



Monday, 5 November 2018

Dear Sir/Madam

A meeting of the Leisure and Environment Committee will be held on Wednesday, 14 November 2018 in the New Council Chamber, Town Hall, Foster Avenue, Beeston NG9 1AB, commencing at 7.00 pm.

Should you require advice on declaring an interest in any item on the agenda, please contact the Monitoring Officer at your earliest convenience.

Yours faithfully

Chief Executive

To Councillors: J S Briggs  
S J Carr  
E Cubley  
R H Darby  
S Easom (Chair)

H G Khaled MBE  
L A Lally  
P J Owen  
M E Plackett (Vice-Chair)  
R S Robinson

## AGENDA

1. APOLOGIES

To receive any apologies and notification of substitutes.

2. DECLARATIONS OF INTEREST

Members are requested to declare the existence and nature of any disclosable pecuniary interest and/or other interest in any item on the agenda.

3. MINUTES

PAGES 1 - 4

To approve the minutes of the previous meeting held on 26 September 2018.

4. GET ACTIVE STRATEGY PAGES 5 - 26

To update the Leisure and Environment Committee on the new Get Active strategy 2018 – 2021. A copy of the strategy is circulated separately with this agenda.

5. GARDEN WASTE SUBSCRIPTION CHARGES FOR 2019/20 PAGES 27 - 30

To seek approval for the 2019/20 garden waste subscription fees.

6. PERFORMANCE MANAGEMENT - REVIEW OF BUSINESS PLAN PROGRESS - LIBERTY LEISURE LIMITED PAGES 31 - 36

To report progress against outcome targets identified in the Liberty Leisure Limited Business Plan.

7. PERFORMANCE MANAGEMENT - REVIEW OF BUSINESS PLAN PROGRESS - ENVIRONMENT PAGES 37 - 42

To report progress against outcome targets identified in the Environment Business Plan, linked to Corporate Plan priorities and objectives, and to provide an update as to the latest key performance indicators for the Environment.

8. WORK PROGRAMME PAGES 43 - 44

To consider items for inclusion in the Work Programme for future meetings.

## LEISURE AND ENVIRONMENT COMMITTEE

**26 SEPTEMBER 2018**

Present: Councillor S Easom, Chair

Councillors: J S Briggs  
E Cubley  
D A Elliott  
H G Khaled MBE  
R I Jackson  
P J Owen  
M E Plackett  
C H Rice  
R Robinson

An apology for absence was received from Councillor M Radulovic MBE.

10. MINUTES

The minutes of the meeting held on 13 June 2018 were confirmed and signed.

11. DECLARATIONS OF INTEREST

There were no declarations of interest.

12. CLEAN AND GREEN REPORT

The Committee considered the Clean and Green initiative to fund specific projects to improve the environment in Broxtowe including litter picking, weed killing, reducing fly tipping, waste days and replacement litter bins. It was noted that the total cost of the projects would be £33,000.

**RECOMMENDED to the Finance and Resources Committee that revenue and capital funding be provided for these activities in 2018/19 as set out in appendix 4.**

13. PERFORMANCE MANAGEMENT – REVIEW OF BUSINESS PLAN PROGRESS - LIBERTY LEISURE

The Committee received a presentation on the performance progress and future schemes due to be undertaken by Liberty Leisure.

The Committee was informed of the progress against outcome targets identified in the Liberty Leisure Limited Business Plan that provides continuity of projects and performance from the existing Council run Leisure and Cultural Services through to the formation of Liberty Leisure Limited.

14. PERFORMANCE MANAGEMENT – REVIEW OF BUSINESS PLAN PROGRESS – ENVIRONMENT

The Committee was informed of the progress against outcome targets identified in the Environment Business Plan, linked to Corporate Plan priorities and objectives, and an update as to the latest key performance indicators for the Environment.

15. BOWLING GREENS

The Committee noted during the prolonged hot and dry weather of summer 2018, the manual watering systems were not effective and following advice from Severn Trent to minimise the use of water, the greens became very dry with extensive wear. In August, after contacting the bowls clubs the decision was made to close the greens three weeks early on Monday, 10 September.

It has been estimated that the additional cost to undertake the remedial works will be in the region of £17,000. This cannot be contained within the existing revenue budgets for Beeston, Eastwood and Stapleford Parks.

**RECOMMENDED to the Finance and Resources Committee that the restoration works are funded from outside existing budgets.**

16. PRIDE IN PARKS- PLAY AREA AND PARKS/OPEN SPACE IMPROVEMENTS

The Committee were informed of the proposal to improve Parks and Open Spaces. The scheme has now been branded and promoted as the Pride in Parks initiative.

The 2018/19 Capital Programme included £250,000 for Play Area and Parks/Open Space Improvements. This funding had been allocated to undertake improvements to the Borough owned play areas that had been identified as high priority sites in the new Play Strategy. Funding had also been allocated to the Town and Parish Councils that maintain their own parks and outdoor recreational facilities to enable improvement and renovation works to be undertaken at these sites.

17. ST PATRICK'S CHURCHYARD, NUTHALL

The Committee was updated on the progress relating to the proposals for the transfer of maintenance responsibilities at St Patrick's Churchyard, Nuthall.

The Council had undertaken phase 1 of the horticultural maintenance responsibilities for the closed churchyard. It was identified that there were a significant number of mature trees on the site requiring remedial works together with headstones that needed checking for stability. In addition there was a boundary wall that needed rebuilding. It was proposed that these works would be undertaken in phase 2 of the maintenance schedule.

18. TREE PLANTING

The Committee received an update on the latest proposals relating to tree planting in the borough. It was proposed that the Council plant 1,000 new trees over a five year period.

**RESOLVED that the measures detailed in the report to increase tree planting be approved.**

19. HALL PARK, EASTWOOD – ACCESS IMPROVEMENTS

The Committee noted a contribution of £7,000 had been received from Futures Homescape Ltd in respect of the housing scheme at Great Northern Road, Eastwood. The section 106 agreement states that this has to be used at Hall Park, Eastwood for works to the footpaths, steps and car park. This work will help improve access around the park in areas where the surfaces have deteriorated over time.

