

Cabinet

Monday 23rd November 2015 at 5.30pm
Conference Room, Parkside, Chart Way, Horsham

Councillors:	Ray Dawe	Leader
	Jonathan Chowen	Deputy Leader and Leisure and Culture
	Philip Circus	Housing and Public Protection
	Roy Cornell	Waste, Recycling and Cleansing
	Brian Donnelly	Finance and Assets
	Gordon Lindsay	Local Economy
	Kate Rowbottom	Community and Wellbeing
	Claire Vickers	Planning and Development

You are summoned to the meeting to transact the following business

Tom Crowley
Chief Executive

Agenda

	Page No.
1. Apologies for absence	
2. To approve as correct the minutes of the meeting of the Cabinet held on 17 th September 2015 (attached)	1
3. To receive any declarations of interest from Members of the Cabinet	
4. To receive any announcements from the Leader, Cabinet Members or the Chief Executive	
5. To receive questions from and provide answers to the public in relation to matters which in the opinion of the person presiding at the meeting are relevant to the business of the meeting	
6. To consider the following reports:	
a) Report of the Cabinet Member for Leisure and Culture on Proposals for the Redevelopment of Broadbridge Heath Leisure Centre	3
b) Report of the Cabinet Member for Community and Wellbeing on Safeguarding Policy	35
c) Report of the Cabinet Member for Waste, Recycling and Cleansing on Green Waste Charges	51
7. To consider any matters referred to Cabinet by the Scrutiny & Overview Committee - There are no matters currently outstanding for consideration	
8. To consider matters of special urgency	

THE CABINET
17TH SEPTEMBER 2015

Present: Councillors:

Jonathan Chowen	Leisure and Culture
Philip Circus	Housing and Public Protection
Kate Rowbottom	Community and Wellbeing
Claire Vickers	Planning and Development

Apologies: Ray Dawe Leader
Roy Cornell Waste, Recycling and Cleansing
Brian Donnelly Finance and Assets
Gordon Lindsay Local Economy

Also present: Councillors: Karen Burgess, Peter Burgess, Leonard Crosbie, Nigel Jupp, Christian Mitchell

EX/16 **MINUTES OF THE MEETING OF 23RD JULY 2015**

The minutes of the meeting of the Cabinet held on 23rd July 2015 were approved as a correct record and signed by the Leader.

EX/17 **DECLARATIONS OF INTEREST**

There were no declarations of interest.

EX/18 **ANNOUNCEMENTS**

The Chief Executive announced that a recent press article in the West Sussex County Times had incorrectly stated that the Council had incurred £300,000 in costs following a High Court appeal decision concerning development at West End Lane in Henfield. He said that the true figure was £16,823. The Chief Executive also informed the Cabinet that the matter had been taken up with the Editor.

EX/19 **PUBLIC QUESTIONS**

No questions had been received.

EX/20 **SCRUTINY & OVERVIEW COMMITTEE – MATTERS REFERRED TO CABINET**

There were no matters currently outstanding for consideration.

EX/21 **MATTERS OF SPECIAL URGENCY**

There were no matters of special urgency to be considered.

EX/22 **EXCLUSION OF THE PRESS AND PUBLIC**

RESOLVED

That, under Regulation 21(1)(b) of the Local Authorities (Executive Arrangements)(Access to Information) (England) Regulations 2000, the press and public be excluded from the meeting for the following items of business on the grounds that they involve the likely disclosure of exempt information as defined in Part I of Schedule 12A to the Local Government Act 1972 by virtue of the paragraph specified against the items and in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

REPORT BY THE CABINET MEMBER FOR LEISURE AND CULTURE

EX/23 **Rookwood Golf Course – Deed of variation to service contract**

The Cabinet Member for Leisure and Culture presented a report on a proposed Deed of Variation to the Service Contract for Rookwood Golf Course.

Members discussed the report.

RESOLVED

- (i) That the Deed of Variation to the Service Contract as set out in the report, be approved
- (ii) That any further negotiations and amendments regarding the Service Contract be delegated to the Director of Community Services
- (iii) That the income shortfall of £61,740 against the service budget 2015/16 be noted.

The meeting closed at 6.17pm having commenced at 5.30 pm.

LEADER

Report to Cabinet

Date of meeting 23rd November 2015
By the Cabinet Member for Leisure and Culture



KEY DECISION

DECISION REQUIRED

Not Exempt

Proposals for the Redevelopment of Broadbridge Heath Leisure Centre

Executive Summary

The purpose of this report is to recommend a way forward for the future provision of “dry-side” sports and leisure facilities in the District. The report identifies the various options that have been explored and proposes that a new major facility should be located at the current site of the Broadbridge Heath Leisure Centre.

The report reinforces the importance of the facility to meet the needs of a population that will grow significantly during the term of the Horsham District Planning Framework and recommends that a single large Centre (complemented by The Pavilions in the Park leisure centre and supported by satellite provision in the market towns) provides economies of scale to the operator and the council and justifies investment in a wide range of facilities, both indoor and outdoor, to create a sports and leisure hub.

If Members agree to proceed with this scheme it is anticipated that construction will start in the Autumn of 2016 with the Centre opening in 2018.

Recommendations

The Cabinet is recommended to recommend to Council:

- i) To agree to proceed with the construction of a new facility to replace the existing Broadbridge Heath Leisure Centre as per Option 3 detailed in this report.
- ii) Subject to i) to supplement the current capital budget of £7.4m in the Council's capital programme for the rebuilding of the Leisure Centre by £4.9m ensuring that the total budget for the project is £12.3m.
- iii) Subject to i) to agree that the revenue implications of Option 3, as identified in section 7.8, averaging at an additional cost of £255k per annum over a 25 year period is added to the Council's revenue expenditure budget; and to note the impact on the Council's projected budget deficit.
- iv) Subject to i) to agree to utilise £2m of New Homes Bonus to fund the project.

Reasons for Recommendations

- i) To address the need for increased leisure and sporting provision as a consequence of a growing population
- ii) To ensure there is a sufficient capital budget to meet the build requirement.
- iii) To ensure that that there is sufficient revenue budget to meet the costs of the new leisure centre.
- iv) To ensure approval is given to utilise New Homes Bonus.

Background Papers

Appendix 1: Consequences of the Proposed Action, incl Equality Impact Assessment

Appendix 2: Capacity of the new Centre (Option 3)

Appendix 3: Impact on Capital programme and estimated revenue budget implications of the 5 options

Consultation

(a) Public Exhibition and web based information from w/c 21/09/15

(b) series of meetings with Broadbridge Heath FC, Blue Star Harriers, HAODs, Theatre 48, Horsham Arun Badminton Club, Broadbridge Heath Parish Council, 50 Plus Group and Broadbridge Heath Joint User Group, Horsham District Council Sport & Leisure Advisory Group, Horsham Indoor Bowls Club.

Wards affected:

Broadbridge Heath Ward is directly affected by the proposal, but users of the Leisure Centre potentially come from all areas of the District.

Contact:

Trevor Beadle, Head of Community and Culture, Tel: 01403 215209

Natalie Brahma-Pearl, Director of Community Services, Tel 01403 215250

Background Information

1 Introduction and Background

- 1.1 There is an overwhelming amount of scientific evidence on the positive effects of sport and physical activity as part of a healthy lifestyle. The positive, direct effects of engaging in regular physical activity are particularly apparent in the prevention of several chronic diseases, including: cardiovascular disease, diabetes, cancer, hypertension, obesity, depression and osteoporosis. Horsham district has one of the longest life expectancies in the South- East, complemented by one of the highest levels of active people (Sport England Active People Survey). Encouraging sport and physical activity lay at the heart of the Councils approach to health improvement and, within this aim, providing appropriate infrastructure is essential. One of the Councils key aims is to provide affordable and accessible facilities in order to maximise local participation in sport.

The purpose of this report is to recommend a way forward for the future provision of “dry-side” sports and leisure facilities in the District. The report proposes that the major facility should be located at the current site of the Broadbridge Heath Leisure Centre (BBHLC). This centre will complement the satellite provision in the market towns of Billingshurst, Southwater, Steyning, Henfield and Storrington and the major “wet side” services at The Pavilions in the Park in Horsham. The site will comprise of a new leisure centre conjoined with the existing indoor Bowls Centre plus five new Multi Use Games Areas (MUGAs). It will also retain the existing athletics track. The Centre will adjoin a new recreation ground comprising, football pitches, pavilion, open access ball court, skate park and informal recreation area which is being created on section106 land (s106) to the south of the centre in order to meet the needs of the local population.

- 1.2 Following a decision by the Council in 2012 to redevelop the Centre, a number of schemes for the Broadbridge Heath site have been evaluated. In order to more fully understand the implications of the options available to the Council, Members instructed officers to commission a study by Places for People (PfP), (the current leisure management operator) of the physical condition of the existing leisure centre and to evaluate the costs and benefits of a range of redevelopment options. This work was completed in July 2015 and identified five options which are considered in detail at Section 3.
- 1.3 This report builds on the original Business Case for Broadbridge Heath Leisure Centre considered by the Council in June 2012. Both the Business Case and the more recent analysis identify the benefits of creating a strategic location for dry-side provision and that this should be at Broadbridge Heath. It can accommodate a wider range of sports and recreational activity, generating much higher levels of participation and achieves longer term value for money.
- 1.4 It also considers the implications of the Horsham District Planning Framework 2016-2036 which has just been approved by the Planning Inspector. The framework identifies the need for an additional 16,000 homes over the next 20 years which is likely to increase the population by around 38,000 people over the next 30 years.

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1.5 The Sport England Facility Calculator suggests that a population growth of 38,000 people predicates a need for:

- 11.29 additional badminton courts (2.82 x 4 court halls)
- 7.36 additional swimming lanes
- 1 additional full size artificial turf pitch
- 2.95 indoor bowls rinks

Although studies show that the district is well served with sports facilities to meet the needs of the current population, this infrastructure will not have the capacity to cope with the predicted population growth unless additional facilities are provided. It is critical to maximise the capacity of BBHLC so that it takes account of these factors.

1.6 A single large Centre (supported by satellite provision in the market towns) provides economies of scale to the operator and the Council and justifies investment in a wide range of facilities, both indoor and outdoor, to create a sporting and leisure hub. Broadbridge Heath is the preferred location because the current site is in the Council's ownership, the area has good transport links, it serves a rapidly growing population in the locality and is adjacent to the S106 land which provides an opportunity to serve a wider range of sports and leisure activities. Additionally, the opportunity to conjoin the Leisure Centre with the existing indoor bowls club represents efficient use of land and means that greater cross usage between users could be encouraged whilst a single catering operation would serve customers of both buildings.

1.7 An internal project team working with PfP, and supported by architects and quantity surveyors with wide experience of leisure centre developments, has critically examined five options being:

Option 1- Limited repair of the existing Centre,

Option 2 - Remodelling of the existing centre,

Option 3- Construction of a new 6 Court Centre on land adjacent to the existing centre and adjoin the Indoor Bowls Club,

Option 4- Construction of a new 5 Court Centre on land adjacent to the existing centre and adjoining the Indoor Bowls Club,

Option 5 – Construction of a new 6 Court Centre on S106 land at the rear of the Bowls Centre.

1.8 Option 3, the development of a new Centre adjoining the Bowls Centre, has emerged as the preferred route as it best meets the needs of the District's growing population. A larger centre provides both capacity for this growth and improved viability through economies of scale for the operator. It can accommodate a wider range of sports and recreational activity, generating much higher levels of participation and achieves best value for money.

The larger centre (Option 3) will provide in addition to Option 4, an extra 1100m² of space and will include an extra:

Badminton court
30 gym stations
Spin cycle studio
1 extra dance studio
1 extra activity/ function room
Soft play area
Climbing wall

- 1.9 The estimated capital cost of building Option 3 is £12.3m (including leisure centre, MUGAs and other enabling costs). This will be funded through a mixture of borrowing, capital receipts, New Homes Bonus and S106/CIL contributions. The revenue impact of this investment will be supported by an improved contractual payment from the contractor. The Council currently makes a payment to the contractor to manage the existing leisure centre. If Option 3 or 4 is adopted, the contractor would instead make a payment to the Council. Additionally, the contractor would take full responsibility for maintaining the new centre.
- 1.10 If Members agree to proceed with this scheme it is anticipated that construction will start in the autumn of 2016 with the Centre open in early 2018.

