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

Members of the Committee:

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

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

Substitutes

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

AGENDA

MEETING: Leisure & Environment Committee

DATE: Tuesday, 15 November 2016 at 6.00pm

VENUE: Room G21, Kelham Hall

**You are hereby requested to attend the above Meeting to be held at the time/place
and on the date mentioned above for the purpose of transacting the
business on the Agenda as overleaf.**

If you have any queries please contact Catharine Saxton on 01636 655247.

AGENDA

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| 1. | Apologies for Absence | |
| 2. | Minutes of the Meeting held on 20 September 2016 | 3– 9 |
| 3. | Declarations of Interest by Members and Officers and as to the Party Whip | |
| 4. | Declaration of Any Intentions to Record the Meeting | |
| 5. | Active4Today Presentation
<i>A presentation will be provided by Matt Finch – Director Customers and officers from Active4Today (maximum 20 minutes presentation followed by questions and answers)</i> | |

PART 1 - ITEMS FOR DECISION

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| 6. | Active4Today Draft Business Plan 2017/18 | 10-39 |
| 7. | Council’s Draft Revenue Budget 2017/18- 2021/22 | 40- 58 |
| 8. | Health and Housing | 59-83 |

PART 2 - ITEMS FOR NOTING

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| 9. | Health and Wellbeing/Health Scrutiny | Verbal Update |
| 10. | Cleaning of Newark Town Centre | Verbal report |
| 11. | Tour of Depot and Transfer Station | Verbal report |

CONFIDENTIAL AND EXEMPT ITEMS

None

NEWARK AND SHERWOOD DISTRICT COUNCIL

Minutes of the meeting of the **LEISURE & ENVIRONMENT COMMITTEE** held in Room G21, Kelham Hall, Newark on Tuesday, 20 September 2016 at 6.00 pm.

PRESENT: Councillor P.C. Duncan (Chairman)

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

ALSO IN

ATTENDANCE: Councillors: Mrs R. Crowe and I. Walker.

14. APOLOGIES FOR ABSENCE

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

15. MINUTES OF THE MEETING HELD ON 28 JUNE 2016

AGREED that the Minutes of the meeting held on 28 June 2016, be approved as a correct record and signed by the Chairman.

16. 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.

17. DECLARATION OF ANY INTENTIONS TO RECORD THE MEETING

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

18. WASTE RECYCLING AND CLEANSING PRESENTATION

A presentation regarding waste, recycling and cleansing was provided by the Business Manager Waste, Litter & Recycling; Assistant Business Manager Waste, Litter and Recycling; and the Environmental Projects Officer.

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

A Member asked whether the Council was at a maximum regarding recycling.

The Business Manager Waste, Litter & Recycling confirmed that the green waste scheme was growing. Other Council's provided a glass collection service; Newark & Sherwood however did not have that option due to the terms of the contract with Nottinghamshire County Council. The contract was due to be renewed in 2019 and the collection of glass would be considered at that time. Education regarding recycling was also a key factor for increasing the percentile, but funding would need to be invested in order to achieve that.

A Member commented on the compost bin programme that took place in the 1980's and 1990's and the large amount of interest that had generated at that time. Newark and Sherwood providing the largest amount of compost bins in the district. The figures for

the home composting however were not taken into account for the Authority's recycling percentile, the Council's recycling rate was therefore higher than what was actually recorded. The Member asked what percentage of waste was composted in the district.

The Business Manager Waste, Litter & Recycling confirmed that there was no hard evidence regarding what was being composted.

A Member commented on the battery collection being provided by the waste collectors and suggested containers for batteries to be disposed in, rather than them being thrown in with the residual waste. A question was also raised regarding fly tipping and whether that would increase due to the registration service having taken place at the recycling centres.

The Business Manager Waste, Litter & Recycling confirmed that Nottinghamshire County Council had decided to implement the registration scheme and had confirmed that this system would not have an impact on fly tipping. The Business Manager commented that whilst he understood the point regarding not taking on other County's waste, it would cost the Local Authority more regarding any potential increase in fly tipping.

A Member commented on the increase in litter around the district and asked whether that was an increasing problem and whether that could be reduced. He also asked whether fly tippers were being prosecuted within the district. The Business Manager Waste, Litter & Recycling confirmed that litter was an increasing problem which was down to English mentality. Litter picking on certain roads such as the A1 and A56 was not permitted due to Health and Safety, but with additional work through training that could be achieved. Regarding fly tipping prosecutions, there were only two members of staff available to put court cases together, this procedure was time consuming and costly. The Magistrates Court however were taking fly tipping seriously and larger fines were being enforced.

The Chairman on behalf of the Committee thanked the Officers for their informative presentation and their staff for the first class service that was provided to the district.

AGREED (unanimously) that the presentation be noted.

19. REVIEW OF PEST CONTROL SERVICE AND DOG WARDEN SERVICE

The Committee considered the report presented by the Business Manager Environmental Health and Licensing, which updated Members on the review of the Pest Control and Dog Warden service.

Discussions between Newark and Bassetlaw had taken place and detailed work had been undertaken in drafting contract and tender documents for provision of the Dog Warden Service. Bassetlaw were leading on the procurement of the service but with input from both the Environmental Business Unit and Procurement Business Unit from Newark and Sherwood District Council.

Further discussions had taken place regarding Pest Control with Rushcliffe Borough Council with regard to the use of the 'Streetwise' company as a vehicle for a partnership to deliver the pest control service for Newark and Sherwood. At the present time

Streetwise operated within the Rushcliffe Borough area providing ground maintenance and some cleansing functions. Rushcliffe Borough Council was currently considering whether Streetwise was a suitable delivery mechanism for their pest control service. Discussions had taken place with Rushcliffe to examine the possibility of Streetwise providing a similar grounds maintenance service within Newark and Sherwood. The discussions had revealed that there was a substantial amount of further work on the potential governance models to be put in place prior to this option being considered. The pest control services from Rushcliffe was not yet part of Streetwise delivery model and therefore it was assumed that incorporating pest control from Newark and Sherwood would not be achievable in the short or medium term and certainly not before the commencement of the 2017-18 financial year.

Members agreed with the commencement of the Dog Warden Service with Bassetlaw District Council.

Members discussed the Pest Control Service and a Member sought clarification as to how the Council could help with the transition to the private sector if the Council were minded to do that. The Business Manager Environmental Health and Licensing commented that advice could be submitted on the Council's website regarding how the pest could be treated. The website could also sign post to local pest control providers.

A Member commented on the difficulty the Council would have to operate the pest control service with just one employee. It was however important if the service was outsourced that the Council sign post people to local pest control providers or the customer's details were taken and passed on to a provider.

A Member sought clarification should a resident not have the financial means to pay for this service. The Director – Community confirmed that the Council had enforcement powers in order to enforce action to remove vermin. In certain instances the Council would determine the correct action to retrieve any outstanding payments following treatments carried out in default of a notice being served. If there was a genuine hardship case, the Council could leave the debt against the property. This cause of action would only be undertaken in a genuine hardship case.

A Member asked what the annual revenue saving would be if the service was outsourced. The Business Manager Environmental Health and Licensing confirmed a saving of £12,000 - £15,000 per annum after any income generated.

Members commented on the actual cost of providing the service when the private sector was providing a cheaper service. A Member raised concern regarding another service being lost when the Council could operate with one member of staff and provide a third party service when that employee was not available. The issue of offering discounts for residents on benefits was also commented upon.

(Councillor R.J. Jackson left the meeting after the discussion of this item).

AGREED (with 5 votes for and 3 votes against) that:

- (a) the progress in relation to the dog warden services be noted; and

- (b). the pest control service be discontinued and the Council provide a sign post service to the Council's website and staff.

20. BREASTFEEDING FRIENDLY PLACES

The Committee considered the report presented by the Business Manager Environmental Health and Licensing, which updated Members on information regarding the implementation of breastfeeding friendly places, which was a key strategic action within the County Health and Wellbeing plan.

Members fully supported the proposals and commented that breastfeeding was a natural process and there should not be any issues, provided that discretion and consideration be applied for others.

AGREED (unanimously) that:

- (a). the plans to implement breastfeeding friendly places across 2016/17;
- (b). Newark and Sherwood District Council becomes a breastfeeding friendly organisation; and
- (c). officers work with the County Council to identify and support the scheme within the Newark and Sherwood District.

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

The Committee considered the report presented by the Business Manager Financial Services, which presented the Annual Statement of Accounts for the Mansfield and District Crematorium Joint Committee. The relevant Minute from the 27 June 2016 meeting of the Mansfield and District Crematorium Joint Committee was also appended to the report for information.

The Business Manager Financial Services informed Members that the Council received an income of £79,000, from the Crematorium Joint Committee, for the period 2015/16. It was confirmed that the Council also provided an Audit service to the Crematorium for which a recharge was made.

AGREED (unanimously) that the Annual Statement of Accounts for the Mansfield and District Crematorium Joint Committee be noted.

22. ACTIVE FOR TODAY – EARLY ENGAGEMENT WITH LEISURE AND ENVIRONMENT COMMITTEE OVER THE 2017/18 BUSINESS PLAN

The Committee considered the report presented by the Director – Customers, which provided Members with an early view of Active4Today's development thoughts ahead of the presentation of its business plan for 2017/18 in November, as well as an update on the work undertaken in relation to the Company's reserves.

A report from the Managing Director – Active4Today was also presented by the

Managing Director which provided the Committee with an update on the performance of Active4Today up to the end August 2016. Areas of unknowns had been presented to Members at the 28 June 2016 Committee; the report provided further information on the areas of unknowns as these through time become less opaque on business development. The report also provided information regarding Active4Today's current position; overview of performance, including the key performance points and proposed business plan ideas for 2017/18.

A Member sought clarification regarding GP referrals and whether Active4Today was helping to improve the life styles of people being referred and whether the facilities on offer were being used. The Manager Director confirmed that the GP referral scheme had changed two years ago, as there was not a good retention of GP referrals and the service was very resource hungry. The system was changed and the individuals were put onto a low start direct debit to encourage them to complete the programme.

A Member commented on the success of the exercise seating plan that was being undertaken at Blidworth Leisure Centre, which would improve people's life styles. The fall in numbers using Leisure Centres was also commented on by a Member, which also showed similar results to that of UK Athletic statistics. A robust model was suggested to encourage people to use the Leisure Centres. Support for the Active cards was also given as the cards provided the required data and also could promote special offers.

Members commented on the usage drops that were reported and the peaks and troughs regarding usage of the Leisure Centres. The Manager Director confirmed that the trends in usage were normal when comparisons were made over a number of years. January to March were high months, whilst May to July were low usage months. Members were reminded that usage did not mean an income drop as customers paid via direct debit.

A Member asked whether there was more certainty on the forecasting as unknowns reduced. The Managing Director confirmed that some uncertainty would continue as the new Fitness Centre had no historical data albeit this was growing with experience.

Members sought clarification regarding information relating to the Sports Nottinghamshire survey. The Managing Director confirmed that a summary of the Sport Nottinghamshire survey would be circulated to Members of the Committee.

A Member commented on the priorities for the future and suggested that the centres should be used at all times and equally that those on lower incomes should be encouraged and engaged, especially the 65+ and under 18 year olds.

(Councillor Mrs L.M.J. Tift left the meeting during the discussion of this item).

AGREED (unanimously) that:

- (a). the work undertaken to quantify expenditure items be noted;
- (b). the items put forward by Active4Today for consideration within its 2017/18 Business plan be noted; and
- (c). a summary of the Sport Nottinghamshire Survey be circulated to Members of the Leisure and Environment Committee.

23. THE BETTER CARE FUND PROPOSED SCHEMES FOR 2016/17

The Committee considered the report presented by the Business Manager Environmental Health and Licensing, which provided an update on the schemes that had been identified for potential funding from the district's allocation of the Better Care Fund budget.

The Business Manager Environmental Health and Licensing informed the Committee that he had been informed that the funding allocation for the 2016/17 financial year would be available sometime this month and would be a two year allocation.

The Vice-Chairman commented that the recommendations had been approved by the Health and Wellbeing Board with the inclusion of an additional proposal which was also approved, that decision making would be given back to the Better Care Fund Board, which would speed up the decision making process.

The Vice-Chairman also commented on the success rate of proposals that were accepted for this district compared to other districts. The proposals rejected for other districts were due to them not helping assisted living and therefore did not meet the specified criteria.

The Health and Wellbeing Board had received £839,000 of funding; taking away the mandatory and discretionary awarded funds, £33,000 was still outstanding for the year.

Clarification was sought regarding whether surplus money at the end of the financial year would be transferred over to the next financial year, or whether that money would be lost.

The Business Manager Environmental Health and Licensing confirmed that no clarity regarding transferring money had been made. The Director - Community however thought that any underspend would be retained by the County Council and used to bring forward Better Care Fund initiatives.

AGREED (unanimously) that:

- (a) Members support the range of funding options proposed for the use of the Better Care Fund DFG/Social Care fund allocation and the report be noted; and
- (b) further reports on spend against the schemes and future options for the Better Care Fund be presented to future meetings.

24. HEALTH AND WELLBEING/HEALTH SCRUTINY

The Vice-Chairman informed the Committee of two Stakeholder Reference Group meetings that he had attended and a Health and Wellbeing Board meeting.

The Health and Wellbeing Board had discussed the Better Care Fund and the savings achieved by the Clinical Commissioning Group's (CCG) throughout the whole of Nottinghamshire. The initiative for the CCG was to try and reduce prescribed drug

wastage.

The Stakeholder Reference Group had discussed the merging of Government Committees to save costs. The Trusts could not be merged but the sharing of facilities would be pursued.

A Member informed the Committee that he had also attended a further meeting of the Health and wellbeing Board which had discussed PRISM, which was a service, provided by clinicians within the community, the PRISM service would move to a seven day service in Newark.

Members were also informed of the website www.nottshelpyourself.org.uk, which had been promoted at the Board meeting. The Nottinghamshire Help Yourself site was a partnership between health, the voluntary sector and Nottinghamshire County Council to bring information and advice together in one central place in order for people to find the information they required easily.

The meeting closed at 7.55pm.

Chairman

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

1.0 Purpose of Report

- 1.1 This purpose of this report is to present the Active4Today Draft Business Plan, 2017/18 for member consideration, update the Committee on the Company's latest quarterly performance and appraise members of the latest position in relation to the Company's previous requests for the payment of additional management fees.

2.0 Background Information

- 2.1 At the meeting of Policy and Finance Committee on 29 January 2015 it was resolved to establish a "not for profit" wholly owned leisure company to provide leisure and sports development services on the Council's behalf. This included the three leisure centres; Blidworth, Dukeries and the Newark Sports and Fitness Centre. The Company, Active4Today, was duly incorporated on 9 March 2015. Active4Today commenced operations on 1 June 2015.
- 2.2 As part of the governance arrangements, Active4Today presents its Draft Business Plan for the following year to the Leisure and Environment Committee for consideration during the Autumn Committee cycle. The Draft Business Plan, 2017/18 and a covering report from Active4Today are appended to this covering report. Following Committee consideration, a final Business Plan will be presented to the Committee in January. As such, this is an opportunity for the Committee to influence the Final Business Plan for 2017/18.

3.0 Key issues

Management fees in 2015/16 and 16/17

- 3.1 Active4Today is responsible for the delivery of annual Business Plans in return for an annual management fee from the Council. At the meeting of the Leisure and Environment Committee in October 2015, Active4Today presented a report setting out issues that they were forecasting would cause a cash-flow deficit during 2015/16 of £75,876. The Committee agreed that half of this amount (£37,938) should be paid to Active4Today before 31st March 2016, with the remainder to be paid after this date if the outturn for the first ten months of operation indicated that it was necessary. The issues identified were also expected to cause a cash flow deficit in 2016/17, and an additional management fee of £124,876 for the period 2016/17 was agreed to be held in abeyance pending evidence from the Company that this money was required. This amount was added to the Council's 2016/17 revenue budget.
- 3.2 In June, Active4Today presented its financial accounts to the Committee which indicated that in its initial period of trading (15/16) a net operating surplus of £359,077 was achieved. The extremely positive start to the company's trading was welcomed and noted given the challenges that had to be dealt with in year namely setting up the company, transferring staff, decommissioning the Grove Leisure Centre and commencing new operations in the Newark Sports and Fitness Centre. However, the financial performance

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

- 3.3 Despite the strong performance, Active4Today stated that there continued to be 'unknown' costs which would occur in 2016/17, whilst requesting more time to consider the performance of the Newark Sports and Fitness Centre over a greater period of time as it had only had only been trading for two months at the time of the report. As such, the Company was asked to provide a full-year forecast, based on six months of trading, to the Committee meeting in November. Members will see from the Active4Today report that it is forecasting a surplus at year end of £187,076, after all 'unknown' expenditure items are contained.
- 3.4 Members will therefore see that subject to no significant variance through to January 2017 (when the Final Business Plan will be presented), Active4Today is not proposing to request the additional management fee in 2016/17 of £124,876 and, further, to return to the original five-year business plan between the Committee and the Company that led to the creation of Active4Today in June 2015. Active4Today has requested, however, that the £37,938 paid over in 15/16 remains with them as this would help to support the Company's reserves position.

Draft Business Plan, 2017/18

- 3.5 The Active4Today Draft Business Plan, 2017/18 is attached at Appendix 4 for member consideration. Following some early feedback from the Committee at its September meeting, Active4Today has identified a number of actions with the aim of facilitating the delivery of the three outcomes the Committee set the Company up to achieve, namely: Healthy and Active Lifestyles, Accessible Facilities and improved Financial Viability. The Company has also put forward a proposed fees schedule for 2017/18.
- 3.6 As mentioned above in 3.4, subject to no significant variances in performance to January, 2017, the Company would propose reverting back to the original management fee for 2017/18, which was £140,092 including Sports Development. However, this will be further reduced to £117,417, due to an element of cost that is no longer required. A further sum of £94,680 would be paid by the Council to Active4Today for the delivery of management services to Southwell Leisure Centre Trust.

Performance to the end of September, 2016

- 3.7 Leisure and Environment Committee monitors the performance of the Company through a framework agreed by the Committee. The performance as at September 30, 2016 is set out in Appendix 2.
- 3.8 A number of performance issues are highlighted below for the Committee's attention. Firstly, there are number of very positive messages:
- The number of user visits and user visits by children (under 16s) has increased year on year

- The live leisure centre membership base and children's membership base have both increased significantly year on year in the case of the Newark Sports and Fitness Centre which opened in April
- The live leisure centre membership base at the Dukeries has reached a three-year high and there has been month on month growth over the quarter at Blidworth Community Leisure Centre
- The number of leisure centre members claiming benefits has also increased significantly year on year.

3.9 Secondly, there are some indicators that may warrant consideration in future discussions regarding the company's business plan and development activities.

- The number of 16-18 year olds and over 65s who visit the leisure centres has dropped year on year
- The percentage of individuals referred to Active4Today from a health professional who attended a session is down year on year.

4.0 Equalities Implications

4.1 The performance framework includes a range of measures that demonstrate work to improve inequalities in sports and leisure participation. An equality impact assessment will be undertaken for the revised business plan.

5.0 Financial comments - Impact on Budget

5.1 The requested additional management fee of £124,876 for 2016/17 has not been needed by Active4Today, as a result of their financial performance in 2015/16, achieving a surplus of £359,077. This surplus will be used to mitigate any currently unknown costs that arise in 2016/17 and future years, and to cover any necessary repairs and renewals work.

5.2 Active4Today has requested to keep the additional management fee of £37,938, paid over in 2015/16, to support their reserves. It is considered to be in the best interests of both the company and the Council that this is agreed. There is a plan for use of reserves, which will mitigate the need for any increase in the management fee. This will be revised each year and the appropriate level of reserves may change as more certainty arises around the current unknowns, allowing amounts to be built into the company's annual revenue budget instead. It should be noted that the 2015/16 surplus will reduce to £321,139 due to the anticipated second payment of £37,938 from the Council for 2015/16 being included in the figure. This second payment will not now be made.

