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**MINUTES OF THE MEETING OF THE SERVICE DEVELOPMENT AND DELIVERY SCRUTINY COMMITTEE HELD ON MONDAY 18 JULY 2016 AT 7.30 P.M.  
THE COUNCIL CHAMBER, COUNCIL OFFICES, WEELEY**

**Present:** Councillors Griffiths (Chairman), V E Guglielmi (Vice-Chairman), Fowler, Hones, Miles, Pemberton, Skeels (Jnr)

**Also Present:** Councillors Ferguson (Portfolio Holder for Tourism and Culture), G V Guglielmi (Portfolio Holder for Enforcement and Community Safety) and McWilliams (Portfolio Holder for Leisure, Health and Wellbeing)

**In Attendance:** Head of Customer & Commercial Services (Mark Westall), Head of Sport & Leisure) and Democratic Services Officer (Janey Nice)

**7. Election of Vice-Chairman**

Following the replacement of Councillor Ferguson as a member of the Committee by Councillor V E Guglielmi the Chairman invited nominations for the position of Vice-Chairman of the Committee.

Councillor Miles nominated Councillor V E Guglielmi seconded by M J Skeels Jnr and Councillor Hones nominated Councillor Fowler seconded by Councillor Pemberton. On putting it to the vote Councillor V E Guglielmi was appointed to the position of Vice-Chairman on the Chairman's casting vote.

**8. Apologies for Absence and Substitutions**

An apology was received from Councillor Yallop.

**9. Minutes of the Last Meeting**

The minutes of the last meeting were signed as a correct record by the Chairman.

**10. Declarations of Interest**

There were none declared.

**11. Clacton Air Show Business Plan**

The Portfolio Holder for Enforcement and Community Safety (Councillor G V Guglielmi) informed the Committee that all safety precautions had been the responsibility of the Police and he would be having further briefings from the Council's Community Safety Officer (Leanne Thornton) although no matters of concern had been flagged up to date. He commented that the Police would have their own plans and the Police had always worked on community safety for the Clacton Air Show.

The Portfolio Holder for Leisure, Health and Well-being (Councillor McWilliams) informed the Committee of a recent Emergency Planning exercise based around the Clacton Air Show with the Coastguards, Police and Lifeguards and other concerned agencies and said she was amazed at how well the Emergency Plan system worked. She said the team were fully trained up for any contingency that could be foreseen.

A Member commented that it was impossible to account for all occurrences and suggested that large barriers could be put in place to stop vehicles driving down the Promenade. Councillor G V Guglielmi said that all such provisions would be on Police advice and other agencies. A Member commented that unlike the Shoreham Air Show the planes at the Clacton Air Show flew over the sea and not over the town.

The Chairman said that he was confident that all aspects of safety had been covered by this Council and prior to any event that any precautions that could be taken, actually were.

The Council's Head of Sport & Leisure (Mike Carran) informed Members that the arranging of the Clacton Air Show was the most joined up process that anyone could possibly imagine which started in April to discuss all issues, which included the testing of the Emergency Plan, working with the Marine Police, Essex Police, discussing specific safety issues in the week of the event. He said that at 8.00 a.m. on the days of the Air Show the people concerned had briefings to go through all issues.

Mr Carran informed the Committee that last year another Emergency Planning team from Jersey visited Tendring to see how the Council handled the Air show and were fascinated by the way the whole event was put together. He added that when the new Civil Aviation Authority (CAA) regulations were published last year after the Shoreham disaster, one of the core issues was the joined up working approach and when the team had gone through the regulations they found that had already been doing at least 80% of the new regulations. He said there were a lot of additional regulations and they had completed the Council's Air Show plans which had been sent to the CAA for approval. He added that a lot of work had gone into the plans, the Flight Director had already been approved and after the Shoreham tragedy, pilots were further briefed about not flying over Clacton Pier.

Mr Carran then introduced the Air Show Business Plan 2016 to the Committee and said that it was a five year plan and said it had come from reactions to internal debriefing, with briefing with all external partners and it was the intention to improve the Air Show from year to year.

Mr Carran said the Air Show was a wonderful event which was of a great economic benefit to the Tendring District and an economic impact study had shown that it was worth £7.5 million to the District in 2015, it was also estimated to sustain 105 full time equivalent jobs and also of increased media publicity to the District. He added that the Air Show had been very well attended with the Vulcan bomber being a major attraction and the cancellation of other Air Shows had also increased attendance in 2015.

Mr Carran said that the managing of costs was a huge deal as insurance costs were rocketing and had increased by £15,000 over the last few years, the Council worked on how to make money and save money. He said that some Air Shows elsewhere have had excessive costs while the Clacton Air Show had only cost Tendring £1,500 over the two days of the event.

Mr Carran informed the Committee that managing car park transport was an issue that needed to be made more efficient, over the last two years Tendring had Park and Ride from the Clacton Shopping Village, with an official Air Show car park and an additional Park and Ride from Holland-on-Sea. He added that an additional playing field with a vast area was available if required, also the Clacton Golf Club opened up for car parking in 2015 with 200 – 300 spaces. He said that a lot of Council staff were used as official Stewards over the two days and could be moved around to assist where most needed.

