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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, 27th October 2015 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

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NEWARK AND SHERWOOD DISTRICT COUNCIL

Minutes of the meeting of the **LEISURE & ENVIRONMENT COMMITTEE** held in Room G21, Kelham Hall, Newark on Tuesday, 15th September 2015 at 6.00 pm.

PRESENT: Councillor A.C. Roberts (Chairman)
Councillor R.J. Jackson (Vice-Chairman)

Councillors: R.V. Blaney (Ex-Officio), M.G. Cope, R.A. Crowe, R. Crowe, Mrs G.E. Dawn, P.C. Duncan, G.P. Handley (substitute for J.D. Lee), N.B. Mison, Mrs S. Soar, D.B. Staples and Mrs L.M.J. Tift.

12. APOLOGIES FOR ABSENCE

An apology for absence was received on behalf of Councillor J.D. Lee.

13. MINUTES OF THE MEETING HELD ON 14TH JULY 2015

AGREED that Minutes of the meeting held on 14th July 2015, be approved as a correct record and signed by the Chairman.

14. 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.

15. DECLARATION OF ANY INTENTIONS TO RECORD THE MEETING

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

16. RECYCLING AND GREEN WASTE UPDATE

The Committee considered the report of the Director – Community which provided an update on recycling rates across Nottinghamshire, the progress of the Newark and Sherwood District Council Garden Waste Collection Service, including an update regarding the garden waste partnerships with Rushcliffe District Council and Mansfield District Council.

Members considered the report and the following points were raised.

The recycling of plastic was not as good as it should be. Plastic bottles had reduced in weight which was good; however there was an on-going issue as there was confusion regarding the recycling of plastic as the market place would not take certain waste plastics.

A Member commented that the residents of Bilsthorpe and Eakring would like the opportunity of recycling their waste. It was confirmed that Bilsthorpe was not in the area for collection by Mansfield District Council, however if Newark and Sherwood District Council decided to expand their collection, Bilsthorpe would be included due to its built up area.

It was confirmed that green waste had the heaviest weight and therefore increased recycling figures. Green waste for the Council had kept the recycling figures stable.

A Member commented that the Council should be striving to reach a 30% recycling rate but there were no plans in place to show how that could be achieved. It was suggested that a plan be established to address that and a report be submitted to a future meeting of the Committee. The Director – Community confirmed that a report had been prepared and was being considered by the Policy and Finance Committee and would be presented to this Committee in due course.

The Green waste collection service in Newark was raised which focused on a specific collection route along London Road. A Member sought clarification as to why the roads off London Road were not included in the collection service, as there was a high level of interest in the green waste service. The Director – Community confirmed that the service eventually would be expanded to the whole of Newark. The collection routes at present had been established through computer modelling which had produced the most efficient collection round. The Member raised concern that no surveys had been undertaken regarding whether residents would be interested in the green waste service, so how did the Council know how many properties would require the service and therefore how efficient it would be to collect the waste.

Members sought clarification regarding how the percentage figures for recycling were calculated given the reduction in packaging by manufacturers. The Director – Community confirmed that the total amount of global waste as a country had reduced.

The level of composting was raised and clarification was sought as to the number of composting bins that were supplied to residents of the district. It was confirmed that the Council had distributed 17,000 composting bins over the last ten years. It was confirmed that DEFRA did not include composting in the percentile.

A Member commented that the 28% of recycling and re-use as detailed within the report was not an accurate figure of the recycling that was actually being achieved by the Council, certain recycling such as composting and up-cycling through the furniture project was not taken into account and if those figures had been included the percentage would be much higher than that reported.

The Director – Community commented that the best way to establish expressions of interest for the green waste service from residents of the district was in consultation with Parish Councils, who could engage with their communities and tell the Council how many people would like to take up the green waste service.

AGREED (unanimously) that:

- (a) the recycling rate performance of the Nottinghamshire Authorities, the progress with the Mansfield and Rushcliffe Garden Waste Partnerships, along with Newark and Sherwood District Council's own Garden waste collection service be noted;
- (b) the explanation of the need to further expand Newark and Sherwood District Council's services be noted; and

- (c) a further report as to how the Council will increase the recycling percentage be submitted to a future meeting of the Committee.

17. NOTTINGHAMSHIRE COUNTY COUNCIL (NCC) WASTE REDUCTION, REUSE, RECYCLING AND COMPOSTING PLAN 2015-16

The Committee considered the report of the Director - Community, which provided an update on the Nottinghamshire County Council (NCC) Waste Reduction, Reuse, Recycling and Composting Plan 2015-16.

The Director – Community informed Members of a meeting that would take place with Nottinghamshire County Council next week regarding what incentives the County had for the district to undertake an increase in recycling.

A Member commented on the procedure in place at one of the waste recycling centres in Nottingham and urged Nottinghamshire County Council not to turn non-residents away, but operate a free for residents and a charge for non-residents service. It was felt that the public should be encouraged to recycle/dispose of their waste properly, not turned away from a recycling centre.

AGREED (unanimously) that the details of the Nottinghamshire County Council (NCC) Waste Reduction, Reuse, Recycling and Composting Plan 2015-16 be noted.

18. THE INTRODUCTION OF SMOKE FREE PLAY AREAS IN NEWARK AND SHERWOOD

The Committee considered the report presented by the Director – Safety which provided an update on the introduction of smoke free play areas in Newark and Sherwood and to examine future options to expand the voluntary scheme.

Members considered the report and were supportive of the scheme. A Member asked whether the Parish Council could be approached regarding this. It was confirmed that the Council would be willing to work with Parish Councils that wanted to undertake voluntary schemes.

AGREED (unanimously) that:

- (a) the implementation of the smoke free play park scheme be noted; and
- (b) support the initiative to promote a voluntary ban in outdoor play areas at large family dining establishments.

19. MANSFIELD AND DISTRICT CREMATORIUM JOINT COMMITTEE – ANNUAL STATEMENT OF ACCOUNTS

The Committee considered the report of the Director – Resources which presented the Annual Statement of Accounts for the Mansfield and District Crematorium Joint Committee. A copy of the relevant minute's from the 22nd June 2015 meeting of the Mansfield and District Crematorium Joint Committee was also attached to the report.

AGREED (unanimously) that the Annual Statement of Accounts for the Mansfield

District Crematorium Joint Committee be noted.

20. NEWARK CASTLE EVENTS

The Committee considered the report of the Director – Community which provided an update on the events held at Newark Castle in 2015 and those planned for 2016.

The Chairman congratulated the Castle Warden for her hard work and requested that a letter of thanks be sent on behalf of the Leisure and Environment Committee and signed by the Committee Chairman.

A Member commented that he would like to see activities in the west of the district at venues such as Vicar Water and Sherwood Forest, in order to make better use of those facilities. The Director – Community commented that the warden at Vicar Water was providing a good job and events had taken place over the summer such as pond dipping. A report providing details of the work that had been undertaken at Vicar Water would be submitted to a future meeting of the Committee.

A discussion took place regarding King John's Palace which was also located west of the district. The palace was of historic interest and tied in to the districts tourist link.

AGREED (unanimously) that:

- (a) the range and quantity of events taking place at Newark Castle in 2015 and customer feedback to these be noted;
- (b) the submission of the expression of interest to bring the weeping window poppy sculpture to Newark Castle in 2016 be noted;
- (c) a letter of thanks be sent to the Castle Warden on behalf of the Leisure and Environment Committee and signed by the Committee Chairman; and
- (d) an update report on the activities of Vicar Water be submitted to a future meeting of the Committee.

21. NEWARK HERITAGE FORUM

The Committee considered the report of the Director – Community, which provided an update on progress aimed at establishing a Newark Heritage Forum.

The Chairman expressed his concern regarding the forum as no elected Member representatives had been invited to the first meeting of the forum. He raised concerns regarding the people who had been invited, as the Council through its elected Members should have been taking the lead role for this project and a structure should have been included with district Council gain. It was also suggested that the Chairman of this Committee should be offered the position of Heritage Forum Chairman.

Concern was also raised that applications for Heritage Lottery Funding may not be considered on merit. It was confirmed that the Committee Chairman and two Newark Members had been invited and would attend the next meeting of the Forum. It was also

suggested that an invitation should also be sent to Newark Town Council.

The Director – Community commented that the Heritage Lottery Fund (HLF) had suggested the formation of the Newark Heritage Forum which was therefore linked to the HLF bid. The HLF had been very enthusiastic about the Gate House project, but had asked that the application be delayed as the East Midlands Development Manager wanted to see the National Civil War Centre open and he also wanted to see heritage working collaboratively. This had been suggested by the HLF as there had been problems with High Peak Borough Council who had submitted their proposals to the HLF, which were followed by a number of applications from other groups. South Holland District Council which had an established Heritage Forum had been invited to attend the next meeting of the Forum to provide advice on how they had constructed their Forum.

The Chairman raised concern and suggested that the Forum be titled ‘Newark and Sherwood Heritage Forum’ given the previous discussion regarding King John’s Palace in the west of the district. He also raised concern regarding the planned extension of Rumbles Café at Sconce and Devon park, which was detailed in the report, the building was occupied by Rumbles, but was owned and controlled by the Council. The Member felt that a report should have been submitted to the Committee for consideration before Rumbles plans for expansion had been reported in the Newark Advertiser. An update report regarding Rumbles Café was requested for the October meeting of the Committee.

A Member raised concerns regarding the Sconce being adopted by Heritage England as there had been problems in the past with Heritage England regarding Ollerton Hall and the Clipstone Headstocks.

A Member confirmed that the Newark Heritage Forum had been given that title due to the HLF bid being specific to Newark.

AGREED (unanimously) that:

- (a) the progress made towards the creation of a Newark Heritage Forum be noted;
- (b) an update report be presented to the Committee following the 30th September 2015 meeting of the Newark Heritage Forum; and
- (c) an update report be presented to the 27th October 2015 meeting of the Committee regarding the plans to extend the Rumbles Café at Sconce and Devon Park.

22. HEALTH AND WELLBEING/HEALTH SCRUTINY

The Chairman provided a verbal update regarding the Health and Wellbeing Board that he had attended on 2nd September 2015. The meeting included presentations on Van Guard Sites; Health Watch Nottinghamshire – which were looking at new modules of care; Health and Equalities; and Implementation of a Health and Wellbeing Peer Challenge.

A Member updated the Committee regarding a Health Forum that he had attended

which focused on air quality. The next Health Forum would be on tobacco which he commented was a serious issue in the west of the district.

23. CHAIRMANS UPDATE

The Chairman provided a verbal update regarding the Leisure and Environment Budget Working Party meeting that met on Tuesday 8th September 2015. The Working Party had resolved to look at the following services and requested up to date financial progress on figures and how close the Council was to their estimates/base budget.

AGREED that:

- (a) the Leisure and Environment Budget Working Party review the following services: Newark Leisure Centre and how it would progress including costings; Pest and Dog Control; Parks and Gardens; Domestic Waste and Recycling; Public Conveniences; Responsibilities for Graveyards (Walesby and Lowdham); and Environmental Health; and
- (b) up to date financial progress on figures showing how close the Council was to their estimates/base budget, be presented to a future meeting of the Leisure and Environment Budget Working Party.

The meeting closed at 7.25pm.

Chairman

PROPOSAL TO EXPAND THE CURRENT GARDEN WASTE SCHEME

1.0 Purpose of Report

1.1 To inform the committee of proposals to expand the Garden Waste Collection Service.

2.0 Information

2.1 Existing Service

2.1.1 Over the last 2 years Newark & Sherwood District Council have introduced a Garden waste Collection Service throughout much of the District. This has been conducted within existing resources; working in partnership with Rushcliffe and Mansfield District Councils to provide a service to the south and west of the District whilst using efficiency savings to grow our own offering in Balderton, Fernwood and parts of Newark.

2.1.2 At this time Mansfield service over 4,000 customers, Rushcliffe 1,400 and Newark and Sherwood over 1000. Our partner authorities have expressed no desire to expand their existing coverage, preferring instead to focus on growing the customer numbers in the areas they already cover. The areas that are not yet covered by any scheme are predominately rural; the increased traveling time and the much lower number of customers that can be serviced as a result means that they are financially unattractive.

2.1.3 Using the map (attached) and the local authority gazetteer a reasonable estimation of the number of properties covered by the scheme can be made.

Table 1

Authority Covering Area	Properties in Area	Residential	Customers	Uptake
<i>MDC</i>	24857	20967	4000	19%
<i>RBC</i>	6889	5286	1400	26%
<i>N&SDC</i>	10137	9376	1246	13%
<i>None</i>	26238	19551		

2.1.4 Rushcliffe Borough Council administers the Garden Waste Service provided by Newark & Sherwood for which they charge an administration fee of £6.84 per household. As a result the council receives an income of £23.16 from each garden bin from the £30 charged to the householder.

2.1.5 Nottinghamshire County Council have recently released a draft of their Waste Reduction, Reuse, Recycling and Composting Plan 2015/16. This plan highlights that if the County is to reach the National 50 percent recycling target by 2020 then one of the actions that will be required is the instigation of a district wide Garden Waste Service throughout Newark & Sherwood. This is in keeping with the spirit of our own Waste Strategy (2006).

2.2 Future Expansion

2.2.1 It is difficult to accurately predict the true financial impact of expanding the service to cover the rest of the District but we can use existing information as a guide. As mentioned above there is little capacity left within existing services for expansion and pressure on existing refuse services is growing as more houses are built. Therefore (without considering drastic changes such as the move to a 3 weekly residual waste collection) the only realistic method of expanding the Garden Waste Scheme is to provide an additional vehicle and crew. Based on current figures, this would cost about £114,250 per annum.

Table 2

Vehicle Costs -	£69,400
Lease	£30,000
Fuel	£22,000
Tyres	£5,000
Oil	£200
Materials	£4,000
Maintenance Costs	£6,000
Insurance	£1,500
Licence & MOT	£700
Employment Costs -	£44,850
Driver	£23,400
Loader	£21,450
Total	£114,250

2.2.2 Based on the figures in Table 1 above and adjusting for a reasonable number of 'mixed hereditaments' a working figure of 20,000 targetable properties is sensible. Founded on the recent promotional costs for the expansion into the Fernwood estate an average of £1.40 per household could be assumed (economies of scale may reduce this). In total marketing costs of £28,000 should be accounted for.

2.2.3 An estimate of the income can be simply calculated:
 20000 customers @ 12% uptake = 2400 customers
 2400 properties @ £23.16 = £55,584 per annum
 Add existing customer base = 3400 customers per year = £78,744

2.2.4 This results in a balance of £63,506 for the first year of the service which includes the one off marketing costs. For subsequent years the cost of the service would be £114,250 per annum as indicated above, this figure being reduced by the increasing number of new customers joining the scheme as has been the experience of Mansfield and Rushcliffe.

Table 3

Vehicle Costs	£69,400
Employment Costs	£44,850
Promotion	£28,000
Income	-£78,744
Balance	£63,506

- 2.2.5 The promotion work would not be expected to continue beyond the initial period unless uptake is very low. Based on these calculations (and assuming the charge for the service rises in line with the overhead costs), once uptake reaches 18 percent the service would become cost neutral.
- 2.2.6 If the expanded service is to launch in April 2016 then a decision on the scheme will need to be made by early November 2015. This is to allow enough time for the vehicle to be ordered and delivered by April.
- 2.2.7 Once the publicity for the new service has gone out and customer responses/service requests can be analysed it may be necessary to discuss with Mansfield some amendments to the area they currently collect garden waste from to maximise the efficiency of our service provision. Initial discussions have already been entered into and Mansfield are receptive to this matter.

3.0 Equalities Implications

- 3.1 There are no predicted equalities implications at this time. The Garden Waste Service will be an expansion of the existing service and will offer assisted collections to residents who require them.

4.0 Impact on Budget/Policy Framework

- 4.1 A budget commitment of £142,250, including marketing, would be required in the first year of the service this *may* be partially offset by an income of around £78,000 from service users around £55,000 of which would be new income.
- 4.2 Nottinghamshire County Council have confirmed in writing that they are prepared to make a revenue contribution of £30,000 as part of their partnership/incentivisation policy to assist the Council in the introduction of the proposed expansion of the garden waste scheme. This is to be welcomed and it will help offset some of the revenue cost of introducing the scheme particularly in the purchase of additional brown wheeled bins.
- 4.3 If the customer uptake is high then the service may become cost neutral in the medium term and could possibly become a future revenue source.

5.0 Comments of Director Communities

- 5.1 Newark and Sherwood District Council can expand its Garden Waste Service district wide but it will require a medium to long term financial commitment. Based on the experience of the Mansfield and Rushcliffe schemes operating in our District the service should become cost neutral in the medium to long term but predicting when cost neutrality will actually occur is dependant up on the pace of uptake of the service.
- 5.2 If an expanded service is required to launch in April 2016 a decision will be required by November 2015.

6.0 Comments of Director Resources

- 6.1 The Council's general fund revenue budget for 2016/17 is currently being prepared and the first draft budget for Leisure & Environment Committee will be brought to the next meeting on 24th November 2015. If this scheme is approved by Policy & Finance Committee it will be necessary to include the estimated costs and income in the base budget for 2016/17 and future years.
- 6.2 The cost of purchasing additional brown wheeled bins is not quantified in the report, but the grant of £30,000 from Nottinghamshire County Council could be used to fund this and contribute to some of the one off promotional costs.
- 6.3 In the first year the additional revenue costs are likely to be in the region of £142,250 and it is anticipated that additional income of £55,000 will be received if 12% of the residents take up the additional bin. This adds just under £90,000 to the revenue budget which will have to be met by savings elsewhere. In future years the annual cost of the new scheme will be around £60,000 and this will reduce further as new customers join the scheme.
- 6.4 The costs include the acquisition of an additional vehicle. This will need to be added to the Capital Programme and the Policy and Finance Committee are asked to consider this. The method of financing of the additional vehicle will be decided when the capital programme is financed and this will determine whether the revenue effects of financing the vehicle impact on this budget.

7.0 RECOMMENDATION

Members support the proposal for the expansion of the District Council's Garden Waste Service and recommend to the Policy and Finance Committee the adoption of the Garden Waste Service, to commence on the 1st April 2016.

