

A meeting of the **OVERVIEW AND SCRUTINY PANEL (COMMUNITIES AND CUSTOMERS)** will be held in **CIVIC SUITE 0.1A, PATHFINDER HOUSE, ST MARY'S STREET, HUNTINGDON, PE29 3TN** on **TUESDAY, 1ST 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 - 10)

To approve as a correct record the Minutes of the meeting held on 2nd February 2016.

**A Green
388008**

2. MEMBERS' INTERESTS

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

3. NOTICE OF KEY EXECUTIVE DECISIONS (Pages 11 - 16)

A copy of the current Notice of Key Executive Decisions is attached. Members are invited to note the Plan and to comment as appropriate on any items contained therein.

**M Sage
388007**

4. CAMBRIDGESHIRE AND PETERBOROUGH CLINICAL COMMISSIONING GROUP (CCG) (Pages 17 - 34)

The Panel are to receive the following presentations from the Cambridgeshire and Peterborough Clinical Commissioning Group:

**A Frisby
01733 776387**

(a) Cambridgeshire and Peterborough Health and Care System Transformation Programme

Ian Weller will be in attendance to present the item and answer questions.

(b) Cambridgeshire and Peterborough Clinical Commissioning Group Performance Report

Rob Murphy will be in attendance to present the item and answer questions.

5. CORPORATE PLAN (Pages 35 - 52)

The Corporate Plan is to be presented to the Panel.

**A Dobbyne
388100**

6. SPORTS FACILITIES STRATEGY FOR HUNTINGDONSHIRE 2016-2021 (Pages 53 - 98)

To receive a report from the Head of Leisure and Health on the Sports Facilities Strategy for Huntingdonshire 2016 to 2021.

**J Wisely
388049**

7. ONE LEISURE SIX MONTH UPDATE (Pages 99 - 106)

The One Leisure Six Month Update is to be presented to the Panel.

**J Wisely
388049**

8. ONE LEISURE STRATEGIC PLAN (Pages 107 - 118)

The Panel is to receive the One Leisure Strategic Plan.

**J Wisely
388049**

9. EXCLUSION OF PRESS AND PUBLIC

To resolve:

that the press and public be excluded from the meeting because the business to be transacted contains 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.

10. ONE LEISURE STRATEGIC PLAN APPENDIX II (Pages 119 - 174)

The One Leisure Strategic Plan Appendix II is to be presented to the Panel.

**J Wisely
388049**

11. RE-ADMITTANCE OF PRESS AND PUBLIC

To resolve:

that the press and public be re-admitted to the meeting.

12. WORK PLAN STUDIES (Pages 175 - 176)

To consider the work programmes of the Economy and Growth and Finance and Performance Overview and Scrutiny Panels.

**A Green
388008**

13. OVERVIEW AND SCRUTINY PROGRESS (Pages 177 - 182)

To consider a report on the Panel's activities and scrutinise decisions taken since the last meeting as set out in the Decision Digest (circulated separately).

**A Green
388008**

Dated this 22nd day of February 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 Mr Adam Green, Democratic Services Officer (Scrutiny), Tel No. 01480 388008/e-mail Adam.Green@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 (*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 OVERVIEW AND SCRUTINY PANEL (COMMUNITIES AND CUSTOMERS) held in Civic Suite 0.1A, Pathfinder House, St Mary's Street, Huntingdon, PE29 3TN on Tuesday, 2nd February 2016.

PRESENT: Councillor S J Criswell – Chairman.

Councillors D Brown, Mrs L A Duffy,
M Francis, R Fuller, T Hayward,
Mrs P A Jordan, P Kadewere, D J Mead and
M C Oliver.

APOLOGIES: Apologies for absence from the meeting were submitted on behalf of Councillors Mrs R E Mathews and Mrs D C Reynolds.

IN ATTENDANCE: Councillors Mrs A Dickinson and R B Howe.

12. MINUTES

The minutes of the meeting of the Panel held on 5th January 2016 were approved as a correct record and signed by the Chairman.

13. MEMBERS' INTERESTS

Councillor Mrs P A Jordan declared a non-disclosable pecuniary interest in relation to Minute No. 15 as an employee of the Cambridgeshire Community Service based at Hinchingsbrooke Hospital.

14. NOTICE OF KEY EXECUTIVE DECISIONS

The Panel received and noted the current Notice of Key Executive Decisions (a copy of which is appended in the Minute Book) which has been prepared by the Executive Leader for the period 1 February 2016 to 31 May 2016.

15. HINCHINGBROOKE HOSPITAL IMPROVEMENT PLAN UPDATE AND COLLABORATION WITH PETERBOROUGH

The Panel received a presentation from Lance McCarthy, Chief Executive Officer of Hinchingsbrooke Health Care NHS Trust, regarding the Hinchingsbrooke Hospital Improvement Plan update and collaboration with Peterborough. During the presentation Mr McCarthy covered the four main areas which were: the Care Quality Commission (CQC) inspection and report, system wide work, collaboration with Peterborough and Stamford Hospitals and the vision for Hinchingsbrooke.

The Panel were informed that the hospital had been inspected by the CQC in October 2015. The hospital was deemed to be 'requires improvement' and remained in special measures as the new governance structures had not had sufficient time to bed in. The CQC

would be inspecting the hospital again on 10th, 11th and 12th May 2016.

During the October 2015 inspection the CQC stated they had seen material improvements since their last inspection. There had been an increase in the number of 'good' ratings attained and a decrease in the number of 'inadequate' ratings attained. The hospital had no compliance issues but was told that there were 14 must do's.

Members noted that Cambridgeshire and Peterborough has one of the most financially challenged health economies in England. In order to face the challenge the System Transformation Programme led by Cambridgeshire and Peterborough Clinical Commissioning Group was set up. The 5-year System Transformation Plan would be scrutinised by the regulator in June 2016.

Mr McCarthy acquainted the Panel with Hinchingsbrooke Hospital's role within the System Transformation Programme. The hospital would focus on the areas of maternity and neonatal, elective care redesign and urgent and emergency care.

The Panel was informed of Hinchingsbrooke's collaboration work with Peterborough and Stamford Hospital Foundation Trust and the timetables for the completion of work. The two hospitals agreed to work collaboratively to determine the potential to reduce duplication and cost of back office functions and support the future sustainability of services. In addition the regulator had asked the hospitals to review the potential organisational form.

Mr McCarthy shared Hinchingsbrooke Hospital's vision with the Panel. The primary responsibility of the hospital is to the population of Huntingdonshire and meet their health needs. There will be service redesign to meet the needs of the residents which will include: the development of elective centre for the county, the development of a health campus and improvement of Urgent and Emergency care to meet increasing local demands.

Following a question regarding the collaboration with Peterborough Mr McCarthy informed Members that the collaboration may involve the migration of staff at times of necessity in order to maintain service levels. In addition back office functions may be rationalised.

Members followed up by expressing concern that reducing back office functions could have an impact upon patients. The Panel was told that with every single cost improvement scheme there is a Quality Impact Assessment undertaken which analyses the risks of implementation on quality. Schemes will not proceed if there is a material risk to a reduction in quality. The hospital and health service in general have considerably more back office costs than the rest of the public sector. Mr McCarthy told the Panel of the findings of a recent national assessment by Lord Carter, which show that Hinchingsbrooke Hospital's administration costs are 40% higher than expected and that the total cost of back office functions could be reduced by 15-20%.

The Panel was acquainted with the four different options of collaboration with Peterborough which are: do nothing, remain

independent but collaborate with back office functions, maximise collaboration but remain independent or merger. However before a merger would commence both hospital boards would have to agree, before the idea goes to the regulator. If approved, a Full Business Case would then need to be developed.

A question was asked with regards to public consultation for a possible merger as it was noted that technically it would be an acquisition of Hinchingsbrooke as opposed to a merger as Peterborough and Stamford Hospitals is a Foundation Trust and Hinchingsbrooke is not. This means that there is not a need for public consultation.

In response Mr McCarthy stated that in the event of an acquisition there would be public engagement but not a formal public consultation. The Panel was reassured that Hinchingsbrooke would not be acquired without justifying the decision to the public.

There was concern that Hinchingsbrooke Hospital remains in special measures and could close however Members were assured that the hospital won't close and that good very progress has been made in relation to the CQC ratings but the management are disappointed that the hospital remains in special measures. The CQC are returning in May and the management are confident that the hospital will get out of special measures.

(At 7.57pm, on the conclusion of this item, Councillor Mrs P A Jordan left the meeting).

16. ONE LEISURE STRATEGIC PLAN SCOPING REPORT

With the aid of a report by the Head of Leisure and Health (a copy of which is appended in the Minute Book) the One Leisure Strategic Plan scoping report was presented to the Panel. The Panel were reminded of the background to the Strategic Plan and One Leisure. Members were advised that the service aims to produce a commercial return by 2019/20.

The Panel was informed that the Strategic Plan would contain the vision for One Leisure which will include a social well-being element as well as a physical well-being element. For the customer analysis One Leisure used Sport England's Market Segmentation. In addition to the Strategic Plan there will be a year on year action plan.

Following a question regarding the innovation of One Leisure Members were advised 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. The Panel was informed that currently One Leisure currently hold a 60-70% market share of the leisure market within Huntingdonshire.

A Member indicated 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.

In response to a question on running fitness classes within old people's homes and schools Members were informed that classes are already taking place and that the service is looking at providing more. With regards to schools there has been a decline in the number of pupils taking part in physical activity however the service is working with the schools to get pupils involved.

Following queries with regards to achieving a commercial return and the £2m loss, the Panel was informed that the £2m loss is historical and the service is forecast to return a surplus of £350k in this financial year. Members were told that the meaning of commercial return is that the service would have surplus funds to reinvest. It does not mean that admission prices will rise to unacceptable levels.

The Panel wanted to record their thanks to Councillor R B Howe and the management of One Leisure for their hard work with improving the service.

17. SPORTS FACILITIES STRATEGY FOR HUNTINGDONSHIRE 2016-2021 SCOPING REPORT

With the aid of a report by the Head of Leisure and Health (a copy of which is appended in the Minute Book) the Sports Facilities Strategy For Huntingdonshire 2016-2021 scoping report was presented to the Panel. 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.

The Panel were informed that the previous strategy expired in 2014 however the new strategy was based upon the old strategy but it has been updated and refreshed. The facility standards that would be used within the study are the ones adopted by the Council in 2008 and subsequently as part of the Local Development Framework Developer Contributions Supplementary Planning Document 2011.

The strategy will assist with Officer's requests for contributions from developers when they submit planning applications as the strategy would list the facility deficiency within the District.

A comment was made by a Member 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.

Concerns were raised 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 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 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 8:44pm, on the conclusion of this item, Councillor Mrs A Dickinson left the meeting).

18. WORKPLAN STUDIES

The Panel received and noted a report by the Democratic Services Officer (Scrutiny) (a copy of which is appended in the Minute Book) which contained details of studies being undertaken by the Overview and Scrutiny Panels for Economy and Growth and Finance and Performance.

19. OVERVIEW AND SCRUTINY PROGRESS

With the aid of a report by the Democratic Services Officer (Scrutiny) (a copy of which is appended in the Minute Book) the Panel reviewed the progress of its activities since the last meeting. In addition Members had the opportunity to discuss issues arising from the Decision Digest (circulated separately).

Members were informed that the Review of Elderly Care at Hinchingsbrooke Hospital Working Group would commence in the near future. In addition the Chairman of the Cambridgeshire County Council Budget Scrutiny Working Group signed off a note on the findings. There was a suggestion that time would be set aside at the beginning of the Municipal Year to scrutinise next year's County Council's budget. It was confirmed that the notes would be circulated to the Members of the Working Group.

(At 8.45pm, during the consideration of this item, Councillor R B Howe left the meeting).