5.3 It is prudent to return to the business plan for 2017/18, as the company's past performance suggests that the original proposed management fee for 2017/18 will be sufficient. However, it is possible that the business plan for future years could be adjusted to reduce the proposed management fee payable by the Council, if the Company's performance continued to show significant surpluses. Any reduction would support the Council's medium term financial plan and reduce the need for other savings.

6.0 RECOMMENDATIONS:

- a) That the Committee consider the Active4Today Draft Business Plan 2017/18 and make any representations to the Company
- b) The Quarter 2 performance is noted
- c) The proposals for the additional management fee paid over in 2015/16 and the requested additional management fee in 2016/17 are noted pending a final decision by the Committee in January when Active4Today presents its Final Business Plan 2017/18 to the Committee.

Reason for Recommendations

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

Background Papers

For further information please contact Matt Finch on Ext 5716

Matthew Finch
Director - Customers

ACTIVE4TODAY – UPDATE REPORT

1.0 Purpose of Report

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

- The performance of Active4Today up to end October 2016
- The financial position regarding the 2016/2017 management fee
- The draft business plan for 2017/18

2.0 Background Information

2.1 Members will be aware that during the Leisure and Environment Committee meeting in September, Active4Today agreed to bring back to the committee in November, detail on the areas set out above.

2.2 This is to enable the Committee to view the performance of the company during its second year of trading, with specific emphasis on the financial position of the company with regards to the 2016/2017 management fee and the draft business plan, which sets a number of outcomes for the company during 2017/2018 and aligns to the aspirations of the council and its commitment to its residents, to deliver:

- Healthy and active lifestyle
- Accessible facilities
- Financial viability

3.0 Performance of Active4Today up to end October 2016

3.1 Attached at appendix I is the current 6 monthly performance indicators for Active4Today, as agreed with the Leisure and Environment Committee during 2015.

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

3.3 Members will note however, that much of the data being produced is based on the information captured on the Active cards and as such, it is important to the company and the council to ensure these are taken up by as many users as possible, in order improved data collection can take place.

3.4 For the purposes of the agenda meeting, September's indicators have been provided, however, for the November meeting, Octobers data will be included to ensure the most up to date information is provided to the committee.

Positive highlights from this report are:

3.5 There has been a very positive increase in users since April of this year at all sites. This is in part down to the cleaning of the data. There has been a software update which now draws

down data more accurately and applies it to the correct category. Previously data may have not been recorded consistently and posted correctly. In addition however, the NSFC has significantly increased visits and this can be seen within the following data.

- 3.6 Active Card visits by males and females has increased. This has been considerably assisted with the opening of the NSFC. In addition, Newark and Sherwood is bucking national and local trends with a higher percentage of adult users being female and not male.
- 3.7 Active Card visits by under 16s has increased. This is in part down to the barrier system now installed at the NSFC, which captures details from users; however, in addition there has been an increase in usage from under 16s and this has been seen in increased membership sales and activity participation.
- 3.8 Adult memberships are showing an increase at all sites with Blidworth LC now increasing slightly. This aligns itself with the recent refurbishments. Class participation at all sites is very positive. The NSFC has seen huge numbers of adult memberships sold over those predicted.
- 3.9 Junior memberships continue to do well and are performing above target at the Dukeries and Newark facilities. Class participation is high and all activities are being well supported.
- 4.0 The number of customers using the facilities and claiming benefits continues to do well and is an area of work which continues to be targeted within the facilities and through the sports development team.
- 4.1 Web hits and web bookings continue to be well used within the company and show the shift by many customers to engage with the company this way. This allows for more time to be made available for the traditional methods of telephone and face to face communication, which continue to be well used.

Areas for further development:

- 4.2 Currently data for 16 – 18 year old usage and 65 plus year old usage is below previous figures. Anecdotally this does not match the actual usage. Work is taking place to try and encourage more take up of the Active Card within these two groups in order this data can be improved. Sessions currently offered to these groups are, fitness classes, gymnastics and trampoline and fitness suite. For 65+, sessions include, specific laned sessions in the pool, heart fit, seated exercise, pool fitness classes and the over 55s club, which provides a 2 hour instructed session with refreshments.
- 4.3 Referrals from health professionals continues to do well, but is affected by seasonal peaks and troughs. This is a positive picture however, and the centres continue to deal with customers on a weekly basis. With the introduction of the new healthy lifestyles officer last month, it is hoped numbers will increase steadily over the next period.

5.0 The financial position regarding the 2016/2017 management fee

- 5.1 Members will be aware that during their meeting in June 2016, Active4Today declared reserves of £359,077. This performance far exceeded the expected position and supported an extremely positive operation by Active4Today, during a very difficult and uncertain

period. During this period Active4Today ensured that sufficient balances remained available during the year to meet any unforeseen difficulties which may have arisen and which may not have been known when the company was formed.

- 5.2 At this stage the company identified a list of potential unknowns and Members were provided further information on these during their meeting in September 2016.
- 5.3 In addition to the above, discussion took place with regards the need to establish sufficient reserves for the company, in order it can; meet its contractual obligations to the Council for repairs, provide sufficient operating reserves for unknown circumstances and provide development opportunities for the Council and Company, to deliver future growth and sustainability.
- 5.4 As a result, the company identified three strands of reserves (repairs, contingency and development), which are required to meet the criteria set out above.
- 5.5 As part of the financial update, the company was asked to provide information on its current performance and how this may affect the reserve position going forward and in turn the obligations on the management fee paid by the Council.
- 5.6 Members will currently be aware that Active4Today holds additional finance which has been paid to the company during 2015/2016 (£37,938), to meet the concerns identified with the VAT and insurance. In addition, Active4Today also requested additional financial support for 2016/2017, to support the on-going concerns around VAT. However, this management fee of £124,876 for 2016/2017, directly relating to the operation of the leisure centres, remains unpaid due to the unknown financial situation of the company, as a result of the opening of the Newark Sports and Fitness Centre. To provide greater certainty for both organisations, Active4Today are undertaking revised budgets on a monthly basis, in a bid to try and mitigate the management fee paid to the company by the council, over that it expected to pay during 2016/2017.
- 5.7 As part of this process of revising budgets, the profiled targets are currently ahead of where the company was expecting to be at this stage in the year. As a result, increased income is being realised and targets revised monthly, in order the company can see the effect of increased income on the expected budgeted situation. However, whilst this is a positive picture which the company is presenting, this is an on-going and changing situation, so the company is not able to fully understand the impact of this increase until more monthly revision can take place.
- 5.8 That said, the company is able to state that in the event the income continues to be realised as it currently is, the company will not require the additional management of £124,876 for 2016/2017, as requested at the start of the year.
- 5.9 This is an excellent position for the Council and Company to be in and if this can be achieved this would result in position where the company would have delivered financial sustainability for its leisure centre and a nil management fee for the Council. Having discussed this position with the Council's identified person (The Director of Customers) and the Council's interim 151 Officer, it has been proposed, that if possible, the Council and Company will seek to revert back to the original financial agreement between the two organisations, which formed part of the Council medium term budget.

- 6.0 As reported to Members during September, both organisations need to be mindful that the leisure centres must be maintained as part of the Active4Today lease and contract with the Council. To do this Active4Today make in year contributions to repairs and renewals to ensure there is sufficient finance available to support the work. It is vitally important that for Active4Today to meet its income targets and in turn continue to meet its outcome set by the Council of a nil operating balance, it can invest in the centres to maintain its income levels. The focus of repairs and renewals work provides schemes which maintain the aesthetics of the building and provide excellent facilities for the customers, in a bid to ensure that the migration of customers to competitors is minimised. In order to do this, sufficient balances must be maintained in the reserve fund to meet these works.
- 6.1 Historically the leisure services of the Council held repairs and renewals balances of approximately £250/£300K to meet current and future scheduled works. With this in mind, it would be expected that similar reserves are maintained by Active4Today. This is especially vital now, as no reserves for repairs and renewals are held by the Council for the leisure centres and with the complexities of the Newark facility, where the cost of works, especially the mechanical and electrical will be costly items, due to the technology which is involved in the work.
- 6.2 In view of this position, the company has taken account of its aspirations regarding the reserves and its commitments as a Company. As such the Board has proposed an overall reserve of £750K, which includes the amount above directly associated with the repairs and renewals and £450K split between contingency and development. This is in line with the council's policy of 3 months of contingency. This will seek to ensure the company remains in a sustainable position and able to meet its financial and legal obligations to the Council.
- 6.3 The Company has in turn requested that the £37,938 already paid during 2015/2016 and held by the Company is retained and moved into its reserve to assist in the development of this finance.
- 6.4 Attached at appendix II is an overview of the company's finances based on current performance to the end of the financial year. This shows a surplus of £187,076, which would directly support the reserves of the company moving into 2017/2018. Within this amount Members will see that assumptions have been made on the current commitments, which may change during the year. As a result, the surplus above may fluctuate up and down, which in turn will change the proposed amount in the reserve. Whilst Members will note that this is approximately £560K short of the proposed reserve being suggested, this amount is not required in year 1, as a result of the investment already made within the leisure facilities; as such, this amount will be built up by the company over the coming years, through in year contributions.
- 6.5 Currently budgets for 2017/2018 are being developed using the revised budget information and it is expected that by January 2017 (the date when the final version of the business plan is presented L&E), sufficient information will be available to the company to confirm the final position of the management fee for 2016/2017 and advise the L&E committee if the finance based on the original financial agreement between the Council and the Company until 2019/2020, can be reverted back to.

7.0 The draft business plan for 2017/18

- 7.1 In April 2016 the outcomes set out below were agreed with the Council for the 2016/2017 financial year.
- 7.2 These focused in general on the new Newark facility, the decommissioning of the Grove and the refurbishment of the other leisure centres, which would support the quality of delivery and financial sustainability of the company through increased income generation.

AIM	GOAL
Healthy and active lifestyles	<ol style="list-style-type: none"> 1. To achieve 5,000 direct debit members for the first year of operation of the Newark Sports and Fitness Centre, which will achieve an overall direct debit membership across all the company's facilities of 7600 2. To project manage the delivery and installation of new fitness equipment for the Company's leisure facilities, including the Newark Sports and Fitness Centre and to decommission and dispose of the old fitness equipment across the company's facilities
Accessible facilities	<ol style="list-style-type: none"> 1. To deliver a range of activities in Ollerton, Blidworth and Hawtonville with an aspiration to engage with sections of the community in activities, where traditionally they would not have participated 2. To develop a programme of activities that is appropriate and accessible to all sections of the community 3. To deliver refurbishments to the Dukeries Leisure Centre in Ollerton in line with the approved repairs and renewals programme, which will provide an improved customer experience and support the installation of the new fitness equipment
Financial viability	<ol style="list-style-type: none"> 1. To reduce the controllable management fee to Active4Today Ltd by £130,000, in line with the projected financial forecast of the Council

- 7.3 The company have to date achieved the outcomes within the Healthy and active lifestyles aim, which will in turn deliver the outcome in the Financial viability aim. In addition, outcome number three, in Accessible facilities has also been delivered and the company continue to work on the remaining two outcomes within this aim.
- 7.4 As this financial year was predominantly focused on the finances and the new facility, the focus for the 2017/2018 should see the move to highlight sports development activities whilst not losing sight of the finances, which was a strategic driver for the Council to set up the company originally.
- 7.5 To support and hopefully influence this work, Councillor Duncan was invited to a presentation made by Sport Nottinghamshire, regarding activity within the district and areas which the district may ask Active4Today to support, as part of the initiative to improve activity participation and in turn the health within the district.

- 7.6 Using this information Active4Today has built on the initial draft provided in September and below has set out a set of themes based on the three aspirations of the company of Healthy and active lifestyle, Accessible facilities and Financial viability.
- 7.7 Members were made aware of the distinct difference between the offer in the West and the offer in the East and although the company works hard to ensure the quality of the facilities are maintained, we do have a difference in offer with regards to physical facilities, access times, variance of offer, the opportunities for programming and also the location.
- 7.8 We are aware in turn that there is a key different in usage across different socio-economic groupings and this is evident through higher cancellation rates, less regular pay and play usage and the anecdotal evidence, from the west, compared to that in the east. Leisure activities tend to be the first thing to suffer, when choices are required and the understanding of the benefits of regular exercise is not fully understood.
- 7.9 That said, there are positive messages which are coming out of the facilities and sports development and these have been fed into the draft outcomes -
- Visits have increased and this trend is continuing to be seen
 - Increased usage during daytime activities
 - Increased membership sales for both adults and juniors
 - Increased disability usage during the daytime
 - Increased partnership working with other agencies – Everyone Health and N&S CCG preventative projects, Newark Athletic Club (Newark Half Marathon)
 - Increased student and junior programming
 - Increased and improved holiday activity programmes
 - Increased pay and play activities
 - Increased engagement in areas of greatest need
 - Increased usage by persons on benefits
- 8.0 Below are a set of proposed outcomes for the 2017/2018, however, these are provided as themes only at this stage and will be supported with smarter targets over the coming months, as programmes are developed further, funding streams are secured and target markets are identified, where the programmes need to be delivered.
- 8.1 In addition to the outcomes below, the larger draft business plan has been provided at appendix III, in order Members of the Leisure and Environment committee can provide feedback to the Company, regarding the larger delivery of leisure services within the District.

AIM	OUTCOME	ACTION
Healthy and active lifestyles	Improve data capture and insight into users and participation, compare data against national trends	Increase Active card take up - simplify the process and offer free activity on first visit. Target areas where currently take up is low or they are a target market. We will establish this through postcode analysis and using sports Nottinghamshire data to

		identify target areas and groups.
	Improve skill base and increase the quality and capabilities of staff	Develop and increase appropriate staff training opportunities Develop activities to use the newly acquired qualifications Develop apprenticeship opportunities within the company. Set out what courses, how many staff we will target, how many external persons we engage with, if this has been supported through the grant aid scheme
	Increase number of volunteers supporting sports clubs and leisure provision	Develop and promote the VISPA scheme in the district. Target market through campaigns within schools, youth centres and clubs. Show the number of hrs that has been achieved.
	Increase usage across all centres, improvement to health of the district population, reduced usage of public health services	Market and promote the scheme to all health professionals working in the district Develop the range of activities offered to include chair based exercise classes and low impact aerobics, in addition to existing gym sessions. Increase GP referral trained staff. Agree numbers of sessions per annum, training opportunities and outcomes through MOT checks
	Increase participation in sport by 11-18 age group, increased quality and number of volunteers in community settings	Re-establish partnership working and delivery with all secondary schools (this has been reduced due to the SD team being focus being on NSFC since Jan 2016) Promote and market the VISPA scheme
	More females engaging activity	Continue to develop the SAFE programme for the next 15 months to focus on engaging more people into sport with women being a key target. Set target areas, how many groups will we engage with and how many sessions will we run.
	Contribute towards the reduction of childhood obesity	Continue with children's memberships. Support the memberships from the inclusivity policy, where payment is a barrier to entry; increase coaching provision to offer for activities and provide

		outreach work in areas where traditionally activity may not be taking place
Accessible facilities	Increase usage of target groups, particularly under-represented groups and people with a limiting illness or disability	Develop inclusion policy – concessionary membership already in place, however, this could be developed further. Include members of L&E committee
Financial viability	Increase facility capacity and provision of activities	Develop partnerships with other facilities – The Newark Academy, Newark Sports Hub

9.0 **Equalities Implications**

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

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

BUSINESS PLAN

2017/2018

Managing Director - Andy Carolan



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THE BUSINESS

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

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

The company is estimating a usage to the end of 2016/2017 of XXX over its whole business. In addition, it has a direct debit membership base of XXX as at XXX, with an estimated final figure of XXX including Southwell (both adult and junior).

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

- Healthy and active lifestyles
- Accessible facilities
- Financial viability

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

- Leisure facilities
- Outreach work
- Club development

Within each of these sections, there are sub sections, as areas are divided up, in order they can be performance managed and their income and usage monitored.

Leisure Facilities

Within these facilities, the leisure 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.

The leisure facilities are provided in the West of the district in Blidworth and Ollerton and also in the East of the district at Newark. The offers are very different from each other ranging from a new £9.4m wet and dry facility in Newark to a more modest dry only facility at Blidworth and a wet and dry facility in Ollerton.

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

Outreach Work

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

Give a few retrospective examples and then add a bit about initiatives you want to offer next year.

Club Development

As above, a couple of case study examples from 2016/2017 and what are planned for 2017/2018

AIMS and OUTCOMES

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

Whilst the financial aim is for the company is to reduce its current management fee within the next four years for the leisure centre's part of the business to a zero, this can only be achieved by setting and delivering on interim outcomes. In addition to the financial aim, the company is committed to increasing the delivery of activity to sections of the community who may not traditionally engage in physical activity.

Finally, the company is committed to the provision of high quality services that provide value for money to the customer. This will be achieved through continuous improvement to the facilities and further development of activities both inside and outside of the facilities. The suggested outcomes for the 2017/2018 are set out below and are linked to the overall aims of the company.

AIM	OUTCOME	ACTION
Healthy and active lifestyles	Improve data capture and insight into users and participation, compare data against national trends	Increase Active card take up - simplify the process and offer free activity on first visit. Target areas where currently take up is low or they are a target market. We will establish this through postcode analysis and using sports Nottinghamshire data to identify target areas and groups.
	Improve skill base and increase the quality and capabilities of staff	Develop and increase appropriate staff training opportunities Develop activities to use the newly acquired qualifications Develop apprenticeship opportunities within the company. Set out what courses, how many staff we will target, how many external persons we engage with, if this has been supported through the grant

		aid scheme
	Increase number of volunteers supporting sports clubs and leisure provision	Develop and promote the VISPA scheme in the district. Target market through campaigns within schools, youth centres and clubs. Show the number of hrs that has been achieved.
	Increase usage across all centres, improvement to health of the district population, reduced usage of public health services	Market and promote the scheme to all health professionals working in the district Develop the range of activities offered to include chair based exercise classes and low impact aerobics, in addition to existing gym sessions. Increase GP referral trained staff. Agree numbers of sessions per annum, training opportunities and outcomes through MOT checks
	Increase participation in sport by 11-18 age group, increased quality and number of volunteers in community settings	Re-establish partnership working and delivery with all secondary schools (this has been reduced due to the SD team being focus being on NSFC since Jan 2016) Promote and market the VISPA scheme
	More females engaging activity	Continue to develop the SAFE programme for the next 15 months to focus on engaging more people into sport with women being a key target. Set target areas, how many groups will we engage with and how many sessions will we run.
	Contribute towards the reduction of childhood obesity	Continue with children's memberships. Support the memberships from the inclusivity policy, where payment is a barrier to entry; increase coaching provision to offer for activities and provide outreach work in areas where traditionally activity may not be taking place
Accessible facilities	Increase usage of target groups, particularly under-represented groups and people with a limiting illness or disability	Develop inclusion policy – concessionary membership already in place, however, this could be developed further. Include members of L&E committee

Financial viability	Increase facility capacity and provision of activities	Develop partnerships with other facilities – The Newark Academy, Newark Sports Hub
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CUSTOMERS

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

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

The facilities currently operate on an approximately XXX% pay and play income and an XXX% membership income, which includes all direct debits and payments by debit/credit card.

Customers are put at the heart of the business and current analysis drawn down using postcode information plots our customers as set out below:

Map on NSFC, DLC, BLC and SLC.

Put a little about penetration rates if available.

