

THE HIGHLAND COUNCIL

EDUCATION, CHILDREN & ADULT SERVICES COMMITTEE

28 AUGUST 2014

Agenda Item	11.
Report No	ECAS/27/14

School Lets Project

Report by Director of Care and Learning

Summary

The report highlights a number of issues about school lets and asks Members to consider and agree the development of future operating models that aim to provide as effective and efficient school lets service as possible in line with the resources that are currently available. It is further recommended that in order to provide a transparent, open and fair system that meets governance and audit requirements, all existing free lets be phased out over three years and that a Member/Officer working group be established to consider and make recommendations to Committee about any future arrangements with partner organisations providing essential services on behalf of the Council where these involve the provision of "in kind" support in the form of free or reduced charges for the use of school premises.

1. Background

- 1.1 As reported to Committee in May 2013 and February 2014 an officers' group, including Head Teacher representatives, has been considering a wide range of issues around school lets. As a result, a standardised administration/management operating model, including the consistent application of the agreed 2009 charging policy, will be in place across Highland from August 2014.
- 1.2 It has also been possible for the first time to analyse information from a centralised school lets' system and this is attached at **Appendix 1** for information. There are still some gaps in the data available due in part to non-recording of letting activity in some locations. Further refinements to the system are planned and will be implemented to address these.
- 1.3 In addition, on 21st May 2014 the Education, Children and Adult Services Committee considered a report on community facilities in schools and agreed that:-
 - The existing sports facilities survey should be up-dated and submitted to Members at Ward Meetings
 - Officers develop proposals for the management of access to community facilities in schools to ensure consistency and that a further report be presented to a future meeting
- 1.4 When considering community use of schools a number of factors need to be taken into account. Many of these interlink and some conflict and include the following:-
 - The desire by both the Council and the Scottish Government to encourage use of schools as community hubs

- The fact that schools, particularly new schools, have modern and up-to-date facilities that communities rightly wish to access against the potential detrimental effect such provision may have on the viability of existing or alternative facilities/businesses;
- The context of very significant budget challenges faced by the Council over the next few years including, the need to make substantial budget savings, control costs and maximise or generate additional compensatory income;
- The issues of affordability for the Council and for user groups;
- The lack of resource and expertise in the schools' sector to promote and market community use of schools effectively;
- Equalities' principles relating to historical, "ad hoc" and potentially discriminatory arrangements where some groups are currently charged to use schools, whereas others are not.

1.5 This report highlights the issues and makes a number of recommendations for the future.

2.0 Affordability

2.1 Affordability has two aspects: affordability to potential users and affordability for the Council. For a number of reasons, some of which are detailed later in the report, community use of schools is a highly subsidised service and therefore a balance needs to be struck between the services that Highland residents might reasonably expect to receive through the payment of Council Tax and the costs and benefits to the Council and communities of making the provision available.

Affordability for Users

2.2 The charging policy agreed in 2009 sought to ensure that the same charges were applied for use of Council facilities across the board and irrespective of whether these were located in schools or in sport, leisure and community centres. At that time the charges were benchmarked against a number of comparator local authorities. A recent analysis of **sportscotland** data on local authority charges for sports facilities found that Highland's generally fell in the average charge range. Charges are up-rated each year in line with agreed Council budget targets and the current charges are attached at **Appendix 2** for information.

2.3 There are 3 charging bands – community, semi-commercial and commercial with the following discounts and concessions.

- 50% discount for community and semi-commercial lets where 100% of the participants are under 18, over 60 or full time students
- Classrooms for community use are charged at a flat rate of £9.20 for a period up to 3 hours (semi-commercial and commercial use of classrooms is charged on a hourly basis)

2.4 In terms of charges, it seems reasonable to assume that the current charges are fair and affordable. However, historic and inconsistent practice, resourcing differences and confusion about charging means that some structural issues need to be addressed to ensure there is a level playing field in the future.

2.5 Since the 2009 policy was agreed it has not been applied consistently in the schools' sector. This has meant that, for example, a number of groups have been

accustomed to use schools for free when they should have been charged or they have been charged under the incorrect charging band.

- 2.6 Members previously agreed that the 2009 charging policy should be implemented fully across Highland from August 2014. As it was recognised that this could have an adverse impact on some regular community user groups, it was also agreed that where this was the case the charges would be phased in over three financial years. Until the charging policy is implemented fully it will not be clear what effect, if any, this might have on demand or on groups wishing to access school community facilities in future.
- 2.7 The 2009 charging policy allowed for surcharges to be applied for “additional staff costs outside standard opening hours”. With hindsight this masked a fundamental difference between the resourcing of schools and the resourcing of sport/leisure/community facilities in terms of enabling community access.
- 2.8 In the schools’ sector, schools are primarily resourced to meet the requirements of delivering the curriculum during the school day in term time. In the sport, leisure and community sector, centres are resourced so that they are usually available for several hours a day several days a week all year round. Inevitably facilities such as those that are now run by High Life Highland (HLH) will need to apply surcharges infrequently, whereas schools that are not typically resourced to provide community access will more frequently need to apply surcharges to cover additional staff costs.
- 2.9 Since 2009, the issue has been partly addressed by the Facilities Management (FM) model roll-out in schools where changes to staff contracts means that servicing lets can more often be accommodated without incurring surcharges. However, the position is by no means uniform across Highland and the Council still incurs additional staffing costs to service community use of schools in many instances. This has led to some cases where a surcharge has to be levied to meet additional staff costs (e.g. janitorial overtime payments at weekends). However, as a result of this surcharge, a booking is not made and the facility is not used despite the demand being present.

