

A meeting of the **CABINET** will be held in **CIVIC SUITE 0.1A, PATHFINDER HOUSE, ST MARY'S STREET, HUNTINGDON, PE29 3TN** on **THURSDAY, 17 MARCH 2016** at **7:00 PM** and you are requested to attend for the transaction of the following business:-

**Contact  
(01480)**

## **APOLOGIES**

**1. MINUTES** (Pages 5 - 12)

To approve as a correct record the Minutes of the meeting held on 11th February 2016.

**M Sage  
388169**

**2. MEMBERS' INTERESTS**

To receive from Members declarations as to disclosable pecuniary and other interests in relation to any Agenda item.

**3. HUNTINGDONSHIRE LOCAL PLAN TO 2036 QUARTERLY UPDATE** (Pages 13 - 22)

To receive a report by the Head of Development regarding an update on progress on preparation of the Huntingdonshire Local Plan to 2036.

**C Bond  
388435**

**4. LOCAL DEVELOPMENT SCHEME** (Pages 23 - 40)

To consider a report by the Planning Policy Team Leader on the new Local Development Scheme to set the scope and timetable for production of the Huntingdonshire Local Plan to 2036.

**C Bond  
388435**

**5. CORPORATE PLAN** (Pages 41 - 62)

To receive a report by the Corporate Team Manager on the Corporate Plan for 2016/18.

**L Sboui  
388032**

**6. REVIEW OF WASTE POLICIES** (Pages 63 - 92)

To consider a report by the Interim Head of Service (Operations) regarding the revised waste policies and the proposed consultation on options for waste minimisation and potential charges for bin replacements

**A Merrick  
388635**

**7. ANNUAL MANAGEMENT PLAN FOR COUNTRYSIDE ASSETS** (Pages 93 - 108)

To consider a report by the Interim Head of Service (Operations) regarding the structure of annual management plans for countryside assets.

**A Merrick  
388635**

8. **GROUNDS MAINTENANCE SERVICE SPECIFICATION** (Pages 109 - 128)
- To consider a report by the Interim Head of Service (Operations) on the Grounds Maintenance Service Specification. **A Merrick 388635**
9. **EVENTS POLICY FOR PARKS AND OPEN SPACES** (Pages 129 - 156)
- To consider a report by the Interim Head of Service (Operations) regarding a policy for the staging of events in the Council's parks and open spaces including a schedule of fees and charges. **A Merrick 388635**
10. **SAFETY ADVISORY GROUP REPORT** (Pages 157 - 160)
- To receive the report of the Safety Advisory Group meeting held on 24th February 2016. **M Sage 388169**
11. **SPORTS FACILITIES STRATEGY FOR HUNTINGDONSHIRE 2016 - 2021** (Pages 161 - 220)
- To consider a report by the Head of Leisure and Health regarding the Sports and Leisure Facility Strategy 2016-21. **J Wisely 388049**
12. **ONE LEISURE - SIX MONTHLY UPDATE REPORT** (Pages 221 - 230)
- To receive a six month update report by the Head of Leisure and Health on the performance for One Leisure. **J Wisely 388049**
13. **ONE LEISURE STRATEGIC PLAN** (Pages 231 - 244)
- To consider a report by the Head of Leisure and Health on the Strategic Plans for the continued development of One Leisure during the period 2016-21. **J Wisely 388049**
- (a) **EXCLUSION OF PRESS AND PUBLIC**
- To resolve:
- that the press and public be excluded from the meeting because the business to be transacted contains exempt information relating to the financial or business affairs of any particular person (including the authority holding that information) and information relating to any consultations or negotiations, or contemplated consultations or negotiations, in connection with any labour relations matter arising between the authority or a Minister of the Crown and employees of, or office holders under, the authority.
- (b) **ONE LEISURE STRATEGIC PLAN - APPENDIX II** (Pages 245 - 324)
- To consider the One Leisure Strategic Plan - Appendix 2 of Agenda Item 13.

Dated this 9 day of March 2016



Head of Paid Service

**Notes**

**1. Disclosable Pecuniary Interests**

- (1) *Members are required to declare any disclosable pecuniary interests and unless you have obtained dispensation, cannot discuss or vote on the matter at the meeting and must also leave the room whilst the matter is being debated or voted on.*
- (2) *A Member has a disclosable pecuniary interest if it -*
  - (a) *relates to you, or*
  - (b) *is an interest of -*
    - (i) *your spouse or civil partner; or*
    - (ii) *a person with whom you are living as husband and wife; or*
    - (iii) *a person with whom you are living as if you were civil partners*

*and you are aware that the other person has the interest.*
- (3) *Disclosable pecuniary interests includes -*
  - (a) *any employment or profession carried out for profit or gain;*
  - (b) *any financial benefit received by the Member in respect of expenses incurred carrying out his or her duties as a Member (except from the Council);*
  - (c) *any current contracts with the Council;*
  - (d) *any beneficial interest in land/property within the Council's area;*
  - (e) *any licence for a month or longer to occupy land in the Council's area;*
  - (f) *any tenancy where the Council is landlord and the Member (or person in (2)(b) above) has a beneficial interest; or*
  - (g) *a beneficial interest (above the specified level) in the shares of any body which has a place of business or land in the Council's area.*

**Non-Statutory Disclosable Interests**

- (4) *If a Member has a non-statutory disclosable interest then you are required to declare that interest, but may remain to discuss and vote providing you do not breach the overall Nolan principles.*
- (5) *A Member has a non-statutory disclosable interest where -*
  - (a) *a decision in relation to the business being considered might reasonably be regarded as affecting the well-being or financial standing of you or a member of your family or a person with whom you have a close association to a greater extent than it would affect the majority of the council tax payers, rate payers or inhabitants of the ward or electoral area for which you have been elected or otherwise of the authority's administrative area, or*
  - (b) *it relates to or is likely to affect a disclosable pecuniary interest, but in respect of a member of your family (other than specified in (2)(b) above) or a person with whom you have a close association, or*
  - (c) *it relates to or is likely to affect any body –*
    - (i) *exercising functions of a public nature; or*
    - (ii) *directed to charitable purposes; or*
    - (iii) *one of whose principal purposes includes the influence of public opinion or policy (including any political party or trade union) of which you are a Member or in a position of control or management.*

*and that interest is not a disclosable pecuniary interest.*

## **2. Filming, Photography and Recording at Council Meetings**

*The District Council supports the principles of openness and transparency in its decision making and permits filming, recording and the taking of photographs at its meetings that are open to the public. It also welcomes the use of social networking and micro-blogging websites (such as Twitter and Facebook) to communicate with people about what is happening at meetings. Arrangements for these activities should operate in accordance with guidelines agreed by the Council and available via the following link [filming, photography and recording at council meetings.pdf](#) or on request from the Democratic Services Team. The Council understands that some members of the public attending its meetings may not wish to be filmed. The Chairman of the meeting will facilitate this preference by ensuring that any such request not to be recorded is respected.*

**Please contact Mrs Melanie Sage, Democratic Services Team, Tel No. 01480 388169/e-mail [Melanie.Sage@huntingdonshire.gov.uk](mailto:Melanie.Sage@huntingdonshire.gov.uk) if you have a general query on any Agenda Item, wish to tender your apologies for absence from the meeting, or would like information on any decision taken by the Committee/Panel.**

**Specific enquiries with regard to items on the Agenda should be directed towards the Contact Officer.**

**Members of the public are welcome to attend this meeting as observers except during consideration of confidential or exempt items of business.**

Agenda and enclosures can be viewed on the District Council's website – [www.huntingdonshire.gov.uk](http://www.huntingdonshire.gov.uk) (*under Councils and Democracy*).

If you would like a translation of Agenda/Minutes/Reports or would like a large text version or an audio version please contact the Elections & Democratic Services Manager and we will try to accommodate your needs.

### ***Emergency Procedure***

*In the event of the fire alarm being sounded and on the instruction of the Meeting Administrator, all attendees are requested to vacate the building via the closest emergency exit.*

## HUNTINGDONSHIRE DISTRICT COUNCIL

MINUTES of the meeting of the CABINET held in the Civic Suite 0.1A, Pathfinder House, St Mary's Street, Huntingdon, PE29 3TN on Thursday, 11 February 2016.

PRESENT: Councillor J D Ablewhite – Chairman.  
Councillors R B Howe, R C Carter, S Cawley,  
D B Dew, R Harrison, J A Gray and  
D M Tysoe.

ALSO IN ATTENDANCE: Councillors G J Bull and S Greenall.

### **83. MINUTES**

The Minutes of the meeting held on 21st January 2016 were approved as a correct record and signed by the Chairman.

### **84. MEMBERS' INTERESTS**

There were no declarations of disclosable pecuniary or other interests received at the meeting.

### **85. INTEGRATED PERFORMANCE REPORT 2015/2016 QUARTER 3**

The Cabinet considered a report by the Corporate Team Manager and Head of Resources (a copy of which is appended in the Minute Book) and commented on progress against the Key Activities and Corporate Indicators listed in the Council's Corporate Plan for 2015/16 for the period 1st October to 31st December 2015 and progress on the current projects being undertaken at the Council.

The Cabinet was informed that three of the four Key Actions with a red status, meaning the action was behind schedule, would soon be assigned an amber status meaning that progress was within an acceptable variance.

The Cabinet also considered and commented on the Council's financial performance on revenue and capital spend as at the end of December 2015, and retrospectively approved the establishment of the Budget Surplus Earmarked Reserve.

In acknowledging that the Council's forecast net revenue position was £18.1m, which was £1.0m ahead of the updated budget, the Cabinet noted that the number of appeals regarding Non Domestic Rates (NDR) had reduced the NDR income. The position in respect of appeals was unpredictable and further appeals might result in a reduced forecast. The uncertainty as to when new premises would come into valuation further increased this volatility.

In addition the Cabinet noted the national issue of the NHS refuting that it should pay NDR on the basis that it was a Trust. Dependant on the outcome this might have a significant impact on the budget.

Performance management information was initially devised to monitor the performance of the Corporate Plan and the Cabinet agreed that this was now well established. The Council had undertaken various processes to identify savings and efficiencies such as 'Facing the Future', Zero Based Budgeting and Lean thinking. Going forward the Cabinet agreed that the report should capture measurement criteria for Lean activities as these should be embedded into the organisation.

The Cabinet agreed that the 'Facing the Future' document, which was the initial work completed to identify savings, remained a live and valuable document that could be used if the Council was required to promptly identify further savings.

One of the three red indications referred to developing a Market Town Centre Improvement Strategy and Action Plan for St Neots. The Cabinet was informed that prioritisation of other Planning Policy work meant that work had not commenced on this. However, now the St Neots Neighbourhood Plan Referendum had concluded the purpose of a Strategy and Plan would be reviewed.

Regarding two further red indicators being the 'Buildings at Risk' Register and the Design Guide, the Cabinet was informed that these had not been updated as other urgent matters, particularly enforcement matters, had meant resources had been deployed elsewhere. Consultation on the Design Guide document was anticipated to commence in the next reporting quarter.

Having been invited to address the Cabinet, the Chairman of the Overview and Scrutiny Panel (Finance and Performance) agreed that going forward the report should capture measurement criteria for Lean activities, that the performance management information had matured well and that the Panel had been impressed with the detail of the report. Whereupon the Cabinet,

#### RESOLVED

- i. to note the progress made against Key Activities and Corporate Indicators in the Corporate Plan and current projects, as summarised in Appendix A and detailed in Appendices B and C of the Officer's report;
- ii. to note the Council's financial performance to the end of December, as detailed in the Financial Performance Monitoring Suite in Appendix D of the Officer's report; and
- iii. to approve in retrospect the establishment of the Budget Surplus Earmarked Reserve.

#### **86. FINAL 2016/17 REVENUE BUDGET AND MEDIUM TERM FINANCIAL STRATEGY 2017/18 TO 2020/21**

By way of a report from the Head of Resources (a copy of which is appended in the Minute Book), the Cabinet considered the final budget for 2016/17, detail of the draft service budgets and the Medium Term Financial Strategy (MTFS) for the period 2017/18 to

2020/21.

At the meeting of the Cabinet in January 2016 the Cabinet approved the draft budget and MTFS. Since then it was explained that there had been significant changes. The One Leisure draft income budgets had been re-profiled and reduced over the period of the MTFS in order to better reflect the service demands, the impact across the MTFS being a reduction in income of £0.9m. The revenue projections, the cost base and capital investment levels beyond 2016/17 were estimates pending the publication of the 2016-2021 Strategic Plan in February 2016.

Following a detailed analysis of the draft Local Government Settlement issued by the Department for Communities and Local Government (DCLG) in December the Revenue Support Grant (RSG) had been increased by £0.4m over the MTFS period.

The Local Government Finance Settlement in respect of the Non-Domestic Rates (NDR) Base Line had indicated an increase of 2.1% in 2017/18 rising to 3.5% by 2019/20. As a consequence of the appeals the Council had received regarding NDR, it was explained that this growth was considered optimistic. Therefore in the final 2016/17 budget and MTFS, the NDR income remained as reported in the draft budget of a 1% growth each year, on the basis that business rates still proved to be volatile and a more prudent view of NDR income was appropriate.

Regarding the Revenue Support Grant (RSG) the Local Government Finance Settlement had confirmed the decisions made by the Council were correct when setting the 2015/16 budget and MTFS, as RSG would be removed as core funding by 2019/20. However, the profile of decline in RSG was less than the Council had modelled in the draft 2016/17 budget and MTFS. Therefore the amounts shown in the Local Government four year settlement were included in the final 2016/17 budget and MTFS.

The other significant change from the draft budget was that the Voluntary Sector Grant budget had been reduced over the four years from 2016/17 to 2019/20 by £0.2m following the decision of the Cabinet at its meeting in January 2016.

The net impact of these changes was that by 2020/21 additional contributions of £0.4m were required from the General Reserves.

The submitted report had provided the Cabinet with the risks associated with the budget. The Cabinet were referred to Table 5 within of the Officer's report which reflected the final budget and MTFS including the freezing of Council Tax.

In the 2016/17 budget there was a surplus of £2.3m. However, by 2018/19 there was a funding gap of £0.8m which increased to £3.5m by 2020/21. The Cabinet were referred to Table 6 within the Officer's report which illustrated that the funding gap for 2018/19 and 2019/20 could be met from the estimated General Fund Reserve. However, by 2020/21 the Council was forecasting a negative balance on the General Fund which showed that the current budget was unsustainable over the medium-term.

To address the funding gap the Cabinet at its meeting in January agreed that the Council would continue investment in the Commercial Investment Strategy (CIS), including the £6.8m transfer from the General Fund Reserve; continue to use the Zero Based Budgeting principles and to develop the actions and programmes as set out in the 'Plan on a Page' to identify further savings and efficiencies in order to maintain a prudent level of reserves throughout the MTFS.

When the Council set its MTFS for 2016/17 to 2019/20 it adopted a strategy referred to as the 'Plan on a Page' that reflected the various approaches being taken to identify the required savings. The aim of the 'Plan-on-a-Page' was for the Council to be financially independent by the end of 2019/20. The Cabinet were referred to Table 7 within the Officer's report which illustrated that the Council had made good progress against the 2015/16 'Plan-on-a-Page' savings target by reducing the 2019/20 budget gap by £4.7m (22%). The 'Plan on a Page' had been modified to detail the revised savings over the period of the new MTFS (2017/18 to 2020/21) of £3.5m. The Cabinet were referred to the revised budget targets listed within Table 8 of the Officer's report.

Fees and Charges were a key income stream for local government and it was only discretionary services that were subject to a Council levied fee or charge. The fees and charges, as appended to the Officer's report, had to be reviewed each year to ensure that they were at the correct level to both maximise income generation and achieve the policy objectives required.

The Council's Responsible Financial Officer (Section 151) was required to make a statutory statement in respect of the budget and reserves. The Cabinet was informed that the 2016/17 estimated reserves provision was satisfactory. However, by the end of the MTFS period reserves would reduce to a negative balance of (£0.8m), £3.5m below the minimum level of reserves. The Cabinet was informed that this differed to that contained within the Officer's report, (£1.2m) and £3.8m respectively referred, as tabled at the meeting.

Further tabled at the meeting were amendments to Section 6 – Formal 2016/17 Council Tax Resolutions. These were required to account for the additional One Leisure income of £25,000 following re-profiling of the budgets and Barham and Woolley Parish Council having notified the Council that they would be increasing their original 2016/17 precept from £600 to £800.

The Cabinet was provided at the meeting, as tabled, with the results of Business Community Consultation for the Budget 2016/17 and MTFS. By law the Council was required to consult its businesses. The Cabinet was informed that two consultations had taken place, one in the summer and one in January 2016. In total 1,300 businesses were invited to complete the recent Business Community Consultation Survey and in total fifteen responses had been received, which was an increase of four from the previous year.

Although there was a slight increase in the number of responses to the survey the Cabinet were disappointed with the response rate and



agreed that further work was required to engage with the business community.

The Cabinet agreed that a robust budget had been developed that was a credit to the authority and to the officers that had worked to develop a sound budget in times when local government funding was volatile.

The Cabinet was informed that the Council had received confirmation from the Better Care Fund that the amount of Disabled Facility Grant (DFG) it would receive was double than expected. Having referred to Table G in the budget the Cabinet agreed that the gross amount in the budget regarding DFG was to remain the same and the 'Grants and Contributions' and 'Internal Borrowing' be amended. It was noted to the Cabinet that this would also have a minor impact on the Treasury Management Strategy.

The Cabinet were sceptical that a better response rate to the Business Community Consultation would provide a different outcome as businesses were being asked about Council Tax which was not applicable to them. The Cabinet accepted that it was a statutory responsibility for the Council to consult its businesses, but in doing so it also needed to consider value for money.

Having been invited to address the Cabinet, the Chairman of the Overview and Scrutiny Panel (Finance and Performance) stated that the Panel were impressed with the robust processes that had been undertaken to achieve the savings whilst developing the budget. It was noted that the Panel had received a budget amendment proposal at its meeting in order to assist Cambridgeshire County Council to address the issues regarding the adult, children and families budget.

Having considered the comments of the Overview and Scrutiny Panel (Finance and Performance) the Cabinet agreed that it was imperative for Cambridgeshire County Council to review its budgets and managerial structures before the District Council considered subsidising any County Council services and in conclusion the Cabinet,

## **RECOMMENDED**

**that the Council approve:**

- i. the budget for 2016/17 and MTFS 2017/18 to 2020/21 (this includes Revenue at Section 2 and the Capital Programme at Section 3 of Appendix 1 of the submitted report) subject to the following amendments;**

- a. Section 3 – Capital - Table G**

**Regarding the Disabled Facility Grant that the gross amount in the budget remains the same and the 'Grants and Contributions' and 'Internal Borrowing' amended to reflect the additional £0.5m in Disabled Facility Grant that has been awarded to the Council for 2016/17.**

- b. Section 6 - Formal 2016/17 Council Tax Resolution**

**(as tabled at the meeting)**

<b>6.1 .b (i)</b>	<b>£82,326,188</b>
<b>6.1.b (ii)</b>	<b>£68,949,819</b>
<b>6.1.b (iii)</b>	<b>£13,376,369</b>
<b>6.1.b (v)</b>	<b>£5,471,086</b>

**ii. fees and charges for 2016/17 (Appendix 1, Section 7 and Annex A of the submitted report);**

**iii. freezing of the Council Tax for 2016/17 at £133.18 at Band D; and**

**iv. new 'Plan-on-a-Page' financial savings targets.**

## **87. TREASURY MANAGEMENT STRATEGY 2016/17**

By way of a report from the Head of Resources (a copy of which is appended in the Minute Book) the Cabinet was presented with the Treasury Management Strategy (TMS).

The Council was required by law to approve, on an annual basis a Treasury Management Strategy. This requirement was enshrined within relevant Codes of Practice issued by the Chartered Institute of Public Finance and Accountancy (CIPFA) and other guidance issued by central government.

The aim of the TMS was to manage the Council's investments, cash flows, banking, money market and capital market transactions, loans and borrowings within the requirements of an effective control environment but linking this with the pursuit of optimum performance and yield, and at the same time managing the portfolio's risk profile.

The Treasury Management Strategy also took into account the Commercial Investment Strategy (CIS) Business Plan that had been approved by Cabinet at its meeting in December 2015. The Cabinet was informed of progress regarding investments as part of the CIS.

The Cabinet were reminded that following confirmation of the Disabled Facility Grant the Council would receive from the Better Care Fund, the Treasury Management Strategy would require slight amendment.

Having considered the comments of the Overview and Scrutiny Panel (Finance and Performance) the Cabinet concurred that it did not support the suggestion by the Panel of suspending CIS investment to address the £3.5m funding gap. The Cabinet agreed that investments via the CIS would generate income to assist with achieving the funding gap in the budget. Whereupon the Cabinet,

### **RECOMMENDED**

**that the Council approve:**

**i. the Treasury Management Policy, Appendix 2 of the submitted report;**

- ii. the Treasury Management Strategy, Appendix 3 of the submitted report (subject to the amendments required to reflect the additional Disabled Facility Grant that has been awarded to the Council);**
- iii. the Prudential, Treasury Management and CIS Indicators, Appendix 4 of the submitted report; and**
- iv. the Annual Minimum Revenue Provision Policy 2016/17, Appendix 5 of the submitted report.**

Chairman

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**Public**  
**Key Decision - Yes**

## HUNTINGDONSHIRE DISTRICT COUNCIL

**Title/Subject Matter:** Huntingdonshire Local Plan To 2036 Quarterly Update

**Meeting/Date:** Overview and Scrutiny Panel (Economy and Growth) –  
8th March 2016  
Cabinet – 17th March 2016

**Executive Portfolio:** Strategic Planning and Housing

**Report by:** Head of Development

**Ward(s) affected:** All

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### **Executive Summary:**

At the Cabinet meeting on 19th November 2015 it was resolved that quarterly updates should be provided on progress on the Local Plan to 2036. This report provides details of the anticipated timetable for the proposed submission Local Plan (December 2016) and progress on preparation of the evidence base necessary to support this. In particular, it reflects progress on the Strategic Transport Study being jointly commissioned with Cambridgeshire County Council and the Strategic Flood Risk Assessment. It also highlights the need for the budgets to support the Local Plan to be able to respond flexibly to dependencies on other organisations' work programming.

### **Recommendation(s):**

That the Overview and Scrutiny Panel (Economy and Growth):

- 1) Notes progress on preparation of the Huntingdonshire Local Plan to 2036 and its supporting evidence base
- 2) Comments on the proposal to set up a single Planning Policy earmarked reserve as set out in paragraph 4.1 of the report.

That the Cabinet:

- 1) Notes progress on preparation of the Huntingdonshire Local Plan to 2036 and its supporting evidence base; and
- 2) Agrees to set up a single Planning Policy earmarked reserve as set out in paragraph 4.1 of the report.

## **1. WHAT IS THIS REPORT ABOUT/PURPOSE?**

1.1 This report provides an update on progress on preparation of the Huntingdonshire Local Plan to 2036 (HLP2036) and its supporting evidence base in the light of recent government announcements relating to the timescale for the production of local plans.

1.2 The purpose of the report is to:

- Confirm the current position with preparation of the HLP2036
- Detail progress made in the last quarter on preparation of the evidence base to support the proposed submission HLP2036
- Recommend a way forward for budgetary provision for the necessary evidence base

## **2. WHY IS THIS REPORT NECESSARY/BACKGROUND**

2.1 The government has announced that it expects new local plans 'to be written' by early 2017 although there has been no clarification of what statutory stage of preparation this means. The next stage of the preparation process for the HLP2036 will be the proposed submission stage which is the first statutory stage; this involves a set 6 week public consultation period under Regulation 19 of the Town and Country Planning (Local Planning) Regulations 2012, specifically inviting representations on issues of soundness and legal compliance.

2.2 At the Cabinet meeting on 19th November 2015 it was resolved that quarterly reports on progress with preparation of the HLP2036 should be provided.

## **3. PROGRESS WITH PREPARATION OF THE HLP2036 AND ITS SUPPORTING EVIDENCE BASE**

### **Local Development Scheme**

3.1 A revised Local Development Scheme has been prepared setting out the intended timetable for production of the HLP2036 which is presented as a separate item on this agenda. This reflects the anticipated timetable for preparation of the key elements of the necessary evidence base, its incorporation into the HLP2036 and sustainability appraisal and the need for Appropriate Assessment of the draft proposed submission document under the EU Directive on Habitats Regulations Assessments.

3.2 The target set within the Local Development Scheme is for the proposed submission HLP2036 and its supporting documents to be reported to Cabinet in December 2016 seeking agreement to publish them for statutory consultation under Regulation 19 starting in January 2017.

### **Strategic Transport Study**

3.3 The highest priority in the last quarter has been accorded to preparing a brief for a Strategic Transport Study in partnership with Cambridgeshire County Council. This was completed on 12th February 2016 and is now in the hands of Cambridgeshire County Council's procurement team. The intention is to work through the procurement processes from 11th April 2016 and award the contract in the week beginning 3rd May 2016. This will allow some time for the appointed consultants to start preparatory work before the revalidated

Cambridge Sub-Regional Model (CSRM) traffic model is made available to them in early June.

- 3.4 Revalidation work of the CSRM is currently being carried out for Cambridgeshire County Council by Atkins. This is necessary to ensure that the model holds the most up-to-date data on traffic demand, is updated with all recently completed transport infrastructure schemes, potential transport infrastructure changes that have been modelled but not implemented are removed and the public transport, walking and cycling assignments are correct. Due to the volume and complexity of data in the model the revalidation work cannot be completed until the end of May 2016. Working in partnership with Cambridgeshire County Council on this project, and awaiting the completion of the revalidation work before the substantive part of the Strategic Transport Study begins, ensures that the Study is based on the most up to date and robust information available. Awaiting the completion of the County Council's revalidation work also significantly reduces the cost compared to commissioning separate revalidation work.
- 3.5 The main purposes of the Strategic Transport Study are to:
- Identify and test the transport implications of committed development and four potential development scenarios;
  - Recommend the most sustainable development scenario in transport terms for delivering the 21,000+ homes required;
  - Highlight where there are opportunities for increasing the usage of sustainable transport modes;
  - Identify and cost where amended or additional transport infrastructure is required to mitigate the predicted impacts of each potential development scenario;
  - Form the basis of a district-wide transport strategy that mitigates the transport implications of the chosen development scenario
- 3.6 On 19 November 2015 Cabinet resolved that 'as a priority, infrastructure requirements for Wyton Airfield are further scoped with a view they can be identified and fully costed'. To facilitate this four potential development scenarios have been prepared for testing. A core set of completions, commitments and potential allocations has been included in all four potential development scenarios as these are expected to be delivered as they accord well with local and national planning policies. This core set totals 17,369 dwellings. Each of the four scenarios includes this core set of potential allocations and then different combinations of additional potential development sites. The potential development scenarios are set out in Table 1 below. To reflect the Ministry of Defence's announcement on 18 January 2016 the potential redevelopment of RAF Alconbury with an additional 1,450 dwellings has been added to each scenario given its proximity to Alconbury Weald; however RAF Molesworth is not included as it is a free-standing site in a countryside location which will need further consideration over its potential suitability for redevelopment. Option 1 is closest to the growth scenario put forward in the Targeted Consultation Local Plan to 2036 in January 2015, updated to reflect recent proposals. Option 2 is designed to test a development scenario which excludes redevelopment of RAF Wyton altogether to minimise the impact on the A141. Option 3 considers slower growth at RAF Wyton to extend the period available for introduction of traffic mitigation measures. Option 4 is intended to test the impacts of a high growth scenario to ascertain whether a major improvement scheme to the A141 could be deliverable.

3.7 It should be stressed that these scenarios have been developed to test impacts of growth and should not be taken as any indication that the sites will be included in the next version of the Local Plan.

**Table 1: Potential development scenarios**

Option No.	Description	Total no. of dwellings	Additional sites above the core of 17,369 additional dwellings
1	Full Wyton plus expected sites	24,969	<ul style="list-style-type: none"> <li>• Wyton airfield – 4,500 dwellings, 10ha employment, 5,000m<sup>2</sup> retail, secondary school and 2-3 primary schools</li> <li>• Alconbury Weald intensification – 1,500 dwellings over the permitted 5,000</li> <li>• RAF Alconbury redevelopment – 1,450</li> <li>• West of Brampton – 150 dwellings</li> </ul>
2	Without Wyton, minimising impact on A141	22,809	<ul style="list-style-type: none"> <li>• Giffords Park, St Ives – 2,100 dwellings plus supermarket</li> <li>• Riversfield, Little Paxton – 240 dwellings</li> <li>• West of Brampton – 150 dwellings</li> <li>• Alconbury Weald intensification – 1,500 dwellings over the permitted 5,000</li> <li>• RAF Alconbury redevelopment – 1,450 dwellings</li> </ul>
3	Delayed Wyton plus expected sites	23,347	<ul style="list-style-type: none"> <li>• Wyton airfield – 2,880 dwellings, 5ha employment, secondary school and 2 primary schools</li> <li>• Alconbury Weald intensification – 1,500 dwellings over the permitted 5,000</li> <li>• RAF Alconbury redevelopment – 1,450 dwellings</li> <li>• West of Brampton – 150 dwellings</li> </ul>
4	A141 upgrade support	32,412	<ul style="list-style-type: none"> <li>• Wyton airfield – 4,500, 10ha employment, 5,000m<sup>2</sup> retail, secondary school and 2-3 primary schools</li> <li>• Ermine Street, Huntingdon – 1,440 dwellings, 1 primary school</li> <li>• Sapley Park Farm, Huntingdon – 1,243</li> <li>• Lodge Farm, Huntingdon – 3,570 dwellings, 15ha employment</li> <li>• Alconbury Weald intensification – 1,500 dwellings over the permitted 5,000</li> <li>• RAF Alconbury redevelopment – 1,450 dwellings</li> <li>• North of Wyton airfield – 1,340 dwellings</li> </ul>



- 3.8 To facilitate progress with determining the most sustainable and deliverable development strategy for the HLP2036 the brief specifies that draft analysis and recommendations from each potential development scenario be reported as soon as it is completed. The brief for the Study requires identification of the transport related infrastructure package for each development scenario along with anticipated indicative costs. Delivery of the Study is dependent upon release of the revalidated CSRM traffic model to the consultants; if this is delayed the anticipated completion date of late August may be compromised.

### **Strategic Flood Risk Assessment**

- 3.9 The Strategic Flood Risk Assessment (SFRA) comprises two separate elements: the Level 1 SFRA which will identify flood risks across the whole district defining and mapping flood zones and the Level 2 SFRA which will provide more detailed analysis of sites under consideration as development allocations in the HLP2036 which may be at an increased risk of flooding.
- 3.10 The main purposes of the SFRA are to:
- inform policy formulation and site selection for the HLP2036 and aid the sustainability appraisal process;
  - facilitate the submission of planning applications that are accompanied by sufficient relevant information;
  - facilitate the determination of planning applications;
  - be a useful resource to inform the Council's emergency planning functions
- 3.11 Following appointment of JBA Consulting, work on the SFRA Level 1 commenced on 30 November 2015 and is scheduled for receipt by the Council in late April 2016; this is later than originally scheduled due to delays in provision of extensive datasets by the Environment Agency. The Level 2 SFRA is informed by the outcomes of the Level 1 Assessment so cannot start until that is completed. Completion of the Level 2 SFRA is now anticipated in July 2016, again subject to availability of Environment Agency inputs.

### **Gypsy and Traveller Needs Assessment**

- 3.12 A replacement Gypsy and Traveller Needs Assessment (GTANA) is being coordinated by the Joint Strategic Planning Unit on behalf of Huntingdonshire District Council in partnership with South Cambridgeshire, East Cambridgeshire and Forest Heath District Councils, St Edmundsbury and Kings Lynn & West Norfolk Borough Councils and Cambridge and Peterborough City Councils. The main purposes of the GTANA are to:
- Inform the development of future housing and planning policy for each respective authority
  - Provide information on gypsy, traveller and travelling showpeople's accommodation needs both temporary and permanent, including 'bricks and mortar' accommodation
  - Gain a better understanding of the pattern of movements and encampments in and between the Councils' administrative areas
  - Translate these accommodation needs into five year increments covering the period 2016 to 2036
- 3.13 Work on the GTANA started in November 2015. Face to face surveys were conducted with members of the gypsy, traveller and travelling showpeople communities where agreement could be gained during November and December 2015. Engagement with other stakeholders, including this Council

and Luminus, as managers of the St Neots caravan park, has taken place during January and February 2016. A final report is expected to be available in early April.

#### **Other Evidence and Research**

- 3.14 Research is being undertaken into older people's housing needs led by Planning Policy working with colleagues in Strategic Housing and in the Social Care team at Cambridgeshire County Council. This is in response to significant concerns over lack of suitable accommodation for older people needing additional support or wishing to downsize within their community to retain existing social networks which have been raised by local residents and Town and Parish Councils during previous phases of engagement. This is targeted for completion by the end of May.
- 3.15 Detailed checking of all draft policies and allocations is ongoing to ensure compliance against the National Planning Policy Framework/National Planning Practice Guidance to minimise the potential of lack of conformity issues when the HLP2036 is being examined. A brief has been drafted for a Retail and Commercial Leisure Needs Assessment which will be issued for tender subject to availability of the necessary budget. The Sustainability Appraisal (SA) is being reformatted to aid ease of understanding. This is a detailed, iterative assessment that is required to be completed at each stage of preparation of the HLP2036; the outcomes of the SA are required to be incorporated into the HLP2036 before it is published for proposed submission consultation.

#### **4 FINANCIAL IMPLICATIONS OF PROVIDING THE EVIDENCE BASE**

- 4.1 Currently, the budgets for consultants and related costs to support the HLP2036 and other Planning Policy initiatives are agreed for each financial year. Dependencies on others e.g. the County Council for transport modelling, means that timescales can be outside the District Council's control and budgets are not therefore spent as planned. Rather than continue with the status quo, it is proposed that a single Planning Policy earmarked reserve is set up, with money then drawn from the reserve to support the work programme. The 2015/16 budget of £362K for Local Plan Preparation, Wyton Airfield Development, Alconbury Development Proposals, Hunts Town Centre Redevelopment and St Neots Town Centre Advice and future years' budgets for Local Plan preparation, Wyton Airfield and St Neots Town Centre Advice would be put into this reserve. The estimated cost of progressing the current draft HLP2036 to submission is some £330K-£430K.

#### **5. COMMENTS OF OVERVIEW & SCRUTINY PANEL**

- 5.1 Comments of the Overview and Scrutiny Panel (Economy and Growth) from the meeting on 8<sup>th</sup> March 2016 are appended to the report.

#### **6. KEY IMPACTS/RISKS? HOW WILL THEY BE ADDRESSED?**

- 6.1 A key risk is that critical elements of the evidence base may not be completed to the timetable anticipated due to factors outside of this Council's control. This will delay finalisation of the development strategy and potential allocations required to deliver it, preventing completion of the proposed submission HLP2036 and its supporting documents by December 2016. This will be managed by ongoing liaison with consultants and other partners

involved in preparation of evidence base documents to reaffirm expected commitments. Loss of expertise within the Planning Policy team could give rise to delays if it impacted on preparation of specialist documents such as the Sustainability Appraisal. A further risk arises from potential budget limitations on preparing the evidence base, particularly if a change in government policy requires additional evidence that is not currently identified. This could be best addressed by provision of a single Planning Policy earmarked reserve to draw down against.

- 6.2 The revised LDS envisages the submission of the new Local Plan in July 2017. It remains unclear whether the adoption of the Core Strategy in 2009 already means that the District Council has met the requirement announced by Government in July 2015 to have written a Local Plan by early 2017. The Government has still not made clear exactly what is required to meet this requirement. If the adoption of the Core Strategy does not mean that the requirement has already been met, and the requirement is for the new Local Plan to have been submitted by March 2017, the LDS timeline means that the District Council will not have met the requirement to write a plan by early 2017. The penalty for not having written a plan is that the Government will intervene and write a plan. As the LDS envisages having carried out statutory consultation on the Proposed Submission version of the plan, Government intervention to write a plan seems most unlikely.

## **7. LINK TO THE CORPORATE PLAN**

- 7.1 The production of the HLP2036 relates to the Corporate Priority of Enabling Sustainable Growth.

- 7.2 The objective under the Corporate Priority is as follows:

*“To improve the supply of new and affordable housing to meet future needs: Our work programme includes, ensuring an adequate supply of housing to meet objectively assessed needs and planning and delivering the provision of decent market and affordable housing for current and future needs.”*

- 7.3 The relevant key actions for 2015/16 related to the objective are:

- Implement a programme to adopt the Local Plan to 2036
- Facilitate delivery of new housing on the large strategic sites at Alconbury, St Neots, Wyton, Bearscroft - Godmanchester

## **8. LEGAL IMPLICATIONS**

- 8.1 Advice has been sought and will continue to be sought as necessary throughout the preparation of the HLP2036.

## **9. RESOURCE IMPLICATIONS**

- 9.1 As set out in paragraph 4.1 above it is proposed that a single Planning Policy earmarked reserve is set up enabling money to be drawn down from this to support the HLP2036 work programme.

## **10 REASONS FOR THE RECOMMENDED DECISIONS**

- 10.1 To ensure that Members are updated on preparation of the HLP2036 and its associated evidence base and to provide for expenditure on studies which are required to support the delivery of the proposed submission HLP2036 document.

## **11 APPENDICES**

- 11.1 Appendix 1 Comments of the Overview and Scrutiny Panel (Economy and Growth) from the meeting on 8th March 2016.

### **BACKGROUND PAPERS**

Report to Cabinet 19th November 2015 – Huntingdonshire Local Plan to 2036

Local Plans: House of Commons: Written Statement Department for Communities and Local Government Written Statement made by Minister of State for Housing and Planning (Brandon Lewis), July 2015

Letter from the Right Honourable Greg Clark MP (Secretary of State for Communities and Local Government) to the Chief Executive of the Planning Inspectorate, July 2015

### **CONTACT OFFICER**

Clare Bond, Planning Policy Team Leader  
Tel No. 01480 388435

**COMMENTS FROM OVERVIEW AND SCRUTINY PANEL (ECONOMY AND GROWTH) –  
8th March 2016**

**LOCAL PLAN TO 2036 PROGRESS REPORT**

The Overview and Scrutiny Panel (Economy and Growth) was presented the Local Plan To 2036 Progress Report. Comments were raised in relation to the County Council's Strategic Transport Study and the costs associated with that however Members were informed that the County Council are currently revalidating the Cambridge Sub-Regional Model (CSRM) traffic model and would pay for the work they will carry out.

Concerns were raised in relation to the human resources available to the department to carry out work on the Local Plan however the Panel were informed that there is a plan in place to acquire the resources needed.

Following a question on what is required by the Government by early 2017; Members were advised that the Council is still unsure what is meant by having a written Local Plan by early 2017.

Four potential development scenarios have been produced to be tested using the CSRM however the Panel will not make a preference until they have been tested.

The Panel are content with the overall progress on the Local Plan but were concerned that the CSRM was not correct. Members approved of earmarking funds for the development of the Local Plan.

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**Public**  
**Key Decision - Yes**

## HUNTINGDONSHIRE DISTRICT COUNCIL

**Title/Subject Matter:** Local Development Scheme

**Meeting/Date:** Overview and Scrutiny Panel (Economy and Growth) –  
8th March 2016  
Cabinet – 17th March 2016

**Executive Portfolio:** Strategic Planning and Housing

**Report by:** Planning Policy Team Leader

**Ward(s) affected:** All

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### **Executive Summary:**

The report presents a revised Local Development Scheme setting out the timetable for preparation and examination of the Local Plan to 2036. It is essential that the Council has an up to date Local Development Scheme to ensure the Local Plan meets the legal compliance checks as part of its statutory examination. It is also important that the Scheme is up to date because the Local Plan Annual Monitoring Report, which the Council publishes each December, reports in relation to the Local Development Scheme in place at the end of March that year.

### **Recommendation(s):**

That the Overview and Scrutiny Panel (Economy and Growth):

- 1) Comments on the recommendation to approve the new Local Development Scheme (March 2016) for publication and commencement on 24th March 2016

That the Cabinet:

- 1) Approves the new Local Development Scheme (March 2016) for publication and commencement on 24th March 2016

## **1. WHAT IS THIS REPORT ABOUT/PURPOSE?**

- 1.1 The report presents the new Local Development Scheme to set out the scope and timetable for production of the Huntingdonshire Local Plan to 2036.

## **2. WHY IS THIS REPORT NECESSARY/BACKGROUND**

- 2.1 The previous Local Development Scheme was published in April 2014. Significant additional work has been carried out on the Local Plan and an additional phase of 'targeted consultation' incorporated such that the timetable then envisaged is no longer appropriate. The report is necessary as it is an essential element of the legal compliance checks for the Local Plan at examination to be in accordance with an up to date Local Development Scheme (LDS). It is also important that the Scheme is up to date because the Local Plan Annual Monitoring Report, which the Council publishes each December, reports in relation to the LDS in place at the end of March that year.

## **3. SUMMARY OF THE LOCAL DEVELOPMENT SCHEME TIMETABLE**

- 3.1 The LDS provides a brief explanation of the necessary elements of the plan preparation process and how it interlinks with the preparation of neighbourhood plans. It identifies the scope and coverage of the Local Plan to 2036 and the stages at which people can engage with its preparation.
- 3.2 The LDS provides a timetable identifying all the key stages in the preparation of the Local Plan. This notes the extensive work already completed in accordance with Regulation 18 of the Town and Country Planning (Local Planning) Regulations 2012. It then sets out the timetable of work yet to be carried out. Once the remainder of the evidence base documents are completed this autumn the intention is to undertake the statutory 6 week consultation on the proposed submission version of the Local Plan as required by Regulation 19 during January and February 2017.
- 3.3 The timetable has been calculated using the experience of other local planning authorities who have published or submitted plans during 2015 or have successfully concluded examinations during 2015. Thus, formal submission to the Secretary of State of the Local Plan for examination is targeted for July 2017. This sees the beginning of the examination phase of the Local Plan when the timetable moves into the hands of the Planning Inspectorate. The duration of the examination will depend on the availability of an appropriate Inspector, the scope and complexity of issues raised and the need for further consultation on modifications arising out of the examination. The average duration of examination for local planning authorities whose plan was found sound in 2015 was 18 months; thus, an estimated date for receipt of the Inspector's report has been set at January 2019 leading to an estimated date for adoption of February 2019.

## **4. COMMENTS OF OVERVIEW & SCRUTINY PANEL**

- 4.1 The comments of the Overview and Scrutiny Panel (Economy and Growth) from the meeting on 8th March 2016 are appended to the report.

## **5. LINK TO THE CORPORATE PLAN**

- 5.1 This report links to the corporate objective 'Enabling sustainable growth: 2 (a) to improve the supply of new and affordable housing to meet future needs.



## **6. RESOURCE IMPLICATIONS**

- 6.1 The resources required for examination of the Local Plan are difficult to predict as the scope and duration of the examination are set by the appointed Inspector.

## **7. REASONS FOR THE RECOMMENDED DECISIONS**

- 7.1 The report is to seek agreement for a revised LDS to ensure that interested parties have access to the most up to date information on the Council's intended Local Plan production timetable and to assist with the legal compliance checks required at examination.

## **8. APPENDICES**

- 8.1 Appendix 1 - Local Development Scheme for Huntingdonshire.
- 8.2 Appendix 2 - Comments of the Overview and Scrutiny Panel (Economy and Growth) from the meeting on 8th March 2016

## **BACKGROUND PAPERS**

Cabinet – 19th November 2015

Overview and Scrutiny (Environmental Wellbeing) – 10th November 2015

Local Development Scheme April 2014

## **CONTACT OFFICER**

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# Local Development Scheme for Huntingdonshire

March 2016



Further copies of this document can be obtained from:

Planning Services,  
Huntingdonshire District Council,  
Pathfinder House,  
St Mary's Street,  
Huntingdon,  
PE29 3TN.

Telephone: 01480 388388

e-mail: [local.plan@huntingdonshire.gov.uk](mailto:local.plan@huntingdonshire.gov.uk)

It can also be viewed on our web site at:

<http://www.huntingdonshire.gov.uk>

# 1 Introduction

- 1.1 The District Council's Local Development Scheme (LDS) sets out the proposed programme for the production of the Huntingdonshire Local Plan to 2036. The programme includes key milestones to inform people about opportunities to be involved in the plan-making process.
- 1.2 The LDS has been prepared to reflect the requirements placed on the plan-making process through the Localism Act (2011), the National Planning Policy Framework (2012) and the Local Planning Regulations (2012).
- 1.3 The development plan is the primary basis upon which all planning decisions are made. The development plan will comprise the Local Plan to 2036, Cambridgeshire and Peterborough Minerals and Waste Plans and any Neighbourhood Plans covering areas within Huntingdonshire.
- 1.4 The Local Plan to 2036 will provide a comprehensive development plan for the district that will be subject to independent examination. It will include a development strategy, site specific allocations of land, development management policies and a policies map.
- 1.5 The Huntingdonshire Local Plan to 2036 proposed in this LDS will, once adopted, supersede the Core Strategy (2009) and the Huntingdon West Area Action Plan (2011) in their entirety. The Planning and Compulsory Purchase Act (2004) allowed for existing statutory plans to be saved whilst replacement documents were produced. Thus, the Huntingdonshire Local Plan to 2036 will also replace all remaining saved policies from the Huntingdonshire Local Plan (1995) and the Local Plan Alteration (2002). The Secretary of State issued a direction in September 2007 setting out which policies remained saved until appropriately replaced; a list can be found at:  
  
<http://www.huntingdonshire.gov.uk/planning/adopted-development-plans/current-local-plan/>
- 1.6 The Cambridgeshire and Peterborough Minerals and Waste Plan (Core Strategy and Proposals Map C: Mineral Safeguarding Areas 2011 and Site Specific Proposals Plan and Proposals Map A and B 2012) is jointly prepared by Cambridgeshire County Council and Peterborough City Council to guide the development and management of mineral resources and waste materials. Huntingdonshire is not a minerals and waste planning authority so this LDS does not deal with these matters. Reference should be made to the most up to date material published by Cambridgeshire County Council.