2 Relevant Council policy

- 2.1 The proposal responds to the following priorities in The District Plan:

Theme 2: Efficiency & Taxation - Delivering excellent value and high performance. A new centre would be more efficient to operate and maintain and would give better value to local tax payers.

Theme 3: - Arts, Heritage and Leisure - Build an arts, leisure and culture reputation that also supports our economy. The district has an excellent reputation as a result of its leisure offer and this proposal would help protect and enhance this

Theme 6: Safer and Healthier – Improving Health and Wellbeing. The links between sport/physical activity and health are long established and it is predicted that the increased capacity provided through the new facility will see attendances increase from 200,000 attendances a year at the existing centre to over 400,000 a year at the new centre within four years of its opening.

3 Details

- 3.1 Strategic Context

The Council's Draft Sport and Physical Activity Strategy states that provision of sufficient and appropriate sporting infrastructure and increasing participation in sport and physical activity are priority objectives. The needs of the additional population can be met in part by the delivery of a new flexible purpose built Centre at Broadbridge Heath.

3.2 National Planning Policy

In deciding to replace the existing leisure centre with a larger centre the Council has been cognisant of National Planning Policy Framework Guidance Note 74 (NPPF74). NPPF74 states that 'Existing open space, sports and recreational buildings and land, including playing fields, should not be built on unless:

- an assessment has been undertaken which has clearly shown the open space, buildings or land to be surplus to requirements; or
- the loss resulting from the proposed development would be replaced by equivalent or better provision in terms of quantity and quality in a suitable location; or
- the development is for alternative sports and recreational provision, the needs for which clearly outweigh the loss.

Option 4 was assessed and discounted as it was considered insufficient to meet the requirements of the NPPF and a growing population.

3.3 Current Condition of Broadbridge Heath Leisure Centre

A recent detailed intrusive condition survey of the existing building was undertaken. This confirmed that the existing building in its current form is coming to the end of its useful life. It identified significant issues with both the building fabric and mechanical and electrical installations that service the building which would require significant investment.

3.4 Considerations and options for redevelopment at Broadbridge Heath

The internal project team working with PFP identified five options for the redevelopment of the Centre as identified in 1.7.

The options considered the best way in which strategic requirements (district wide) facilities required to cope with district population growth, could be dovetailed with local sports and leisure needs resulting from specific population growth in Broadbridge Heath and West Horsham (as identified in the original West of Horsham Masterplan).

They also considered the needs and desires of existing users against the potential of a new facility to meet the needs and desires of new users as a result of the growing population.

They also considered the projected revenue implications of each option to ensure that whatever was created was sustainable and would deliver value for money.

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All leisure centre options include the retention of the athletics track at the current site until a suitable alternative location has been agreed. In all options except Option 1, the two Amateur Dramatic groups who currently use the Centre will be relocated.

All options provide for the Broadbridge Heath Football Club senior pitch to be relocated to the S106 leisure land south of the centre (together with additional pitches) in line with the West of Horsham Masterplan.

An analysis of the facilities which could be provided with each option is shown at Table 1 below:

Table 1 - Schedule of Facilities provided by Option

Facilities	Option 1 Basic Repair	Option 2 Remodelling	Option 3 6 court New Build adjacent Bowls Centre	Option 4 smaller 5 court New Build adjacent to Bowls centre	Option 5 6 Court New Build on S106 land
Sports Hall	3 court	3-4 court	6 court (viewed as essential by PfP to deliver full range of current activities)	5 court (minimum essential to deliver existing activities and NPPF compliant)	6 court
Gym	40 station	60 station + cycle studio	80 station + cycle studio	50 stations	80 station + cycle studio
Free weights space	YES	YES	YES	YES	YES
Bowls	8 lane	8 lane	8 lane	8 lane	8 lane
Studios	2	2 studios + 3 other rooms	3 studios + 2 other rooms	2 studios + 1 other	3 studios + 2 other rooms
Cafe	YES	YES	Shared with Bowls Centre	Shared with Bowls Centre	YES
Sensory room	YES	YES/ suitable for other uses as well	Yes/suitable for other uses as well	Yes/ multi-use	Yes/suitable for other uses as well
Tube	YES	Yes but reduced in scale	NO	NO	NO
Athletics Track	Until a suitable alternative site is found	Until a suitable alternative site is found	Until a suitable alternative site is found	Until a suitable alternative site is found	Until a suitable alternative site is found
Amateur Dramatic provision	YES	NO	NO	NO	NO
Club Football Pitch	YES	YES	YES	YES	YES
MUGAs etc	4 retained and refurbished +2 on S106	4 retained and refurbished +2 on S106	5 on S106	5 on s106 land	4 retained and refurbished +2 on S106
	NO	Soft play & climbing wall	Soft play & climbing wall	NO	Soft play & climbing wall

3.5 Evaluation of Options

An advisory technical team of architects, building surveyors and quantity surveyors working with PfP surveyed the existing centre, to identify the minimum spend needed to maintain services and also provided high level designs and capital costs for each option. PfP also provided indicative management fees for the operation of the centre under each option.

The internal project team also identified:

- the potential costs of relocating the two theatre groups
- the potential costs arising from relocating the football club and some MUGAs
- the capital costs of maintaining the athletics track
- the capital costs of relocating the athletics track
- the potential capital receipt which might arise from the disposal of the athletics track
- an appropriate client contingency budget in addition to that allowed by the quantity surveyor for the redevelopment of the leisure centre.

These costs and income are reflected in the overall financial analysis set out at Section 7 and Appendix 3.

The options were evaluated by the internal project team and consulted on with Members, current users, the Parish Council and a range of sporting bodies and BJUG the umbrella user forum. This evaluation identified Option 3 as the preferred scheme. Both Option 3 and Option 4 (which is a smaller scale version of Option 3), were costed in detail by PfP to identify the change in contractual payments which would arise from constructing either Option. Table 2 below illustrates the strengths and weaknesses of each Option.

Table 2 - Strengths and Weaknesses of each option

Criteria	Option 1	Option 2	Option 3	Option 4	Option 5
Does the centre plan for future leisure need ?	x	x	ü	Partial	ü
Is the proposed centre cost effective to manage – staffing, maintenance and energy?	x	x	ü	ü	ü
Will the investment provide improved asset life?	Partial	Partial	ü	ü	ü
Can existing centre operate while new facilities are built?	Partial	x	ü	ü	ü
Does the site of the new centre retain the maximum recreation space on the neighbouring land at the rear?	ü	ü	ü	ü	x
Does the proposed centre optimise the use of the neighbouring bowls club?	x	x	ü	ü	x
Does the site of the new centre optimise the value of the land freed for sale?	x	x	Partial	Partial	ü
Capital Cost	£3.5m	£9.4m	£12.3m	£9.9m	£12.1m
Net Present Value cost (future cost expressed in today's values)	£3.1m	£12.3m	£14.7m	£9.8m	£13.6m

3.6 Future of the Athletics Track

The proposals do not affect the current use of the athletics track. Although the athletics track has been identified as a possible development site, there are no plans to redevelop the track until a new site has been secured. Any plans to redevelop would require liaison and consultation with all stakeholder groups.

3.7 The consultation process has identified the need for storage of athletics equipment. The provision of appropriate storage and ancillary facilities may be achieved by the retention of a small end section of the existing tube building and it is suggested that further investigation of this option is undertaken as part of the overall project design.

3.8 Relevance of NPPF74 and the loss of the indoor athletics facility to Option 3.

Whilst all options propose the retention of the outdoor track and field athletics facility, Option 3 would lead to the loss of a fairly unique indoor athletics facility (60m indoor running track) from the existing centre which would not be replaced at the new centre. This facility is known as The Tube. It provides wet weather training facilities for local athletes and programming options when local athletics groups are working with different age and ability ranges. It also provides indoor facilities for performance athletes who travel significant distances to use the facility.

Total attendances for athletics use of the Tube are difficult to measure due to cross-over use with outdoor facilities. Figures provided by the Service Provider indicate there were a total of 4,771 attendances by athletes in 2014/15, accounting for 2.5% of the Centre's total attendance. However, figures from the athletics community suggest that the Tube provides for about 20,660 attendances per year, 41% of which are by athletes and 59% of which are by users participating in other activities which are hosted in the Tube such as archery, trampolining and table tennis.

3.9 Those activities that currently take place in the Tube which are not athletics can be accommodated in other parts of a new centre (where there is considered to be equivalent or better provision for such activities through the new proposal).

3.10 The decision not to replace the Tube is driven because the cost of replacement and ongoing maintenance far exceeds the marginal benefits of retention. In its own right the Tube does not make a significant contribution in terms of income to meet the annual running and replacement costs of the overall leisure centre.

Additionally, any indoor athletics facility should remain proximate to the outdoor track. As the track will be relocated it is not deemed sensible to re-provide the Tube at this site. UK Athletics have previously stated that they would prefer a different location, other than Horsham, for a replacement indoor facility.

Finally, the Tube does not generate the same levels of use as other parts of the building and would not contribute as flexibly as a sports hall would in terms of the breadth of activity a new centre could accommodate. Appendix 2 illustrates that although the Tube will be lost the new facility will accommodate new activities such as basketball, volleyball, handball, climbing and indoor cricket which are not

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currently available at the existing centre. The new centre will also offer improved provision for Badminton, Dance, Fitness Gym, 5-a-side football, gymnastics, keep fit, table tennis, trampolining and a number of other activities. The tables in Appendix 2 provide a comparison of the facility availability between the current centre and the proposed new centre (option 3). It demonstrates a considerable increase in the availability of badminton courts, fitness areas and other sporting and recreational activity space. It also demonstrates how all the existing activities undertaken in the current centre can be easily accommodated in the new centre (excluding indoor athletics) with a large surplus of available capacity and additional activity programme hours. The new leisure centre would incorporate and enhance the indoor bowls facility, whilst its linkage with new outdoor facilities being planned to the land south of the site will see the combined site also provide five all weather multi use games areas, a new football pavilion, football pitches, a skate park and kick-about-area while retaining and maintaining the outdoor athletics ground.

- 3.11 The loss of the Tube will have an impact on a relatively small number of athletes. However, the provision of a multi-use sports hall, enhanced fitness suite and additional studios will increase annual attendances at the centre from just over 200,000 to over 400,000 during the first 4 years after it is opened (Appendix 2c).

Additionally, athletes will retain the 'all weather' track and field outdoor facility with access to extra usage times once the football club is relocated.

Whilst it is accepted that not providing the indoor track represents the loss of a specialist facility, this does not prevent the nurturing and developing local talent. Additionally, the new proposal will mean it will be possible to accommodate children within the main hall and provide a competitive element through sports hall athletics sessions.

Although this by no means replaces the current indoor track, it does mean that athletics remains well catered for against other local authorities in the region.

On the basis that a six court hall is considered to meet more of the diverse needs of a growing population than the Tube would, it is assessed that the gains from this proposal outweigh the loss and for this reason, HDC is confident that its proposal for Option 3 fully complies with NPPF (Para 74).

3.12 Developer Contribution

A unique attraction of developing the Broadbridge Heath site is that growing sports and leisure needs can be met in part by the strategic combination of the existing Leisure Centre site, with land immediately south of leisure centre and the bowls club. This site is being provided for outdoor sports facilities as part of the Section 106 Agreement with Countryside Properties. Countryside is obliged to provide a site for sports pitches and a further hectare for potential leisure centre extension. The agreement also requires the developer to transfer the land in a condition suitable for leisure use on the occupation of the 500th residential unit. In addition to the transfer of the land at nil cost, the developer is also obliged to undertake the following:

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- £250,000 capital payment towards the provision of a sports pavilion
- Provision of two MUGA courts plus £94,500 index linked maintenance combination
- Provision of skate park plus £42,000 index-linked maintenance contribution
- Provision of sports pitches plus £465,120 index-linked maintenance contribution.

There have been ongoing discussions between the Council, Countryside Properties, BBH Parish Council and BBH Football Club to determine the best configuration of facilities but these are dependent on confirmation of the Council's preferred option for the leisure centre.

In Option 3, the s106 land adds 2 additional MUGAs to the replacement leisure centre MUGAs to provide a five MUGA provision on the hectare of land for Leisure Centre extension. This creates an excellent outdoor provision that also includes new community football pitches (including a floodlit first team pitch for BBHFC) plus pavilion, and skate-park adjacent to the new Leisure Centre.

