

## NOTICE OF MEETING

**Meeting:** COMMUNITY OVERVIEW AND SCRUTINY PANEL

**Date and Time:** TUESDAY, 20 SEPTEMBER 2016, AT 6.00 PM\*

**Place:** THE BRADBURY ROOM, APPLETREE COURT,  
LYNDHURST

**Telephone enquiries to:** Lyndhurst (023) 8028 5000  
023 8028 5588 - Ask for Melanie Stephens  
Email: melanie.stephens@nfdc.gov.uk

### **PUBLIC PARTICIPATION:**

\*Members of the public may speak in accordance with the Council's public participation scheme:

- (a) immediately before the meeting starts, on items within the Panel's terms of reference which are not on the public agenda; and/or
  - (b) on individual items on the public agenda, when the Chairman calls that item.
- Speeches may not exceed three minutes. Anyone wishing to speak should contact the name and number shown above.

**Bob Jackson**  
Chief Executive

Appletree Court, Lyndhurst, Hampshire. SO43 7PA  
[www.newforest.gov.uk](http://www.newforest.gov.uk)

**This Agenda is also available on audio tape, in Braille, large print and digital format**

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## AGENDA

### **Apologies**

#### **1. MINUTES**

To confirm the minutes of the meeting held on 14 June 2016 as a correct record.

#### **2. DECLARATIONS OF INTEREST**

To note any declarations of interest made by members in connection with an agenda item. The nature of the interest must also be specified.

Members are asked to discuss any possible interests with Democratic Services prior to the meeting.

#### **3. PUBLIC PARTICIPATION**

To note any issues raised during the public participation period.

**4. CCTV SERVICE PROGRESS UPDATE (Pages 1 - 4)**

To receive a progress report on the CCTV Service.

**5. HOUSING SERVICE STRUCTURE**

To receive a verbal update on the recent structure changes to the Housing Service. Members will be given a new structure chart at the meeting.

**6. COUNCIL HOUSING BUY-BACK & DEVELOPMENT UPDATE 2012/13 - 2015/16 AND FUTURE STRATEGY 2016/17 - 2018/2019 (Pages 5 - 12)**

To discuss the Council's proposed strategy for future housing development and examine the progress of the Council Housing Buy-Back & Development programme.

**7. HEALTH & LEISURE SERVICE UPDATE (Pages 13 - 20)**

To receive an update on the Service.

**8. WORK PROGRAMME (Pages 21 - 22)**

(a) To appoint four members to the Dibden Task & Finish Group to undertake a mid-term review of the Mytime Active contract; and

(b) To consider the Panel's future work programme, and make changes where necessary.

**9. PORTFOLIO HOLDERS' UPDATES**

An opportunity for the Portfolio Holders to provide an update to the Panel on any issues.

**10. MEETING DATES 2017/18**

The Panel is requested to fix its meeting dates for 2017/2018. The following dates are suggested (all Tuesdays at 6.00 p.m.):-

23 May 2017  
19 September 2017  
14 November 2017  
16 January 2018  
13 March 2018

**11. ANY OTHER ITEMS WHICH THE CHAIRMAN DECIDES ARE URGENT**

**To: Councillors**

S P Davies (Chairman)	Ms K V Crisell
D J Russell (Vice-Chairman)	A H G Davis
D A Britton	Mrs P J Lovelace
Mrs L D Cerasoli	N S Penman
I C Coombes	M L White

## COMMUNITY OVERVIEW AND SCRUTINY PANEL – 20 SEPTEMBER 2016

### CCTV SERVICE PROGRESS REPORT

#### 1. PURPOSE OF REPORT

1.1 At the Community and Overview Scrutiny meeting on 15 March 2016, the CCTV Task and Finish Group presented their recommendations resulting from the review of the CCTV service. Both the Task and Finish Group and the Panel supported the ongoing provision of the CCTV service and recognised the many benefits that a functioning CCTV service provided to the residents of the District. The Panel made some recommendations for future development of the service model, as follows:

- That a joint procurement process be undertaken with Fareham Borough Council to source a transmission and maintenance provider
- Officers to investigate alternative methods to fund the upgrading of equipment and any other revenue opportunities
- Initiate discussions with the Police to ascertain their support/need/reliance on the Council's CCTV provision and potential future financial contributions
- Support for a phased programme of camera replacement and control room refurbishment, either as part of the conditions of a new maintenance contract, or as funds become available through achieving internal efficiencies and future revenue income
- Consideration of implementation of other flexible monitoring solutions such as re-deployable cameras
- Undertake discussions with T&PC's to ascertain commitment to CCTV provision within their area and their future contributions towards the system

1.2 This report provides an update on progress against these recommendations since the March meeting.

#### 2. PROGRESS

2.1 Good progress has been made in respect of the procurement arrangements for the transmission and maintenance contracts. A review of the network transmission contract identified that there is only one fibre network provider currently available for use by the Council, BT Redcare. Opportunities for a competitive tendering process were therefore very limited. Discussions with BT Redcare however have resulted in a revised commercial offer which delivered a saving to the annual transmission costs of £9,000, a reduction of 10% on the present contract costs. A detailed report was presented to EMT in June and approval granted to enter into contract with BT Redcare for a further 12 months, commencing 30 September 2016.