- 1.7 Under the Localism Act (2011) Parish and Town Councils can prepare Neighbourhood Plans to allocate land for development and provide detailed guidance on specific issues. They must be in general conformity with the strategic policies of the adopted development plan and should have regard to any emerging development plan documents that are relevant. Parish and Town Councils are responsible for deciding when, and if, they wish to produce a neighbourhood plan and what timetable they will work to, so it is not appropriate for the LDS to attempt to specify this. A neighbourhood plan will be subject to independent examination and a local referendum. If approved at the referendum then the Council will bring the neighbourhood plan into force such that it is used to assist with determining planning applications within its designated area. The first stage in preparing a neighbourhood plan is consultation on the area to be designated. Neighbourhood Plans will be publicised on Huntingdonshire District Council's website at:

<http://www.huntingdonshire.gov.uk/planning/neighbourhood-planning/>

## **2 Plan Making Process**

- 2.1 The process of preparing and adopting development plans is set out in the Town and Country Planning (Local Planning) (England) Regulations 2012 which came into force on 6 April 2012. These Regulations prescribe the form and content of a Local Plan and Policies Map and set out procedural arrangements for preparing Local Plans. They also list the prescribed bodies in relation to the Duty to Co-operate (Regulation 4), the requirements in relation to the Authority Monitoring Report (Regulation 34), and set out how information should be made available for inspection. A summary of the plan making process is set out below.

### **Public Participation**

- 2.2 The Town and Country Planning (Local Planning) (England) Regulations 2012 encourage extensive early public participation in the preparation of the Local Plan. The statutory Duty to Co-operate has formalised previous working arrangements between councils, statutory agencies and a range of transport authorities to ensure partners are fully engaged in the plan preparation process. Community involvement is also a key component in shaping the content of development plan documents. This may be an iterative process involving several major rounds of engagement in addition to ongoing discussions with interested parties. The scale and nature of community involvement will vary according to the stage of document production. Public participation will be guided by the Council's Statement of Community Involvement.

### **Publication and Submission**

- 2.3 On completion of the public participation stages the Council will prepare the document for formal publication (generally referred to as proposed submission). Once published there is a period for representations on issues of soundness and legal compliance. The Council can make limited, minor amendments to the published document at this stage before submitting it to the Secretary of State and the Planning Inspectorate for examination into its soundness, accompanied by the representations received at publication stage, a schedule of any changes proposed and a summary of the main issues arising.

### **Sustainability Appraisals and Strategic Environmental Assessment**

- 2.4 To assess the potential impact of the Local Plan it must be subjected to thorough sustainability appraisal. In order to fully comply with the European SEA Directive and the UK SEA Regulations and to provide a robust evidence base the Council will adopt an integrated approach towards meeting the requirements for both sustainability appraisal and strategic environmental assessment of the Local Plan. The appraisals

are a systematic, iterative process, integrated into each phase of document production to try to ensure that the Local Plan proposes the most sustainable pattern of future development possible. Their purpose is to assess the extent to which emerging policies and proposals will help achieve relevant environmental, social and economic objectives.

- 2.5 Neighbourhood Plans may be required to undertake strategic environmental assessment depending on the potential impact of the plan's proposals. Huntingdonshire District Council will provide guidance to parish and town councils in fulfilling these requirements if required.

### **Habitats Regulations Assessment**

- 2.6 Amendments were introduced in the UK Conservation (Habitats & etc) Regulations 1994 in September 2006. These result in Appropriate Assessment under Article 6(3) and (4) of the Habitats Directive 92/43/EEC being required for all plans likely to have a significant effect on a European site. Habitats Regulations Assessments, including Appropriate Assessment as necessary, will be undertaken prior to formal publication of the Local Plan.

### **Examination**

- 2.7 Once the Local Plan, its sustainability appraisal and all other supporting documentation have been submitted to the Secretary of State it must be examined by an independent Inspector before the Council can adopt it. The Inspector is charged with examining whether the document complies with legislation, whether the duty to co-operate has been properly met and whether the proposed plan is sound.
- 2.8 Development plan documents must be prepared within the context of national policy. They should be in accordance with this unless strong local evidence indicates that variation from this would provide better outcomes in the specific local context of Huntingdonshire.
- 2.9 To examine whether the submitted document is legally compliant the Inspector will check that it:
- has been prepared in accordance with the Local Development Scheme and in compliance with the Statement of Community Involvement and the Regulations;
  - has been subject to sustainability appraisal and strategic environmental assessment;
  - has demonstrated co-operation with statutory bodies;
  - has regard to national policy



2.10 The Inspector will also assess whether the plan has been prepared in accordance with the duty to co-operate and whether it is sound. A local planning authority should only submit a plan for examination which it considers to be 'sound' – namely that it is:

- **Positively prepared** – the plan should be prepared based on a strategy which seeks to meet objectively assessed development and infrastructure requirements, including unmet requirements from neighbouring authorities where it is reasonable to do so and consistent with achieving sustainable development.
- **Justified** – the plan should be the most appropriate strategy when considered against the reasonable alternatives, based on proportionate evidence
- **Effective** – the plan should be deliverable over its period based on effective joint working on cross-boundary strategic priorities; and
- **Consistent with national policy** – the plan should enable the delivery of sustainable development in accordance with the policies in the National Planning Policy Framework.

### 3 Production Programme

3.1 The Council is preparing a comprehensive Huntingdonshire Local Plan to 2036 and associated Policies Map. Extensive consultation has already been carried out, starting in 2012, to aid its preparation reflecting the high priority accorded to public engagement in the process. The Local Plan to 2036 will:

- Support the growth agenda and economic strategies produced by the GCGP LEP and the Council
- Give confidence to investors and help leverage funding for infrastructure necessary to deliver the development strategy
- Include policies to meet the requirements of the NPPF and NPPG
- Be informed by a robust and up to date evidence base including an objective assessment of housing and employment needs
- Include site allocations for a range of development to meet identified needs up to 2036
- Be informed by a Gypsy and Traveller Needs Assessment
- Include detailed development management policies to shape growth in accordance with local priorities

3.2 The Policies Map (formerly known as the proposals map) will be revised alongside the Local Plan to provide a geographical illustration of the application of the policies of the Local Plan. This will be prepared alongside the Local Plan timetable shown below.

<b>Local Plan to 2036: preparation timetable</b>	
Lead section	Planning Policy Team, Development Service
Scope	District-wide
Conformity	With the National Planning Policy Framework
Role and subject	To provide a comprehensive development strategy up to 2036 for the whole district to replace the Core Strategy 2009. To allocate development sites to meet identified needs and set out detailed development management policies to replace the saved policies of the Huntingdonshire Local Plan 1995 and Alteration 2002 and to replace the Huntingdon West Area Action Plan 2011.

<b>Timetable: Key stages - completed</b>	
Sustainability appraisal scoping report	February – March 2012
Issues and options consultation	May – June 2012
Strategy and Policy consultation	August – November 2012
Full draft Local Plan (stage 3) consultation	May – July 2013
Additional sites consultation	November – December 2013
(Long Term Transport Strategy preparation led by Cambridgeshire County Council)	May – November 2014
Huntingdonshire Local Plan to 2036: Targeted Consultation 2015	January – March 2015
<b>Timetable: Key stages – to be undertaken</b>	
Finalisation of evidence base – including Housing and Employment Land Availability Assessment, Strategic Flood Risk Assessment and Gypsy and Traveler Accommodation Needs Assessment	August 2015 – September 2016
Strategic Transport Study in collaboration with Cambridgeshire County Council	January 2016 – August 2016
Statutory consultation on proposed submission Local Plan to 2036 (Reg. 19)	January - February 2017
Submission to Secretary of State <sup>1</sup> (Reg. 22)	July 2017
Estimated examination <sup>2</sup>	July 2017 – December 2018
Receipt of Inspector's report	January 2019
Estimated date for adoption	February 2019

<sup>1</sup> The estimated timings are based on the average duration between publication and submission of plans submitted in 2015.

<sup>2</sup> Once the Local Plan to 2036 is submitted for examination the timetable is outside the District Council's control. The estimated timings are based on the average duration between submission and the plan being found 'sound' at examinations reporting in 2015.

- 3.3 The organisational lead will be taken by the Head of Development and the Executive Member for Strategic Planning and Housing. The Local Plan will be considered by Overview and Scrutiny Panel (Economy and Growth) and Cabinet throughout its preparation. It will be approved by full Council prior to submission. Local Plan implementation (once adopted) will be reviewed regularly and reported through ongoing monitoring reports.

## **4 Resources, Monitoring and Review**

- 4.1 The Council's Planning Policy team will take the lead in preparing the Local Plan to 2036, as well as any supporting supplementary planning documents and annual monitoring reports. Specialist skills available elsewhere in the Council will also be involved where relevant, in particular involving Development Management, Environment, Economic Development and Housing Strategy.
- 4.2 Advice will also be sought from Cambridgeshire Joint Strategic Planning Unit and Cambridgeshire County Council in relation to socio-economic research, transportation, countryside, biodiversity and archaeology. Expertise and information is also sought where relevant from other partners such as the Environment Agency or consultants may be employed to conduct specialist research. The budget for Planning Policy makes allowance for anticipated costs of development plan production and limited funding for specialist consultancy work. Examination costs are predominantly determined by the Planning Inspectorate and will depend on the scale and complexity of issues to be examined. The Local Development Scheme will be monitored on an ongoing basis and regular updates provided on the Council's website.
- 4.3 Preparation and progress with examination of the Local Plan will continue to be reported through the Annual Monitoring Report which will consider progress against the key dates set out in this document. This is usually published in late December each year. Regular monitoring of the effectiveness of development plan policies will also be undertaken and published on the Council's website.

## APPENDIX 1: TERMINOLOGY

Within each definition links to other terms are shown in italics.

<b>Adoption</b>	The point at which the final agreed version of a document comes into use.
<b>(Annual) Monitoring Report (AMR)</b>	Document produced at least annually to report on progress in Local Plan production and implementation of policies.
<b>Development Plan</b>	The documents which together provide the main point of reference when considering planning proposals. These will include the Local Plan to 2036, Minerals and Waste DPDs produced by Cambridgeshire County Council and Peterborough City Council and Neighbourhood Plans covering land within Huntingdonshire.
<b>Development Plan Document (DPD)</b>	A document containing local planning policies or proposals which forms part of the <i>Development Plan</i> , and which has been subject to independent <i>examination</i> . NB: the term will be phased out, largely being replaced by <i>Local Plan</i> .
<b>Examination</b>	Independent inquiry into the soundness of a draft <i>Local Plan</i> chaired by an Inspector appointed by the Secretary of State.
<b>Local Development Scheme (LDS)</b>	Sets out the Council's programme for preparing and reviewing statutory planning documents.
<b>Local Plan</b>	The document containing local planning policies and proposals for Huntingdonshire.
<b>Policies Map</b>	A map that shows the spatial extent of <i>adopted</i> planning policies and proposals affecting Huntingdonshire (formerly known as the proposals map).

<b>Publication</b>	Point at which a draft <i>Local Plan</i> is issued for consultation prior to its submission to the Secretary of State for examination.
<b>Saved policies</b>	Adopted policies which remain in force pending their replacement by the Local Plan.
<b>Scoping Report</b>	Report produced as the first stage of <i>Sustainability Appraisal</i> . It examines existing environmental, social and economic conditions in the district, and identifies appropriate objectives to appraise policies against.
<b>Statement of Community Involvement (SCI)</b>	Document setting out the Council's approach to involving the community in preparing planning documents and making significant development management decisions.
<b>Strategic Environmental Assessment (SEA)</b>	Process undertaken during plan production, to assess the potential environmental effects of emerging policies and proposals. It is incorporated within <i>Sustainability Appraisal</i> .
<b>Submission</b>	Following the publication and ensuing consultation the point at which a draft <i>Local Plan</i> is submitted to the Secretary of State along with representations the received for <i>examination</i> .
<b>Supplementary Planning Guidance/ Document</b>	Provides additional guidance on the interpretation or application of adopted policies and proposals.
<b>Sustainability Appraisal</b>	Process undertaken during plan production, to assess the extent to which emerging policies and proposals will help to achieve environmental, social and economic objectives. It incorporates <i>Strategic Environmental Assessment</i> .

**COMMENTS FROM OVERVIEW AND SCRUTINY PANEL (ECONOMY AND GROWTH) –  
8th March 2016**

**LOCAL DEVELOPMENT SCHEME**

The Overview and Scrutiny Panel (Economy and Growth) was presented the Local Development Scheme. Comments were raised in regards to the environmental assessment. Members were informed that the environmental assessment is completed early in the Neighbourhood Plan process and that the St Neots Neighbourhood Plan had an environmental assessment.

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Public  
Key Decision - No\*

## HUNTINGDONSHIRE DISTRICT COUNCIL

**Title/Subject Matter:** CORPORATE PLAN 2016/18

**Meeting/Date:** Overview and Scrutiny Panel (Communities and Customers)  
1st March 2016  
Overview and Scrutiny Panel (Finance and Performance)  
3rd March 2016  
Overview and Scrutiny Panel (Economy and Growth) 8th  
March 2016  
Cabinet 17th March 2016

**Executive Portfolio:** Councillor J D Ablewhite, Executive Leader

**Report by:** Louise Sboui, Policy, Performance and Transformation  
Manager

**Ward(s) affected:** All Ward(s)

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### **Executive Summary:**

The purpose of this report is to seek comments on the draft Corporate Plan 2016/18.

The Council's Corporate Plan was reviewed in 2015, and it was agreed that a full refresh would take place early 2016 and Members would be involved with this.

This is a two year plan and outlines the Vision, Strategic Priorities and Objectives for Huntingdonshire District Council. The Plan set out what the council aims to achieve in addition to the core statutory services.

### **Recommendation(s):**

That the Cabinet:

recommend the Corporate Plan 2016/18 to Council for adoption.

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## **1. WHAT IS THIS REPORT ABOUT/PURPOSE?**

- 1.1 The purpose of this report is to present to Members a draft Corporate Plan for 2016/18.

## **2. WHY IS THIS REPORT NECESSARY/BACKGROUND**

- 2.1 The Council needs a clear vision with strategic priorities for how it will achieve the objectives it wants. Members play a key role in developing and adopting the Corporate Plan 2016/18.
- 2.2 The Council's Corporate Plan was reviewed in 2015, and it was agreed that a full refresh would take place early 2016 and Members would be involved with this. This is a two year plan and outlines the Vision, Strategic Priorities and Objectives for Huntingdonshire. The Plan set out what the council aims to achieve in addition to the core statutory services.
- 2.2 This review has been timed to coincide with the development of Service Plans, and where appropriate actions or performance indicators in Service Plans for 2016/17 have been included in the Corporate Plan. Members will continue to monitor progress made against key activities and performance data in the Corporate Plan on a quarterly basis.
- 2.3 The Corporate Plan also provides the high level stage in the "golden thread" that runs from the Plan through Service Plans to individual objectives as set out in Staff Appraisals.

## **4. COMMENTS OF OVERVIEW & SCRUTINY PANEL**

- 4.1 Comments from all of the Overview and Scrutiny Panels are attached as Appendix 2.

## **4. KEY IMPACTS/RISKS? HOW WILL THEY BE ADDRESSED?**

- 4.1 The key impact is that everyone in the Council will be clear about the vision and priorities and their role in helping to deliver it.
- Officers will be clear about what is important and their role as identified through individual objectives
  - Financial Planning will be more clearly linked to corporate planning
  - Service Plans will be developed more clearly linked to corporate planning
  - Members will know what information they will get and when
  - Portfolio Holders will be able to hold Officers to account
  - Overview and Scrutiny will have the information they need to hold Portfolio Holders to account

## **5. WHAT ACTIONS WILL BE TAKEN/TIMETABLE FOR IMPLEMENTATION**

- 5.1 The Corporate Plan will be made available to all employees through the Intranet. Members will receive a hard copy. The Key Actions and Performance Indicators in the Corporate Plan will be reported to Overview and Scrutiny, Cabinet and Council. This report will be an integrated report with Finance and Project information.

## **6. CONSULTATION**

6.1 Senior management team have been involved in developing the draft Corporate Plan, with each Head of Service consulting with their teams.

## **7. LEGAL IMPLICATIONS**

7.1 Not applicable for this report.

## **8. RESOURCE IMPLICATIONS**

8.1 Whilst it is anticipated that there will no resource implications as Service Plans are being prepared for 2016/17 to support the Corporate Plan, any resource issues will be identified.

## **9. OTHER IMPLICATIONS**

9.1 There will be an Equality Impact Assessment (EIA) undertaken on the Corporate Plan to establish if there are implications to consider.

## **10. REASONS FOR THE RECOMMENDED DECISIONS**

10.1 The Corporate Plan provides a clear direction for what we are doing, why we are doing it and what impact it is having. The number of Strategic Priorities has been reduced from three to four.

Existing Strategic Priorities:

- a strong local economy,
- enabling sustainable growth,
- working with our communities and
- ensuring we are a customer focused and service led council

Proposed Strategic Priorities:

- Enabling Communities
- Sustainable Growth
- Efficient and Effective council

## **11. LIST OF APPENDICES INCLUDED**

11.1 Appendix 1 – Draft Corporate Plan 2016/18

11.2 Appendix 2 - Comments from all of the Overview and Scrutiny Panels.

## **BACKGROUND PAPERS**

None

## **CONTACT OFFICER**

Louise Sboui,  
Policy, Performance and Transformation Manager  
Corporate Team  
Tel No 01480 388032

## **Corporate Plan 2016/18**

### **Introduction**

The Council's Corporate Plan sets out our priorities for 2016 - 2018, together with the key actions we are taking to achieve them over the next two years.

It is an ambitious programme of activity for a council that seeks to drive growth and investment in the local economy whilst at the same time challenging itself to deliver good services for a lower cost. To make savings, while still providing the high quality services local people want and deserve, we need to do things differently. This plan shows how we intend to explore these areas. This includes sharing the cost of providing services with other public bodies.

The reality for all district councils is that we are being asked to do more for less. To balance the books we need to continue to take every opportunity to share services with a like-minded council where it makes sense to do so. This will allow us to protect the range and quality of services we provide to local residents. The next couple of years will be both exciting and challenging for Huntingdonshire District Council. We are confident that council staff, with the support and leadership of our Councillors, will rise to the challenges ahead.

Cllr Jason Ablewhite  
Executive Leader

Jo Lancaster  
Managing Director

# Contents

## Vision, Strategic Priorities and Objectives

### Strategic Priorities

- Enabling Communities
- Sustainable Growth
- Efficient and effective Council

### Measuring our progress

# Vision

**We want to improve the quality of life, deliver economic growth and provide value for money services for the people of Huntingdonshire**

## **Strategic Priorities and Objectives**

**Our plan for 2016 - 2018 will focus on:**

- **Enabling Communities**
- **Sustainable Growth**
- **Efficient and effective Council**

**Enabling Communities – our objectives are to:**

- Create, protect and enhance our safe and clean built and green environment
- Supporting people to improve their health and well-being
- Stronger and more resilient communities to enable people to help themselves

**Sustainable Growth – our objectives are to:**

- Accelerate business growth and investment
- Remove infrastructure barriers to growth
- Develop a flexible and skilled local workforce
- Improve the supply of new and affordable housing, jobs and community facilities to meet future need

**Efficient and Effective Council – our objectives are to:**

- Become more efficient in the way we deliver services providing value for money services
- Deliver good customer service

The Corporate Plan sets out the council's vision and strategic priorities. The Plan drives the work of all our services and feeds into the Service Plans of each of our seven Service areas – Community Services, Corporate Team, Customer Services, Development, Leisure & Health, Operations and Resources. The rest of this Corporate Plan shows our key actions for 2016 - 2018. We will regularly measure and report back on our progress on these important activities and these reports are published on our website

*This section will be retained but the content kept to a single page covering most of the items below, but more forward looking.*

Potential to include a section on financial challenge setting out for example:

- Reductions in funding for local government
- What we have done so far to produce efficiencies
- How we are adapting to changing financial arrangements. E.g. funding that in the past came direct to the district council is now distributed via other organisations, such as the Local Enterprise Partnership (LEP), and we must continue to change our focus to ensure we have the skills to influence and work with these partners to access the money we need to deliver key projects.
- Changing needs of local population – ageing population, demand for housing, changing relationships with public sector partners (health, police)
- Despite all this change, we remain a district with many strengths – key transport links, high levels of employment etc

Potential to include a section on our District for example:

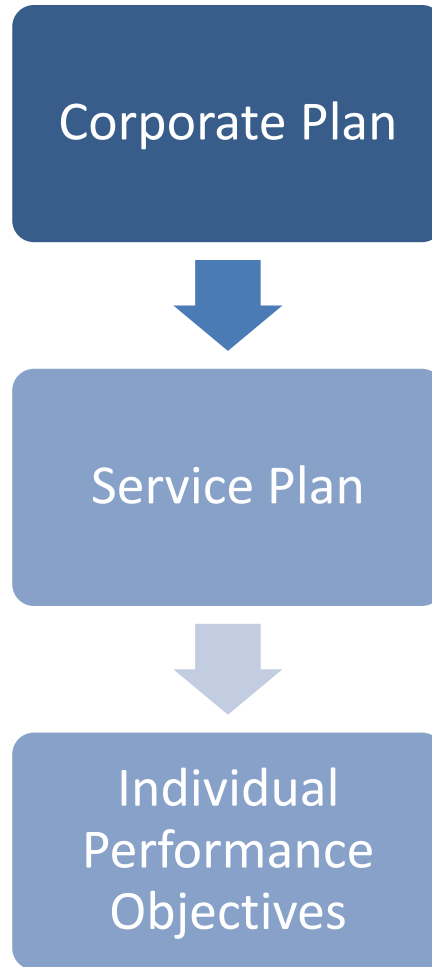
- Population, employment rates, skills, qualifications, transport links, house prices, rural isolation etc

Potential to include a section on the council for example:

- Number of Councillors, role of members,
- Key services that we provide
- Gross expenditure, where our funding comes from (income from charging for services and government grants)



There is a 'golden thread' that links our Vision, Strategic Priorities and Objectives with our day-to-day working priorities.



Strategic Priorities / Objectives	Work Programme	Actions
<b>Enabling Communities - we want to make Huntingdonshire a better place to live, to improve health and well-being and for communities to get involved with local decision making</b>		
<b>1a) Create, protect and enhance our safe and clean built and green environment</b>	Our work programme includes: <ul style="list-style-type: none"> <li>• ensuring that our streets and open spaces are clean and safe,</li> <li>• working closely with partners to reduce crime and anti-social behaviour,</li> <li>• improving the quality of the built environment in Huntingdonshire, and</li> <li>• providing and protecting quality green space and community facilities within new developments</li> </ul>	Key actions for 2016/18 will include: <ul style="list-style-type: none"> <li>○ Continue to manage and enhance the joint CCTV service with Cambridge City Council</li> <li>○ Reduce incidences of littering through targeting of enforcement work</li> <li>○ Reduce the level of household waste sent to landfill</li> <li>○ Support delivery of sustainable community activities / facilities</li> <li>○ Maintain clean open spaces to Environment Protection Act (EPA) standards</li> <li>○ Adopt a new Design Guide as Supplementary Planning Document</li> <li>○ Support the delivery of the Sport and Leisure Facilities Strategy</li> </ul>
<b>1b) Supporting people to improve their health and well-being</b>	Our work programme includes: <ul style="list-style-type: none"> <li>• prioritising accessible open space on new housing developments</li> <li>• meeting the housing and support needs of our ageing population</li> <li>• enabling people to live independently through the provision of adaptation and accessible housing</li> <li>• support and improve physical health to prevent people from becoming homeless</li> <li>• working with partners to improve health and reduce health inequalities, and</li> <li>• providing accessible leisure, green spaces, countryside, culture opportunities and public rights of way</li> </ul>	Key actions for 2016/18 will include: <ul style="list-style-type: none"> <li>○ Increase physical activity levels through the provision of activities in One Leisure sites and in parks, open spaces and community settings</li> <li>○ Prevent homelessness where possible by helping households either remain in their current home or find alternative housing</li> </ul>

Strategic Priorities / Objectives	Work Programme	Actions
	<ul style="list-style-type: none"> <li>work to reduce the number of residents in fuel poverty by facilitating residents access to available energy funding</li> </ul>	
<b>1c) Stronger and more resilient communities to enable people to help themselves</b>	<p>Our work programme includes:</p> <ul style="list-style-type: none"> <li>supporting community development and enabling the voluntary and community sector organisations to develop, and</li> <li>working with communities to build resilience</li> </ul>	<p>Key actions for 2016/18 will include:</p> <ul style="list-style-type: none"> <li>Support community planning including working with parishes to complete neighbourhood and parish Plans</li> <li>Review control and management of council owned assets and where mutually beneficial, transfer ownership of council owned community assets to the community (community resilience/help people to help themselves)</li> <li>Manage the Community Chest and voluntary sector funding to encourage and promote projects to build and support community development</li> </ul>
<b>Sustainable growth - we want to make Huntingdonshire a better place to work and invest and we want to deliver new and appropriate housing</b>		
<b>2a) Accelerate business growth and investment</b>	<p>Our work programme includes:</p> <ul style="list-style-type: none"> <li>promoting inward investment;</li> <li>supporting economic growth in rural areas</li> <li>supporting new and growing businesses and promoting business success</li> <li>supporting economic growth by prioritising planning advice to growing key businesses, and</li> <li>supporting the delivery of the Alconbury Enterprise Zone (EZ).</li> </ul>	<p>Key actions for 2016/18 will include:</p> <ul style="list-style-type: none"> <li>Deliver the council's Marketing Strategy Implementation Plan to raise the profile of Huntingdonshire as a location of choice for business growth and investment</li> <li>Advertise opportunities for local businesses by Publishing Online Schedule of Proposed Procurements to promote future contract opportunities</li> </ul>

51

Strategic Priorities / Objectives	Work Programme	Actions
<b>2b) Remove infrastructure barriers to growth</b>	<p>Our work programme includes:</p> <ul style="list-style-type: none"> <li>• influencing the development of the Highways and Transport Infrastructure Strategy, and</li> <li>• facilitating the delivery of infrastructure to support housing growth.</li> </ul>	<p>Key actions for 2016/18 will include:</p> <ul style="list-style-type: none"> <li>○ Prepare an infrastructure Delivery Plan alongside the Local Plan</li> <li>○ Continue to work with partners and influence the Local Enterprise Partnership's Strategy, to secure resource to facilitate delivery and mitigate the impact of new housing and to drive economic growth</li> <li>○ Continue to provide active input into the delivery stage of the A14 and to lobby for dualling of the A428 and improvements to the A1 to deliver the specific requirements of the council.</li> </ul>
<b>2c) Develop a flexible and skilled local workforce</b>	<p>Our work programme includes:</p> <ul style="list-style-type: none"> <li>• ensuring there are sufficient skills to support the Enterprise Zone</li> <li>• working with businesses to establish current and future skills needs, and</li> <li>• create stronger links between businesses and education and training.</li> </ul>	<p>Key actions for 2016/18 will include:</p> <ul style="list-style-type: none"> <li>○ Work in partnership to ensure local delivery of training to meet business growth</li> <li>○ Encourage and support apprenticeships across the district</li> <li>○ HDC to develop our own apprenticeship programme in response to the Apprenticeship Levy</li> </ul>
<b>2d) Improve the supply of new and affordable housing, jobs and community facilities to meet future need</b>	<p>Our work programme includes:</p> <ul style="list-style-type: none"> <li>• ensuring an adequate supply of housing to meet objectively assessed needs, and</li> <li>• planning and delivering the provision of decent market and affordable housing for current and future needs</li> <li>• Ensure that there are the right community facilities to accommodate the housing growth</li> </ul>	<p>Key actions for 2016/18 will include:</p> <ul style="list-style-type: none"> <li>○ To prepare the Local Plan</li> <li>○ Facilitate delivery of new housing on the large strategic sites at: <ul style="list-style-type: none"> <li>○ St Neots</li> <li>○ Wyton</li> <li>○ Alconbury Weald</li> </ul> </li> <li>○ Maintain a 5 year housing land supply position</li> <li>○ Adopt a new Housing Strategy and deliver</li> </ul>

Strategic Priorities / Objectives	Work Programme	Actions
		<p>the associated Affordable Housing Action Plan</p> <ul style="list-style-type: none"> <li>○ Ensure our approach to Community Infrastructure Levy is used creatively to enable housing growth (NM)</li> </ul>
<b>Efficient and Effective Council - we want to continue to deliver value for money services</b>		
<p><b>3a) Become more efficient in the way we deliver services providing value for money services</b></p>	<p>Our work programme includes:</p> <ul style="list-style-type: none"> <li>• Investigating and implementing a programme of Shared Services</li> <li>• ensuring our Medium Term Financial Strategy is focused on strategic priorities</li> <li>• maximising income opportunities</li> <li>• increasing the use of Information Technology to maximise efficiencies; and where possible, migrating customers to the lowest cost access channel</li> <li>• We will have a more engaged workforce?</li> <li>• continue to reshape the way the council works to realise our savings target and improving council performance wherever possible</li> <li>• maximise council income through effective asset management, and collection activities.</li> <li>• continue to improve the efficiency of the council's customer access channel, and</li> <li>• continue to work with partners through shared services</li> </ul>	<p>Key actions for 2016/18 will include:</p> <ul style="list-style-type: none"> <li>○ Develop full business cases for previously identified energy reduction projects across the council's estates</li> <li>○ Time taken from receipt to decision on Licencing applications</li> <li>○ Introduce measures to reduce energy costs in one Leisure</li> <li>○ Introduce more on line self-service delivery on the council website ensuring we focus on customer need</li> <li>○ Maximise the income generating potential of One Leisure and all traded activities</li> <li>○ Improving residents satisfaction levels measured through a residents survey</li> <li>○ Collecting money that is owed</li> <li>○ More positive staff /valuing staff</li> <li>○ To budget "Plan on a Page" to reduce reliance on Government grants and New Homes Bonus over the next few years, retaining tight budgetary control with affordability and value for money are at the core of the council's decision making processes</li> <li>○ Zero Based Budgeting (ZBB) Phase 2 is undertaken to identify further service savings</li> </ul>

53

Strategic Priorities / Objectives	Work Programme	Actions
		<ul style="list-style-type: none"> <li>○ Achieving budgeted savings planning ahead to make savings at the earliest opportunity</li> </ul>
<p><b>3b) Deliver good customer service</b></p>	<p>Our work programme includes:</p> <ul style="list-style-type: none"> <li>• Continue to gain a better understanding of our customers and ensuring all customer engagement is meaningful</li> <li>• involving customers in significant changes to services, and</li> <li>• ensuring modern technology is used effectively to maximise our interaction with customers</li> </ul> <p>We will apply the six key principles in our Customer Service Strategy across all service areas:</p> <ul style="list-style-type: none"> <li>• listen to customers</li> <li>• get it right first time</li> <li>• provide value for money services</li> <li>• act and behave in the right way</li> <li>• make it matter to staff</li> <li>• work with partners for the benefit of customers</li> </ul>	<ul style="list-style-type: none"> <li>○ Implement a consultation exercise with residents and business to inform 2017/18 budget planning</li> <li>○ We will deliver actions to contribute to the Customer Service Strategy</li> </ul>

### Measuring how well we are doing

We will measure and report on our performance in a number of key areas. In this way we can tell if we are improving. These Corporate Indicators will provide additional supporting information for each Strategic Priority and will be reported quarterly or annually to senior officers and Councillors.

<b>Enabling Communities</b>	
<b>Create, protect and enhance our safe and clean built and green Environment</b>	80% of street cleansing works to standard NI195 results for street cleansing (80% graded A-B) 80% of street cleansing and grounds environmental maintenance service request resolved in 5 working days % of successful enforcements (90%) 15% of HDC countryside sites self-managed (by Friends of Groups) Number of play spaces created/upgraded per annum against target/priorities set in needs analysis work Number of residents taking up grant funded energy efficiency measures from Central Government or energy companies whenever available
<b>Supporting people to improve their health and well-being</b>	Average length of stay of all households placed in B&B accommodation to be less than six 6 weeks % of Needs Analysis completed Admissions or participation at targeted services including older people, long term health conditions, disability and young people (healthy weight) Average time (in weeks) between date of referral of DFGs to practical completion for minor jobs up to £10,000. % of food premises scoring 3 or above on the Food Hygiene Rating Scheme

	<p>Number of complaints about food premises (per 1,000 population or per 100 food businesses)</p> <p>% of CCTV cameras operational</p> <p>Market segmentation to take from OL Strategy (JW)</p>
<b>Stronger and more resilient communities to enable people to help themselves</b>	<p>% satisfaction with the Anti-Social Behaviour service</p> <p>Supporting the VCS – CAB reduction in the number of people accessing the service</p> <p>Supporting the VCS – the number of volunteer hours in Huntingdonshire Anti-Social Behaviour</p> <p>Number of assets transferred into community ownership</p>
<b>Sustainable Growth</b>	
<b>Accelerate business growth and investment</b>	<p>Processing of planning applications on target - major (within 13 weeks or agreed extended period)</p> <p>Number of Marketing Strategy actions on track</p> <p>Inspections of newly registered food businesses within 28 days of registration</p>
<b>Remove infrastructure barriers to growth</b>	Proportion of Community Infrastructure Levy receipts allocated
<b>Develop a flexible and skilled local workforce</b>	<p>The % of all working age-population (16-64) who have received job related training in the last 13 weeks in Huntingdonshire</p> <p>Number of council apprenticeships created</p>
<b>Improve the supply of new and affordable housing, jobs and community facilities to meet future need</b>	<p>Prepare Local Plan in accordance with the approved Local Development Scheme</p> <p>Gross number of affordable homes delivered</p> <p>Net additional homes delivered</p>
<b>Efficient and effective Council</b>	
<b>Become more efficient in the way we deliver services providing value for money services</b>	<p>80% of grounds maintenance targets consistently met</p> <p>Less than 45% of household waste sent to landfill</p> <p>90% of missed bins recovered within 48 hours</p> <p>2% annual energy use reduction from council owned buildings</p> <p>Average number of days to process new claims for Housing Benefit</p>



	<p>and Council Tax support (26 days)  Average number of days to process changes of circumstances for Housing Benefit and Council Tax support (7 days)  Number of Disabled Facilities Grants  99% of business rates collected in year  98.6% of council tax collected  % of space let on estates portfolio  % of invoices from suppliers paid within thirty days  Staff sickness days lost per full time employee target (target reduced to 9 days per person)  Commercial Investment Strategy income targets achieved (2016/17 – £1.7m 2017/18 - £2.0m)  Achieve net budget reductions as planned  Achievement of the council's medium term financial strategy  Lean - number of business process reviews  0% Change in Band D Council Tax</p>
Deliver good customer service	<p>95% Call Centre telephone satisfaction rates  95% Customer service centre satisfaction rates  % complaints resolved at Stage one  % complaints resolved at Stage 2  75% Website satisfaction rate  Continual improvement of One Leisure – Net Promoter Score based on likelihood of recommending service</p>

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**COMMENTS FROM OVERVIEW AND SCRUTINY PANEL (COMMUNITIES AND CUSTOMERS) – 1st March 2016**

**COMMENTS FROM OVERVIEW AND SCRUTINY PANEL (FINANCE AND PERFORMANCE) – 3rd March 2016**

**COMMENTS FROM OVERVIEW AND SCRUTINY PANEL (ECONOMY AND GROWTH) – 8th March 2016**

**CORPORATE PLAN**

The Overview and Scrutiny Panel (Communities and Customers) was presented the Corporate Plan. The Panel was informed that the Corporate Plan follows the expiry of the old Plan and aims to set out what the Council would like to achieve under the three corporate priorities.

A Member raised the point underneath the Enabling Communities Section that there is no reference to Public Rights of Way. It was noted that the last point in section 1b states that the work programme includes providing accessible leisure, green spaces, countryside and culture opportunities which could cover Public Rights of Way however following further discussion it was agreed to look at expanding the point to include Public Rights of Way.

Members would like the inclusion of the A1 and A428 improvement schemes within the Sustainable Growth section however the Panel was informed that those schemes were not be included as they would not be at the delivery stage within the lifetime of the Corporate Plan.

The Panel thought that underneath the Enabling Communities Section Disabled Facilities Grants (DFG) should be included but noted that DFGs is a moveable fund. Members were informed that it would be looked into.

A Member requested that licences should be monitored under the Corporate Plan as the Council issue a high volume of licences and each licence is linked to business growth. The Panel noted that any measure would be an end to end measure from receipt to approval to ensure licences would be dealt with in a timely manner.

The Overview and Scrutiny Panel (Finance and Performance) was presented the Corporate Plan. When discussing the options for the vision and strategic priorities and objectives the Panel expressed a preference for the first vision statement of 'we want to continue to improve the quality of life for the people of Huntingdonshire and work towards sustainable economic growth whilst providing value for money services'. Members noted that the number of priorities has been cut from four to three.

The Panel agreed that there should be some preamble however not too wordy as Members felt that the document should remain a clean strategic document.

Under Enabling Communities Section Members were concerned that the discrepancies between the market towns and villages would mean that the objective of 'ensuring that our streets and open spaces are clean and safe' would be difficult to achieve.

Concerns were raised that the action point within the Enabling Communities Section of 'reduce incidences of littering' would be difficult to measure.

Members questioned whether the objective of ‘supporting economic growth in rural areas’ within the Sustainable Growth Section was achievable as rural areas suffer from slow broadband and they are competing with the enterprise zones.

The Panel did not believe the action within the Sustainable Growth Section of ‘continue to work with partners and influence the Local Enterprise Partnership’s Strategy, to secure resource to facilitate delivery and mitigate the impact of new housing and to drive economic growth’ was realistic as Members believe that the Local Enterprise Partnership can’t be influenced.

In reference to the action of ‘facilitate delivery of new housing on the large strategic site at Wyton’ underneath the Sustainable Growth Section a Member wanted to emphasise the requirement for infrastructure in particular road infrastructure. Members were also keen to include Molesworth underneath the same action point.

Under the Efficient and Effective Council Section the action of ‘collecting money that is saved?’ was noted as particularly confusing however Members were advised that this was an error and the action should have read ‘collecting money that is owed’.

Concerns were raised regarding the measurement of ‘accelerate business growth and investment’ underneath Sustainable Growth. Members emphasised that they would like this to continue especially the measure of ‘processing of planning applications on target – major (within 13 weeks or agreed extended period)’.

After a discussion concerning the elements within the Corporate Plan beyond the Council’s control, the Panel was reminded that the Council should try to influence those elements if it is important to Huntingdonshire as the Council has a responsibility to look after the District and its residents. In response a Member suggested adding a section on the interdependencies with other agencies and authorities that the Council relies upon to help deliver the Corporate Plan.

A Member raised a concern that the measure of number of days to process Housing Benefit changes of circumstances underneath Efficient and Effective Council would be adversely affected by the level of zero hours contracts. In response Members were informed that there would be new online housing benefits form which would make the process quicker.

The Overview and Scrutiny Panel (Economy and Growth) was presented the Corporate Plan. A Member emphasised that it is important to include open spaces within the Corporate Plan as it reinforces the Council’s commitment to open spaces as there had been issues in the past where residents had tried to claim open space as their own.

The point of reduce incidences of littering underneath the Enabling Communities Section had been noted as being difficult to measure by the Overview and Scrutiny Panel (Finance and Performance) however the Panel thought the action was important and it should be kept in. In response Members were informed that the issue was whether the action showed a reduction of litter or just a reduction of complaints.

Following a Member’s insistence of including an action of reducing fly posting and graffiti the Panel were advised that one of the measures included is the National Indicator (NI) 195 which measures the reduction of fly posting and graffiti as well as litter.

Members would like the point of ‘prevent homelessness where possible by helping households either remain in their current home or find alternative housing’ within the Enabling Communities Section to include within a reasonable distance from key services.

The Panel was informed that the action concerning business rates supporting local businesses underneath the Sustainable Growth Section was not finalised when the report was written. Members thought that using business rates to support local businesses was an option that the Council could be doing to unlock growth however were not sure on whether this should be supporting new businesses in the area or the growth of existing local businesses.

The Panel thought that accelerate business growth and investment underneath the Sustainable Growth Section was crucial for the Council and should remain in the Corporate Plan.

Members questioned the influence the Council has in regards to the Local Enterprise Partnership however the Panel were informed that the influence comes as a result of the inclusion of the Executive Leader on the LEP board.

The Panel were acquainted with the idea of amending the measure of 'number of missed bins per 100,000 households' within the Efficient and Effective Council section to a measure which resolved the issue of missed bins. Members were supportive of a more customer focused measure.

A Member has stated that they would like the measure of 'staff sickness days lost per full time employee (reduce to 9 days per person)' underneath the Efficient and Effective Council reduced further as they thought that this was too high. The Panel were informed that according to the Chartered Institute of Personnel and Development (CIPD) the public sector average is 9 days and this was why the target was chosen.

Following the discussion of sickness the Panel was informed that the Council has a sickness rate of between 11 and 12 days however this is adversely affected by long term sickness absence. Members thought splitting the measure between long term and short term sickness would give a better reflection of sickness within the Council.

The Panel were advised of the option to include a measure of paying local suppliers within 10 working days however Members felt that as long as the Council has a reputation for paying invoices within 30 days and that suppliers are happy with the arrangement then there is little point or benefit of committing to pay invoices within 10 days.

A Member noted that the Overview and Scrutiny Panel (Communities and Customers) was informed that the A1 and A428 was not included within the action of 'continue to provide active input into the delivery stage of the A14 to deliver the specific requirements of the Council' underneath the Sustainable Growth Section because the schemes would not be at the delivery stage within the lifetime of the Corporate Plan. Despite this the Member would still like the inclusion of the A1 and A428 as it would reinforce the Council's commitment to those schemes.

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**Public**  
**Key Decision - Yes**

## HUNTINGDONSHIRE DISTRICT COUNCIL

**Title/Subject Matter:** Review of Waste Policies

**Meeting/Date:** Overview & Scrutiny Panel (Economy and Growth) –  
9th February 2016  
Cabinet – 17th March 2016

**Executive Portfolio:** Councillor Robin Carter – Executive Councillor for  
Operations & the Environment

**Report by:** Alistair Merrick – Interim Head of Service (Operations)

**Ward(s) affected:** All

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### Executive Summary:

1. The current waste collection policies have been in place for 4 years and they have served the Council well but review of the policies has been undertaken to ensure they are fully customer focused and represent the best practice for top performing local authorities. The review of the policies has been based on analysis of the current policies that need to be retained but updated and the options for new policies that will promote and deliver higher levels of waste minimisation by residents.
2. The policies that have been retained but updated to be fully customer focused include the following:
  - **Lane end collection arrangements:** following detailed surveying of individual locations bespoke collection arrangements have been identified for implementation and the operational policies and procedures against which these arrangements will be managed.
  - **Rejections policy in respect of repeated contamination of bins:** building on the new policy proposals previously considered by the Overview and Scrutiny Panel to determine if a bin is to be rejected because it has been contaminated, these draft policy statements have been finalised in the policy work now completed. This includes that if after working with the resident to resolve the issue problems are still occurring then the following proactive action is recommended; before removing the bin the Council will contact the resident and provide details of the ongoing contamination and if required undertake a further site visit to provide further information on the waste collection service and allow the resident time to resolve the issues. This will be deemed to be the '**first yellow card warning**'. If further ongoing contamination occurs then a '**second yellow card warning**' will be given. If further contamination occurs then a '**red card**' will be given and removal of the bin will take place. No additional capacity will be provided for waste collection if a bin is removed.

3. The policy options that are being proposed for consultation with residents include the following:

- **Options for reducing the bin capacity on domestic collection (grey bins) to reduce the waste produced by households:** Changing the behaviour of residents in respect to the waste they produce is generally achieved by having a robust and on-going awareness campaign that highlights the impact of current behaviour and the benefits of changing behaviour to produce less waste; making recycling as easy as possible for residents; and by restricting the capacity of the bin provided for residual waste. The report sets out three options in paragraph 3.11 for reducing grey bin capacity and it is proposed to conduct a consultation exercise with residents to confirm a preferred option.
- **Options for charging for replacement bins that have been damaged, lost or stolen:** The proposal is again to test through consultation with residents the options set out in paragraph 3.16 for charging for replacement bins that have been damaged, lost or stolen within the context of the current arrangements in Cambridgeshire and Peterborough.

**Recommendation(s):**

1. The Panel are invited to make comments that will be included in the report to Cabinet seeking the endorsement of the draft revised waste policies.
2. The Panel are also invited to make comments that will be included in the report to Cabinet on the proposed options for waste minimisation and charging for replacement bins to be tested through a consultation exercise with residents.
3. The Cabinet is recommended to endorse the revised waste policies and approve the proposed consultation on the options for waste minimisation and potential charges for bin replacements.



## **Purpose of the Report**

1.1 An update of the Council's waste collection policies has been undertaken to account for any changes in material types collected and clarify some service delivery issues. The revision also includes a policy for remote properties located on private roads/tracks and unadopted roads (lane end policy); and an updated rejection policy based on trials we have been undertaking and a new policy regarding repeated contamination of recycling bins.

