



Tuesday, 14 January 2020

Dear Sir/Madam

A meeting of the Leisure and Health Committee will be held on Wednesday, 22 January 2020 in the Council Chamber, Council Offices, 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 Legal Services at your earliest convenience.

Yours faithfully

Chief Executive

To Councillors:	S A Bagshaw	H Land
	D Bagshaw (Vice-Chair)	R D MacRae
	M J Crow	G Marshall
	S Easom	J P T Parker
	S Kerry	P D Simpson
	H G Khaled MBE	I L Tyler (Chair)
	P Lally	

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 - 2

The Committee is asked to confirm as a correct record the minutes of the meeting held on 13 November 2019.

Council Offices, Foster Avenue, Beeston, Nottingham, NG9 1AB

www.broxtowe.gov.uk

4. DEMENTIA-FRIENDLY BUNGALOWS, WILLOUGHBY STREET, BEESTON PAGES 3 - 6
- To provide an update on the proposal to build two dementia-friendly bungalows on the disused Market site on Willoughby Street Beeston.
5. DEMENTIA ACTION PLAN PAGES 7 - 18
- To advise Committee of progress on the Dementia Action Plan.
6. HEALTH PROMOTION ACTIVITY PAGES 19 - 22
- To advise Committee of actions the Authority is undertaking through its work with the Local Strategic Partnership to support people in the borough to live well.
7. PARKING SERVICES BACKGROUND INFORMATION REPORT PAGES 23 - 30
- To provide Committee with a general background on parking services including shared service arrangements and options for the future of such.
8. BROXTOWE CONSOLIDATION PARKING PLACES ORDER 2020 PAGES 31 - 36
- To report back on the outcome of the recent Publication of Notice of Proposals (i.e. any objections received), to make recommendations accordingly and to recommend that the Council proceeds to the next stage of the process - to make the Order.
9. BUSINESS PLANS AND FINANCIAL ESTIMATES 2020/21 - 2022/23 PAGES 37 - 124
- To consider proposals for business plans; detailed revenue budget estimates for 2020/21; capital programme for 2020/21 to 2022/23; and proposed fees and charges for 2020/21 in respect of the Council's priority areas.

10. WORK PROGRAMME

PAGES 125 - 126

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

11. EXCLUSION OF PUBLIC AND PRESS

The Committee is asked to RESOLVE that, under Section 100A of the Local Government Act, 1972, the public and press be excluded from the meeting for the following item of business on the grounds that it involves the likely disclosure of exempt information as defined in paragraph 3 of Schedule 12A of the Act.

12. PARKING SERVICES BACKGROUND INFORMATION
REPORT - APPENDIX 4

PAGES 127 - 128

This page is intentionally left blank

LEISURE AND HEALTH COMMITTEE

WEDNESDAY, 13 NOVEMBER 2019

Present: Councillor I L Tyler, Chair

Councillors: S A Bagshaw
D Bagshaw
S Easom
L Fletcher (substitute)
S Kerry
H G Khaled MBE
H Land
R D MacRae
J P T Parker
M Radulovic MBE (substitute)
P D Simpson

Apologies for absence were received from Councillors M J Crow, P Lally and G Marshall.

12 **DECLARATIONS OF INTEREST**

There were no declarations of interest.

13 **MINUTES**

The minutes of the meeting held on 25 September 2019 were confirmed and signed as a correct record.

14 **CITIZENS ADVICE**

The Committee received a presentation from Sally Bestwick, Chief Executive of Citizens Advice Broxtowe.

15 **MENTAL HEALTH INITIATIVES IN BROXTOWE**

In the last Council term, a Mental Health Working Group was established to consider mental health issues. The Committee noted a report which provided information on the progress made on recommendations arising from the Working Group.

It was queried as to whether the Working Group should be reconstituted to continue its work on mental health initiatives. Members debated the issue, and while agreeing the Working Group provided value to the Council, were informed that its duties would now be undertaken and monitored by this Committee.

16 BROXTOWE CONSOLIDATION PARKING PLACE ORDERS 2020

On 25 September 2019 the Committee received a report which explained that Broxtowe's off-street car parks were regulated through a range of off-street car parking orders. Members considered the Notice of Proposals and consultation responses and requested that an overview of car parking report be submitted to a future meeting.

RESOLVED that:

1. **Delegated authority be given to the Deputy Chief Executive to finalise and undertake the required publication of the Notice of Proposals.**
2. **The Council's responses to the consultation be as included in appendix 1 of the report.**

17 PERFORMANCE MANAGEMENT - REVIEW OF BUSINESS PLAN PROGRESS - LIBERTY LEISURE LIMITED

The Committee was updated on the progress against outcome targets identified in the Liberty Leisure Limited Business Plan, linked to Corporate Plan priorities and objectives.

18 PERFORMANCE MANAGEMENT - REVIEW OF BUSINESS PLAN PROGRESS - HEALTH

The Committee was updated on the progress against outcome targets identified in the Community Safety and Health Business Plan, linked to Corporate Plan priorities and objectives.

19 WORK PROGRAMME

The Committee considered the Work Programme and agreed that a report be submitted providing an overview of the car parking responsibilities of the Council.

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

Report of the Deputy Chief Executive

DEMENTIA-FRIENDLY BUNGALOWS, WILLOUGHBY STREET, BEESTON

1. Purpose of report

To provide an update on the proposal to build two dementia-friendly bungalows on the disused Market site on Willoughby Street Beeston.

2. Detail & progress

The old Beeston market site was identified as a suitable location to build two dementia-friendly bungalows to complement our existing stock and meet the needs of residents. Further details and a visualisation are provided in the Appendix.

To date we have completed detailed designs, layouts and consultation with specialists to get the best from the scheme. This scheme will include air source heat pumps with underfloor heating.

- Ground radar survey and topographical survey completed.
- Planning permission has been granted.
- Agreement reached with The Oasis Church for fenestration changes.
- Applications for service connections for water and electric completed.
- Tenders issued for return

Milestones and future plan

- Detailed technical designs & Building Regulations approval
- Select contractor after committee approval February 2020
- Start on site March 2020
- Project delivery & completion approximately 10 months

3. Financial implications

The agreed budget will be carried forward into the new financial 2020/2021 to allow completion of the project and full expenditure. A further update will be provided verbally to the Committee.

Recommendation

The Committee is asked to NOTE the report and the detail of the progress to date and the forward delivery plan.

Background papers

Nil

APPENDIX

**DEMENTIA FRIENDLY BUNGALOWS AT WILLOUGHBY STREET BEESTON
NOTTINGHAM 2019/21****1. Background**

To meet the growing needs of support for later life Broxtowe Borough Council are building a pair of semi-detached dementia-friendly bungalows.

The site for the dwellings is the old Beeston market which is owned by the authority. Its location allows easy direct access on to the main retail area while its proximity to existing supported living accommodation will allow the easy provision of support if required. Despite being so close to the centre of town the street is fairly quiet with very few vehicles.

The site stands opposite recently constructed dwellings and is set between a church and the service side of main street retail units. With an existing wall to the rear and side a new high fence will be erected to provide secure rear gardens to the new properties. These gardens should be reasonably secluded and private while vehicular access is available next to the front door.

As dementia tends to be age-related the design provides for fully wheelchair accessible living with two bedrooms available. This will include a wheelchair compliant wet room and some lowered kitchen worktops for food preparation. Other features that should assist those with dementia include:

- Open plan living with good visual connection of spaces
- Covered entrance with improved security and observation
- Large entrance hall with scope to park a wheelchair
- Kitchen and dining area is integrated into the living area with good natural daylight
- An external charging point for a mobility scooter is available in the secure area at the back of the property
- Sheltered rear space allows enjoyment and activity outside. A raised area for planting encourages outdoor activity that will maximise sunlight exposure and the manufacture of vitamin D
- All rooms, apart from the visitors' WC, offer views for light and sense of orientation
- Two storage rooms offer good capacity with zoning opportunity
- Detailed design will address visual clarity, appropriate colours & contrasts, ergonomic handles/supports and a variety of visual keys

The exteriors of the bungalows are designed to be have a contemporary feel while using traditional elements that are easily comprehended. Front doors will be of different colour to act as an additional visual clue. A timber picket fence is provided at the edge of the road to define the defensible space while refuse will be kept on the

corners of the front boundary so that there should be no reason for the tenant to move them.

Planting will be low maintenance local species, apart from the rear raised beds where aromatic plants will also be planted to enhance the sensory experience.



This page is intentionally left blank

Report of the Chief Executive

DEMENTIA ACTION PLAN 2020/22 AND PILOT PROJECT

1. Purpose of report

To approve the refreshed dementia action plan for 2020/2022, attached as appendix 1.

To recommend to Finance and Resources Committee funding of a pilot project between the Council and The Studio, attached as appendix 2.

This links to the refresh of the new Corporate Plan priority Health: Support people to live well with dementia.

2. Detail

Dementia can be caused by diseases of the brain or by strokes. The most common form of dementia is Alzheimer's disease; however, over one hundred different types of dementia exist. Approximately, 850,000 people are living with dementia in the UK.

A person's risk of developing dementia rises from one in 14 over the age of 65, to one in six over the age of 80. However, just because a person grows old does not mean a person will get dementia. In the UK, approximately 42,000 people under the age of 65 have dementia. See background paper for a link to the Alzheimer's Society, for facts for the media.

In Broxtowe, approximately 1,500 people are living with dementia. This action plan and pilot project enhance the opportunity to live well with dementia.

Recommendation

The Committee is asked to:

- 1. RESOLVE that the new Dementia Action Plan for 2020/22 be approved.**
- 2. RECOMMEND to the Finance and Resources Committee that the provision for the projected £15,000 cost of the pilot project be made in the 2020/21 General Fund and HRA budgets.**

Background papers

Nil

This page is intentionally left blank



Broxtowe
Borough
COUNCIL

DEMENTIA ACTION PLAN

1ST April 2020 TO 31ST MARCH 2022

ACTION / DESCRIPTION	LEAD OFFICER (Title)	Due Date	UPDATE
Dementia awareness week: increase dementia awareness via ground floor council offices TV screen targeted at employees, Councillors and members of the public	Communities Officer (Health)	DAW 20 – 26 May 2020 (approximately this week in subsequent years)	
Produce an article for Broxtowe Matters (to include raising awareness of community café's / Arts Centre / activities)	Communities Officer (Health)	October 2020	
Social media notifications for dementia awareness week	Communications and Marketing Officer	20 – 26 May 2020	

Deliver Dementia Friends information sessions to staff and community organisations; increasing the number of Dementia Friends in Broxtowe.	Communities Officer (Health)	On-going: 20/21 = 80 new DF 21/22 = 85 new DF	
Dementia Champions Training: encourage Councillors and Employees to become a Dementia Champion at Dementia Friend Information Sessions	Communities Officer (Health)	At each information session	
Raise awareness of BLZ e-learning to help employees become more aware of the needs of people living with dementia and how they might need to take this on board when designing services	Communities Officer (Health)	May 2020	

Older Persons' Week. Explore the possibility to hold relevant activities, to include people living with Dementia	Engagement Manager	October 2020 & 2021	
Explore the possibility to train leisure centre staff to be Dementia Friends so leisure programmes can reflect an inclusive approach towards people living with Dementia and their carers	LLeisure	31 March 2021	
Explore / review inclusive activities at L Leisure centres	LLeisure	31 March 2021	
Raise awareness of the Discretionary Dementia Grant from the Disabilities Facilities Grants fund for adaptations / assistive technology to make homes dementia friendly	Communities Officer (Health)	At every information session	

Explore the possibility of holding a community information event.	Communities Officer (Health)	May 2020	
Report progress on building dementia friendly bungalows (current plan)	Head of Property Services	31 March 2021	Construction of two bungalows at Willoughby Street Beeston will be undertaken in 2020/21
Explore the possibility of building new dementia friendly bungalows	Head of Property Services	31 March 2022	
New dementia-friendly signage on ground floor of council offices will be considered as part of the New Ways of Working Project.	Head of Property Services	31 March 2021	Work on the reception of the main Council Offices will be undertaken in 2020/21
Planners to undertake the Royal Town Planning Institute e-learning course	Head of Neighbourhoods and Prosperity	31 March 2021	

Encourage and promote activities evidence suggests are preventative factors (smoking cessation, healthy weight, physical activity)	Communities Officer (Health)	31 March 2022 On-going.	NEW Integrated Wellbeing Service launches 1 April 2020
Explore the possibility of creating a pilot project working in partnership with The Studio	Chief Executive	31 March 2020	
Explore possibilities to work in partnership with proposed Belong Care Village in Beeston	Communities Officer (Health)	31 March 2022	
Promote carers roadshows / awareness weeks	Communities Officer (Health)	31 March 2022 (on-going)	
Attend Nottinghamshire Dementia Action Alliance meetings and support actions	Communities Officer (Health)	31 March 2022	
New Mayor does dementia friends training	Communications and Marketing Officer	September 2020 September 2021	

Refresh Dementia webpage	Communities Officer (Health)	September 2020	
Explore the possibility of mandatory Dementia Friend training as part of the induction with new starters.	Head of Public Protection	December 2020	
Refresh HR policies when appropriate: the Council is committed to ensuring that its staff are treated with dignity and respect at work. Consideration will be given to carers through agreement to flexible working requests in accordance with the 2014 Flexible Working Regulations and the ACAS Code of Practice.	HR Manager	Reactive until 31 March 2022	

This page is intentionally left blank

APPENDIX 2

Further Information

A unique new concept in dementia care (believed to be unique in the Country) has been opened in Beeston. **The Studio**, at Padge Road, is essentially an art centre, where people with dementia can try out new skills or practise familiar leisure activities with support. With provision for music making and singing, exercise and dance, theatre and all forms of visual and plastic arts, The Studio is a place for people to 'connect and create', supported by professional ArtsCare Assistants, while carers have a well-earned break.

A committee of local dementia experts, (including Professor Justine Schneider a part time professor at Nottingham University specialising in this field, and Catherine Gordon one of two consultants in the Young Onset Dementia service in Nottinghamshire) and family carers developed and planned **The Studio**, forming a non-profit Community Interest Company in 2019. **The Studio's** location, on an industrial estate at Padge Road, Beeston, has its own parking space and a No. 18 bus stop only minutes away on Beacon Road.

The Studio's team of ArtsCare Assistants is led by professional artists Emma Wass and Sarah Griffiths-Wright, who devise and lead a varied programme of individual and group-based creative pursuits tailored to participants' abilities and interests. Everyone will be fully assessed at the outset but no previous artistic experience is required; the principle is that human beings are all creative. For example, Emma is trained in the Timeslips technique, a storytelling approach that uses the inspiration of all present to weave a narrative. This shows powerfully that people with memory problems can still use their imaginations.

Carers do not have to accompany people with dementia to every session. The 3 hour sessions (morning or afternoon) at **The Studio** cost £35, including a light lunch and refreshments.

This is a unique and valuable new service for people with dementia in our area. Broxtowe is fortunate to have people like those who formed the CIC living within the community, who are entrepreneurial and courageous enough to take the financial risks involved in setting up such a venture.

As it is this Council's vision to support people to live well with dementia, and in particular recognising that carers for people with dementia have little support, the council has an opportunity to partner with the project to support its success in its early days.

As cost is often a barrier (according to the experts mentioned above) to accessing this sort of service, it is suggested that a pilot "voucher" system benefitting either carers and those they care for or those living with a dementia diagnosis who may be on their own and who may benefit from social contact in this particular context, be set up funded initially from contributions from

£5,000 (earmarked from the grants budget)

£5,000 from the HRA (earmarked for tenants and their carers who may be living with dementia)

£5,000 from the existing mental health budget

To fund vouchers which would be distributed through a clinical referral pathway to those who might most benefit from this opportunity, either carer or patient.

The details of the scheme would be delegated to the Chief Executive to agree in consultation with the chair and Vice Chair of the Leisure and Health Committee.

Report of the Chief Executive

HEALTH PROMOTION ACTIVITY

1. Purpose of report

To advise Committee of actions the Authority is undertaking through its work with the Local Strategic Partnership (LSP) to support people in the borough to live well.

2. Detail

The Council has a Health and Older Peoples Group as part of its LSP which aims to create wide ranging opportunities for improved health and wellbeing, reduced health inequalities and social exclusion in Broxtowe. It achieves this through developing strong partnerships with organisations delivering against health and wellbeing priorities.

The attached appendix highlights themes which are being worked on with partners, including Nottingham West Clinical Commissioning Group; Nottingham and Nottinghamshire Integrated Care System (ICS), Integrated Care Partnership (ICP) and Primary Care Network (PCN).

Recommendation

The Committee is asked to NOTE the report.

Background papers

Nil

This page is intentionally left blank

Health themes with input from the council via the Local Strategic Partnership

- Social Prescribing and Link Workers starting in January 2020. Social prescribing is part of personalised care as part of NHS England's model of personalised care.
- Supporting the recruitment of a Community Development Officer post, hosted by Gedling Borough Council. The officer will work across Broxtowe, Gedling, Rushcliffe and the Hucknall area of Ashfield.
- Nottinghamshire Health and Wellbeing Board and Healthy Sustainable Places meetings. Funding from Nottinghamshire County Council Public Health has made it possible to deliver the Stapleford Food Poverty project under the Food Environment element of the Health and Wellbeing Strategy. The project supports holiday hunger in the school holidays; social eating to reduce social isolation and loneliness; food growing; debt advice; supporting cooking skills and healthy eating at the youth centre; reducing food waste; supporting food banks and community organisations (the volume of food waste shared in the community is the equivalent of 30,000 meals).
- Refreshing the Tobacco Control Chapter of the Joint Strategic Needs Assessment.
- The mobilisation phase of the new Integrated Wellbeing Service which launches from April 2020.
- The Broxtowe Partnership Board has considered Homelessness and Mental Health. At its March 2020 meeting it will consider the community and voluntary sector. A report of the achievements of the task and finish groups are reported at the Board.
- The Council has registered its interest of joining the Nottinghamshire Wellbeing @ Work scheme.
- A pilot project to support those with dementia and their carer's in partnership with the Council and The Studio; refreshed dementia action plan.
- Through the LSP distribution lists the Council has shared partner information.
- Member of the Nottinghamshire Health and Wellbeing Officer Group which now includes Nottinghamshire Sports Development Officers to discuss and share best practice.
- Disability Confident Employer.
- Nottinghamshire Children's Life Chances Strategy Group (child poverty).
- Reinstated stop smoking clinics in Beeston and Eastwood.
- Working with Children's Centres to promote breastfeeding friendly places. The Council is a breast feeding friendly place.
- Working with Everyone Health to increase Healthy Option Takeaways. Working with Nottinghamshire County Council to plan a media campaign.
- Working with Inspire Libraries to create Reading Friends groups as part of this national campaign. To reduce social isolation and loneliness.
- Community Living Networks for those with learning disabilities
- Physical Activity Insight project with LLeisure, Active Notts and Public Health

This page is intentionally left blank

Report of the Deputy Chief Executive

PARKING SERVICES BACKGROUND INFORMATION REPORT

1. Purpose of report

To provide Committee with a general background on parking services including shared service arrangements and options for the future of such.

2. Detail

The Council currently has 28 town centre car parks and 2 car parks near to Beeston train station. Further financial and statistical information is given in appendices 1 and 2. Appendix 3 contains information in response to recent member enquiries regarding the following subjects:

- Trailers abandoned on the highway
- Why we ban minibuses and high-sided commercial vehicles from our car parks
- Why we cannot have dedicated spaces for oversize vehicles
- Details of who does what – County, Police, Borough, Supermarkets, Central Processing Unit
- Why we do not let parents dropping off children at school use housing car parks such as Jessamine/Nether Street in Beeston

3. Shared service arrangements

In addition to managing the Council's 30 car parks and the Council's CCTV service, the Parking Services team also manages Rushcliffe Borough Council's car parks and manages on-street enforcement on behalf of Nottinghamshire County Council in both Broxtowe and Rushcliffe. These arrangements began in June 2008 and October 2014 respectively, and generate the income highlighted in appendix 1. Further details are given in the exempt appendix 4 including options for the future.

