



Tuesday, 16 November 2021

Dear Sir/Madam

A meeting of the Leisure and Health Committee will be held on Wednesday, 24 November 2021 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 the Monitoring Officer at your earliest convenience.

Yours faithfully

Chief Executive

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

## A G E N D A

### 1. APOLOGIES

To receive apologies and to be notified of the attendance 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 3 - 6)

The Committee is asked to confirm as a correct record the minutes of the meeting held on 15 September 2021.

4. EVENT OPTIONS APPRAISAL - CULTURAL SERVICES (Pages 7 - 12)

To seek approval for the programme of events to be delivered in the Borough by Liberty Leisure Limited for the year 2022-23.

5. TOBACCO CONTROL ACTION PLAN 2021-23 (Pages 13 - 20)

To advise Committee of updates to the Tobacco Control Action Plan.

6. FOOD CLUBS UPDATE (Pages 21 - 22)

To advise the Committee on the progress of the development of three Food Clubs in the Borough.

7. PERFORMANCE MANAGEMENT - REVIEW OF BUSINESS PLAN PROGRESS - LIBERTY LEISURE LIMITED (Pages 23 - 32)

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

8. PERFORMANCE MANAGEMENT - REVIEW OF BUSINESS PLAN PROGRESS - HEALTH (Pages 33 - 40)

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

9. WORK PROGRAMME (Pages 41 - 42)

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

## **LEISURE AND HEALTH COMMITTEE**

**WEDNESDAY, 15 SEPTEMBER 2021**

Present: Councillor I L Tyler, Chair

Councillors: M Brown  
S J Carr(Substitute)  
S Dannheimer  
S Easom  
T Hallam(Substitute)  
E Kerry (Substitute)  
H G Khaled MBE  
H Land  
R D MacRae  
J P T Parker  
J C Patrick (Substitute)

Apologies for absence were received from Councillors D Bagshaw, S A Bagshaw, M J Crow, T A Cullen and S Kerry.

### 10 **DECLARATIONS OF INTEREST**

Councillors S Easom R D MacRae and T Hallam declared a non –pecuniary interest in agenda item 7 as they were Town Councillors minute number 15 refers, Councillor R D MacRae declared a non-pecuniary interest in agenda item 10 as he supported and worked with the Stapleford food project, minute number 18 refers. Councillor S Easom declared a non-pecuniary interest as he was a Director of Liberty Leisure item number 12 refers, minute number 20 refers.

### 11 **MINUTES**

The minutes of the meeting held on 9 June 2021 were confirmed and signed as a correct record.

### 12 **PRESENTATION FROM CAHMS**

The Committee welcomed a presentation from the Child and Adolescent Mental Health Services (CAMHS). Councillors requested the slides if possible to be emailed to them and expressed an interest in a training course to learn about Mental Health First Aid.

### 13 **UPDATED ARMED FORCES COMMUNITY COVENANT ACTION PLAN 2021/23**

Members were updated with progress for the new Armed Forces Community Covenant Action Plan.

The Covenant sets out a framework for how the veterans Community can expect to be treated. The Armed Forces Community includes regular personnel, reservists, veterans and families and the immediate family of service personnel who had died.

Construction had started on the veteran's accommodation that would be completed later this year. The Authorities recruitment policy had also been amended to ensure veterans that meet the essential criteria would be guaranteed an interview. This scheme was being promoted through veteran's networks.

**RESOLVED that the new Armed Forces Community Covenant Action Plan 2021/23 be approved. Progress was noted.**

14 VOLUNTARY SECTOR COMPACT

The Committee was advised on the development of a compact between Public Sector Bodies and the Voluntary and Community Sector in Nottinghamshire.

The Compact provided the framework for improved partnership working and recognised and supported the contributions that all partners make. Shared values and principles would be used to guide and underpin the long term development of the working relationships across Nottinghamshire and Nottingham.

Members formally adopted the Compact to implement the Compact effectively. This ensured that the Compact principles were incorporated within the organisations work and ensure that the Compact would support the development and longer-term sustainability of the Voluntary and Community Organisations.

**RESOLVED that the adoption of the Compact on behalf of the Council be approved.**

15 THE POLICY, SUPPLY AND PROVISION OF CHRISTMAS DECORATIONS

The Committee was provided with information on the policy, supply and provision of Christmas decorations.

The current arrangements for Christmas decorations were for them to be provided in the four town centres of Beeston, Eastwood, Kimberley and Stapleford and, in 2020, a small number were provided at Gilthill adjacent to some businesses.

Discussions ensued around the costs to install and replace the decorations and explore options of handing responsibility for Christmas decorations to the Town Councils and recharge those in Beeston to the Special Expenses Fund. Another issue was that in 2020 the County Council clarified that a 5KN load test must be undertaken for all over carriageway fixings. It was reported that within the Borough, some anchorages failed a 4KN test and therefore no over carriageway decorations were provided in any location in 2020.

It had not been possible to prioritise replacement options during 2021 as this would had to involve negotiations and legal agreements with private building owners, probable structural works and additional expenditure beyond the available budget.

Some Councillors felt the additional expenditure for Christmas decorations didn't meet the priorities of the Council currently.