1.2 The report also outlines proposed options for:

- Making further steps in waste minimisation which remains the strategic priority of the Council in respect to its Waste Service and recommends consultation with residents on these options.
- Charging for replacement bins that have been damaged, lost or stolen.

## **2. Background**

2.1 The current waste collection policies have been in place for 4 years and they have served the Council well but review of the policies has been undertaken to ensure they are fully customer focused and represent the best practice for top performing local authorities. The review of the policies has been based on analysis of the current policies that need to be retained but updated and the options for new policies that will promote and deliver higher levels of waste minimisation by residents.

2.2 The policies that have been retained but updated to be fully customer focused include the following:

- Lane end collection arrangements;
- Rejections policy in respect of repeated contamination of bins.

2.3 The policy options that are being proposed for consultation with residents include the following:

- Options for reducing the bin capacity on domestic collection (grey bins) to reduce the waste produced by households;
- Options for charging for replacement bins that have been damaged, lost or stolen.

## **3. Analysis and Options Appraisal**

3.1 **Lane End Operating Policy:** The Council operates a collection point for waste at the edge of property where it meets the public highway. When the wheeled bin service was introduced, remote properties accessed from private/unadopted roads, where collections had taken place from the property, were continued with only new properties, or properties which were assessed following collection issues changed to a collection point on the public highway.

- 3.2 Collection of these remote properties can incur a significant amount of time for our collection crews. In addition many of these properties are located down roads in very poor condition and there have been instances where we have caused damage to our vehicles incurring vehicle repair and maintenance costs. These roads are not normally built to highway standard; often have soft verges and overhanging trees. In addition a number of roads have to be reversed down for considerable distances, sometimes in the dark, with no safe place for an employee to operate as a reversing assistant to see the vehicle safely back.
- 3.3 There have been a number of incidents involving our collection vehicles when undertaking remote collections, these include, a vehicle becoming stuck after a road edge gave way; a vehicle coming off a private road into a ditch in bad weather and allegations of damage to farm buildings. These have resulted in Officer time investigating complaints and dealing with insurance claims and the cost of having vehicles recovered (over £1,000 in one case). The consequence of these type of incidents has meant that we have had to provide other crews and vehicles to cover the work which can affect service delivery.
- 3.4 Overview and Scrutiny previously considered a proposed policy for waste collection arrangements for these properties which was as follows:
- a) In a small number of cases due to the access or the remote location of a property it may not be possible for residents to place bins near the public highway for collection. In certain circumstances a collection from a point on a private/unadopted road may be agreed subject to an inspection and the following conditions being met:
    - i. Road surface – roads must be of sound construction with a suitable hard surface, free of large/deep potholes and obstructions which could cause damage or injury to vehicles or persons. The vehicle should be able to travel safely at 25 kmph along the road.
    - ii. Road width – the minimum road width is no less than 3.5 metres with no obstruction from trees, shrubs etc. which could cause damage to the vehicle
    - iii. Road length – if there are a number of properties located down a road, then there should be passing places, suitable for a refuse collection vehicle (hard surface, not a verge).
    - iv. Height clearance – the minimum clearance should be no less than 5.5 metres with no obstruction from overhanging branches, cables etc. which could cause damage to the collection vehicle
    - v. Turning area – where a through road does not exist, a suitable turning area must be available to allow the vehicle to turn. The turning area should have a hard surface which is of a sufficient size to allow an 11.5 metre long vehicle to turn with no more than three manoeuvres and have sufficient space either side of the vehicles to safely turn in the dark. Our collection vehicles will not reverse onto a public highway in order to turn round.
    - vi. There must be access for the collection vehicle. Any gates must be left unlocked and open as our crews will not open and close these when undertaking collections.
    - vii. An indemnity will be required from the road owner/s so that the Council will not be liable for any damage due to wear and tear to the road surface which is unlikely to have been built to highway standard.

- b) Where the conditions above cannot be met then the collection point will be where the private/unadopted road meets the public highway. If this location is not suitable for wheeled bins, then alternative collection arrangements may be made, such as a sack collection or a communal collection point if there are a number of properties located on a private/unadopted road.
- c) In some circumstances a collection point part of the way down a private/unadopted road may be used if the above criteria can be met at that point.
- d) For assisted collection customers the above criteria will still apply, however alternative collection methods such as sacks will be considered to make collections easier for the resident if the vehicle is not able to travel the full length of the road.
- e) In adverse weather conditions where our crews are concerned regarding visibility of the road e.g. due to snow cover or icy conditions where they feel the vehicle may slip off the road then we will suspend collections to such properties. Waste will need to be placed on the public highway for collection, or it will be collected on the next scheduled collection day if conditions have improved.
- f) Further information was requested on the numbers of properties likely to be affected by introducing this policy. An initial survey was carried out of the areas where collections were currently taking place on an unadopted road/lane or track. To date 93 locations have been assessed, 90 which are unadopted serving 359 properties. The locations were surveyed against the proposed policy detailed above. The results from this survey suggest the following actions should be taken:
  - Continue with indemnity in place – 24 locations (134 properties)
  - Continue with indemnity in place but reviewed after 12 months due to road surface starting to deteriorate – 13 locations (29 properties)
  - Potential to continue collections with indemnity in place if repairs are completed to road surface – 4 locations (11 properties)
  - Further review required – 49 locations (185 properties)
- g) For those locations requiring further review, there is the potential that we will need to move to a roadside collection, however due to the issues highlighted as part of the initial survey, by working with the residents concerned we may be able to reduce this number to enable our vehicle to access the road with an indemnity in place.

3.5 Once the policy has been approved, the proposal is to write to all the properties advising them of the policy and how it is to be implemented. Where residents have concerns we will arrange to meet them on site to discuss the issues and try and come to a mutual solution. This will be done on a phased basis due to the potential number of locations we may have to visit. Wherever possible we will be looking to see whether an alternative collection point could be agreed (for instance this may be half way down the track where our vehicle can turn), or whether we need to consider an alternative collection method (such as sacks rather than bins to help facilitate collections). If all the owners of a track do not agree to provide an indemnity then a roadside collection will be necessary. We hope that by working with

residents we will be able to come to a practical solution for the properties involved.

- 3.6 **Rejection Policy:** Following the trials carried out on both the recycling and garden waste collections, we are proposing to implement the revised operating policy from 29 February 2016 (to allow for delivery of the bags). For recycling and garden waste collections small pieces of litter which have been dropped on the top of the bin will be removed and left in a small bag tied to the bin. In addition photographs will be taken of rejected bins so these can be shared with the call centre when they have queries from the resident. The waste collection policies have been updated to reflect this change.
- 3.7 **Repeated Contamination of Bins:** There are occasions where bins are repeatedly contaminated by the householder this is despite rejection hangers being left on the bin detailing the contaminated item. Whilst we wish to encourage our residents wherever possible to recycle, repeated contamination of recycling bins can cause the Council issues with rejected loads of waste, or costs to remove such items as part of the processing of the waste.
- 3.8 As part of our awareness campaign we will be looking to raise awareness with residents who have repeatedly contaminated bins, to ensure they are aware of what can go in each bin by using bin hangers, letter or leaflets and visiting residents if necessary. If after working with the resident to resolve the issue problems are still occurring then the following proactive action is recommended; before removing the bin the Council will contact the resident and provide details of the ongoing contamination and if required undertake a further site visit to provide further information on the waste collection service and allow the resident time to resolve the issues. This will be deemed to be the **'first yellow card warning'**. If further ongoing contamination occurs then a **'second yellow card warning'** will be given. If further contamination occurs then a **'red card'** will be given and removal of the bin will take place. No additional capacity will be provided for waste collection if a bin is removed.
- 3.9 This removal of a recycling bin will only be done once we have tried to engage with the resident and resolve any issues they may have. However this policy amendment does provide the necessary ultimate sanction in that it allows for a repeatedly contaminated bin to be removed.
- 3.10 **Waste Minimisation Policy:** Changing the behaviour of residents in respect to the waste they produce is generally achieved by having a robust and on-going awareness campaign that highlights the impact of current behaviour and the benefits of changing behaviour to produce less waste; making recycling as easy as possible for residents; and by restricting the capacity of the bin provided for residual waste. The Waste Service will going forward produce an annual awareness campaign to run from 1 April to 31 March each financial year; and the basic configuration of the dry recycles service is correct being based on co-mingled collections but operating policies and practices will continue to be smoothed from the customer perspective. However to make a further step change a **possible** reduction in the bin capacity for residual waste from 240 litres to 140 litres needs to be considered and tested.

3.11 The Waste Service is already actively promoting the option for residents to reduce the capacity of their residual waste bin and bin exchanges are already taking place. However further testing is required to confirm the preferred option for reducing residual bin capacity from the following options:

- a) **Option 1:** Issuing 140 litre bins to all new properties unless they have been built to accommodate 6 plus residents but providing an additional 240 litre blue bin for recyclates on request, and providing 140l bins to any residents requesting a smaller bin.
- b) **Option 2:** Issuing 140 litre bins to all new properties unless they have been built to accommodate 6 plus residents but providing an additional 240 litre blue bin for recyclates on request; and providing 140 litre bins to any property requesting a replacement bin.
- c) **Option 3:** Issuing 140 litre bins to all new properties unless they have been built to accommodate 6 plus residents but providing an additional 240 litre blue bin for recyclates on request; and a mandatory retrofitting all existing properties in the District with 140 litre bins.

These are detailed in the table below and apply to individual domestic properties.

Options	Residual				Recycling	Garden waste
	New Properties (or by request from householder)	Existing	Replacements	Properties with over 6 residents (comply with policy 7b)		
Option 1	140l	240l	240l		240l	240l
Option 2	140l	240l	140l		240l	240l
Option 3	140l	140l	140l		240l	240l

3.12 It is recommended that the Waste Service should formally consult with residents on the options through a tailored survey on the Council’s website and on social media to confirm the preferred option from the perspective of residents.

3.13 During the consultation the Waste Service would project the potential impact of each option in respect to the reduction of tonnage in residual waste that would be collected. This will then enable dialogue with the County Council on the impact of the options on the existing PFI Contract that HDC is party to for waste processing. The cost of this contract to the participating local authorities is determined by a minimum tonnage guarantee of residual waste for the contractor to process to make the rate of return they require under the contract. If the waste to be processed falls below the minimum tonnage guarantee then penalty payments have to be made by the local authorities. If HDC were the cause of the tonnage guarantee not being met the County Council could require HDC to meet the penalty payments. The outcome could then be that waste has been minimised but at an unaffordable cost for HDC.

3.14 **Charging for Replacement Bins:** Some local authorities charge for replacement bins that have either been damaged, lost or stolen. Others do not because of the complications of managing charging arrangements, with residents challenging the fairness of charges when their bin has been damaged by a third party or stolen. Some councils also do not charge for replacement recycling bins as part of their drive to increase recycling. The experience is that when some residents realise there is a charge for a lost bin they then report it stolen. Currently the annual profile of replacement bins across the three waste collection streams is as follows:

- Domestic collections (grey bin) – 315 bins at £25.00 per bin = £7,875;
- Recycling collections (blue bin) – 256 bins at £25.00 per bin = £6,400;
- Garden waste collections (green bin) – 415 bins at £25.00 per bin = £10,375;
- Total annual cost of circa £24,650.

3.15 Detailed below is the current position of the other local authorities in Cambridgeshire and Peterborough regarding charging for replacement bins:

- **East Cambridgeshire District Council** – No charges are made for replacement bins but the Council reserve the right to charge for a replacement bin if someone had been witnessed destroying their own bin. To date this policy has not been implemented.
- **South Cambridgeshire District Council** – Charges are subject to review at the moment due to the change in Police policy. The position used to be that if the resident got a Police incident number the Council would replace the bin free of charge, otherwise they would have to pay. Now the Police are no longer issuing incident numbers for stolen bins this policy cannot be implemented and it is being reviewed as part of the aligning of waste policies between South Cambridgeshire and the City.
- **Fenland District Council** - No charges are made for replacement bins but the Council do charge when there is a change of occupier at a property and where bins are missing.
- **Peterborough City Council** - No charges are made for replacement bins but the Council is considering reviewing this position.
- **Cambridge City Council** – the Council only charge for replacement black bins (domestic waste), £50.00 for a new 240 litre, £25 for a reconditioned bin and £25.00 if it is a 140 litre bin.

3.16 Subject to the support of the Overview and Scrutiny Panel it is proposed to extend the proposed consultation on future bin capacities to include introducing charges for replacement bins, with residents being asked the following questions:

- Do you feel charging for all replacement bins is fair because they are the responsibility of the resident?
- Or do you think charging should only be for damaged or lost bins?
- Or do you think stolen bins should only be replaced free of charge if reported within 24 hours of the last scheduled collection if the bin is not stored on the public highway?
- Do you feel new occupiers of properties should be charged for replacement bins if they are missing when they move in?
- Do you feel that charges should only be for grey bins (domestic waste) to promote recycling?

- Do you feel that charges should reflect replacement with a new bin (premium rate) or reconditioned bin (lower rate)?

#### **4. COMMENTS OF OVERVIEW & SCRUTINY PANEL**

- 4.1 Comments of the Overview and Scrutiny Panel (Economy and Growth) from the meeting on 9th February 2016 are attached as Appendix 2.

#### **5. KEY IMPACTS/RISKS AND HOW THESE WILL BE ADDRESSED**

- 5.1 The revised waste policies have been developed to make the service more customer focused seeking to work with residents to resolve issues and problems that occur in the delivery of the services. The intent is to improve resident satisfaction with the service and to deliver higher levels of waste minimisation by residents. The latter is key to the Council delivering the service in the medium to long term within the budget envelop set for the service.

#### **6. WHAT ACTIONS WILL BE TAKEN/TIMETABLE FOR IMPLEMENTATION**

- 6.1 The revised policies will be implemented on their endorsement by the Cabinet; and the proposed consultation with residents on the future options for waste minimisation and bin replacement charging will be programmed to be completed within 3 months of the approval of the report by Cabinet. This will allow the reporting back on the outcome of the consultation in July 2016 to confirm the preferred option.

#### **7. LINK TO THE CORPORATE PLAN**

- 7.1 The revised policies will ensure that the Operations Service becomes more business-like and efficient in the way it delivers the Waste Service to our customers.
- 7.2 The proposed consultation on waste minimisation policies will ensure that customer engagement is driving future priorities and improvements for the Waste Service.

#### **8. CONSULTATION**

- 8.1 The report includes specific proposals in Section 3 for consultation with residents on the future options for waste minimisation and the potential for charging for replacement bins to ensure customer engagement drives the future direction of the service.

#### **9. LEGAL IMPLICATIONS**

- 9.1 The policy has been drafted to fully comply with all relevant legislation.

#### **10. RESOURCE IMPLICATIONS**

- 10.1 The policy has been developed within existing resources. The implementation of the preferred option for waste minimisation will be the subject of a business case to confirm the costs and funding. The latter will include dialogue with the County because they will be a major beneficiary of the waste minimisation proposals as a consequence of having to process less waste collected in Huntingdonshire.

## **11. OTHER IMPLICATIONS**

- 11.1 The support of the ICT Shared Service will be needed for the proposed consultation because this will be driven through the Council's website.

## **12. REASONS FOR THE RECOMMENDED DECISIONS**

- 12.1 The scrutinising of the revised policies and proposed options for waste minimisation and charging for replacement bins gives the Panel the opportunity to influence the final document submitted to the Cabinet for endorsement.

## **13. LIST OF APPENDICES INCLUDED**

- 13.1 Appendix 1: the draft Waste Policies document.  
13.2 Appendix 2: comments of the Overview and Scrutiny Panel (Economy and Growth) from the meeting on 9th February 2016.

## **BACKGROUND PAPERS**

None.

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## Waste Collection Policies

### Contents:

Description	Policy Number	Policy	Page No.	
<b><u>Collection Service</u></b>	1	<a href="#">1a</a>	<u>Standard Service for individual properties.</u>	3
		<a href="#">1b</a>	<u>Provision of smaller bins.</u>	3
		<a href="#">1c</a>	<u>Properties not suitable for the standard service.</u>	3
		<a href="#">1d</a>	<u>Multi-occupancy properties (flats blocks etc.).</u>	4
		<a href="#">1e</a>	<u>Mixed Domestic/Commercial Properties, (Hereditament Properties).</u>	5
		<a href="#">1f</a>	<u>Remote properties located on private roads/tracks and unadopted roads.</u>	5
	<a href="#">2</a>	<u>Frequency of collection</u>	6	
	<a href="#">3</a>	<u>Number of wheeled bins &amp; sacks provided</u>	7	
	<a href="#">4</a>	<u>Materials allowed in the wheeled bins &amp; sacks.</u>	8	
	<a href="#">5</a>	<u>Items prohibited from the wheeled bins &amp; sacks.</u>	10	
<b><u>Collection Arrangements</u></b>	6	<a href="#">6a</a>	<u>Collection day &amp; time.</u>	10
		<a href="#">6b</a>	<u>Collection point for wheeled bins &amp; sacks.</u>	10
		<a href="#">6c</a>	<u>Return of bins.</u>	11
		<a href="#">6d</a>	<u>Excess Waste &amp; Side Waste.</u>	11
		<a href="#">6e</a>	<u>Bin Lids.</u>	12
		<a href="#">6f</a>	<u>Rejected wheeled bins and sacks because of Contamination.</u>	12
		<a href="#">6g</a>	<u>Repeated contamination of recycling and garden waste bins.</u>	12
		<a href="#">6h</a>	<u>Missed collections.</u>	12
		<a href="#">6i</a>	<u>Assisted collections.</u>	13
		<a href="#">6j</a>	<u>Frozen green waste bins.</u>	13
		<a href="#">6k</a>	<u>Overweight &amp; overloaded wheeled bins and sacks.</u>	13
<b><u>General Wheeled Bin Policies</u></b>	7	<a href="#">7a</a>	<u>Ownership of wheeled bins &amp; sacks.</u>	14
		<a href="#">7b</a>	<u>Additional bins for residual domestic waste.</u>	14
		<a href="#">7c</a>	<u>Stickers on wheeled bins.</u>	15
		<a href="#">7d</a>	<u>Provision of new/replacement wheeled bins.</u>	15
		<a href="#">7e</a>	<u>Stolen wheeled bins.</u>	16
		<a href="#">7f</a>	<u>Lost &amp; damaged wheeled bins.</u>	16
		<a href="#">7g</a>	<u>Sharing wheeled bins.</u>	16

<b><u>Disruptions to Service – (access or environmental reasons)</u></b>	<u>8</u>	<a href="#">8a</a> <a href="#">8b</a>	<u>Severe weather.</u> <u>Access issues.</u>	16 17
<b><u>Offensive Waste</u></b>	<u>9</u>		<u>Offensive or Hygiene Waste.</u>	17
<b><u>Clinical Waste</u></b>	<u>10</u>		<u>Clinical waste – Infectious or Hazardous Waste.</u>	17
<b><u>Policies relating to additional garden bins (more than 1 garden bin requested)</u></b>	<u>11</u>	<a href="#">11a</a> <a href="#">11b</a> <a href="#">11c</a>  <a href="#">11d</a>  <a href="#">11e</a> <a href="#">11f</a> <a href="#">11g</a> <a href="#">11h</a> <a href="#">11i</a>	<u>Cost of Service</u> <u>Paying for the Service</u> <u>Delivery of bins following receipt of payment</u>  <u>Number of additional bins allowed</u>  <u>Refunds</u> <u>Non-payment</u> <u>Exemptions from payment</u> <u>Bin Stickers</u> <u>Missed collections</u>	17 17 17  17  18 18 18 18 18
<b><u>Appendix 1</u></b>			<u>Rejected bin flow chart (dry recycling and garden waste collections).</u>	19
<b><u>Appendix 2</u></b>			<u>Clarification about the amount of soil accepted within the Green Bin.</u>	20

## Policy 1 – Collection Service

**Policy 1a - Standard Service for Individual Properties:** The standard service for the collection of residual domestic waste, green waste and food waste from individual properties will be an alternate weekly service using 240l wheeled bins for properties with 3 or more people living at the property. The bins provided are as follows:

- Residual domestic waste (which cannot be recycled) – grey wheeled bin. Food waste can be placed in this bin as well as the green waste bin to enable a weekly collection of food waste.
- Dry recycling waste – blue wheeled bin (please note some areas still have green bins for dry recycling waste).
- Green waste and food waste – green wheeled bin.

The correct bin must be used for the right type of waste.

Exemptions may be made subject to certain criteria (see **Policy 1c**).

Where a property is provided with the standard service only waste presented in wheeled bins provided by Huntingdonshire District Council will be collected.

Where residents only have room for one wheeled bin, priority will be given to the provision of a residual domestic waste bin which will be collected fortnightly.

**Policy 1b - Provision of smaller bins:** Where space is limited or a resident requests they can be provided with a smaller 140l wheeled bin for one or more of the waste types we collect (residual domestic waste, recycling or green waste). These will be collected on the same frequency as the standard service (see **Policy 1a**).

**Policy 1c – Properties not suitable for the standard service:** To qualify for an exemption from using wheeled bins you must meet one or more of the following criteria:

- i. All the adults living in a property have a physical disability or infirmity which prevents them from being able to place waste in a wheeled bin and are therefore not able to use the **assisted collection service**.
- ii. There is no reasonable rear or side access and the useable front area is too small to accommodate the bins.
- iii. The property is accessed via steep inclines or steps, so making it impractical to use wheeled bins.
- iv. The bins would have to be wheeled through the house to the collection point.
- v. It is impractical to pull wheeled bins out for collection e.g. a considerable distance.
- vi. The household produces excessive quantities of offensive and hygiene waste
- vii. Any other exceptional circumstance as agreed by the Council.

Where properties have space for one wheeled bin, then a residual domestic waste bin will be delivered and collected fortnightly.

If your property meets at least one of the exemption criteria we will deliver you with 26 blue sacks for residual domestic waste and 26 clear sacks for dry recyclables every quarter.

For the residual domestic waste service we will only collect blue sacks provided by Huntingdonshire District Council. If non-recyclable waste is presented for collection in other sacks/containers it will not be collected. No additional blue sacks will be provided between the quarterly delivery dates.

Excess recycling sacks are not provided. Customers can provide their own sack/liner which must be in a clear sack or bag so the waste can be identified. Excess recyclable waste put out for collection in black or dark coloured sacks will not be collected.

The collection frequency will be as detailed in **Policy 2**.

**Policy 1d - Multi-occupancy properties (flat blocks etc.):** Properties such as flat or accommodation blocks will normally be collected using communal 1,100l wheeled bins wherever possible. The number of bins provided will depend on the number of properties. Bins will normally only be provided for the collection of residual domestic waste and dry recyclables.

Where bins cannot be provided sacks will be delivered and provided. Residents will be provided with the same quantities of sacks as detailed in **Policy 3**.

Bins will be collected from the bin storage or other area as agreed by the Council and returned to the same location.

The frequency of collection from multi-occupancy properties will be as per **Policy 2**.

For multi-occupancy properties, where the bin is contaminated it will be rejected and not emptied. It will be the responsibility of the residents/managing agents to arrange for the offending materials to be removed before the bin will be emptied on the next scheduled collection day. Only items detailed in **Policy 4** will be collected. No loose rubbish or sacks around the bins will be collected or any other items and it will be the responsibility of the residents/managing agents to remove or clear any such items. Where a bin is blocked in with loose rubbish/sacks it will not be emptied until this has been removed. The bin will then be collected on the next scheduled collection day.

A limited number of flat blocks have chute collections which are collected twice per week. All waste must be put down the chute for collection and contained within the chute bags. Excess waste dumped around the collection area will not be collected.

**Policy 1e – Mixed Domestic & Commercial Properties (Hereditament Properties):** Mixed hereditament properties are generally business properties with living accommodation attached e.g. a flat above a shop. Such properties will be provided with the standard service (**Policy 1a**) unless an exemption applies. The bins provided must not be used to dispose of business waste and anyone found using bins in this way may have them removed and may be subject to prosecution under the Environmental Protection Act 1990.

**Policy 1f – Remote properties located on private roads/tracks and unadopted roads:** In a small number of cases due to the access or the remote location of a property it may not be possible for residents to place bins near the public highway for collection. In certain circumstances a collection from a point on a private/unadopted road may be agreed subject to an inspection and the following conditions being met:

- i. **Road surface – roads must be of sound construction with a suitable hard surface, free of large/deep potholes and obstructions which could cause damage or injury to vehicles or persons. The collection vehicle should be able to travel safely at 25 kmph along the road.**

- ii. **Road width** – the minimum road width is no less than 3.5 metres with no obstruction from trees, shrubs etc. which could cause damage to the collection vehicle.
- iii. **Road length** – if there are a number of properties located down a road, then there should be passing places, suitable for a refuse collection vehicle (hard surface, not a verge).
- iv. **Height clearance** – the minimum clearance should be no less than 5.5 metres with no obstruction from overhanging branches, cables etc. which could cause damage to the collection vehicle
- v. **Turning area** – where a through road does not exist, a suitable turning area must be available to allow the collection vehicle to turn. The turning area should have a hard surface which is of a sufficient size to allow an 11.5 metre long collection vehicle to turn with no more than three manoeuvres and have sufficient space either side of the vehicles to safely turn in the dark. Our collection vehicles will not reverse onto a public highway in order to turn round.
- vi. There must be access for the collection vehicle. Any gates must be left unlocked and open as our crews will not open and close these when undertaking collections.
- vii. An indemnity will be required from the road owner/s so that the Council will not be liable for any damage due to wear and tear to the road surface which is unlikely to have been built to highway standard.

Where the conditions above cannot be met then the collection point will be where the private/unadopted road meets the public highway. If this location is not suitable for wheeled bins, then alternative collection arrangements may be made, such as a sack collection or a communal collection point if there are a number of properties located on a private/unadopted road.

In some circumstances a collection point part of the way down a private/unadopted road may be used if the above criteria can be met at that point.

For assisted collection customers the above criteria will still apply, however alternative collection methods such as sacks will be considered to make collections easier for the resident if the collection vehicle is not able to travel the full length of the road.

In adverse weather conditions where our crews are concerned regarding visibility of the road e.g. due to snow cover or icy conditions where they feel the vehicle may slip off the road then we will suspend collections to such properties. Waste will need to be placed on the public highway for collection, or it will be collected on the next scheduled collection day if conditions have improved.

## Policy 2 – Frequency of Collections

The following collection frequencies will apply:

<b>Policy</b>	<b>Service</b>	<b>Collection Frequency</b>
1a	Standard Service	Alternate weekly
1b	Provision of smaller bins	Fortnightly
1c i	All the adults living in a property who have a physical disability or infirmity which prevents them from being able to place waste in a wheeled bin and are therefore not able to use the assisted collection service	Fortnightly
1c ii	There is no reasonable rear or side access and the useable front area is too small to accommodate the bins	Fortnightly
1c iii	The property is accessed via steep inclines or steps, so making it impractical to use wheeled bins	Fortnightly
1c iv	The bins would have to be wheeled through the house to the collection point	Fortnightly
1c v	It is impractical to pull wheeled bins out for collection e.g. properties located a considerable distance from the highway	Fortnightly
1c vi	The household produces excessive quantities of offensive/hygiene waste	Fortnightly
1c vii	Any other exceptional circumstance as agreed by the council	To be agreed
1d	Multi-occupancy properties	Weekly (residual domestic waste) Fortnightly (dry recycling waste)
1e	Mixed domestic/commercial properties (hereditament properties)	Fortnightly
1f	Relevant collection frequency for the type of service provided (bins or sacks)	As per the service provided

Site visits may need to be carried out in some cases to agree frequency and method of collection.

### Policy 3 – Number of Wheeled Bins and Sacks Provided

<b>Service Type</b>	<b>Container type</b>	<b>Standard provision</b>	<b>Provision of extra receptacles</b>
<b><i>Residual domestic waste</i></b>	Grey wheeled bin	1 x 240l bin	No further receptacle provided unless the criteria is met for an additional bin (see <b>Policy 7b</b> ).
<b><i>Residual domestic waste</i></b>	Blue sack	26 sacks per quarter	No further sacks provided and waste presented in non-HDC sacks will not be collected.
<b><i>Dry recycling</i></b>	Blue wheeled bin (please note some areas still have green bins for dry recycling waste)	1 x 240l bin	1 additional 240l bin provided on request.
<b><i>Dry recycling</i></b>	Clear sack	26 sacks per quarter	Excess waste can be put out by residents who may use their own clear sacks (as long as the waste is clearly visible) for any additional recycling.
<b><i>Green waste and food waste</i></b>	Green wheeled bin	1 x 240l bin	1 additional 240l bin can be provided on request (subject to an annual charge).

## Policy 4 – Materials Allowed in Wheeled Bins & Sacks

Grey Residual Domestic Bin & Blue Sacks	Blue Recycling Bin (Green in some areas) & Clear Sacks	Green Recycling Bin
<ul style="list-style-type: none"> <li>• Plastic waste (except plastics allowed in the recycling bin)</li> <li>• Nappies and sanitary products</li> <li>• Polystyrene</li> <li>• Broken toys</li> <li>• Ash – this must be contained within a bag/sack</li> <li>• Cat litter &amp; dog faeces – only a small amount which must be wrapped</li> <li>• Any items which cannot be put in the blue and green recycling bins unless prohibited (see below)</li> </ul>	<ul style="list-style-type: none"> <li>• Newspapers and magazines</li> <li>• Junk mail and flyers</li> <li>• Envelopes</li> <li>• Holiday brochures</li> <li>• Directories</li> <li>• Cardboard</li> <li>• Packaging Card</li> <li>• Egg boxes (cardboard only)</li> <li>• Milk, Juice and Squash cartons</li> <li>• Plastic bottles</li> <li>• Plastic yoghurt pots</li> <li>• Plastic margarine or spread tubs, ice cream tubs</li> <li>• Plastic trays from chocolate &amp; biscuit boxes, meat, vegetables and fruit</li> <li>• Plant pots (clean)</li> <li>• Plastic bottle tops, lids and triggers</li> <li>• Plastic packaging – cling film, bread bags, bubble wrap</li> <li>• Carrier bags</li> <li>• Sandwich packets</li> <li>• Plastic cream, custard pots, soup pots, instant noodle pots</li> <li>• Plastic tubs for dishwasher &amp; laundry tablets</li> <li>• Cans, tins &amp; foil, biscuit and sweet tins</li> <li>• Glass bottles and jars</li> <li>• Jam jar lids</li> <li>• Aerosols</li> </ul>	<ul style="list-style-type: none"> <li>• Grass cuttings &amp; leaves</li> <li>• Untreated wood (i.e., no nails, paint or varnish) &amp; sawdust</li> <li>• Flowers and weeds</li> <li>• Windfall</li> <li>• Prunings from hedges, shrubs &amp; trees</li> <li>• Straw</li> <li>• Shredded paper (providing it's mixed with green waste)</li> <li>• Bread</li> <li>• Fish</li> <li>• Vegetable and fruit peelings</li> <li>• Meat</li> <li>• Bones</li> <li>• Dairy products</li> <li>• All cooked and uncooked food</li> <li>• Tea bags and coffee grinds</li> <li>• Compostable paper liners for food waste</li> <li>• Small amounts of soil (please see <b>Appendix 2</b> for clarification)</li> </ul>



## Policy 5 – Items Prohibited from Wheeled Bins & Sacks

Grey Residual Domestic Bin & Blue Sacks	Blue Recycling Bin (Green in some areas) & Clear Sacks	Green Recycling Bin
<ul style="list-style-type: none"> <li>• Dry recyclables and compostable organic waste (that is accepted in the blue or green recycling bin)</li> <li>• Hot ashes</li> <li>• Car parts</li> <li>• Builders rubble &amp; soil</li> <li>• Corrosive materials and liquids such as oil and paint</li> <li>• Fluorescent tubes &amp; low energy light bulbs</li> <li>• Electrical and electronic equipment</li> <li>• Pesticides</li> </ul>	<ul style="list-style-type: none"> <li>• Black sacks (with or without recyclable waste in them)</li> <li>• Textiles (clothes, bedding, duvets etc.)</li> <li>• Food waste</li> <li>• Polystyrene</li> <li>• Broken toys</li> <li>• Nappies</li> </ul>	<ul style="list-style-type: none"> <li>• Green waste or food waste contained in any type of plastic bag</li> <li>• Any type of degradable &amp; biodegradable bag/sack (including corn starch bags)</li> <li>• Garden items such as plastic flower pots &amp; trays</li> <li>• Any items that should be in the recycling or residual domestic bin</li> <li>• Soil (large amounts of)</li> <li>• Stones, hardcore &amp; rubble</li> </ul>

## Policy 6 – Collection Arrangements

**Policy 6a - Collection Day & Time:** Details of your day of collection can be found here [www.huntingdonshire.gov.uk/bins](http://www.huntingdonshire.gov.uk/bins). Additional garden bins will be collected on the same day as your 1<sup>st</sup> garden bin.

The bins/sacks must be available at the collection point by 6.30am on the day of collection.

Waste must not be placed out for collection before 6pm on the day before collection.

**Policy 6b - Collection Point for Wheeled Bins & Sacks:** The waste should be presented at the edge of a resident's property, where the premise meets the public highway. If properties are located down a private driveway then the bins must be presented where the private access road/driveway meets the public highway.

In a small number of cases due to the access or location of a property it may not be possible for residents to place bins near the public highway for collection. Each case will be looked at on an individual basis to agree a suitable location point. Where the collection vehicle has to travel over a private road/drive we will require an indemnity from the owner/s that we will not be liable for any damage due to wear and tear to the road surface which is unlikely to have been built to highway standard.

**Policy 6c - Return of Bins:** Bins will be returned to the collection point where possible or another safe place within a reasonable distance to the property and should be removed by the householder as soon as reasonably possible after collection has been made.

Where a bin store has been provided the bins will be returned to the bin store wherever possible.

### Policy 6d - Excess Waste & Side Waste

Grey Residual Domestic Bin & Blue Sacks	Blue Recycling Bin (Green in some areas) & Clear Sacks	Green Recycling Bin & Paper Sacks
<p>Excess waste beside or piled on top of the grey residual domestic wheeled bin will not be taken and a rejection hanger left on the bin. Persistent excess waste may result in an officer visit to advise on management of waste and could ultimately result in legal action being taken against the householder.</p> <p>For the first residual waste collection after Christmas Day, two black sacks of excess waste will be collected if they are placed next to the bin. Sacks must be tied to ensure the waste</p>	<p>Additional recycling materials for the blue bin will be collected as long as these are contained in a clear sack/bag or cardboard box. Any excess waste put out for collection in black or dark coloured sacks will not be collected. Please do not use your own recycling boxes only the wheeled bins provided by HDC.</p>	<p>Excess waste will not be collected with the exception of real Christmas trees which should be cut down to the same size as the wheeled bin and left separately.</p>

is contained and not too heavy for collection.		
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**Policy 6e – Bin Lids:** Wheeled bins will only be collected if the bin lid is closed otherwise it will not be emptied. This is to limit the potential for waste to fall or blow out of the bin when it is being lifted by the bin lift.

**Policy 6f – Rejected Wheeled Bins and Sacks because of Contamination:** Where wheeled bins are found to be contaminated, residents will be notified by means of a sticker or hanger placed on the relevant bin or sack (if possible) requiring them to remove the offending material and dispose of it in a responsible manner.

For garden waste bins and dry recycling bins where 1-2 small litter items (e.g. crisp packet, drinks can, cigarette butt) have been dropped on top of the bins contents, the bin will either be emptied or the contaminating item removed and placed in a bag which will be tied to the bin for the resident to dispose of appropriately. For larger amounts of contamination or other items obviously not litter related the bin will not be emptied until the offending material has been removed and they will be collected on the next scheduled collection day. We will not return to empty the bin or collect the sack before the next scheduled collection date where they have been rejected in these circumstances. A flow chart showing the process is included at Appendix 1.

**Policy 6g – Repeated contamination of recycling and garden waste bins:**

Where a resident repeatedly contaminates a recycling or garden waste bin then the Council may remove the bin. Before removing the bin the Council will contact the resident and provide details of the ongoing contamination and if required undertake a site visit to provide information on the waste collection service and allow the resident time to resolve the issues. This will be deemed to be the '**first yellow card warning**'. If further ongoing contamination occurs then a '**second yellow card warning**' will be given. If further contamination occurs then a '**red card**' will be given and removal of the bin will take place. No additional capacity will be provided for waste collection if a bin is removed.

**Policy 6h - Missed Collections:** We will only return for missed collection bins in the following circumstances:

- The bin or sack was placed out before 6.30am on the day of collection.
- The right collection point was used.
- In the case of assisted collections there was access to get the bin (e.g. gate) was unlocked.
- A rejected sticker/hanger has not been put on the bin.
- A crew report has not been received regarding the bin e.g. heavy, excessive waste.

A missed collection must be reported within 4 days of your normal day of collection. Any missed collections reported after this time will not be collected until the next scheduled collection day unless there are exceptional circumstances. In this instance if the bin has been genuinely missed and the resident cannot store all their waste until their next collection day they will be sent HDC sacks so they can manage until their next collection.

Missed collections reported within the timescales above will be collected within 3 working days of a report being received.

**Policy 6i - Assisted Collections:** Assisted collections are available to anyone with a disability or mobility problem where no-one in the household is able to take the bins to the normal collection point (see **Policy 6b**). The collection team will collect the waste or recycling from its normal storage point, empty the container and return it back to the householder's storage point.

The bins/sacks must be easily accessible for the crews, gates left unlocked where necessary and the crew should be easily able to manoeuvre the bins from the property. Please ensure there are no overhanging branches or shrubs as we may be collecting in the dark. Wherever possible the bins should be stored at the front of the property to enable easy collection.

Where a property on an assisted collection is located a long way from the public highway on a private driveway/road we may require an indemnity from the owner/s of the road to enable our vehicle to access the property where it is not suitable for our crews to walk to collect the waste.

Checks **will** be carried out by the Council from time to time on resident's suitability for the collection and evidence requested from the householder. **Failure to provide such evidence will lead to this service being withdrawn.** Any change in circumstance must be notified to the Council as soon as possible.

**Policy 6j - Frozen Green Waste Bins:** When green waste is frozen in the bin, if the waste does not empty when lifted by the vehicle mechanism the bin will be left with the contents still in it. The lid of the bin will be left open to indicate the crew have tried to empty the bin. The resident should ensure that the waste is loosened within the bin when presenting it for collection on their next scheduled collection day. We will not return to empty frozen bins before the next scheduled collection. This includes additional garden waste bins for which an annual fee has been paid.

**Policy 6k – Overweight & Overloaded Wheeled Bins and Sacks:** Where a crew member cannot safely manoeuvre and position a wheeled bin onto the vehicle, or where the vehicle cannot lift the bin due to the weight of the bin, then it will be left unemptied and reported by the collection crew. By law all the vehicle bin lifts have a safe working weight limit which crews cannot override.

When collecting sacks the employee will assess the weight of the bag. If this is too heavy to carry safely to the vehicle, the bag is likely to split or the employee cannot safely lift it into the vehicle it will not be collected.

Where any bin or sack is found to be too heavy the householder will be required to remove sufficient material from the bin and dispose of it in a responsible manner.

Once sufficient weight has been removed, the bin or sack should be presented on the next scheduled collection date. We will not return to empty the bin or collect the sack before the next scheduled collection date.

## Policy 7 – General Wheeled Bin Policies

**Policy 7a - Ownership of Wheeled Bins & Sacks:** All wheeled bins and sacks provided remain the property of the Council and should be left at the property when moving out with the exception of any additional bin provided for residual domestic waste or chargeable 2<sup>nd</sup> garden bin. These bins should be taken with you if you are moving to a property in Huntingdonshire. Please ensure the bins are empty before moving them. You must notify us of your change of address otherwise the bin may not be emptied. If you are moving out of Huntingdonshire you should notify us so we can collect the additional domestic and/or chargeable garden bin.

Wheeled bins and sacks provided must only be used for the collection of waste and recycling.

The householder is responsible for keeping the bins and sacks safe whilst they are on their property and to protect them from misuse. The Council will charge for the replacement of any wheeled bin that has been misused.

**Policy 7b - Additional Bins for Residual Domestic Waste:** All households will be provided with a 240l capacity bin. Residents can request one additional grey residual domestic waste bin (140l) if they meet one or more of the criteria as follows:

- There are 6 or more permanent residents in the household and excessive residual domestic waste that cannot be recycled.
- There are 5 permanent residents in the household including children in full time nappies.
- There are 4 permanent residents in the household with more than one child in full time nappies.
- A resident in the household has special circumstances creating an unusual amount of waste to be produced on a regular basis.
- A household where a large quantity of offensive hygiene waste is being produced.

Residents that have a grey residual 140l domestic waste bin can request an upgrade to grey residual 240l domestic waste bin if they meet one or more of the criteria as follows:

- There are 2 permanent residents in the household including children in full time nappies.
- A resident in the household has special circumstances creating an unusual amount of waste to be produced on a regular basis.
- A household where a large quantity of offensive hygiene waste is being produced.
- They have moved from another property in Huntingdonshire where they had a 240l bin for residual waste and have left the bin at that property

All households that request additional capacity will have to complete a declaration as to how they meet the criteria. Checks **will** be made on any application and may include:

- A waste audit to ensure the household is utilising the recycling bins as much as possible. A second recycling bin may be provided before an additional residual domestic bin is provided if the waste is mainly recyclable.
- A check on the names listed permanently residing at the property.
- Site visits to ensure the information is still relevant.

Additional capacity is approved on the agreement that the household makes full use of the recycling service. We may carry out random spot checks to ensure this is being complied with.

If additional capacity is authorised due to babies in nappies then the maximum duration of the additional capacity period is two years. After two years the household will revert back to a standard 240l bin unless they then meet the criteria for the number of adults/children in the household or for some other exceptional reason.

Additional bins are supplied on a conditional basis, which will be reviewed periodically. If circumstances have changed, the additional bin will be removed.

**Policy 7c - Stickers on Wheeled Bins:** Only stickers provided by HDC will be allowed on bins, or stickers which residents use to identify their bin e.g. house number. No other advertising/promotional stickers will be put on the bins without the permission of the Council.

**Policy 7d - Provision of New & Replacement Wheeled Bins:** If you are moving into a new build/renovated property, or a property where the previous occupier has not left the bins, please contact us to arrange delivery of a set of bins. Please note bins will not be put on our delivery schedule until the property is occupied and registered with Council Tax. Delivery can take up to six weeks. We will provide residents with sacks for residual domestic and dry recycling waste as appropriate until the bins are delivered. If you have paid for an additional garden bin this will be delivered within 10 working days.

**Policy 7e - Stolen Wheeled Bins:** In the event that a bin has been stolen householders should check with their neighbours and in the street once other bins have been removed before contacting us to request a replacement bin. The householder will not be able to request a replacement bin until three days after their collection. Delivery will take up to six weeks or 10 working days for a chargeable 2<sup>nd</sup> green bin; however sacks will be provided in the meantime for residual domestic and dry recycling waste as appropriate until the bins are delivered.

**Policy 7f - Lost & Damaged Wheeled Bins:** If you suspect your bin has been lost please check the surrounding area before requesting a new bin. If the bin has been lost because it has been left out on the highway for a number of days following collection you may be charged the cost of delivery and replacement for a new bin.

**Policy 7g - Sharing Wheeled Bins:** If residents request to do so, then they may share bins with their neighbour if both are in agreement. One resident must claim overall responsibility for the bin as a bin can only be allocated to one address. It is the responsibility of the named householder if the bin is contaminated, misused or needs replacing.

Chargeable 2<sup>nd</sup> garden bins may be shared between properties, however the only one property will have overall responsibility for this and the full payment required. If payment is not received from that property the bin will be removed.

## **Policy 8 – Disruptions to Services (for Access or Environmental Reasons)**

**Policy 8a - Severe Weather:** During severe weather we will:

- Continue to undertake the regular scheduled collection of waste wherever it is deemed safe to do so. The decision on whether it is safe for a refuse collection vehicle to access a specific location/street has to be determined locally by the driver of that vehicle. Among key factors that apply are: road conditions, weather conditions, access past parked cars, risks to public and/or the crew.
- We will try to return and collect missed bins as soon as possible after the scheduled collection date. If this is not possible due to continuing bad weather conditions we may make alternative arrangements such as providing sacks to properties so they can store their waste until the next scheduled collection day.
- If significant disruption occurs we will update the Council's website with the information on what is happening and may decide to prioritise which services are caught up. First priority will normally be given to the residual domestic waste service.

**Policy 8b - Access Issues:** Where we have on a number of occasions attempted to gain access to a road but were unable to do so for reasons such as parked cars, roadworks, building works, road closures etc. we may make alternative arrangements such as the delivery of sacks to properties for residual domestic and dry recycling to enable households to have sufficient capacity to last until their next scheduled collection day.

**Policy 9 – Offensive & Hygiene Waste:** The Council does not offer a separate collection for low grade offensive and hygiene waste, i.e. non-infectious waste such as incontinence pads, nappies, feminine hygiene products etc. unless excessive quantities are produced. This waste should be double wrapped and placed in the non-recyclable (grey wheeled bin). Where a large quantity is being produced then the household may be eligible for an additional grey wheeled bin under **Policy 7b**.

Sharps must never be placed in the grey wheeled bin but disposed of in special sharps boxes as advised by the Clinical Commissioning Group.

**Policy 10 – Clinical Waste (Infectious or Hazardous Waste):** Patients producing infectious or hazardous waste must contact the Clinical Commissioning Group for the correct disposal procedure.

