

A meeting of the **OVERVIEW AND SCRUTINY PANEL (CUSTOMERS AND PARTNERSHIPS)** will be held in **CIVIC SUITE 0.1A, PATHFINDER HOUSE, ST MARY'S STREET, HUNTINGDON, PE29 3TN** on **THURSDAY, 4TH JULY 2019** at **7:00 PM** and you are requested to attend for the transaction of the following business:-

**Contact  
(01480)**

## **APOLOGIES**

### **1. MINUTES (Pages 5 - 8)**

To approve as a correct record the Minutes of the Overview and Scrutiny Panel (Customers and Partnerships) meeting held on 13th June 2019.

**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 9 - 10)**

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.

**H Peacey  
388169**

### **4. ONE LEISURE FACILITIES ANNUAL REPORT 2018/19 (Pages 11 - 42)**

The Panel are to receive the One Leisure Facilities Annual Report 2018/19.

**P France  
388705**

### **5. ONE LEISURE ACTIVE LIFESTYLES ANNUAL REPORT 2018/19 (Pages 43 - 60)**

The One Leisure Active Lifestyles Annual Report 2018/19 is to be presented to the Panel.

**M Grey 388244 /  
J Peadon 388048**

### **6. REPRESENTATIVES ON EXTERNAL ORGANISATIONS - ANNUAL UPDATE REPORT 2018/19 (Pages 61 - 66)**

Members are to receive the annual update report of the Council's representatives on external organisations for 2018/19.

**A Green  
388008**

### **7. OVERVIEW AND SCRUTINY WORK PROGRAMME (Pages 67 - 74)**

The Overview and Scrutiny Work Programme is to be presented to the Panel.

**A Green  
388008**

Dated this 26th day of June  
2019



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](mailto: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](http://www.huntingdonshire.gov.uk) (under Councils and Democracy).*

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

### ***Emergency Procedure***

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

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## HUNTINGDONSHIRE DISTRICT COUNCIL

MINUTES of the meeting of the OVERVIEW AND SCRUTINY PANEL (CUSTOMERS AND PARTNERSHIPS) held in Civic Suite 0.1A, Pathfinder House, St Mary's Street, Huntingdon, PE29 3TN on Thursday, 13 June 2019.

PRESENT: Councillor T D Alban – Chairman.

Councillors B S Banks, R E Bellamy,  
S Bywater, Ms A Diaz, D A Giles,  
Mrs S Smith and Mrs J Tavener.

APOLOGIES: Apologies for absence from the meeting were submitted on behalf of Councillors S J Criswell, Mrs A Dickinson, K I Prentice and D R Underwood.

### 5. MINUTES

The Minutes of the meeting of the Panel held on 4th April 2019 were approved as a correct record and signed by the Chairman. Subject to the inclusion in Minute No. 4 of “and that Councillor K I Prentice be appointed as the substitute Member” after the word “Committee”, the Minutes of the meeting held on 15th May 2019 also were approved as a correct record and signed by the Chairman.

### 6. MEMBERS' INTERESTS

No declarations of interests were received.

### 7. NOTICE OF KEY EXECUTIVE DECISIONS

The Panel received and noted the current Notice of Key Executive Decisions (a copy of which has been appended in the Minute Book) which had been prepared by the Executive Leader for the period 1st June to 30th September 2019. Clarification would be sought of the date that the item on the Community Resilience Strategy would be submitted to the Cabinet.

### 8. PETITION

The Panel gave consideration to the terms of a petition relating to the proposed closure of the squash courts at the One Leisure St Ives Outdoor Centre. The Council had referred the petition to the Panel at its meeting on 15th May 2019. The organiser of the petition, Mr J Dewis, addressed Members on it. He referred to the importance of the courts to the local community and the wider area, the level of participation rates in squash nationally compared with other sports and the likelihood that ongoing new residential development would increase demand for squash. In his view the decline in usage of the St Ives courts is partly the result of past faults with the heating and drains. He also commented that other gym facilities were available

and that the Club had not been consulted before the decision had been taken to close the courts. He concluded by putting forward suggestions to promote squash and expressing a wish to work with One Leisure St Ives to attract new users to the facility.

During questions put by Members to Mr Dewis, it was established that the club held weekly club nights and organised a number of large events each year. The club had 30 members and other casual users also used the courts. The difference between squash courts usage in St Neots and St Ives was then discussed. Finally, Mr Dewis confirmed the dates on which he received communications on the Council's intention to repurpose the courts and that he did not consider he had been given an opportunity to influence the decision.

Councillor J D Ablewhite addressed the Panel on the petition. He informed the Committee that the Council previously had invested in leisure and that while it should be run as a business, it was in fact a service. One of the reasons for investing in the indoor centre in St Ives was to enable the Council then to invest in the outdoor centre. The outdoor centre could benefit from improvements, had limited opening hours and did not receive adequate marketing. There were opportunities to install other fitness facilities at the indoor centre and to provide the existing facilities at the outdoor centre such as the bar and catering through other models, for example, as a franchise. Councillor Ablewhite concluded by expressing the view that more time should be taken to consider the Council's options to promote the well-being of the community.

The Chairman thanked Mr Dewis and Councillor Ablewhite for their contributions and assured them that their views would be taken into consideration during their deliberations at Minute No 12 post.

## **9. ANNUAL UPDATE ON VOLUNTARY SECTOR GRANT FUNDING**

Ms J Farrow, Chief Executive Officer of the Hunts Forum of Voluntary Organisations, was in attendance to present the Annual Update on voluntary sector grant funding (a copy of which is appended in the Minute Book). Mr C Stopford, Head of Community, also was present. Mr Stopford alerted the Panel to the fact that he was a trustee of the Forum and its Treasurer.

By way of background Mr Stopford reminded Members that the Forum received two strategic grants and that in the autumn the Council would commence its commissioning process for 2020 and beyond. Ms Farrow informed the Panel that from 2017 the terms of the Forum's grant required it to be innovative. She went on to provide more details on each section of the report. In particular she referred to the numbers of organisations the Forum assisted and its role in alerting those organisations to funding opportunities and in challenging and championing the voluntary sector.

In response to a question by a Member, Ms Farrow informed the Panel that the Forum had approximately 120 member organisations; some were longstanding members while others only became members for as long as they needed the assistance of the Forum. It was not necessary to be a member to receive support from the Forum. Following further questions, it was confirmed that the Forum

provided training for individuals and the Forum's officer structure was outlined. The latter was augmented by a number of volunteers who were recruited by word of mouth. The value of the work carried out by volunteers had been estimated at £13-£16 per hour.

The Panel discussed the ways the Forum advertised the benefits and services if provided to new organisations. While personal reference by existing member organisations had an important role in this respect, the Forum recently had adopted a marketing strategy. In addition, a marketing expert had been appointed to the Forum's Board.

The Chairman indicated that the Panel's task and finish groups would investigate many of the areas covered in the Annual Report. He then thanked Ms Farrow for attending the meeting.

## **10. CITIZENS ADVICE RURAL CAMBS ANNUAL UPDATE**

Mr M Mealing, Mr R Marshall and Ms H Spriggs provided the Panel with the Citizens Advice Rural Annual Update. In the course of a presentation Mr Mealing outlined the structure of the organisation, the levels of client interaction and of benefits achieved, before Mr Marshall provided a detailed explanation of the means of access to the services provided, links to the national organisation, the numbers of users and examples of the ways clients were assisted, some of whom had highly complex needs. A large part of the organisation's resources was devoted to improving younger clients' financial skills. Considerable benefit was attributed to the fact that the service was co-located with the Council. The value of the work provided by volunteers had been estimated to be the equivalent of £157k in salaries for the year. Ms Spriggs then outlined her role managing projects, the importance and expansion of the Cambridgeshire Local Assistance Scheme and the development of the telephone system.

In the course of the ensuing discussion Members examined the challenges associated with engaging with the elderly and the assistance that was provided to obtain services via the internet and by providing appointments. They also looked at the relationship between Citizens Advice and Disability Huntingdonshire (DISH). DISH provided a service on behalf of Citizens Advice, which was labour intensive and, therefore, had a limited extent.

Following a question by a Member, the Panel was informed that providing services through Skype was being investigated. It would require a significant amount of investment but was potentially an effective way of operating as more clients could be contacted.

Having noted the position locally relating to Universal Credit, the Chairman thanked Mr Mealing, Mr Marshall and Ms Spriggs for attending the meeting.

At 8.55pm the meeting was adjourned.

At 9.00pm the meeting resumed.

**11. EXCLUSION OF PRESS AND PUBLIC**

RESOLVED

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).

**12. ONE LEISURE ST IVES OUTDOOR - REPURPOSING OF SQUASH COURTS INTO A FITNESS FACILITY**

*(Councillor J Palmer, Executive Councillor for Partnership and Well-Being was in attendance for this item).*

Pursuant to Minute No. 8 ante, the Panel gave consideration to a report by the Head of Leisure and Health and the One Leisure Business and Operations Manager (a copy of which is appended in the Minute Book) on repurposing the One Leisure St Ives outdoor centre's squash courts as a fitness facility. Particular attention was paid to the business case, financial data and demand. Having examined the options presented in detail, Members were fully supportive of the proposed project but also discussed opportunities to meet and develop demand for squash within St Ives. Whereupon, it was

RESOLVED

that the Cabinet be recommended to approve the implementation of Option 2 as set out in the report now submitted and also to commit to the provision of two replacement squash court facilities to be provided as soon as possible.

**13. RE-ADMITTANCE OF PRESS AND PUBLIC**

RESOLVED

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

**14. OVERVIEW AND SCRUTINY WORK PROGRAMME**

With the aid of a report by the Democratic Services Officer (Scrutiny) (a copy of which is appended in the Minute Book) the Overview and Scrutiny Work Programme was presented to the Panel. Councillor Mrs J Tavener informed Members that the Tree Strategy Working Group would report to the next meeting.

Chairman



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

**Prepared by** Councillor G J Bull, Executive Leader of the Council  
**Date of Publication:** 19 June 2019  
**For Period:** 1 July 2019 to 31 October 2019

Membership of the Cabinet is as follows:-

Councillor Mrs M L Beuttell	Executive Councillor for Operations and Regulation	Councillor J A Gray	Executive Councillor for Strategic Resources
Councillor G J Bull	Executive Leader of the Council	Councillor J M Palmer	Executive Councillor for Partnerships and Well-Being
Councillor R Fuller	Deputy Executive Leader and Executive Councillor for Housing, Planning and Economic Development	Councillor D M Tysoe	Executive Councillor for Digital and Customers

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](mailto:Democratic.Services@huntingdonshire.gov.uk).

Agendas may be accessed electronically at [www.huntingdonshire.gov.uk](http://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](mailto: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.

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 (paragraph no.)	Relevant Executive Councillor	Relevant Overview & Scrutiny Panel
Corporate Plan - Refresh	Cabinet	18 Jul 2019		Dan Buckridge, Business Intelligence and Performance Manager Tel No 01480 388065 or email Dan.Buckridge@huntingdonshire.gov.uk		G Bull	Performance and Growth
Huntingdon Neighbourhood Plan Examination Outcome and Progression to Referendum	Cabinet	18 Jul 2019		Clara Kerr, Planning Services Manager Tel No 01480 388430 or email Clara.Kerr@huntingdonshire.gov.uk		R Fuller	Performance and Growth
Godmanchester Nursery##	Cabinet	18 Jul 2019		Neil Sloper, Head of Operations Tel No 01480 388635 or email Neil.Sloper@huntingdonshire.gov.uk	3	J Palmer	Customers and Partnerships
Community Infrastructure Levy Spend***	Cabinet	18 Jul 2019		Clara Kerr, Planning Services Manager Tel No 01480 388430 or email Clara.Kerr@huntingdonshire.gov.uk		R Fuller	Performance and Growth
Housing Delivery Test***	Cabinet	18 Jul 2019		Clara Kerr, Planning Services Manager Tel No 01480 388430 or email Clara.Kerr@huntingdonshire.gov.uk		R Fuller	Customers and Partnerships
Community Chest Grant Aid Awards 2019/20	Grants Panel	23 Jul 2019		Chris Stopford, Head of Community Tel No 01480 388280 or email Chris.Stopford@huntingdonshire.gov.uk		J Gray J Palmer	Customers & Partnerships

**Public**  
**Key Decision - No**

## HUNTINGDONSHIRE DISTRICT COUNCIL

**Title/Subject Matter:** One Leisure Facilities Annual Report 2018/19

**Meeting/Date:** Overview and Scrutiny Panel (Customers and Partnerships)  
– 4th July 2019

**Executive Portfolio:** Councillor John Palmer, Executive Councillor for  
Partnerships & Well-being

**Report by:** One Leisure Business and Operations Manager (Paul  
France)

**Wards affected:** All

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### **Executive Summary:**

The purpose of this report is to inform Members on the performance, work programmes and highlights of One Leisure Facilities (OLF) during 2018/19, with particular emphasis on activities underway in 2019/20 to realign the operation and outcomes of the business across its five sites and key activity themes.

### **Recommendation:**

The Panel is requested to comment on the performance of the One Leisure Facilities, with any suggestions for future areas of priority.

## 1. PURPOSE OF THE REPORT

- 1.1 The purpose of this report is to inform Members about the performance of the One Leisure Facilities (OLF), comprising leisure facilities in Ramsey, St Ives, St Neots, Sawtry and Huntingdon during 2018/19 and endorse ongoing commitment to supporting health and wellbeing outcomes through Council activities by the realignment of operational processes and leisure themes.

## 2. BACKGROUND

- 2.1 OLF have re-established its annual report approach to inform elected Members, and partners of the activities, programmes and performance of the OLF team.
- 2.2 The OLF team deliver work that is complementary to and supportive of the One Leisure Active Lifestyles Team (OLAL). The team deliver activities throughout the District at sites in Huntingdon, Ramsey, St Neots, Sawtry and St Ives (Indoor, Outdoor Complex and Burgess Hall)
- 2.3 Since 2014/15 OLF has delivered an operating surplus (see Table 1 below). A 5 year strategy built on investment and membership growth predicted increases on this surplus each year. In 2017/18 and 2018/19 the predicted growth was not delivered due to a number of disruptions within the business in terms of staffing churn and project delivery which led to investments at St Neots and Huntingdon in particular being delayed. 2018/19 delivered a surplus of £146K which was c£300K below budget target (Table 2 below). Importantly however the delayed investments were all delivered in year and growth targets have been re-calculated to a level where 2019/20 income targets are fully expected and forecast to be achieved.