4. Developments

- The new Beeston Town Centre redevelopment will mean the loss of two temporary car parks in Beeston town centre by May 2020, along with much of their associated income (c £2,000 per month).
- Victoria Street car park in Eastwood was resurfaced last financial year and, subject to the council's annual budgetary processes it is hoped to instigate a programme of resurfacing one car park every year.
- Cashless payment options were extended to the Foster Avenue car park in Beeston in 2019 (the Council's busiest). Previously these were only available in the Council's two Beeston train station car parks.

5. Financial implications

The financial implications are set out in the appendices. Attention is drawn to appendix 4 and the implications of remaining/not remaining in the partnership arrangement with the County Council for managing on-street parking enforcement which is included in the confidential appendix 4.

Recommendation

The Committee is asked to NOTE this report and to CONSIDER the options in appendix 4 and RESOLVE accordingly.

Background papers Nil

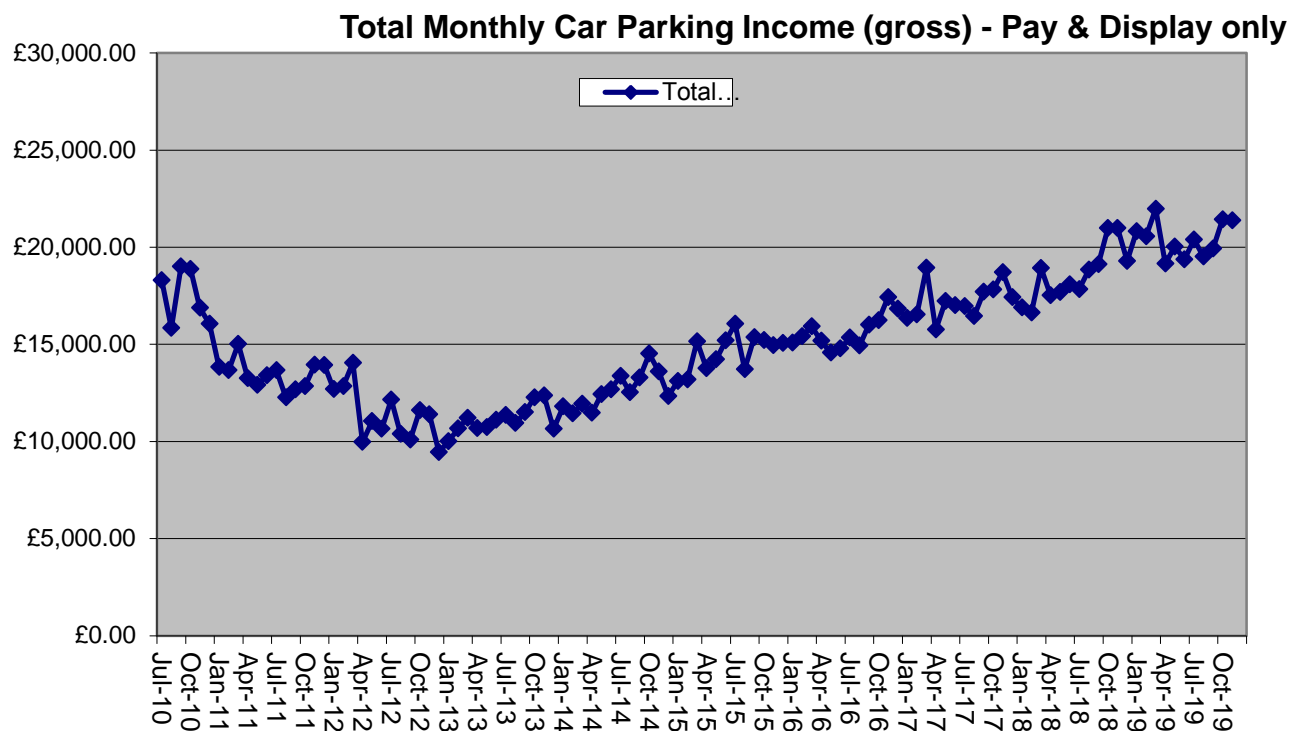
APPENDIX 1

Broxtowe off-street car park data for 2018/19

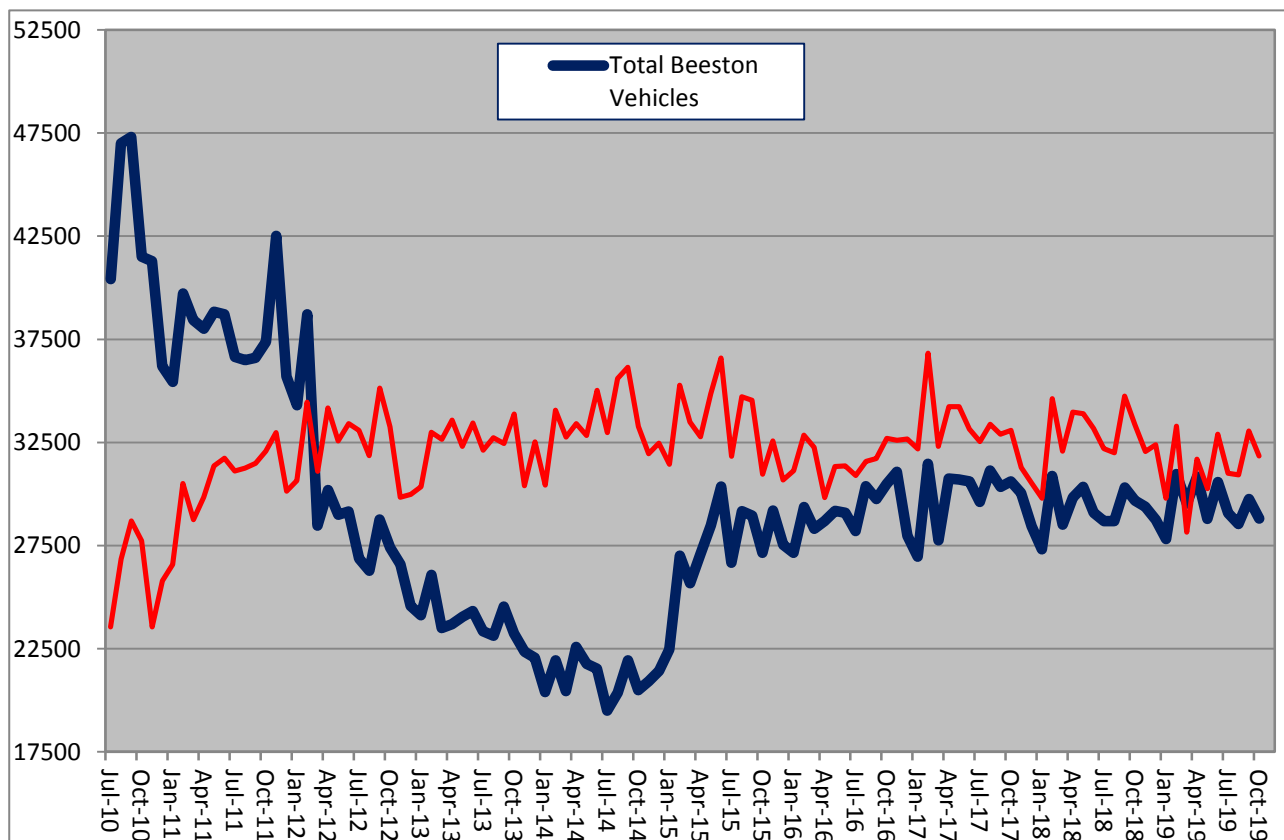
Town Centre Car Parks Information									
Location	Total Spaces	Blue Badge	Electric charging points	2018/19					Comments
				P&D tickets	Turnover - No of vehicles per space per charging day*	Pay & Display income (NET of VAT)	Permit Income (NET of VAT)	PCN Income (no VAT)	
Beeston									
Albion Street	37	2		5,893	0.53	£5,475.50		£410.00	
Chilwell Road	22	2		15,953	2.42	£4,019.08		£2,318.00	Owned by Nottm City Council
City Road	20	2		18,616	3.10	£2,842.25		£3,812.97	
Derby Street Middle	17	3		5,146	1.01	£3,729.38		£1,061.00	
Derby Street South	66	5		31,146	1.57	£15,579.50	£2,962.44	£4,646.00	
Devonshire Avenue	82	3				NO CHARGE		£665.00	Staff / Members only Mon-Fri Goes as part of Square Ph2
Former Fire Station	27	0		19,315	2.38	£12,503.00		£3,431.00	
Foster Avenue	69	10		172,190	8.32	£21,635.33		£35,675.15	
Middle Street Central	20	0		4,323	0.72	£3,118.08	£875.00	£530.00	
Middle Street	6	1		2,729	1.52	£1,535.54		£623.67	
Portland Street	15	0	8	5,923	1.32	£1,120.29		£645.00	
Regent Street	14	2		17,984	4.28	£3,573.33		£2,393.00	
Station Road (nr train st)	11	1		882	0.23	£3,092.04		£460.00	
Station Road Central	18	2		22,929	4.25	£13,190.00		£2,436.00	Goes as part of Square Ph2
Technology Drive (nr train st)	62	6		1,985	0.14	£7,637.42		£470.00	Owned by Beeston Business Pk
Wilmot Lane	19	2		26,672	4.68	£4,512.67		£3,714.00	Owned by Nottm City Council
Eastwood									
Alexandra Street	6	1				NO CHARGE		£400.00	
King Street	12	2		29,496	8.19	£3,407.42		£2,681.00	
Oxford Street	29	2		32,873	3.78	£7,232.25	£250.00	£1,510.00	
Scargill Walk	22	2		19,956	3.02	£4,045.29		£1,500.00	
Sun Inn	61	6		25,003	1.37	£10,580.91	£1,250.00	£3,458.73	Owned by Greene King
Victoria Street	39	4	8	86,381	7.38	£16,401.33		£6,654.00	
Stapleford									
Cliffe Hill Avenue	59	4	8	27,816	1.57	£13,944.63		£2,048.00	
Eatons Road	17	2		31,910	6.26	£6,333.46		£3,203.00	
Halls Road	28	2		21,629	2.57	£5,604.33	£625.00	£1,839.53	
Victoria Street	51	6		101,651	6.64	£10,468.33		£5,263.00	
Kimberley									
James Street	14	2				NO CHARGE		£875.00	
Newdigate Street	9	2				NO CHARGE		£894.92	
Station Road	7	1				NO CHARGE		£165.00	
Victoria Street	33	2	4	16,260	1.64	£4,203.79	£500.00	£4,032.00	
	892	79	28	744,661	79	£185,785.16	£6,462.44	£97,814.97	
				Total Income 2018/19 (as above)				£290,062.57	
				Total Car Park Expenditure 2018/19				£382,642.97	

In addition a further £5982.92 net was received via cashless payment methods. The income figure excludes Nottinghamshire County Council and Rushcliffe Borough Council income figure.

APPENDIX 2

Broxtowe off-street car park income trends 2010-2019Broxtowe off-street car park usage trends 2010-2019

(the thinner [red] line is the combined total for Eastwood, Kimberley and Stapleford)



More information is available on the Council's website at:-

<https://www.broxtowe.gov.uk/for-you/roads-parking-travel/car-parks-usage-income-costs/>

Responses to specific member queries

- **Trailers abandoned on the highway without a number plate**

This is a matter for Nottinghamshire County Council as highway authority whom should use their Highways power to remove offending vehicles or trailers. The Borough Council's delegated civil parking enforcement powers (the ability to issue a Penalty Charge Notice) only apply to vehicles with a number plate where they are parked in contravention of a Traffic Regulation Order (such as yellow lines or a residents-only parking scheme). The general powers available to the highway authority include: -

1. The Road Vehicles (Construction and Use) Regulations 1986 (Section 103: No person in charge of a motor vehicle or trailer shall cause or permit the vehicle to stand on a road so as to cause any unnecessary obstruction of the road).
2. Town Police Clauses Act 1847 (Section 28: wilfully causing an obstruction to any public footpath or public thoroughfare).
3. Road Traffic Act 1988 (Section 22: leaving vehicles in a dangerous position on the road (including verge)).

- **Why we ban minibuses and high-sided commercial vehicles from our car parks**

Most of our car parks are not constructed to accommodate the weights of commercial vehicles. Such vehicles increase damage and wear to car park surfaces, increasing the maintenance cost at a time when there is insufficient budget in place for a planned programme of car park resurfacing.

"The Generalized Fourth Power Law is the most commonly agreed method to approximate the relative impact of vehicles on roads: the damage caused to the structure or foundations of a road is related to the axle weight of the vehicle by a power of four. This means that a six-axle, 44-tonne truck is over 138,000 times more damaging than a typical, small, 1 tonne car (such as a Ford Fiesta) with two axles."

In addition, the Council has had many claims previously that other motorists haven't seen the car park regulatory signs because a large vehicle blocks their visibility. The high sided vehicle also increases the risk of an incident or accident when motorists, or in some cases children, are unable to see around or over that vehicle. This also compromises sightlines when re-entering the flow of traffic from a stationary position. This is particularly the case if there is a high sided vehicle parked either side of a standard sized car.

The height and weight restriction has been in the Council's off-street orders since 1993 and generally there is a good compliance level, however of late the long wheel base high sided transits and occasional motorhomes are causing visibility problems for other parking place users, motorists and pedestrians.

The council is, however, in the process of exempting wheelchair-modified vehicles which exceed the height restrictions when parked within a blue badge parking space or bay within its new proposed parking places order. Officers believe this will have a minimum impact because so few modified vehicles are in circulation at the moment. Such vehicles will need a valid Blue Badge on display.

Other than as described in the previous paragraph there is no legal or fair way of exempting certain minibuses over others because simply because they may be performing a worthwhile community service.

- **Why we can't have dedicated spaces for oversize vehicles**

Mainly for the reasons detailed above.

In addition, it would require dedicated spaces and bays that are individually signed, changes to existing signs and tarmac line markings; and tarmac surfacing may need reinforcing in certain car parks. Because the parking bay for a high sided vehicle would have to be larger than a standard parking bay to safely accommodate a safe turning area and make it safe for pedestrian and other motor vehicles the council would lose 2 or 3 standard size spaces to accommodate 1 larger high sided vehicle space. The risk is that the council would lose income from potentially 2 fee paying spaces.

A dedicated high sided vehicle parking space may not be fully utilised and remain empty for long periods of time, as a normal motor vehicle would be prohibited from using the dedicated space. There would also still be a risk to other pedestrians, motorists, vehicles and a risk that signage would be obscured.

There is already a "loss" of "standard" car parking spaces within most of our car parks due to the need to accommodate Blue Badge holders; and four of our car parks have been further constrained by the recent provision of electric vehicle-only spaces.

The County Council provides adequate on-street parking spaces close by to all the council car parks to facilitate high sided vehicles therefore space within close proximity of the essential services within town centres. The public highway is better equipped and designed to accommodate commercial type vehicles, public car parks are not. Vehicles engaged in loading and unloading in town centres are exempt from yellow / double yellow lines on-street (except at times when any loading restrictions are in place).

- **Details of who does what – County, Police, Borough, Supermarkets, Central Processing Unit**

- **Police** – are responsible for the enforcement of dangerous and obstructive parking, especially where there are no Traffic Regulation Orders (TRO's) such as yellow lines in place.
- **Nottinghamshire County Council** – is responsible for deciding which on-street TRO's should be introduced, amended or withdrawn. Such TRO's might include: single and double yellow lines, limited waiting bays, residents only parking schemes.

- **Broxtowe Borough Council** – is responsible for deciding how its off-street car parks should be managed and enforced. Working with the County Council's enforcement contractor (currently NSL) it also monitors and controls on-street enforcement (see also exempt appendix 4).
- **CPU** – The Central Processing Unit basically processes Broxtowe Borough Council's off-street penalty charge notice cases, and Nottinghamshire County Council's on-street penalty charge notice cases in accordance with **The Civil Enforcement of Parking Contraventions (England) Representations and Appeals Regulations 2007**. The Borough Council deals with the content of the off-street appeals CPU process at an appropriate stage through to debt collection. In essence, the Borough Council makes the final local authority decision on off-street cases, and the County Council makes the final local authority decision on on-street cases.
- **TPT** – The Transport Penalties Tribunal is the independent adjudication service to which motorists may appeal if they are unhappy with the Borough's decision on off-street cases and/or the County's decision on on-street cases.
- **Supermarkets and other private operators** – In Beeston Tesco's and Sainsbury's both offer free town centre car parking for 3 hours. Indeed, these two car parks provide nearly two thirds of the Beeston town centre parking stock. The overall position is given below: -

Town Centre >	Beeston	Eastwood	Kimberley	Stapleford
% parking Broxtowe controlled	25%	50%	14%	51%
% private controlled	61%*	31%^	79%	19%''
% parking County on-street	14%	19%	7%	30%

*In addition, there is a free 100 space car park at Lidl, but it is advertised as store use only and so has been excluded from the analysis above.

^In addition, there is a free 425 space car park at Morrison's, but it is relatively peripheral to the town centre and so has been excluded from the analysis above.

''In addition, there is a free 50 space car park at the ex-Co-op and a free 12 space car park at Sainsbury's, but these are advertised as store use only and so have been excluded from the analysis above, as has the new Aldi as this is relatively peripheral to the town centre and is for store use only.

- **Why we don't let parents dropping off children at school use housing car parks such as Jessamine/Nether Street in Beeston**

When these car parks are full of non-residents then essential care, carers, family members and residents to Retirement Living Scheme sites are unable to get parked, which can sometimes be a significant inconvenience when essential care in the community is being provided. It was a Housing Department decision to improve the situation for the aforementioned services because of repeated complaints from residents and families of residents.

This page is intentionally left blank

BROXTOWE CONSOLIDATION PARKING PLACES ORDER 2020

1. Purpose of the report

To report back on the outcome of the recent Publication of Notice of Proposals (i.e. any objections received), to make recommendations accordingly and to recommend that the Council proceeds to the next stage of the process to make the Order.

2. Background and detail

Committee will recall the reports of 25 September and 13 November 2019 which explained that Broxtowe's off-street car parks are currently regulated through a range of off-street car parking orders. It also gave a number of reasons as to why a Consolidation parking places order is now considered appropriate. These related to:

- Vehicles made or specifically adapted for wheelchairs / mobility scooters.
- The two Beeston Square service yards.
- Electric vehicles and virtual payment methods.
- Simplifying the process for changing long stay to short stay and vice versa.
- Consolidating all the current diverse orders.

Committee is asked to note that no changes to current car parking charges or current car parking charging concessions are proposed as part of this process – any such would require separate Committee approval.

The second stage of the process is statutory consultation and this has recently been completed – full details of the consultation process were given in the report of 13 November. Two responses were received as detailed in appendix 1; along with an officer response to these. It is recommended to make the Order as per the timescales given in appendix 2.

The proposed schedule, which will form part of the statutory advertising was given in the report of 25 September.

3. Financial considerations

The cost associated with the various stages of public advertising of the off-street car parking order (c£5,000) will be absorbed within existing approved budgets.

Recommendation

The Committee is asked to RESOLVE that the Broxtowe Consolidation Parking Places Order 2020 is made.