HDC only offer a collection service for dialysis waste and will only accept referrals from the Clinical Commissioning Group or dialysis nurse.

## **Policy 11 – Policies Relating to Additional Garden Bins, (more than 1 garden bin)**

**Policy 11a – Cost of Service:** The charge for providing this service will be £40 per additional bin from 1 July to 30 June. If you join part way through the year the charge will be the same and only valid for collections until 30 June.

**Policy 11b – Paying for the Service:** Payment can be made in the following ways:

- Credit / Debit card either via the internet or on the telephone.
- BACS – bank transfer using the following details: Natwest Branch Huntingdon, Sort Code 60-11-30, Account Number 04815939, Account Name Income Suspense.
- Cash – using any Post Office or Retailer displaying the “Paypoint” sign.

**Policy 11c – Delivery of bins following receipt of payment:** Bins will be delivered within 10 working days of receipt of payment.

**Policy 11d – Number of additional bins allowed:** Householders will be allowed two additional chargeable bins.

**Policy 11e – Refunds:** No refunds will be given once payment has been received for the year, even if the service is only used for part of the year.

**Policy 11f – Non-payment:** If payment is not received for the additional then it will be removed.

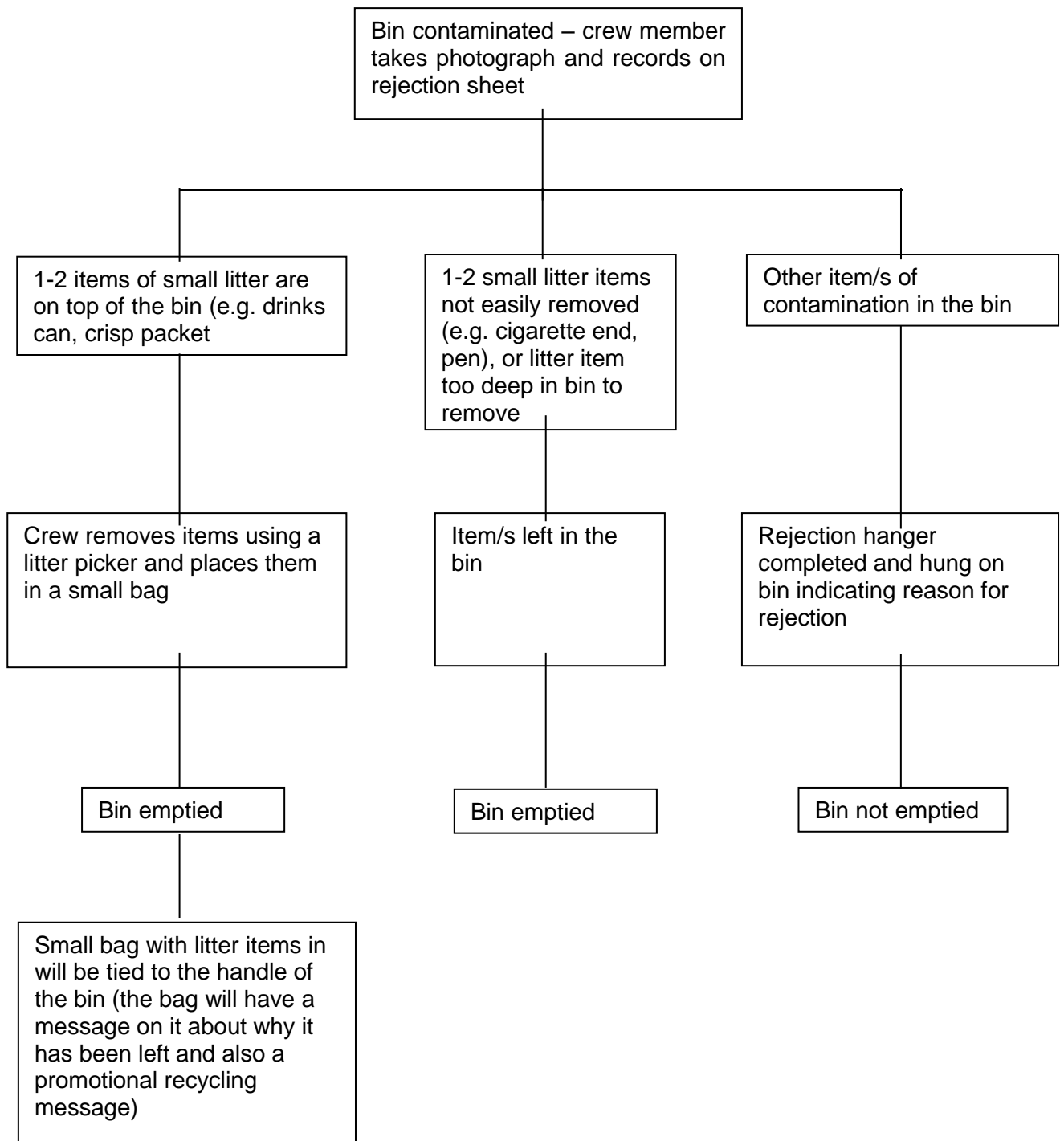
**Policy 11g – Exemptions from Payment:** The only exemptions in relation to the charge for an additional garden bin will be in relation to schools where the bin is provided for use with a school allotment or garden for educational purposes.

**Policy 11h – Bin Stickers:** The resident must ensure the bin sticker provided is stuck to the lid of the bin. If the bin sticker is not on the bin it will not be collected and no re-collection will be made even if payment has been received.

**Policy 11i – Missed Collections:** No refunds will be given for missed collections. Missed collections must be reported in line with **Policy 6h** and re-collection will be arranged if you meet one of the circumstances described in the policy. If the bin sticker is not stuck to the lid of the bin, re-collection will not be arranged.



**Appendix 1: Rejected Bin Flow Chart (Dry Recycling & Garden Waste Collections).**



## Appendix 2: Clarification of the Amount of Soil Accepted within the Green Bin

We can't get away from the fact that there will be an amount of soil within the green bins which has come from plant pots. The Council is happy to accept soil which is approximate to the size of an 8" plant pot. Any plant which is still within soil from any pot that is bigger will result in the bin being rejected. If it is clear that an attempt has been made to knock off the soil then please empty the bin

The images should give you a guide to how much soil is acceptable.



**Acceptable amounts of soil**



**Unacceptable amount of soil**

A large amount of turf is also unacceptable. If there are a few offcuts and the bin isn't too heavy to move, the bin can be collected

**COMMENTS FROM OVERVIEW AND SCRUTINY PANEL (ECONOMY AND GROWTH) –  
9th February 2016**

**REVIEW OF WASTE POLICIES**

The Overview and Scrutiny Panel (Economy and Growth) was presented the Review of Waste Policies. The following policies were considered: lane end collection arrangements; rejections policy in respect of repeated contamination of bins; options for reducing the bin capacity on domestic collection (grey bins) to reduce the waste produced by households and options for charging for replacement bins that have been damaged, lost or stolen.

The Panel emphasised that they were pleased with the approach that would be taken in regards to contaminated waste. The approach involves the Council aiming to re-educate residents who are responsible for contaminating recycling waste and would only remove the resident's bin as a last resort.

After a short discussion, Members expressed relief that residents bins that had been damaged as a result by the refuse collection crews will be replaced free of charge. In addition the Panel emphasised that in the interests of fairness it was crucial that a resident could receive a free replacement bin so long as it was their first in a ten year period.

Members discussed the three options for residents to reduce the capacity of their residual waste bin and expressed their preferred option is option two which is issuing 140 litre bins to all new properties unless they have been built to accommodate 6 plus residents but providing an additional 240 litre blue bin for recyclates on request; and providing 140 litre bins to any property requesting a replacement bin.

The Panel recommends that,

- 1) All three options for reducing the bin capacity on domestic collections be put out to consultation however the preferred option is option two.
- 2) In regards to charging for replacement bin that the Council should replace the first bin for free but should charge for a second replacement.

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**Public**  
**Key Decision - Yes**

## HUNTINGDONSHIRE DISTRICT COUNCIL

**Title/Subject Matter:** Annual Management Plans for Countryside Assets.

**Meeting/Date:** Overview and Scrutiny Panel (Economy & Growth) – 9th February 2016  
Cabinet – 17th March 2016

**Executive Portfolio:** Councillor Robin Carter – Executive Councillor for Operations & the Environment

**Report by:** Alistair Merrick – Interim Head of Service (Operations)

**Ward(s) affected:** All

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### **Executive Summary:**

1. The report provides the opportunity for the Panel to scrutinise the draft management plan for Barford Road Pocket Park as the template for the management plans that will be developed for all other assets within the Council's portfolio of Countryside assets; before it is submitted to the Cabinet for endorsement.
2. The purpose of the management plans is to better direct the management, development and maintenance of Countryside assets over the short and medium term. This is to ensure there is a clear strategic framework for the Countryside Service going forward. The management plans will always be developed with the input of the existing voluntary groups involved with the Countryside Service because their expertise and contributions are essential in order to progress the self-management of selected assets by these groups.
3. The proposed structure of the management plan is as follows:
  - Grading of current wildlife and amenity value.
  - Clarification of current site users and key target groups for the future to extend usage.
  - An overview of the site and the zoning of the site according to wildlife and amenity value.
  - By zone the individual objectives, actions, development proposals and issues for each zone.
4. Attached as Appendix 1 of the report is the management plan that has been developed for the Barford Road Pocket Park in St Neots.
5. The management plans will be reviewed each year in December and updated with any proposed major development initiatives reported to Overview and Scrutiny and then the Cabinet.
6. Detailed in paragraph 3.4 of the report is the proposed programme for the development of management plans for all Countryside assets. The substantive

outcome of the review work that will be carried out will be the zoning of all sites and the grading of the zones in respect of wildlife and amenity value to enable the assessment of the sites as Countryside assets that should be retained going forward.

**Recommendation(s):**

1. The Panel are invited to make comments that will be included in the report to Cabinet seeking the endorsement of the proposed structure for annual management plans for Countryside assets.
2. Cabinet are recommended to approve the structure of annual management plans for countryside assets and the proposed programme for the development of management plans for all Countryside assets to provide the future strategic framework for the service.

## 1. PURPOSE

- 1.1 The report provides the Panel with the opportunity to scrutinise the structure of the annual management plans proposed for all the assets of the Countryside Service before the implementation of the programme to develop the management plans.

## 2. BACKGROUND

2.1 The review of the Operations Service confirmed the following:

- Currently the Countryside Service does not have a strategic framework which the service is delivered within.
- The opportunity existed to move selected sites to self-management arrangements involving voluntary groups.
- Selected maintenance activities should be delivered through the Grounds Maintenance Team to deliver better value for money.

2.2 Detailed management plans had previously been developed for some sites but there was no structured approach within the service for the development of annual management plans that are action focused and drive incremental improvements in the assets within future budget constraints.

## 3. OPTIONS CONSIDERED/ANALYSIS

3.1 The purpose of management plans is to better direct the management, development and maintenance of Countryside assets over the short and medium term. This is to ensure there is a clear strategic framework for the Countryside Service going forward. The management plans will always be developed with the input of the existing voluntary groups involved with the Countryside Service because their expertise and contributions are essential in order to progress the self-management of selected assets by these groups.

3.2 The proposed structure that has been developed for the management plans is as follows:

- **Statement of current wildlife and amenity value:** This is based on the Countryside Service grading the overall wildlife value and amenity value as none, poor, fair, good or excellent. For assets to be retained long term, either directly managed or through self-management arrangements the assets must be graded as good for both values or through the incremental delivery of annual management plans over a 3 to 5 year period have the potential to achieve a good grading. Sites that do not have the potential to achieve a good grading for wildlife and amenity value will be reviewed in respect to being retained as assets for the Countryside Service.
- **Clarification of current site users and key target groups for the future to extend usage:** This clarification of users and potential users is essential to ensure that the future development proposals for sites and the annual promotional plan for the Countryside Service are tailored to existing users and potential users in order to extend the user base of the Countryside assets.
- **An overview of the site and the zoning of the site according to wildlife and amenity value:** the overview is a description of the site that covers the location and surrounding land assets; the usage profile of the site; the mixture of habitats and profile of notable species on the site; details of the structures on the site including maintenance responsibilities; any rights of way or access issues specific to the site; and finally any specific legal or legislative conditions or requirements that apply to the site. This forms the context against which the management plan for the site has been developed.
- **By zone the individual objectives, actions, development proposals and issues for each zone:** This includes the breaking down of the site into a series of management zones which

again are individually graded in respect of wildlife and amenity value with a schedule of objectives, actions and development proposals to improve the grading of the zone.

- 3.3 Attached as Appendix 1 to this report is the management plan that has been drafted against the proposed structure for the Barford Road Pocket Park in St Neots. The park overall has been graded good for wildlife value and fair for amenity value. Consequently the recommended objectives, development proposals and schedule of actions for each zone are intended to sustain the good rating for wildlife value and improve the fair rating for amenity value.
- 3.4 Detailed below is the proposed programme for the development of the management plans for all other Countryside assets:

Countryside Site	Completion Date for Drafting of Management Plan
Godmanchester Nursery	12 February 2016
The Thicket	12 February 2016
Wlihorn Meadow	12 February 2016
Holt Island	12 February 2016
Ouse Valley Way	12 February 2016
Alconbury Tree Nursery	19 February 2016
Spring Common	19 February 2016
Stukeley Meadows	19 February 2016
Views Common	19 February 2016
Colne Grave Yard	26 February 2016
Hartford Wood	26 February 2016
Stukeley Railway Cutting	26 February 2016
Hill Rise	26 February 2016
Riverside Park – Huntingdon (part)	26 February 2016
Paxton Pits	10 March 2016
Sudbury Meadows	10 March 2016
Hinchingbrooke Country Park	18 March 2016

#### **4. COMMENTS OF OVERVIEW & SCRUTINY PANEL**

- 4.1 The comments of the Overview and Scrutiny Panel (Economy and Growth) from the meeting on 9th February 2016 are attached as Appendix 2.

#### **5. KEY IMPACTS/RISKS AND HOW THESE WILL BE ADDRESSED**

- 5.1 The adoption of the annual management plans will bring a new direction for the Countryside Service and ensure the management, development and maintenance of assets is within a strategic framework. This will enable the Council to evidence it is delivering a value for money Countryside Service which cannot be done at present.

#### **6. WHAT ACTIONS WILL BE TAKEN/TIMETABLE FOR IMPLEMENTATION**

- 6.1 The schedule of actions within the management plans have been developed to be able to be delivered within a 12 month period and the recommended annual review process will ensure the delivery of the actions and development proposals and then the formulation of future schedules of action and development proposals.

#### **7. LINK TO THE CORPORATE PLAN**

- 7.1 The policy will fundamentally contribute to the Corporate Plan as follows:

a) Enhancing fundamentally the built and green environment of the District.



- b) Operations becoming much more business-like and efficient in the way it delivers safe services.

## **8. CONSULTATION**

- 8.1 The initial drafting of the management plans and their subsequent annual review will include consultation with the voluntary groups that provide critical support to the Countryside Service and the feedback from the annual customer satisfaction survey that is now being progressed for the service. Bespoke consultation arrangements will also be carried out for specific development proposals.

## **9. LEGAL IMPLICATIONS**

- 9.1 The proposed structure of the management plans requires confirmation of the legal and legislative requirements that apply to a site and determine how it must be managed, maintained and developed.

## **10. RESOURCE IMPLICATIONS**

- 10.1 The schedule of actions within the management plans have been developed to be able to be delivered within the existing resources of the Countryside Service. Any proposed developments requiring additional resources will be the subject of an individual business case that will be submitted to Cabinet for approval after the appropriate scrutiny.

## **11. OTHER IMPLICATIONS**

- 11.1 The annual management plans will seek to ensure the delivery of an appropriate and equitable balance in the provision of the Countryside Service across the District.

## **12. REASONS FOR THE RECOMMENDED DECISIONS**

- 12.1 The scrutinising of the proposed structure of the management plans for Countryside assets gives the Panel the opportunity to influence the final document submitted to the Cabinet for endorsement.
- 12.2 The proposed annual management plans will better direct the management, development and maintenance of Countryside assets over the short and medium term by ensuring that there is a clear strategic framework for the Countryside Service going forward.

## **13. LIST OF APPENDICES INCLUDED**

- 13.1 Appendix 1: the Barford Road Pocket Park – Annual Management Plan.
- 13.2 Appendix 2: comments of the Overview and Scrutiny Panel (Economy and Growth) from the meeting on 9th February 2016.

## **BACKGROUND PAPERS**

None.

## **CONTACT OFFICER**

Alistair Merrick – Interim Head of Service (Operations)  
Tel No. 388635

## Annual Management Plan Barford Road Pocket Park (October 2015)

Version	Date Issued	Review
Version 1	2 December 2015	AM
Version 2	2 December 2015	JA
Version 3	14 December 2015	MH
Version 4	18 December 2015	AM (7 January 2016)
Version 5	20 January 2016	

**Overall Wildlife Value:**      **Good**            (Good = meeting objectives)  
**Overall Amenity Value:**      **Fair**            (Fair = Some improvement required)

Grading scheme: None, Poor, Fair, Good, Excellent

**Location:**      Eynesbury, St. Neots. (Site plan attached)

**Site Size:**      Approximately 18.2 hectares (45 acres.)

**Access:**      By drop down bollards off Chapman Way or via a track which can be accessed from Barford Road, next to One Leisure, St. Neots.

### Existing Sites Users & Key Target Groups:

- Dog walkers
- Fisherman
- Families
- Retired people
- School children
- Boaters/canoists
- Local residents

The number of annual users is not known.

### Overview of the Site

The Park is located between the Eynesbury Manor and Knight's Park housing estates to the east and the River Great Ouse to the west. It is bordered to the north by open fields (privately owned). The A428 is the border in the south.

The park is heavily used by the public as a recreational site. High proportions of visitors are local and use the park to walk their dogs, exercise, fish and enjoy wildlife.

The park comprises of a mix of habitats but is predominantly meadows, some of which are included in HDC's Higher Level Stewardship agreement with Natural England. This places HDC under a legal obligation to manage these areas sensitively until 2023. The HLS agreement covers many of Countryside Service's and Greenspace's sites.

The park contains some notable species such as Common Lizard (*Zootoca vivipara*), Grass Snakes (*Natrix natrix*) and Water Voles (*Arvicola terrestris*).

There are several structures on site including vehicle bridges, sluices and a canter-lever lifting bridge. The latter of these structures is owned and maintained by the Eynesbury Manor management company. The remaining structures are owned, and therefore, should be maintained by HDC.

Recent completion of Knights Park has created heavier footfall on the park and a number of “desire lines” crossing through shrub beds have developed. These desire lines will be formalised or blocked off to limit damage to shrub growth and the park’s fencing structures.

A link to a national cycle (12) route cuts north/south through the park through zones B, C, D and F. This route was installed by Sustrans in 2012. HDC is responsible for maintaining the open access (fallen trees etc.) along much of the track. Any officially designated public footpath is the responsibility of the County Council.

A gravel surface Cycle/Access track crosses east/west centrally through zone A. This track is also the route of a haul road for future dredging access to the marina.

The access track is still in the ownership of the site developer and this has public liability issues for HDC. There is an ongoing legal process (6+years) to transfer the track into public ownership, which has yet to be completed. Discussions regarding funding and maintenance implications are part of the process lead by Planning and Legal but the Countryside Service undertake periodic progress chasing on this matter.

**NOTE:** The Wildlife and Countryside Protection Act applies to this site and therefore any maintenance work done to trees or shrubs cannot be carried out earlier than the end of July and must stop by the end of the following March. This protects any species of nesting birds and mammal habitats.

Due of the sensitivity of the Common Lizards on site, any meadow maintenance should be carried out from mid-October at the earliest through until the end of February at the latest.

This document should be very much considered a basic work list and cannot be seen as a finite list of the work carried out on the park each year. This document will enable the reader to keep the park at a suitably high and safe standard for the public. It is important to remember that from year to year, unforeseen work can arise. This work is kept at a minimum by carrying out regular site checks and inspections of trees and the rest of the park’s infrastructure. However, vandalism and extreme weathers can cause unforeseen damage to the park which often needs reactive management to deal with.

For ease of reference the site has been divided into the following zones, see attached maps for details.

<b>Zone A</b>		
Wildlife Value:	Poor	(Poor = limited opportunities for wildlife objectives)
Amenity Value:	Fair	(Fair = Some improvement required)
<p>This Zone A is one of the main entrances to the park. The area is sandwiched between the southern edge of Eynesbury Manor and the northern edge of Knight’s Park housing estates.</p> <p>It includes a play area, areas of amenity grassland and hedgerows. It has large shrub beds on both sides, all of which provide a valuable habitat and food source for birds. The shrub beds also screen off some of the houses from the park. This section of the park attracts the highest proportion of anti-social behaviour, most of which is minor vandalism and littering.</p> <p>The play area is fenced with ‘D-top’ picket fencing. This was installed in 2012 to prevent dogs from accessing the play park and leaving a mess for children to tread in. The play area is now a dog-free zone.</p>		

<b>Objectives for the Zone</b>	
1.	Maintain Zone to a high standard creating a good visual impression for visitors.
2.	Obtain ownership of privately owned access track.
<b>Actions for this Zone</b>	
1.	Empty the park's litter bins twice a week. <b>(Street Cleansing Service)</b>
2.	Empty three bins outside the play area gates <b>(Street Cleansing service)</b> .
3.	Ensure dog fence is intact and secure <b>(Countryside Services)</b> .
4.	Mow short grass areas (as marked on maps) regularly. (Currently every 2 weeks from March to September). This can be more or less regular, dependent on the season. Grass should be cut to a height <50 mm. <b>(Grounds Maintenance)</b> .
5.	Strim around all structures every time mowing occurs (benches, bins, play equipment, trees, bollards and along the bottom of the dog fence). <b>(Grounds Maintenance)</b> .
6.	Ensure the play equipment is safe for use by inspecting it once a month. <b>(Countryside Services to carry out monthly, Street Scene's team leaders to carry out/organise annually/bi-annually)</b> .
7.	Once a year (often August/September), but always after the end of July, cut back shrub beds around area. Some only require the sides cutting; some require sides and tops cutting (See maps) <b>(Countryside Services)</b> .
8.	Maintain a visual presence in this area, especially. This will help to promote community awareness. <b>(Countryside Services)</b> .
9.	Carry out site checks, twice a week as a minimum, to inspect the presence of lifebelts and 'nag' signs and the quality and safety of the rest of the park's infrastructure, including trees. These 'daily site checks' are essential tasks and are particularly important after flooding, high winds and the school holidays, the summer break, especially the summer. More thorough monthly and annual checks should also be carried out to inspect, in more detail, bridges, benches, signs, boardwalks etc. <b>(Countryside Services)</b> .
10.	Ensure planning and legal teams do not accept responsibility for the access track without securing additional funding for maintenance <b>(Countryside Services)</b>
<b>Development Proposals</b>	
1.	Undertake a needs analysis survey to determine if additional play equipment is required. Seek external funding if required <b>(Development Team)</b> .
2.	Within the next year, formalise some desire line routes from the new estate, onto the play area. It would be sensible to formalise these tracks to avoid any more unnecessary damage to habitat and to decrease potential anti-social behaviour 'hotspots'. <b>(Countryside Services)</b>
3.	Chase the legal process for the track transfer <b>(HDC Legal Team)</b> .
<b>Notes</b>	
An annual insurance play area inspection and report also flags up any maintenance requirements for the play equipment. such as loose posts and broken ropes. <b>(Countryside Services to coordinate remedial work)</b>	
HDC Rangers are not ROSPA trained and cannot identify all problems with equipment. <b>(Street Scene Team Leaders)</b>	

## Zone B

Wildlife Value: Good  
Amenity Value: Fair

Mostly a meadow area with a surfaced cycle path (link to National Cycle Route 12) running along the western edge, towards the A428 bridge. Some informal paths also cross through the meadow.

The meadow has been surveyed and there is evidence of a high population of Common Lizards. The adjacent Knight's Park development paid for remedial work to provide hibernacula for the relocation of any lizards caught, prior to building works beginning.

A disused pumping station beside the surfaced path that has been sealed and designated as a 'bat house'. This building is an ideal roosting habitat for bats but it has never been surveyed to see if it has succeeded.

In the past, a local graffiti artist has used this building (and other surfaces in the park) to run workshops with Ernulf Academy, the local secondary school. This project has, on several occasions provided valuable links between HDC and the local population of young adults.

The public footpath (and cycleway) that runs parallel to the river on west side of the meadow leads into an industrial estate, on the southern side of the A428 road bridge (which also acts as the county boundary between Bedfordshire and Cambridgeshire).

Trees on the meadow area consist of a mix of native broadleaf, deciduous trees including Black Poplar (*Populus Nigra*).

The developers on Knight's Park currently have a fenced compound on the field which will potentially be removed within 2 years. They should re-instate the meadow to HDC's satisfaction. This will require management and supervision by Countryside Services to ensure that Taylor Wimpey (TW) reinstate the ground correctly. Any issues should be taken directly to the TW site manager. **(Countryside Services)**

### Objectives for the Zone

1. Maintain to a high standard creating a good visual impression for visitors.
2. Continue to maintain and provide a high quality habitat for the park's population of Lizards.

### Actions for this Zone

1. Litter pick and empty litter bins twice a week as a minimum **(Street Cleansing)**
2. Ensure the bat house is safe and the graffiti design is refreshed every 4-5 years **(Countryside Services)**.
3. Inspect and/or maintain all the recognised paths. Grass ones are informal and HDC responsibility, surfaced path is CCC footpath and is their responsibility to maintain the surface.
4. HDC to maintain the grass path edges. Cut once a fortnight between March and September. Grass should be cut to a height <50 mm. **(Grounds Maintenance)**
5. Inspect the trees for safety, annually **(Countryside Services)**, with cooperation of Arboriculture Team).
6. Maintain the hedgerows and fence line bordering the housing estate. Hedges are cut back to fence line once a year, from September onwards. **(Countryside Services)**.
7. Grass and hedge cuttings are stacked inside the fence line to provide valuable hibernation habitats.
8. Cut and collect the meadow area as late as possible in the year (ideally middle October) to prevent impact on Lizard populations **(Countryside Services)**.
9. Carry out site checks, twice a week as a minimum, to inspect the presence of lifebelts and 'nag' signs and the quality and safety of the rest of the park's infrastructure, including trees. These 'daily site checks' are essential tasks and are particularly important after flooding, high winds and the school holidays, the summer break, especially the summer. More thorough monthly and annual checks should also be carried out to inspect, in more detail, bridges, benches, signs, boardwalks etc. **(Countryside Services)**

Development Proposals
Subject to the completion of a needs analysis review and public consultation there may be opportunity to locate a 'MUGA' area for ball games. There is potential funding from the Knight's Park development to install some new play equipment in this area ( <b>Development Team</b> ).
Notes

Zone C
Wildlife Value: Good Amenity Value: Poor – Limited opportunity
<p>This zone primarily consists of a large section of the park's meadow area.</p> <p>The meadow area is part of HDC's HLS Agreement and is managed in accordance with it. The floral diversity of this zone is therefore gradually increasing because of this annual management.</p> <p>Survey data has displayed evidence of a high proportion of Common Lizards living in the grassland.</p> <p>Opposite the meadow is the Eynesbury Manor marina.</p> <p>A privately owned swing bridge separates this zone from zone B. This bridge is raised when users of the marina access the main river.</p> <p>HDC would permit anglers to use the site, however, there is no fishing rights vested in the Council. These remain with the marina management company.</p> <p>There are currently two disabled access fishing platforms along the edge of the marina in this zone.</p>
Objectives for the Zone
<ol style="list-style-type: none"> <li>1. Maintain a florally-rich meadow area with suitable habitat for Common Lizards, as a priority (and for other species such as mice, voles, and grass snakes).</li> <li>2. To provide attractive short grass areas for recreation.</li> </ol>
Actions
<ol style="list-style-type: none"> <li>1. Litter pick and empty bins twice a week as a minimum (<b>Street Cleansing</b>)</li> <li>2. Ensure safety of structures and lifebelts (<b>Countryside Services to carry out as part of weekly site checks</b>).</li> <li>3. Any problems with marina structures are to be passed to the marina's management company (contact Mike Lock: 07588272930, <a href="mailto:mlock001@btinternet.com">mlock001@btinternet.com</a>).</li> <li>4. Regularly (once a fortnight from March to the end of September) mow short-grass areas as marked on maps. Grass should be cut to a height &lt;50 mm. (<b>Grounds Maintenance</b>).</li> <li>5. Once a year, mow meadow area with flail collector leaving up to 1/3 uncut (usually 3 or 4 tractor widths headland). Leave alternating patches in meadow uncut (<b>Countryside Services</b>). This action is part of the HLS agreement, mentioned earlier in this plan.</li> <li>6. Maintain hedge line planted along marina footpath. Note: this was only planted in 2013/14 so will not require cutting for at least 5 years. However, it may require some replacement shrubs in the meantime. This was part of the HLS agreement's capital works scheme and needs to be maintained to the standard required by Natural England. (<b>Countryside Services to carry out replacement of plants and cutting of hedge, where and when appropriate</b>).</li> <li>7. Maintain fence line along western edge of meadow, bordering the conservation lake. Cut back hedge line once a year (<b>Countryside Services</b>).</li> <li>8. Liaise with the cricket bat company regarding harvesting of willows. J.S. Wright and Sons LTD will maintain the health of the trees on the proviso that the wood will be sold back to them when ready</li> </ol>

for harvest (**Countryside Services**). J. S. Wright and Sons LTD will replant willows when they come to harvest, providing a sustainable source of income (NOTE: harvest takes place about every 10 years).

9. Carry out site checks, twice a week as a minimum, to inspect the presence of lifebelts and 'nag' signs and the quality and safety of the rest of the park's infrastructure, including trees. These 'daily site checks' are essential tasks and are particularly important after flooding, high winds and the school holidays, the summer break, especially the summer. More thorough monthly and annual checks should also be carried out to inspect, in more detail, bridges, benches, signs, boardwalks etc. (**Countryside Services**).

#### Development Proposals

No current development plans.

#### Notes

Some willows are to be felled and replaced winter 2015/16. This harvest will provide in excess of £12,500. This figure cannot be guaranteed for the next harvest; it is dependent on factors such as market value and quality and quantity of timber harvested. However, this is a worthy source of income for very little HDC time and resources.

### Zone D

Wildlife Value: Good  
 Amenity Value: None – limited opportunity

Zone D primarily consists of the conservation lake area.

This lake is fenced off from public access, though some limited access is provided by a boardwalk and viewing platform on one side and a woven willow screen on the other side of the lake.

The wet grassland and reed beds surrounding the lake provide valuable habitat for large numbers of over-wintering Snipe (*Gallinago gallinago*). Other notable species that have been recorded include Bitterns (*Botaurus stellaris*) and Cetti's Warbler (*Cettia cetti*).

Bearded Tits (*Panurus biarmicus*) have been reported on site, but this sighting cannot be confirmed.

#### Objectives for the Zone

1. To provide and maintain a high quality wetland habitat within the confines of the fence.
2. Allow access to nature for all via boardwalk and willow viewing screen.
3. Outside the fence, maintain a tidy and high quality recreation area by cutting short grass areas and ensuring surfaced paths are clear.

Actions	
1.	Litter pick and empty bins twice weekly as a minimum ( <b>Street Cleansing</b> )
2.	Mow short grass areas as marked on maps (mainly path edges) once a fortnight from March to the end of September. Grass should be cut to a height <50 mm. ( <b>Grounds Maintenance</b> ).
3.	As part of weekly site checks, ensure the lake's perimeter fence is secure and boardwalk is safe (handrails and boards intact) ( <b>Countryside Services</b> ).
4.	On a 4 yearly cycle, clear willow regrowth from around the edge of the lake. Some stumps have been treated with chemical in order to stop them re-growing. Suggest this as standard practice in the future. Willow will always regrow, but if treated, will take a lot longer ( <b>Countryside Services</b> ).
5.	Ensure scrub growth around the lake does not extend past its current location ( <b>Countryside Services</b> )
6.	Ensure Lizard hibernacula are kept open and free from scrub. Refurbish and renew hibernacula as necessary ( <b>Countryside Services</b> ).
7.	Inspect and arrange maintenance for two vehicle bridges (rated to 17.5 tonnes) and brick 'humpback' bridge (vehicle weight rating unknown) annually ( <b>Countryside Services</b> to carry out as part of weekly, monthly and annual checks).
8.	Carry out site checks, twice a week as a minimum, to inspect the presence of lifebelts and 'nag' signs and the quality and safety of the rest of the park's infrastructure, including trees. These 'daily site checks' are essential tasks and are particularly important after flooding, high winds and the school holidays, the summer break, especially the summer. More thorough monthly and annual checks should also be carried out to inspect, in more detail, bridges, benches, signs, boardwalks etc. ( <b>Countryside Services</b> ).
Development Proposals	
No current development plans.	
Notes	
This is an important and interesting area for wildlife and should be preserved.	

Zone E	
Wildlife Value:	Good
Amenity Value:	None
<p>Zone E largely consists of willow copse and is left intentionally unmanaged to provide another sanctuary area for wildlife.</p> <p>Part of this zone is planted with Cricket Bat Willows which provides a funding stream every 10 -15 years.</p> <p>Other than the willow copse, the area has well used paths, one of which is surfaced.</p> <p>In recent years the zone has been used by Ernulf Academy for the purpose of outdoor learning. Like the bat house project, allowing the school onto site has built a valuable link with the community.</p>	



Objectives for the Zone
To provide and maintain accessible paths whilst allowing for the copse to be used as an educational tool and link to the community, alongside providing another extensive habitat.
Actions
<ol style="list-style-type: none"> <li>1. Litter pick and empty bins twice weekly as a minimum. <b>(Street Cleansing)</b>.</li> <li>2. Mow short grass areas as marked on map, only path edges in this zone, regularly (from March to late September). Grass should be cut to a height &lt;50 mm. <b>(Grounds Maintenance)</b></li> <li>3. Undertake annual tree inspections along path edges. <b>(Countryside Services to carry out with cooperation of HDC's Arboriculture team)</b>.</li> <li>4. Liaise with Environment Agency in regards to any issues with moorings and Eaton Socon sluice structure <b>(Countryside Services to carry out)</b>.</li> <li>5. Inspect two wooden footbridges on OVW along river bank monthly. Ensure handrails and boards are secure <b>(Countryside Services)</b>.</li> <li>6. Inspect conservation lake outflow at least once every six months to maintain a good flow from lake <b>(Countryside Services)</b>.</li> <li>7. Inspect willow copse area at least once a month (more often in the summer time <b>(Countryside Services)</b>).</li> <li>8. Liaise with the cricket bat company regarding harvesting of willows. J.S. Wright and Sons LTD will maintain the health of the trees on the proviso that the wood will be sold back to them when ready for harvest <b>(Countryside Services)</b>.</li> <li>9. Carry out site checks, twice a week as a minimum, to inspect the presence of lifebelts and 'nag' signs and the quality and safety of the rest of the park's infrastructure, including trees. These 'daily site checks' are essential tasks and are particularly important after flooding, high winds and the school holidays, the summer break, especially the summer. More thorough monthly and annual checks should also be carried out to inspect, in more detail, bridges, benches, signs, boardwalks etc. <b>(Countryside Services)</b>.</li> </ol>
Development Proposal
No current development plans.
Notes
Some willows are to be felled and replaced winter 2015/16. This harvest will provide in excess of £12,500. This figure cannot be guaranteed for the next harvest; it is dependent on factors such as market value and quality and quantity of timber harvested. However, this is a worthy source of income for very little HDC time and resources.

Zone F
Wildlife Value: Fair – limited opportunity for improvement Amenity Value: None
This zone comprises of a storm water drainage ditch that carries surface water from the surrounding housing estates and Barford Road to the river.  Its banksides are inhabited by a sizable colony of Common Lizards and the management of this zone take this in to account.  Water Voles ( <i>Arvicola amphibious</i> ) are also known to reside in this ditch.

<b>Objectives for the Zone</b>
To provide and maintain a valuable habitat for water voles and Lizards. Also to provide a pleasant walk for the public and views for residents.
<b>Actions</b>
<ol style="list-style-type: none"> <li>1. Litter pick path edges twice weekly as a minimum (<b>Street Cleansing</b>).</li> <li>2. Mow path edges as marked on map regularly (from March to late September). Grass should be cut to a height &lt;50 mm. (<b>Grounds Maintenance</b>).</li> <li>3. Brush cut and remove grass from football field side of ditch annually (mid-winter to avoid disturbance to lizards). Remove any bankside scrub regrowth at the same time (<b>Countryside Services</b>).</li> <li>4. Once, annually, thoroughly remove litter from inside the ditch (often at the same time as cutting the bankside) (<b>Countryside Services to carry out, Street Cleansing to take refuse away</b>).</li> <li>5. Once every 5 years, thin a 50m section of ditch of old reed growth (<b>Countryside Services</b>).</li> <li>6. Carry out site checks, twice a week as a minimum, to inspect the presence of lifebelts and 'nag' signs and the quality and safety of the rest of the park's infrastructure, including trees. These 'daily site checks' are essential tasks and are particularly important after flooding, high winds and the school holidays, the summer break, especially the summer. More thorough monthly and annual checks should also be carried out to inspect, in more detail, bridges, benches, signs, boardwalks etc. (<b>Countryside Services</b>).</li> <li>7. The vehicle bridge nearest to the housing estate (leading into Flawn Way) is owned and should be inspected by HDC as part of site checks (<b>Countryside Services</b> to carry out inspection and arrangement of repairs to bridge. Funding is not included within Countryside budget for significant bridge repairs).</li> </ol>
<b>Development Proposals</b>
No current development plans.
<b>Notes</b>

**COMMENTS FROM OVERVIEW AND SCRUTINY PANEL (ECONOMY AND GROWTH) –  
9th February 2016**

**ANNUAL MANAGEMENT PLANS FOR COUNTRYSIDE ASSETS**

The Overview and Scrutiny Panel (Economy and Growth) was presented the Annual Management Plans for Countryside Assets. The Panel was informed that the management plans assesses the amenity and wildlife value of all the Countryside Service's assets as well as what department or agency is best placed to manage those assets.

The Panel are pleased that the Management Plans zones the assets and that the departments responsible for actions within each zone are clearly identified. Members have however asked if site plans could be included in future updates.

Following a discussion on the workload of the Countryside Service and the requirement for streamlining Members asked if each asset could be ranked in order of amenity and wildlife value so that, if necessary, priority could be given according to the rank.

The Panel recommends that,

- 1) An update on the Management Plans be submitted to the June 2016 meeting of the Panel.
- 2) Site plans be included in a future update.
- 3) Each asset is ranked in order of amenity and wildlife value with rankings submitted regularly.

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**Public**  
**Key Decision - Yes**

## HUNTINGDONSHIRE DISTRICT COUNCIL

**Title/Subject Matter:** Grounds Maintenance - Service Specification.

**Meeting/Date:** Overview and Scrutiny Panel (Economy & Growth) –  
9th February 2016  
Cabinet – 17th March 2016

**Executive Portfolio:** Councillor Robin Carter – Executive Councillor for  
Operations & the Environment

**Report by:** Alistair Merrick – Interim Head of Service (Operations)

**Ward(s) affected:** All

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### **Executive Summary:**

1. The report provides the opportunity for the Panel to scrutinise the draft Grounds Maintenance Service Specification before it is submitted to the Cabinet for endorsement.
2. The Service Specification that has been developed to better direct the grounds maintenance activities delivered by the Operations Service and to make maintenance frequencies and standards more transparent for residents. The service availability details and maintenance frequencies will form the core information on the Council's Website regarding the grounds maintenance service provided by the Council.
3. Along with waste and recycling collections and the street cleansing service, the grounds maintenance service is one of the most visible services delivered by the Council and impacts directly on residents and businesses in the District in terms of their sense of well-being in respect to Huntingdonshire.
4. The scope of the grounds maintenance service provided by the Council is as follows:
  - Grass Maintenance.
  - Amenity Shrub Beds (Inc. Herbaceous & Rose Beds).
  - Pruning of Roses.
  - Seasonal Bedding Displays.
  - Preparation & Maintenance of Hanging Baskets.
  - Formal and Informal Hedge Maintenance.
  - Maintenance of Dykes, Ditches & Watercourses.
  - Minor Tree Works.
5. The core hours for the delivery of the service going forward are set out in Table 1 of the report and this constitutes the guarantee to the residents of when the service will be available.

6. Active independent monitoring of the grounds maintenance service is being introduced which is done to a prescribed format and the results measured against the annual performance targets set for the service. It is this auditing that will test if the frequencies are correct and it is highly likely some will be amended, with both increases and decreases in maintenance frequencies.
7. When endorsed the service availability detail and the maintenance frequencies will be published on the Council's website so that residents have immediate access to the core information regarding the grounds maintenance service provided by the Council.

**Recommendation(s):**

1. Overview and Scrutiny Panel are invited to make comments that will be included in the report to Cabinet seeking the endorsement of the Grounds Maintenance Service Specification and also help with the finalisation of the service specification.
2. The Cabinet are recommended to approve the Grounds Maintenance Service Specification as the primary document to direct the future delivery of the service. The Service Specification will be subject to review and refinement based on performance monitoring results and customer satisfaction findings.

## **1. PURPOSE**

- 1.1 The report provides the Panel with the opportunity to scrutinise the Grounds Maintenance Service Specification before it is adopted.

## **2. BACKGROUND**

- 2.1 The Grounds Maintenance Service Specification has been developed to better direct the grounds maintenance activities delivered by the Operations Service and to make maintenance frequencies and standards more transparent for residents. The service availability details and maintenance frequencies will form the core information on the Council's website regarding the grounds maintenance service provided by the Council.

- 2.2 Along with waste and recycling collections and the street cleansing service, the Grounds Maintenance Service is one of the most visible services delivered by the Council and impacts directly on residents and businesses in the District in terms of their sense of well-being in respect to Huntingdonshire. Consequently it is important that the service is well directed against clear performance requirements and that residents can access core information regarding when the service is provided, the maintenance regimes and performance standards.

- 2.3 The scope of the grounds maintenance service provided by the Council is detailed below:

- Grass Maintenance.
- Amenity Shrub Beds (Inc. Herbaceous & Rose Beds).
- Pruning of Roses.
- Seasonal Bedding Displays.
- Preparation & Maintenance of Hanging Baskets.
- Formal and Informal Hedge Maintenance.
- Maintenance of Dykes, Ditches & Watercourses.
- Minor Tree Works.

## **3. OPTIONS CONSIDERED/ANALYSIS**

- 3.1 Following a full review of the current service it was confirmed that the service had been operating outside of an adopted service specification consequently the Grounds Maintenance Service Specification attached as Appendix 1 to this report has been developed. The review work has included evaluation of all the current maintenance regimes against best industry practice, quantified areas to be maintained and market rates for work. Previously this core information has not been available and it is essential to enable effective and efficient deployment of resources.

- 3.2 The outcome of the review work is that it is recommended that the service is delivered against the annual programme of work and frequencies detailed in Table 1 below.

- 3.3 Active independent performance monitoring of the grounds maintenance service is being introduced. This will be done to a prescribed format and the results will be benchmarked against annually set targets. It is this auditing that will test if the frequencies are correct and it is highly likely some will be amended, with both increases and decreases in maintenance frequencies.

- 3.4 When endorsed the service availability detail and the maintenance frequencies will be published on the Council's website so that residents have immediate access to the core information regarding the grounds maintenance service provided by the Council.

**Table 1: Proposed Annual Working Patterns and Frequencies of Work**

		TYPICAL WORKING PATTERNS SUMMER WORKING HOURS - 7.00 - 16.30 WINTER WORKING HOURS - 7.30 - 16.00												
Works Planner Guide	FREQUENCY	JAN	FEB	MAR	APR	MAY	JUNE	JULY	AUG	SEPT	OCT	NOV	DEC	
GRASS - AMENITY	x 8													Medium Cut Regime Approx 8 cuts - max length 100-150mm
GRASS - SPORTS AND PARKS	x 8													Short Grass Regime Approx 12 cuts - max length 50-75mm
LAWN AND HAND CUTTING	x 10													Short Grass Regime - Pedestrian Mowers Approx 12 Cuts - Max Length 50-75mm
PITCH MARKING	As Req	Marking as Required Through The Season						Marking as Required Through The Season						
FLAIL WORK - VERGES Etc.	x 1													Winter Reduction/Cutting Back
CLOSED CEMETERIES	x 8													Medium Cut Regime Approx 8 cuts - max length 100-150mm
RAMSEY CEMETERY	x 8													Medium Cut Regime Approx 8 cuts - max length 100-150mm
WATERCOURSE INSPECTIONS	WEEKLY & FORTNIGHTLY	APRIL - OCTOBER FORTNIGHTLY VISITS ----- NOVEMBER - MARCH WEEKLY VISITS												
WATER COURSES	x 1													Winter Cutting Back and Clearing
HEDGE CUTTING	x 2													Summer Trim as Required
SHRUB/ROSE BED PRUNING	X 2	Winter Prune Back Period												Trim
SHRUB/ROSE BED MAINTENANCE	X 12	On going maintenace as required to maintain - no greater than 15-20% weed growth evident in bed area												
BEDDING SEASONAL	X 2													Summer Bedding Planting
WATERING SERVICES	3 X P/Wk													Winter Bedding Planting
PITCH WORKS (REPAIRS)	X 1													Summer Bedding Watering Service 3 x Per Week
FENCING PAINTING	As Req													Off Season Reapirs as Required
LEAF CLEARANCE														Winter Maintenance Service as Required
HDC SERVICE MONITORING	Ongoing													Leaf Clearance in Coloabouration With Street Cleansing
		On-going Monitoring on a Rolling Percentage Basis of the Regions												

112



#### **4. COMMENTS OF OVERVIEW & SCRUTINY PANEL**

- 4.1 Comments of the Overview and Scrutiny Panel (Economy and Growth) from the meeting on 9th February 2016 are attached as Appendix 2.