Table 1: One Leisure Facilities Financial Performance 2014-2020

	2019/20	2018/19	2017/18	2016/17	2015/16	2014/15
	(Forecast)					
OLH	-200	-82	13	-6	-88	195
OLR	-14	-38	-3	6	-10	40
OLS	79	88	75	98	131	183
OLSO	68	70	91	40	26	23
OLSI	-512	-514	-553	-556	-530	-226
OLSN	-282	-201	-245	-206	-408	-293
CORP	581	531	481	411	448	122
<b>OL TOTAL</b>	<b>-280</b>	<b>-146</b>	<b>-141</b>	<b>-213</b>	<b>-431</b>	<b>44</b>

Table 2: One Leisure Facilities Financial Performance by Activity

	2019/20	2018/19	2018/19	2017/18
	(Forecast)	Actual	Budget	Actual
<b>Income</b>				
Swimming	- 1,876	- 1,737	- 1,836	- 1,777
Impressions (Gym)	- 1,896	- 1,867	- 2,010	- 1,821
Hospitality	- 506	- 499	- 569	- 468
Indoor Activities	- 1,838	- 1,707	- 1,904	- 1,674
Outdoor Activities	- 298	- 238	- 284	- 255
Burgess Hall	- 578	- 545	- 765	- 609
<b>SUB TOTAL</b>	<b>- 6,992</b>	<b>- 6,593</b>	<b>- 7,368</b>	<b>- 6,604</b>
<b>Expenditure</b>				
Employees	4,055	4,013	4,249	3,928
Transport	12	11	13	12
Buildings	1,548	1,395	1,545	1,521
Transfer (VAT)	81	81	81	95
Supplies	1,016	947	987	882
Reserves Transfer			16	25
<b>SUB TOTAL</b>	<b>6,712</b>	<b>6,447</b>	<b>6,891</b>	<b>6,463</b>
<b>OL TOTAL</b>	<b>- 280</b>	<b>- 146</b>	<b>- 477</b>	<b>- 141</b>

2.4 Income growth has been seen in swimming lessons, with fees up by 7% (excluding St Neots Pool refurbishment closure period), Impressions Memberships up by 4% and Bowling income up 15%. These successes have been set against some challenging areas, including a 1% reduction in the net position of Hospitality when growth was expected, Burgess Hall income down 12% and Schools usage 5%, the latter which may continue to decline due to changes in school curriculum emphasis and resource priorities.

2.5 The flux within the business financial performance within the 2018/9 financial year prompted a fundamental review in Q3, including external scrutiny. This led to the budget being realigned for 2019/20 and an 18 month recovery plan being put in place to bring the business into a period of stability and planned growth. A new Annual Business Plan has also been agreed and is included with Service Objectives in Appendix 1. Included in the recovery plan, which is reviewed monthly by the Corporate Director (Delivery) and Portfolio Holder are the following:-

- **Cultural Change**
  - Staffing Structure Review
  - Data and KPI driven performance analysis
  - Performance Management / Clinics to hold managers to account
- **Process Change**
  - Marketing Strategy including new website
  - Burgess Hall Management Review – initially a re-alignment of budget of -£143K with a plan to recover lost income streams within 24 months
  - Utility Service Management

- **Business Delivery**
  - Impressions Membership Review (phase 1) - + £38K
  - Group Exercise Class Review - +£9K
  - Swimming Lesson price review and course management - +£105K
  - Concessionary Pricing - +£10K
  
- **Business Development**
  - Impressions Membership Review (phase 2) - +£106K (after 2 years)
  - OLSIO Training Shed - +£200K (after 4 years)
  - OLS Management transferred to Sawtry Village Academy - +£70K (12 full months saving)

2.6 Attendances across the OLFs totalled 2,265,538 visits – over 6,000 admissions per day. Whilst just over 500,000 of these are school admissions, the remaining 1.8M visits are across a variety of activities such as swimming and swimming lessons, fitness, Indoor and Outdoor leisure activities and social events at the Burgess Hall. Admissions were 1.2% below target but were also affected by closures due to investment developments. The admissions across the site for 2018/19 can be seen in Table 3. The membership pattern for 2019/20 is showing a positive upturn, with total memberships currently running at their highest level since 2016 and attrition rates falling below the national industry standard of 5.5% Current attendances for Impressions are 4% ahead of target whilst swimming activities are also 4% ahead of year to date targets reflecting this upward trajectory.

Table 3: One Leisure Facilities Admissions 2018-19

	Huntingdon	Sawtry	Ramsey	St Ives	St Neots	Total
Swimming	106,847	32,786	56,290	115,704	116,570	428,197
Impressions (Gym)	87,804	22,621	39,860	144,254	112,713	407,252
Pitches	21,660	6,690	3,510	59,115	16,920	107,895
Functions - Burgess Hall				61,722		61,722
Sports Hall	59,629	15,030	20,994	108,159	68,732	272,544
Fitness Classes	34,094	9,313	16,179	62,967	44,012	166,565
Funzone	7,701				6,450	14,151
Misc (mainly spectators)	43,852	10,433	16,018	115,843	44,680	230,826
Pure Heat Experience	4,012		2,578	15,629	5,354	27,573
Squash	6,404			6,344	11,370	24,118
Track				10,240		10,240
Bowling				10,548		10,548
<b>SUB TOTAL</b>	<b>372,003</b>	<b>96,873</b>	<b>155,429</b>	<b>710,525</b>	<b>426,801</b>	<b>1,761,631</b>
Schools	8,026	56,675	8,435	346,086	84,685	503,907
<b>OL TOTAL</b>	<b>380,029</b>	<b>153,548</b>	<b>163,864</b>	<b>1,056,611</b>	<b>511,486</b>	<b>2,265,538</b>

2.7 Over the last 2 years OLF have also implemented the Net Promoter Score (NPS) methodology of measuring customer satisfaction. This is a national indicator that is divided by industry sector and measured on a monthly rolling basis. OLFs on average are at or just below the national average,. Currently OLF are at an NPS of 53 against the national average of 52. This NPS data is now supplemented by user input from 'Member Champions' allied to each OL facility, introduced in Spring 2019 and reporting to the Portfolio Holder monthly.

### 3. 2018/19 HIGHLIGHTS

- 3.1 **St Neots 3G Synthetic Pitch** – With 50% matched funding from Sport England the previous full sized sand dressed artificial pitch was replaced with a football and rugby specific 3<sup>rd</sup> Generation playing surface. This is expected to attract a significant number of additional bookings from local football teams where the demand for winter training facilities was extremely high.
- 3.2 **St Neots Swimming Pool Changing Rooms** – The delayed signing of a lease at One Leisure St Neots by the previous Academy Trust had huge detrimental consequences for the swimming programme in particular. Over the previous 18 months swimming related income had fallen sharply due to the deteriorating standard of the changing facility. The planned £275K refurbishment to the changing room and pool tank has already brought numbers streaming back with attendances and income set to exceed budget targets in 2019/20
- 3.3 **One Leisure Huntingdon Dry side development** – The extensive refurbishment at Huntingdon opened fully in April of 2018. As this was a delayed opening the net effect in year was delayed and produced a surplus below the budgeted target. However recovery late in the year showed that the 2019/20 financial year looks set to be a record breaking one.
- 3.4 **Fitness Instructor Pay** – Due to declining class attendance levels and commitment from some exiting Fitness Class instructors, a market supplement was provided to the hourly rate. That has had the desired effect and improved occupancy and consistent service delivery due to more motivated and committed instructors
- 3.5 **One Leisure Ramsey Net Surplus** – This was the third time in four years Ramsey has produced a net surplus, which is outstanding for a small community sized facility. In the process it exceeded its previous record by £28K.
- 3.6 **One Leisure St Ives String Pins Refurbishment and Re-branding** – The bowling facility at One Leisure St Ives was refurbished with a more efficient string pin based operating system. This has reduced the number of breakdown of the old mechanical system and delivered a record breaking year for income.

### 4. KEY PRIORITIES AND ACTIONS FOR 2019/20

- 4.1 **One Leisure Ramsey 3G Artificial Pitch** – the project delivery and implementation of the new full size 3G artificial pitch following the award of a Football Foundation Grant to £460k and which will help leverage a new long term lease agreement with Abbey College that will enable an ongoing OL presence at the site.
- 4.2 **One Leisure St Ives Training Shed** – a project that will see significant capital investment of £450,000 into a new and distinctly different functional fitness centre, delivering cross-training and elite performance facilities with supporting services, including body analysis, dietary and physiotherapy, that provides a holistic approach to wellbeing and an expected increase of over 900 new OL memberships.

- 4.3 **One Leisure Sawtry transfer of management to Sawtry Village College** – In October 2019 the management of One Leisure Sawtry will be handed over to Sawtry Village Academy and the CMAT Trust for operation. It currently runs at a deficit or around £80K and despite many reviews and attempts to reduce this, the overheads are simply too great for the current footfall and OL is obligated to make best use of its assets whilst providing access to health facilities across the rest of its four site portfolio.
- 4.4 **Impressions Fitness Suite Equipment Replacement** – Autumn 2019 will see wholesale replacement of ageing gym equipment at St Ives, St Neots and Ramsey. Regular replacement of fitness equipment is an industry standard practice to aid recruitment and retention of members.
- 4.5 **Access Control Improvements** – Access control facilities at St Ives and St Neots entrances and studio door readers at Ramsey will be upgraded to current technologies to allow better control of footfall and membership usage to prevent membership abuse and reduce any loss of income.
- 4.6 **One Leisure Ramsey and St Ives Swimming Pool Changing Refurbishment** – Following the successes of refurbishments at Huntingdon and St Neots and the increase in swimming numbers at both of these sites, capital investments at Ramsey (£100K) and St Ives (£250K) will be delivered in the spring and winter.
- 4.7 **Concessionary Membership Scheme** – In April 2019 a Concessionary Membership Scheme was launched for individuals who meet specific eligibility criteria. The aim this year is to ensure a full roll out and ensure it reaches those residents who need it most.
- 4.8 **St Neots Zest Refurbishment** – funded from the Planned Preventative Maintenance Programme, St Neots coffee shop and kitchen area have been refreshed (£20K)
- 4.9 **Membership review (Impressions)** – In the 4<sup>th</sup> quarter of the financial year a full review of Impressions membership categories will be undertaken looking at options for contracts, concessions, and online purchases.
- 4.10 **Financial Consolidation and Future Growth** – Following on from 2 years of disruption affecting financial performance, 2019/20 will set the base standard now of financial delivery of all One Leisure sites. Future developments at One Leisure St Ives Outdoor and potential investment at Ramsey will allow maximisation of revenues to be achieved.

## 5. **LINK TO THE CORPORATE PLAN, STRATEGIC PRIORITIES AND / OR CORPORATE OBJECTIVES**

- 5.1 The work of the team actively contributes to the Council to achieve its Corporate achieving its Corporate Objectives including:
- **People - We want to make Huntingdonshire a better place to live, to improve health and well-being and support people to be the best they can be**
    - ❖ Support people to improve their health and well-being
    - ❖ Develop a flexible and skilled local workforce



- ❖ Develop stronger and more resilient communities to enable people to help themselves
- **Place - We want to make Huntingdonshire a better place to work and invest and we want to deliver new and appropriate housing**
  - ❖ Create, protect and enhance our safe and clean built and green environment
  - ❖ Improve the supply of new and affordable housing, jobs and community facilities to meet future need

5.2 Increasing people's health and wellbeing has a direct impact on the economic productivity and call on wider public support services. This is reflected in the Council's key risks and Annual Governance Statement.

## **6. LEGAL IMPLICATIONS**

6.1 None arising from this report

## **7. RESOURCE IMPLICATIONS**

7.1 The service is funded by a combination of HDC base revenue budget, and course fees and charges.

7.2 2018/19 Outturn of £146K was significantly affected by service disruptions through delayed developments and some areas under performing – notably the Burgess Hall. All disruptions are now being actively addressed.. A number of options are currently being considered for the Burgess Hall to accelerate recovery and lead the facility back to the previous profitable position.

7.3 Revenue budgets for 2018/19 reflect the current position of the service and the trajectory of the Burgess Hall recovery that has already begun. A surplus of £280K for 2019/20 is fully expected and with the developments in year, most notably at St Ives Training Shed and One Leisure Sawtry, alongside the delivery of the wider recovery plan. This should see a further increase back towards the levels expected in the previous MTFs once realigned from the new 2019/20 baseline.

## **8. HEALTH IMPLICATIONS**

8.1 The services and activities delivered impact on people's lives aiming to provide a positive experience of social and physical activity, whilst creating a 'habit' and improving health and wellbeing outcomes for our population.

8.2 In Huntingdonshire, One Leisure is the primary provider of multi-purpose leisure facilities. Whilst there are fitness and swimming options at other venues throughout the district, One Leisure is the only facilities that replicate these and also add other facilities and activities such as hospitality, children's play areas, bowling, spa and holistic treatment facilities and junior and adult leisure activities. All of these activities encourage family participation and this is the UK Active recognised strategy of encouraging more people to be more active, more often. It also tackles the growing health and wellness issues such as children's obesity and health related illnesses in adults and the elderly including stress and depression.

- 8.3 To summarise the work of OLFs benefits at least 25% of the population of Huntingdonshire (recorded members) to maintain and develop a healthy lifestyle. It is committed to continually delivering a high quality service for the local residents and making the best use of its assets through monitoring of leisure and health trends and adapting facilities and activities where necessary.

**9. REASONS FOR THE RECOMMENDED DECISIONS**

- 9.1 The Panel is requested to comment on the performance of the One Leisure Facilities team and suggest any areas for future priority.

**10. LIST OF APPENDICES INCLUDED**

Appendix 1 – One Leisure Facilities Annual Business Plan

**BACKGROUND PAPERS**

NONE

**CONTACT OFFICERS**

Paul France One Leisure Business and Operations Manager  
Tel No. 01480 388705  
Email: [Paul.France@huntingdonshire.gov.uk](mailto:Paul.France@huntingdonshire.gov.uk)

**One Leisure Business Plan**  
2019/20

**OWNERS**

Business name: One Leisure  
Address: Pathfinder House  
St Marys Street  
Huntingdon  
Cambridgeshire  
PE29 3TN  
Telephone: 01480 388111  
Email: [CRM\\_Leisure@huntingdonshire.gov.uk](mailto:CRM_Leisure@huntingdonshire.gov.uk)

**AUTHOR**

Name: Paul France  
Title: Business and Operations Manager  
Telephone: 01480 388705  
Email: [Paul.France@huntingdonshire.gov.uk](mailto:Paul.France@huntingdonshire.gov.uk)

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## Executive summary

This Business Plan has been prepared by One Leisure. It sets out the policies, service aims and objectives for 2019/20

This document is the overarching corporate plan for One Leisure Facilities (including Burgess Hall) and draws from Department Service Plans created, managed and delivered by Department and Facility Managers and Key Performance Area (KPA) Activity Plans which give Duty Managers and Supervisors the guidance and direction at facility level.