Confirmation of option 3 would enable the Council to secure the configuration it is seeking from the developer through reserved matters related to the planning consent and s106 agreement.

3.13 Operation of the leisure contract

The current contract with PfP for the management of the Council's leisure centres is for the period 2012-2022. The contract provides for PfP to pay the Council a management fee for operating all the centres except Broadbridge Heath, for which the Council has to pay PfP an operational fee which reflects the condition of the building and the range of non-commercial uses in the centre.

Indicative operating costs have been obtained for each of the five options. These costs ranged from charges to the Council through to payments to the Council, depending on the scale of the Centre and whether it was a new build or a refurbishment of the existing Centre. Following a decision to concentrate evaluation on Options 3 and 4, further work has been undertaken based on a detailed management specification, guidance on customer pricing and a building design. This has provided the Council with detailed costs using the same pricing templates as provided in the last contract tendering exercise.

To assist in evaluating the contract management options from a financial perspective FMG, independent consultants who specialise in financially modelling leisure management contracts, were appointed. These figures have been used to inform the revenue consequences of Options 3 and 4 as shown in Appendix 3 and are also informing ongoing negotiations with the existing contractor.

4 Next Steps

4.1 Timescale

If the Council decides to proceed with Option 3 it is estimated that it will take approximately 24-30 months to design, procure, construct and commission the new centre.

4.2 Appointment of Professional Team

It is anticipated that the centre will be built on a Design & Build basis, whereby a construction contractor takes responsibility for the detailed design, obtaining planning permission and constructing the centre. The contractor will tender for this work based on an initial design and suite of room data sheets prepared by a professional team appointed by the Council. The professional team will work closely with the contractor to ensure their perspective as a leisure operator is reflected in the design. The Council's interests will be managed by appointing a technical project manager and a quantity surveyor for the life of the project. This team will be able to immediately plan the design and construction phases, specify and procure the architectural team and then commission the essential site surveys. Once an initial design has been developed it will be costed and tested against the approved budget. When a scheme has been agreed which is within budget the project manager and quantity surveyor will manage the procurement of a construction contractor.

In order to minimise the time (and thus the impact of inflation) between a Council decision and starting the design stage, officers are exploring the appointment of a technical project manager and quantity surveyor. If the Council decides to proceed with the project a contract for this work will be completed with the selected firm.

4.3 Negotiations with Existing Users

If Option 3 is implemented it will be necessary for the two amateur dramatics groups, HAODS and Theatre 48, to relocate to alternative premises when the new centre opens in 2018. In addition, new terms of occupation will need to be agreed with the Bowls Club and the Badminton Club to reflect the changes to their current leases.

4.4 Project management

In order to manage both the construction of the new facilities, and the new agreements with existing occupiers/tenants on relocation/new terms, a project team will be formed under the leadership of the Director of Community Services. An external technical project manager and quantity surveyor will report to the Property and Facilities Manager. The leisure centre operator will be part of the team to ensure that their experience and knowledge as an operator is reflected in the final design. The project will be managed in accordance with the Council's project management system.

5 Outcome of Consultations

- 5.1 During September and October 2015 the Council undertook a public exhibition of the plans of the new Centre over a 4 week period. Plans were available to be viewed on the Council's website in addition to exhibition display boards in place at both Broadbridge Heath Leisure Centre and The Pavilions in The Park. Council Officers were available on a number of occasions to discuss questions raised by residents and users. Meetings were also held with the Joint User Group (BJUG) and separately with clubs and representatives of specific users.
- 5.2 Arising from the exhibition there were a number of comments received (17 in total). The principal area of concern related to the closure of the Indoor Athletics Track (the Tube). There were 12 comments received in relation to this issue.
- 5.3 In addition a meeting was held with all principal user groups and interested parties to allow them the opportunity to discuss the implications of the proposed scheme.
- 5.4 As a result of the consultation with users and discussions with PfP it is clear that changing facilities for outdoor sports will need to be provided within the Centre. This will be included in the next stage of the design.
- 5.5 There were also a number of other more detailed design comments, the key ones of which are noted below:
- concerns about size of studios – the studios are to be divided by a moveable wall
 - lighting levels for table tennis – this will be addressed
 - safety concerns in respect of archery in the sports hall – this is common practice in other centres and can be safely provided with appropriate equipment and management procedures
 - avoiding the location of the free weights area causing disruption to other users – this will be addressed in the design
 - ensuring the MUGAs have surfaces suitable for tennis as well as football
 - ensuring catering capacity is sufficient – this is recognised as a commercial and community imperative.
- 5.6 Sport England - High level discussions have been held with Sport England regarding Option 3. They are supportive of the Council's intention to re-provide a quality leisure centre and particularly that the needs of a growing population have been considered in reaching this decision. Whilst they would not provide a formal view until the finer detail is worked up they have committed to work with the Council to ensure that local needs are met.
- 5.7 The Head of Legal and Democratic Services has considered the report and confirms agreement with the legal background and implications arising from this report.
- 5.8 The Director of Corporate Resources has considered the report and advises members that they need to carefully consider the benefits of the five options presented against the costs. Councillors then need to commit to making decisions to deal with the revenue cost associated with the decision they reach.

6 Other Courses of Action Considered but Rejected

- 6.1 A full range of alternative options for the redevelopment of the Centre have been considered (see Tables 1 and 2 above) and a thorough evaluation has identified Option 3 as the recommended option. The Council had previously considered and rejected a number of schemes for the closure or redevelopment of the site.

7 Financial Consequences

- 7.1 A number of assumptions and scenarios have been used when calculating the expected impact on the capital programme and the revenue budget. Appendix 3 sets out a summary of the impact on the capital programme and a summary of the estimated impact on the revenue budget for the five options.
- 7.2 Option 3, the preferred option, has the highest net present value total cost of £14.7m when looking at the impact of capital and revenue costs together. The initial build costs are budgeted at £12.3m. This budget is for the construction of the centre and new MUGAs at £10.6m, connecting the new centre to the existing Bowls Centre, supporting the relocation of the two theatre groups and costs as appropriate to the relocation of the football club. The future cost of relocating the athletics track will be funded from the capital receipt for the disposal of the track.
- 7.3 The capital budget programme already contains a capital budget of £7.4m for the leisure centre redevelopment which was approved as part of the leisure centre redevelopment plans from 2012. This capital budget will be increased by £4.9m to £12.3m and a recommendation for approval of this increase is included in the report. The capital expenditure will also be re-profiled with expenditure in 2016/17 and 2017/18.
- 7.4 The £12.3m budget will be funded through a mixture of borrowing, capital receipts, New Homes Bonus and S106/CIL contributions for off-site provision from new residential development. The receipt from the sale of surplus land at an appropriate time in the future is expected to reduce the net borrowing / capital receipt funding position to circa £7.8m. The revenue projections assume that the Council is required to borrow £9.3m for 4 years reducing to £4.8m after the sale and reprovision of the Athletics track.
- 7.5 The funding for the Leisure Centre assumes that we will spend £2m of our New Homes Bonus. After considering this usage the Council will hold £1.694m in New Homes Bonus at the end of 2015/16.
- 7.6 The revenue impact is comprised of estimated capital funding costs, the management fee income calculated by FMG and the removal of the costs of running the current centre over a comparable 25 year period.
- 7.7 The 2015/16 base revenue budget includes £0.184m of revenue expenditure for the existing BBH leisure centre, which comprise of £10k for annual maintenance and £174k management fee. The impact on revenue for future periods reflects this base budget position. Table 3 below shows the estimated costs in the early years. The relocation of

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the athletics track and surplus land sale are wholly indicative dates, but show the typical impact on revenue of the additional and reduced borrowing requirements.

Table 3 - Estimated early year costs:

Estimated costs	2016/17	2017/18	2018/19	2019/20	2020/21
Key in-year activity	Building work starts	Building work completes	Year 1	Relocation of athletics	Surplus land sale
Borrowing costs	£46k	£140k	£140k	£177k	£72k
Management fee	£174k	£174k	(£59k)	(£59k)	(£59k)
Maintenance /Depreciation	£10k	£10k	£492k	£492k	£492k
Base budget	(£184k)	(£184k)	(£184k)	(£184k)	(£184k)
Total	£46k	£140k	£389k	£426k	£321k

- 7.8 The estimated impact for Option 3, averaged each year across a 25 year period is an additional £255k of revenue costs per annum under a net present value calculation. See Appendix 3.
- 7.9 The costs of building the Leisure Centre will increase the current projected budget deficit as outlined in the Medium Term Financial Plan. Under the current projections, which will be updated following the government's announcement of the Comprehensive Spending Review and Settlement, the net deficit position will increase as shown in Table 4:

Table 4 – impact of revenue on Medium Term Financial Strategy

	2016/17	2017/18	2018/19
MTFS as at July 2015	£000	£000	£000
Net Deficit	981	1,866	2,898
Additional expenditure resulting from BBH leisure centre decision	46	140	389
Deficit after BTP savings and revenue impact of BBH leisure centre	1,027	2,006	3,287

- 7.10 As the final detail is developed the Council will seek other sources of funding, such as contributions from Governing Bodies for Sport, Sport England and the National Lottery, which will also help to meet building costs.

8 Legal Background and Implications

- 8.1 The Council holds the relevant statutory powers necessary to carry out the proposals contained in this report. Whilst it is not mandatory to provide leisure centres, these

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facilities provide a valued community asset which improves quality of life, health and well-being and makes a major contribution to meeting the needs of our communities.

- 8.2 Section 19 of the Local Government (Miscellaneous Provisions) Act 1976 provides a general power for local authorities to provide such recreational facilities as it thinks fit; Section 111 LGA 1972 enables a local authority to do anything calculated to facilitate, conducive or incidental to, the discharge of any of its functions. Section 1 of the Localism Act 2011 creates a general power of competence for a local authority. In addition a local authority has a duty to make arrangements to secure continuous improvement in the way in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness. Section 123 of the Local Government Act 1972 creates the power for a local authority to dispose of land including the grant of leases for the best consideration reasonably obtainable.

9 Staffing Consequences

- 9.1 As the Leisure Centre is operated by a contractor there are no staffing consequences for the Council.

10 Risk Assessment

- 10.1 Actual costs for construction will be established on completion of the procurement process and these may be greater than provided for in the capital budget. If this situation arises the Council will seek to use value engineering negotiations with the preferred tenderer to reduce the scale/cost of the building to match the approved budget.
- 10.2 The key construction risks resulting in increased costs are:
- design creep
 - unforeseen problems with ground conditions, utilities etc
 - construction inflation
 - poor performance by the construction contractor
 - insolvency of the construction contractor
- 10.3 The financial assessment includes a projected management fee from the leisure provider. The actual management fee may be less than predicted resulting in higher costs to the Council.
- 10.4 The financial analysis includes a projected receipt for current site of the athletics track and rebuild costs. If we fail to realise the net value identified for the site and it is less than predicted it will result in higher costs to the Council.
- 10.5 The financial analysis assumed interest on borrowing, the actual costs of borrowing may exceed this level.
- 10.6 The costs of relocating impacted groups may exceed what is allowed for in the budget.

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- 10.7 The current funding assumptions assume a further £1m will be realised in Section 106 contributions from future developments. If the sums are not realised, it will result in higher costs to the Council.
- 10.8 In terms of the non-construction risks these are primarily:
- failing to agree satisfactory and timely terms with existing tenants
 - not being able to meet fully the reasonable needs of the various stakeholders
 - poor communications during the period of change
- 10.9 The scale of building contained within Options 3 has been developed to support demand for a wide range of sports and activities from the district's growing population. If because of the changes in user demand or a slower population growth or this demand does not occur as anticipated, there is a risk of under-utilisation of the leisure centre.