#### **5. KEY IMPACTS/RISKS AND HOW THESE WILL BE ADDRESSED**

- 5.1 The Grounds Maintenance Service Specification will bring a new direction for the service and ensure the arrangements for the delivery of the service are transparent for residents and performance can be benchmarked going forward. This will enable the Council to evidence it is delivering a value for money service which cannot be done at present.

#### **6. WHAT ACTIONS WILL BE TAKEN/TIMETABLE FOR IMPLEMENTATION**

- 6.1 The resources within the Grounds Maintenance Team that deliver the services across the District are already being realigned against the proposed maintenance frequencies and standards. Consequently after endorsement by the Cabinet of the Grounds Maintenance Service Specification the service can be immediately delivered against the specification. The performance monitoring regime is being developed in parallel and will be fully operational by April 2016.

#### **7. LINK TO THE CORPORATE PLAN**

- 7.1 The policy will contribute to the Corporate Plan as follows:
- a) Enhancing fundamentally the built and green environment of the District.
  - b) Operations becoming much more business-like and efficient in the way it delivers safe services.

#### **8. CONSULTATION**

- 8.1 The service improvement plan adopted by the Operations Service includes a structure of on-going consultation with residents and service users, these will be used to test the appropriateness of the maintenance regimes from the users' perspective. The performance monitoring results will also be published to evidence to residents that specified service standards are being delivered.

#### **9. LEGAL IMPLICATIONS**

- 9.1 The Grounds Maintenance Service Specification has been drafted to fully comply with all relevant legislation.

#### **10. RESOURCE IMPLICATIONS**

- 10.1 The Grounds Maintenance Service Specification has been developed within existing resources. The implementation of the service specification will be within the existing resources of the Operations Service deployed on grounds maintenance activities.

#### **11. OTHER IMPLICATIONS**

- 11.1 The Grounds Maintenance Service Specification seeks to ensure the delivery of an appropriate and equitable balance in the provision of the service across the District.

## **12. REASONS FOR THE RECOMMENDED DECISIONS**

- 12.1 The scrutinising of the Grounds Maintenance Service Specification gives the Panel the opportunity to influence the final document submitted to the Cabinet for endorsement.
- 12.2 To provide clear direction and performance standards through the service specification for the future delivery of the service.

## **13. LIST OF APPENDICES INCLUDED**

- 13.1 Appendix 1: the Ground Maintenance Service Specification.
- 13.2 Appendix 2: comments of the Overview and Scrutiny Panel (Economy and Growth) from the meeting on 9th February 2016.

## **BACKGROUND PAPERS**

None.

## **CONTACT OFFICER**

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Tel No. 388635



## SERVICE SPECIFICATION FOR GROUNDS MAINTENANCE

Version	Date Issued	Review
Version 1	14 January 2016 (AM)	19 January 2016 (TB)
Version 2	26 January 2016 (AM)	26 January 2016 (JS)
Version 3		
Version 4		
Version 5		

The grounds maintenance services provided by Huntingdonshire District Council (Street Scene Services) shall include:

- Grass Maintenance.
- Amenity Shrub Beds (Inc. Herbaceous & Rose Beds).
- Pruning of Roses.
- Seasonal Bedding Displays.
- Preparation & Maintenance of Hanging Baskets.
- Formal and Informal Hedge Maintenance.
- Maintenance of Dykes, Ditches & Watercourses.
- Minor Tree Works.

### 1.0 Definitions

1.1 For the purpose of this specification, the following terms shall have the following meanings:

Term	Meaning
<i>The Service</i>	The Grounds Maintenance Team within Street Scene Services.
<i>The Area Manager</i>	The day to day operational manager(s) responsible for the delivery of the grounds maintenance service against this specification.
<i>Grass Cutting Season</i>	31 March to 31 October each year
<i>Fly Tipping</i>	Where the term ' fly tipping' or 'fly tip' is used it means any deposit or accumulation of earth , debris, rubbish, refuse, waste, furniture, equipment or any other thing abandoned or apparently abandoned by any person at any location, on or off the highway, without the approval or authority of the client

	<p>officer.</p> <p>(a) It includes refuse or waste stored in containers on a highway awaiting collection by any agency if they are not collected or removed within a reasonable period of the scheduled time.</p> <p>(b) It includes anything that the Council may remove under powers given in Section 6 of the Refuse Disposal (Amenity) Act 1978.</p> <p>(c) It includes anything abandoned or apparently abandoned on, in or adjacent to a motor vehicle which the Authority may remove under powers given in Section 3 of the Refuse Disposal (Amenity) Act 1978.</p> <p>(d) It includes anything specified by the Head of Service to be treated as a fly tip.</p>
<i>Grass Areas - General</i>	Defined as areas of grass that make up roadside verges, and green spaces within and around residential areas
<i>Grass Areas – Sports Pitches and Parks</i>	Defined as areas of grass that make up recreational sports areas and parklands
<i>Lawns &amp; Hand Cut Grass Areas</i>	Defined as areas of grass that are either required to be box mown and/or areas where access for ride on machinery is limited.
<i>Autumn Leafing Period</i>	1 November to 31 December each year.
<i>Rose Pruning Period</i>	1 November to 31 December each year.
<i>Summer Bedding Display Period</i>	Prepared and planted during May, seasonal display through to end of September
<i>Winter Bedding Display Period</i>	Prepared and planted during October, seasonal display through to end of April
<i>Formal Hedges</i>	Defined as general hedging seen locally around the area
<i>Informal Hedges</i>	Those containing native species such as hawthorn, blackthorn, field maple, etc. in natural settings. These hedgerows shall be treated in such a fashion as to encourage maximum wildlife habitation.
<i>Winter Hedge Maintenance Period</i>	1 November to 31 January each year.
<i>Summer Hedge Maintenance Period</i>	1 July to 31 July each year.
<i>Dykes, Streams and Ditches Maintenance Period</i>	1 October to 30 November each year.

## 2.0 Grass Maintenance

- 2.1 Grass maintenance will be carried out when soil conditions are suitable. The 'typical' grass cutting season will run from the end of March through to the end of October.
- 2.2 All grass areas shall be inspected prior to the commencement of any grass cutting, all litter, stones, branches and other debris that have the potential to cause personal injury or damage to machinery, equipment and installations shall be removed and disposed.
- Under no circumstances should litter or rubbish be shredded as a result of grass cutting operations.
  - All incidents of exceptional fly tipping and abandoned cars shall be reported to the Area Manager who will arrange their removal.
- 2.3 Some grass areas have naturalised bulbs, during the spring season, please avoid cutting these. Where bulbs appear, the immediate area around the bulbs shall not be cut for a minimum of six weeks after flowering has finished.
- 2.4 Once grass cutting has commenced on an area, it shall be completed without delay, this includes:
- All associated strimming activities, and
  - The blowing of arisings from roads and paths.
- 2.5 Grass areas must be cut back to the hedge lines, fence lines, dykes and/or any other boundary lines by the use of mowing machine or hand held strimmer at the time of the grass cutting operation. This will include cutting back nettles, brambles and herbage. The practice of allowing boundary lines to establish by the means of not cutting back to the boundary shall not be accepted at any time.
- 2.6 If inclement weather prevents the specified grass cutting being carried out or if carried out would create damage to the surface of grass areas, i.e. cause divots, ruts, puddling or scalping in dry or wet weather, operations shall cease and immediately the Area Manager shall be notified of this action.
- Strimmers shall be used with **caution** around trees to prevent damage occurring.
  - All young/ornamental trees within grassed areas shall be kept free of grass and weeds to a distance of 0.50m from tree base, to prevent close proximity strimmer activities.
- 2.7 The following standards shall be deemed to include the cutting of "bents" when applicable, with suitable equipment.
- Grassland and verge type areas to be cut with suitable tractor mounted or pedestrian operated flail or rotary equipment. The herbage height shall be cut to give a finished height between 75mm and 100mm and all arising's to remain on the ground.
  - Wildflower meadow grass areas are to be cut to no less than 100mm with suitable flail equipment, on one occasion per year in October the arising's from which shall be left on site for no less than 7 days and no more than 14 days then collected, and removed off site by composting/recycling.

### **Amenity Grass Cutting Standards**

Category of Grass	Description	Mowing Standard	Tolerance Levels between Cuts
GRASS AREAS - GENERAL	MEDIUM GRASS	CUT TO 40-55MM	MAX HEIGHT 100-150MM
GRASS - SPORTS & PARKS	SHORT GRASS	CUT TO 25-40MM	MAX HEIGHT 50-75MM
LAWN & HANDCUTTING	SHORT GRASS	CUT TO 25-40MM	MAX HEIGHT 50-75MM

### **3.0 Amenity Shrub Beds (Inc. Herbaceous & Rose Beds)**

3.1 The Operative shall visit and carry out routine maintenance to each of the shrub beds, which shall include:

- Weed control;
- Hoeing;
- Hand weeding;
- Shrub pruning; and
- Litter removal as outlined below.

3.2 Visits shall be on one occasion per month frequency.

3.3 Shrub bed areas shall be kept free of:

- Self-set tree seedlings;
- Tree suckers;
- Brambles;
- Briars;
- Elders; and
- Other rogue and unwanted vegetation and weed growth, (with no greater than 15% to 20% weed growth evident in bed areas).

3.4 Mulch, where applied to shrub beds shall be to a minimum depth of a 100mm.

3.5 Routine maintenance tasks shall include:

- The removal of dead flowers and stems from plants to promote a good floral display and maintain the beds in a neat and tidy condition.
- The re-staking, re-firming and re-tying of plants as necessary.
- The cutting down of all herbaceous stems at the appropriate time of year and thoroughly tidying the beds.

- The cutting/trimming back of plants overhanging surrounding grass areas to retain shape and extent of bed or border. At no time shall shrubs be boxed pruned.
  - When small to medium size trees are in beds and borders you shall include the removal of broken, dead and low branches along with basal growth and the replacement of stakes and adjustment of ties.
  - On each visit the bed shall be thoroughly weeded, all litter, rubbish, fly tipping, leaves and other debris removed off site.
  - Edging back using long handled shears all grass edges, where edges have been damaged or are not defined please reform and maintain a new edge using a half moon.
  - Suckers found around the base of rose bushes are to be removed at the point of attachment to the plant.
- 3.6 The varieties of roses, shrubs and plants growing in beds and borders shall be properly identified to enable them to be pruned correctly.
- 3.7 All plants shall be maintained substantially free of pest and disease by using cultural techniques where practicable.
- 3.8 Autumn leaf cover shall not exceed more than 15% of the beds area. Leaves shall be removed from the beds during November and December. The areas around beds and borders are to be left clean and tidy. All leaves and other arisings shall be collected and disposed by composting.
- 3.9 The shrubs must be kept so as to prevent them from becoming a hazard to passing pedestrians, vehicles, street name plates and direction signs. The shrubs must be prevented from becoming too tall or overgrown or producing a "Muffin Effect".
- 3.10 Ground cover shrubs must never be allowed to become leggy, but pruned to a dense even cover which discourages weed growth.

#### **4.0 Pruning of Roses**

- 4.1 The work shall be carried out using secateurs, long handled pruners, pruning saw and pruning knife as appropriate and shall generally be in accordance with Professor John Malins "The Essential Pruning Companion" ISBN 0 7153 9899 7 and the following requirements:
- Roses shall be lightly pruned during November or December to tidy the plant and prepare it for the winter period. This shall include removal of upper growth to reduce wind rock during winter gales, followed by a full prune during March.
  - Dead Heading of Roses - these operations shall be carried out on each maintenance visit to the rose beds.

4.2 Programme Variations: pruning shall not be undertaken in excessively cold or frosty conditions.

## 5.0 Seasonal Bedding

5.1 **General:** The Council maintains specific beds, borders, hanging baskets and containers, which are used for winter and summer floral displays.

5.2 **Designs:** Winter and summer bedding displays shall be marked out, planted and maintained.



5.3 **Clearance and Preparation:** On completion of the bedding displays the Operative shall carry out the following operations:

- Remove all old plants, unless otherwise agreed no bed shall be stripped of plants in excess of seven working days. Remove old plants, bulbs and weeds, taking care not to break the stem of any tulip bulbs, so as to remove the bulb completely. Where plants have been identified by your Area Manager for saving, these will be lifted carefully and then transported to our yard.
- Apply well-rotted farm yard manure to a depth of 100mm over the entire surface area of the bed.
- Single dig each bed using a spade to a depth of 250mm to 300mm incorporating all the farm yard manure. On completion of the hand digging a rotovator may be used to break down the soil to a finer tilth if needed.
- The beds will then be trod down and raked to form a true level, uniform and fine surface free from lumps.
- Using the edge of the spade form back the edges of the bed by pushing back the soil to give an angle of 45 degrees, so that the finished level of the bed is slightly above the surrounding grass area, after which a final raking over to give a finished level surface ready for planting.

## 6.0 Planting of Seasonal Bedding

6.1 In accordance with the plans supplied by the Development Team of Environmental Services, mark out and plant up at the appropriate planting distances the plants.

- All plants must be thoroughly watered within 4 hours of planting; under no circumstances should dry root balled plants be planted.
- Plants of the same species must be evenly spaced and planted to the depth appropriate to the species.
- Planting holes should be large enough to accommodate the root ball without restriction, where possible the please avoid treading on newly planted areas, for example working from back to front on a square or rectangular bed and from the centre on a circular or oval bed.
- Firm in the plants by hand avoiding excessive soil compaction but ensuring good contact between the roots and soil.
- If the planting plan includes standard and dot plants these need to be staked unless otherwise specified by your Area Manager.
- To ensure the plants do not wilt watering of the plants in each bed shall commence within 1 hour of planting.
- All grass areas surrounding the beds must be adequately protected and on completion the grass areas should be raked and left in a clean and tidy condition.

## 7.0 Irrigation & Maintenance of Seasonal Planting

7.1 The irrigation of beds shall be required both as part of routine maintenance and as part of the bedding out operation. Full irrigation of newly planted bedding shall commence as soon as plants have been planted.

- 7.2 Summer bedding displays require visits 3 times per week to water and maintain. The rate of application shall be no less than twenty litres for every square metre of bed area.
- 7.3 A soluble fertilizer shall be supplied which can be incorporated into the summer irrigation programme.
- 7.4 Where possible irrigation shall be avoided during the midday sun, so as to avoid potential scorching of bedding plants.
- 7.5 Maintenance will include the following:
- On each watering visit please clear all beds of weeds by hand, hoe or fork as required before applying the water.
  - Remove all dead flower heads and rogue plants, including rouge spring bulbs throughout the year.
  - Please stake, re-stake and re-firm plants as necessary including any plants pulled out of the beds through vandalism.
  - Thoroughly water the bedding with the require amount of water for each site.
  - During November and December where fallen leaves have covered the Winter bedding displays, please remove these carefully, at no time shall beds have an autumn leaf cover exceeding more than 5% of the bed area at any time.

## **8.0 Hanging Baskets**

- 8.1 They shall include conventional hanging baskets and some up-the-pole style back-to-back baskets. During October each year remove the conventional hanging baskets and also remove the inner liners from the up-the-pole back-to-back baskets, and return them to Eastfield House, where the plants and compost shall be removed and composted. The baskets shall then be carefully cleaned and washed inside and out to be stored at Eastfield House under the stairs.
- 8.2 During early March each year the Service shall check all brackets and supports for the conventional hanging baskets and also the up-the-pole baskets supports, reporting any damage or failure to your Area Manager, with full information on the condition.
- 8.3 During late May or early June each year the Service shall collect all hanging baskets from the Council nursery to deliver, hang and secure the baskets at the locations identified by the Area Manager, as soon as the baskets are put in place and secured, please carry out a full watering to ensure that the compost and plants has received sufficient water, and that all the baskets continue to be fully watered.

## **9. Formal Hedge Maintenance**

- 9.1 Hedges shall be cut and maintained at a height and width suitable for their location. Cutting, pruning or trimming shall take place to the point of the previous year's cut to even straight lines or flowing contours with the ground, and as agreed with the Area

Manager. No hedges shall be cut between March and June inclusively unless otherwise agreed with the Area Manager. No hedges shall be reduced beyond previous year's height or width without the prior agreement of the Area Manager.

- 9.2 Where hedges are found to house nesting birds Operatives shall cease cutting the hedge in the immediate vicinity of the nest and inform the Area Manager that the work had to stop. Once the young birds have flown, Operatives shall return and the hedge and cut to the same standard as the surrounding hedge.
- 9.3 Formal hedge maintenance includes;
- Hedges shall be pruned on one occasion during November through January and on one occasion during July.
  - All species shall be pruned in accordance with recognised horticultural.
  - Where a hedgerow contains several species, the treatment and pruning times shall reflect that of the faster growing dominant species.
  - Where trees (not tree seedlings) are within a hedge please trim around the tree by the use of hand tools so as not damage the tree in any way. Trimming of the tree branches shall be carried out so as not to damage or change the shape and form of the tree.
  - Retain regular line and shape, with the top width being less than the base.
  - Retain site lines and visibility splays for highway purposes.
  - Removal of overhanging growth from footways, carriageways, street signs and low level bollard type street lights at all times.
- 9.4 All hedges shall have measurements specified on the plans please ensure that you adhere to these pruning sizes.
- 9.5 All litter, debris and vegetation including self-set trees, shrubs such as elders, sycamores and ash, tree suckers, brambles, briars and all other forms of disfiguring invasive vegetative growth shall be completely removed from the hedge. To avoid any re-growth from the base of all hedges all arisings to be collected and either chipped or disposed of.
- 9.6 Any re-growth of invasive vegetation such as Blackberries and Nettles etc., and other growths growing from formal hedges shall be cut back as and when necessary or when requested by your Area Manager.
- 9.7 Operatives shall use equipment suitable for the standard of hedge, the species composition and in accordance with the correct horticultural practice.
- **Mechanical Trim:** Manual and hand held equipment for ornamental hedges.
  - **Hand Prune:** Manual hand held equipment, i.e. secateurs for laurel etc., and shears for prestige hedges.
- 9.8 All surfaces, gullies and ditches on which hedge clippings fall shall be cleared and all loose cuttings lodged in hedges removed.
- 9.10 These operations must be completed by the end of each working day so that the site is left clean and tidy.

## **10.0 Informal Hedge Maintenance**

- 10.1 Informal hedges are those containing native species such as hawthorn, blackthorn, field maple, etc. in natural settings. These hedgerows shall be treated in such a fashion as to encourage maximum wildlife habitation.
- 10.2 Pruning shall be carried out once annually during the months of November through January. All litter, debris and vegetation including self-set trees, shrubs such as elders, sycamores and ash, tree suckers, brambles, briars and all other forms of disfiguring invasive vegetative growth shall be completely removed from the hedge, to avoid any re-growth from the base of all hedges and all arisings disposed of.
- 10.3 All hedges shall be cut to:
- Retain regular line and shape, with the top width being less than the base.
  - Retain site lines and visibility splays for highway purposes.
  - Remove overhanging growth from footways and carriageways at all times.
  - At all times remove vegetation from blocking street signs, and low bollard type streetlights etc.
  - All litter, debris and vegetation shall be removed from the base and within all hedges to one metre width both sides and all arisings disposed of.

## **11.0 Dykes, Ditches, Streams and Watercourses**

- 11.1 All natural/informal ponds identified in the plans, including their surrounds shall be maintained in a safe condition at all times. The Service shall ensure the quality and the flow of water is suitable for the purpose for which the facility is intended.
- 11.2 Carry out maintenance at the same time as the inspection on a fortnightly basis during the summer months and weekly during the winter months, providing a signed check sheet to the Area Manager.
- 11.3 Routine maintenance shall include the following:
- Carrying out minor repairs to fences and gates.
  - Clearance of inlet and outlet pipes, drains, ditch base, banks and gulleys.
  - Clearing and disposal of litter from within the watercourse and around the water feature, including banks.
  - Removal of incidents of fly tipping. The Operative shall report all major incidents of flytipping and abandoned cars to the Area Manager who will arrange their removal.
  - All grass areas within the fenced area of any water feature will be maintained as Wildflower Meadow.

- 11.4 The banks and base of dykes, streams and ditches shall be cut and cleared annually in October/November of vegetation to ensure the free flow of water, any vegetative material that is removed, shall be left on the bank for 48 hours to allow wildlife to return to their natural habitat, after which it should be cleared from site.
- 11.5 As part of this operation the ditch or stream banks will include clearance up to the top area of the slope which adjoins the open space where for example Amenity Grass cutting is undertaken.

## **12.0 Minor Tree Works**

- 12.1 All work shall be carried out to British Standard 3998:1989 Recommendations for Tree Works and as agreed with the Area Manager. Most tree works will be carried out by the Arboriculture Team but some minor works can be done immediately if needed.
- 12.2 Young Trees, these include newly planted trees and those less than 5 years since planting.
- 12.3 All young/ornamental trees within grassed areas shall be kept free of grass and weeds to a distance of 0.50m from tree base to prevent close proximity strimmer activities.
- 12.4 Strimmers are to be used with **caution** around trees to prevent damage occurring.
- 12.5 All trees with supports shall be checked monthly to ensure correct tension of tree ties and that they are adjusted or replaced as necessary. Tree stakes shall be replaced as necessary; those no longer required shall be removed.
- 12.6 Pruning shall consist of the removal of damaged and diseased wood, crossing branches and minor formative pruning to encourage a well-formed balanced crown with a central leading shoot. The base of trees shall be kept free of basal and epicormic growth.
- 12.7 Vandalised trees shall be repaired or removed immediately complete with stakes and ties with holes made safe and the Area Manager informed.

TYPICAL WORKING PATTERNS  
 SUMMER WORKING HOURS - 7.00 - 16.30  
 WINTER WORKING HOURS - 7.30 - 16.00

126

Works Planner Guide	FREQUENCY	JAN	FEB	MAR	APR	MAY	JUNE	JULY	AUG	SEPT	OCT	NOV	DEC	
GRASS - AMENITY	x 8				Medium Cut Regime Approx 8 cuts - max length 100-150mm									
GRASS - SPORTS AND PARKS	x 8				Short Grass Regime Approx 12 cuts - max length 50-75mm									
LAWN AND HAND CUTTING	x 10			Short Grass Regime - Pedestrian Mowers Approx 12 Cuts - Max Length 50-75mm										
PITCH MARKING	As Req	Marking as Required Through The Season						Marking as Required Through The Season						
FLAIL WORK - VERGES Etc.	x 1										Winter Reduction/Cutting Back			
CLOSED CEMETERIES	x 8				Medium Cut Regime Approx 8 cuts - max length 100-150mm									
RAMSEY CEMETERY	x 8				Medium Cut Regime Approx 8 cuts - max length 100-150mm									
WATERCOURSE INSPECTIONS	WEEKLY & FORTNIGHTLY	APRIL - OCTOBER FORTNIGHTLY VISITS ----- NOVEMBER - MARCH WEEKLY VISITS												
WATER COURSES	x 1										Winter Cutting Back and Clearing			
HEDGE CUTTING	x 2							Summer Trim as Required			Winter trim/Reductions			
SHRUB/ROSE BED PRUNING	X 2	Winter Prune Back Period						Trim				Winter Prune Back		
SHRUB/ROSE BED MAINTENANCE	X 12	On going maintenace as required to maintain - no greater than 15-20% weed growth evident in bed area												
BEDDING SEASONAL	X 2					Summer Bedding Planting					Winter Bedding Planting			
WATERING SERVICES	3 X P/Wk						Summer Bedding Watering Service 3 x Per Week							
PITCH WORKS (REPAIRS)	X 1					Off Season Reapirs as Required								
FENCING PAINTING	As Req										Winter Maintenance Service as Required			
LEAF CLEARANCE												Leaf Clearance in Coloabouration With Street Cleansing		
HDC SERVICE MONITORING	Ongoing	On-going Monitoring on a Rolling Percentage Basis of the Regions												

**COMMENTS FROM OVERVIEW AND SCRUTINY PANEL (ECONOMY AND GROWTH) –  
9th February 2016**

**GROUNDS MAINTENANCE SERVICE SPECIFICATION**

The Overview and Scrutiny Panel (Economy and Growth) was presented the Grounds Maintenance Service Specification. The Panel was informed that the service specification has consolidated the existing service strategy with the aim of better directing the grounds maintenance activities delivered by the Operations Service.

The Panel was informed that auditing of the delivery of the service specification on the ground would be done internally to ensure that all the elements of grounds maintenance on a site are carried out at the same time. In addition Members noted that the service specification would only apply to land owned by Huntingdonshire District Council.

Members have expressed they felt the service specification is a useful document and were very positive about the implementation of the service specification and the monitoring of the departments performance.

The Panel recommends that,

- 1) Members receive regular feedback in the form of a quarterly monitoring report.
- 2) All forms of maintenance work on a particular piece of land are carried out as closely together as possible.
- 3) Area Managers and Team Leaders in Operations meet regularly on site to monitor service standards.
- 4) All staff are trained to the new service specification and copies are made available to staff and residents.

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**Public**  
**Key Decision - Yes**

## HUNTINGDONSHIRE DISTRICT COUNCIL

**Title/Subject Matter:** Events Policy for Parks and Open Spaces

**Meeting/Date:** Overview and Scrutiny Panel (Economy & Growth) –  
9 February 2016  
Cabinet – 17 March 2016

**Executive Portfolio:** Councillor Robin Carter – Executive Councillor for  
Operations & the Environment

**Report by:** Alistair Merrick – Interim Head of Service (Operations)

**Ward(s) affected:** All Wards

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### Executive Summary:

1. Currently events in parks and open spaces of the Council are agreed then staged outside of any policy framework, with no coherent structure of fees and charges to ensure the Council recovers the costs incurred accommodating the events.
2. Consequently there is a need to resolve matters through the adoption of an appropriate policy framework for events in the Council's parks and open spaces that puts in place a clear framework for the consideration of applications and then staging of events to bring greater control for the Council over such events and to deliver objectives within the Corporate Plan.
3. The policy has been drafted to be consistent with relevant legislation and best practice of other local authorities. The policy is structured to provide clear direction on the following:
  - a) Objectives to be delivered through the policy;
  - b) The types of events that can be staged;
  - c) The criteria to be used for prioritising bookings;
  - d) The types of events that will be prohibited;
  - e) The actions the Council will take in respect of environmental protection;
  - f) The conditions that will apply for the programming and promotion of events;
  - g) Operational requirements and conditions for event organisers;
  - h) Monitoring and customer satisfaction conditions for event organisers;
  - i) Licensing requirements for event organisers;
  - j) Health and safety and safeguarding requirements for event organisers.

4. Appended to the policy is a proposed schedule of fees and charges that has been kept relatively simple to avoid complexity and to be readily transparent. The purpose of the proposed fees and charges is not to be money making at the potential impact of deterring community events but to ensure the Council recovers reasonable costs in staging the annual events programme and for re-investment in parks and open spaces.

**Recommendation(s):**

1. The Panel consider the draft policy in relation to its appropriateness and completeness before it is submitted for approval by the Cabinet in March 2016.
2. Cabinet are recommended to approve the adoption of the policy and the introduction of the proposed fees and charges for events from April 2016.

## 1. PURPOSE OF THE REPORT

- 1.1 To allow consideration of the draft Events Policy for Parks and Open Spaces by CMT before it is submitted for scrutiny by the Overview and Scrutiny Panel in February 2016.

## 2. BACKGROUND

- 2.1 Currently events in parks and open spaces of the Council are agreed then staged outside of any policy framework, with no coherent structure of fees and charges to ensure the Council recovers the costs incurred accommodating the events. The impact of this lack of policy is that the Council is not properly managing the following:

- a) There is not a balanced programme of events or policy framework against which to either prioritise certain events and prohibit others that are unsuitable;
- b) There is no clarity of the requirements and responsibilities for event organisers, particularly with regard to ensuring that events are safe for the public to attend, matters are dealt reactively through the Safety Advisory Group for events;
- c) There is no policy framework against which to consider free usage of sites or free use of council vehicles, plant and equipment;
- d) There is no control being exercised over the promotion of events;
- e) There is no real quality control of the standard of events and consideration about them delivering high levels of customer satisfaction;
- f) The Council while supporting events cannot currently evidence it is also environmentally protecting its parks and open spaces.

- 2.2 There is a need to resolve these matters through the adoption of an appropriate policy framework for events in the Council's parks and open spaces. The policy will also apply to events staged on car parks owned by the Council.

## 3. ANALYSIS

- 3.1 The events policies for parks and open spaces of other local authorities have been reviewed to identify best practice and this has been reflected in the drafting of the proposed events policy in Appendix 1 of this report. The structure of the policy is as follows:

- a) The **aim of the policy** is to provide a clear framework for the consideration, programming and operation for a variety of events in parks and open space to enable a wide range of sporting, recreational, cultural, social and educational opportunities, which enhance the quality of life and address the priorities for action set out in the Council's Corporate Plan.
- b) The **objectives** to be delivered through the policy align to the Council's Corporate Plan.
- c) The five **types of events** that can be staged in the Council's parks and open spaces: events organised by registered charities; events organised by voluntary groups or organisations; commercial events; events and activities that enhance the environment; and civic events.
- d) The **criteria for prioritising bookings** to ensure a balanced programme of events: regular annual or bi-annual events will normally be given priority;

priority will be given to events that have a record of being well promoted and managed; the Council will aim to achieve a well-balanced programme of events; and the Council will prioritise events on Countryside sites.

- e) The **types of events that are prohibited** in the Council's parks and open spaces: any event likely to cause public disorder; any event that includes the use of performing animals, except those which are normally regarded as domesticated in the UK; any event that would cast doubt on the integrity of the Council; any event the council believes may be of questionable public morality; any event that would negatively impact on the environment. The Executive Councillor for Operations and the Environment will have the discretion and ultimate decision on determining whether a proposed event falls within the programme exclusions.
- f) The actions that the Council will take in respect of **environmental protection**: event organisers must comply with all relevant legislation relating to the control of noise; event organisers will be encouraged to work with local people to minimise the impact of events on the local community; the protection of the park environment, wildlife and features will take precedence and will be considered when planning events; the Council will not allow the release of balloons on any sites due to the environmental impact caused by such an activity; in the case of severe weather creating very wet ground conditions, the Council reserves the right to cancel the event or require the event organiser to introduce ground protection measures to avoid excessive damage to the fabric of the park or open space; and in the case of severe winds creating dangerous conditions associated with trees on site, the Council reserves the right to cancel the event or require the event organiser to cordon off areas where the public may be at risk. Such requirements will be at the event organiser's expense.
- g) The conditions that will apply for the **programming and promotion of events**, including the Council's commitment to publish events on its website and notice boards within parks and open spaces; however prime responsibility for promoting an event will be with the event organiser.
- h) The **operational requirements and conditions** for event organisers set out in the policy. This includes the following series of Policy Guidance Notes as appendices to the main policy document to provide more detailed direction to event organisers:
  - Appendix 2: Policy Guidance Note 1 – Conditions for Applicants.
  - Appendix 3: Policy Guidance Note 2: Conditions for Licensing Arrangements.
  - Appendix 4: Policy Guidance Note 3 – Conditions for Safety & Security.
- i) The conditions on event organisers for **monitoring the standard of their events and customer satisfaction**. This is important because the events will impact of the Council's reputation because they are being staged on our land.

- j) The policy clearly stipulates the **licensing requirement** for event organisers and a failure to comply with these requirements will lead to the cancellation of an event with no refunding of fees and charges paid to the event organiser to the Council.
- k) Finally the policy outlines the **health and safety and safeguarding requirements** for event organisers to ensure public safety; and that the Council reserves the right to cancel an event with no refunding of fees and charges paid to the event organiser to the Council if these requirements are not met. The policy also specifically states that depending on the nature and/or size of an event the event organiser may be required to attend the Events Safety Advisory Group of the Council. Event organisers can also request to attend the group on a voluntary basis to obtain advice on the staging of their event.

3.3 The proposed schedule of fees and charges again has been kept relatively simple to avoid complexity and to be readily transparent. The purpose of the proposed fees and charges is not to be money making at the potential impact of deterring community events but to ensure the Council recovers reasonable costs in staging the annual events programme and for re-investment in parks and open spaces. It is recommended that the following conditions will apply in respect to charges levied for events staged in Huntingdonshire parks and open spaces:

- a) Hire fees and service charges will be levied for the use of parks and open spaces and these fees will be reviewed and approved annually by the Executive Councillor for Operations and the Environment. Fees for the hire of parks and open spaces and charges for the use of materials and equipment supplied by the Council during the event will be published.
- b) Registered charities may be offered the hire of parks and open spaces for raising money for local and national charities at no charge following the approval of the Executive Councillor for Operations and the Environment. Charges will be made for the use of materials and equipment supplied by the Council during the event.
- c) Non-profit making and local community groups which are not registered charities may be offered free use of parks and open spaces to stage events to raise money to support their work in the community or for local charities but they will be required to pay the approved hiring fee for events that are not being staged for such purposes. Charges will be made for the use of materials and equipment supplied by the Council during the event.
- d) Town and Parish Councils may be offered free use of parks and open spaces to stage events to raise money for to support their work in the community or for local charities but they will be required to pay the approved hiring fee for events that are not being staged for such purposes. Charges will be made for the use of materials and equipment supplied by the Council during the event.
- e) Income derived from event hire fees will be re-invested into the provision, development and maintenance of parks and open spaces in

Huntingdonshire.

3.4 The proposed schedule of charges is set out below for the Panel to comment on:

<b>Table of Charges – Daily Rates</b>				
<b>Types of Event</b>	<b>National Charitable Organisations</b>	<b>District Voluntary Groups &amp; Organisations</b>	<b>Commercial Events</b>	<b>Environmental Events (that are not commercial in nature)</b>
<b>Sites</b>	<b>Daily Charge (£)</b>	<b>Daily Charge (£)</b>	<b>Daily Charge (£)</b>	<b>Daily Charge (£)</b>
Riverside – Regatta Meadow (St Neots)	400	300	1,000	300
Hinchingbrooke Country Park	400	300	1,000	300
Riverside Park (Huntingdon)	300	250	750	250
Priory Park (St Neots)	300	250	750	250
Riverside Park (St Neots)	250	200	500	200
Riverside – Coneygear Playing Fields (St Neots)	250	200	500	200
Hill Rise Park – St Ives	250	200	500	200
Riverside Meadows - Huntingdon	250	200	400	200
Sapley Playing Fields - Huntingdon	250	200	400	200
All other HDC owned sites	200	100	300	200

**Notes:**

- 1) *The charges represent the maximum charge that will be levied and discounting can be negotiated but will require the endorsement of the Executive Councillor for Operations & the Environment. Priority for discounts will be given to local businesses staging events.*
- 2) *Weekly and monthly events will be subject to Licence agreements and negotiated outside of the above structure of fees and charges.*
- 3) *Fees and charges for use of Council vehicles, plant and equipment will be subject to a separate quotation provided by the Operations Service. Such charges will only be waived for charitable events following the endorsement of the Executive Councillor for Operations & the Environment.*
- 4) *All waste collection and disposal services for events will be chargeable services and will be subject to a separate quotation provided by the Operations Service. Such charges will only be waived for charitable events following the endorsement of the Executive Councillor for Operations & the Environment.*
- 5) *Events staged by the Town Councils and Parish Councils are classified as District events.*

- 3.5 Consistent with the environmental protection requirements included in the policy it is proposed to charge a refundable ground deposit for events staged on Council land. This will only be retained if the Council has to meet costs for refuse removal and/or reinstatement and repair works after an event. The proposed schedule of deposits is detail overleaf:

<b>Huntingdonshire District Council - Refundable Ground Deposits for Events</b>		
<b>Event type</b>	<b>Attendees</b>	<b>Refundable Bond</b>
Voluntary Groups and Organisations (no entry charge)	less than 1,000	£100
Voluntary Groups and Organisations (no entry charge)	1,000 to 2,000	£250
Voluntary Groups and Organisations (no entry charge)	2,000 to 3,000	£500
Voluntary Groups and Organisations (no entry charge)	over 3,000	£1,000
Charitable Organisations (no entry charge)	up to 3,000	£1,000
Charitable Organisations (no entry charge)	over 3,000	£1,500
Charitable Organisations (entry fee)	up to 3,000	£1,500
Charitable Organisations (entry fee)	over 3,000	£2,000
Commercial Event		To be negotiated

#### **4. COMMENTS OF OVERVIEW & SCRUTINY PANEL**

- 4.1 The comments of the Overview and Scrutiny Panel (Economy & Growth) from the meeting on 9th February 2016 are attached as Appendix 2.

#### **5. KEY IMPACTS**

- 5.1 The purpose of the policy is to put in place a clear framework for the staging of events in the Council's parks and open spaces in order to deliver the following:
- a) A balanced programme of events;
  - b) Clarity of the requirements and responsibilities for event organisers;
  - c) Safe events for the public to attend;
  - d) Transparency over the fees and charges levied for events and for the use of Council vehicles, plant and equipment used to support events;
  - e) Well promoted events that are of a good standard and deliver high levels of customer satisfaction;
  - f) That the Council while supporting events also environmentally protects its parks and open spaces.

## **6. TIMETABLE FOR IMPLEMENTATION**

- 6.1 Following the scrutinising of the draft policy by the Overview and Scrutiny Panel and then endorsement by the Cabinet it is planned to promote the policy through the Council's website and manage applications for events in the Council's parks and open spaces against the policy from 1 April 2016.

## **7. LINK TO THE CORPORATE PLAN**

- 7.1 The **objectives** to be delivered through the policy align to the Council's Corporate Plan, specifically the objectives for:
- Enhancement of the built and green environment;
  - Creating safer, stronger and more resilient communities;
  - Improving health and well-being;
  - Empowering local communities.

## **8. CONSULTATION**

- 8.1 The Chair of the Council's Events Safety Advisory Group has had the opportunity to comment on the policy and the feedback has been incorporated into the policy.

## **9. LEGAL IMPLICATIONS**

- 9.1 The policy is consistent with Licensing and Health and Safety legislation and specifically sets out the requirements and responsibilities under this legislation for event organisers.

## **10. RESOURCE IMPLICATIONS**

- 10.1 The policy can be delivered within the existing resources of the Operations Service and sets out for the first time a coherent structure of fees and charges for events being staged in the Council's parks and open spaces.

## **11. OTHER IMPLICATIONS**

- 11.1 The policy when adopted should smooth the workings of the Council's Safety Advisory Group for events

## **12. REASONS FOR THE RECOMMENDED DECISIONS**

- 12.1 The purpose of the policy is to put in place a clear framework for the staging of events in the Council's parks and open spaces to bring greater control for the Council over such events and to deliver objectives within the Corporate Plan.

## **13. LIST OF APPENDICES INCLUDED**

Appendix 1 – Draft Events Policy for Parks and Open Spaces.

Appendix 2 - Comments of the Overview and Scrutiny Panel (Economy & Growth) from the meeting on 9th February 2016.

## **BACKGROUND PAPERS**

None.



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**Huntingdonshire District  
Council  
Events Policy for Parks and Open Spaces**

<b>Version</b>	<b>Date Issued</b>	<b>Review</b>
Version 1	30 December 2015 (AM)	4 January 2016 (JN)
Version 2	4 January 2016 (AM)	7 & 8 January 2016 (CA/BG)
Version 3	14 January 2016 (AM)	10 February 2016 (AM)
Version 4	10 February 2016	
Version 5		

<b>Contents</b>	<b>Page No.</b>
Aims and Objectives	2
Event Programme	3
Permitted Events	3
Programme Exclusions	4
Charges	4
Environmental Protection	5
Event Promotion and Programming	5
Operational Requirements	6
Monitoring of Standards and Customer Satisfaction	7
Licensing	7
Insurance	8
Health and Safety	8
Safeguarding Children and Adults	9
<b>Appendices:</b>	
Appendix 1: Fees & Charges	10
Appendix 2: Policy Guidance Note 1 – Conditions for Applicants	12
Appendix 3: Policy Guidance Note 2: Conditions for Licensing Arrangements	14
Appendix 4: Policy Guidance Note 3 – Conditions for Safety & Security	15

1. **Aims of the Events Policy:** To provide a clear framework for the consideration, programming and operation for a variety of events in parks and open space to enable a wide range of sporting, recreational, cultural, social and educational opportunities, which enhance the quality of life and address the priorities for action set out in the Council's Corporate Plan. ***This policy also applies for events to be staged on car parks owned by the Council.***
  
2. **Objectives of the Events Policy:** The objectives of the this policy are as follows:
  - a) Support and enable cultural, educational and leisure activities which widen access to Huntingdonshire's parks and open spaces and increase participation from all sectors of the community.
  - b) Encourage activities that enhance the quality of life for visitors, encourage healthy living and promote diversity.
  - c) Enable the Council to offer parks and open space as venues for events within its' financial resources.
  - d) Use local products, services and people where possible to encourage active citizenship and promote a positive image of Huntingdonshire regionally, nationally and, where appropriate, internationally
  - e) Attract visitors and event organisers to Huntingdonshire to bring investment, jobs and prosperity to the local economy.
  - f) Promote Huntingdonshire as a destination with a strong environmental heritage complemented by a vibrant contemporary culture.
  - g) Manage events so as to protect, preserve and enhance the historic and natural environment of our parks and open spaces.
  
3. To meet these aims and objectives, events staged at the parks and open spaces of Huntingdonshire District Council will fall into five broad categories:
  - a) Events organised by registered charities for the purpose of raising money for local and national charities.
  - b) Events organised by voluntary groups or organisations for the purpose of benefiting the local community and/or raising money for local and national charities.
  - c) Commercial events of local, national and international importance or significance that support the aims and objectives of the Events Policy and promote the District to a wider audience and encourage visitors to Huntingdonshire.

- d) Events and activities that aim to enhance the environment of the park or open space, educate users, encourage participation and promote the leisure activities or opportunities available.
  - e) Civic events.
4. **Events Programme:** A programme for events in Huntingdonshire parks and open space will be developed annually. The following priorities will apply to the development of this programme:
- a) Regular annual or biannual events will normally be given priority but the Council will not guarantee the provision of a site to any particular event or organising body based on previous use alone.
  - b) The Council will give priority to those events that have a record of being well promoted and managed offering a safe and high quality visitor experience.
  - c) The Council will aim to achieve a well-balanced programme of events across the parks and open spaces and minimise disruption to regular users.
  - d) The Council will, where resources permit, support a programme of ranger and volunteer led activities at the sites managed by Countryside Service and at other venues which engage local communities and encourage participation, provide environmental education and support tourism and local business.
5. **Permitted Events:** Will generally include the following:
- a) Civic events;
  - b) Sporting and recreational events;
  - c) Arts and cultural events;
  - d) Children's activities;
  - e) Musical concerts;
  - f) Entertainment events;
  - g) Firework displays (subject to conditions);
  - h) Shows, exhibitions and craft fairs
  - i) Bona fide animal breed exhibitions or shows;
  - j) Fairs (operators must be members of the Showman's Guild);
  - k) Circuses' (see Programme Exclusions);
  - l) Drama
  - m) Guided and sponsored walking tours;
  - n) Historic re-enactment;
  - o) Military Festivals;
  - p) Environmental and horticultural demonstrations;
  - q) Religious events;
  - r) Political activities;
  - s) Private hire, that is defined as an event to which admission is by ticket only, where such tickets are not on general sale to the public or the subject of general publicity;

- t) Other events not included here as approved by the Executive Councillor for Operations and the Environment.
6. **Prohibited Events:** the Council will not give approval for events on its land of the following nature:
- a) Any event likely to provoke public disorder.
  - b) Any event that includes the use of performing animals, except those which are normally regarded as domesticated in the United Kingdom (i.e. horses, dogs, cats, birds used in falconry demonstrations, caged birds and rabbits), which may be used as an ancillary part of a performance.
  - c) Any event that would cast doubt on the integrity of the Council.
  - d) Any event the Council believes may be of questionable public morality.
  - e) The Executive Councillor for Operations and the Environment will have the discretion and ultimate decision on determining whether a proposed event falls within the programme exclusions.
  - f) Balloon and Chinese lantern releases are not permitted for environmental reasons.
7. **Charges:** The following conditions will apply in respect to charges levied for events staged in Huntingdonshire parks and open spaces:
- a. Hire fees and service charges will be levied for the use of parks and open spaces and these fees will be reviewed and approved annually by the Executive Councillor for Operations and the Environment. Fees for the hire of parks and open spaces and charges for the use of materials and equipment supplied by the Council during the event will be published.
  - b. Registered charities may be offered the hire of parks and open spaces for raising money for local and national charities at no charge following the approval of the Executive Councillor for Operations and the Environment. Charges will be made for the use of materials and equipment supplied by the Council during the event.
  - c. Non-profit making and local community groups which are not registered charities may be offered free use of parks and open spaces to stage events to raise money to support their work in the community or for local charities but they will be required to pay the approved hiring fee for events not staged for such purposes. Charges will be made for the use of materials and equipment supplied by the Council during the event.