2.2 BT Redcare did provide a number of longer term pricing options (3-5 years) which allowed for system upgrades, however it was agreed that further work needed to be completed on the long term strategy for the CCTV service before committing to an extended contract period. It was also recommended that consideration be given to

joining forces with other Local Authorities (e.g. HIOW as a region) to bring about a collective leverage to future negotiations with BT Redcare. The saving delivered through this renegotiated contract has been identified as a service saving for inclusion in the Council's 2017/18 budgetary process.

- 2.3 A collective procurement process has also been completed for a 5 year preventative maintenance and responsive repair service (for the CCTV control room and camera network). Other local authorities included in the tender were Fareham, Gosport and Eastleigh Borough Council's.
- 2.4 The tender process, which was evaluated on both price and quality, has delivered an annual saving to NFDC of £9,300. This represents a 35% reduction on current prices. The new contract commences December 2016.
- 2.5 Now that revised contracts are in place for both transmission of images and the maintenance of the equipment, the focus will move to options for the longer term programme of camera replacements and control room refurbishment. This may involve detailed negotiations with BT Redcare for a long term agreement with them that includes camera upgrades as part of their commercial offering.
- 2.6 A service review meeting has been held with the Police to discuss their continuing support and reliance on the Council's CCTV provision. The New Forest's Chief Inspector has confirmed that the Police continue to view the CCTV service as both a valuable deterrent to local crime and a very useful tool for assisting officers on the ground in tackling live incidents. In the first 4 months of the year (April – July) 355 crime related incidents were recorded by the team of which 23 led to directed arrests on camera. He confirmed that whilst the Police were not in a position to make any financial contribution to the running of the service, they would view any reduction or cessation of the service as a negative step which could well have an impact on future levels of crime across the district.
- 2.7 With regard to developing further income streams for the service, a number of potential customers have recently approached the Council with a view to the control room monitoring either community alarms or CCTV cameras. Preliminary discussions have been held with these organisations to ascertain their requirements and ability of the service to meet their needs. These discussions will continue.
- 2.8 Internally, the Council has been reviewing it's arrangements for ensuring the health and safety of lone working officers, particularly those working out of hours or in high risk environments. Whilst not yet formally agreed, it is likely that use could be made of software functionality within the PNC7 Community Alarms system to enhance safety arrangements for a wide group of employees. A pilot of the system with a small group of employees has proved very successful. This will potentially negate the need for the Council to buy in a specialist lone worker system and would provide an additional income stream through an internal recharge from services using the system.
- 2.9 Consideration is also being given to implementing a recharge to the car park service for the 10 cameras located in the Councils car parks. The service currently does not contribute to the CCTV service. Whilst this would only be an internal recharge this would provide a legitimate additional income to the service.
- 2.10 Discussions with Town and Parish Council with regard to their camera contributions have yet to commence. It is proposed that a new service level agreement is prepared and that this is agreed with, and implemented across the local Councils.

### **3. CONCLUSION**

- 3.1 Good progress has been made since March in addressing the recommendations made by the Panel for future development of the service model. Savings have been achieved through the new contract arrangements for network transmission and maintenance of equipment.
- 3.2 The level of recorded live incidents, averaging 3 a day, demonstrates the usefulness of the service, which continues to be strongly supported by the Police.

### **4. RECOMMENDATIONS**

- 4. That the Panel notes the progress being made against the development plan.

#### **For further Information contact:**

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Service Manager (Compliance & Coastal)  
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#### **Background Papers:**

CCTV T&F Group Report  
to Community Overview &  
Scrutiny Panel 15 March  
2016

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## COMMUNITY OVERVIEW & SCRUTINY PANEL – 20 SEPTEMBER 2016

### **COUNCIL HOUSING BUY-BACK & DEVELOPMENT UPDATE 2012/13 – 2015/16 AND FUTURE STRATEGY 2016/17 – 2018/2019**

#### **1 INTRODUCTION**

- 1.1 This report looks at our approach to the delivery of new Council Housing and the options available to us to increase our own Housing Stock.
- 1.2 This report shows the progress of our Council Housing Buy-Back & Development programme over the last 4 years and the future programme for the next 3 years.