**RECOMMENDED to the Finance and Resources Committee that a further £7,000 be added to the 2018/19 capital programme for access improvement works to Hall Park at Great Northern Road, Eastwood funded from section 106 Parks and Open Spaces contributions.**

20. WORK PROGRAMME

The Committee considered the Work Programme. The Committee requested that reports on the Get Active Programme and car parking in Kimberley be added to the work programme.

**RESOLVED that the Work Programme, as amended, be approved.**

Chair \_\_\_\_\_

This page is intentionally left blank

## Report of the Managing Director, Liberty Leisure Limited

### **GET ACTIVE STRATEGY 2018 - 2021**

#### 1. Purpose of report

To update the Leisure and Environment Committee on the new Get Active Strategy 2018 – 2021. A copy of the Strategy is circulated separately with this agenda.

#### 2. Background

There have been a number of changes in the provision of sport and physical activity in Nottinghamshire in the past three years. Sport Nottinghamshire have merged with Derbyshire Sport to become the Active Partners Trust and they are seeking new ways of working in communities to increase the number of people who are active.

Despite the London Olympics and many successful sport and physical activity projects there has been little change to activity levels of people nationally and locally, therefore a different approach is needed.

The Get Active Strategy, attached at the appendix, details Liberty Leisure Limited's approach for Broxtowe by focusing more time on understanding the needs of our communities, how they view physical activity and what needs to be done differently to get more people active. This approach is in line with the Active Partners Trust strategy and as such provides opportunities for joint working to make a difference in Broxtowe.

#### 3. Financial implications

The costs of delivering the Get Active Strategy, as circulated separately with this agenda, is contained within Liberty Leisure Limited's revenue budgets.

### **Recommendation**

**The Committee is asked to NOTE the report.**

#### Background papers

Nil

This page is intentionally left blank





# Get Active Strategy 2018–2021

Page 7



# Contents

Get active	3
What do we know?	4
What will we do?	6
How will we do it?	7
Partners	9
Examples of our work	11
Influences on the changing scene	12
Opportunities and challenges	13
Our priorities	14
Measuring performance	16
Calculations	17



L Leisure Limited is a wholly owned company of Broxtowe Borough Council.

# GET ACTIVE



## Combating inactivity

Broxtowe Borough Council, through its sports development team, Get Active, will contribute towards the vision of a physical activity and sport revolution in Nottinghamshire. Across the county, **more people will be engaging in Active Lives by 2021.**

A key aim of Active Notts is to **decrease levels of inactivity in Nottinghamshire's communities.** The reason for this is that the greatest health impact can be gained by concentrating on the inactive. In Broxtowe, the Get Active team will contribute to this aim by **engaging with inactive people through innovative activity and working with volunteers.**

The team will work with **partners** and **local people** to provide opportunities and breakdown barriers throughout the Borough to enable local people to improve their health through physical activity and sport.

This strategy is aligned to the *Notts: Get Active Together Strategy 2017-21* and outlines the delivery priorities of the Get Active team for Broxtowe Borough Council. Sport England Insight Data is used to inform delivery priorities until 2021.

“We want everyone – regardless of age, background or level of ability – to feel able to engage with sport and physical activity. Some will be young, fit and talented, but most will not. We need to create an environment that welcomes everyone.”

SPORT ENGLAND: TOWARDS AN ACTIVE NATION 2016 – 2020

# WHAT DO WE KNOW?

## Costs of inactivity

Adults exercising less than 30 minutes each week are considered to be inactive. Nationally, **25.6% of all adults are inactive** (excluding gardening), while in Broxtowe 26.1% of adults are inactive (excluding gardening). Adult inactivity results in considerable costs to the NHS; it is estimated that the cost to the NHS of obesity alone will be **£9.7 billion** per year by 2050 (BHF National Centre).

019610

26.1% of adults  
in Broxtowe are  
inactive

Sport England  
Active Lives Survey

Nationally  
Obesity will  
cost the NHS  
£9.7 billion  
per year by  
2050



## Who are most likely to be inactive?

*The Sport England Active Lives Report for Adults* (October 2017) reports that, nationally, **unemployed people** are the most likely to be inactive; 37% of unemployed people are recorded as being inactive. **Disabled people** are more inactive than non disabled people, with 43% of disabled people being inactive. 30% of **people aged 65 – 74** are inactive, with this figure rising to 71% for **people aged over 85 years**.

In Nottinghamshire, **males aged under 45** are less active than their national counterparts and, given the size of this population and their historic propensity to be active, this will impact on the county's overall inactivity levels if left unchecked.

“More money and resources need to be focused on tackling inactivity because this is where the gains for the individual and society are the greatest.”

SPORT ENGLAND: TOWARDS AN ACTIVE NATION 2016 – 2020

## Page 14 Creating a habit

Physical activity guidelines for young people is a minimum of 60 minutes of activity each day; this should be a mix of moderate and vigorous movement. *Sport England's* aim is “**for children and young people to feel more motivated, confident and able to be active.**”

Young people enjoying an active lifestyle is important, we know that young people who join sports clubs are the least likely to stop playing sports as adults.

## Who can make a difference?

**Volunteers** can make the difference in helping people to be more active. Volunteering can involve many roles; from promoting and championing to leading and coaching, with both the volunteer and the people being supported benefiting.

*Sport England* measures adults who have volunteered at least twice in a year; nationally 14.9% of adults volunteer and **in Broxtowe 16.2% of adults volunteer.**



Young people who join sports clubs are more likely to play sport as adults

# WHAT WILL WE DO?

Get Active will contribute to the aim of Active Notts to have **more active people in the county by 2021.**

In Broxtowe we will **reduce our inactivity levels to 24.6%** (excluding gardening) by enabling **an additional 1,420 people to be active by 2021.** To do this, Get Active will share knowledge with Active Notts to ensure that we better understand how to reach and motivate people to become active.