- d. Town and Parish Councils may be offered free use of parks and open spaces to stage events to raise money to support their work in the community or for local charities but they will be required to pay the approved hiring fee for events not staged for such purposes. Charges will be made for the use of materials and equipment supplied by the Council during the event.
  - e. Income derived from event hire fees will be re-invested into the provision, development and maintenance of parks and open spaces in Huntingdonshire.
8. **Environmental Protection:** The parks and open spaces within the District are a valuable environmental resource therefore the following actions will be taken by the Council to protect them:
- a) The Council shall ensure that event organisers comply with all relevant legislation relating to the control of noise and the protection of the immediate and local environment.
  - b) Organisers will be encouraged to work with local residents and the relevant authorities to minimise the impact of events on the local community. Where considered appropriate by the Council, organisers will be required to inform local residents in advance of major events that may cause local disruption.
  - c) The protection of the park environment, wildlife and features will take precedence and will be considered when planning events. Where necessary the Council will secure a ground deposit from the organiser in advance for refuse removal and/or reinstatements and repairs following events.
  - d) The Council does not allow the release of balloons or Chinese lanterns on any sites due to the environmental impact caused by such an activity.
  - e) In the case of severe weather creating very wet ground conditions, the Council reserves the right to cancel the event or require the event organiser to introduce ground protection measures to avoid excessive damage to the fabric of the park or open space. Such requirements will be at the event organiser's expense. Such requirements may include the close supervision of vehicle movements to minimise damage. The cost of repair and reinstatement by the Council's approved contractors will be charged to the event organiser. In the circumstances that it is necessary to cancel an event due to severe weather the Council will not be liable for any costs. The decision to cancel an event due to severe weather will be taken by the Council's Head of Service whose decision will be final.

- f) In the case of severe winds creating dangerous conditions associated with trees on site, the Council reserves the right to cancel the event or require the event organiser to cordon off areas where the public may be at risk. Such requirements will be at the event organiser's expense.

9. **Event Promotion and Programming:** The following conditions will apply to the promotion of events:

- a) The Council will publicise events in parks and open spaces through the its' website [www.huntingdonshire.gov.uk](http://www.huntingdonshire.gov.uk) where possible. The Council will also publicise events on park notice boards and at information points where space permits.
- b) Promoters and organisers of events remain responsible for the marketing and promotion of their event and shall be required to make adequate provision for it and comply with the relevant licensing and planning legislation.
- c) The Council seeks to offer a wide and varied programme of events to the public in meeting the objectives of this Policy. Applications for events in parks and open spaces will be dealt with on a first come first served basis excepting that recurring annual events will be given priority if they are staged on regular dates.
- d) The Council will advise prospective event organisers of the forthcoming year's events. The Council will seek to avoid a clash of similar events by creating a minimum 4 weeks separation between events of similar character and attraction at the same location.
- e) The Council will consider events on the basis of those permitted events and prohibited events as referred to above (paragraphs 5 and 6). References may be required and taken up where the content of an event needs further confirmation. The Council accepts no responsibility for the impact of refusing an event.
- f) Flyposting for events will not be permitted and the necessary permissions must be obtained for any promotional banners or posters erected. On the Highway permission must be obtained from Cambridgeshire County Council as the Highway Authority. The cost of removing any unauthorised promotional material will deducted from the returnable deposit paid by the event organiser.

10. **Operational Requirements:** The following operational conditions apply for staging events in the parks and open spaces of Huntingdonshire:

- a) Event organisers cannot hold an event in the Council's parks and open spaces without the Council's written permission. This permission will be granted at the discretion of the Council and only following satisfactory completion of the Event Application documents. Evidence of adequate insurance and risk assessment will also be required.

- b) The majority of events are hosted during the period 1 April to 30 September each year. Some events outside of this time will also be permitted where the park environment and features can be adequately protected.
- c) Operating hours for events will be between 9am to 11pm (excluding set-up and set-down). In exceptional circumstances an extension of these hours may be sought from the licensing authority for celebrations on festival days (New Year's Eve, Guy Fawkes Night etc.), on civic occasions, or where celebration of a significant local, regional or national event is required.
- d) Events where admission is charged for entry into a park or part of a park will be permitted. However, the Council will seek to minimise the impact that these events have on regular park users. The Council will encourage organisers and promoters to offer free entry to their events wherever possible.
- e) Firework displays and other pyrotechnics will only be permitted where they are an integral part of an event such as Guy Fawkes Night, New Year's Eve celebrations, Civic events, military festivals, historical re-enactments and certain musical events. Bonfires are not permitted on Council land as part of any event.
- f) The Council will inform local resident associations and park user groups of the event programme for each park and will consider their views during the planning stages for each event. Organisers of larger events will be encouraged to liaise directly with these groups to minimise any disruption or disturbance and limit the impact that their event might have on local communities.

11. **Monitoring of Standards and Customer Satisfaction:** The following conditions for monitoring standards and customer satisfaction will apply:

- a) Organisers of annual or bi-annual events will be required to monitor customer satisfaction and take any appropriate action at future events. The details of all public consultation are to be supplied to the Council.
- b) Organisers of annual or bi-annual events will be required to carry out post mortems of their events to learn from their experiences and seek to improve on the product being provided and the impact on local residents. The Council may require a clear Action Plan setting out the lessons learnt and the improvements to be incorporated in future years before approving subsequent events.
- c) No event organiser shall make an assumption that there is any form of guarantee or contract with the Council for continuation of annual events.
- d) The Council will monitor standards, customer satisfaction and feedback and will liaise with organisers to instigate improvements where appropriate.



12. **Licensing:** The following conditions will apply regarding the licensing of events staged on council land:
- a) If required, in accordance with the Licensing Act 2003, Event organisers will be required to obtain Temporary Events Notices and all appropriate licenses and permissions from the relevant authorities, where these are not already provided for under the terms of a Premises Licence.
  - b) The event organisers will be responsible for ensuring that their event complies with the relevant Temporary Events Notice or Premises Licence. Compliance will be strictly monitored by the Council's Authorised Officer, Designated Premises Supervisor or appointed deputy.
  - c) Organisers, during all licensable activities, shall be required to promote the four licensing objectives:
    - i. The Prevention of Crime and Disorder;
    - ii. Public Safety;
    - iii. The Prevention of Public Nuisance;
    - iv. The Protection of Children from Harm.
  - d) Organisers shall be required to read, understand and put into practice measures to meet national proof of age policies and the requirements of the Licensing Act and any other pertinent legislation.
13. **Insurance:** Event organisers shall meet the following insurance requirements:
- a) Organisers will be required to obtain and provide evidence to the Council of Public and Employers Liability Insurance to a minimum value of £5 million.
  - b) This minimum figure is subject to review and may be updated at any time on the advice of the Council's insurers. For some events, the Council may request a higher minimum value.
  - c) Promoters and organisers will be responsible for ensuring that all participants and contractors are adequately insured.
14. **Health and Safety:** Event organisers shall be required to provide evidence where required by the Council that they are complying with:
- a) All relevant Health and Safety Legislation;
  - b) The Council's own Health and Safety Policy and procedures; and

- c) Depending on the nature and/or size of an event the event organiser may be required to attend the Events Safety Advisory Group of the Council. This group is composed of all the Emergency Services, the Highways Authority, Environmental Health and Licensing. Event organisers can also request to attend the group on a voluntary basis to obtain advice on the staging of their event.

15. **Safeguarding Children and Adults:** Event organisers shall meet the following insurance requirements:

- a) Event organisers, their employees and contractors will be required to comply with the Council's Safeguarding Children and Adults Policy.
- b) The content of each event shall be considered by the Council and an age limit agreed with the Organiser. These limits will be monitored by the Council and failure to comply with them may result in the closure of the event.
- c) All organisers and promoters will be required to provide evidence of procedures for dealing with lost children.

## Appendix 1: Fees and Charges for Events Staged in Huntingdonshire Parks & Open Spaces

1. This schedule of fees and charges has been kept simple to avoid complexity and to be readily transparent. The purpose of the proposed fees and charges is not to be money making at the potential impact of deterring charitable and community events but to ensure the Council recovers reasonable costs in staging the annual events programme and for re-investment in parks and open spaces.

Table of Charges – Daily Rates				
Types of Event	National Charitable Organisations	District Voluntary Groups & Organisations	Commercial Events	Environmental Events (that are not commercial in nature)
Sites	Daily Charge (£)	Daily Charge (£)	Daily Charge (£)	Daily Charge (£)
Riverside – Regatta Meadow (St Neots)	400	300	1,000	300
Hinchingbrooke Country Park	400	300	1,000	300
Riverside Park (Huntingdon)	300	250	750	250
Priory Park (St Neots)	300	250	750	250
Riverside Park (St Neots)	250	200	500	200
Riverside – Coneygear Playing Fields (St Neots)	250	200	500	200
Hill Rise Park – St Ives	250	200	500	200
Riverside Meadows - Huntingdon	250	200	400	200
Sapley Playing Fields - Huntingdon	250	200	400	200
All other HDC owned sites	200	100	300	200

### Notes:

- a) The charges represent the maximum charge that will be levied and discounting can be negotiated but this will require the endorsement of the Executive Councillor for Operations & the Environment. Priority for discounts will be given to local business staging events.
- b) Weekly and monthly events will be subject to Licence agreements and negotiated outside of the above structure of fees and charges.
- c) Fees and charges for use of Council vehicles, plant and equipment will subject to separate quotation provided by the Operations Service. Such charges will only be waived for charitable events following the endorsement of the Executive Councillor for Operations & the Environment.

- d) *All waste collection and disposal services for events will be chargeable services and will subject to separate quotation provided by the Operations Service. Such charges will only be waived for charitable events following the endorsement of the Executive Councillor for Operations & the Environment.*
- e) *Events staged by the Town and Parish Councils are classified as District events.*

2. Consistent with the environmental protection requirements included in the policy it is proposed to charge a refundable ground deposit for events staged on Council land. This will only be retained if the Council has to meet costs for refuse removal and/or reinstatement and repair works after an event. The proposed schedule of deposits is detail overleaf:

<b>Huntingdonshire District Council - Refundable Ground Deposits for Events</b>		
<b>Event type</b>	<b>Attendees</b>	<b>Refundable Bond</b>
Voluntary Groups and Organisations (no entry charge)	less than 1,000	£100
Voluntary Groups and Organisations (no entry charge)	1,000 to 2,000	£250
Voluntary Groups and Organisations (no entry charge)	2,000 to 3,000	£500
Voluntary Groups and Organisations (no entry charge)	over 3,000	£1,000
Charitable Organisations (no entry charge)	up to 3,000	£1,000
Charitable Organisations (no entry charge)	over 3,000	£1,500
Charitable Organisations (entry fee)	up to 3,000	£1,500
Charitable Organisations (entry fee)	over 3,000	£2,000
Commercial Event		To be negotiated

## **Appendix 2: Policy Guidance Note 1 – Conditions for Applicants**

- 1.1 The applicant is liable for and should insure the Council against any expense or liability resulting from any claim or other proceedings arising from any injury, loss or damage to any property or to any person. Such insurance shall be effected with an insurer, in terms approved by the Council (whose approval shall not be unreasonably withheld) and for at least £5,000,000 (five million pounds). The Applicant shall not be liable for any act of neglect of the Council or of any person for whom the Council is responsible.
- 1.2 The applicant shall provide Huntingdon District Council with a minimum deposit (see Appendix 1) or equal to the total hire charge for the event, as appropriate. With very short and very long events this deposit will be negotiable. The deposit may be retained if subsequent clauses are breached.
- 1.3 The applicant is responsible for the collection and disposal of any litter arising from the event. The Open Space must be left in a clean condition. Any clean-up costs incurred by the Council will be deducted from the ground deposit.
- 1.4 Any additional costs incurred by the applicant in particular repairing damage to the Open Space will be met by a deduction from the ground deposit.
- 1.5 The applicant will be charged extra for any event specifically requiring the presence of Council Staff. On occasion dependent on the Council will require their own staff to be on site during the event, the cost of which will be met by the applicant.
- 1.6 The applicant will be responsible for obtaining all necessary licenses and consents, and for complying fully with all legal requirements when on site. This also includes notification of the Performing Rights Society if music is to be played at the event.
- 1.7 No fittings, street furniture or plantings will be removed or otherwise altered to accommodate the event without prior authorisation from the Council.
- 1.8 Any equipment and supplies used for reinstatement works after the event must be approved in advance by the Council.
- 1.9 The Council takes no responsibility for the loss or damage to any item brought into an event site. All items brought in must be removed immediately following the event.

- 1.10 Any organisation failing to comply with the above will be charged for the removal of such items; and not be permitted to hire any open space venue within Huntingdonshire for a period of up to three years. The event organiser will be held financially responsible for any damage to the event site.
- 1.11 Event organisers receive a maximum of two free days to both erect and dismantle the structures necessary to carry out the event. Any event requiring more than two days to both erect and dismantle the necessary equipment to carry out the event will be charged the full daily rate for the additional time required. The setting up and dismantling of events may not take place outside the opening hours of the open space.
- 1.12 Event organisers are reminded that the Council's website has a list of publications that may help in the planning and organising of an event.

### **Appendix 3: Policy Guidance Note 2: Conditions for Licensing Arrangements**

- 1.1 The Council is responsible for the hire of the site and can issue a permit to allow the event to take place. If public entertainment is to be provided as part of event, e.g. music, dancing etc., then a licence will be required from the Council. This is an entirely separate procedure to hiring the site and a licence cannot be granted automatically.
- 1.2 If a licence is not approved or applied for, then the event cannot take place, and all fees paid to the Council will be forfeit. The Licensing Team on (insert phone number) will be able to advise applicants and supply the necessary application forms.
- 1.3 It is important that you notify Operation Services of the Council and the licensing body 3 months in advance. As usually an application will need to be with them 3 months before the event date to enable the full process to be completed. There is a fee to be paid but in certain case this can be reduced or waived for certain types of events.
- 1.4 If you are intending to erect any substantial structures (tents, staging, and hoardings) on the site, then you may also need a separate building consent. The Building Control Service will deal with this. They can be telephoned on (insert phone number). Again, they will need to be given notice. We recommend that you consult with these Licensing Service and Building Control Service about their requirements as soon as you start planning your event.

#### **Appendix 4: Policy Guidance Note 3 – Conditions for Safety & Security**

- 1.1 The safety and security of event visitors, organisers and other members of the public must not be compromised by any event.
- 1.2 There must be a nominated event controller and a nominated substitute in case of incapacity, from all event organising bodies. The same person would be the license holder if applicable.
- 1.3 The identified event controller and nominated substitute must be present continuously throughout the preparation, execution and dismantling of the event.
- 1.4 Event organisers will need to designate an event control centre, where the event controller can be located and where liaison between Council staff can take place.
- 1.5 Where attendance is expected to be over 500 persons at any one time the event controller must notify all Emergency Services and satisfy the Council they have done so.
- 1.6 An assessment of first-aid requirements will be made. Normally this would be one qualified First Aider per 100 attendees at special events such as fairs, circus and sports. They must be easily identifiable and present on site throughout the event. A current First Aid at Work Certificate or similar qualification must be held by each of the first aiders.
- 1.7 Adequate first aid supplies must be available and open to scrutiny by Council staff.
- 1.8 All event organisers (the event controller) will be asked to produce a Risk Assessment for their event. Risk Assessments must address build-up, the event and break-down. Event organisers must produce contractors risk assessments for examination when required by Council staff. The risk assessment must adequately assess the potential for violence and abuse to take place and outline courses of action, particularly where there is alcohol consumption. Risk assessments may be evaluated by Council staff.
- 1.9 Sufficient event stewards, as determined by the Council, shall be provided. Stewards will be instructed in their duties as crowd controllers and in their specific roles in accident and emergency incidents. The Council has a specific requirement that all inflatable structures (Inc. bouncy castles) have a permanent stewarding presence when in use. If an event requires a specific security staffing then these staff must be Security Industry Authority trained.



- 1.10 Event Organisers and participants must comply with all instructions from Islington Council staff regarding safety and security. Council staff are authorised to refuse entry to or expel individuals who compromise Health and Safety Standards and to close down events that violate the safety or security of the public.
- 1.11 The Event Organiser is responsible for the public indemnity of all event visitors and all other members of the public who enter the designated site during the event. The event organiser will be required to obtain Public and Employers Liability insurance for the event site to the minimum value of £5,000,000.

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**COMMENTS FROM OVERVIEW AND SCRUTINY PANEL (ECONOMY AND GROWTH) –  
9th February 2016**

**EVENTS POLICY FOR PARKS AND OPEN SPACES**

The Overview and Scrutiny Panel (Economy and Growth) was presented a report regarding the Events Policy for Parks and Open Spaces. The Panel was informed that the policy had been developed because currently there is no Events Policy for Parks and Open Spaces.

Members discussed the Town and Parish Council events and that those events are not always commercial. The Panel was advised that Town and Parish Councils have the ability to raise a precept to cover the cost of funding an event or charging an admission fee. Following the discussion Members expressed their preference for the Executive Councillor for Operations and the Environment to be given discretion, within the guidelines of the policy, in regards to charging an event fee.

The Panel emphasised that the policy needs to treat national and local businesses differently as well as national and local charities differently this is because a national business/charity has greater resources and wealth than a local business/charity. As such Members thought the event fees could reflect such as difference with the national business/charity having to pay the larger fee.

The Panel thought that having a set of criteria to measure groups against was preferable to an exhaustive prohibited groups list as groups could be banned from hosting events due to the criteria laid out within the policy.

The Panel recommends that,

- 1) There needs to be clarity on the wording of Town and Parish Council events within the Policy.
- 2) Although there is a presumption to charge, the Executive Councillor for Operations and the Environment should be given discretion to consider every event on its merit within the guidelines of the policy.
- 3) There needs to be a clear distinction between large businesses and local businesses in respect to charging.
- 4) There needs to be a clear distinction between large charities and local charities in respect to charging.
- 5) Once adopted the Events Policy should be well publicised.

*(N.B. since the meeting the policy has been updated to incorporate the comments of the Panel).*

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## SAFETY ADVISORY GROUP

WEDNESDAY, 24 FEBRUARY 2016

CIVIC SUITE, PATHFINDER HOUSE, ST MARY'S STREET, HUNTINGDON PE29 3TN

### ACTION SHEET

**MEMBERS PRESENT: Management Side**  
 Councillor Mrs B E Boddington  
 Councillor J W Davies  
 Councillor A Hansard  
 Councillor B Hyland  
 Councillor Mrs P A Jordan

**Employee Side**  
 S Howell  
 K Lawson

**APOLOGIES:** B Bentley, S McKerral and G Vince

ITEM NO.	SUBJECT	ACTION BY
1	<p><b>ELECTION OF CHAIRMAN</b></p> <p>Councillor A Hansard was elected Chairman of the Group.</p> <p><b>Councillor A Hansard in the Chair.</b></p>	
2	<p><b>REPORT OF THE SAFETY ADVISORY GROUP</b></p> <p>The report and action sheet of the meeting of the Advisory Group held on 25th November 2015 was received and noted.</p> <p>An update was requested on the Letter from the Health and Safety Executive.</p>	C Stopford
3	<p><b>MEMBERS' INTERESTS</b></p> <p>No declarations of disclosable pecuniary or other interests were received.</p>	
4	<p><b>APPOINTMENT OF VICE-CHAIRMAN</b></p> <p>K Lawson was appointed Vice Chairman of the Group.</p>	

ITEM NO.	SUBJECT	ACTION BY
5	<b>QUARTERLY ACCIDENT/INCIDENT REPORTS</b>	
	<p><b>(a) Pathfinder House</b></p> <p>The Group received and noted the quarterly accident and incident report for Pathfinder House. In total there was one non-RIDDOR employee accident and six non-RIDDOR non-employee accidents. All the accidents were either minor or very minor in nature and none resulted from failures in the Council's undertaking.</p> <p>In response to an observation that the Action Taken in respect of the employee accident identified what it was intended to do rather than what was actually done, the Group was advised that the area had been included in the street cleaning schedule.</p>	
	<p><b>(b) One Leisure</b></p> <p>The One Leisure Accident Report was submitted. The report indicated that there had been four employee related accidents and three non-employee related accidents since the last Safety Advisory Group meeting held on 25th November 2015.</p> <p>The Group noted the report and requested further information on accidents associated with poolside tiles.</p>	P Corley
	<p><b>(c) Operations</b></p> <p>Mr S Howell introduced the Operations Service Accident / Incident Report for the period 16th November 2015 to 12th February 2016. Five Accidents / Incidents had occurred, one of which had resulted in lost time and was reportable under RIDDOR and four had not led to lost time. The final item reported on was a violent incident, which had been reported to the police and referred to the Council's Violent Incident Panel.</p> <p>Having commented on the significant reduction in the number of Operations service accidents / incidents that had occurred, the Group noted the report.</p>	
6	<p><b>DATE OF NEXT MEETING</b></p> <p>The next meeting was scheduled to take place on 15th June 2016.</p>	

ITEM NO.	SUBJECT	ACTION BY

DRAFT

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**Public**  
**Key Decision - Yes**

## HUNTINGDONSHIRE DISTRICT COUNCIL

**Title/Subject Matter:** Huntingdonshire Sports and Leisure Facility Strategy

**Meeting/Date:** Cabinet – 17<sup>th</sup> March 2016

**Executive Portfolio:** Councillor Robin Howe – Executive Member for Commercial Activities

**Report by:** Head of Leisure and Health

**Ward(s) affected:** All Wards

---

### **Executive Summary:**

The purpose of this report is to bring the revised Sports and Leisure Facility Strategy 2016-21 for adoption by Huntingdonshire District Council.

### **Recommendation(s):**

1. That Members of Cabinet endorse and agree the proposed Sports Facility Strategy.

The Strategy contains nine proposed recommendations:

- a/ Encourage investment in projects where the most significant impact can be made on participation levels to address both health and social wellbeing.
- b/ Commit to the retention of all strategically important sports facilities as highlighted in section 5.2 in particular given the current shortfall of indoor sports hall provision.
- c/ Seek to support projects identified as priority projects to refurbish/upgrade existing sites as identified in section 5.3.
- d/ Seek to support projects identified as sites planning new facilities to increase the sport and leisure stock as identified in section 5.4.
- e/ Ensure significant identified gaps in provision are addressed as opportunities permit as identified in section 5.5.
- f/ Work with partners and stakeholders including other operators to develop and deliver new facilities in areas of identified strategic need as identified in section 5.6 and in correlation with the new major housing sites.
- g/ Seek to maximise all funding opportunities including Section 106, Community Infrastructure Levy, external grants or sponsorship contributions.
- h/ Seek to ensure all sports facilities are fit for purpose, of good quality and with excellent access with Huntingdonshire District Council's own stock being the

exemplar for others to follow (including sports pitches and built facilities).

- i/ Work with other sports and leisure providers to seek improvements in sports provision and encourage participation in sport and active leisure.

## 1. WHAT IS THIS REPORT ABOUT/PURPOSE?

1.1 The Huntingdonshire Sports Facility Strategy has expired and there is a requirement to update the previous strategy to demonstrate the strategic facility requirements within the district. As well as the updated document providing a strategic framework for facility development, it will specifically:-

- Update the audit of all known sports and leisure facilities provision within the district (not only those that are under HDC control, but facilities that are owned/operated by Town/Parish Councils, Education Establishments, Private Organisations and Community Groups);
- Provide a shared vision for the future of the district's facilities;
- Promote the role of sports and leisure facilities in health improvement, active lifestyles and contribution to the local economy;
- Make the case for funding opportunities;
- Ensure sport is recognised within the planning context in particular with relation to new housing developments and developer contributions;
- Seek to protect and improve locally important sports and leisure facilities;
- Increase public awareness of the district's sports and leisure facilities.

1.2 This report summarises the proposed Sports Facility Strategy and sets out the priorities for the district over the next 5 years.

## 2. WHY IS THIS REPORT NECESSARY/BACKGROUND

2.1 The Sports Facility Strategy 2016-21 will follow the same format as the previous strategy and also use the same facility standards that were previously adopted by Huntingdonshire District Council in 2008 and subsequently as part of the Local Development Framework Developer Contributions Supplementary Planning Document in 2011 and successor documents. The standards were developed using Sport England's nationally validated methodology. This ensures a robust evidence base.

2.2 The Scope of the Strategy includes all known sport and leisure facility provision within the district:

- **Indoor Sports Facilities:** to include sports halls, swimming pools, fitness studios, aerobics/dance studios, squash courts, indoor tennis courts, activity halls etc
- **Outdoor Sports Facilities:** to include golf courses, tennis courts, bowling greens, sports pitches
- **Watersports Facilities:** to include but not exhaustive rowing, sailing and paddle sports
- **Specialist Facilities:** to include but not exhaustive gymnastics, table tennis, trampolining etc

Huntingdonshire District Council recognises the importance of informal provision in helping to address physical inactivity and wellbeing within the community including the very significant contribution made by parks, open spaces and public rights of way however they are not considered as part of this strategy which is looking at formal sports and leisure facilities.

## 3. ANALYSIS

3.1 The content of the strategy includes the following sections.

## **Introduction – Background, Vision, Aims, Scope**

**Context** - District Profile, Policy Background (National Policy Context, Local Policy Context), Housing Growth Impact, Overview of current participation in sport, Active People Key Results, Improving the quality of life for our communities, Economic Value of Sport

**Consultation** – Results of consultation with site operators, Parish & Town Councils, National Governing Bodies of Sport and other partners have been included where able into the document. In particular it has helped to identify, refresh and prioritise gaps, future known ‘planned’ and ‘wish list’ projects.

**Audit of Provision** – The audit of provision has identified some shortfalls both now and into the future. However when all known provision is taken into account along with the rural nature of the district the district can be rightly proud of many of its sports and leisure facilities.

**Sports Facilities Priorities in Huntingdonshire** – In order to seek to maximise increases in participation levels investors should consider the sports matrix that has clearly identified sports that have the potential to impact on participation.

As a general overview the district has a shortfall of indoor activity space particularly sports hall space which is important as the population continues to grow.

**Strategic Overview** – the Strategy identifies nine Policy Recommendations identified on Page 1. Further detail is available in Section 6 of the Strategy document.

The proposed Sports Facilities strategy 2016-2021 can be seen in Appendix 1.

## **4. COMMENTS OF OVERVIEW & SCRUTINY PANEL**

- 4.1 Overview and Scrutiny Panel (Communities and Customers) endorsed the report, recommendations and strategy on 1<sup>st</sup> March 2016 with no further amendments. The comments of the Overview and Scrutiny Panel (Communities and Customers) from the meetings on 2<sup>nd</sup> February and 1<sup>st</sup> March 2016 are attached as Appendix 2. The Scoping Report for the Sports Facilities Strategy for Huntingdonshire 2016-2021 was considered at the Panel meeting in February 2016 and the Sports Facilities Strategy for Huntingdonshire 2016-2021 was considered at the Panel meeting in March 2016.

## **5. KEY IMPACTS/RISKS**

- 5.1 No Impacts or risks identified for the purpose of this report

## **6. WHAT ACTIONS WILL BE TAKEN/TIMETABLE FOR IMPLEMENTATION**

- 6.1 The Active Lifestyle’s team will circulate the agreed Strategy to partners and stakeholders once approved by Members.
- 6.2 The Strategy will be used to inform and request S106 contributions to related housing developments in conjunction with Planning and Operations colleagues.

## **7. LINK TO THE CORPORATE PLAN**

- 7.1 The strategy when completed will link to all of the corporate objectives, but specifically the following three:

A strong local economy – the economic impact of facility development / provision and employment

Sustainable growth – future needs assessment of facility requirements

Working with our communities – providing a strategic facility framework that will deliver the right facilities to the right people

## **8. CONSULTATION**

- 8.1 In developing the strategy, colleagues from Operations and Planning Policy have been consulted and their comments incorporated within the document.
- 8.2 Site operators, Parish Council's, Partners and National Governing Bodies of Sport have been consulted regarding their future sports facility plans and these have been incorporated where received within the strategy.
- 8.3 The Strategy is seen as a live working document and future and known projects will continue to be added over time as they are realised.

## **9. LEGAL IMPLICATIONS**

- 9.1 None arising as part of this report

## **10. RESOURCE IMPLICATIONS**

- 10.1 This Strategy is identifying where priorities for future investment should be considered however it is not appropriate to stipulate exactly when, where and how any investment should be made.
- 10.2 The Strategy considers all funding avenues should be maximised including Community Infrastructure Levy, S106, external grant funding and other investment.
- 10.3 The One Leisure Strategic Plan will guide the investment programme for HDC operated facilities.

## **11. OTHER IMPLICATIONS**

- 11.1 None arising as part of this report

## **12. REASONS FOR THE RECOMMENDED DECISIONS**

- 12.1 A current Strategy with a robust evidence base ensures the evidence is available to ensure Sports and Leisure facilities are provided according to need in the district.

## **13. LIST OF APPENDICES INCLUDED**

- 13.1 Appendix 1 - Proposed Version of the Sports Facilities Strategy.

13.2 Appendix 2 - Comments of the Overview and Scrutiny Panel (Communities and Customers) from the meetings on 2nd February and 1st March 2016.

**BACKGROUND PAPERS - NONE**

**CONTACT OFFICER**

Jayne Wisely – Head of Leisure and Health  
Tel No. 01480 388049

# Huntingdonshire Sports and Leisure Facilities Strategy **2016-21**



# Contents

<b>1</b>	<b>Introduction</b>	
1.1	Background	page 6
1.2	Vision of the Strategy	page 6
1.3	Aims of the Strategy	page 6
1.4	Scope of the Strategy	page 7
<b>2</b>	<b>Context</b>	
2.1	District Profile	page 10
2.2	Policy Background	page 10
	2.2.1 National Policy Context	page 11
	2.2.2 Local Policy Context	page 11
2.3	Housing Growth Impact	page 12
2.4	Overview of current participation in sport	page 13
	2.4.1 Active People Key Results	page 13
2.5	Improving the quality of life for our communities	page 13
2.6	Economic Value of Sport	page 14
<b>3</b>	<b>Consultation</b>	
3.1	Informing the Strategy	page 15
3.2	Partners & Stakeholders	page 15
<b>4</b>	<b>Audit of Provision</b>	
4.1	Overview of Provision	page 18
4.2	Local Standards for Sport	page 18
4.3	Existing Provision and Future Needs	page 19
	4.3.1 Sports Halls	pages 19-20
	4.3.2 Indoor Swimming Pools	pages 21-22
	4.3.3 Indoor Bowls	page 22
	4.3.4 Artificial Turf Pitches	page 23
	4.3.5 Health and Fitness	pages 24-25
	4.3.6 Outdoor Grass Pitches, Courts and Greens	page 26
4.4	Sport England Facility Calculator	page 27
4.5	Other Sports Facilities in Huntingdonshire	page 27



## 5 Sports Facilities Priorities in Huntingdonshire

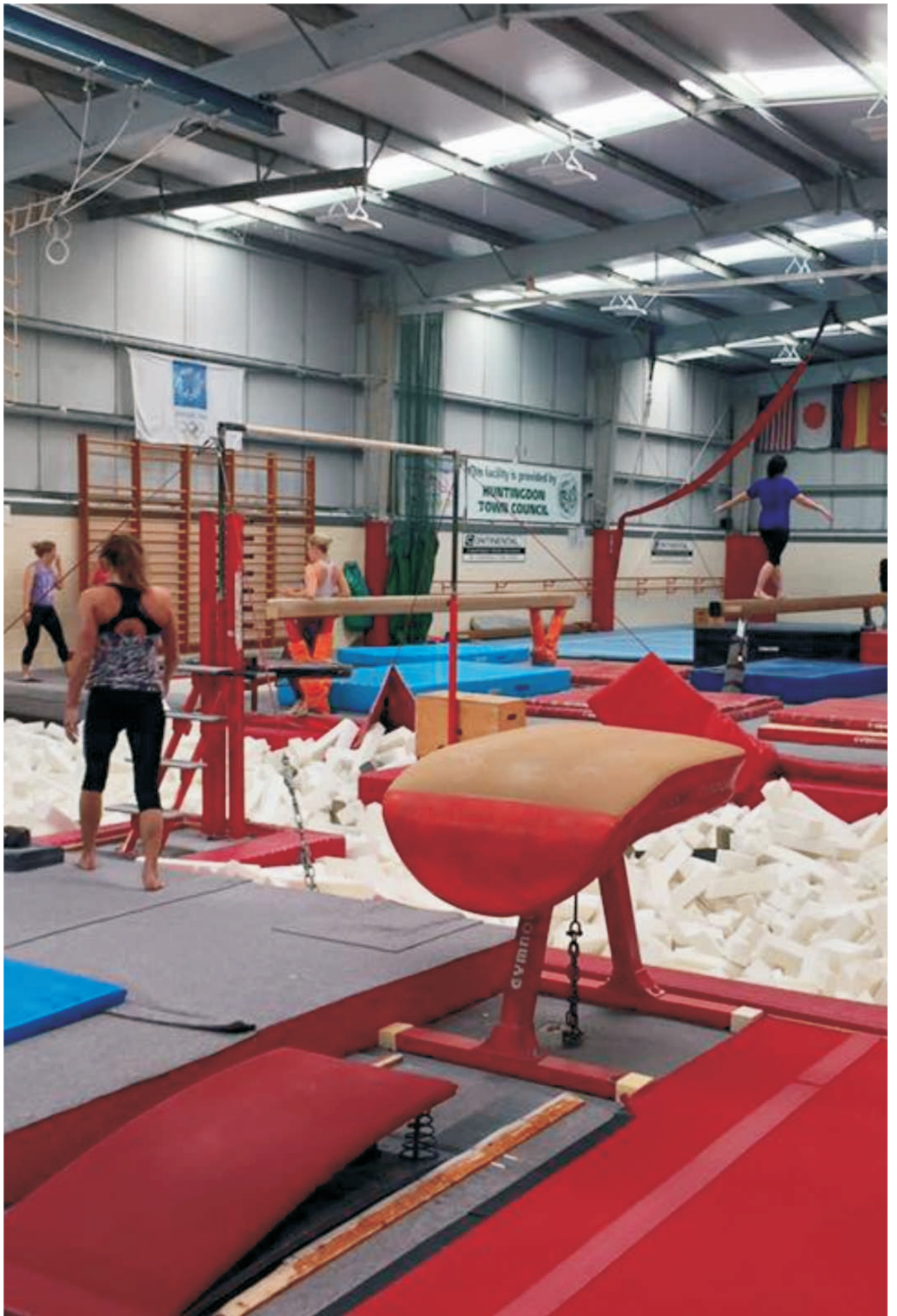
5.1	Sports Priority Matrix	page 30
5.1.1	Rationale behind the Sports Priority Matrix	page 30
5.2	Existing Strategic Facilities	page 31
5.3	Existing Sports Facilities in Need of Refurbishment/Upgrade	page 32
5.4	Existing Sites Planning New Facilities	page 33
5.5	Gaps in Provision	page 34
5.6	Sites where new facilities are required to meet identified strategic need	page 35

## 6 Strategic Overview

6.1	Policy Recommendations	page 37
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## Appendix

Appendix 1	Sports Ranking Matrix	pages 40-41
Appendix 2	Recent Investment Sites 2009-2015	pages 42-43
Appendix 3	Future Known Projects	pages 44-47
Appendix 4a	Current Audit of Provision – Ward Level	page 48
Appendix 4b	Current Audit of Provision – Parish Level	page 49-52



1

# Introduction

## 1.1 Background

Huntingdonshire District Council has identified the need to refresh the existing Sports Facilities Strategy to guide the future provision of sports facilities in the district. The need for a current framework for future investment is particularly critical given the projected population growth within Huntingdonshire.

## 1.2 Vision of the Strategy

The purpose of the Strategy is to provide an overview of sports facilities in the district, as well as establishing a clear framework for the prioritisation, provision and enhancement of sports facilities.

The over-arching vision for this strategy is:

***“Support people to improve their Health and Wellbeing by providing accessible leisure, green spaces, countryside and culture opportunities”***

(Huntingdonshire District Council’s emerging Corporate Plan 2016/18)

## 1.3 Aims of the Strategy

- 1.3.1 Update audit of current formal sports and leisure facilities provision
- 1.3.2 Provide a shared vision for the future of the district’s sports facilities
- 1.3.3 Promote the role of sports and leisure facilities in health improvement, active lifestyles and contribution to the local economy
- 1.3.4 Make the case for funding opportunities
- 1.3.5 Ensure sport is recognised within the planning context in particular in relation to new housing developments
- 1.3.6 Seek to protect and improve locally important sports and leisure facilities
- 1.3.7 Increase public awareness of the district’s sports and leisure facilities

## 1.4 Scope of the Strategy

The strategy includes all known formal sports and leisure facility provision within the district:

- **Indoor Sports Facilities:** to include sports halls, swimming pools, fitness studios, aerobics/dance studios, squash courts, indoor tennis courts, activity halls etc
- **Outdoor Sports Facilities:** to include golf courses, tennis courts, bowling greens, sports pitches
- **Watersports Facilities:** to include but not exhaustive rowing, sailing and paddle sports
- **Specialist Facilities:** to include but not exhaustive gymnastics, table tennis, trampolining etc

Huntingdonshire District Council recognises the importance of informal provision in helping to address physical inactivity and wellbeing within the community including the very significant contribution made by parks, open spaces and public rights of way however they are not considered as part of this strategy which is looking at formal sports and leisure facilities. Further detail on open spaces can be found in Huntingdonshire District Council's 'Open Space Strategy for Huntingdonshire' but this strategy is being refreshed to more precisely confirm future investment priorities.

Whilst Huntingdonshire District Council provides, manages and maintains a diverse range of facilities, this strategy recognises the invaluable role of other providers including private, voluntary and education operators; therefore all known provision will be considered.



2

Context

## 2.1 District Profile

The district of Huntingdonshire covers an area of approximately 350 square miles. In 2013 an estimated 172,000 people lived in Huntingdonshire (Mid 2013 estimate, ONS, Huntingdonshire Health Profile 2015). The population has increased by 5% since 2001 and it is forecast to increase by a further 7% by 2031 (the Cambridgeshire County Council Research Group (CCCRG) reports)

A large proportion (approximately half) of the population is found within four market towns: Huntingdon, St Neots, St Ives and Ramsey with the remaining residents distributed within key settlements and rural villages. Much of the population growth has been and will continue to be around St Neots and Huntingdon. The rural nature of the district means access to sporting facilities is a challenge to ensure accessible participation opportunities to rural communities.

The age structure is forecast to age in the future, with all age groups younger than 64yrs decreasing as proportions of total population and all older age groups increasing. Whereas in 2001 54% of the population was younger than 40yrs, in 2031 that proportion is expected to drop to 42%. Proportional increases will occur in the 65yrs+ age group, from 13% in 2001 to 27% in 2031. The biggest proportional decline will occur in the 25-39yrs age group, from 23% in 2001 to approximately 17% in 2031. Similarly, the proportion of under-20yrs is expected to decline from 26% of the population in 2001 to 21% in 2031.

From a logistical view transport links within the district are good with roads such as the A1 and A14 running through the district which in turn link the M1, M11 and M6 motorways. However pressure of growing traffic levels do cause regular problems for people to move about locally. The Guided Busway links the central part of the district to Cambridge and direct rail links exist via the East Coast Mainline to Peterborough and London. As with all rural communities public transport is an issue in an era when transport subsidies are being reduced by significant levels as local authorities face considerable budget challenges. Many of the main sports facilities are located near to bus routes but as services are reduced or cut this does affect an individual's ability to visit their local sports facility if they are reliant on public transport.

In terms of Health, Huntingdonshire has the third lowest level of overall mortality in Cambridgeshire. The most common causes of premature deaths are circulatory diseases and cancer. Public Health England identifies the priorities in Huntingdonshire to be (Huntingdonshire Health Profile 2015):

- Reducing excess weight in adults and children
- Improving mental wellbeing in adults and children and
- Supporting older people to live independently safe and well

Disabled People participate at a much lower rate than those with no limiting disability (70% of people with a limiting disability undertake zero participation in sport and active recreation compared to only 40% of people with no limiting disability. (Active People Survey 2011/13 APS6/7).

## 2.2 Policy Background

### 2.2.1 NATIONAL POLICY CONTEXT

In 2015 the Government launched a new strategy for sport 'Sporting Future: A New Strategy for an Active Nation'. The Government recognises Local Authorities are the biggest public sector investor in sport and physical activity, spending over £1bn per year, excluding capital spend. However they are not the sole provider of sports facilities.



The strategy follows the 'Moving More, Living More' report of February 2014 whereby the Government committed to reducing physical inactivity. This also reiterated the Government's aim to increase the number of people meeting the UK Chief Medical Officer (CMO) guidelines on physical activity and reduce the number of people deemed to be inactive (defined as those being active for less than 30 minutes a week).

Public Health England's 'Everybody Active, Every Day' report in October 2014 set out clear guidance for public sector bodies and others to promote physical activity, under the four themes of:

- Active society: creating a social movement
- Moving professionals: activating networks of expertise
- Active environments: creating the right spaces
- Moving at scale: interventions that make us active

The need for good quality, fit for purpose facilities that facilitate people to be active is central to achieving these national aims.

### **2.2.2 LOCAL POLICY CONTEXT**

The Cambridgeshire Health and Wellbeing Strategy (2012-17) recognises the need for good health and wellbeing as being central to people leading active and fulfilled lives. The priorities of the strategy reflect the need for a safe and sustainable environment and the need to support people throughout their lives, from a positive start for children to keeping older people independent, safe and well. Priority 5 in particular, highlights the importance of the built environment, ensuring that new developments take into account health and wellbeing and encouraging the use of green, open spaces.

The emerging Huntingdonshire District Council Corporate Plan (2016-18) has three Strategic Priorities including: 'Enabling Communities', 'Sustainable Growth' and 'Efficient and Effective Council'. The sports and leisure sector has a significant role to play across these three priorities.

There is no statutory obligation for Huntingdonshire District Council to provide sports and leisure facilities however this Council regards the importance of health and wellbeing highly and sports and leisure facilities are a key part of this offer. This strategy also looks at all facilities not just those operated by HDC. Regardless of operator it is important, to enable and facilitate wellbeing, that the residents of the district have good accessibility to fit for purpose, good quality and a range of facilities.

## **2.3 Housing Growth Impact**

Huntingdonshire will grow by over 21,000 new homes by 2036 with the population forecast to rise to 209,000. The majority of the growth will be around Huntingdon (including Alconbury Weald), St Neots and Wyton on the Hill. Housing allocations are currently part of a 'Targeted Consultation of the Local Plan' published in January 2015 and are likely to change. It is paramount that local infrastructure including indoor and outdoor sports facilities are fully considered and developed accordingly to meet the needs arising from this growth in population.

The Local Plan for Huntingdonshire is a key document that must be influenced by the sports and leisure sector. Planning for the future in terms of active design – encouraging walking and cycling etc – as well as providing fit for purpose infrastructure is fundamental to having a thriving active community with a good quality of life.

## 2.4 Overview of current participation in sport

Sport England carry out a national 'Active People\*' (APS) survey each year. The latest figures from APS9 indicate that 37.1% of adults (14yrs+) in Huntingdonshire take part in sport at least once a week compared to the national average of 36.5% and 24% take part in sport and active recreation three times a week compared to the national average of 23.9%.

56.6% of adults who are inactive want to take part in sport demonstrating there is an opportunity to increase participation.

With regards to the Council run leisure facilities over 2.3 million visits were recorded in 2014-15 from 47,000 individual card holders.

### 2.4.1 ACTIVE PEOPLE KEY RESULTS

13.6% of adult residents have volunteered in sport in the last month compared to the national average of 12.9%.

33.8% take part in organised sport by belonging to a club, receiving tuition or taking part competitively compared to 33.9% nationally.

65.3% are satisfied with sporting provision compared to 61.7% nationally although this has fallen from 75.3% when the last strategy was published. (2009)

*\* From 2016, the Active People survey has been renamed Active Lives*

## 2.5 Improving the quality of life for our communities

17% of deaths are caused by inactivity. International comparison shows physical inactivity is a greater cause of death nationally than almost every other economically comparable country.

£7.4bn is the estimated figure that physical inactivity costs the national economy in healthcare, premature deaths and sickness absence.

£1,760-£6,900 can be saved in healthcare costs per person by taking part in sport.

29% increase in numeracy levels can be achieved by underachieving young people who take part in sport.