Appendix 1

Consequences of the Proposed Action

<p>(A)How will the proposal help to reduce Crime and Disorder?</p>	<p>The new Centre will enable a wider range of sports to be provided and so facilitate the participation of those at risk of being involved in crime and disorder in positive activities.</p>
<p>(B)How will the proposal help to promote Human Rights?</p>	<p>The proposal is considered to be consistent with the provisions of the Human Rights Act 1998 and in particular is considered to be consistent with and to promote or enhance the provisions of the Right to respect for private and family life under Article 8.</p>
<p>(C)What is the impact of the proposal on Equality and Diversity?</p>	<p>See Table 1(C) below</p>
<p>(D)How will the proposal help to promote Sustainability?</p>	<p>The new Centre will be built to current building regulations with more effective insulation levels than the current Centre. The new heating and ventilation equipment will also consume less energy.</p>

Table 1(C)

New Broadbridge Heath Leisure Centre - Equality Impact Assessment (Horsham District Council)

Names of Team members (min of 2 – Author, manager and or staff member/equality lead) and Lead Officer/Director	Natalie Brahma-Pearl – Director of Community Services Graham Cook, Programme Manager Trevor Beadle – Head of Community and Culture Project Manager due to be appointed following agreement to business case and budget by Cabinet
Consultation mechanism (names of equality groups liaised with)i.e. Access Forum, Staff Group	(a) Public Exhibition and web based information week commencing 21/09/15 (b) Series of meetings with Broadbridge Heath FC; Horsham Bowls Club; Blue Star Harriers; HAODs; Theatre 48; Horsham Arun Badminton Club; Broadbridge Heath Joint User Group (BJUG); Broadbridge Heath Parish Council and Broadbridge Heath Joint User Group.
Date Equality Impact Assessment submitted to ratifying committee	EIA will be submitted as an appendix to the Cabinet Report for the meeting on 23 rd Nov 2015
Are there resource implications to deliver actions from this EIA? If yes, please detail	Any resource implications are being budgeted for as part of the business case
Name of policy/strategy	New Broadbridge Heath Leisure Centre
Aim of policy/strategy (maximum 100 words)	i) To address the need for increased leisure and sporting provision to address the diverse needs of the local community and other users. ii) To replace the current obsolete building with a new Centre which is fit for purpose iii) To reduce the cost of managing the Centre.

Impact Assessment

<p>Does the policy/strategy target or exclude a particular equality groups listed?</p> <p>(Consider Direct Discrimination)</p>	Race	/No	<p>No, centre provides access to sports and leisure activities for all. Please refer to extract from Places for People – centre operators’ contract below.</p> <p>Positive impacts include:</p> <ul style="list-style-type: none"> i) To address the need for increased leisure and sporting provision ii) To replace the current obsolete building with a new Centre which is fit for purpose iii) To reduce the cost of managing the Centre. iv) Improved WC, shower and changing facilities, with designated accessible toilets v) Improved support facilities for the Bowls Club incorporated into the new centre vi) Retention of Changing Places facility
	Disability/carer	No	
	Gender/gender identity	No	
	Age	/No	
	Sexual orientation	No	
	Religion & Belief	No	
<p>Does the policy/strategy affect any of the equality groups listed disproportionately?</p> <p>(Consider Indirect Discrimination)</p> <p>(List all negative and positive impacts)</p>	Race	No	<p>Please provide evidence for your answer</p> <p>Does not affect any of the equality groups listed disproportionately. Equality issues have not been identified as core in the building/contracting process, but will be core in the delivery of the leisure services carried out at the completed premises by the Council’s Leisure Services provider, People for Places. Please refer to Schedule 1 Leisure Services Contract Services Specification – extract below:</p> <p>.1 Equalities through employment practices</p> <p>.1.1 Required Outcome</p> <p>.1.1.1 The Service Provider must demonstrate that their employment policies and practices comply with current employment Legislation.</p> <p>.1.2 Performance Standards</p> <p>.1.2.1 The Service Provider shall ensure that all policies and procedures have</p>
	Disability/carer	No	
	Gender/gender identity	No	
	Age	No	
	Sexual orientation	No	
	Religion & Belief	No	

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been updated to include references that comply with current employment Legislation.

.1.2.2 The Service Provider shall ensure that any complaints or grievances regarding treatment on the grounds of a protected group are investigated and dealt with in accordance with relevant policy.

.1.3 **Reporting Requirements**

.1.3.1 The Service Provider must submit details of any failure to maintain the required Performance Standards set out above as part of the monthly Performance Monitoring Report.

.2 **Equalities in service provision**

.2.1 **Required Outcome**

.2.1.1 The Service Provider must ensure that the facilities continue to provide a service that meets the needs of all the community.

.2.2 **Performance Standards**

.2.2.1 The Service Provider shall ensure that an annual access audit is completed and any actions or recommendations arising are implemented.

.2.2.2 The Service Provider shall undertake Equality Impact Assessments on key aspects of the service (especially key decisions such as withdrawing services).

.2.2.3 The Service Provider will be required to ensure that any customer engagement is undertaken with groups representative of the whole community.

.2.2.4 All communication and marketing must be clear and comply with current Legislation e.g. the Equality Act 2010.

.2.2.5 The Service Provider will be responsible for ensuring that the programme

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			<p>mix encourages access to the facilities from a range of groups supported by concessions, support for disabled people, etc.</p> <p>.2.3 Reporting Requirements</p> <p>.2.3.1 The Service Provider must submit details of any failure to maintain the required Performance Standards set out above as part of the monthly Performance Monitoring Report.</p>
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What evidence has been used to make these judgements? Please tick one or more	Demographic data and other statistics, including census findings	<input type="checkbox"/>	See below
	Information from groups/agencies/consultation/research within Horsham District	<input type="checkbox"/>	
	Comparisons between similar functions / policies either internally or with other District Councils	<input type="checkbox"/>	
	Analysis of complaints/public enquiries information/audits or reviews	<input type="checkbox"/>	

	Judgements made based on evidence sourced through regular customer surveys, ONS and residents' surveys: Sport England Market Segmentation Surveys; Active People surveys (tracks participation rates in different sports) and Local Health Profiles
--	---

How is the effect of the policy/strategy on different equality groups going to be monitored? Please specify for each equality group	Race	<input type="checkbox"/>	Please provide evidence for your answer Ongoing surveys as listed above Leisure Centre operator's user surveys
	Disability/carer	<input type="checkbox"/>	
	Gender/gender identity	<input type="checkbox"/>	
	Age	<input type="checkbox"/>	
	Sexual orientation	<input type="checkbox"/>	
	Religion & Belief	<input type="checkbox"/>	

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<p>Does the document have an access statement offering the document in alternative formats for disabled people?</p> <p>Yes No Available on request</p> <p>If no, please add to action plan as evidence that this assessment has assisted.</p>	<p>Do staff dealing with this document know where to get alternative formats if a request is made?</p> <p>Yes</p> <p>PfP have a company standard approach to addressing the needs of customers and staff for whom English is not their first language</p>	<p>Does the document need to be translated into key locally used languages?</p> <p>No</p>
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Action Plan (to reduce or eliminate any adverse impacts)

Equality Strand	Action and Resources	Lead Person	Timescale
All equality strands	Changes to office environment: flexible desking, lighting: <i>A Health and Safety Risk Assessment will be carried out in the normal way by PfP who operate the Centre.</i>	PfP	Project end + 6 months – 2019
Disability	Disabled staff may need a Personal Emergency Evacuation Plan (PEEP). <i>Managers will be responsible for PEEPs as they are now.</i>	PfP	Project end – late 2018

Appendix 2 – Illustrations of the capacity of the new Centre (Option 3)

Table 2(a) Draft Usage Hours

Current Centre	Weekly Availability	New Centre Option 3	Weekly Availability	Comments
Badminton Hall 3 Courts	294 court hours	Sports Hall 6 Courts	588 court hours	Currently 3 courts are exclusively leased to Horsham Arun Badminton Club.
Table Tennis Hall	91 hours	Multi-Use Room	91 hours	
Fitness Suite (34 stations) Free Weights Room (12 stations)	4,830 station hours (105 hours x 46 stations)	Fitness Suite with adjoining free weights area (80 stations)	8,400 station hours (105 hours x 80 stations)	Calculation based on number of stations used to demonstrate capacity.
Group Cycling (20 stations)	1,820 station hours (91 hours x 20 stations)	Group Cycle Studio (24 stations)	2,184 station hours (91 hours x 24 stations)	Calculation based on number of stations used to demonstrate capacity.
HDC Suite	91 hours	3 Studios	273 hours	There will be occasions in the new Centre where 2 studios are combined to provide 1 larger space.
Tube Room	91 hours	Party Room	91 hours	

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Outdoor Athletics Track	79 hours	Outdoor Athletics Track	91 hours	No change
Tube Indoor Athletics	91 hours		0	Non athletic activities transfer to other activity spaces.
4 Standard MUGAs	364 hours	5 MUGAs All on Section 106 land	455 hours	
Indoor Bowls 8 Rinks	60 hours	Indoor Bowls 8 Rinks	91 hours	Availability increases due to linkage to new Centre.
Stadium Grass Pitch (in centre of athletics track)	12 hours	Stadium Grass Pitch (on Section 106 land)	91 hours	Change of location frees up centre of athletics track for other activity opportunities.
Committee Room 1 Minton Suite	91 hours	Indoor Bowls Club/Catering Room	40 hours	Required at specified times for bowls teas/meals etc.
Sensory Room	70 hours	Sensory Room	70 hours	
Treatment Room Beauty and Treatment Area	182 hours	3 x Treatment Rooms	273 hours	Exact layout in new Centre to be confirmed
Changing Places Room	91 hours	Changing Places Room	91 hours	
	0	Clip n Climb Facility (120sqm)	91 hours	New provision.

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TOTALS	Weekly Availability in current Centre		Weekly Availability in new Centre	Variation
Badminton Courts	294 court hours		588 court hours	294 court hours (100% increase)
Fitness (includes fitness suite, freeweights and group cycling)	6,650 station hours		10,584 station hours	3,934 station hours (59.2% increase)
Activity & Recreational Areas (excludes Changing Places Room)	1,222 hours		1,657 hours	435 hours (35.6% increase)

Table 2 (b) Comparison of Available Hours between existing Centre and Option 3

New Activity Area	Replaces	Guide to additional capacity %		Hours available each week in new centre	Hours allocated to transfer of existing activities	Additional hours available in new centre	Availability in new centre %
Sports hall – 6 courts	3 court hall and table tennis hall	33.3		588 court hours	406	182	30.9
Multi use room	Tube / multi use	n/a		91	45	46	50.5
Studios x 3	HDC suite/table tennis hall	33.3		273	144	129	47.2
MUGAs x 5	MUGAs x 4	25.0		455	109	346	76.0
80 station fitness suite	34 station fitness suite plus separate free weights area	25.0		105	106	n/a	n/a
Party room	Tube room	n/a		91	35	56	61.5
Group cycling studio	Group cycling within fitness suite	60.0		91	12	79	86.8
Clip n Climb		100.0		91	0	91	100.0

Loss of provision from existing centre

Activity Area	Replaced by	Lost capacity		Hours currently available each week	Average hours currently used for athletics each week	Average hours currently use for non-athletic activities	Average utilisation %
Indoor Athletic Tube	All non athletic activities	100% athletics. All other activities allocated to new centre		91	15	33	52.7

Notes:

1. The top table demonstrates the additional capacity of the new Centre and the additional hours available in the new Centre once all the existing activities from the current activity programme have been transferred.
2. The bottom table identifies the loss of provision in respect of the decision not to replace the Indoor Athletics Tube.
3. The availability calculations are based on term-time provision and it is recognised that these will change during holiday periods.
4. This information is for guidance only but clearly demonstrates the scope of opportunities and additional capacity provided by Option 3.
5. It should be recognised that this analysis is based on a sampling exercise and is not necessarily reflective of the final activity programme.

