



Friday, 20 January 2023

Dear Sir/Madam

A meeting of the Overview and Scrutiny Committee will be held on Monday, 30 January 2023 in the Council Chamber, Council Offices, Foster Avenue, Beeston, NG9 1AB, commencing at 2.00 pm.

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

Yours faithfully

Chief Executive

To Councillors: J C Patrick (Chair)  
D K Watts (Vice-Chair)  
S Easom (Vice-Chair)  
L Ellis  
M J Crow  
S Dannheimer  
L Fletcher

M Hannah  
E Kerry  
P J Owen  
R S Robinson  
C M Tideswell  
I L Tyler

## 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. BUSINESS PLANS AND FINANCIAL ESTIMATES 2023/24 - 2025/26 - COMMUNITY SAFETY (Pages 3 - 28)

To consider proposals for business plans, detailed revenue budget estimates for 2023/24; and proposed fees and charges for 2023/24 in respect of the Council's priority areas.

4. BUSINESS PLANS AND FINANCIAL ESTIMATES 2023/24 - 2025/26 - HEALTH (Pages 29 - 66)

To consider proposals for business plans, detailed revenue budget estimates for 2023/24; capital programme for 2023/24 to 2025/26; and proposed fees and charges for 2023/24 in respect of the Council's priority areas.

5. BUSINESS PLANS AND FINANCIAL ESTIMATES 2023/24 - 2025/26 - ENVIRONMENT AND CLIMATE CHANGE (Pages 67 - 108)

To consider proposals for business plans, detailed revenue budget estimates for 2023/24; capital programme for 2023/24 to 2025/26; and proposed fees and charges for 2023/24 in respect of the Council's priority areas.

6. WORK PROGRAMME (Pages 109 - 112)

The purpose of this report is to make Members aware of matters proposed for and undergoing scrutiny. This is in accordance with all of the Council's priorities.

## Joint Report of the Chief Executive, the Deputy Chief Executive and the Executive Director

### **BUSINESS PLANS AND FINANCIAL ESTIMATES 2023/24 - 2025/26 – COMMUNITY SAFETY**

#### 1. Purpose of report

To consider proposals for business plans, detailed revenue budget estimates for 2023/24; and proposed fees and charges for 2023/24 in respect of the Council's priority areas.

#### 2. Recommendations

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

1. **Cabinet approves the Community Safety Business Plan.**
2. **Cabinet recommends to Council that the following be approved:**
  - a) **The detailed revenue budget estimates for 2023/24 (base).**
  - b) **The fees and charges for 2023/24.**

#### 3. 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 are brought together in one report so that the linkages between service priorities, spending proposals and targets are clear.

An extract of the proposed Community Safety Business Plan is provided in appendix 1b. The extract includes relevant critical success indicators (CSI), key performance indicators (KPI) and key tasks and priorities for improvement (actions) for approval by Members. The revenue budget proposals for this corporate priority and the relevant service areas, together with the proposed fees and charges, are provided in appendices 2a to 2b.

#### 4. Financial Implications

The comments of the Head of Finance Services were as follows:

Appendices 2a to 2b in this report outline the revenue budget proposals for Community Safety and the associated service areas, together with the proposed fees and charges.

Following consideration by this Committee, a summary of the estimates, including any changes recommended, will be presented to Cabinet on 7 February 2023 for consideration and recommendation to Full Council on 1 March 2023.

5. Legal Implications

The comments from the Head of Legal Services were as follows:

There are no specific legal implications that arise from this report, as the suggested proposals are in accordance with relevant legislation, Council policy and procedures. The recommendation is within the Council's statutory and fiduciary powers.

6. Human Resources Implications

There were no comments from the Human Resources Manager.

7. Union Comments

There were no Unison comments in relation to this report.

8. Data Protection Compliance Implications

This report does not contain any OFFICIAL Sensitive information and there are no Data Protection issues in relation to this report.

9. Equality Impact Assessment

As there is no change to policy an equality impact assessment is not required.

10. 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 area of Community Safety. 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 business plans 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 in the budget papers.