Affordability for the Council

- 2.10 For a number of reasons the provision of community use of schools is a highly subsidised service including, for example,
- The majority of schools are used for community activities and many of the groups using the facilities qualify for 50% discounts. For example, a community group using a classroom for 3 hours for activities involving young people under 18 would be charged £4.60 for the booking;
 - Schools are less frequently used for semi-commercial and rarely, if ever, for commercial activities (the higher charging bands);
 - The resources required to provide the service;
 - The number of non-charged lets that currently exist.

It seems unlikely, however, that the service as it is currently configured can become cost-neutral or income-generating in the short to medium term and therefore mechanisms need to be found to control costs and maximise income.

- 2.11 The unit cost of providing community use of schools has proved difficult to quantify because of the large number of variables that exist across Highland in terms of, for example:-
- Different staffing arrangements in different locations e.g. are FM teams in place or are janitorial overtime payments required?
 - Additional utilities/energy costs e.g. are additional heating and lighting costs incurred or does providing a let mean that it is not possible to control/reduce these costs outwith school hours - evenings, weekends, holidays?
 - Additional cleaning;
 - Additional wear and tear on the school building and equipment;
 - Management/administration involving range of staff from Head Teachers and school administrative and clerical staff to Shared Business Support;
 - Pattern of lets – some schools are open for a single let whereas others have a number of lets running concurrently;
 - Frequency of lets – some are for one-off events in evenings or school holidays whereas others take place on a weekly basis throughout term time.
- 2.12 It is estimated that, depending on different circumstances, the cost of providing the service is likely to fall somewhere within the range of £20 to £40 an hour. (As a benchmark, under the PPP2 contract the Council is currently charged £38.29 index linked per hour for any additional use of premises outwith the contracted hours).
- 2.13 On the other hand, analysis of the available lets' data indicates that the average income from lets is currently £15.34 an hour. As a result, if the costs in individual locations are at the lower end of the range, the income received does not meet the cost of providing the service. However, given that Highland Council charges are average in terms of charges for similar facilities elsewhere in Scotland it is unlikely that these could be increased without impacting significantly on the desire to promote schools as community hubs.

3. **Free Lets**

- 3.1 The 2009 policy established the principle that charges should be harmonised and that the same rates should be applied for use of schools and sport, leisure and community centres including the use of these facilities to deliver youth activities. It did not specifically address the issue of free lets or define the circumstances, the purposes or the external groups that should/could be allowed to use school facilities free of charge.
- 3.2 There is widespread confusion at all levels about the groups that are entitled to free lets and when these can or should be provided. Many current arrangements appear to be on an historic or "ad hoc" basis for which no formal agreement can be found and "custom and practice" has resulted in instances when the same organisation might be charged for some of their lets but not for others. In addition, no parameters are currently placed around free use of schools. For example, if a group in receipt of a free let wishes to increase the service it provides it can do so without any additional cost accruing to the organisation. As the Council receives no income for the let, in effect, the cost of providing the additional service falls to the Council not the service provider.
- 3.3 At present, the groups that typically use schools on a non-charging basis in certain circumstances include uniformed youth groups, community councils, out of school

care providers, Feisean and a number of miscellaneous “others”. Analysis of current lets suggests that approximately 23% of letting activity is not charged for potentially equating to a subsidy of approximately £150K for these groups or alternatively a loss of annual income to the Council of a similar amount.

- 3.4 It is recognised that the Council may wish to subsidise certain activities or provide “in kind” support in this way. However, this needs to be done in an open and transparent basis that provides clarity not only for the Council and the recipient but also for other user groups. The timing to provide clarification of free lets is opportune given the Council’s budget position and the increased pressure and demand from external groups (perhaps resulting from the current economic situation) to use schools on a non-charging basis for a wider range of activities.

4. Lack of Resource and Expertise

- 4.1 As noted earlier in the report, hiring out premises and promoting community use is not the core business of schools and, as a result, the existing school lets’ service:-

- Is almost entirely re-active with schools simply being made available as venues-for-hire;
- Where some administrative/management tasks associated with community lets are typically added to the many other responsibilities of Head Teachers and schools;
- Where servicing community lets outside normal school hours frequently incur additional costs such as staffing, utilities and repairs and maintenance.

- 4.2 Apart from resources, it is also fair to say that schools lack the expertise and the time to pro-actively plan, market and grow the business that could be generated from the use of their community facilities. Such growth could potentially reduce the operating subsidy of the facility by providing activities that are of interest and benefit to schools themselves or, alternatively, to meet the needs of the wider community, for example, co-ordinated programmes of after-school clubs, health and wellbeing classes, inter-generational activities.

