

Borough Council of
**King's Lynn &
West Norfolk**



Environment and Community Panel

Agenda

Tuesday, 5th March, 2019
at 6.00 pm

in the

**Council Chamber
Town Hall
Saturday Market Place
King's Lynn**



King's Court, Chapel Street, King's Lynn, Norfolk, PE30 1EX
Telephone: 01553 616200
Fax: 01553 691663

Friday 22nd February 2019

Dear Member

Environment and Community Panel

You are invited to attend a meeting of the above-mentioned Panel which will be held on **Tuesday, 5th March, 2019 at 6.00 pm** in the **Council Chamber, Town Hall, Saturday Market Place, King's Lynn** to discuss the business shown below.

Yours sincerely

Chief Executive

AGENDA

1. Apologies for absence

To receive any apologies for absence.

2. Minutes (Pages 6 - 8)

To approve the minutes of the previous meeting.

3. Declarations of interest

Please indicate if there are any interests which should be declared. A declaration of an interest should indicate the nature of the interest (if not already declared on the Register of Interests) and the agenda item to which it relates. If a disclosable pecuniary interest is declared, the Member should withdraw from the room whilst the matter is discussed.

Those declarations apply to all Members present, whether the Member is part of the meeting, attending to speak as a local Member on an item or simply observing the meeting from the public seating area.

4. Urgent Business

To consider any business which, by reason of special circumstances, the Chairman proposed to accept as urgent under Section 100(b)(4)(b) of the Local Government Act, 1972.

5. Members Present Pursuant to Standing Order 34

Members wishing to speak pursuant to Standing Order 34 should inform the Chairman of their intention to do so and on what items they wish to be heard before the meeting commences. Any Member attending the meeting under Standing Order 34 will only be permitted to speak on those items which have been previously notified to the Chairman.

6. Chairman's Correspondence

If any.

7. Alive Leisure Annual Report (30 minutes) (Pages 9 - 36)

8. Grounds Maintenance Update (30 minutes) (Verbal Report)

To receive an update from the Grounds Maintenance Team, following the request from the Panel at their meeting in December 2018.

9. Report from the Single Use Plastics Informal Working Group (30 minutes) (Pages 37 - 44)

10. Work Programme and Forward Decision List (Pages 45 - 52)

11. Date of the next meeting

To note that the next meeting of the Environment and Community Panel is scheduled to take place on Tuesday 2nd April 2019 at 6.00pm in the Council Chamber, Town Hall, Saturday Market Place, King's Lynn.

To:

Environment and Community Panel: Councillors Miss L Bambridge (Vice-Chairman), Mrs C Bower, A Bubb, Mrs S Collop, Mrs S Fraser, G Hipperson, M Hopkins, T Parish, C Sampson (Chairman), M Taylor, J Westrop and Mrs M Wilkinson

Portfolio Holders:

Councillor Mrs E Nockolds – Portfolio Holder for Culture, Heritage and Health
Councillor I Devereux – Portfolio Holder for Environment

Officers:

Chris Durham – Operations Manager
Honor Howell – Assistant Director
Nathan Johnson – Public Open Space Manager
Claire Thompsett – Operations Manager

By Invitation:

Members of the Single Use Plastics Informal Working Group
Representatives from Alive Leisure

BOROUGH COUNCIL OF KING'S LYNN & WEST NORFOLK

ENVIRONMENT AND COMMUNITY PANEL

Minutes from the Meeting of the Environment and Community Panel held on Tuesday, 22nd January, 2019 at 6.00 pm in the Council Chamber - Town Hall, Saturday Market Place, King's Lynn PE30 5DQ

PRESENT: Councillors C Sampson (Chairman), L Bambridge, Mrs C Bower, Mrs S Collop, Mrs S Fraser, G Hipperson, M Hopkins, T Parish, Mrs V Spikings (substitute for T Bubb), M Taylor and J Westrop

PORTFOLIO HOLDERS:

Councillor I Devereux – Portfolio Holder for Environment

Councillor Mrs E Nockolds – Portfolio Holder for Culture, Heritage and Health

OFFICERS:

Chris Bamfield – Executive Director

Ged Greaves – Senior Policy and Performance Officer

Ray Harding – Chief Executive

Honor Howell – Assistant Director

EC79: **APOLOGIES FOR ABSENCE**

Apologies for absence were received from Councillors Bubb and Mrs Wilkinson.

EC80: **MINUTES**

RESOLVED: The Minutes from the previous meeting were agreed as a correct record and signed by the Chairman.

EC81: **DECLARATIONS OF INTEREST**

There were no declarations of interest.

EC82: **URGENT BUSINESS**

There was none.

EC83: **MEMBERS PRESENT PURSUANT TO STANDING ORDER 34**

There was none.

EC84: **CHAIRMAN'S CORRESPONDENCE**

There was none.

EC85: **CORPORATE PERFORMANCE MONITORING QUARTER 2 2018-2019 (15 MINUTES)**

The Senior Policy and Performance Officer presented the Corporate Performance Monitoring Report for Quarter 2 2018-2019. He explained that there was no action report included and this was because none of the indicators were failing to meet their target, which was good news. He reminded the Panel that previously targets relating to Careline and Disabled Facilities Grants had underperformed, however these were now back on track.

The Chairman thanked the Senior Policy and Performance Officer for his report and invited questions and comments from the Panel, as summarised below.

The Vice Chairman, Councillor Bambridge referred to the targets which were previously underperforming and it was clarified that these related to staffing levels.

The Chairman, Councillor Sampson commented that the Careline Service was very popular and lots of people relied on it so it was important that this target was kept monitored.

RESOLVED: The Panel reviewed the performance monitoring report.

EC86: **EXCLUSION OF PRESS AND PUBLIC**

RESOLVED: That under Section 100(A)(4) of the Local Government Act, 1972, the press and public be excluded from the meeting for the following item of business on the grounds that it involves the likely disclosure of exempt information as defined in paragraph 3 of Part 1 of Schedule 12A to the Act.

EC87: **EXEMPT - LEISURE SERVICES UPDATE (45 MINUTES)**

The Executive Director provided an update on Leisure Services, which included transfer arrangements, the work required and negotiations held with Alive Leisure.

The Chairman thanked the Executive Director for his presentation and invited questions and comments from the Panel.

The Executive Director and Assistant Director responded to questions from the Panel regarding staffing, the negotiations which had taken place, costs involved in the transfer process and how risks would be mitigated.

The Panel was informed that a report would be presented to Cabinet on 5th February to progress the transfer arrangements.

The Chairman, on behalf of the Panel, congratulated the officers and Portfolio Holders who had been involved in the process.

RESOLVED: The Environment and Community Panel supported the proposals which would be considered at the Cabinet Meeting on 5th February 2019 as included in the presentation.