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 2023/24 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 this Committee to consider the 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 Community Safety Business Plan and associated budgets covering this priority area. The Council's corporate objectives and aims, as included in the Corporate Plan, are shown at appendix 1a to provide the framework for consideration of the plans.

**Financial Background**

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

The revenue budgets show the 2022/23 revised estimates and the 2023/24 base estimates for the areas encompassed by the relevant business plans. The 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 2023/24 base figures in this report:

- a) Allowance for certain inflationary pressures including the pay award and cost of energy and fuel. These allowances are guided by the best indications available at the time.
- b) Anticipated additional income arising from the review of fees and charges.

The classification of expenditure shown in the revenue estimates is based on the CIPFA Standard Accounting Classification, which shows the following types of expenditure charged to each heading:

- Employee Expenses – salaries and wages; employer's national insurance and pensions contributions
- 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 and 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 1a

**FRAMEWORK FOR BUSINESS PLANNING**

The Corporate Plan 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 priorities 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:

**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.*

**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 **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

**COMMUNITY SAFETY BUSINESS PLAN 2023–2026**Introduction

An extract of the proposed Community Safety Business Plan is provided below includes the relevant critical success indicators (CSI), key performance indicators (KPI) and the key tasks and priorities for improvement (actions) that are required to be approved by this Committee.

In an attempt to streamline the reporting process, the extract does not include the regular information and data relating to:

- published strategy and policy documents supporting the delivery of priorities and objectives;
- service level objectives;
- contextual baseline service data;
- management performance indicators (MPI); and
- summary of key risks.

This information will be added to the extract below and included in the full Business Plan that will be published on the Council's website in advance of the financial year.

Background

The Business Plan details the projects and activity undertaken in support of the Corporate Plan priority of **Community Safety**.

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 the 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 regularly by General Management Team and reported to Members on a quarterly basis via Members Matters. Cabinet and Overview and Scrutiny Committee will also occasionally receive high level reports on progress against Corporate Plan priorities as required and as part of action planning, target setting and outturn reporting.

Business Plan – Performance Indicators and Key Tasks for Improvement

The critical success indicators (CSI), key performance indicators (KPI) and the key tasks and priorities for improvement (actions) are considered in detail below for approval.



## MEASURES OF PERFORMANCE (Extract)

## CRITICAL SUCCESS INDICATORS (CSI)

Priority leaders work corporately to **define** the **outcome objective** for each priority area and have **identified outcome indicator(s)** which will be **Critical Success Indicators**. There will be a maximum of two CSI for each corporate priority.

Indicator Description (Pentana Code)	Achieved 2019/20	Achieved 2020/21	Achieved 2021/22	Target 2022/23	Target 2023/24	Future Years	Indicator Owner and Comments (incl. benchmarking)
<b>Reduce anti-social behaviour in Broxtowe (CS1)</b>							
Reduction in reported ASB cases in Broxtowe (Nottinghamshire Police Strategic Analytical Unit) (ComS_011)	1,500	2,881	2,185	2,000	1,900	1,800	Chief Communities Officer
Reduction in ASB cases reported in the borough to:							
• Environmental Health (ComS_012)	386	561	433	400	400	400	Chief Environmental Health Officer
• Housing (ComS_013)	126	118	84	125	125	125	Housing Operations Manager
• Communities (ComS_014)	22	67	46	40	40	40	Chief Communities Officer
							The ASB team are in place and able to take referrals of neighbour nuisance where no crimes are being committed from the Police so numbers will remain higher than pre 2020 figures

Indicator Description (Pentana Code)	Achieved 2019/20	Achieved 2020/21	Achieved 2021/22	Target 2022/23	Target 2023/24	Future Years	Indicator Owner and Comments (incl. benchmarking)
<b>Work with partners to reduce domestic abuse and support survivors (CS2)</b>							
High risk domestic abuse cases re-referred to the Multi Agency Risk Assessment Conference [expressed as a % of the total number of referrals] (ComS_24)	14%	25%	18%	15%	15%	15%	Chief Communities Officer
Domestic abuse reported in the borough (ComS_025)	749	786	789	800	810	820	Chief Communities Officer Data includes harassment, stalking, malicious communications, controlling or coercive behaviour and racially or religiously aggravated harm. Increasing target includes encouraging reporting
<b>Work with partners to reduce knife crime (CS3)</b>							
Residents surveyed who feel safe when outside in the local area after dark % (ComS_033)	66%	-	-	78%	78%	78%	Chief Communities Officer Annual figures Nottinghamshire County Council survey. Nottinghamshire County Council survey data 2020/21 and 2021/22 not yet available