Chairman

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NOTICE OF KEY EXECUTIVE DECISIONS INCLUDING THOSE TO BE CONSIDERED IN PRIVATE

Prepared by Councillor J D Ablewhite
Date of Publication: 17 February 2016
For Period: 1 March 2016 to 30 June 2016

Membership of the Cabinet is as follows:-

Councillor J D Ablewhite	- Executive Leader of the Council	3 Pettis Road St. Ives Huntingdon PE27 6SR Tel: 01480 466941 E-mail: Jason.Ablewhite@huntingdonshire.gov.uk
Councillor R C Carter	- Executive Councillor for Operations & Environment	5 The Paddock Bluntisham Huntingdon PE28 3NR Tel: 07986 325637 E-mail: Robin.Carter@huntingdonshire.gov.uk
Councillor S Cawley	- Executive Councillor for Organisational Change & Development	6 Levers Water Huntingdon PE29 6TH Tel: 01480 435188 E-mail: Stephen.Cawley@huntingdonshire.gov.uk
Councillor D B Dew	- Executive Councillor for Strategic Planning & Housing	4 Weir Road Hemingford Grey Huntingdon PE28 9EH Tel: 01480 469814 E-mail: Douglas.Dew@huntingdonshire.gov.uk

Councillor J A Gray - Executive Councillor for Resources	Vine Cottage 2 Station Row Catworth Huntingdon PE28 0PE Tel: 01480 861941 E-mail: Jonathan.Gray@huntingdonshire.gov.uk
Councillor R Harrison - Executive Councillor for Strategic Economic Development & Legal	55 Bushmead Road Eaton Socon St Neots PE19 8GC Tel: 01480 406664 Email: Roger.Harrison@huntingdonshire.gov.uk
Councillor R Howe - Deputy Executive Leader of the Council with responsibility for Commercial Activities	The Old Barn High Street Upwood Huntingdon PE26 2QE Tel: 01487 814393 E-mail: Robin.Howe@huntingdonshire.gov.uk
Councillor D M Tysoe - Executive Councillor for Customer Services 12	Grove Cottage Maltings Lane Ellington Huntingdon PE28 OAA Tel: 01480 388310 E-mail: Darren.Tysoe@huntingdonshire.gov.uk

Notice is hereby given of:

- Key decisions that will be taken by the Cabinet (or other decision maker)
- Confidential or exempt executive decisions that will be taken in a meeting from which the public will be excluded (for whole or part).

A notice/agenda together with reports and supporting documents for each meeting will be published at least five working days before the date of the meeting. In order to enquire about the availability of documents and subject to any restrictions on their disclosure, copies may be requested by contacting the Democratic Services Team on 01480 388169 or E-mail Democratic.Services@huntingdonshire.gov.uk. Agendas may be accessed electronically at www.huntingdonshire.gov.uk.

Formal notice is hereby given under The Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012 that, where indicated part of the meetings listed in this notice will be held in private because the agenda and reports for the meeting will contain confidential or exempt information under Part 1 of Schedule 12A to the Local Government (Access to Information) Act 1985 (as amended) and that the public interest in withholding the information outweighs the public interest in disclosing it. See the relevant paragraphs below.

Any person who wishes to make representations to the decision maker about a decision which is to be made or wishes to object to an item being considered in private may do so by emailing Democratic.Services@huntingdonshire.gov.uk or by contacting the Democratic Services Team. If representations are received at least eight working days before the date of the meeting, they will be published with the agenda together with a statement of the District Council's response. Any representations received after this time will be verbally reported and considered at the meeting.

Paragraphs of Part 1 of Schedule 12A to the Local Government (Access to Information) Act 1985 (as amended) (Reason for the report to be considered in private)

1. Information relating to any individual
2. Information which is likely to reveal the identity of an individual
3. Information relating to the Financial and Business Affairs of any particular person (including the Authority holding that information)
4. Information relating to any consultations or negotiations or contemplated consultations or negotiations in connection with any labour relations that are arising between the Authority or a Minister of the Crown and employees of or office holders under the Authority
5. Information in respect of which a claim to legal professional privilege could be maintained in legal proceedings
6. Information which reveals that the Authority proposes:-
 - (a) To give under any announcement a notice under or by virtue of which requirements are imposed on a person; or
 - (b) To make an Order or Direction under any enactment
7. Information relating to any action taken or to be taken in connection with the prevention, investigation or prosecution of crime.

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

- Notes:- (i) Additions changes from the previous Forward Plan are annotated ***
 (ii) Part II confidential items which will be considered in private are annotated ## and shown in italic.

3 Subject/Matter for Decision	Decision/ recommendation to be made by	Date decision to be taken	Documents Available	How relevant Officer can be contacted	Reasons for the report to be considered in private	Relevant Executive Councillor	Relevant Overview & Scrutiny Panel
One Leisure Strategic Plan ##	Cabinet	17 Mar 2016		Ms Jayne Wisely, Head of Leisure and Health Tel No. 01480 388049 email:Jayne.Wisely@huntingdonshire.gov.uk	Appendix 2 – Categories 3 & 4	R Howe	Communities and Customers
Shared Services Governance	Cabinet	17 Mar 2016		Mrs Joanne Lancaster, Managing Director Tel No. 01480 388001 email: Joanne.Lancaster@huntingdonshire.gov.uk		S Cawley	Finance and Performance

Subject/Matter for Decision	Decision/ recommendation to be made by	Date decision to be taken	Documents Available	How relevant Officer can be contacted	Reasons for the report to be considered in private	Relevant Executive Councillor	Relevant Overview & Scrutiny Panel
Sports Facilities Strategy for Huntingdonshire 2016 - 2021	Cabinet	17 Mar 2016		Ms Jayne Wisely, Head of Leisure and Health Tel No. 01480 388049 email: Jayne.Wisely@huntingdonshire.gov.uk		R Howe	Communities and Customers
Local Plan to 2036 Progress Report ***	Cabinet	17 Mar 2016		Mrs Clare Bond, Principal Planner Tel No. 01480 388435 email : Clare.Bond@huntingdonshire.gov.uk		D Dew	Economy and Growth
Events Policy for Parks and Open Spaces *** 1 4	Cabinet	17 Mar 2016		Alistair Merrick, Interim Head of Operations Tel No. 01480 388635 email: Alistair.Merrick@huntingdonshire.gov.uk		R Carter	Economy and Growth
Review of Waste Policies ***	Cabinet	17 Mar 2016		Alistair Merrick, Interim Head of Operations Tel No. 01480 388635 email: Alistair.Merrick@huntingdonshire.gov.uk		R Carter	Economy and Growth
Annual Management Plan for Countryside Assets ***	Cabinet	17 Mar 2016		Alistair Merrick, Interim Head of Operations Tel No. 01480 388635 email: Alistair.Merrick@huntingdonshire.gov.uk		R Carter	Economy and Growth
Grounds Maintenance Service Specification ***	Cabinet	17 Mar 2016		Alistair Merrick, Interim Head of Operations Tel No. 01480 388635 email: Alistair.Merrick@huntingdonshire.gov.uk		R Carter	Economy and Growth

Subject/Matter for Decision	Decision/ recommendation to be made by	Date decision to be taken	Documents Available	How relevant Officer can be contacted	Reasons for the report to be considered in private	Relevant Executive Councillor	Relevant Overview & Scrutiny Panel
Corporate Plan ***	Cabinet	17 Mar 2016		Adrian Dobbyne, Corporate Team Manager Tel No. 01480 388100 email: Adrian.Dobbyne@huntingdonshire.gov.uk		J Ablewhite	All Panels
Local Development Scheme ***	Cabinet	17 Mar 2016		Mrs Clare Bond, Principal Planner Tel No. 01480 388435 email: clare.bond@huntingdonshire.gov.uk		D Dew	Economy and Growth
Housing Strategy 2016 - 2020	Cabinet	21 Apr 2016		Jo Emmerton, Housing Strategy Manager Tel No. 01480 388203 email: Jo.Emmerton@huntingdonshire.gov.uk		D Dew	Communities and Customers
Shared Services Joint Groups Terms of Reference and Business Plans (ICT, Legal and Building Control) ***	Cabinet	21 Apr 2016		Ms Julie Slatter, Corporate Director (Services) Tel No. 01480 388001 email: Julie.Slatter@huntingdonshire.gov.uk		J Ablewhite S Cawley D Tysoe R Harrison D Dew	Finance and Performance
Waste Service - Service Specification ***	Cabinet	21 Apr 2016		Alistair Merrick, Interim Head of Operations Tel No. 01480 388635 email:Alistair.Merrick@huntingdonshire.gov.uk		R Carter	Economy and Growth
Creation of the Integrated Street Scene Service ***	Cabinet	21 Apr 2016		Alistair Merrick, Interim Head of Operations Tel No. 01480 388635 email: Alistair.Merrick@huntingdonshire.gov.uk		R Carter	Economy and Growth

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MEETING: Huntingdon District Council – Overview and Scrutiny Panel

AGENDA ITEM:

DATE: 1ST MARCH 2016

TITLE: **UPDATE ON SYSTEM TRANSFORMATION PROGRAMME AND FIT FOR THE FUTURE, SUSTAINABILITY AND TRANSFORMATION PLAN**

FROM: **NAME: JESSICA BAWDEN
TITLE: DIRECTOR OF CORPORATE AFFAIRS
ORGANISATION: CAMBRIDGESHIRE AND PETERBOROUGH CLINICAL COMMISSIONING GROUP**

FOR: **INFORMATION AND DISCUSSION**

1.0 PURPOSE

1.1 To update the Panel on the progress of the System Transformation Programme and to introduce Fit for the Future, Sustainability and Transformation programme for the Cambridgeshire and Peterborough Area.

2.0 BACKGROUND

2.1 Cambridgeshire and Peterborough has been identified nationally as a ‘challenged health economy’. In the recently published Understanding Today, Designing Tomorrow, the health system’s key challenges are identified as follows:

- The Cambridgeshire and Peterborough health system is not financially sustainable and if nothing is done, it will face a financial gap of at least £250m by 2018/19
- The population of Cambridgeshire and Peterborough is increasing and there will be a greater proportion of older people in five years’ time
- Demand for health services continues to increase
- There are significant levels of deprivation and inequality that need to be addressed
- People are living longer and health outcomes are generally good but there are significant differences in people’s health across the system
- The health system has multiple stakeholders.

2.2 Over the last year the work of the System Transformation programme was to outline the key issues and then develop ideas to transform healthcare across the region. This work will now be taken forward by the newly formed Sustainability and Transformation programme, overseen by the Health and Care Executive, whose membership includes the Cambridgeshire and Peterborough local authority Chief Executive, Gillian Beasley.

3.0 The National Context.

- 3.1 The leading national health and care bodies in England have come together to publish 'Delivering the Forward View: NHS Shared Planning Guidance 2016/17 – 2020/21', setting out the steps to help local organisations to deliver sustainable health services and improve the quality of care to patients, and their wellbeing including NHS finances.

It is published by NHS England, NHS Improvement (the new statutory body which brings together Monitor and the NHS Trust Development Authority), the Care Quality Commission, Public Health England, Health Education England and NICE – the bodies which developed the Five Year Forward View in October 2014.

This guidance requires all NHS organisations to produce a local health and care system 'Sustainability and Transformation Plan', which covers the period October 2016 to March 2021.

The Cambridgeshire and Peterborough Sustainability and Transformation Plan will incorporate the work of its Urgent and Emergency Care (UEC) Vanguard Programme.

- 3.2 **Vanguard:** There are currently 50 Vanguard sites across England which are part of the national New Care Models Programme. They have been chosen to lead on developing new ways of planning, delivering and paying for sustainable health and care services. The aim is to provide safer, faster and better care for patients, now and in the future.

Cambridgeshire and Peterborough UEC Vanguard Programme has received an initial £970,000 of funding for 2015/16 to support initiatives aimed at delivering the recommendations set out in the Keogh review, and further transformation funds are anticipated for 2016/17. As one of eight selected 'UEC Vanguards' for the new care models programme we are leading on developing new care models that will act as blueprints for the future of the health and care system in England.

4.0 Fit for the Future, Sustainability and Transformation programme

- 4.1 The Cambridgeshire and Peterborough Health System Sustainability and Transformation programme has been developed to lead changes across the system, to meet the significant challenges that Cambridgeshire and Peterborough's health economy faces.

The programme is a cross-system programme involving:

- Monitor
- NHS England
- Trust Development Authority TDA
- Cambridgeshire and Peterborough Clinical Commissioning Group
- Cambridge University Hospitals NHS Foundation Trust
- Peterborough and Stamford Hospitals NHS Foundation Trust
- Hinchingbrooke Health Care Trust
- Cambridgeshire and Peterborough NHS Foundation Trust
- Cambridgeshire Community Services NHS Trust
- Papworth Hospital NHS Foundation Trust

- Cambridgeshire County Council
- Peterborough City Council
- Healthwatch
- Voluntary organisations

4.2 Overall programme

The local picture

- Our health system needs to change to be Fit for the Future
- Our clinical models could be more effective
- We have a growing and ageing population
- We have financial pressures that require new solutions for change
- We want to work with local people to design a local health system that is Fit for the Future
- We need a health and care system that is financially and clinically sustainable.