Page 12

Increase  
volunteering

Engage  
with families

Engage with  
young people

“Putting customers at the heart of what we do, responding to how they organise their lives and helping the sector to be more welcoming and inclusive, especially for those groups currently under-represented in sport.”

SPORT ENGLAND: TOWARDS AN ACTIVE NATION 2016 – 2020

Get Active will **increase the number of adults who volunteer to 16.8%**, an increase of 658 people by 2021. The team will work with volunteers to create additional activity champions and ‘**Community Champions**’ whose role will be to help make sport and physical activity more appealing.

We will work in partnership with Broxtowe Active Schools to **influence children and young people to be confident and motivated to exercise** by engaging directly with families through our sports events.

We will work with supporting sports clubs to continue providing excellent local opportunities.

# HOW WILL WE DO IT?



## Inactivity

Get Active will contribute to reducing inactivity levels in Broxtowe by:

Working in **partnership with organisations** who can assist the team understand why people are inactive.

Engaging with groups and individuals in the community to **change the way we communicate** to people who are inactive.

**Enabling** the community to decide what activities they would like to be provided.

Using new **digital technologies** to attract new customers to our leisure centres while retaining existing customers.

**Adapting** existing sports events so that they become **more accessible** for families and for people who do not already exercise.

Delivering our partnership work to support the creation of relevant **additional activities** in our communities and leisure centres.

# Volunteers

Volunteers will play an essential role in reaching and motivating inactive people to become more active. Get Active will:

Provide support to existing volunteers to help keep them volunteering.

Encourage additional people to volunteer to support existing activity opportunities and to develop new opportunities.

Develop and implement marketing campaigns to encourage more people to volunteer in different ways.

Page 14

“Helping sport to keep pace with the digital expectations of the customer”

SPORT ENGLAND: TOWARDS AN ACTIVE NATION 2016 – 2020

# Leisure Centres

Through its leisure facilities, Liberty Leisure Limited will continue to provide a range of opportunities that will appeal to the majority of people, while the Get Active team will provide targeted opportunities to support inactive people to increase their activity levels. We will look to develop accessibility for all via activity offerings, marketing platforms, disability awareness and dementia training amongst others.





# PARTNERS

Developing our existing partners and building new partnerships will contribute to enabling the Get Active team to reach different audiences.

Existing partners need to be involved in developing the teams' new ways of working and the team need to identify what our partners require from ourselves to help them with their work.



Page 15

Current partners:



“Working with a wider range of partners, including the private sector, using our expertise as well as our investment to help others align their resources.”

SPORT ENGLAND: TOWARDS AN ACTIVE NATION 2016 – 2020

We believe and are committed to a partnership approach.

Provision of expertise in new work areas with the ability to open the door to new contacts.

Assist in effectively targeting marketing campaigns.

Have a close working partnership with Active Notts to enable the work of the Get Active team to evolve as the local knowledge of exercise behaviour in Broxtowe develops.

Add support and credibility to any external funding applications.

Ability to support and add value for existing and new volunteers.

Partners themselves benefit from working with Get Active.

# Examples of our work

Over the years, the Broxtowe Sports Development (now Get Active) service has delivered or supported numerous great projects that have benefited many local people.

Volunteers are integral to our projects and it is with their continued support that sessions continue to run and develop. Despite the success of projects such as these, activity levels not only in Broxtowe but across England remain largely unchanged. It is important to continually develop and find new approaches and innovative ideas to engage with those people who are inactive to change their culture.



## Volunteer led programme through Beeston parkrun

Get Active, with Active Notts and parkrun UK, funded and assisted volunteers to introduce the weekly Beeston parkrun at the Weirfield. Every week between 150 and 300 people enjoy taking part in the free 5k run managed, delivered and supported by the enthusiastic and knowledgeable team of volunteers.

## Volunteers improving employability skills with Swim School

The Swim School at Bramcote and Kimberley Leisure Centres provide volunteer and training opportunities for numerous volunteers. The volunteers support the growth of the schools and receive funded swim teaching training and Rookie Lifeguard opportunities in return.



## Making activity more accessible through Walking Football

Supporting volunteers to develop Walking Football in the South and North of Broxtowe. Bramcote Silver Badgers and Kimberley/Priory Celtic Walking Football Clubs provide weekly social and competitive football to more than 50 older people.



# INFLUENCES ON THE CHANGING SCENE

To develop this strategy, different source material has been reviewed. This information informed the selection of priorities by matching gaps in activity levels with the potential for partner support that will enable the Get Active team to have the greatest impact.

Page 18

Information and data that has contributed towards this strategy include:

---

## *Government Strategy: Sporting Future, A New Strategy for an Active Nation*

DECEMBER 2015

“Councils have an important leadership role to play... forging partnerships... unblocking barriers to participation and improving the local sport delivery system.”

## *Sport England Strategy: ‘Towards an Active Nation’*

2016 – 2020

“More than one in four people in England do less than 30 minutes of physical activity a week. Research shows that those who do the least activity stand to benefit the most, even if it’s just a small change.”

---

## *Sport England Active Lives Adult Survey*

OCTOBER 2017

“Volunteers make all the difference.”

---

## *Broxtowe Borough Council Corporate*

PLAN 2016-2020

“Increase the number of people who have active lifestyles and work with partners to improve the health of local population.”

---

## *Sport England’s ‘Insight’ Research Data*

ACTIVE NOTTS INTERPRETATION

“26.1% of adults in Broxtowe are inactive”

---

## *Active Nottinghamshire: Getting Active Together*

2017-2021

‘Decreasing levels of inactivity and increasing levels of activity by focusing support on those that need our help the most’

# OPPORTUNITIES AND CHALLENGES

Over the life of this strategy there will be a number of potential changes, challenges and opportunities that will arise and lead to variations in emphasis that may affect the outcome of the strategy.