Background papers

Nil

APPENDIX 1

Consultation responses received and suggested response

Response received	Suggested response
<p>DB – Stapleford Resident</p> <p><i>“I object most strongly to the changes in parking regulations for Halls Road car park. We have lived at (redacted) Derby Road since 1995 and have no off street parking at our house.</i></p> <p><i>Since we bought the house the council has placed a number of additional restrictions on parking in our area with no consideration whatsoever for long term residents. The council has brought in residents parking for nearby roads,</i></p> <p><i>... introduced parking charges at Halls Road car park, ...</i></p> <p><i>... has reduced the number of parking bays available, has increased the residential properties on Derby Road resulting in an increasing demand for those parking bays remaining and have placed more stringent time limits on the parking bays close to our house.</i></p> <p><i>A couple of years ago the council removed charges for Saturday parking at Halls Road which we felt was a very positive move for the local residents. To go back on this move now, and to also introduce further restrictions to the amount of time a car can be parked there seems inappropriate. The car park is used on a Friday evening for overnight parking, your proposed parking restrictions would imply that cars could only be parked for a maximum of 12 hours, implying that if I park my car there on a Friday evening at 5.30pm I would have to move my car in the early hours of Saturday morning. Surely this would result in cars being</i></p>	<p>Please see more detailed responses below, in terms of the resident's more detailed comments no changes in off-street parking regulations are proposed.</p> <p>On-street restrictions are a matter for the County Council as highway authority.</p> <p>It is correct that charges were introduced by the Borough Council in 2010. Since then, however, the all-day charge has been reduced from £3 to £1 and charges have been waived after 4pm Mondays to Fridays and all weekend / bank holidays at Halls Road. No change to this is proposed as part of this Order process</p> <p>On-street restrictions are a matter for the County Council as highway authority.</p> <p>The resident is correct in that the advertised Order would appear to reverse some of the gains they have experienced in recent years. However, it is a “worst case” Order, virtually identical to the current one in terms of Halls Road, which allows the Council to introduce controls and charges should it need to in the future, without having to undertake a fresh 6 to 9-month Order process. However, in terms of the current concessionary arrangements whereby charges have been waived after 4pm Mondays to Fridays and all weekend / bank holidays at Halls Road, no change is proposed as part of this Order process. Any loss of these</p>

parked on Halls Road in the evenings rather than the car park. As in my experience, the car park is rarely full, implementing these restrictions, would not seem to free up much needed car parking spaces but would increase off (on?) street parking on Halls Road and other roads nearby which would not be beneficial for road users or local residents. I fail to see the benefit to local businesses or residents of a 12-hour restriction on all days, the majority of local businesses being shut on Sundays.

The only good part of your proposal is that the quarterly parking permit is free and I assume I would be able to apply for that."

concessions would require Committee approval and is not delegated to officers.

Halls Road car park has always been a 12-hour maximum stay parking place, so no change is proposed, if that provision has worked previously then it should work now for the resident as there are no intended changes to existing enforcement regimes.

In summary, the resident's concerns are understood, but they will see no change to their current ability to park unless this Committee decides otherwise.

The Council apologises for the understandable confusion caused to the resident by the Notice of Proposal as, unfortunately, there are no current plans to introduce a free (or even a chargeable) quarterly permit at Halls Road as the free or low charge would cost more to administer than the income received.

It has to be advertised as a £0.00 charge as this is the only way the council could introduce such a permit in the future should it wish to without going through a fresh 6 to 9-month Order process. The actual level of charge would then be set by Committee without the lengthy Order process.

At present no quarterly permits are issued at Halls Road – so no change is proposed. The annual permit at Halls Road costs £150 so a quarterly permit would cost say £40, most of which cost would be taken up by the administration involved in issuing the permit.

Stapleford Town Council

"Councillors have raised concerns under Paragraph 4, Category B car parks, regarding the increase of the charge to £15.00 for people to stay over 3 hours...

Category B car parks are the current short stay car parks where the current maximum stay is 3 hours. Currently, if a motorist exceeds the 3-hour limit then a £50 Penalty Charge can be issued (reduced to £25 if paid within 14 days). Under the new Order all car parks become long stay (for the reasons previously explained to members) but the £15 tariff is used to deter long stay parking in key car parks.

...and that no return within 3 hours is Page 33 *hour no return policy is to*

<p>excessive.</p> <p><i>The main concerns are:</i></p> <ul style="list-style-type: none"> <i>• that if blue badge holders are not able to complete their business in the town within the free 3 hours period, they will then have to pay £15.00 to remain parked. It is felt that this is an excessive charge.</i> <i>• that the no return period is counter intuitive to increasing footfall to the town</i> 	<p>encourage turnover of vehicles to maximise space availability by motorists using different car parks through the town to facilitate their needs rather than one specific one (closest to the shops) and to enable the council to effectively enforce this restriction. The 1 hour no return prohibited effective enforcement and encouraged misuse of the 1-hour free period, motorists just changed the free voucher to extend their stay instead of moving their vehicle. The no return encourages fair use of all the parking places several times a day by different users.</p> <p>There is no change for Blue Badge Holders in the prime location current short stay car parks as they are currently restricted to 3 hours and beyond that could be liable to a £50 Penalty Charge Notice. Under the proposed Order they have the option of paying to stay all day for £15 in prime car parks or Free/£1/£2 all day (dependent on day and location) in non-prime locations. All town centre car parks will offer 3 hours' free car parking for Blue Badge Holders; but Blue Badge holders can now choose to pay £15 all day in prime location car parks where previously they were not allowed to stay for more than 3 hours without risking a Penalty Charge Notice.</p> <p>By definition, most Blue Badge holders use the current prime location short stay car parks as they are the ones closest to town centre shops and businesses. The allowance for free blue badge parking mirrors that nationally for on-street provisions which is 3 hours.</p> <p>Please see previous response</p>
---	--

APPENDIX 2

Timescale and stages for the Consolidation parking places order 2020

Wednesday 25 September 2019	Committee approval to consult on proposal COMPLETE
Monday 30 September 2019	Statutory Consultation letters sent out (informal) documents online and in reception + site notice COMPLETE
Sunday 20 October 2019	Consultation deadline (21 days) Start preparing legal notices and adverts during this period. COMPLETE
Thursday 24 October 2019	Allow 3 weeks to modify documents following consultation and prepare Notice of Proposal documentation COMPLETE
Wednesday 13 November 2019	Committee consider the informal consultation responses (if any) and agree to publish formal Notice of Proposals COMPLETE
Monday 18 November 2019	Publish Notice of Proposals – site notices – mail shot letters – reception and council website publication, send letters to coincide with advert – and site notices COMPLETE
Monday 16 December 2019	Objection deadline (28 days) Start preparing legal notices and adverts to facilitate the notice of making; prepare response for committee COMPLETE
Wednesday 22 January 2020	Committee consider any objections and agree to making of the order – leave 5 working days before acting on the Committee's decisions (i.e. before making the Order) to allow for possible call-ins of the decisions.
Friday 31 January 2020	Sealing of the order
Monday 3 February 2020	Publication of Notice of Making – site notices – mail shot letters, reception and council website publication + site notices.
Monday 16 March 2020	Order comes into force (6 weeks after order is made), car park signs erected or amended accordingly

This page is intentionally left blank

Joint Report of the Chief Executive, the Deputy Chief Executive and the Managing Director, Liberty Leisure Limited

BUSINESS PLANS AND FINANCIAL ESTIMATES 2020/21 - 2022/23

1. Purpose of report

To consider proposals for business plans; detailed revenue budget estimates for 2020/21; capital programme for 2020/21 to 2022/23; and proposed fees and charges for 2020/21 in respect of the Council's priority areas.

2. Detail

As part of the Council's performance management framework, the business and financial plans for the five corporate priority areas identified within the Corporate Plan 2019-2023 are brought together in one report so that the linkages between service priorities, spending proposals and targets are clear.

Under the Constitution, financial and business planning is reported to the Committee which has primary responsibility for oversight of the relevant corporate priority areas and related services, in this case Leisure and Health. It is also part of the remit of the Committee to provide strategic direction to any delivery body established by the Council to fulfil the purposes over which the Committee has responsibility. To meet this requirement, the Liberty Leisure Business Plan is presented to the Committee for consideration. This plan and the proposed Health and Bereavement Services Business Plans are provided as separate attachments to this report. The revenue and capital budget proposals for the corporate priority and relevant service areas, together with the proposed fees and charges, are provided in appendices 2a to 2c.

Following consideration by the respective Committees, a summary of the estimates, including any changes recommended, will be presented to the Finance and Resources Committee on 13 February 2020 for consideration and recommendation to Full Council on 4 March 2020.

Recommendations

- 1. The Committee is asked to RESOLVE that the Health Business Plan, the Bereavement Services Business Plan and the Liberty Leisure Limited Business Plan be approved.**
- 2. The Committee is asked to RECOMMEND that the Finance and Resources Committee recommends to Council that the following be approved:**
 - a) The detailed revenue budget estimates for 2020/21 (base) including any revenue development submissions.**
 - b) The capital programme for 2020/21 to 2022/23**
 - c) The fees and charges for 2020/21.**

Background papers – Nil

APPENDIX 1**Introduction**

The Council's business and financial planning framework is one of identifying key service and spending pressures and prioritising resources accordingly, taking into account national and local priorities.

The targeted outcomes from these key issues and the anticipated impact on service performance are set out in business plans. These plans are combined with financial information, including proposals for reducing business costs and increasing income, to form the Business Plans for each priority area.

This report considers the detail in respect of the Business Plan covering the priority areas of Leisure and Health. The financial consequences of the business plan, together with the expenditure and income from maintaining existing services, are set out in the revenue budget proposals, the capital programme and the proposed fees and charges which follow the plan.

Within the Health Business Plan and the Bereavement Services Business Plan, attached to this report, there are some key tasks which can be met from existing resources or which relate to policy preparation. These are not included in the key spending proposals detailed in the appendices. Any planned activities which will have a financial implication either by increasing costs or reducing income are identified, along with the financial impact in section 5 of the Business Plan.

In the Liberty Leisure Limited Business Plan, also attached to this report, the financial estimates were developed within a five-year business plan drawn up as part of the business case for the establishment of the company. The anticipated spend shown in part 5 of the business plan has been incorporated into the revenue budgets for 2020/21 as a fixed fee (referred to as a Third Party Payment). Any variation against the fee paid for 2020/21 at the financial year end will result in a budget adjustment to the following year's proposals. Costs relating to the premises provided to the company for the delivery of Leisure Services are met by the Council which retains ownership of the assets. Costs incurred in providing support services to the company are recovered as income to the Council.

There are several key tasks where it is not appropriate to make financial provision at this stage. These include areas that are subject to external funding bids, partnership arrangements or where insufficient information exists at the present time. In addition, there are a number of capital schemes within the programme which are deemed to be 'awaiting funding' pending receipt of the necessary resources to complete them. These schemes will be brought forward for approval once a potential funding source has been identified.

All of these items will be the subject of further reports throughout 2020/21 as further information and resources become available, thus ensuring that the service and financial planning framework is a fluid process.

Business planning

As part of the Council's performance management framework, it is the responsibility of each relevant Committee to consider business plans prior to recommendations being made to Council. The purpose of the plans is twofold. Firstly, they establish the linkage between the Council's high-level objectives and the strategies and aims of the respective services, and secondly, they outline the services' proposals for meeting those aims and objectives.

This report deals with the Health Business Plan and the Bereavement Services Business Plan and associated budgets covering these priority areas and with the Liberty Leisure Business Plan which supports the aims of the Council through the proposed delivery of leisure services. The Council's corporate objectives and aims, as included in the Corporate Plan 2019-2023, are shown at appendix 1a to provide the framework for consideration of the plans.

Financial background

The revenue and capital budget proposals for the corporate priority, together with proposed fees and charges, are shown in appendices 2a to 2c.

The revenue budgets show the 2019/20 revised estimate as of December 2019 and the 2020/21 base estimate for the areas encompassed by the relevant business plans. The 2020/21 base estimate figures generally reflect the same level of service as in the current year with a few exceptions.

The following are included in the 2020/21 base figures in this report:

- a) Allowance for certain inflationary pressures including the April 2020 pay award and cost of utilities. These allowances are guided by the best indications available at the time
- b) Anticipated additional income within the General Fund and the Housing Revenue Account (HRA) arising from the review of fees and charges
- c) The revenue effects of the 2020/21 capital programme including the cost of any new borrowing to support the capital programme.
- d) A revenue development of £25,000 for a new Events Officer post.

A classification of revenue expenditure is included at appendix 1b for the guidance of members.

APPENDIX 1a

FRAMEWORK FOR BUSINESS PLANNING

The Council's Corporate Plan 2019-2023 is subject to annual review to ensure that it continues to reflect the aims and objectives of the Council.

Vision

The Council's Vision for Broxtowe is “**greener, safer, healthier Broxtowe, where everyone prospers**”.

Priorities

The Council's updated priorities have been updated have been developed within the context of national, regional and countywide plans and priorities with the aim being to align these with our own aspirations wherever possible.

The Council's priorities are **Housing, Business Growth, Environment, Health and, Community Safety**.

Underpinning the above and all of the Council's work is a series of values which the Council has adopted, namely:

Going the extra mile: *a strong, caring focus on the needs of communities*

Ready for change: *innovation and readiness for change*

Employees: *valuing our employees and enabling the active involvement of everyone*

Always improving: *continuous improvement and delivering value for money*

Transparent: *integrity and professional competence*.

Objectives

Each priority area is underpinned by its strategic objectives. Each strategic objective has targeted outcomes against which progress can be monitored.

The priorities and objectives for **Housing** are 'a good quality home for everyone':

- Build more houses, more quickly on under used or derelict land
- Invest to ensure our homes are safe and more energy efficient
- Prevent homelessness and help people to be financially secure and independent.

The priorities and objectives for **Business Growth** are 'New and growing businesses providing more jobs for people in Broxtowe and improved town centres':

- Complete the redevelopment of Beeston Town centre
- Undertake regeneration schemes in Eastwood, Kimberley and Stapleford
- Support skills development apprenticeships, training opportunities and wellbeing in our workforce.

The priorities and objectives for **Environment** are ‘The environment in Broxtowe will be protected and enhanced for future generations’:

- Develop plans to reduce our carbon emissions to zero and start implementing
- Invest in our parks and open spaces
- Increase recycling and composting.

The priorities and objectives for **Health** are ‘People in Broxtowe enjoy longer, active and healthy lives’:

- Promote active and healthy lifestyles in every area of Broxtowe
- Come up with plans to renew our leisure facilities in Broxtowe Borough Council
- Support people to live well with dementia and support those who are lonely or have mental health problems.

The priorities and objectives for **Community Safety** are ‘Broxtowe will be a place where people feel safe and secure in their communities’:

- Reduce anti-social behaviour in Broxtowe
- Work with partners to reduce domestic violence and support survivors
- Work with partners to reduce knife crime.

APPENDIX 1b

REVENUE BUDGET 2020/21**CLASSIFICATION OF EXPENDITURE**

The classification of expenditure shown in the revenue estimates is based on the CIPFA Standard Accounting Classification. The following statement shows the type of expenditure charged to each heading:

EMPLOYEE EXPENSES	Salaries and Wages National Insurance Pensions
PREMISES RELATED EXPENSES	Repairs, Alterations and Maintenance of Buildings, Fixed Plant and Grounds Energy Costs Rents National Non-Domestic Rates Water Charges Fixtures and Fittings Cleaning & Domestic Supplies
TRANSPORT RELATED EXPENSES	Direct Transport Costs Recharge of Pooled Transport Costs Travelling Allowances
SUPPLIES AND SERVICES	Equipment, Furniture and Materials Clothing, Uniforms and Laundry Printing, Stationery and General Office Expenses Postages Telephones Insurances Grants and Subscriptions Miscellaneous Expenses
THIRD PARTY PAYMENTS	Other Local Authorities Private Contractors Charges from Trading Services
TRANSFER PAYMENTS	Housing and Council Tax Benefits
CENTRAL, DEPARTMENTAL AND TECHNICAL SUPPORT SERVICES	Administrative Buildings Expenses Central Departmental Support Departmental Administration
CAPITAL FINANCING COSTS	Operating Lease Charges Asset Register Charges

APPENDIX 2a

Leisure and Health Portfolio - Revenue Budgets		
Cost Centre	2019/20 Revised Budget (as at December 2019)	2020/21 Base Budget (as at December 2019)
Allotments Management	0	0
Beeston Allotments	0	0
Car Parks - Surface	28,371	(19,720)
Cemeteries	105,141	98,290
Chilwell Community Centre	4,401	4,390
Community Facilities	40,829	30,790
Corporate Leisure	0	17,570
Grants & Loans To Voluntary Organisations	182,591	173,640
Hall Park	75,445	61,620
Leisure Strategy and Management	1,370,258	1,229,470
Montrose Court	1,700	1,390
	1,808,736	1,597,440
Leisure and Health Portfolio - Revenue Budgets		
Cost Centre	2019/20 Revised Budget (as at December 2019)	2020/21 Base Budget (as at December 2019)
Employees	177,050	181,450
Premises	183,750	185,510
Transport	5,900	5,970
Supplies & Services	288,200	325,390
Third Party Payments	1,273,802	1,107,020
Central Support Recharges	162,179	166,860
Capital Charges	334,500	332,000
Income	(616,645)	(706,760)
Income - Benefits	0	0
	1,808,736	1,597,440

The change in the 2020/21 base budget for total net expenditure when compared with the 2019/20 revised estimate is primarily a consequence of the following items:

	Change (£)
Car Parks – Surface <ul style="list-style-type: none"> - The 2020/21 base budget includes an increase of £15,050 in Central Support Recharges to reflect a more streamlined approach to this process intended to better reflect where costs should be attributed. - The 2020/21 base budget for pay and display income is £82,000 higher than the 2019/20 revised estimate due to a proposed change in fees. - The 2020/21 base budget includes an anticipated reduction of £12,250 in the contribution from Nottinghamshire County Council towards shared management costs. 	(54,700)
Community Facilities <ul style="list-style-type: none"> - The 2020/21 base budget includes a reduction of £9,550 in Central Support Recharges to reflect the approach set out above. 	(9,550)
Corporate Leisure <ul style="list-style-type: none"> - Staff and other costs associated with the “client” function for leisure and cultural activities will be allocated here from 2020/21 rather than recharged across other service areas. 	17,570
Grants and Loans to Voluntary Organisations <ul style="list-style-type: none"> - The 2020/21 base budget includes a reduction of £4,950 in Central Support Recharges to reflect the approach set out above. - The 2019/20 revised estimate includes an additional £4,000 carried forward from 2018/19. - The £168,800 proposed to be distributed in 2020/21 is the same as in the 2019/20 base budget 	(8,950)
Leisure Strategy and Management <ul style="list-style-type: none"> - The 2020/21 base budget for the Liberty Leisure management fee of £845,000 represents a reduction of £150,000 when compared to the 2019/20 revised estimate of £995,000. - The 2020/21 base budget includes a revenue development of £25,000 for a new Events officer post 	(125,000)