The national picture

- The future shortfall in funding faced by the NHS in England is estimated to be at £30 billion by 2020/21
- NHS organisations are asked to produce a local health and care system 'Sustainability and Transformation Plans', which will cover the period October 2016 to March 2021 to provide a sustainable, health service and improve the quality of care, and wellbeing of our patients as well as NHS finances
- Transforming the health system in the best interests of patients is at the heart of the Fit for the Future NHS Sustainability & Transformation programme
- NHS England's Five Year Forward View (October 2014) recognises that the world has changed and health services needs to evolve to meet the new challenges NHS health services face
- The Sustainability & Transformation programme is looking at all hospital-based, GP and community and Mental healthcare services in Cambridgeshire and Peterborough
- This is very much in line with NHS England's Five Year Forward View

4.3 New Governance Structure – workstream programmes

Under the new governance structure, the programme of work in 2016/17 will focus on a number of key areas, informed by a Clinical Advisory Group whose role is to oversee the work of the clinically led workstreams, as detailed below:

4.3.1 Clinical Advisory Group – summary and scope

- To recommend a sustainable clinical five year vision for health and care, including the transformation required to deliver it

- To recommend short term opportunities to improve the effectiveness and efficiency of care, and medium term options for service configuration (including primary, community, mental health, acute, specialised and social care delivered in Cambridgeshire and Peterborough)
- To assure clinically a) any consultations that may be undertaken b) a Cambridgeshire and Peterborough Mental Health strategy and c) a Five Year Sustainability and Transformation Plan

4.3.2 **Workstream: Proactive Care and Prevention (including LTCs, Mental Health & Primary Care at Scale) – summary and scope**

- To develop the long-term vision for proactive community based care (including the sustainability of primary care, mental health, social care and community services) and care for people with long term conditions
- To reduce unnecessary admissions amongst patients with long term conditions including severe enduring mental illness

4.3.3 **Workstream: Urgent and Emergency Vanguard (UEC) Programme – summary and scope**

- To develop the long-term vision for sustainable urgent and emergency care that will reduce preventable A&E attendances and admissions by implementing physical and mental health services that take forward the recommendations set out in the Keogh review *safer, faster, better*.
- To review options for urgent and emergency care, taking into account national standards, key clinical standards and delivery of 7 day services across all settings

4.3.4 **Workstream: Elective Care Design Programme (incl. Specialty specific sub-groups) – summary and scope**

- To develop the long-term vision for elective care (including all cancer care), initially focusing on clinical pathways associated with orthopaedics, cardiology, ENT and ophthalmology (including care models, standards and pathways)

4.3.5 **Workstream: Maternity and Neonatal Clinical Working Group – summary and scope**

- To develop the long-term vision for sustainable maternity and neonatal care, in line with the National Review's recommendations

4.3.6 **Workstream: Children and Young People Clinical Working Group – summary and scope**

- To propose a care model and service specifications for acutely unwell children and young people, including those with LTCs and children and young people with life limiting conditions

- To review options for paediatric and children's health services in primary, secondary and community, linking in to the joint commissioning strategy

5.0 Governance Structure

- 5.1 The new governance structure for the Sustainability and Transformation programme is attached as appendix A.
- 5.2 Stakeholders and the wider public will also be very much involved at all stages of the work, with a series of Public Involvement Assemblies (PIAs) to be held in March, which will invite stakeholders to participate in discussions about upcoming work and share their views. They will build on the existing work of the System Transformation Programme sessions held last year, allowing residents across Cambridgeshire and Peterborough to get involved in shaping local health services.
- 5.3 We are currently working on a detailed Communications and Engagement plan to reinforce this work and take it forwards following the next round of PIAs.

6.0 RECOMMENDATION/DECISION REQUIRED

- 6.1 The Panel is asked to note the direction of Fit for the Future as well as the CCG's Sustainability and Transformation programme for 2016/17 and beyond.

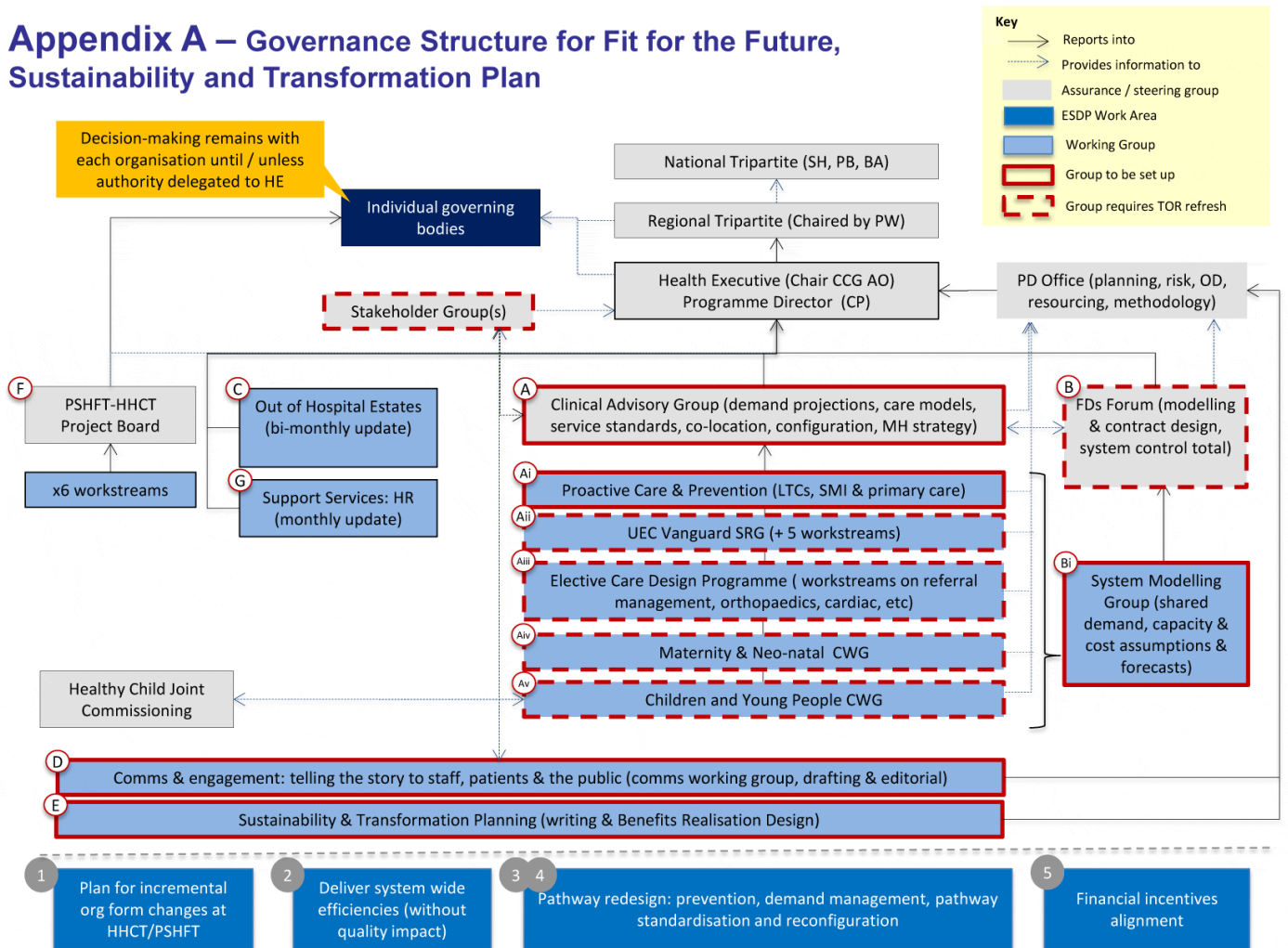
7.0 SOURCE DOCUMENTS

Source Documents	Location
Understanding Today, Designing Tomorrow	http://www.cambridgeshireandpeterboroughccg.nhs.uk/downloads/CCG/GB%20Meetings/2015/07%20July/Agenda%20Item%2002.1a%20-%20Change%20Document.pdf
NHS Shared Planning Guidance 2016/17	https://www.england.nhs.uk/wp-content/uploads/2015/12/planning-guid-16-17-20-21.pdf
Keogh review: Safer, faster, better.	http://www.nhs.uk/NHSEngland/keogh-review/Documents/safer-faster-better-v28.pdf

Jessica Bawden, Director of Corporate Affairs
18 February 2016

APPENDIX A – STP Governance Structure

Appendix A – Governance Structure for Fit for the Future, Sustainability and Transformation Plan



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2015/16 National & CCG Targets	2014-15 Actual Full Yr					2015/16 Target	Key Driver	Trend
	2014-15 Actual Full Yr	Current Month	2015/16 Financial Year	Latest available 12 months	2015/16 Target			
A&E - % of Patients who have waited less than 4 hours	92.7%	94.1%	94.6%	93.9%	95%	Contract data		
Conversion Rate (Admissions) from A and E (Symphony)	27.8%	30.0%	28.0%	28.2%				
Number of MRSA Bacteraemias	0	0	1	1	0	Contract data		
Clostridium difficile infection in the 2 and over age group	12	0	5	7	11	Contract data		
MRSA Screening Compliance - Elective	96.5%	95.5%	95.2%	95.8%		Governance Return		
MRSA Screening Compliance - Non Elective	90.0%	86.9%	87.1%	83.4%		Governance Return		
Cancer 2 week wait from urgent referral to first seen	98.1%	95.4%	97.4%	97.6%	93%	Contract data (Nov Final)		
2 week wait for Breast symptoms	96.5%	100.0%	95.2%	95.5%	93%	Contract data (Nov Final)		
Cancer 31 day wait for first treatment from diagnosis	98.7%	100.0%	99.8%	99.3%	96%	Contract data (Nov Final)		
Cancer 31 day wait for subsequent treatment - Anti cancer drugs	99.3%	100.0%	100.0%	99.6%	98%	Contract data (Nov Final)		
Cancer 31 day wait for subsequent treatment - Surgery	94.7%	100.0%	100.0%	95.6%	94%	Contract data (Nov Final)		
Cancer 62-day wait for first treatment from Standard urgent referral	89.4%	81.3%	84.8%	86.2%	85%	Contract data (Nov Final)		
Cancer 62-day wait for first treatment from Screening service urgent referral	86.5%	100.0%	93.3%	95.2%	90%	Contract data (Nov Final)		
Cancer 62-day wait for first treatment from Consultant Upgrade	100.0%	100.0%	100.0%	100.0%	50%	Contract data (Nov Final)		
Cancelled operations on or after the day of admission number	220	19	136	206	1% of elect adms	Contract data		
Cancelled operations on or after the day of admission number (patients cancelled for a 2nd time on the day)	2	0	1	3	no set target	No set target		
Patients not re-booked within 28 days	9	0	3	5	0%	Contract data		
% operations cancelled on or after the day of admission	0.86%	0.94%	0.72%	0.82%	1%	National Return (Unify)		
Same Sex Accommodation - Incidents	4	0	2	2	0	Contract data		
18 weeks from GP referral to hospital treatment - admitted patients (From October 2015 this is not adjusted)	94.7%	90.2%	90.2%	90.2%	90%	Contract data		
18 weeks from GP referral to hospital treatment - non-admitted patients	99.0%	98.5%	98.5%	98.5%	95%	Contract data		
18 weeks from GP referral - incomplete	97.5%	93.9%	93.9%	93.9%	92%	Contract data		
Orthotics Pledge2 - % Patients treated within 18 weeks	99.9%	100.0%	100.0%	100.0%		Governance Return		
Patients waiting for a diagnostic test < 6 wk *	97.47%	97.82%	98.79%	97.43%	99%	Contract data		
Slot issues/unavailability per successful DBS booking	7%	Not available	9%	7%	5%	Contract data		
VTE Compliance Summary	98.4%	97.1%	98.0%	98.1%	95%	National Return (Unify)		
Consultant to Consultant Referred Attendances	4.1%	6.2%	5.1%	4.9%				
Other referrals to Consultant Attendances	24509	1939	19263	25093				
Total Readmissions within 30 days	N/A	218	1719	2247				
Electronic Discharge Summary - A&E	N/A	100%	100%	N/A	95%	Contract data		
Electronic Discharge Summary - Inpatient	N/A	89%	94%	N/A	95%	Contract data		
Electronic Discharge Summary - Outpatient	N/A	95%	95%	N/A	90%	Contract data		
PROMS (Data from HSCIC Website)	GH	HR	KR	VV	Score			
Number Of Completed Questionnaires (Q1s received)	105	233	262	7		PROMS Dashboard		
HHCT Participation Rate	50.7%	100.0%	100.0%	8.6%		15/16 FY (to November 2015)		
National Participation Rate	54.4%	83.3%	92.5%	31.7%		Updated December 2015		