- 4.3 The combination of a lack of resources, expertise and a pro-active and co-ordinated approach to managing the community use of schools is a major barrier to promoting the wider, more effective and more efficient use of the facilities. At present most of the time that is available is taken up with administration and the logistics of letting premises and facilities and, as a consequence, there is no resource to develop the partnerships or programmes that could potentially make better use of the facilities or increase the potential for income generation. The financial challenges faced by the Council also mean that it is highly unlikely that additional resources will be available to develop the community use of schools for the foreseeable future.

5. Potential Future Operating Models

- 5.1 Given that the current lets operating model has some weaknesses, and for the reasons detailed in section 4 above, new operating models need to be developed that aim to match the desire and need for community access to schools with existing resources and expertise.

- 5.2 **Developing community access with HLH** - it is proposed, therefore, that discussions should be taken forwards with HLH to explore the possibility of that organisation undertaking some, or where appropriate all, of the functions outlined in paragraph 5.3 below in relation to community use of schools in “school hubs” defined as:-
- Secondary schools and geographically proximate primary schools
 - School campus developments.
- 5.3 It is proposed that amongst the functions that could be explored further with HLH on a case-by-case basis are:-
- Undertaking the administration of bookings and collection of income on the Council’s behalf
 - Taking management and programming responsibility for community access to schools at specified times, for example, from 6pm on weekdays, at weekends and during school holidays
 - Undertaking other responsibilities such as Responsible Premises Officer’s (RPO) or Facilities Management (FM) at specified times
 - Exploring the range of options for the financial basis of any arrangements, for example, nil-cost, profit-sharing etc.
- 5.4 As Members will be aware, HLH is already, in whole or in part, responsible for managing community access in 16 schools in Highland. This has been achieved through negotiation with a range of the interested parties from Head Teachers to Elected Members and user groups to ensure that these fit the circumstances of a particular school. The case studies in **Appendix 3** provide some examples of the process and outcomes and, should Committee agree the current proposal, any final arrangements would be reached as a result of similar consultation and negotiation processes.
- 5.5 In general terms, previous experience would suggest that the main advantage of proposed HLH involvement is that, unlike in the schools’ sector, it has the resources and expertise to potentially:-
- Increase community access through pro-active programming;
 - Maximise opportunities to create “Wellness Hubs” in communities to enhance the Council’s contribution to the prevention agenda;
 - Increase participation levels by extending the benefits of the High Life card to cover community activities based in schools;
 - Align and consolidate community use of schools with HLH run sport, leisure and community centres within the same Associated School Group;
 - Provide opportunities for more effective cost control and management;
 - Grow the business to generate additional income;
 - Work towards reducing the operating deficit of each facility;
 - Reduce an administrative burden on Head Teachers and school staff;
 - Ensure that the Council’s policies in relation to the protection and vulnerable adults are applied appropriately;
 - Act on behalf of the Council to liaise with community groups, Parent Councils, Community Councils and local users to ensure that the Council’s letting and pricing policy is applied with equity.

5.6 It would also be important to ensure that any formal agreements reached with HLH in this regard were based on financial and quality assessments of the services to be provided in terms of, for example, compliance with Council policies, equality of access, Best Value and affordability.

5.7 **Community access in other locations** - the lack of resource and expertise in the remainder of the schools' sector to pro-actively promote community use of facilities means that, for most, these will mainly continue to be venues-for-hire. It is proposed, therefore, that in this sector the existing model should continue (i.e. bookings taken and approved by schools, processed by Shared Business Support and serviced by FM/janitorial staff) while opportunities are actively explored to provide a more cost-effective service by consolidating letting activity in specific schools or days taking account of alternative provision and following discussion with regular user groups and Ward Members.

6. Phasing Out Free Lets

6.1 As noted previously, the Council provides a significant number of free lets to external groups but the basis for the provision is not clear. This has resulted in a situation that:-

- Is confused and confusing for both user groups and staff;
- Is not subject to governance or audit requirements;
- Does not meet equalities' principles and is open to valid questioning from the public on why some groups receive this benefit whereas others who might be considered equally deserving do not. For example, groups providing sports activities for young people are charged but could (and have) argued that they are contributing significantly to the health and wellbeing agenda and other groups that are currently charged could similarly argue that they are contributing to other important and worthwhile agendas.

6.2 The provision of free lets also represents a largely hidden subsidy for some groups and a potentially substantial loss of income for the Council. In addition, some schools have expressed concern that they are unable to meet income targets because of the number of free lets that are available.

6.3 In terms of equalities, there appear to be two options:-

- To make all community use of schools free
- To apply charges to all external users

Given the budget situation, the former is not believed to be an affordable option for the Council at the present time.