Reason for Recommendation

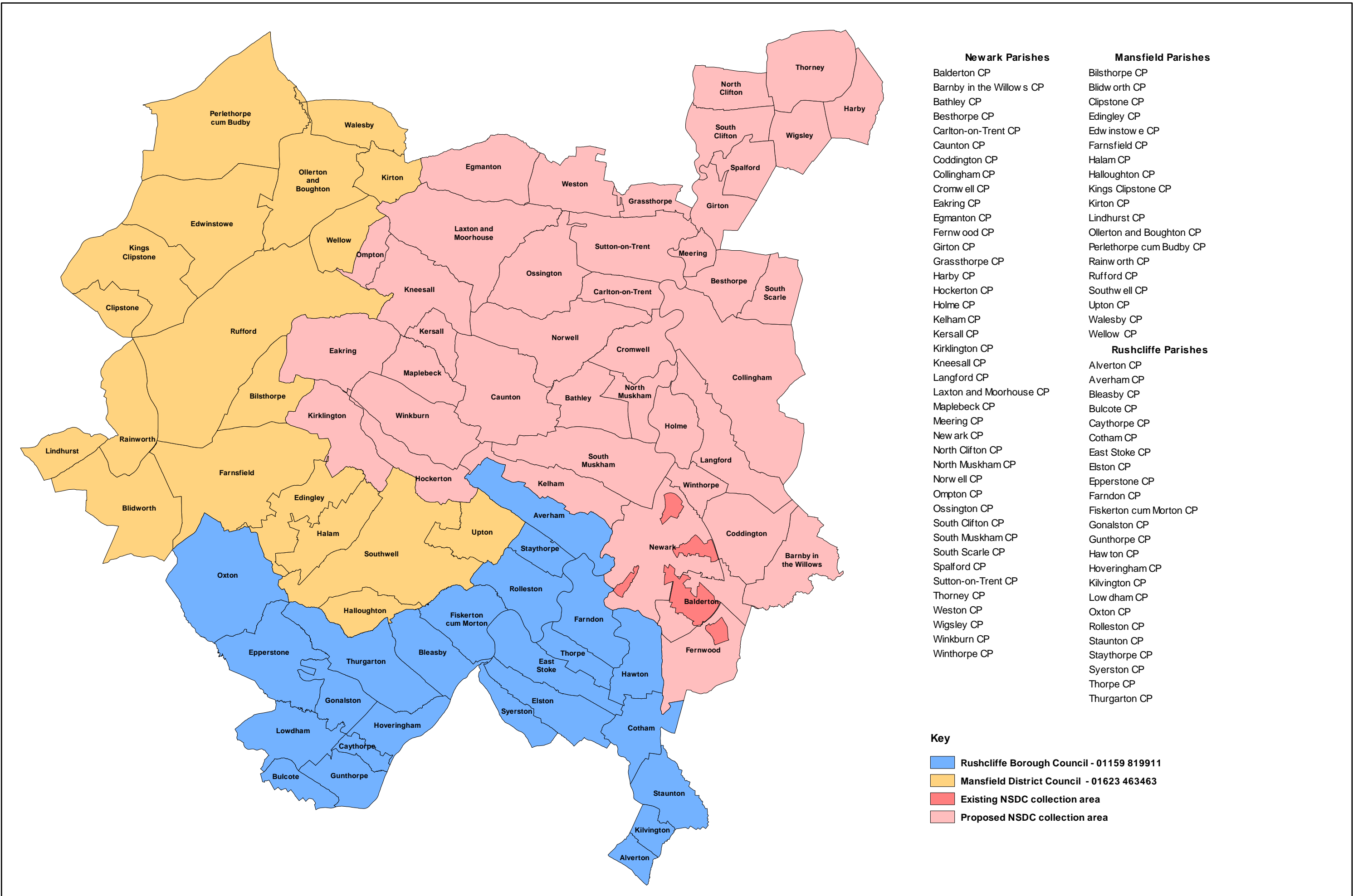
To provide a consistent service to all residents across the District.

Background Papers

Garden Waste Collection Scheme coverage map.

For further information please contact Matt Adey on Ext. 5253.

Andy Statham
Director Community



THE INTRODUCTION OF SMOKE FREE VEHICLES LEGISLATION AND ITS ENFORCEMENT

1.0 Purpose of Report

1.1 To update committee on the introduction of the new legislation relating to smoke free vehicles legislation and future options for enforcement.

2.0 Background Information

2.1 The smokefree laws in force in England since 2007 ensure that the public are fully protected from the harms of second-hand smoke when using public transport and when travelling in public service and work vehicles. However, there are no restrictions on smoking in private vehicles except when they are used primarily in connection with work activities, in which case they are then required to be smokefree at all times even when in use for private purposes.

2.2 The evidence of damage to children's health from exposure to second-hand smoke is clear and extensive. The Government's independent Scientific Committee on Tobacco and Health (SCOTH) reported that smoking in the presence of children is the cause of a variety of adverse health effects. These include increased susceptibility to lower respiratory tract infections such as pneumonia and bronchitis, worsening of asthma, middle ear disease, and decreased lung function.

2.3 There is no 'safe' level of exposure to second-hand smoke and in confined areas such as cars and other motor vehicles; it is known to be hazardous to health and especially for children's health. Surveys suggest that more than 430,000 children are exposed to second-hand smoke in the family car each week

3.0 Introduction

3.1 There has been growing public support for an extension of the smokefree requirements to include a prohibition on smoking in private cars when children are present, with support amongst the general public approaching 80%. To this end the Smoke-free (Private Vehicles) Regulations 2015 came into force on 1st October 2015. They have the effect of:

- prohibiting any person from smoking or having lighted tobacco products in a car or any other vehicle which is enclosed, contains more than one person and a person under 18 is present in the vehicle
- making it an offence for the driver to fail to prevent smoking, in a car or any other private vehicle which is enclosed, contains more than one person and a person under 18 is present in vehicle.

3.2 The definition of smoking is set out in Section 1(2) of the Health Act 2006:
(a) "smoking" refers to smoking tobacco or anything which contains tobacco, or smoking any other substance, and

(b) smoking includes being in possession of lit tobacco or of anything lit which contains tobacco, or being in possession of any other lit substance in a form in which it could be smoked.

It follows therefore that smoking includes the use of cigarettes, cigars and pipes, including water pipes (shisha) as well as the use of herbal substances. Electronic cigarettes and all forms of nicotine vaporisers are not included within the definition of smoking.

3.3 Part 5 of the Children and Families Act 2014 provides for the prohibition on smoking in private vehicles when children under 18 are present. Section 95 of the Act makes amendments to the Health Act 2006 to allow for regulations 'to provide for a private vehicle to be smokefree where a person under the age of 18 is present in the vehicle'.

3.4 The Smoke-free (Private Vehicles) Regulations 2015 amend Regulation 11 of the Smoke-free (Exemptions and Vehicles) Regulations 2007 so as to include, within the meaning of the term smokefree vehicle, the following:

A vehicle and any part of a vehicle, if it is

- (a) enclosed
- (b) there is more than one person present, and
- (c) a person under the age of 18 is present in the vehicle

4.0 Enforcement

4.1 The experience in England to date, like that of other countries who have introduced comprehensive smokefree legislation, is that this type of legislation is widely supported by the public, that high rates of voluntary compliance and self-enforcement can be anticipated and that there will therefore be only a minimal need to employ enforcement measures.

4.2 The primary responsibility for detecting and dealing with offences against this legislation is intended to lie with the police. This is because they have existing powers to stop moving vehicles and are able to enforce this legislation as part of their usual road safety responsibilities, which include the proper use of child car seats, seat belts and mobile phones.

4.3 District Councils are also responsible for the enforcement of the Regulations. Officers will need to be suitably authorised by the council to allow them to take any action permitted in the legislation.

4.4 There are two separate offences that can take place;

Section 7(2) Person who smokes in a smokefree vehicle (any person smoking)

Section 8(4) Person having the management or control of a smokefree vehicle fails to stop a person from smoking there (driver).

4.5 An authorised officer of an enforcement authority who has reason to believe that a person has committed an offence under section 7(2) or section 8(4) of the Act may give that

person a penalty notice in respect of the offence. The enforcement authority can choose, as an alternative to issuing a FPN, to proceed to prosecution for the offence. This course of action may be appropriate in dealing with persistent offenders. Offenders being issued with a FPN can decline to accept it and may opt for a summary hearing. They may also be prosecuted should they fail to pay the penalty required by the FPN having accepted one. They may not however accept a FPN and also opt for summary trial (i.e. pay a discounted amount to discharge the FPN but contest the matter in court).

- 4.6 The value of the Fixed Penalty Notices is not able to be set by the Council as they are set out in Regulations. They are £50 with a reduced fee of £30 if paid within 15 days.
- 4.7 In order to ensure that a fair, proportionate and consistent approach is being taken, authorised officers will need to demonstrate that any enforcement action being taken is in accordance with the principles of the Council's Corporate Enforcement Policy and the national Regulators' Code.

5.0 Proposals

- 5.1 It is proposed that the following staff From the Environmental Health and Licensing Business Unit are authorised to act in matters under Chapter 1 of the Health Act 2006 (as amended by section 95 of the Children and Families Act 2014):

Business Manager - Environmental Health
Assistant Manager - Licensing and Enforcement
Senior/Environmental Health Officers
Environmental Health Technical Officers
Licensing Enforcement Officers

- 5.2 It is not proposed to take a proactive approach to the enforcement of this legislation as no officer of the council has the power to stop a vehicle and therefore practical enforcement from the Council could only take place with stationary vehicles. However, where it is evident that serious efforts are not being made to comply, or the attitude is un-cooperative or antagonistic, enforcement measures will be taken.
- 5.3 The approach to be taken will be to generally support the building of compliance through information and advice campaigns, for example by working with local schools to raise awareness, as well as by working alongside the police in taking targeted enforcement measures.

6.0 RECOMMENDATIONS

- (a) **Members are asked to note the introduction of the Smoke-free (Private Vehicles) Regulations 2015 and:**
- (b) **Authorise the following staff From the Environmental Health and Licensing Business Unit to act in matters under Chapter 1 of the Health Act 2006 (as amended by section 95 of the Children and Families Act 2014):**

**Business Manager - Environmental Health
Assistant Manager - Licensing and Enforcement**

**Senior/Environmental Health Officers
Environmental Health Technical Officers
Licensing Enforcement Officers**

- (c) **The enforcement approach set out in paragraphs 5.2 and 5.3 of the report be supported.**

Reason for Recommendations

To have duly authorised officers taking an appropriate and proportionate approach o enforcement.

Background Papers

Smoke-free (Private Vehicles) Regulations 2015

Guidance for enforcement officers and the public on the prohibition on smoking in private vehicles carrying children. Chartered Institute of Environmental health.

For further information please contact Alan Batty Business Manager Environmental Health on extension 5467.

**Karen White
Director - Safety**

ACTIVE4TODAY DRAFT 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 Draft 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.

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 Although the company has not long since commenced trading, there is a requirement to provide a draft business plan for 2016/17 to Leisure and Environment Committee for its consideration. A final business plan will be presented back to the committee for approval in January 2016.

3.0 Proposals

3.1 Given the relatively recent establishment of the council company, it is perhaps not surprising to see that the proposed goals for the company reflect to a large extent the developments the council has already committed to, such as the delivery of the new leisure centre. The proposed goals are:

- To decommission from the Grove Leisure Centre and move operations into the Newark Leisure Centre, once the handover by the contractor has taken place
- To reduce the controllable management fee to Active4Today by £130,000, in line with the council's medium term financial plan
- To achieve 5,000 direct debit members for the first year of operation of the new leisure centre, which will achieve an overall direct debit membership across all the company's sites of 7,600
- To deliver a range of activities in Ollerton, Blidworth and Hawtonville with an aim to engaging sections of the community in activities, where traditionally they would not have participated
- To develop a programme of activities that is appropriate and accessible to all sections of the community

- To project manage the delivery and installation of new fitness equipment for the leisure centres, including the new leisure centre and to decommission and dispose of the old fitness equipment
- To deliver refurbishments to the 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.

Management Fee

- 3.2 The business plan approved by Leisure and Environment Committee in April, set out the required management fee for 2016/17 as £160,394 (excluding Southwell Leisure Centre). The draft business plan being presented to the committee today requests 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

- 3.3 The reasons for the increased management fee are detailed below:

¹ Issues arising with VAT on income	£111,000
More employees joining the pension fund than anticipated	£10,000
Insurance including increase in Insurance Premium Tax	£6,000
² Loss of income due to delay in opening new leisure centre	<u>£27,876</u>
TOTAL	£154,876

¹ This figure is estimated and may change dependent on actual income achieved

² Delayed opening has a knock on effect in that direct debits for income from new members take up to a month to set up. ie. If the new leisure centre opens on 1st April, new direct debit income will not be received until May. This figure is an estimate and may change depending on when the new centre opens.

- 3.4 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.

- 3.5 In addition, the issues that will affect 2016/17 are also affecting the income and expenditure of Active4Today for the 2015/16 financial year since 1st June, when the company began operating. As such, there will be an impact on the funding required in 2015/16 which will be dependent on the date the new leisure centre opens. Details are given below:

³ Issues arising with VAT on income	£30,000
More employees joining the pension fund than anticipated	£10,000
Insurance including increase to Insurance Premium Tax	£8,000
⁴ Loss of income due to delay in opening new leisure centre	<u>£27,876</u>
Extra management fee required	£75,876

³ This figure is estimated and may change dependent on actual income achieved

⁴ Figures in original Business Plan were based on new leisure centre opening on 1st March 2016.

Performance

3.6 As part of the set-up of the company, a performance framework was developed which would allow the company to manage its performance in line with the council's requirements. As a result of continuing to use the council's performance management system, the performance quarters were continued in line with the council's e.g. April to June quarter 1, July to September quarter 2, October to December quarter 3 and January to March quarter 4.

3.7 In order to ensure the company provided performance management information for the first quarter, the framework included data from April and May, which was taken from the previous leisure service and June which has been taken from Active4Today Ltd.

3.8 The performance framework was developed in the preparation of establishing the company and a number of new indicators introduced. The company states that there have been some challenges in the collection of these for the first quarter and amendments are required in order to accurately reflect the performance of key areas.

3.9 The company wishes to seek specific changes to:

- LI03 – % Membership retention rate – adults
- LI04 – % Membership retention rate – children

It is proposed that these are changed to a number rather than a % figure and title changed to:

- Net gain/loss – adults
- Net gain/loss – children

There is no data showing for these indicators as yet however, once approved, data will be provided retrospectively.

3.10 In view of the above, the performance for the first quarter is attached as appendix 2 and is aligned to the performance framework approved by the Committee earlier this year. The report provides analysis for quarter 1 in addition to July and August 2015. It includes the full list of data indicators as well as the performance measures where a narrative is required in order to monitor the progress and achievement of the company. For those indicators where targets have been agreed, the report shows the performance against the set target and whether it has been under/over achieved.

3.11 Where there are no graphs/bar charts in the report, this demonstrates that this is a new indicator introduced for Active4Today and there is not the historical data available as yet to monitor trends.

3.12 The performance areas to highlight are:

- ACTIVE_LI05 - Membership turnover rates – Although the current data reported is -78 (August), the company states this is to be expected due to the seasonality of the promotions.
- ACTIVE_MI03 – MI04.4 – Live Leisure Centre Membership base – With the exception of Blidworth CLC, all sites both adult and children have exceeded targets set at August 15 and are on track to achieve full year targets.
- ACTIVE_LI17 - Number of Web bookings – Quarter 1 figures were very disappointing however, July and August has increased considerably due to the new website and improved marketing and promotions which has generated more user traffic to the online bookings.

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 extra funding for 2015/16 is outside the budget agreed by Council on 10th March 2015. Funding for the VAT, pension and insurance elements can be found from reserves and therefore will have no impact on the agreed budget. For the remaining amount relating to loss of income due to late opening of the new leisure centre (approximately £28,000), it should be possible to fund this amount from underspends or over-achieved income on other budgets within the Committee's remit, negating the need for Full Council to agree an increase in the budget.

5.2 The increased management fees requested for 2015/16 and 2016/17 will reduce the projected savings achieved through Active4Today. As the issues identified are ongoing, there will also be an impact on the budgets for future years.

5.3 The company has put forward a number of key objectives for 2016/17 and is now capturing performance data in a format previously agreed by the council. However, the committee is being asked whether these indicators are giving members the information they require or whether they need refinement. Given that this is a draft business plan, members may wish to set up a small working group of members from the Leisure and Environment Committee to work with the council's authorised officer and Active4Today in considering in more detail the objectives for 2016/17, the performance framework and the management fee.

6.0 Financial comments:

6.1 The request from Active4Today for additional finance in 2015/16 appears reasonable given that the issues which have arisen are largely beyond its control. Despite the request for additional finance, Active4Today is delivering savings for the council through business rates and VAT.

6.2 The extra funding requested for 2015/16 forecasts the full impact of the issues identified, up to 31st March 2016. It is therefore possible that the actual amount required will be different to that stated. The actual losses will not be known until after the end of the financial year. To mitigate the possibility of providing more than is required a pro rata amount equal to half that requested (i.e. for 5 months June to October inclusive) should be

paid to Active4Today now, with a final payment being paid in early April, when an accurate calculation of the impact can be made, or earlier if the need arose.

- 6.3 The request for further funding in 2016/17 would again appear to be reasonable. Similarly to 2015/16 the amount requested is based on forecast figures and the actual impact cannot be forecasted 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. However, the full amount of extra management fee agreed by the Committee should be built into the Committee's budget to be presented to Policy and Finance Committee, to mitigate the need to ask for further funding during the year.
- 6.4 It is a matter of fact that when the company was created the business plan forecast all future savings as a result of NNDR and VAT benefits, as well as the opening of the new leisure centre, rather than improved future performance by the company. As such, members may wish to set a 'stretch' target for the company in 2016/17 by asking it to make additional savings by way of a reduced management fee, which would offset a quantum of the reduced VAT savings that are available.

7.0 RECOMMENDATIONS that:

- (a) the Committee approves the request for additional management fee in 2015/16 to ensure the company's cash-flow requirements can be met;**
- (b) the Committee approve that half of the extra funding requested for 2015/16 is paid now, with the remainder to be paid in early April 2016 once the full impact is known, or earlier should the need arise;**
- (c) the Committee consider where funding for the loss of income due to the late opening of the new leisure centre could be found from within its existing budget; and**
- (d) a Working Group of Leisure and Environment Committee Members is established to review the company's draft business plan objectives, current performance framework and management fee requirement in 2016/17.**

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



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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 clear aims for the company and ensures performance management can take place on the areas, which have been identified within the goals section.

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 6,546 members excluding Southwell (both adult and junior) at 31st August 2015.

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

- Healthy 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 as key aims of the business and will support the day to day operations.

Whilst the financial goal 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 goals, 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.

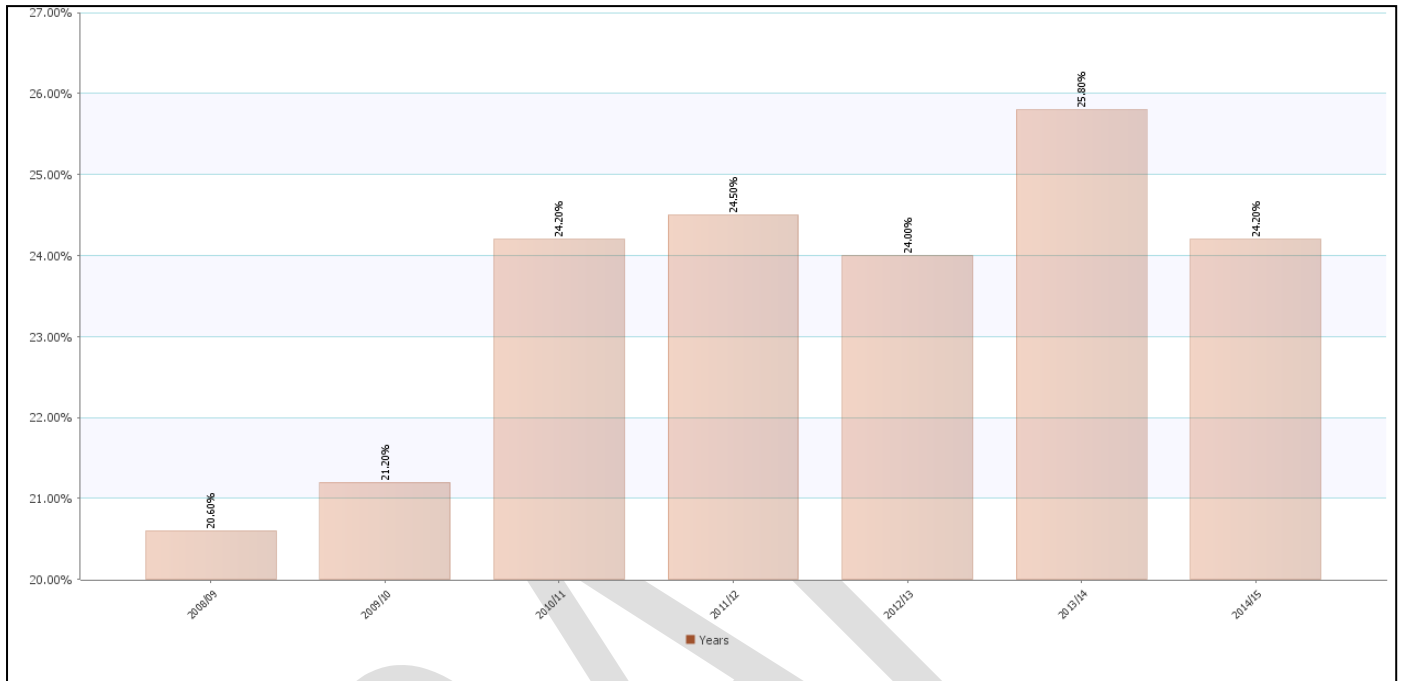


Figure 1: Active People Survey results % adult participation in sport and active recreation 3 x 30 mins per week in Newark and Sherwood

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. These will provide the company with clear aims and in turn allow for the performance to be measured against them, to ascertain if the goals have been met.