## Opportunities

- *Sport England's* commitment to focus **more money and resources** on tackling inactivity.
- New ways of delivering physical activity and sport will enable **new partnerships to develop** and for **existing relationships to be reinvigorated**.
- The inception and change of working culture within Liberty Leisure Limited will **improve collaborative working** across the service.
- Better **knowledge of what motivates people** resulting in **new approaches to marketing** and **closer working with partners and the community** to change the focus of our social media to engage with new people.

## Challenges

- **Changing the culture of inactivity** to enable more people to become more active.
- Striking a working balance between **'banker'** activities that can be sustained without continual support and **'innovative'** activities that may or may not make a difference.
- To be an **enabler** more than a deliverer of new activity ideas while enabling volunteers and local champions to take the lead.
- Developing positive partnerships with health providers such as GP's and CCG's to utilise physical activity as a health tool.

# OUR PRIORITIES

Develop our partnership working with sports clubs, non sporting voluntary organisations and professional organisations. To develop partnerships to have a mutual benefit while improving provision for Broxtowe residents.



## Sport England insight

The priorities for how we deliver a sport and physical activity service in Broxtowe is influenced by *Sport England* research. The Get Active team, with Active Nottinghamshire, has used this research to inform decisions about how to deploy its resources to make the most difference.

Page 20

Our priorities are:

To continue to work with sports clubs as these attract many young people and volunteers and contribute towards creating the habit of exercise. People who join sports clubs are more likely to exercise for life.



To encourage families to be more active by adapting our Sports Events to be more family friendly and to encourage families to use our leisure centres together. We will help families to enable children and young people to be motivated and confident to be physically active.

Ensure that facilities, activities and communication consider the needs of disabled people so that opportunities are accessible.

Females are less likely to be active than males. Get Active will work to remove barriers that prevent females being active through positive messages such as 'This Girl Can' and continue to work with partners who promote and provide activities for women.

Ensure that the Get Active team and wider employees of Liberty Leisure Limited have access to support and training so that they can effectively contribute to this strategy.



Page 21

Promote walking, cycling and running through providing introductory, accessible sports events for families and individuals, working in partnership with local groups such as Notts Women's Runners, Parkrun, and the cycling, running and triathlon clubs in the Borough.



Continue to provide and support activities that enable older people to be more active. \_\_\_\_\_

How Get Active will deliver and achieve each of these priorities is detailed in the **strategy action plan**.

# MEASURING PERFORMANCE

Performance will be measured using the annual Sport England 'Active Lives Survey'

Page 22

Measures of performance	Target	Milestones
<p>Have fewer inactive adults in the Borough</p> <p>Increase the number of active adult volunteers in the Borough of Broxtowe</p>	<p>Reduce adult inactivity levels from 26.1% to 24.6% (excluding gardening)</p> <p>Active volunteers to increase from 16.1% to 16.8% of the Borough's adult population</p>	<p>By December 2018 = 25.9% (210 extra people)            By December 2019 = 25.5% (590 extra people)            By December 2020 = 25.1% (945 extra people)            By December 2021 = 24.6% (1,420 extra people)</p> <p>By December 2018 = 16.2% (90 extra people)            By December 2019 = 16.3% (185 extra people)            By December 2020 = 16.5% (376 extra people)            By December 2021 = 16.8% (658 extra people)</p>





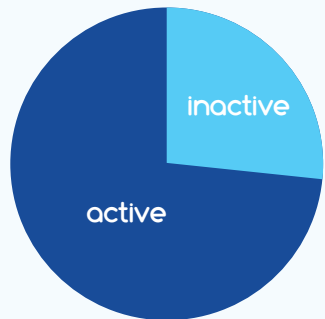
# CALCULATIONS

## Existing Broxtowe physical activity levels

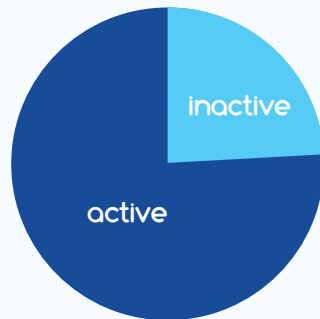
Inactivity levels are taken from the *Sport England Active Lives Survey* (October 2017), with 'inactive' being people who do less than 30 minutes exercise each week. There are two figures recorded for inactivity and these are based on a population 93,100 with 528 residents taking part in the survey.

Page 23

The figures for Broxtowe inactivity levels are:



26.1% excluding gardening



19.9% including gardening

## Target

Liberty Leisure Limited can help have a positive affect on people's activity levels by **encouraging people to be more active through sports and physical activities** such as exercise classes and walking. Therefore, Liberty Leisure Limited will use the performance indicator that excludes gardening to base its impact on.

There is no scientific basis to guide what the target should be. Differences in demographics make it difficult to compare targets by geographical area or population size. This is further complicated by the available resources to deliver the changes.

Of the 39 local authority areas in the East Midlands the average inactivity levels are 26.9% with best being High Peak at 19.7% with least active being Boston with inactivity levels of 38.6%.

The target for Broxtowe is set to deliver a challenging but realistic goal that will contribute towards improving the wellbeing of the local community.

# Volunteers

The number of volunteers is taken from the *Sport England Active Lives Survey* (October 2017), with a 'volunteer' being someone who has volunteered at least twice in the year of the survey. The figure recorded for Broxtowe in 2016-2017 is 16.1%

Our target is to increase this to 16.8% (658 additional people volunteering) by the end of 2021.

Page 24

16.1% of people in Broxtowe volunteered in 2017

658 more people to volunteer by 2021

## We will make a difference

one little step creates the pathway for everyone else to follow.

- Volunteer
- Be active
- Be the voice for change





Thank You

Page 25



This page is intentionally left blank

**Report of the Interim Strategic Director**

**GARDEN WASTE SUBSCRIPTION CHARGES FOR 2019/20**

1. Purpose of report

To seek approval for the 2019/20 garden waste subscription fees.

2. Background

An income target of £645,000 was set for the 2018/19 subscription period. 19,572 properties have currently subscribed to the 2018/19 service (as of October 2018), so far generating an income of £659,000.