#### **2 BACKGROUND**

- 2.1 One of the key aims relating to Housing within the Corporate Plan is helping provide affordable housing for local people.
- 2.2 The introduction of the New Council Housing finance regime introduced as part of the 2011 Localism Act enabled the Council to re-look at its Housing Strategy and Finances to best meet the aims of the Corporate Plan.
- 2.3 From 2012/13 the Council no longer had to pay an annual subsidy to the Government from our Housing Revenue Account. Furthermore we were able to retain a greater level of capital receipt to spend on its own stock provision rather than providing grants to Housing Associations. Offsetting this, the Council now has to make interest payments on loans acquired from the start of this new system and will make principal repayments on these loans from 2017/18.
- 2.4 In response to the above, the Cabinet agreed to invest additional funds of approximately £7m per year for 5 years, 2012/13 to 2016/17, for the acquisition and development of our own Housing Stock.
- 2.5 The options identified as being available to the Council include;

##### HOUSING BUY-BACK

This is the purchase of former council homes previously sold under Right to Buy.

##### NEW DEVELOPMENT ON HOUSING PORTFOLIO LAND

This involves the assessment of potential development sites within our District.

##### PURCHASING S106 UNITS

This is where the Council directly purchases units from private Sector developers through partnership arrangements.

- 2.6 New Project Teams and Project Boards were initially set up as well as further consultation with Heads of Service, EMT, Tenants and Members to meet this goal, drawing principally from the following Service areas;
- Housing – Development, Needs, Asset Management & Rent Accounting
  - Resources - Building Works & Surveying & Technical
  - Planning – Development Control, Environmental Design
  - Legal – Conveyancing, Property/Land, Estates & Valuation
- 2.7 Re-structuring of Service areas in 2016 has brought a majority of these service areas under the Executive Head of Economy, Housing and Planning which will further enhance cross service working to deliver the Council’s objective of maintaining the supply of Council owned stock.

### **3 PROGRESS BETWEEN 2012/13 – 2015/16**

#### **3.1 HOUSING BUY-BACK**

Due to the lead in time needed to implement new build programmes this has been our primary means of quickly securing new properties over the past 4 years.

We had reached our initial target of acquiring 100 properties in the first 3 years of the programme and now have a total of 135 at the end of the fourth year. These properties are across our District and offer a range of property types but are predominantly family Homes.

#### **3.2 NEW DEVELOPMENT ON HOUSING PORTFOLIO LAND**

This is a new area of work for this Council and is very resource intensive. The advantage with this option is that it provides additional units of Housing Stock, that wouldn’t otherwise be built.

In May 2015 we completed 4 one bed units which have been built on a previous garage site in Testwood Crescent, Totton.

#### **3.3 PURCHASING S106 UNITS**

This was initially felt to be an attractive option for both the Council and developers. For the Council it removes the complex work involved in working up and delivering schemes from the start. For the developer, this approach provides a simple way of providing their affordable housing obligations and provides a good level of security. In practice this has been found to be more complex and time consuming than originally thought and without guarantees for the actual developments to complete.

In March 2014 we purchased 4 two bed units in Keyhaven Road, Milford on Sea.

### **4 FUTURE STRATEGY**

- 4.1 The minimum requirement will be to at least maintain our existing stock levels. We currently manage 5,000 properties and selling up to 30 a year through the Right to Buy Scheme. To match this ongoing reduction we would need to set ourselves a target to develop or acquire, on average, at least 30 a year.



- 4.2 Further consideration will also need to be given on our stock position with the introduction of a new Government Policy “The sale of higher value vacant housing”. This is whereby we will be required to sell our high value properties when they become vacant. The proceeds from the sale will then be passed to Central Government to pay for the discounts given to Tenants who can now buy their Housing Association properties through the Right to Buy scheme. The full details of the scheme are due in autumn of this year.
- 4.3 We should look to identify the areas and property types of highest demand and longest wait to concentrate future development or Buy-Backs to meet this need.
- 4.4 For the past 4 years stock levels have been maintained largely through ‘Buy backs’ rather than new Build projects. This results in the delivery of extra Council Housing Stock but does not result in an overall increase in Housing; it just moves existing properties from one tenure to another. Furthermore, new build projects have the advantage of increasing the overall supply of affordable Housing Stock, leaving ex-Council Housing Houses in the Private Sector to provide relatively affordable market housing.
- 4.5 The emphasis of future programmes will now be on new build projects which will add to the overall levels of housing stock. Less reliance will be placed on the purchase of Ex-Council Homes, Buy Backs, and these should in future be restricted to only where there is a high need or specific requirement.

## **5 FINANCIAL CONSIDERATIONS**

- 5.1 This future strategy will require the appropriate funding to be available. While at the moment this is in place, future changes to Government Policy may have an impact on this.
- 5.2 As mentioned in 4.2, this Council may have to sell our higher value Council Housing Stock when they become vacant or at least have a financial levy imposed on us. These options will impact on the Capital Programme, either through reduced revenue from the loss of rent or through a reduction in Capital resources. No allowance for this issue has been made in the appendices to this report as no financial details are currently available.
- 5.3 Our Council Housing Rents have previously increased in line with the appropriate Retail or Consumer price indexes. Since 2016/17, in line with Government Policy, Rents have been reduced by 1% and this is due to continue for at least a further 3 years. This will reduce our current and predicted revenue streams.
- 5.4 The programme of development and acquisitions is funded from various sources, one of which is Developers Contributions. These are negotiated as part of the planning application process and implement Policy CS15: Affordable Housing contribution requirements from developments, in the adopted Local Plan Core Strategy. Recent changes in national planning policies now preclude the Council from seeking affordable housing from sites of 10 or fewer dwellings. This and other changes to planning policies are likely to result in a decrease in funding available from this source in the future.