**RESOLVED to:**

- 1. Continue with the previous arrangements for 2021**
- 2. Consult with Parish Councils on their views for future provision of Christmas Lights.**
- 3. Arrange a Task and Finish group to discuss options for future years.**

**16     PREVENTION CONCORDAT FOR BETTER MENTAL HEALTH FOR ALL**

The Committee were advised of the submission of an application to sign up to the Public Health England's Prevention Concordat for Better Mental Health for all.

The Prevention Concordat for Better Mental Health for All is Public Health England's prevention and promotion framework for better mental health designed for local systems. It was launched in 2017 and had been reviewed and relaunched.

Pre-COVID-19, mental health problems were responsible for over a fifth of the 'burden of disease' in England costing over £105 billion. This burden had increased due to the impact of COVID-19 and was expected to increase still with the long term impacts of financial insecurity, widening inequalities, poverty, loneliness and deterioration in mental health problems due to reductions in service provision and working conditions.

Committee had previously approved the concordat commitment that required a 12-month mental health and prevention and promotion action plan.

**RESOLVED that the application submission be approved.**

**17     MENTAL HEALTH ACTION PLAN UPDATE**

Members noted the progress on the current Mental Health Action Plan. COVID-19 had prevented some of the actions to take place. However, they would be resumed later in 2021 and early 2022.

**18     FOOD CLUBS UPDATE**

Committee were advised on the progress of the development of the three food clubs in the Borough. Eastwood Food Club had opened 22 July and Beeston was due to open in September. The aim was to give regular access to a sustainable supply of food to people at risk of food insecurity, encourage families to access local support services, increase disposable income for local families and reduce the amount of food being sent to landfill in the UK.

19 PERFORMANCE MANAGEMENT -REVIEW OF BUSINESS PLAN PROGRESS-  
HEALTH

Committee noted the performance and progress made in achieving the actions in the Health Business Plan 2021-2024, linked to the Corporate Plan priorities and objectives and provided an update to the latest key performance indicators.

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

The Committee noted the progress against outcome targets identified in the Liberty Leisure Limited Business Plan, linked to the Corporate Plan priorities and objectives, and were provided with an update to the latest key performance indicators.

21 WORK PROGRAMME

Members considered the items for inclusion and agreed to add Christmas Lights to the work programme.

**RESOLVED that the work programme, with the additional item of Christmas Lights be approved.**

## Report of the Managing Director of Liberty Leisure Ltd.

### **EVENT OPTIONS APPRAISAL – CULTURAL SERVICES**

#### 1. Purpose of report

To seek approval for the programme of events to be delivered in the Borough by Liberty Leisure Limited (LLL) for the year 2022-23.

#### 2. Background

In 2016 the Council approved Local Authority Trading Company (LATC), LLL, adopted the council's 'Broxtowe Events Strategy, 2015 and beyond' as agreed in the Management Agreement between the LATC and the council. This strategy influenced the annual programme of events delivered by the company from 2017-21. The Committee is asked to consider the proposed options for the delivery of events for the financial year 2022 – 2023.

#### Financial Implications

Liberty Leisure Ltd is expecting a Management Fee from the council of £845,000 in 2022-23.

Option A in appendix 1 will be contained within the Liberty Leisure Ltd events budget requiring no further management fee to the company

Options B in appendix 1, the original council funded Event Officer Post (Grade 5, 30 hours) will be required and will need to be full time costing £27,289 with this cost being additional to the management fee for 2022-23.

Option C in appendix 1 will require £60,934 in addition to the management fee to cover additional 1.5 FTE Event Officers Posts and increased base budget incorporating existing council events.

#### **Recommendation**

**Committee is asked to:**

- 1. RESOLVE that one of the programme options be approved.**
- 2. RESOLVE that an additional Full Time Event Officer post be approved.**
- 3. RECOMMEND to Council that the chosen option carries a ring-fenced event delivery budget, separate to the operational and staffing budgets of the Local Authority Trading Company.**

#### Background papers

Nil.

## APPENDIX 1

Event strategy and options

In 2016 the council approved Local Authority Trading Company (LATC), LLL, adopted the council's 'Broxtowe Events Strategy, 2015 and beyond' as agreed in the Management Agreement between the LATC and the council. This strategy influenced the annual programme of events delivered by the company from 2017-21 with the council's 'leisure' committee approving a proposed programme each year.

The total average annual revenue budget to run the events programme for 2017, 2018 and 2019 is as follows:

Staff costs to plan and deliver events (2.1 FTE staff)	Costs of event infrastructure and admin costs	Partner and ticket income	Balance
£67,430	£106,860	(£33,450)	£140,840

The costs of delivering an annual events programme have remained consistent between 2017-2019 while the management fee to the company reduced by £165,500 during this time and by a total of £315,000 by 2020-21.

It should also be noted that staffing and event infrastructure costs did increase year on year and are expected to increase further in 2022. This means that the company will be able to deliver less event services with the same budget.

LLL have made significant staffing reductions during the pandemic in order to mitigate its income losses and achieve a balanced budget. The ongoing financial effects of the pandemic will continue affect the company's ability to deliver the same service as before the pandemic into 2022-23.

The events team was reduced to 1.1 full time equivalent staff during the pandemic. Prior to the 2020-21 financial year the council approved the allocation of funds to create an additional 30-hour Event Officer post. The reinstatement of this post for full time hours (37) would enable the options detailed in appendix 2 to be delivered.



## APPENDIX 2

## Events Options

Suggestions for event programmes for 2022-23.