One Leisure's aims have been influenced by the five year One Leisure Strategy document and the Local Authority's strategic approach to Leisure and Health.

The Business Plan is continuously reviewed and updated on a quarterly basis. For each service area, aims and objectives are set for the year with a number of key activities included to meet these objectives. These individual service plans are updated on a monthly basis, which then feed the business plan.

Centre and individual service area performance is monitored continually by the use of budgetary reports, key performance indicators and evaluation by the One Leisure Management Teams at all levels of the business.

## General Description

### Huntingdonshire District Council

#### Corporate Plan

Huntingdonshire District Council's Corporate Plan sets out our vision, strategic priorities and objectives for the fiscal year. These were:



### One Leisure

#### 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

- To care about our PEOPLE
- To be a CUSTOMER focused organisation
- To provide the FACILITIES that meet and exceed customers expectations

## Company History

One Leisure is the major provider of Leisure, Health and Fitness opportunities to the people of the Huntingdonshire District.

One Leisure has moved through a period of development where its trading losses were in excess of £1.5m per annum to a surplus [projected] of £380K by the end of 2019/20.

This has been achieved through some dramatic thinning of employee numbers, re-establishing realistic pay grades and the management of expenditure with very tight controls in place.

Income generation has risen to a point where an operating profit is projected every year moving forward.

The leisure industry is still growing both nationally and locally. With various changes to the population both demographically and vocationally, it is anticipated that leisure time will continue to grow. Huntingdonshire District Council has historically invested heavily in its leisure provision. Recent budget tightening brought about by Central Government capping of taxation has meant that this heavy investment has been reduced. However Members and Officers still recognise the role that leisure plays within a community and continue to try and progress the service within the constraints currently applied.

The service is aimed primarily at the local population of Huntingdonshire. Facilities can be found in Huntingdon, St Ives, St Neots, Ramsey and Sawtry but the service also targets the numerous outlying villages in a generally rural district.

It is noted however that the service has unique selling points which attract visitors from a much wider area, particularly the Burgess Hall Events and Conference Centre and the sports specific St Ives Outdoor Centre with its athletic facilities.

Specific target markets differ significantly depending on each particular activity. General target markets for the whole service are under 18's, and especially 13-17 year olds and over 60's. St. Neots also actively targets disabled people due to the host college being a designated disabled site and all buildings are single storey.

The key to success for One Leisure has been categorised into 3 main strategic themes and these themes will be a 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 customer expectations.

Realising these goals will allow One Leisure to be commercially successful in delivering its business and meeting the strategic objective ~~20~~ 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 and success required to deliver the financial performance and quality service for the people of Huntingdonshire.

**One Leisure will:**

- Continuously improve its existing business (programmes and activities) to create new opportunities to generate additional income from existing and new business
- Expand health and fitness facilities where feasible to generate additional membership revenue
- Work in partnership with organisations to support the growth agenda and create mutually beneficial relationships
- Continue to develop the Burgess Hall product through improved bar and catering services
- Identify where niche opportunities exist to grow the business and develop specialist activities / facilities for specific market segments



## Staffing Structures

### Staff Profile

The One Leisure full staffing structure can be found on the HDC Intranet under the Human Resources section (Insert hyperlink)

	No of FTE staff
Senior Management and Corporate Support	7 FTE Contracted
One Leisure Huntingdon	20.9 FTE Contracted, 10.1 non contracted
One Leisure St Ives	23.1 FTE Contracted, 17.9 non contracted
On Leisure St Neots	20 FTE Contracted, 14.2 non contracted
One Leisure Ramsey	6.5 FTE Contracted, 5.25 non contracted
One Leisure Sawtry	6 FTE Contracted, 3.75 non contracted
Burgess Hall	2 FTE Contracted, 2.9 non contracted

Staff are employed in a wide variety of jobs:

- Management
- Supervisory
- Reception
- Administration
- Leisure Assistants
- Fitness Consultants / Personal Trainers
- Catering Assistants
- Fitness / Aerobics Instructors
- Coaches
- Swimming Teachers
- Children's Activity Leaders
- Crèche Assistants
- Cleaners
- Maintenance staff

The essential qualifications and training for each post is illustrated in each job description which can be found in the One Leisure Quality Management System

The Leisure Centre's comprehensive documentation of operating procedures and work-based manuals form the basis of induction and ongoing training for staff.

Additional training needs are identified in the evaluation and development process, which occurs through Personal Development Reviews (PDR's) every six months supplemented by one to one meetings on a quarterly schedule (minimum). The results contribute to a development programme specific to the individual comprising in house learning as well as specific additional training where there is a need and or a business benefit to be derived. Finance for training events is held centrally by HDC's Corporate Team and requests with business reasons must be submitted to secure this funding.

One Leisure delivers training needs through the following priorities.

- a) Essential Job Specification Training Needs – examples NPLQ / First Aid at Work / Pool Plant Operators Qualification

- b) Essential Corporate Training Needs – these are training events such as Customer Care Training and IT based training (VDU Assessments) that apply to all members of staff
- c) Desirable training needs specific to the post – these may include things such coaching qualifications that may enhance the job role.
- d) Training needs for future career development. Potentially academic based qualifications that may allow the individual to progress their employment inside or external to the organization.

In 2019-20 a review of these priorities across all job roles will be undertaken to create a full training matrix and subsequent training programme for all members of staff.

## Assets and Resources

### Facilities

One Leisure operates 6 facilities in 5 Huntingdonshire towns and villages. These facilities are either owned by Huntingdonshire District Council or on long term leases from the educational establishments that the facilities co-habit. There are no current plans to expand this offering.

	Huntingdon	Ramsey	Sawtry	St Ives	St Ives Outdoor	St Neots
Swimming Pool	25m	20m	20m	25m	-	25m + lagoon
Sports Hall	3 courts	3 courts	3 courts	6 courts	-	5 courts
Gym (last refresh)	Yes (2008)	Yes	Yes	Yes (2013)	-	Yes (2012)
Studio	2 rooms	1 room	1 room	3 rooms	-	2 rooms
Squash Courts	2 courts	-	-	-	4 courts	2 courts
Tennis / Netball Courts	-	-	-	-	2 courts	6 courts
Crèche	Yes	Yes	Yes	Yes	-	Yes
Leo's Funzone	Yes	-	-	-	-	Yes
Café / Bar	Yes	-	-	Yes	Yes	Yes
Heat Experience Suite	Yes	Yes	-	Yes	-	Yes
Outdoor Synthetic Pitch (sand dressed)	-	1 small	1 small	-	1 large -	1 large 1 small
3G Synthetic Pitch	2 small	-	-	-	1 large	-
Grass Pitches	-	-	-	-	10 pitches	-
Cricket Greens	-	-	-	-	2 greens	-
Athletics Arena	-	-	-	-	Yes	-

### Add Burgess Hall to above (HM)

The Athletics Track is the only purpose built facility in Huntingdonshire and is currently home to Hunts Amateur Athletics Club.

A Condition Survey (programme of replacement and upgrade of leisure facilities) is now in its 2nd year of a new 5 year programme. A full detail of the previous and current Condition Survey Programmes can be found on the One Leisure QMS file system.

A number of service contracts are in place with companies for specialised equipment and can be found in the contracts file on the One Leisure QMS System.

### IT Systems

A CRM system (MRM+2) is operated at the Centre with front of house and back office terminals running: -

- Point of Sale
- Bookings
- Direct debits
- Membership databases
- Invoicing
- Management reports
- Membership analysis and campaign creation / communication
- Access Control
- A mobile device application (Android and Apple)

Impressions fitness activities and programmes are supplemented by systems from kit manufacturers (Technogym and Matrix) that allow activity tracking and performance outcomes both in the gym (on the kit) and away from the facilities (via a smartphone app)

Business Intelligence software (Tableau) is used to connect to various data sources to identify performance and trends which necessitate interventions, new initiatives

The computers are also linked to the HDC server network which also gives access to a range of other software/systems:

- Microsoft word
- Excel
- PowerPoint
- Publisher
- Access
- Outlook
- Internet
- Intranet
- Shared data drives
- Tech1 (financial management system)

There is a rolling programme of software replacement by the shared 3CICT department. Plans to deliver an improved flexible working platform and a move to Office 365 are being delivered into early 2019 for relevant staff.

Members of staff have varying levels of access and privileges depending on their work requirements.

## Financial Profile

One Leisure operates at a surplus which helps fund Huntingdonshire Districts Councils operating cost. The aim of each One Leisure facility is to generate a surplus and investment has been delivered into all sites to ensure that this continues. The only 2 sites currently operating at a deficit are One Leisure Sawtry and One Leisure St Ives Outdoor Complex and plans within the next 12 months will set out to remove these deficits also.

The agreed baseline budget for 2019/20 is set out below:

One Leisure	£280,168 (Surplus)
One Leisure Huntingdon	£169,442
One Leisure Ramsey	£22,308
One Leisure Sawtry	-£78,062
One Leisure St Ives	£555,268
One Leisure St Ives Outdoor	-£79,221
One Leisure St Neots	£276,475
One Leisure Corporate	-£121,299
	-£464,742

As further savings or growth is required, One Leisure will review the scope of its facilities and resources and submit proposals to Huntingdonshire District Council.

### Capital Programme

Huntingdonshire District Council operates an annual Capital Programme and One Leisure currently has 4 major schemes that draw on that investment. These are a new Fitness facility at the St Ives Outdoor Centre, replacement of all of the facilities Fitness Suite equipment, a new full sized 3G synthetic pitch at Ramsey and an upgrade in wetside changing facilities at St Ives.

### Equipment

One Leisure has access to a wide range of specialist equipment and vehicles that support service delivery. These include sports equipment, state of the art fitness equipment, grounds maintenance vehicles, catering equipment and various IT equipment.

## Programming & Pricing

During opening hours each individual area is programmed to provide specific activities such as...

- Swimming Lessons
- Pool Inflatable sessions
- Fitness Classes
- Parties
- Childrens Activities
- Adult Activities
- Exercise referral and rehabilitation

Most of these activities are provided directly by One Leisure and the One Leisure Active Lifestyles Team.

However there are also a number of organisations that hire centre facilities to provide leisure opportunities.

Fees and charges are set by the One Leisure Management team (and ratified by Full Council) and are reviewed annually in preparation for changes in April of each year.

Membership options which offer discounts on fees and charges for regular users are available. Categories include: -

Platinum	For age 16 plus, unlimited use of Impressions, Swimming pool, crèche, Fitness Classes, Cyclone and use of one off-peak court per day.
Solo	Single Site Impression Only Usage
Business	For companies with more than 5 employees: Offers discounted rates on the Platinum membership package.
Corporate	For large companies who want to pay an invoice on behalf of a negotiated number of staff: As agreed by Group Fitness Manager.
Student	Membership exclusive for students in full time education. Includes the use of the gym only at their chosen site. This can be purchased as a 10 session pass, a monthly direct debit or pay as you go. A 16+ only 1 month Platinum Block is also available, entitles the customer to full platinum usgage. And a student aqua membership for use of the swimming pool only.
Pure	Use of Heat Experience rooms at One Leisure StIves, St Neots or Huntingdon
Cyclone	Dedicated use of the Indoor Cycling Studios (excluding instructor led classes)
Aqua	Use of all One Leisure Swimming Pools

Annual and six monthly passes are also available for discounted activity use where demand necessitates.

Membership fees can be paid monthly (by direct debit) or annually (by cash, cheque or card)

Food and beverages are available from the Zest bar and café as well as vending machines and the hire and purchase of sports equipment is from reception. Ticket sales are also available from reception for Burgess Hall functions and events.

# Operations

## Quality Management System (QMS)

The One Leisure QMS provides a broad range of documentation so as to effectively support all One Leisure staff. It can be easily accessed and is presented in a simplified format so as to ensure it can be navigated efficiently. The QMS has been populated with all key documentation and can be added to by staff members as required in terms of sharing best practice and policies/procedures to be applied throughout One Leisure.

The QMS is made up of four main sections:

- 1) Policies
- 2) Customers
- 3) Staffing
- 4) Operations

The QMS is regularly reviewed and updated by nominated staff so as to ensure it stays in an acceptable order and date relevant.

## Operations – Maintaining Standards

The key aspects in operational delivery are:

- Staffing resource
- Facility and equipment maintenance
- Cleanliness
- Customer service
- Customer feedback/insight
- Monitoring and review
- Programming

The highest standards of operational delivery are required to ensure that One Leisure achieves its key performance targets. Each facility must strive to maintain a strong positive reputation in all key areas but in particular with safety, service delivery, cleanliness, and maintenance.

Whilst the accountability sits with each Facility Manager they require their delivery teams to drive performance and exceed customer expectations.

Effective recruitment, induction and ongoing training are vitally important to ensure that teams are equipped to deliver, and required ~~32~~ training is identified via the training matrix.



A planned approach is taken to Facility Maintenance via the PPM schedule (planned preventative maintenance). The schedule is strictly adhered to so as to ensure that general and mechanical/electrical equipment are maintained to the required standards therefore reducing the level of risk to staff and customers as well impact on service delivery.

Despite the planned approach it is inevitable that numerous issues will arise with facilities and equipment which requires a swift reactive action to minimise impact on safety and service delivery. In such instances staff are required to make all efforts to rectify the issue quickly and ensure the effective communication to customers.

Quality facility presentation is key and all efforts are made to provide clean and well maintained facilities for the benefit of all users. Comprehensive cleaning schedules are adhered to and standards are monitored through the following methods:

- Daily inspections by Facility Manager
- Weekly inspections by the Chief Operations Manager
- Monthly audits conducted by cleaning contractor Area Manager
- Monthly feedback from Councillor Champions following regular visits
- Mystery shopper visits
- NPS (Net Promoter Score) customer feedback and scores

### **One Leisure Direct and Administration Support**

One Leisure Direct (Call Centre) receive calls on behalf of all the Leisure Centre's, Active Lifestyles and Burgess Hall. The management of external e-mail inboxes on a daily basis, assisting One Leisure sites with daily queries and problem solving on behalf of both customers and staff.

The management of unpaid sales for both swimming lessons and prepaid memberships, retention calls for annual memberships and management of membership cancellations.

Training is carried out by One Leisure Direct for new employees of One Leisure or where training requirements are identified.

There is a growing need to respond to social media and instant messaging to meet the demand of our customers, with direction from the Marketing Team this is an area expected to continually change and grow and will require the resources of the One Leisure Direct Team.

There is need to provide sales training to improve on the ability to upsell on memberships, products and activities.

The Administration Team Continue to offer essential support to the Leisure Sites and act as the essential link between One Leisure and Financial Services Team.