- To decommission from the Grove Leisure Centre and move operations into the Newark Leisure Centre, once the handover by the contractor has taken place
- To reduce the controllable management fee to Active4Today Ltd by £130,000, in line with the projected financial forecast of the Council
- To achieve 5,000 direct debit members for the first year of operation of the New Leisure Centre, which will achieve an overall direct debit membership across all the company's leisure centres of 7600
- To deliver a range of activities in Ollerton, Blidworth and Hawtonville with an aim to engaging sections of the community in activities, where traditionally they would not have participated

- To develop a programme of activities that is appropriate and accessible to all sections of the community
- To project manage the delivery and installation of new fitness equipment for the Company's leisure centres, including the new leisure centre and to decommission and dispose of the old fitness equipment across the company's leisure centres.
- To deliver refurbishments to the 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

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 Leisure 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 Leisure 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 Leisure 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 centres
- 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 Centres

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 leisure centres 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.

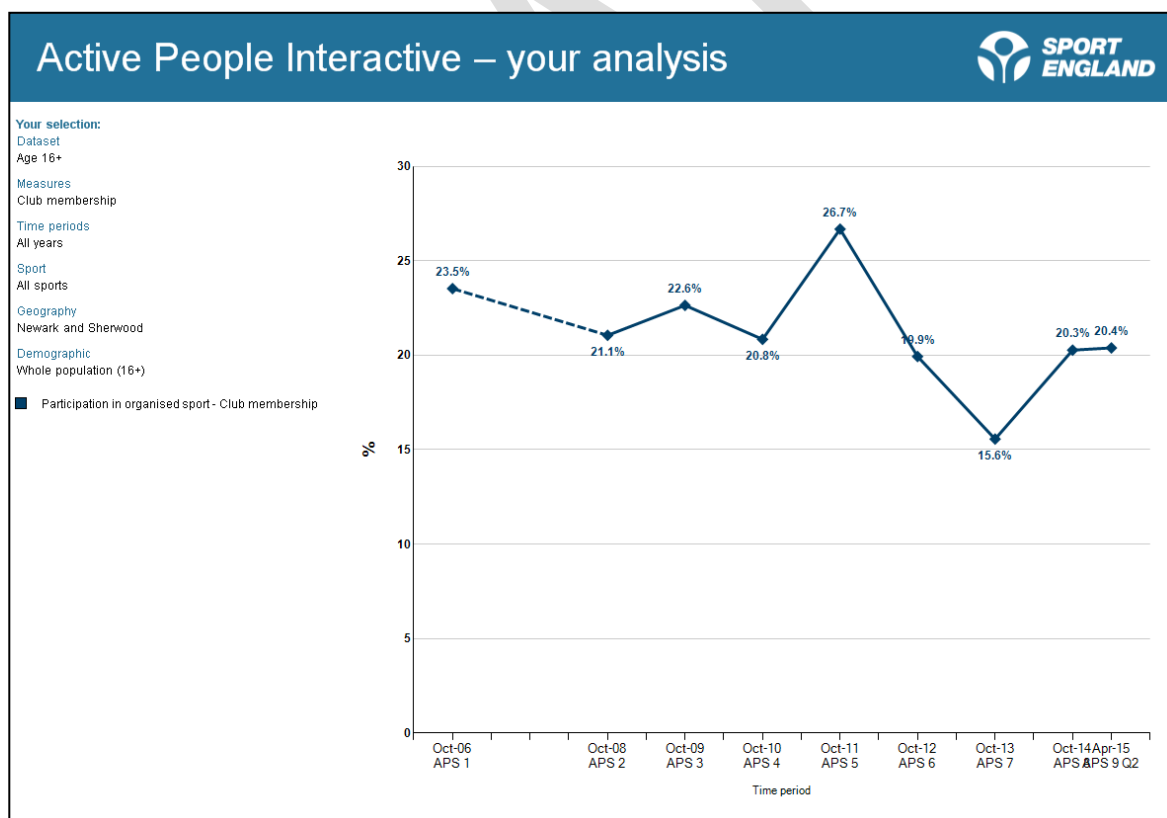


Figure 3: Active People Survey results - Club membership in Newark and Sherwood

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/SERVICES

The products and services are simply the provision of leisure services and activities. This is split into two areas which are indoor provision; provided by the leisure centres 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 services, 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 - 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

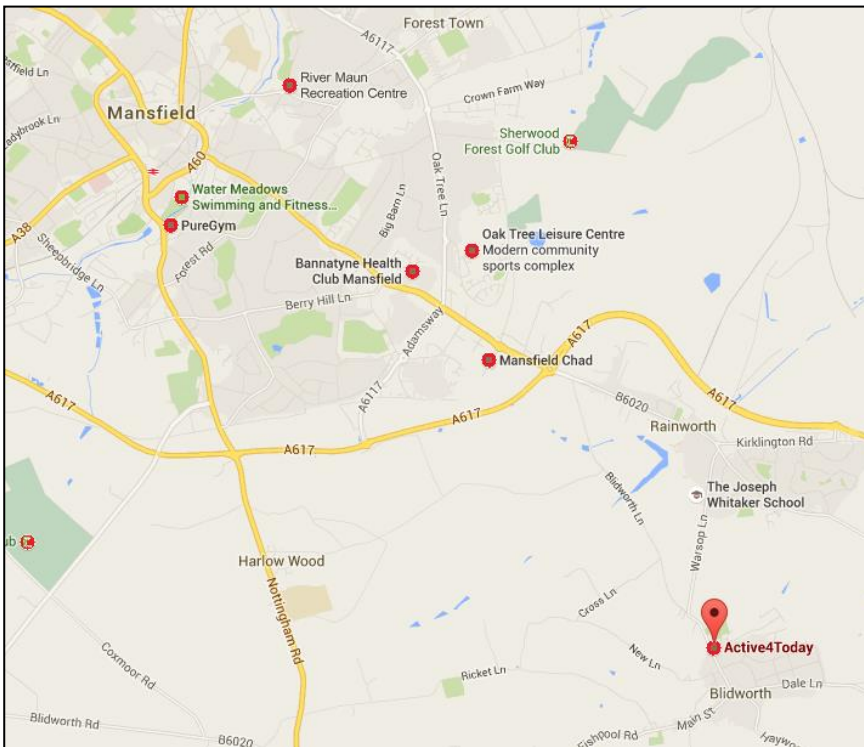


Figure 6: Location of Blidworth Leisure Centre and nearest competitors

Ollerton

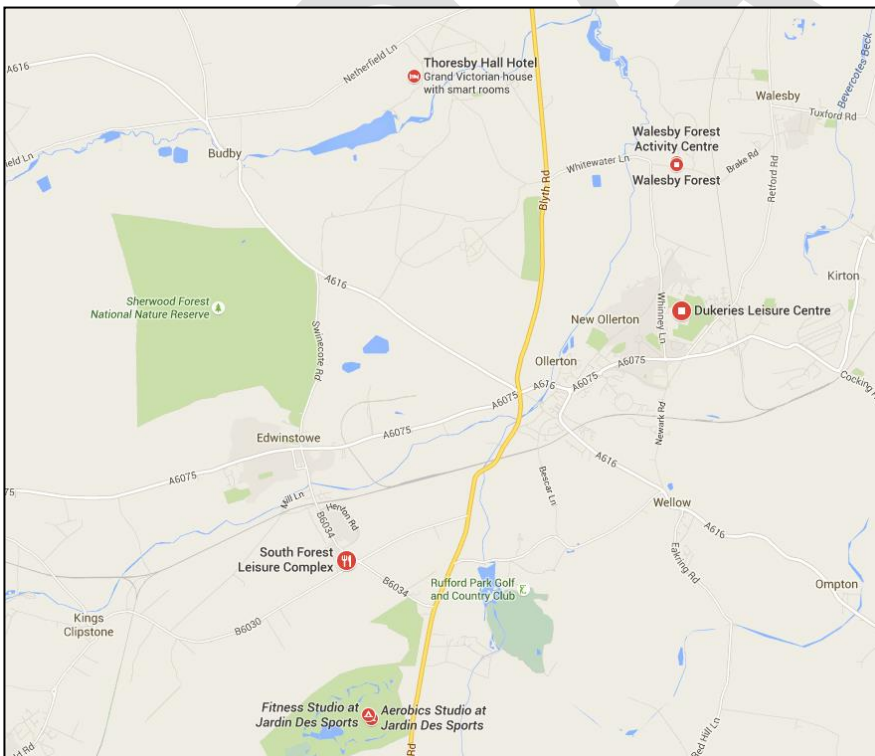


Figure 7: Location of Dukeries Leisure Centre and nearest competitors

Newark

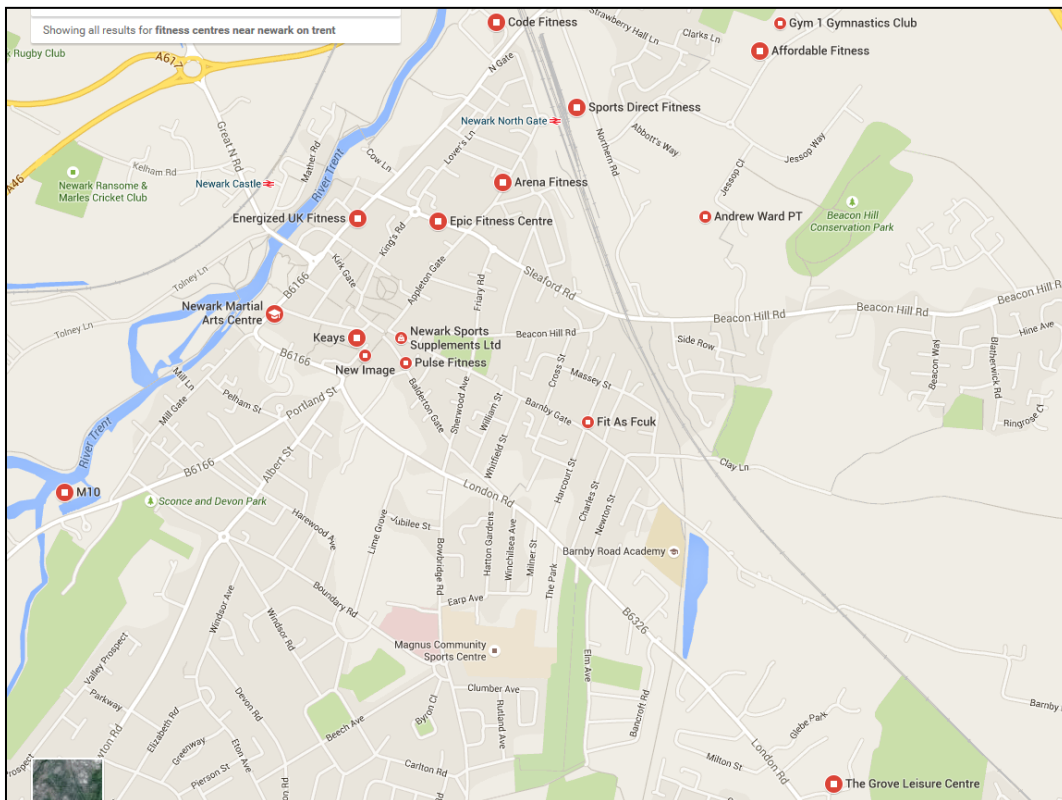


Figure 8: Location of Grove Leisure Centre and nearest competitors

The introduction of the new Newark Leisure Centre, will move the facility to a more centralised location on the map above. However, this will complement 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 to highlight the different management arrangements in place and the leisure centres 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 centres 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 centres 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 centre. 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 centre 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 Centre.

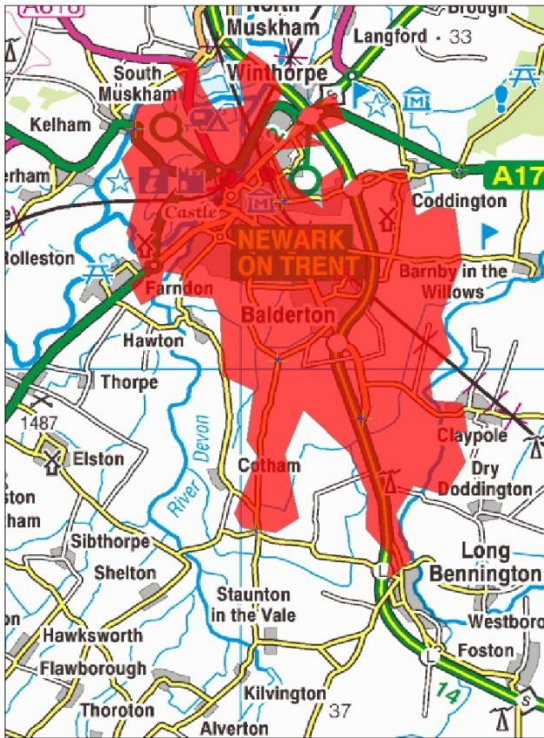


Figure 9: Catchment for Grove Leisure Centre – 46 square km

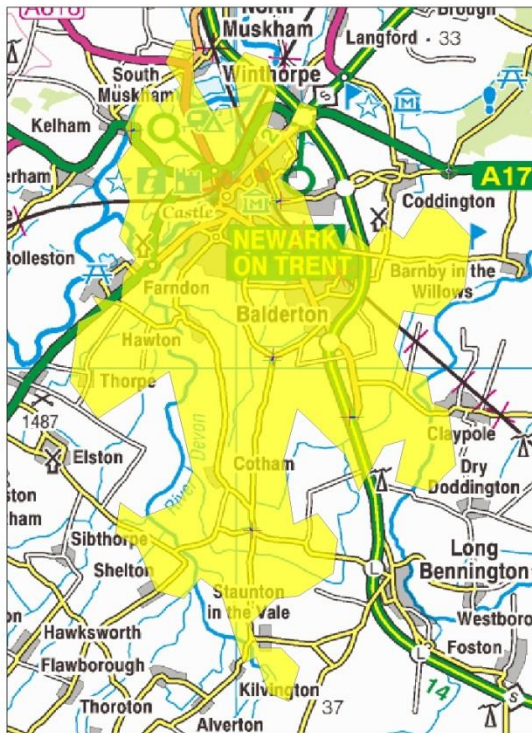


Figure 10: Catchment for Newark Leisure Centre – 62 square km

Although the map identified above shows that Coddington falls outside of the new leisure 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 leisure centre 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 company 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.

These have been carefully selected to ensure that each data set 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 Lifestyles

Strategic Outcome	Suggested Success Criteria and Performance Indicators	Period	Collection	Target
Focus on Key target groups	<ul style="list-style-type: none"> • % of Children participation in sport and active recreation • No of Leisure Centre Users – Women Aged 65 and over • No of Leisure Centre Users – Children 	Month	Sport England	N/A
		Month	No baseline	Data Only
		Month	Covalent	3234 (aim to max)
Increased awareness of Leisure Offer	Active4Today to provide narrative on what they are delivering to support this strategic outcome	Quarter	Narrative comparison	N/A
Improved Health Outcomes	<ul style="list-style-type: none"> • No. of customers with long term health conditions recruited onto referral programmes <p>From the Governments Public Health Outcomes: (it is to be understood that the leisure and sports development services will contribute but are not directly responsible for improvements in these areas).</p> <ul style="list-style-type: none"> • Excess Weight in 4-5 year olds within the District • Excess Weight in 10-11 year olds within the District • Life Expectancy at 65 (Females) within the District • Under 75 mortality rate from all cardiovascular diseases – Male • Under 75 mortality rate from all cardiovascular 	Quarter	Covalent	250 pa (aim to max)
		External data, as available	Via GOVT Website data http://www.phoutcomes.info/	N/A

	diseases – Female			
Provision of a balanced program of activities and increased participation	<ul style="list-style-type: none"> Membership Retention rate Membership Turnover Rate No of Leisure Centre Users - Total No of Leisure Centre Users - Male No of Leisure Centre Users - Female % of Adult participation in sport and active recreation Membership Base - Total – Adult Membership Base - Total – Child No. of Active Card holders as a percentage of the total residents (increased participation) <p>Active4Today to also provide narrative on what they are delivering to support this strategic outcome, including examples of the program provided and the level of athletes using the facilities. Participation to be identified separately for leisure centres and sports development.</p>	Month Month Month Month Month Month Month Month Quarter	Covalent Covalent Covalent Covalent Covalent Covalent Covalent Covalent Covalent Covalent Covalent Narrative	Data Only Y1 Data Only Y1 Data Only Y1 Data Only Y1 Data Only Y1 Data Only Y1 Data Only Y1 6468 3120 Data Only Y1 N/A
More active Communities	(see information relating to areas of deprivation) <ul style="list-style-type: none"> No of Leisure Centre Users – Deprived Areas – Total No of Leisure Centre Users – Deprived Areas – Women Aged 65 & over No of Leisure Centre Users – Deprived Areas – Children No. of community clubs & societies hires No of community groups supported No. of participants on community outreach programmes mapped to Deprived Area 	Quarter Quarter Quarter Quarter Quarter Quarter	Covalent Covalent Covalent Covalent Covalent Covalent	Data Only Y1 Data Only Y1 Data Only Y1 Data Only Data Only Data Only

Accessible Facilities

Strategic Outcome	Suggested Success Criteria and Performance Indicators	Period	Collection	Target
Increased Customer Service and Increased Customer Satisfaction	<ul style="list-style-type: none"> No. of Web bookings No. of Customer Complaints - Stage 1 No. of Customer Complaints - Stage 2 % Customer Satisfaction - Total % Customer Satisfaction - Dukeries % Customer Satisfaction - Grove % Customer Satisfaction - Blidworth % Customer Satisfaction – Southwell 	Month Quarter Quarter Quarter Quarter Quarter Quarter	Covalent	Data Only 20 (aim to min) Data Only Y1 90% (aim to max) As above As above As above As above
Improved customer engagement	<ul style="list-style-type: none"> Customer Online Engagement - No. of Social Media Engagements Customer Online Engagement - No. of Website Hits 	Quarter Quarter	Covalent Covalent	Data Only Data Only Y1
Increased accessibility	Active4Today to also provide narrative on what they are delivering to support this strategic outcome.	Quarter	Narrative	N/A

y for disability groups				
Removing barriers to participation	<ul style="list-style-type: none"> No. of Members claiming Benefits No. of Members - Leisure Centre - Aged Over 65 – Total No. of subsidised initiatives sports development and leisure centre, separately identified and mapped to areas of deprivation. <p>Active4Today to also provide narrative on what they are delivering to support this strategic outcome including pay & play usage.</p>	Quarter Quarter Quarter	Covalent Covalent Covalent Narrative	Data Only Y1 Data Only Y1 Data Only Y1 N/A

Improved Financial Viability

Strategic Outcome	Suggested Success Criteria and Performance Indicators	Period	Collection	Target
Reduced Management Fee by 2020	Value of Active4Today management fee Active4Today to profile budget to performance on key expense and income lines.	Annual Month	Finance systems	Budget target
Utility usage	Measure utility usage to base usage for each Leisure Centre	Quarter	Meterage	Base usage
Delivery of VFM Leisure Facilities	% Data Quality errors % Facility Utilisation – Instructor Lead Activities Staff costs as a % of Total Cost Average number of Sick days per FTE % Staff Turnover	Quarter Quarter Quarter Quarter Quarter	Covalent Covalent Covalent Covalent Covalent	Data Only Y1 Data Only Y1 Data Only Y1 6.25 annual Data Only Y1
Increased Partnership Working	Active4Today to provide narrative on what they are delivering to support this strategic outcome	Annual	Narrative	N/A
Instantly Identifiable Brand	Active4Today to provide narrative on what they are delivering to support this strategic outcome	Annual	Narrative	N/A
Benchmarked data	To subscribe and participate in national benchmarking and provide data against all national benchmarked indicators.	Quarter (need to check how often released)	Covalent	As provided

Figure 12: 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 salaries and income and membership sales.