RETURN TO OPEN SESSION

EC88: **WORK PROGRAMME AND FORWARD DECISION LIST**

Members of the Panel were reminded that an eform was available on the Intranet which could be completed and submitted if Members had items which they would like to be considered for addition to the Work Programme.

RESOLVED: The Panel's Work Programme was noted.

EC89: **DATE OF THE NEXT MEETING**

The next meeting of the Environment and Community Panel would be held on Tuesday 5th March 2019 at 6.00pm in the Council Chamber, Town Hall, Saturday Market Place, King's Lynn.

Members also noted that they had been invited to attend the Corporate Performance Panel Meeting on 30th January 2019 at 6.00pm in the Assembly Room, Town Hall, Saturday Market Place, King's Lynn.

The meeting closed at 6.44 pm

Alive
leisure

**2017/18
Annual Report**



Alive leisure

Alive
corn exchange

Alive
lynn sport

Alive
downham leisure

Alive
st james pool

Alive
oasis

Alive
sports development

Contents

Page 4-7	Chairman & Chief Executive report
Page 8	Senior Management Team
Page 9	Trustees
Page 10-15	Key Performance Indicators – How have we performed?
Page 16	Focus on Sports Development
Page 18-19	Focus on Sports
Page 20-21	Focus on Arts and Entertainment
Page 22-23	Your Opinion Counts
Page 24-27	Annual Financial Accounts



Chairman REPORT



Peter Lemon
Chairman

Alive Leisure Trust has ended its fourth year of operation with an unrestricted surplus of £12,334. After accounting for the release from prior year reserves to fund improvements in technology the Trust achieved a total surplus of £1,288 in the year. Whilst this figure is lower than the figure anticipated at the start of the year, it has been achieved against a backdrop of considerable investment in innovative service improvements and an unprecedented level of challenge. Leisure and cultural services continue to be delivered from five sites in West Norfolk - Alive Lynnsport, Alive St James, Alive Downham Market, Alive Oasis and Alive Corn Exchange - and this year the Trust has consolidated existing outreach provision as part of its strategy to make services accessible for all.

Having spent the first three years of the Alive Leisure's existence establishing effective service delivery and local engagement. Q1 to Q3 of this year has seen a review of operating processes and a refinement organisational strategy. The objective of the review and refinement was to increase the high quality of provision offered to the population of West Norfolk, and support one of the Trust's key aims of becoming self-sufficient and commercially robust.

Project work undertaken this year has included a move away from the local authority-maintained Gladstone leisure management system. The Trust has successfully introduced and embedded Legend as the leisure management system of choice. Whilst this change involved a considerable amount of financial and human resources investment, it has given the Trust autonomy over the management of its members' data, enabling

the Trust to rationalise its product and pricing structure and provide a management information system that considers the customer at the heart of everything we do.

Following the implementation of Legend we undertook another major project in 2017-18, the wholesale review of fees and charges across the Trust. Rationalising fees and charges created transparency and fairness across all of Alive Leisure's service delivery. From a starting point of approximately 820 different membership fees and activity charges these have been refined into a structure of approximately 300 fees and charges. The new fees and charges structure was launched in April 2018. The launch has been timed to coincide with the launch of a revamped Alive Leisure website which will be more intuitive and will, for the first time, facilitate online bookings and payments.

To support the drive towards excellence in customer experience and commercial sustainability the Trust's Board approved the introduction of a new Head of Group Sales post and created, within existing resources, a Head of Wellbeing & Customer Experience post. These two new roles will actively promote and support an increased level of customer recruitment and retention.

There have been several significant challenges for the Trust this year, most of which have unfortunately sat outside the Trust's immediate sphere of control. One such challenge has been a drop in swimming participation numbers, which is reflective of the national downward trend in this activity. Prolonged roadworks undertaken on one

of the main transport routes in and out of King's Lynn town centre may have exacerbated the situation locally as it has caused significant travel disruption which, in turn, has made access to Alive St James problematic at times. It was reported town centre businesses had experienced reduced footfall during the period of travel disruption.

Lynnsport has also fallen foul of travel disruption, with the lengthy closure of Greenpark Avenue due to the development of housing on land running parallel to this road. Whilst there is now a second access road allowing vehicular travel to and from this venue, Greenpark Avenue has been a well-established access route for Lynnsport over many years and its prolonged closure has undoubtedly negatively impacted upon footfall this year. Greenpark Avenue is scheduled to remain closed until November 2018.

The Trust have in place an established strategy and detailed business plan which aims to increase participation and positively impact the health and wellbeing of borough residents and in particular those living in rural areas who are inherently more difficult to engage. However, the Trust faces an unprecedented level of uncertainty following the Borough Council of Kings Lynn and West Norfolk's (BCKLWN) decision to carry out an options appraisal into the delivery of leisure and cultural services.

The options appraisal arose as a consequence of the BCKLWN predicting a future financial deficit. To mitigate the predicted deficit the BCKLWN looked to identify opportunities to reduce the leisure and culture subsidy by £1.2m, in effect providing the services at nil cost to the borough. The options appraisal was to look at whether the services provided by the Trust should be provided by an alternative business model such as a not-for-profit local authority company or a community interest company.

The Trustees are disappointed with the position taken by BCKLWN which places a great deal of uncertainty around the future of the Trust. The

Trust is however committed to maintaining a constructive dialogue with the BCKLWN during this period of uncertainty, in particular the BCKLWN's Environment and Community Panel.

In conclusion, myself and fellow Trustees are in no doubt about the continued challenges that the next twelve months will bring but neither are we in any doubt about the importance of ensuring that Alive Leisure continues to put serving the community of the Borough Council of King's Lynn and West Norfolk at the very heart of core aims, whether it be through the delivery of high quality leisure and cultural services or through its wider charitable ambitions. I would like to recognise all the hard work of staff in actively supporting the work of the Trust, and genuinely appreciate all their hard work and commitment.

Chief Executive Report



Simon McKenna
Chief Executive

It is hard to believe that this is now the fourth annual Chief Executive report that I have written since Alive Leisure was commissioned as the not-for-profit organisation to manage leisure and cultural services on behalf of the Borough Council of King's Lynn & West Norfolk (BCKLWN) from September 2014.

During the past four years I have been proud of the quality of services that we have delivered to the people of West Norfolk, and I am genuinely pleased with how the Trust has evolved over this period of time. However, we are concerned by the BCKLWN proposal received during this year to review the future delivery of leisure and cultural services. An Options Appraisal process has been commissioned accordingly by the council, and one potential outcome of this process could be the termination of the services delivery arrangements between the Trust and BCKLWN. This is a concern that our Chairman covers more fully in his report.

Despite the challenges provided by the Options Appraisal, local road disruptions to the A47 and the extended closure of Green Park Avenue leading to Lynnsport, the 2017/18 year has again been successful with almost 1.5 million customers attending the facilities at the Alive Corn Exchange theatre, Alive Lynnsport, Alive Oasis, Alive St James and Alive Downham Leisure. In addition we also attracted almost 7,000 participants and attendees to the various events that we programmed during the year throughout the borough of King's Lynn and west Norfolk.