## KEY PERFORMANCE INDICATORS (KPI)

Priority leaders 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 ( <b>Pentana Code</b> )	Achieved 2019/20	Achieved 2020/21	Achieved 2021/22	Target 2022/23	Target 2023/24	Future Years	Indicator Owner and Comments (incl. benchmarking)
Environmental Health related ASB cases closed in less than three months No. received ( <b>ComS_012</b> ) Closed in 3mths % ( <b>ComS_012d</b> )	386 87%	561 71%	433 79%	400 82%	400 82%	400 82%	Chief Environmental Health Officer
Council Housing related ASB cases closed in less than three months No. received ( <b>ComS_013</b> ) Closed in 3mths % ( <b>ComS_013d</b> )	126 75%	118 78%	84 87%	125 85%	125 85%	125 85%	Housing Operations Manager
Communities related ASB cases closed in less than three months No. received ( <b>ComS_014</b> ) Closed in 3mths % ( <b>ComS_014d</b> )	22 67%	68 103%	46 78%	50 80%	50 80%	50 80%	Chief Communities Officer  2020/21 66 new cases received; 68 cases closed some of which were received in 2019/20  A proportion of neighbour nuisance cases are complex, relating to multiple types of ASB and involve counter complaints which prevent early closure  The ASB team are able to take referrals of neighbour nuisance where no crimes are committed from the Police so numbers will remain higher than pre-2020 data

Indicator Description ( <b>Pentana Code</b> )	Achieved 2019/20	Achieved 2020/21	Achieved 2021/22	Target 2022/23	Target 2023/24	Future Years	Indicator Owner and Comments (incl. benchmarking)
Residents surveyed who feel safe when outside in the local area during the day (%) ( <b>ComS_032</b> )	94%	n/a	n/a	96%	96%	96%	Chief Communities Officer Annual figures Nottinghamshire County Council survey. Figures from 2020/21 and 2021/22 survey not yet available
Food Inspections – High Risk - Inspect all businesses due for inspection in accordance with a pre-planned programme based on risk ( <b>ComS_048</b> )	98%	5%	95%	100%	100%	100%	Chief Environmental Health Officer Risk Categories A/B/C 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.  Food Standards Agency guidance being followed about interventions to prioritise. Team focused on dealing with new businesses, higher risk business interventions and COVID-19 response
Food Inspections – Low Risk - Inspect all businesses due for inspection in accordance with a pre-planned programme based on risk ( <b>ComS_049</b> )	96%	1%	85%	80%	100%	100%	Chief Environmental Health Officer Risk category D/E as determined by the Food Law Code of Practice.  Interventions took place at most food business over 2020/21 but not unannounced physical inspections due to the team responding to the pandemic. All work prioritised in accordance with FSA Guidelines. FSA have advised % figures will not be published for  20/2. Proactive inspections resumed summer 2021