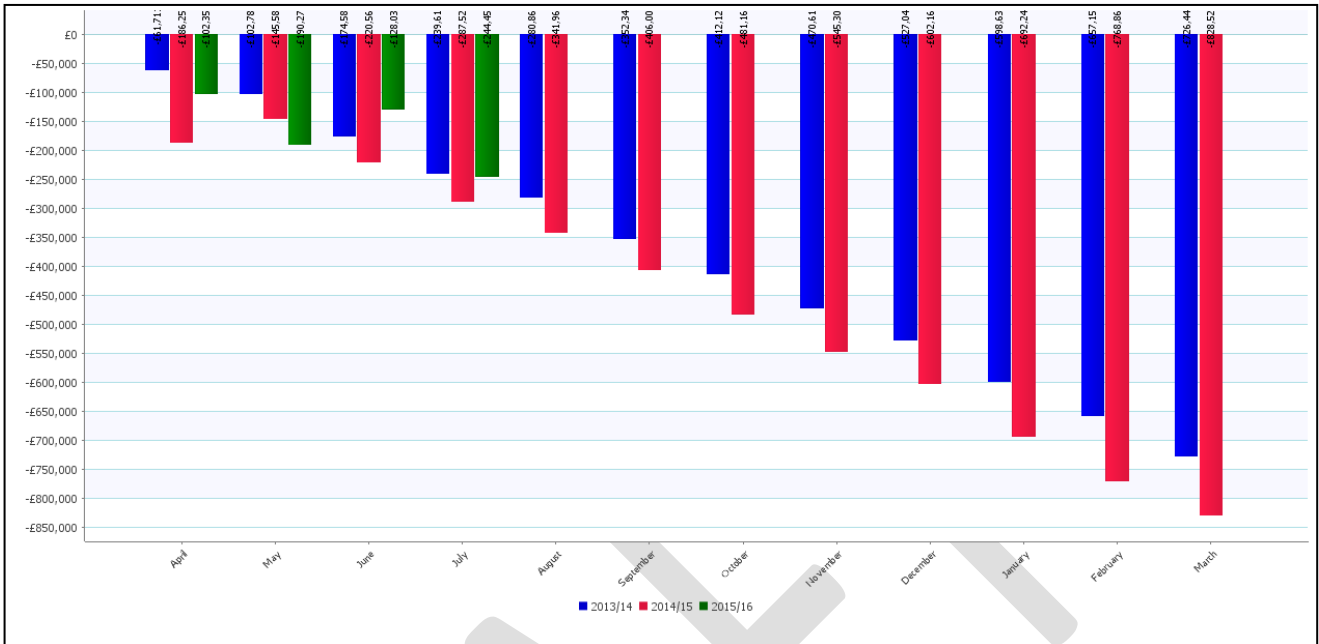


Figure 13: Salaries vs income across the leisure centres

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.

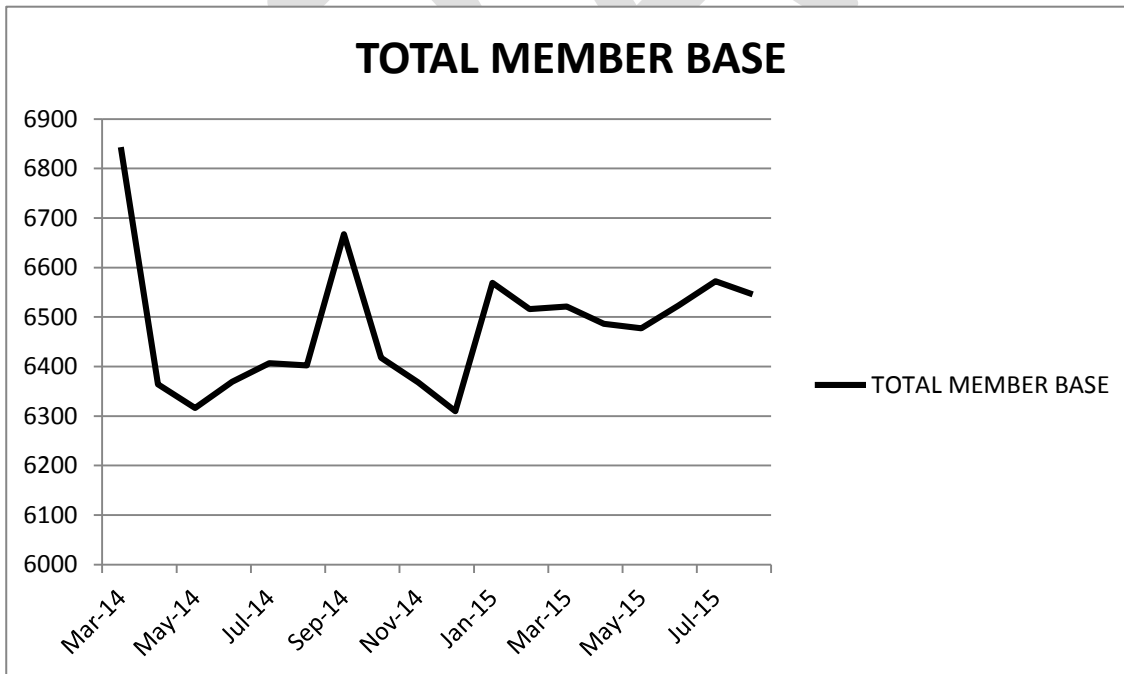


Figure 14: Total membership sales since March 2014

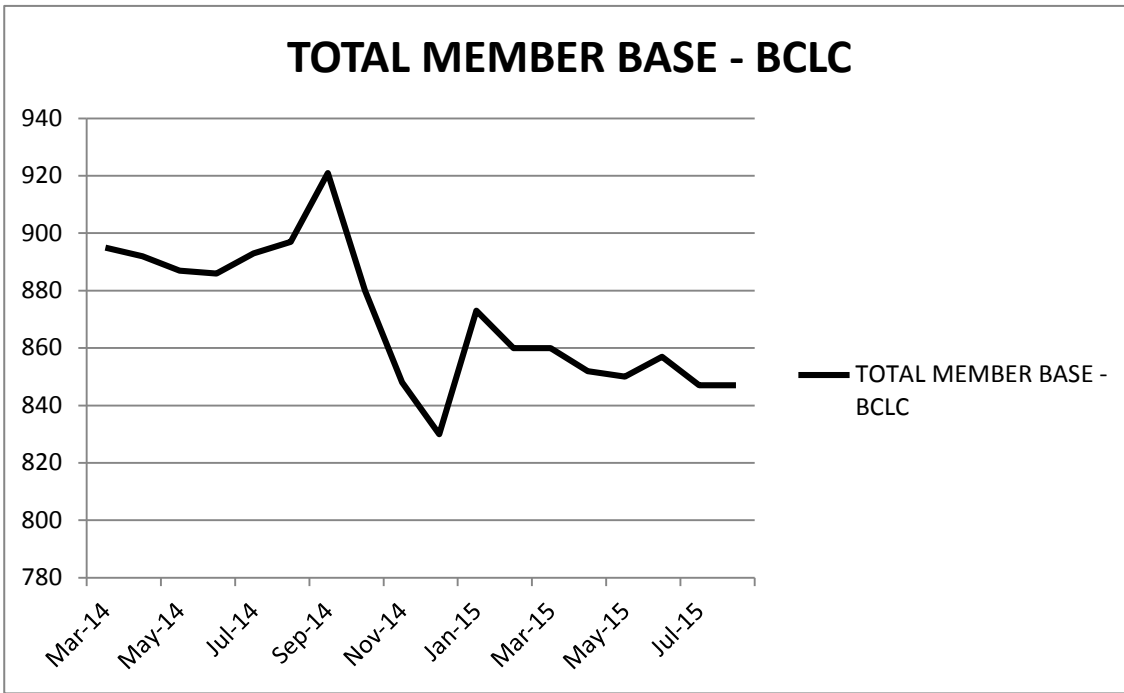


Figure 15: Membership sales for Blidworth LC from March 2014

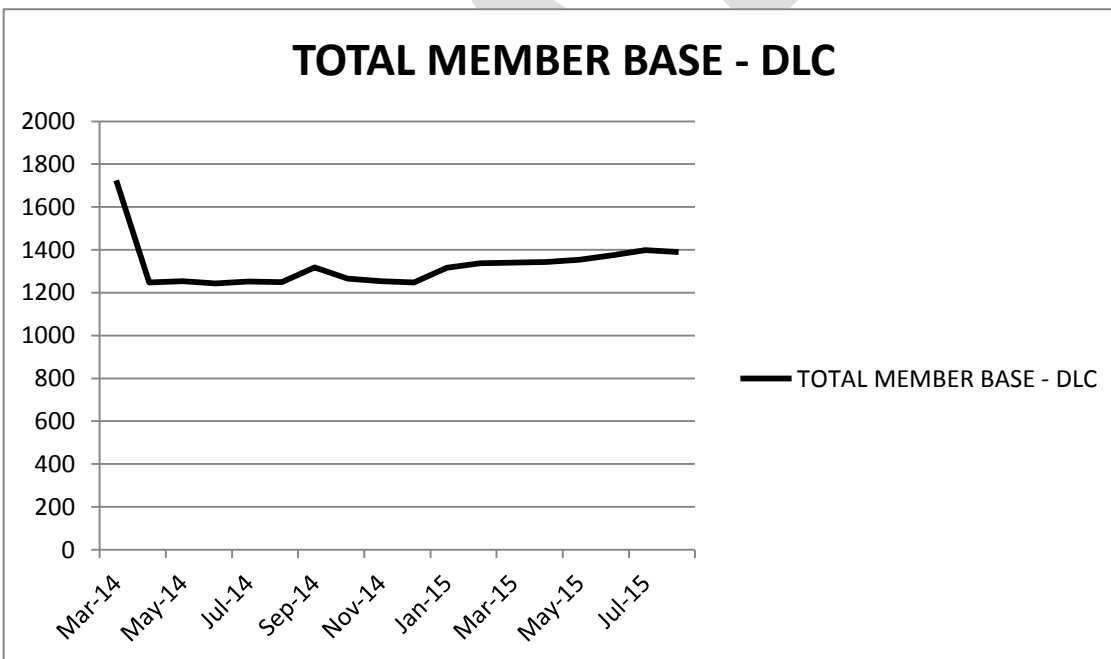


Figure 16: Membership sales for Dukeries LC from March 2014

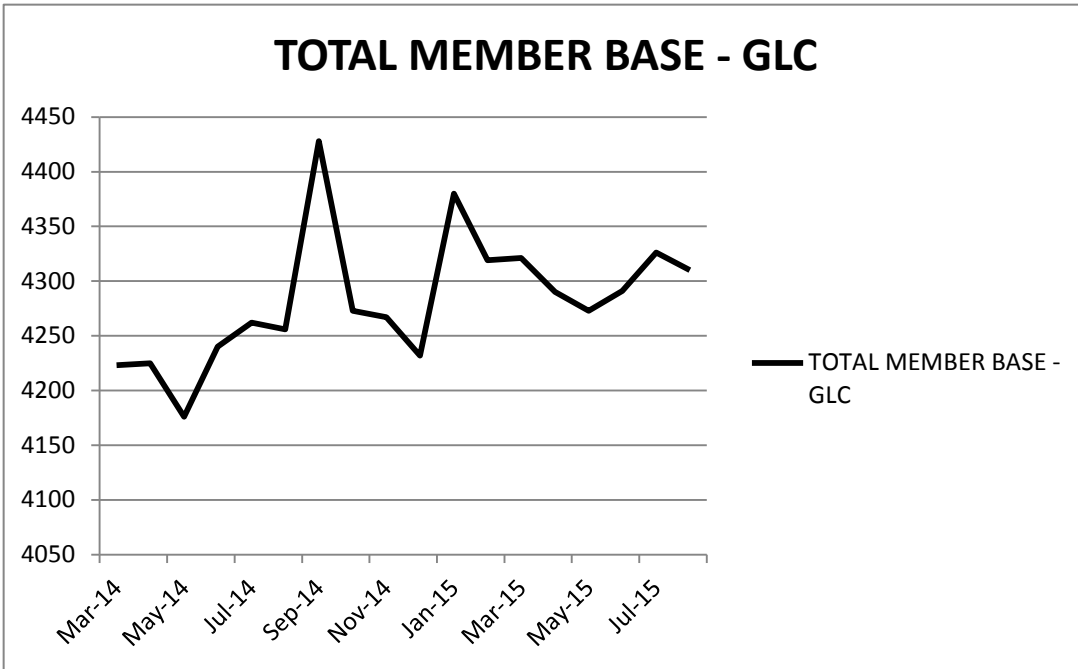


Figure 17: Membership sales for Grove LC from March 2014

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.

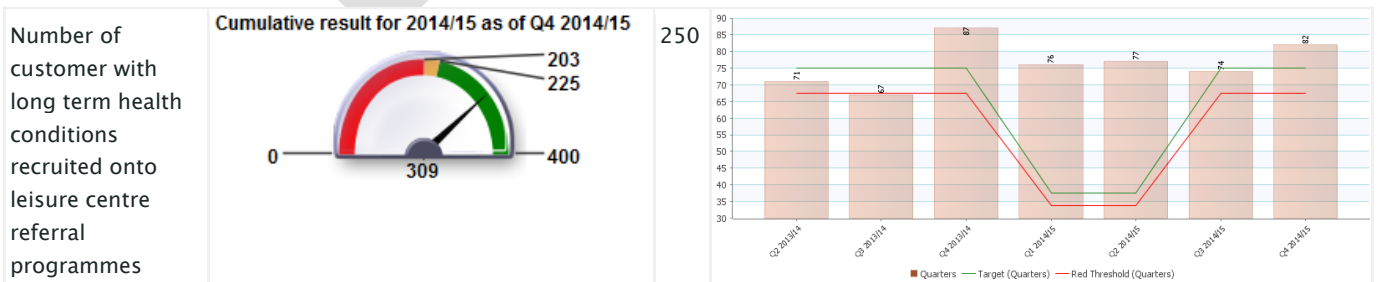


Figure 18: Example of Covalent performance report and dashboard

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 Leisure 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 New Leisure 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 leisure 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 leisure 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 19: 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 centres, 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.

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 20: Management fee requirements

2016-2017 NSDC – Proposed Additional Management Fee Requirements

NSDC Management Fee	Amount- Full Year	Note
Additional requested Leisure Management Fee	£154,876	The additional fee requested shows an increase over the original business plan. The reasons for this increase has been set out above, within the finance section

Figure 21: Proposed Additional Management fee requirements

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

NSDC Management Fee	Amount- Full Year	Note
Proposed Leisure Management Fee	£121,640	This is the net effect of the additional fee requested of £154,876, less the payment to NSDC of £33,236. The reasons for this management fee has been set out above, within the finance section.
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	£315,270	Proposed Fee
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	£408,800	Proposed Fee 2016/2017

Figure 22: Proposed Management fee requirements

Quarterly Dashboard Outturn Report - Active for Today
Run Date – 11th September 2015

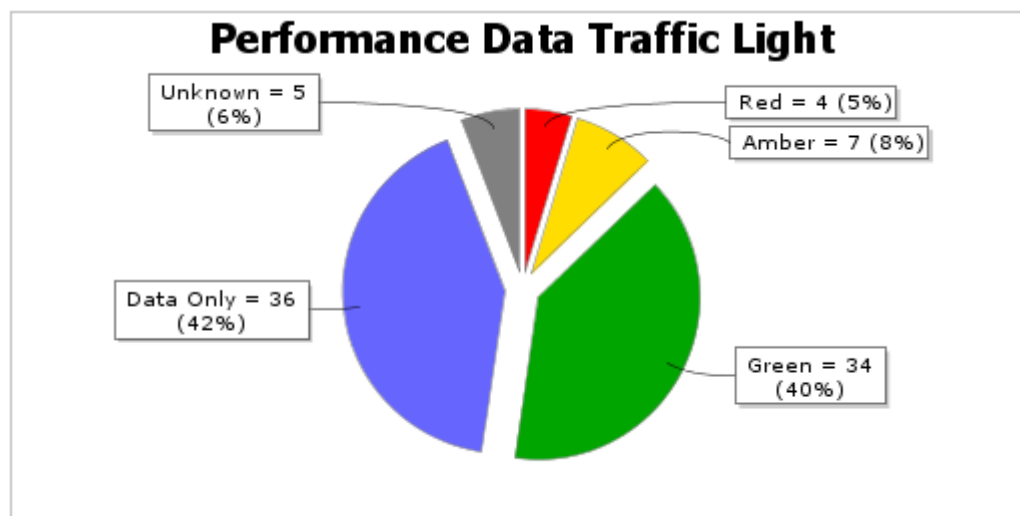
Note:

Green Status - PI is meeting or overachieving against the period target set by the Business Manager.

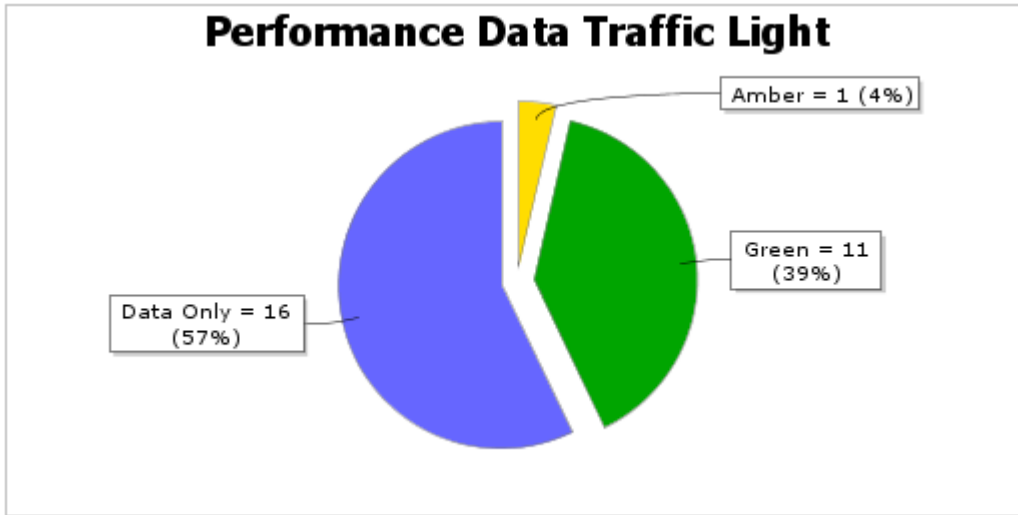
Amber Status - PI is below the period target but is currently operating within acceptable service standards. This PI will however need attention from the Business Manager to ensure the indicator does not sustain current status or suffer further decline.

Red Status - PI is operating below the acceptable service standard. This PI needs comments and intervention from the Business Manager to stabilise outturn and increase performance.