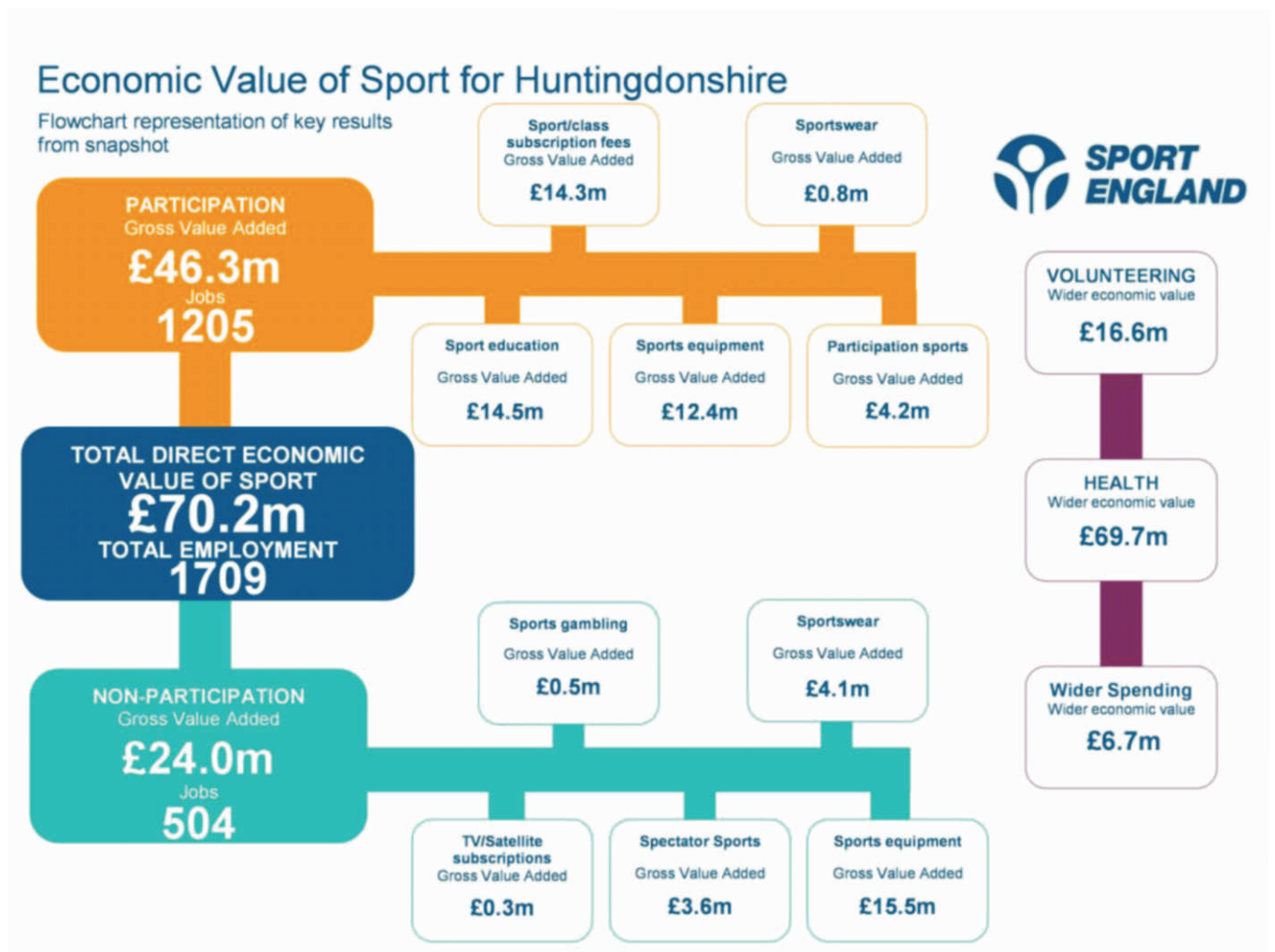
15.8% is the reduction in crime and antisocial behaviour in areas where at-risk youth have participated in sport for development programmes.

17.1% of young people and 69.1% of adults are overweight or obese in Huntingdonshire compared to the East of England average of 17% and 65% respectively.

\*Source: Sport England Local Profile tool 2015 comparing East and England averages as well as CIPFA family neighbours

## 2.6 Economic Value of Sport

\*Source: Sport England Huntingdonshire Mini Local Sport Profile December 2015



3

Consultation

## 3.1 Informing the Strategy

It is important when compiling any strategy to consider all available sources of information to inform future policy decisions and action plans.

Huntingdonshire District Council routinely carries out consultation on services including leisure centres. These consultations are used to advise on policy and direction for all Council run services.

## 3.2 Partners & Stakeholders

A range of partners and stakeholders were consulted with this strategy including:

- Sport England,
- Cambs County Council Public Health
- 'Living Sport' (Cambridgeshire & Peterborough County Sports Partnership)
- National Governing Bodies (NGB's) of key sports
- Parish & Town Councils
- Site operators



4

# Audit of provision

## 4.1 Overview of Provision

The District has a good supply of sports facilities both in terms of number, quality and range when compared to the District's nearest CIPFA neighbours (420 Facilities, 137.1 per 16+ Population (000's)) (Source Sport England Local Sport Profile 2015). Five Leisure Centres are provided and managed by Huntingdonshire District Council which include: swimming pools, sports halls, health and fitness and outdoor provision.

	Huntingdonshire	Aylesbury Vale	Basingstoke & Deane	Cherwell	Colchester
<b>Total</b>	420	561	473	375	483
<b>16+ Population (000's)</b>	137.1	138.1	138.1	109.5	158.4

The district is fortunate to possess some sporting jewels for a district of its size including One Leisure St Ives Outdoor Centre, Huntingdon Gymnastics Club, Grafham Water Centre, St Neots Table Tennis Club, Hemingford Sports Pavilion (squash), Huntingdon Tennis Club and St Neots Town Football Club in particular.

However existing facilities are aging as well as catering for increased demand from the population growth. Satisfaction with all sports facility provision in Huntingdonshire has declined from 75.3% to 65.3% since 2007. (Active People Survey). However Huntingdonshire's satisfaction rates are still above the national average which is currently 61.7%.

## 4.2 Local Standards for Sport

Huntingdonshire District Council formally adopted local standards for sports facilities in 2008. These standards remain as the adopted standard in terms of future provision.

Facility	Standard
Sports Halls	51.2sq metres per 1,000 population
Swimming Pools	10.96sq metres per 1,000 population
Indoor Bowls Rink	0.05 rinks per 1,000 population
Artificial Turf Pitch	0.04 turf pitch per 1,000 population
Fitness Stations	3.6 stations per 1,000 population
Outdoor sports pitches, courts & greens	16,100sq metres per 1,000 population
Changing Facilities	1 facility per 2,000 population



## 4.3 Existing Provision and Future Needs

The headline sports facilities in Huntingdonshire against the above adopted standards demonstrate variations in provision with some types of facilities over supplied while others are already under-represented. With the forecast growth in population these gaps in under-provision will only be exacerbated.

### 4.3.1 SPORTS HALLS

Sports Halls are multi-purpose in nature allowing for a wide range of indoor active, sporting and play activities. Flexibility of space is important in ensuring long-term viability. Sport England recommends facilities are fit for purpose. Sport England's Facilities Planning Model (FPM) sees four court halls as the national standard but includes three court halls in its analysis. There are currently eleven sports halls across the district with six having a minimum of four badminton courts in size. The district has two 6 court facilities. A further five sites have three courts.

Sports Halls are geographically spread across the district with the largest availability correlated to the most densely populated areas:

Location	Number of Courts
St Neots	14
Huntingdon	10
St Ives	10
Kimbolton	6
Ramsey	3
Sawtry	3
Total	<b>46</b>

The district is also well served with 38 Activity Halls and Village Halls which provide indoor space for sport and active recreation including badminton, aerobics/dance, play activities etc.

#### Current need

FACILITY TYPE	Local Standard	Required Level (177,700)	Current Level of Provision	Deficit/Surplus
Sports Halls (min 4 courts)	51.20 sq m	9,098 sq m	4,536 sq m	-4,562 sq m
Sports Halls (all provision)	51.20 sq m	9,098 sq m	6,763 sq m	-2,335 sq m

Even taking into account small halls (less than four courts) there is a current undersupply of 2,335 square metres - equivalent to 3.3 four court halls (690sq metres new standard).

#### Future need

FACILITY TYPE	Local Standard	Required Level (193,600)	Current Level of Provision	Deficit/Surplus
Sports Halls (min 4 courts)	51.20 sq m	9,912 sq m	4,536 sq m	-5,376 sq m
Sports Halls (all provision)	51.20 sq m	9,912 sq m	6,763 sq m	-3,149 sq m

Sport England's Facilities Planning Model (FPM) reports Huntingdonshire have 3.09 courts per 10,000 population compared to a national average of 4.35 and an East of England average of 4.49. The percentage of overall capacity used is also running at 90.1% compared to 72.3% and 71.3% respectively demonstrating again the under supply of courts in the district. (The FPM uses the national database Active Places which is dependent on site operators maintaining the data up to date. The FPM is therefore best used to provide context for the district.)

With the forecast growth in population the deficit increases. A one court activity hall facility is planned in the district but this will not address the significant under-provision of fit for purpose indoor space in the district.

### **Future options**

With significant housing developments planned in the Huntingdon and St Neots areas indoor sports facilities should be prioritised in order to enhance the quality of life for new communities and to ensure there are sufficient opportunities for people to participate indoors in a range of sports, play and physical activities going forward. Where secondary school provision is planned this should provide opportunities for co-located education/community access facilities.

Consideration should be given to successful sustainable models including options for specific types of indoor sports.

The planned housing growth in the district highlights the need for flexible, fit for purpose indoor space to be provided in St Neots, Huntingdon, Alconbury Weald and Wyton on the Hill.

Given the current deficit in provision there is a long term need to retain existing sports hall provision.

### 4.3.2 INDOOR SWIMMING POOLS

Swimming remains one of the most popular, accessible sports for residents. It fulfils a number of objectives with people participating for social reasons, fun, health, fitness or competition. A valuable life skill that remains part of the national curriculum and yet 45% of the population are unable to swim 25 metres unaided at 11 years of age. In terms of family participation and as a non-weight bearing activity swimming could be extremely valuable as a tool in the fight against rising inactivity levels.

There are currently 12 indoor swimming pools across the district with a mixture of public and private membership access. Sport England recommends a minimum of 20metre pools and 160sq metres suggesting at first glance a shortfall of water space. This is further exacerbated by the number of pools in the district that are operated by commercial organisations and where community access is limited by education use. Therefore in Sport England’s definition of ‘useful’ water space Huntingdonshire does not reflect well. However in rural communities such as Huntingdonshire the local value of all available water space should not be underestimated and therefore in the table below both pools of only 20 metres and all water supply has been calculated.

Geographical distribution of the swimming pools is generally good although there is a high concentration around the town of Huntingdon.

Location	Number of Pools
Buckden	1
Godmanchester	1
Huntingdon	5
Kimbolton	1
Ramsey	1
Sawtry	1
St Ives	1
St Neots	1
Total	<u>12</u>

#### Current need

FACILITY TYPE	Local Standard	Required Level (177,700)	Current Level of Provision	Deficit/Surplus
Swimming Pool (min 212 sq m)	10.96 sq m	1,948 sq m	1,468 sq m	-480 sq m
Swimming Pool (all supply)	10.96 sq m	1,948 sq m	2,083 sq m	135 sq m

#### Future need

FACILITY TYPE	Local Standard	Required Level (193,600)	Current Level of Provision	Deficit/Surplus
Swimming Pool (min 212 sq m)	10.96 sq m	2,122 sq m	1,468 sq m	-654 sq m
Swimming Pool (all supply)	10.96 sq m	2,122 sq m	2,083 sq m	-39 sq m

Sport England’s Facilities Planning Model reports Huntingdonshire has 9.65 Water space per 10,000 population compared to a national average of 13.61 and an East of England average of 13.66. The percentage of overall capacity used is also running at 87.7% compared to 64.8% and 63.3%.

## Future Options

When comparing to Sport England standards (20m/160sqm), there is a deficit of swimming pool provision both now and into the future. However the importance of the smaller facilities particularly in rural districts cannot be underestimated. With this in mind it is considered the current level of provision is adequate and will continue to meet need if the current level of facilities are maintained to a good standard.

It may be possible in the future to expand the aquatic area available by considering the addition of learner pools to selected sites to increase flexibility of use and providing a wider programme of activities.

### **4.3.3 INDOOR BOWLS**

Given the aging profile of the district's population Indoor Bowls is an important element of the sporting offer. However it also has appeal across the age groups and the potential once again to be accessible to all the population including disabled people and people living with long term conditions.

There are two sites in the district: Huntingdon Indoor Bowls Club and St Neots and District Indoor Bowls Club.

#### Current need

<b>FACILITY TYPE</b>	<b>Local Standard</b>	<b>Required Level (177,700)</b>	<b>Current Level of Provision</b>	<b>Deficit/Surplus</b>
Indoor Bowls	0.05 rinks	8.9 rinks	14 rinks	5 rinks

#### Future need

<b>FACILITY TYPE</b>	<b>Local Standard</b>	<b>Required Level (193,600)</b>	<b>Current Level of Provision</b>	<b>Deficit/Surplus</b>
Indoor Bowls	0.05 rinks	9.7 rinks	14 rinks	4 rinks

## Future Options

Although there are only two facilities they currently meet the current and future forecast need. The two facilities are within 20-30 minutes' drive time for the majority of the district and so it is considered there is no requirement for additional provision.

#### 4.3.4 ARTIFICIAL TURF PITCHES

Artificial Turf Pitches are playing an increasingly important role in providing high quality facilities for both training and competition for a number of sports. There are currently nine full size pitches in the district. Since the previous strategy in 2009 this type of facility has experienced the biggest growth particularly with the rise of 3rd generation pitches. There are also six small size pitches which provide an important supply of good quality training facilities.

Location	Number of Full Size ATPs	Surface
Huntingdon	1	3rd Generation
Kimbolton	2	Sand Dressed
St Ives	1	3rd Generation
	1	Sand Dressed
St Neots	2	3rd Generation
	1	Sand Dressed
Yaxley	1	3rd Generation
Total	<u>9</u>	

Location	Number of Training Size ATPs	Surface
Alconbury	1	3rd Generation
Huntingdon	1	3rd Generation
Ramsey	1	Sand Dressed
Sawtry	1	Sand Dressed
St Neots	1	Sand Dressed
Yaxley	1	3rd Generation
Total	<u>6</u>	

#### Current need (Full Size ATPs)

FACILITY TYPE	Local Standard	Required Level (177,700)	Current Level of Provision	Deficit/Surplus
Artificial Turf Pitch	0.04 pitches	7 pitches	9 pitches	2 pitches

#### Future need

FACILITY TYPE	Local Standard	Required Level (193,600)	Current Level of Provision	Deficit/Surplus
Artificial Turf Pitch	0.04 pitches	8 pitches	9 pitches	1 pitch

#### Future options

It is considered the total current level of full size pitches does meet the need for the total population for the district both now and looking forward to the future growth when looking purely at the total number available. However although the overall coverage in the district is high, there are geographical areas with no community access to a full size facility so consideration could be given to developing a facility in Ramsey or Sawtry. This would also support Huntingdonshire FA development clubs in Ramsey and Sawtry.

The trend to move to 3rd generation long pile surfaces should also be monitored to ensure hockey is still adequately catered for.

### 4.3.5 HEALTH AND FITNESS

Health and fitness facilities are an important part of the district's sporting and leisure offer both for general health and wellbeing but also for those participating in competitive sport. Huntingdonshire District Council is the single largest provider with its chain of Impressions Fitness Studios but there are also a variety of other providers ranging in size and type of equipment.

#### Current Health & Fitness Offer

Location	Site Name	No of stations	Access	Accessibility Factor	Accessible Fitness
Abbotsley	Abbotsley Golf Hotel	28	Private	75.0%	21.0
Alconbury Weald (opening 2016)	Alconbury Weald		Private	75.0%	0.0
Buckden	Buckden Marina Ltd	41	Private	75.0%	30.8
Hemingford Grey	Hemingford Pavilion	14	Private	75.0%	10.5
Huntingdon	Hinchingbrooke School	30	Education	50.0%	15.0
Huntingdon	Huntingdon Boat Club	8	Private	75.0%	6.0
Huntingdon	Huntingdon Marriott Hotel	30	Private	75.0%	22.5
Huntingdon	Huntingdon Regional College	30	Private	75.0%	22.5
Huntingdon	One Leisure - Huntingdon	49	Public	100.0%	49.0
Huntingdon	Sports Direct - Huntingdon	60	Private	75.0%	45.0
Pidley	Lakeside Lodge, Pidley	27	Private	75.0%	20.3
Ramsey	One Leisure - Ramsey	36	Public	100.0%	36.0
Sawtry	One Leisure - Sawtry	50	Public	100.0%	50.0
St Ives	Dolphin Fitness Suite	16	Private	75.0%	12.0
St Ives	One Leisure - St Ives Indoor	75	Public	100.0%	75.0
St Ives	Quo Vardis		Private	75.0%	0.0
St Neots	Hanleys Muscle & Fitness		Private	75.0%	0.0
St Neots	Longsands Academy	13	Education	50.0%	6.5
St Neots	One Leisure - St Neots	96	Public	100.0%	96.0
St Neots	Snap - St Neots		Private	75.0%	0.0
		<b>603</b>		<b>TOTAL</b>	<b>518</b>

There is a good range and therefore choice for users from small to large operators spread across the district and accessibility is largely good.

### Current need

<b>FACILITY TYPE</b>	<b>Local Standard</b>	<b>Required Level (177,700)</b>	<b>Current Level of Provision</b>	<b>Deficit/Surplus</b>
Health & Fitness	3.6 stations	640 stations	603 stations	-37 stations

### Future need

<b>FACILITY TYPE</b>	<b>Local Standard</b>	<b>Required Level (193,600)</b>	<b>Current Level of Provision</b>	<b>Deficit/Surplus</b>
Health & Fitness	3.6 stations	697 stations	603 stations	-94 stations

- RAF Alconbury (approx. 100 stations removed from calculation as not available to public)
- Does not include new facilities at Snap Fitness, Alconbury Weald, Quo Vardis and Hanleys Muscle & Fitness as number of stations not obtained.

### Future options

It is considered the current level of supply is currently just below that of the current demand as calculated by the adopted standard. With the known missing stations of a few new sites this is likely to take the district over the current demand level. This does not take into account proposed developments at One Leisure Huntingdon. However the One Leisure Huntingdon facility is in need of development due to current demand on existing facilities and should be brought forward given the future forecast under supply of stations (not including the omitted facilities).

There is not considered to be demand for any further significant developments of Health and Fitness facilities.

### 4.3.6 OUTDOOR GRASS PITCHES, COURTS AND GREENS

Outdoor formal sports playing areas provide a wide range of opportunities for all ages including football, rugby, tennis, cricket, golf, outdoor bowls, netball and athletics. With a growing population heavy use of available formal playing areas can have a detrimental effect on the quality of the playing areas.

An update of the previous playing pitch strategy audit has identified the following outdoor provision:

Sport	Definition	Number
Football	Adult/Senior Pitches	79
	Junior Football (Colts/9v9)	48
	Mini-Soccer	32
Rugby (Union & League)	Adult/Senior Pitches	23
	Junior	8
Cricket	Pitches	41
Tennis	Courts	93
Netball	Courts	46
Outdoor Bowls	Rinks	18
Golf	18 hole courses	9
	9 hole courses	3
	5 hole courses	1
Athletics	6 lane track	1

\* Outdoor pitches, courts & greens are subject to continual changes due to demand and age groups of teams etc. Correct at time of printing.

Outdoor formal sports space is critical to a healthy and active community and must be at the forefront of all future developments.

It is important to note that space should be flexible to cater for changing demands over time for example mini soccer players grow up to play 9v9, then colts and subsequently senior football. The need for clubs can change season on season as teams move up the age groups.

It is recommended the Council undertake a full review of its Playing Pitch Strategy to complement this overarching strategy.

#### Future options

The Council should seek section 106 contributions to outdoor formal sports on a robust basis, in line with the Developer Contributions Supplementary Planning Document (SPD) 2011 or successor or replacements documents. The need to provide good quality, fit for purpose outdoor sports areas to meet the needs of communities are vital to any new development in terms of being an attractive place to live.

Wherever outdoor sports facilities are provided they should be supplied with fit for purpose ancillary facilities including changing, toilets, disabled access, officials' provision, car parking and storage.



## 4.4 Sport England Facility Calculator

The Sports Facility Calculator (SFC) has been created by Sport England to help local planning authorities quantify how much additional demand for the key community sports facilities (swimming pools, sports halls and artificial grass pitches), is generated by populations of new growth, development and regeneration areas.

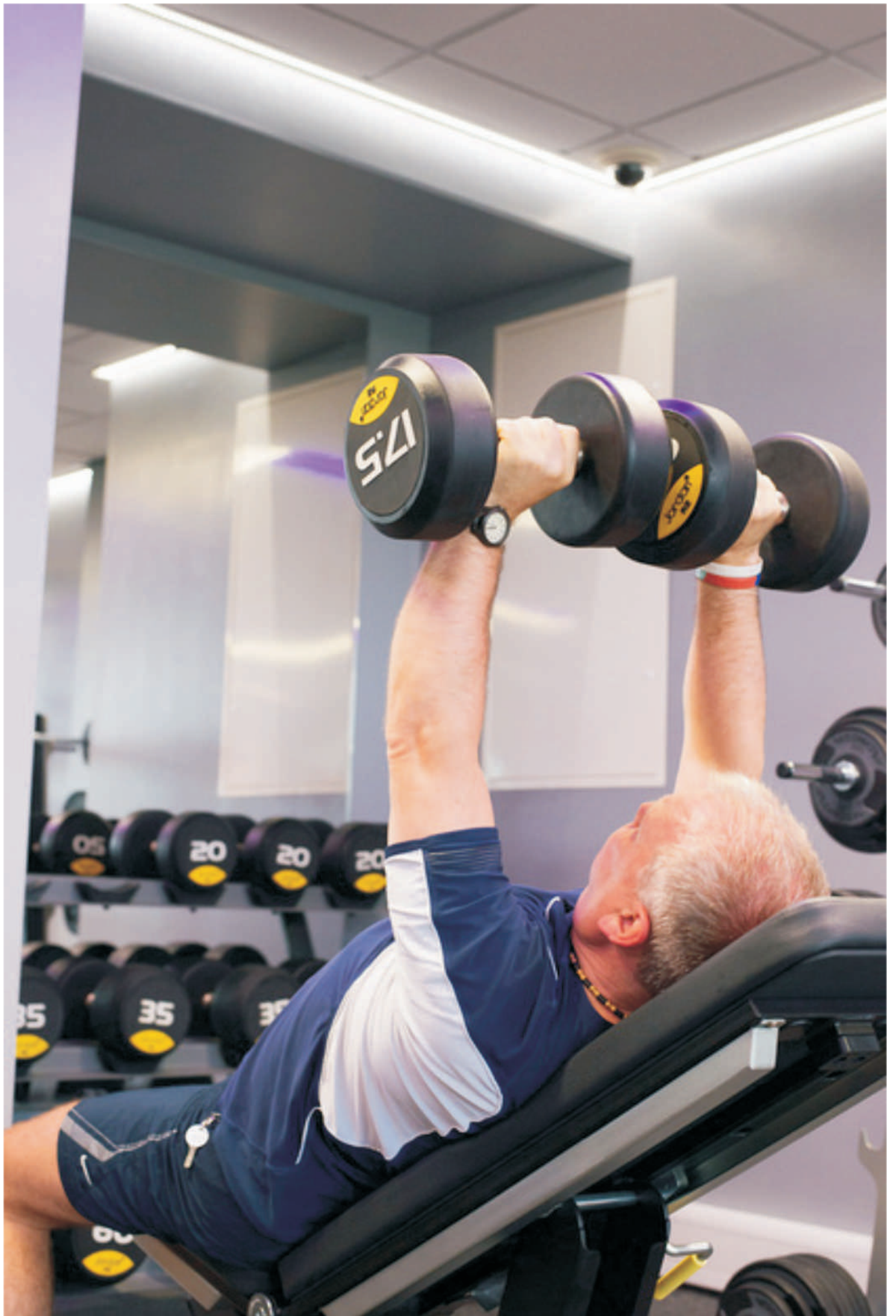
When the calculator is run as if Huntingdonshire was a blank canvas this is the following level of facilities that the population would require to meet demand.

This is using national methodology but not applying the local standards as in previous calculations.

POPULATION REQUIREMENTS	Sports Halls	Swimming Pools	Artificial Pitches	Indoor Bowls
<b>173,000 Population</b>	52.96 Courts 13.24 Halls	1,818.75sq m 34.24 Lanes	4.97 Pitches (full size)	12.54 Rinks 2.09 Centres
<b>184,000 Population</b>	57.68 Courts 14.42 Halls	1,980.66sq m 37.28 Lanes	5.42 Pitches (full size)	13.65 Rinks 2.28 Centres
<b>Actual Facilities Available</b>	46 Courts 11 Halls	2,083sq m 33 Lanes	9 Pitches	14 Rinks 2 Centres
<b>Current Deficit/ Surplus</b>	-6.96 courts -2.24 Halls	264.25 sq m -1.24 Lanes	4.03 Pitches (full size)	1.46 Rinks -0.09 Centres

## 4.5 Other Sports Facilities in Huntingdonshire

In addition to the headline facilities identified above there is a diverse range of facilities available to residents. The district has an enviable supply of golf courses and water sports are well represented with the River Ouse and lakes including Grafham Water and Paxton Lakes providing excellent opportunities. The district also has a number of horse riding schools.



# Sports Facilities Priorities in Huntingdonshire

## 5.1 Sports Priority Matrix

With rising inactivity levels and associated health costs and the austerity environment combining it is important to try and prioritise future investment decisions. It is important to invest where the greatest step change can be achieved. Therefore sports have been categorised into four distinct levels.

Sport	Ranking
Cricket, Football, Golf, Swimming	1
Athletics, Bowls, Cycling, Gymnastics, Rowing, Rugby Union, Sailing, Tennis	2
Badminton, Basketball, Canoeing, Equestrian, Hockey, Martial Arts, Netball, Rugby League, Squash, Table Tennis, Trampolining	3
Angling, Archery, Boxing, Fencing, Judo, Volleyball	4

### 5.1.1 RATIONALE BEHIND THE SPORTS PRIORITY MATRIX

Each sport was assessed against four factors: club infrastructure, facilities and current and potential participation levels. Each factor was scored out of 5 points with existing knowledge, Sport England Active People Survey data and number of clubs taken into account. A higher rating was given where the district benefits from a specialist 'regional' level facility including Huntingdon Gymnastics Club, St Neots Table Tennis Club and Huntingdon Tennis Club (Indoor courts).

The full matrix can be seen in Appendix 1.

## 5.2 Existing Strategic Facilities

Huntingdonshire is fortunate to have a good range of multi-sport and regional level facilities.

Existing strategic sites have been identified as:

FACILITY	TYPE
One Leisure St Ives	Community Leisure Centre
One Leisure Huntingdon	Community Leisure Centre
One Leisure St Neots	Community Leisure Centre
One Leisure Sawtry	Community Leisure Centre
One Leisure Ramsey	Community Leisure Centre
One Leisure St Ives Outdoor	Outdoor Multi-sports Venue
Hinchingbrooke School	School Site (multi-sports Venue)
Kimbolton School	School Site (multi-sports Venue)
Godmanchester Town Cricket Club	Community Sports Club (cricket)
Hemingford Sports Pavilion	Community Sports Club (squash)
Huntingdon Gymnastics Club	Community Sports Club (gymnastics)
Huntingdon Tennis Club	Community Sports Club (tennis)
St Ives Rugby Union Club	Community Sports Club (rugby Union)
St Neots Table Tennis Club	Community Sports Club (table Tennis)
St Neots Town Football Club	Semi-pro Football Club (football)
Grafham Water Centre	Watersports Venue
Paxton Lakes	Watersports Venue

## 5.3 Existing sports facilities in need of refurbishment/upgrade etc

Over the past five years there has been significant investment into a number of sports facilities in the district namely: One Leisure St Ives, One Leisure St Ives Outdoor, One Leisure St Neots, St Ives Rugby Club, Huntingdon Gymnastics Club, and Rotations Trampolining Club. (**Appendix 2**)

However there are still a number of facilities in need of future refurbishment/upgrade due to wear and tear and to cater for the increasing population. Given the demands on existing provision and the shortfalls that have been identified it is important to support existing facilities to ensure they remain fit for purpose as they have a very important role to play in meeting demand both now and into the future. The levels of under provision identified will be exacerbated if this core strategic provision is not maintained and developed.

Sites need to ensure they are fully accessible but also should consider energy efficiency projects as part of future sustainability proofing – insulation, solar panels, lighting projects etc. can all reduce utility bills and help to reduce running costs.

Huntingdonshire’s ‘One Leisure’ portfolio has an ongoing conditions survey to provide for a strategic framework for the management and maintenance of facilities.

Huntingdonshire FA considers the increased population projected over the next 5 years will increase the number of football teams and overall population. Therefore there is a need to protect the current playing areas and look at the possibility of bringing pitches back in use.

A recent Huntingdonshire FA Facility consultation, which includes 60% of the teams in the county, has also identified that the main priority for clubs in the county is improvement to their respected grass pitches such as with drainage.

Partners and stakeholders have identified a number of planned projects to existing facilities that are in need of refurbishment or upgrading or are planning new and additional facilities which have been rated in terms of strategic impact at Appendix 3. The priority sites for refurbishing/developing existing facilities have been identified as:

Project	Project Summary	Estimated project cost	Estimated timescales	Local Priority
One Leisure Huntingdon	Redevelopment of Health & Fitness Area	£795k	2016/2017	27
One Leisure Huntingdon	Refurbishment of Swimming Pool Changing Areas	£320k	2016/2017	18
One Leisure St Neots	Replacement of Synthetic Turf Pitch Surface	£392k	2016/2017	18
Huntingdon Gymnastics Club	Refurbishment of main hall			12
Millfields Car Park (Holywell-Cum-Needingworth)	Investigations to increase car parking availability			12
St Peters School, Huntingdon	Sports Hall repairs and refurbishments			12
Warboys Sports Field	New changing rooms			12
One Leisure St Ives Outdoor	New drainage to improve playability of grass pitches and reduce cancellations	£120k		8

## 5.4 Existing sites planning new facilities

Resources are scarce and it is important that projects that can lead to a step change in participation are prioritised. However decision makers should seek to ensure issues around accessibility and innovation are supported.

A number of existing sites and partners have identified a number of NEW additions they would like to add to their existing facilities. These future projects have therefore been rated in terms of need, sustainability and potential to impact participation levels. The highest priority refurbishment/development projects have been ranked as:

Project	Project Summary	Estimated project cost	Estimated timescales	Local Priority
Ramsey Colts	Move to new playing fields including pitches, car park and changing facilities			12
Hinchingbrooke Lake	New and fit for purpose ancillary facilities			8
One Leisure Ramsey	Additional studio space		2017/2018	8
Stilton Sports Pavillion & Grass Pitches	New Sports Pavilion and improvements to Grass Pitches		2016	8

All known potential projects for new and existing facilities are listed in Appendix 3.

## 5.5 Gaps in Provision

Based on existing facility provision across the wards the following areas have been identified as having low or no levels of provision:

FACILITY	OPTIONS
Sports Hall Courts	Yaxley and Farcet
Full sized ATP	Ramsey, Sawtry
40x40 3G ATP	Warboys & Bury, Earith, Somersham
Tennis Courts	Yaxley and Farcet, Brampton, Sawtry, Godmanchester
Cricket Pitch	St Neots, Alconbury Weald, Yaxley & Farcet
Outdoor Bowls	Little Paxton
Grass Pitches (inc. football)	Warboys, Stilton, Fenstanton, Upwood & The Raveleys, Buckden, Little Paxton, Ellington, Sawtry

These areas have been identified on the criteria they are within large enough settlements to support additional facilities and there is an obvious discrepancy in level of provision compared to similar settlements.

Gaps in provision have also been identified through consultation with partners and stakeholders. This list is continually being updated as HDC becomes aware of the need for additional facilities as highlighted by partners.

AREA	HIGH PRIORITY	MEDIUM PRIORITY	LOW PRIORITY
Alconbury		Tennis Courts	
Alwalton			Tennis Courts/Hard Court area
Bluntisham			Outdoor Gym
Bury		MUGA	Outdoor Gym
Earith			Trim Trail
Great Paxton		Cycleway/Footpath	
Holywell-cum-Needingworth			Indoor Sports Provision
Warboys	Outdoor Sports Pitches Changing Rooms	MUGA/Training ATP	

Appendix 4a demonstrates the spread of facilities across the district at Ward Level and 4b at Parish Level.



## 5.6 Sites where new facilities are required to meet identified strategic need

The expected housing growth in the district is forecast to be over 21,000 new dwellings. This will lead to unprecedented demand on facilities which are already in many cases at capacity.

The Local Infrastructure Framework, which was developed to support the Core Strategy 2009, further identifies the need for additional provision of formal outdoor and indoor sports space especially with relation to new developments. Further infrastructure planning has been undertaken since that time.

This has included:

- The Community Infrastructure Levy (CIL) Infrastructure Project List that contained a broad range of infrastructure projects and project types across the District that could be eligible for CIL funding in the period to 2026. This was subject to Public Examination in March 2012 in relation to the Huntingdonshire District Council CIL Charging Schedule; and
- The Huntingdonshire District Council Infrastructure Business Plan 2013/14 outlining the current indicative range of infrastructure projects, which forms part of the CIL Regulation 123 List.

An Infrastructure Delivery Strategy (IDS) is currently being prepared to support the Local Plan to 2036 and this strategy will need to relate and work alongside the IDS as it develops.

It is critical that appropriate indoor and outdoor formal sports facilities are provided in these intensive growth areas.

As part of the consultation Huntingdonshire Cricket Board expect to see additional cricket provision in the three growth areas: Alconbury Weald, St Neots and Wyton-on-the-Hill as these developments materialize. Cricket is increasingly looking to offer new versions of the game to boost adult participation and, linked to this there is likely to be a future need for NTP [artificial] pitches vis-à-vis grass cricket squares especially with new developments.

Huntingdonshire FA have identified a need for a new 40x40 3G pitch within the district. Where there are new housing developments being built they would support that a 3G pitch which has a community club as its partner is considered. The increase in population will also see the number of grass pitches required increased. New facility builds should meet the Step 7 requirements so that clubs playing at this level are able to use facilities.

At the three major proposed development areas the following should be provided as part of the basic infrastructure to help make the new development a desirable place to live and encourage healthy, active lifestyles.

Project	Sport	Project Summary
Alconbury Weald	Multi-Sport	Dryside sports facility (e.g. Indoor Sports, Aerobics, Changing etc).
Alconbury Weald	Multi-Sport	Adult, Youth and Mini Grass Pitch Provision (Football, Rugby, Cricket etc)
Alconbury Weald	Multi-Sport	Other outdoor sports provision - Outdoor Tennis, Bowls, STP provision etc
Wyton on the Hill	Multi-Sport	Dryside sports facility (e.g. Gym, Aerobics, Changing etc).
Wyton on the Hill	Multi-Sport	Adult, Youth and Mini Grass Pitch Provision (Football, Rugby, Cricket etc)
Wyton on the Hill	Multi-Sport	Other outdoor sports provision - Outdoor Tennis, Bowls, STP provision etc
St Neots	Multi-Sport	Dryside sports facility (e.g. Indoor Sports, Aerobics, Changing etc).
St Neots	Multi-Sport	Adult, Youth and Mini Grass Pitch Provision (Football, Rugby, Cricket etc)
St Neots	Multi-Sport	Other outdoor sports provision - Outdoor Tennis, Bowls, STP provision etc

6

# Strategic Overview

## 6.1 Policy Recommendations

- a. Encourage investment in projects where the most significant impact can be made on participation levels to address both health and social wellbeing.
- b. Commit to the retention of all strategically important sports facilities as highlighted in section 5.2 in particular given the current shortfall of indoor sports hall provision.
- c. Seek to support projects identified as priority projects to refurbish/upgrade existing sites as identified in section 5.3
- d. Seek to support projects identified as sites planning new facilities to increase the sport and leisure stock as identified in section 5.4.
- e. Ensure significant identified gaps in provision are addressed as opportunities permit as identified in section 5.5.
- f. Work with partners and stakeholders including other operators to develop and deliver new facilities in areas of identified strategic need as identified in section 5.6 and in correlation with the new major housing sites.
- g. Seek to maximise all funding opportunities including Section 106, Community Infrastructure Levy, external grants or sponsorship contributions.
- h. Seek to ensure all sports facilities are fit for purpose, of good quality and with excellent access with Huntingdonshire District Councils own stock being the exemplar for others to follow (including sports pitches and built facilities).
- i. Work with other sports and leisure providers to seek improvements in sports provision and encourage participation in sport and active leisure.



# Appendix 1 - 4

## Appendix 1: Sports Ranking Matrix

SPORT	Overall Infrastructure	Club Participation	Current Participation	Potential	Facilities	Total	Information in support of prioritisation
Football	1	5	4	5	4	18	County FA means resources better on the ground for NGB. High level of clubs at all levels.
Swimming	1	4	5	5	4	18	5 LA managed facilities plus several other facilities. No 50m pool. Some modernisation required. Disability access good.
Cricket	1	5	4	4	4	17	County NGB ensures better resources on the ground. Plentiful supply of junior sections. Some disability and female provision.
Golf	1	5	3	4	5	17	Excellent supply of facilities. Engagement with schools & LA.
Cycling	2	2	5	5	3	15	Cycling had an explosion over last five years but mostly informal participation rather than formal club sport. Significant potential for addressing physical inactivity levels.
Gymnastics	2	3	3	4	5	15	Hunts Gymnastics Club jewel in the crown. Significant development since last strategy. Elite performance PLUS grass roots offer.
Rugby Union	2	4	3	4	4	15	Good club structure across the district but Huntingdon still require permanent base. St Ives carried out developments since last strategy published.
Tennis	2	4	3	4	4	15	Huntingdon Tennis Club with Indoor Facilities excellent. Good supply of clubs around the district. Access & facilities variable.
Athletics	2	3	3	3	4	13	OLSI Outdoor Centre - good facility in need of remedial work. Active athletics club with several running clubs as well.
Bowls	2	3	3	4	3	13	Two good indoor facilities and wide supply of outdoor facilities. Junior programmes could be developed further.
Rowing	2	4	3	3	3	13	3 good clubs spread geographically across the district. Capacity for expansion limited.
Sailing	2	4	3	3	3	13	Good facilities at Grafham, Little Paxton and St Ives. Paxton Lakes SC actively participates in LA programmes.
Hockey	3	4	2	3	3	12	Good club structure across the district. Relatively new facility at St Neots since last strategy published and wear and tear on St Ives facility reduced with new 3G facility re-directing heavy football use.

SPORT	Overall Infrastructure	Club Participation	Current Participation	Potential	Facilities	Total	Information in support of prioritisation
Marital Arts	3	4	3	3	2	12	No specialist facilities. Recognised NGB structure would be advantageous.
Netball	3	3	3	3	3	12	Lack of high quality facilities across the district. Back to Netball has been a success at national level raising the profile.
Squash	3	3	3	3	3	12	Hunts County Squash Club best facility. Loss of one facility since last strategy. LA Leisure Centres still offer decent facilities.
Table Tennis	3	2	2	3	4	11	Very good specialist facility at St Neots, other facilities limited.
Badminton	3	2	2	3	3	10	Reasonable club coverage across district. No high level facilities but LA facilities of decent standard. Some courts reduced in Huntingdon since last strategy.
Basketball	3	1	2	3	3	9	Facilities limited but untapped potential.
Canoeing	3	2	2	2	3	9	Engagement with Grafham and Huntingdon CC with LA programmes. Facilities especially at Hinchbrooke limited. Definite potential for expansion, HCC limited capacity.
Equestrian	3	2	2	2	3	9	There are facilities within the district but limited current information available on quality or participation.
Rugby League	3	2	2	2	3	9	One main club but good relative to size of district. Won trophy in last 5 years and developing youth sections as well as adults.
Trampolineing	3	2	2	2	3	9	Excellent facility in Huntingdon. Rest of district limited. Rotations engages with LA programmes.
Angling	4	1	2	2	3	8	Grafham has good facilities. Numerous other sites across the district. Disabled access platforms available.
Boxing	4	2	1	3	2	8	Emerging Clubs with improving record in performance programmes.
Archery	4	2	1	2	2	7	No dedicated facilities. Still popular activity in La holiday programmes & specialist events. Ramsey Ravens emerged as successful club since last strategy.
Fencing	4	2	1	2	2	7	Good long standing club in St Neots. Markings for competition on sports hall floor. None in rest of district.
Judo	4	0	1	2	1	4	No specialist facilities. Limited club structure.
Volleyball	4	0	1	2	1	4	No specialist facilities. Limited club structure.