6.4 For these reasons, it is proposed that existing free lets should be phased out over a three year period starting from 1st April 2015 as this largely historic practice is not considered appropriate or sustainable in the context of:-

- Ensuring equality in relation to charging for services
- Recognition of the costs associated with the provision of lets

- The financial challenges faced by the Council

6.5 It is acknowledged that this proposal would affect a number of external organisations but, if introduced on a phased basis, would allow the groups time to plan for the change. It would also provide a fairer and more transparent system for all users as well as addressing governance and audit concerns. Using current charging rates, an example of the effect of phasing out of a free let for a group using a school hall to deliver youth activities for 2 hours a week is as follows:-

- 2014/15 £0 per week
- 2015/16 £5.27 per week
- 2016/17 £10.34 per week
- 2017/18 £15.80 per week

6.6 **School Use**

Establishing the principle that external groups/individuals using schools to deliver their activities should be subject to charges would not affect the use of schools outwith the standard school day/year for activities directly related to school business such as, for example:-

- School-related events e.g. parents' nights, school discos, concerts, school sports teams' practices and matches, information sessions
- Parent Councils – for regular meetings
- Parent Support Groups – for regular meetings
- Fundraising activities that directly benefit the school for example, events organised by schools, pupils or parents for school funds or school trips
- Activities directly organised and under the control of Active Schools' Co-ordinators and that are delivered as an integral part of the Active Schools' programme
- Activities that are part of the defined curriculum but happen to take place after school
- Extra curricular activities for school pupils:-
 - That are run by teachers or parent volunteers or by commissioned groups under the direct control and supervision of the Head Teacher
 - **And**, where the school retains responsibility for issues such as health and safety, child and adult protection, insurance, security etc.
 - **And**, are either free of charge to participants or where the school receives the income
- Occasional one-off use as sanctioned by the Head Teacher for activities that contribute directly to the achievement of wider school objectives e.g. quizzes for pupils organised by rotary clubs.

6.7 **New Partnership Agreements**

In certain circumstances it would also be possible to consider providing discounts (up to 100%) to specific partnership groups who are providing essential services on behalf of the Council for example out of school care. However such arrangements would need to:-

- Be subject to financial assessment to ensure affordability
- Have Committee approval to ensure proper governance
- Be formal written agreements or contained within existing Service Level Agreements with set limitations to ensure audit compliance. For example, X

number of hours per annum free use within school term dates for Y number of years

- Be acceptable in terms of the application of equalities' criteria

6.8 It is recommended that a Member/Officer working group be established to consider and make recommendations to Committee on proposals that involve the provision of "in kind" support in the form of free/discounted use of school premises to partners providing essential services on behalf of the Council. To ensure transparency such arrangement would be subject to the application of the standard criteria set out in paragraph 6.7.

7. **Implications**

7.1 **Resources**

The current school lets service is highly subsidised and one of the main aims of the proposed changes is to provide the service in a more cost-effective and efficient manner by, for example, aligning Council resources with those available within HLH, controlling costs through the consolidation of letting activity where possible and maximising income generation potential by the consistent application of the agreed charging policy and the phasing out free school lets.

7.2 **Legal/Equalities**

At present, user groups are not treated equally in terms of charging and there is no clear or documented evidence of the basis on which these arrangements came into being or were originally made. The report seeks to provide a more open and transparent system by applying the same charging policy to all and by establishing standard criteria that should be used to assess the provision of Council subsidy/in kind support in relation to non-chargeable use of school premises in future.

7.3 **Climate Change/Carbon Clever**

It is anticipated that the consolidation of letting activity in wellness hubs and fewer schools may contribute to the reduction of carbon emissions and contribute to the Carbon Clever agenda over time.

7.4 **Risk**

There is a risk that the consistent application of charging policy and phasing out of free lets will result in complaints from the groups affected and may affect demand and usage. To mitigate the risk, it is proposed however that changes are introduced on a phased basis over three years. The involvement of HLH which has both expertise and resources to provide an improved service is also considered to be a mitigating factor in managing the risk in relation to a potential fall in demand and usage.

7.5 **Gaelic**

Some Gaelic organisations may be affected by consistent application of charging and phasing out of free lets. However, in the context of equalities, it is considered to be fair that all groups using schools should be subject to application of the same rules and principles.

Rural

The potential impact on rural communities of any changes to the current school lets operating model will be considered as and when appropriate.

8. Recommendations:

The Committee is asked to agree that:

- 8.1 On a case-by-case basis and following appropriate assessment, negotiation and consultation, community access to school hubs (defined as secondary schools and geographically proximate primary schools and school campus developments) be managed by HLH;
- 8.2 In schools where HLH is not involved, opportunities to consolidate letting activity in specific schools or on specific days are actively explored and, where possible, implemented following consultation with regular user groups and Ward Members;
- 8.3 Existing free lets are phased out over a three year period from 1st April 2015;
- 8.4 A Member/Officer working group be established to consider and make recommendations to Committee as required about future arrangements with partner organisations providing essential services on behalf of the Council where these involved the provision of "in kind" support in the form of free or reduced charges for the use of school premises.

Designation: Director of Education, Culture and Sport

Date: 6 August 2014

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SCHOOL LETS ANALYSIS 2013/2014

1. INTRODUCTION

1.1 A new process of logging and processing school letting activity was implemented in August 2013. The details contained within let application forms were input by SBS staff into a register on Sharepoint. This had a number of benefits including:

- Creating a centralised processing system that reduced the burden on school office staff.
- Providing access to school letting information for Facilities Management/ Janitorial staff;
- Creating information from which invoices could be generated and distributed.
- Providing a database of information to analyse patterns in school letting activity.