## KEY TASKS AND PRIORITIES FOR IMPROVEMENT 2023/24 – 2025/26 INCLUDING COMMERCIAL ACTIVITIES

Action (Pentana Code)	Targeted Outcome	Partnership / Procurement Arrangement	Officers Responsible / Target Date	Budget Implications / Efficiencies / Other comments
Produce and implement an annual Broxtowe Crime Reduction Action Plan <b>COMS2324_01</b>	Reduction in all crime types and improvements in community confidence	Police / County Council / Voluntary Sector/Fire Service	Senior Communities Officer Crime and ASB March 2024	Dependent on resources being allocated by Police and Crime Commissioner  There will be a reduction in resource available for action plan delivery due to transfer to cycle theft action plan  The plan draws in circa £43k in grants and in kind contributions from partners
Deliver the Safer Streets Action Plan for Eastwood <b>COMS2224_02</b>	Reduction in all crime types and improvements in community confidence	Police / County Council / Voluntary Sector/Fire Service	Chief Communities Officer September 2023	Plan draws in £250k in Home Office funding and the equivalent in match funding contributions from partners
Update cross departmental Anti-Social Behaviour Action Plan <b>COMS2023_05a</b>	Reduction in anti-social behaviour in the borough	Cross departmental	Senior Communities Officer and ASB Enforcement Officer October 2023	Within existing departmental resources and budgets
Produce and implement Food Service Plan <b>COMS2324_06</b>	Council has a fit for purpose Food Service Plan which informs activity in this area	Food Standards Agency	Chief Environmental Health Officer June 2023	Within existing resources and budgets

Action (Pentana Code)	Targeted Outcome	Partnership / Procurement Arrangement	Officers Responsible / Target Date	Budget Implications / Efficiencies / Other comments
Update Knife Crime Action Plan <b>COMS2224_01</b>	Reduce levels of knife crime in the borough	Police / NHS	Chief Communities Officer March 2024	Within existing resources and budgets
Review Sanctuary Policy and Procedure <b>COMS2324_02</b>	Deliver Sanctuary Scheme within resources and aligning with countywide recommendations where possible	Sanctuary Steering Group	Senior Communities Officer Violence and Domestic Abuse March 2024	Within existing resources and budgets
Cyber Fraud training on BLZ for members and staff <b>COMS2223_04</b>	Awareness of fraud raised, staff and members better protected, Members able to advise residents through media		Chief Communities Officer and Senior Communities Officer Crime and ASB March 2024	Within existing resources and budgets
Review Serious Violence and Violence Against Women and Girls Strategy <b>COMS2324_03</b>	Review Strategy aligning with the Countywide Strategy and in consultation with Domestic Abuse Organisations	Broxtowe Womens Project	Senior Communities Officer Violence and Domestic Abuse March 2024	Within existing resources and budgets

Action (Pentana Code)	Targeted Outcome	Partnership / Procurement Arrangement	Officers Responsible / Target Date	Budget Implications / Efficiencies / Other comments
Consult, Review and renew PSPO's <b>COMS2224_05</b>	PSPOs renewed where appropriate and removed where not		Chief Communities Officer and Senior Communities Officer Crime and ASB October 2023	£1k signage for extension of Beeston Town Centre PSPO
Update Children and Young People Action Plan <b>COMS2324_04</b>	Improve life chances of young people in the borough	Education/TECT Team/Equation/NHS/Tr ansform Training	Communities Officer Children and Young People January 2024	Within existing resources and budgets
Review Vulnerable Persons Policy <b>COMS2324_05</b>	Support vulnerable residents in the Borough		Chief Communities Officer March 2024	Within existing resources and budgets
Develop and deliver a multi-agency partnership White Ribbon Action Plan <b>COMS2224_08</b>	Raise awareness of and reduce Domestic Abuse	BWP / Juno / Equation	Domestic Abuse and Private Sector Coordinator March 2024	Within existing resources and budgets
Deliver Sanctuary Scheme <b>COMS2224_09</b>	Provide security for survivors of Domestic abuse to enable them to continue to live in their own homes		Senior Communities Officer Violence and Domestic abuse March 2024	Within existing resources and budgets

Action (Pentana Code)	Targeted Outcome	Partnership / Procurement Arrangement	Officers Responsible / Target Date	Budget Implications / Efficiencies / Other comments
Update Tobacco Control Action Plan <b>COMS2223_07</b>	Reduce smoking prevalence in the borough	NHS	Communities Officer Health November 2023	Within existing resources and budgets
Update Dementia Action Plan <b>COMS2223_08</b>	Improve support for people living with dementia and carers in the borough	CAB/NHS	Communities Officer Health December 2023	Within existing resources and budgets
Update Health Action Plan <b>COMS2223_09</b>	Improve Health of residents in the borough	NHS/Mental Health 3 <sup>rd</sup> sector organisations	Communities Officer Health April 2023	Within existing resources and budgets
Update Hate Crime Action Plan <b>COMS2224_10</b>	Reduce Hate Crime and improve reporting and support for victims in the borough	Police	Communities Officer Equalities and Diversity April 2023	Within existing resources and budgets
Renew Hate Crime Pledge <b>COMS2224_11</b>	Reduce Hate Crime and improve reporting and support for victims in the borough		Communities Officer Equalities and Diversity April 2023	Within existing resources and budgets