The year has seen a review of the Alive Leisure organisational structure in planning for key changes and developments that should ensure we are compliant with our statutory obligations and deliver a sustainable business model whilst

ensuring we continue to focus on our charitable objects. Within existing resources we appointed a Head of Marketing and Branding, Head of Group Sales and internally appointed to the new position of Director for Finance and HR.

During the year a great deal of planning and work has been put towards preparation for pension auto enrolment which comes in to effect in April 2018. Work has also been undertaken to prepare for the enforcement of General Data Protection Regulation (GDPR) which will happen in May 2018. We have also been working towards some significant technical ICT advancements which we believe will give us an even greater level of information upon which to base our business decision-making. At the start of the 2017/18 year we took the significant decision to change our leisure management software with the aim of improving business efficiency, streamlining operations, increasing memberships and improving customer experience. This change is fundamental in order to support and enhance the plans we have worked on during the year which will lead towards the introduction of a new website, online bookings and a new fees and charges structure at the start of the 2018/19 year.

To ensure greater efficiency and sustainability we took the decision in 2016/17 to outsource the annual GEAR race to a specialised race event organiser; the chosen organisation was the not-for-profit event company Run for All who planned and managed the GEAR race in May 2017. Over 3,500 people took part in the main GEAR and Mini Gear races, and overall the event was a huge success with Run for All bringing new ideas and a wealth of race event experience. A further benefit was the reported near

£50,000 raised for good causes by the entrants. There are plans to further increase the entry levels next year by reviewing the course route.

Also in May 2017 the Lynnsport skatepark (rebranded Kaset) was reopened by the Alive Leisure Chairman Peter Lemon and Councillor Elizabeth Nockolds following a significant refurbishment programme which included the installation of a first floor area for spectating, music, café and classroom provision. Alive Leisure, through accessing grants totalling near £200,000, supported the BCKLWN with this development.

I reported in last year's 2016/17 CEO report that Lynnsport had commenced celebrating its 25th anniversary of being opened by the Queen in 1991, and that a year of activities and events had been planned to mark this milestone. These celebrations culminated in the Family Fun Day finale on 16th July 2017 where near to 1,500 people joined in free activities, local bands provided some great music and KLFM supported the day by providing 'on air' live updates. It's incredible to think that this great community leisure facility has now attracted almost 14 million customers over the years.

Alive Corn Exchange continues to provide a wide and vibrant programme offering top class acts and specialised performances. This year, stars of the hugely popular Strictly Come Dancing have appeared on stage along with acts such as Al Murray, Sam Bailey, Lulu and a talk by Sir Ranulph Fiennes the renowned British explorer. The panto Jack and the Beanstalk was also another success with numbers nearing 20,000 attending the shows, and we were proud to offer inclusive panto performances including signed and autism-friendly shows as we endeavour to make live theatre accessible to all.

In the continual drive towards greater social inclusion and community engagement the Alive Leisure Board of Trustees contributed £10,000 again this year to subsidise summer holiday programmes, in which nearly 7,000 children participated. Village Sports Co-ordinators started reporting directly to Alive Leisure and successfully delivered the inaugural annual Rural Village Games competition. Alongside the

large range of events Alive Leisure delivers for the community the Trust worked in collaboration with the Council to attract grant funding to support the delivery of the Come Alive North Lynn project which has seen running groups and buggy boot camps delivered free of charge.

Alive Leisure receives a number of requests to support groups, organisations and to participate in national events. The Trust Board this year decided to plan for giving such support and chose four national charities to engage with. These charities were Children in Need, Sport Relief, British Heart Foundation and Macmillan. Additionally one local charity was also chosen this year - West Norfolk Deaf Association. This has proven to be a successful initiative with, for example, £1,100 and £1,600 having been raised for the British Heart Foundation and Macmillan respectively.

Alive Leisure has also been active during the year in seeking grants and attracting sponsorship monies. A range of grants awarded to the Trust supported the completion of the skatepark, along with contributions from the Big Lottery and Norfolk Community Foundation. Active Norfolk provided £10,000 to run satellite clubs for hockey, cycling and tennis. £5,000 was obtained from the Fields in Trust and London Marathon Charity to deliver our Come Alive North Lynn project in partnership with BCKLWN. Dow Chemical continued to support disability sport with a donation of £3,200, and the Lawn Tennis Association provided £2,000 for the Just Play Tennis initiative. We also received some smaller funds for specific events or projects such as the Alive Games staged in King's Lynn town centre, which benefitted from a contribution from the Vancouver Quarter. Sponsorship saw positive relationships built with a range of local partners including Your Local Paper, KLFM, Duff Morgan, J&K Glass, Robinsons Mercedes, Listers BMW and Mini, and Searles.

Finally I would like to conclude another successful year by thanking the 'Alive' staff for their dedication and hard work, the Alive Leisure Board Members who offer great support and give their time as volunteers and lastly, but definitely not least, our very supportive customers.

ALIVE LEISURE SENIOR MANAGEMENT TEAM



Simon McKenna
Chief Executive



Nina McKenna
**Director of
Culture &
Communications**



Deborah Chapman
**Director of
Finance and
Human Resources**



Tommy Goode
**Director of
Business
Development**

ALIVE MANAGEMENT LTD



Neil Gromett
Chief Operating Officer - Alive Management Ltd
Contracted by Alive Leisure to oversee the operational services, maintenance, utilities and management of the bars, catering and vending services.

TRUSTEES



Peter Lemon
Chairman



Dr Ian Mack
Vice Chairman



Michael Andrews
Treasurer



Avril Wright



Nigel
Maggs-Oosterhagen



Abbie Panks



Sarah Juggins
(Resigned 9 Jan 2018)



Ian Trundley



Marie Connell
(Resigned May 2018)

**HOW
HAVE WE
PERFORMED?**

2017/18

**KEY PERFORMANCE
INDICATORS**

Income

Target



Achieved



Subsidy

Target

£0.91

Achieved

£0.81



Attendance (all facilities)