## Appendix 2: Recent Development Sites (2009-15)

Parish	Site	Description
Alconbury	RAF Alconbury	New Floor/Disabled Access
Bury	Bury Village Hall	Storage rooms
Earith	Earith Skate Park	Installation of skate park
Great Gransden	Great Gransden Playing Field	Heating, Lighting, Toilet Improvements
Great Staughton	Great Staughton Playing Fields	Heating system with Solar Panels
Hail Weston	Hail Weston Playing Field	Change from Senior to Youth Pitch
Holywell-Cum-Needlingworth	St Ives Golf Club	Relocation to 18 hole site
Houghton & Wyton	Houghton Memorial Hall	New Floor
Huntingdon	Huntingdon Gymnastics Club	Extension with new hall
Huntingdon	Rotations Trampolining Club	Relocation to purpose built facilities
Huntingdon	Hartford Village Hall	New Floor, redecorated
Huntingdon	Spring Common School	New flooring in entrance
Kimbolton & Stonely	Kimbolton Village Hall	Extension to provide smaller 40 seater hall
Kings Ripton	Hunts Karting Club	Reception added
Little Paxton	Little Paxton Playing Field	New changing pavilion
Offord Cluny & Offord Darcy	Offords Recreation Field	New MUGA
Perry	Grafham Water Sailing Club	Female Changing Rooms
Pidley-Cum-Fenton	Lakeside Lodge Golf Centre	Disabled lift added to main building
Pidley-Cum-Fenton	Lakeside Lodge Golf Centre	6 hole course reduced to 5
Ramsey	Old Nene Golf & Country Club	New Pavilion
Sawtry	Old School Hall, Sawtry	New Toilets



Parish	Site	Description
St Ives	One Leisure St Ives	Redevelopment & Refurbishment
St Ives	One Leisure St Ives Outdoor	New 3G STP Full Size Pitch
St Ives	Longreach Waterski Club	General refurbishment
St Ives	St Ives Rugby Club	Two new changing rooms
St Neots	St Neots Table Tennis Club	Olympic Flooring and Barriers
St Neots	One Leisure St Neots	Redevelopment & Refurbishment
St Neots	Longsands Academy	New Sand Dressed Full Size STP
St Neots	St Neots Golf Club	Refurbished Club House
St Neots	St Neots Rugby Club	Bar/Reception Area
St Neots	St Neots Tennis Club	LED Floodlights
Warboys	Tick Fen Riding Centre	New Arena
Wistow	Wistow Recreation Park	New Goals
Yaxley	Yaxley Recreation Ground	Small STP resurfaced to 3G

## Appendix 3: Future Known Projects

Project	Type of Organisation	Sport	Project Summary	Estimated Timescales	Local Strategic Need/Priorities (3 High/1 Low)	Sustainability (3 High/1 Low)	Participation Impact (3 High/1 Low)	Local Priority
One Leisure Huntingdon	LA	Multi-Sport	Redevelopment of Health & Fitness Area	2016/2017	3	3	3	27
One Leisure Huntingdon	LA	Swimming	Refurbishment of Swimming Pool Changing Areas	2016/2017	3	2	3	18
One Leisure St Neots	LA	Multi-Sport	Replacement of Synthetic Turf Pitch Surface	2016/2017	2	3	3	18
Huntingdon Gymnastics Club	Sports Club	Gymnastics	Refurbishment of main hall		2	3	2	12
Millfields Car Park	Parish Council	Multi-Sport	Investigations to increase car parking availability		3	2	2	12
Ramsey Colts re-location	Sports Club	Football	Move to new playing fields including pitches, car park and changing facilities		3	2	2	12
St Peters School	School	Multi-Sport	Sports Hall repairs and refurbishments		2	3	2	12
Warboys Sports Field	Parish Council/ Sports Association	Multi-Sport	New changing rooms		3	2	2	12
Hinchbrooke Lake	LA	Watersports	New and fit for purpose ancillary facilities (changing, access and storage facilities)		2	2	2	8
One Leisure Ramsey	LA	Multi-Sport	Additional studio space	2017/2018	2	2	2	8
One Leisure St Ives Outdoor	LA	Multi-Sport	New drainage to improve playability of grass pitches and reduce cancellations		2	2	2	8
Stilton Sports Pavilion & Grass Pitches	LA	Multi-Sport	New Sports Pavilion and improvements to Grass Pitches	2016	2	2	2	8
Abbey College	School	Cricket	Replacement of artificial Cricket wicket		1	2	2	4

Project	Type of Organisation	Sport	Project Summary	Estimated Timescales	Local Strategic Need/Priorities (3 High/1 Low)	Sustainability (3 High/1 Low)	Participation Impact (3 High/1 Low)	Local Priority
Bluntisham Cricket Nets	Sports Club	Cricket	Replacement of two new Nets	2016/2017	2	2	1	4
Bluntisham Outdoor Gym	Parish Council	Outdoor Gym	Provide Outdoor Gym equipment	2016/2017	2	2	1	4
Buckden Tennis Club	Sports Club	Tennis	Resurfacing of courts		1	2	2	4
Eynesbury Rovers FC	Sports Club	Football	Relocation due to housing development		1	2	2	4
Great Gransden Tennis Courts	Parish Council/ Sports Club	Tennis	Resurfacing of courts		1	2	2	4
Great Paxton PC	Parish Council	Cycling	Cycleway/Footpath link to/from St Neots/Little Paxton		1	2	2	4
Hail Weston Playing Field	Parish Council	Multi-Sport	Provision of changing/toilet facilities		2	2	1	4
Hemingford Pavilion	Other	Football	Upgrade of changing rooms to meet Step 7 requirements		1	2	2	4
Huntingdon Rugby Club	Sports Club	Rugby	Re-location to permanent site		1	2	2	4
Huntingdonshire Regional College	Further Education	Multi-Sport	Full Size ATP		1	2	2	4
Needingworth Tennis Club	Sports Club	Tennis	Improvement to clubhouse/changing rooms		2	2	1	4
Offord Changing Facilities	Parish Council	Multi-Sport	New changing rooms		2	1	2	4
Old Nene Golf & Country Club	Private	Golf	Increase in facilities: holes, driving range bays		1	2	2	4

Project	Type of Organisation	Sport	Project Summary	Estimated Timescales	Local Strategic Need/Priorities (3 High/1 Low)	Sustainability (3 High/1 Low)	Participation Impact (3 High/1 Low)	Local Priority
Old Nene Golf & Country Club	Private	Golf	Increase in facilities: holes, driving range bays		1	2	2	4
One Leisure Huntingdon	LA	Multi-Sport	Increased Car Parking at One Leisure Huntingdon		2	2	1	4
One Leisure St Ives Indoor	LA	Multi-Sport	Increased Car Parking at One Leisure St Ives		2	2	1	4
One Leisure St Neots	LA	Multi-Sport	Increased Car Parking at One Leisure St Neots		2	2	1	4
One Leisure Ramsey	LA	Cricket	Indoor Cricket Nets need upgrading - identified by Hunts CB		2	2	1	4
One Leisure St Ives Outdoor	LA	Athletics	Appraisal of future of Athletics Track & Condition		2	1	2	4
Ramsey Tennis Club	Sports Club	Tennis	Installation of floodlighting		1	2	2	4
Samuel Jones Crescent, Little Paxton	LA	Multi-Sport	Games Hall, changing rooms and adult football pitch	2016	2	1	2	4
Somersham 3G pitch	Parish Council	Multi-Sport	Provide 3G pitch facility with floodlighting		1	2	2	4
St Ives Rugby Club	Sports Club	Rugby	Improvements - floodlights, car parking and drainage	2016	1	2	2	4
Synthetic turf training pitch	Hunts FA	Football	To provide a new 40 x 40 3G training pitch		1	2	2	4

Project	Type of Organisation	Sport	Project Summary	Estimated Timescales	Local Strategic Need/Priorities (3 High/1 Low)	Sustainability (3 High/1 Low)	Participation Impact (3 High/1 Low)	Local Priority
Bury Parish Council - MUGA	LA	Multi-Sport	Adding a MUGA to Playing Field		1	2	1	2
Earith MUGA	LA	Multi-Sport	Refurbishment of MUGA Surface	2016	1	2	1	2
Godmanchester Rovers	Sports Club	Football	3G pitch		1	1	2	2
Grafham Water Sailing Club	Sports Club	Watersports	Improvements to ancillary facilities		1	2	1	2
Great Gransden Playing Field	Parish Council	Multi-Sport	Improvements to ancillary facilities		1	2	1	2
Great Staughton Playing Fields	Parish Council	Multi-Sport	Heating System with Solar Panels		1	2	1	2
Huntingdon Marriott Hotel	Private	Health & Fitness	Replacement of Gym equipment		1	2	1	2
Northbrook Equestrian Centre	Private	Equestrian	New changing facilities including accessible toilets		1	2	1	2
Hunts Karting Club	Private	Motor-sports	Replacement of grass track with macadam surface		1	1	1	1
Little Paxton MUGA	Parish Council	Netball	Add in moveable Netball goalposts	2016	1	1	1	1
Nene Valley Gliding Club	Private	Airborne Sports	Expand facilities		1	1	1	1
Tick Fen Riding Centre	Private	Equestrian	New Stables		1	1	1	1

## Appendix 4a: Current Audit of Facilities – Ward Level

Ward Name	2016 est population	Sports Hall Courts	Swimming Pools	Indoor Bowls Rink	ATP - Full Size	ATP - Training Size	Fitness Stations	Squash Courts	Activity Hall	Village Hall	Outdoor Bowls	Tennis Courts	Netball Courts	Cricket Pitches	Rugby Pitches - Senior	Rugby Pitches - Junior	Grass Pitch Universal	Football - Senior	Football - Youth/9v9	Football - Mini	Golf Courses - Holes	Outdoor Gym	Trim Trail	MUGA	Skate Park
St Neots (ALL)	34,100	14	1	1	3	1	109	2	3	2	3	10	12	2	7	5	1	11	5	6	18	0	1	1	1
Huntingdon (ALL)	24,200	10	5	1	1	1	207	2	3	1	1	18	10	5	7	0	2	15	4	2	0	2	2	1	3
St Ives (All)	17,300	10	1	0	2	0	91	4	4	0	1	8	4	3	6	3	1	6	4	2	0	0	0	0	1
Yaxley and Farcet	11,200	0	0	0	1	1	0	0	0	1	1	0	0	0	0	0	1	4	4	3	0	0	1	1	1
Ramsey	8,700	3	1	0	0	1	36	2	1	0	1	13	0	2	3	0	0	4	3	5	27	1	0	1	0
Brampton	7,400	0	0	0	0	0	0	0	2	2	1	0	2	2	0	0	0	3	0	2	18	1	0	2	1
Sawtry	7,000	3	1	0	0	1	50	0	0	1	1	0	2	2	0	0	1	1	2	4	0	0	0	0	0
Godmanchester	6,800	0	1	0	0	0	0	0	0	0	1	2	2	1	0	0	0	2	1	1	0	0	0	1	0
The Hemingfords	6,800	0	0	0	0	0	14	4	0	2	2	5	0	3	0	0	0	4	0	0	0	0	0	0	0
Warboys and Bury	6,500	0	0	0	0	0	0	0	0	2	1	1	0	1	0	0	0	2	2	0	0	1	0	0	1
Earith	6,100	0	0	0	0	0	0	0	0	2	1	2	0	2	0	0	0	4	5	0	18	0	1	3	1
Somersham	6,100	0	0	0	0	0	27	1	0	3	1	2	0	1	0	0	0	4	2	0	32	0	0	1	1
Alconbury & The Stukeleys	4,600	0	0	0	0	1	0	0	0	2	0	0	0	1	0	0	0	4	6	0	0	0	0	0	0
Gransden & The Offords	4,500	0	0	0	0	0	28	4	0	1	1	4	1	3	0	0	0	4	3	2	45	0	0	1	0
Little Paxton	4,100	0	0	0	0	0	0	0	0	1	0	0	2	1	0	0	0	1	2	0	0	1	0	1	1
Kimbolton & Staughton	3,400	6	1	0	2	0	0	2	1	2	0	19	7	8	0	0	3	2	5	3	0	1	1	1	2
Upwood & The Raveleys	3,400	0	0	0	0	0	0	0	0	1	0	0	1	2	0	0	0	0	0	2	0	0	0	2	0
Buckden	3,300	0	1	0	0	0	41	0	0	1	1	6	0	1	0	0	0	2	0	0	0	0	1	1	1
Ellington	3,300	0	0	0	0	0	0	0	0	0	0	3	0	1	0	0	0	3	0	0	0	0	0	4	0
Fenstanton	3,200	0	0	0	0	0	0	0	0	0	1	0	3	0	0	0	0	2	0	0	0	0	0	0	0
Stilton	3,100	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0	0	0	0	0	0	1
Elton & Folksworth	2,700	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	18	0	0	0	0
<b>Total</b>	<b>177,800</b>	<b>46</b>	<b>12</b>	<b>2</b>	<b>9</b>	<b>6</b>	<b>603</b>	<b>21</b>	<b>14</b>	<b>24</b>	<b>18</b>	<b>93</b>	<b>46</b>	<b>41</b>	<b>23</b>	<b>8</b>	<b>9</b>	<b>79</b>	<b>48</b>	<b>32</b>	<b>176</b>	<b>7</b>	<b>7</b>	<b>21</b>	<b>15</b>

## Appendix 4b: Current Audit of Facilities – Parish Level

Parish Council	Sports Hall Courts	Swimming Pools	Indoor Bowls Rink	ATP - Full Size	FTP - Training Size	Fitness Stations	Squash Courts	Outdoor Bowls	Tennis Courts	Netball Courts	Cricket Pitches	MUGA	Skate Park	Rugby Pitches - Senior	Rugby Pitches - Junior	Activity Hall	Village Hall	Grass Pitch - Universal	Football - Senior	Football - Youth/9v9	Football - Mini	Outdoor Gym	Golf Courses - Holes
Abbots Ripton						28	4			1	1						1				2		45
Abbotsley																							
Alconbury					1				0		1						1		3	6			
Alconbury Weston																							
Alwalton									0														
Barham & Woolley																							
Bluntisham											1	1				0	1		1	4			
Brampton								1		2	1	1	1			2	1		2		2	1	18
Brington & Molesworth												1											
Broughton																							
Buckden	1					41		1	6		1						1		2				
Buckworth																							
Bury												0	1				1		1			0	
Bythorn & Keyston																							
Catworth									1		1	1							2				
Chesterton																							
Colne																							
Conington																							
Covington																							
Denton & Caldecote																							
Diddington																							
Earith												1	1						1			0	
Easton																							

Parish Council	Sports Hall Courts	Swimming Pools	Indoor Bowls Rink	ATP - Full Size	FTP - Training Size	Fitness Stations	Squash Courts	Outdoor Bowls	Tennis Courts	Netball Courts	Cricket Pitches	MUGA	Skate Park	Rugby Pitches - Senior	Rugby Pitches - Junior	Activity Hall	Village Hall	Grass Pitch - Universal	Football - Senior	Football - Youth/9V9	Football - Mini	Outdoor Gym	Golf Courses - Holes	
Ellington									1			1							1					
Elton																							18	
Farcet																			1					
Fenstanton								1		3									2					
Folksworth & Washingley																								
Glatton																								
Godmanchester		1						1	2	2	1	1							1					
Grafham											1	1					1		1					
Great & Little Gidding																				2				
Great Gransden								1	4	1									1	1	2			
Great Paxton											1								1					
Great Staughton									2		1		1				1		1	1				
Haddon																								
Hail Weston												1	1											
Hamerton & Steeple Gidding																								
Hemingford Abbots																								
Hemingford Grey						14	4	1	3		1						1							
Hilton											1								1					
Holme																								
Holywell-Cum-Needingworth								1	2		1	1					1		2	1			18	
Houghton & Wyton								1	2		1						1		1					
Huntingdon	10	5	1	1	1	207	2	1	18	10	5	1	3	7		3	1	2	15	4	2	2		
Kimbolton & Stonely	6	1		2			2		17	7	7					1	1	3	1	3	3	1		



Parish Council	Sports Hall Courts	Swimming Pools	Indoor Bowls Rink	ATP - Full Size	FTP - Training Size	Fitness Stations	Squash Courts	Outdoor Bowls	Tennis Courts	Netball Courts	Cricket Pitches	MUGA	Skate Park	Rugby Pitches - Senior	Rugby Pitches - Junior	Activity Hall	Village Hall	Grass Pitch - Universal	Football - Senior	Football - Youth/9V9	Football - Mini	Outdoor Gym	Golf Courses - Holes	
Kings Ripton																								
Leighton Bromswold									1			1												
Little Paxton										2	1	1	1				1		1	2		1		
Morborne																								
Offord Cluny & Offord Darcy												1					1		2	2				
Old Hurst																								
Old Weston																								
Perry																								
Pidley-Cum-Fenton						27											1						32	
Ramsey	3	1			1	36	2	1	13		2	1		3		1			4	3	5	1	27	
Sawtry	3	1			1	50		1		2	2						1	1	1		4			
Sibson-Cum-Sibbington																								
Somersham							1	1	2		1	1	1				1		4	2				
Southoe & Midloe												1	1											
Spaldwick																								
St Ives	10	1		2		91	4	1	8	4	3		1	6	3	4		1	6	4	2			
St Neots	14	1	1	3	1	109	2	3	10	12	2	1	1	7	5	3	2	1	11	5	6		18	
Stilton													1						1					
Stow Longa																								
The Stukeleys																	1		1					
Tilbrook																								
Toseland																								
Upton & Coningford																								

Parish Council	Sports Hall Courts	Swimming Pools	Indoor Bowls Rink	ATP - Full Size	FTP - Training Size	Fitness Stations	Squash Courts	Outdoor Bowls	Tennis Courts	Netball Courts	Cricket Pitches	MUGA	Skate Park	Rugby Pitches - Senior	Rugby Pitches - Junior	Activity Hall	Village Hall	Grass Pitch - Universal	Football - Senior	Football - Youth/9v9	Football - Mini	Outdoor Gym	Golf Courses - Holes
Upwood & the Raveleys								1		1	1	1					1		1			1	
Warboys									1														
Waresly-Cum-Tetworth											1												
Water Newton																							
Winwick																							
Wistow																				1			
Woodhurst																	1						
Woodwalton																							
Wyton on the Hill												1											
Yaxley				1	1			1				1	1						4	4	3		
Yelling											1												
<b>Total</b>	<b>46</b>	<b>12</b>	<b>2</b>	<b>9</b>	<b>6</b>	<b>603</b>	<b>21</b>	<b>18</b>	<b>93</b>	<b>46</b>	<b>41</b>	<b>21</b>	<b>15</b>	<b>23</b>	<b>8</b>	<b>14</b>	<b>24</b>	<b>9</b>	<b>78</b>	<b>47</b>	<b>31</b>	<b>7</b>	<b>176</b>

**COMMENTS FROM OVERVIEW AND SCRUTINY PANEL (COMMUNITIES AND CUSTOMERS) – 2nd February 2016**

**COMMENTS FROM OVERVIEW AND SCRUTINY PANEL (COMMUNITIES AND CUSTOMERS) – 1st March 2016**

**SPORTS FACILITIES STRATEGY FOR HUNTINGDONSHIRE 2016 – 2021**

The Overview and Scrutiny Panel (Communities and Customers) was presented the Sports Facilities Strategy for Huntingdonshire 2016-2021 Scoping Report at the Panel meeting in February 2016 and the Sports Facilities Strategy for Huntingdonshire 2016-2021 at the Panel meeting in March 2016. Members were advised that the strategy has an inventory of all the sports and leisure facilities within the District and not just Council owned facilities.

A comment was made by a Member at the Panel meeting in February with regards to the word sport. The strategy focuses upon sports facilities however local schools have stated that they have pupils who would like to participate in physical activity but would be put off by the word sport as that suggests there is a competitive element. At the Panel meeting in March it was noted that the word leisure had been included to mitigate the problem.

Concerns were raised at the Panel meeting in February that the strategy does not mention disabled people's participation in physical activity other than that they participate at lower rates than those people without a disability.

It was suggested at the Panel meeting in February that there would be higher rates of participation with the swimming pools if they were warmer. The Panel was told that the problem with the suggestion was that One Leisure swimming pools cater for both competitive and recreational swimmers. Usually the competitive swimmers complain that the pools are too warm and the recreational swimmers complain that they are too cool therefore the decision was taken to warm the pools in the middle ground at around 29°C.

Following a question at the Panel meeting in February with regards to Public Rights of Way and why they have not been included within the strategy Members were informed that the strategy covers built sports facilities however Public Rights of Way would be considered for future inclusion. At the Panel meeting in March the Panel was advised that the strategy covers built sports facilities however the Open Spaces Strategy would cover Public Rights of Way.

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**Public**  
**Key Decision - No**

## HUNTINGDONSHIRE DISTRICT COUNCIL

<b>Title/Subject Matter:</b>	One Leisure - Six Monthly Update Report
<b>Meeting/Date:</b>	Overview and Scrutiny (Social Well-being) – 1 March 2016 Cabinet – 17 March 2016
<b>Executive Portfolio:</b>	Councillor Robin Howe – Executive Member for Commercial Activities
<b>Report by:</b>	Head of Leisure and Health
<b>Ward(s) affected:</b>	All

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### **Executive Summary:**

The purpose of the report is to provide a six month update to the Cabinet on progress following the meeting in September 2015. Progress made is as follows:-

- The latest forecast suggests the Group is on target to achieve annual sales of £6.85M (Budget £6.97M) with an operating surplus of £350K (Budget £343K)
- This represents a turn-round of £420k compared with 2014/15
- Adjusted for Capital Charges of £165k the surplus represents 3% of annual sales.
- Management have controlled monthly trading, with each month still remaining in profit with the exception of October where several significant maintenance issues were resolved, however due to busier periods, expenditure has risen in accordance with increases in revenue.
- 2014/15 admissions showed an increase in attendance of 9% against the previous year and is currently showing a year to date improvement of just under 2%
- A phase II of the management restructure is complete and all sites now have a new structure in place and operating effectively. Further reviews of operational staffing levels continue in response to the management restructure.
- Following the review of One Leisure Sawtry, a new operating model with reduced times and staffing resources has been implemented successfully which has reduced the operating deficit by circa £50K in this financial year with further savings expected. This review has also renewed a productive partnership with the on-site college as part of a strategy to re-engage with the local community.
- Ramsey is now trading at near breakeven levels with strong performances from St Neots and St Ives.
- The refurbishment of the Huntingdon site is important to revive flagging usage in the town although the centre remains profitable.
- Following the delivery of a new membership model in June, pre-paid memberships have increased by over 300 members, which when coupled with a pricing restructure has increased revenue in Impressions memberships by £155K
- A strategic review has now been completed and is being finalised through this round of Cabinet reporting.

### **Recommendation(s):**

Members are asked to consider and comment of the progress of One Leisure over the last six months



## 1. WHAT IS THIS REPORT ABOUT

1.1 To provide Members with a performance update for One Leisure

## 2. WHY IS THIS REPORT NECESSARY/BACKGROUND

2.1 It was agreed following the One Leisure Cabinet report in September 2015 that a six month update was reported on progress.

## 3. ANALYSIS

### 3.1 Performance

The 2014/5 financial outturn for One Leisure reported a deficit of £61K. A budget target following the ZBB process of a surplus of £343K was set for 2015/16 and current forecast indicate that the outturn should exceed that figure by in the region of £5-10K.

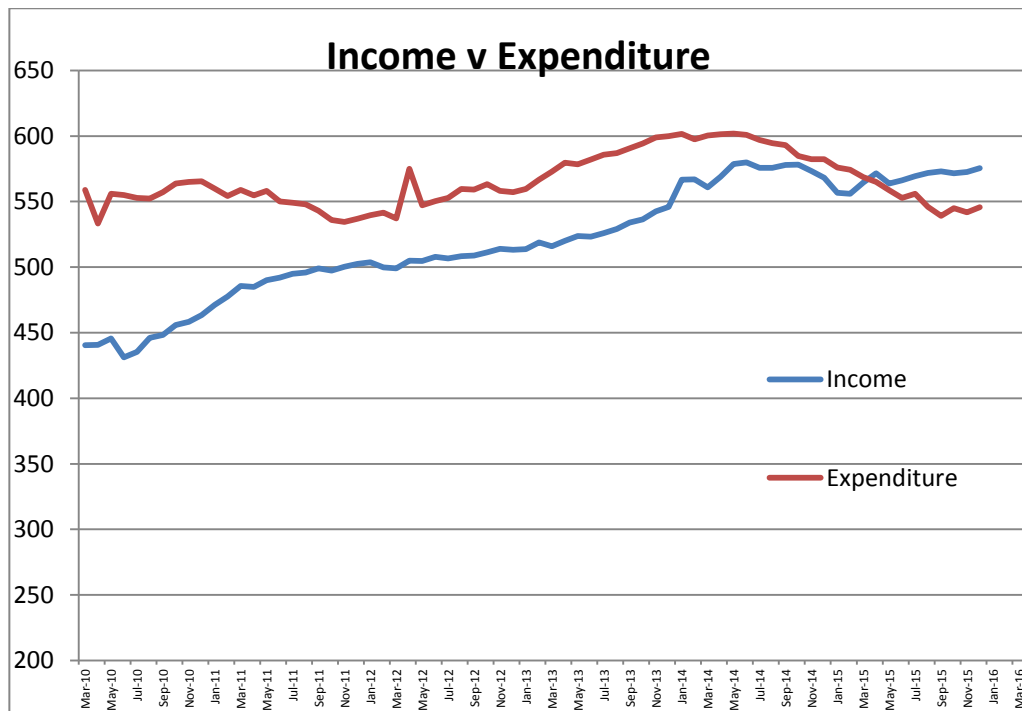
The majority of this improvement has been delivered by the streamlining of the business through ongoing monitoring of expenditure and the restructure of all sites management structures. Income growth continues at a rate of around 3%, however this is mainly attributable to price rises in Impressions and Swimming Lessons.

The financial performance for this financial year to the end of December 2015 is summarised in the table below, with comparisons to budget and previous year.

The profiled actuals column below has been included to provide the current position whereby significant receipts or payments already made / received have been profiled across the whole financial year.

<b>Budget 2015/6</b>	<b>Actuals to date 2014/5</b>	<b>Actuals to date 2015/6</b>	<b>Profiled Actuals to date</b>
(343,392)	177,109	(238,832)	(238,011)

The following MAT graph illustrates the shift in the financial position of One Leisure. As previously reported, the income and expenditure lines were converging, however this financial year they have crossed and on a month by month basis, Income is tracking above expenditure. Expenditure has flattened out in the last few months as management have used the traditionally profitable time of the year to undertake ongoing maintenance without adversely affecting the end of year forecast/target.



Financial performance continues to be closely monitored and is now scrutinised on a bi-monthly basis through the Leisure Board meetings.

The attendance figures across all sites for 2014/5 were 2,306,758, which was an increase of over 9% on the previous year. The current year to date attendance figure is 1,675,254, which is 14,000 increase on the previous year to date. Attendances at Ramsey and St Ives have increased significantly, however Huntingdon and St Neots, where there is increasingly more competition in the fitness market have stalled. Sawtry has seen numbers decline, but that is to be expected following the business review.

### 3.2 Management Restructure

Phase II of the Management Restructure is now complete and has made changes to the structure that sits directly below the Business Development Managers posts. The key drivers for the proposed structure are to:-

- Provide an efficient and effective structure that avoids duplication.
- Operationally managing the procedures and processes at a site level to drive and deliver a customer focussed service.
- Deliver of a consistent operational model across all of the One Leisure facilities.

A new post of Facility Manager has been created to oversee the operational management of each facility and to implement the programming and activity services to drive revenue streams. This reduced the previous Deputy Manager and 4 redundant Centre Manager posts from 8 to 4 FTE's, with those being unsuccessful filling vacancies that were held at the Duty Manager level below.

A skills matrix was applied to the Duty Manager team, who all contributed to the process and a re-allocation of individuals to ensure an even spread of skills and experiences across all sites was delivered. Early signs are that this has been well received and each Centre is working hard to re-establish the key elements of service delivery. Ongoing monitoring of front of house staff (reception, recreation assistants and cleaners) is now being completely and it is envisaged that as business continues to grow, it will be necessary to



manage resources pro-actively to ensure that service standards do not deteriorate. The balancing act of this whilst maintaining financial success will be challenging.

### 3.3 Sawtry Review and Implementation

The planned OLS review and implementation has now been in place since November 2015. By reducing the centre operating hours, combining management teams with OLR the net staffing cost has been reduced as expected. 2015-16 net expenditure will outturn at around £100K and in 2016-17 forecasts show a further decrease to under £50K.

The new focus for OLS is to reconnect with the community. Actions have been taken to rebuild the relationship between OL and the Sawtry Academy Management Team, with the school taking a bigger presence in the centre, using more of the facilities more frequently and sharing resources such as marketing, equipment and room space. Relationships with local clubs have also been targeted with a view to make OLS the centre of the Sawtry community, improving provision, usage and alternately net costs. Evidence of this work can already be demonstrated new activities and programmed sessions proving popular with the community.

### 3.4 Implementation of Membership packages

The new membership options were introduced in April/June 2015. The purpose of the new membership options was to create packages so members are only paying for what they use at a fairer and more competitive price.

Whilst the current direct debit gym based memberships is showing a downturn in new members, annual subscriptions have increased with the net effect on income, aided by the usual price rise, standing at an additional £155K on year to date.

The Table below shows the comparative sales of Impressions (gym based) pre-paid memberships on sales to the end of January.

2014-15 to date	Total
Joiners	5169
Leavers	5310
Loss / Gain	-141
2015-16 to date	Total
Joiners	4732
Leavers	4715
Loss / Gain	17

The biggest success of the new membership packages has been the swimming direct debit where over 500 new subscriptions have been sold leaving the net position for all pre-paid membership as an increase of 555 subscriptions.

Following the launch of the OneTeam HDC staff membership scheme, 336 members of staff have taken out membership. Over the next couple of months, this scheme will be promoted along with a series of health promotion activities as part of a work place health programme, to improve the health and wellbeing of the workforce.

### 3.5 Investment Programme

The following is an update on the progress of the Capital projects

- OLSN 3G Pitch. Sport England funding of £274K confirmed. Work was due to commence in March 2016, to mitigate the impact on current users, however issues with Sport England's preferred contractor management suppliers has seen the project slip into April 2016. The Centre has been able to work with clubs to reduce the financial impact any further.
- OLN Impressions Extension – A full Business Case has now been submitted to the Finance Governance Board to request release of agreed funding in 2016. This entails a capital investment of £795K with revenue returns expected to achieve a maximum 5-6 year payback period. This development will also look to bring the Huntingdon facility into line with the other larger sites and help combat competition from local fitness operators.
- Fitness Equipment – A full review of the current offering of fitness equipment has taken place and capital funding sought for the replacement of all 5 sites Indoor Stationary Cycles. The growing phenomenon of Cycling in the UK has led One Leisure to identify the sport as a potential new revenue stream opening up new user groups with technical advances in equipment and the use of "Virtual Tour Rides and Classes" appealing to the growing numbers of cyclists. A procurement exercise is underway with a view to a newly branded activity being introduced in April 2016.
- OLN Swimming Pool Changing Room Development – OLN have been successful in reaching the latter stages of a Sport England bidding process to deliver funding to assist with the redevelopment of swimming pool changing rooms. The current facility dates back to the original pool opening in 1981 with development since limited to decoration and running repairs. It now falls significantly behind all of the other swimming pool facilities which have all experienced redesign developments to bring into keeping of modern facilities with family orientated design and features. Sport England have agreed to fund circa £250K with HDC delivering £75K as part of a matched funding process. This piece of work now enters design phase before final sign off of funding is complete.

### 3.6 One Leisure Strategic Plan (2016-21)

The One Leisure senior management have been working alongside the Portfolio Holder and Corporate Director to create a strategy that looks forward for the next 5 years and provides direction and key areas for development to attain its goals and objectives.

The plan is centred around 3 key pillars which focus on:

- Our People (One Leisure Staff)
- Our Customers (One Leisure users)
- Our Facilities (One Leisure sites, products and services)

Key development opportunities are derived from an analysis of current users and latent demand, with a plan to deliver specific activities and service improvements to grow One Leisure into an £8M business with a return of 10% surplus on revenue.

#### **4. COMMENTS OF OVERVIEW & SCRUTINY PANEL**

- 4.1 The comments from the Overview and Scrutiny Panel (Communities and Customers) from the meeting on 1st March 2016 are appended to the report.

#### **5. KEY IMPACTS AND RISKS**

- 5.1 The key impact and risk to One Leisure and the Council is that the financial performance does not achieve budget. However through the Leisure Board structure, the financial and general performance of One Leisure and each individual centre is monitored and challenged on a month by month basis. Underperformance is identified early and mitigations put in place to improve performance.

#### **6. WHAT ACTIONS WILL BE TAKEN/TIMETABLE FOR IMPLEMENTATION**

- 6.1 Not applicable

#### **7. LINK TO THE CORPORATE PLAN**

- 7.1 A strong local economy – One Leisure provides good quality services that make the district a better place to live and work. Additionally providing significant employment opportunities within the centres, as well as developing and investing in the skills of the workforce

Enabling Sustainable Growth - Enhancing the built environment through the capital investment programme

Working with our communities – to improve the range of facilities and opportunities for the community to improve their health and wellbeing.

Ensuring we are a customer focussed and service led council – Currently the Centre admissions is up on previous years. This is also enhanced by the introduction of a new ‘communicate’ programme alongside customer focus groups and NPS surveys.

#### **8. CONSULTATION**

- 8.1 Not applicable

#### **9. LEGAL IMPLICATIONS**

- 9.1 None arising from this report

#### **10. RESOURCE IMPLICATIONS**

- 10.1 None specifically arising from this report that have not been covered in the previous sections

#### **11. OTHER IMPLICATIONS**

- 11.1 None arising from this report

#### **12. REASONS FOR THE RECOMMENDED DECISIONS**

- 12.1 Supported by the Portfolio Holder, One Leisure has seen a significant shift in its financial position and management culture over the last two years. The

purpose of the report is to share the ongoing progress that is being made throughout the One Leisure Operation.

**13. LIST OF APPENDICES INCLUDED**

- 13.1 Appendix 1 Comments from the Overview and Scrutiny Panel (Communities and Customers) from the meeting on 1st March 2016.

**BACKGROUND PAPERS**

**None**

**CONTACT OFFICER**

Jayne Wisely – Head of Leisure and Health  
01480 388049

**COMMENTS FROM OVERVIEW AND SCRUTINY PANEL (COMMUNITIES AND CUSTOMERS) – 1st March 2016**

**ONE LEISURE SIX MONTH UPDATE**

The Overview and Scrutiny Panel (Communities and Customers) was presented the One Leisure Six Month Update. Members were informed that One Leisure has an operating surplus of £350k and that all the centres are near a cost neutral position.

Comments were raised in relation to the need for increased capacity of the leisure centres however the Panel was advised that the leisure centres have enough capacity that capacity does not have to increase in order to grow.

The Panel raised concern that Huntingdon Leisure Centre is losing customers however Members were informed that the site would be refurbished and expanded in the hope of attracting and retaining customers. The Panel noted that the Huntingdon Leisure Centre remains profitable, that Ramsey Leisure Centre is near a breakeven point and that all the Centres are near a cost neutral position.

A Member commented upon the location of the chocolate vending machines at the leisure centres however Members were informed that the machines cover their costs and that there are healthy options available.

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Exempt – Appendix II  
Key Decision YES

## HUNTINGDONSHIRE DISTRICT COUNCIL

**Title/Subject Matter:** One Leisure Strategic Plan

**Meeting/Date:** Overview and Scrutiny Panel (Communities and Customers)  
-1st March 2016.  
Cabinet - 17<sup>th</sup> March

**Executive Portfolio:** Councillor Robin Howe – Executive Member for Commercial Activities

**Report by:** Head of Leisure and Health

**Ward(s) affected:** All wards

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### Executive Summary:

The purpose of this report is to bring the Strategic Plans for the continued development of One Leisure during the period 2016-21 for adoption by Huntingdonshire District Council.

### Recommendation:

1. That Members of Cabinet endorse and agree the proposed Strategic Plan for One Leisure 'Growing a healthy business'.

## 1. WHAT IS THIS REPORT ABOUT

- 1.1 The One Leisure Senior Management team, Portfolio holder and Corporate Director – Delivery have developed a strategic plan to guide the facility operations, development and identify strategic facility investment for One Leisure over the next 5 years.
- 1.2 This report will introduce Members to the strategic themes within the plan and the key steps the senior management team will take to ensure current growth and customer satisfaction is maintained and continues to improve.

## 2. BACKGROUND

- 2.1 One Leisure has moved through a period of development where its trading losses were approaching £1.5m per annum [with a cumulative cost of £8.8m over 10 years] to a [projected] surplus £345K position by the end of 2015/16. This has been achieved through the appointment of a new senior management team, rationalisation of staff and staffing structures, review and implementation of pay grades and the management of expenditure and capital investment with very tight controls in place. Moreover, a new emphasis has been placed upon customer acquisition and retention through innovative marketing and operation.

To support and provide structure to sustained growth, One Leisure has developed a strategic plan to guide senior managers and the business with a set of cohesive strategic goals that bind One Leisure aims and objectives to the golden thread running through the emerging Huntingdonshire District Council Corporate Plan for 2016-17.

- Supporting People,
- Enabling sustainable growth and
- Being a business-like council

## 3. STRATEGIC PRIORITIES

- 3.1 The vision and aims that One Leisure has adopted are as follows:-

- It is the **Vision** of One Leisure to inspire our communities into more active, healthy and fulfilling lifestyles. This will be achieved through a varied programme that will include sport and recreational activities, entertainment and social events.
- One Leisure aspires to be an outstanding provider of Leisure and Health opportunities that enables us to be the best that we can be which exceeds the expectations of our customers and staff.

- 3.2 There are three key strategic themes that are the pillars the strategy has been built around, these are:-

- To care about our PEOPLE
- To be a CUSTOMER focused organisation
- To provide the FACILITIES and SERVICES that meets and exceeds customers' expectations.



Realising these goals will allow One Leisure to be commercially successful in delivering its business and meeting the strategic objectives of the plan.

### 3.2.1 What defines a “One Leisure Staff member”? **Our People.**

They are excellent, engaged, welcoming (smiling) people with the right attitude and training.

To create this culture, One Leisure will:

- Develop employee skills by providing them with opportunities to work at other sites and in other departments through cross site working-.
- Strive to become the employer of choice by recruiting staff effectively, seeking out potentially strong staff and then keeping and developing them.
- Through effective communication One Leisure will ensure that all team members are aware of standards, policies, procedures and their [the staff] responsibilities.
- Will set new service standards which will make all team members accountable.
- Will partner with a suitable organisation in order to develop an apprenticeships scheme that provides a vehicle to attract and train local people.
- Will develop a strategy to recognise and celebrate successes and achievements of individuals and of the business.
- Will establish work experience procedures and policy for all One Leisure sites to follow, providing a uniform approach and working together to attract work experience applications and using this as a tool to assist in identifying potential future employees
- Will recognise and fast track talent.
- Will continually investigate appropriate packages to recruit and retain excellent staff by developing remuneration packages that correspond to business aims.

### 3.2.2 To be a **CUSTOMER** focused organisation.

One Leisure aims to be recognised as a leisure business that is firmly committed to getting to know its customers better by listening to its key customers and local communities, meeting and exceeding expectations wherever possible.

#### 3.2.2.1 Getting to know our **CUSTOMERS**

One Leisure registers in excess of 36,000 regular users [both casual and have membership] which represents some 20% of the population [@177,000 in 2013]. One Leisure currently attracts 6% [8,117] of the adult population to its membership scheme.

Sport England\* has developed a market segmentation model which identifies traits, exercise levels, propensity to join in fitness and recreational activities and other factors influencing peoples use of their leisure time. Utilising the data provided by the segmental analysis, One Leisure can understand likes and

dislikes of each segmental group and will use this to inform the marketing activities undertaken in their efforts to reach further into these groups.

One Leisure will use the segmental analysis to identify how best to approach each market segment.

Although One Leisure has some significant successes in attracting some of the segmented groups there are specific groups where additional work will be done to widen community interest in their products and services. Working closely with the One Leisure Active Lifestyles team the following groups have been identified as being under-represented as facility users, or where there is the potential for significant growth.

- **Children under 19**
- **Families with young children**
- **Young adults 19 to 30**
- **Older people [over 55]**

#### 3.2.2.2 Growing the One Leisure **CUSTOMER** base

One Leisure will work with service teams to develop an activity programme to meet the needs of as many identified segments as practicable and then work with the marketing team to target specific user groups with pertinent media, method, delivery language and style to attract different segments and larger numbers into One Leisure Centres.

Focusing efforts towards retaining existing customers and seeking to target new markets which includes niche segments like cycling, younger people, the family unit and older people, we will achieve the growth we require to reach the top of our mountain.

- As the population expands, One Leisure will seek developer contributions to support the extension or refurbishment of One Leisure facilities to accommodate the population growth delivered by the new housing.
- One Leisure will work with developers on strategic sites to be the Management Operator of choice where sports facilities are delivered as part of the development e.g. Alconbury Weald.
- One Leisure catchment area has an ageing population and issues with adult and childhood obesity across the District exist.
- District population likely to reach 200,000, an increase of 30,000 people.
- As National participation trends in Swimming continue to fall, One Leisure will work with National and Local Bodies to maintain and develop swimming as an essential life skill.
- One Leisure will continue to be flexible in response to the changing population make up, seeking to acquire new customers through targeted marketing of the young, family groups and the ageing population.

#### 3.2.3 To develop the quality of **FACILITIES** and **SERVICES** that customers expect.

One Leisure will continue to develop facilities, products and services to maintain market share and where feasible to lead in the provision of facility and

equipment that meets and exceeds customer expectation where financially viable.

Seeking to understand what new and existing customers want and expect, One Leisure will provide a diverse range of functional, affordable and accessible facilities and services that meet and exceed the needs of the local community. These will be safe, clean, welcoming and maintained to a high standard. One Leisure will:

- Maintain and protect existing market position by a planned preventative maintenance schedule and a redecoration plan to take in all areas of all Centres.
- Replace fitness equipment as existing equipment reaches the end of serviceable lifecycle
- Working with planning colleagues, seek developer contribution to support the extension or refurbishment of One Leisure facilities to accommodate the population growth delivered by the housing growth.
- Enter into joint ventures to establish Community Sport and Recreation facilities.
- Identify investment opportunities through the period of the plan.
  
- Growth will come from:
  - Improved and re-branded Group Fitness Classes
  - The addition of new Group Cycling and Virtual Fitness activities.
  - From the major planned improvements at OLH.
  - From a major review of the facilities at OLSI [outdoor]
  - From a potential refresh of all gym equipment.
  - From the management of additional facilities under contract, and as planned on new housing developments in the District
  - Hospitality.
  - Consideration will be given to the opening of several small, perhaps 24 hour specialist fitness gyms for hard core enthusiasts.

During the period of the strategic plan there will be a major review of the One Leisure St Ives Outdoor facilities which are seen as a major resource that is not meeting potential.

### 3.3 Being **COMMERCIALY SUCCESSFUL**

The financial plan has been built around the growth in the user base which will be a combination of new users and existing customers using the facility more often.

The financial plan will reflect the strategic investment (both revenue and capital) to support the growth agenda.

## 4 KEY IMPACTS/RISKS

### 4.1 No Impacts or risks identified for the purpose of this report.

## 5. WHAT ACTIONS WILL BE TAKEN/TIMETABLE FOR IMPLEMENTATION

- 5.1 To underpin the implementation of the strategy an action plan will be developed which will feed into the annual service plan process to drive forward the delivery of the three strategic themes; our people, our customers and our facilities.

One Leisure staff have been engaged in separate themed focus groups to determine 'what does this mean' and what will 'being the best we can be' look like in reality, this will be fed into the action plan once the strategic plan is adopted.

- 5.2 The final plan has been presented to Overview & Scrutiny Panel (Communities and Customers) on the 1<sup>st</sup> March 2016. The comments made by the Panel have been considered and added to the strategic plan. The comments of the Overview & Scrutiny Panel (Communities and Customers) from the meeting on 1<sup>st</sup> March 2016 are attached as Appendix 3. The exempt comments of the Overview & Scrutiny Panel (Communities and Customers) from the meeting on 1st March 2016 on the One Leisure Strategic Plan 2016-21 (Exempt) are attached as Appendix 4.

## 6. LINK TO THE CORPORATE PLAN

- 6.1 The strategy when completed will link to all of the corporate objective, but specifically the following three

A strong local economy – Provision of employment opportunities for all sectors of the community. One Leisure being the employer of choice both within the sector and district.

Sustainable growth – Providing the right facilities to support the housing growth within the district. Linked to the District Sports Facilities Strategy

Working with our communities – providing a strategic framework that will deliver the right activities / facilities to the right people, at the right time.

Ensuring we are a customer focussed and service led Council – we will provide the right activities that customers want and will use on a regular basis

## 7. CONSULTATION

- 7.1 Ongoing Customer satisfaction surveys will be carried out throughout the period of the strategic plan. There will be an element of consultation with users over any recommended development at the Outdoor Centre.

## 8. LEGAL IMPLICATIONS

- 8.1 None arising as part of this report

## 9. RESOURCE IMPLICATIONS

- 9.1 None arising as part of this report, planned improvements come from self-funded revenue generation from surplus.

## Summary financial plan 5 year strategy

	2016/17	2017/18	2018/19	2019/20	2020/21
Revenue	£7,196,842	£7,549,304	£8,113,634	£8,303,829	£8,474,208
Expenditure	£6,612,560	£6,849,060	£7,411,560	£7,560,310	£7,614,310
Surplus	£584,282	£700,244	£702,074	£743,519	£859,898

### 10. OTHER IMPLICATIONS

10.1 None arising as part of this report.

### 11 REASONS FOR THE RECOMMENDED DECISIONS

11.1 It is essential that One Leisure has a strategic plan in place to grow the business over the next five years. This plan is a blueprint of how this will be achieved. Growing the existing customer bases through targeted marketing, as well as through attracting new customers from housing growth.

### 12. LIST OF APPENDICES INCLUDED

12.1 Appendix I - Summary of One Leisure Strategic Plan 2016-21.

12.2 Appendix II - One Leisure Strategic Plan 2016-21 (Exempt).

12.3 Appendix III - Comments of the Overview & Scrutiny Panel (Communities and Customers) from the meeting on 1st March 2016.

12.4 Appendix IV - Exempt comments of the Overview & Scrutiny Panel (Communities and Customers) from the meeting on 1st March 2016 on the One Leisure Strategic Plan 2016-21 (Exempt).

## BACKGROUND PAPERS

None

## CONTACT OFFICER

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# Appendix I

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## Executive Summary

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This document aims to describe the vision and plans for the development and growth of One Leisure over a five year period and has been developed over the past 5 months by the One Leisure Senior Management team. The principles of the planning process require that the strategic objectives are defined five years hence and from this vantage point, the top of the mountain, the commercial obstacles and organisational challenges can be identified, addressed and overcome. The plan is built entirely upon the needs of the customer and the state of the market rather than upon the processes and infrastructure we currently have and so the plan is evolved on an Outside-In rather than Inside-Out basis.

The aim is to build upon the strong base developed over the past three years in creating an enterprise which delivers a range of high quality recreational experiences to the population of Huntingdonshire and beyond.

Utilising this visionary approach in developing the plan has allowed management to obtain a clear understanding of current business and the steps required to develop facilities. By undertaking a review of market segmentation and usage, determining how to target under-represented areas of the community, develop target income and expenditure detail, consult with the service teams on how to deliver stated objectives and discuss the resources required to 'scale the mountain'.

The growth strategy is based upon delivering tailored services which offer a compelling leisure experience to targeted groups of residents currently not using the facilities. At the same time, investment into people, the building infrastructure and facilities and in targeted marketing programmes One Leisure will improve retention of the existing user base and contribute to the health and wellbeing of our residents

The emerging Huntingdonshire District Council Corporate Plan 2016-17 has three strategic priorities;

- Enabling communities
- Sustainable growth and
- Efficient and effective Council

During this strategic planning cycle, continued growth will come from:

- New and improved activities and targeted marketing for selected targeted groups
- New housing growth within the district
- Improved and re-branded Group Fitness Classes
- The addition of new Group Cycling and Virtual Fitness activities
- The major planned improvements at OLH

- A growth driven complete refresh of all gym equipment
- Development of the Burgess Hall
- A competitive pricing strategy
- The management of additional complimentary facilities under contract, and as planned on new housing developments in the District

The commercial aim is to increase the number of subscribers by 10% over the planned period, raise annual visits to 2.75 m and to increase gross income to £8.4m. Continuing the practice of cost discipline, continuously improving efficiency and controlled investment in people and systems will improve the operating margins such that by the end of the plan period the One Leisure surplus or EBITDA (EBITDA Profit before Central Overhead and Depreciation) is close to £850K.

The principal aim however is to offer an array of recreational and leisure services which are regarded as the best in the region, are widely appreciated by residents and contribute to the health and wellbeing of people of all ages.

### **Mission statement**

- **One Leisure aspires to be an outstanding provider of Leisure and Health opportunities that enables us to exceed the expectations of our customers and staff...**

### **Vision**

- **It is the Vision of One Leisure to inspire our communities into more active, healthy and fulfilling lifestyles. This will be achieved through a varied programme that will include sport and recreational activities, entertainment and social events.**



# Key Strategic Themes

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In order to streamline these HDC's strategic priorities into workable action plans One Leisure has categorised these objectives into a set of three strategic themes upon which to focus efforts over the period of this plan. Essentially these themes will be used to formulate One Leisure annual plans which will set individual service and action plans with SMART [Specific, Measurable, Assignable, Realistic and Time-bound] objectives created to drive and monitor progress.

These themes will be the golden thread that will run through the business.

- To care about our **PEOPLE**
- To be a **CUSTOMER** focused organisation
- To provide the **FACILITIES** that meet and exceed customers expects

**Realising these goals will allow One Leisure to be commercially successful in delivering its business and meeting the strategic objectives of the plan**

The One Leisure core strategic themes will be broken down into a set of smaller actions designed to deliver improved and improving services to fulfil strategic objectives.

These actions will form part of the service delivery plans moving forwards which will be monitored and adjusted to suit business and economic conditions.

Focusing our efforts towards retaining existing customers and seeking to target new markets which includes niche segments like cycling, younger people, the family unit and older people, we will achieve the growth we require to reach the top of our mountain.

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**COMMENTS FROM OVERVIEW AND SCRUTINY PANEL (COMMUNITIES AND CUSTOMERS) – 2nd February 2016**

**COMMENTS FROM OVERVIEW AND SCRUTINY PANEL (COMMUNITIES AND CUSTOMERS) – 1st March 2016**

**ONE LEISURE STRATEGIC PLAN**

The Overview and Scrutiny Panel (Communities and Customers) was presented the One Leisure Strategic Plan Scoping Report at the Panel meeting in February 2016 and the One Leisure Strategic Plan at the Panel meeting in March 2016. The Panel were reminded of the background to the Strategic Plan and One Leisure.

Comments were made by a Member at the Panel meeting in February in relation to the innovation of One Leisure. The Panel was reminded that One Leisure does not have unlimited resources and therefore can't offer everything to everyone. Instead the service will focus on particular markets for sustainability and growth.

A comment was made at the Panel meeting in February that within the section that discusses the staff of One Leisure they would like the phrase 'we want excellent, engaged, welcoming (smiling) staff with the right attitude' reworded to read 'we expect excellent, engaged, welcoming (smiling) staff with the right attitude' as this would emphasise that this is an expectation and not a request.

Members expressed at the Panel meeting in March that it is pleasing to see One Leisure move from a poor position in previous years into a good position now where the service can look forward and grow.

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