1.2 Three full terms of letting activity have now been captured on the Sharepoint system and an analysis of activity from August 2013 to the end of April 2014 is provided in the this paper. (Information for the summer term is not yet available as invoices are currently being processed).

2. TOTAL LET ACTIVITY

2.1 A total of **2282** Let applications were processed up to the end of April 2014. This amounted to **16,486 individual let events** across **142 Highland Schools**. The total number of hours of school use was **38,552 hours**, with an average let time of **2.5 hours** each. It is estimated that 50,000 hours of letting activity could take place over a full year.

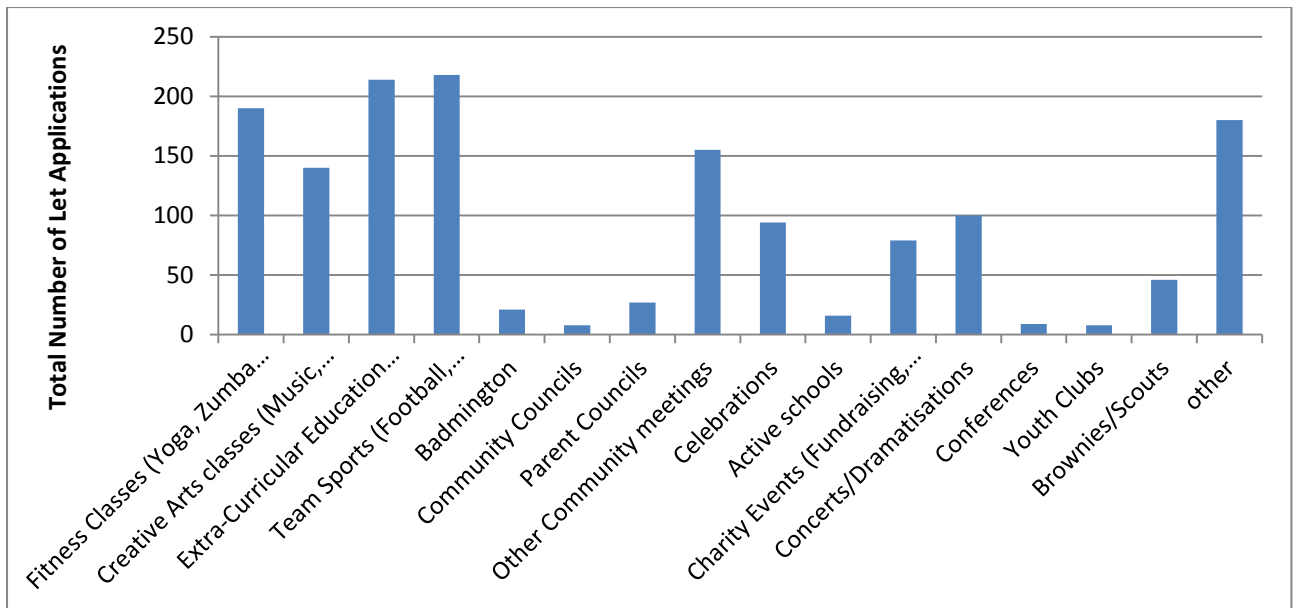
2.2 It should be noted that there are currently 16 schools with Lets managed all or in part by HLH and 4 schools with independent committees in charge of lets. A further 66 schools have no lets registered on Sharepoint. Of these, 23 have confirmed that they do not let facilities at their school.

2.3 Almost as many adults are using school facilities for Lets as children. Between August 2013 and April 2014 **39,496** adults and **41,918** children were registered on the School Lets database. Of the adult lets registered, **342** Senior Citizens were in attendance (<1%).

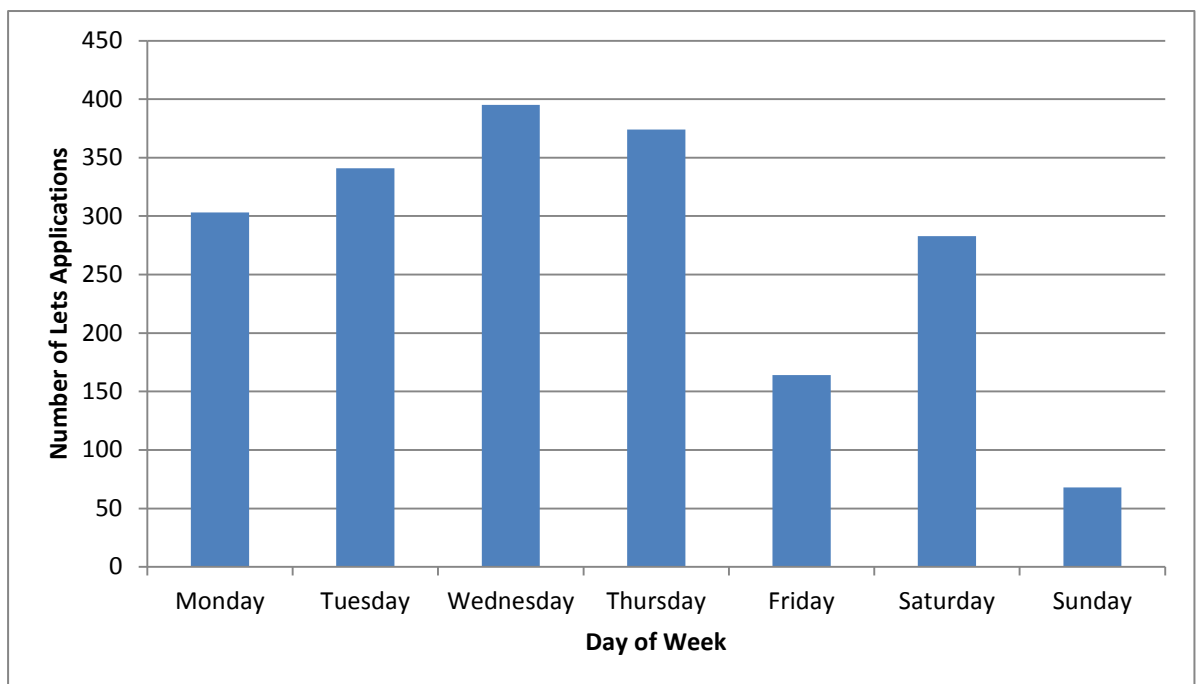
2.4 The current Lets Register does not categorize let activity. Schools have many varied ways to describe events. A high level categorisation was carried out on the 2282 Let applications to determine the most popular let activities taking place at schools. The most popular letting activities were:

1. Team Sports – Football, Shinty, Rugby, Hockey -14%
2. Extra-Curricular – Languages, Tutorials -14%
3. Fitness Classes - Zumba, Yoga, Dance, Martial Arts - 13%
4. Meetings - Community Councils, Parent Councils, School Meetings -10%
5. Creative Arts -Music, Crafts, Art -9%

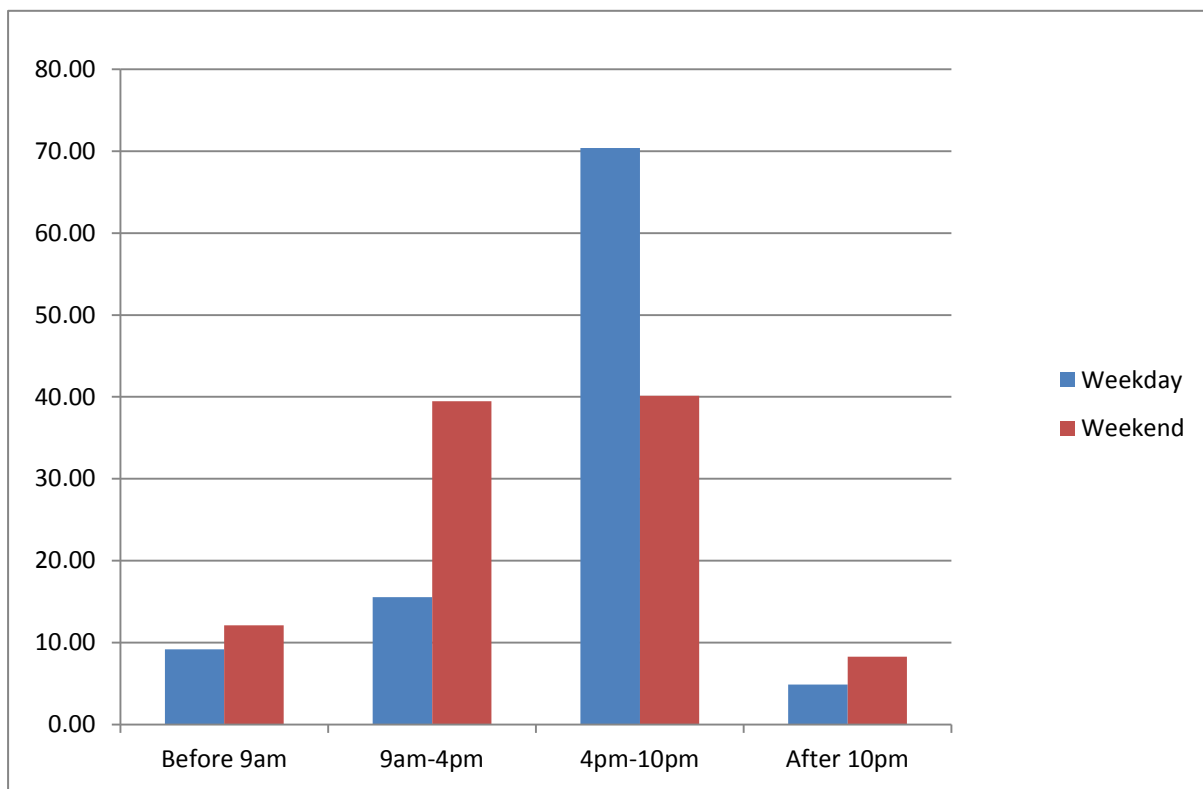
2.5 All Categories are presented in the chart below.