Event participants

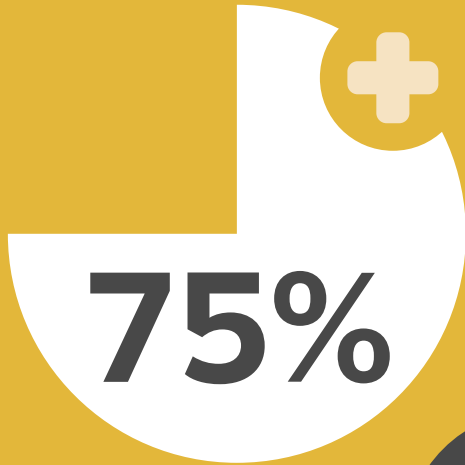
Target
7,616

Achieved
6,962

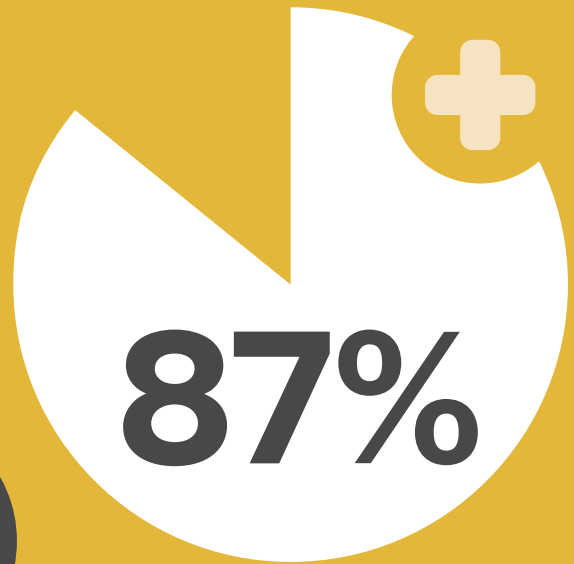
GEAR,
Village
Games, Open
Days & West
Norfolk Business
Games

Health and Safety

Target



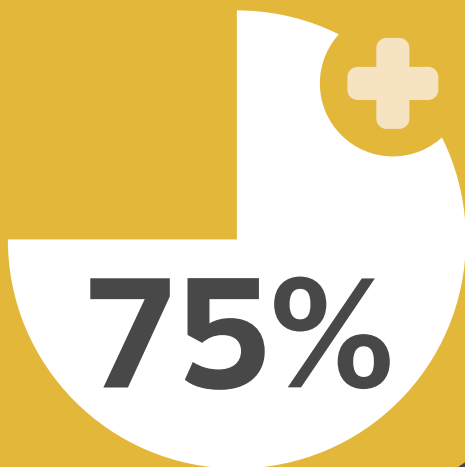
Achieved



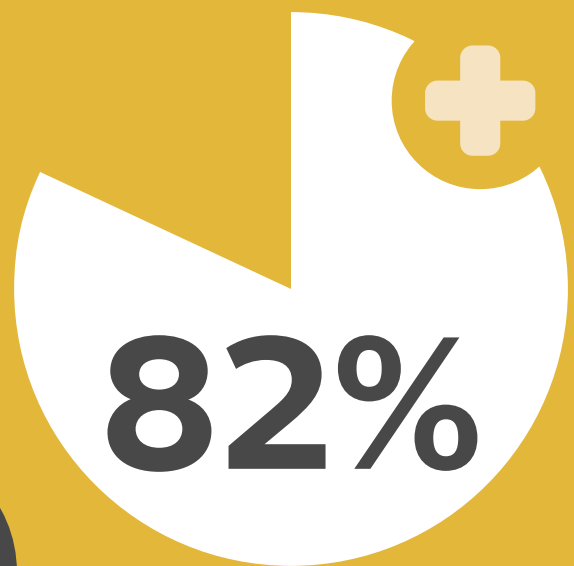
National average of 64%

Environmental

Target



Achieved



National average of 64%

Corn Exchange seats sold

64%

National Average 53.7%

Target

6 1 %
A C H I E V E D



Corn Exchange promoted performances



135
TARGET

ACHIEVED
145

£10,000

secured from Active Norfolk
to deliver three satellite clubs

Alive
Games
attracted

150

participants
in the Town
Centre

30 22

teams
from

work-
places

250

people
taking
part in
the West
Norfolk
Business
Games

FOOD ON SPORTS DAY

250

bowlers attended Hunstanton &
District Open Bowls Tournament

2,485

total entrants for GEAR,

1,094

total entrants for Mini GEAR

6,926

annual event participants
across GEAR, Open Day,
Rural Games, and West
Norfolk Business Games

9

Village Sports
Coordinators now
working with
Alive Leisure in
rural communities

£5,000

secured from Fields in Trust
to run Come Alive North
Lynn fitness programme on
a protected playing field.

7 villages took
part in the
Rural Community
Games

2 free women's beginners
running courses delivered
by Lynnsport Ladybirds
were fully subscribed

OCUS
DEVELOPMENT

1,849
attending swimming
and gymnastics
classes each week

New car parks
at Lynnsport providing
250 additional
spaces



**FOO
ON SP**

Oasis Funcastle refurbished
and rebranded as



£267,004 redevelopment of
KASET skatepark, with over
200 people attending launch night

2,613:
attendance
on Open Days across
all four sports facilities

Upgraded
gymnastics
equipment

6,909
took part in
holiday activities



CUS
SPORTS

Introduction of
sports lessons

1,447,102
visits to sports centres

Refurbished
Alive Bites café/
bar at Lynnsport



1,500 people
celebrated
the Lynnsport
25th Anniversary
with 25 events
over the year



West Norfolk Deaf Association is our Charity of the Year

Sold-out performances

including Remembering Fred, Al Murray,
Levison Wood and Jasper Carrott

Working in
partnership
with the



who provide a
range of support for
people with common
mental health and
emotional issues.

Staged original production

Rapunze the musical



FOO ON A ENTERTA

Over
103,000
visitors attended the
Corn Exchange

Excellent shows

for young children, including
Justin's Party, Mr Bloom,
Naomi's Wild and Scary, and
Ben and Holly

Easter panto
Wizard of Oz

**SOLD
OUT**

for the first time

Working in partnership with

Creative Arts East

to bring a range of cultural workshops and
activities throughout the borough.

**ARTS &
ENTERTAINMENT**

Relaxed,

autism friendly

and **signed**

performances of Jack
and the Beanstalk

Nearly **20,000**
attended Jack and The Beanstalk

Your Opinion Counts

Good variety of activities

Lovely venue and facilities

Friendly staff, great venue and great acts

Fantastic night

Perfection

Show was brilliant been to a few now

Great shows, great service

Lovely venue and facilities

I love the Corn Exchange. You have a fantastic programme and I believe you are a massive asset to the area

Great entertainment...

Really good gymnastics sessions

I think the class I attend is excellent

Alive Leisure survey 2017/18

Improvement action plans
have been developed to
increase customer
satisfaction in
2017/18

1,000 members responded
Combined Sports & Arts NPS: 46%

* NPS (Net Promoter Score, a national benchmark)

Our Financial Performance

Alive Leisure Statement of Financial Activities (including Income and Expenditure account) for period ending 31 March 2018

	Unrestricted Funds £	Restricted Funds £	Year Ended 31 March 18 Total Funds £	Year Ended 31 March 17 Total Funds £
Income				
Donations	142,823	20,791	163,614	163,710
Income from charitable activities	5,127,054		5,127,054	5,322,660
Income from other trading activities				
Commercial trading operations	57,061		57,061	66,474
Investment income	5,530		5,530	6,426
Total income	5,332,468	20,791	5,353,259	5,559,270
Expenditure				
Costs of raising funds				
Expenditure on charitable activities	5,294,880	18,426	5,313,306	5,399,869
Expenditure on other trading activities				
Commercial trading operations	38,665		38,665	46,981
Total expenditure	5,333,545	18,426	5,351,971	5,446,850
Net income/(expenditure) before tax for the reporting period	(1,077)	2,365	1,288	112,420
Net income/(expenditure) for the reporting period	(1,077)	2,365	1,288	112,420
Total funds brought forward	492,773	10,000	502,773	390,353
Total funds carried forward	491,696	12,365	504,061	502,773

The Statement of Financial Activities includes all gains and losses recognised in the year. All income and expenditure derive from continuing activities.