SERVICES

The services are simply the provision of leisure facilities and activities. This is split into two areas which are indoor provision; provided by the leisure facilities and external provision; provided by the sports development section of the business. Within the leisure centres, the services are divided up into distinct areas, which are wetside provision and dryside provision. These are once more sub divided into fitness suites, sports hall hire, squash courts, swimming club and swimming.

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

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

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

Activity	Current Adult	Proposed Adult	Current Junior	Proposed Junior
	2016-2017	2017-2018	2016-2017	2017-2018
Adult Membership	£29.00	£29.00		
Junior XP1 Membership			£19.00	£

Student XP Membership			£17.00	£
Badminton	£8.00	£	£5.00	£
Swimming	£3.90	£	£2.50	£
Squash	£6.50	£	£4.00	£
Fitness Suite	£6.00	£	£2.50	£
Fitness Classes	£5.50	£	£2.50	£

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.

Put in the comparison price data from Notts LAs

KEY COMPETITORS

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

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

The company monitors the packages of these competitors closely to ensure its pricing remains competitive and the whole offer continues to provide value for money for the customer.

Attrition rates at the sites for 2015-16 stood at approximately 5%. Improvements have taken place to date, with attrition now at XX, set against an industry standard of 5-7%, across the leisure industry. Currently Blidworth has an attrition rate of XX%, Dukeries at XX% and Newark Sports and Fitness Centre at XX%.

Put in adult membership prices only Nottinghamshire LAs comparison plus others e.g. WD, PT gyms, Pure etc.

Code Fitness - Newark	£XX] Figures shown are core prices only and do not take into account any promotional prices, which frequently change within privately operated facilities
Bannatyne Health Club – Mansfield	£XX	
Sports Direct Newark	£XX	
DW Mansfield	£XX	
Pure Gym Mansfield	£XX	
Active4Today	£XX	

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



Improvements in retention are provided through targeted advertising for existing customers, reminding them of their original goals and why they joined the facilities. 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.

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 XX new followers every week and we currently have approximately 700 users accessing the web page.

Text messaging – A4T used text messaging for approximately 3 years sending over xxx texts and xxx emails 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 XX hits per month, with around XX customers accessing online bookings. With the introduction of online memberships over the financial year this is set to increase during 2017/2018.

Digital Marketing – A4T hosts digital advertising within the leisure facilities which directly streams information to customers via a television screen. This is being supported over the next two month with the recruitment of an xxxx officer

The above 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.

Put in bit about promotions which will take place during 2017/2018

DEVELOPMENTS

New equipment was provided into the facilities during 2016/2017, which has a fully open compatible platform. This has enabled customers to access the internet on Android and Apple

devises and link into the various existing applications in a bid to encourage and support them in the fitness journey. For the company, this technology will assist with the retention of customers and the length of stay at the facilities.

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

Put in a bit about LF Connect, Active Cards and how we use these and also new developments such as on course, on line payments etc.

STAFFING

To undertake the work, the company has a team of dedicated individuals, led by a committed and passionate management team. The team has several years of practical experience within the leisure industry and this is supported by a sound academic base to ensure the practical knowledge is underpinned by professional qualifications.

This ethos is carried on through to all levels of the company and in the region of £xxx 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. Training is delivered both internally and externally covering a wide range of qualifications in order to increase and enhance the service offer.

PERFORMANCE MANAGEMENT

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

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

- Leisure facilities
- Outreach work
- Club development

FINANCE

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

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

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

Below is the proposed management fee for 2017/2018, approved by Leisure and Environment Committee in April 2015.

2017-2018 NSDC –Management Fee Requirements

NSDC Management Fee	Amount- Full Year	Note
Leisure Management Fee		
Sports Development Management Fee		
Total Management Fee from NSDC for the operation of Active4Today Ltd		
Southwell Leisure Centre Management Fee		
Total fee to be paid to Active4Today Ltd		

Quarterly Dashboard Outturn Report – Active for Today Contract 2016/17 Qtr 2

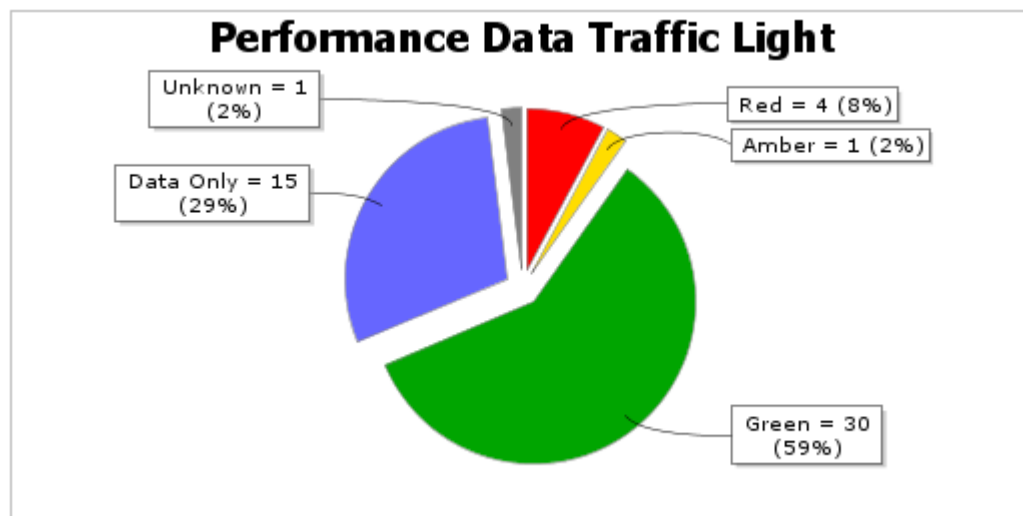
Note:

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

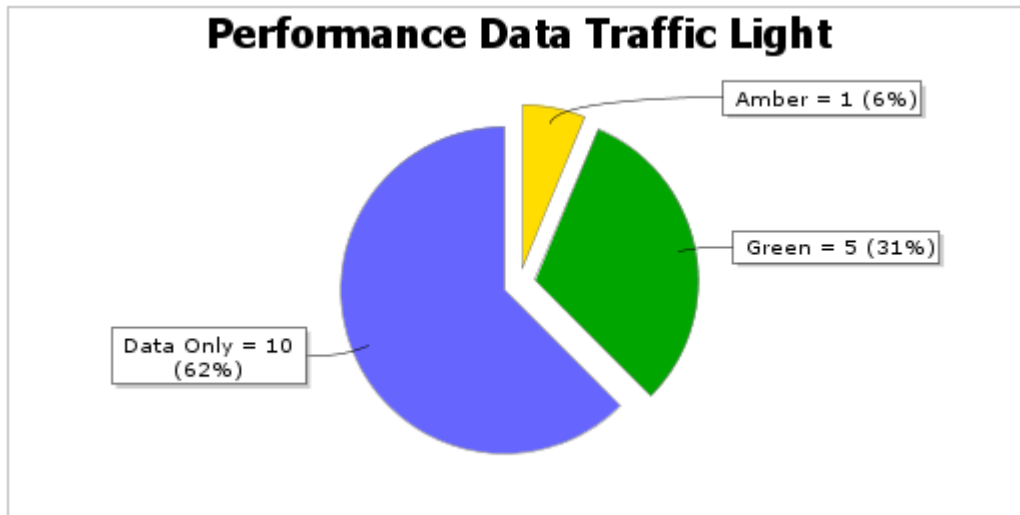
Amber Status – PI is below the period target but is currently operating within acceptable service standards. This PI will however need attention from the Business Manager to ensure the indicator does not sustain current status or suffer further decline.

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



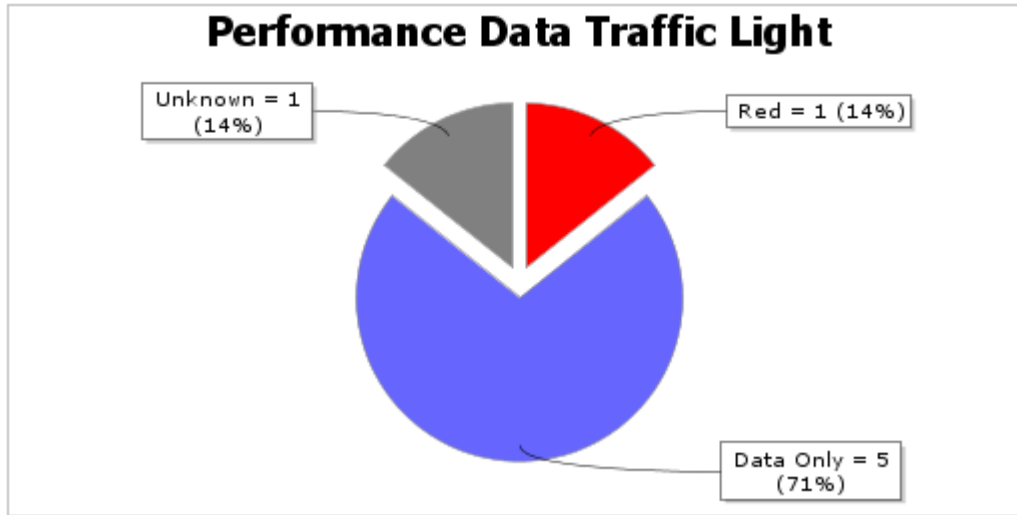
PI Publishable Description	Performance Data Gauge	2016/17			Annual 2016/17	Trend Chart	PI Code																														
		Target	Status	Value vs Target (%)																																	
Number of User Visits – Active4Today	Cumulative result for 2016/17 as of September 2016 456,091					<table border="1"> <caption>Monthly Data for Number of User Visits – Active4Today</caption> <thead> <tr> <th>Month</th> <th>Value</th> </tr> </thead> <tbody> <tr><td>Aug-15</td><td>61,819</td></tr> <tr><td>September-2015</td><td>77,113</td></tr> <tr><td>October-2015</td><td>77,448</td></tr> <tr><td>November-2015</td><td>76,227</td></tr> <tr><td>December-2015</td><td>64,482</td></tr> <tr><td>January-2016</td><td>75,099</td></tr> <tr><td>February-2016</td><td>72,615</td></tr> <tr><td>March-2016</td><td>71,361</td></tr> <tr><td>April-2016</td><td>66,942</td></tr> <tr><td>May-2016</td><td>90,812</td></tr> <tr><td>June-2016</td><td>83,297</td></tr> <tr><td>July-2016</td><td>81,465</td></tr> <tr><td>August-2016</td><td>51,067</td></tr> <tr><td>September-2016</td><td>85,108</td></tr> </tbody> </table>	Month	Value	Aug-15	61,819	September-2015	77,113	October-2015	77,448	November-2015	76,227	December-2015	64,482	January-2016	75,099	February-2016	72,615	March-2016	71,361	April-2016	66,942	May-2016	90,812	June-2016	83,297	July-2016	81,465	August-2016	51,067	September-2016	85,108	ACTIVE_LI03.1
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Number of Leisure Centre user visits (Card Holders) – Male – Active4Today	Cumulative result for 2016/17 as of September 2016 120,212					<table border="1"> <caption>Monthly Data for Number of Leisure Centre user visits (Card Holders) – Male – Active4Today</caption> <thead> <tr> <th>Month</th> <th>Value</th> </tr> </thead> <tbody> <tr><td>Aug-15</td><td>4,412</td></tr> <tr><td>September-2015</td><td>5,206</td></tr> <tr><td>October-2015</td><td>5,279</td></tr> <tr><td>November-2015</td><td>5,121</td></tr> <tr><td>December-2015</td><td>5,131</td></tr> <tr><td>January-2016</td><td>5,197</td></tr> <tr><td>February-2016</td><td>5,669</td></tr> <tr><td>March-2016</td><td>5,532</td></tr> <tr><td>April-2016</td><td>15,184</td></tr> <tr><td>May-2016</td><td>18,462</td></tr> <tr><td>June-2016</td><td>20,056</td></tr> <tr><td>July-2016</td><td>23,588</td></tr> <tr><td>August-2016</td><td>21,363</td></tr> <tr><td>September-2016</td><td>20,516</td></tr> </tbody> </table>	Month	Value	Aug-15	4,412	September-2015	5,206	October-2015	5,279	November-2015	5,121	December-2015	5,131	January-2016	5,197	February-2016	5,669	March-2016	5,532	April-2016	15,184	May-2016	18,462	June-2016	20,056	July-2016	23,588	August-2016	21,363	September-2016	20,516	ACTIVE_LI04.1
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July-2016	23,588																																				
August-2016	21,363																																				
September-2016	20,516																																				

PI Publishable Description	Performance Data Gauge	2016/17			Annual 2016/17	Trend Chart	PI Code																																													
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Number of Leisure Centre user visits (Card Holders) – Female – Active4Today	Cumulative result for 2016/17 as of September 2016 144,052					<table border="1"> <caption>Monthly User Visits - Female Card Holders</caption> <thead> <tr><th>Month</th><th>Visits</th></tr> </thead> <tbody> <tr><td>August 2015</td><td>4,833</td></tr> <tr><td>September 2015</td><td>6,126</td></tr> <tr><td>October 2015</td><td>6,176</td></tr> <tr><td>November 2015</td><td>6,262</td></tr> <tr><td>December 2015</td><td>6,407</td></tr> <tr><td>January 2016</td><td>7,188</td></tr> <tr><td>February 2016</td><td>6,537</td></tr> <tr><td>March 2016</td><td>22,793</td></tr> <tr><td>April 2016</td><td>21,407</td></tr> <tr><td>May 2016</td><td>26,264</td></tr> <tr><td>June 2016</td><td>23,930</td></tr> <tr><td>July 2016</td><td>26,689</td></tr> <tr><td>August 2016</td><td>25,315</td></tr> </tbody> </table>	Month	Visits	August 2015	4,833	September 2015	6,126	October 2015	6,176	November 2015	6,262	December 2015	6,407	January 2016	7,188	February 2016	6,537	March 2016	22,793	April 2016	21,407	May 2016	26,264	June 2016	23,930	July 2016	26,689	August 2016	25,315	ACTIVE_LI05.1																	
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Number of Leisure Centre user visits – Children (under 16) – Active4Today	Cumulative result for 2016/17 as of September 2016 93,020					<table border="1"> <caption>Monthly User Visits - Children (under 16)</caption> <thead> <tr><th>Month</th><th>Visits</th></tr> </thead> <tbody> <tr><td>August 2015</td><td>2,813</td></tr> <tr><td>September 2015</td><td>2,162</td></tr> <tr><td>October 2015</td><td>2,371</td></tr> <tr><td>November 2015</td><td>2,851</td></tr> <tr><td>December 2015</td><td>2,248</td></tr> <tr><td>January 2016</td><td>2,202</td></tr> <tr><td>February 2016</td><td>3,229</td></tr> <tr><td>March 2016</td><td>3,200</td></tr> <tr><td>April 2016</td><td>13,883</td></tr> <tr><td>May 2016</td><td>14,372</td></tr> <tr><td>June 2016</td><td>15,130</td></tr> <tr><td>July 2016</td><td>15,316</td></tr> <tr><td>August 2016</td><td>16,073</td></tr> <tr><td>September 2016</td><td>16,277</td></tr> </tbody> </table>	Month	Visits	August 2015	2,813	September 2015	2,162	October 2015	2,371	November 2015	2,851	December 2015	2,248	January 2016	2,202	February 2016	3,229	March 2016	3,200	April 2016	13,883	May 2016	14,372	June 2016	15,130	July 2016	15,316	August 2016	16,073	September 2016	16,277	ACTIVE_LI06.1															
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Number of Leisure Centre user visits – 16–18 years old – Active4Today	Cumulative result for 2016/17 as of September 2016 9,075					<table border="1"> <caption>Monthly User Visits - 16-18 years old</caption> <thead> <tr><th>Month</th><th>Visits</th><th>%</th></tr> </thead> <tbody> <tr><td>August 2015</td><td>2,000</td><td>1.9%</td></tr> <tr><td>September 2015</td><td>2,283</td><td>2.0%</td></tr> <tr><td>October 2015</td><td>2,093</td><td>1.9%</td></tr> <tr><td>November 2015</td><td>1,993</td><td>1.8%</td></tr> <tr><td>December 2015</td><td>916</td><td></td></tr> <tr><td>January 2016</td><td>2,211</td><td>2.0%</td></tr> <tr><td>February 2016</td><td>1,097</td><td></td></tr> <tr><td>March 2016</td><td>1,115</td><td></td></tr> <tr><td>April 2016</td><td>1,136</td><td></td></tr> <tr><td>May 2016</td><td>1,682</td><td></td></tr> <tr><td>June 2016</td><td>1,590</td><td></td></tr> <tr><td>July 2016</td><td>1,449</td><td></td></tr> <tr><td>August 2016</td><td>1,560</td><td></td></tr> <tr><td>September 2016</td><td>1,359</td><td></td></tr> </tbody> </table>	Month	Visits	%	August 2015	2,000	1.9%	September 2015	2,283	2.0%	October 2015	2,093	1.9%	November 2015	1,993	1.8%	December 2015	916		January 2016	2,211	2.0%	February 2016	1,097		March 2016	1,115		April 2016	1,136		May 2016	1,682		June 2016	1,590		July 2016	1,449		August 2016	1,560		September 2016	1,359		ACTIVE_LI07.1
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Number of Leisure Centre user visits – Aged Over 65 – Active4Today	Cumulative result for 2016/17 as of September 2016 19,818					<table border="1"> <caption>Monthly User Visits - Aged Over 65</caption> <thead> <tr><th>Month</th><th>Visits</th></tr> </thead> <tbody> <tr><td>August 2015</td><td>4,145</td></tr> <tr><td>September 2015</td><td>4,347</td></tr> <tr><td>October 2015</td><td>4,480</td></tr> <tr><td>November 2015</td><td>4,699</td></tr> <tr><td>December 2015</td><td>2,722</td></tr> <tr><td>January 2016</td><td>5,510</td></tr> <tr><td>February 2016</td><td>1,327</td></tr> <tr><td>March 2016</td><td>1,400</td></tr> <tr><td>April 2016</td><td>2,970</td></tr> <tr><td>May 2016</td><td>2,935</td></tr> <tr><td>June 2016</td><td>3,309</td></tr> <tr><td>July 2016</td><td>3,226</td></tr> <tr><td>August 2016</td><td>3,634</td></tr> <tr><td>September 2016</td><td>3,277</td></tr> </tbody> </table>	Month	Visits	August 2015	4,145	September 2015	4,347	October 2015	4,480	November 2015	4,699	December 2015	2,722	January 2016	5,510	February 2016	1,327	March 2016	1,400	April 2016	2,970	May 2016	2,935	June 2016	3,309	July 2016	3,226	August 2016	3,634	September 2016	3,277	ACTIVE_LI08.1															
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No. of individuals referred to Active4Today from a health professional – Active4Today	Cumulative result for 2016/17 as of September 2016 209					<table border="1"> <caption>Monthly Referrals from Health Professionals</caption> <thead> <tr><th>Month</th><th>Referrals</th></tr> </thead> <tbody> <tr><td>August 2015</td><td>33</td></tr> <tr><td>September 2015</td><td>28</td></tr> <tr><td>October 2015</td><td>24</td></tr> <tr><td>November 2015</td><td>35</td></tr> <tr><td>December 2015</td><td>23</td></tr> <tr><td>January 2016</td><td>18</td></tr> <tr><td>February 2016</td><td>18</td></tr> <tr><td>March 2016</td><td>43</td></tr> <tr><td>April 2016</td><td>12</td></tr> <tr><td>May 2016</td><td>39</td></tr> <tr><td>June 2016</td><td>49</td></tr> <tr><td>July 2016</td><td>38</td></tr> <tr><td>August 2016</td><td>35</td></tr> <tr><td>September 2016</td><td>31</td></tr> </tbody> </table>	Month	Referrals	August 2015	33	September 2015	28	October 2015	24	November 2015	35	December 2015	23	January 2016	18	February 2016	18	March 2016	43	April 2016	12	May 2016	39	June 2016	49	July 2016	38	August 2016	35	September 2016	31	ACTIVE_LI14.1															
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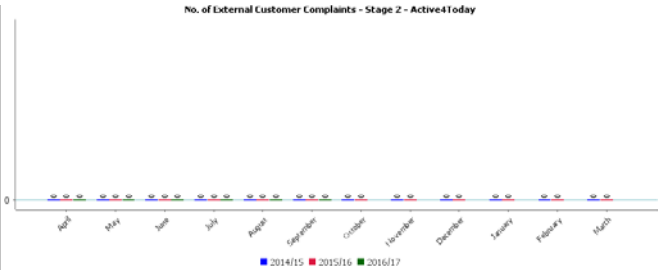