Continuing to work and learn the new financial management system (Tech1), understanding the challenges it creates for Leisure and adapting working processes in line with this relatively new software.

## Service aims and Objectives

### Development of Aims and Objectives

The aims and objectives in this Business Plan are derived from those individuals with a vested interest in how we deliver our service. These include the tax payers (both centre users and not), Huntingdonshire District Council (including employees) and partner organisations. The aims are derived from the Council's perspectives in the Corporate Plan, which are broken down into more specific objectives for One Leisure in the "Growing a Healthy Business" 5 Year Strategy.

One Leisure's mission statement is *"to be an outstanding provider of Leisure and Health opportunities that enables us to exceed the expectations of our customers and staff"*.

Offering progressive and value for money services can be seen as our aim to exceed those expectations with frequent use being measured as part of the businesses admissions and PI's illustrating our success.

### Key Objectives

Huntingdonshire District Council's Leisure and Health key objectives as they relate to One Leisure are.

- More People
  - *Increase the number of individual users*
    - *Unique Users*
    - *%of the population using the service*
  - *To provide good quality customer service*
    - *NPS Score*
  - *To improve financial performance through income generation and expenditure control*
    - *Income*
    - *Expenditure*
    - *Net Position*
- More Active
  - *Improve Access to Leisure Services*
    - *Capital Developments*
  - *Make the Centres as safe as possible*
    - *Reduce number of accidents attributable to the Centre*
  - *Improve the number of sessions available*
    - *Occupancy – Fitness Classes / Courts / Pitches*
- More Often
  - *Increase the use of the district's Leisure Facilities*
    - *Admissions*
    - *Retention*
    - *Attrition*

For full details of the SMART objectives and targets for each action please see Appendix 1

In seeking to deliver these priorities the Leisure Services key actions will be:

- Priority A – Capital Investments
  - One Leisure St Ives Outdoor Centre Fitness Facility
  - One Leisure Ramsey 3G Facility
  - One Leisure Sawtry handover to Sawtry Community College
  - Impressions Fitness Equipment
  - One Leisure St Ives Swimming Pool Changing Facilities
  
- Priority B – Corporate Developments
  - Burgess Hall Management & Strategy Development
  - Hospitality Financial Performance
  - One Leisure Huntingdon Financial Performance
  - Fitness Classes
  - Junior Activities including parties
  - Impressions Membership Review
  - Marketing Strategy Development
  - Summer Holiday Activities
  - Website Development (including API integration)
  - Business Intelligence / KPI Data Delivery
  - Concessionary Pricing Scheme
  - Staff Awards
  - CRM System Upgrade
  
- Priority C – Centre and Service Developments
  - Marketing Promotional Calendar / Schedule
  - Fitness Promotions
  - Holiday Activities
  - Cyclone
  - Pure
  - Club and Partner Organisation Development
  - Cleaning Contract review

## **Critical Success Factors**

The critical success factors that will determine the continuous improvement and services the Leisure Centre provides have been broken down into the following service areas.

### **Centre Wide**

- The successful implementations of individual KPA Activity Plans and Departmental Service Plans
- Effective budgetary control of expenditure
- Receiving and responding to customer feedback (NPS) as well as improving mechanisms to receive feedback
- The training (through consistent induction), organisation and motivation of staff through relevant team and focus meetings.

### **Programming and Marketing**

- Improvement in the quality and corporacy of our promotional material through the post of Marketing and Communications Manager and Digital Marketing Assistant.
- Consistent review of the centre's programmes including the pool, fitness and junior activity programme to ensure that we offer new, fresh opportunities in keeping with leisure trends. These reviews need to be synchronised and in readiness for the updated marketing material, which goes out at strategic times of the year.
- Develop further links with the One Leisure Active Lifestyles Team and offer a wider variety of opportunities to receive sports coaching in a structured session.
- Continue to promote and provide sessions for our targeted segmented audience within our programme. (Sport England Segmentation Model)
- Continued marketing support for the Zest Hospitality Service and Burgess Hall events and functions facility linking with the new Digital Marketing assistant to ensure wide publicity of both what the facility has to offer but also the wide and varied event and function programme now available.
- Utilise local, regional and national campaigns to the benefit of One Leisure including Stronger for Longer, This Girl Can, Lets Get Moving and One You.

### **Facility/Service Operation**

- Provide consistent standards of cleanliness and environmental conditions, with systems in place to monitor and ensure consistency.
- Continuous risk identification by all staff and through communication with our health and safety representative and the Leisure Centres Health and Safety Officer continued updates of our Risk Reduction Action Plans.
- Provide a consistent standard for maintenance, having a proactive rolling prioritised programme of work

- To have systems in place (through the Group Fitness Manager) to ensure the ongoing improvement in retention levels, enquiry conversion rates and the quality of the Impressions brand experience.
- The ongoing development of the Impressions Brand through facility development ensuring that the facility exceeds the expectation of the customer thus placing Impressions strongly within the market place and ensuring growth over the medium to long term.
- Ongoing support for the Exercise referral scheme and Physio Follow On through training of Impressions staff to deliver and maintain the current programme.
- Ongoing support and development of sport and physical activity opportunities to fill dead times and get more customers (new and old) into the centres.
- Ongoing development and improvement (through the Leisure Business Systems Manager) of the operation of our management software and an ongoing increase in the knowledge of our staff regarding front of house operation but also back office reporting and administrative functions.
- The ongoing maintenance of the changing and spa facilities to match the the customers' expectations of their all-round leisure experience.
- The ongoing facility maintenance and development of the pool areas to keep the facilities up to date and in line with customer expectations in other areas.
- To implement fully findings of the annual Leisure Centre audit review ensuring improvements are made and that the audit report gets updated appropriately.
- To ensure that each Duty Manager has a KPA Activity Plan for development of each area he or she is responsible.

## Service Targets

The business’s overall performance is broken down into budget and improvement targets for the centre or service. These targets are monitored on a weekly/monthly/quarterly basis and reported throughout the business to all staff

Service Ref	Service Objective and Outcome					Lead Officer(s)					
OL1	More People, More Active, More Often					Paul France					
Action Ref No	ICARE		Action	Responsible Person(s)	Key Contributors and Partners	Performance Measure / Indicator	Q1	Q2	Q3	Q4	RAG Status
OL1A	Inspiring, Collaborative, Accountable, Respectful, Enterprising	MORE PROUD - We want more people to undertake sport and physical activity to benefit their health and wellbeing	Increase the number of Individual Users	Paul France Phil Lisseman Dan Gammons Chris Keeble	Hayley Morris Kate Bryant  Corporate Team (Dan Buckridge)	Unique users of the facility in the last 12 months Under 8s 8-16 17-39 40-59 60+  % of the population using the service					
			To provide good quality Customer Service	Phil Lisseman Hayley Morris Dan Gammons Kate Bryant	One Leisure Direct All OL Facilities Ops Staff	NPS Score					
			To improve financial performance through income generation and expenditure control	Paul France Phil Lisseman Dan Gammons Chris Keeble	Facility Managers Allison Butler	Income  Expenditure  Net Position					
OL1B	Inspiring, Collaborative, Accountable, Respectful, Enterprising	MORE ACTIVE - We will provide more opportunities for people to be more active within the District (including improving quality of life through burgers hall events)	Improve Access to Leisure Services	Paul France	Martin Grey  Pete Corley Dan Gammons Chris Keeble	Deliver Capital Developments  One Lesiure Ramsey 3G One Leisure St Ives Training Shed One Leisure St Ives Pool Changing One Leisure Ramsey Pool Changing					
			Make the Centres as Safe As Possible	Phil Lisseman	All OL Facilities Ops Staff Pete Corley	Number of Accidents attributable to the Centre					
			Number of Sessions Available	Dan Gammons Phil Lisseman Phil Lisseman	Facility Managers	Fitness Classes Occupancy of Fitness Classes Number of Fitness Classes  Sports Hall Occupancy  Pitch Occupancy					
			Increase Use of the District Leisure Facilities	Paul France Hayley Morris	Kate Bryant	Productive Admissions Swimming Fitness Impressions and Classes) Indoor Activities (Sports Hall, Funzone, Bowling, Pure, Squash, Cyclone) Burgess Hall  Retention  Attrition					

## Service Expenditure and Income Budgets

Monthly Expenditure and Income budgets are provided by the Tech1 Financial Management System at a Centre and/or Service level and cascaded to the team in individual departmental meetings/reports ensuring that service objectives are met within effective budgetary control.

An up to date budgetary picture can be found at on the One Leisure Finance Sharepoint page within the corporate intranet structure

## Customer Engagement

### Customer and Employee Feedback

Feedback on the service provided from customers and staff is actively encouraged.

The following methods are currently used

- The nationally recognized Net Promoter Score (NPS) question is delivered to around 1000 users a month which give a snapshot on customer feedback at each facility.
- User (and non-user?) surveys are undertaken annually.
- Leavers survey are undertaken for (all?) membership types
- Mystery Visits are undertaken on a quarterly basis
- Results are analysed and used to shape department key activities.
- Customer comments are recorded in all main reception areas with feedback on actions via You Said We Did displays
- The Staff Awards events collates customer responses to identify individuals who have gone over and above expectations to make customers visits memorable
- Ongoing customer satisfaction surveys are completed in areas to include
  - Birthday parties
  - 12 week reviews for Impressions customers.
  - Swimming Lessons
  - Fitness Classes.
  - Various Courses

Regular feedback is encouraged by groups using the Leisure Centre and include a quarterly user forum.

Staff are encouraged to give feedback on performance and ideas for improvement through regular team meetings for management staff, Full and part time leisure assistant's, Impressions fitness consultants, receptionists, catering staff, swimming instructors and Burgess Hall staff. A full strategic delivery day is held during January of each year where each member of staff has a voice in shaping service delivery.

Staff also provide feedback on the performance of other staff members in the centre's 360 degree feedback forms, which are used in the performance review process. Performance reviews are carried out for all full time and contracted staff every 6 months.

All research and feedback is circulated and cascaded to staff through the following: -

- Internal notice boards, includes statistics and graphs
- Staff notice boards, including the above plus trend analysis
- Leisure Centre newsletter
- Social Media Channels
- Minutes



- Copies of all customer comments available for all staff to see in the customer comments file.

## **Customer Expectation**

It is fundamental to realise the needs and, where possible, exceed the expectation of customers.

One Leisure aims to provide: -

- A safe, accident free environment
- Clean and hygienic changing, toilet and hospitality facilities
- Friendly, welcoming atmosphere
- Consistent standards of service
- Appropriately qualified, motivated and motivating staff
- Comfortable environment conditions
- An environment conducive to socialising as well as participating
- Reliable equipment and facilities
- Introduction of new activities to match demand and leisure trends
- Education on lifestyle and well being to those who want/require it
- Accessible facilities and staff trained in meeting disabled customers needs.
- Enjoyable, welcoming childcare and children's activities

## **Customer Benefits**

It is essential both to understand the benefits of our product to the customer to enable us to tailor what we provide to meet their expectations whilst also improving the sales skills and confidence of our staff.

One Leisure aims to provide and sell the following benefits: -

- Fitness and Health Improvements
- Cardiac rehabilitation / Cancer rehabilitation / Pain Management
- Older Adult Activity Classes (Right Start)
- Weight loss and gain programmes through informed nutrition advice
- Reduced price and extra care for those referred by their Health Professional
- Opportunity for disabled members of the public to access leisure facilities.
- Relaxation
- Competition
- Social opportunities and events
- Learning and development
- Childcare in a warm friendly environment
- Clubs and community benefits through block bookings and private hire

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**Public**  
**Key Decision - No**

## HUNTINGDONSHIRE DISTRICT COUNCIL

**Title/Subject Matter:** One Leisure Active Lifestyles Annual Report 2018/19

**Meeting/Date:** Overview and Scrutiny Panel (Customers and Partnerships)  
– 4th July 2019

**Executive Portfolio:** Councillor John Palmer, Executive Councillor for  
Partnerships & Well-being

**Report by:** Sports Development Manager (Martin Grey)  
Active Lifestyles and Health Manager (Jo Peadon)

**Wards affected:** All

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### **Executive Summary:**

The purpose of this report is to inform members on the performance, work programmes and highlights of the One Leisure Active Lifestyles Team during 2018/19.

### **Recommendation:**

The Panel is requested to comment on the performance of the One Leisure Active Lifestyles Team, endorse the priorities for 2019/20 and make any suggestions for future areas of priority.

## 1. PURPOSE OF THE REPORT

- 1.1 The purpose of this report is to inform Members about the performance of the One Leisure Active Lifestyles team during 2018/19 and endorse ongoing commitment to supporting health and wellbeing outcomes through Council activities.
- 1.2 It is a covering report to the main Annual Report attached at Appendix 1 within the agenda pack.

## 2. BACKGROUND

- 2.1 Each year an Annual Report (Appendix 1) is produced to inform elected Members, stakeholders, partners and commissioners of the activities, programmes and performance of the Active Lifestyles team.
- 2.2 The Active Lifestyles team deliver work that is complimentary to and supportive of the One Leisure Facilities Team (OL Facilities). The team deliver activities out and about in the community at a range of venues including but not limited to the One Leisure sites.
- 2.3 2018/19 saw the team record an all-time high of 57,863 attendances (25% above the previous 5 year average) from 7,162 individuals (30% above 5 year average). 3,818 activity sessions (including classes, sports sessions, disability sport sessions and commissioned activities) were delivered (11% above the 5 year average). (Note: St Neots Park Run is in part responsible for the growth however group exercise classes, activities for children and young people and walking sports have all done particularly well.)
- 2.4 The financial outturn for the year was £192k, a saving on budget of 7% or £13k. Much of this was derived from increased class fees and commissioned charges received, reflecting our increasing awareness for commercialisation in adopting a business approach whilst also providing an accessible participatory service.

## 3. 2018/19 HIGHLIGHTS

- 3.1 The team developed existing, and introduced new activities and services in 2018/19 which have added to the choice and opportunity for residents to take part in an activity suitable to them including:
  - 3.1.1 **ESCAPE** [Enabling Self-management and Coping with Arthritic Pain through Exercise]. A nationally verified and recognised rehabilitation programme that helps people with osteoarthritis (OA) and/or chronic joint pain self-manage their condition.
  - 3.1.2 **Cancer Rehabilitation** Group Exercise Classes. Specific group classes providing specialist exercise and peer group support for people living with or beyond a Cancer diagnosis.
  - 3.1.3 **Postural Stability** Group Exercise Classes. Taking Strength and Balance classes a stage further these classes help participants to stay active and independent for longer, improving their postural stability (includes floor work to help people get up after a fall.)