Appendix 2 (c) Estimated attendance

Activity Name		Current Centre	New Centre
ATHLETICS		23,000	23,000
BADMINTON		42,000	48,000
SPORTS HALL OTHER		0	26,000
MEETING ROOMS		3,000	3,000
SENSORY ROOM		1,500	2,000
DRYSIDE COURSES		11,000	16,000
50+		9,500	12,000
FITNESS CASUAL		1,000	3,000
FITNESS DD USERS		63,000	130,000
GYM USERS OTHER		3,000	4,000
STUDIOS/CLASSES		25,000	50,000
HOLIDAY ACTIVITIES		3,000	5,000
JUNIOR ACTIVITIES		5,000	8,500
LADIES LEISURE		4,000	5,000
MULTISPORT COURTS		11,000	20,000
PARTIES		2,000	6,000
INDOOR ATHLETICS		5,000	0
SOCIAL		4,000	6,000
CLIP n CLIMB		0	32,500
TOTALS		216,000	400,000

Appendix 2(d) Indicative Programme

New BBHLC Draft Programme Version 1

THURSDAY	SPORTS HALL						MILITARY ROOM	STUDIO 1	STUDIO 2	STUDIO 3	GROUP CYCLE STUDIO	PARTY ROOM	CLIMB CLIMB	BOWLS CLUB ROOM	MUGA 1	MUGA 2	MUGA 3	MUGA 4	MUGA 5	THURSDAY
	Court 1	Court 2	Court 3	Court 4	Court 5	Court 6														
9.00 - 10.00	50+ Table Tennis	50+ Table Tennis	50+ Table Tennis	50+ Archery	50+ Archery	50+ Archery	50+ General	50+ Short Mat Bowls	50+ Tensho Chi		50+ Crafts	50+ Climb		50+ Tennis	50+ Tennis	50+ Tennis	50+ Tennis		9.00 - 10.00	
10.00 - 11.00	50+ Table Tennis	50+ Table Tennis	50+ Table Tennis	50+ Archery	50+ Archery	50+ Archery	50+ General	50+ Short Mat Bowls	50+ Tensho Chi	50+ Cycle	50+ Crafts	50+ Climb		50+ Tennis	50+ Tennis	50+ Tennis	50+ Tennis		10.00 - 11.00	
11.00 - 12.00	50+ Table Tennis	50+ Table Tennis	50+ Table Tennis	50+ Archery	50+ Archery	50+ Archery	50+ Tap	50+ Short Mat Bowls	50+ Easybeat	50+ Cycle	50+ Crafts	50+ Climb		50+ Tennis	50+ Tennis	50+ Tennis	50+ Tennis		11.00 - 12.00	
12.00 - 13.00	HABC	HABC	HABC	50+ Archery	50+ Archery	50+ Archery	50+ Tap	50+ Short Mat Bowls	50+ Plates		50+ Crafts	50+ Climb		50+ Tennis	50+ Tennis	50+ Tennis	50+ Tennis	50+ Walking Netball	12.00 - 13.00	
13.00 - 14.00	50+ Badminton	50+ Badminton	50+ Badminton	50+ Trampoline	50+ Bocce	50+ Short Tennis						50+ Climb		50+ Tennis	50+ Tennis	50+ Tennis	50+ Tennis	50+ Walking Football	13.00 - 14.00	
14.00 - 15.00	50+ Badminton	50+ Badminton	50+ Badminton	50+ New Age Kurling	50+ New Age Kurling	50+ Short Tennis		50+ Aerobics		50+ Cycle		50+ Climb		50+ Tennis	50+ Tennis	50+ Tennis	50+ Tennis		14.00 - 15.00	
15.00 - 16.00	50+ Badminton	50+ Badminton	50+ Badminton	50+ New Age Kurling	50+ New Age Kurling	50+ Short Tennis		50+ Yoga		50+ Cycle		50+ Climb		50+ Tennis	50+ Tennis	50+ Tennis	50+ Tennis		15.00 - 16.00	
16.00 - 17.00	HABC	HABC	HABC		Trampoline	Trampoline	Parties		Parties		Parties	Parties							16.00 - 17.00	
17.00 - 18.00	HABC	HABC	HABC		Trampoline	Trampoline	Parties		Parties		Parties	Parties							17.00 - 18.00	
18.00 - 19.00	HABC	HABC	HABC	Volleyball	Volleyball	Volleyball			Body Combat	Indoor Group Cycling	Parties	Parties		Club Football	Club Football				18.00 - 19.00	
19.00 - 20.00	HABC	HABC	HABC	Handball	Handball	Handball			Zumba	Indoor Group Cycling				Club Football					19.00 - 20.00	
20.00 - 21.00	HABC	HABC	HABC				Club Meetings	Club Meetings	Body Balance										20.00 - 21.00	
21.00 - 22.00	HABC	HABC	HABC				Club Meetings	Club Meetings											21.00 - 22.00	
22.00 - 23.00	HABC	HABC	HABC																22.00 - 23.00	

KEY	
	Existing Centre Organised Activities/Clubs
	Possible New Activities/New space available
	Bowls Club re-allocations subject to match times - mixed use or exclusive availability at other times.

Draft Sample Programme - Termtime

Notes:

1. This Sample Programme demonstrates the transfer of all the existing activities at BBHLC and provides an indication of new space availability.
2. For ease of reading, sessions are shown by the hour when in reality some sessions will start on the half hour.
3. It should be remembered that a Leisure Centre activity programme should be dynamic, flexible and adaptable to new opportunities and innovations rather than rigid and static.
4. The nature of the facilities means that many activities are interchangeable between different activity areas and this will allow scope for new and successful activities to flourish.
5. This programme is for termtime and will change during daytime periods in the holiday. There is adequate space available to enable holiday activities to fit alongside termtime activities in the same way as currently happens.
6. Some possible new activities have been inserted for demonstration purposes. It is recognised that times will not be confirmed until nearer the opening of the Centre.
7. Special Events/Tournaments/Competitions/Open Days/Matches will all be scheduled as appropriate to maximise participation but will also be sympathetic to regular activities. This is common practice in all Leisure Centres.
8. Horsham Arun Badminton Club sessions reflect their current lease arrangement, where they have exclusive use of 3 badminton courts, but it is anticipated that this will reduce at certain times while at other times they may use additional courts.
9. This is not the finished programme but a sample only. All clubs and user groups, existing and new, will be fully consulted to ensure the best fit is achieved for all parties.

Appendix 3 – Impact on Capital programme and estimated revenue budget implications of the 5 options

	Option 1 Repair	Option 2 Remodel	Option 3 Large on MUGA site	Option 4 Smaller on MUGA site	Option 5 Large on S106 land
Capital					
Cost of initial build in 2016/17 and 2017/18	£3.5m	£9.4m	£12.3m	£9.9m	£12.1m
Athletics Track 2019/20*	£2.5m	£2.5m	£2.5m	£2.5m	£2.5m
Receipt for sale of surplus land in 2020/21	£(6.7m)	£(6.7m)	£(7.0m)	£(7.1m)	£(7.5m)
Total at present value	£(0.7m)	£5.2m	£7.8m	£5.3m	£7.1m
Estimated Revenue Impact					
Estimated cumulative impact on revenue over build period and 25 year contract at NPV	£3.77m	£7.05m	£6.90m	£4.49m	£6.52m
Approximate average over build period and 25 years	£139k	£261k	£255k	£166k	£241k
Total capital and revenue cost	£3.07m	£12.25m	£14.7m	£9.79m	£13.62

The cost of initial build includes a budget for the construction of the centre and new MUGAs at an estimated cost of £10.6m, connecting the new centre to the existing Bowls Centre, supporting the relocation of the two theatre groups and costs as appropriate to the relocation of the football club. The revenue impact is comprised of anticipated capital funding costs, estimated management fee provided by FMG and depreciation over a comparable 25 year period. Note that under option 1, the responsibility for maintenance costs would remain with the Council and an allowance for this has been included in the calculation. For all other options, the responsibility for maintenance costs would transfer to the contractor.

The 2015/16 base revenue budget includes £184k of revenue expenditure for the existing BBH leisure centre, which is predominately for annual maintenance and management fee. The impact on revenue for future periods reflects this base budget position not the actual costs.

The revenue impact figure is provided to facilitate option comparison over 25 years if no further capital receipts are obtained in the period. If additional capital receipts are received through strategic CIL and s106 contributions during the 25 years then revenue costs will incrementally decrease. Net present value calculated using 1% per annum discounted rate.

*Estimated replacement/re-provision of track. (Costs are dependent on ground, topographical works and pavilion construction and storage facility).

Source of estimated construction build costs: Press & Starkey dated May 2015

Source of valuation of sale of surplus land: Strutt & Parker valuation dated October 2014

Report to Cabinet

23rd November 2015

Cabinet Member for Community and Wellbeing

DECISION REQUIRED



**Horsham
District
Council**

Not Exempt

Safeguarding Policy

Executive Summary

In 2011, Cabinet approved a combined (Children & Adult) “Safeguarding Policy” following an assessment of its safeguarding duties and requirements. This report proposes the adoption of a revised updated Safeguarding Policy to reflect new legislative requirements and updates in operational practice, specifically the Care Act 2014, Modern Slavery Act 2015, Cyber/ online abuse, Counter Terrorism and Security Act 2015 and national “Working Together” guidance.

Section 11 of the Children Act 2004 places a statutory duty on key people and bodies, including district councils, to make arrangements to ensure that in discharging their functions they have regard to the need to safeguard and promote the welfare of children.

The Care Act 2014 places a statutory duty on councils to safeguard vulnerable adults (including carers).

Recommendations

That the Cabinet is recommended:

- i) To adopt the Safeguarding Policy

Reasons for Recommendations

- i) The statutory duty of the Children Act 2004 & Care Act 2014 and Modern Slavery Act 2015

Background Papers

<http://www.legislation.gov.uk/ukpga/2004/31/section/11> Children Act 2004

<http://www.legislation.gov.uk/ukpga/2014/23/contents/enacted/data.htm> The Care Act 2014

<http://www.legislation.gov.uk/ukpga/2015/30/contents/enacted> The Modern Slavery Act 2015

https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/445977/3799_Revised_Prevent_Duty_Guidance_England_Wales_V2-Interactive.pdf Counter Terrorism and Security Act 2015

Wards affected: all wards

Contact: Lisa Boydell, Community Development and Engagement Manager 01403 215 072

Background Information

1 Introduction and Background

- 1.1 Section 11 of the Children Act 2004 places a statutory duty on key people and bodies, including district councils, to make arrangements to ensure that in discharging their functions they have regard to the need to safeguard and promote the welfare of children.
- 1.2 The Care Act 2014 places a statutory duty on councils to safeguard vulnerable adults (including carers).
- 1.3 This policy updates the previous 2011 safeguarding policy to include changes in law and best practice, specifically the Care Act 2014 and Modern Slavery Act 2015 and Cyber/online abuse.
- 1.4 The Modern Slavery Act 2015 places a duty on councils to report suspected victims of modern slavery to the Home Office, under Section 52 of the Modern Slavery Act 2015.
- 1.5 The Counter Terrorism and Security Act 2015 places a new statutory duty on public bodies including district councils to prevent people from being exploited, radicalised and drawn into terrorism, in particular identifying children at risk.
- 1.6 In considering local working arrangements, any policy developed by the Council should be compliant with the revised Pan Sussex Safeguarding procedures. At a County level, there are distinct arrangements for Safeguarding Adults, and Safeguarding Children and Young People which have been updated in the revised policy.
- 1.7 The key changes to the revised policy include
 - (a) The inclusion of specific references to the Care Act, in particular the definition of an “Adult” (vulnerable) for the purposes of Safeguarding and Modern Slavery Act.
 - (b) Changes to key staff, responsibilities and reporting procedures following the management restructure in 2014 (Reporting mechanism flow diagram).
 - (c) Changes in reporting arrangements following changes to West Sussex Local Safeguarding Children Board, West Sussex County Council and the formation of the West Sussex Safeguarding Adults Board.

2 Relevant Council policy

- 2.1 The Safeguarding Policy should be embedded organisationally within departmental service plans.

3 Details

- 3.1 Details of the revised Safeguarding Policy are contained in Appendix 2.

4 Next Steps

- 4.1 When adopted, the safeguarding policy will inform practice culturally throughout the organisation.

5 Consultations

- 5.1 Head of Legal and Democratic Services comments that the updates made to the Policy are necessary due to recent legislation namely the Care Act 2014, Modern Slavery Act 2015 and Counter Terrorism and Security Act 2015.
- 5.2 Director of Resources comments have been incorporated in this report.
- 5.3 The Director of Community Services comments as the Corporate Designated Safeguarding Officer, have been incorporated into this report.

6 Other course of action considered but rejected

- 6.1 To not update the Safeguarding Policy would expose the Council in not meeting its statutory duties and may not ensure the best outcomes for children and vulnerable adults are achieved.

7 Financial Consequences

- 7.1 The budget for safeguarding sits under Community Development. No additional budget is required at this stage.

8 Legal Consequences

- 8.1 The changes mentioned above are statutory.