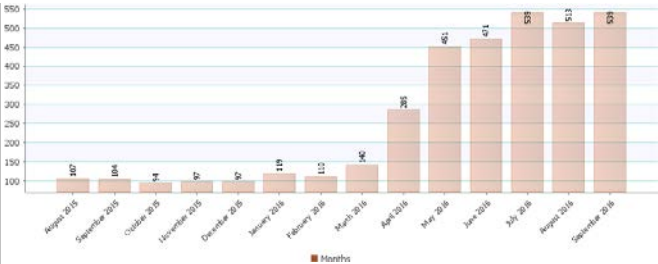

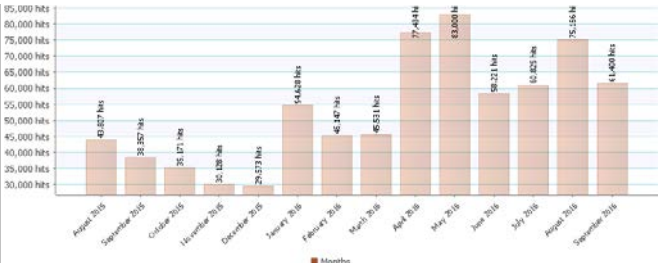

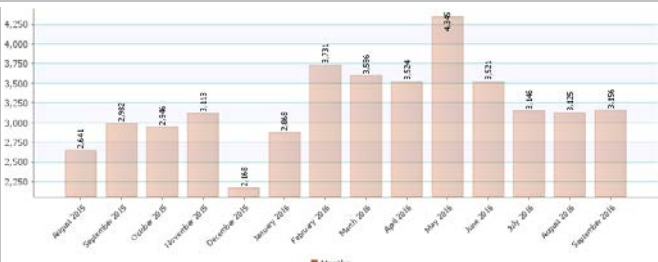
PI Publishable Description	Performance Data Gauge	2016/17			Annual 2016/17	Trend Chart	PI Code
		Target	Status	Value vs Target (%)			
% of individuals referred to Active4Today from a health professional – Attended Session – Active4Today	<p>Latest result for 2016/17 as of Q2 2016/17</p> <p>40%</p> 					ACTIVE_LI15.1	
Percentage Membership Retention Rate – Adult – Active4Today	<p>Latest result for 2016/17 as of September 2016</p> <p>103.3%</p> 					ACTIVE_LI16.1	
Average Percentage Membership Retention Rate – Active4Today	<p>Latest result for 2016/17 as of September 2016</p> <p>101.5</p> 					ACTIVE_LI17.1	
Live Leisure Centre Membership base (adults) – Dukeries LC	<p>Latest result for 2016/17 as of September 2016</p>	1,002		103.39%	1,053		ACTIVE_MI01.1
Live Leisure Centre Membership base (adults) – Blidworth CLC	<p>Latest result for 2016/17 as of September 2016</p>	863		98.03%	880		ACTIVE_MI01.2

PI Publishable Description	Performance Data Gauge	2016/17			Annual 2016/17	Trend Chart	PI Code
		Target	Status	Value vs Target (%)			
Live Leisure Centre Membership base (adults) – Newark Sports and Fitness Centre	<p>Latest result for 2016/17 as of September 2016</p>	3,098	✔	121.17%	3,555		ACTIVE_MI01.3
Live Leisure Centre Membership base (children) – Dukeries LC	<p>Latest result for 2016/17 as of September 2016</p>	389	✔	112.6%	370		ACTIVE_MI02.1
Live Leisure Centre Membership base (children) – Blidworth CLC	<p>Latest result for 2016/17 as of September 2016</p>	10	✔	110%	10		ACTIVE_MI02.2
Live Leisure Centre Membership base (children) – Newark Sports and Fitness Centre	<p>Latest result for 2016/17 as of September 2016</p>	1,755	✔	106.44%	1,810		ACTIVE_MI02.3

2. Accessible Facilities



PI Publishable Description	Performance Data Gauge	2016/17			Annual 2016/17	Trend Chart	PI Code
		Target	Status	Value vs Target (%)			
Number of External Customer Complaints – Stage 1 – Active4Today	Cumulative result for 2016/17 as of September 2016 10						CUST-S_CI2.26
Average Percentage of External Customer Complaints processed within the deadline (10 working days) – Stage 1 – Active4Today (Mnths Value, Quarters & Years Average)	Average result for 2016/17 as of September 2016 	100%		73%	100%		CUST-S_CI8.26

PI Publishable Description	Performance Data Gauge	2016/17			Annual 2016/17	Trend Chart	PI Code
		Target	Status	Value vs Target (%)			
Number of External Customer Complaints – Stage 2 – Active4Today	Cumulative result for 2016/17 as of September 2016 0					 <p>No. of External Customer Complaints - Stage 2 - Active4Today</p>	CUST-S_CI3.26
Number of Leisure Centre Members claiming Benefits – Active4Today	Cumulative result for 2016/17 as of September 2016 2,798						ACTIVE_LI19.1
Number of Website Hits – Active4Today	Cumulative result for 2016/17 as of September 2016 416,046 hits						ACTIVE_LI20.1
Number of Web bookings – Active4Today	Cumulative result for 2016/17 as of September 2016 20,817						ACTIVE_LI21.1
Percentage Customer Satisfaction – Active4Today				90%	<p>Could not create trend chart</p>	ACTIVE_MI03.1	

Appendix II

Note to Leisure and Environment Committee, on reserves held by Active4Today Ltd, as at 31.03.2016 and in year reserves as at 30.09.2016, based on estimated spend as advised to the L&E Committee in September 2016.

Surplus on the balance sheet from 2015-2016 and expected estimated outturn to the end of 2016-2017, based on the current operations of the company at 30.09.2016.

2015-2016 surplus balance brought forward = £359,076 and identified below:

Areas of Planned Spend 2016/2017	Planned Spend In £, 2016-2017 from B/F Surplus
Repairs and Renewals	Supporting Council With Spends 60,000
Additional Areas	NI, Utilities and Contractual Services 100,000
Sports Development Grants	Third Party Draw Down 52,000
Unknowns	Vat, Risk, etc 60,000
Pay Back NSDC Additional Management Fee	38,000
Possible In Year Requirement	310,000

Remaining 2015-2016 surplus balance brought forward: £49,076

2016-2017 Planned Reserves:

2016-2017 Repairs and Renewals to meet Maintenance Schedule £100,000

Summary of Company Reserves:

2015-2016	£ 49,076
2015-2016	£ 38,000 (if this does not require repayment to NSDC)
2016-2017	£100,000
Total Available	£187,076

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

1.0 Purpose of Report

- 1.1 To inform the Committee of the progress to date on the budget for 2017/18 and future years.

2.0 Background Information

- 2.1 At the meeting of Policy & Finance Committee on 22nd September 2016, Members considered the preliminary report on the 2017/18 Budget and agreed the overall strategy including the appropriate basis on which the budget should be developed, including salaries, wages, general inflation, debt charges etc.
- 2.2 Also at this meeting, Policy & Finance Committee agreed the timetable for consideration of the 2017/18 budget provisions. The budget timetable is dictated by the corporate timetable for Policy & Finance and operational Committees. The essential deadline is that the Council is able to set the level of Council Tax for 2017/2018 at its meeting on 9th March 2017. Working back from this date a timetable has been drawn up and is attached at **Appendix C**. This timetable enables sufficient time for the budget proposals to be considered by operational Committees and Policy & Finance Committee and also sufficient time for the work to be completed within the Financial Services Section and Business Units.
- 2.3 The Council has agreed policies on Budgeting and Council Tax, Reserves and Provisions, Budget Principles, a Charging Policy and Value for Money Strategy which set out the approach to be taken to the budget process. These policies and principles were reviewed and updated by Policy & Finance Committee in September 2016. The Charging Policy is included at **Appendix D**. **It should be noted that Policy & Finance Committee agreed that all charges should be rounded to the nearest 5p with effect from 1st April 2017.**
- 2.4 Background working papers to this report are available via the extranet as are details of performance on the current year's budget.

3.0 Introduction

3.1 Financial Environment

- 3.1.1 As part of the 2016/17 Local Government Finance Settlement the Government offered Council's the ability to take up a 4 year funding settlement to 2019/20 to provide funding certainty and stability to enable more proactive planning of service delivery and support strategic collaboration with local partners. Councils who accept this offer were required to produce an efficiency plan by 14th October. The Council's Efficiency Plan can be found on the Council's web site <http://www.newark-sherwooddc.gov.uk/budgets/> - details were submitted to CLG prior to the deadline. It should be noted however, that for this Council, the certainty of funding only applies to Revenue Support Grant and Rural Services Delivery Grant, which in 2019/20 will only amount to £113k. In practice, the final determination of the local government finance settlement for any given year cannot be made until

calculations are completed taking account of the business rates multiplier, which is based on the September RPI figure.

- 3.1.2 However, the result of the EU Referendum has added much more uncertainty to future local government finance settlements. Alongside this a change to leadership of central government including ministers responsible for local government and housing injects a further element of uncertainty. It is expected that the Chancellor will announce a reset of national finances in the Autumn Statement. Until this is published we do not know if there will be any impact on local government funding, but would forecast a reduction. It is not known if the offer of a four year settlement might be withdrawn.
- 3.1.3 Changes have also been proposed to Business Rates with local government being able to retain 100% of business rate income by 2019/20. A consultation to consider how this might work closed on 26 September 2016, alongside a consultation on needs and how these might be assessed. Government proposals suggest that the 80%/20% tier split currently in favour of billing authorities could be reversed, with the majority of funding going to upper tier authorities to support new responsibilities that will be devolved. Although it is possible that a system of damping will be put in place, this could lead to a funding reduction – central government will still set the level of need and the quantum of business rates income to be retained by individual authorities.
- 3.1.4 It is not known whether the change to 100% Business Rate Retention in 2019/20 will replace the reset that was due to take place in that year. Any reset could potentially rebase all growth achieved since 2013/14 and move this into the baseline. Currently £450k of income from business rates growth is included in the budget for 2019/20. If either the 100% rate retention or a reset removes this growth as extra income, this will lead to a shortfall in the budget for 2019/20 and subsequent years.
- 3.1.5 To add further uncertainty, there is a business rate revaluation coming into effect in April 2017. The draft revaluation list has been published and will be under constant review until 1st April. Revaluations lead to an increase in the number of appeals and these would begin to be paid out in 2018. Currently the District Council bears 40% of the risk of successful appeals – our current provision for this is £3.5m and this will need to increase in the 2016/17 year end process to cover further appeals already in the system. The increase to the provision comes from business rates income in year thus reducing the amount of growth that can be included in the budget. Once 100% retention takes effect, our share of the risk will be in line with the tier split, which again is not known at this time.
- 3.1.6 Until the draft Local Government Finance Settlement is announced in December, all figures for Government Grant are based on internal estimates. Reductions in Government grant are expected to continue. The current estimates in the approved Medium Term Financial Plan are:

	2016/17	2017/18	2018/19	2019/20	2020/21
	£	£	£	£	£
Formula Grant	1,776,670	1,048,590	592,370	82,780	0

However, due to the uncertainties set out above these figures are all subject to change depending on government announcements over the next few months.

3.1.7 Under the current business rates retention scheme introduced in April 2013, Councils are able to keep a proportion of the business rates revenue as well as a proportion of the growth that is generated in their area. The estimated amounts for retained business rates, excluding growth in the area, are shown in the table below:

	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
	£	£	£	£	£	£
Retained Business Rates	3,365,800	3,432,000	3,533,250	3,646,180	3,714,820	3,789,116

However, it should be noted that the uncertainties detailed above could lead to all of these figures changing.

3.1.8 Members will be aware that the level of Council Tax was increased by 1.94% in 2016/17. This followed a Council Tax freeze over a number of years. The Government ceased Council Tax freeze grants after 2015/16 and it is assumed that these will not be announced in the future.

3.1.9 The position with regard to general inflation remains complex. The latest (September 2016) CPI figure for inflation shows an annual increase of 1.0%. The Bank of England forecast is for CPI inflation to remain around 2% by the end of 2016/17.

3.1.10 One of the major areas of the budget affected by inflation is the cost of salaries and wages. In the Chancellor's summer budget in July 2015, it was announced that public sector pay increases would be restricted to 1% per annum for the next 4 years. The medium term financial plan already included a 1% increase for pay, increments and other salary costs for each financial year. It should be noted, however, that the budget also announced an intention to introduce a National Living Wage. This will impact on the Council's budget and it will be necessary to assess the position on this as further details are announced.

4.0 Budget Pressures

4.1 There will undoubtedly be budget pressures in certain areas of the budget that will lead to unavoidable increases in the budget in specific areas. The Council's budget has become more reliant on income and so may on occasions be vulnerable to reductions in the level of income, and would also potentially be vulnerable to a rise in inflation or interest rates.

4.2 The Council will also have to consider demand management in areas such as homelessness, community safety and supporting people and potentially in the following areas where budget pressures are likely to arise:

- Welfare reform
- Increased house building in the District gives pressure on services such as refuse collection
- The triennial revaluation of the pension fund which is likely to impact on the lump sum paid annually

4.3 Although there has been a clear focus on the need to deliver savings, the Council has also set priorities to develop services in certain areas. This has been through a combination of the development of facilities and assets, and identifying funds for the delivery of specific policies.

4.4 With respect to assets, the Council has developed a National Civil War Centre and the new Newark Sports & Fitness Centre, and is in the process of building new shared headquarters in Newark town centre. The sale of Kelham Hall has been agreed. These are included in the Medium Term Financial Plan and efficiencies in the running costs of these assets against the current asset base have been identified that will support budgets in future years.

5.0 Budget Strategy

5.1 Whilst there is always a need to improve efficiency and review existing budgets, the Council's budget gap in future years was already significant without the uncertainties detailed above, and should principally be addressed through strategic measures. Savings from leisure commissioning (Active4Today), devolution and collaboration and savings following the move to the new offices and associated working practices have already been built into the Medium Term Financial Plan.

5.2 The uncertainties detailed above lead to the necessity to identify significant savings potentially for 2018/19 and for future years.

5.3 Each year an efficiency review is undertaken to consider the potential for budget savings and for additional income to be incorporated into the budget. This review identifies sustainable savings that can continue to be delivered in future years. For 2015/16 savings of £340,000 were identified and are in the process of being delivered for 2016/17.

5.4 Capital financing is regularly reviewed to ensure that borrowing is not undertaken unless it is necessary. The latest review has shown that no borrowing is necessary for the current approved general fund capital programme. This includes the relocation of the Council's headquarters and the vehicle replacement programme. It should be noted that any borrowing will add approximately £60,000 per year to the revenue budget for every £1million borrowed.

5.5 It will not be possible to finalise funding in the budget strategy until government announcements on future funding levels are published later in the year. Members are asked to approve the budget strategy as set out in this report, subject to future announcements.

6.0 Draft Revenue Budget Proposals

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

6.2 A summary of the figures to date for the Leisure & Environment Committee is shown at **Appendix A** to this report. It should, however, be clearly understood that the figures shown are first draft only and that a substantial amount of work has yet to be completed before any conclusions can be drawn. The figures also exclude capital charges and recharges for central services. The subjective summary is shown in **Appendix B**.

6.3 It should be noted that this shows only the budget for services falling within the remit of the Leisure & Environment Committee. However when the overall budget is considered by

the Policy & Finance Committee on 1st December it may refer budgets back where it feels that additional savings need to be made. The Policy & Finance Committee have also instructed that the functional Committees be requested to look at opportunities for savings in 2017/18, and also any investment potentials which would increase and support revenue income levels, in order to reduce the projected burdens in future years.

- 6.4 The current draft budget shows a reduction in 2017/18 with budgets showing gradual increases, mainly due to pay inflation, throughout the remainder of the medium term financial plan. This is at a time when the Council is facing reducing government grants and other financial pressures. It is important that the Committee continues to scrutinise and review its budget in order to achieve additional savings in future years.
- 6.5 Direct service expenditure, net of capital charges and internal central services recharges, currently shows an overall decrease of £250,620 against the 2016/17 budget. This figure assumes a 1% increase in salary and wages costs overall in 2017/18 and future years. An average of 2% inflation on expenditure and income, as approved by the Policy & Finance Committee at its meeting on 22nd September 2016 is included; however budget officers and business managers have been instructed to look for additional savings so that the new budget comes in at or below the 2016/17 budget.
- 6.6 Staffing costs account for approximately 58% of the overall gross service budget (excluding housing benefits) (57% on the Leisure & Environment Committee budget) and significant budget savings cannot be achieved without affecting staffing levels.
- 6.7 Major variances between 2016/17 and 2017/18 are shown below:
 - 6.7.1 The rates charged for National Insurance changed with effect from 1st April 2016 and a total amount was included in the 16/17 budget 'below the line' therefore there appears to be an increase in NI budgets in the subjective summary (Appendix B line 113) however the profiled budget for 16/17 has been increased by a virement from 'below the line'.
 - 6.7.2 Within the Domestic Refuse Collection budget various running cost savings have been estimated for fuel, vehicle leasing and corporate communication costs and additional income estimated for trade refuse, garden waste collection and waste disposal.
 - 6.7.3 The estimates for the Dog Control service have been revised to reflect the decision to no longer provide a pest control service.
 - 6.7.4 The budgets for the former Proactive and Reactive Environmental Health Services have now been merged and the net increase in cost is primarily due to increases in the pay related budgets for salaries (inflation and increments), National Insurance employer contributions (as discussed above) and pension employer contributions.
 - 6.7.5 The setting up of Active4Today has continued to have a significant impact across all the budgets and further savings have been reflected in the estimates for the management fee.
 - 6.7.6 Savings in the Community Sports & Arts Development budget have arisen due to a shared services arrangement with Gedling Borough Council. It is currently not known whether this arrangement will continue in future years.

- 6.7.7 The estimates for Newark Livestock Market reflect a change in the rent formula as approved at a meeting of the Policy & Finance Committee held on 29th September 2016.
- 6.7.8 The estimates for the Vehicle Pool Workshop will be fully recharged to services when capital charges and recharges for central services are reflected in the budget.

7.0 Revenue Budget Bids 2017/18

- 7.1 As stated above, Members will be aware that the Council is likely to face severe budgetary challenges over the next four years. It is anticipated that significant savings will need to be identified in the later years of the Medium Term Financial Plan. As other pressures impact on Local Government spending it is anticipated that further cuts may be forced on to Local Government. Consequently, it is not possible for revenue growth bids to be incorporated into the budget for 2017/18 or following years.
- 7.2 At the meeting on 22nd September 2016 Policy & Finance Committee agreed that spending committees should scrutinise their budgets to look for opportunities for further savings and for spend to save schemes where additional expenditure in the short term will bring increased revenue income in the future.