3.1.4 **Mini-Movers Under 5's sessions.** Encouraging and supporting families with young children to be active and have fun together and thereby establishing healthy lifestyle habits for the future.

3.1.5 **Let's get Moving Cambridgeshire.** With funding from Cambridgeshire County Council the Lets Get Moving programme has continued to be rolled out across the county. In Huntingdonshire it has supported the establishment of the Park Run in St Neots, developed and supported activities including: Right Start Aqua (a low level aqua fit programme) in Ramsey and Huntingdon, Park Run in St Neots, 'Couch 2 5k' (Huntingdon) and 'None to Run' (Ramsey), Walking Netball (Yaxley) and supported the Age UK Friendly club in Somersham.

### 3.2 **Regional and National Coverage**

It has been a very good year for the team in terms of profile and coverage. From showcasing ACTIVE+ at the national Cardiovascular Disease Prevention Conference 2019; 'Saving Hearts and Minds Together' in Manchester; to being used as an exemplar at a regional Public Health England round table event and finally: an appearance on BBC Look East News as part of the 'Stronger for Longer' campaign. Coverage has been broad and wide ranging and adds to the profile and reputation of the Council as a quality provider of important health and wellbeing services and thereby being a great place to live.

### 3.3 **St Neots Town Football Club Community 3G Pitch Refurbishment**

Following on from the original Heads of Terms agreement, the community 3G artificial pitch was replaced with S106 developer's contribution and an additional £50k grant awarded from the Mick George Community Fund. The total project cost £208k (£158k S106, £50k Mick George).

## 4. **KEY PRIORITIES AND ACTIONS FOR 2019/20**

4.1 **One Leisure Ramsey 3G Artificial Pitch** – the project delivery and implementation of the new full size 3G artificial pitch following the award of a Football Foundation Grant to £460k and grant of planning consent, which will also help leverage a refreshed long term occupancy lease agreement between the Abbey College and One Leisure Ramsey for continued presence at the site.

4.2 **Concessionary Membership Scheme** – In April 2019 a Concessionary Membership Scheme was launched for individuals which means that people who are eligible are now better able to access health facilities to get and stay healthy. Eligibility criteria include:

- Income/Employment Related Benefits (e.g. Universal Credit, Housing Benefit or Council Tax Support);
- Disability Related Benefits (e.g. Disability Living Allowance or Attendance Allowance
- Have a diagnosed advanced degenerative neurological health condition (e.g. Huntington's or Parkinson's)

The aim this year is to ensure a full roll out and ensure it reaches all those residents who need it most.

4.3 **Pulmonary Maintenance Classes (COPD)** – Adding to the successful range of Long Term Health Condition Specific Exercise Classes these classes will be added later in the year in partnership with the Cambridgeshire and Peterborough NHS Foundation Trust Community Rehabilitation Team.

4.4 **Huntingdonshire Local Football Facilities Plan** – working in conjunction with Huntingdonshire FA to implement the newly adopted Football Facilities Plan to prioritise developments and future funding.

4.5 **Financial Prudence and Sustainability** – whilst the Service does operate at a cost to the Council, the revenue requirement has reduced over each of the last three years. The budget for 2019/20 is 14% under the budget from 2018/19 and 8% under 18/19 Outturn. Resource Implications are further considered below (Section 7).

## 5. **LINK TO THE CORPORATE PLAN, STRATEGIC PRIORITIES AND / OR CORPORATE OBJECTIVES**

5.1 The work of the team actively contributes to the Council achieving its Corporate Objectives including:

- **People - We want to make Huntingdonshire a better place to live, to improve health and well-being and support people to be the best they can be**
  - ❖ Support people to improve their health and well-being
  - ❖ Develop a flexible and skilled local workforce
  - ❖ Develop stronger and more resilient communities to enable people to help themselves
- **Place - We want to make Huntingdonshire a better place to work and invest and we want to deliver new and appropriate housing**
  - ❖ Create, protect and enhance our safe and clean built and green environment
  - ❖ Improve the supply of new and affordable housing, jobs and community facilities to meet future need

5.2 Increasing people's health and wellbeing has a direct impact on the economic productivity and call on wider public support services. This is reflected in the Council's key risks and Annual Governance Statement.

## 6. **LEGAL IMPLICATIONS**

6.1 None arising from this report

## 7. **RESOURCE IMPLICATIONS**

7.1 The service is funded by a combination of HDC base revenue budget, commissioned fees, grants and course fees and charges.

7.2 As noted in 4.5 the Active Lifestyles Team is actively working to reduce the financial cost to the Council through growing sustainable services and activities and increasing fees and charges.

7.3 There is a certain element of risk in this approach and the impact that may occur on the health of residents. Whilst there are many areas of growth within the service the ability of individuals to pay for services will become increasingly important which may affect those most in need.

- 7.4 To mitigate this a Concessionary Membership Scheme has been launched which should help those most in need to still be able to access physical activity and exercise opportunities at an affordable, accessible price.
- 7.5 In addition, the Service continues to compete for and achieve external funding through grants and commissioned activities, with £78k gained in 2018/19.
- 7.6 Volunteers provide a significant contribution each year to help deliver the service but also minimise costs incurred (approx. value of £30k in 2018/19)
- 7.7 The Active Lifestyles team, through its use of the One Leisure Facilities, contributes approx. £50k p.a. back to Council revenue income through room hire and Impressions membership payments from the customers who started on the Exercise Referral Scheme.
- 7.7 A proportion of the Active Lifestyles budget is also allocated to a strategic and enabling role. Whilst it is difficult to recoup direct costs, this resource enables the team to:
- Secure inward investment to the district in the form of capital grants and funding (e.g. St Neots Football Club community 3G artificial pitch refurbishment, [£208k] and One Leisure Ramsey 3G artificial pitch new build project [£4860k]).
  - Influence the planning and growth agenda in terms of securing the fit for purpose facilities that support people to be active now and in the future
  - Influence and build trust with commissioners, stakeholders and key partners to attract support both as revenue grants and general advocacy, support and general standing (e.g. Eastern Academic Health Science Network, Public Health etc.)

## **8. HEALTH IMPLICATIONS**

- 8.1 The services and activities delivered impact on people's lives aiming to provide a positive experience of physical activity and sport, whilst creating a 'habit' and improving health and wellbeing outcomes for our population.
- 8.2 The case studies and customer quotes included in the Annual Report attached (Pages 6-8) describes the powerful impact the service has on individual residents lives.
- 8.3 Nationally, the estimated health costs of the main disease categories are:
- |                                     |       |
|-------------------------------------|-------|
| Coronary Heart Disease              | £491m |
| Diabetes                            | £191m |
| Cerebro-Vascular Disease            | £134m |
| Cancer (Lower GI and Breast Cancer) | £60m  |
- 8.4 In Huntingdonshire the most prevalent diseases are: High Blood Pressure, Asthma, Chronic Obstructive Pulmonary Disease, Cancer and Depression.
- 8.5 All of the above disease categories can be improved or maintained by exercise. The most health benefits are also gained by getting the inactive to do some activity. The work of the team, targeting adults with long term health conditions, older adults and sedentary residents, is therefore contributing positively to the health challenges in the district.
- 8.6 To summarise, the work of the Active Lifestyles team not only supports the Council to achieve its strategic priorities, but also a number of key partner

organisations to deliver their objectives including Health (Primary, Secondary and Clinical Care), Education, and Adult Social Care.

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

- 9.1 The Panel is requested to comment on the performance of the Active Lifestyles team, endorse the priorities for 2019/20 and suggest any areas for future priority.

## **10. LIST OF APPENDICES INCLUDED**

Appendix 1 – Active Lifestyles Annual Report 2018/19

## **BACKGROUND PAPERS**

None

## **CONTACT OFFICER**

Martin Grey, Sports Development Manager  
Telephone Number: 01480 388244  
Email: [martin.grey@huntingdonshire.gov.uk](mailto:martin.grey@huntingdonshire.gov.uk)

Jo Peadon, Active Lifestyles and Health Manager  
Telephone Number: 01480 388048  
Email: [jo.peadon@huntingdonshire.gov.uk](mailto:jo.peadon@huntingdonshire.gov.uk)

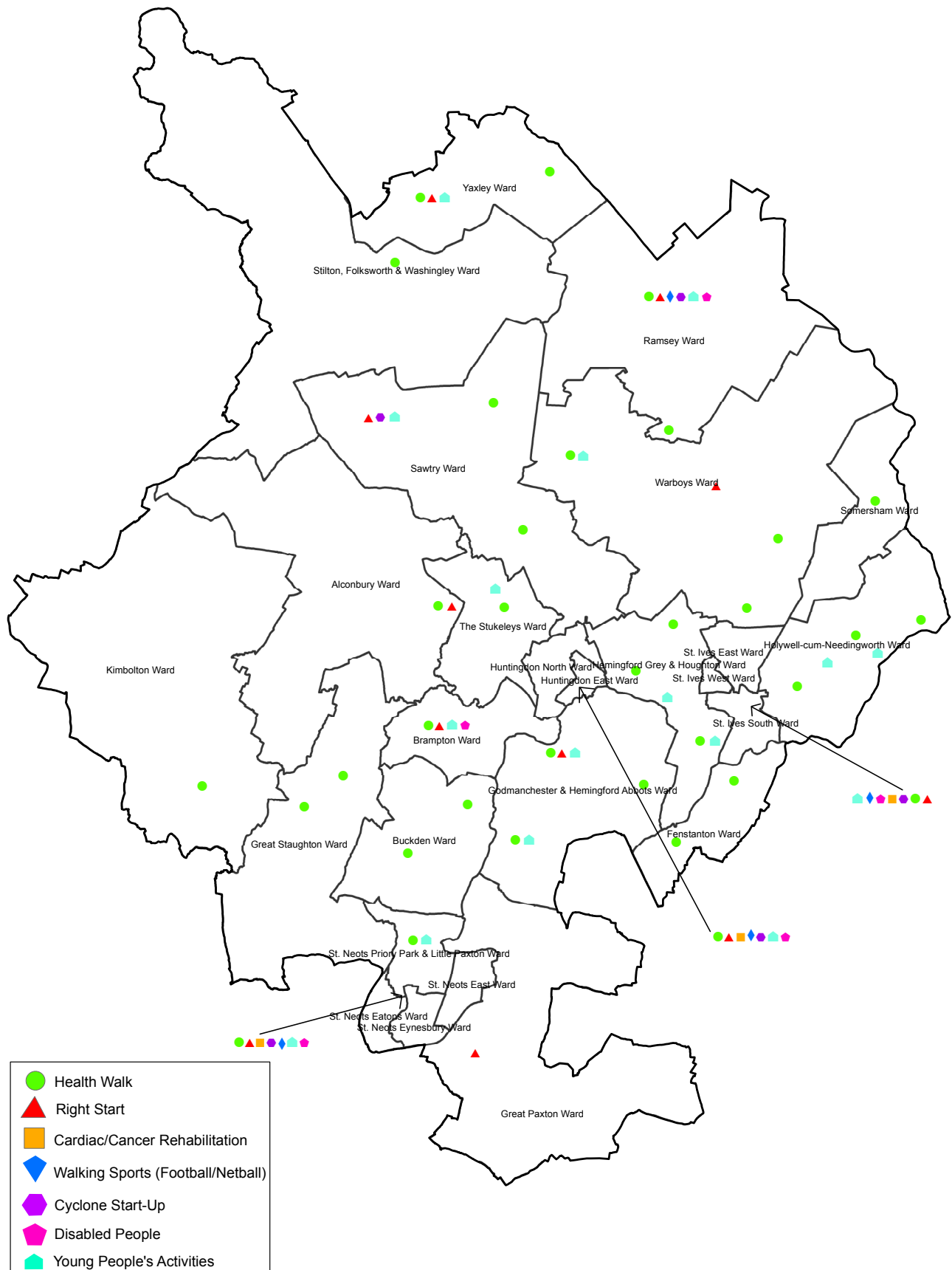




**One Leisure Active Lifestyles**  
**ANNUAL REPORT** 2018/19  
49



# ACTIVITY LOCATIONS





Cllr John Palmer  
Executive Councillor for  
Partnership & Well-being

## FOREWORD

Welcome once again, to the annual report of Huntingdonshire District Council's One Leisure Active Lifestyles Team.

I am pleased to be introducing this report as it is full of inspiring stories, collaborative examples of working in partnership and enterprising new activities and services for people of all ages and abilities to take part in and maintain or improve their health.

I would like to thank all of the team for their continued efforts to make a difference and have an impact across Huntingdonshire through the services they deliver including the walking sports programme, group exercise classes (including new Cancer and Postural Stability classes), ESCAPE pain management programme and the Under 5s Mini Movers programme; all of which have significantly increased opportunities for more people to be more active more often.

The team display the ICARE Values on a daily basis with a positive attitude that the service and customer are the first things on the team's minds, covering classes where at all possible, being creative, flexible and accountable, and attending many different events and groups 'getting the word out' including the highlight of appearing on BBC East News for the Stronger for Longer Campaign

I would like to finish by taking this opportunity to thank all our partners for their contributions to the service over the past 12 months and for their invaluable support.

Cllr John Palmer  
Executive Councillor for Partnership & Well-being

## MEET THE TEAM

### ACTIVE LIFESTYLES & HEALTH

Jo Peadon, Active Lifestyles & Health Manager  
Danielle Sancaster, Active Lifestyles Development Officer (0.6FTE)  
Darren Lander, Active Lifestyles Development Officer  
Hannah Postlethwaite, Lets Get Moving Co-ordinator  
Amy Barber, Physical Activity Officer  
Steven Head, Physical Activity Officer  
Daniel Godward, Physical Activity Officer  
Michelle Cave, Physical Activity Officer (0.7 FTE)

The team are supported by a small number of Active Lifestyles Instructors (variable hours), Impressions Fitness Consultants, 30 Health Walk volunteers and Gym Buddy/Right Start Buddy volunteers.

### SPORTS DEVELOPMENT

Martin Grey, Sports Development Manager  
Tom Leonard, Sports Development Officer  
Chantelle Abraham, Sports Activity Officer  
Chris Dennis, Sports Activity Officer

The team are supported by a small number of Outreach Workers (variable hours) and volunteers.

Sharon Budd, Business Support Officer (0.5FTE)

# SETTING THE SCENE

The One Leisure Active Lifestyles team (OLAL) is part of the Leisure & Health Division of Huntingdonshire District Council. This Annual Report is to inform elected members, stakeholders, partners and other interested parties of the activities, programmes and performance of the team during 2018/19.