Required staffing levels have been identified for each option (See Appendix B)

	Directly Managed								Supported							
	Hemlock Happening	Play Days (A=4) (B&C=2)	1940s Event	Cinema x 6	Christmas Lights Switch On x3	Eastwood Fireworks	DHL Festival	Kimberley Christmas Lights Switch On	Beeston Beach	Museum Events	Remembrance Parade (Comms/ Civic)	Freedom Parade (Comms/ Civic)	Mayors Ball (Comms/ Civic)	Base Budget	Staff cost	Additional Council Funding Required
<b>2019</b>	8500	10000	12600	27000	30000	5900	1582	3000	1800	1680	-950	-950	n/a	99500	67233	n/a
Option A	10000	28000	0	0	33000	0	0	0	n/a	2000	0	0	n/a	73,000	49088	0
Option B	10000	14000	0	32000	33000	6400	2100	0	n/a	2000	0	0	n/a	99500	76377	27289
Option C	10000	14000	0	32000	33000	6400	2100	0	n/a	2000	6000	6000	8000	119500	90022	60934

Option A increases number of Play Days

Option B Increased staffing levels will enable a similar programme to 2019-20

Option C Planning, delivery and budget management of Civic events to be undertaken by L Leisure Events in support of Communications and Civic teams

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## APPENDIX 3

	Cultural Services Manager (0.6 FTE)	Events Officer 0.5 FTE	Events Officer 0.5 FTE	Events Officer FT
2019 +	X	X		X
Option A	X	X		
Option B	X	X		X
Option C	X	X	X	X

Option A Events Officer worked an additional 121 hours per annum in 2019.

Option B Events Officer remains integrated into D.H. Lawrence Birthplace Museum team. Museum will need to close to public on event days due to staffing pressures.

Option C Assumes that vacant Museum Duty Officer Post is filled freeing up Events Officer to deliver similar number of events to 2019.

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## Report of the Chief Executive

### TOBACCO CONTROL ACTION PLAN 2021-23

#### 1. Purpose of report

To advise Committee of updates to the Tobacco Control Action Plan.

#### 2. Detail

In December 2014, Broxtowe Borough Council signed up to the Nottinghamshire County and Nottingham City Declaration on Tobacco Control. This is part of the Local Government Declaration on Tobacco Control and has a number of key aims, including developing plans with partners and local communities to address the causes and impacts of tobacco use.

According to the National Health Service, smoking is one of the biggest causes of death and illness in the UK. Smoking increases the risk of developing more than 50 serious health conditions. Some may be fatal and others can cause irreversible long-term damage to health. Every year around 710,000 prescriptions are dispensed to help people stop smoking a decrease from 2,480,000 in 2009.

Prevalence of smoking (PHE Health Profiles)	Broxtowe	Nottinghamshire	England
Adults 18+ (2018)	13.4%	15.4%	14.4%
Smoking during pregnancy (2018/19)	12.4%	14.8%	10.6%

Residents of Broxtowe can use Nottinghamshire County Council's integrated wellbeing service, Your Health, Your Way and figures pertaining to smoking cessation can be found at appendix 1. As part of the Council's on-going commitment to reducing the health impacts of tobacco use, a Tobacco Control Action Plan has been produced and is shown in appendix 2 to this report.

#### Recommendation

**Committee is asked to RESOLVE that the Tobacco Control Action Plan 2021-23 be approved.**

#### Background papers

Nil.

**APPENDIX 1**01/04/20 – 31/03/21 Your Health Your Way - Broxtowe

Smoking Referrals = 1182

Clients who engaged = 337

Four week quits achieved = 196

Data from the ONS suggests that in 2019 5.7% of respondents to surveys said they currently use an e-cigarette, which equates to nearly 3 million adults in the population.

The new tobacco control plan for England (2022) is due to be released by the end of the year with the following objectives:

- reduce the number of 15 year olds who regularly smoke from 8% to 3% or less
- reduce smoking among adults in England from 15.5% to 12% or less
- reduce the inequality gap in smoking prevalence, between those in routine and manual occupations and the general population
- reduce the prevalence of smoking in pregnancy from 10.7% to 6% or less.



Broxtowe  
Borough  
COUNCIL

APPENDIX 2

# **TOBACCO CONTROL ACTION PLAN**

DECEMBER 2021 to NOVEMBER 2023

<b>ACTION / DESCRIPTION</b>	<b>LEAD OFFICER (Title)</b>	<b>DUE DATE</b>	<b>UPDATE</b>
Reduce smoking prevalence in our communities by raising awareness and signposting to new stop smoking services	Communities Officer (Health)	Nov. 2023	ABL Health Ltd will take over the Nottinghamshire wide commissioned service from 1 April 2020– the Nottinghamshire service will be called Your Health Your Way. (YHYW) During lockdown people have been supported through telephone contact. Post lockdown the ability to see people face to face and check CO levels will be possible. Prevalence as reported by Public Health England for Broxtowe is 13.4%
Explore continuance of stop smoking clinics at Beeston Council Offices and Eastwood CAB offices with YHYW	Communities Officer (Health)	Nov. 2022	Discuss capacity with YHYW. Discuss room availability within Broxtowe Borough Council (BBC) and Eastwood CAB.
Explore opportunity to deliver staff smoking cessation sessions / telephone support	Communities Officer (Health) YHYW - Stop Smoking Service	Nov. 2023	Discuss capacity with YHYW. This will support delivery of the Wellbeing @Work scheme. (Promote through the Broxtowe Employee Newsletter)