Rows are sorted by Perf Framework Rpt Order


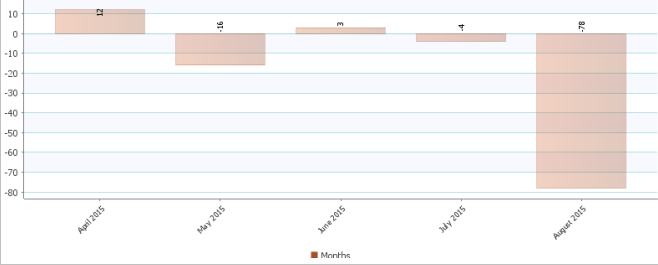

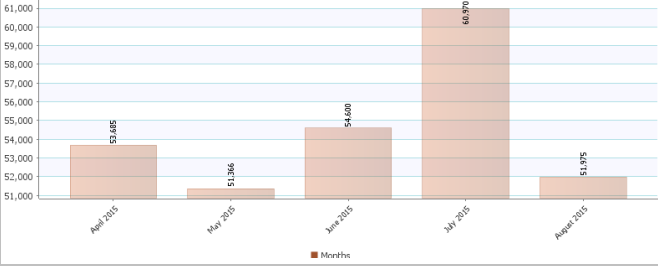

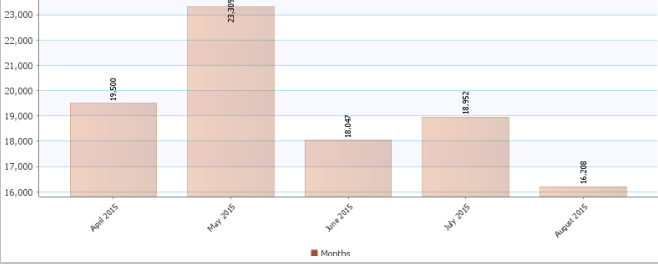

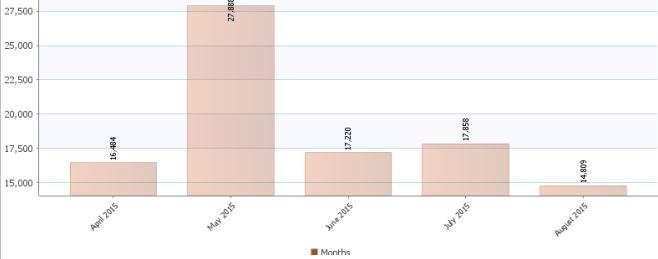


1. Healthy Lifestyles



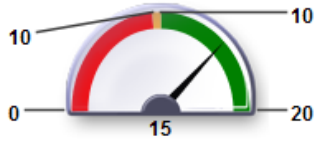

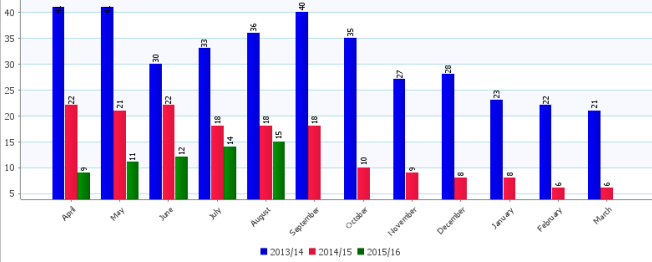
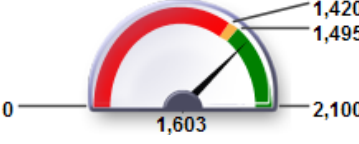

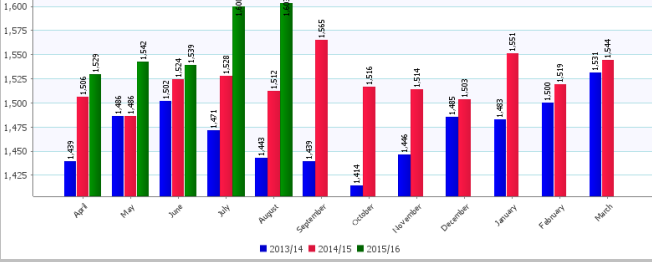
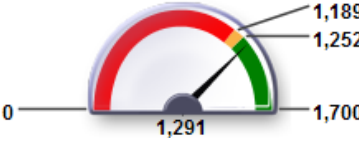

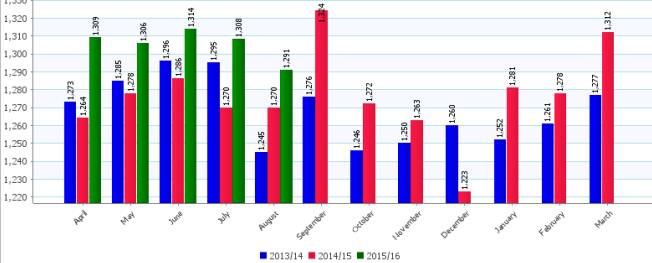


PI Publishable Description	Performance Data Gauge	2015/16			Annual 2015/16	Trend Chart	PI Code												
		Target	Status	Value vs Target (%)															
Percentage of Child participation in sport and active recreation	Latest result for 2015/16 as of August 2015 40.00%					<table border="1"> <caption>Percentage of Child participation in sport and active recreation - Monthly Trend</caption> <thead> <tr> <th>Month</th> <th>Value (%)</th> </tr> </thead> <tbody> <tr> <td>April 2015</td> <td>33.00%</td> </tr> <tr> <td>May 2015</td> <td>34.00%</td> </tr> <tr> <td>June 2015</td> <td>35.00%</td> </tr> <tr> <td>July 2015</td> <td>45.00%</td> </tr> <tr> <td>August 2015</td> <td>40.00%</td> </tr> </tbody> </table>	Month	Value (%)	April 2015	33.00%	May 2015	34.00%	June 2015	35.00%	July 2015	45.00%	August 2015	40.00%	ACTIVE_LI01
Month	Value (%)																		
April 2015	33.00%																		
May 2015	34.00%																		
June 2015	35.00%																		
July 2015	45.00%																		
August 2015	40.00%																		
Number of Leisure Centre users - Women - Aged Over 65	Latest result for 2015/16 as of August 2015 649					<table border="1"> <caption>Number of Leisure Centre users - Women - Aged Over 65 - Monthly Trend</caption> <thead> <tr> <th>Month</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>April 2015</td> <td>627</td> </tr> <tr> <td>May 2015</td> <td>629</td> </tr> <tr> <td>June 2015</td> <td>639</td> </tr> <tr> <td>July 2015</td> <td>650</td> </tr> <tr> <td>August 2015</td> <td>649</td> </tr> </tbody> </table>	Month	Value	April 2015	627	May 2015	629	June 2015	639	July 2015	650	August 2015	649	ACTIVE_LI02
Month	Value																		
April 2015	627																		
May 2015	629																		
June 2015	639																		
July 2015	650																		
August 2015	649																		




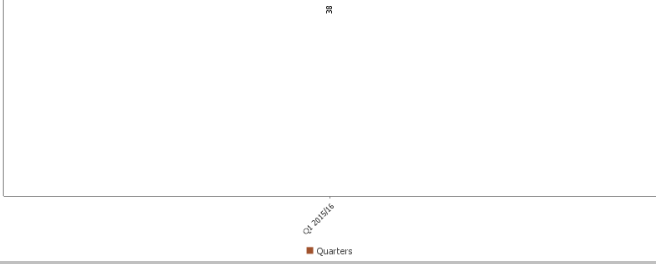



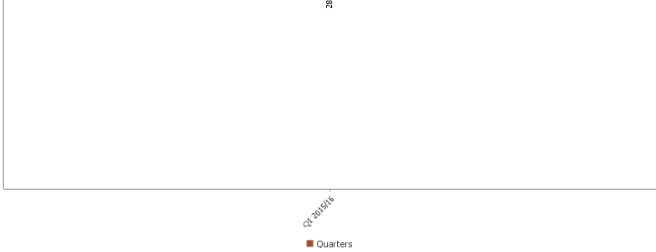
PI Publishable Description	Performance Data Gauge	2015/16			Annual 2015/16	Trend Chart	PI Code
		Target	Status	Value vs Target (%)			
Number of Leisure Centre users -- Children	Latest result for 2015/16 as of August 2015 	3,234	✔	648.05%	3,234		ACTIVE_MI01
Number of customer with long term health conditions recruited onto leisure centre referral programmes	Cumulative result for 2015/16 as of Q1 2015/16 	63	✔	684.8%	250		ACTIVE_MI02
Increased awareness of Leisure Offer	Active4Today to provide narrative on what they are delivering to support this strategic outcome	Rebranding and awareness undertaken with the community. New website developed and operating separately from NSDC site. Increased usage of social media accounts, Twitter and Facebook to generate flow of users to the new website. Planned mass mail out to all members informing them of impending changes to the collection of their direct debits and A4T will be doing the collection. Community engagement with clubs regarding new leisure centre has begun.					
Average Percentage Membership Retention Rate - Adult	NO DATA AVAILABLE DUE TO REQUEST FOR AMENDMENT						ACTIVE_LI03
Average Percentage Membership Retention Rate - Child	NO DATA AVAILABLE DUE TO REQUEST FOR AMENDMENT						ACTIVE_LI04


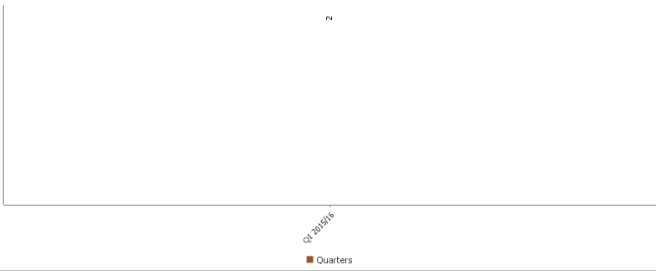
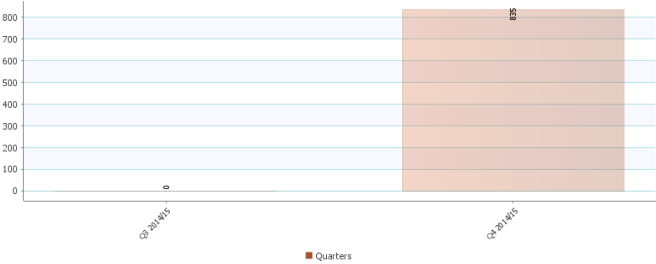
PI Publishable Description	Performance Data Gauge	2015/16			Annual 2015/16	Trend Chart	PI Code														
		Target	Status	Value vs Target (%)																	
Membership Turnover Rate - Total	Latest result for 2015/16 as of August 2015 -78					 <table border="1"> <caption>Membership Turnover Rate - Total</caption> <thead> <tr> <th>Month</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>April 2015</td> <td>-21</td> </tr> <tr> <td>May 2015</td> <td>-16</td> </tr> <tr> <td>June 2015</td> <td>-3</td> </tr> <tr> <td>July 2015</td> <td>-4</td> </tr> <tr> <td>August 2015</td> <td>-78</td> </tr> <tr> <td>Average 2015</td> <td>-78</td> </tr> </tbody> </table>	Month	Value	April 2015	-21	May 2015	-16	June 2015	-3	July 2015	-4	August 2015	-78	Average 2015	-78	ACTIVE_LI05
Month	Value																				
April 2015	-21																				
May 2015	-16																				
June 2015	-3																				
July 2015	-4																				
August 2015	-78																				
Average 2015	-78																				
Number of Leisure Centre users - Total	Latest result for 2015/16 as of August 2015 51,975					 <table border="1"> <caption>Number of Leisure Centre users - Total</caption> <thead> <tr> <th>Month</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>April 2015</td> <td>53,885</td> </tr> <tr> <td>May 2015</td> <td>51,386</td> </tr> <tr> <td>June 2015</td> <td>54,600</td> </tr> <tr> <td>July 2015</td> <td>66,970</td> </tr> <tr> <td>August 2015</td> <td>51,975</td> </tr> <tr> <td>Average 2015</td> <td>51,975</td> </tr> </tbody> </table>	Month	Value	April 2015	53,885	May 2015	51,386	June 2015	54,600	July 2015	66,970	August 2015	51,975	Average 2015	51,975	ACTIVE_LI06
Month	Value																				
April 2015	53,885																				
May 2015	51,386																				
June 2015	54,600																				
July 2015	66,970																				
August 2015	51,975																				
Average 2015	51,975																				
Number of Leisure Centre users -- Male	Latest result for 2015/16 as of August 2015 16,208					 <table border="1"> <caption>Number of Leisure Centre users -- Male</caption> <thead> <tr> <th>Month</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>April 2015</td> <td>19,500</td> </tr> <tr> <td>May 2015</td> <td>23,309</td> </tr> <tr> <td>June 2015</td> <td>18,647</td> </tr> <tr> <td>July 2015</td> <td>18,952</td> </tr> <tr> <td>August 2015</td> <td>16,208</td> </tr> <tr> <td>Average 2015</td> <td>16,208</td> </tr> </tbody> </table>	Month	Value	April 2015	19,500	May 2015	23,309	June 2015	18,647	July 2015	18,952	August 2015	16,208	Average 2015	16,208	ACTIVE_LI07
Month	Value																				
April 2015	19,500																				
May 2015	23,309																				
June 2015	18,647																				
July 2015	18,952																				
August 2015	16,208																				
Average 2015	16,208																				
Number of Leisure Centre users - Female	Latest result for 2015/16 as of August 2015 14,809					 <table border="1"> <caption>Number of Leisure Centre users - Female</caption> <thead> <tr> <th>Month</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>April 2015</td> <td>16,464</td> </tr> <tr> <td>May 2015</td> <td>27,888</td> </tr> <tr> <td>June 2015</td> <td>17,220</td> </tr> <tr> <td>July 2015</td> <td>17,958</td> </tr> <tr> <td>August 2015</td> <td>14,809</td> </tr> <tr> <td>Average 2015</td> <td>14,809</td> </tr> </tbody> </table>	Month	Value	April 2015	16,464	May 2015	27,888	June 2015	17,220	July 2015	17,958	August 2015	14,809	Average 2015	14,809	ACTIVE_LI08
Month	Value																				
April 2015	16,464																				
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PI Publishable Description	Performance Data Gauge	2015/16			Annual 2015/16	Trend Chart	PI Code																																																				
		Target	Status	Value vs Target (%)																																																							
Percentage of Adult participation in sport and active recreation (OLD N18)	2014/15 result 24.20%					<table border="1"> <caption>Percentage of Adult Participation in Sport and Active Recreation</caption> <thead> <tr><th>Year</th><th>Percentage</th></tr> </thead> <tbody> <tr><td>2009/10</td><td>20.60%</td></tr> <tr><td>2010/11</td><td>21.10%</td></tr> <tr><td>2011/12</td><td>24.20%</td></tr> <tr><td>2012/13</td><td>24.60%</td></tr> <tr><td>2013/14</td><td>24.60%</td></tr> <tr><td>2014/15</td><td>24.20%</td></tr> </tbody> </table>	Year	Percentage	2009/10	20.60%	2010/11	21.10%	2011/12	24.20%	2012/13	24.60%	2013/14	24.60%	2014/15	24.20%	ACTIVE_LI09																																						
Year	Percentage																																																										
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2014/15	24.20%																																																										
Live Leisure Centre Membership base (adults) - Total	Latest result for 2015/16 as of August 2015 	5,897	✓	108%	6,300	<table border="1"> <caption>Monthly Membership Base (Adults) - Total</caption> <thead> <tr><th>Month</th><th>2013/14</th><th>2014/15</th><th>2015/16</th></tr> </thead> <tbody> <tr><td>April</td><td>6,560</td><td>6,372</td><td>6,506</td></tr> <tr><td>May</td><td>6,660</td><td>6,359</td><td>6,467</td></tr> <tr><td>June</td><td>6,818</td><td>6,381</td><td>6,468</td></tr> <tr><td>July</td><td>6,628</td><td>6,344</td><td>6,423</td></tr> <tr><td>August</td><td>6,414</td><td>6,383</td><td>6,389</td></tr> <tr><td>September</td><td>6,403</td><td>6,506</td><td>6,380</td></tr> <tr><td>October</td><td>6,359</td><td>6,354</td><td>6,327</td></tr> <tr><td>November</td><td>6,311</td><td>6,311</td><td>6,277</td></tr> <tr><td>December</td><td>6,337</td><td>6,554</td><td>6,331</td></tr> <tr><td>January</td><td>6,336</td><td>6,556</td><td>6,336</td></tr> <tr><td>February</td><td>6,311</td><td>6,548</td><td>6,311</td></tr> <tr><td>March</td><td>6,311</td><td>6,548</td><td>6,311</td></tr> </tbody> </table>	Month	2013/14	2014/15	2015/16	April	6,560	6,372	6,506	May	6,660	6,359	6,467	June	6,818	6,381	6,468	July	6,628	6,344	6,423	August	6,414	6,383	6,389	September	6,403	6,506	6,380	October	6,359	6,354	6,327	November	6,311	6,311	6,277	December	6,337	6,554	6,331	January	6,336	6,556	6,336	February	6,311	6,548	6,311	March	6,311	6,548	6,311	ACTIVE_MI03
Month	2013/14	2014/15	2015/16																																																								
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Live Leisure Centre Membership base (adults) - Dukeries LC	Latest result for 2015/16 as of August 2015 	916	✓	109.83%	950	<table border="1"> <caption>Monthly Membership Base (Adults) - Dukeries LC</caption> <thead> <tr><th>Month</th><th>2013/14</th><th>2014/15</th><th>2015/16</th></tr> </thead> <tbody> <tr><td>April</td><td>1,082</td><td>934</td><td>998</td></tr> <tr><td>May</td><td>1,069</td><td>938</td><td>996</td></tr> <tr><td>June</td><td>1,114</td><td>923</td><td>995</td></tr> <tr><td>July</td><td>1,091</td><td>935</td><td>1,004</td></tr> <tr><td>August</td><td>1,027</td><td>928</td><td>1,006</td></tr> <tr><td>September</td><td>1,004</td><td>974</td><td>1,004</td></tr> <tr><td>October</td><td>973</td><td>922</td><td>973</td></tr> <tr><td>November</td><td>929</td><td>917</td><td>929</td></tr> <tr><td>December</td><td>947</td><td>920</td><td>947</td></tr> <tr><td>January</td><td>965</td><td>1,004</td><td>965</td></tr> <tr><td>February</td><td>965</td><td>1,007</td><td>965</td></tr> <tr><td>March</td><td>964</td><td>1,001</td><td>964</td></tr> </tbody> </table>	Month	2013/14	2014/15	2015/16	April	1,082	934	998	May	1,069	938	996	June	1,114	923	995	July	1,091	935	1,004	August	1,027	928	1,006	September	1,004	974	1,004	October	973	922	973	November	929	917	929	December	947	920	947	January	965	1,004	965	February	965	1,007	965	March	964	1,001	964	ACTIVE_MI03.1
Month	2013/14	2014/15	2015/16																																																								
April	1,082	934	998																																																								
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November	929	917	929																																																								
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January	965	1,004	965																																																								
February	965	1,007	965																																																								
March	964	1,001	964																																																								
Live Leisure Centre Membership base (adults) - Blidworth CLC	Latest result for 2015/16 as of August 2015 	853	⚠	97.54%	850	<table border="1"> <caption>Monthly Membership Base (Adults) - Blidworth CLC</caption> <thead> <tr><th>Month</th><th>2013/14</th><th>2014/15</th><th>2015/16</th></tr> </thead> <tbody> <tr><td>April</td><td>915</td><td>870</td><td>849</td></tr> <tr><td>May</td><td>926</td><td>865</td><td>839</td></tr> <tr><td>June</td><td>933</td><td>854</td><td>849</td></tr> <tr><td>July</td><td>923</td><td>875</td><td>833</td></tr> <tr><td>August</td><td>887</td><td>875</td><td>831</td></tr> <tr><td>September</td><td>870</td><td>903</td><td>870</td></tr> <tr><td>October</td><td>870</td><td>870</td><td>866</td></tr> <tr><td>November</td><td>866</td><td>839</td><td>866</td></tr> <tr><td>December</td><td>868</td><td>822</td><td>868</td></tr> <tr><td>January</td><td>877</td><td>875</td><td>877</td></tr> <tr><td>February</td><td>877</td><td>864</td><td>877</td></tr> <tr><td>March</td><td>873</td><td>864</td><td>873</td></tr> </tbody> </table>	Month	2013/14	2014/15	2015/16	April	915	870	849	May	926	865	839	June	933	854	849	July	923	875	833	August	887	875	831	September	870	903	870	October	870	870	866	November	866	839	866	December	868	822	868	January	877	875	877	February	877	864	877	March	873	864	873	ACTIVE_MI03.2
Month	2013/14	2014/15	2015/16																																																								
April	915	870	849																																																								
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November	866	839	866																																																								
December	868	822	868																																																								
January	877	875	877																																																								
February	877	864	877																																																								
March	873	864	873																																																								