The Council increased the subscription fee for 2018/19 by £1 on the main subscription fee and £2 for each additional bin. The number of subscribers in 2018/19 has increased from those in 2017/18 suggesting that the service presents good value for money.

Outlined in the appendix are options relating to the charges for the garden waste collection service for 2019/20.

3. Financial implications

The financial implications of each option are shown in the appendix.

**Recommendation**

**The Committee is asked to RESOLVE that:**

- 1. The price for the first bin for 2019/20 be increased to £33.**
- 2. The price for additional bins for 2019/20 be increased to £16.**
- 3. The resolution be recommended to the Finance and Resources Committee for approval.**

Background papers

Nil

## APPENDIX

**Charges for 2018/19**1. Comparison of charges

The table below shows the charges for the kerbside garden waste collection service for all district councils within Nottinghamshire.

<b>Local Authority</b>	<b>Initial bin price (2018/19)</b>	<b>Additional bin price (2018/19)</b>	<b>Service Provision</b>
Broxtowe Borough Council	£32	£14	Fortnightly March to November, monthly December through to February
Gedling Borough Council	£36	£18	Fortnightly March to December – no service January and February
Rushcliffe Borough Council	£35	£20	No collections over the Christmas period
Newark and Sherwood	£35	£35	Fortnightly March to November, monthly December through to February
Mansfield District Council	£30	£15	Fortnightly March to November, monthly December through to February
Ashfield District Council	£34	£17	Fortnightly March to November
Bassetlaw District Council	£30	£30	Fortnightly March to November - no service December to February

The current fee of £32 for the first bin is below the average price (£33) across the Nottinghamshire districts. There are significant differences in the prices charged for the use of additional bins. The current charge of £14 is the lowest in Nottinghamshire. The average price for an additional bin is £21.

By October 2018, 2,104 subscribers have paid for the use of additional bins.

2. Charging mechanism

Residents can currently subscribe to the service in three ways:

- Online
- By telephone
- By using the kiosk (located in Beeston Council Offices)

Approximately 72.5% of Broxtowe subscribers use the online payment system. Online subscription is by far the cheapest and easiest payment method and equates to a cost of £0.09 per transaction.

3. Options for charges

Different proposed charges for 2019/20 are shown in the tables below. The figures used in the tables are based on 19,572 subscribers (the number as at October 2018).

The different options illustrate the projected income based on different prices for the first and additional bins.

Number of bins	Number of subscribers	£32 (Current price)	Projected income from first bins			
			£33 (Increase £1)	£34 (Increase £2)	£35 (Increase £3)	£36 (Increase £4)
1	19,572	£626,304	£645,876	£665,448	£685,020	£704,592
Potential Income	Additional	<b>0</b>	<b>£19,572</b>	<b>£39,144</b>	<b>£58,716</b>	<b>£78,288</b>

Number of additional bins	Number of subscribers	£14 (current price)	Projected income from additional bins			
			£15 (Increase £1)	£16 (Increase £2)	£17 (Increase £3)	£18 (Increase £4)
1	1867	£26,138	£28,005	£29,872	£31,739	£33,606
2	168	£4,704	£5,040	£5,376	£5,712	£6,048
3	55	£2,310	£2,475	£2,640	£2,805	£2,970
4	6	£336	£360	£384	£408	£432
5	3	£210	£225	£240	£255	£270
6	2	£168	£180	£192	£204	£216
7	2	£196	£210	£224	£238	£252
9	1	£126	£135	£144	£153	£162
Total		<b>£34,188</b>	<b>£36,630</b>	<b>£39,072</b>	<b>£41,514</b>	<b>£43,956</b>
Potential Income	Additional		<b>£2,442</b>	<b>£4,884</b>	<b>£7,326</b>	<b>£9,768</b>

4. Risks

Increasing the price may increase the risk that customers do not re-subscribe. However, the overall number of subscribers has increased by 361 (October 2018) from the previous year suggesting the service represents good value for money.

5. Recommendations

The following charges are proposed:

- The price for the first bin is increased to £33.
- The price for additional bins is increased to £16.

It is envisaged that the price increase on the first bin will generate additional income in the region of £19,572.

It is envisaged that the price increase for the additional bin will generate additional income in the region of £4,884.

Based on the current year's subscription numbers it is predicted that these changes will not have any major effect on the customer base or the Council's recycling rate.

The price increases will ensure that the provision of the garden waste collection service is in line with neighbouring authorities.



## Report of the Managing Director, Liberty Leisure Limited

**PERFORMANCE MANAGEMENT – REVIEW OF BUSINESS PLAN  
PROGRESS – LIBERTY LEISURE LIMITED**1. Purpose of report

To report progress against outcome targets identified in the Liberty Leisure Limited Business Plan.

2. Background

Broxtowe Borough Council's Corporate Plan 2016-2020 was approved by Cabinet on 9 February 2016. Business Plans linked to the five corporate priority areas of Housing, Business Growth, Environment, Health and Community Safety are subsequently approved by the respective committees each year.

The Council established a Local Authority Trading Company, Liberty Leisure Limited in October 2016 to deliver an efficient leisure and culture service. The company contributes to the Council's Corporate Plan priorities and objectives relating to Health.

3. Performance management

As part of the Council's performance management framework, each committee receives regular reports during the year which review progress against their respective Business Plans. This will include a detailed annual report where performance management and financial outturns are considered together following the year-end.

This quarterly report is intended to provide this Committee with an overview of progress towards Corporate Plan priorities from the perspective of the Liberty Leisure Limited's Business Plan. It provides a summary of the progress made to date on key tasks and priorities for improvement in 2018/19 and the latest data relating to Key Performance Indicators (KPI). This summary is detailed in the appendix.

The second quarter of 2018/19 reports that footfall is lower than anticipated. The number of payments by Direct Debit have increased. Progress has been made in on key tasks throughout quarter 2.