ACTION / DESCRIPTION	LEAD OFFICER (Title)	DUE DATE	UPDATE
Explore community funding opportunities to deliver stop smoking projects in high prevalence areas	Communities Officer (Health) / YHYW	Nov. 2022	Pre-pandemic ABL Health Ltd may have been able to offer an opportunity to apply for community grant funding. Contact ABL Health Ltd to see if this offer is still available.
Attend and support actions of the Nottinghamshire Tobacco Control Group (NTCG)	Communities Officer (Health)	Nov. 2023	<p>First meeting of NTCG 16 March 2020 (cancelled due to Covid 19). This meeting is to discuss collective ways forward and to continue to build on the work from the Tobacco CLear workshop held in December 2019. BBC supported the refresh process of the Joint Strategic Needs Assessment Chapter on Tobacco Control in 2019. The group will consist of District, Borough and County Council, NHS, Clinical Commissioning Group, YHYW and Public Health</p> <p>There are discussions to explore restarting this group (approx. Dec. 2021)</p>

<b>ACTION / DESCRIPTION</b>	<b>LEAD OFFICER (Title)</b>	<b>DUE DATE</b>	<b>UPDATE</b>
<p>Discuss with YHYW the commissioned actions for tackling smoking in pregnancy and explore where BBC can support</p> <p>To request smoking in pregnancy as an agenda item at NTCG (if restarted)</p>	Communities Officer (Health) / YHYW	Nov. 2023	<p>Supporting information – Public Health England 2018 /19 data shows 12.4 % women were smokers at the time of delivery of their baby in Broxtowe. This compares with 10.6% in England and 14.0% in the East Midlands, and is the second lowest in Nottinghamshire.</p> <p>Aim of the current Tobacco Control Plan for England is to reduce the prevalence of smoking in pregnancy nationally from 10.6% to 6% or less by end of 2022</p>
Reactively investigate / enforce smokefree complaints	Communities Officer (Health)	Nov 2023	Ensure businesses comply with smoke free premises and vehicles legislation
Review / Refresh BBC Smokefree Site Policy	Communities Officer (Health)	Nov. 2023	
Social media notifications for national awareness campaigns	Communications and Marketing Officer / Communities Officer (Health)	March and October 2022 /23	On annual basis for No Smoking Day (March) and Stoptober (October)

ACTION / DESCRIPTION	LEAD OFFICER (Title)	DUE DATE	UPDATE
Review recommendations within the new National Tobacco Control Plan	Communities Officer (Health)	Nov. 2023	<p>The National Tobacco Control Plan is due to be released by end of 2021 (<i>expected date</i>)</p> <p><i>DHSC are developing a new plan. Policy options and considerations for regulatory reforms are currently with ministers for approval to support the plan. Any impact on LAs will be outlined at a later date.</i></p>

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### Report of the Chief Executive

#### FOOD CLUBS UPDATE

##### 1. Purpose of report

To advise the Committee on the progress of the development of three Food Clubs in the Borough.

##### 2. Detail

Nottinghamshire County Council is currently working with Family Action to deliver 30 Food Clubs across Nottinghamshire by the end of the next financial year (March 2022) this would cover the whole county and be predominantly hosted within the County Council's children's centres.

In Broxtowe the plan is for there to be three Food Clubs to be located at:

- Eastwood Children's Centre, Chewton Street, Eastwood
- Beeston North Children's Centre, Alderman Cl, Beeston (HOPE food bank have expressed an interest in this Food Club being hosted within their premises and supported by Children's Centres)
- Chilwell Children's Centre, Great Hoggett Drive, Chilwell

Eastwood FOOD club opened 22 July in line with expectations and is going well. The weekly number of families attending the Eastwood FOOD Club are:

WEEK	FAMILIES
22/07/2021	6
29/07/2021	21
05/08/2021	21
12/08/2021	21
19/08/2021	19
26/08/2021	15
02/09/2021	21
09/09/2021	27

Beeston FOOD Club is planned to open 9 November 2021 at Hope House in partnership with the Beeston North Children Centre.

Chilwell FOOD Club is planned for January 2022 however this may be delayed due to capacity issues at Chilwell Children's Centre.

#### Recommendation

**Committee is asked to NOTE the update report on the progression of the development of Food Clubs.**

Background papers: Nil

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

### **PERFORMANCE MANAGEMENT – REVIEW OF BUSINESS PLAN PROGRESS – LIBERTY LEISURE LIMITED**

#### 1. Purpose of report

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

#### 2. Background

The Corporate Plan 2020-24 was approved by Council on 4 March 2020. Business Plans linked to the five corporate priority areas of Housing, Business Growth, Environment, Health and Community Safety are subsequently approved by the respective Committees each year.

#### 3. Performance management

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

This report is intended to provide this Committee with an overview of progress towards Corporate Plan priorities from the perspective of the Liberty Leisure Limited Business Plan. It provides a summary of the progress made to date on key tasks and priorities for improvement in 2021/22 and the latest data relating to Key Performance Indicators (KPI). This summary is detailed in the appendix.