9 Staffing Consequences

- 9.1 No additional staffing is required.

10 Risk Assessment

- 10.1 If the statutory duty is not adhered to this could cause reputational damage to Horsham District Council. Furthermore if this policy is not adhered to and safeguarding concerns are not embedded organisationally, HDC could be implicated in an enquiry which arises from abuse or death.

Appendix

Consequences of the Proposed Action

<p>How will the proposal help to reduce Crime and Disorder?</p>	<p>The adoption and enforcement of this policy will lead to effective practices to reduce instances of abuse. An up-to-date and robust Safeguarding Policy should further assist Council officers to ensure the protection of children and adults at risk.</p>
<p>How will the proposal help to promote Human Rights?</p>	<p>The adoption and enforcement of this policy will lead to effective practices to reduce instances of abuse.</p>
<p>What is the impact of the proposal on Equality and Diversity?</p>	<p>This policy has positive impacts as it prioritises the welfare of adults or young people who are at risk.</p>
<p>How will the proposal help to promote Sustainability?</p>	<p>Matter considered and no implications identified.</p>

SAFEGUARDING CHILDREN AND ADULTS POLICY 2015

Introduction

This policy applies to all staff (permanent, casual and temporary), volunteers and Elected Members who may come into contact with children and 'vulnerable' adults in the course of their work; whether in someone's home, on Council premises, or in the community. It is designed to ensure that all staff, volunteers and Elected Members are equipped with the knowledge, skills and information to enable them to undertake their safeguarding responsibilities for Horsham District Council.

Policy Statement

Everyone has the right not to be abused. Horsham District Council recognises the need to ensure the welfare of all individuals when they come into contact with services provided by the Council. Many members of staff have regular contact with the general public and are in a position to observe signs which might indicate that a person is at risk. If signs which cause concern are observed, Council staff, volunteers and Elected Members have a responsibility to refer suspected cases of abuse to an appropriate agency or person.

There are also staff, volunteers and Elected Members who may not have direct contact with some of these groups, but who have access to sensitive information about individuals or, who work in public places, develop policy and plan services.

All staff, particularly front line (casual, temporary and permanent), volunteers and Elected Members have a duty to report allegations, disclosures and suspicions of abuse or neglect. Consultants and contractors will be covered through procurement arrangements.

Horsham District Council holds a seat on the Local Children's Safeguarding Board for the county of West Sussex

It is not the District Council's role to establish whether or not abuse is taking place but it is the Council's responsibility to report any concerns over the welfare of individuals. This duty extends to the identification of abuse, poor practice by staff, volunteers and Elected Members of the Council, as well as allegations brought to the attention of the Council by a member of the public/community.

Scope

A range of services provided by or on behalf of the District Council have the potential to impact upon the lives of individuals. In respect of this policy the term 'Child' means a person under the age of 18 years.

An 'Adult' (formerly "Vulnerable Adult" or "Adult at Risk") means any person age 18 years or over who meets the following criteria:

1. Has needs for care and support (whether or not the local authority is meeting any of those needs) and;
2. Is experiencing, or at risk of, abuse or neglect; and
3. As a result of care and support needs is unable to protect themselves from either the risk of, or the experience of, abuse or neglect.

Carers are also included and are entitled to an assessment of their needs, where they meet the tests set out above.

This policy applies to all staff (in particular front-line), volunteers and Elected Members. The term "staff" refers to casual, temporary, and permanent staff. Consultants and contractors are covered through the Procurement policy.

The Council aims to safeguard and promote the welfare of all individuals irrespective of their age, culture, disability, gender, language, racial origin, socio-economic status, religious belief marital/civil partnership status, pregnancy/maternity status and/ or sexual orientation. There are three parts to safeguarding

- a duty to *protect* children from maltreatment
- a duty to *prevent* impairment
- a duty to safeguard adults in accordance with the Care Act (2014)

The Council intends to safeguard children and adults from the following types of abuse

- Physical Abuse
- Sexual Abuse and Exploitation (CSE & Modern Slavery)
- Emotional Abuse
- Financial Abuse
- Neglect
- Bullying (including psychological /cyber abuse)
- Risk of injury
- Radicalisation
- Cyber/internet abuse

Abuse and neglect are forms of maltreatment. Somebody may abuse or neglect by inflicting harm, or by failing to act to prevent harm. Individuals may be abused in a family or in an institutional or community setting, by those known to them or, more rarely, by a stranger. They may be abused by an adult or adults, or another child or children. Promoting welfare refers to creating opportunities to enable children to have optimum life chances in adulthood namely:

1. Physical and mental health and emotional well-being
2. Protection from harm and neglect
3. Education training and recreation
4. The contribution made by them to society
5. Social and economic well being

The emphasis in the Council's work with adults is to promote the empowerment and well-being of adults through the services it provides and; to act in a way which supports the rights of individuals to lead a life based on self determination and personal choice as well as recognise people who are unable to take their own decisions and/or protect themselves and their assets.

Key Guidance and Legislation

This policy has been produced to meet the Council's legal obligations in relation to following legislation and guidance for safeguarding of children.

- Working Together to Safeguard Children (2015) Statutory Guidance
- The Care Act (2014)
- What To Do If You're Worried A Child Is Being Abused (2006)
- The Children's Act (2004)
- Department of Health 'No Secrets' 2000
- Modern Slavery Act 2015
- Counter Terrorism and Security Act 2015

From April 2015, the Care Act (2014) ensures a statutory duty with regard to adult safeguarding. This is to ensure an adult and/ or carer can live safely, comfortably and free from abuse.

The Modern Slavery Act 2015 places a duty on councils to report suspected victims of modern slavery to the Home Office, under Section 52 of the Modern Slavery Act 2015.

The Counter Terrorism and Security Act 2015 places a new statutory duty on public bodies including district councils to prevent people from being exploited, radicalised and drawn into terrorism, in particular identifying children at risk.

Accountability

Ultimately, accountability for safeguarding under this policy falls to the Chief Executive as detailed in the Children Act 2004 and the Care Act 2014. The Council has delegated this responsibility to Director of Community Services. The Elected Member responsible for safeguarding children and adults is the Cabinet Member with responsibility for Community and Wellbeing.

The Council's Designated Officers are responsible for ensuring that all safeguarding and welfare concerns are reported to the relevant investigating agencies in accordance with the Council's Safeguarding Policy and ensuring that information is recorded appropriately.

In addition to the above, the Council's Lead Designated Safeguarding Officer is responsible for:

- § monitoring referrals,
- § supporting the Council Designated Officers
- § co-ordinating and delivering training
- § facilitating an internal Safeguarding Working Group

All staff, volunteers and Elected Members:

- § have a duty to report allegations, disclosures and suspicions of abuse or neglect.
- § are responsible for ensuring that the activities in which they are involved during the course of their work are carried out in accordance with this policy, as set out in staff and volunteer role profiles.

Managers are responsible for ensuring that staff and volunteers understand, adhere to and implement this Policy.

Commitment - Horsham District Council's Safeguarding Policy

Horsham District Council will seek to meet its safeguarding responsibilities by:-

- undertaking is 'duty to co-operate' under the Children Act.
- being a 'champion', influencing other organisations to improve children and adults' lives.
- not employing people or recruiting volunteers who are a risk to others.
- identifying potential risks
- directly positively influencing lives through the services it provides.
- learning from lessons of high profile cases
- not placing staff, volunteers or Elected Members in situations where they could be accused of inappropriate behaviour

Horsham District Council accepts its moral and legal responsibility to:

- implement procedures
- provide a duty of care
- safeguard well-being and
- protect individuals from abuse when they are engaged in services organised and provided by the Council.

Horsham District Council will achieve this by:

- respecting and promoting the rights, wishes and feelings of individuals.
- raising awareness of the duty of care throughout the Council.
- promoting and implementing appropriate procedures to protect individuals from harm.
- ensuring, where services are provided by third parties, that these organisations have appropriate policies and procedures in place to comply with their safeguarding duties.
- creating a safe and healthy environment within all our services, avoiding situations where abuse or allegations of abuse may occur.
- recruiting, training, developing, supporting, managing and supervising staff, Elected Members and volunteers to adopt best practice to safeguard individuals from abuse, and in doing so minimising risk.
- responding to any allegations of misconduct or abuse in line with this policy, the Local Area Safeguarding Board and 'No Secrets' guidance as well as implementing, where appropriate, the relevant disciplinary and appeals procedures.
- having a formal process for notifying and recording warnings with other agencies about potential abuse or risk of harm.
- having clear communication channels in case of suspicions of abuse, or other risks.
- requiring staff, Elected Members and volunteers to adopt and abide by the Council's 'Children and Adults Safeguarding Policy' and associated procedures.
- reviewing and evaluating the effectiveness of this policy and associated procedures document on an annual basis, including the Section 11 Audit.
- maintaining a dedicated intranet page.
- feeding back progress to Local Safeguarding Children's' Board and Safeguarding Adults Board.

Volunteers and Elected Members have a responsibility to:

- a. Prevent abuse or harm i.e. endeavour to ensure that all individuals using the Council's services do so safely and appropriately, and are treated with respect and understanding.

- b. Protect children and adults from abuse or harm i.e. take all reasonable steps to safeguard and protect the rights, health and well-being of individuals who take part in activities organised by the Council (this includes staff and volunteers) within its facilities, any external facilities or community venues or settings
- c. Promote the welfare of individuals.
- d. Raise concerns with appropriate officers to ensure reporting.
 - promote the welfare of children by creating opportunities to enable children to have optimum life chances in adulthood.
 - promote the welfare of adults, referring to the empowerment and well-being of adults through the services it provides and to act in a way which supports the rights of individuals to lead a life based on self determination and personal choice as well as recognise people who are unable to take their own decisions and/or protect themselves and their assets.

Recruitment

All staff and volunteers will be appointed in accordance with the Council's Recruitment and Selection Procedures. These are designed to provide a rigorous and thorough selection process and will include all necessary checks. Horsham District Council's Recruitment and Selection Policy has been revised to take account of this Safeguarding Policy.

All employees are required to have basic safeguarding knowledge, with front line officers undertaking specific training and to apply these principles as part of their day-to-day working practice.

In accordance with Disclosure and Barring Service (DBS) procedures, we will report any individual to the DBS who come to our attention through the recruitment process who have caused harm to a child or vulnerable adult.

Training and Development

Training, development and continuous reviews are key to ensuring that this Safeguarding Policy is implemented effectively. Staff, volunteers and Elected Members will receive safeguarding training (including e-safety and CSE). Designated Safeguarding Officers will receive specific online training regarding CSE. Volunteers and Elected Members will be offered safeguarding training. The training will be at a level appropriate for their role, depending on the degree to which they are in contact with, have sensitive information about and/or plan services.

Staff training, development needs and opportunities relating to safeguarding and protection issues will be identified and addressed through induction, (initial) probation reviews and individual annual appraisals, as well as in response to any changes in legislation. Training may include internal courses/workshops, externally accredited courses/seminars or workshops organised by child protection/vulnerable adult safeguarding agencies.

Elected Members training and development will be identified and addressed through their induction.

Procurement

Partners or contractors working for, with and on-behalf of the Council will be required to meet the Council's Safeguarding Policy requirements which should make reference to E-safety and safeguarding and recruitment where necessary. All contracts let by the Council which involve services for those who are likely to encounter children, and adults will include appropriate reference to complying with the Council's Safeguarding Policy. Evidence of this will be requested at the point of tender and then subsequently checked at periodic intervals or through contract management.

Funding Arrangements

Groups and organisations which receive funding from the Council for services and projects that affect individuals, will be required to prove that they discharge their safeguarding responsibilities in line with Horsham District Council's statutory safeguarding responsibilities.

This will include evidence of appropriate and proportionate safeguarding policies, recruitment and vetting procedures and training and development for staff, volunteers, trustees etc.

Information Sharing and Partnerships

The Council supports the principle of sharing information with other agencies and will document information where appropriate to support this process. The Council is committed to close working with partners in all matters relating to safeguarding.

Horsham District Council participates in the information sharing protocol of the LSCB. The GCSX data sharing mechanism will be used to share personal data.

Procedures

This Safeguarding Policy informs all staff, Elected Members and volunteers of what actions they should take if they have concerns or encounter a case of alleged, disclosed or suspected abuse.