* Target applies to only the monthly return

Key: Favourable to target
 Adverse to absolute target

Hinchingsbrooke Healthcare NHS Trust

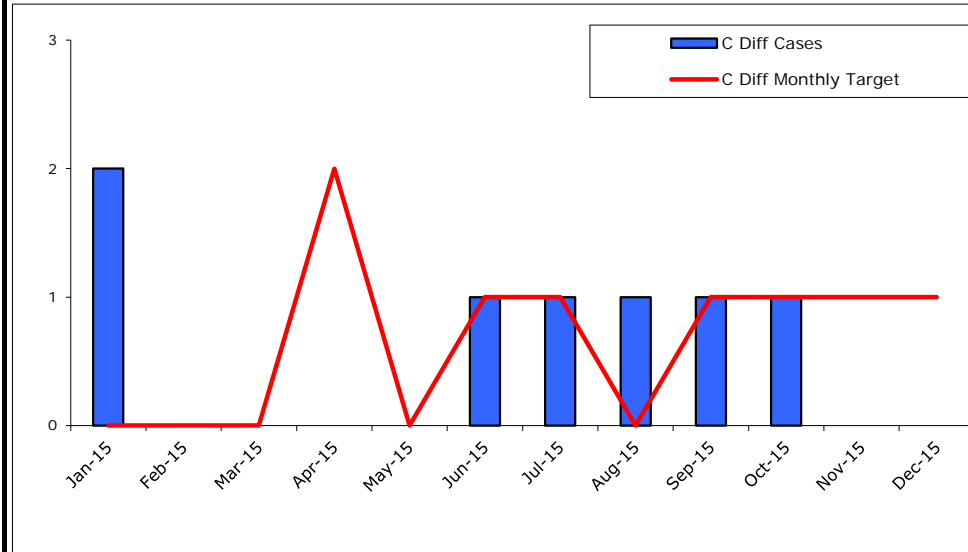
Operational Performance Report

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Strategic Priority: Improving patient care and safety

Performance indicator: *Clostridium difficile* cases

Current target: = 11 in 2015/16



HHCT trend analysis

- 12 actual cases for FY 2014/15.
 - The monthly target trajectory for cases of *Clostridium difficile* is 2 in April, then 1 in June, July and September through to March 2016.
 - 1 case in October 2015, 5 YTD reportable, 4 YTD on trajectory.
- Please be aware that the October case was subsequently removed from the trajectory as after investigation there was no lapse in care.

Comparative analysis

Notes.

One case in June 2015. For CCG information the patient was aged 83 and was an emergency admission on 1st June, the CCG of the patient was Cambridgeshire (06H). Non PID PMI_Link number is 146834.

One case in July 2015. For CCG information the patient was aged 76 and was an emergency admission on 19th June, the CCG of the patient was Cambridgeshire (06H). Non PID PMI_Link number is 354596.

One case in August 2015. For CCG information the patient was aged 90 and was an emergency admission on 23rd August, the CCG of the patient was Cambridgeshire (06H). Non PID PMI_Link number is 059064.

One case in September 2015. For CCG information the patient was aged 80 and was an emergency admission on 20th August, the CCG of the patient was Cambridgeshire (06H). Non PID PMI_Link number is 680720.

One case in October 2015. For CCG information the patient was aged 79 and was an emergency admission on 7th October, the CCG of the patient was Cambridgeshire (06H). Non PID PMI_Link number is 325378. Patient is reportable but removed from the trajectory.

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November 2015 (Final)

Cancer Site Target	2 Wk Wait	2 wk wait SBR	31 Day FDT	31 Day Subs (Surgery)	31 Day Subs (Anti Cancer)	31 Day Subs (Radiotherapy)	62 Day from Urgent Referral	62 Day from Consultant Upgrade	62 Day from Screening Referral	31 day referral to treatment
Brain / CNS	0		0	0	0		0	0		
Breast	12		0	0	0		0	0	0	
Colorectal	21		0	0	0		13	0	0	
Gynaecology	9		0	0	0		3.5	0	1	
Haematology (Acute Leukaemia for 31 day Ref to FDT)	0		0	0	0		4.5	0		0
Head and Neck	5		0	0	0		4	0		
Lung	1		0	0	0		4.5	0		
Other	0		0	0	0		0	0		
Paediatrics	0		0	0	0			0		0
Sarcoma	0		0	0	0		0	0		
Skin (Plastics)	5		1	0	0		4.5	0		
Upper GI	25		0	0	0		2	0		
Urology	14		0	0	0		9	0		
Testicular										0
Breast Symptomatic		32								
	92	32	1	0	0	0	45	0	1	0
	171									

Quarter 3 Percentages (when available)

97.0%	97.7%	99.1%	100.0%	100.0%
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82.2%	100.0%	100.0%
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Final Breaches in November 2015

Speciality	Target Breached	Whole or Shared	Day Seen	Breach Reason	Actions to be taken
Breast	14 day wait	Whole	35	Patient was booked for 09/10/15, but could not get out of work, so booked for 05/11/15 with patients agreement.	
Colorectal	14 day wait	Whole	27	Patient needed a bariatric ambulance which was unavailable.	
Colorectal	14 day wait	Whole	20	Patient choice.	
Colorectal	14 day wait	Whole	16	C&B pt changed from 12/11/15 to 19/11/15.	
Colorectal	14 day wait	Whole	16	Patient originally booked 04/11/15, but cancelled due to holiday. Re-booked 05/11/15	
Colorectal	14 day wait	Whole	16	Patient cancelled 03/11/2015 as could not attend.	
Colorectal	14 day wait	Whole	15	Capacity.	
Skin	14 day wait	Whole	24	Patient cancelled initial OPA.	
Skin	14 day wait	Whole	17	Patient cancelled 19/11 on the day due to illness.	
Upper GI	14 day wait	Whole	35	Patient offered one appt within target and then 3 others outside target due to capacity.	
Upper GI	14 day wait	Whole	30	No clinic capacity.	
Upper GI	14 day wait	Whole	28	No clinic capacity. Patient offered sooner dates outside of breach date but wanted 10/11/15.	
Upper GI	14 day wait	Whole	24	No clinic capacity.	
Upper GI	14 day wait	Whole	22	No clinic capacity.	
Upper GI	14 day wait	Whole	21	No clinic capacity.	
Upper GI	14 day wait	Whole	20	Patient cancelled 04/11 as the date was unsuitable.	
Upper GI	14 day wait	Whole	17	No clinic capacity.	
Urology	14 day wait	Whole	23	Patient was booked for 29/10/15, but could not make this due to work. Also could only make Thursdays and Fridays. Booked into the next suitable slot with patients agreement.	
Urology	14 day wait	Whole	21	Patient cancelled the original appointment and referred for 17/11/15.	
Urology	14 day wait	Whole	19	ASI patient as no capacity - extra clinic put on by after breach date.	
Urology	14 day wait	Whole	19	ASI patient as no capacity - extra clinic put on by after breach date.	
Urology	14 day wait	Whole	19	ASI patient as no capacity - extra clinic put on by after breach date.	

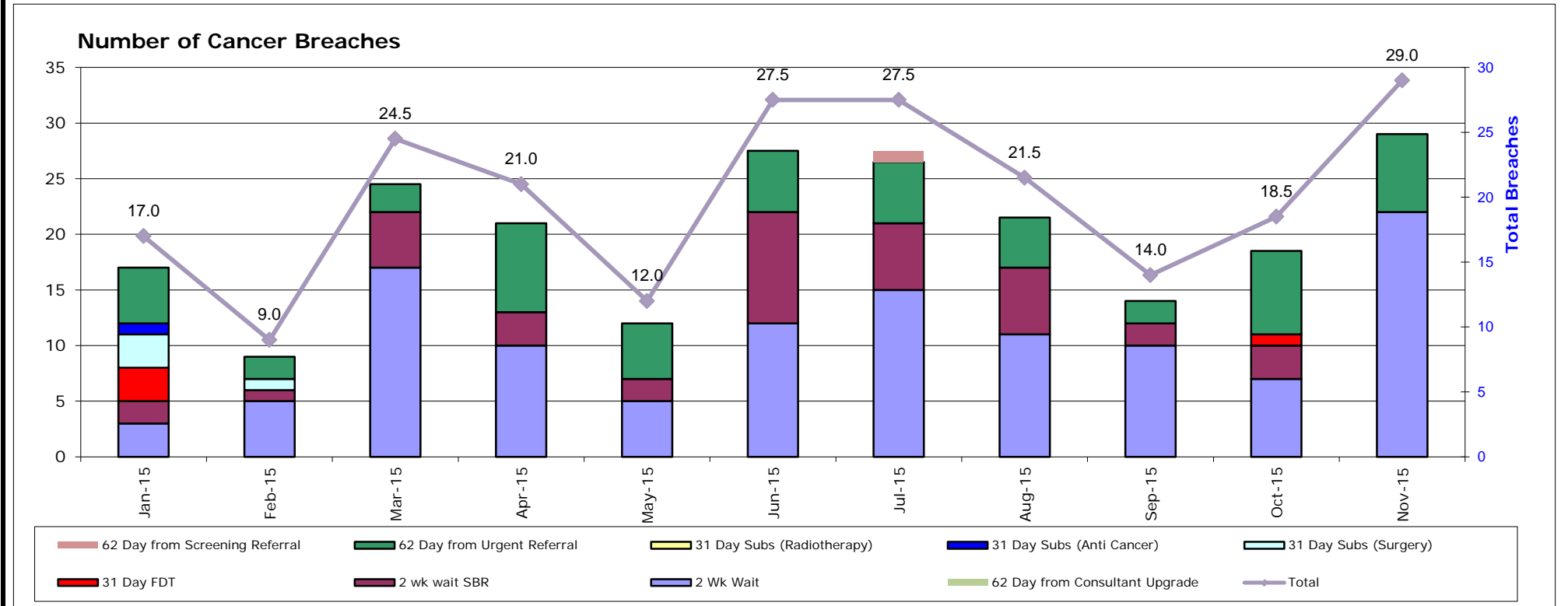
Speciality	Target Breached	Whole or Shared	Days in pathway	Breach Reason	Actions to be taken
Whole Breaches					
ENT	62 day target	Whole	64	The patient initially had non diagnostic cytology result and had to have a repeat biopsy which slowed down the pathway.	

Shared Breaches					
Speciality	Target Breached	Whole or Shared	Days in pathway	Breach Reason	Actions
Colorectal	62 day	Shared	74	21 dw for CT as original date given within 4 days was marked as a DNA but patient never received letter. Planned for tx on day 57 but due to discrepancy between CT & MRI and no specialist Radiologist in trust, further 7 dw for 2nd opinion from CLH.	
Gynaecology	62 day	Shared	72	No confirmed diagnosis, just clinical confirmation of pseudomyxoma peritonei. Patient referred to Basildon for surgery. Patient on holiday 4-11 Oct.	
Lung	62 day	Shared	83	Delay due to investigations as patient required rescan after 6 weeks at Papworth.	
Upper GI	62 day	Shared	92	To be confirmed by CLH.	
Upper GI	62 day	Shared	80	Patient was originally referred to Head and Neck with 4cm mass in right of neck. Following investigation the patient was referred to CLP MDT who requested OGD. Patient refused chemotherapy but accepted Radiotherapy.	
Urology	62 day	Shared	81	Many diagnostics needed.	
Urology	62 day	Shared	87	Patient needed repeat CT scan and then there was a 29 day delay for surgery at Addenbrookes.	

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Priority Domain: Ensuring Clinical Excellence and Effectiveness

Performance indicator: Cancer Breaches



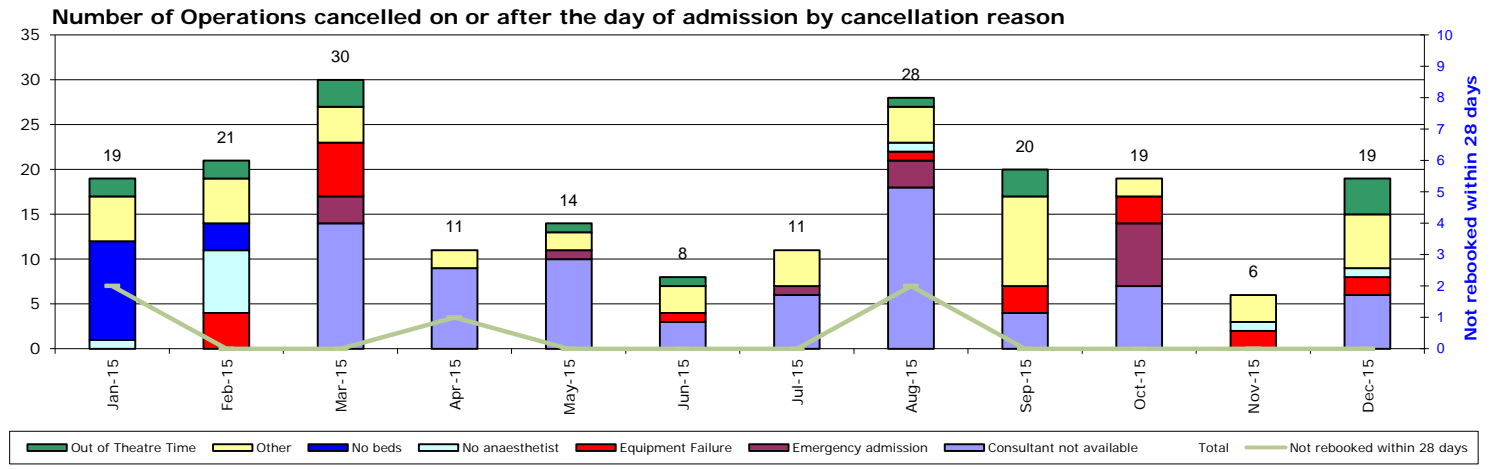
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Priority Domain: Ensuring Clinical Excellence and Effectiveness

Performance indicator: Cancelled Operations

Current target: (i) no patients not rebooked within 28 days of cancellation, and (ii) minimal operations cancelled on or after day of admission



Key performance issues:

19 patients cancelled on the day in month and 136 to the end of December. There were no 28 day breaches in the month and 3 YTD.