#### **Recommendation**

**The Committee is asked to NOTE the performance and progress made in achieving the Business Plan for Liberty Leisure Limited 2021-2024.**

#### Background papers

Nil

## APPENDIX

## PERFORMANCE MANAGEMENT

1. Background - Corporate Plan

The Corporate Plan for 2020-2024 was approved by Council on 4 March 2020. This plan sets out the Council's priorities to achieve its vision to make "A greener, safer and healthier Broxtowe where everyone prospers." Over the period, the Council will focus on the priorities of Housing, Business Growth, Community Safety, Health and Environment.

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

2. Business Plans

The Liberty Leisure Business Plan is reviewed and refreshed annually. The latest Business Plan was approved by the Liberty Leisure Ltd Board in February 2021. The Liberty Leisure Business Plan was noted at Council on 3 March 2021.

The Liberty Leisure Business Plan links to the Council's corporate priority of Health. The Council's priority for Health is to "support people to live well".

Its objectives are to:

- Promote active and healthy lifestyles in every area of Broxtowe (He1)
- Come up with plans to renew our leisure facilities in Broxtowe (He2)
- Support people to live well with dementia and support those who are lonely or have mental health issues (He3).

The Liberty Leisure Business Plan details the projects and activities undertaken in support of the Corporate Plan Health priority area. The business plan covers a three-year period and will be revised and updated annually.

Liberty Leisure Limited have designed a suite of milestones and Performance Indicators (KPIs) to be used to monitor progress against key tasks and targets. Performance monitoring is undertaken to identify more relevant KPIs, to refine targets and to ensure reporting to the Council is relevant, consistent and manageable.

3. Performance Management

As part of the Council's performance management framework, this Committee receives regular reports of progress against respective Business Plans. This report provides a summary of the progress made to date on key tasks and priorities for improvement in 2021/22 (as extracted from the Pentana Risk








performance management system). It also provides the latest data relating to Key Performance Indicators (KPI).






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

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




#### Action Status Key




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





#### Performance Indicator Key




Icon	Performance Indicator Status
	Alert
	Warning
	Satisfactory
	Unknown
	Data Only





### Liberty Leisure Limited Key Tasks and Priorities for Improvement 2021/2022


Status	Action Title	Action Description	Progress	Due Date	Comments
In Progress 	LL1922_G04 Set up Liberty Leisure Limited as a Direct Debit Bureau	Have the ability to collect direct debits for other organisations	0%	Mar-2022	<p>The team are part way through the procurement process for a new Leisure Management Bookings system which will aid collecting direct debits as a bureau.</p> <p>Implementation of the Leisure Management System will be moved to September 2022 affecting the deadline for this action which will need to be rescheduled.</p>
In Progress 	LL1922_S01 Implement the Get Active Strategy	Reduce inactivity levels and increase the number of volunteers	66%	Dec-2022	The Get Active Team are currently focusing on supporting those with low level mental ill health, both through a GP referral scheme in partnership with the local Primary Care Network and the development of a well-being hub at Chilwell Olympia.
In Progress 	LL2023_C01 Investigate potential partnership funding, planning potential and local support to develop a full size 3G football pitch at Chilwell Olympia	<p>Increase attendance and income through football activities</p> <p><i>This development depends on the outcome of the Council's Leisure Facilities strategy work</i></p>	0%	Mar-2023	

Status	Action Title	Action Description	Progress	Due Date	Comments
In Progress 	LL2023_E01 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 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	6%	Sep-2021	A proposal containing options for events during 2022/23 is being finalised to present to the Council.  Draft Cultural Strategy to be shared with the Council for feedback in December with a final version to be completed for the next available committee meeting.
In Progress 	LL2023_E03 Reinterpret the content and the way the museums artefacts are presented	Refresh the museum to ensure that it continues to attract visitors Increasing visits through return visits being encouraged and increased dwell time through new forms of interaction with the collection	50%	Mar-2022	Interpretation has been re-done in all of the rooms. We are exploring digital options including online tours.
In Progress 	LL2023_G02 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	62%	Mar-2023	First aid courses are currently being delivered to LLL and Broxtowe staff by LLL. A promotional/ sales campaign is due to be launched to shortly to acquire delegates from other organisations. Working in partnerships with <ul style="list-style-type: none"> <li>• Personal Trainers</li> <li>• NUCO</li> <li>• New College Nottingham</li> <li>• Gym Pro</li> </ul>


Status	Action Title	Action Description	Progress	Due Date	Comments
In Progress 	LL2023_G03 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 Working with Job Centre Plus	50%	Mar-2022	A promotional campaign is in place to offer free gym sessions to those that have recently been made redundant.
In Progress 	LL2023_G06 Develop and implement an intranet for the company	Improve communication across the Liberty Leisure Ltd team Working with Three65 Media	25%	Sep-2022	Delays in development were due to COVID-19. Due Date extended to 30 September 2022.
In Progress 	LL2023_G08 Explore the feasibility of providing a new Exercise Referral Scheme	Contribute to the delivery of the Get Active strategy reducing inactivity levels in the Borough  An initial estimate of 125 annual referral would provide additional £18,000 of income per year	58%	Sep-2022	The pilot scheme is underway with referrals coming through. A suite of health specific workshops are being developed to provide a variety of exercise options for people being referred.
In Progress 	LL2023_G10 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  Increase surplus from the delivery of birthday parties by £1,200 in year one	58%	Mar-2022	New party types identified, staff trained to deliver these. Customers attending 'test' parties to provide feedback for improvement before new packages go live.  The website is being developed to incorporate a customer choice journey to identify the most suitable party type for their child.