Staff, Elected Members and volunteers may come across cases of suspected abuse either through direct contact, for example, running a holiday activity or for peripatetic staff (e.g. Housing Officers, Environmental Health, Planning, Benefit Officers) through visiting homes as part of their day to day work.

The primary responsibility of staff, Elected Members and volunteers is to ensure that any relevant information is passed to one of the Council's Designated Safeguarding Officers, who will then discuss any action or referral to the relevant authority or authorities including the Police or West Sussex County Council Children's Access Point and Adult Care Point without delay. In addition to this, if a staff member receives a CSE disclosure, Sussex Police (Operation Kite) will be notified.

It is not the District Council's responsibility to decide whether or not a child or adult has been abused. It is however, the District Council's responsibility to report all concerns.

Responding to Disclosures

If a child or adult is in immediate danger, telephone the police on 999.

Disclosure of details of abuse is likely to be to a trusted person, someone with whom an individual feels safe. By listening and taking seriously what is being disclosed, staff, Elected Members and volunteers are already helping the situation. The following points are a guide to help staff, Elected Members and volunteers respond appropriately.

If an individual discloses abuse to you, you must:

- § Stay calm and be sensitive.
- § Inform the individual that you may need refer this to one of the Council's Designated Officer(s), and depending on the severity of the information disclosed, it may need to be referred to the Police and Children's Access Point and Adult Care Point.
- § Record all observations and everything that is said.
- § Contact one of the District Council's Designated Safeguarding Officers at the earliest possible opportunity.

Responding to Observations and Suspicions

If you suspect abuse, you must:

- § Stay calm and be sensitive.
- § Record all observations and everything that is said.
- § Contact one of the District Council's Designated Safeguarding Officers at the earliest possible opportunity. A full list is on the intranet.

Out of Hours Arrangements

If a child or adult is in immediate danger, telephone the police on 999.

Otherwise:

If you suspect abuse or abuse is disclosed to you outside normal office hours, you must:

For Adults: Contact the West Sussex Adults' Services out-of-hours service directly on 01243 642121.

For Children: Contact the Children's Access Point

01403 229900 (office hours)

033 022 26664 (out of office hours 5.00pm to 8.00am weekdays and for emergencies at weekends and bank holidays (24 hours))

Record all observations and everything that is said.

Report the disclosure / suspicions and subsequent action to one of the Council's Designated Officers the next working day.

Allegations against Staff, Volunteers and Elected Members

It is important that any concern in relation to abuse, harassment, inappropriate conduct or neglect by a member of staff, volunteer or Elected Member of the Council be reported immediately.

Where an allegation of abuse has been made, the priority must be to ensure the wellbeing of the individual.

However, if the allegation is of abuse by a member of HDC staff, Elected Member or third party working on behalf of

the District Council, it is the responsibility of District Council to investigate immediately, and cooperate with the relevant authorities.

If during working hours the member of staff, making or receiving the allegation against another member of staff, should initially report it to the line manager of the person against whom the allegation is made. The line manager will report to the Director of Community Services and HR & OD Manager as a matter of urgency.

If an allegation is received or made against an Elected Member, this should be immediately reported to the Director of Community Services and the Head of Legal & Democratic Services (Monitoring Officer).

If an event or activity takes place outside of normal working hours then the officer who has received or is making the allegation must report his or her concerns as above the next working day.

The Council will support all staff that in good faith report incidents where an individual may be harmed. However staff should be aware allegations made maliciously will be dealt with under the Council's Disciplinary Procedures.

If a member of staff or volunteer is disturbed by the incident then counselling will be considered and they should contact their line manager or a member of the HR team.

Where a complaint is found against a member of staff or a volunteer, then this will be considered under the Council's Disciplinary Procedure as Gross Misconduct, but any internal investigations will be conducted in consultation with Social Services or the Police.

Designated Safeguarding Officers

All disclosures or suspicions must be reported to a Designated Safeguarding Officer.

The Designated Safeguarding Officer (DSO) is responsible for ensuring that all safeguarding and welfare concerns are reported to the relevant investigating agencies in accordance with the Council's Safeguarding Policy, and ensuring that information is recorded appropriately.

The specific functions of the DSO include:

- Acting as a source of support, advice and expertise when deciding whether to make a referral through liaison with the relevant agencies.
- Supporting staff, volunteers and Elected Members to write referrals and facilitate a letter being sent to the family informing them of the referral.
- Ensuring that detailed, accurate and secure written records of referrals/ concerns are recorded and kept and provide advice to staff that have concerns on what to record.
- Having a working knowledge of the joint Sussex Safeguarding Protocol and the Common Assessment Framework.
- Challenging a referral not taken up by Children and Adult Services when it is considered an appropriate case.

In addition to the above, the Council's Lead Designated Safeguarding Officer(s) has responsibility to;

- Monitor the number of safeguarding referrals and the outcome of each.
- Co-ordinate and deliver training to staff, volunteers and Elected Members in accordance with the West Sussex Training Framework training.
- Liaise with and support the Council DSOs.
- Facilitate an internal Safeguarding Working Group and cascade relevant information from the Local Safeguarding Boards and the District/Borough Safeguarding Officer Group.
- Ensure policy and procedures are in place and up-to-date.
- Oversee the development, implementation and monitoring of an action plan developed and updated annually (as part of Section 11 Assessment) to ensure the Council's safeguarding responsibilities are effectively carried out.
- Ensure that arrangements are made to identify staff requiring training in child and vulnerable adult protection issues within their responsive area.
- Ensure that report forms and copies of the policy and procedures are available in their respective service areas.
- Participation in Serious Case Reviews, evidence gathering and OFSTED inspections where appropriate.
- Support the Council's Director of Community Services as Lead Safeguarding Officer.
- Ensure the Council meets its statutory requirements, as set out in this report, and respond to requests from Local Safeguarding Boards.

- Represent the Council on formal investigations into allegations of abuse led by Children and Adult Services including Serious Case Reviews.
- Working with Corporate Management Team and Elected Members to ensure that the Council's Safeguarding Policy is reflected in the Council's practice.
- Ensuring the Council is represented on the Local Safeguarding Boards and the District/Borough Safeguarding Officer Group(s).
- Ensuring that the lead Elected Members for safeguarding are informed and updated.

Responding to, Recording and Reporting, Allegations, Disclosures and Suspicions

Staff, volunteers and Elected Members must fill in a Safeguarding Incident Reporting Form for all allegations, disclosures and suspicions relating to the safeguarding of children and adults.

All forms must be completed and records updated as soon as immediately practical to ensure all the facts are recorded properly and accurately. Copies of the Incident Report Form are available on the Intranet and from the Council's Designated Safeguarding Officers. A flow diagram for reporting is provided in appendix 1. A referral form is provided in appendix 2.

All completed forms must be passed to the Designated Officer dealing with the allegation, disclosure or suspicion, and ultimately to the Lead Designated Officer. All completed forms and related correspondence will be held in a single, corporate database.

All staff, volunteers and Elected Members must report safeguarding allegations, disclosures and suspicions to one of the Designated Officers or Lead Designated Officer immediately.

It is the responsibility of the Council's Designated Safeguarding Officers to take a lead on and report allegations, disclosures and suspicions to Police and/or Children's Access Point and Adult Care Point. It is also their responsibility to ensure completed forms/all records are passed to the Lead Designated Safeguarding Officer and to take any other action appropriate.

Support for the Reporter of the Alleged Abuse

Strong feelings may be generated by an allegation, disclosure or suspicion of abuse to, or neglect of children, and adults, especially if the allegation relates to a member of staff, volunteer or elected member. This can raise concerns among other staff, volunteers or elected members and create difficulties in reporting such matters.

The Council will fully support and protect all staff, volunteers or elected members who, in good faith and without malicious intent, report his or her concern about a colleague's practice or the possibility that a child or adult may be being abused.

Associated Policies

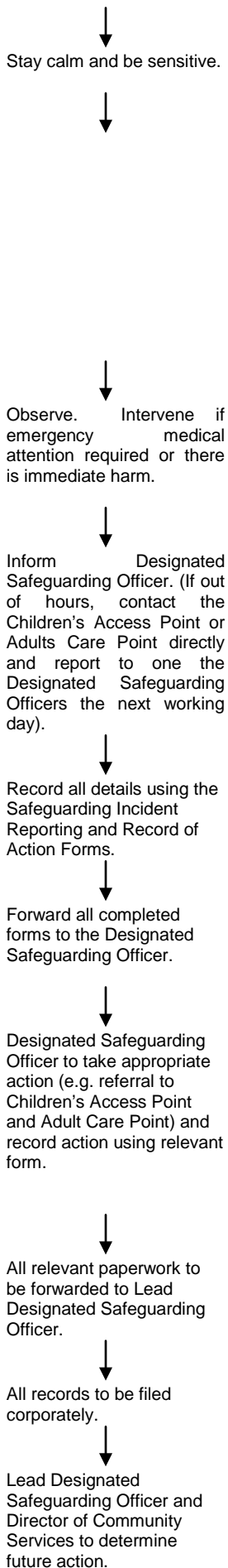
This 'Safeguarding Children and Adults Policy' should also be read in conjunction with the following Council documents:

- Recruitment and Selection Procedures
- E-safety Policy
- DBS Policy and Procedures
- Corporate Equalities Policy
- Complaints & Comments Policy and Procedures
- Health and Safety Policy
- Whistle Blowing Policy
- Lone Working Policy
- Disciplinary Procedures
- Officers' Code of Conduct
- Members' Code of Conduct

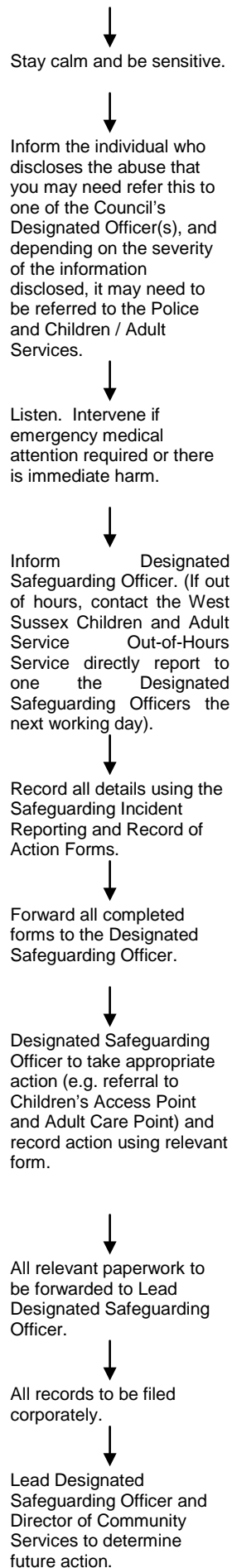
Appendix 2

Reporting Flow Diagram

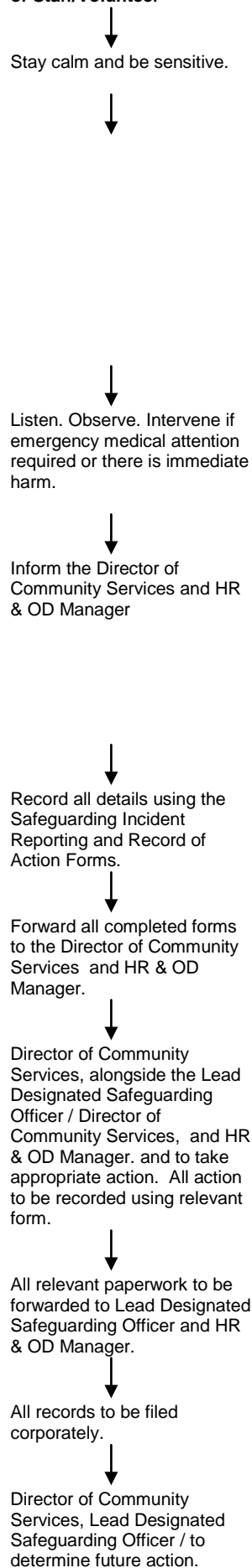
Suspicion / Observation



Disclosure



Allegation Against Member of Staff/Volunteer



Allegations Against An Elected Member



Safeguarding – Incident Referral Form

Staff, volunteers and Elected Members should use this form if they have witnessed an adult or a child being abused, they suspect it or they are otherwise made aware of it, or an adult has disclosed that they are being abused. Please refer to the Safeguarding Policy before completing this form.