LEISURE AND HEALTH CAPITAL PROGRAMME

No.	Scheme	Start	Finish	Estimated Total Cost				Net Revenue Costs in 2020/21	Full Years Revenue Effect of (6)	Net Effect of (5)
					2020/21	2021/22				
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)
				£	£	£		£	£	£
1.	BRAMCOTE LEISURE CENTRE	July 20	Aug 20							
	Main Pool Filter Media Replacement Works			15,000	15,000	0	0	0	0	0
	ACTIVELY SEEKING FUNDING			15,000	15,000	0	0	0	0	0
	2. Refurbish Fitness Changing Rooms Works	July 20	Aug 20	35,000	35,000	0	0	0	0	0
				Capital Salaries	3,500	0	0	0	0	0
				ACTIVELY SEEKING FUNDING	38,500	0	0	0	0	0
	3. Replacement of Teaching Pool Filter Works	Dec 20	Dec 20	25,000	25,000	0	0	(3,000)	0	0
				ACTIVELY SEEKING FUNDING	25,000	0	0	(3,000)	0	0
	4. Replacement of Flat Roofs Works	Aug 20	Nov 20	160,000	160,000	0	0	0	0	0
				Capital Salaries	16,000	0	0	0	0	0
				ACTIVELY SEEKING FUNDING	176,000	0	0	0	0	0
	5. Replacement of Teaching Pool Windows Works	Aug 20	Aug 20	30,000	30,000	0	0	0	0	0
				Capital Salaries	3,000	0	0	0	0	0
				ACTIVELY SEEKING FUNDING	33,000	0	0	0	0	0
	Leisure and Health Carried Forward			287,500	287,500	0	0	(3,000)	0	0

LEISURE AND HEALTH CAPITAL PROGRAMME

No.	Scheme	Start	Finish	Estimated Total Cost				Net Revenue Costs in 2020/21	Full Years Revenue Effect of (6)	Net Effect of (5)
					2020/21	2021/22	2022/23			
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)
	Leisure and Health Brought Forward			£ 287,500	£ 287,500	£ 0	0	£ (3,000)	£ 0	£ 0
	<u>BRAMCOTE LEISURE CENTRE - CONTINUED</u>									
6.	Replacement of Main Pool Windows Works	Aug 20	Sept 20	80,000	80,000	0	0	0	0	0
	Capital Salaries			8,500	8,500	0	0	0	0	0
	ACTIVELY SEEKING FUNDING			93,500	93,500	0	0	0	0	0
7.	Replacement Intruder Alarm Works	May 20	May 20	20,000	20,000	0	0	0	0	0
	ACTIVELY SEEKING FUNDING			20,000	20,000	0	0	0	0	0
8.	Refurbishment of Pool Surrounds Works	Mar 21	Mar 21	80,000	80,000	0	0	0	0	0
	ACTIVELY SEEKING FUNDING			80,000	80,000	0	0	0	0	0
9.	Replacement of High Voltage Transformer Works	Aug 20	Aug 20	7,000	7,000	0	0	0	0	0
	Plant			50,000	50,000	0	0	0	0	0
	ACTIVELY SEEKING FUNDING			57,000	57,000	0	0	0	0	0
10.	Replacement Heating Valves Works	Aug 20	Aug 20	15,000	15,000	0	0	0	0	0
	Plant			5,000	5,000	0	0	0	0	0
	Capital Salaries			2,500	2,500	0	0	0	0	0
	ACTIVELY SEEKING FUNDING			22,500	22,500	0	0	0	0	0
	Leisure and Environment Carried Forward			560,500	560,500	0	0	(3,000)	0	0

LEISURE AND HEALTH CAPITAL PROGRAMME

No.	Scheme	Start	Finish	Estimated Total Cost				Net Revenue Costs in 2020/21	Full Years Revenue Effect of (6)	Net Effect of (5)
					2020/21	2021/22	2022/23			
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)
	Leisure and Health Brought Forward			£ 560,500	£ 560,500	£ 0	0	£ (3,000)	£ 0	£ 0
	<u>BRAMCOTE LEISURE CENTRE - CONTINUED</u>									
11.	Replacement Hot Water Calorifier Works	Aug 20	Aug 01	20,000	20,000	0	0	0	0	0
	ACTIVELY SEEKING FUNDING			20,000	20,000	0	0	0	0	0
	TOTAL - BRAMCOTE LEISURE CENTRE			580,500	580,500	0	0	(3,000)	0	0
	<u>KIMBERLEY LEISURE CENTRE</u>									
12.	Electrical, Roof, Window and Drainage Works	Aug 20	Aug 20	22,000	22,000	0	0	0	0	0
	ACTIVELY SEEKING FUNDING			22,000	22,000	0	0	0	0	0
13.	New Full Size 3G Football Pitch and Car Parking Facilities	Sept 20	Mar 21	1,000,000	1,000,000	0	0	20,000	(23,000)	(23,000)
	Works			50,000	50,000	0	0	0	0	0
	ACTIVELY SEEKING FUNDING			1,050,000	1,050,000	0	0	20,000	(23,000)	(23,000)
14.	PRAMA Studio Equipment	July 20	Aug 20	80,000	80,000	0	0	(4,350)	(13,850)	(13,850)
	ACTIVELY SEEKING FUNDING			80,000	80,000	0	0	(4,350)	(13,850)	(13,850)
	Leisure and Health Carried Forward			1,732,500	1,732,500	0	0	12,650	(36,850)	(36,850)

LEISURE AND HEALTH CAPITAL PROGRAMME

No.	Scheme	Start	Finish	Estimated Total Cost				Net Revenue Costs in 2020/21	Full Years Revenue Effect of (6)	Net Effect of (5)
					2020/21	2021/22	2022/23			
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)
	Leisure and Health Brought Forward			£ 1,732,500	£ 1,732,500	£ 0	0	£ 12,650	£ (36,850)	£ (36,850)
	<u>KIMBERLEY LEISURE CENTRE- CONTINUED</u>									
15.	Reconfigure Gyms and Studios Equipment ACTIVELY SEEKING FUNDING	July 20	Aug 20	70,000	70,000	0	0	0	0	0
				70,000	70,000	0	0	0	0	0
16.	Replacement Pool Circulation and Shower Pumps Equipment ACTIVELY SEEKING FUNDING	Dec 20	Dec 20	12,000	12,000	0	0	0	0	0
				12,000	12,000	0	0	0	0	0
17.	Extension of Swim Changing Facilities Works Capital Salaries ACTIVELY SEEKING FUNDING	Apr 20	June20	300,000 30,000 330,000	300,000 30,000 330,000	0 0 0	0 0 0	30,000 0 30,000	0 0 0	30,000 0 30,000
18.	Replacement of Suspended Ceilings and Floorings Equipment ACTIVELY SEEKING FUNDING	Dec 20	Dec 20	18,000	18,000	0	0	0	0	0
				18,000	18,000	0	0	0	0	0
19.	Repaint Car Park Lines and Customer Walkways Works ACTIVELY SEEKING FUNDING	Apr 20	Apr 20	8,500	8,500	0		0	0	0
				8,500	8,500	0	0	0	0	0
	Leisure and Health Carried Forward			2,171,000	2,171,000	0	0	42,650	(36,850)	(6,850)

LEISURE AND HEALTH CAPITAL PROGRAMME

No.	Scheme	Start	Finish	Estimated Total Cost				Net Revenue Costs in 2020/21	Full Years Revenue Effect of (6)	Net Effect of (5)
					2020/21	2021/22	2022/23			
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)
	Leisure and Health Brought Forward			£ 2,171,000	£ 2,171,000	£ 0	0	£ 42,650	£ (36,850)	£ (6,850)
	<u>KIMBERLEY LEISURE CENTRE - CONTINUED</u>									
20.	Replacement of External Cladding Works	July 21	Aug 21	50,000	0	50,000	0	0	0	0
	Fees			8,500	0	8,500	0	0	0	0
	ACTIVELY SEEKING FUNDING			58,500	0	58,500	0	0	0	0
21.	Renewal of Swimming Pool Filters	Dec 21	Dec 21	20,000	0	20,000	0	0	0	0
	Equipment			20,000	0	20,000	0	0	0	0
	ACTIVELY SEEKING FUNDING									
22.	Refurbishment of Pool Surrounds	Dec 21	Dec 21	50,000	0	50,000	0	15,000	0	0
	Equipment			50,000	0	50,000	0	15,000	0	0
	ACTIVELY SEEKING FUNDING									
23.	Renew pH Controllers	Dec 21	Dec 21	5,500	0	5,500	0	0	0	0
	Equipment			5,500	0	5,500	0	0	0	0
	ACTIVELY SEEKING FUNDING									
24.	Extension of Sports Hall Store Room	Apr 21	Jun21	20,000	0	20,000	0	0	0	0
	Works			2,000	0	2,000	0	0	0	0
	Capital Salaries			22,000	0	22,000	0	0	0	0
	ACTIVELY SEEKING FUNDING									
	Leisure and Health Carried Forward			2,327,000	2,171,000	156,000	0	57,650	(36,850)	(6,850)

LEISURE AND HEALTH CAPITAL PROGRAMME

No.	Scheme	Start	Finish	Estimated Total Cost				Net Revenue Costs in 2020/21	Full Years Revenue Effect of (6)	Net Effect of (5)
					2020/21	2021/22	2022/23			
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)
	Leisure and Health Brought Forward			£ 2,327,000	£ 2,171,000	£ 156,000	0	£ 57,650	£ (36,850)	£ (6,850)
	<u>KIMBERLEY LEISURE CENTRE - CONTINUED</u>									
25.	Renew External Building Lights Equipment	Aug 22	Aug 22	15,000	0	0	15,000	0	0	0
	ACTIVELY SEEKING FUNDING			15,000	0	0	15,000	0	0	0
26.	Renewal of Disabled Lift to Gym Corridor Works	Aug 22	Aug 22	14,000	0	0	14,000	0	0	0
	Fees			500	0	0	500	0	0	0
	ACTIVELY SEEKING FUNDING			14,500	0	0	14,500	0	0	0
27.	Replace Spin Bikes Equipment	Dec 22	Dec 22	25,000			25,000			
	ACTIVELY SEEKING FUNDING			25,000	0	0	25,000	0	0	0
28.	Cleaning Equipment Equipment	Aug 22	Aug 22	12,000	0	0	12,000	0	0	0
	ACTIVELY SEEKING FUNDING			12,000	0	0	12,000	0	0	0
29.	Renewal of Intruder Alarm Sensors Equipment	Aug 20	Aug 20	8,500	8,500	0	0	0	0	0
	ACTIVELY SEEKING FUNDING			8,500	8,500	0	0	0	0	0
	Leisure and Health Carried Forward			2,402,000	2,179,500	156,000	66,500	57,650	(36,850)	(6,850)

LEISURE AND HEALTH CAPITAL PROGRAMME

No.	Scheme	Start	Finish	Estimated Total Cost				Net Revenue Costs in 2020/21	Full Years Revenue Effect of (6)	Net Effect of (5)
					2020/21	2021/22				
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)
	Leisure and Health Brought Forward			£ 2,402,000	£ 2,179,500	£ 156,000	66,500	£ 57,650	£ (36,850)	£ (6,850)
	<u>KIMBERLEY LEISURE CENTRE - CONTINUED</u>									
30.	Spinning Studio Conversion Furniture and Equipment	Nov 20	Jan 21	30,500	30,500	0	0	(750)	(9,250)	(9,250)
	ACTIVELY SEEKING FUNDING			30,500	30,500	0	0	(750)	(9,250)	(9,250)
31.	Replace Pipework – Plant Room to Swimming Pool Works	Oct 20	Jan 21	250,000	250,000	0	0	0	0	0
	Fees			25,000	25,000	0	0	0	0	0
	ACTIVELY SEEKING FUNDING			275,000	275,000	0	0	0	0	0
	TOTAL - KIMBERLEY LEISURE CENTRE			2,127,000	1,904,500	156,000	66,500	59,900	(46,100)	(16,100)
	Leisure and Health Carried Forward			2,707,500	2,485,000	156,000	66,500	56,900	(46,100)	(16,100)

LEISURE AND HEALTH CAPITAL PROGRAMME

No.	Scheme	Start	Finish	Estimated Total Cost				Net Revenue Costs in 2020/21	Full Years Revenue Effect of (6)	Net Effect of (5)
					2020/21	2021/22	2022/23			
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)
	Leisure and Health Brought Forward			£ 2,707,500	£ 2,485,000	£ 156,000	£ 66,500	£ 56,900	£ (46,100)	£ (16,100)
	<u>CHILWELL OLYMPIA</u>									
32.	Refurbishment of Male Changing Room Works	Apr 20	Sept 20	40,000	40,000	0	0	0	0	0
	Equipment			32,000	32,000	0	0	0	0	0
	Plant			7,500	7,500	0	0	0	0	0
	ACTIVELY SEEKING FUNDING			79,500	79,500	0	0	0	0	0
	TOTAL - CHILWELL OLYMPIA			79,500	79,500	0	0	0	0	0
33.	Technogym (All sites)	Dec 21	Jan 22	600,000	0	600,000	0	0	0	0
				600,000	0	600,000	0	0	0	0
	Leisure and Health Carried Forward			3,387,000	2,564,500	756,000	66,500	56,900	(46,100)	(16,100)

LEISURE AND HEALTH CAPITAL PROGRAMME

No.	Scheme	Start	Finish	Estimated Total Cost				Net Revenue Costs in 2020/21	Full Years Revenue Effect of (6)	Net Effect of (5)
					2020/21	2021/22				
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)
34.	Leisure and Health Brought Forward	Jun 20	Mar 23	£ 3,387,000	£ 2,564,500	£ 756,000	66,500	£ 56,900	£ (46,100)	£ (16,100)
	Cemeteries/Closed Churchyards-Footpath Impts Works			82,500	27,500	27,500	27,500	0	0	0
	Capital Salaries			7,500	2,500	2,500	2,500	0	0	0
	ACTIVELY SEEKING FUNDING			90,000	30,000	30,000	30,000	0	0	0
	Leisure and Health Total			3,477,000	2,594,500	786,000	96,500	56,900	(46,100)	(16,100)

LEISURE AND HEALTH CAPITAL PROGRAMME 2020/21Scheme
Number1. Bramcote Leisure Centre – Main Pool Filter Media Replacement (£15,000)

The present main pool filter media was installed in 2009 and has reached the end of its recommended useful life. Continuing to use the present filter media could result in reduced filtering efficiency and poor water quality with resulting consequences in terms of health and safety. A significant deterioration in the quality of the water in the main pool could require the closure of the facility with an association loss of income.

This budget will provide for the installation of a new main pool filter media that should increase efficiency and enhance health and safety.

2. Bramcote Leisure Centre – Refurbishment of Fitness Gym Changing Rooms (£38,500)

The male and female changing rooms were designed and built over thirty years ago. The facilities do not meet the current levels of demand as they are now required to provide changing and showering facilities for either the fitness suite or one of the three fitness studios. This budget would provide additional changing facilities by utilising the space of the existing male and female changing rooms to create a mixed sex area with changing cubicles, showers and toilet facilities.

3. Bramcote Leisure Centre – Replacement of Teaching Pool Filter (£25,000)

The previous teaching pool filter was replaced over fifteen years ago and the present filter is being repaired on a regular basis. There is a requirement to replace the present filter with a more efficient model before a total failure is encountered.

This budget will provide for the replacement of the present teaching pool filter before it deteriorates further.

4. Bramcote Leisure Centre – Replacement of Flat Roofs (£176,000)

This budget is required because during wet weather, numerous leaks appear, either as dripping water or through damage to ceiling tiles. Should this not be addressed then there is a significant possibility that wet weather may require the closure of facilities and result in a reduction in the service provided to customers and the level of income received.

5. Bramcote Leisure Centre – Replacement of Teaching Pool Windows (£33,000)

The bottoms of these frames are rotten and worse than the Main Pool ones. This budget would enable these to be replaced and their hardwood construction would ensure they last for some years.

6. Bramcote Leisure Centre – Replacement of Main Pool Windows (£93,500)

A number of window frames are showing signs of decay. This budget would enable these to be replaced and their hardwood construction would ensure they last for some years.

7. Bramcote Leisure Centre – Replacement Intruder Alarm (£20,000)

The current system is operational however servicing of the main control board is becoming increasingly difficult. This budget will enable the system to be replaced.

8. Bramcote Leisure Centre – Refurbishment of Pool Surrounds (£80,000)

The tiled surrounds of both swimming pools have deteriorated significantly since being laid around 50 years ago and there are a number of areas that require remedial work. This budget would enable a non-slip coating specifically designed for wet surfaces to be applied to the existing tiled surface. This would both improve the general appearance of the facility and allow for easy maintenance.

9. Bramcote Leisure Centre- Replacement of High Voltage Transformer (£57,000)

The transformer converts the high voltage electricity supply into a voltage suitable for consumption on the leisure centre site. It has been in use for approximately fifty years and there is therefore a strong risk of failure. If the transformer were to fail then the leisure centre would not be able to open due to the lack of power. A temporary generator would cost around £6,000 per month. This budget therefore provides for the replacement of the present model with a modern, efficient model.

10. Bramcote Leisure Centre - Replacement Heating Valves (£22,500)

Various heating valves require replacement due to either leaking or not operating as intended. These include valves that form part of the heating to the main pool hall. Failure to replace the valves would mean that the necessary environmental controls at the centre could not be maintained and would impact upon the service received by customers.

This budget would allow these heating valves to be replaced. Due to the legislative requirements of managing asbestos, this work will be undertaken by specialist operatives.

11. Bramcote Leisure Centre – Replacement Hot Water Calorifier (£20,000)

The hot water calorifier generates and stores domestic hot water for the taps and showers. This has been in place since Bramcote Leisure Centre was built over 50 years ago. The unit is clad in two inches of insulation with an aluminium jacket. Significant signs of corrosion are present on the aluminium jacket which indicate that water is seeping from the unit along with the risk that it may fail at some future date.

This budget would allow for the replacement of the hot water calorifier with an efficient, modern unit and reduce the risk of failure and resulting implications upon attendances and income.

12. Kimberley Leisure Centre- Electrical, Roof, Window and Drainage Works (£22,000)

Following a condition survey commissioned by Kimberley School in 2017, there are a number of essential, high priority maintenance works required to preserve the structural and electrical integrity of the building. These include repairs to the flat roof, the renewal of drainage pipes, the replacement of some windows as well as the replacement of distribution boards and other associated electrical works and the installation of a new pool extraction fan. ,

This budget would enable these works to proceed and it is anticipated that Kimberley School will contribute up to 50% of the cost.

13. Kimberley Leisure Centre – New Full Size 3G Football Pitch and Car Parking Facilities (£1,050,000)

This scheme would see the removal of the oldest 3G 5-a-side football pitch at Kimberley Leisure Centre to enable the car park to be extended to provide additional car parking spaces for at least one hundred vehicles. A new full size 3G football pitch would then be built on the grass playing fields.

This links to the work that the Nottinghamshire Football Association have been undertaking across the county to review their Playing Pitch Strategy. They have been liaising with various partners including Priority Celtic Football Club who use Kimberley Leisure Centre as their home ground. The Nottinghamshire Football Association have indicated that they would be prepared to meet some or all of the cost of the new 3G 5-a-side football pitch depending upon how they view this when set against their other projects.

It is anticipated that expanding the availability of car parking space would significantly enhance the customer experience at the site in terms of ease of access and increase the number of attendances. At present, customer feedback shows that visitors to the leisure centre are extremely unhappy with the lack of parking facilities. Customers often have to park on neighbouring streets and this often results in complaints from residents.

The lack of spaces causes problems such as customers arriving late for classes, activities and bookings. Refunds are requested by customers who have paid in advance for an activity, then arrived by car and been unable to park anywhere. Many former customers have stated that they now go elsewhere for their leisure facilities because of these problems.

It is anticipated that the proposed scheme would require a contribution of £350,000 from the Council with the Nottinghamshire Football Association providing £650,000 and Liberty Leisure Limited contributing £50,000. This would need to be confirmed in due course once a formal procurement exercise has been undertaken and the exact nature of the cost of the scheme determined.