Status	Action Title	Action Description	Progress	Due Date	Comments
Assigned 	LL2023_G11 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 Capital expenditure £600,000 Additional items include digital solutions to support customer use of the hardware, approximate costs £20k per year	0%	Mar-2025	Due to equipment being under-utilised during the pandemic the installation of new equipment will be delayed and implemented in two phases. The probable date to implement phase 1 being June 2023 with phase 2 being December 2024.  The existing Global Servicing contract between the Council and Technogym will need to be extended to provide support for the additional period of time.  Company have received quote from Technogym to extended the global servicing contract. A report will be presented to the December Finance and Resource committee
In Progress 	LL2023_S01 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 the company	33%	Mar-2023	Volunteer policy updated and opportunities being identified. Website being updated with new information and signing up process.
Cancelled 	LL2124_B01 Utilise vacant shop space to increase restricted leisure centre capacities for spin classes	Provide sufficient spin classes to meet demand and improve the retention of fitness customers	0%	Mar-2023	This action was to provide additional exercise class space required by the COVID-19 regulations resulting in significantly lower capacity at the Leisure Centres. The COVID-19 regulations have now been lifted therefore this action is no longer required.

Status	Action Title	Action Description	Progress	Due Date	Comments
In Progress 	LL2124_DHL01 Reduce the costs of operating the DH Lawrence Birthplace Museum and Community Events	Merge the community events and museum teams Reduce museum opening times and develop different event/activity opportunities	<b>83%</b>	Mar-2022	The community events and museum teams have been merged to reduce costs while maintaining flexibility to operate. Initial temporary reduction in museum opening times while different event/activity opportunities are explored for example LLL are investigating the potential of using the outdoor garden area for events, weddings and afternoon teas which may change. <b>Due Date extended from September 2021.</b>
In Progress 	LL2124_G01 Grow fitness and swim school memberships	Recover income lost during the lockdowns to return the company's finances to pre pandemic levels	<b>22%</b>	Mar-2024	Gym only direct debits have increased by 37% since the start of April from 2,586 to 3,522 to the end October. This is 72% of the pre-pandemic figure.  Swim School is 94% of its pre pandemic levels at the end of October
In Progress 	LL2124_G02 Improve financial efficiency by reviewing the provision of services provided to the company by Broxtowe Borough Council	Improve financial efficiency in the provision of financial support. Identify opportunity to share financial savings in other services provided by the Council to the Company	<b>9%</b>	Jun-2022	Finance service provision is being reviewed. Alternative provision identified. Further meetings are planned to discuss provision further with the Head of Finance  Provision of DBS checking is being reviewed with the HR Manager with savings identified
In Progress 	LL2124_G04 Develop new partnerships to increase utilisations of vacated space	Recover lost income following the lockdowns by generating new business utilising vacated spaces Development of targeted activity for vulnerable people activity at Chilwell Olympia	<b>37%</b>	Mar-2023	Work is underway to identify a variety of small independent businesses to utilise the vacant treatment rooms at Bramcote Leisure Centre.  Discussions are taking place with Connect Health to utilise space at Chilwell Olympia for one day each week to deliver Physiotherapy services

Status	Action Title	Action Description	Progress	Due Date	Comments
Postponed 	LL2124_K01 Re use partially developed space to add changing capacity for public and swim lessons at Kimberley Leisure Centre (KLC)	To enable KLC to maximise its swimming income potential for 2021/22	12%	Mar-2022	Currently on hold due to the termination of the joint use agreement on April 2022.

### **Liberty Leisure Limited Critical Success Performance Indicators 2021/22**

Status	Code /Short Name	Frequency	2019/20 Achieved	2020/21 Achieved	2021/22 Q2	2021/22 Target	Notes
Data Only 	LLData_G02 Total Attendance - Liberty Leisure Limited	Annually	1,685,140	237,626	253,627 (July 2021)	1,750,00	Q1 180,814 Q2 226,149 Revised forecast for Q3 and Q4 gives a total annual forecast of 923,000 attendances

### Liberty Leisure Limited Key Performance Indicators 2021/22

Status	Code /Short Name	Frequency	2019/20 Achieved	2020/21 Achieved	2021/22 Year to Date	2021/22 Target	Notes
Amber 	<b>LLLocal_G06</b> Total number of Annual Direct Debit collected	Quarterly	47,665 (Sep-19)	25,208	31,058	73,000	Q1 13,204 Q2 17,854 Forecast for Q3 and Q4 gives a total annual forecast of 69,500 direct debits
Green 	<b>LLLocal_G05</b> Total Income (Excluding Management Fee)	Quarterly	£7,046k (Feb-20)	£2.657m	£1.436m	£2.468m	Income is on track to exceed the original budget forecast
Green 	<b>LLLocal_G04</b> Operating Expenditure (Including Central Charges)	Quarterly	£4,593m	£4.118m	£1.569m	£3.830m	Figures to September 2021. The 6-month expenditure does not include some significant one off annual commitments. Forecast for annual expenditure is for a small overspend however this will be mitigated by expected additional incomes.
Data Only 	<b>LLData_G05</b> Management fee from the Council to Liberty Leisure Ltd	Annually	£995K	£845K	£845K	£1.362m	The target figure is the amount that was identified in the original management agreement

There is limited data available for 2020/21 due to the COVID-19 restrictions requiring Leisure Facilities to be closed.

