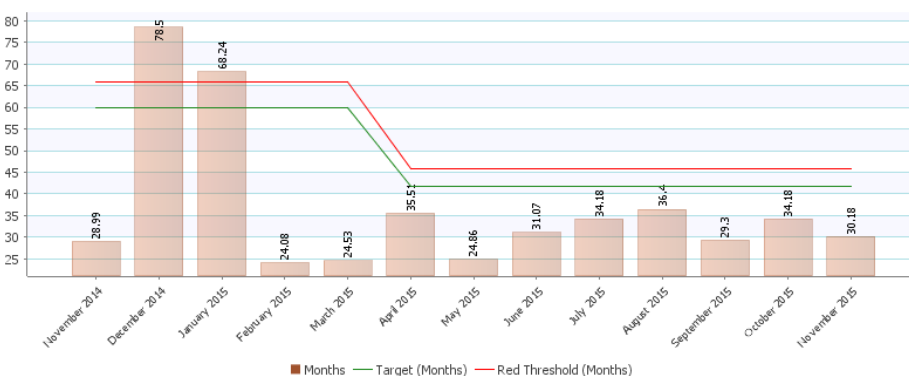


Commentary: Business Manager Waste: New green waste services have ensured an increase in recycling percentage when all other authorities are decreasing. A continuing increase is hoped for in the next financial year.
 The graph and gauge are showing the actual result for each period.

No. of missed domestic bins per 100,000 households

Actual for Period

Cumulative result for 2015/16 as of November 2015

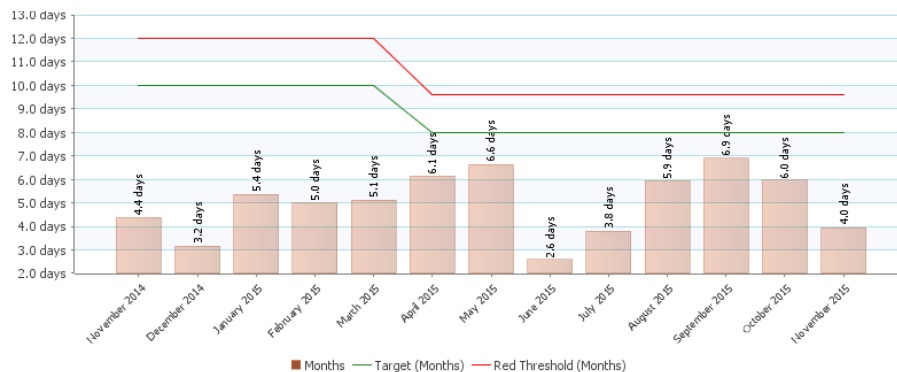


Commentary: Business Manager Waste: A number of round changes have been made this year as well as additional bins for green waste and staff have still managed to meet target which is pleasing.
 The graph is showing the actual result for each month. The gauge is displaying the cumulative result for the year to date.

Avg. no. of days taken to respond to street sweeping requests

Actual for Period

Average result for 2015/16 as of November 2015

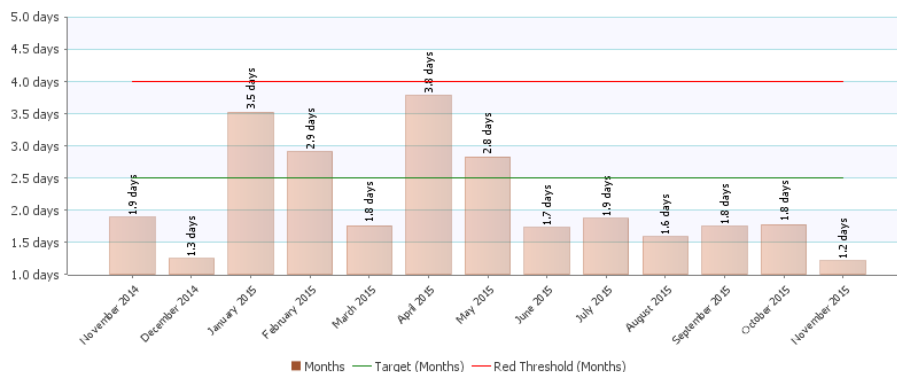


Commentary: Business Manager Waste: Deemed there is no additional commentary required.
The graph is showing the actual result for each month. The gauge is displaying the average result for the year to date.