8.0 Increases in Fees and Charges

- 8.1 Members will be aware that a review of charges is considered as part of the budget process each year. With this in mind it is proposed that a **guideline** figure for increases to fees and charges should be set at a minimum of 2% for each year of the medium term financial plan. In preparing income budgets officers should have regard to this guidance and the level of RPI at the time the charges are set. Each type of income should be considered on its own merits and there should be comparative assessment with other local authorities and service providers in the area before final approval of fees and charges by Council. It is important for income levels to be considered **net** of VAT where appropriate, i.e. to consider the level of income ultimately received by the Council. Business managers have been instructed to work with relevant Committee Members prior to making proposals on future levels of fees and charges.
- 8.2 It is important that fees and charges are considered within the framework set out in the Corporate Charging Policy that is included at Appendix D. **It should be noted that Policy & Finance Committee agreed that all charges should be rounded to the nearest 5p with effect from 1st April 2017.**
- 8.3 Proposals for increases in fees and charges will be brought to the next meeting of the Leisure & Environment Committee on 24th January 2017 for consideration and recommendation to Policy & Finance Committee on 26th February 2017 and Council on 9th March 2017.

9.0 Conclusions

- 9.1 The figures at this stage in the budget process require a considerable amount of work before they are recommended to Policy & Finance Committee on 26th February 2017.

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

10.0 RECOMMENDATIONS that:

- (a) the Committee undertakes a review of fees and charges accordance with the Corporate Charging Policy and;**
- (b) the current draft Committee budget be incorporated into the overall service budget to be reported to Policy & Finance Committee at its meeting on 1st December 2016; and;**
- (c) the Business Manager and Chief Financial Officer – Financial Services, continues to formulate budget proposals for formal consideration at the Leisure & Environment Committee meeting on 24th January 2017 for recommendation to Policy & Finance Committee on 23rd February 2017.**

Reason for Recommendations

To ensure that the preliminary figures for the budget are considered by Policy & Finance Committee and that final budget proposals for 2017/18 to 2021/22 are submitted to the Leisure & Environment Committee on 24th January 2017 for recommendation to Policy & Finance Committee on 23rd February 2017.

Background Papers

NIL

Member's Pack (available on the extranet)

Budget Summary 2017-18

Detail Budget 2017-18

Subjective Budget Summary 2017-18

L&E Budget Summary 2014-17

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

Nicky Lovely

Business Manager and Chief Financial Officer – Financial Services

BUDGET SUMMARY

LEISURE & ENVIRONMENT

CODE	DESCRIPTION	2016/17 INITIAL BUDGET	2017/18 INITIAL BUDGET	MORE/ (LESS)	2018/19 INITIAL BUDGET	2019/20 INITIAL BUDGET	2020/21 INITIAL BUDGET	2021/22 INITIAL BUDGET
A10701	UPKEEP OF DYKES	10,610	10,610	0	10,820	11,040	11,260	11,480
A11002	DOMESTIC REFUSE COLLECTION	1,680,460	1,600,710	(79,750)	1,636,260	1,665,370	1,694,300	1,723,650
A11101	PUBLIC CONVENIENCES	56,640	44,820	(11,820)	45,740	46,670	47,620	48,590
A11103	SEWERAGE WORKS	34,950	27,310	(7,640)	27,860	28,410	28,980	29,560
A11104	STREET SWEEPING	470,300	462,680	(7,620)	468,230	473,600	478,900	484,260
A11106	PEST CONTROL	13,230	0	(13,230)	0	0	0	0
A11107	DOG CONTROL	48,120	64,890	16,770	65,740	66,650	67,530	68,450
A11110	NATIONAL ASSISTANCE ACT BURIA	4,110	4,190	80	4,270	4,350	4,440	4,530
A11135	ENV HEALTH PROACTIVE	329,730	650,900	321,170	657,950	664,410	670,910	677,430
A11136	ENV HEALTH REACTIVE	286,630	0	(286,630)	0	0	0	0
A11137	BRUNEL DRIVE DEPOT ADMIN	59,960	51,710	(8,250)	52,250	52,780	53,310	53,850
A11201	LOWDHAM CEMETERY	(1,960)	(1,960)	0	(1,960)	(1,960)	(1,960)	(1,960)
A11202	WALESBY CEMETERY	(1,440)	0	1,440	0	0	0	0
A11305	SOUTHWELL LEISURE CENTRE	93,530	94,680	1,150	95,850	96,990	96,990	96,990
A11321	NEIGHBOURHOOD CENTRES	15,790	28,160	12,370	28,720	29,290	29,860	30,440
A11339	NEWARK SPORTS HUB	7,200	7,200	0	7,200	7,200	7,200	7,200
A11442	ARTS DEVELOPMENT	40,980	41,010	30	41,750	42,500	43,280	44,060
A11576	ACTIVE 4 TODAY	294,910	127,940	(166,970)	131,960	135,020	135,210	135,410
A11582	LIFE SAVING	0	0	0	0	0	0	0
A11583	COMMUNITY SPORTS & ARTS DEV	66,540	11,320	(55,220)	12,030	12,760	13,480	14,230
A11731	STREET NAMING	41,790	41,990	200	42,610	43,260	43,910	44,590
A12214	FAIRS	0	0	0	0	0	0	0
A12221	NEWARK LIVESTOCK MARKET	(230,000)	(218,000)	12,000	(218,000)	(218,000)	(218,000)	(218,000)
A15003	BRUNEL DRIVE DEPOT	105,150	106,320	1,170	108,480	110,980	112,940	115,080
A26901	VEHICLE POOL WORKSHOP	(82,740)	(63,570)	19,170	(61,310)	(58,990)	(56,680)	(54,340)
A26910	VEHICLE POOL NSH	(960)	0	960	0	0	0	0
TOTAL		3,343,530	3,092,910	(250,620)	3,156,450	3,212,330	3,263,480	3,315,500

**BUDGET SUMMARY
LEISURE & ENVIRONMENT SUBJECTIVE SUMMARY**

CODE	DESCRIPTION	2016/17 INITIAL BUDGET	2017/18 INITIAL BUDGET	More (Less)	2018/19 INITIAL BUDGET	2019/20 INITIAL BUDGET	2020/21 INITIAL BUDGET	2021/22 INITIAL BUDGET
111	SALARIES AND WAGES	2,397,530	2,406,290	8,760	2,437,830	2,462,180	2,486,800	2,511,630
113	NATIONAL INSURANCE	159,380	212,350	52,970	214,560	216,720	218,900	221,120
114	SUPERANNUATION	294,730	292,640	(2,090)	296,500	299,470	302,450	305,470
	EMPLOYEE SUB TOTAL	2,851,640	2,911,280	59,640	2,948,890	2,978,370	3,008,150	3,038,220
211	REPAIRS AND MAINTENANCE	44,060	43,100	(960)	43,960	44,830	45,710	46,620
212	ENERGY COSTS	43,570	40,830	(2,740)	41,640	42,470	43,320	44,190
213	RENT	1,200	1,200	0	1,200	1,200	1,200	1,200
214	RATES	40,530	47,560	7,030	48,510	49,480	50,470	51,480
215	WATER SERVICES	15,880	14,980	(900)	15,280	15,580	15,890	16,210
217	CLEANING AND DOMESTIC	800	800	0	800	800	800	800
219	CONTRIBUTION TO FUNDS	83,030	88,890	5,860	89,130	89,380	89,630	89,890
311	TRANSPORT	993,950	875,790	(118,160)	920,540	936,290	952,330	968,670
315	CAR ALLOWANCES	29,200	28,810	(390)	29,400	29,990	30,590	31,220
316	INSURANCE	58,020	57,020	(1,000)	58,020	59,550	60,560	61,580
411	EQUIPMENT AND FURNITURE	78,390	79,780	1,390	81,080	82,410	83,770	85,160
412	MATERIALS	28,530	16,920	(11,610)	17,030	17,150	17,270	17,390
421	INTERNAL	510	530	20	520	530	540	550
431	CLOTHING AND UNIFORMS	14,790	15,070	280	15,370	15,670	15,990	16,310
441	GENERAL OFFICE EXPENSES	34,270	6,220	(28,050)	6,340	6,460	6,580	6,710
451	CONTRACTUAL	582,090	367,450	(214,640)	375,320	382,490	385,210	388,140
452	OTHER SERVICES	64,170	56,970	(7,200)	58,110	59,270	60,450	61,670
461	COMMUNICATIONS AND COMPUTING	13,980	13,820	(160)	13,990	14,280	14,560	14,850
471	STAFF	1,860	1,780	(80)	1,810	1,840	1,870	1,900
481	GRANTS	17,770	18,130	360	18,490	18,860	19,240	19,630
491	INSURANCE	51,730	48,820	(2,910)	50,170	51,530	52,490	53,430
493	OTHER	303,030	363,320	60,290	370,590	377,990	385,550	393,260
	RUNNING EXPENSES SUB TOTAL	2,501,360	2,187,790	(313,570)	2,257,300	2,298,050	2,334,020	2,370,860
922	Contributions From Other Las	(70,630)	(78,790)	(8,160)	(79,930)	(81,090)	(82,280)	(83,500)
928	Recharge Non Gf Accounts	(318,850)	(352,180)	(33,330)	(385,400)	(389,200)	(393,040)	(396,950)
931	Sales	(78,060)	(78,060)	0	(78,060)	(78,060)	(78,060)	(78,060)
932	Fees And Charges	(959,040)	(989,990)	(30,950)	(998,630)	(1,007,430)	(1,016,400)	(1,025,550)
933	Rents	(230,140)	(218,000)	12,140	(218,000)	(218,000)	(218,000)	(218,000)
938	Fees And Charges	(64,200)	(62,200)	2,000	(62,200)	(62,200)	(62,200)	(62,200)
939	Other Receipts	(208,140)	(198,160)	9,980	(198,160)	(198,160)	(198,160)	(198,160)
958	Int Charge For Services	(80,410)	(28,780)	51,630	(29,360)	(29,950)	(30,550)	(31,160)
	INCOME SUB TOTAL	(2,009,470)	(2,006,160)	3,310	(2,049,740)	(2,064,090)	(2,078,690)	(2,093,580)
	COMMITTEE TOTAL	3,343,530	3,092,910	(250,620)	3,156,450	3,212,330	3,263,480	3,315,500

2017/18 REVENUE BUDGET TIMETABLE				
Action	Base Budget & General Principles of Budget	Draft Budget	Draft Final Budget	Final Budget Approval & Council Tax Setting
Base budget & general principles of budget	Policy & Finance Committee 22 nd September 2016			
Support services – agree basis for charging		9 th September 2016		
Working papers issued to budget officers		22 nd July 2016		
First draft of treasury estimates based on capital programme reported to September Policy & Finance Committee		7 th October 2016		
Draft budgets complete – no support services allocated		30 th September 2016		
Budgets uploaded onto eFinancials		5 th – 7 th October 2016		
Coordination & review of first draft budget and reports prepared		10 th – 14 th October 2016		
First draft budget presented		Homes & Communities Committee 7 th November 2016 (papers 06/10/16 – possibly table on 12/10/16) Leisure & Environment Committee 15 th November 2016 (26/10/16) Economic Development Committee 23 rd November		

		2016 (papers 26/10/16) Policy & Finance Committee 1 st December 2016 (papers 09/11/16)	Policy & Finance Committee 1 st December 2016 (papers 09/11/16)	
Final treasury estimates completed based on capital performance reported to December Policy & Finance			30 th December 2016	
Support services allocated and uploaded to efinancials				
Final committee budgets approved for consideration by Policy & Finance Committee on 23 rd February 2017			Homes & Communities Committee 16 th January 2017 (papers 14/12/16) Economic Development Committee 18 th January 2017 (papers 14/12/16) Leisure & Environment Committee 24 th January 2017 (papers 30/12/16) Policy & Finance Committee 26 th January 2017 (papers 04/01/17)	
Housing Revenue Account budget and rent setting report				Policy & Finance Committee on 26 th January 2017 to refer to Council for approval on 14 th February 2017 (papers 04/01/17)
Council Tax Discounts Scheme determined				Council 13 th December 2016

Council Tax Base 2017/18				Officer decision – determined between 1 st December 2016 and 31 st January 2017
Revenue budget setting				Policy & Finance 23 rd February 2017 (papers 01/02/17)
Parish Council Precept information received			(up to) 28 th February 2017	
Council Tax setting				Council 9 th March 2017 (papers 01/03/17)

NEWARK AND SHERWOOD DISTRICT COUNCIL

CORPORATE CHARGING POLICY

Revised: July 2016

Date of next revision: July 2017

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1. Introduction

This Policy applies to external fees and charges other than those prescribed by the government. It provides a guide to internal charging arrangements but is subject to CIPFA's 'Best Value Accounting Code of Practice' and has regard to the Audit Commission's publication "*Positively Charged*".

It is not intended to apply to the disposal of Council assets, rents, internal charges or rechargeable works, nor will it apply where charges are governed by statutory regulation or guidance.

The Policy does apply if we have discretion, but not if there is a prescribed fixed charge.

Over the period of the Medium Term Financial Plan services will align their charges and processes with this policy.

This policy must be read in conjunction with the other related Council policies and strategies, including Financial Regulations, Equalities Policy, VFM Strategy, Corporate Plan.

If after reading this Code you require further guidance or clarification, or you are not sure how best to comply with the Policy then please contact your Business Manager or the Director of Resources.

2. Purpose of the Policy

To establish a policy within which fee and charge levels will support the Medium Term Financial Strategy and Corporate Plan; and,

To encourage a consistent approach to the setting and reviewing of charges for services provided by Newark and Sherwood District Council by:

- specifying the processes and frequencies for reviewing existing charging levels or introducing new charges for areas of the council's work for which charges could in principle be set;
- providing guidance on the factors that need to be taken into consideration when charges are reviewed on an annual basis;
- establishing parameters for calculating different levels of charges;
- recommending the criteria for applying concessions or discounted charges on a consistent council wide basis;
- requiring more active use of market intelligence relating to different services.

3. Processes and Frequencies for Reviewing Charges

The following arrangements for reviewing charges will be applied throughout all areas of the Council where charges for services already exist or could in principle be set:

- all discretionary charges will be considered and approved by Council as part of the Budget and Council Tax setting process in March of each year.

- a major review of each business unit's charging strategy will take place at least once every three years to ensure consistency with the council's priorities, policy framework, service aims, market sensitivity, customer preferences, and income generation needs, and the justification for any subsidy that the council as a whole makes to the service.
- annual reviews will be carried out for all of these services as part of the budget process, and shall have regard for the budget strategy approved in September each year.
- where fees are not to be increased or are proposed to be increased below inflation, this must be reported to CMT by the budget officer clearly stating the financial implications and budget shortfall before the deadline for completion of the revenue budget.
- these formal reviews will be overseen by the appropriate Director.
- where decisions on fees and charges, including any concessions or discounts, are taken outside the budget process approved by CMT and Policy and Finance Committee, any proposals must have due regard to the Medium Term Financial Plan.

4. Factors Relevant to the Annual Review of Charges

Annual reviews of charges will consider the following factors:

- a. inflationary pressures generally and input costs specific to the service;
- b. any statutory framework relating to the service
- c. the actual or potential impact of any competition in terms of price or quality;
- d. trends in user demand and the forecast effect of price changes;
- e. equality and access to services;
- f. customer survey results;
- g. benchmarking results;
- h. council wide and service budget targets;
- i. cost structure implications arising from developments such as investments made in the service;
- j. consistency with other charges;
- k. alternative charging structures that could be more effective;
- l. validity of continuing any concessions;
- m. proposals for targeted promotions during the year, and evaluation of any that took place in the previous year;
- n. where less than the full cost is being recovered (including nil charges), the justification for the decision is reviewed and documented to ensure that this decision remains valid and that significant income is not being lost.

5. Processes for Setting Charges for New Sources of Income

All Business Managers should explore new business opportunities with a view to generating additional income.

All guidance in this Policy must be considered when setting new fees and charges.

A business plan must be prepared.

Any potential new income streams will need to be approved by CMT and Policy and Finance Committee.

The setting of the fees and charges must be made in accordance with the current VAT regulations.

The proposed billing and recovery administrative process must be agreed with the S151 officer prior to the charges being implemented.

A central record will be maintained by the relevant Business Manager of any decisions made not to charge for a service where a charge could be made.

6. Calculation of Charges

Charges will apply to all users, and will be set at a level to maximise take-up and income targets and wherever possible covering or exceeding the full cost of providing the service in question.

It is the responsibility of the Business Manager to ensure that the proposals comply with the appropriate legal framework and any legal restrictions. Advice should be taken from the Council's Legal section before any proposal is finalised.

This calculation of full cost should be based on the direct cost of service provision including staff, supplies and services, equipment, premise costs. Overheads and capital asset depreciation charges should be included but consideration may be given to a less than full cost recovery of these elements where inclusion would distort competition.

Where less than the full cost is being recovered, the justification for the decision must be documented and retained by the appropriate Business Manager and clearly state the financial implications and budget shortfall.

All fees and charges must be calculated in accordance with the current V.A.T. regulations.

7. Concessionary Charges

In some circumstances the Council will offer subsidies to all users or concessions to specific user groups where this is consistent with achieving its priorities.

Entitlement to concessionary charges must have regard to equalities legislation and is designed to reduce barriers to participation arising from:

- Age;
- Level of income;
- Family circumstances;
- Health
- Educational circumstances.

Concessions will not apply to retail sales from shops or cafes.

Concessionary charges may also be made available to organisations whose purpose is to assist the Council in meeting specific objectives in its priorities and policy framework, or which contribute to the aims of key local partnerships in which the Council has a leading role.

Concessionary charges should not normally apply to peak times or in situations that would result in the loss of income from customers paying standard charges. Neither would they normally be available to organisations that are based outside of the Council's area other than on a reciprocal basis.

Only one concession can be applied to the standard charge at any given time.

Services wishing to adopt a concessionary charging scheme must demonstrate the scheme is practicable in terms of assessment, collection and evidencing for audit purposes.

8. Discounts

For certain services it will be normal practice to set promotional discounts, Frequent User discounts or group Discounts.

Promotional discounts are defined as short-term charges that are targeted to increase take-up or awareness of the services that are available.

Frequent User discounts are to be used only for commercial reasons such as generating customer loyalty where alternative provision from competitors exists, and where market analysis shows a real risk of reduced income if they are not offered.

Group discounts are to be used to encourage take up by organisations able to block book and Family discounts to encourage parents and children's take up.

Discounts can be applied to both the standard charge and the concessionary charge.

Discounts can only be applied where the Service has received prior approval of the principle to apply a discount to the charge for this service.

9. The Use of Market Intelligence

All managers of discretionary services for which a charge is made should take steps to identify competitors offering similar or related services, and make use of comprehensive and dynamic market intelligence in evaluating:

- their charging strategy;
- the range of services provided;
- the quality of services provided;
- their cost structure.

All managers of services for which a charge is made should consult with customers, relevant partners and stakeholders on the range, quality and cost of services provided prior to the triennial review.

Consultation should also take place with potential customers and target groups to determine improvements needed to encourage participation at least every five years.

Comprehensive and accurate usage statistics will be maintained for all services and at all facilities where charges are made, to enable analysis of usage, justification of any subsidy given by the Council, and accurate forecasting of the effect of price changes on usage.

Benchmarking should be undertaken at least annually regularly with other Councils in the local area and with relevant national groupings of authorities, to ensure that charges are at comparable levels and that significant differences are understood and justified.

10. Further Guidance

Charges should be payable in advance wherever possible or collected by direct debit or through the corporate income system.

All fees/charges must be reported annually to the Financial Services Business Unit as part of the budget process for publishing in the annual budget book.

All fees/charges must be published on the Councils website.