14. Kimberley Leisure Centre – PRAMA Studio (£80,000)

This budget would convert a disused changing room into a contemporary studio allowing for multi functional, circuit style exercise classes suitable for all age groups. It is anticipated that the capital scheme would result in net income of between £12,000 and £15,000 per annum and that the cost of the scheme would be covered in approximately seven years.

Liberty Leisure Limited have indicated that they would be prepared to contribute £40,000 towards the cost of the scheme with the other £40,000 to be met by the Council.

15. Kimberley Leisure Centre – Reconfigure Gyms and Studios (£70,000)

This budget would enable the youth gym to be refurbished and replacement equipment to be installed.

Liberty Leisure Limited have indicated that they would be prepared to contribute £35,000 towards the cost of the scheme with the other £35,000 to be met by the Council.

16. Kimberley Leisure Centre – Replacement Pool Circulation & Shower Pumps (£12,000)

The main pool and teaching pool circulation pumps along with the male pool changing room shower pump have been in place since 2000 and are becoming increasingly expensive to maintain. The failure of the swimming pool circulation pumps would result in the closure of the pools. This budget would enable the pumps to be replaced with modern devices.

17. Kimberley Leisure Centre- Extension of Swim Changing Facilities (£330,000)

The existing changing rooms for the swimming pools at the Centre do not meet the needs or expectations of users and regular feedback is received concerning their poor quality.

The Centre has separate male and female swim changing rooms situated on either side of the pools. They are small and mainly allow for group changing only. There are two private cubicles in the female changing room and only one private cubicle in the male changing room. All other users must change as a group in view of others. The facilities only have one disabled accessible changing room and there are no family changing facilities at all.

There is an expectation among users that the facilities should allow for privacy when getting changed. Unfortunately, due to the size of the existing swim changing rooms there is insufficient space to retro-fit cubicles.

This budget would address the situation by combining the male swim changing room with the existing unused club changing room to create a “village style” cubicle oriented changing facility. It also includes a re-modelling of the female swim changing room.

18. Kimberley Leisure Centre – Replacement of Suspended Ceilings and Flooring (£18,000)

Most of the suspended ceilings and floor coverings throughout the leisure centre are considered to require replacing and this budget would provide for this. It would enhance both the appearance and level of safety of the leisure centre and raise user satisfaction.

19. Kimberley Leisure Centre - Repaint Car Park lines and Customer Walkways (£8,500)

The customer paths, family and disabled bays have all lost their colouring and this budget would enable renewal.

29. Kimberley Leisure Centre – Renewal of Intruder Alarm Sensors (£8,500)

The current intruder alarm system was installed in 2004/05. The working life of the alarm sensors is approximately 15 years and they are therefore due to be replaced.

A fully functioning intruder alarm system can deter burglars and the protection that it provides to both the building and its contents allow normal operations to continue.

30. Kimberley Leisure Centre – Spinning Studio Conversion (£30,500)

The Spinning Studio is operating at full capacity at peak times during the week. This budget is intended to build on this by converting a disused room into a new, larger Spinning Studio that would allow, for example, the introduction of virtual Les Mills cycling classes. The new studio would have the potential for 90 new classes and 270 new attendances per week with an anticipated £15,000 additional income per annum.

31. Kimberley Leisure Centre – Replace Pipework from Plant Room to Swimming Pool (£275,000)

Unlike most modern swimming pools that are constructed to provide easy access to maintain and renew pipework, valves and associated plant through tunnels and ducts, the flow and return pipework to both the Main Pool and Teaching Pool at Kimberley Leisure Centre runs from a Plant Room through underground brick tunnels to the pools and returns through the same tunnels.

In 2017 and 2018 the condition of the pipework resulted in a number of significant issues. For example, both pools had to close for three weeks in 2017 and the Teaching Pool was closed for three months in the winter of 2018/19 due to a water leak between the concrete pool tank and a concrete pipework tunnel adjacent to it.

This budget would replace the existing pipework and allow the structural integrity of the pool tanks to be maintained whilst avoiding the risk of a potential catastrophic failure should further problems be encountered.

32. Chilwell Olympia – Refurbishment of Male Changing Room (£79,500)

The male changing rooms at Chilwell Olympia are the original facilities from when the building was constructed over 40 years. Concerns have been raised by customers about the poor condition of the male changing rooms and repairs to the heating pipework have indicated that further work is necessary due to the old tile system on the floor no longer being available.

This budget is intended to provide a modern and safe environment for customers, encourage attendance and ensure a good working relationship with Chilwell School. The proposed refurbishment would see the replacement of the flooring, plumbing, electrics, showers and furniture and avoid the cost of potentially expensive future repairs.

34. Cemeteries – Footpath and Roadway Improvements (£30,000)

In recent years there has been limited funding for the resurfacing of roads and footpaths at cemeteries and a number are in very poor condition. This proposal is intended to address, in part, the backlog that has arisen.

This page is intentionally left blank

LEISURE AND HEALTH – REVIEW OF FEES, CHARGES AND ALLOWANCES

All fees and charges are quoted exclusive of VAT, which will be added where applicable.

1. <u>Allotments</u>	Present Charge for 12 months (Effective 1 Jan 2020)		Proposed Charge for 12 months (Effective 1 Jan 2021)		Proposed Charge for 12 months (Effective 1 Jan 2022)	
Per plot – standard plot size 250m ²	34.00	17.00	35.00	17.50	36.00	18.00
Standard water charge per plot irrespective of size	19.00	N/A	21.00	N/A	21.00	N/A

The 2022 proposed allotment charges have been included as advance notice must be given to allotment holders. This advance notice can be sent out with the invoice saving posting and printing costs. With different plot sizes the plot rented is charged pro rata. Plots below 125m² charged at 125m² rate.

New plot holders are charged £35 deposit. Returned if plot left in reasonable condition and key handed back at the end of the tenancy. The concessionary rate for allotments includes concessions for the state pensionable age, disabled and unemployed. A 50% discount plot rental rate applies when a plot is let from July onwards for the final six months of the year; this reduces to a nil charge when the plot is let from October for the final 3 months of the year. There is also no water charge from October for the final 3 months.

2. Cemeteries

Charges for facilities (including VAT where applicable)	Persons 18 Years and over		Persons 17 Years and under	
	2019/20 £	2020/21 £	2019/20 £	2020/21 £
<u>Administration Fees</u>				
Purchase right of burial, including register of deed. #	725.00	745.00	725.00	745.00
(All graves including vaults). Right to construct a vault.	750.00	770.00	750.00	770.00
<u>Interment Fees</u>				
(Both earth graves and vaults)				
4'6" (new and re-open)	745.00	765.00	NIL	NIL
6' (new and re-open)	810.00	830.00	NIL	NIL
8' (new and re-open)	895.00	915.00	NIL	NIL
10' (pre-purchased)*	1075.00	1100.00	NIL	NIL
<u>Cremated remains</u>				
Purchase plot, including register of deed.	225.00	230.00	225.00	230.00
Interment of cremated remains. ~	205.00	210.00	NIL	NIL
Scattering of cremated remains in Garden of Remembrance or on purchased grave space.	42.00	43.00	NIL	NIL
Exhumation of cremated remains.	204.00	210.00	NIL	NIL

*Pre-purchased 10' graves are only available in certain sections of Beeston cemetery.

~Interment rate for 2 caskets at same time is 1.5 times the standard rate.

A temporary grave marker will be provided free of charge on all graves which do not already have a wooden cross or other memorial, indicating the name of the deceased present on the grave.

To bring the charges in line with Bramcote Crematorium there is now no interment fee for persons 17 years and under. Previously this was 15 years and under.

Extra charge for Burials scheduled for after 14.00 on a normal working day, or who arrive after 14.30, or the coffin is committed to the grave after 14.30 will incur an extra charge of £180.00 (except when direct to a pre-excavated vault at Chilwell Cemetery Muslim section.)

Weekend and Bank Holiday Surcharge – To cover the associated costs of providing the service, there is an additional fee of £120 per weekend or Bank Holiday burial (only available for burial straight to a pre-excavated vault).

Restricted depth charge (single interment surcharge to partially cover loss of multiple burials) - £355, double for non-residents.

Charges for non-residents are double those of residents. Except in the case of Council Tax payers who have become non-residents due to ill health or infirmity. This exception applies for a period of 5 years after moving out of the Borough.

Charges for facilities (including VAT where applicable)	All Age Categories	
	2019/20 £	2020/21 £
<u>Memorials</u>		
Right to erect headstone with inscription.	205.00	210.00
Right to erect mall headstones with inscription (permitted only in areas with existing kerbstones only).	205.00	210.00
Right to erect kerbstones with inscription (permitted in areas with existing kerbstones only)	565.00	580.00
Right to erect cremated remains/grave plaque with inscription.	120.00	125.00
Right to additional inscription on all memorials	42.00	43.00
Vase with inscription up to 450mm in height.	68.00	70.00
<u>General</u>		
Service in chapel (Beeston Only)	95.00	95.00
Grave transfer fee(Basic)	40.00	40.00
Grave transfer fee(Complex)	65.00	65.00

Notes

1. Human Tissues and Organs

Fees charged for the burial or scattering of remains held under the Human Tissue and Organ Act, released by hospitals, will be charged at the Councils discretion dependent on casket/coffin size and depth of the grave

2. Interment Fees - Incorrect Coffin Sizes

Additional 30% surcharge to Funeral Directors.

3. 10' Graves

Only existing pre-purchased graves to this depth will be allowed.

4. Grave Transfer Fees

To bring this in line with Bramcote Crematorium it is proposed that if the grave owner is alive and a submits a request then there is no charge.

5. Coffin Exhumation

The cost depends on the location, depth and soil conditions. It is based on cost of works plus 20% administration fee.

HEALTH BUSINESS PLAN 2020–2023

This Business Plan details the projects and activity undertaken in support of the Broxtowe Borough Council Corporate Plan priority of **HEALTH**.

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.

The Business Plan covers a three-year period but will be revised and updated annually. Detailed monitoring of progress against key tasks and outcome measures is undertaken quarterly by the Community Safety Committee. The Policy and Performance Committee also receives a high level report of progress against Corporate Plan priorities on a quarterly basis.

The Council's Vision for Broxtowe is 'greener, safer, healthier Broxtowe, where everyone prospers'.

The Council's Values are:

- **G**oing the extra mile: **a strong, caring focus on the needs of communities**
- **R**eady for change: **innovation and readiness for change**
- **E**mployees: **valuing our employees and enabling the active involvement of everyone**
- **A**lways improving: **continuous improvement and delivering value for money**
- **T**ransparent: **integrity and professional competence**

The Council's Priorities and Objectives for HEALTH are 'People in Broxtowe enjoy longer, active and healthy lives:'

- Promote active and healthy lifestyles in every area of Broxtowe
- Come up with plans to renew our leisure facilities in Broxtowe Borough Council
- Support people to live well with dementia and support those who are lonely or have mental health problems.

1. PUBLISHED STRATEGY AND POLICY DOCUMENTS SUPPORTING THE DELIVERY OF PRIORITIES AND OBJECTIVES

Strategy/Policy Document	Purpose of Document	Renewal Date	Responsible Officer/Contact
Corporate Plan	The Council's overarching plan for its priorities, targets and objectives. The plan sets out priorities to achieve the vision to make "Broxtowe a great place where people enjoy living, working and spending leisure time" with focus on the priorities of Housing, Business Growth, Community Safety, Health and Environment.	April 2020	Chief Executive
Business Strategy	Deigned to ensure that the Council is: <ul style="list-style-type: none"> • Lean and fit in its assets, systems and processes • Customer focused in all its activities • Commercially minded and financially viable • Making best use of technology. 	Updated annually	Deputy Chief Executive
Medium Term Financial Strategy	The Council's key financial planning document. In detailing the financial implications of the Corporate Plan, the MTFS provides a reference point for corporate decision-making and helps to ensure that the Council can optimise the balance between its financial resources and the delivery of its priorities. The MTFS informs the annual budget-setting process, ensuring that each year's budget is considered within the context of the Council's ongoing sustainability over the entirety of the planning period.	Updated annually	Deputy Chief Executive Head of Finance Services
Commercial Strategy	Promote and support a change in organisational culture towards a more business-like approach to the delivery of services. Overall, commercialism will enable departments to adopt a business-like approach with the focus firmly on delivering the best services possible for residents and businesses within the Borough whilst at the same time maximising income generation.	April 2020	Deputy Chief Executive Commercial Manager

Strategy/Policy Document	Purpose of Document	Renewal Date	Responsible Officer/Contact
Capital Strategy	An overarching summary document which encompasses all capital and treasury activity including the capital programme, financing planning, accounting policies and asset management.	Updated annually	Deputy Chief Executive Head of Finance Services
Broxtowe Borough Partnership Statement of Common Purpose 2018-2020	A long term plan for the area covered by Broxtowe Borough Council. It guides the future activity of all public, private and voluntary sector agencies operating in the area. It aims to ensure good co-ordination, best possible outcomes for local people and the most effective use of resources.	2020	Chief Executive
Towards a Smoke Free Generation – 5-year Tobacco Control Plan for England	To assist in achieving a smoking prevalence of 5% or below	2022	Dept. of Health
Nottinghamshire Safeguarding Adults Board Strategic Plan 2018-21	Sets out the strategic direction of the Board, working in partnership with Nottinghamshire citizens, along with statutory and non-statutory agencies, to deliver a joined-up service to those adults at most risk of abuse and neglect, across the county.	2021	Independent Chair of Nottinghamshire Health and Wellbeing Board
Nottinghamshire Health and Wellbeing Strategy 2018-22	To bring about improvements in the health and wellbeing of all residents in the county	2022	Chair of Nottinghamshire Health and Wellbeing Board
Broxtowe Safeguarding Children Policy	Outlines the Council's and its staff's responsibilities and procedures in relation to safeguarding children	2021	Head of Public Protection
Broxtowe Safeguarding Adults Policy	Outlines the Council's and its staff's responsibilities and procedures in relation to safeguarding adults	2021	Head of Public Protection

Strategy/Policy Document	Purpose of Document	Renewal Date	Responsible Officer/Contact
Broxtowe Contaminated Land Strategy	Provides standards and targets for service delivery	2023	Chief Environmental Health Officer
Broxtowe Statement of Licensing Policy	Declares the Council's policies under its Licensing Act 2003 duties	2024	Licensing Manager
Broxtowe Housing Strategy 2015-2020	Sets out the strategic direction for housing services provided by Broxtowe Borough Council	2020	Head of Housing
Broxtowe Empty Homes Strategy	Outlines the Council's approach to dealing with empty homes in the borough	2023	Chief Environmental Health Officer
Food Service Plan	Informs on the Council's activity in this area	2020	Chief Environmental Health Officer
Liberty Leisure Get Active Strategy 2018-21	Improve the activity of adults in Broxtowe	2021	Managing Director Liberty Leisure
Get Active Strategy	Providing the opportunity, motivation and support to enable people to be more active than ever before	March 2021	Liberty Leisure Limited

2. SERVICE LEVEL OBJECTIVES LINKED TO CORPORATE OBJECTIVES

Promote healthy and active life styles in every area of Broxtowe (He1)

Service Areas covered by this Plan	Service Objectives
Liberty Leisure Limited	
Get Active	Improve activity of adults in Broxtowe

Come up with plans to renew our leisure facilities in Broxtowe Borough Council (He2)

Service Areas covered by this Plan	Service Objectives
Property Services	
Property Services	Development of a new Leisure Facilities Strategy

Support people to live well with dementia and support those who are lonely or have mental health problems (He3)

Service Areas covered by this Plan	Service Objectives
Public Protection	
Communities	<p>Deliver Action Plans for Health, Children and Young People, Dementia, Older People, and Child Poverty to address inequality and improve the lives of people living and working in the Borough.</p> <p>Support Community Action Teams to provide resident representation in the community planning process.</p> <p>Work with all sections of the Council to ensure that work to mainstream the work of addressing the needs of people with mental health issues</p>
Licensing	Ensure licence conditions are complied with and licensed establishments are managed in an effective and responsible manner
Housing	
Housing Services	Availability of Dementia Grants as part of the Disabled Facilities Grants Policy
Property Services	
Property Services	Construction of dementia friendly bungalows.

3. MEASURES OF PERFORMANCE AND SERVICE DATA

Context – Baseline Service Data

Pentana Code	Service Data Description	Actual 2016/17	Actual 2017/18	Actual 2018/19	Comments including benchmarking data
Communities					
ComS_059	Child Poverty (Children under 16)	13.5%	Not yet available	Not yet available	Latest data released November 2019
Coms_063	Smoking Prevalence (% of adults aged 18 and over)	18.7%	13.4%	Not yet available	Latest data released November 2019
Environmental Health					
ComS_038	Food business Inspections	482	982	689	Increase in 2017/18 due to the completion of the backlog of food hygiene inspections which had additional funding to specifically achieve this following the external Food Standards Agency audit.
ComS_039	Food business re-inspections	97	98	98	
ComS_040	Food establishments subject to formal enforcement actions - Written Warnings	245	562	338	Increase in 2017/18 due as a result of carrying out additional inspections (and a similar rate in terms of percentage of inspections resulting in a formal enforcement action). As some of these premises had not been visited for some time, there was a need to take formal action. Formal action includes letters confirming action points.
ComS_041	Food complaints/service requests	324	349	204	
ComS_042	Infectious disease notifications investigated	32	26	32	

Pentana Code	Service Data Description	Actual 2016/17	Actual 2017/18	Actual 2018/19	Comments including benchmarking data
ComS_046	Licensing/Registration actions	327	315	93	Move to risk-based inspection approach in line with national guidance has resulted in fewer annual visits
ComS_047	Pollution complaints (including noise)	677	647	523	Includes all Environmental Health anti-social behaviour cases (see ComS_012)
Licensing					
ComS_065	Licences processed	1,411	1,363	1,487	
ComS_066	Licensing Act premises inspected	311	176	58	Services of Licensing Enforcement Officer not available for considerable periods of time
ComS_067	Gambling Act premises inspected	4	6	3	
Liberty Leisure					
LLLocal_G09	Percentage of Inactive Adults in Broxtowe	26.1%	23.7%	18.4%	Data from Sport England Active Lives Strategy annual 'Active Lives Strategy'

Critical Success Indicators (CSI)

Priority leaders should work corporately to **define** the **outcome objective** for each priority area and **identify an outcome indicator** or indicators which will be **Critical Success Indicators**. There will be a maximum of two CSI for each corporate priority.

Indicator Description	Pentana Code	Achieved			Target			Indicator Owner and Comments (incl. benchmarking)
		2016/17	2017/18	2018/19	2019/20	2020/21	Future Years	
Critical Success Indicators (CSI)								
Promote healthy and active life styles in every area of Broxtowe (He1)								
Inactive Adults in Broxtowe Borough %	LLLocal_G09	26.1%	23.7%*	18.4%**	20%	20%	20%	Data from the annual Sport England ‘Active Lives Survey’ *Reported October 2018 **Reported Oct 2019
Air Quality – number of NO ₂ diffusion tube samples with annual mean reading at or below 40 micrograms m ⁻³	NEW	-	-	-	40 (100%)	40 (100%)	40 (100%)	Chief Environmental Health Officer Annual figure
Come up with plans to renew our leisure facilities in Broxtowe Borough Council (He2)								
See tasks								
Support people to live well with dementia and support those who are lonely or who have mental health problems (He3)								
Dementia friends trained	NEW	n/a	n/a	74	75	80	85	Chief Communities Officer

Indicator Description	Pentana Code	Achieved			Target			Indicator Owner and Comments (incl. benchmarking)
		2016/17	2017/18	2018/19	2019/20	2020/21	Future Years	
Personal wellbeing score for the borough (out of 10) from Office of National Statistics	NEW	7.7	7.1	7.8	7.9	8.0	8.1	Chief Communities Officer This data measures how satisfied people are with their life overall where “0” is not at all satisfied and “10” is completely satisfied

Performance Indicators

Priority leaders should identify two sets of performance indicators namely **Key Performance Indicators (KPI)** for reporting to GMT and Members and **Management Performance Indicators (MPI)** for use in business planning and performance monitoring at a service level.