- 5.5 As part of the new Council Housing Finance Regime we borrowed £142.7m with our intention to payback £4.1m of the loan each year from HRA revenue resources, commencing 2017/18. This still remains our aim assuming that suitable funding continues to be in place.
- 5.6 An option to increase our Rents from Social to Affordable rents is a further consideration. This could be done with new properties and properties when they become vacant. This should increase our revenue but we need to be mindful whether our customers that we are Housing can actually afford these increased rents. Additionally, changes in Government Policy, namely "Pay to Stay" could have an impact on this and our future allocation policy.

## **6 CURRENT & FUTURE PROJECTS BEING WORKED ON THAT WILL ADD TO OUR EXISTING HOUSING STOCK**

### **6.1 NEW DEVELOPMENT ON HOUSING PORTFOLIO LAND**

On site with 21 Units (14 x two bed, 6 x three bed & 1 x four bed) in North Milton estate, New Milton. Started on site in November 2015 and expected completion date is March 2017

Planning Permission was granted in January 2016 for 35 units (9 x two bed & 26 x 1 bed) at site next to Compton & Sarum House, Totton. Delivery is currently delayed due to unsatisfactory tender prices.

Working with Hampshire County Council to purchase land at Stocklands, Totton. An outline planning application was submitted in August 2016 to redevelop the site and provide for 20 Social housing units.

In October 2015, as part of the New Forest National Park Authority's (NPA) 'call for sites' for its Local Plan review work, the Council submitted details of 21 sites which it owns and believes may have some potential for future housing. If all were considered appropriate sites for development by the NPA it is estimated that these potential sites could deliver up to 100 units. However, the acceptability of these sites will be a matter for the NPA as the Local Planning Authority and we would only expect a proportion of these to progress. If NFDC wished to progress any of these sites independently of the Local Plan it could do so by making planning applications direct to the Park Authority, under the 'rural exceptions' Policy. Dwellings through this means are unlikely to start before 2018/19 so fall outside the remit of this report.

Re-modelling of our former older person's accommodation by converting existing communal areas to flats. It is hoped to be able to create 16 additional units over 8 sites.

### **6.2 PURCHASING S106 UNITS**

The Council's adopted planning policy (Policy CS15 in the Core Strategy) requires Affordable Housing to be provided as part of most new residential development (subject to a change in national planning policy). The presumption is that affordable housing should be provided on-site as part of the development as it is constructed. With the Local Plan Review requiring a significant increase in Green field site allocations, these new site allocations in future may provide new opportunities to acquire new affordable Housing Stock directly from the developers. In the shorter term such opportunities are more limited. Although there is the possibility of the

Council acquiring a total of 40 units of Affordable Housing from the development south of Hightown Gardens, Ringwood (RiNG3). Discussions are underway on the 1<sup>st</sup> phase which could provide 15 units for the Council to purchase. Delivery of these units is difficult to programme as this will largely be dependent on the private developer. The Council is also aware of two other sites where it may be possible to acquire affordable Housing units from the developer as required by planning policy as part of the developments. It is hoped that these units could become available in the 2018/19 financial year.

The ability of planning policies to enable the delivery of affordable housing is significantly influenced by national planning policy guidance. The Government have trailed a policy change which will require 20% of all homes on new developments to be 'starter' homes. The impact of this policy change on the viability of providing other 'affordable housing' as part of the development will need to be tested by viability work as part of the Local Plan Review process. The situation will be reviewed as part of the Local Plan Review preparation process to see what might be achieved on new greenfield site allocations.

### 6.3 HOUSING BUY-BACK

Buy-Backs will continue to form an important element within the overall strategy but as previously mentioned it is hoped that with an increase in new developments, less reliance will be required by this scheme and we can become more selective to meet a specific need.

### # ***See Appendix 1 for a Financial Summary of current & future projects***

## 7 **EXAMPLES OF OTHER PROJECTS THAT COULD AND ARE CURRENTLY BEING WORKED ON THAT WILL INCREASE AFFORDABLE HOMES AND IMPROVE OUR EXISTING HOUSING STOCK**

- 7.1 Explore all opportunities to identify suitable land for new Council housing development in both the public and the private sector.
- 7.2 Continuing with our enabling role and maintaining close working relationships with our Housing Association partners to assist in the development of new affordable homes in our district. In the last 4 years, 2012/13 – 2015/16, this work has assisted in the completion of 117 affordable homes, 103 of which were rented with the other 14 being shared ownership properties.
- 7.3 Continue working with partners such as Hampshire County Council and the National Park to enable us to develop on their sites.
- 7.4 Converting and extending our existing stock to meet current and future need. This includes converting bedsits to 1 bed flats, 2 beds to 3 beds etc.