HEALTH PROGRESS UPDATES ON:

- **NOTTINGHAMSHIRE HEALTH & WELLBEING STRATEGY: HOUSING**
- **NOTTINGHAM & NOTTINGHAMSHIRE SUSTAINABILITY TRANSFORMATION PLAN**

1.0 Purpose of Report

- 1.1 To provide the Committee with information on the progress in embedding housing into the Health and Wellbeing agenda and on the development of a Sustainability Transformation Plan (2016 – 2021) for Nottingham & Nottinghamshire

2.0 Background Information

- 2.1 Housing is a significant determinant of health and in its broadest sense has an important role to play in the health and wellbeing agenda to achieve efficiencies, savings and introduce new ways of working.
- 2.2 This is primarily due to the daily contact providers of housing services have with residents, tenants and their families across the County covering a range of issues beyond the traditional housing management and enforcement functions.

3.0 Nottinghamshire Health & Wellbeing Strategy: Housing

- 3.1 The importance of housing has now been captured in Nottinghamshire's Health & Wellbeing Strategy (2014 – 2017), which seeks to address the need for "sufficient and suitable housing, including housing related support, particularly for vulnerable people".
- 3.2 The range of housing activities undertaken across the County have the potential to make a positive contribution towards many of the wider Health & Wellbeing Strategy priorities which include:
- Keeping children and young people safe.
 - Improving children and young people's health outcomes through the integrated commissioning of services.
 - Delivering integrated services for children and young people with complex needs or disabilities.
 - Reducing the number of people who smoke.
 - Reduce the number of people who are overweight and obese.
 - Improving services to reduce drug and alcohol misuse.
 - Supporting people with learning disabilities and Autistic Spectrum Conditions.
 - Supporting people with long term conditions.
 - Supporting older people to be independent, safe and well.
 - Providing services which work together to support individuals with dementia and their carers.
 - Improving services to support victims of domestic abuse.
 - Providing coordinated services for people with mental ill health.

Joint Strategic Needs Assessment

- 3.3 To inform the priorities of the Health & Wellbeing Strategy the seven Nottinghamshire districts and County Council worked collaboratively, with a range of key stakeholders, to formulate a 'housing' chapter for the Nottinghamshire Joint Strategic Needs Assessment (JSNA). The chapter is titled 'An assessment of the Impact of Housing on Health and Wellbeing in Nottinghamshire', (<http://www.nottinghaminsight.org.uk/d/112956>) and was published in November 2013.

Nottinghamshire Housing and Health Commissioning Group

- 3.4 Set against the evidence submitted in the JSNA and in recognition of the significant role that housing and housing related support plays in improving health related outcomes and reducing demands on acute services, such as those provided by the National Health Service (NHS) and Social Care, the Nottinghamshire Housing and Health Commissioning Group was formed in 2014. The core membership of group consists of the District's strategic housing officers, County Council representatives from Public Health and Social Care, Clinical Commissioning Group officers and housing providers.
- 3.5 The aim of the group is to drive forward an integrated health, housing and social care agenda in line with the Health & Wellbeing Strategy and Housing Delivery Plan (see below). The Group is accountable to the Health and Wellbeing Implementation Group and ultimately the Nottinghamshire Health and Wellbeing Board, the current Health and Wellbeing governance structure is attached at **Appendix A**. Mansfield District Council's Chief Executive is the senior district lead for the health agenda. The group is currently chaired by the Councils' Strategic Housing Business Manager.
- 3.6 Further information on the Health and Wellbeing Board and its activities can be found in the following link:

<http://www.nottinghamshire.gov.uk/care/health-and-wellbeing/health-and-wellbeing-board>

Housing Delivery Plan

- 3.7 In January 2015, through the work of the Housing and Health Commissioning Group, a Nottinghamshire Housing Delivery Plan was produced which provides key actions based around the four themes identified in the housing JSNA chapter. The four identified themes are:
- **Poor housing conditions:** particularly the impact of falls in the home, cold and damp homes and fuel poverty, fire in the home and inadequate home security.
 - **Insufficient suitable housing:** including the impact of overcrowding and lack of housing that enables people e.g. older or disabled people, to live independently.
 - **Homelessness and housing support:** including the impact of homelessness on families and other crisis that may result in the loss of a home and an individual's ability to live independently.
 - **Children and young people:** ensuring they have the best home in which to start and develop well.

3.8 Since January 2015, the Delivery Plan has been refined to take account of changing priorities. Significantly, this included feedback from the stakeholder event held at the County Council on 19th January 2016. Stakeholder feedback at the event identified the need to prioritise improvements in two areas in particular; private sector rented housing conditions and improving services for people with mental health issues. The updated Housing Delivery Plan is attached at **Appendix B**.

3.9 A number of specific projects have been developed to take forward the actions identified in the delivery plan, which include:

- **The County-wide 'Warm Homes on Prescription' (WHOP) Pilot** utilises GP Practices and Integrated Care/PRISM Teams to help identify and contact 'high risk' patients with long term conditions which are made worse by living in a cold home, particularly COPD and other respiratory diseases and those at risk of heart attack, stroke and falls. A range of actions are taken to achieve affordable warmth on behalf of the householder, including commissioning heating and insulation works and income maximisation (benefits checks and fuel switching). Positive impacts on patients' health and wellbeing are anticipated, leading to cost savings to the NHS particularly around anticipated reductions in emergency admissions, readmissions and visits to A&E for these patients.

The Nottinghamshire pilot, led by Newark and Sherwood District Council, is achieving targets set for the capital funding secured through the NEA Health through Warmth Scheme. Newark and Sherwood has received the highest number of referrals since entering delivery phase in June, having ramped up its marketing and communications activity with key partners. Newark and Sherwood CCG, GP surgeries and multi-disciplinary PRISM teams are fully engaged. 24 targeted referrals have been received by the Energy and Home Support Team at NSDC and received assistance. 11 of these met the WHOP criteria and to date 6 households have had capital measures installed. Delivery is expected to be seasonal and therefore anticipated to increase during winter 2016/17.

- Through the **County Council's extra care programme** a number of partnerships have been formed with districts to develop new extra care housing. This has seen completion of the Poppyfields extra care scheme in Mansfield, Darlison Court in Ashfield and the commencement of the District's own extra care scheme of 60 apartments at Bowbridge Road, Newark. Early partnerships are being forged for the Bowbridge Road scheme between health (CCG and local GP practices) and social care, looking at developing more integrated services and working within the scheme for residents.
- Significant progress has been made in Mansfield with regard to **hospital discharge scheme** with the support of the Council's ASSIST staff at Kings Mill Hospital. This provides a basis for wider roll-out of similar schemes across the County, in this respect Ashfield have just had their own scheme recently approved. Early statutory and voluntary sector partnerships are being formed to undertake a mapping exercise and inform the development of a localised hospital discharge model, to facilitate an expedited discharge from Newark Hospital and receive referrals from the ASSIST staff based at Kings Mill Hospital for Newark and Sherwood patients.

- The **Disabled Facilities Grant** allocation 2015/16 via the **Better Care Fund** affords an opportunity to link preventative initiatives e.g. ‘rapid adaptation grants’ and minor adaptations to such schemes to facilitate timely discharge. This approach is supported at national level as detailed in a recent blog by Jon Rouse, Director General, Social Care, Local Government and Care Partnerships, Department of Health at <https://jonrouse.blog.gov.uk/2016/04/28/good-health-begins-at-home/>. The blog states:

“We want to see more authorities integrate the provision of equipment and adaptations into hospital discharge services with rapid deployment. Get this right and the extra money could mean around 85,000 more people across the country benefitting from improved access to their property, fewer hazards, better heating and the latest technology to help them live independent, happier lives. Good health starts at home”.

The recent report considered by this Committee on the **Better Care Fund** highlights the way in which joined up provision can support the wider health agenda. The use of the funding to provide Essential Works Grants to Disabled Facilities Grant clients will not only address the potential for a disabled person to remain in their home with an adaptation to meet their needs but also addresses any outstanding defects to their property making sure that their health is not adversely impacted from poor housing conditions.

The Better Care Fund will also be used locally to look at the feasibility of a hospital discharge scheme. These types of schemes provide a number of benefits. The most obvious benefit are that they allow hospital discharges to be delivered in a timely manner thus freeing up a bed and not only allows more access to treatment but is a large cost saving to the NHS. A second benefit is the recipient can be fully assessed as to their needs and appropriate referral made to the agencies that can provide assistance, providing a more joined up holistic service.

Moving the Housing Delivery Plan Forward

- 3.10 There is an increasing recognition of the role housing and housing support services have to play across the County in contributing to residents remaining independent; improving health outcomes for individuals and reducing the burdens on more acute services such as those provided by Social Care and Health. For example, recent evidence from the Building Research Establishment (BRE) shows that if authorities were able to improve the 3.5 million properties in the worst condition in England, this would save the NHS £1.4 billion per year and pay for itself in 7 years (see <https://www.bre.co.uk/filelibrary/pdf/87741-Cost-of-Poor-Housing-Briefing-Paper-v3.pdf>). Additional national evidence identifies cost savings as a result of other housing interventions including housing support; improved hospital discharge services and provision of affordable housing.
- 3.11 With an increasingly elderly population across the County and more calls on health and care services, it is more important than ever to ensure that there are effective prevention services in place, of which effective housing and housing support is a key component. Care and Repair England’s recent report ‘*Off the Radar: Housing Disrepair & Health Impact in Later Life*’ (March 2016) sets out the national picture with regard to the scale of poor housing conditions amongst older people, the resulting impact on the health and wellbeing of an ageing population, and the concentration of poor housing in the owner occupied

sector. It quantifies the scale of action necessary to address housing disrepair amongst older households, identifying the benefits of targeted use of public funds for those in greatest need (see <http://careandrepair-england.org.uk/wp-content/uploads/2014/12/Off-the-Radar-2016-Final.pdf>).

- 3.12 What is now needed is concerted, targeted action to ensure that the private homes in which older people live, particularly those on low incomes with chronic health conditions and disabilities, are made fit for purpose. Without such action, there will be growing demands on the NHS, particularly hospitals, as it becomes increasingly difficult to discharge patients to cold, unsafe homes.
- 3.13 With this in mind, the revised Housing Delivery Plan places greater focus on private sector housing conditions and safety, as well as understanding the extent of these problems locally and how integrated working across the County can deliver improved health outcomes and savings through targeted housing interventions.
- 3.14 Implementation of the Housing Delivery Plan actions to date has resulted in stronger relationships between the health, housing and social care sectors. In this respect work is now progressing to develop a Nottinghamshire Memorandum of Understanding (MoU) between Housing, Health and Social Care to replicate at a local level the national MoU:

<http://www.cih.org/resources/PDF/Policy%20free%20download%20pdfs/MOU%20project%20final%20Dec%2014.pdf>

- 3.15 A strategic link has also been formed with Nottingham City's 'Health & Housing Partnership'.

Health and Housing Programme Manager

- 3.16 To date all the above matters have been driven forward by the district's strategic housing officers, who have invested a significant amount of resource to this important activity. This approach, however, is not a sustainable option over the medium to long term and is resulting in a 'firefighting' rather than an operationally planned approach to deliver the outcomes of the Housing Delivery Plan, with blockages in progress now being experienced and the potential for a number of activities to cease.
- 3.17 Though positive progress has been made locally and new partnerships formed, opportunities to make a real change are now being missed.
- 3.18 There is an evidenced need for a dedicated resource and because of this a funding bid was submitted to the NHS Pioneer Investment Fund to recruit a Health and Housing Programme Manager to work collaboratively across all agencies to co-ordinate delivery of the outcomes of the Housing Delivery Plan. With a key objective to implement common 'housing & health' schemes to benefit all vulnerable citizens across Nottinghamshire and improve their health outcomes, promoting integrated working across the housing, health and social care sectors in order to realise the significant savings that can be made.
- 3.19 Officers have recently heard that the bid has been successful and the post will be hosted by Nottinghamshire County Council for an initial 1 year period.

3.20 The key functions of the role will be too:

- Facilitate, co-ordinate and monitor delivery of the themes and milestones outlined in the Housing Delivery Plan through a multi-agency approach.
- Be the central point of contact between health, housing and social care so to promote integrated working and raise greater understanding of this subject area. Promoting networking across all agencies.
- Identify and implement new integrated ways of working and funding opportunities with key health and housing stakeholders.
- Undertake project monitoring and evaluation in order to build up a local evidence base identifying the outcomes achieved, the savings being delivered (be this through a reduction in spend or cost avoidance) and measuring quality of life improvements through recognised public health indicators/matrix.
- Facilitate the function and activity of the Housing & Health Commissioning Group.
- Monitor and evaluate the Better Care Fund/Disabled Facilities Grant allocation across the County and report back via the Better Care Fund Programme Board
- Lead 'Housing & Health' contact for the Sustainability & Transformation Plan
- Lead and co-ordinate responses to county-wide health and housing policies and consultations.
- Attend the Health and Wellbeing Board as required.
- Report to Notts Chief Executives Group on matters relating to health and housing.

4.0 Nottingham & Nottinghamshire Sustainability Transformation Plan

4.1 In December 2015, the NHS shared planning guidance 16/17 – 20/21 outlined a new approach to help ensure that health and care services are built around the needs of local populations. To do this, every health and care system in England will produce a multi-year Sustainability Transformation Plan (STP), showing how local services will evolve and become sustainable over the next five years – ultimately delivering the five year forward vision of better health, better patient care and improved NHS efficiency.

4.2 To deliver plans that are based on the needs of local populations, local health and care systems came together in January 2016 to form 44 STP 'footprints'. The health and care organisations within these geographic footprints are working together to develop STPs which will help drive genuine and sustainable transformation in patient experience and health outcomes over the longer-term.

4.3 The footprint for this locality covers Nottingham City & Nottinghamshire and the lead is David Pearson, Corporate Director - Adult Social Care at the County. The senior lead for the Nottinghamshire districts is Mansfield District Council's Chief Executive.

4.4 The Nottingham and Nottinghamshire STP has established five key areas where it aims to achieve high impact changes:

- a) Promote wellbeing, prevention, independence and self-care**
- b) Strengthen primary, community, social care and carers services**
- c) Simplify urgent and emergency care**
- d) Develop technology enabled care**
- e) Ensure consistent and evidence based pathways in planned care**

4.5 The attached newsletters at **Appendix C** provide further background on the work of the STP locally.

4.6 The Nottingham and Nottinghamshire STP has acknowledged the need to engage all districts and has recognised the work of the Nottinghamshire Health and Housing Commissioning Group, this has resulted in the formulation of '**Housing and Environment**' Chapter as a supporting Workstream to the five key areas identified above. This Chapter covers the following proposed themes and activities:

1) Supporting people to live independently at home

- Provide timely, safe and supported home environments for people who are medically fit to leave hospital through a common discharge scheme.
- Delivering a common approach to adaptations which create suitable and safe home environments.
- Work with key partners to identify and implement a common referral pathway which supports people who would benefit from Assistive Technology in their home environment.

2) Improving private sector housing standards case for change

- Develop a Nottinghamshire 'Health and Housing Profile' which will allow better targeting of interventions towards those with long term health conditions and who live in the poorest housing.
- Implement a programme to remove the most serious hazards from the home environment through a combination of advice, support for repairs and enforcement.
- Expand the Nottinghamshire 'Warm Homes on Prescription' scheme which will improve the thermal efficiency of homes inhabited by people with health conditions that are made worse by the cold.
- Support health professionals by establishing a single point of access for housing related referrals which will facilitate the delivery of timely and appropriate housing advice and assistance.

3) Healthy options takeaway

- Ensure fast food takeaways implement healthier methods of cooking and offer healthier food options on their menu by increasing the number of premises participating in the Healthier Option Takeaway (HOT) Campaign.

4) Integrating health into Planning and Development

- Implement the 'Spatial Planning for the Health and Wellbeing of Nottinghamshire and Nottingham' Framework. This is a document that has been prepared by the County's Planning and Public Health teams to promote development which supports healthy living. This includes encouraging the use of Health Impact Assessments to check whether Development Plans and significant Planning Applications have fully considered their impact on health. The District Council has already incorporated Health Impact Assessment principals into our work on the Plan Review.

5) **Reduce health impacts of air pollution (anthropogenic particles and nitrogen dioxide).**

- Develop and implement an Air Quality Strategy for Greater Nottingham and Nottinghamshire which will drive positive action to reduce the impact and cost of air pollution on the populations' health.
- Develop and deliver a communications and engagement strategy to encourage positive behavioural change in a range of diverse groups with varying priorities and differing health/economic consequences from air pollution.
- Prepare for proposed Nottingham Clean Air Zone (planned implementation 2019) which will identify a range of actions to reduce emissions of nitrogen dioxide and particulates from road transport and other sources.

4.7 There is also ongoing activity looking at the housing workforce across the City and County and the opportunities this may bring to deliver integrated working across all sectors.

4.8 Draft Business cases have been prepared for the activities set out at paragraph 4.6, with particular focus on the implementation of a common hospital discharge scheme and the warm homes on prescription model. These were submitted on 30th September 2016 for consideration by the STP Programme Team and to remove any duplication that may exist across each Business Case.

4.9 The Committee should note that the work streams in the STP are draft and have the potential to change over the coming weeks, with the deadline to submit the STP to the NHS being 21ST October 2016. Publication of the STP will follow after this date along with further consultation.

5.0 **Proposals**

5.1 That the Committee notes the contents of the report setting out the progress of the health agenda across Nottingham and Nottinghamshire from a district Council perspective and makes any observations as appropriate.

6.0 **Equalities Implications**

6.1 Equalities implications have been carefully considered and appraised in the formulation of the Health and Housing JSNA and resultant Delivery Plan.

7.0 **Impact on Budget/Policy Framework**

7.1 The Council is already delivering on the health and housing agenda, for example through the 'warm homes on prescription' pilot, development of the Bowbridge Road extra care scheme and management of disabled facilities grants. These matters have been considered and approved by the Council through the appropriate policy and budgetary process.

7.2 The impact of the Nottingham & Nottinghamshire Sustainability Transformation Plan at a local district level will need further appraisal in terms of resource and policy implications once agreed.

8.0 **Comments: Business Manager & Chief Financial Officer – Financial Services**

8.1 With pressure on grant money availability and General Fund resources being tight, these health initiatives through the Nottingham & Nottinghamshire Sustainability Transformation Plan would require external funding depending on the resource implication involved.

9.0 **RECOMMENDATION**

That the Committee notes the contents of the report setting out the progress of the health agenda across Nottingham and Nottinghamshire from a District Council perspective and makes any observations as appropriate.