Alive Leisure Balance Sheet as at 31 March 2018

	31 March 2018 £	31 March 2017 £
Current Assets		
Inventory - resale stock	21,212	20,215
Debtors	153,881	229,961
Cash and cash equivalents	1,379,147	1,554,240
	1,361,673	1,611,849
Current Liabilities		
Creditors falling due within one year	1,050,179	1,050,179
	1,109,076	1,109,076
Net Current Assets	504,061	502,773
Total Net Assets	504,061	502,773
The Funds of the Charity		
Unrestricted income funds	491,696	492,773
Restricted income funds	12,365	10,000
Total Funds	504,061	502,773

The Trustees have prepared accounts in accordance with section 398 of the Companies Act 2006 and section 138 of the Charities Act 2011. These accounts are prepared in accordance with the special provisions of Part 15 of the Companies Act relating to small companies and constitute the annual accounts required by the Companies Act 2006 and are for circulation to members of the company.

Approved by the trustees on 27 September 2018 and signed on their behalf by:



Signed P Lemon
Name Peter Lemon, Chair of trustees
on behalf of the trustees

Alive Leisure Statement of Cash Flows as at 31 March 2018

	31 March 2018 £	31 March 2017 £
<i>Cash flows from operating activities</i>		
Cash generated from operations	11,944	143,648
Net cash generated by operating activities	11,944	143,648
<i>Cash flows from investing activities</i>		
Interest received	5,530	6,426
Net cash used in investing activities	5,530	6,426
Increase in cash and cash equivalents in the year	17,474	150,074
Cash and cash equivalents at the beginning of the year	1,361,673	1,211,599
Cash and cash equivalents at 31 March 2018	1,379,147	1,361,673

**Turning ambitions into reality
through sports, arts and culture**

**2017/18
ANNUAL REPORT**

Charity No 1156582
Company No 8735413
VAT No 196682747

**Alive Leisure, Greenpark Avenue,
King's Lynn, Norfolk, PE30 2NB**



www.aliveleisure.co.uk

POLICY REVIEW AND DEVELOPMENT PANEL REPORT

REPORT TO:	Environment and Community Panel		
DATE:	5 th March 2019		
TITLE:	Report of the Single Use Plastics Informal Working Group		
TYPE OF REPORT:	Policy Development		
PORTFOLIO(S):	Environment		
REPORT AUTHOR:	Members of the Informal Working Group and Officers		
OPEN/EXEMPT	OPEN	WILL BE SUBJECT TO A FUTURE CABINET REPORT:	No

REPORT SUMMARY/COVER PAGE

PURPOSE OF REPORT/SUMMARY:
<p>At its meeting on 12th June 2018, the Environment and Community Panel established the Single Use Plastics Informal Working Group with its Terms of Reference being to investigate, in depth, issues raised by the Panel regarding single use plastics.</p> <p>This report summarises the work carried out by the Informal Working Group and presents their recommendations for consideration by the Environment and Community Panel.</p>
OPTIONS TO BE CONSIDERED:
<ol style="list-style-type: none"> 1. Reject the recommendations put forward by the Informal Working Group. 2. Support some/all of the recommendations and present them to the relevant Cabinet Member for consideration and/or submission to Cabinet if required.
RECOMMENDATIONS:
<ol style="list-style-type: none"> 1. An Officer Focus Group be established, as detailed in the report, to promote internal best practice, make improvements where necessary and to address the issues below. The group to provide updates to the Environment and Community Panel on an annual basis, or more frequently if required. <ol style="list-style-type: none"> a) How to limit the use of single use plastics in buildings under its control and encourage employees and Members to reduce the amount of single use plastics used on council premises. b) In liaison with the Waste and Recycling Manager, Communications Manager and relevant Portfolio Holder, draft an internal code of good practice, which can be presented to a future meeting of the Environment and Community Panel for consideration. c) Work with procurement to source products which come with less packaging and generate less waste where possible. 2. The relevant officers be instructed to produce guidance as appropriate on the following: <ol style="list-style-type: none"> a) Guidance to Parish Councils on how they can reduce the use of single use plastics within their own areas and events associated with them to reduce single use plastic use across the Borough and to create a common strand of better waste collection at public events. b) Information to be included in Tourist Information guides to include messages encouraging a reduction in the use of single use plastics and better recycling which will begin to address the increases in litter and waste collection during the tourist season. c) Information to be provided to holiday lets to display information about reducing plastic use and how recycling is done in West Norfolk with the aim to reduce the

amount of waste material generated in holiday lets. This will ensure that people from different parts of the country know how the recycling system works in West Norfolk.
d) A Code of Good Practice be provided, via the Planning Department, to builders and developers to encourage good practice at development sites so that potential litter, including plastic, is kept secure and recycled or safely disposed of with the aim of avoiding waste, particularly plastic wrapping and building materials, from blowing off site and entering the environment.

3. The Waste and Recycling Manager to review how waste generated at holiday parks is managed so that recycling is optimised.
4. The Council to support and promote:
 - a) The Refill initiative which allows people to refill water bottles at cafes and other appropriate outlets, as practiced in Hunstanton.
 - b) Good practice relating to reducing plastic waste which some small local business are adopting.
 - c) appropriate initiatives and projects being undertaken by partners and other local relevant organisations.
5. That the Council give consideration to marketing campaigns, promoting the following:
 - a) The food waste service, and that residents can line their caddies with newspapers if they did not have any bags.
 - b) The 'Selling to us' page on the borough council's website be amended to encourage recycling and reduction of the amount of single use plastics.
 - c) Christmas Wrapping paper campaigns.
 - d) Support Norfolk Waste Partnership campaigns including OPRL promotion.
6. The Leader be invited to appoint a Member Champion for Single Use Plastics.
7. The Environment and Community Panel work with the Portfolio Holder for Environment to ensure that they consider and respond to any appropriate Government consultations with regards to Single Use Plastics.
8. The Waste and Recycling Manager and the relevant Portfolio Holder investigate ways to increase recycling levels in tourist areas, including trialling different types of recycling bins. Part of this investigation would be to determine why recycling bins were unsuccessful when trialled previously in this area.
9. The relevant Portfolio Holder, and Member Champion (if appropriate) keep a watching brief and work with, as appropriate, the Norfolk County Council Task Group looking at single use plastics, feeding back to the Environment and Community Panel as required.
10. The Borough Council to hold a design competition in schools regarding the importance of recycling and the use of single use plastics and the winning design could be wrapped onto the bin collection vehicles.
11. The Environment and Community Panel to schedule updates in its Work Programme on the work of the Norfolk Waste Partnership via the Waste and Recycling Manager and relevant Portfolio Holder.