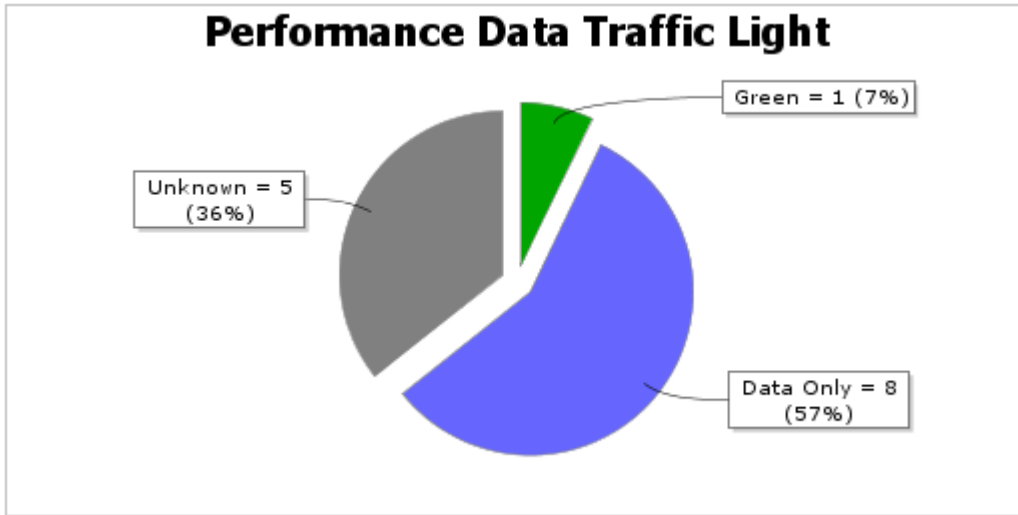
PI Publishable Description	Performance Data Gauge	2015/16			Annual 2015/16	Trend Chart	PI Code
		Target	Status	Value vs Target (%)			
Live Leisure Centre Membership base (adults) - Grove LC	<p>Latest result for 2015/16 as of August 2015</p>	2,543	✔	106.45%	2,700		ACTIVE_MI03.3
Live Leisure Centre Membership base (adults) - Southwell LC	<p>Latest result for 2015/16 as of August 2015</p>	1,585	✔	115.08%	1,800		ACTIVE_MI03.4
Live Leisure Centre Membership base (children) - Total	<p>Latest result for 2015/16 as of August 2015</p>	3,067	✔	107.34%	3,150		ACTIVE_MI04
Live Leisure Centre Membership base (children) - Dukeries LC	<p>Latest result for 2015/16 as of August 2015</p>	310	✔	123.55%	310		ACTIVE_MI04.1

PI Publishable Description	Performance Data Gauge	2015/16			Annual 2015/16	Trend Chart	PI Code
		Target	Status	Value vs Target (%)			
Live Leisure Centre Membership base (children) - Blidworth CLC	<p>Latest result for 2015/16 as of August 2015</p> 	10		150%	10		ACTIVE_MI04.2
Live Leisure Centre Membership base (children) - Grove LC	<p>Latest result for 2015/16 as of August 2015</p> 	1,495		107.22%	1,530		ACTIVE_MI04.3
Live Leisure Centre Membership base (child) - Southwell LC	<p>Latest result for 2015/16 as of August 2015</p> 	1,252		103.12%	1,300		ACTIVE_MI04.4
Percentage of NSDC residents holding a Leisure Active Card	<p>Latest result for 2015/16 as of Q1 2015/16</p> <p>15</p>						ACTIVE_LI10
Provision of a balanced program of activities and increased participation	<p>Active4Today to also provide narrative on what they are delivering to support this strategic outcome, including examples of the program provided and the level of athletes using the facilities. Participation to be identified separately for leisure</p>	<p>The centres have continued to offer the services for a wide variety of people from the community. The centres are unique to competitors in the area in that they provide for the mass population, there is 'something for everyone' approach covering all abilities and socio economic groups.</p> <p>Over the last quarter there have been significant changes in the operating and management of the centres with the establishment of A4T however to the customer, it has been 'business as usual'.</p> <p>This quarter has seen the annual summer membership promotion introduced, planning for the summer holiday programmes and recruiting and training of a team of new swimming teachers.</p>					



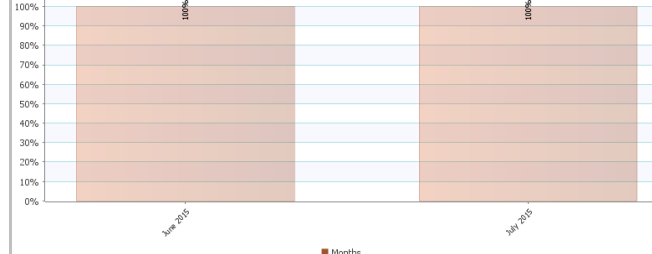

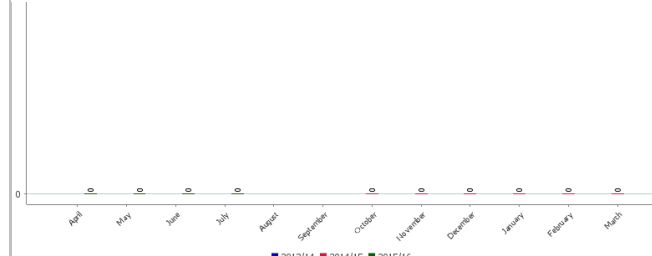
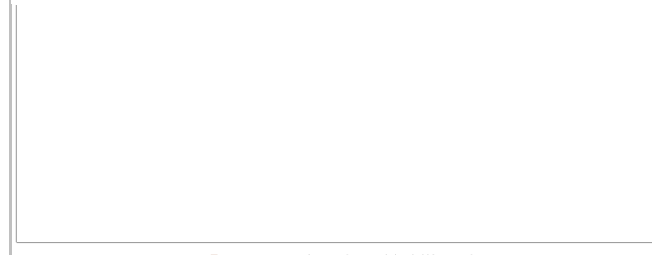
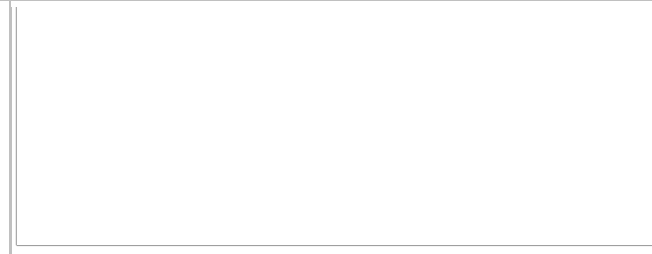
PI Publishable Description	Performance Data Gauge	2015/16			Annual 2015/16	Trend Chart	PI Code
		Target	Status	Value vs Target (%)			
	centres and sports development.	Establishment of outreach customer advisor posts in the east and west of the district in order to increase awareness of the centres and increase memberships.					
Number of Leisure Centre users - Deprived areas - Total users	Latest result for 2015/16 as of Q1 2015/16 1,375						ACTIVE_LI11
Number of Leisure Centre users - Deprived areas - Women - Aged Over 65	Latest result for 2015/16 as of Q1 2015/16 38						ACTIVE_LI12
Number of Leisure Centre users - Deprived areas - Children	Latest result for 2015/16 as of Q1 2015/16 401						ACTIVE_LI13
Number of Community Clubs & Society Hires - Leisure Centres	Cumulative result for 2015/16 as of Q1 2015/16 289						ACTIVE_LI14






PI Publishable Description	Performance Data Gauge	2015/16			Annual 2015/16	Trend Chart	PI Code
		Target	Status	Value vs Target (%)			
Number of Community Groups supported - Leisure Centres	Cumulative result for 2015/16 as of Q1 2015/16 2						ACTIVE_LI15
No. of participants attending sessions in the Community Sports Activation Fund	Cumulative result for 2014/15 as of Q4 2014/15 835						ACTIVE_LI16






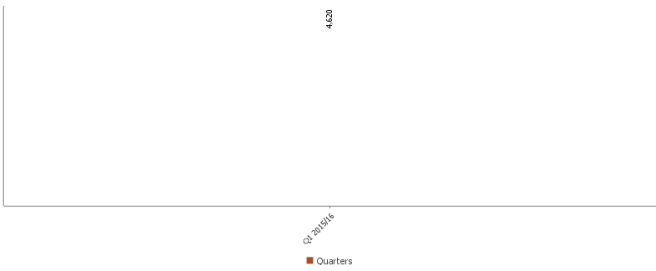


2. Accessible Facilities



PI Publishable Description	Performance Data Gauge	2015/16			Annual 2015/16	Trend Chart	PI Code																																																				
		Target	Status	Value vs Target (%)																																																							
Number of Web bookings - Active4Today	Cumulative result for 2015/16 as of August 2015 14,226					<table border="1"> <caption>Monthly Web Bookings (2015)</caption> <thead> <tr><th>Month</th><th>Bookings</th></tr> </thead> <tbody> <tr><td>April 2015</td><td>2737</td></tr> <tr><td>May 2015</td><td>2710</td></tr> <tr><td>June 2015</td><td>2488</td></tr> <tr><td>July 2015</td><td>3170</td></tr> <tr><td>August 2015</td><td>2931</td></tr> </tbody> </table>	Month	Bookings	April 2015	2737	May 2015	2710	June 2015	2488	July 2015	3170	August 2015	2931	ACTIVE_LI17																																								
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Number of External Customer Complaints - Stage 1 - Active4Today	Cumulative result for 2015/16 as of July 2015 2					<table border="1"> <caption>Monthly External Customer Complaints</caption> <thead> <tr><th>Month</th><th>2013/14</th><th>2014/15</th><th>2015/16</th></tr> </thead> <tbody> <tr><td>April</td><td>0</td><td>0</td><td>0</td></tr> <tr><td>May</td><td>0</td><td>2</td><td>0</td></tr> <tr><td>June</td><td>0</td><td>0</td><td>1</td></tr> <tr><td>July</td><td>0</td><td>2</td><td>1</td></tr> <tr><td>August</td><td>0</td><td>1</td><td>0</td></tr> <tr><td>September</td><td>0</td><td>3</td><td>0</td></tr> <tr><td>October</td><td>0</td><td>2</td><td>0</td></tr> <tr><td>November</td><td>0</td><td>1</td><td>0</td></tr> <tr><td>December</td><td>0</td><td>3</td><td>0</td></tr> <tr><td>January</td><td>0</td><td>4</td><td>0</td></tr> <tr><td>February</td><td>1</td><td>0</td><td>0</td></tr> <tr><td>March</td><td>1</td><td>2</td><td>0</td></tr> </tbody> </table>	Month	2013/14	2014/15	2015/16	April	0	0	0	May	0	2	0	June	0	0	1	July	0	2	1	August	0	1	0	September	0	3	0	October	0	2	0	November	0	1	0	December	0	3	0	January	0	4	0	February	1	0	0	March	1	2	0	CUST-S_CI2.26
Month	2013/14	2014/15	2015/16																																																								
April	0	0	0																																																								
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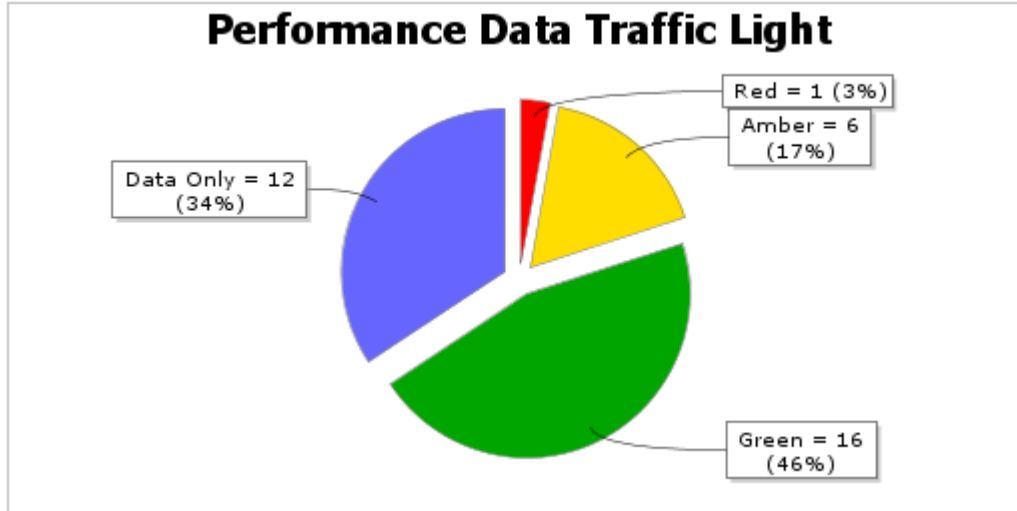
PI Publishable Description	Performance Data Gauge	2015/16			Annual 2015/16	Trend Chart	PI Code
		Target	Status	Value vs Target (%)			
Average Percentage of External Customer Complaints processed within the deadline (10 working days) - Stage 1 - Active4Today (Mnths Value, Quarters & Years Average)	Average result for 2015/16 as of July 2015 	100%		100%	100%		CUST-S_CI8.26
Number of External Customer Complaints - Stage 2 - Active4Today	Cumulative result for 2015/16 as of July 2015 0						CUST-S_CI3.26
Percentage Customer Satisfaction - Leisure - Overall					90%		ACTIVE_MI05
Percentage Customer Satisfaction - Leisure - Dukeries					90%		ACTIVE_MI06

PI Publishable Description	Performance Data Gauge	2015/16			Annual 2015/16	Trend Chart	PI Code
		Target	Status	Value vs Target (%)			
Percentage Customer Satisfaction - Leisure - Grove					90%		ACTIVE_MI07
Percentage Customer Satisfaction - Leisure - Blidworth					90%		ACTIVE_MI08
Percentage Customer Satisfaction - Leisure - Southwell					90%		ACTIVE_MI09
Number of Social Media Engagements - Active4Today	Cumulative result for 2015/16 as of Q1 2015/16 816						ACTIVE_LI18

PI Publishable Description	Performance Data Gauge	2015/16			Annual 2015/16	Trend Chart	PI Code
		Target	Status	Value vs Target (%)			
Number of Website Hits - Active4Today	Cumulative result for 2015/16 as of Q1 2015/16 62,259 hits						ACTIVE_LI19
Increased accessibility for disability groups	Active4Today to also provide narrative on what they are delivering to support this strategic outcome.	SAFE and inclusive programmes developed further through increasing capacity in coaching hours. This has enabled a wider reach and increased participation in these groups. Support provided to local groups and organisations ie Dementia Carers Group to increase physical activity levels in populations with long term health conditions. Expansion and development of swimming lesson programmes for disabled children at sites.					
Number of Leisure Centre Members claiming Benefits	Latest result for 2015/16 as of Q1 2015/16 379						ACTIVE_LI20
Number of Leisure Centre Members - Aged Over 65	Latest result for 2015/16 as of Q1 2015/16 4,620						ACTIVE_LI21
Number of subsidised Initiatives Sports Dev and Leisure Centres in Deprived Areas	Cumulative result for 2015/16 as of Q1 2015/16 2						ACTIVE_LI22
Removing barriers to participation	Active4Today to also provide narrative on what they are delivering	SAFE and inclusive programmes developed further through increasing capacity in coaching hours. These have been offered free of charge in Ollerton, Boughton, Hawtonville and Blidworth. This has enabled a wider reach and increased					


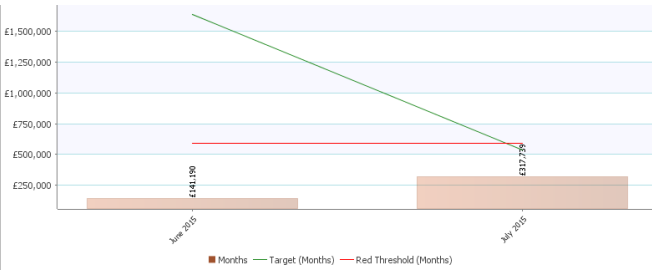
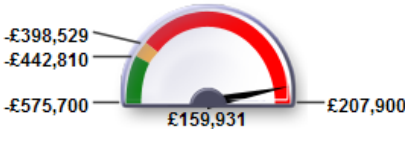

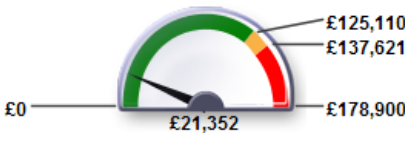
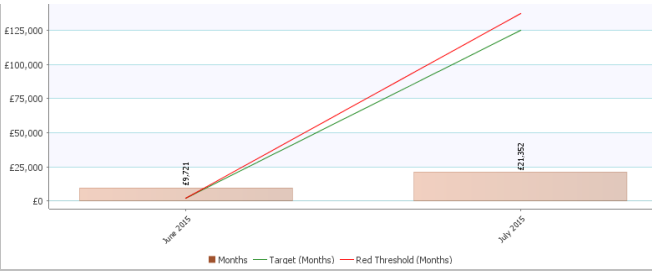
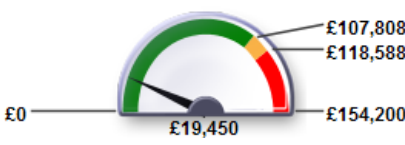
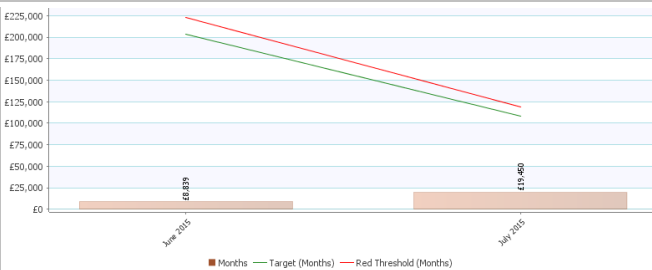
PI Publishable Description	Performance Data Gauge	2015/16			Annual 2015/16	Trend Chart	PI Code
		Target	Status	Value vs Target (%)			
	to support this strategic outcome including pay & play usage.	participation in these groups.					