**Recommendation**

**The Committee is asked to NOTE the progress made in achieving the Business Plan for Liberty Leisure Limited and the current Key Performance Indicators for 2018/19.**

Background papers

Nil

**APPENDIX**

**PERFORMANCE MANAGEMENT**

1. Background - Corporate Plan

A Broxtowe Borough Council Corporate Plan for 2016-2020 was approved by Cabinet on 9 February 2016. It has been developed setting out the Council's priorities to achieve its vision to make "Broxtowe a great place where people enjoy living, working and spending leisure time." Over the next few years, the Council will focus on the priorities of Housing, Business Growth, Community Safety, Health and Environment.

The Council's Local Authority Trading Company, Liberty Leisure Limited is guided by the Service Agreement and its company strategies. These documents align the work of Liberty Leisure Limited with other local, regional and national plans to ensure the company's work contributes to wider objectives. These include the Council's Corporate Plan that prioritises local community needs and resources are directed toward the things they think are most important. These needs are aligned to ensure the ambitions set out in the Council's Corporate Plan are realistic and achievable.

2. Business Plans

The Liberty Leisure Business Plan is reviewed annually with the latest Business Plan being approved by the Liberty Leisure Board in February 2018. The Liberty Leisure Business Plan was approved at Full Council on 7 March 2018.

The Liberty Leisure Business Plan links to the Council's corporate priority of Health that was approved by the Overview and Scrutiny Committee on 1 and 3 February 2016. The Council's priority for Health is 'People in Broxtowe enjoy longer, active and healthy lives'. Its objectives are to:

- Increase the number of people who have active lifestyles (He1)
- Work with partners to improve the health of the local population (He2)
- Reduce alcohol related harm in Broxtowe (He3)






The Liberty Leisure Business Plan details the projects and activities undertaken in support of the Corporate Plan 2016-2020 for each the Health priority area. The business plan covers a three-year period but will be revised and updated annually. A suite of milestones and Key Performance Indicators (KPIs) will be used to monitor progress against key tasks and targets. During the first full trading year of the company a thorough review of the performance monitoring will be undertaken to identify more relevant KPIs, to refine targets and to ensure reporting to the Council is relevant, consistent and manageable.









3. Performance Management

As part of the Council’s performance management framework, the Leisure and Environment Committee receives regular reports of progress against respective Business Plans. This report provides a summary of the progress made to date on key tasks and priorities for improvement in 2018/19 (as extracted from the Pentana performance management system). It also provides the latest data relating to Key Performance Indicators (KPIs).


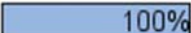

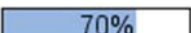



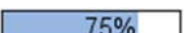




The Council and Liberty Leisure Limited monitor performance using the Pentana performance management system. Members have been provided with access to the system via a generic user name and password, enabling them to interrogate the system on a ‘view only’ basis. Members will be aware of the red, amber and green traffic light symbols that are utilised to provide an indication of performance at a particular point in time.

The key to the symbols used in the Pentana performance reports is as follows:

Action Status Key		
	Completed	The action/task has been completed
	In Progress	The action/task is in progress and is currently expected to meet the due date
	Warning	The action/task is approaching its due date (and/or one or more milestones is approaching or has passed its due date)
	Overdue	The action/task has passed its due date
	Cancelled	This action/task has been cancelled or postponed








Key Performance Indicator and Trends Key			
	Alert		Improving
	Warning		No Change
	Satisfactory		Getting Worse
	Unknown		Data Only

**Liberty Leisure Limited Key Tasks and Priorities for Improvement 2018/19**

Status	Action Code	Action Title	Action Description	Progress Bar	Due Date	Comments
	BPT1518_A01	Review current annual events programme	Implement a new borough wide programme of events		30-Sep-2018	New events, particularly Pop up Cinemas have proven a success and will be developed for 2019/20.
	LL1720_G01	Review Gymnastics and Trampoline Programme	Increase attendances, surplus and income		31-Mar-2019	Specific parent and toddler sessions have recently been launched to introduce the sport from a young age.
	LL1720_G02	Personal Training	Introduce a personal training service at Bramcote, Chilwell and Kimberley Leisure Centre		31-Mar-2019	Personal training launched on 20 September 2018. Initial feedback is positive and a full review will take place after 6 months
	LL1720_G04	Liberty Leisure Limited Operational Strategy	Develop an overarching strategy for Liberty Leisure Limited to plan the development and deployment of staff, future use of Technology, Marketing and activity delivery		30-Nov-2018	Staff consultation complete. All draft strategies will be completed by November 2018.
	LL1720_G05	Review and where appropriate implement changes to Central Support Functions	Streamline back office functions and improve financial efficiencies		31-Mar-2020	Draft service level agreements for five central functions are being developed.
	LL1720_G06	Investigate Potential to grow business opportunities beyond the existing scope of the service	To Improve efficiencies of Liberty Leisure Limited		31-Mar-2019	A review of the cost involved to collect direct debits as a bureau for third parties is currently underway. A broader options paper of potential development opportunities is underway.

Status	Action Code	Action Title	Action Description	Progress Bar	Due Date	Comments
	LL1720_K01	Fast Track Entry System at Kimberley Leisure Centre	Reduce queuing times to improve the experience of members accessing the fitness facilities		31-Mar-2019	Order placed for preferred solution.
	LL1821_B01	Bramcote Spa	Additional sales of new treatment room.		31-Mar-2020	Refurbishment has been specified and quotes received.
	LL1821_CO1	Implement the Get Active Strategy	Reduce Inactivity levels and increase the number of volunteers		31-Dec-2021	Work underway to recruit into the two vacant Sports Development posts who will be responsible for delivering the strategy.
	LL1821_E01	DHL Museum and Shop	To increase income through retail sales.		31-Mar-2020	A recently vacated position has presented the opportunity to review the establishment with more flexibility.
	LL1821_G02	Implement a Programme of digital improvements to improve member retention increasing the number of direct debit fitness memberships	Increase the number of our members who are active each month. Increase the total number of direct debits collected each year.		30-Mar-2020	A first stage events booking platform is currently under review. Aiming to implement early 2019.
	LL1821_K01	Provide accredited in house First Aid at Work for Liberty Leisure Limited employees	Deliver all of the First Aid requirements for Liberty Leisure Limited staff		31-Mar-2020	Training Provider NUCO and associated courses have been identified.