Name of person reporting the incident and contact details (including phone number)
Name of Adult / Child to whom this incident relates
Date of Birth of Adult / Child (if known)
Address of the Adult / Child
Date and time of suspicions or concern
Observation of the adult's / child's emotional state (or physical state if appropriate)
Short description of the suspicions or concern
Record of what the adult / child has said

Any other comments

Details of any other relevant information and where it is stored

Signature

Date

This form should be completed as soon as practicably possible after the concern has been raised and must be passed immediately to a Designated Safeguarding Officer or Director of Community Services.

If you suspect immediate danger, telephone the police on 999. Otherwise, if you suspect abuse or abuse is disclosed to you must:

- For Adults: Contact the West Sussex Adults' Services out-of-hours service directly on 01243 642121
- For Children: Contact the Children's Access Point (CAP) 01403 229900. Out of office hours (5.00pm to 8.00am weekdays) and for emergencies at weekends and bank holidays (24 hours) 033 022 26664.

Record all observations and everything that is said, report the disclosure / suspicions and subsequent action to one of the Council's Designated Safeguarding Officers.

The Designated Safeguarding Officer must ensure that this referral has been received by CAP or Adult's Services and as such must ensure that an e-mail receipt from them is filed in the V: drive.

A note to Adults Services and Children's' Access Point:

Horsham District Council takes its duty to report very seriously and as such we require that a receipt of this referral is e-mailed to the person who makes this referral by return. A failure to provide a receipt of this referral will be reported to the Safeguarding Adults Board and/or the West Sussex Children's Safeguarding Board.

Report to Cabinet

23rd November 2015

By the Cabinet Member for Waste, Recycling & Cleansing

DECISION REQUIRED

Key Decision

Not exempt



**Horsham
District
Council**

Proposal to increase fees for the Green Waste collection service

Executive Summary

With continuing pressures on the Council's budget and the on-going challenge this presents to future service delivery, in particular discretionary services, it is necessary that where possible services generate sufficient revenue to cover their cost of delivery. These steps will help reduce our projected revenue deficit as outlined in the Medium Term Financial Strategy.

The purpose of this report is to recommend an increase in the Green Waste subscription charge which is made for the Garden Waste collection service. Revenue generated from this service will contribute to resolving the budget deficit.

In addition Cabinet are asked to give consideration to a number of measures aimed to improve the operational and administrative cost efficiency of the service. This includes the introduction of a discount for on-line subscriptions and direct debit payments to reduce the Council's associated processing costs.

If Cabinet agrees to proceed with a fee increase then this will take effect from 1st April 2016.

Recommendations

Cabinet is asked to approve the following recommendations:

- i) Agree to the increase in Green Waste collection charges to take effect from 1st April 2016. The first bin collection at £37.50 per annum (if paid via the contact centre or post) or discounted to £35 per annum (if paid by on-line payment/Direct Debit).
- ii) Agree that the fee for additional green waste wheelie bin collections is increased from £15 to £20 per additional bin.
- iii) Delegate authority to the Director of Community Services to make any consequential amendments to the Green Waste Terms and Conditions.
- iv) Note that the proposed changes will result in approximately £210,000 additional revenue for the 2016/17 financial year.

Reasons for Recommendations

- i) In line with the existing Green Waste Terms of Reference, the service is subject to an annual price review. Since the schemes introduction in June 2013 the charges have not increased..
- ii) Additional green waste bins collected from properties are subject to an annual price review
- iii) The current Terms and Conditions of the service will need to be amended to reflect the new charges.
- iv) Due to the improved revenue position from the scheme to amend the 2016/17 budget for the service accordingly.

Background Papers

Cabinet report 19th December 2012. Green Waste Opt-in scheme

Contact: Natalie Brahma-Pearl. Director of Community Services tel. 01403 215250.

Background Information

1 Introduction and Background

- 1.1 The current scheme, introduced in June 2013, has been a success with over 31,000 households participating in 2015/16. Original projections were that 40% of households would take up the scheme generating £540,000 revenue per annum when it was introduced.
- 1.2 The current revenue charges exclude the cost of providing the collection vehicles and assume fuel costs remain the same. The introduction of a charge goes some way to recovering the majority of costs to run the service.
- 1.3 The current number of properties that have subscribed to the service in 2015/16 is 31,363 (61% of all households), with 2,178 customers purchasing a second bin. Projected revenue for 2015/16 is £942,150 which is above the 2015/16 budgeted revenue of £905k due to a higher level of demand than originally budgeted for.

2 Relevant Council policy

- 2.1 The report supports the priorities in District Plan 2011 – 2015 Theme: Economic development; Efficiency and Taxation; Environment- recycling waste

3 Details

- 3.1 **The Local Picture-** Many councils nationally and all other councils in West Sussex charge for green waste collections with local charges ranging from our current £29 to £77.60 per annum 2015/16. A summary of the schemes operated by neighbouring councils is detailed below in Table 1.

Table 1. Neighbouring Council Green Waste charges

Authority	Cost for Green Waste Collections 2015/16	Comments
Horsham	£29	Additional bins £15 each
Crawley	£48	Runs for 9 months from March to November only
Mid Sussex	£60 per year	The Customer can only pay by Direct Debit only.
Adur	£62	Single scheme across Adur & Worthing
Worthing	£62	
Arun	£77.60 per year	Part of a "Green Waste Club" Scheme that encourages composting. Customer subscription 12 month (£77.60 x1), 24 month (£64.20 x2) or 36 month (£55.50 x3) periods.
Chichester	£48.60	Price for payment by Direct Debit only, £55.75 otherwise
Mole Valley	£52	£52 per bin – DD only. max number of bins three per household. Each bin to be purchased at £40.

- 3.2 Cabinet is asked to agree a modest £6/ £8.50 increase (depending on the payment mechanism) to the Green Waste collection charge, which has remained unchanged at £29 for the first bin since the scheme commenced nearly three years ago in June 2013.
- 3.3 Cabinet is asked to agree an increase of £5 for subsequent bins, which has remained at £15 since the scheme was introduced.
- 3.4 Effect on Recycling**
- 3.5 The increase in the collection charge may impact on the number of households participating in the scheme and therefore a possible reduction in the recycling rate. However, over the last two years we have seen an average monthly increase in the tonnage of green waste collected from 1,013 tons per month in 2014/15 to currently 1,207 tons per month in 2015/16. Horsham still recycles nearly twice the green waste tonnage of all other District and Borough council areas across West Sussex.
- 3.6 Even if less green waste is collected by the Council this does not mean it will not be recycled. A number of residents will take up or increase home composting and many will take their green waste to be Household Waste Recycling Centres at Hop Oast and Billingshurst from where it will be composted.
- 3.7 It is also unlikely that there will be an increase in the amount of waste collected in the residual waste stream. This is due to diversion routes outlined above, the small size of the residual waste bin and our powers to refuse to accept mixed waste. The Environmental Protection Act 1990 section 46 paragraph (11) allows Councils to refuse to accept residual waste bins that contain garden waste thus further reducing the likelihood of diverting garden waste to landfill.
- 3.8 On-line Payments Discount:**
- 3.9 Currently 84% of all subscriptions are made by on-line payments and Direct Debit instructions. The remaining 16% (circa 5,000) are processed through the Customer Services Contact Centre or through postal transactions. The processing cost of transactions through the call centre is estimated to be approximately £2.83 per transaction and £5.95-£6.62 (Google) for postal transactions compared to a web transaction of 15 pence.
- 3.10 To reduce the administrative cost burden of non on-line and Direct Debit payments, Cabinet is asked to agree to a targeted discount whereby those paying by Direct Debit or on-line for the service qualify for a reduced fee of £35 per annum. Those not paying by either of these methods will be charged £37.50 per annum with the additional cost covering higher transaction costs including the appointment of temporary staff during the renewal period.

4 Next Steps

- 4.1 If the revised charges are agreed, steps will be taken to amend the Terms and Condition of the scheme as appropriate.
- 4.2 Customers will be contacted informing them of the revised charges for the service and Direct Debit instructions can be revised and issued to customers.
- 4.3 The service will continue to be marketed using appropriate media channels.

5 Outcome of Consultations

The Monitoring Officer's comments have been incorporated into this report.

The Director of Corporate Resources comments that the proposed increase in fees will help resolve the Council's projected deficit outlined in its Medium Term Financial Strategy.

6 Other Courses of Action Considered but Rejected

- 6.1 Holding the subscription fee at £29 and £15 (additional bins) was considered but discounted due to the cost of the collection service increasing. The cost of delivering the service has increased due to a rise in salaries, pensions and vehicle running costs. In addition replacement vehicles will soon be required. It is also necessary that those using the service should pay to cover the cost of provision.

7 Financial Consequences

- 7.1 A number of assumptions have been used when calculating the expected positive impact on the revenue budget 2016/17. These can be seen in Table 2 below. Currently 31,363 properties participate in the scheme of which a 3% reduction has been applied assuming that some customers may no longer continue with the service. Approximately 2,178 customers purchase a two bin service, of which take up is assumed to be the same in the calculations below. Up to 84% currently pay by Direct Debit or on-line. It is realistic to assume that 50% of contact centre and postal transactions will be shifted on-line/DD.
- 7.2 The increase costs will generate an additional £210k per annum.

Table 2. Revenue projections

	2015/16		2016/17	Revised revenue return
Customers/households	31,363 (actual)		30,422 (Minus 3% participation)	
First bin	31,363 @ £29	£909,527	30,422 @ £35	£1,064,770
Second bin	2,178 @£15	£32,670	2,178 x @£20 second bin	£43,560
			Expected non online & DD customers (@£2.50 each	£6,442
Current 2015/16 Budget	2015/16 Budget £905,000	£942,197 (actual)		
Projected revised 2016/17 Budget				£1,114,772 (-£209,772)

7.3 The decision to implement a charge increase should be taken into context in light of the Medium Term Financial Strategy.

8 Legal Consequences

Statutory background

8.1 The collection of Green waste is a discretionary, non-statutory service. Green Waste collections is a service for which, under Section 45 of the Environmental Protection Act 1990 and detailed in The Controlled Waste Regulations 2012, the Council can at its discretion levy a charge.

8.2 Section 4, Schedule 1 of The Controlled Waste (England and Wales) Regulations 2012 (as amended), specifies that garden waste is household waste for which a charge for collection may be made.

8.3 Section 46 of the Environmental Protection Act 1990 (as amended) specifies that the council may specify the type of container and the waste which is placed in the container and also specifies that the authority is not obliged to collect the waste in contravention of these requirements.

9 Staffing Consequences

9.1 There are no establishment staffing consequences resulting from this decision. However, given the shift to more on-line and Direct Debit transactions it is possible that fewer temporary staff will be required during the renewal period.

10 Risk Assessment

- 10.1 The participation rate is lower than the anticipated, with greater than 3% drop out of customers resulting in a lower income than projected.
- 10.2 Recycling rates could reduce as a consequence of fewer customers participating in the scheme. However, as stated above, some residents will deposit their garden waste at the recycling site and therefore will still be reflected in our recycling percentages.

Appendix 1

Consequences of the Proposed Action

<p>(A)How will the proposal help to reduce Crime and Disorder?</p>	<p>Matter considered and not applicable</p>
<p>(B)How will the proposal help to promote Human Rights?</p>	<p>There are no specific human rights implications arising from this report.</p>
<p>(C)What is the impact of the proposal on Equality and Diversity?</p>	<p>The service is available to all. Home composting or use of the Household Recycling Sites remain an option for those not wishing to participate in the scheme.</p> <p>Assisted collections will be offered under the same terms as existing for other collections.</p> <p>Customers without access to a computer/internet can still benefit from the discounted rate by paying for the service by Direct Debit.</p> <p>Computer terminals/internet access is provided in local libraries and the council reception area.</p>
<p>(D)How will the proposal help to promote Sustainability?</p>	<p>The service will continue to collect green garden waste for composting and seek to promote home composting for those who decide not to participate</p> <p>The service could result in a reduction in car usage as householders may make fewer trips to household waste recycling sites. This is a positive impact and therefore would not require mitigation.</p> <p>The service could result in a reduction in air pollution as householders may choose to recycle green waste where previously they may have burned some of this material.</p>