Indicator Description	Pentana Code	Achieved			Target			Indicator Owner and Comments (incl. benchmarking)
		2016/17	2017/18	2018/19	2019/20	2020/21	Future Years	
Key Performance Indicators (KPI)								
Food Inspections – High Risk - Inspect all businesses due for inspection in accordance with a pre-planned programme based on risk	ComS_048	88%	100%	100%	100%	100%	100%	Chief Environmental Health Officer Risk categories determined by the Food Law Code of Practice and premises subject to an ‘official control’ as defined by the EU e.g. inspection or audit. http://www.food.gov.uk/sites/default/files/laems-food-hygiene-data-2013-14.xls shows national statistics

Indicator Description	Pentana Code	Achieved			Target			Indicator Owner and Comments (incl. benchmarking)
		2016/17	2017/18	2018/19	2019/20	2020/21	Future Years	
Food Inspections – Low Risk - Inspect all businesses due for inspection in accordance with a pre-planned programme based on risk	ComS_049	41%	96%	69%	100%	100%	100%	Chief Environmental Health Officer Risk category D and E as determined by the Food Law Code of Practice.
Management Performance Indicators (MPI)								
Environmental Health								
Food - Respond to specific complaints about practices procedures and conditions which may prejudice health in the short term within 1 working day of receipt, and non-urgent complaints/ requests for advice within 5 working days of receipt.	ComS_041 (number)	324	349	204	-	-	-	Chief Environmental Health Officer Selection of 1, 3 and 5 days responses depending on risk to public health. Figures not set as target, just response rate.
	ComS_050 (%)	99%	98%	100%	100%	100%	100%	
Infectious Disease - Respond to notifications within 1 working day and requests for advice and information as soon as practicable within 5 working days of receipt.	ComS_042 (number)	32	26	32	-	-	-	Chief Environmental Health Officer Investigated in relation to public health significance. Approach to responses aligned within the whole county. Figures not set as target, just response rate.
	ComS_051 (%)	84%	100%	91%	100%	100%	100%	

Indicator Description	Pentana Code	Achieved			Target			Indicator Owner and Comments (incl. benchmarking)
		2016/17	2017/18	2018/19	2019/20	2020/21	Future Years	
Air Quality - Inspect authorised/ permitted polluting processes due for inspection in accordance with a pre-planned programme based on risk	ComS_055	100%	100%	100%	100%	100%	100%	Chief Environmental Health Officer All undertaken in second half of year
Public Health - Requests for service responded to within five working days/or identified response time %	ComS_056	99%	100%	99%	100%	100%	100%	Chief Environmental Health Officer
Public Health - Consultations responded to within 10 working days %	ComS_057	98%	97%	95%	100%	100%	100%	Chief Environmental Health Officer
Licensing								
a) No. of high risk licensed premises where there is a change of Premises Supervisor	ComS_087a	-	-	10	-	-	-	Licensing Manager New indicator in 2018/19 Figures not set as target, just response rate.
b) No visited	ComS_087b	-	-	9	-	-	-	
c) % visited	ComS_087c	n/a	n/a	90%	100%	100%	100%	

4. KEY TASKS AND PRIORITIES FOR IMPROVEMENT 2020/21 – 2022/23 INCLUDING COMMERCIAL ACTIVITIES

Priority leaders are asked to consider potential **commercial activities** in their priority areas when setting the key tasks and priorities for the next three years. In doing so priority leaders should consider:

- In which service areas could new commercial activities be undertaken?
- How much additional income could be generated from the new commercial activities?
- Would additional resources (employees, equipment, systems etc.) be needed to undertake the new commercial activities? If yes, outline these with estimates of costs.
- How will these new commercial activities link into the Council's Medium Term Financial Strategy, Capital Programme, Business Strategy and Commercial Strategy?
- Will the new commercial activities affect existing Revenue and Capital budgets? If yes, then remember to include the net income or costs to Section 5 'Link Key Tasks and Priorities for Improvement to the Financial Budgets'.
- Please identify new '**commercial activities**' in the comments column.

Pentana Code	Description	Targeted Outcome	Partnership/ Procurement Arrangement	Officers Responsible/ Target Date	Budget Implications/ Efficiencies/Other comments
NEW	Produce an updated Health and Older People Partnership Action Plan	Improvement in the health and wellbeing (including mental health) of people in the borough, particularly older people	Agencies working as part of Broxtowe Partnership	Communities Officer July 2020	Within existing
NEW	Produce a Youth Action Plan	Actions to respond to the needs of young people in Broxtowe	Youth Council	Chief Executive March 2021	To be determined by Policy and Performance Committee
NEW	Produce an updated Dementia Partnership Action Plan	Improved awareness of issues surrounding dementia and better access to support for those with dementia and their carers / families	County Council / Voluntary Sector / Health	Communities Officer April 2020	Within existing budget

Pentana Code	Description	Targeted Outcome	Partnership/ Procurement Arrangement	Officers Responsible/ Target Date	Budget Implications/ Efficiencies/Other comments
NEW	Produce an updated Child Poverty Action Plan	Reduction of child poverty levels in the borough	Broxtowe BC departments	Communities Officer (Health) November 2020	Within existing budget
NEW	Produce an updated Children and Young Persons Partnership Action Plan	Improvement in the wellbeing of people in the borough, particularly children and young people	Agencies working as part of Broxtowe Partnership	Communities Officer November 2020	Within existing budget
COMS 1821_13	Produce Food Service Plan	Council has a fit for purpose Food Service Plan which informs activity in this area	Food Standards Agency	Chief Environmental Health Officer June 2020	Within existing resources
COMS 1821_14	Produce DEFRA Annual Air Quality Status Report	Council has a fit for purpose Air Quality Status Report highlighting current status and potential actions.	Notts authorities	Chief Environmental Health Officer June 2020	Within existing resources
NEW	Produce a new Leisure Facilities Strategy	To have a strategy that details maintaining the provision of 3 leisure facilities with a costed timetable to replace two of the existing facilities	Continuum Sports Consultants Liberty Leisure Limited	Deputy Chief Executive	Budget implications will be determined on completion of the Leisure Facilities strategy
LL1922_S01	Implement the Get Active Strategy	Reduce inactivity levels and increase the number of volunteers	Active Nottinghamshire Broxtowe Active School Partnership	Managing Director Start April 2019 End Dec 2021	Work will be contained within existing budgets Targets are detailed in the company's Performance Indicators

5. LINK KEY TASKS AND PRIORITIES FOR IMPROVEMENT TO THE FINANCIAL BUDGETS

Priority leaders should ensure that key tasks and priorities (including commercial activities) that have a financial implication are included in the analysis below.

Revenue and Capital Budget Implications/Efficiencies Generated	Pentana Action Code	2020/21 Budget £	2021/22 Budget £	2022/23 Budget £
Budget Implications				
		0	0	0
		0	0	0
Efficiencies Generated				
Carbon reduction as a possible outcome of new leisure facilities	N/A	TBD	TBD	TBD
New business/increased income				
		0	0	0
Net Change in Revenue Budgets		0	0	0

6. SUMMARY OF KEY RISKS

Priority leaders are to identify three strategic risks for the Business area and to determine whether these have been/or should be considered on the Council's Strategic Risk Register.

Key Strategic Risk	Is this already covered by an existing Strategic Risk?	What action can be taken/is required to mitigate/minimise the risk or threat
1. Failure to contribute effectively to dealing with crime and disorder	Yes	See Strategic Risk Register (13)
2. Failure to implement adequate safeguarding mechanisms	Yes	See Strategic Risk Register (2, 22)
3. Failure to comply with relevant domestic and European legislation	Yes	See Strategic Risk Register (2, 7)

Also, the top five risks (strategic or operational) arising from the key tasks and priorities for improvement should be identified. Whilst, it will be expected that detailed risks will be considered as part of the project planning process for each key task, it is anticipated that there will be 'common themes' identified which should enable the key risks to be limited to the top five. An earlier example has been included for reference.

Code	Key Task	Risk or Threat to Key Task	Covered by an existing Strategic Risk?	Action taken/required to mitigate/minimise the risk or threat
COMS 1821_13	Produce fit for purpose Food Service Plan	Lack of staffing resources / priority given to the task.	Risks 2, 7	Prioritisation of task Appropriate staffing levels maintained

Code	Key Task	Risk or Threat to Key Task	Covered by an existing Strategic Risk?	Action taken/required to mitigate/minimise the risk or threat
NEW	Provide and deliver Dementia Action Plan	Failure to identify adequate resources internally or externally to address people living with dementia, loneliness, mental health issues	Risks 2, 22	Prioritisation of task Appropriate staffing levels maintained
NEW	Delivery of Leisure Facilities Strategy	Business plans for proposed new facilities do not provide the financial changes required to sufficiently fund any proposed developments. Liberty Leisure Limited are unable to reduce the management fee to meet Council requirements risking the retention of the existing services.	Risk 2	Potential to review alternative facility improvement options by developing existing sites

List of Strategic Risks

- Risk 1 - Failure to maintain effective corporate performance management
- Risk 2 - Failure to obtain adequate resources to achieve service objectives
- Risk 3 - Failure to deliver the HRA Business Plan
- Risk 4 - Failure of strategic leisure initiatives
- Risk 5 - Failure of the Liberty Leisure Limited trading company
- Risk 6 - Failure to complete the re-development of Beeston town centre
- Risk 7 - Not complying with domestic or European legislation
- Risk 8 - Failure of Financial Management and/or budgetary control
- Risk 9 - Failure to maximise collection of income due to the Council
- Risk 10 - Failure of key ICT systems
- Risk 11 - Failure to implement private sector element of Housing Strategy in accordance with Government and Council expectations
- Risk 12 - Failure to engage with partners/community to implement the Broxtowe Borough Partnership Statement of Common Purpose
- Risk 13 - Failure to contribute effectively to dealing with crime and disorder
- Risk 14 - Failure to provide housing in accordance with the Local Development Framework
- Risk 15 - Natural disaster or deliberate act, which affects major part of the Authority
- Risk 16 - Failure to mitigate the impact of the Government's welfare reform agenda
- Risk 17 - Failure to maximise opportunities and recognise the risks in shared services arrangements
- Risk 18 - Corporate and/or political leadership adversely impacting upon service delivery
- Risk 19 - High levels of sickness
- Risk 20 - Lack of skills and/or capacity to meet increasing initiatives and expectations
- Risk 21 - Inability to attract or retain key individuals or groups of staff
- Risk 22 - Failure to comply with duty as a service provider and employer to groups such as children, the elderly, vulnerable adults etc.
- Risk 23 - Unauthorised access of data
- Risk 24 - High volumes of employee or client fraud

BEREAVEMENT SERVICES BUSINESS PLAN 2020–2023

The Bereavement Services Business Plan details the projects and activity undertaken in support of the Broxtowe Corporate Plan priorities. It also considers the equivalent corporate objectives of Erewash Borough Council.

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.

The Business Plan covers a three-year period but will be revised and updated annually. Detailed scrutiny of Bereavement Services functions and performance, especially the Crematorium, is undertaken by the Bramcote Bereavement Services Joint Committee.

The Council's Vision for Broxtowe is 'a greener, safer, healthier Broxtowe where everyone prospers'.

The Council's Values are:

- **G**oing the extra mile: **a strong, caring focus on the needs of communities**
- **R**eady for change: **innovation and readiness for change**
- **E**mployees: **valuing our employees and enabling the active involvement of everyone**
- **A**lways improving: **continuous improvement and delivering value for money**
- **T**ransparent: **integrity and professional competence**

Broxtowe Borough Council's Priorities and Objectives are as follows:

Housing – A good quality affordable home for everyone

Business Growth – Invest in our towns and people

Environment –Protect the environment for the future

Health – Support people to live well

Community Safety – A safe place for everyone

The Erewash Borough Council Vision is to put Erewash on the map – a first class Borough in which people have pride and where they choose to live, work and play.

Erewash's Priorities are:

- A clean, safe and welcoming borough
- Improved access to services
- Delivering efficient and effective services that residents need
- Creating opportunities for economic growth and prosperity
- A well run efficient Council

1. PUBLISHED STRATEGY AND POLICY DOCUMENTS SUPPORTING THE DELIVERY OF PRIORITIES AND OBJECTIVES

Strategy/Policy Document	Purpose of Document	Renewal Date	Responsible Officer/Contact
Corporate Plan	The Council's overarching plan for its priorities, targets and objectives. The plan sets out priorities to achieve the vision to make "Broxtowe a great place where people enjoy living, working and spending leisure time" with focus on the priorities of Housing, Business Growth, Community Safety, Health and Environment.	April 2020	Chief Executive
Business Strategy	Designed to ensure that the Council is: <ul style="list-style-type: none"> • Lean and fit in its assets, systems and processes • Customer focused in all its activities • Commercially minded and financially viable • Making best use of technology. 	Updated annually	Deputy Chief Executive
Medium Term Financial Strategy	The Council's key financial planning document. In detailing the financial implications of the Corporate Plan, the MTFS provides a reference point for corporate decision-making and helps to ensure that the Council can optimise the balance between its financial resources and the delivery of its priorities. The MTFS informs the annual budget-setting process, ensuring that each year's budget is considered within the context of the Council's ongoing sustainability over the entirety of the planning period.	Updated annually	Deputy Chief Executive Head of Finance Services
Commercial Strategy	Promote and support a change in organisational culture towards a more business-like approach to the delivery of services. Overall, commercialism will enable departments to adopt a business-like approach with the focus firmly on delivering the best services possible for residents and businesses within the Borough whilst at the same time maximising income generation.	April 2020	Deputy Chief Executive Commercial Manager

Strategy/Policy Document	Purpose of Document	Renewal Date	Responsible Officer/Contact
Capital Strategy	An overarching summary document which encompasses all capital and treasury activity including the capital programme, financing planning, accounting policies and asset management.	Updated annually	Deputy Chief Executive Head of Finance Services
Cemetery Rules and Regulations (Broxtowe and Erewash)	Rules and regulations for the cemetery activity	No fixed date	Business and Projects Manager Erewash BC
ICCM Charter for the Bereaved	Sets standards for cemeteries and crematoria	Bi-annual	Bereavement Services Manager
Cremation (England and Wales) (Amendment) Regulations 2017	Legislative framework	No fixed date	Bereavement Services Manager
Bramcote Bereavement Services Joint Committee reports	Various reports, especially investment priorities	Quarterly	Head of Property Services

2. SERVICE LEVEL OBJECTIVES LINKED TO CORPORATE OBJECTIVES

Service Areas covered by this Plan	Service Objectives
Bereavement Services	
Bramcote Crematorium	Undertake cremations, scatterings, memorialisation, services of remembrance, open days and all associated administration and record-keeping on behalf of the Bramcote Bereavement Services Joint Committee (Broxtowe and Erewash Borough Councils)
Broxtowe and Erewash Cemeteries	Undertake cemetery bookings and all associated administration and record-keeping for both Broxtowe and Erewash Borough Councils, and deal with first level complaints, queries and site visit issues.
Broxtowe Cemeteries	Undertake cemetery inspections, attend burials and scatterings, and undertake memorial inspections for Broxtowe Borough Council.

3. MEASURES OF PERFORMANCE AND SERVICE DATA

Context – Baseline Service Data

Pentana Code	Service Data Description	Actual 2016/17	Actual 2017/18	Actual 2018/19	Comments including benchmarking data
BSDData_01	Cremations at Bramcote Crematorium	3,003	2,745	2,548	The opening of three new nearby crematoria over the last 4 years is reducing cremation numbers
BSDData_01a	Ashes scatterings at Bramcote Crematorium	926	821	786	
BSDData_02a	Burials – Broxtowe cemeteries	131	102	97	
BSDData_02b	Ashes burials – Broxtowe cemeteries	102	127	106	
BSDData_03a	Burials – Erewash cemeteries	92	106	80	
BSDData_03b	Ashes burials – Erewash cemeteries	73	79	90	

Performance Indicators

Priority leaders should identify two sets of performance indicators namely **Key Performance Indicators (KPI)** for reporting to GMT and Members and **Management Performance Indicators (MPI)** for use in business planning and performance monitoring at a service level.

Indicator Description	Pentana Code	Achieved			Target			Indicator Owner and Comments (incl. benchmarking)
		2016/17	2017/18	2018/19	2019/20	2020/21	Future Years	
Key Performance Indicators (KPI)								
Net surplus/(cost) of bereavement services to Broxtowe *	BSLocal_06	(£11k)	£181k	£255k	£395k	£202k	£302k	P Adcock
Management Performance Indicators (MPI)								
Crematorium surplus revenue distribution to Broxtowe	BSLocal_06a	£400k	£280k	£400k	£500k	£300k	£400k	P Adcock
Net surplus/(cost) of Broxtowe cemeteries	BSLocal_06b	(£411k)	(£99k)	(£145k)	(£105k)	(£98k)	(£98k)	P Adcock

* Does not take account of the net cost of welfare funerals

The Bramcote Bereavement Services Joint Committee receives quarterly detailed reports on the performance of Bramcote Crematorium, and the Crematorium also seeks feedback at its Services of Remembrance and Open Days. This feedback is also reported to the Joint Committee.

4. KEY TASKS AND PRIORITIES FOR IMPROVEMENT 2020/21 – 2022/23 INCLUDING COMMERCIAL ACTIVITIES

Priority leaders are asked to consider potential **commercial activities** in their priority areas when setting the key tasks and priorities for the next three years. In doing so priority leaders should consider:

- In which service areas could new commercial activities be undertaken?
- How much additional income could be generated from the new commercial activities?
- Would additional resources (employees, equipment, systems etc.) be needed to undertake the new commercial activities? If yes, outline these with estimates of costs.
- How will these new commercial activities link into the Council's Medium Term Financial Strategy, Capital Programme, Business Strategy and Commercial Strategy?
- Will the new commercial activities affect existing Revenue and Capital budgets? If yes, then remember to include the net income or costs to Section 5 'Link Key Tasks and Priorities for Improvement to the Financial Budgets'.
- Please identify new '**commercial activities**' in the comments column.

Pentana Code	Description	Targeted Outcome	Partnership/ Procurement Arrangement	Officers Responsible/ Target Date	Budget Implications/ Efficiencies/Other comments
BS1417_06	Develop a strategy for the land behind the crematorium	Capital receipts, housing development, memorialisation, landscape buffer	In conjunction with adjacent landowners	Head of Property Services October 2020	Possible longer term capital receipt and/or income stream
	Complete memorial inspections in Broxtowe cemeteries	Memorial safety	External specialist	Business and Projects Manager Timescale is now March 2023 to finish all Borough cemeteries	Allocated £15,000 per year with additional £15,000 in 2017/18 to complete Kimberley and Stapleford. Budget proposal to increase to £20,000 in 2018/19 and continue at this level of funding

Pentana Code	Description	Targeted Outcome	Partnership/ Procurement Arrangement	Officers Responsible/ Target Date	Budget Implications/ Efficiencies/Other comments
BS1417_11	Complete essential remedial work to memorials in Broxtowe cemeteries	Memorial safety	External specialist	Business and Projects Manager Timescale is now March 2023 to finish all Borough cemeteries	Cemeteries at Kimberley and Stapleford are complete. Work at Beeston Cemetery, the largest cemetery, has been significant with all the older larger memorials completed together with the priority ones in the remainder of the cemetery. Beeston cemetery will be completed in 20/21.
BS1417_12	Undertake memorial inspections in Broxtowe closed churchyards	Memorial safety	External specialist	Business and Projects Manager Projected start April 2023; completion by March 2025	This work will follow the work in the Boroughs cemeteries
BS1417_13	Commence essential remedial work to memorials in Broxtowe closed churchyards	Memorial safety	External specialist	Business and Projects Manager Projected start October 2023; completion by March 2025	Part of above with any priority works undertaken as part of memorial safety programme of works in the cemeteries
BS1620_01	Implement Crematorium works programme 2019-2022	As per the BBSJC reports	Variety of external contractors	Capital Works Manager Bereavement Services Manager March 2022	All fully funded via the approved medium term financial strategy

5. LINK KEY TASKS AND PRIORITIES FOR IMPROVEMENT TO THE FINANCIAL BUDGETS

Priority leaders should ensure that key tasks and priorities (including commercial activities) that have a financial implication are included in the analysis below.