**Liberty Leisure Limited Key Performance Indicators 2018/19**

Status	PI Code & Short Name	Data Collected	2016/17	2017/18	Q2 2018/19		Sept 2018	Trend	Notes
					Value	Target	Value		
	LLData_G05 Management Fee from the Council to Liberty Leisure	Annually	£1.250m	£1.160m	-	-	-	Positive	Management fee of £1,030,000 paid to Liberty Leisure Limited for 2018/19.
	LLLocal_G02 Total Attendance - Liberty Leisure Limited (ALL)	Quarterly	-	1.709m	427,342	429,349		Negative	Figures are slightly lower due to a delay in implementing the Get Active Strategy as a result of vacant posts.
	LLLocal_G04 Expenditure - Liberty Leisure Limited (ALL)	Quarterly	-	£4.396m	£0.962m	£1.127m	-	Positive	Figures are provisional taken from the general ledger and are subject to final accounting. Underspend will be utilised over the winter period on planned maintenance and implementing business developments.
	LLLocal_G05 Income - Liberty Leisure Limited (ALL)	Quarterly	-	£4.583m	£0.869m	£1.111m	-	Positive	Figures are provisional taken from the general ledger and are subject to final accounting. The management fee is included pro-rata. Additional income achieved from overachieving in fitness and swim school memberships.
	LLLocal_G06 DD Total Direct Debit collections	Annually	83,777	88,281	47,186	44,148	7,912	Positive	Compared to 7,264 to the end September 2017.
	LLLocal_G07 Subsidy per Visit	Annually	0.74	0.58	-	-	-	Positive	Figures calculated annually.
	LLLocal_G08 APSE Customer Satisfaction Survey - LL	Annually	70%	-	-	-	-	-	Survey was not completed in 2017/18. This will resume on 2018/19.

## Joint report of the Deputy Chief Executive and the Interim Strategic Director

**PERFORMANCE MANAGEMENT – REVIEW OF BUSINESS PLAN  
PROGRESS – ENVIRONMENT**1. Purpose of report

To report progress against outcome targets identified in the Environment Business Plan, linked to Corporate Plan priorities and objectives, and to provide an update as to the latest key performance indicators for the Environment.

2. Background

The Corporate Plan 2016-2020 was approved by Cabinet on 9 February 2016. Business Plans linked to the five corporate priority areas of Housing, Business Growth, Environment, Health and Community Safety are subsequently approved by the respective committees each year.

Business Plans are reviewed annually. This Committee recommended the latest Environment Business Plan on 15 February 2018 to the Finance and Resources Committee before final approval at Full Council on 7 March 2018.

3. Performance management

As part of the Council's performance management framework, each committee receives regular reports during the year which review progress against their respective Business Plans. This will include a detailed annual report where performance management and financial outturns are considered together following the year-end.

This quarterly report is intended to provide this Committee with an overview of progress towards Corporate Plan priorities from the perspective of the Environment Business Plan. It provides a summary of the progress made to date on key tasks and priorities for improvement in 2018/19 and the latest data relating to Key Performance Indicators (KPI). This summary is detailed in appendix 1.

**Recommendation**

**The Committee is asked to NOTE the progress made in achieving the Business Plan for Environment and the current Key Performance Indicators for 2018/19.**

Background papers

Nil

**APPENDIX 1**

**PERFORMANCE MANAGEMENT**

1. Background - Corporate Plan

The Corporate Plan for 2016-2020 was approved by Cabinet on 9 February 2016. It has been developed setting out the Council's priorities to achieve its vision to make "Broxtowe a great place where people enjoy living, working and spending leisure time." Over the next few years, the Council will focus on the priorities of Housing, Business Growth, Community Safety, Health and Environment.

The Corporate Plan prioritises local community needs and resources are directed toward the things they think are most important. These needs are aligned with other local, regional and national plans to ensure the ambitions set out in our Corporate Plan are realistic and achievable.

2. Business Plans

The Business Plans are linked to the five corporate priority areas, including Environment, and were approved by the respective Committees at meetings held in January and February 2018.

The Council's priority for Environment is that 'The environment in Broxtowe will be protected and enhanced for future generations'. Its objectives are to:

- Reduce litter and fly tipping to make Broxtowe cleaner (En1)
- Maintain and improve the green infrastructure of Broxtowe (En2)
- Increase recycling, composting, renewables and energy efficiency projects as resources allow and reduce residual waste (En3)

The Business Plans detail the projects and activities undertaken in support of the Corporate Plan 2016-2020 for each priority area. These cover a three-year period but will be revised and updated annually. Detailed monitoring of progress against key tasks and outcome measures in the Business Plans is undertaken regularly by the relevant Committee. This will include a detailed annual report where performance management and financial outturns are considered together following the year-end as part of the Council's commitment to closely align financial and performance management.






3. Performance Management









As part of the Council's performance management framework, the Leisure and Environment Committee receives regular reports of progress against the respective Business Plan. This report provides a summary of the progress made to date on key tasks and priorities for improvement in 2018/19 (as extracted from the Pentana performance management system). It also provides the latest data relating to Key Performance Indicators (KPI).




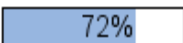






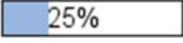

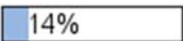
The Council monitors its performance using the Pentana performance management system. Members have been provided with access to the system via a generic user name and password, enabling them to interrogate the system on a 'view only' basis. Members will be aware of the red, amber and green traffic light symbols that are utilised to provide an indication of performance at a particular point in time.