REASONS FOR RECOMMENDATIONS:

To respond to the emerging national concern regarding single use plastics.

REPORT DETAIL

1. Introduction

A report on Single Use Plastics was presented to the Environment and Community Panel on 12th June 2018. This was following a request from several Members. At this meeting the Environment and Community Panel established the Single Use Plastics Informal Working Group with its Terms of Reference being to investigate, in depth, issues raised by the Panel regarding single use plastics.

Issues raised at the Environment and Community Panel meeting included, the environmental impact of single use plastics, littering, personal responsibility, behavioural change, campaigns and publicity.

Since formation of the Informal Working Group increasing action has been taken by many organisations and there is a desire to reduce the use of plastics, recycle them more effectively, and certainly to prevent them from entering the environment. This report recommends what officers and Members could do to help reduce the use of single use plastic and also improve recycling.

The Informal Working Group has conducted research and learnt a lot about what can and cannot be done and have recognised that good practice needs to be exemplified, publicised and published and bad practice clearly identified.

2. Membership of the Informal Working Group

Councillors Parish (Chairman), Bower, Bubb, Fraser and Westrop were appointed to the Informal Working Group.

The meetings were also attended by Councillor Devereux, Portfolio Holder for Environment and supported by officers.

Councillor Mrs Squire attended meetings under Standing Order 34.

3. Meetings Held

Seven meetings of the Group have been held on the following dates:

12th July 2018
4th September 2018
27th September 2018
1st November 2018
6th December 2018
16th January 2019
12th February 2019

4. Contributions from other organisations

4.1 The Informal Working Group held a discussion with Kirstie Edwards from Plastic Free Falmouth. Plastic Free Falmouth was a successful organisation which had worked with the Local Council, businesses and individuals. More information on the discussion held is available in the notes from the Informal Working Group meeting on 1st November 2018 and information on the campaign is available at www.falmouthmarineconservation.co.uk.

4.2 Members of the Informal Working Group also carried out their own research, involving Parish Councils and businesses and provided feedback to the group at each meeting.

Comments from Parish Councils included introducing a recycling code to engage with businesses and individuals. The Informal Working Group discussed the potential introduction of a code of good practice and felt that this would be a good document for educational purposes. The Informal Working Group will therefore put this forward as one of their recommendations.

5. Summary of Items discussed by the Informal Working Group

5.1 Food Waste Collection

The Waste and Recycling Manager provided the Informal Working Group with information on the Food Waste Collection Service. The Group supports ongoing promotion of the service and that residents be informed that it is acceptable to line the caddy liner with newspaper.

5.2 What the Council is already doing

The Informal Working Group received a lot of information from the Waste and Recycling Manager on the waste and recycling process.

West Norfolk accepted quite a lot of recycling and if the On Packaging Recycling Label (OPRL) on products had 'widely recycled', or 'check locally', they could be recycled in West Norfolk. The Informal Working Group suggests that this information should be publicised to households and note that Norfolk Waste Partnership are planning on promoting this information.

The Informal Working Group feels that it is very important that education work in schools continue.

Members need to consider the balance between the impact of production, against contaminating the environment, considering things such as transport, manufacturing, storage and distribution. Information received from the Waste and Recycling Manager was noted in that recycled material is not always best the quality and can deteriorate quicker.

The Informal Working Group note that good practice was already adopted by many staff and departments and they want to promote this and become an example to others.

5.3 The Bigger Picture

The Informal Working Group have kept a watching brief on what is being done nationally, including the UK Plastics Pact Road Map which had been produced by WRAP and potential government campaigns, and the Group suggests that the Environment and Community Panel should be involved in any future consultations in liaison with the relevant Cabinet Member. The Group also noted that Norfolk County Council had set up a Task Group to look at Single Use Plastics and there may be opportunities in the future to work together.

Members of the Informal Working Group had held informal discussions with businesses and retailers. Much of their packaging was dependent on what was provided by wholesalers and the costs involved. Certain produce had to be packaged in plastic for preservation purposes. Plastic was the cheaper option for many businesses.

The Informal Working Group looked at examples from other areas and noted that several small businesses and organisations in the area were making changes to limit the use of single use plastics. The Informal Working Group applauds this work and encourages the Council to recognise good practice within the Borough. They suggest that examples of good practice could be relayed to the local media so that examples can be publicised with the hope that others will follow suit.

5.4 Recycling Campaigns and Education

The Informal Working Group suggest that, linking in with educational work already carried out in schools, the Borough Council hold a design competition in schools regarding the importance of recycling and encouraging reduced use of single use plastics and the winning design could be wrapped onto the bin collection vehicles. Barry Brandford explained that as part of the Waste Collection contract the Council still had some 'wrap' space to be used on vehicles and this would be an opportunity to utilise this as well as educating children.

5.5 Council Procurement Policies

The Informal Working Group received information from the Procurement Officer and were kept up to date on any further developments relating to the reduction of plastic waste. The Informal Working Group note that the borough council's website has a 'selling to us' page and suggest that information to encourage recycling and reducing the amount of single use plastic could be added onto this webpage.

The Informal Working Group encouraged the Procurement Officer to raise awareness with suppliers used by the Council and at regional and national level as appropriate. They would like to see the Council procure products which come with less packaging and overall generate less plastic waste. They acknowledge that costs and availability of products need to be balanced.

5.6 Corporate Responsibility

The Informal Working Group recognises the importance of 'leading by example' and held many discussions on what could be done corporately. The Group note the successful work carried out by 'Member Champions' who are non remunerated Members and suggest that a Member Champion be appointed for single use plastics.

5.7 Survey of staff and Members

A Survey has been created and circulated to staff and Members. Staff were asked if they would be willing to participate in officer focus group. The Informal Working Group propose that an officer working group be established to look at the following:

- How the Council can limit the use of single use plastics in buildings under its control including water bottles, plastic cups, straws and cutlery.
- How to encourage employees and Councillors not to use single use plastics on council premises. This could include hints and tips in staff newsletters.
- Codes of good practice for staff.
- Procurement and purchasing.
- Definition of what constitutes a single use plastic.

Members of the Informal Working Group would be prepared to work with officers from the focus group as required.

The Informal Working Group also propose that the Environment and Community Panel receive annual updates on the work of the officer group.