## 8 **CONCLUSION**

- 8.1 There has been good progress in the acquisition and development of new Council Housing following the changes to the Housing Revenue Account financing. This has been accomplished with a lot of hard work and resolve across many teams within the Council.

- 8.2 This has primarily been achieved through the buy-back of ex-council houses but we have also started and completed new development schemes on our own land. Additionally we have begun purchasing units from private developers as part of their obligation to provide affordable Housing through Section 106 Agreements.
- 8.3 This range of options will continue to be required to achieve our desire to increase our own Council Housing stock but it is our expectation that with the current work in progress, more new homes will be provided through new developments.

## **9 RECOMMENDATION**

- 9.1 That the contents of the report be noted and any comments passed to the Cabinet for consideration.

### **For Further Information please contact:**

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### **Background Papers**

Proposals for the Direct Provision  
of New NFDC Council Housing -  
Affordable Housing Project Board  
June 2013

Summary of Council Housing Development & Buy-Backs Programme	Unit Numbers				£'m
	2016/17	2017/18	2018/19	Total	Total
<u>New Developments</u>					
North Milton Estate	21	0	0	21	4.71
Compton & Sarum site	0	0	35	35	5.00
Stocklands, Totton	0	0	20	20	4.00
Re-Modeling/Decommissioning	2	4	10	16	1.35
<b>Total New Developments</b>	<b>23</b>	<b>4</b>	<b>65</b>	<b>92</b>	<b>15.06</b>
<u>S106 Units</u>					
	0	0	40	40	7.00
<b>Total S106</b>	<b>0</b>	<b>0</b>	<b>40</b>	<b>40</b>	<b>7.00</b>
<b>Buy-Backs</b>	<b>18</b>	<b>15</b>	<b>15</b>	<b>48</b>	<b>11.00</b>
<b>Grand Total</b>	<b>41</b>	<b>19</b>	<b>120</b>	<b>180</b>	<b>33.06</b>
<b>Minimum Target</b>	<b>30</b>	<b>30</b>	<b>30</b>	<b>90</b>	
<b>Total Expenditure £'m</b>	<b>9.01</b>	<b>8.90</b>	<b>15.15</b>	<b>33.06</b>	
<b>New Capital receipts/S106 Conts</b>	<b>2.80</b>	<b>2.80</b>	<b>2.80</b>	<b>8.4</b>	
<b>In year HRA Resources</b>	<b>7.50</b>	<b>3.40</b>	<b>3.40</b>	<b>14.3</b>	
<b>In year Surplus/Deficit(-) £'m</b>	<b>1.29</b>	<b>-2.70</b>	<b>-8.95</b>	<b>-10.36</b>	
<b>B/F New Development Fund £'m</b>	<b>16.90</b>	<b>18.19</b>	<b>15.49</b>		
<b>B/F Capital Receipts £'m</b>	<b>5.81</b>	<b>5.81</b>	<b>5.81</b>		
<b>Reserves</b>	<b>22.71</b>	<b>24.00</b>	<b>21.30</b>		
<b>In year Surplus/Deficit(-) £'m</b>	<b>1.29</b>	<b>-2.70</b>	<b>-8.95</b>		
<b>C/F Resources</b>	<b>24.00</b>	<b>21.30</b>	<b>12.35</b>		

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## COMMUNITY OVERVIEW AND SCRUTINY PANEL – 20 SEPTEMBER 2016

### HEALTH AND LEISURE SERVICE UPDATE

#### 1. INTRODUCTION

- 1.1 At the Panel meeting on 14 June 2016, members were brought up to date with the management restructure of the Health and Leisure Service, together with the broader review of the future vision, and business strategy.
- 1.2 This report will bring the Panel up to date with progress made so far.

#### 2. MANAGEMENT RESTRUCTURE

- 2.1 The Executive Management Team at their meeting on 5 July 2016 approved the proposed management structure for Health and Leisure. Appendix 1 shows the structure of centralised roles based at Appletree Court, and Appendix 2 shows the management structure in each of the 5 leisure centres.
- 2.2 Throughout July and August, the Service has been appointing to the posts in the new structure which becomes effective from 1 September 2016.
- 2.3 It was agreed that both Facility Managers and Programme Managers should have an equal opportunity to apply for the new posts, together with Managers affected by the changes to the structure. In the original structure, Facility Managers and Programme Managers contributed equally to the Service objectives from two different perspectives (operations and programming), however in the new structure, there will be a strong 'one team' culture at the Centres, and the new roles of Centre Manager and Deputy will have a broad inclusive responsibility for all aspects of the Centre's performance, and will work as one team with joint objectives.
- 2.4 Interviews took place on 21 and 22 July for key roles and the following appointments were confirmed:

Physical Activity and Partnership Manager	Jamie Burton
Business and Fitness Manager	Toby White
Centre Manager (Applemore)	Ross Archibald
Centre Manager (New Milton)	Mark Jackson
Centre Manager (Lymington)	Sally Stafford
Centre Manager (Ringwood)	Rob Mangles
Centre Manager (Totton)	Anthony Whittle

- 2.5 Interviews for the remaining posts of Deputy Managers and Active Lifestyles Manager took place on August 23 and August 24, and the following appointments were made:

Deputy Centre Manager (Applemore)	Peter Johnson
Deputy Centre Manager (New Milton)	Ann Morgan
Deputy Centre Manager (Lymington)	Joe Doyle
Deputy Centre Manager (Ringwood)	Rie Brown
Deputy Centre Manager (Totton)	Sonia Robins
Active Lifestyles Manager	Richard Bell

### **3. UPDATE ON CENTRALISATION OF SWIM ADMIN AND CUSTOMER ADVISORS**

- 3.1 The shift to centralise Swim Admin and Customer Advisors (key role in sales and retention of memberships) has now been fully implemented and also contributes to the savings target.
- 3.2 This has now been fully functional for approximately 2 months and early indications are that it is working well and providing a better customer experience and has increased the capacity to complete more proactive work such as contacting lapsed members. There has also been no discernible negative impact on the Centres from the removal of these posts.
- 3.3 Additionally the Service is now able to offer 'webchat' to customers which was launched in mid August and is proving very popular with customers.

### **4. PROPERTY SERVICES**

- 4.1 A review was undertaken to consider how best to organise the Property team going forward. The proposed way forward is to place resources and skills with the client groups to improve delivery and efficiency.
- 4.2 This means that the Senior Surveyor, together with a small team who have responsibility for the entire reactive and proactive maintenance plan for the Health and Leisure Centres and golf course will report direct to the Service Manager for Leisure, and be a key part of the senior management team within Leisure.
- 4.3 This, it is felt, will improve clarity of roles and accountability, and enable the Service to complete a large proportion of planned maintenance work and projects within agreed deadlines and budgets.

### **5. FUNDAMENTAL SERVICE REVIEW**

- 5.1 Once the new management structure is in place, the focus will turn to the broader fundamental service review which will aim to consider a range of delivery options for the future, and determine which of those delivery options will best meet the future objectives of both the Service and the Council.
- 5.2 Officers have been learning more about the most common delivery options in the Sector and have also met with Officers in other authorities to understand the perceived benefits and disadvantages of the various options.
- 5.3 Scoping of the review is expected to be completed by March 2017, with a full review scheduled for 2017 which will develop a full feasibility report for the 'preferred' options arising from the scoping.

### **6. VISION FOR THE SERVICE**

- 6.1 A key element of the future of the Service is the potential for positioning sport and leisure as integral to health improvement and addressing health inequalities within our communities.
- 6.2 Austerity has not only had an impact on District Councils but also on the Health Service, and there is a recognition that to address the 'timebomb' of the impact of physical inactivity,



declining resources in the health sector need to be switched from dealing with the symptoms of acute conditions to preventative services.

- 6.3 With the transfer of budgets to GP's and Clinical Commissioning Groups which brings decision making closer to local communities, there is an opportunity to align our Service with the health sector and develop long term projects, targeting those with long term health conditions or risks, in a preventative culture.
- 6.4 For this to come to fruition, the Council, and the health sector have to see services primarily as a 'provider of better health and wellbeing' rather than a provider of 'sport and leisure'. The Council could provide a 'universal' service available to all, and in addition, could also provide a 'needs led' service which targets those within local communities who are disadvantaged socially, economically or have health needs.
- 6.5 A key objective for the Service will be to review its 'image' and develop a 'brand' which clarifies that the Council's raison d'être is to be a provider of better health and wellbeing and not a provider of sports and leisure facilities.
- 6.6 The Service is currently working with Sport England and local Care Commissioning Groups to develop a pilot project targeted at those with diabetes, pre-diabetes or hypertension to improve their physical activity. It has been indicated that funding may be available from Sport England to help the Council with the collection and analysis of tangible outcomes from this pilot which will be essential is securing funding to develop longer term partnerships.

## **7. FINANCIAL IMPLICATIONS**

- 7.1 Notwithstanding the outcomes of the Service review the proposed management restructure and action plan to meet the stabilisation target will reduce the cost of the service by a minimum of £635k whilst maintaining current levels of service and quality of provision.

## **8. ENVIRONMENTAL IMPLICATIONS**

- 8.1 There are no environmental implications.

## **9. CRIME AND DISORDER IMPLICATIONS**

- 9.1 There are no crime and disorder implications

## **10. EQUALITY AND DIVERSITY IMPLICATIONS**

- 10.1 There are no Equality and Diversity implications.

## **11. CONCLUSION**

- 11.1 Health and Leisure is making good progress in implementing the agreed management restructure and overall is on track to deliver a service that is more affordable to the Council, and aligns itself to be best placed to take advantage of future opportunities.