Targets set for 2021/22 have taken into consideration the impact on Liberty Leisure services during the pandemic. Progress will be reviewed at the end of quarter 1 2021/22 to evaluate the targets for the year.

Data for the following PIs is collected annually and was not collected in 2020/21.

- **LLData\_G06** Subsidy per Visit - (*Broxtowe Borough Council's subsidy based on the annual management fee paid to the Liberty Leisure Ltd*)
- **LLLocal\_G07** Subsidy per Visit - (*Liberty Leisure Ltd subsidy based on operating incomes and expenditures*)
- **LLLocal\_G08** APSE Customer Satisfaction Survey – (*Customer Satisfaction for combined leisure sites*)



## Report of the Chief Executive and Deputy Chief Executive

### **PERFORMANCE MANAGEMENT – REVIEW OF BUSINESS PLAN PROGRESS – HEALTH**

#### 1. Purpose of report

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

#### 2. Background

The Corporate Plan 2020-2024 was approved by Council on 4 March 2020. Business Plans linked to the five corporate priority areas of Housing, Business Growth, Environment, Health and Community Safety are subsequently approved by the respective Committees each year.

#### 3. Performance management

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

This report is intended to provide this Committee with an overview of progress towards Corporate Plan priorities from the perspective of the Health Business Plan. It provides a summary of the progress made to date on key tasks and priorities for improvement in 2021/21 and the latest data relating to Critical Success Indicators (CSI) and Key Performance Indicators (KPI). This summary is detailed in the appendix.

#### **Recommendation**

**The Committee is asked to NOTE the performance and progress made in achieving the actions in the Health Business Plan 2021-2024.**

#### Background papers

Nil

## APPENDIX

## PERFORMANCE MANAGEMENT

1. Background - Corporate Plan

The Corporate Plan for 2020-2024 was approved by Council on 4 March 2020. This plan sets out the Council's priorities to achieve its vision to make "A Greener, Safer and Healthier Broxtowe where everyone prospers." Over the period, the Council will focus on the priorities of Housing, Business Growth, Community Safety, Health and Environment.

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

2. Business Plans

Business Plans linked to the five corporate priority areas, including Housing, were approved by Council on 3 March 2021, following recommendations from the respective Committees in January/February 2021.

The Council's priority for Health is to "support people to live well". Its objectives are to:

- Promote active and healthy lifestyles in every area of Broxtowe (He1)
- Come up with plans to renew our leisure facilities in Broxtowe (He2)
- Support people to live well with dementia and support those who are lonely or have mental health issues (He3)

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






3. Performance Management

As part of the Council's performance management framework, this Committee receives regular reports of progress against the Health Business Plan. This report provides a summary of the progress made to date on key tasks and priorities for improvement in 2020/21 (as extracted from the Pentana Risk performance management system). It also provides the latest data relating to Critical Success Indicators (CSI) and Key Performance Indicators (KPI).






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

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






#### Action Status Key


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

#### Performance Indicator Key

Icon	Performance Indicator Status
	Alert
	Warning
	Satisfactory
	Unknown
	Data Only

### Health Key Tasks and Priorities for Improvement 2021/22

Status	Action Title	Action Description	Progress	Due Date	Comments
Complete 	COMS2124_03 Produce DEFRA Annual Air Quality Status Report	Council has a fit for purpose Air Quality Status Report highlighting current status and potential actions	<b>100%</b>	Jun-2021	Report submitted to DEFRA in June 2021. Approved 29 October 2021.
In Progress 	COMS2124_04 Monitor and update Health and Older People Partnership Action Plan	Improvement in the health and wellbeing (including mental health) of people in the borough, particularly older people	<b>35%</b>	Mar-2022	Majority of actions now progressing. Delays with some partnership work due to furlough or redeployment to other duties to support communities during the pandemic.
In Progress 	COMS2124_05 Monitor and update Dementia Partnership Action Plan	Improvement in the health and wellbeing (including mental health) of people in the borough, particularly older people	<b>50%</b>	Mar-2022	The majority of actions now progressing. The October 2021 edition of Broxtowe Matters published details of all the dementia friendly activities across Broxtowe to Support people to find confidence to re-engage with their communities.
In Progress 	COMS2124_06 Monitor and update Child Poverty Action Plan	Reduction of child poverty levels in the borough	<b>50%</b>	Mar-2022	A progress report for the period April 2020 – March 2021 is currently being produced. The Government are still to decide how child poverty is best measured and reduced. There is an inquiry ongoing. A House of Commons Committee Report Children in poverty: Measurement and targets has made recommendations to the Government for consideration.
In Progress 	COMS2124_07 Monitor and update Children and Young Persons Partnership Action Plan	Improvement in the wellbeing of people in the borough, particularly children and young people	<b>45%</b>	Mar-2022	Lead Officer for this was redeployed to support the COVID-19 response <ul style="list-style-type: none"> <li>• 100% March 2020-January 2021.</li> <li>• 50% January 2021 to June 2021</li> <li>• Post vacant June 21-Sept 21</li> </ul> Officer now in post but work on C&YP plan is reduced as this resource is redirected to work on the HAF project until January 2022.