5.8 Events

The Informal Working Group discussed events held in the Borough and how to encourage recycling and not using single use plastics. They felt that a Code of Good Practice could be provided to event organisers during the booking process. It was noted that the Council did not have control over what external event organisers did, but they could encourage good practice.

5.9 Impact of Tourism

Recycling bins in Hunstanton had been trialled but had not been successful because of lots of contamination. The Informal Working Group suggest that the relevant Portfolio Holder and the Waste and Recycling Manager give further consideration to other ways to encourage recycling in tourist areas. This could include information being included in Tourist Information guides to encourage a reduction in the use of single use plastics and better recycling.

The Informal Working Group are aware of the refill initiative which was practised in Hunstanton and allows people to refill water bottles at cafes and other appropriate outlets. They encourage the expansion of this practice across the Borough to reduce the use and waste of empty drinking water bottles.

The Informal Working Group discussed how waste from holiday lets was considered to be trade waste and that recycling facilities were not always available. The Informal Working Group suggest that guidance be provided to holiday lets including information about reducing plastic use and how recycling is done in West Norfolk. It would also be beneficial to review how waste materials generated on holiday parks was managed and determine if there was scope to increase recycling levels.

5.10 Code of Good Practice

It is noted that the Borough Council does not currently provide guidance to staff, parish councils, event organisers, businesses or the public on good practice when it comes to the use of single use plastics. The Informal Working Group suggest that the Waste and Recycling Manager and Communications Manager work with the relevant Portfolio Holder to produce such a code, with a draft version being presented to the Environment and Community Panel in the future for consideration.

Further to this it is also suggested that information be provided via the Planning Department, to developers and builders to promote good practice at building sites so that potential litter, including plastic, is kept secure and recycled or safely disposed of to avoid waste, particularly plastic wrapping and building materials from blowing off site and entering the environment.

6. Recommendations put forward by the Informal Working Group

1. An Officer Focus Group be established, as detailed in the report, to promote internal best practice, make improvements where necessary and to address the issues below. The group to provide updates to the Environment and Community Panel on an annual basis, or more frequently if required.

- a) How to limit the use of single use plastics in buildings under its control and encourage employees and Members to reduce the amount of single use plastics used on council premises.
- b) In liaison with the Waste and Recycling Manager, Communications Manager and relevant Portfolio Holder, draft an internal code of good practice, which can be presented to a future meeting of the Environment and Community Panel for consideration.
- c) Work with procurement to source products which come with less packaging and generate less waste where possible.

2. The relevant officers be instructed to produce guidance as appropriate on the following:

- a) Guidance to Parish Councils on how they can reduce the use of single use plastics within their own areas and events associated with them to reduce single use plastic use across the Borough and to create a common strand of better waste collection at public events.
 - b) Information to be included in Tourist Information guides to include messages encouraging a reduction in the use of single use plastics and better recycling which will begin to address the increases in litter and waste collection during the tourist season.
 - c) Information to be provided to holiday lets to display information about reducing plastic use and how recycling is done in West Norfolk with the aim to reduce the amount of waste material generated in holiday lets. This will ensure that people from different parts of the country know how the recycling system works in West Norfolk.
 - d) A Code of Good Practice be provided, via the Planning Department, to builders and developers to encourage good practice at development sites so that potential litter, including plastic, is kept secure and recycled or safely disposed of with the aim of avoiding waste, particularly plastic wrapping and building materials, from blowing off site and entering the environment.
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 - b) Good practice relating to reducing plastic waste which some small local business are adopting.
 - c) appropriate initiatives and projects being undertaken by partners and other local relevant organisations.
5. That the Council give consideration to marketing campaigns, promoting the following:
- a) The food waste service, and that residents can line their caddies with newspapers if they did not have any bags.
 - b) The 'Selling to us' page on the borough council's website be amended to encourage recycling and reduction of the amount of single use plastics.
 - c) Christmas Wrapping paper campaigns.
 - d) Support Norfolk Waste Partnership campaigns including OPRL promotion.
6. The Leader be invited to appoint a Member Champion for Single Use Plastics.
7. The Environment and Community Panel work with the Portfolio Holder for Environment to ensure that they consider and respond to any appropriate Government consultations with regards to Single Use Plastics.
8. The Waste and Recycling Manager and the relevant Portfolio Holder investigate ways to increase recycling levels in tourist areas, including trialling different types of recycling bins. Part of this investigation would be to determine why recycling bins were unsuccessful when trialled previously in this area.

9. The relevant Portfolio Holder, and Member Champion (if appropriate) keep a watching brief and work with, as appropriate, the Norfolk County Council Task Group looking at single use plastics, feeding back to the Environment and Community Panel as required.

10. The Borough Council to hold a design competition in schools regarding the importance of recycling and the use of single use plastics and the winning design could be wrapped onto the bin collection vehicles.

11. The Environment and Community Panel to schedule updates in its Work Programme on the work of the Norfolk Waste Partnership via the Waste and Recycling Manager and relevant Portfolio Holder.

7. Background Papers

Agendas and Minutes from the Informal Working Group – available on Mod Gov.

ENVIRONMENT AND COMMUNITY PANEL WORK PROGRAMME 2018/2019

DATE OF MEETING	TITLE	TYPE OF REPORT	LEAD OFFICER/ ATTENDEE	OBJECTIVES AND DESIRED OUTCOMES
1st May 2018	Creative Arts East	Information	Creative Arts East	To inform Members of the work being carried out by Creative Arts East.
	Community Car Scheme		Lorraine Gore	
	Update on Outside Bodies: <ul style="list-style-type: none"> - King's Lynn Football Club - Norfolk Countywide Community Safety Partnership Scrutiny Sub Committee 	Information		To consider the Outside Bodies reports from Councillor Westrop which slipped from the previous meeting.
	Charging for Uncontested Parish Elections	Cabinet Report	Electoral Registration Manager	At Cabinet in April it was agreed that the item be deferred so that it could be considered at a Panel meeting and then brought back to Cabinet.
12th June 2018	Appointments to Outside Bodies	Consultation		To nominate representatives to serve on Scrutiny Outside Bodies for 2018/2019.
	Single Use Plastics	Policy Development	Barry Brandford and Sharon Clifton	Added to the Work Programme by Members of the Panel. To provide a steer on the Council's approach to Single Use Plastics.
	Appointment of Vice Chairman	Operational		To appoint a Vice Chairman for the municipal year 2018/2019.
	Food Hygiene Update	Update	Environmental Health Manager - Commercial	To receive an update from the Environmental Health Manager, as requested by the Panel.
24th July 2018	Youth Investment Fund	Information	Councillor Westrop and Youth Investment	Item suggested by Councillor Westrop and agreed by the Panel for consideration.