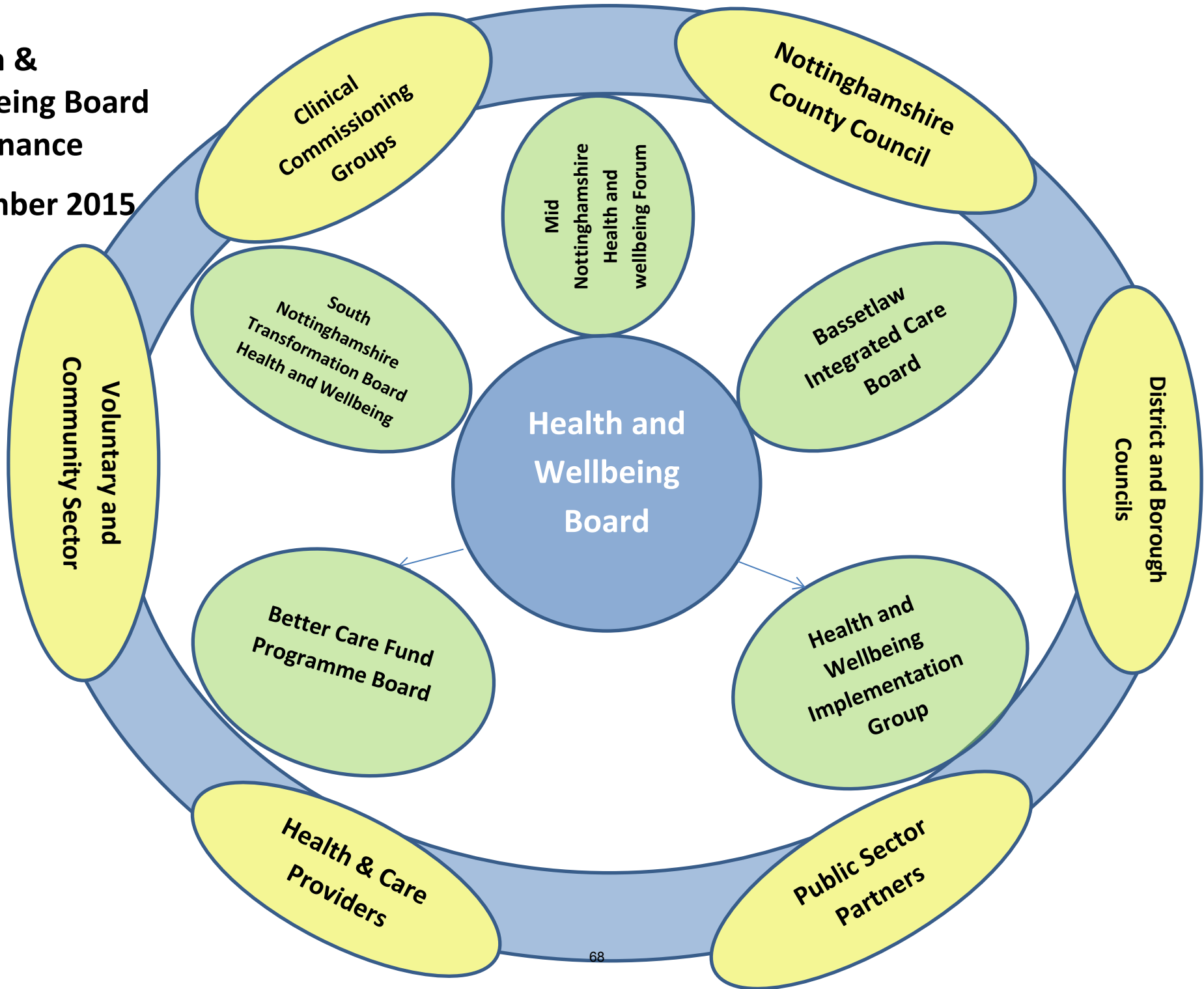
Background Papers

Nil

For further information please contact Rob Main (Business Manager - Strategic Housing) on 655930, Leanne Monger (Business Manager – Housing & Safeguarding) on 655545 or Alan Batty (Business Manager – Environmental Health & Licencing) on 655467.

Karen White
Director – Safety

**Health &
Wellbeing Board
Governance
December 2015**



Nottinghamshire Health and Wellbeing Strategy

Housing & Health Commissioning Group

Housing Delivery Plan 2016

Background

The Nottinghamshire Housing and Health Commissioning Group was formed in 2014 to drive forward an integrated health and housing agenda in line with the Health and Wellbeing Strategy. The Group is accountable to the Nottinghamshire Health and Wellbeing Board via the Nottinghamshire Health and Wellbeing Implementation Group. A Terms of Reference for the Group is included in Appendix 1.

Housing forms 1 of 20 priority areas within the Nottinghamshire Health and Wellbeing Strategy:

Health & Wellbeing Priority Area:

Ensuring we have sufficient and suitable housing, including housing related support, particularly for vulnerable people.

Ambition: Coping well
Working together

Following the Health and Wellbeing Peer Challenge, the Board has approved a revised set of strategic priorities for 2015/16 onwards, which focus effort on targeted areas to maximise the Board's potential in delivering the Health and Wellbeing Strategy. Housing cuts across several of these strategic priorities including the following:

Health & Wellbeing Board Strategic Priorities

Objective	Rationale	Action
Ensure vulnerable people living in the community can access the housing support they need.	This supports the ' Coping Well ' and ' Working Together ' Ambitions. A joint approach will provide support to individuals in a streamlined way, and help people maintain independence.	Extend integrated working to include Housing so that support for vulnerable people is assessed collectively and delivered by the most appropriate agency.

<p>Ensure crisis support (including housing) is available for people with mental health problems living in the community.</p>	<p>This supports the ‘Coping Well’ and ‘Working Together’ Ambitions. A joint approach will provide support to individuals in a streamlined way, and help people maintain independence.</p>	<p>Facilitate a joint approach to crisis support (including work around the crisis care concordat) to maximise resources to support individuals in the community.</p>
<p>Develop healthier environments to live and work in Nottinghamshire.</p>	<p>This supports all Ambitions. Environments that are planned to maximise health and wellbeing resources can have benefits for communities in the longer term, through encouraging physical activity, healthy eating or access to support /services.</p>	<p>Facilitate a joint approach across Health and Wellbeing partners to planning to maximise benefits, leading to the use of Health Impact Assessments.</p>
<p>Improve Children and Young People’s Mental Health and Wellbeing across Nottinghamshire.</p>	<p>This supports the ‘Living Well’ and ‘Coping Well’ Ambitions. Enabling children of school age can improve health outcomes in later life.</p>	<p>Develop a partnership agreement to tackle child sexual exploitation in Nottinghamshire, in conjunction with the Nottinghamshire Safeguarding Children’s Board. Implement the Nottinghamshire Children’s Mental Health & Wellbeing Transformation Plan to develop a greater prevention and early intervention approach, such as the use of a single, unique brand identity for young people’s health, improved access to better information and novel delivery mechanism for support.</p>

Why is Housing a priority?

The home is a wider determinant of our health and wellbeing, throughout our life. Ensuring the population has appropriate housing will prevent many problems well in advance of the need for clinical intervention.

Affordable and suitable, warm, safe and secure homes are essential to a good quality of life yet almost 90,000 homes in Nottinghamshire do not meet these criteria. In 2012/13 over 3,000 households reported being at risk of losing their home, or homeless, and this trend is increasing. These experiences place a burden on mental health and wellbeing in particular, and can exacerbate existing health conditions.

There is insufficient affordable and good quality housing in the county to meet the needs and demands from existing and new households. The combined effects of the economy and welfare reform on reducing household income means that some people may have no choice but to live in poor quality and/or unsuitable housing; to not heat their home; to have insufficient space for healthy living; to move away from support networks and the services they need and may face homelessness.

Available estimates of the cost of the impact of poor housing conditions and homelessness on the NHS include:

- At least £1.4b a year; this research was based on 2001 healthcare costs¹.
- The cost of not improving energy efficiency is at least £145 million per annumⁱ; locally, this figure is estimated to be over £20 millionⁱⁱ
- £2.5bn per annum is spent treating illnesses linked to poor housing²
- The cost of overcrowding is £21.8m per year³.
- The cost of single homeless people using inpatient, outpatient and accident and emergency services is £85m a year⁴

The wider costs to society of this poor housing are estimated at some 2.5 times the NHS costs. These additional costs include: lack of educational attainment, lost income, higher insurance premiums, higher policing and emergency services costs.

The *'Memorandum of Understanding to support joint action on improving health through the home'* December 2014, between key health, social care and housing organisations galvanises the work of the Housing and Health Commissioning Group and supports its priorities.

What works?

Co-ordinated partnership working between local housing authorities, health and social care providers and other key stakeholders is essential, along with the need to share resources.

¹ Building Research Establishment

² National Housing Federation (2010) The Social Impact of Poor Housing

³ Building Research Establishment

⁴ DH (2010) Healthcare for single homeless people)

The priority areas that focus on the relationship between Housing and Health within the County are:

Priority 1 - Poor housing conditions – particularly the impact of falls in the home, cold and damp homes and fuel poverty, fire in the home and inadequate home security.

Priority 2 - Insufficient suitable housing – including the impact of overcrowding and lack of housing that enables people e.g. older or disabled people, to live independently.

Priority 3 - Homelessness and housing support – including the impact of homelessness on families and other crisis that may result in the loss of a home and an individual's ability to live independently.

Priority 4 - Children and young people – ensuring they have the best home in which to start and develop well. This is an emerging housing priority.

Underpinning all of the above key housing issues is the need for timely and appropriate information and advice to enable people to make informed choices on housing matters and access the services they require.

The focus of housing related activity should be on:

- Children, particularly if they are disabled; are part of the Gypsy and Traveller community; live in poverty; live in the private rented sector; live in a deprived area.
- Older people, particularly if they are disabled; have a limiting long term condition; have a mental health issue and live in the private rented sector; live in poverty; live in a rural area or a deprived neighbourhood.
- Disabled people and people with a limiting long term condition, particularly if they live in poverty; live in the private rented sector; live in a rural area or a deprived neighbourhood.
- Particular communities' i.e. rural communities and BME communities living in the private rented sector, and Gypsies and Travellers.

This delivery plan should be read in conjunction with the supporting document '*An Assessment of the Impact of Housing on Health and Wellbeing in Nottinghamshire*' which can be viewed at <http://www.nottinghaminsight.org.uk/d/112956>. The delivery plan also links to the most appropriate indicators from the Public Health Outcome Framework (<http://www.phoutcomes.info/public-health-outcomes-framework>). Some of these health indicators have a direct correlation to the housing outcomes within this plan e.g. fuel poverty, and provide direct measures of success. However, it is more difficult to show a direct link between some of the housing outcomes e.g. homelessness, and the health indicators in existence. Where this is the case, other appropriate indicators have been referenced as a means of measuring success.

Where will the Health and Wellbeing Board add value:

Local housing authorities are ideally placed to lead on housing related activities with detailed understanding of their local communities. Close working relationships already exist between housing authorities and adult social care and health. The Health and Wellbeing Board can however facilitate the development of new working relationships with Children's Services, Health and Clinical Commissioning Groups in particular. This will in turn raise the profile of county-wide housing activity and its integration with services for children, older people, disabled people and specific communities.

The responsibility for this delivery plan lies with a wide range of partners including the local housing authority, the County Council, health and social care as well as community and voluntary organisations. The success of the delivery plan and completion of the agreed actions will require closer, more integrated ways of working between these partners. The potential for having a dedicated resource to progress the delivery of actions and coordinate activity between partners should be explored.

Previous Health and Wellbeing wider stakeholder events have been well received and it would perhaps be beneficial if a Housing themed stakeholder/market place event is held to involve housing providers, the voluntary sector, members of the public etc. This will build on the Housing Scoping event held earlier in January 2016 with a wider reach for all those that contribute to the housing agenda.

PRIORITY 1 – POOR HOUSING CONDITIONS**Outcome 1: Homes in the private sector are warm and safe****Milestones:**

- **Milestone 1:** We will consider the expansion of the Nottinghamshire 'Warm Homes on Prescription' model and explore additional resources to support the pilot including the Better Care Fund Disabled Facility Grant allocation.
- **Milestone 2:** We will review means of gathering local intelligence on private sector housing condition including the Public Health England/CIEH Housing and Health Profiling Toolkit to inform targeted integrated working.
- **Milestone 3:** We will explore means of focussing integrated working on removing hazards from private sector homes (privately rented and owner occupied) in the most deprived areas to improve property condition, health outcomes, independence and quality of life. Experience can be drawn from 'Healthy Home' pilots elsewhere including the Derby 'Healthy Homes' hub and Liverpool's Housing Action Zones.
- **Milestone 4:** We will explore the feasibility of a single point of access for housing related referrals from health and social care and other partners alongside 'awareness raising' initiatives with health colleagues regarding poor private sector housing conditions and the housing offer.

- **Milestone 5:** Identify key priorities within NICE Guidance for implementation to address the needs of at risk groups, and develop a corresponding action plan.

Lead: Housing & Health Commissioning Group

Links to other plans:

Nottinghamshire Affordable Warmth Strategy

Local Affordable Warmth Strategies and Private Sector Housing Renewal Strategies

PRIORITY 2 – INSUFFICIENT SUITABLE HOUSING

Outcome 2: People are aware of their housing options and are able to live independently in a home suitable for their needs

Milestones:

- **Milestone 1:** We will deliver, through the Better Care Fund DFG allocation, assistance and services that promote early intervention and prevention and independence at home by March 2017. This will include mandatory and discretionary disabled adaptations and a feasibility study of the Nottinghamshire Handyperson and Adaptation Service (HPAS).
- **Milestone 2:** We will remodel existing and develop new supported/specialist housing schemes to increase the range of housing on offer to people with health and care needs by March 2018.

Lead: Housing Commissioning Group

Links to other plans: Older Persons Delivery Plan, Care Act 2014 implementation

PRIORITY 3 – HOMELESSNESS AND HOUSING SUPPORT

Outcome 3: People live in stable accommodation and homelessness is prevented as far as possible

Milestones:

- **Milestone 1:** We will explore options to deliver housing training with GP surgeries and other front line health staff across the County with a view to increasing awareness of housing, targeting homelessness prevention and housing support at hard to reach groups by March 2017.
- **Milestone 2:** Working in partnership with health and social care, further develop hospital discharge schemes and protocols to reduce unnecessary hospital admissions and ensure timely discharge by March 2017.

- **Milestone 3:** Undertake a mapping exercise to establish current approaches and relationships between mental health services and housing providers in order to identify gaps in provision and knowledge.
- **Milestone 4:** Working in partnership with the County Council, we will review homelessness prevention pathway service provision in the County following the closure of Homelessness Prevention Services delivered by Framework HA.

Lead: Housing & Health Commissioning Group (homeless families)

Links to other plans: ‘Assessment of the health needs of single homeless people’, Nottinghamshire County Council July 2013

PRIORITY 4 – CHILDREN AND YOUNG PEOPLE

Outcome 4: Children and young people have the best home in which to start and develop well

- **Milestone 1:** We will carry out County-wide review of baseline research to identify the scale of impact of the home and housing circumstances (including overcrowding) on the health and wellbeing of children and young people, and child poverty by March 2017.
- **Milestone 2:** We will ensure consistent approaches on the safeguarding and improvement of children and young people’s health and wellbeing through the Nottinghamshire District/Borough Safeguarding Group.

Lead: Housing Commissioning Group

Links to other plans: The Children, Young People and Families Plan 2014-2016

ⁱ The ‘Real Cost of Poor Housing’ [Building Research Establishment](#)

ⁱⁱ Estimated Figures produced by Richard Davies from Marches Energy Action. A 2012 AgeUK report calculated the cost of cold related ill-health to the NHS across England as £1.36 billion. This was pro-rata’d based on numbers of households in each local authority district to give an estimate of the local costs.



The Nottingham and Nottinghamshire Sustainability and Transformation Plan

NEWSLETTER ISSUE 1 JULY 2016

CARING TOGETHER

Welcome to the first newsletter of the Nottingham and Nottinghamshire Sustainability and Transformation Plan (STP) - a five-year plan to improve health and social care in the city and county for the benefit of local people.

PLAN SUBMITTED

Thursday 30 June saw the submission to NHS England of the Nottingham and Nottinghamshire Sustainability and Transformation Plan (STP)¹. It was a landmark moment following weeks and months of events, meetings and ongoing discussions among key stakeholders. The plan sets out how we will transform health and social care over the next five years in the city and county. This first STP newsletter will explain what is in the plan and give you the background to how and why it has been produced. The plan, submitted on June 30, will form the basis for a face-to-face personal conversation with the national leadership in the NHS in July, and therefore is still a work in progress.



NATIONAL CONTEXT

The latest NHS shared planning guidance outlines a new approach to ensure that health and care services are planned by the local needs of a place rather than around individual organisations. Every health and care system needs to produce a five-year STP showing how local services will work together to improve the quality of care, their population's health and wellbeing and NHS finances.

The local plans are designed to accelerate the implementation of the NHS *Five Year Forward View*². They will help drive a genuine and sustainable transformation in health and care outcomes between 2016 and 2021. They will also help build and strengthen local relationships, enabling a shared understanding of where we are now, our ambition for 2021 and the concrete steps needed to get us there. To deliver these plans, NHS providers, clinical commissioning groups (CCGs), local authorities, and other health and care

The local plans are designed to accelerate the implementation of the NHS Five Year Forward View.

services have come together to form 44 STP 'footprints'³. These are geographic areas in which people and organisations will work together to develop robust plans to transform the way that health and care is planned and delivered for their populations.

THE LOCAL 'FOOTPRINT'

The planning footprint locally covers Nottingham and Nottinghamshire. Nottinghamshire comes under two separate NHS England regional areas: 'Greater

Nottingham / South Nottinghamshire' and 'Mid Nottinghamshire' are part of Midlands and East, and Bassetlaw is part of North of England. NHS England following local discussions determined that Greater/South and Mid Nottinghamshire formed the STP footprint, with Bassetlaw as an associate.

We will be working in a strategically sound yet locally sensitive way recognising the good work that is already underway across the STP footprint, such as the 'Better Together'⁴ programme in Mid Nottinghamshire, the 'We Care'⁵ health and care partnership work in Greater Nottingham / South Nottinghamshire, our five vanguards (multi-specialty care provider, primary and acute care system, care homes, urgent and emergency care network, and radiology consortium), and the two integrated care pioneer programmes.

The STP footprint for Nottingham and Nottinghamshire covers six CCG areas, eight local authorities and a population of slightly more than one million people.

AIMS AND OBJECTIVES

The STP for Nottingham and Nottinghamshire aims to:

1

Close the gaps identified in the NHS *Five Year Forward View* relating to health and wellbeing, care and quality, and finance and efficiency.

2

Tackle the high impact issues which will deliver the most return and support implementation of local innovations, in areas such as collective approaches to workforce and organisational development

3

See organisations working together on changing cultures and health behaviours to maximise the benefits from new initiatives like self-care and promoting independence.

These overarching aims support the delivery of the objectives of the local health and care system to:

- Provide care organised around individuals and populations not institutions
- Provide preventative and proactive care enabling independence
- Enable people to remain at home where possible, with hospitals and care homes only for people who need to be in these settings (shifting resources to support this)
- Enable teams to work together across organisational boundaries delivering integrated care
- Provide value based and sustainable care based on the real needs of populations.

The STP will seek to achieve consistent and equitable standards of care for the local population.



HOW WILL WE MEET OUR AIMS AND OBJECTIVES?

1

Closing the gap: health and wellbeing

The STP will be produced for local citizens, with local citizens, addressing the needs of patients, service users, carers and local communities. This population is diverse, growing and ageing. Through previous engagement, our citizens have told us they want support to stay well, be independent and able to self-care wherever possible. The case for change is compelling with the need to collectively prevent the causes of ill health, thereby reducing demand for services and tackling health inequalities.

Linking in with local health and wellbeing strategies and intelligence from the joint strategic needs assessments, we will aim to reduce smoking prevalence, obesity, and the impact of alcohol and drugs; as well as fully implementing the diabetes prevention programme across Nottinghamshire. We will empower citizens to adopt and maintain healthy lifestyles and behaviours, manage ill health and promote good health and wellbeing.

2

Closing the gap: care and quality

The STP will seek to achieve consistent and equitable standards of care for the local population. There will be a single approach to quality and sustainable acute care provision focused on preventative, proactive care with more services provided in or closer to home. All partners are committed to the further reshaping of services and resources away from hospital towards the community, social care, voluntary support and primary care development. There are many opportunities to share the learning and adopt the new ways of working being gained from the numerous national programme sites – vanguards, pioneers and others – that are being progressed in the city and county.

Key to this will be support for the strategic partnership of Nottingham University Hospitals and Sherwood Forest Hospitals, with benefits in aiding staff recruitment and retention, consolidating services and improving patient safety.

We will also focus on linking our vanguards and other leading edge initiatives together, creating an accountable integrated care system of lasting value, potentially across all service offerings and providers over time.