Revenue and Capital Budget Implications/Efficiencies Generated	Pentana Action Code	2020/21 Budget £	2021/22 Budget £	2022/23 Budget £
Budget Implications				
		0	0	0
Efficiencies Generated				
		(0)	(0)	(0)
New business/increased income				
		0	0	0
Net Change in Revenue Budgets		(0)	(0)	(0)

6. SUMMARY OF KEY RISKS

Priority leaders are to identify three strategic risks for the Business area and to determine whether these have been/or should be considered on the Council's Strategic Risk Register.

Key Strategic Risk	Is this already covered by an existing Strategic Risk?	What action can be taken/is required to mitigate/minimise the risk or threat
1. Competition from new private crematoria at Gedling, Swanwick and Aston-on-Trent and proposed one in Rushcliffe	Risk 2 – Failure to obtain adequate resources to achieve service objectives	Continuously improve Bramcote Bereavement Services, implement views of service users including Funeral Directors and officiants on how to improve service

Also, the top five risks (strategic or operational) arising from the key tasks and priorities for improvement should be identified. Whilst, it will be expected that detailed risks will be considered as part of the project planning process for each key task, it is anticipated that there will be 'common themes' identified which should enable the key risks to be limited to the top five. An earlier example has been included for reference.

Code	Key Task	Risk or Threat to Key Task	Covered by an existing Strategic Risk?	Action taken/required to mitigate/minimise the risk or threat

List of Strategic Risks

- Risk 1 - Failure to maintain effective corporate performance management
- Risk 2 - Failure to obtain adequate resources to achieve service objectives
- Risk 3 - Failure to deliver the HRA Business Plan
- Risk 4 - Failure of strategic leisure initiatives
- Risk 5 - Failure of the Liberty Leisure Limited trading company
- Risk 6 - Failure to complete the re-development of Beeston town centre
- Risk 7 - Not complying with domestic or European legislation
- Risk 8 - Failure of Financial Management and/or budgetary control
- Risk 9 - Failure to maximise collection of income due to the Council
- Risk 10 - Failure of key ICT systems
- Risk 11 - Failure to implement private sector element of Housing Strategy in accordance with Government and Council expectations
- Risk 12 - Failure to engage with partners/community to implement the Broxtowe Borough Partnership Statement of Common Purpose
- Risk 13 - Failure to contribute effectively to dealing with crime and disorder
- Risk 14 - Failure to provide housing in accordance with the Local Development Framework
- Risk 15 - Natural disaster or deliberate act, which affects major part of the Authority
- Risk 16 - Failure to mitigate the impact of the Government's welfare reform agenda
- Risk 17 - Failure to maximise opportunities and recognise the risks in shared services arrangements
- Risk 18 - Corporate and/or political leadership adversely impacting upon service delivery
- Risk 19 - High levels of sickness
- Risk 20 - Lack of skills and/or capacity to meet increasing initiatives and expectations
- Risk 21 - Inability to attract or retain key individuals or groups of staff
- Risk 22 - Failure to comply with duty as a service provider and employer to groups such as children, the elderly, vulnerable adults etc.
- Risk 23 - Unauthorised access of data
- Risk 24 - High volumes of employee or client fraud

LIBERTY LEISURE LIMITED BUSINESS PLAN 2020-2023

The Liberty Leisure Limited Business Plan ensures that the company's projects and performance develop the business objectives of the company while contributing towards the priorities of Broxtowe Borough Council.

This plan outlines the project priorities that Liberty Leisure Limited will implement to develop the company so it can continue to exceed the business objectives agreed with Broxtowe Borough Council in the Service Agreement and the original five year Business Plan.

The priority of the company is to deliver an efficient service for Broxtowe Borough Council while continuing to make contributions to the Council's Corporate Plan priority of **Health**. The company delivers a programme of opportunities to have a positive impact on the health of local people, to do this Liberty Leisure Limited is guided by the Service Agreement with the Council and its own operational strategies. These documents align the work of Liberty Leisure Limited with other local, regional and national plans to ensure the company's work is of a high quality and contributes to wider objectives.

The business plan covers a three-year period but will be revised and updated annually. A suite of milestones and Key Performance Indicators (KPI) will be used to monitor progress against key tasks and targets.

The Council's Vision for Broxtowe is 'a greener, safer, healthier Broxtowe where everyone prospers'.

Liberty Leisure Limited's values that contribute to the Councils vision are:

- Innovation – Constantly evolving our offering
- Care – Caring for our community
- Employees – recognising our staff and ensuring a happy workforce for all
- Integrity – always acting with integrity
- Value – Delivering value for all
- Fun – Vibrant and diverse leisure, culture and events that enrich lives

Liberty Leisure Limited specifically contributes to Broxtowe's Corporate Plan by:

- Encouraging active and healthy lifestyles in every area of the Borough
- Supporting the council to produce and deliver its Leisure Facility Strategy

1. PUBLISHED STRATEGY AND POLICY DOCUMENTS SUPPORTING THE DELIVERY OF PRIORITIES AND OBJECTIVES

Strategy/Policy Document	Purpose of Document	Renewal Date	Responsible Officer/Contact
Broxtowe Leisure Facilities Strategy	The future of leisure facilities within the Borough of Broxtowe	March 2020	Broxtowe Borough Council
Liberty Leisure Limited Operational Strategies	To provide a clear pathway of how the company will develop its people, marketing and communications, quality of delivery and business.	March 2021	Managing Director
Corporate Plan	The Council's overarching plan for its priorities, targets and objectives. The plan sets out priorities to achieve the vision to make "Broxtowe a great place where people enjoy living, working and spending leisure time" with focus on the priorities of Housing, Business Growth, Community Safety, Health and Environment.	April 2020	Broxtowe Borough Council Chief Executive
Business Strategy	Deigned to ensure that the Council is: <ul style="list-style-type: none"> • Lean and fit in its assets, systems and processes • Customer focused in all its activities • Commercially minded and financially viable • Making best use of technology. 	Updated annually	Broxtowe Borough Council Deputy Chief Executive
Medium Term Financial Strategy	The Council's key financial planning document. In detailing the financial implications of the Corporate Plan, the MTFS provides a reference point for corporate decision-making and helps to ensure that the Council can optimise the balance between its financial resources and the delivery of its priorities. The MTFS informs the annual budget-setting process, ensuring that each year's budget is considered within the context of the Council's ongoing sustainability over the entirety of the planning period.	Updated annually	Broxtowe Borough Council Deputy Chief Executive Head of Finance Services

Strategy/Policy Document	Purpose of Document	Renewal Date	Responsible Officer/Contact
Commercial Strategy	Promote and support a change in organisational culture towards a more business-like approach to the delivery of services. Overall, commercialism will enable departments to adopt a business-like approach with the focus firmly on delivering the best services possible for residents and businesses within the Borough whilst at the same time maximising income generation.	April 2020	Broxtowe Borough Council Deputy Chief Executive Commercial Manager
Capital Strategy	An overarching summary document which encompasses all capital and treasury activity including the capital programme, financing planning, accounting policies and asset management.	Updated annually	Broxtowe Borough Council Deputy Chief Executive Head of Finance Services
Broxtowe Events Strategy 2015 and Beyond	Events strategy document providing a framework for delivering events	March 2019	Cultural Services Manager
Get Active Strategy (Previously Sports Strategy)	Providing the opportunity, motivation and support to enable people to be more active than ever before	March 2021	Managing Director
Nottinghamshire Joint Health and Wellbeing Strategy 2016 - 2020	Provides details of health initiatives and joint working arrangements to improve health and wellbeing	2020	Partner
Broxtowe Partnership Community Strategy 2010-2020 and associated action plans	Aims to address issues facing the Borough of Broxtowe and to improve quality of life for everyone in the Borough	2020	Chief Communities Officer
Joint Use Agreement	Provides legal framework for the management of the joint-use facilities in partnership with Notts County Council and school	Continues in force until termination	Managing Director/Deputy

Strategy/Policy Document	Purpose of Document	Renewal Date	Responsible Officer/Contact
	governing bodies		Chief Executive
Equalities Action Plan	Sets out proposed action to promote equal opportunities	Updated annually	Human Resources
Equality and Diversity Policy	Sets out the legal, strategic and operational framework for the Council's equality and diversity work	April 2021	Human Resources

2. SERVICE LEVEL OBJECTIVES LINKED TO CORPORATE OBJECTIVES

Increase the number of people who have active lifestyles (He1)

Service Areas covered by this Plan	Service Objectives
Liberty Leisure Limited	
Vision	Leisure, Culture and Events at the heart of our community
Mission	To earn the lifelong loyalty of our customers through delivering first class leisure, culture and event services
Values	<ul style="list-style-type: none"> • INNOVATION – constantly evolving our offering • CARE – caring for our community • INTEGRITY – always acting with integrity • SAFETY – provide safe and secure facilities and events • VALUE FOR MONEY – delivering value for all • EMPLOYEES – recognising our staff and ensuring a happy workplace for all • FUN – vibrant and diverse leisure, culture and events that enrich lives
Guiding Principles	<ul style="list-style-type: none"> • Deliver an excellent service • Increase participation in leisure and cultural services • Deliver significant efficiency savings, and provide financial certainty and sustainability • Increase community engagement in the services • Retain open and affordable access to all sectors of the community • Contribute to the shared outcomes of our partners

Service Areas covered by this Plan	Service Objectives
Guiding Principles (continued)	<ul style="list-style-type: none"> • Create a brand that stands for quality and consistency • Maximise opportunities that arise or are created to develop and grow the business • Be recognised by our employees as an excellent organisation to work for • Adopt the principles of best value and continuous improvement in all that we do • Work to sustain the environment • Support and help develop the local economy
Main Service Activities	<ul style="list-style-type: none"> • Bramcote Leisure Centre; Kimberley Leisure Centre; Chilwell Olympia • Get Active • Events • D.H. Lawrence Birthplace Museum • Business Development and Support

3. MEASURES OF PERFORMANCE AND SERVICE DATA

Context – Baseline Service Data

Pentana Code	Service Data Description	Actual 2016/17	Actual 2017/18	Actual 2018/19	Comments including benchmarking data
LLLocal_G02	Total Attendances for Liberty Leisure Limited	1,687,714	1,709,356	1,743,511	
LLLocal_G09	Percentage of Inactive Adults in Broxtowe	26.1%	23.7%	18.4%	Data from Sport England Active Lives Survey
LLLocal_G08	APSE Customer Satisfaction Survey	70%	Not Available	TBC	Combining Liberty Leisure Limited sites creates a new Performance Indicator for 2017/18 onwards. Data will be added once confirmed by APSE.
LLLocal_G10 NEW	Liberty Leisure Limited Gender Pay Gap	Not Available			This data is for Liberty Leisure Ltd only and does not include any data from Broxtowe Borough Council.

Priority leaders should work corporately to **define** the **outcome objective** for each priority area and **identify an outcome indicator** or indicators which will be **Critical Success Indicators**. There will be a maximum of two CSI for each corporate priority.

Indicator Description	Pentana Code	Achieved			Target			Indicator Owner and Comments (incl. benchmarking)
		2016/17	2017/18	2018/19	2019/20	2020/21	Future Years	
Critical Success Indicators (CSI)								
Increase the number of people who have active lifestyles (He1)								
Total Attendance for Liberty Leisure Limited Value stated is the sum of the indicators listed. Reported as LLLocal_G02	LLDATA_E03 LLDATA_H01 LLDATA_B01 LLDATA_K01 LLDATA_C01 LLDATA_S01	1.688m	1.710m	1.744m	1.745m (revised)	1.750m	1.755m	Event & Museum Manager Leisure Centre Managers
Inactive Adults in Broxtowe %	LLLocal_G09	26.1% Reported Oct 17	23.7% Reported Oct 18	18.4% Reported Oct 19	20%	20%	20%	Managing Director Figures obtained from the annual Sport England 'Active Lives Survey'

Performance Indicators

Priority leaders should identify two sets of performance indicators namely **Key Performance Indicators (KPI)** for reporting to GMT and Members and **Management Performance Indicators (MPI)** for use in business planning and performance monitoring at a service level.

Indicator Description	Pentana Code	Achieved			Target			Indicator Owner and Comments (incl. benchmarking)
		2016/17	2017/18	2018/19	2019/20	2020/21	Future Years	
Key Performance Indicators (KPI)								
Liberty Leisure Limited								
Total Number of Annual Direct Debits Collected	LLLocal_G06	85,793	88,281	94,711	95,000	96,000	97,000	Business Manager
Total Income (excluding management fee)	LLLocal_G05	£3.250m	£3.423m***	£3.574m	£3.700m	£3.866m	£3.890m	Managing Director All actual figures are taken from the General Ledger not the final accounts.
Operating Expenditure (including central charges)	LLLocal_G04	£4.500m*	£4.396m	£4.236m	£4.695m	£4.735m	£4.805m	Managing Director All actual figures are taken from the General Ledger not the final accounts.
Management Fee from the Council to Liberty Leisure Ltd	LLData_G05	£1.250m* *	£1.160m	£1.030m	£995k	£850k	To be agreed	Managing Director
Subsidy per visit (Broxtowe Borough Council's subsidy based on the annual management fee paid to the company)	LLData_G06 NEW	74.0 pence*	67.8 pence	59.1 pence	57.0 pence	48.6 pence	48.4 pence	Managing Director
Subsidy per visit	LLLocal_G07	74.0	58.1	38 pence	57.0	49.7	52.1/	Managing Director

Indicator Description	Pentana Code	Achieved			Target			Indicator Owner and Comments (incl. benchmarking)
		2016/17	2017/18	2018/19	2019/20	2020/21	Future Years	
(Liberty Leisure Ltd subsidy based on operating incomes and expenditures)		pence*	pence		pence	pence	pence	
APSE Customer Satisfaction Survey	LLLocal_G08	Not Available	70%	TBC	80%	80%	80%	Business Manager

* Based on an estimate of the accumulation of six-months Council operation and six-months Liberty Leisure Limited operation

** Cost of service to Council, with 2016/17 including the management fee

*** This figure was previously reported with the management fee included

4. KEY TASKS AND PRIORITIES FOR IMPROVEMENT 2020/21 – 2022/23 INCLUDING COMMERCIAL ACTIVITIES

Priority leaders are asked to consider potential **commercial activities** in their priority areas when setting the key tasks and priorities for the next three years. In doing so priority leaders should consider:

- In which service areas could new commercial activities be undertaken?
- How much additional income could be generated from the new commercial activities?
- Would additional resources (employees, equipment, systems etc.) be needed to undertake the new commercial activities? If yes, outline these with estimates of costs.
- How will these new commercial activities link into the Council's Medium Term Financial Strategy, Capital Programme, Business Strategy and Commercial Strategy?
- Will the new commercial activities affect existing Revenue and Capital budgets? If yes, then remember to include the net income or costs to Section 5 'Link Key Tasks and Priorities for Improvement to the Financial Budgets'.
- Please identify new '**commercial activities**' in the comments column.

Pentana Code	Description	Targeted Outcome	Partnership/ Procurement Arrangement	Officers Responsible/ Target Date	Budget Implications/ Efficiencies/Other comments
Business Development					
NEW	Investigate alternative Point of Sale (POS) providers to replace the existing supplier	POS system that integrates with all existing services. New system to provide extra functionality not provided by the existing supplier.	Any new supplier will be sourced via a procurement process	Business Manager Start June 2020 End Sept 2021	£10,000 revenue from existing budgets. It is envisaged that annual license costs will be maintained with a new supplier
LL1922_G01	Implement a programme of digital developments 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	Technogym Tanita Omnic/Clarity Innovatise	Business Manager Start April 2018 End March 2021	Initial costs to be funded through existing revenue budgets. Target for increasing Direct Debit collections detailed in the LLL performance indicators.

Pentana Code	Description	Targeted Outcome	Partnership/ Procurement Arrangement	Officers Responsible/ Target Date	Budget Implications/ Efficiencies/Other comments
NEW	Increasing sales from activities that are outside of the company's core activities	Extend the training opportunities that the company is able to sell to external companies. Increase income through the additional sales	Personal Trainers NUCO New College Nottm Gym Pro	Business Development Officer	Efficiencies made from first aid in 2019-20 is £2,100 Additional income from growing the first aid sales, developing new training opportunities and expanding the retail offer.
LL1922_G04	Set up Liberty Leisure Limited as a Direct Debit Bureau	Have the ability to collect direct debits for other organisations	Clarity Bottomline	Business Manager Start April 2019 End March 2021	Set up costs contained within existing budget. Creates opportunity for future commercial development
LL1922_G05	Deliver the changes and actions detailed in the Liberty Leisure Limited operational strategies	Ensure that the company develops its people, marketing and communications, quality of delivery and business ideas	Broxtowe BC Technogym UK Active Notts ASA Nott'm City Apprenticeships	Managing Director Business Manager Start April 2019 End March 2022	Most actions from the strategies are contained within existing budgets. Business development actions with significant additional spends are detailed separately within this document.
LL1922_G06	Investigate feasibility of operating an additional commercial fitness space e.g. from a pop up shop	Increase annual company surplus to reduce the management fee paid by Broxtowe Borough Council	Zwift / Peloton Technogym Softbrick Gym Pro	Managing Director Business Manager Start Sept 2019 End Sept 2022	Investigate options and potential through market demographics, market and industry research Appropriate facility required
NEW	Support people who have been made redundant from work to remain physically active	Provide a short term opportunity to keep people active. This action will contribute to the outcomes detailed in the Get Active	Job Centre Plus	Managing Director Start April 2020 End March 2021	A number of details including the length of time that free use will be made available need to be determined before implementation

Pentana Code	Description	Targeted Outcome	Partnership/ Procurement Arrangement	Officers Responsible/ Target Date	Budget Implications/ Efficiencies/Other comments
NEW	Review and improve the Corporate Membership package offered	To increase the number of corporate partners who use Liberty Leisure facilities	Develop partnerships, to date: Haines Watts Chetwynd Barracks	Sales and Retention Officer	Increase sales and deliver additional bespoke services. Example, additional income from agreement with Chetwynd Barracks is worth £2,100 for 2020-21. Target income from additional DD sign ups of £2,700
NEW	Review concessionary leisure card fees	Introduce an annual charge for the use of the concessionary leisure card	Broxtowe BC	Business Manager Start April 2021 End March 2022	Additional annual income of £5,600
NEW	Develop and implement an intranet for the company	Improve communication across the Liberty Leisure Ltd team	Three65 Media	Business Manager Start April 2020 End March 2021	Initial costs of £3,000. Further £2,000 for identified additional functionality to be retained within existing revenue budgets
NEW	Explore the feasibility of providing a new Exercise Referral scheme.	Ensure that if a referral scheme is implemented that it will contribute to local health and physical activity targets and is sustainable	Public Health CCG Active Notts	Business Manager Start Jan 2020 End Sept 2020	Decide whether or not to proceed with an exercise referral scheme.
NEW	Implement a new exercise referral scheme if pre planning and partner supports its feasibility	Contribute to the delivery of the Get Active strategy reducing inactivity levels in the Borough	Public Health Clinical Commissioning Group Active Notts	Business Manager Start March 2021 End Sept 2021	An initial estimate of 125 annual referral would provide additional £18,000 of income per year