The One Leisure Active Lifestyles service vision is **MORE PEOPLE, MORE ACTIVE, MORE OFTEN**

To achieve this:

- We want more people to undertake sport and physical activity to benefit their health
- We will provide more opportunities for people to be more active within the district
- We will encourage more people to participate more regularly to sustain their health and wellbeing, improving retention and encouraging behaviour change

The team helps Huntingdonshire District Council to achieve its Corporate Objectives including:

**PEOPLE** We want to make Huntingdonshire a better place to live, to improve health and well-being and support people to be the best they can be.

- Support people to improve their health and well-being
- Develop a flexible and skilled local workforce
- Develop stronger and more resilient communities to enable people to help themselves

**PLACE** We want to make Huntingdonshire a better place to work and invest and we want to deliver new and appropriate housing

- Create, protect and enhance our safe and clean built and green environment
- Improve the supply of new and affordable housing, jobs and community facilities to meet future need

## ATTENDANCES THROUGHOUT THE YEAR



Older People

**21,325**

2016/17: 18,397  
2017/18: 19,709



Long Term Health Conditions

**21,592**

2016/17: 24,263  
2017/18: 20,417



Young People

**3,264**

2016/17: 1,721  
2017/18: 2,231



Disabled People

**1,259**

2016/17: 2,387  
2017/18: 1,614



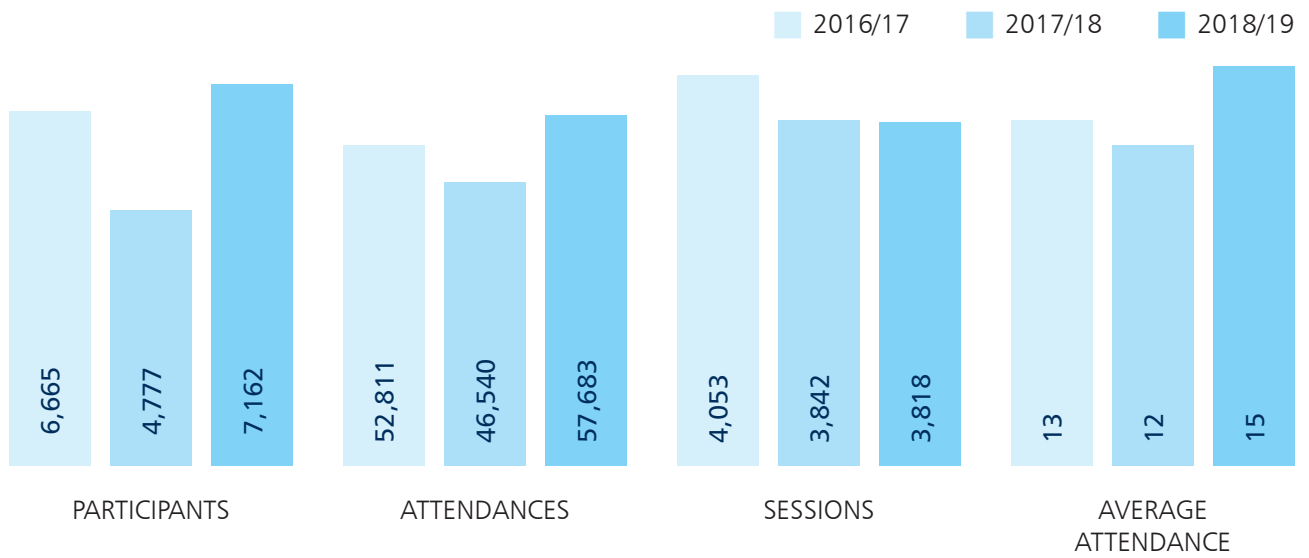
Miscellaneous  
Family based and  
bespoke events

**10,243**

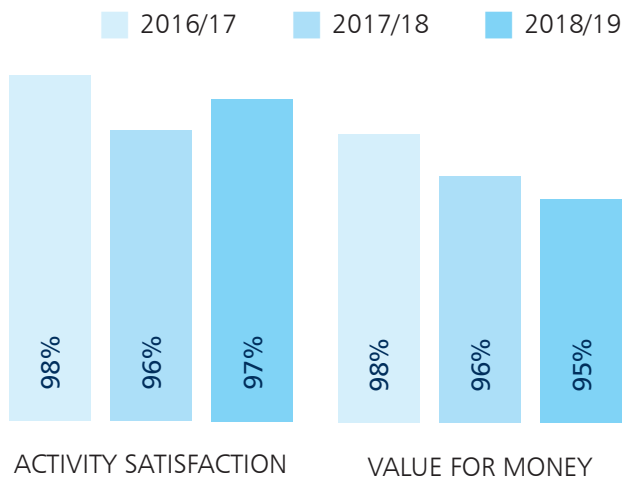
2016/17: 6,043  
2017/18: 2,569



# WHAT WE DID AND HOW IT WAS RECEIVED



# WHAT OUR CUSTOMERS TOLD US



# OUR ACHIEVEMENTS

We want more people to undertake sport and physical activity to benefit their health

- Launch of the very successful and forever growing St Neots Pocket Park Run
- Mini Movers has become established in St Neots and Huntingdon with new sessions added in Ramsey
- Parish Council sessions delivered to engage with young people in their own communities
- Yaxley Boxing Club started following months of planning.

We will provide more opportunities for people to be more active within the district

- An increase in the number of Walking Sports sessions delivered by 14%.
- Application to Football Foundation submitted for Ramsey 3G artificial pitch
- Introduction of RS4 Cancer Specific rehabilitation classes at One Leisure St Neots and One Leisure St Ives
- More specialist exercise classes introduced to the successful RightStart programme (Cancer Rehab, Postural Stability)
- New RightStart class introduced in St Ives due to popularity and full to capacity classes
- St Neots Town 3G artificial pitch refurbishment project completed
- Steering group for Local Football Facilities Plan in conjunction with Football Association formed.
- 1,361 sports and physical activity sessions were supported or led by Volunteers.

We will encourage more people to participate more regularly to sustain their health and well-being, improving retention and encouraging behaviour change

- 2 ESCAPE Pain management courses delivered
- Active+ programme continued on ad-hoc basis with 4 people starting the programme.
- Fitness MOT's delivered within Leisure Centres
- NHS Health checks delivered internally for staff
- The Let's Get Moving programme was extended until June 2020 by Cambridgeshire County Council

More efficient council...

- £156k total income from OLAL activities.
- 'Health Walks' voluntary donations totalling £1k.
- The service was delivered 7% under budget at £192k (a saving of £13,000)

## 3,818



Sports, exercise and physical activity sessions delivered



days volunteered to support Health Walks, Gym Buddy, Right Start Buddy and Walking Sports



in weight lost by participants on the Exercise Referral Scheme



## £156k

received through commissioned work and grants



## 1,277

older adults attended a group exercise class, walking sport session or health walk



## 772

attendances at NEW sessions for under 5s Mini Movers and Mini Dribblers



## ↑ 18%

Group exercise classes up



## 97%

of customers were satisfied with Active Lifestyles services



# HOW WE GET MORE PEOPLE, MORE ACTIVE, MORE OFTEN

## Exercise Referral

Individuals with medical conditions and requiring additional support to exercise are referred to Impressions Fitness Suites and looked after by an exercise specialist qualified to REPS Level 3 or 4 from the One Leisure Active Lifestyles team.

*The service I am getting is brilliant. I have never been inside a gym before in my life, I was made to feel at ease and my instructor has been amazing putting together a rehabilitation programme for me after my total knee replacement which has made me feel more confident, thank you.*

## Specialist Group Exercise Classes

Group exercise classes for people with cardiac, cancer and pulmonary health conditions. Led by instructors qualified in the specific area in relation to exercise these sessions are social, fun and adaptable.

*Enjoy coming - beneficial both physical/health and social. Enable us to do some/most of the exercises between sessions. Good value for money.*

## Health Walks

Nationally accredited this scheme involves a team of 30 volunteers who lead a programme of walks across the district; the walks range from 30 to 90 minutes and are supported by Cambridgeshire County Council's Public Health Team.

*Excellent scheme! Very grateful to walk leaders!! Appreciate that I can opt in/out of walking any day - flexibility. Very friendly and welcoming - makes for a very relaxing stroll in good company. Thank you!*

## Right Start Group Exercise Classes

Group exercise classes targeting over 50's and those who require additional support to exercise but favour a class setting over the gym environment are being delivered across the district at various venues.

*I started the class after falling and breaking my arm. The classes were a lifeline back to confidence & fitness. The classes are invaluable to those of us who need appropriate exercise at any age.*

## ESCAPE - Enabling Self-management and Coping with Arthritic Pain through Exercise.

ESCAPE Pain is a rehabilitation programme that helps people with osteoarthritis (OA) and/or chronic joint pain self-manage their condition.

*ESCAPE pain has helped me feel better in myself. Allowed me to meet more people and understand how to manage my pain better.*

## LET'S GET MOVING (LGM)

Many of the leading causes of ill health could be prevented if people were to increase their physical activity levels. LGM is helping reduce the number of inactive people across Huntingdonshire supporting the implementation of a Park Run in St Neots and the NEW Right Start Aqua programme across the district's leisure centres (a lower intensity Aqua based class).

*In the last 18-20 months or so I've been able to completely come off any medication for my mental health, partly due to learning to meditate and also because I started running regularly. I've also managed to shift a fair bit of weight too which is helping with the running!*

*I just wanted to thank you for the service you provide people who are struggling with Mental Health difficulties as it's so easy to feel incredibly lost, but by having a more active lifestyle it is possible to impact on the state of one's mind.*

## Walking Sports

Walking Football and Netball have been established across the district. There are weekly sessions offering a sporting alternative for people wanting to be more physically active without the intensity of the full game.

*Great camaraderie and banter, plus health benefits*

*We all get on really well and have a joke and a great laugh. It's being part of something.*

## Disability

This is targeted work to increase and enhance opportunities for disabled people of all ages to participate in sport. Working in partnership with disability focus organisations, care homes and clubs ensures activities can be delivered for all.

*Chris has a great manner with the service users. He works really hard alongside the service users, he is very helpful, kind and patient you can tell he enjoys his job and the service users enjoy the session and get a lot out of it, he breaks down the session bit by bit so that they learn the techniques to be able to take part in a certain session.*

## Young People

For young people offering sports sessions as a positive diversionary activity and tackling rising childhood obesity rates. Activities run in holiday periods and term time utilising One Leisure facilities and linking into the community with groups such as schools, youth clubs and parish councils.

*My son loved it! I would highly recommend it. Activity leaders were brilliant with a mixed age range and all felt included. (Holiday Parish Session)*

*Really great, my child is always excited about it, when we pull up in the car park he knows now we are coming to do this. (Mini Movers).*

# CASE STUDIES



**Mini Movers**  
at One Leisure Ramsey, One Leisure Huntingdon and One Leisure St Neots.

Mini Movers is a fun, friendly and movement based session for children under 5, working with fundamental learning skills through free play. It's a mixture of soft play and problem solving equipment, creating challenges for under 5s.

The session has been taking place at One Leisure Huntingdon and One Leisure St Neots for over 6 months and due to the success of these sessions it has expanded to One Leisure Ramsey.

The session is a fun way to get under 5s active and engaging with other children improving communication. Not only is it beneficial for the children it also helps with isolation for new parents, having somewhere to play with their children and being able to interact with others.

Mini Movers has had almost 600 attendances from September 2018 to March 2019.

## Health Walks, Huntingdon locality

During rehab at Papworth Hospital I had an Introduction to Huntingdonshire Health Walks from One Leisure Active Lifestyles. This introduction gave me the opportunity to involve my wife in my rehabilitation from heart surgery. It enabled her to monitor my progress back to good health and for us to share that progress together, something other than me just attending the rehab sessions at Papworth.

Usually the walk takes about one hour at a pace that raises the heart rate but with regular short stops to allow the slower walkers or those with not so good health or fitness to remain part of the walking group without feeling isolated. As my wife and I were also new to the area the walks gave us the opportunity to get to know more about the area we are now living in and what the area has to offer. On the days where we could not make the Huntingdon walk, there is also the opportunity to join one of the other walks in the wider area.

Apart from the obvious benefit of improving your fitness and stamina by taking the walks, you are walking in a group which is friendly, this allows you to feel less isolated

## Cancer Rehab

"I'm 54 years old and was diagnosed with breast cancer in 2015. I had 6 months of treatment, including two operations plus Chemo and Radiotherapy.

I was apprehensive about going to 'the gym', as I've never been a big fan of gyms and didn't think it would be for me. But, how wrong was I?

The class was individually tailored to my needs, taking into account my medical history, current fitness level and what I wanted to get out of it. My experience was a very gentle introduction to circuit classes, in a friendly, relaxed and fun atmosphere.

After just a few weeks I can honestly say that I've seen an improvement in my health and well-being. I'm more confident, fitter and have improved my balance and range of arm movements.

I'd certainly recommend these classes. I only wish I'd known about them earlier and joined sooner!"



Susan

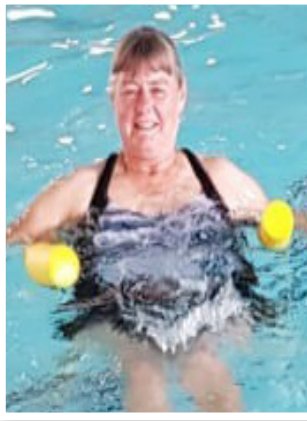


John

and you are not battling your problems alone. You get to know a variety of different people, with different needs and ages; it's an inclusive group for singles and couples alike.

Usually the walk finishes with the opportunity to have tea or coffee and to socialise with the group if you want to. This helps with relaxing from the walk, to rest and to destress from worrying about your fitness or illness. These walks have been very good for my health and well-being since we started in July 2018 and we always look forward to them; you will certainly benefit in many ways by taking part in the Health Walks, so give them a go.





Christine

### Right Start Aqua One Leisure Ramsey

I am a 62 year old teacher. I retired in July 2018 when my husband and I returned to live in Ramsey, after living in the USA for 11 years.

I started Right Start Aqua (and Right Start 5, Ramsey) in January of this year. I have an undiagnosed problem with my legs which means I am often in pain and sometimes find walking difficult so taking exercise

isn't easy. However, Right Start Aqua is ideal exercise as the water supports my body and enables me to move more easily than on land. (The low impact exercise of the fitness class also means I can participate fully).

My goals in attending the Aqua class were to improve my strength, stamina and flexibility and over the weeks I have made good progress. My husband and I are currently renovating a house and I find that I am now able to tackle many more jobs and work for longer. I now also enjoy walking our large retriever dog on his 3 mile a day walk without feeling weak and tired before even getting halfway round. I can also cope with, and enjoy, playing with my energetic one year old granddaughter as she leads me a merry dance all-round the house and garden! So thanks to Right Start Aqua I have renewed confidence in my physical abilities; my leg problems haven't gone away, but I seem to have longer periods without intense pain and feel more able to cope with life generally.