Among the local sites taking forward national programmes in Nottingham and Nottinghamshire are the:

- East Midlands Radiology Consortium (EMRAD) vanguard at Nottingham University Hospitals⁶
- Enhancing care in care homes in Nottingham City vanguard⁷
- Greater Nottingham emergency and urgent care vanguard⁸
- Mid Nottinghamshire Better Together (PACS) vanguard⁹
- Principia Partners in Health (MCP) vanguard¹⁰
- The Greater Nottingham Health and Care Partnership in the city and south of the county
- Transforming Care site for people with learning disabilities and/or autism in Nottinghamshire¹¹
- Integrated care pioneer sites in the city and county, linked in to support from the Better Care Fund.

3

Closing the gap: finance and efficiency

The city and county health and social care economy, like the rest of the country, faces significant financial challenges in the future if we do not take action now. Among our plans over the next five years we must align financial resources and incentives, with collective decision making about where resources are best placed. We also plan to develop new payment mechanisms linked to outcomes.

We must transform certain care pathways and services where we can obtain greater value for money. Critical to achieving financial balance in the long term is the need to promote self-care and independence, reducing the reliance on services (while improving the citizen experience).

MAKING HIGH IMPACT CHANGES

The STP has established four key areas where it aims to achieve high impact changes within Nottingham and Nottinghamshire:

1

Prevention and promoting independence

Looking at how we can empower people to be healthier at all points in their life

2

Primary and community care

Reducing hospital admissions of people with long-term conditions, supporting prevention at all stages of someone's care and the early identification and effective management of early disease. This also includes supporting clinicians access the most appropriate services for their patients, developing primary care, and increasing collaborative and proactive care with a focus on personalised budgets

3

Urgent and emergency care

Ensuring appropriate use of A&E, an urgent response for citizens in crisis, improving transfers of care and discharge, and improving navigation, advice and information for patients and professionals

4

Technology enabled care

Supporting technology enabled practice, care and prevention. This includes better sharing of information and joint trusted assessor roles, increasing use of assistive technology to support independence, and providing information and advice to enable prevention, self-care and wellbeing

A series of enabling and supporting themes have been established within the STP:

- Clear, consistent and evidence-based care pathways
- Improved outcomes for individuals with mental health needs or learning disabilities
- Self-care and carers support
- Workforce and organisational development
- Estates

Critical to achieving financial balance in the long term is the need to promote self-care and independence, reducing the reliance on services (while improving the citizen experience).

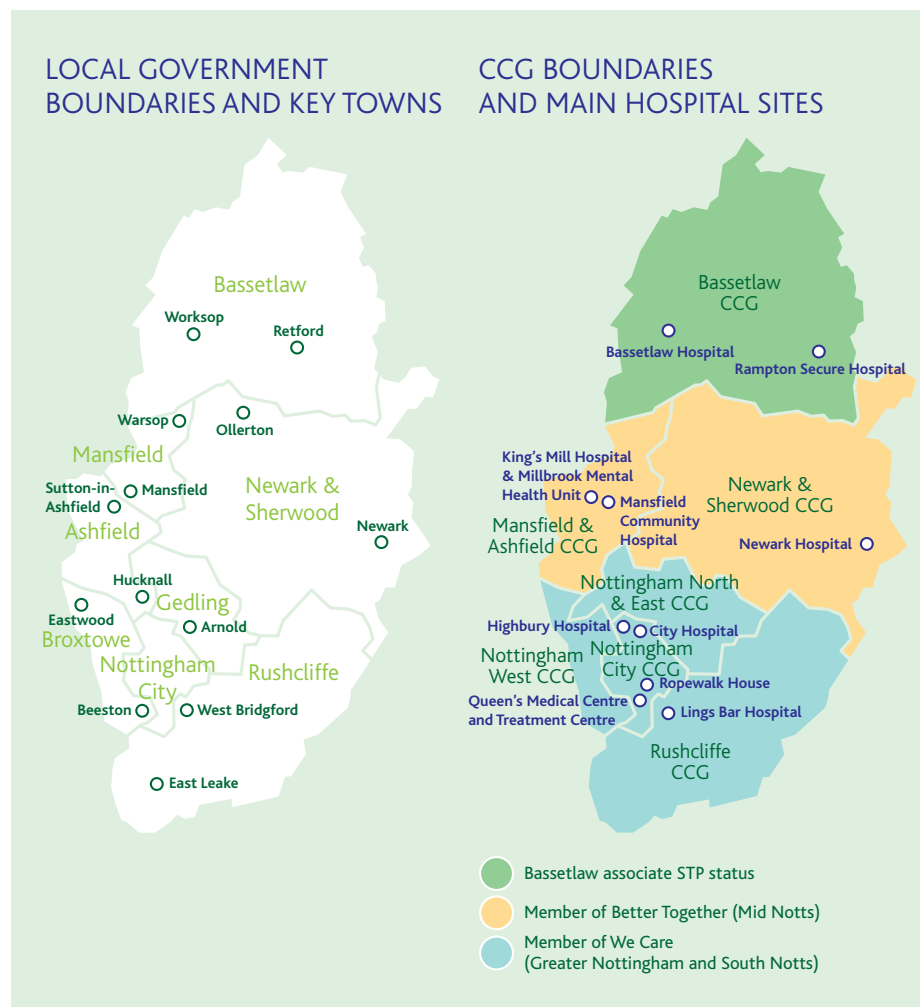
- Innovation
- Housing and environment
- Communication and engagement

LEADERSHIP

Lead for the STP for Nottingham and Nottinghamshire is David Pearson, corporate director of adult social care, health and public protection and deputy chief executive at

Nottinghamshire County Council, who is responsible for a wide range of services from front line social care to trading standards. From April 2014 to April 2015 David was president of the Association of Directors of Social Services, working with ministers, government departments and other national organisations and partners on areas including the financial sustainability of adult social care, implementation of the Care Act, and integration with health. A previous chair of the Mansfield and Ashfield CCG board, he has a masters research degree on health and care integration, and led on the Nottinghamshire Better Care Fund (BCF) plan.

Programme director of the STP for Nottingham and Nottinghamshire is Lucy Dadge, seconded from her role as a strategic director at Mansfield and Ashfield CCG supporting a programme of work to reconfigure primary, secondary, community and social care services. Lucy has broad experience in the acute sector (most recently as a foundation trust director), and also in central government and the private sector. Lucy has played key roles in developing the Nottinghamshire BCF plan, a primary and acute care system vanguard, and the Nottinghamshire integration pioneer site.





Engagement with citizens will be carried out in the future via existing engagement channels of the plan's partners.

GOVERNANCE

Supporting the establishment, approval and implementation of the STP is a small team comprising the STP lead, programme director (on secondment) and programme manager (on secondment), providing leadership and capacity to take forward the joint work. Governance systems link the STP to the existing transformation programmes in Greater/South and Mid Nottinghamshire with reporting through to statutory organisations and the two Health and Wellbeing Boards.

Work is being progressed by a STP operational oversight group with task and finish groups as the mechanism for delivery of the STP. Strategic oversight of the STP is maintained by a Nottinghamshire steering group.

ORGANISATIONS

The following organisations are involved in the development and ongoing implementation of the STP:

- NHS Mansfield and Ashfield CCG
- NHS Newark and Sherwood CCG
- NHS Nottingham City CCG
- NHS Nottingham North and East CCG
- NHS Nottingham West CCG
- NHS Rushcliffe CCG
- Nottingham University Hospitals NHS Trust
- Sherwood Forest Hospitals NHS Foundation Trust
- Nottinghamshire Healthcare NHS Foundation Trust
- Nottingham CityCare Partnership CIC
- East Midlands Ambulance NHS Trust
- NHS England (specialised commissioning)
- Circle Nottingham Limited
- Nottingham Emergency Medical Services
- Central Nottinghamshire Clinical Services
- Primary care providers
- Local Medical Committee
- Community and voluntary sector partners
- Healthwatch Nottingham
- Healthwatch Nottinghamshire

- Nottingham City Council
- Nottinghamshire County Council
- Ashfield District Council
- Broxtowe Borough Council
- Gedling Borough Council
- Mansfield District Council
- Newark and Sherwood District Council
- Rushcliffe Borough Council
- Bassetlaw District Council (associates)
- NHS Bassetlaw CCG (associates)
- Doncaster and Bassetlaw Hospitals NHS Foundation Trust (associates)

ENGAGEMENT

Engaging with a range of stakeholders across the health and care economy has been critical to the success of developing our STP and this engagement will continue as we further develop and implement the plan. Our engagement process has so far included all partners from the health and care economy, commissioners and providers, and additionally, district and borough councils, the independent sector, and voluntary/community sector organisations. Engagement has commenced and will continue with our two Health and Wellbeing Boards.

Major stakeholder meetings have taken place in March and June 2016 with CCGs, NHS providers, local authorities, voluntary sector partners and independent Healthwatch attending. Delegates considered the emerging strategic objectives, the gaps that needed addressing, and were able to feed into the

development of the plan. Photographs from the stakeholder event on June 3 in Nottingham illustrate this first STP newsletter.

There has also been significant, ongoing provider engagement programmes at locality level, ensuring providers are actively involved in designing the local integrated care programmes. The plan incorporates insights gained from the extensive public, patient and carer engagement that has taken place as part of the major transformation programmes at locality level. Engagement with citizens will be carried out in the future via existing engagement channels of the plan's partners.

CONTACT THE STP LEAD

Please email David Pearson on david.pearson@nottsgov.uk and phone on 0115 977 3919.

REFERENCES

- 1 <http://www.kingsfund.org.uk/projects/sustainability-and-transformation-plans>
- 2 <https://www.england.nhs.uk/wp-content/uploads/2014/10/5yfv-web.pdf>
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Views about the STP

Click here to see the video





The Nottingham and Nottinghamshire Sustainability and Transformation Plan

NEWSLETTER ISSUE 2 AUGUST 2016

CARING TOGETHER

STP - MAKING PROGRESS

Welcome to our second newsletter providing updates and insights into the latest developments linked to the Nottingham and Nottinghamshire Sustainability and Transformation Plan (STP).

The plan sets out how we will transform health and social care over the next five years in the city and county. Following engagement with a large number of stakeholders, the first draft was submitted to NHS England on Thursday 30 June.

The plan was duly considered by national leads, alongside those of all the other 'footprint' areas in the country, and feedback has been provided on how our plans are shaping up. This was followed by a meeting in Leicester on Friday 22 July 2016 between senior leaders representing our STP and senior leaders from across NHS England and regulatory/improvement bodies. As well as NHS England chief executive Simon Stevens, the panel included representatives from NHS Improvement, Care Quality Commission, Health Education England and the Local Government Association.

At the July 22 meeting we were able to explain the rationale behind our plans and were given direction on how best to advance our proposals and where further work is still required.



Local councillors and members of Health and Wellbeing Boards in the city and county discuss the STP proposals



THE STP FOR NOTTINGHAM AND NOTTINGHAMSHIRE

Every health and care system in the country is producing a five-year Sustainability and Transformation Plan (STP) showing how local services will work together to improve the quality of care, their population's health and wellbeing and NHS finances. STPs outline a new approach to ensure that health and care services are planned by the local needs of a place rather than around individual organisations.

The plans are designed to accelerate the implementation of the NHS Five Year Forward View and will help drive a genuine and sustainable

transformation in health and care outcomes between 2016 and 2021.

A total of 44 areas or 'footprints' have come together to produce local plans. Our planning footprint locally covers Nottingham and Nottinghamshire (with Bassetlaw as an associate area). We are working in a strategically sound yet locally sensitive way recognising the good work that is already underway across the STP footprint, such as the 'Better Together' programme in Mid Nottinghamshire, the 'We Care' health and care partnership work in Greater Nottingham/South

Nottinghamshire, our five vanguards (multi-specialty care provider, primary and acute care system, care homes, urgent and emergency care network, and radiology consortium), and the two integrated care pioneer programmes. The STP footprint for Nottingham and Nottinghamshire covers six CCG areas, eight local authorities and a population of slightly more than one million people. Our first STP draft was submitted to NHS England on 30 June 2016 and will continue to be refined and improved in the coming months.

FEEDBACK ON OUR PROPOSALS

Health and social care organisations from across Nottingham and Nottinghamshire came together and put in a huge amount of effort to produce an ambitious and achievable plan in time for the June 30 deadline.

The initial feedback from NHS England recognised the amount of work that had gone into advancing our plans in such a short space of time. We agreed that there is still a lot to do to firm up our plans in more detail including some action around timescales and cost.

We will need to keep a close eye on certain performance issues such as waiting times for accident and emergency in Nottingham and we have been asked to 'stress test' how we see the plan being implemented over the next five years in terms of how those plans will affect finances. As a health and social care community we were encouraged to hear that our vanguards were held up for good practice and it is seen that we have the leadership in place ready to deliver.

All those involved in the development of the STP can reflect on the fact that we have only come together as a Nottingham and Nottinghamshire wide system relatively recently and that to have been able to present a single plan for our footprint area was a considerable achievement.

We recognise that achieving the necessary detail at this stage was always going to be a stretch, and we will need to work closely and intensively together over the summer months to do this. Among the steps forward already made, our STP has to date:

- 'Sized the gaps' – establishing the areas that need addressing to close the health and wellbeing, care and quality, and finance and efficiency gaps, in line with the NHS Five Year Forward View
- Identified many innovative approaches to closing the gaps
- Identified a central goal of improving health life expectancy for our population
- Identified some interesting solutions to our challenges using the latest technology, apps and IT
- Agreed sufficient initiatives to cover the NHS financial and efficiency gap
- Identified a number of high impact changes

LEADERS ADVANCING OUR STP

- Identified a series of enabling/ supporting workstreams and identified leaders to head up those workstreams
- Made the connections between the existing areas of change and the STP requirements, bringing together transformational change programmes in one plan, including the vanguards and proposed merger between the acute hospital providers in Nottingham and Nottinghamshire.

We know from our own work to date and from the feedback of our national colleagues that we have a lot more to do. Producing the STP is a significant undertaking and we have to get the plans right and our partners perfectly aligned in what we want to jointly achieve. Some of our next steps include the need to:

- Advance the various proposals that make up the overall STP to the same degree of detail, finalising the cases for change and implementation plans, and ensuring we have the resources we need to successfully deliver
- Further work up our plans on prevention, helping people look after themselves wherever possible, improving their health and wellbeing and reducing their need for services
- Produce more detailed plans to address the quality gap in local services
- Fully cost the workforce plan
- Better assess the benefits for services and finances from the proposed merger of Nottingham University Hospitals and Sherwood Forest Hospitals
- Ensure that we have the commitment, backed up by the necessary resources, to make this happen
- Review our governance structure.



David Pearson, STP lead for Nottingham and Nottinghamshire, and corporate director of adult social care, health and public protection and deputy chief executive at Nottinghamshire County Council, said:

"I would like to take this opportunity to thank everyone for the significant effort and commitment from many to create the overall plan and supporting plans we have in such a short space of time. We have come a long way and there is much that we can be proud of in having already achieved. We have produced some good ideas and have a good plan, particularly when you consider how quite a few communities elsewhere in the country have been working in this way for longer and would therefore have plans that would already be well progressed.

"We have strong support from the key organisations and wider stakeholders including politicians from both the city and county for the high impact changes and the enabling workstreams we have identified in the plan. We have taken account of our strengths in the five vanguards in Nottingham and Nottinghamshire and the two integration pioneers, and used principles and evidence from Right Care, the Carter Review and other modeling in our assessment of organisational efficiencies and developing new models of care. We must now forge ahead, develop the detail of our proposals on a system-wide basis, continue to engage as much as possible, and will look to re-submit in October."



Our STP has set out four key areas where it aims to achieve high impact changes within Nottingham and Nottinghamshire.

In support of this there are also ten enabling and supporting themes which will need to be addressed in order to make change happen. An executive lead sponsor within the health and social care community has been appointed to lead the following areas:

Prevention and promoting independence - **Amanda Sullivan**

Primary and community care - **Dawn Smith**

Urgent and emergency care

Technology enabled care, practice and prevention - **Vicky Bailey**

Clear, consistent and evidence-based care pathways - **Sam Walters**

Workforce and organisational development - **Lyn Bacon**

Communications and engagement

Self-care and carers support

Improved outcomes for individuals with mental health needs or learning disabilities - **Julie Hankin**

Housing and environment - **Bev Smith**

Finance and efficiency - **Louise Bainbridge**

Estates - **Ruth Hawkins**

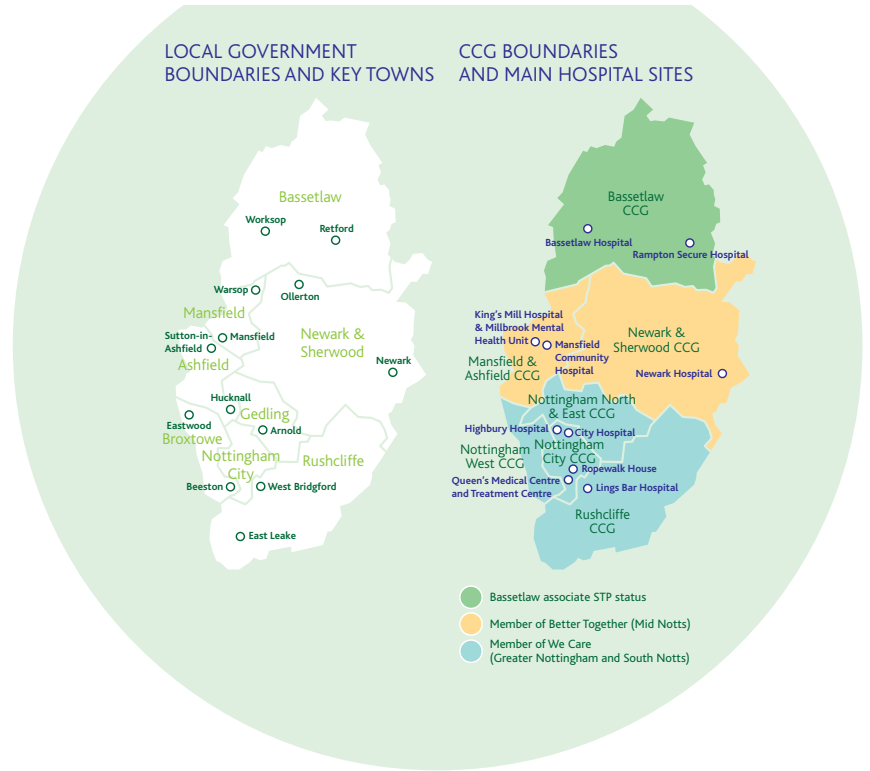
Innovation - **Ian Curryer**

Service reconfiguration - **Peter Homa**

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- Bassetlaw District Council (associates)
- NHS Bassetlaw CCG (associates)
- Doncaster and Bassetlaw Hospitals NHS Foundation Trust (associates)



THANK YOU LUCY AND WELCOME DIANNE

It's all change within the STP programme office this month with Lucy Dadge moving on to new challenges and Dianne Prescott joining the team as interim programme director.

Lucy was seconded from her role as a strategic director at Mansfield and Ashfield CCG. We would like to thank Lucy and wish her all the very best in her new permanent role as Director of Strategic Partnerships at Northamptonshire Healthcare NHS Foundation Trust.

Also, a warm welcome to Dianne Prescott who joins us as interim programme director. Previously a

Director of Strategy and Partnership at Derby Hospitals NHS Foundation Trust, Dianne has recently worked with Sheffield CCG and Hertfordshire Partnership NHS Foundation Trust delivering strategic and operational sustainability programmes and has extensive experience in the implementation of integrated care. We very much look forward to working with Dianne over the coming months.

Views about the STP

Click here to see the video



CONTACT THE STP LEAD

Please email David Pearson on david.pearson@nottscg.gov.uk and phone 0115 977 3919.