Pentana Code	Description	Targeted Outcome	Partnership/ Procurement Arrangement	Officers Responsible/ Target Date	Budget Implications/ Efficiencies/Other comments
D.H. Lawrence Birthplace Museum and Events					
NEW	Complete a new Cultural Services Strategy	Provide an overview of how the museum and the events programme will be developed and delivered between 2021-2024	Arts Council England Broxtowe Borough Council	Cultural Services Manager Start April 2020 End September 2020	Develop a joined up approach to both service areas to help develop new ideas to increase community engagement. Subject to funding from BBC for an additional Events Officer
NEW	Increase the scope and number of activities delivered at the Birthplace Museum	Increase overall service users and increase attendances from the Eastwood area	Arts Council England Marketing NG	Cultural Services Manager Start April 2020 End March 2021	Increase user numbers from 3,000 to 4,000 through new and additional exhibitions, workshops and events
NEW	Reinterpret the content and the way the museums artefacts are presented	Refresh the museum to ensure that it continues to attract visitors	Museum Development East Midlands (MDEM) Heritage Lottery Fund	Cultural Services Manager / Museum Collections Officer Start April 2021 End March 2022	Increasing visits through return visits being encouraged and increased dwell time through new forms of interaction with the collection
NEW	Deliver small, paid for indoor events	To provide a limited programme of indoor events at different locations across the Borough	Towns and parish Councils Local promoters	Cultural Services Manager Start April 2021 End March 2022	Broaden the target demographic for community events Subject to funding from BBC for an additional Events Officer

Pentana Code	Description	Targeted Outcome	Partnership/ Procurement Arrangement	Officers Responsible/ Target Date	Budget Implications/ Efficiencies/Other comments
Leisure Centres					
LL1922_K03 NEW	Creating a functional fitness space at Kimberley Leisure Centre (Phase 2)	Increase a functional fitness space to complement existing provision to increase membership numbers. Improve the financial efficiency of the leisure centre	Suppliers to be investigated	KLC Manager Start April 2021 End March 2022	Initial investigations, capital costs of £80,000 included as a 50:50 shared cost with BBC This second phase of this development is dependent upon the outcomes of the Council's Leisure Facilities Strategy
LL1922_K04	Refurbish the iGym at Kimberley Leisure Centre to include Les Mills GRIT	Retain existing junior fitness income. Increase junior fitness memberships	Pavi Gym, other suppliers being investigated	KLC Manager Start Sept 2020 End Dec 2021	Existing income / Capital £10,000 additional income/ surplus in year one; £12,000 income/surplus income in each subsequent year. Capital costs of £68,000 included in a capital application as a 50/50 shared cost with BBC <i>Progressing this development is dependent on the outcome of the council's Leisure Facility Strategy</i>
LL1922_K05	Investigate potential partnership funding, planning potential and	Increase attendance and income through football	Football Foundation	Managing Director / KLC Manager	Estimated additional surplus income from new MUGA alone

Pentana Code	Description	Targeted Outcome	Partnership/ Procurement Arrangement	Officers Responsible/ Target Date	Budget Implications/ Efficiencies/Other comments
	local support to develop additional car park space and full size 3G football pitch at Kimberley Leisure Centre	activities Increase fitness memberships and income	Kimberley School	Start April 2020	is £68,000 per year. This development with improved access enables the proposed new fitness opportunities detailed in this business plan to better realise additional income from fitness memberships Capital costs in excess of £1m. It is likely that 50% of this cost will need to be found by the Council/School. The local football facilities plan completed with the football foundation places this project on the local priority list. <i>This development depends on the outcome of the Council's Leisure Facilities strategy work</i>
NEW	Create a space at Kimberley Leisure Centre that can be hired to customers (Phase 1)	Convert a disused changing space into a useable space with the potential to expand into a fitness space to support increasing membership sales	None	Kimberley Leisure Centre Manager Start April 2020 End March 2021	Potential small additional income through hiring space for meetings Additional space provides flexibility for the potential growth of first aid training provision
NEW	Investigate potential partnership funding, planning potential and	Increase attendance and income through football activities	Football Foundation	Managing Director / CO Manager	Estimated additional surplus income from a new MUGA alone is £68,000 per year.

Pentana Code	Description	Targeted Outcome	Partnership/ Procurement Arrangement	Officers Responsible/ Target Date	Budget Implications/ Efficiencies/Other comments
	local support to develop a full size 3G football pitch at Chilwell Olympia		Chilwell School	Start April 2020	Capital costs will be in excess of £750,000. It is likely that 50% of this cost would need to be found by the Council / School as partner funding. The local football facilities plan completed with the football foundation places this project on the local priority list. <i>This development depends on the outcome of the Council's Leisure Facilities strategy work</i>
NEW	Extend Les Mills Virtual Classes into additional dance studios at Kimberley and Bramcote Leisure Centre	Reduce class cancellations, reduce the need for paying additional instructor cover, continue to reduce member cancellations	Nottingham Audio Visual Les Mills UK	KLC and CO Managers Start January 2020 End March 2021	Installation costs to be contained within existing revenue budgets
NEW	Create a new space for second treatment room at Bramcote Leisure Centre	Expand personal training opportunities to improve the retention of the company's existing customer base	Existing Personal Trainers	BLC Leisure Centre Manager Start April 2020 End March 2020	£1,000 - £2,000 surplus income each year from room hire
NEW	Increase children's birthday party provision. Improve and expand existing party provision.	To increase the number of birthday parties delivered across Liberty Leisure Ltd each year	None	Business Development Officer Start April 2020	Increase surplus from the delivery of birthday parties by £1,200 in year one

Pentana Code	Description	Targeted Outcome	Partnership/ Procurement Arrangement	Officers Responsible/ Target Date	Budget Implications/ Efficiencies/Other comments
				End March 2021	
NEW	Installation of new fitness equipment at each of the leisure facility sites	Maintain existing fitness membership income Ensure equipment maintenance costs remain within existing revenue budgets	Procurement to be made available to all potential suppliers	Managing Director Start January 2021 End January 2022	Capital expenditure £600,000 Additional items include digital solutions to support customer use of the hardware, approximate costs £20k per year
Get Active					
LL1922_S01	Implement the Get Active Strategy	Reduce inactivity levels and increase the number of volunteers	Active Nottinghamshire Broxtowe Active School Partnership	Managing Director Start April 2019 End Dec 2021	Work will be contained within existing budgets Targets are detailed in the company's Performance Indicators
LL1922_S02	Contribute to improving wellness & decreasing loneliness	Develop new social prescribing opportunities from health professionals to enable inactive and lonely people to be more active	Clinical Commissioning Group Broxtowe Borough Council	Business Manager Start Sept 2019 End March 2021	Work will be contained within existing budgets Targets are detailed in the company's Performance Indicators
NEW	Formalising volunteering opportunities available through Liberty Leisure Limited	Improving the volunteer experience by introducing a new volunteer policy, online application package and personalised welcome. Increase the number of people volunteering through	Volunteer Action Bureau Citizens	Managing Director Start January 2020 End March 2022	£5,000 is the identified annual cost of supporting volunteers through contributing to expenses incurred. This cost will be retained within the existing revenue budget

Pentana Code	Description	Targeted Outcome	Partnership/ Procurement Arrangement	Officers Responsible/ Target Date	Budget Implications/ Efficiencies/Other comments
		the company			

5. LINK KEY TASKS AND PRIORITIES FOR IMPROVEMENT TO THE FINANCIAL BUDGETS

Priority leaders should ensure that key tasks and priorities (including commercial activities) that have a financial implication are included in the analysis below.

Revenue and Capital Budget Implications/Efficiencies Generated	Pentana Action Code	2020/21 Budget £	2021/22 Budget £	2022/23 Budget £
Budget Implications				
Increased employee costs (assumes 2% annual pay award / no living wage)		54,390	57,000	60,000
Reduced management fee received	LLDataG05	145,000	145,000*	145,000*
Formalising volunteer opportunities	NEW	5,000	5,000	5,000
Efficiencies Generated				
Extend Les Mills Virtual Classes into additional dance studios at Kimberley and Bramcote Leisure Centre	NEW	(9,000)	(8,800)	(8,600)
Additional income from additional Gym Direct Debits, final VAT increase on club bookings and other changes e.g. income from first aid training		(64,390)	0	0
New business/increased income				
Investigate alternative Point of Sale (POS) providers to replace the existing supplier	NEW	0	0	0
Increase Swim School monthly Direct Debits	N/A	(60,000)	(60,000)	(60,000)
Increasing sales from activities that are outside of the company's core activities	NEW	(5,000)	(6,000)	(7,000)
Set up Liberty Leisure Limited as a Direct Debit Bureau	LL1922_G04	0	0	(5,000) After additional expenditure

Revenue and Capital Budget Implications/Efficiencies Generated	Pentana Action Code	2020/21 Budget £	2021/22 Budget £	2022/23 Budget £
New business/increased income (Continued)				
Investigate feasibility of operating an additional commercial fitness space e.g. from a pop up shop	LL1922_G09	This development is complex and comes with some risk that needs to be fully understood. A business plan is being developed to work out the capital investment required along with the on-going potential income and expenditure that can be expected		
Review concessionary memberships	NEW	0	(5,400)	(5,400)
Review and improve the Corporate Membership package offered	NEW	(4,800)	(8,000)	(8,000)
Implement a new exercise referral scheme if pre planning and partner supports its feasibility	NEW	0	(18,000) based on 125 additional referral memberships	(18,000) based on 125 additional referral memberships
Create a space at Kimberley Leisure Centre that can be hired to customers (Phase 1)	NEW	0	(500) General meetings	0
Creating a functional fitness space at Kimberley Leisure Centre (Phase 2) Pending Leisure Facility Strategy Outcome	LL1922_K03	0	0	(7,000) 40,000 Capital BBC 40,000 Capital LLL
Refurbish the iGym at Kimberley Leisure Centre (to include Les Mills GRIT) Pending Leisure Facility Strategy Outcome	LL1922_K04	0	(18,000) 34,000 Capital BBC 64,000 Capital LLL	(40,000)

Revenue and Capital Budget Implications/Efficiencies Generated	Pentana Action Code	2020/21 Budget £	2021/22 Budget £	2022/23 Budget £
Investigate potential partnership funding, planning potential and local support to develop additional car park space and full size 3G football pitch at Kimberley Leisure Centre Pending Leisure Facility Strategy Outcome	LL1922_K05	0	(68,000) Income assumes a partial year 550,000 Capital BBC	30,000 FDO post (68,000)
Investigate potential partnership funding, planning potential and local support to develop a full size 3G football pitch at Chilwell Olympia Pending Leisure Facility Strategy Outcome	NEW	0	0	(68,000) Income assumes a partial year 375,000 Capital BBC
Create a new space for second treatment room at Bramcote Leisure Centre	NEW	0	(1,000) Income assumes a partial year	(2,000)
Review children's birthday party provision. Improve and expand existing party provision.	NEW	(1,200)	(4,500)	(7,000)
Installation of new fitness equipment at each of the leisure facility sites	NEW	0	600,000	0
Net Change in Revenue Budgets		(0)	(0)	(0)
TOTAL REVENUE IMPLICATIONS**		50,000	(8,800)*	8,000*
TOTAL CAPITAL IMPLICATIONS LIBERTY LEISURE LIMITED		0	64,000	40,000
TOTAL CAPITAL IMPLICATIONS BROXTOWE BOROUGH COUNCIL		0	1,184,000	415,000

***Used 2020-21 Management Fee until further information is available**

**** These figures for 2021-22 and 2022-23 are less surplus figures from L1922_G09 and Birthday Parties.**

***** Please note that the revenue implications for 2020-21 have already been factored into the budget to meeting the management fee**

BUDGET SUMMARY STATEMENT

Increased costs detailed in the budget implications are offset by the permanent deletion of some vacant posts and reductions in planned expenditure for 2020-21 for example project delivery and sports events. Along with the developments detailed above maintaining gym and swim school direct debits at their present levels with some modest growth will result in a **forecast budget deficit of around £50,000** for the year 2020-21.

6. SUMMARY OF KEY RISKS

Priority leaders are to identify three strategic risks for the Business area and to determine whether these have been/or should be considered on the Council's Strategic Risk Register.

Key Strategic Risk	Is this already covered by an existing Strategic Risk?	What action can be taken/is required to mitigate/minimise the risk or threat
1. Teckal Company	Yes	Ongoing strategic operational documents identifying a wide range of actions to develop the company
2. Lack of financial resources	Yes	As per strategic risk register
3. Leisure Facilities Strategy	Yes	As per strategic risk register

Also, the top five risks (strategic or operational) arising from the key tasks and priorities for improvement should be identified. Whilst, it will be expected that detailed risks will be considered as part of the project planning process for each key task, it is anticipated that there will be 'common themes' identified which should enable the key risks to be limited to the top five. An earlier example has been included for reference.

Code	Key Task	Risk or Threat to Key Task	Covered by an existing Strategic Risk?	Action taken/required to mitigate/minimise the risk or threat
NEW	Investigate alternative Point of Sale (POS) providers to replace the existing supplier	Existing POS provider ceases to support existing product. New POS provider is unable to link with the range of existing applications required to deliver the business with the potential to decrease incomes	Yes	Discussions with the new suppliers to consider to ensure sufficient overlap with the existing supplier before switching to the new services

Code	Key Task	Risk or Threat to Key Task	Covered by an existing Strategic Risk?	Action taken/required to mitigate/minimise the risk or threat
LL1922_G04	Set up Liberty Leisure Limited as a Direct Debit Bureau	Revenue development does not make a financial return Ensuring that data protection legislation is maintained throughout the process Handling and reconciling the income of third parties Failure to retain key staff and the ability to provide sufficient skilled cover to maintain the service agreed with third parties	Yes	Budget surplus expectations are forecast to be minimal so that failure does not impact the overall business Work to ascertain a local market to build experience and some income without the need for additional staff Continue to develop existing staff so that they have the ability to step up to cover vacancies
LL1922_G06	Investigate the feasibility of operating an additional commercial fitness space	Business plan is not realised due to the changing nature of the marketplace Inability to obtain suitable premises	Yes	Develop a flexible model that spreads its risk across different offers that can be changed at relatively short notice Implement a model that existing employees can support rather than recruiting new permanent staff There is no urgency to deliver therefore if the development will not take place without the right premises

Code	Key Task	Risk or Threat to Key Task	Covered by an existing Strategic Risk?	Action taken/required to mitigate/minimise the risk or threat
NEW	Implement a new exercise referral scheme	The changing market with Public Health reviewing existing provision Forecasted additional income is not realised	Yes	The company have already a small turnover of exercise referral customers and is able to respond quickly to change its service to exploit gaps in the market Fitness developments are spread in different areas so one failure will be covered by other areas
LL1922_K04 NEW	Refurbish the iGym at Kimberley Leisure Centre	Improved customer retention and additional members are not realised.	Yes	Existing knowledge of what works for junior fitness and the probable income that can be derived Not completing the project puts existing income at risk.

Code	Key Task	Risk or Threat to Key Task	Covered by an existing Strategic Risk?	Action taken/required to mitigate/minimise the risk or threat
LL1922_K03 NEW	Creating a functional fitness space at Kimberley Leisure Centre	Improved customer retention and additional members are not realised.	Yes	<p>The Les Mills Return on Investment calculator is used to estimate potential financial benefit from delivering the project.</p> <p>David Lloyd and a boutique gym in Manchester have been visited to understand how a functional fitness space will benefit the business. Similar facilities will be visited.</p> <p>Different providers of equipment will be researched.</p>
LL1922_K05 NEW	Investigate potential partnership funding, planning potential and local support to develop additional car park space and full size 3G football pitch at Kimberley Leisure Centre	<p>No external funding is available from the FA.</p> <p>School do not approve the development.</p> <p>Planning permission not obtained</p> <p>The outcomes of the councils Leisure Facilities strategy</p>	Yes	<p>No council or company money will be committed until partner arrangements are confirmed.</p> <p>While the outcome of the Leisure Facility Strategy might curtail this development alternative delivery opportunities are likely to become available</p>

Code	Key Task	Risk or Threat to Key Task	Covered by an existing Strategic Risk?	Action taken/required to mitigate/minimise the risk or threat
NEW	Investigate potential partnership funding, planning potential to develop an additional full size 3G football pitch at Chilwell Olympia	No external funding is available from the FA. School do not approve the development. Planning permission not obtained The outcomes of the councils Leisure Facilities strategy	Yes	No council or company money will be committed until partner arrangements are confirmed. While the outcome of the Leisure Facility Strategy might curtail this development alternative delivery opportunities are likely to become available
NEW	Installation of new fitness equipment at each of the leisure facility sites	Received tender prices are significantly higher than anticipated The council does not make funds available to purchase new equipment Increased maintenance costs if keeping existing equipment or a new agreement does not cover all maintenance	Yes	Continue to operate with existing equipment Review likely impact on income and expenditure budgets Review how retained equipment can be redeployed across the estate

List of Strategic Risks

- Risk 1 - Failure to maintain effective corporate performance management
- Risk 2 - Failure to obtain adequate resources to achieve service objectives
- Risk 3 - Failure to deliver the HRA Business Plan
- Risk 4 - Failure of strategic leisure initiatives
- Risk 5 - Failure of the Liberty Leisure Limited trading company
- Risk 6 - Failure to complete the re-development of Beeston town centre
- Risk 7 - Not complying with domestic or European legislation
- Risk 8 - Failure of Financial Management and/or budgetary control
- Risk 9 - Failure to maximise collection of income due to the Council
- Risk 10 - Failure of key ICT systems
- Risk 11 - Failure to implement private sector element of Housing Strategy in accordance with Government and Council expectations
- Risk 12 - Failure to engage with partners/community to implement the Broxtowe Borough Partnership Statement of Common Purpose
- Risk 13 - Failure to contribute effectively to dealing with crime and disorder
- Risk 14 - Failure to provide housing in accordance with the Local Development Framework
- Risk 15 - Natural disaster or deliberate act, which affects major part of the Authority
- Risk 16 - Failure to mitigate the impact of the Government's welfare reform agenda
- Risk 17 - Failure to maximise opportunities and recognise the risks in shared services arrangements
- Risk 18 - Corporate and/or political leadership adversely impacting upon service delivery
- Risk 19 - High levels of sickness
- Risk 20 - Lack of skills and/or capacity to meet increasing initiatives and expectations
- Risk 21 - Inability to attract or retain key individuals or groups of staff
- Risk 22 - Failure to comply with duty as a service provider and employer to groups such as children, the elderly, vulnerable adults etc.
- Risk 23 - Unauthorised access of data
- Risk 24 - High volumes of employee or client fraud

This page is intentionally left blank

Report of the Strategic Director

WORK PROGRAMME

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.

10 June 2020	<ul style="list-style-type: none"> • Active Notts presentation – Partnership with Liberty Leisure on improved health outcomes • Mental Health support to residents and employees– Action plan and progress report • Tobacco control action plan • Leisure facilities strategy
--------------	---

Recommendation

The Committee is asked to CONSIDER the Work Programme and RESOLVE accordingly.

Background papers

Nil

This page is intentionally left blank

Document is Restricted

This page is intentionally left blank