			Fund Representatives	
	Q4 2017-2018 Corporate Performance Monitoring Report	Monitoring	Ged Greaves	To monitor progress against agreed performance indicators for the year relevant to the Environment and Community Panel.
	Homelessness Reduction Act Update	Update	Duncan Hall and Ross Hefford	Update on new Legislation was requested by the Panel.
14th August 2018 SPECIAL MEETING	EXEMPT – Leisure Services Provision	Cabinet Report	Chris Bamfield	To consider the report before its presentation to Cabinet.
4th September 2018	Meeting to be preceded by a tour of Broad Street at 4pm			
	Task Group – Homelessness and Rough Sleeping Task Group	Operational	Duncan Hall	To receive the Terms of Reference and details of operation of the Task Group.
	EXEMPT – Update on Leisure Services Provision	Update	Chris Bamfield/ Honor Howell	To receive an update following consideration of the item at the special meeting on 14 th August 2018
11th October 2018 SPECIAL MEETING	EXEMPT – Leisure Services Provision	Cabinet Report	Chris Bamfield	To consider representations from Alive Leisure and make recommendations to Cabinet.
16th October 2018	Advice Services Update	Update	Sarah Dennis and representatives from CAN and Shelter	The Panel last received an update on advice services in September 2017 and it was agreed that a further update be provided in thirteen months.
	Gambling Act – Statement of Principles	Operational	Marie Malt	To consider the draft Statement of Principles before it is presented to Cabinet and Council.
	Q1 2018-2018 Corporate	Monitoring	Ged Greaves	To monitor progress against agreed

	Performance Monitoring Report			performance indicators for the year relevant to the Environment and Community Panel.
	Joint Health and Wellbeing Strategy 2018-2022		Ged Greaves	
4th December 2018	WW1 Project	Information	Rachael Williams – Norfolk County Council	To receive information on the recent project.
	Grounds Maintenance	Policy Development	Nathan Johnson and Claire Thompsett	Requested for addition by Members of the Panel.
	Disabilities Champion Update	Update	Councillor Mrs Fraser	To receive an update from the Disabilities Champion.
	Financial Assistance Scheme – Change of Criteria	Cabinet Report	Sarah Dennis/Lorraine Gore	To consider the report prior to its presentation to Cabinet and make any appropriate recommendations to Cabinet.
22nd January 2019	Q2 2018-2019 Corporate Performance Monitoring Report	Monitoring	Ged Greaves	To monitor progress against agreed performance indicators for the year relevant to the Environment and Community Panel.
	EXEMPT Leisure Services Update		Chris Bamfield	
5th March 2019	Report from the Informal Working Group – Single Use Plastics	Policy Development		To receive the final report from the Informal Working Group – Single Use Plastics
	Alive Leisure Annual Report	Information	Representatives from Alive Leisure	To receive the Annual Report.
	Grounds Maintenance Update	Policy Development	Claire Thompsett	To receive further information following the report presented to the Panel in December 2018.

2nd April 2019	Q3 2018-2019 Corporate Performance Monitoring Report	Monitoring	Becky Box/Ged Greaves	To monitor progress against agreed performance indicators for the year relevant to the Environment and Community Panel.
	Review of the West Norfolk Wins Lottery	Monitoring	Lorraine Gore	To monitor the progress of the lottery six months after its launch.
	Littering and Dog Fouling Review	Policy Development	Mark Whitmore	
	Discretionary Housing Policy	Policy Development	Nikki Patton	To consider the revised policy before submission to Cabinet

FORWARD DECISIONS LIST

Date of meeting	Report title	Key or Non Key Decision	Decision Maker	Cabinet Member and Lead Officer	List of Background Papers	Public or Private Meeting
26 March 2019	Review of operation of Planning Sifting Panel	Non	Cabinet	Development Exec Dir – G Hall		Public
	Management Re-Structure	Non	Cabinet	Leader Chief Executive		Private - Contains exempt Information under para 1 – information relating to the business affairs of any person (including the authority)
49	Strategic Property Acquisition	Key	Cabinet	Corporate Projects and Assets Exec Dir - C Bamfield		Private - Contains exempt Information under para 3 – information relating to the business affairs of any person (including the authority)
	Nelson Quay King’s Lynn - Planning and Delivery	Key	Cabinet	Corporate Projects and Assets Exec Dir - C Bamfield		Private - Contains exempt Information under para 3 – information relating to the business affairs of any person (including the authority)
	Development Options - Hunstanton	Key	Council	Performance and Economic Development Exec Dir - C Bamfield		Private - Contains exempt Information under para 3 –

						information relating to the business affairs of any person (including the authority)
	Hunstanton Coastal Management Plan	Key	Cabinet	Environment Exec Dir – G Hall		Open
	Major Housing Phase 3 – Enabling Work for Lynnsport 1	Key	Council	Corporate Projects and Assets Exec Dir - C Bamfield		Private - Contains exempt Information under para 3 – information relating to the business affairs of any person (including the authority)
50	Major Housing Project 2	Key	Council	Corporate Projects and Assets Exec Dir - C Bamfield		Private - Contains exempt Information under para 3 – information relating to the business affairs of any person (including the authority)
	Risk Management Policy and Strategy Review	Non	Council	Leader Exec Dir Central and Community Services		Public
	Record Retention & Disposal Policy Review	Non	Council	Leader Exec Dir Central and Community Services		Public
	Notice of Motion 1/19 from Councillor C Joyce	Non	Council	Leader Chief Executive		Private - Contains exempt Information under para 3 – information relating to the business affairs of any person

						(including the authority)
	Pay Award 2019/20	Non	Cabinet	Leader Exec Dir Central and Community Services		Public

Date of meeting	Report title	Key or Non Key Decision	Decision Maker	Cabinet Member and Lead Officer	List of Background Papers	Public or Private Meeting
18 June 2019						
51	Strategic Property Acquisition	Key	Cabinet	Corporate Projects and Assets Exec Dir - C Bamfield		Private - Contains exempt Information under para 3 – information relating to the business affairs of any person (including the authority)
	Difficult to Deliver Site – Hunstanton – Housing With Care	Key	Council	Corporate Projects and Assets Exec Dir - C Bamfield		Private - Contains exempt Information under para 3 – information relating to the business affairs of any person (including the authority)
	Nar Ouse Enterprise Zone Implementation & Delivery	Key	Council	Corporate Projects and Assets Exec Dir - C Bamfield		Private - Contains exempt Information under para 3 – information relating to the business affairs of any person (including the authority)

	Appointments to Outside Bodies	Non	Cabinet	Leader Chief Executive		Public
	Appointments to Joint Safety & Welfare Cttee, Joint Employee Committee and Task Groups	Non	Cabinet	Leader Chief Executive		Public
	Proposed Enforced Sales case & future procedures	Non	Cabinet	Development Exec Dir – G Hall		Private - Contains exempt Information under para 3 – information relating to the business affairs of any person (including the authority)

Date of meeting	Report title	Key or Non Key Decision	Decision Maker	Cabinet Member and Lead Officer	List of Background Papers	Public or Private Meeting
6 August 2019						