He added that tides will be perfect this year which would mean plenty of beach would be available for spectators. This year, he said there were air/sea regulations in place with the main issue in the new CAA guidance for a wider exclusion zone for flights, however while the Council could manage the shore side the maritime exclusion zone had to be extended for spectators in boats. He informed the Committee a lot of other Air Shows over the last six months had been cancelled as they were held over land and would be almost impossible to hold an Air Show and under the new regulations.

Mr Carran said that sponsorship was another big issue for the Air Show team with them working to attract sponsors for the event. It was important he said that the Air Show was well promoted and the Council had produced a high quality programme and added that

the income from programme sales had escalated year on year, over the last three years the income had increased from £12,000 to £40,000 for last year.

He said there would be a lot more Stewards in the town to attract more potential income, with the bucket collection working in conjunction with the programme sales, often buyers of the official programmes would put spare loose change into the buckets after purchasing their programme. He added that he had received comments last year that some people had been unable to donate as they had not seen a bucket Steward so this year an online donation line had been added to the Air Show website so people could still donate that way. He commented that Air Shows were the second most popular spectator event after football which showed how popular Air Shows were. A few years ago, he said, the Council had promoted a video for the Air Show on You Tube, the first year the video got 30,000 'hits' and he believed that this year the number of visits to You Tube would increase as time gets closer to the Air Show. The promotional video could be seen at: <https://www.youtube.com/watch?v=E4XoW-tZjmo>.

Mr Carran said that trade stands were the biggest source of funds with at least £50,000 in income and in the last 10 years all trade stand spaces had been sold out giving a positive message to traders. A Councillor asked what the cost of a trade stand was and Mr Carran informed her that the charges varied from £220 to £5,000 depending the style of the stand and whether large or small. He said that the cost had been driven upwards over the last five years and the team regularly checked to see what the market could stand on charges. He added that the more people who attended the Air Show, the more potential income would be raised.

Mr Carran informed the Committee that for the very first time in the history of the Air Show, there would be evening flights to celebrate 25 years of the event and said that this would enable a gap in the programme for spectators to enjoy the attractions of Clacton and visit the shops and restaurants before the evening event. He said the Air Show would finish with a spectacular firework display over Clacton Pier on the first day only.

With the outsourcing of the sponsorship area, it made a saving of around £1,600 per annum. The outside caterers made money as well as the Council. He added that it is hugely important that Council staff were freed up to help manage the event.

A Councillor commented the Air Show looked as if it would be bigger and better this year and congratulated Mr Carran and his team.

The Chairman thanked Mr Carran for his excellent presentation.

It was asked that the Cabinet **NOTED:** that

The Service and Development Committee were satisfied that safety and security arrangements were in place for the Clacton Air Show 2016.

## **12. Review of Refurbishment of Sports Facilities**

The Portfolio Holder for Leisure, Health and Well-being) Councillor McWilliams handed over to Mr Carran to inform the Committee of the refurbishment of the Council's sports facilities.

Mr Carran informed the Committee of two significant refurbishment schemes over recent months which were the Dovercourt swimming pool and Lifestyles suite and also Walton-on-the-Naze pool with a Lifestyles facility added.

He said that the Dovercourt pool had a very modern village changing area with the Lifestyles suite being moved down to the ground floor from the first floor.

He said it was a big part of the Council's Corporate Plan 2016 -2020 to deliver:

- high quality affordable services;
- promote healthier lifestyles and well-being;
- first rate leisure facilities; and
- promote tourism, culture and sport.

Mr Carran said it had been very difficult during the construction phase to keep the facilities running as it was intended that there would be no interruption to the service to the public. He said that at both Dovercourt and Walton pools had to have different changing facilities with Walton facing a bigger challenge with their changing rooms being outside in temporary accommodation. He added it had worked quite well during the work with only a few customers being lost, with Walton having a very little drop.

He said that before the refurbishment Dovercourt had been in a very poor shape and showed the Committee before and after pictures. He said that the Dovercourt swimming pool was in a lovely part of the town with the new gym looking across the bay and a new improved and welcoming reception on the way in.

Mr Carran said that at the Walton pool the Council used the same architects to keep the buildings and style looking similar and again showed the Committee before and after pictures of the facilities of Walton pool. He said that both pools had village style changing rooms which were unisex with a changing area specifically for families which had proved a huge success. He added that the Lifestyles gym at the Walton pool was slightly smaller than the Dovercourt facility due to the available space. Until the refurbishment he said, there had never been a Lifestyle facility at Walton while the Lifestyles had been at Dovercourt for 12 years.

Mr Carran said it was important to move forward by developing facilities, by allowing more customers to use them and also controlling costs. He said that the staff structure had improved with the way it was managed and this free up more strategic management time, while this had been a difficult process everyone was now settled in and happy. Unfortunately he said that the business rates had increased as the Non Domestic Rate (NDR) was based on value which had increased significantly, now £42,000 and another additional cost had been the living wage which had added an extra £40,000 to running costs.