3. Improved Financial Viability



PI Publishable Description	Performance Data Gauge	2015/16			Annual 2015/16	Trend Chart	PI Code
		Target	Status	Value vs Target (%)			
Value of Active4Today Management Fee	<p>2015/16 result</p>	£363,930		100%	£363,930		ACTIVE_MI10

PI Publishable Description	Performance Data Gauge	2015/16			Annual 2015/16	Trend Chart	PI Code
		Target	Status	Value vs Target (%)			
Variance between Salaries and Income - Leisure Centres Total	<p>Latest result for 2015/16 as of July 2015</p> <p>£1 -£244,451 -£223,769 -£212,581 -£317,800</p>	- £223,769	✔	109.24%	- £1,175,040		ACTIVE_MI11
Variance between Salaries and Income - Grove Leisure Centre	<p>Latest result for 2015/16 as of July 2015</p> <p>£1 -£168,370 -£149,102 -£156,950 -£800,000</p>	- £156,950	✔	107.28%	- £787,780		ACTIVE_MI11.1
Variance between Salaries and Income - Dukeries Leisure Centre	<p>Latest result for 2015/16 as of July 2015</p> <p>£1 -£47,369 -£38,062 -£36,159 -£61,600</p>	-£38,062	✔	124.45%	- £226,980		ACTIVE_MI11.2
Variance between Salaries and Income - Blidworth Community Leisure Centre	<p>Latest result for 2015/16 as of July 2015</p> <p>£1 -£28,713 -£28,758 -£27,320 -£37,400</p>	-£28,758	⚠	99.84%	- £160,280		ACTIVE_MI11.3

PI Publishable Description	Performance Data Gauge	2015/16			Annual 2015/16	Trend Chart	PI Code
		Target	Status	Value vs Target (%)			
Active4Today Ltd - Total Revenue Expenditure (excluding Capital Charges) against profile budget.	<p>Latest result for 2015/16 as of July 2015</p> 	£539,199	✔	58.93%	£2,296,790		FIN-S_CI1.41
Active4Today Ltd - HQ Leisure Revenue Expenditure - N30101 (excluding Capital Charges) against profile budget.	<p>Latest result for 2015/16 as of July 2015</p> 	-£442,810	✘	-36.12%	£274,560		FIN-S_CI1.41.01
Active4Today Ltd - Sports Development Revenue Expenditure - N30102 (excluding Capital Charges) against profile budget.	<p>Latest result for 2015/16 as of July 2015</p> 	£125,110	✔	17.07%	£185,870		FIN-S_CI1.41.02
Active4Today Ltd - Blidworth Community Leisure Centre Revenue Expenditure - N30103 (excluding Capital Charges) against profile budget.	<p>Latest result for 2015/16 as of July 2015</p> 	£107,808	✔	18.04%	£233,400		FIN-S_CI1.41.03


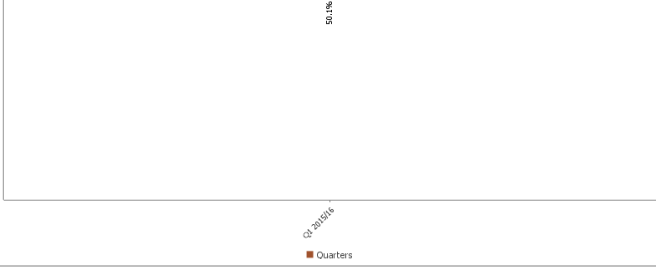

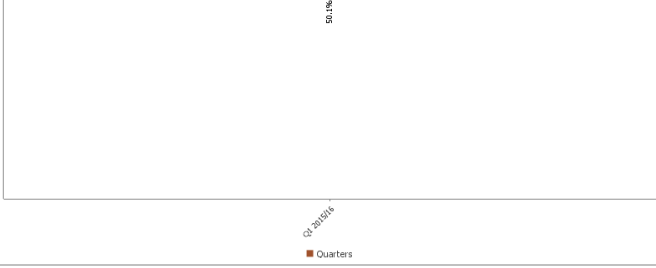

PI Publishable Description	Performance Data Gauge	2015/16			Annual 2015/16	Trend Chart	PI Code
		Target	Status	Value vs Target (%)			
Active4Today Ltd - Dukeries Leisure Centre Revenue Expenditure - N30104 (excluding Capital Charges) against profile budget.	<p>Latest result for 2015/16 as of July 2015</p>	£138,160	✓	25.7%	£393,470		FIN-S_CI1.41.04
Active4Today Ltd - Grove Leisure Centre Revenue Expenditure - N30105 (excluding Capital Charges) against profile budget.	<p>Latest result for 2015/16 as of July 2015</p>	£610,931	✓	13.34%	£1,209,490		FIN-S_CI1.41.05
Active4Today Ltd - New Leisure Centre Revenue Expenditure - N30106 (excluding Capital Charges) against profile budget.	<p>Latest result for 2015/16 as of July 2015</p>	£0	✓		£0		FIN-S_CI1.41.06
Active4Today Ltd - Total Revenue Income against profile budget.	<p>Latest result for 2015/16 as of July 2015</p>	£811,782	⚠	97.43%	£2,296,790		FIN-S_CI2.41

PI Publishable Description	Performance Data Gauge	2015/16			Annual 2015/16	Trend Chart	PI Code
		Target	Status	Value vs Target (%)			
Active4Today Ltd - HQ Leisure Revenue Income - N30101 against profile budget.	<p>Latest result for 2015/16 as of July 2015</p> <p>£274,560</p>	£274,560	✔	100%	£274,560	<p>■ Months — Target (Months) — Red Threshold (Months)</p>	FIN-S_C12.41.01
Active4Today Ltd - Sports Development Revenue Income - N30102 against profile budget.	<p>Latest result for 2015/16 as of July 2015</p> <p>£169,809</p>	£177,534	⚠	95.65%	£185,870	<p>■ Months — Target (Months) — Red Threshold (Months)</p>	FIN-S_C12.41.02
Active4Today Ltd - Blidworth Community Leisure Centre Revenue Income - N30103	<p>Latest result for 2015/16 as of July 2015</p> <p>£42,963</p>	£43,382	⚠	99.03%	£233,400	<p>■ Months — Target (Months) — Red Threshold (Months)</p>	FIN-S_C12.41.03
Active4Today Ltd - Dukeries Leisure Centre Revenue Income - N30104 against profile budget.	<p>Latest result for 2015/16 as of July 2015</p> <p>£73,808</p>	£81,298	⚠	90.79%	£393,470	<p>■ Months — Target (Months) — Red Threshold (Months)</p>	FIN-S_C12.41.04

PI Publishable Description	Performance Data Gauge	2015/16			Annual 2015/16	Trend Chart	PI Code
		Target	Status	Value vs Target (%)			
Active4Today Ltd - Grove Leisure Centre Revenue Income - N30105 against profile budget.	<p>Latest result for 2015/16 as of July 2015</p>	£235,009		97.79%	£1,209,490		FIN-S_CI2.41.05
Active4Today Ltd - New Leisure Centre Revenue Income - N30106 against profile budget.	<p>Latest result for 2015/16 as of July 2015</p>	£0			£0		FIN-S_CI2.41.06
Active4Today Ltd - Budget Outturn (excluding Capital Charges) against profile budget.	<p>Latest result for 2015/16 as of July 2015</p>	-£272,584		173.6%			FIN-S_CI3.41
Water Usage (m3) - Grove Leisure Centre	result						ACTIVE_LI23

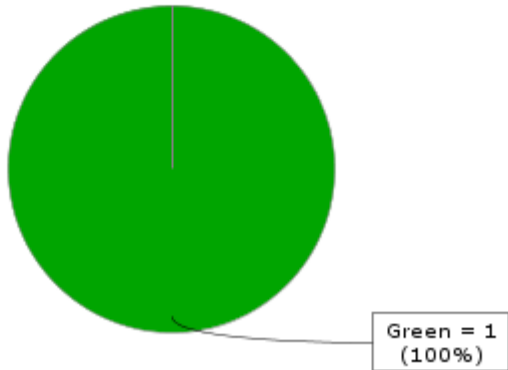
PI Publishable Description	Performance Data Gauge	2015/16			Annual 2015/16	Trend Chart	PI Code
		Target	Status	Value vs Target (%)			
Water Usage (m3) - Dukeries Leisure Centre	result						ACTIVE_LI24
Water Usage (m3) - Blidworth Community Leisure Centre	result						ACTIVE_LI25
Gas Usage (kWh) - Grove Leisure Centre	Cumulative result for 2015/16 as of Q1 2015/16 142,062						ACTIVE_LI26
Gas Usage (kWh) - Dukeries Leisure Centre	Cumulative result for 2015/16 as of Q1 2015/16 89,453						ACTIVE_LI27

PI Publishable Description	Performance Data Gauge	2015/16			Annual 2015/16	Trend Chart	PI Code
		Target	Status	Value vs Target (%)			
Electric Usage (kWh) - Grove Leisure Centre	Cumulative result for 2015/16 as of Q1 2015/16 123,661						ACTIVE_LI29
Electric Usage (kWh) - Dukeries Leisure Centre	Cumulative result for 2015/16 as of Q1 2015/16 68,022						ACTIVE_LI30
Electric Usage (kWh) - Blidworth Community Leisure Centre	Cumulative result for 2015/16 as of Q1 2015/16 26,500						ACTIVE_LI31
Percentage Data Quality Errors	Latest result for 2015/16 as of Q1 2015/16 19.6%						ACTIVE_LI32

PI Publishable Description	Performance Data Gauge	2015/16			Annual 2015/16	Trend Chart	PI Code
		Target	Status	Value vs Target (%)			
Percentage Facility Utilisation - Instructor Lead Activities - Active4Today	Latest result for 2015/16 as of Q1 2015/16 50.1%						ACTIVE_LI33
Staff Costs as a percentage of Total Cost	Latest result for 2015/16 as of Q1 2015/16 50.1%						ACTIVE_LI34
Percentage Staff turnover	result						ACTIVE_LI35
Increased Partnership Working	Active4Today to provide narrative on what they are delivering to support this strategic outcome	Partnership working has increased throughout the quarter with opportunities/proposals developed for further working with the CCG. Agreements have also been developed with Rebel Roos Trampoline Club and Warriors FC to deliver coaching on the XP children's membership programme.					
Instantly Identifiable Brand	Active4Today to provide narrative on what they are delivering to support this strategic outcome	Rebranding and awareness undertaken with the community. New website developed and operating separately from NSDC site. 'Active' brand developed across all sites Corporate forms, documents and promotional material have been updated with the A4T and Active logos.					

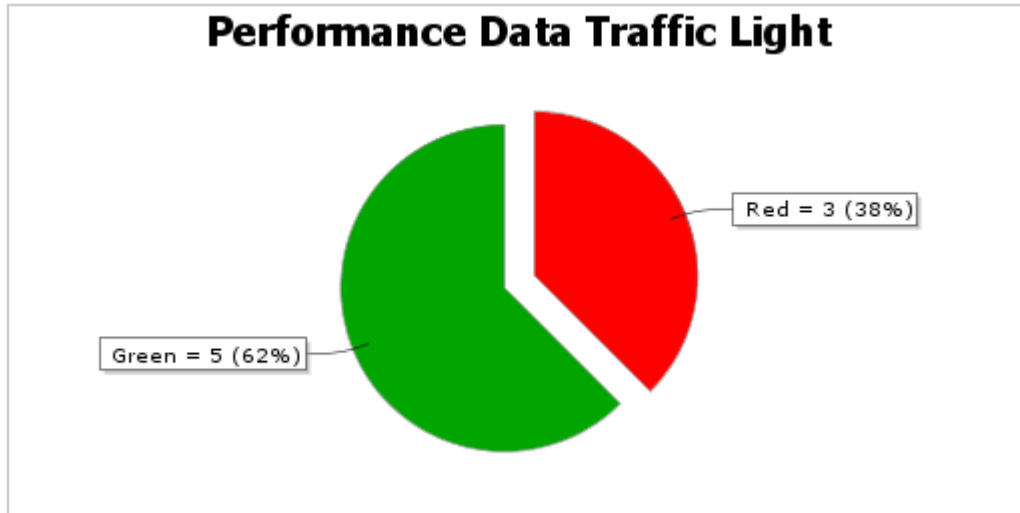
3. Improved Financial Viability; 4. NSDC Management Indicators

Performance Data Traffic Light



PI Publishable Description	Performance Data Gauge	2015/16			Annual 2015/16	Trend Chart	PI Code
		Target	Status	Value vs Target (%)			
Average number of sick days per FTE - Active4Today	<p>Latest result for 2015/16 as of July 2015</p>	2.00		62.6%	6.00		HR_CI1.09

4. NSDC Management Indicators



PI Publishable Description	Performance Data Gauge	2015/16			Annual 2015/16	Trend Chart	PI Code
		Target	Status	Value vs Target (%)			
Total cost of Printing & Copying - Active4Today	<p>Cumulative result for 2015/16 as of July 2015</p>	£604.88		129.49%	£1,814.64		ADMIN_CI03.17
Average number of sick days per FTE - Blidworth Leisure Centre	<p>Latest result for 2015/16 as of July 2015</p>	2.00		194.75%	6.00		HR_CI1.09.1

PI Publishable Description	Performance Data Gauge	2015/16			Annual 2015/16	Trend Chart	PI Code																																																				
		Target	Status	Value vs Target (%)																																																							
Average number of sick days per FTE - Dukeries Leisure Centre	<p>Latest result for 2015/16 as of July 2015</p>	2.00	✔	39.45%	6.00	<table border="1"> <caption>Sick days per FTE - Dukeries Leisure Centre</caption> <thead> <tr> <th>Month</th> <th>2013/14</th> <th>2014/15</th> <th>2015/16</th> </tr> </thead> <tbody> <tr><td>April</td><td>0.08</td><td>0.00</td><td>0.00</td></tr> <tr><td>May</td><td>0.14</td><td>0.09</td><td>0.04</td></tr> <tr><td>June</td><td>0.25</td><td>0.24</td><td>0.15</td></tr> <tr><td>July</td><td>0.39</td><td>0.24</td><td>0.19</td></tr> <tr><td>August</td><td>0.40</td><td>0.24</td><td>0.19</td></tr> <tr><td>September</td><td>0.40</td><td>0.39</td><td>0.24</td></tr> <tr><td>October</td><td>1.17</td><td>0.37</td><td>0.51</td></tr> <tr><td>November</td><td>4.18</td><td>0.51</td><td>0.51</td></tr> <tr><td>December</td><td>6.25</td><td>0.59</td><td>0.59</td></tr> <tr><td>January</td><td>8.83</td><td>1.01</td><td>1.01</td></tr> <tr><td>February</td><td>9.79</td><td>1.27</td><td>1.27</td></tr> <tr><td>March</td><td>10.36</td><td>1.26</td><td>1.26</td></tr> </tbody> </table>	Month	2013/14	2014/15	2015/16	April	0.08	0.00	0.00	May	0.14	0.09	0.04	June	0.25	0.24	0.15	July	0.39	0.24	0.19	August	0.40	0.24	0.19	September	0.40	0.39	0.24	October	1.17	0.37	0.51	November	4.18	0.51	0.51	December	6.25	0.59	0.59	January	8.83	1.01	1.01	February	9.79	1.27	1.27	March	10.36	1.26	1.26	HR_CI1.09.2
Month	2013/14	2014/15	2015/16																																																								
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August	0.70	0.70	0.70																																																								
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GENERAL FUND BUDGET PERFORMANCE REPORT TO 31ST AUGUST 2015

1.0 Purpose of Report

- 1.1 This report compares the General Fund Leisure & Environment Committee net expenditure for the period ending 31st August 2015 with the profiled budget for the period.

2.0 Background Information

- 2.1 The Council's Constitution states that the Section 151 Officer shall present to the Policy Committee, at least twice in each financial year, budgetary control statements showing performance against the approved estimates of revenue expenditure and income. The appropriate Chief Officer will report on any major variances from planned budget performance.
- 2.2 It also states that budget performance monitoring information shall be provided to the appropriate Committee periodically.
- 2.3 Where it appears that the amount included under any head of the approved budget is likely to be exceeded or the budgeted amount of income under any head is unlikely to be reached then budget officers are required to find savings elsewhere in their budget. In circumstances where savings cannot be identified it will be necessary to consult with the Section 151 Officer and ultimately take a report to the Policy Committee.

3.0 Proposals

- 3.1 The attached appendices detail performance against budget for the period to 31st August 2015 for those budgets within the remit of the Leisure & Environment Committee. This report considers the costs of providing services rather than 'below the line' costs such as borrowing costs and interest, contributions to and from reserves, government grants and income from Council Tax and retained Non Domestic Rates.
- 3.2 The format of the report identifies direct expenditure, i.e. employee costs and running expenses, both of which can be controlled by the budget officer, however central recharges and capital charges, are not reported as they are largely outside their control. Income is shown separately. The figures do not include recharges for support services (either income or expenditure). A significant number of transactions take place 'below the line', i.e. shown in the General Fund account rather than identified to a particular service. This is in line with the CIPFA Code of Practice and includes such things as transfers to and from reserves.
- 3.3 Under the Accounting Code of Practice Local Authorities are required to show capital charges for the use of their assets based on the current market value. These amounts are included within the estimates to show the true cost of delivering local services however they are reversed 'below the line' in the overall cost of services therefore not impacting on the Council Tax payer. Variations on 'capital charges' are therefore not an area for concern.

- 3.4 The introduction of International Financial Reporting Standards (IFRS) for the financial year 2010/2011 has resulted in a change in the way the Council accounts for grants received from third parties. These changes mean that income and expenditure is charged direct to the service accounts and at the year end, any under spend is transferred to reserves and any overspend is transferred from reserves.
- 3.5 Support services (e.g. HR, Financial Services, Business Unit management – such as Leisure Centres) are charged to individual budget heads at the end of the financial year and are reported here for noting only. The direct costs of providing those services are scrutinised as part of the relevant Committee.
- 3.6 Capital charges are applied to accounts at the end of the financial year and are reversed 'below the line' so has no impact on the Council Tax payer. These are reported here for noting only.

4.0 Performance Comments

4.1 The total for direct service net expenditure shows an under spend of £72,749 against the profiled budget for the period to 31st August 2015. All managers are very aware of the current financial environment and challenges facing local government in the future and are ensuring that only essential expenditure is incurred. Officers from Financial Services are working with service managers to ascertain where any further savings can be achieved across all budgets this year and as any savings are identified they will be vired to a central 'pot' and built into the base budget for 2016/17. The detailed performance figures are shown at Appendix A.

4.2 Variations from the profiled budget to 31st August 2015 are itemised below:

4.2.1 Employee Costs –

- No significant variances.

4.2.2 Premises –

- Repairs and renewal budget of £31K has been set up ready for various schemes but invoices have not yet been processed/received.
- A number of other smaller underspends across all services on repairs and maintenance and rates budgets.
- Gas and electricity budget variances are due to outstanding monthly invoices that are currently in the financial system awaiting payment. It is difficult to accurately profile budgets for fuel.

4.2.3 Transport –

- Partly due to fuel prices remaining steady and not increasing as originally estimated. Also due to newer vehicle fleet being more fuel efficient.
- The waste transfer station in Brunel Drive is now open and fully operational. This has resulted in further savings in fuel costs which has been built into the 2016/17 base budget. It is also anticipated to result in savings on vehicle repairs and tyres, but as yet, that cannot be quantified.
- If fuel prices remain constant it is anticipated that significant savings will be achieved from reduced fuel consumption & price. Overall savings in 2015/16 are anticipated to be in the region of £120,000 and this will be reflected in the 2016/17 to 2020/21 medium term financial plan.

4.2.4 Supplies and Services –

- Profiles for advertising and gift shop stock at the NCWC need to be reviewed as much of the budget has been committed ‘up front’ this year, as the first year of operations.
- Elsewhere within the committee budget there are other small underspends on a number of budget heads. At this stage it is not possible to predict a likely outturn figure.

4.2.5 Income –

- The audit of the Cattle Market accounts for 2013/14 has not yet been completed and the 2013-14 yearend provision remains outstanding in this report as the NSDC invoice to the Cattle Market has yet to be finalised and raised. This is anticipated to be in the region of £100k. Grant income for Sports Development will be accounted for at year end - £20k.
- As a result of the ongoing building works throughout the summer the number of visitors to the museum has not met the initial projections in the annual budget, resulting in a shortfall in admission fees and sales income. The business manager is currently developing a scheme to include further attractions within the building and a full report will be presented to the next meeting of the Policy & Finance Committee.
- Income at the Palace Theatre is currently close to budget, however the budget was prepared prior to a decision being made on the integration works and there may be a reduction in income whilst the works are undertaken.

4.2.6 Major income streams - At the meeting of the Budget Working party on 18th July 2012, it was agreed that future performance reports should highlight any areas where there were significant differences between anticipated and actual major income streams. The variance on the income from the National Civil War Centre – Newark Museum is shown above.

5.0 **RECOMMENDATION**

The overall position of the Leisure and Environment Committee net expenditure compared to budget at 31st August 2015 is approved. Officers continue to look for additional savings throughout the financial year.

Reason for Recommendation(s)

To advise Members of the current net expenditure compared to service budgets for the period ending 31st August 2015.