## 12. RECOMMENDATIONS

12.1 That the Panel acknowledge the proposed principals contained in the report.

### For further Information contact:

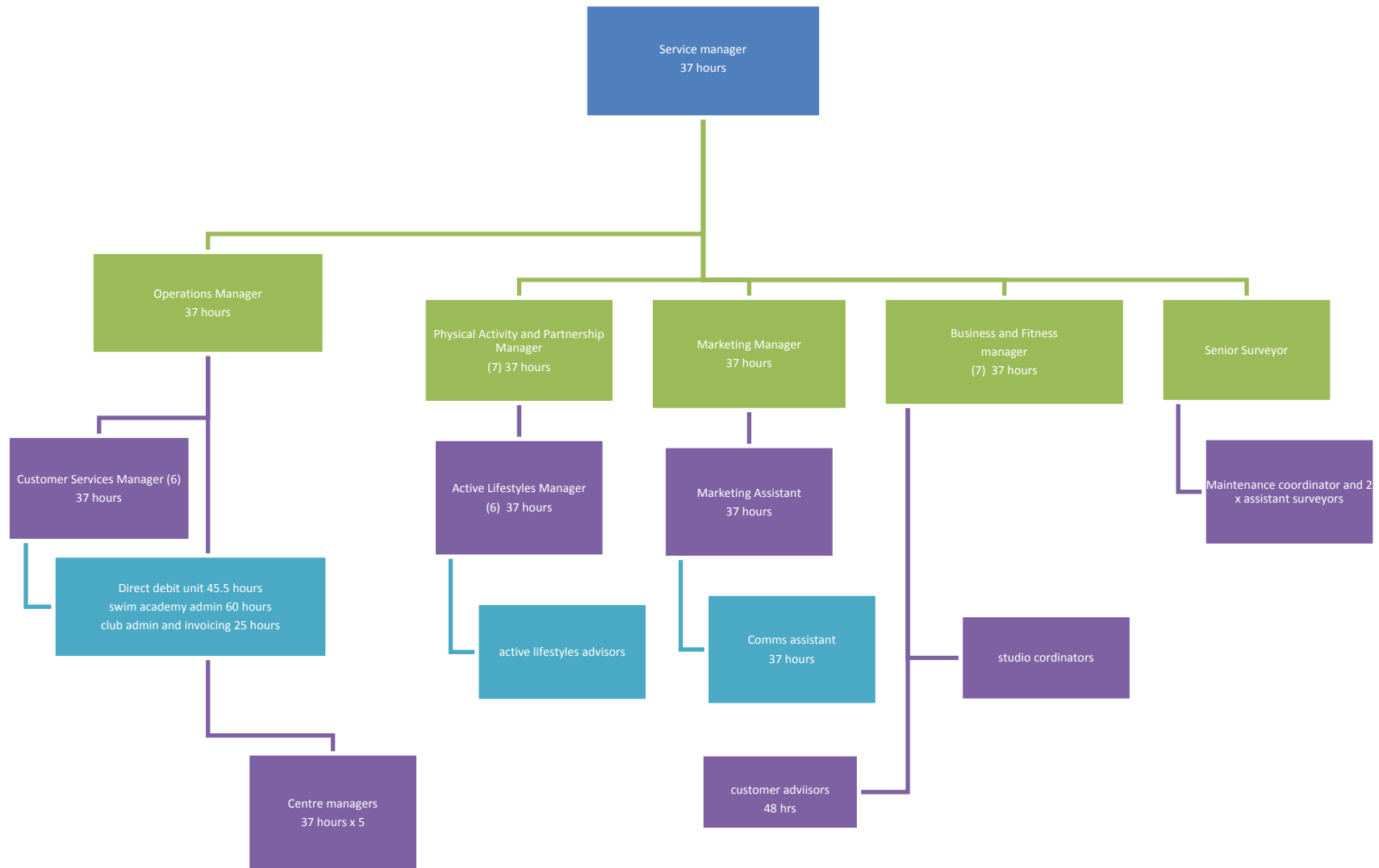
Joanne Bailey: Service Manager- Health and Leisure  
Email: [Joanne.bailey@nfdc.gov.uk](mailto:Joanne.bailey@nfdc.gov.uk)  
Tel: 02380 28 5000