### Yaxley Boxing Club

Yaxley Boxing Club is a great demonstration of collaborative work between Active Lifestyles, Living Sport, Yaxley Parish Council and Peterborough Amateur Boxing Club.

The boxing club is a way to tackle and prevent individuals being involved in local anti-social behaviour and reduce the risk of the young people feeling isolated and disconnected from their own community, breaking through the barriers of young people getting into trouble and turning a poor choice into a positive choice.

The boxing club has had a massive impact on the participants that have taken part, creating an outlet for them to be able to express their emotions in a controlled and enjoyable environment. Participant Jack (pictured) explains 'boxing has made me more focused, I wanted to get fitter and I really enjoy it! It's great fun and I recommend it to anyone. I think it's the best thing I've ever done, it's about doing all the punches and learning all the footwork'.

As the only girl in the group, Chelsea (pictured) has the most experience in boxing as she trains outside of the

### Walking Football One Leisure Huntingdon

Geoffrey has been attending the walking football at Huntingdon twice a week for a year, as a way to keep fit. Even though walking football came into his life a year ago, Geoffrey has been playing competitive football since the age of 10. Even completing 2 years at a high standard at Millwall F.C. and played his last 11-a-side match in 1980.



Geoffrey

Not only did he grow up to love the game he also was a coach for over 30 years and refereed for 10 years.

Geoffrey decided to come and play walking football as he wanted to get back into the sport, to keep fit and he states he is so much fitter since playing again. Geoffrey has not played football in over 30 years since his last game and is happy to be back playing twice a week as "it's something that I have in common with my sons and family now".

When asked about his highlight of walking football he stated "it's got to be the banter, we all get on really well and have a joke and a great laugh. It's being part of something".

satellite club. Chelsea got involved in boxing to follow in her sister's footsteps, but has different obstacles than some of the other participants, when asked what difficulties she faces she responded with 'My ankle injuries have made being active difficult, but also my weight. It's really good to keep me active and that's the focus, I hope to continue to get better at boxing.'



Jack and Chelsea

Both Jack and Chelsea agree that boxing is great fun and has been beneficial for their fitness and becoming more active, other participants have expressed that boxing is 'Brilliant, enjoyable and great fun'.

This is an exciting project for a town like Yaxley, bringing the community together and inspiring young people to do sport.

# FINANCIAL HIGHLIGHTS

	2016/17	2017/18	2018/19	2019/20
<b>DIRECT COSTS</b>				
EXPENDITURE	374,000	344,000	347,436	339,427
<b>DIRECT INCOME</b>				
GRANTS		-81,000	-67,571	-34,821
COMMISSIONED INCOME		-15,000	-10,000	-24,995
DONATIONS		-1,000	-1,000	-1,650
COURSE FEES/SALES		-50,000	-77,457	-101,275
<b>TOTAL INCOME</b>	<b>-161,000</b>	<b>-147,000</b>	<b>-156,028</b>	<b>-162,741</b>
Cost of delivering the One Leisure Active Lifestyles service for Huntingdonshire District Council	213,000	197,000	191,408	176,686
<b>IN KIND</b>				
In Kind Contributions*	-8,070	-5,310	-10,160	-6,000
Volunteers*	-18,000	-18,000	-30,623	-30,000
<b>TOTAL INCOME/CONTRIBUTIONS</b>	<b>-26,070</b>	<b>-23,310</b>	<b>-40,783</b>	<b>-36,000</b>
<b>NET COST/SURPLUS IN THE ABSENCE OF ANY IN KIND/VOLUNTEERS CONTRIBUTION</b>	<b>239,070</b>	<b>220,310</b>	<b>232,191</b>	<b>212,686</b>
<b>ADDITIONAL BENEFITS OF DELIVERING THE SERVICE TO THE HUNTINGDONSHIRE DISTRICT</b>				
CAPITAL AND REVENUE GRANTS (to Huntingdonshire district)	-478,000	-500,000	-50,000	-460,000

\*Does not count to the bottom line cost of delivering service but would be an additional cost if the contribution was not there.





# LOOKING FORWARD TO 2019/20

**We want more people to undertake sport and physical activity to benefit their health**

- Further Chair Based/Strength and Balance classes to be commissioned out to care homes.
- Continue to support the 30 plus active volunteers leading the Health Walks Scheme with training, support and guidance.
- New targeted classes to be added to the Right Start programme including Pulmonary Maintenance.
- Continue with the ESCAPE Pain management programme, and build up relationship with Hinchingbrooke hospital to increase awareness of the courses.
- Support One Leisure with National Fitness Day to raise awareness of the importance of being active.
- The introduction of a concessionary membership scheme in order to encourage those who are currently unable to attend to take part in a range of activities and classes at the One Leisure facilities.

**We will provide more opportunities for people to be more active within the district**

- Continuing implementation of the Sports and Leisure Facilities Strategy.
- Implementation of the Huntingdonshire Local Football Facilities plan in partnership with Hunts FA.
- Building and opening of 3G pitch at One Leisure Ramsey
- Funding for a new supply of inflatable canoes.
- Let's Get Moving Cambridgeshire programme to build on the On your Bike campaign and raise further awareness of the LGMC initiative.
- RightStart Aqua programme to become established across all One Leisure centres.
- St Neots Junior Park run to be established.
- Pilot scheme for full day holiday activity programmes to run at One Leisure Huntingdon in Summer 2019.

**We will encourage more people to participate more regularly to sustain their health and well-being, improving retention and encouraging behaviour change**

- Providing further volunteer opportunities for people to get experience, regain confidence or to simply give something back to their communities.
- Work is being done to establish a Man Vs Fat football league to help overweight men lose weight in a fun and social environment with support on their weight loss journey.
- The concept of 'Rabble' delivery to be included across programmes.
- Relaxing of Exercise Referral Scheme Criteria, meaning it is easier for individuals to be re-referred to the scheme in the future.

**More efficient council...**

- Seek external funding where the opportunity arises.
- Training requirements implemented for the team where needed and to increase/complement the OLAL offer.
- Support work experience opportunities for university students, increasing on the opportunities offered.



**01480 388469**

[activelifestyles@huntingdonshire.gov.uk](mailto:activelifestyles@huntingdonshire.gov.uk)  
[www.huntingdonshire.gov.uk/activelifestyles](http://www.huntingdonshire.gov.uk/activelifestyles)

**One Leisure Active Lifestyles**

Huntingdonshire District Council, St Mary's Street, Huntingdon PE29 3TN



**Public**  
**Key Decision - No**

## HUNTINGDONSHIRE DISTRICT COUNCIL

**Title/Subject Matter:** Representatives on External Organisations – Annual Update Report 2018/19

**Meeting/Date:** Overview and Scrutiny Panel (Customers and Partnerships) – 4th July 2019

**Executive Portfolio:** Executive Leader of the Council

**Report by:** Democratic Services Officer (Scrutiny)

**Wards affected:** All

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### **Executive Summary:**

Huntingdonshire District Council (HDC) has representation on 41 external organisations and this report provides Overview and Scrutiny Members with information on how many meetings representatives have attended as well as any updates relevant to HDC.

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

The Overview and Scrutiny Panel (Customers and Partnerships) is

### **RECOMMENDED**

- 1) to discuss and comment upon the contents of the report.
- 2) to submit any comments to Cabinet for their consideration when reviewing appointments to external organisations.

## 1. PURPOSE OF THE REPORT

- 1.1 The purpose of the report is to update Overview and Scrutiny Members on the number of meetings attended by HDC representatives as well as updates relevant to HDC. This is intended to improve monitoring of how these organisations and partnerships contribute to the Council and its Corporate Objectives.

## 2. WHY IS THIS REPORT NECESSARY/BACKGROUND

- 2.1 At its meeting on 22nd June 2017, following feedback from Overview and Scrutiny, the Cabinet resolved that appointed Members be required to report on an annual basis, in writing, to the relevant Overview and Scrutiny Panel.
- 2.2 This report covers the 2018/19 Municipal Year, which ran from Wednesday 23rd May 2018 to Wednesday 15th May 2019.

## 3. MEETINGS ATTENDED

- 3.1 The number of meetings attended by each representative on their respective organisations.

	<b>Organisation</b>	<b>Representative</b>	<b>Meetings Attended</b>
1	Cambridgeshire Health and Well-Being Board	Cllr Mrs J Tavener	2/6
2	Total Transport Member Steering Group (formally Cambridgeshire Future Transport – Cross Party Working Group)	Cllr R Fuller	No meetings held
3	Cambridgeshire Police and Crime Panel	1 - Cllr J M Palmer 2 - Cllr S Bywater (until 30th Oct) 2 - Cllr H Masson (after 30th Oct)	5/5
4	East of England Local Government Association	Cllr G J Bull	0/1
5	Great Fen Project Steering Committee	Cllr K P Gulson Mr A Moffat	2/4
6	Huntingdonshire Community Safety Partnership (Cabinet appointee)	Cllr J M Palmer	2/4
7	Joint Strategic Planning Member Board	Cllr G J Bull Cllr R Fuller Cllr E R Butler	No meetings held
8	Recycling in Cambridgeshire and Peterborough Board	Cllr Mrs M Beuttell	1/2
9	Cambridgeshire Chambers of Commerce – Huntingdonshire Chamber	Cllr R Fuller Sue Bedlow	Most meetings are attended
10	Cambridgeshire Armed Forces	Cllr J White	1/1

Community Covenant Board			
11	Envar Ltd, St Ives Composting Facility - Site Liaison Forum	Cllr G J Bull	No meetings held
12	Huntingdonshire Association of Community Transport	Cllr R J West	4/4
13	Huntingdon Freemens' Trust	Cllr Mrs J Tavener	11/12
14	Huntingdonshire Flood Forum	Cllr Mrs M Beuttell	No invite received
15	Alconbury and Ellington IDB	Cllr D M Tysoe Cllr J White	1/1
16	Benwick IDB	Cllr J M Palmer	1/1
17	Bluntisham IDB	Cllr J Neish	1/2
18	Conington and Holme IDB	Cllr T D Alban	0/1
19	Ramsey First (Hollow) IDB	Cllr J M Palmer	1/1
20	Ramsey Fourth (Middle Moor) IDB	Cllr J M Palmer	1/1
21	Ramsey, Upwood and Great Raveley IDB	Cllr J Clarke Cllr S J Corney	1/1
22	Sawtry IDB	Cllr R G Tuplin Cllr S Bywater	1/1
23	Sutton and Mepal IDB	Cllr S Criswell	0/2
24	The Ramsey IDB	Cllr E R Butler Cllr J M Palmer	1/5
25	Warboys, Somersham and Pidley IDB	Cllr G J Bull Cllr Mrs J Tavener	2/2
26	Whittlesey IDB	Cllr E R Butler	0/1
27	Woodwalton Drainage Commissioners IDB	Cllr S Bywater	0/0
28	Holmewood and District IDB	Cllr J Clarke	1/3
29	Little Gransden Aerodrome/Cambridge Gliding Club Consultative Committee	Cllr R J West	2/2
30	Local Water Forum	Cllr J Clarke	No invite received
31	Middle Level Commissioners	Cllr J Clarke	1/3
32	Oxmoor Community Action Group	Cllr Mrs J Tavener	10/10
33	Red Tile Wind Farm Trust Fund Ltd	Cllr Mrs J Tavener	2/3
34	BID Huntingdon	Cllr P Kadewere	Cllr has attended a meeting/s but didn't specify how many
35	St Ives Town Centre Management Team (known as St Ives Town Initiative)	Cllr J W Davies	Cllr has attended most meetings

36	Trustees of Kimbolton School Foundation	Cllr J A Gray	15
37	Cambridgeshire Consultative Group for the Fletton Brickworks Industry (known as The Fletton Liaison Group)	Cllr E R Butler	0/2
38	Little Barford Power Station Liaison Committee	Cllr B Banks	1/1
39	Needingworth Quarry Local Liaison Committee	Cllr L A Besley Cllr J Neish	0/2
40	Warboys Landfill Local Liaison Group	Cllr Mrs J Tavener	1/1
41	Cambridgeshire County Council Health Committee	Cllr Mrs J Tavener Cllr K I Prentice (Substitute)	6/9
42	Huntingdonshire Community Safety Partnership (O&S appointee)	Cllr Mrs J Tavener	3/4

#### 4. DEFUNCT ORGANISATIONS

4.1 Listed below are organisations which the Cabinet appointed representatives to but has since become defunct:

- Children and Young People Group
- Stilton Children and Young People's Facilities Association

#### 5. UPDATES

5.1 Updates relevant to HDC provided by the Council's representatives on external organisations are listed below.

	Organisation	Commentary
1	Cambridgeshire Health and Well-Being Board	As the HDC representative I am able to inform the Board or propose funding extensions on behalf of the Council. (Cllr Mrs J Tavener)
5	Great Fen Project Steering Committee	The Great Fen team was successful in securing £1m grant from the Postcode Lottery Dream Fun in order to pioneer sustainable wetlands farming techniques in the Cambridgeshire Fens and create a UNESCO Fen Biosphere. The wetlands farming technique will help reduce carbon emissions caused by peat drying out and blowing away. (Cllr K P Gulson)
21	Ramsey, Upwood and Great Raveley IDB	IDB expecting to install a new pump at Green Dyke Bank in the next 3-4 years. Estimated cost £500k which has the potential to put the precept up quite substantially. (Cllr J Clarke)
34	BID Huntingdon	Concern was expressed that the service and support from CCTV at weekends and after 5pm is not at the level they would wish to see. (Cllr P Kadewere)



## **6. PROGRESS OF THE REPORT**

- 6.1 This report is an annual report of representatives on external organisations for Overview and Scrutiny use and the report is not proceeding to Cabinet.