Status	Action Title	Action Description	Progress	Due Date	Comments
In Progress 	COMS2124_08 Monitor and Update Mental Health Action Plan	Improvements in the Mental Health and wellbeing of people in the Borough.	20%	Mar-2022	To support delivery of the Mental Health Action Plan the Leisure and Health Committee, on 15 September 2021, considered and signed off an application and action plan to become signatories of Public Health England's Better Mental Health Prevention Concordat.

**The Actions below are included in the 2021/22 Quarter 2 Business Plan Progress report from Liberty Leisure Limited Performance**

- **COMS(H)2023\_01** Produce a new Leisure Facilities Strategy - in progress.
- **LL1922\_S01** Implement the Get Active Strategy (progress is 66%)
- **LL2023\_G08** Implement a new exercise referral scheme if pre planning and partner supports its feasibility (progress is 58%)

**Measures of Performance**

Data for Performance Indicators in the Health Business Plan is collected Annually; the position at 31 March 2021 was:





**Health Critical Success Indicators 2021/22**

- **ComS\_092** (RED) Personal wellbeing score for the Borough (out of 10) – score of 7.3 at October 2021
- **ComS\_090** (GREEN) Air Quality number of NO2 diffusion tube samples with annual mean reading at or below 40 micrograms m3 in 2020/21 this was 100%
- **ComS\_091** (RED) Dementia Friends trained – due to the pandemic no further friends were trained in 2020/21
- **LLLocal\_G09** (RED) Percentage of Inactive Adults in Broxtowe – 25.3% in 2020/21






### Health Key Performance Indicators 2021/22

- **ComS\_041** (DATA ONLY) Food Complaints / Service Requests 377 in 2020/21 Increased due to changes in Business' operating models during the pandemic.
- **ComS\_042** (DATA ONLY) Infectious Disease notifications = 17 for 2020/21. COVID-19 cases are not included in this data.
- **ComS\_050** (AMBER) Food Complaints responded to within timescales was 97% in 2020/21 due increase in requests during the pandemic.)
- **ComS\_055** (GREEN) Air Quality: Inspection of authorised / permitted processes. For 2020/21 100% of inspections completed.
- **ComS\_051** (GREEN) Infectious Disease notifications responded to within timescales. 100% of inspections completed as per DEFRA guidance.

## Health Critical Success Indicators 2021/22

Status	Code / Short Name	Frequency	2019/20 Achieved	2020/21 Achieved	2021/22 Q2	2021/22 Target	Notes
Red 	<b>ComS_092</b> Personal wellbeing score for the Borough (out of 10)	Annually	7.9	7.43 (Sept. 2020)	7.3	8.1	Data collected by Office for National Statistics. Due to the pandemic the data collection method changed therefore data at Local Authority level is not available for 2020/21. The 2021/22 data shows that there has been a sharp decline in wellbeing across the country as a result of the pandemic.
Green 	<b>ComS_090</b> Air Quality – number of NO2 diffusion tube samples with annual mean reading at or below 40 micrograms m-3	Annually	100%	100%	-	100%	40 tests completed in 2020/21.
Data Only 	<b>ComS_091</b> Dementia Friends trained	Annually	90	On hold	0	80	Dementia Friends training for community groups / businesses recommenced in Quarter 3. The Helpful Bureau staff received training on 12 November 2021. Information on how to become a dementia friend has been published in Broxtowe Matters. Online training for Officers will be provided in 2022 using the online system, Broxtowe Learning Zone.
Data Only 	<b>LLLocal_G09</b> Percentage of Inactive Adults in Broxtowe	Annually	19.5%	25.3%	-	20	Data from Sport England available from late Autumn 2020/21.

## Health Key Performance Indicators 2021/22

Status	Code / Short Name	Frequency	2019/20 Achieved	2020/21 Achieved	2021/22 Target	Notes
Data Only 	<b>ComS_041</b> Food Complaints/ Service Requests	Annually	172	377	-	Increase in requests regarding changes in business operating models. Excludes most enquiries regarding changes in operating rules as due to volume of contact and proactive letters/communications to businesses, it was not possible to record all contacts.
Data Only 	<b>ComS_042</b> Infectious Disease notifications	Annually	28	17	-	Excludes notifications of COVID-19 cases and outbreaks.
Amber 	<b>ComS_050</b> Food Complaints responded to within timescales	Annually	97%	97%	100%	Significant increase in service requests during the pandemic.
Green 	<b>ComS_051</b> Infectious Disease notifications responded to within timescales	Annually	100%	100%	100%	Cases of COVID-19 linked to premises/work activities were recorded separately.
Green 	<b>ComS_055</b> Air Quality: Inspection of authorised / permitted processes	Annually	100%	100%	100%	Please note in line with DEFRA guidance inspections and review were undertaken by written and remote means rather than on-site inspections. Onsite inspections will likely be re-instated in 2021-2022



## Report of the Executive 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.

19 January 2022	<ul style="list-style-type: none"> <li>• Business Plans and Financial Estimates 2022/23 – 2024/25 – Liberty Leisure</li> <li>• Business Plans and Financial Estimates 2022/23 – 2024/25 – Health</li> <li>• Dementia Action Plan</li> <li>• Update on Children and Young People Action Plan</li> <li>• Update on Food on Doorstep Clubs</li> <li>• Christmas Lights</li> </ul>
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### Recommendation

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

#### Background papers

Nil

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