Avg no. of days taken to respond to fly tipping reports

Actual for Period

Average result for 2015/16 as of November 2015

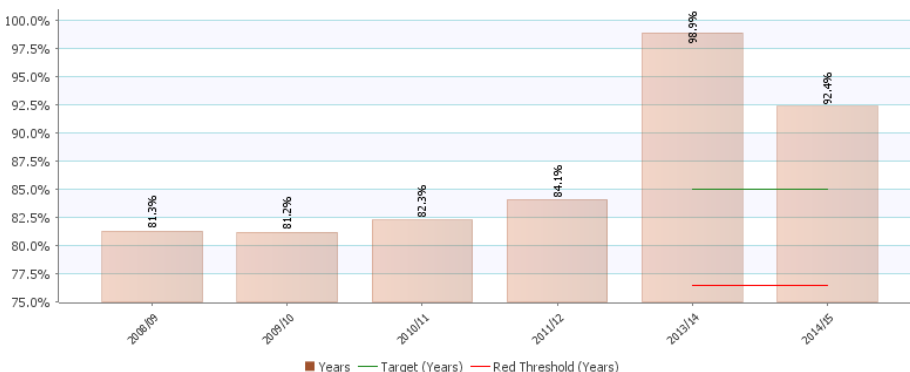
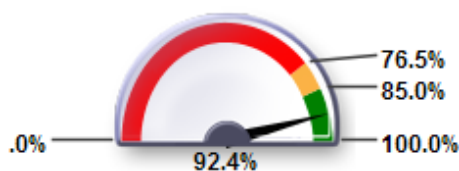


Commentary: Business Manager Waste: An increase in the number of fly tips (in the main due to the collapse of the scrap metal market) as well as a shortage of staff over the holiday period has not allowed us to make improvements in response times however still coming within target is satisfying.
The graph is showing the actual result for each month. The gauge is displaying the average result for the year to date.

Avg % satisfaction with service delivery - Trade Waste

Actual for Period

2014/15 result



Commentary: Business Manager Waste: Deemed there is no additional commentary required.

Active4Today Indicators – Awaiting Data

No. of Active Card holders - resident in the District - TOTAL	Rolling / Snapshot Outturn
No. of Active Card holders – non-resident in the District - TOTAL	Rolling / Snapshot Outturn
No. of Leisure Centre users (Card Holders) - Male - TOTAL	Rolling / Snapshot Outturn
No. of Leisure Centre users (Card Holders) - Female - TOTAL	Rolling / Snapshot Outturn
No. of Leisure Centre users - Children (under 16) - TOTAL	Rolling / Snapshot Outturn
No. of Leisure Centre users - 16-18 years old - TOTAL	Rolling / Snapshot Outturn
No. of Leisure Centre users - Aged Over 65 - TOTAL	Rolling / Snapshot Outturn
No. of Leisure Centre users - Deprived areas - Total users	Rolling / Snapshot Outturn
No. of Leisure Centre users - Deprived areas - Aged Over 65	Rolling / Snapshot Outturn
No. of Leisure Centre users - Deprived areas - aged under 16yrs	Rolling / Snapshot Outturn
% of Adult participation in sport and active recreation (OLD NI8)	Actual for Period
No. of individuals referred to Active4Today from a health professional - Total	Actual for Period
% of individuals referred to Active4Today from a health professional - Attended Session - TOTAL	Actual for Period
Live Leisure Centre Membership base (adults) - Total	Rolling / Snapshot Outturn
Live Leisure Centre Membership base (children) - Total	Rolling / Snapshot Outturn
Avg. % Membership Retention Rate - Adult - TOTAL	Actual for Period
Avg. % Membership Retention Rate - Child – TOTAL	Actual for Period
No. of Community Groups supported by Sports Development	Actual for Period
No. of Leisure Centre Members claiming Benefits - TOTAL	Rolling / Snapshot Outturn
No. of Website Hits – TOTAL	Actual for Period
No. of Web bookings – TOTAL	Actual for Period
% Customer Satisfaction - TOTAL	Rolling / Snapshot Outturn
Value of Management Fee - Active4Today	Actual for Period
Value of Management Fee - Sports Development	Actual for Period
No. of External Customer Complaints - Stage 1 – TOTAL	Actual for Period
No. of External Customer Complaints - Stage 2 – TOTAL	Actual for Period
Avg. % of External Customer Complaints processed within the deadline - Stage 1 - Active4Today	Actual for Period