2.6 It can be seen in the following chart that the fewest Lets take place on a Friday and a Sunday:



2.7 It can be seen from the chart below that very few Lets run past 10pm



2.8 Approximately 50% of schools with letting activity **do not** let facilities out-with term time.

3. Income

3.1 The total income generated from chargeable Lets between August 2013 and April 2014 was **£186,160**. Based on current activity, a full year's income could be estimated to amount to **£250,000**.

3.2 Of the 16,486 events registered between August 2013 and April 2014, 38% were chargeable and 62% were non-chargeable (met the exemption criteria as set out in the charging policy). It is estimated that 39% of lets registered are for School Use only and as such no charge could apply, however, 23% of events are currently non-chargeable and not exclusively for school use. This accounts for 9000 hours of use between August 2013 and April 2014. Over a full year it can be estimated to amount to 12,000 hours.

4. Income Loss

4.1 Before any calculations on income loss can be made, limitations of the database must first be acknowledged and assumptions made:

- It is not currently possible to determine the proportion of Band A, Band B and Band C charges taking place within the chargeable lets.
- It is not possible to determine how many discounts have been applied.
- It is not possible to determine where a surcharge has been applied.
- Events input into the database have not been categorised. Schools use many varied ways to describe similar events and this makes it difficult to assign appropriate charges, where no charge has been applied.
- There are 16,486 individual events, too many to go through manually.

4.2 Using the analysis of Let activity in paragraph 2.4, it is possible to calculate the proportion of each activity type occurring within the free lets by assuming they would follow the same pattern. It is therefore possible to estimate the relative charges for the facilities used, and assign a proportional cost against each. Two charges of Band A and Band B were applied to present a range. It was assumed that it would be very unlikely that a currently free let would fall within the Band C category of charging and, as such, it was not applied.

4.3 The estimated range of income loss for the full year could be in the region of £150,000. This excludes any school events not currently included on the Lets register (paragraph 2.2) and cannot, for reasons stated above, account for any potential discounts or surcharges.

5. **Charges**

5.1 There are only seven occasions on the lets register (out of 2282 applications) where specific charges for changing/lighting have been applied and no evidence of certain charges contained within the pricing policy. If inappropriate charges are being applied on current chargeable lets further income could be being lost.

5.2 The average charge per hour across all letting activity is £15.34 with the maximum of £73 (adult Football at Milton of Leys) minimum of £1.49 (Basketball Scotland referee tuition at Millburn Academy).

6. **Minimising Costs**

6.1 In addition to generating more income from free lets there are opportunities to reduce the costs associated with current Let activity by consolidating lets. This will minimise the staff time required to service lets at different locations and reduce the running costs of school facilities (heating and lighting). In key areas within Highland there are opportunities to review:

- The facilities available for let
- The times and days of the week schools are available to let.
- The availability of schools during term time.
- The internal availability of larger school buildings through zoning specific areas dedicated to lets.
- The closing of certain schools to lets.

SCHOOL LET CHARGES 1st APRIL 2014 - 31st MARCH 2015

ACCOMMODATION/FACILITIES	DURATION	BAND A	BAND B	BAND C
Classroom/small meeting room/staff room or space of equivalent size	Up to 3 hrs	£9.20	NA	NA
Classroom/small meeting room/staff room or space of equivalent size	Per hour	NA	£18.65	£ 67.70
Badminton Court within large hall in Secondary School (Net and stands) (max 4 people)	Per hour	£8.15	£ 18.65	£ 31.60
Small Hall/dance studio/large meeting room/community room or space equivalent to 1-2 badminton court size	Per hour	£15.80	£ 23.50	£ 81.55
Games Hall/social space or space equivalent to 3-4 badminton court size	Per hour	£34.95	£ 45.80	£144.90
Theatre	Per hour	£39.00	£ 49.65	£171.40
Grass Playing Field/Track	Per hour	£20.40	£26.30	£70.00
All Weather Pitch	Per hour	£26.12	£32.05	£96.15
MUGA (Multi Use Games Area)	Per hour	£14.75	£20.65	£56.80
Changing (for outdoor sports facilities)	Per hour	£5.90	£5.90	£5.90
Lighting (for outdoor sports facilities)	Per hour	£5.90	£5.90	£5.90

- Notes:** (a) The above facilities may not be available to hire in every school
 (b) Lets of a non-standard length are charged on a minimum of half hourly basis and rounded up eg 1 hour and 15 minutes is charged 1½ hours.
 (c) Charges change from 1st April each year and lets after that date will be subject to the new charges

CHARGING BANDS
Band A: Community
Sporting, social, political and religious activities, not for profit instruction, musical competitions, Blood Transfusion Service
Band B: Semi Commercial
Instructed activities of educational or sporting content where the instructor retains the income, elections, unlicensed ceilidhs and dances where an individual retains the income, weddings
Band C: Commercial
Commercial organisations for profit making activities including instruction, dance, events, sales and spectator events
DISCOUNTS
50% reduction where 100% of participants are under 18, full time students or over 60. Discounts only apply to Bands A and B
SURCHARGES
An additional 25% per Let booking will be applied for additional staffing outside standard opening hours – after 10pm, weekends and school holidays.
VAT ON SPORTING AND RECREATIONAL LETS
VAT is chargeable at the current rate on sporting Lets as per the conditions set out in section 5 of HMRC Notice 742 Land and Property, http://customs.hmrc.gov.uk/channelsPortalWebApp/channelsPortalWebApp.portal?_nfpb=true&_pageLabel=pageAboutUs_ShowContent&id=HMCE_CL_000154&propertyType=docum

[ent#P210_24269](#) for more information.