The cancellations are broken down as follows, 6 no consultant, 4 out of theatre time, 1 no anaesthetist, 2 equipment failure and 6 for admin/other reasons.

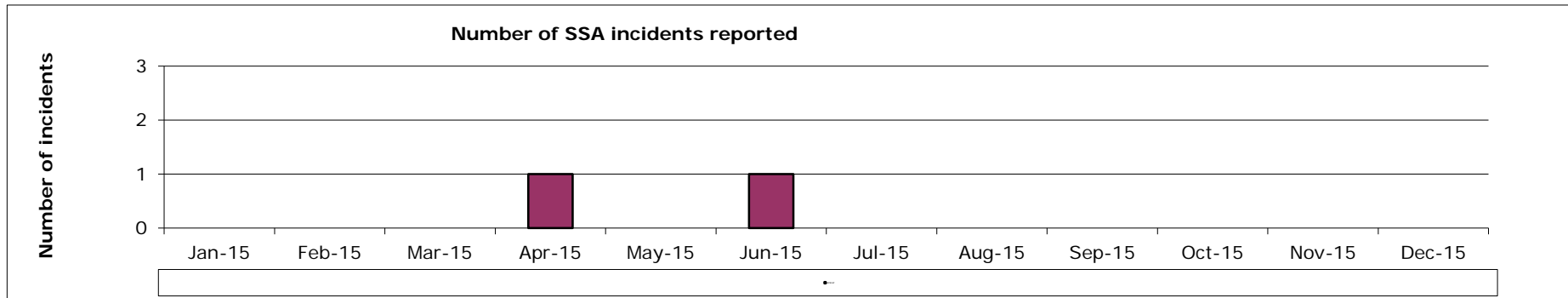
Please note that the January 2016 CRM will include 3 December patients who were not rebooked within 28 days.

Hinchingbrooke Healthcare NHS Trust Operational Performance Report Month 9 2015/16

Strategic Priority: Improving patient experience

Performance indicator: Achieving single sex accommodation (SSA)

Current target: 100% compliance



HHCT trend analysis

1 incident in April 2015 affecting 2 patients on CCC, RCA completed May.

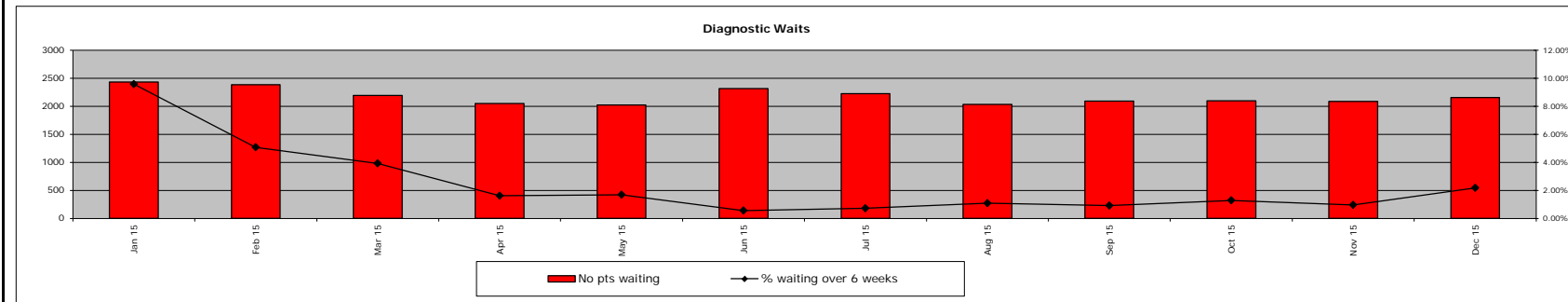
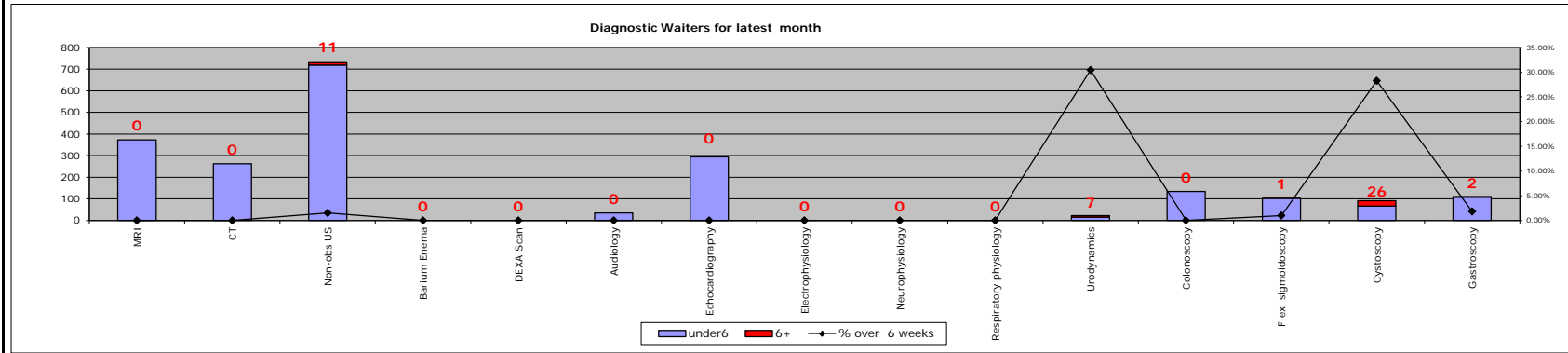
1 incident in June 2015 affecting 3 patients on CCC, RCA completed June. For commissioning all 3 patients attributed to Cambridshire CCG (06H).

Actions in progress

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Priority Domain: Ensuring Clinical Excellence and Effectiveness

Performance indicator: Diagnostic Waits (Patients still waiting at month end)
Current target: < 6 weeks

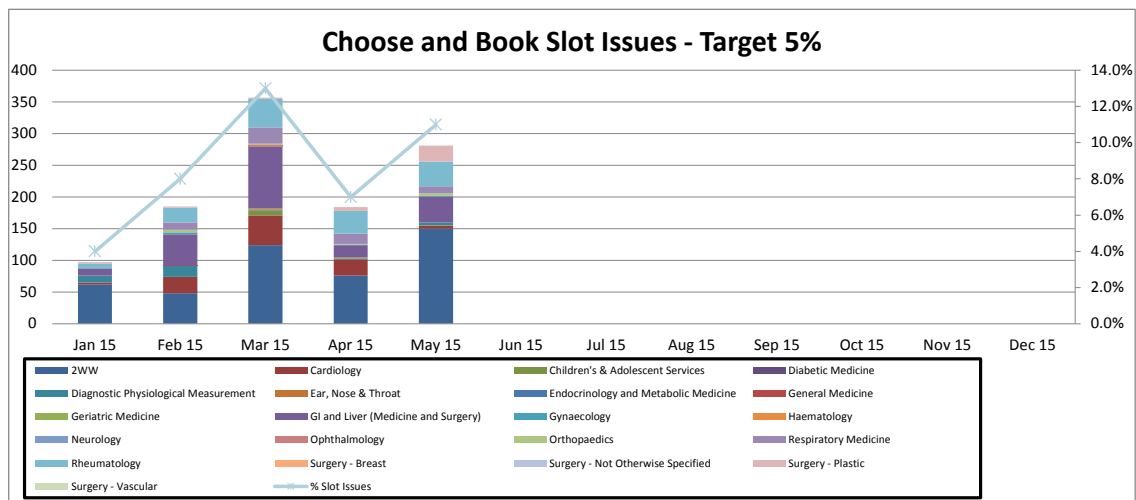


Key performance issues:
Diagnostic recovery plan in place.

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Priority Domain: Ensuring Clinical Excellence and Effectiveness

Performance indicator: Choose and Book - Slot Issues by Hinchingsbrooke Division



Key performance issues:

Due to migration of NHS Choose and Book website to E-Referral this has meant that ASI reports (weekly or monthly) are not currently available to any NHS trust. The issue has been raised with the National Help Desk (Case FB1-26996).

Update 14/08 from NHS E-Referral Service.

'We are working hard to make reports and extracts available in the NHS e-Referral Service as soon as possible but due to the need to focus on stability and performance of the system, we are not yet in a position to confirm the exact timeline for delivery. We are currently targeting the critical extracts (EBSX02, 03, 04, 05, 06 and 08) to be available from early September, with the remaining reports and extracts to be available on a rolling basis soon after this time. This will of course be subject to successful completion of development and testing'.

A further update will be issued around 1st September and organisations will be notified via the e-RS Bulletin: <http://www.hscic.gov.uk/referrals/bulletin> and via the HSCIC website: <http://www.hscic.gov.uk/referrals/reports>

Update 11/09 from NHS E-Referral Service.

'We are working hard to make reports and extracts available in the NHS e-Referral Service as soon as possible but due to the need to focus on stability and performance of the system, we are not yet in a position to confirm the exact timeline for delivery. We will prioritise the critical extracts (EBSX02, 03, 04, 05, 06 and 08) to be available first, with the remaining reports and extracts to be available on a rolling basis as soon possible after successful completion of development and testing.

Further updates will be issued via the e-RS Bulletin: <http://www.hscic.gov.uk/referrals/bulletin> and posted on the HSCIC website: <http://www.hscic.gov.uk/referrals/reports>.

We appreciate that some organisations are experiencing problems by not having access to this latest information and for this we apologise.'

Update 15/10 from NHS E-Referral Service.

We are now pleased to say that we are approaching the final stages of being able to make the critical extracts (EBSX02, 03, 04, 05, 06 and 08) available by the end of October. This will follow the successful release of R4.4 over the weekend of 16-18 October and the implementation of several data fixes which will then be tested and assured, both internally and externally. Assuming that the outcome of the testing and assurance process is positive, we expect to be able to make these extracts available to all around the end of the month. The remaining reports and extracts will then be developed and available on a rolling basis as soon possible after successful completion of development and testing.

Further updates will be issued via the e-RS Bulletin: <http://www.hscic.gov.uk/referrals/bulletin> and posted on the HSCIC website: <http://www.hscic.gov.uk/referrals/reports>.

We appreciate that some organisations are experiencing problems by not having access to this latest information and for this we apologise.

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Priority Domain: Ensuring Clinical Excellence and Effectiveness

Performance indicator: 18 Week monitoring - Admitted patients

Current target: Admitted patients 90% Non-admitted patients 95% Incomplete 92%

December RTT		Admitted (not adjusted)			Non-admitted			Incomplete		
		<=18 weeks	>18 weeks	%<=18 weeks	<=18 weeks	>18 weeks	%<=18 weeks	<=18 weeks	>18 weeks	%<=18 weeks
100	General Surgery	113	15	88.28%	202	4	98.06%	751	56	93.06%
101	Urology	60	3	95.24%	117	4	96.69%	365	20	94.81%
110	Trauma & Orthopaedics	139	39	78.09%	141	5	96.58%	909	117	88.60%
120	Ear, Nose & Throat (ENT)	72	0	100.00%	212	1	99.53%	415	10	97.65%
130	Ophthalmology	208	16	92.86%	210	2	99.06%	680	32	95.51%
140	Oral Surgery	0	0		0	0		0	0	
150	Neurosurgery	0	0		0	0		0	0	
160	Plastic Surgery	50	3	94.34%	107	3	97.27%	321	16	95.25%
170	Cardiothoracic Surgery	0	0		0	0		0	0	
300	General Medicine	16	4	80.00%	32	0	100.00%	83	1	98.81%
301	Gastroenterology	13	0	100.00%	162	3	98.18%	351	20	94.61%
320	Cardiology	0	0		55	0	100.00%	251	12	95.44%
330	Dermatology	0	0		0	0		0	0	
340	Thoracic Medicine	0	0		39	0	100.00%	78	1	98.73%
400	Neurology	0	0		27	0	100.00%	169	5	97.13%
410	Rheumatology	0	0		51	1	98.08%	197	7	96.57%
430	Geriatric Medicine	0	0		0	0		0	0	
502	Gynaecology	63	0	100.00%	312	2	99.36%	331	9	97.35%
X01	Other	0	0		120	3	97.56%	128	21	85.91%
999	Total	734	80	90.17%	1787	28	98.46%	5029	327	93.89%

Key performance issues:

Please be aware that the reporting requirements for admitted pathways was changed in October 2015 by NHS England to now be admitted (not adjusted). A new template (part 1a) was provided by Unify from October.