### **CONTACT OFFICER**

Adam Green, Democratic Services Officer (Scrutiny)

Tel No: 01480 388008

Email: [Adam.Green@huntingdonshire.gov.uk](mailto:Adam.Green@huntingdonshire.gov.uk)

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Overview and Scrutiny Work Programme 2019/2020

O&S (Customers and Partnerships) – Active

O&S (Customers and Partnerships)	Summary of Scope	Advisors	Progress
<p><b>Lifelong Health</b></p> <ul style="list-style-type: none"> <li>Identify ways in which the Council can improve the lifelong health of residents.</li> <li>Identify the benefits of a whole system approach for the Council.</li> </ul>	<ul style="list-style-type: none"> <li>Identify what the main health issues facing the residents of Huntingdonshire are (and if there are any problem areas).</li> <li>To discover what leisure activities/provision residents enjoy and/or want.</li> <li>Identify what leisure provision/facilities are most effective. (Investment shouldn't be made in a particular facility if the benefits are minimal.)</li> <li>Discuss with the CCG in order to establish if collaboration between the Council and the CCG is worthwhile.</li> </ul>	<p>CCG  <b>CCC Public Health</b>  <b>Jayne Wisely</b>  <b>Cllr J Palmer</b>  <b>Cllr Jill Tavener</b></p>	<p>10th January 2019 – The Task and Finish Group met and reviewed the scoping document. Based on the Group's discussion the scoping document is being revised. The revised scoping document will be presented to the Group at their next meeting for approval.</p> <p>7th February 2019 – The Task and Finish Group met and agreed the scoping document. Members planned out the next steps of work and agreed to focus on collaboration with Parish Councils.</p> <p>20th March 2019 – Members visited Little Paxton Parish Council to view their physical activity equipment and learn how they engage with the community. Members had a further meeting on 4th April to discuss key learning points of the visit.</p> <p><b>8th July 2019 – The Group is due to visit Yaxley Parish Council to discover what leisure facilities there are and how they engage with the community.</b></p>
<p><b>Tree Strategy Working Group</b></p> <p>Membership</p> <ul style="list-style-type: none"> <li>Cllr Mrs J Tavener (Lead)</li> <li>Cllr B Banks</li> <li>Cllr J W Davies</li> </ul>	<p>At the Overview and Scrutiny Panel (Communities and Environment) meeting in September 2017, Members agreed to establish a working group with the aim of refreshing the Tree Strategy and scrutinising the Action Plan.</p>	<p><b>Andy Moffat</b>  <b>Tamsin Miles</b>  <b>Adrian Sargeant</b></p>	<p>5th September 2017 – Overview and Scrutiny Panel (Communities and Environment) established the Tree Strategy Working Group.</p> <p>6th February 2018 – Councillor Mrs J Tavener updated Members on the progress of the Working Group.</p> <p>12th July 2018 – The Panel received an update from Councillor Mrs J Tavener.</p> <p>February 2019 – The Arboricultural Officer (Planning) and the Arboricultural Officer (Operations) began liaising with the Working Group in order to review and update the Council's Tree Strategy.</p> <p><b>4th July 2019 – Councillor Mrs J Tavener will present an update report.</b></p>

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O&S (Customers and Partnerships) – Inactive

O&S (Customers and Partnerships) idea	Objective test ideas	Advisor potential	Suggested Scope	Progress
<p><b>Health</b> – What are the issues facing the young and elderly populations of Huntingdonshire. How can HDC, either with partners or on its own initiative, assist with the health and well-being of residents in the District.</p>	<p><b>1. Reducing isolation</b></p> <ul style="list-style-type: none"> <li>- reducing age-specific dependency rates by 1 per cent per year would reduce public expenditure by £940m per year by 2031</li> <li>- reducing the rate of institutionalisation by 1 per cent a year could save £3.8bn.</li> </ul> <p><b>2. Improving mental health</b></p> <p>Contributes to addressing:</p> <ul style="list-style-type: none"> <li>- Worklessness</li> <li>- Homelessness</li> <li>- Poor health outcomes</li> <li>- Self-reliance</li> </ul> <p><b>3. Reducing hospital admissions in over 65's</b></p>	<p><b>Age UK</b></p> <p><b>CCG</b></p> <p><b>Sports England/Active Lifestyles/CCG</b></p>	<p>Identifying opportunities (particularly technology) to deliver key activities identified by Age UK, to address isolation:</p> <ul style="list-style-type: none"> <li>- Creating a new social link</li> <li>- Developing wider social networks</li> <li>- Meeting like-minded people through clubs and groups</li> <li>- Meeting people with similar needs and supporting each other</li> <li>- Using local services and facilities</li> <li>- Changing social attitudes so that users become accepted and valued as full members of the community in their own right.</li> <li>- Quantifying the cost and impacts of isolation</li> <li>- Recommendations for our services to address</li> <li>- Designing communities for the future</li> </ul> <p>Identifying non health interventions that can support mental health – e.g. social referral, links to community activities, volunteering activities.</p> <ul style="list-style-type: none"> <li>- Opportunities to improve impact of DFG's?</li> <li>- Assisted collections. Investigate if having an assisted collection is an indicator that a resident may require a DFG.</li> <li>- Closer partnership working with health</li> <li>- Establishing greater community resilience</li> </ul>	<p>Dependent upon outcome of bid for inclusion in CCC digital services programme – Spring 2018</p>
<p><b>Homelessness</b> – Investigating</p>	<p><b>1. Increase supply of</b></p>	<p>Development</p>	<ul style="list-style-type: none"> <li>- Engagement with Places for People/Luminus</li> </ul>	

<p>the links between homelessness and housing supply. Finding triggers for homelessness. Discovering options and opportunities to reduce homelessness in Huntingdonshire.</p>	<p><b>affordable property.</b></p> <p><b>2. Reduce number of homelessness presentations.</b></p> <p><b>3. Increase number of homelessness preventions – solutions that prevent people losing their home</b></p> <p><b>4. Increase number of empty properties brought back into use</b></p>	<p>Advisor</p> <p>Jon Collen / Helen Brown</p> <p>Jon Collen</p>	<ul style="list-style-type: none"> <li>- Working with Private Sector landlords to understand reasons behind end of AST and incentives to address</li> <li>- Looking to develop options to incentivise Private landlords to take social tenants.</li> <li>- Strategies around use of HMOs</li>   <li>- Testing effectiveness of Trailblazer</li> <li>- Testing Homelessness pilot work</li> <li>- Looking at opportunities for partners to signpost and intervene</li> <li>- Taking evidence from best practice providers elsewhere</li>   <li>- Working with Registered Providers to maximise housing stock utilisation and fit</li> </ul>
<p><b>Environment</b> – What are the environmental (and lifestyle) quality issues facing Huntingdonshire,</p>	<p><b>1. Reducing air pollution</b></p> <p><b>2. Reducing long term flood issues</b></p> <p><b>3. The community role in grounds maintenance and cleansing</b></p>	<p>Chris Stopford</p> <p>Environment Agency</p> <p>Neil Sloper</p>	<ul style="list-style-type: none"> <li>- Transport options</li> <li>- Natural environment – exploring opportunities to enhance HDC country parks (Hinchbrook / Paxton Pits)</li>   <li>- Role of Great Fen as a regionally significant habitat / tourism destination</li> <li>- A14 and Cam Ox corridor – actively influencing Govt and key transport agencies on investment pipeline and funding options</li>   <li>- Exploring the options and Council/communities appetite for scalable growth linked to new infrastructure and ‘healthy places’ with sustainable living choices</li> </ul>

	<b>4. Definition of 'Place' and 'People' vision for Huntingdonshire</b>		<ul style="list-style-type: none"><li>- Role of Neighbourhood Plans and Market Town Master Plans in promoting and directing employment and housing growth</li><li>- Influencing long term utility provision – water/power</li></ul>	
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O&S (Performance and Growth) – Active

O&S (Performance and Growth)	Summary of Scope	Advisors	Progress
<p><b>Delivery of Affordable Housing</b> <i>(Accelerating the delivery of Affordable Housing across Huntingdonshire communities primarily through Rural Exception Site mechanisms)</i></p> <ul style="list-style-type: none"> <li>Increase in the number of affordable houses built in the District – positively impacting on the quality of developments.</li> </ul>	<ul style="list-style-type: none"> <li>To explore methods that maximise the effectiveness of the Council’s approach to achieving additional affordable housing provision beyond allocated sites.</li> <li>To advise on a strategic programme and range of mechanisms to promote and secure rural exception sites (RES) appropriate to settlement scale and need across the District.</li> <li>To explore how RES sites can best be promoted locally, including the role of Ward Members and Parish /Town Councils.</li> </ul>	<p><b>Andy Moffat</b> <b>Cllr Corney (a builder by trade)/Developers</b></p>	<p>8th January 2019 – The Panel reviewed and agreed the scoping document.</p> <p>12th February 2019 – The Task and Finish Group met and reminded themselves of the scoping document. Members also discussed the documents presented to them and considered them when planning future work.</p> <p>12th March 2019 – Mark Deas, Cambridgeshire ACRE, was in attendance to discuss the work of the organisation and the mechanism of Rural Exception Sites (RES). Members are keen to discuss with Housing Associations their development plans for Huntingdonshire.</p> <p>23rd April 2019 – Mark Hanson, Cross Keys Homes and Ian Jackson, Longhurst were in attendance to discuss RES and opportunities to accelerate the supply of affordable housing.</p> <p>30th April 2019 – Nigel Finney and John Walton of Luminus were in attendance to discuss ways that HDC and Luminus could accelerate the delivery of affordable housing in Huntingdonshire.</p> <p><b>A final report has been drafted. The report is currently being reviewed by Members and will be presented at a future meeting.</b></p>

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<p><b>Skills</b></p> <ul style="list-style-type: none"> <li>Increase in educational attainment, and achievement of key skills.</li> </ul>	<ul style="list-style-type: none"> <li>Combined Authority strategy impacts, particularly advancing recommendations from CPIER.</li> <li>Alignment to future skills and sectoral demand identified through EMSI study.</li> <li>Role of EDGE programme and wider Combined Authority skills and business support advisory services.</li> <li>Relationship to CPBS 'Grand Challenges' outcomes.</li> </ul>	<p><b>Andy Moffat</b> <b>John T Hill - CPCA</b> <b>CA Business Board</b> <b>/ Company CEOs – reasons for locations choices and future workforce aspiration</b></p>	<p>Once the Combined Authority has published their skills strategy, Mr John T Hill will be invited to discuss the strategy with Members. <b>To be confirmed</b></p>
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O&S (Performance and Growth) – Inactive

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O&S (Performance and Growth)	Objective test ideas	Advisor potential	Suggested Scope	Progress
<p><b>Housing</b> – Increasing quality of housing developments and increasing supply of Affordable/Social housing – specifically in the villages.</p>	<ol style="list-style-type: none"> <li><b>Increase in the number of affordable houses built in the District – positively impacting on the quality of developments</b></li> <li><b>Reduce voids of all types, inc empty homes and RP turnaround times</b></li> <li><b>Increase the availability of social housing</b></li> <li><b>Reduce Council spend on Homelessness</b></li> </ol>	<p>Andy Moffat Cllr Corney (a builder by trade)/Developers Homes England Registered Providers</p>	<ul style="list-style-type: none"> <li>Review the effectiveness of rural exception sites and 60/40 policy</li> <li>Explore viability assessment mechanisms to ensure proper value is created form development sites</li> <li>Review of CIL charging regime and utilisation of funds</li> <li>Relationships with RPs (Registered Providers) and options to increase pace and tenure type of supply plans</li> <li>Utilisation of HDC non-operational land assets to increase supply and generate system savings (eg reduction in B&amp;B spend.</li> <li>Improving infrastructure on developments to enhance liveability, including digital, environmental</li> </ul>	



				– flooding etc, energy use, health land and space for wildlife. Supporting positive transport choices, and community self-reliance.
<p><b>Wider Economic Environment</b> – How to best position Huntingdonshire as an attractive place to do business</p>	<p><b>5. Enhanced infrastructure and liveability on developments</b></p>			
	<p><b>1. A Local Industrial Strategy for Cambridgeshire within which Huntingdonshire is prominent</b></p> <p><b>2. GVA (Gross Value Added) net increase</b></p> <p><b>3. Increase in business rates receipts and invest to accumulate utilisation thereof (subject to Govt regs)</b></p> <p><b>4. Increase average earnings and percentage earnings derived in Huntingdonshire/Cambridgeshire</b></p> <p><b>5. Opportunities to enhance the Councils industrial portfolio and Corporate Investment Strategy in facilitating, retaining and securing new business opportunities</b></p> <p><b>A package of ‘Deals’:</b></p> <ul style="list-style-type: none"> <li>- HDC &amp; Govt/CA</li> <li>- HDC and Local Councils</li> <li>- HDC and communities</li> </ul>	<p>Andy Moffat / Clive Mason</p> <p>CA Business Board / Company CEOs – reasons for locations choices and future workforce aspirations</p>	<ul style="list-style-type: none"> <li>- Creation of an Investment prospectus for Huntingdonshire</li> <li>- Input into a Local Industrial Strategy</li> <li>- Digital infrastructure and Connected Cambridgeshire roll-out across market towns</li> <li>- Better Business for All pilot initiative matching regulatory services to advice and promotion</li> <li>- Roads and rail infrastructure investment deal with Govt / CA</li> <li>- Business rates retention and utilisation of AW Enterprise Zone NNRD receipts</li> <li>- Role of strategic sites such as Alconbury Weald in delivering floor space and clusters</li> <li>- Sector analysis - what are the indicators of existing success and productivity. Sectors to nurture and attract.</li> <li>- Understanding locational advantages of Huntingdonshire and investment decisions of business leaders to stay/relocate here.</li> <li>- Scope and mechanisms for HDC interventions in infrastructure/redevelopment programmes</li> </ul>	

## Ideas

**Health** – What are the issues facing the young and elderly populations of Huntingdonshire. How can HDC, either with partners or on its own initiative, assist with the health and well-being of residents in the District.

### Evidence

Local Authority Health Profile 2018 published by Public Health England. We have three key indicators where we perform significantly worse than the national average:

- Killed and seriously injured on roads
- Alcohol-specific hospital stays (under 18s)
- Excess weight in adults (aged 18+)

Not significantly worse, but underperforming national average

- Hip fractures in older people (aged 65+)

We have a number of projects already underway or receiving support which are directly contributing to these outcomes (Ramsey Think Healthy / Live Healthy project). Support for activity through our leisure centres and for community initiatives such as Park Run. With a new run supported to start in St Neots this year. One Leisure Active Lifestyles Team creating opportunities for social engagement, particularly ageing population, through its class programmes, particularly 'Right Start'

**Homelessness** – Investigating the links between homelessness and housing supply.

Finding triggers for homelessness. Discovering options and opportunities to reduce homelessness in Huntingdonshire.

A large amount of work is happening in this space already, as a key corporate priority. Our own net spend on Homelessness is has more than doubled since 2015/16. This is in line with national figures. Housing affordability is an issue locally. With private rentals being very limited within the rates that national benefits pay. Huntingdonshire's average house price increased by **36%** in four years from April 2014 and the average household would now need to borrow **7.1** times its income to purchase the average house based on median values.

**Environment** – What are the environmental (and lifestyle) quality issues facing Huntingdonshire,

### Evidence

2036 Local Plan and associated studies, particularly Infrastructure Delivery Plan

Combined Authority strategies and CPIER report

**Affordable Housing** – Increasing quality of housing developments and increasing supply of Affordable/Social housing – specifically in the villages.

**Wider Economic Environment** – How to best position Huntingdonshire as an attractive place to do business