Mr Carran said diversification was looking at different ways of increasing income, for example the new coffee bar at Clacton Leisure Centre and the new gym at Walton which was proving really successful. He added that at Dovercourt the Council was using modern technology by customers using a pre-paid card to enter with no need to queue and other software was to go live allowing customers to join as members online. He also added that swimming lessons would be able to be booked online which would be an improvement on queueing in the hope of getting a space; the new software would not allow beginners to join an advanced class. In addition he said, the customers would be able to communicate with their teachers through an online portal which would also allow the teachers to communicate.

He said that membership income had accounted for around £800,000 per annum with customers using their membership fully, fees and charges prior to this year had been frozen and increased for the first time this year with some being in line with market forces.

Mr Carran said that data on the impact on income from Dovercourt Pool was available for the first 12 months with Walton only having information over the last three months. He said that at Dovercourt the income was up by 26% and at Walton by 23%. He informed the Committee that this was actually 26,000 more visitors to Dovercourt and on the same basis, Walton would have 36,000 more visitors, this meant a significant number of people were using the facilities at both sites.

Mr Carran said that the membership income was by far and away the biggest source of income and basing the forecast of last year's figure of £778,101, he estimated that the current year would bring an increase of around £100,000 extra. He said that a key part of the strategy was increasing the revenue stream without increasing staffing costs. Customers, he said, paid up front each month.

A Member asked about the Brightlingsea outside pool and Mr Carran said his chart was only about income on the indoor pools.

Mr Carran said he said that comments from customers had included that they had only taken up membership as the facilities had been upgraded and another said he went swimming 5 days a week which had completely changed his life around.

Mr Carran said that there was an accountability on Officers to reduce costs by driving business forward, there was a clear strategy in place. He said that when the Dovercourt pool was refurbished and the grass park was used for changing facilities customers had to take wellingtons with them.

Councillors asked various questions and made comments which included:

1. A Member asked what was the way forward? Mr Carran said he was looking for a bedding-in period with the new technology and developing new ideas;
2. Another Member said that she was getting great feedback from customers and thinks that the development at the pools was outstanding which encouraged the public into the facilities;
3. A few members had grumbled about the village style changing facilities and had complained but were now getting used to them; Mr Carran said that a particularly good job had been done at Walton and Councillor Miles said that she had been given a personal tour and that the staff were really enthusiastic, she said that everything was excellent and of a great credit to the Head of Sport and Leisure; and
4. A question was asked about promotion for parties which apparently were ad hoc at Walton;
5. Clacton needed improved air conditioning and Mr Carran said that funds had already been put aside for that work;

The Chairman said that the improvement at the facilities was major and that he often took his daughter and found the changing room facilities much better. He also liked the one card scheme and commented on the 0-10 children swimming card. Mr Carran said there was a membership card available for all of the activities; the more people who came in together meant more income. The Chairman asked how the activities were promoted and Mr Carran there was some promotion though obviously not enough

The Chairman thanked Mr Carran for two excellent and different presentations and wanted it put on record.

### **13. Work Programme 2016/17**

The Head of Customer and Commercial Services (Mark Westall) said that the issue of the Spendells and Honeycroft sheltered accommodation schemes would be back on the agenda for November. He added that the need for a site visit would need to be looked at along with a buildings report. He also suggested that all Ward Members and County Councillors should be also invited.

Councillor V E Guglielmi commented that she could be biased on this particular issue as she lived in part of the Honeycroft area. The Chairman said that he wanted as many people visiting the sites as possible as he wanted the Members to have their say as it was a way the Council would be looking at what could be done to improve the complexes. He

added that it was not about making a profit but about what was going wrong and how to address that issue.

Councillor Miles said that she visited both Spendalls and Mead House on a frequent basis. The Chairman said that he wanted a report before a site visit so that they could all be aware of the issues before they made their visits.

It was asked if the Members could have an input to the work being done and the Chairman said that this was why he wanted all of the Committee to attend the site visits. Mr Westall said that the feasibility report was being done externally and there would be no input from in-house.

The Chairman commented he thought it would be fair for Ward Members to make some sort of representation although he knew it was an external commissioning report, he said perhaps there may be a part available in the report for ward representation before it came to Committee.

Mr Westall said that he would be happy for the Head of Housing (Tim Clarke) to talk to Ward Members and the Chairman said he would be happy for Ward Members of the relevant Parish or Town Council Councillors to come to the Committee meeting.

#### **14. FORWARD PLAN**

The Committee reviewed, and noted, the new items relevant to the terms of reference of the Committee, contained in the Forward Plan 176, in accordance with Overview and Scrutiny Procedure Rule 13.

#### **DATE OF NEXT MEETING**

The Chairman confirmed that the next scheduled meeting of the Committee was to be held on Monday 19 Sept.

The meeting was declared closed at 9.04 p.m.

Chairman