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Priority Domain: Ensuring Clinical Excellence and Effectiveness

Performance indicator: 18 Week monitoring - Admitted patients

December RTT (06H)		Admitted (not adjusted)			Non-admitted			Incomplete		
		<=18 weeks	>18 weeks	%<=18 weeks	<=18 weeks	>18 weeks	%<=18 weeks	<=18 weeks	>18 weeks	%<=18 weeks
100	General Surgery	103	14	88.03%	197	4	98.01%	719	53	93.13%
101	Urology	57	3	95.00%	112	4	96.55%	350	17	95.37%
110	Trauma & Orthopaedics	120	37	76.43%	131	5	96.32%	796	112	87.67%
120	Ear, Nose & Throat (ENT)	66	0	100.00%	199	0	100.00%	380	10	97.44%
130	Ophthalmology	202	16	92.66%	201	2	99.01%	649	30	95.58%
140	Oral Surgery	0	0		0	0		0	0	
150	Neurosurgery	0	0		0	0		0	0	
160	Plastic Surgery	49	3	94.23%	103	3	97.17%	312	14	95.71%
170	Cardiothoracic Surgery	0	0		0	0		0	0	
300	General Medicine	15	4	78.95%	32	0	100.00%	82	1	98.80%
301	Gastroenterology	12	0	100.00%	159	3	98.15%	339	17	95.22%
320	Cardiology	0	0		52	0	100.00%	247	12	95.37%
330	Dermatology	0	0		0	0		0	0	
340	Thoracic Medicine	0	0		38	0	100.00%	78	1	98.73%
400	Neurology	0	0		27	0	100.00%	163	5	97.02%
410	Rheumatology	0	0		47	1	97.92%	181	7	96.28%
430	Geriatric Medicine	0	0		0	0		0	0	
502	Gynaecology	59	0	100.00%	303	2	99.34%	326	9	97.31%
X01	Other	0	0		113	2	98.26%	120	18	86.96%
999	Total	683	77	89.87%	1714	26	98.51%	4742	306	93.94%

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Month 9 2015/16

PLEDGE2 ORTHOTICS

Month ending	Provider Code	Provider Name	Specialty/Service	Data Source	Patients with an unknown clock start	Gt 0-1 weeks	Gt 1-2	Gt 2-3	Gt 3-4	Gt 4-5	Gt 5-6	Gt 6-7	Gt 7-8	Gt 8-9	Gt 9-10	Gt 10-11	Gt 11-12	Gt 12-13	Gt 13-14	Gt 14-15	Gt 15-16	Gt 16-17	Gt 17-18	Gt 18+ weeks legitimate	Gt 18+ weeks Unnecessary	Total Waiting	Max Wait (weeks)	% 18 weeks plus
Dec-15	RQQ	Hinchingbrooke	Orthotics	IT System/Database	0	11	19	12	15	7	1	2	4	3	1	6	1	3	2	1	1	1	1	0	0	91	18	0.0%

Patients with unknown clock start date	Treated within 18 weeks	Treated over 18 weeks - legitimate	Treated over 18 weeks - unnecessary	% Patients treated within 18 weeks
0	91	0	0	100.0%

December Final

**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
Corporate Governance Panel 9th 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)

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 Members provide comment on the draft Corporate Plan 2016/18.

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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.

3. KEY IMPACTS/RISKS? HOW WILL THEY BE ADDRESSED?

- 3.1 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

4. WHAT ACTIONS WILL BE TAKEN/TIMETABLE FOR IMPLEMENTATION

- 4.1 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.

5. CONSULTATION

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

6. LEGAL IMPLICATIONS

- 6.1 Not applicable for this report.

7. RESOURCE IMPLICATIONS

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

8. OTHER IMPLICATIONS

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

9 REASONS FOR THE RECOMMENDED DECISIONS

- 9.1 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

10. LIST OF APPENDICES INCLUDED

Appendix 1 – Draft Corporate Plan 2016/18

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 continue to improve the quality of life for the people of Huntingdonshire and work towards sustainable economic growth whilst providing value for money services

OR - 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
- Support people to improve their health and well-being
- Support communities to become stronger and more resilient

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

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:

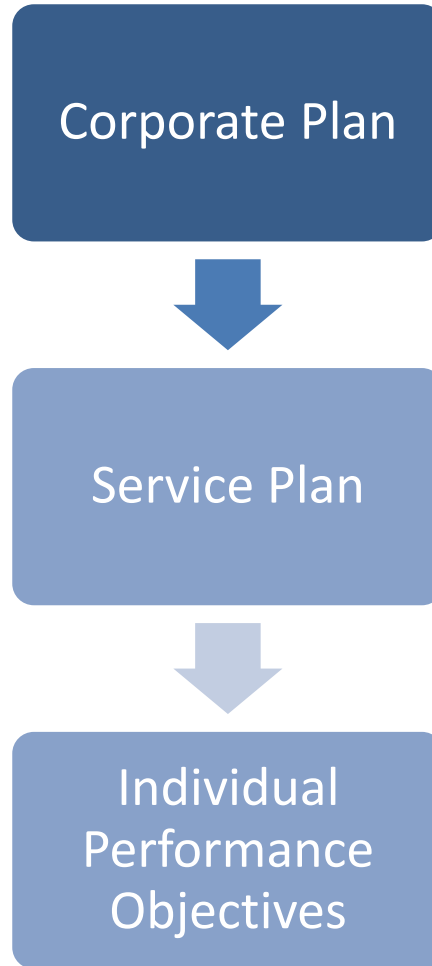
- Population, employment rates, skills, qualifications, transport links, house prices, rural isolation etc

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.

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Strategic Priorities	Objectives	Actions
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		
1a) Create, protect and enhance our safe and clean built and green environment	<p>Our work programme includes:</p> <ul style="list-style-type: none"> • ensuring that our streets and open spaces are clean and safe, • working closely with partners to reduce crime and anti-social behaviour, • improving the quality of the built environment in Huntingdonshire, and • providing quality green space and community facilities within new developments 	<p>Key actions for 2016/18 will include:</p> <ul style="list-style-type: none"> ○ Continue to manage and enhance the joint CCTV service with Cambridge City Council ○ Reduce incidences of littering ○ Support delivery of sustainable activities/facilities ○ Maintain clean open spaces ○ Adopt a new Design Guide as Supplementary Planning Document
1b) Supporting people to improve their health and well-being	<p>Our work programme includes:</p> <ul style="list-style-type: none"> • prioritising accessible open space on new housing developments • meeting the housing and support needs of our ageing population • enabling people to live independently through the provision of adaptation, accessible housing or support and we will help to prevent people from becoming homeless • working with partners to improve health and reduce health inequalities • providing accessible leisure, green spaces, countryside and culture opportunities 	<p>Key actions for 2016/18 will include:</p> <ul style="list-style-type: none"> ○ Increase physical activity levels through the provision of activities in One Leisure sites and in parks and open spaces ○ Prevent homelessness where possible by helping households either remain in their current home or find alternative housing ○ Assist non priority single homeless people with housing options through the Cambridgeshire Single Homelessness Service
1c) Stronger and more resilient communities to enable people to help themselves	<p>Our work programme includes:</p> <ul style="list-style-type: none"> • supporting community development and enabling the voluntary and community sector organisations to develop, and 	<p>Key actions for 2016/18 will include:</p> <ul style="list-style-type: none"> ○ Support community planning including working with parishes to complete neighbourhood and parish Plans

Strategic Priorities	Objectives	Actions
	<ul style="list-style-type: none"> • working with communities to build resilience 	<ul style="list-style-type: none"> ○ 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) ○ Manage the Community Chest to encourage and promote projects to build and support community development
Sustainable growth - we want to make Huntingdonshire a better place to work and invest and we want to deliver new and appropriate housing		
2a) Accelerate business growth and investment	<p>Our work programme includes:</p> <ul style="list-style-type: none"> • promoting inward investment; • supporting economic growth in rural areas • supporting new and growing businesses and promoting business success • supporting economic growth by prioritising planning advice to growing key businesses, and • supporting the delivery of the Alconbury Enterprise Zone (EZ). 	<p>Key actions for 2016/18 will include:</p> <ul style="list-style-type: none"> ○ Deliver the council's Marketing Strategy Implementation Plan to raise the profile of Huntingdonshire as a location of choice for business growth and investment ○ <i>An action around business rates – use of discretionary rate relief to support local businesses?</i> ○ Advertise opportunities for local businesses by Publishing Online Schedule of Proposed Procurements to promote future contract opportunities
2b) Remove infrastructure barriers to growth	<p>Our work programme includes:</p> <ul style="list-style-type: none"> • influencing the development of the Highways and Transport Infrastructure Strategy, and • facilitating the delivery of infrastructure to support housing growth. 	<p>Key actions for 2016/18 will include:</p> <ul style="list-style-type: none"> ○ Prepare an infrastructure Delivery Plan alongside the Local Plan ○ 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

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Strategic Priorities	Objectives	Actions
		<ul style="list-style-type: none"> ○ Continue to provide active input into the delivery stage of the A14 to deliver the specific requirements of the council.
2c) Develop a flexible and skilled local workforce	<p>Our work programme includes:</p> <ul style="list-style-type: none"> ● ensuring there are sufficient skills to support the Enterprise Zone ● working with businesses to establish current and future skills needs, and ● create stronger links between businesses and education and training. 	<p>Key actions for 2016/18 will include:</p> <ul style="list-style-type: none"> ○ Work in partnership to ensure local delivery of training to meet business growth <i>need</i> ○ Encourage and support apprenticeships across the district ○ HDC to develop our own apprenticeship programme
2d) Improve the supply of new and affordable housing, jobs and community facilities to meet future need	<p>Our work programme includes:</p> <ul style="list-style-type: none"> ● 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. 	<p>Key actions for 2016/18 will include:</p> <ul style="list-style-type: none"> ○ To prepare the Local Plan ○ Facilitate delivery of new housing on the large strategic sites at: <ul style="list-style-type: none"> ○ St Neots ○ Wyton ○ Maintain a 5 year housing land supply position ○ Adopt a new Housing Strategy and deliver the associated Affordable Housing Action Plan ○ Ensure our approach to Community Infrastructure Levy enables housing (NM)
Efficient and Effective Council - we want to continue to deliver value for money services		
3a) Become more efficient in the way we deliver services providing value for money services	<p>Our work programme includes:</p> <ul style="list-style-type: none"> ● Investigating and implementing a programme of Shared Services ● ensuring our Medium Term Financial Strategy is focused on strategic priorities ● maximising income opportunities 	<p>Key actions for 2016/18 will include:</p> <ul style="list-style-type: none"> ○ Develop full business cases for previously identified energy reduction projects across the council's estates ○ Introduce measures to reduce energy costs in one Leisure

Strategic Priorities	Objectives	Actions
	<ul style="list-style-type: none"> • increasing the use of Information Technology to maximise efficiencies; and where possible, migrating customers to the lowest cost access channel • We will have a more engaged workforce • continue to reshape the way the council works to realise our savings target and improving council performance wherever possible • maximise council income through effective asset management, and collection activities. • continue to improve the efficiency of the council's customer access channel, and • continue to work with partners through shared services 	<ul style="list-style-type: none"> ○ Introduce more on line self-service delivery on the council website ensuring we focus on customer need ○ Maximise the income generating potential of One Leisure sites to fully cover the cost of operation ○ Tighter programme management ○ Capital programme governance arrangements ○ Improving residents satisfaction levels measured through a residents survey ○ Collecting money that is saved? ○ Promptly pay local suppliers ○ More positive staff /valuing staff (see Workforce Strategy) ○ Plan on a Page sets significant targets for the council to reduce its reliance on Government grants and New Homes Bonus over the next few years ○ All council services to remain under tight budgetary control ○ Zero Based Budgeting (ZBB) Phase 2 is undertaken to identify further service savings ○ Affordability and value for money are at the core of the council's decision making processes ○ Savings are identified at the earliest opportunity ○ Capital investment is commenced as soon as possible ○ Central government funding is continually reviewed
3b) Deliver good customer service	Our work programme includes:	○ Implement a consultation exercise with

Strategic Priorities	Objectives	Actions
	<ul style="list-style-type: none"> • Continue to gain a better understanding of our customers and ensuring all customer engagement is meaningful • involving customers in significant changes to services, and • ensuring modern technology is used effectively to maximise our interaction with customers <p>we will apply the six key principles in our Customer Service Strategy across all service areas (listen to customers, get it right first time, provide value for money services, act and behave in the right way, make it matter to staff, work with partners for the benefit of customers)</p>	<p>residents and business to inform 2017/18 budget planning</p> <ul style="list-style-type: none"> ○ Every Head of Service will deliver actions within their service plan to contribute to the Customer Service Strategy

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.