### Background Papers:

None

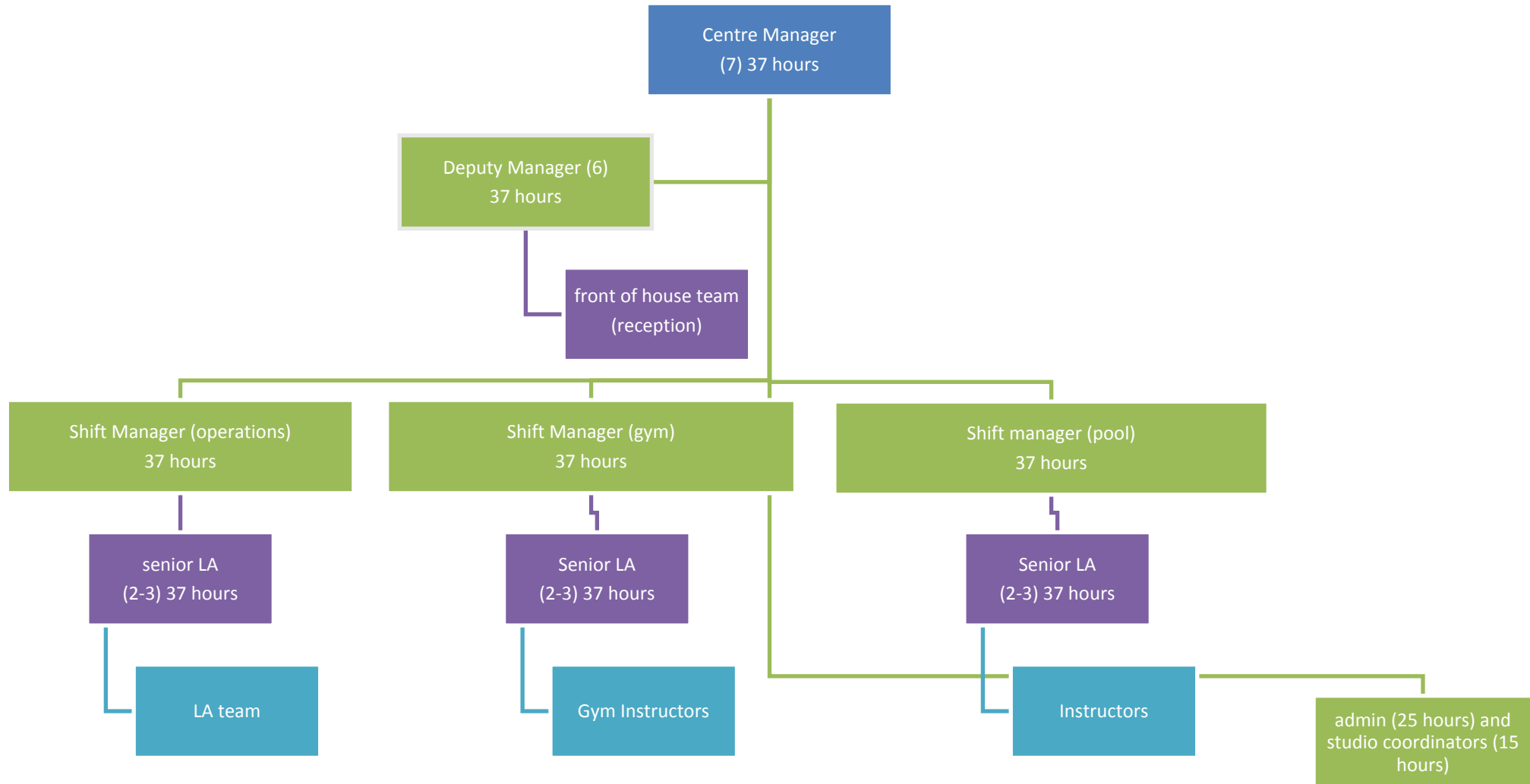
# Central Management Structure – leisure

appendix 1



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# In centre proposed structure chart



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ITEM	OBJECTIVE	METHOD	TIMING/LEAD OFFICER
<b>HOUSING</b>			
Welfare Reform	To review the transition to Universal Credit and impact on residents/tenants.	Report to Panel	November 2016 <b>Ryan Stevens</b>
Housing Strategy	Review delivery of affordable housing and housing provision.	Report to Panel	November 2016 <b>Richard Topliss</b>
<b>CRIME &amp; DISORDER</b>			
CCTV Provision	To undertake a 'health check' of CCTV provision/service in the District	Report to Panel	September 2016 <b>Geoff Bettle/Colin Read</b>
Statutory Nuisance Task & Finish Group	To consider findings of the Group	Report to Panel	November 2016 <b>Joanne Mclay</b>
Safer New Forest Partnership Plan/Community Safety Update	To consider inputting into the Plan	Report to Panel	January 2017 <b>Grainne O'Rourke</b>
<b>CHILDREN &amp; YOUNG PEOPLE</b>			
Health & Wellbeing of Gypsy, Traveller, Romany Community	To consider the health & wellbeing of the GTR particularly young people/children in the New Forest	Presentation to Panel	November 2016 <b>TBC</b>
<b>HEALTH/LEISURE</b>			
Progress of the Health & Wellbeing Board Action Plan	To review the progress of the current action plan	Report to Panel	September 2016 <b>TBC</b>
Health & Leisure Service	To consider the review of the service.	Report to Panel	September 2016 <b>Joanne Bailey</b>

Community Grants	To review the Community Grant applications and make recommendations to the Portfolio Holder	Report to Panel	January 2017 <b>Colin Read</b>
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