Background Papers

Nil

For further information please contact Amanda Wasilewski on ext 5738

David Dickinson

Director - Resources

PERFORMANCE REPORT FOR THE PERIOD ENDING 31st August 2015

	<u>Base Budget 2015/16</u>	<u>Profile Budget 31-Aug-15</u>	<u>Actual Expenditure 31-Aug-15</u>	<u>Variance</u>	<u>Budget Officer Comments</u>
EMPLOYEES	5,061,400	1,751,431	1,753,145	1,714	
PREMISES	1,068,220	392,395	318,502	(73,893)	
<i>General</i>	773,670	314,394	255,716	(58,678)	Repairs and Renewal budget of £31K has been set up ready for schemes but not yet invoiced. There are other smaller underspends across all services on repairs and maintenance and rates.
<i>Electricity</i>	169,080	46,480	44,270	(2,210)	
<i>Gas</i>	125,470	31,521	18,515	(13,005)	This variance is due to outstanding monthly invoices for July. Fuel usage is also unpredictable.
TRANSPORT	1,383,230	589,621	524,859	(64,762)	Mainly due to fuel prices remaining steady and not increasing as originally estimated. Also due to newer vehicle fleet being more fuel efficient. A saving at year end can not be guaranteed as fuel prices may fluctuate. The new waste transfer station is now open in Brunel Drive which will result in an annual saving in fuel costs and repairs. Savings on fuel have been taken into account in the preparation of the 2016/17 budget but it is difficult to predict savings on repairs and tyres for the full year based on a few month's usage.
SUPPLIES AND SERVICES	2,228,080	1,151,830	1,243,216	91,386	Profiles for advertising and gift shop stock at the NCWC need reprofiling - much of the annual budget has been committed in order to ensure that the centre was promoted prior to its opening. Elsewhere there are small savings on a number of budget heads within supplies and services. At this stage it is not possible to predict the likely outturn figure.
TRANSFER PAYMENTS	0			0	
TOTAL EXPENDITURE	<u>9,740,930</u>	<u>3,885,277</u>	<u>3,839,722</u>	<u>(45,555)</u>	
INCOME	(4,914,900)	(1,977,812)	(2,005,006)	(27,193)	

<i>General</i>	(1,449,820)	(601,499)	(644,037)	(42,538)	The audit of the cattle market accounts for 2014/15 has not yet been completed and the 2014-15 yearend provision remains outstanding in this report as the NSDC invoice to the Cattle Market has yet to be finalised and raised. This is anticipated to be in the region of £100k.
<i>Leisure Centres</i>	(1,895,830)	(294,952)	(311,079)	(16,128)	
<i>Refuse</i>	(811,860)	(673,690)	(689,883)	(16,193)	Income from trade refuse contracts exceeds the budget (net of the element payable to NCC) by £16k. It is anticipated that unless there any contract cancellations this will be a saving at the end of the financial year.
<i>Workshop Rents</i>	(23,590)	(2,279)	(6,781)	(4,502)	
<i>Car Parks</i>	(8,400)	(3,336)	(2,231)	1,105	
<i>Culture</i>	(725,400)	(402,057)	(350,994)	51,063	As a result of the ongoing building works throughout the summer the number of visitors to the museum has not met the initial projections in the annual budget, resulting in a shortfall in admission fees and sales income. The business manager is currently developing a scheme to include further attractions within the building and a full report will be presented to the next meeting of the Policy & Finance Committee.
TOTAL INCOME	(4,914,900)	(1,977,812)	(2,005,006)	(27,193)	
NET EXPENDITURE	4,826,030	1,907,465	1,834,717	(72,749)	
MEMORANDUM ITEMS					
<i>Support</i>	2,628,960	0	0	0	Support services are charged to budget heads at the end of the financial year. The direct costs of providing central services are scrutinised in the relevant portfolio.
<i>Capital</i>	613,940	0	0	0	Capital charges are applied to accounts at the end of the financial year and reversed 'below the line' so have no impact on the Council Tax payer.
<i>Recharged Support Services</i>	(1,668,550)	0	0	0	
TOTAL PER BUDGET BOOK	6,400,380	1,907,465	1,834,717	(72,749)	

UPDATE REGARDING THE NATIONAL CIVIL WAR TRAIL

1.0 Purpose of Report

1.1 To update Committee on the initial operation of the National Civil War Trail app.

2.0 Background Information

2.1 The National Civil War Centre – Newark Museum (NCWC) is a result of a £5.4 million project, supported by a Heritage Lottery Fund (HLF) grant of £3.5 million, combined with support from NSDC (£1.9 million) and Nottinghamshire County Council (£500k), which refurbished the Old Magnus buildings, building a modern reception, circulation and access space and created the Civil War and Newark galleries.

2.2 NCWC opened to the public over the launch weekend of 3rd and 4th May 2015 with the ‘Fortress Newark’ Civil War spectacular.

2.3 The National Civil War Town Trail app was developed alongside the NCWC to dually attract visitors to the centre and to encourage the centre’s visitors to extend their stay by exploring the town centre and surrounding areas and boosting local spending.

2.4 The app was pioneering in its extensive combination of features including augmented reality, variety of high quality film footage, a scrollable timeline, a game and 3D modelling of Newark castle.

2.5 Following procurement processes, Oakley Mobile Limited and Spool (located in Nottingham) were selected to develop the app and the filmed content.

2.6 To ensure the app was customer friendly, it was subjected to user testing to refine content in the app and associated interpretation boards and screen design. This was undertaken with a range of age groups, devices and technology users.

2.7 A high profile premiere event was held on Monday 13th April 2015 several weeks ahead of the opening of the NCWC.

3.0 App downloads

3.1 Download data is provided on a monthly basis and broken down by individual days. This is set out in the chart at Appendix A.

3.2 The number of downloads has proven to be steady although the Committee may note that significant spikes correlate with the app premiere and Fortress Newark events.

3.3 Whilst limited in number the app has positive customer ratings on Google Play.

3.4 The download data suggests that:

- Apple devices are more frequently used than Android devices.
- Weekends tend to be the busiest period for downloads (excluding the 2 launch events).
- There are roughly 110 downloads per week.

4.0 Marketing and Communications

- 4.1 Extensive media interest followed the premiere event and featured in print, digital, television and radio coverage including those with national distribution channels such as the Daily Telegraph.
- 4.2 Visitors to the NCWC are encouraged to download the app and it is promoted as an element of added value to the entry fee through the unlocking of exclusive content.

5.0 Current developments

- 5.1 The app, trail and digital content within the National Civil War Centre is being evaluated by an organisation called Horizon.
- 5.2 Horizon is a Research Institute at The University of Nottingham engaged in Digital Economy Research and it has fully funded a project to evaluate the app. The research will analyse app data to profile the visitors, devices and use of the app. Additionally, the researcher will analyse historical hotspot data to determine how use of the hotspots changes over the course of opening the centre and rolling out the app. To complement this quantitative analysis, the researcher will also conduct observational studies of visitors using the trail app, gathering qualitative insights into the individual and social user experience.
- 5.3 The 10 week paid internship with the University of Nottingham marks the start of a research relationship with the Council, enabling Horizon to scope a set of long-term research questions on the refinement and sustainability of a novel mobile heritage offering.
- 5.4 Established in 2009, Horizon represents an initial £40 million investment by Research Councils UK (RCUK), the University of Nottingham and over 100 academic and industrial partners in both a Research Hub and Doctoral Training Centre within the RCUK Digital Economy programme.
- 5.5 Building on the Government’s Digital Britain plan published in 2009, Horizon are investigating the technical developments needed if electronic information is to be controlled, managed and harnessed — for example, to develop new products and services for societal benefit.
- 5.6 Understanding how usable and enjoyable the finished product is “in the wild” is vital to informing choices to refine the existing design, introduce further content, and plan future digital offerings.

6.0 Proposals

- 6.1 The report is for noting. Consideration should be given to the feedback from the research findings.

7.0 Equalities Implications

7.1 The profiling work may identify variations in app usage but, at this stage, there are no anticipated equalities implications.

8.0 Impact on Budget/Policy Framework

8.1 None as part of this report.

9.0 RECOMMENDATION

That the National Civil War Trail app progress report be noted and future reports brought to the Committee.

Reason for Recommendation

To advise Members of the Leisure and Environment Committee of the progress of the National Civil War Trail app.

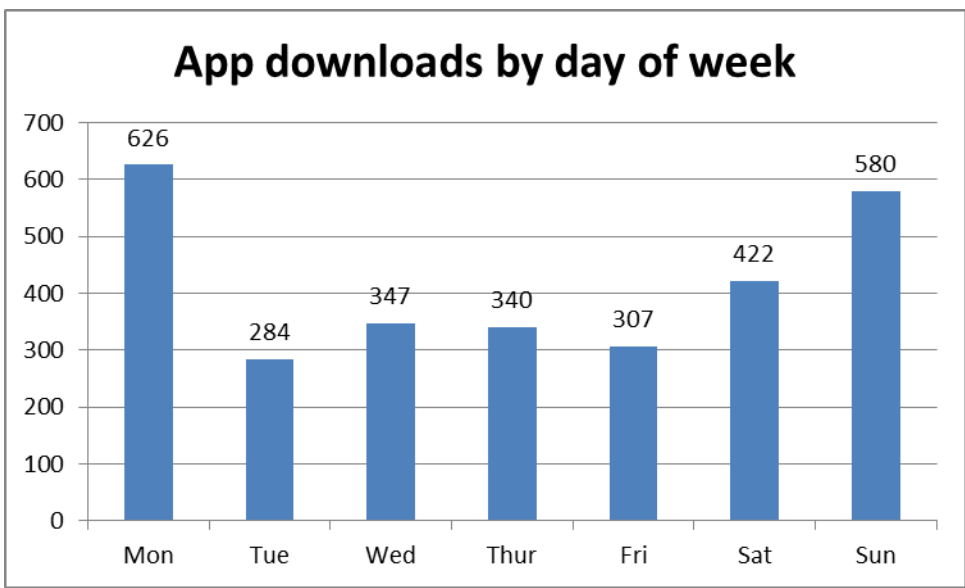
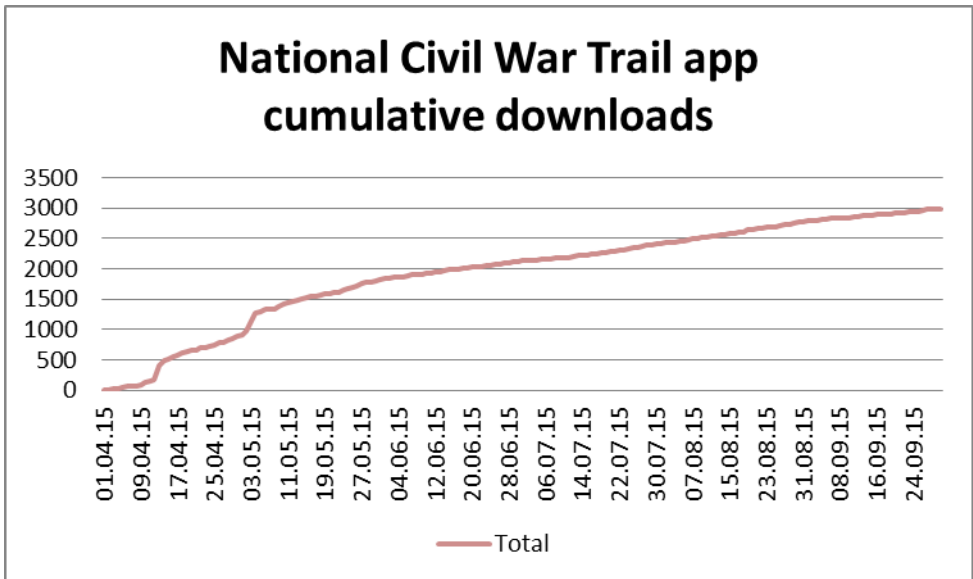
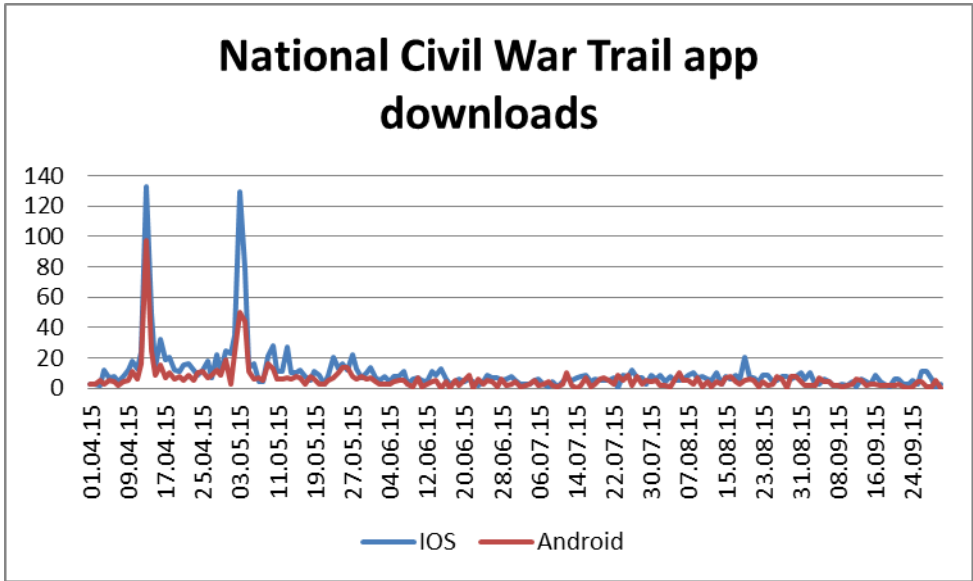
Background Papers

Nil

For further information please contact Michael Constantine on Ext 5766 or Ged Greaves on 5231.

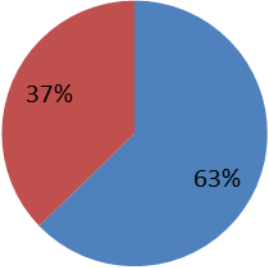
Matthew Finch
Director – Customers

APPENDIX A



National Civil War Trail downloads by operating system

■ IOS ■ Android



VICAR WATER COUNTRY PARK EVENTS AND ACTIVITIES

1.0 Purpose of Report

- 1.1 To update Committee Members on events and activities held at Vicar Water Country Park in 2015 and those planned for 2016.

2.0 Background Information

- 2.1 Newark & Sherwood District Council first took on the responsibility for managing and maintaining Vicar Water Country Park in 1992. In 1999 the park was more than doubled in size with the acquisition of an additional area of former colliery spoil tipping and an extensive programme of restoration and improvement was carried out, including the construction of a new visitor centre. In 2000, in recognition of the high standards of management and maintenance being achieved, the park was awarded a Green Flag and this status has been achieved every year since then. In 2013 the park became a Natural England accredited country park and the entire site is also a designated Local Nature Reserve.

3.0 Introduction

- 3.1 Vicar Water Country Park has been a centre for environmental events, education and volunteering for the past 15 years and the first annual Vicar Water Fun Day was held in 2001 and has been repeated every year since then.
- 3.2 Appendix A contains a report prepared by Matt Smith, Countryside Ranger, on events and activities held at Vicar Water Country Park in 2015.

4.0 Proposals

- 4.1 As members will see there have been a wide range of events and activities held at Vicar Water Country Park in 2015. A record number of school children have taken place in environmental education activities and the number of events held also exceeds previous years. We will seek to increase the number again in 2016 with plans being made for guided wildflower, fungi and bat walks as well as the annual bird walk. We will continue to work in partnership with organisations such as the Nottinghamshire Wildlife Trust and British Orienteering in delivering events.
- 4.2 There is a small but dedicated group of regular conservation volunteers at Vicar Water who carry out a variety of wildlife management and maintenance tasks and who help to ensure that the park is an attractive, safe, welcoming and stimulating place to visit.
- 4.3 In 2016, with assistance from a Forestry Commission grant we will be installing a new footpath through one of the wooded areas in the park and installing new interpretation boards to inform visitors of the wildlife and habitats to be seen. In addition the Forestry Commission grant will allow for the production of a new information leaflet for the park.

- 4.4 The Countryside Ranger is making excellent use of social media resulting in an ever increasing number of followers on Facebook and Twitter. Feedback from these websites and others such as TripAdvisor is overwhelmingly positive, as are the results of our own customer surveys.
- 4.5 The play area at Vicar Water Country Park is becoming somewhat dated and in 2016 we will start to plan for replacement equipment. This will be achieved as far as is possible using external funding from grant-giving bodies such as WREN and existing S106 funds.
- 4.6 Over the next few years the Sherwood Forest Landscape Partnership scheme, Miner to Major, will result in significant investment in the Sherwood area and we will ensure that Vicar Water Country Park, as a site that demonstrates the transformation that can be achieved from colliery waste to woodland and heathland, benefits from this project.

5.0 RECOMMENDATION that:

Members are asked to note the range and quantity of events taking place at Vicar Water Country Park in 2015, customer satisfaction with the park and planned events and projects for 2016.

Reason for Recommendations

To ensure that Members are kept updated on progress and achievements at Vicar Water Country Park.

Background Papers

Appendix A – Details of 2015 events and activities at Vicar Water Country Park.

For further information please contact Phil Beard Business Manager Parks & Amenities on extension 5714.

Andy Statham
Director - Community

LEISURE & ENVIRONMENT COMMITTEE
27th OCTOBER 2015

Vicar Water Country Park Events and Activities – 2015

Environmental Education

In total nearly 350 children from 3 local schools and a local children's club have visited Vicar Water so far this year to take part in environmental education tasks such as pond dipping, bug hunts and den building. In addition Haddon Smith (Apprentice Ranger) and I have been working with John T Rice Primary School in developing a wildlife garden for the school.

Green Flag Award

This was successfully retained for 2015.

Social Media

We have 229 followers on Twitter and over 1,000 likes on Facebook. Facebook reviews of the park give an average score of 4.4 out of 5 and Trip Advisor reviews are also very positive with 29 out of the 35 reviews rating the park as either excellent (14) or very good (15).

Volunteer Participation

Our 9 regular conservation volunteers have contributed 609 hours so far this year. Tasks undertaken include scrub clearance, footpath repairs and works to create habitats that are helping to conserve rare species such as nightjar. In addition the Friends of Vicar Water Country Park have continued to support the park, with funds donated by the Friends being used to provide additional seating in the park.

Events

This year has been a record one for events, with 20 public events being held. Details are as follows:

- 10th April – public pond dipping session
- 15th April – Xplorer orienteering event in association with British Orienteering
- 17th April – public pond dipping session
- 5th May – early morning bird walk in association with Nottinghamshire Wildlife Trust
- 22nd July – Xplorer orienteering event
- 24th July – public pond dipping session
- 28th July – public pond dipping session
- 29th July – Xplorer orienteering event
- 4th August – All Sport session in association with Sports Development
- 4th August – public pond dipping session

7th August – public pond dipping session
11th August – All Sport session
11th August – public pond dipping session
12th August – Xplorer orienteering event
6th September – Vicar Water Fun Day. This was a huge success with over 1,000 people attending.
18th August – public pond dipping session
6th September – Vicar Water Fun Day
10th October – circus skills workshop
28th October - Halloween event featuring a Zombie picnic (in association with Clipstone Colliery Regeneration Group), lantern making and lantern procession
28th October – Big Draw event

Guided Trails

There are 3 way-marked trails around the park which cater for people of all abilities. In addition I have developed a self-guided children's wildlife trail which has proved to be very popular.

Trail Camera

I have used a trail camera to record wildlife activities throughout the year. Footage captured includes deer, badgers and kingfishers.

Visitor Numbers

The people counter at the main entrance to the park has recorded 46,230 visitors since January. Given that this covers only 1 of 5 entrances into the park, that it does not record cars and that anyone walking into the park on the road (rather than on the footpath) is likely to be missed then the actual number of visitors is likely to be a least triple this. This correlates with our previous estimates of 150,000 visitors per annum to the park.

Matt Smith
Countryside Ranger