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Enabling Communities	
Create, protect and enhance our safe and clean built and green Environment	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 Ten ways to work together from CCC
Support people to improve their health and well-being	% of Needs Analysis completed (JS?) 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 £10k. % of food premises scoring 3 or above on the Food Hygiene Rating Scheme Number of complaints about food premises (per 1000 population or per 100 food businesses) % of CCTV cameras operational (CS) Market segmentation to take from OL Strategy (JW)
Support communities to become stronger and more resilient	ASB - % satisfaction with the ASB service (or safer, stronger and more resilient communities?) Supporting the VCS – CAB reduction in the number of people accessing the service, of level of renegotiated debt, or similar Supporting the VCS – the number of volunteer hours in Huntingdonshire Anti-Social Behaviour Number of assets transferred?

Sustainable Growth	
Accelerate business growth and investment	Processing of planning applications on target - major (within 13 weeks or agreed extended period) Number of Marketing Strategy actions on track (AM) Growth in business rates (AM) Inspections of newly registered food businesses within 28 days of registration?
Remove infrastructure barriers to growth	Proportion of Community Infrastructure Levy receipts allocated
Develop a flexible and skilled local workforce	No of training places delivered or accredited qualification gained Number of council apprenticeships created
Improve the supply of new and affordable housing, jobs and community facilities to meet future need	Submissions ready by Spring 2017 Gross number of affordable homes delivered Net additional homes delivered
Efficient and effective Council	
Become more efficient in the way we deliver services providing value for money services	80% of grounds maintenance targets consistently met Maximise % of recycling Number of missed bins per 100,000 households 2% annual energy use reduction from council owned buildings Number of days to process Housing Benefit changes of circumstance Number of days to process Council Tax Support changes of circumstance Number of Disable Facilities Grants (JT) % of council tax collected % of space let on estates portfolio % of invoices from suppliers paid within thirty days (currently 98%) or % of local suppliers paid within 10 working days (CM) Staff sickness days lost per full time employee (reduce 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

	% of Services that are subject to a Zero Based Budget review Achievement of the council's medium term financial strategy Lean - number of business process reviews 0% Change in Band D Council Tax
Deliver good customer service	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 PI from Employee Survey Continual improvement of One Leisure – Net Promoter Score based on likelihood of recommending service

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HUNTINGDONSHIRE DISTRICT COUNCIL

Title/Subject Matter:	Huntingdonshire Sports and Leisure Facility Strategy
Meeting/Date:	Overview and Scrutiny Panel (Communities and Customers) – 1st March 2016 Cabinet – 17 th 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 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 To be added following meeting on 1st 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

Appendix 1 - Proposed Version of the Sports Facilities Strategy

BACKGROUND PAPERS - NONE

CONTACT OFFICER

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

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Huntingdonshire Sports and Leisure Facilities Strategy 2016-2021

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6/ Strategic Overview

- Appendix 1/ Sports Ranking Matrix
- Appendix 2/ Recent Investment Sites 2009-2015
- Appendix 3/ Future Known Projects
- Appendix 4a/ Gaps in Provision – Ward Level
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DRAFT

Huntingdonshire Sports and Leisure Facilities Strategy 2016-2021

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:

“To improve health and well-being, we will work with partners to provide accessible leisure and green spaces opportunities.”

(Huntingdonshire District Council’s Corporate Plan 2015/16)

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 (2012-2017) 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 Huntingdonshire District Council Corporate Plan (2015-2016) has three Strategic Priorities including: 'A strong local economy', 'Enabling sustainable growth' and 'Working with our communities'. The sports and leisure sector has a significant role to play across these three priorities.

Huntingdonshire District Council is currently reviewing its corporate strategy and will have new emerging priorities which will be integrated within this document when approved by Council. The new priorities are likely to continue to centre around the themes of 'people', 'growth' and 'business' all of which continue the links to this new Strategy.

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)

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.

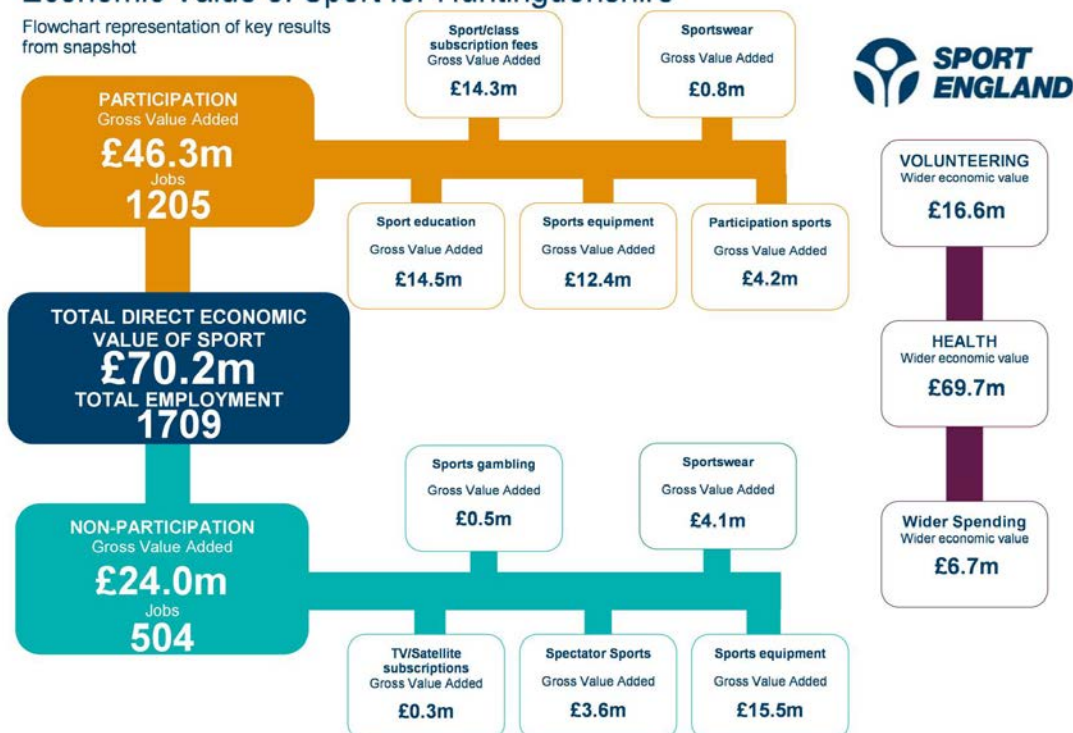
17.1% of young people and 69.1% of adults are overweight or obese in Huntingdonshire compared to the East of England average of 17% and 65% respectively.

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

2.6 Economic Value of Sport

Economic Value of Sport for Huntingdonshire

Flowchart representation of key results from snapshot



(*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.

Facilities	Huntingdonshire	Aylesbury Vale	Basingstoke And Deane	Cherwell	Colchester
Total	420	561	473	375	483
16+ Population (000's)	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	46

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 cts)	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 cts)	51.20 sq m	9,912sq 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	12

Current need

Facility Type	Local Standard	Required Level (177,700)	Current Level of Provision	Deficit/ Surplus
Swimming Pool (min 212sq.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 212sq.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

Facility Type	Local Standard	Required Level (177,700)	Current Level of Provision	Deficit/ Surplus
Indoor Bowls (min 212sq.m.)	0.05 rinks	8.9 rinks	14 rinks	5 rinks

Future need

Facility Type	Local Standard	Required Level (193,600)	Current Level of Provision	Deficit/ Surplus
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.

Full Size ATPs

Location	Number of Full Size ATPs	Surface
Huntingdon	1	3 rd Generation
Kimbolton	2	Sand Dressed
St Ives	1	3 rd Generation
	1	Sand Dressed
St Neots	2	3 rd Generation
	1	Sand Dressed
Yaxley	1	3 rd Generation
Total	9	

Training Size ATPs

Location	Number of Training Size ATPs	Surface
Alconbury	1	3 rd Generation
Huntingdon	1	3 rd Generation
Ramsey	1	Sand Dressed
Sawtry	1	Sand Dressed
St Neots	1	Sand Dressed
Yaxley	1	3 rd Generation
Total	6	

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	Alconbury Weald (opening 2016)		Private	75.0%	0.0
Buckden	Buckden Marina Ltd (The Waterside Leisure Club)	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
		603		TOTAL	518

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

Facility Type	Local Standard	Required Level (177,700)	Current Level of Provision	Deficit/ Surplus
Health and Fitness	3.6 stations	640 stations	603 stations	-37 stations

Future need

Facility Type	Local Standard	Required Level (193,600)	Current Level of Provision	Deficit/ Surplus
Health and 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 undersupply 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 Grass Pitches	Indoor Bowls
173,000 Population	52.96 Courts 13.24 Halls	1,818.75sq metres 34.24 Lanes	4.97 Pitches (full size)	12.54 Rinks 2.09 Centres
184,000 Population	57.68 Courts 14.42 Halls	1,980.66sq metres 37.28 Lanes	5.42 Pitches (full size)	13.65 Rinks 2.28 Centres
Actual Facilities Available	46 Courts 11 Halls	2,083sq metres 33 Lanes	9 Pitches	14 Rinks 2 Centres
Current Deficit/Surplus	-6.96 courts -2.24 Halls	264.25 sq metres -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.

5/ 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 5 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	Parish	Project Summary	Total project cost (estimated)	Estimated Timescales	Local Priority
One Leisure Huntingdon	Huntingdon	Redevelopment of Health & Fitness Area	£795k	2016/2017	27
One Leisure Huntingdon	Huntingdon	Refurbishment of Swimming Pool Changing Areas	£320k	2016/2017	18
One Leisure St Neots	St Neots	Replacement of Synthetic Turf Pitch Surface	£392k	2016/2017	18
Huntingdon Gymnastics Club	Huntingdon	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	Warboys	New changing rooms			12
One Leisure St Ives Outdoor	St Ives	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	Parish	Project Summary	Total project cost (estimated)	Estimated Timescales	Local Priority
Ramsey Colts	Ramsey	Move to new playing fields including pitches, car park and changing facilities			12
Hinchingbrooke Lake	Huntingdon	New and fit for purpose ancillary facilities			8
One Leisure Ramsey	Ramsey	Additional studio space		2017/2018	8
Stilton Sports Pavilion & Grass Pitches	Stilton	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 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: SPORTS RANKING MATRIX

Sport	Overall	Club Infrastructure	Current Participation	Potential Participation	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	Club Infrastructure	Current Participation	Potential Participation	Facilities	Total	Information in support of prioritisation
Martial 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 Hinchingsbrooke 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.
Trampolining	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 (2009-2015)

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-Needingworth	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
St Ives	One Leisure St Ives	Redevelopment & Refurbishment
St Ives	One Leisure St Ives Outdoor	New 3G STP Full Size Pitch

Parish	Site	Description
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
Hinchingbrooke Lake	LA	Watersports	New and fit for purpose ancillary facilities (changing, access and storage facilities)		2	2	2	8

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 Ramsey	LA	Multi-Sport	Additional studio space	2017/2018	2	2	2	8
One Leisure St Ives Outdoor - Drainage	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
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 Cycleway/Footpath	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

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
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 Changing Facilities	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
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 - Indoor Cricket Nets	LA	Cricket	Need upgrading - identified by Hunts CB		2	2	1	4
One Leisure St Ives Outdoor - Athletics Track	LA	Athletics	Appraisal of future of Track & Condition		2	1	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
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 improvements	Sports Club	Rugby	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
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

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
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: GAPS IN PROVISION – WARD LEVEL

Ward name	2016 est. population	Sports Hall Courts	Swimming Pools	Indoor Bowls Rink	Artificial Pitch Full Size	Artificial Turf Pitch	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
Total	177,800	46	12	2	9	6	603	21	14	24	18	93	46	41	23	8	9	79	48	32	176	7	7	21	15

APPENDIX 4b: GAPS IN PROVISION – PARISH LEVEL

Parish Council	Sports Hall Courts	Swimming Pools	Indoor Bowls Rink	Artificial Turf Pitch	Artificial Turf Pitch	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										1	1						1				2		
Abbotsley						28	4																45
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																							

Parish Council	Sports Hall Courts	Swimming Pools	Indoor Bowls Rink	Artificial Turf Pitch	Artificial Turf Pitch	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
Earith												1	1						1			0	
Easton																							
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								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

Parish Council	Sports Hall Courts	Swimming Pools	Indoor Bowls Rink	Artificial Turf Pitch	Artificial Turf Pitch	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
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	
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-Stibbington																							
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																							

Parish Council	Sports Hall Courts	Swimming Pools	Indoor Bowls Rink	Artificial Turf Pitch	Artificial Turf Pitch	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
The Stukeleys																	1		1				
Tilbrook																							
Toseland																							
Upton & Coningford																							
Upwood & the Raveleys											1	1											
Warboys								1	1		1						1		1	1		1	
Waresly-Cum-Tetworth											1												
Water Newton																							
Winwick																							
Wistow																				1			
Woodhurst																	1						
Woodwalton																							
Wyton on the Hill												1											
Yaxley				1	1			1				1	1				1		4	4	3		
Yelling											1												
	46	12	2	9	6	603	21	18	93	46	41	21	15	23	8	14	24	9	78	47	31	7	176

*Green shaded cells indicate gaps identified by partners

**Public
Key Decision - No**

HUNTINGDONSHIRE DISTRICT COUNCIL

Title/Subject Matter:	One Leisure - Six Monthly Update Report
Meeting/Date:	Overview and Scrutiny (Social Well-being) – 1st March 2016 Cabinet – 17th March 2016
Executive Portfolio:	Councillor Robin Howe – Executive Member for Commercial Activities
Report by:	Head of Leisure and Health
Ward(s) affected:	All

Executive Summary:

The purpose of the report is to provide a six month update to 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.