The key to the symbols used in the Pentana performance reports is as follows:

Action Status Key		
	Completed	The action/task has been completed
	In Progress	The action/task is in progress and is currently expected to meet the due date
	Warning	The action/task is approaching its due date (and/or one or more milestones is approaching or has passed its due date)
	Overdue	The action/task has passed its due date
	Cancelled	This action/task has been cancelled or postponed




Key Performance Indicator and Trends Key			
	Alert		Improving
	Warning		No Change
	Satisfactory		Getting Worse
	Unknown		Data Only



**Environment Key Tasks and Priorities for Improvement 2018/19**

Status	Pentana Code	Action Title	Action Description	Progress Bar	Due Date	Comments
	ENV1518_04	Approve Green Infrastructure Strategy and Implement Key Actions	Implement the key actions in the Green Infrastructure Strategy		31-Mar-2019	Annual review of primary and secondary sites has been completed with works actioned as appropriate.
	ENV1620_04	Franchises and licensing within Parks and Open Spaces	Franchises and licensing within Parks and Open Spaces		31-Mar-2019	Sponsorship of floral bedding has been reviewed. Sponsorship opportunities for facilities within the Parks and Green Spaces continue to be explored.
 Page 40	ENV1720_01	Strategic Tree Planting	Continue to apply a strategic approach to tree management and planting. Work with partners, land owners and other agencies		31-Dec-2018	A new Tree Planting has been adopted. This year's tree planting programme launched at Broadgate Park on 24 October 2018 as part of the Clean and Green Campaign.
	ENV1720_02	Review of Trade Waste Service	Establish the cost of providing a trade waste service		31-Mar-2019	Revised rounds have now been operating for a number of months. The next exercise is to analyse the figures in order to ascertain an accurate cost to the trade waste service.
	ENV1821_01	Consider the introduction of charging for replacement/lost/stolen bins	Increased income generation and releasing of resources to undertake priority work		31-Mar-2019	Data analysis has been concluded. Decision reached that any change to the current process would not be cost effective. No further work on this and task to be withdrawn from the 2019/20 Business Plan.
	ENV1821_02	Investigate and undertake appraisal of an integrated management system capable of managing work schedules of Grounds Maintenance,	To implement a single management system which will manage the work schedules of Grounds Maintenance, Street Cleansing and Refuse.		31-Mar-2019	A detailed review of the current system has been completed. Findings of the appraisal will be prepared for members in due course.

Status	Pentana Code	Action Title	Action Description	Progress Bar	Due Date	Comments
		Street Cleansing and Refuse				
	GREEN 0912_14	Further develop sites with Local Nature Reserve status	Management Plans updated	<div style="border: 1px solid black; width: 100px; height: 15px; background-color: #4f81bd; position: relative;"> <span style="position: absolute; left: 50%; top: -50%; transform: translate(-50%, -50%);">50%</span> </div>	31-Mar-2019	Consultation being undertaken with Friends Groups on draft management plans.
	ENV1518_01	Review the Carbon Management Plan	Review of the Carbon Management Plan	<div style="border: 1px solid black; width: 100px; height: 15px; background-color: #4f81bd; position: relative;"> <span style="position: absolute; left: 40%; top: -50%; transform: translate(-50%, -50%);">40%</span> </div>	31-Oct-2018	Following the redundancy programme undertaken earlier in 2018, staff resources are no longer dedicated to this task. However, many of the detailed actions are undertaken as part of other work streams.

**Environment Key Performance Indicators 2018/19**

Status	PI Code & Short Name	Data Collected	2016/17	2017/18	Q2 2018/19		Trend	Notes
					Value	Target		
	BV84a Household waste collected per head, in kilos	Annual	366.62	344.98	193.20 <i>estimate</i>	182.00	Negative	Target not achieved. There has been an increase of approximately 450 tonnes collected for recycling compared to the previous year. This is a positive outcome in terms of increasing recycling.
	NI 191 Residual household waste per household (Kgs)	Annual	486.62	476.81	256.17 <i>estimate</i>	234.92	Negative	Target not achieved mainly due to an increase in the amount of residual waste collected. There has been a small increase in the amount of waste collected through the bulky waste service which suggests residents are making use of this service.
	NI 195b Improved street and environmental cleanliness (levels of litter, detritus, graffiti and fly posting):	Annual	96%	95%	96%	96%	Stable	Surveys are undertaken three times a year so results of the first survey are reported in Q2. To make the indicator easier to

Status	PI Code & Short Name	Data Collected	2016/17	2017/18	Q2 2018/19		Trend	Notes
					Value	Target		
	Detritus							understand the indicator now shows the percentage of streets which achieve the required cleanliness standard. Previously the percentage not achieving the standard was reported.
	PSLocal_02 Number of Green Flags / Community Green Flags	Annual	5	5	5	5	Stable	Maintaining current number of Green Flags and continue to support community groups with their applications.
	WMDData_03b Number of garden waste subscriptions	Quarterly	n/k	19,211	19,572	19,200	Positive	Target for 2018/19 has been exceeded.

**Report of the Interim Strategic Director**

<b>WORK PROGRAMME</b>
-----------------------

1. Purpose of report

To consider items for inclusion in the Work Programme for future meetings.

2. Background

Items which have already been suggested for inclusion in the Work Programme of future meetings are given below. Members are asked to consider any additional items that they may wish to see in the Programme.

23 January 2019	<ul style="list-style-type: none"> <li>• Fees and Charges for Trade Waste, Cemeteries and Sports Facilities</li> <li>• Broxtowe Parks Standard Annual Assessment</li> <li>• Nottinghamshire Principles for the Reduction of Contamination</li> <li>• Environment Business Plan Quarter 3/KPIs 2018/19</li> <li>• Liberty Leisure Business Plan Quarter 3/KPIs 2018/19</li> <li>• Events in Parks</li> <li>• Clean and Green/Pride in Parks Update</li> </ul>
-----------------	--

(All meetings to start at 7.00 pm)

<b><u>Recommendation</u></b>
------------------------------

<b>The Committee is asked to consider the Work Programme and RESOLVE accordingly.</b>
---

Background papers

Nil

This page is intentionally left blank