CASE STUDIES OF SCHOOL FACILITIES OPERATED BY HLH

SECONDARY SCHOOL 1

Background

Prior to 2013, the Head Teacher controlled all community use of the school. There was some community usage however this was programmed on an ad-hoc basis and no formal charging policy was in place. In addition the school had predominant use of the adjacent leisure centre during the school day, with little or no access to the games hall or swimming pool for community use. This was the case whether the facilities were actually being used or not by the school.

HLH role

Responsibility for all school community lets officially transferred to HLH in 2013. HLH staff now manage the school facility from 6pm to 9pm Monday to Friday and Saturday from 10am to 4pm. Bookings out with these times can also be accommodated if required. All school facilities both inside and out are available for use by the community. The Leisure Manager meets with school staff to programme school use on a term by term basis. This ensures that the community can have full access to the facilities when not in use by the school. The community now also have regular access to the pool and games hall throughout the school day. All bookings are now being charged in accordance with the Council's pricing policy. All bookings within the school are regular lets and clubs.

Outcomes

On average there are 26 community bookings in the school per week. Community bookings have increased by 30% on average per week. Lets' income has increased from £13,710 prior to HLH involvement to £31,793 post HLH involvement.

SECONDARY SCHOOL 2

Background

A joint school/community leisure centre opened in April 2007 but, due to the school having exclusive daytime access, the community could only use the facilities after 6pm on weekdays and at the weekends. A year later in response to community feedback, local member support and growing levels of use, the leisure facilities were opened to the community on a full time basis.

HLH role

HLH now programme the use of the community facility and the external changing rooms at all times. The school manages the pitch and all school building lets. The fitness suite is readily accessible every day throughout the year, with daytime pool and sports hall access being planned with the Head Teacher to meet the needs of the school in advance at the start of each school year.

Outcomes

The leisure centre now offers a community programme that includes 15 to 30 fitness classes each week depending on the season and a programme of after school activities each weekday from 4pm to 6pm. Participation levels of the facility have increased from 33,834 in 2010 to 63,243 in 2014. The centre's income has grown from £107K in 2010 to £260K in 2014.

PRIMARY SCHOOL 1

Background

The new school opened in August 2012 with the community facilities being made accessible at all times during the day, evening, weekends and holidays on a full time basis.

HLH role

HLH manage the programming and bookings for the sports hall, fitness suite, exercise studios, meeting rooms, synthetic pitch and library. At present the school is not accessible in the evening for lets.

Outcomes

Each week the community programme offers between 15 and 30 fitness classes depending on the season with at least 14 of these programmed during the day. After school activities are delivered each weekday from 3.30pm to 5pm. Participation levels have increased from 22,945 in 2012 to 57,981 in 2014. Library statistics have also increased significantly over the same period. The number of book issues has increased by 47%, visitors have increased by 40%, public access computer sessions have risen by 167% and the number of events has doubled. Income has also increased from £54,642 in 2012 (opened in August 2012) to £141,953 in 2014.

PRIMARY SCHOOL 2

Background

When the new school first opened the management of community use was to be undertaken by a local Management Committee. At that time the majority of users were uniformed organisations and there was little or no public access.

HLH role

Following significant community consultation, HLH took over management of the community use of the centre in May 2013 on a one year trial basis. The centre was made available to the community for bookings and classes from 6pm to 10pm on weekdays, 10am to 1pm on a Saturday, with access to programmed activities during holiday periods. On the basis of the success of the trial year, HLH were asked to manage the facility on a permanent basis.

Outcomes

In the first year of operation 96 adult fitness classes and 90 children's activities were delivered and the programme continues to grow with lunch clubs and IT classes being recently introduced. Most of the centre users are existing High Life members, however additional income of £5713 was generated. The number of users in 2013 grew to 7071.

OPERATING MODEL FOR WICK COMMUNITY HIGH SCHOOL CAMPUS

Background

HLH currently has no involvement in the community use of Wick High School. In 2016 a new 3-18 school campus will be built, replacing the existing community swimming pool and library. The new campus will have excellent community facilities incorporating a school and community library, swimming pool, toddler pool, steam room, sauna, family changing village, fitness room, sports hall, gymnasium, theatre, exercise studio and outdoor synthetic pitch.

HLH role

The library, swimming pool, toddler pool, sauna, steam room, family changing village and fitness room will be located in a community wing separate from the main school building. HLH will manage this building at all times and aim to open the facility for community use from 7am to 10am weekdays and from 10am to 4pm at the weekend. HLH will also assume responsibility for community bookings for the full campus from 6pm to 10pm on weekdays, from 10am to 4pm at the weekend and during all school holiday periods.

Outcomes

The aim of this operating model is to offer increased access to state of the art community learning and leisure facilities at the new campus and, in doing so, to increase participation levels while reducing the operating deficit of the campus on an ongoing basis.