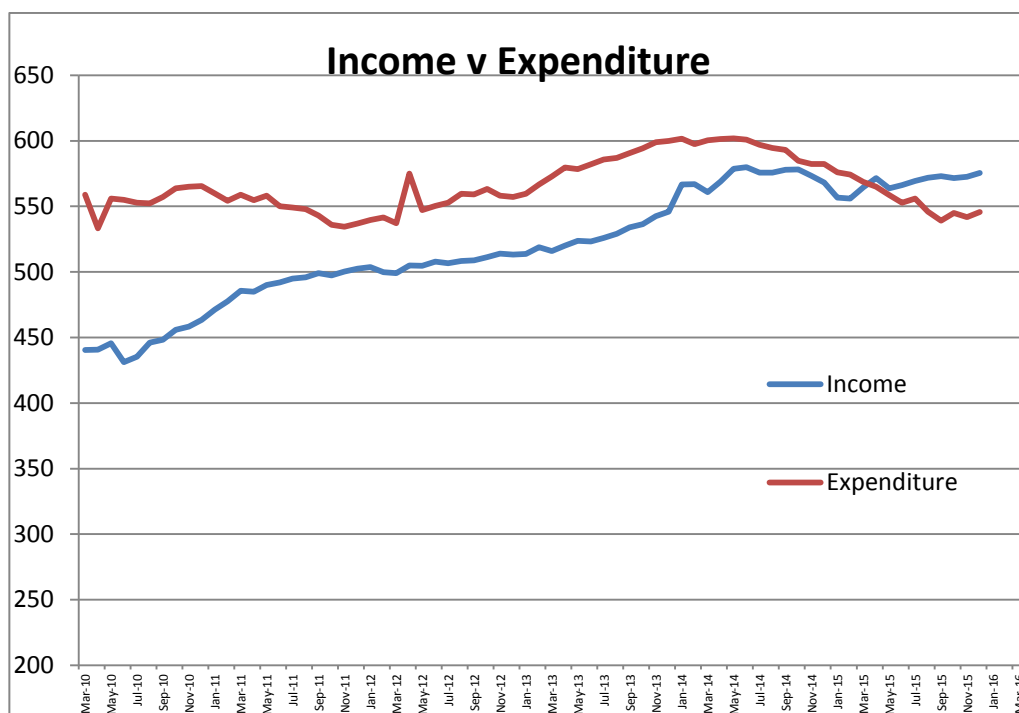
The majority of this improvement has been delivered by the streamlining of the business through ongoing monitoring of expenditure and the restructure of all sites management structures. Income growth continues at a rate of around 3%, however this is mainly attributable to price rises in Impressions and 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.

Budget 2015/6	Actuals to date 2014/5	Actuals to date 2015/6	Profiled Actuals to date
(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.
- OLH 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.
- OLH Swimming Pool Changing Room Development – OLH 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 Comments from the Overview and Scrutiny Panel will be inserted following the meeting on the 1st March.

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 None

BACKGROUND PAPERS

None

CONTACT OFFICER

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01480 388049

Agenda Item 8

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 - 17th 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 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 will be presented to Overview & Scrutiny (Communities and Customers) on the 1st March, before it is recommended to Cabinet for approval on the 17th March.

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.
Appendix II One Leisure Strategic Plan 2016-21.(Exempt)

BACKGROUND PAPERS

None

CONTACT OFFICER

Jayne Wisely – Head of Leisure and Health
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Appendix I

Executive Summary



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

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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By virtue of paragraph(s) 3, 4 of Part 1 of Schedule 12A
of the Local Government Act 1972.

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CURRENT ACTIVITIES OF THE ECONOMY AND GROWTH AND FINANCE AND PERFORMANCE PANELS

STUDY	OBJECTIVES	PANEL	STATUS
Waste Collection Policies	To assist the Head of Operations and Executive Member for Operations & Environment with reviewing waste collection policies in relation to the collection points for wheeled bins/sacks and remote properties (farms and lodges).	Economy and Growth	<p>The Working Group's activities are currently on hold until the Operations Review has been completed and implemented.</p> <p>Draft operational policies for garden waste contamination, dry recyclates contamination and lane end collection was considered at the Panel's November 2015 meeting.</p> <p>The Review of Waste Policies was considered at the Panel's January 2016 meeting.</p>
Litter Policies and Practices (to include graffiti removal)	To consider and make recommendations on future litter and graffiti service scope and standards and on public appetite for changes.	Economy and Growth	<p>The Working Group's activities are currently on hold until the Operations Review has been completed and implemented.</p> <p>The Street Cleansing Service Specification was considered at the Panel's January 2016 meeting.</p>
Project Management Select Committee	To review and test the robustness of the Council's project management arrangements.	Finance and Performance	A report from the Projects and Programmes Manager on changes in Project Management was submitted to all three Overview and Scrutiny Panels in June 2015. The Panel received a six month update report on project delivery in October 2015 and a further review by the Project Management Select Committee is due in March 2016.

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Panel Date	Decision	Action	Response	Date for Future Action
	<p><u>Hinchingbrooke Hospital</u></p> <p>(a) Management of the Hospital</p> <p>03/03/15 Hisham Abdel-Rahman, CEO, attended the Panel and reported on the Hinchingbrooke Hospital Action Plan.</p> <p>07/04/15 Ruth Rogers, Chair, reported on the work of Healthwatch Cambridgeshire.</p> <p>03/11/15 Mark Cammies, Estates and Facilities Director, attended the Panel and reported on the Hinchingbrooke Health Campus.</p> <p>05/01/16 An article was published in the Hunts Post regarding the potential loss of services at Hinchingbrooke Hospital.</p> <p>02/02/16 Lance McCarthy, CEO at Hinchingbrooke Hospital attended the Panel's meeting in February 2016 to discuss the hospital's improvement plan and collaboration with Peterborough and Stamford Hospitals Trust.</p>	<p>The Panel requested an update on the Hospital Action Plan at a future meeting.</p> <p>The Panel requested regular updates on the Health Campus.</p> <p>The Panel requested the attendance of Lance McCarthy, CEO at Hinchingbrooke Hospital at the meeting in February.</p>		<p>Date to be agreed</p>
	<p>(b) Financial and Operational Performance</p> <p>03/02/15 Presentation received from Mr R Murphy, Mr K Poyntz and Ms S Shuttlewood on hospital accountability. Discussed recent CQC report on the Hospital and CCG monitoring.</p> <p>01/09/15 Report presented to the September 2015 meeting.</p>	<p>Reports to be presented to the Panel every six months.</p>	<p>Next report due March 2016.</p>	<p>01/03/2016</p>

Panel Date	Decision	Action	Response	Date for Future Action
06/04/15	<p><u>Health economy</u></p> <p>Scoping report on potential work on the health economy. Further reports requested on:</p> <ul style="list-style-type: none"> the current state of Neighbourhood Planning within the area and how it was likely to develop and how it might promote community resilience; community engagement, including examples of good practice; the impact of Welfare Reforms, including fuel poverty and how this is defined; reviewing the Council's Equality Impact Assessment arrangements, and the impact of growth on GP surgeries, school places and hospital capacity. 	Heads of Service to schedule reports on subjects relating to their services.	The Cambridgeshire and Peterborough Health and Care System Transformation Programme is to be presented at the March 2016 meeting.	01/03/2016
06/10/15	<p><u>Delivery of Advisory Services Within the District</u></p> <p>The six voluntary sector organisations currently in receipt of three year funding awards (Strategic Grants) gave presentations on what they have delivered, how their work contributes to the Council's corporate objectives and the future challenges they face.</p>			
05/01/16	A report on the Voluntary Sector Grant Funding 2016/17 to 2019/20 was presented to the Panel.	The Panel requested the formation of a Voluntary Sector Grant Funding Working Group.	A meeting of the working group took place in February 2016.	25/02/2016
	<u>Redesign of Mental Health Services</u>			

Panel Date	Decision	Action	Response	Date for Future Action
10/06/14 & 08/07/14	Representatives from the Mental Health Service User Network (SUN) and Mind in Cambridgeshire attended meeting.			
07/04/15	Invitation to Luminus seminar on 'Improving Outcomes for People in Crisis because of a Mental Health Condition' extended to Members.			
07/07/15	The Panel received an update report on the Children and Adolescent Mental Health Service (CAMHS).	The Panel requested further updates at future meetings.		Date to be agreed
04/06/13	<p><u>Review of Elderly Patient Care at Hinchingsbrooke Hospital</u></p> <p>Working Group comprising of Councillors S J Criswell, Mrs P A Jordan, P Kadewere and Mrs R E Matthews appointed to undertake a review of elderly patient care at Hinchingsbrooke Hospital. The study will be undertaken in conjunction with the hospital. The Panel has received an oral report on recent Working Group meeting with the hospital.</p>	Meetings held on 18 July, 11 November 2013 and 24 February 2014.	The Working Group's activities are currently on hold following a request to the Chairman because the workstream is linked to ongoing Care Quality Commission activity.	
03/11/15	<p><u>Registered Social Providers</u></p> <p>Councillors R Fuller, P Kadewere, M C Oliver and Mrs D Reynolds appointed onto a Working Group to carry out a study on Registered Social Providers</p>	First meeting to be held on 18 January 2016 to scope out the work.	Councillors D Brown, L A Duffy, R Fuller, T D Sanderson and R J West will be joined by the Executive Councillor for Strategic Planning and Housing to study the impact of	29/02/2016

Panel Date	Decision	Action	Response	Date for Future Action
			national housing changes on local housing associations in the District. The study will involve meeting individually with housing associations.	
14/01/16	<p><u>Cambridgeshire County Council Budget Scrutiny</u></p> <p>The Working Group comprising of Councillors T Alban, D Brown, G Bull, Mrs S J Conboy, S Criswell, M Francis, D A Giles, T Hayward, B Hyland, P Kadewere, T D Sanderson, M Shellens and R J West scrutinised the budget of the Children's, Families and Adult's Directorate.</p>		A response to the budget proposals is to be sent to the County Council.	
19/01/16	The Working Group scrutinised the budgets of the Economy, Transport and Environmental Services and Corporate Services.			
05/01/16	<p><u>Huntingdonshire Strategic Partnership (HSP)</u></p> <p>Huntingdonshire Community Safety Partnership</p> <p>Annual review of the work of the Partnership.</p>		The 2015/16 report is planned for September 2016.	08/09/16
03/02/15	<p>Children and Young People</p> <p>Details of the thematic group's priorities received together with details of its terms of reference, membership and current</p>	The group meets four times per year in January, March, June	Reports to be submitted to the ensuing panel meeting.	

Panel Date	Decision	Action	Response	Date for Future Action
03/02/15	<p>matters being discussed. Presentation received.</p> <p>Health and Wellbeing</p> <p>Background information received on the thematic group's outcomes, terms of reference, membership and action plan.</p>	and October.		

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