## 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	2023/24 Budget £	2024/25 Budget £	2025/26 Budget £
<b>Budget Implications</b>				
Sanctuary Scheme	COMS2324_09	10,000*	10,000	10,000
<b>Efficiencies Generated</b>				
Broxtowe Crime Reduction Plan (Partner Contributions in kind)	COMS2324_01	50,000	50,000	50,000
Safer Streets Action Plan (Partner Contributions in kind)	COMS2224_02	166,666	-	-
Children and Young People's Action Plan (Partner Contributions in kind)	COMS2324_04	5,000	5,000	5,000
White Ribbon Action Plan (Partner Contributions in kind)	COMS2324_08	2,000	2,000	2,000
Dementia Action Plan (Partner Contributions in kind)	COMS2223_08	1,000	1,000	1,000
Health Action Plan (Partner Contributions in kind)	COMS2223_09	5,000	5,000	5,000
<b>New business/increased income</b>				
Broxtowe Crime Reduction Plan (£166,666 grant from OPCC)	COMS2324_01	33,300	33,300	33,300
Safer Streets Action Plan (£166,666 grant from OPCC)	COMS2224_02	166,666	-	-
<b>Net Change in Revenue Budgets</b>		<b>NOTE*</b>		

\* Budget implications to be considered and confirmed once project business cases have been finalised. External contributions are to be confirmed

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## APPENDIX 2a

<b>FINANCIAL ESTIMATES 2023/24 - 2025/26</b>
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**COMMUNITY SAFETY – REVENUE BUDGETS**

Cost Centre	Revised Estimate 2022/23 £	Base Budget 2023/24 £
Communities Team	358,220	401,100
Surveillance	120,790	121,950
South Notts Crime Reduction	5,000	0
Private Sector Housing	212,520	251,750
Environmental Health	727,710	812,300
Private Sector Housing Renewal	21,250	15,400
Licensing	28,030	65,000
	<b>1,473,520</b>	<b>1,667,500</b>

Classification	2022/23 £	2023/24 £
Employees	1,082,350	1,225,350
Premises	19,000	25,500
Transport	8,500	7,000
Supplies & Services	144,300	247,300
Third Party Payments	204,000	204,000
Central Support Recharges	467,120	510,850
Capital Charges	3,200	7,850
Income	(454,950)	(560,350)
	<b>1,473,520</b>	<b>1,667,500</b>

The main changes in the 2023/24 budget for total net expenditure when compared with the 2022/23 revised estimate is primarily a consequence of the following items:

Service Area	Change (£)
<p>Communities Team – The 2023/24 base budget for employees is £32,000 higher than the original estimate for 2022/23 due to the higher than anticipated pay award in 2022/23 and an assumed 5% pay award in 2023/24. There is also a 1% increase in Pension Fund primary contributions in 2023/24.</p> <p>The remaining variance is due to an increase in support charges, which is also mainly linked to pay and price inflation.</p>	42,880
<p>Surveillance – An increase in the cost of utilities costs along with a slight rise in capital charges has been offset by the income target being increased by £10,000 in connection with the previously agreed Business Strategy.</p>	1,160
<p>Private Sector Housing – The 2023/24 base budget for employees is £29,000 higher than the original estimate for 2022/23 due to the higher than anticipated pay award in 2022/23 and an assumed 5% pay award in 2023/24. There is also a 1% increase in Pension Fund primary contributions in 2023/24.</p> <p>There is a small increase in central support charges, which is mainly linked to pay and price inflation. There is also a slight decrease in the value of capital salaries recharged to the capital programme.</p>	44,730
<p>Environmental Health – The 2023/24 base budget for employees is £71,000 higher than the original estimate for 2022/23 due to the higher than anticipated pay award in 2022/23 and an assumed 5% pay award in 2023/24. There is also a 1% increase in Pension Fund primary contributions in 2023/24.</p> <p>The remaining variance is due to an increase in central support charges, which is mainly linked to pay and price inflation.</p>	84,590
<p>Private Sector Housing Renewal – An estimated increase in HMO income (£10,000) with a number of renewals and new applications expected to be processed in 2023/24.</p> <p>This is partially offset by an increase of £5,000 in central support service recharges, linked to pay inflation.</p>	(5,850)
<p>Licensing – The base budget for employee expenses in 2023/24 is £10,000 higher than the original estimate for 2022/23 due to the higher than anticipated pay award in 2022/23 and assumed 5% pay inflation in 2023/24. There is also a 1% increase in Pension Fund primary contributions in 2023/24.</p> <p>Anticipated income is expected to reduce by £24,000 with activity continuing to be affected by the pandemic and the economy (e.g. less drivers applying badges, closures of premises etc.).</p>	36,970

## APPENDIX 2b

**COMMUNITY SAFETY – REVIEW OF FEES, CHARGES AND ALLOWANCES**

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

**1. Licensing fees**

<b>(i) Licences for which the fees are fixed by statute and amended from time to time by statutory instruments</b>	<b>Proposed Charge 2023/24 £</b>
<b>Licensing Act 2003</b>	
Premises Licences Band A - New application/Vary	100.00
Premises Licences Band A - Annual fee	70.00
Premises Licences Band B - New application/Vary	190.00
Premises Licences Band B - Annual fee	180.00
Premises Licences Band C - New application/Vary	315.00
Premises Licences Band C - Annual fee	295.00
Premises Licences Band D - New application/Vary	450.00
Premises Licences Band D - Annual fee	320.00
Premises Licences Band E - New application/Vary	635.00
Premises Licences Band E - Annual fee	350.00
Premises Licence Minor variation – All Bands	89.00
Personal Licence Applications/Renewals	37.00
Temporary Event Notice	21.00
Change of Address	10.50
Vary designated premises supervisor	23.00
Transfer Premises Licence	23.00
Interim Authority	23.00
Replace Personal/Premises Licence	10.50
Freeholder Notification	21.00
<b>Gambling Act 2005</b>	
Lotteries and Amusements - Registration	40.00
Lotteries and Amusements - Renewal	20.00

**Gambling Act 2005 (continued)**

Type of Application Permit Type	Application Fee £	Renewal Fee £	Existing Operator Grant £	Transitional Application Fee £	Transfer Fee £	Change of Name £	Copy of Permit £
Unlicensed Family Entertainment Centre	300.00	300.00	100.00	N/A	N/A	25.00	15.00
Prize Gaming	300.00	300.00	100.00	N/A	N/A	25.00	15.00
Notification of two machines	50.00	N/A	N/A	N/A	N/A	25.00	15.00
Licensed premises gaming machine	150.00	50.00	N/A	100.00	25.00	25.00	15.00
Club machine permit/club gaming permit	200.00	50.00	N/A	100.00	N/A	25.00	15.00
Temporary use notice	350.00	N/A	N/A	N/A	N/A	N/A	N/A

Type of Application Permit Type	Application for Re-instatement £	Application for Provisional Statement £	Licence Application (Provisional Statement Holder) £	Copy Licence £	Notification of Change £
Existing Casino	See note	See note	See note	See note	See note
New Small Casino	See note	See note	See note	See note	See note
New Large Casino	See note	See note	See note	See note	See note
Regional Casino	See note	See note	See note	See note	See note
Bingo Club	See note	See note	See note	See note	See note
Betting Premises excluding tracks	See note	See note	See note	See note	See note
Betting Premises Tracks	See note	See note	See note	See note	See note
Family Entertainment Centre	See note	See note	See note	See note	See note
Adult Gaming Centre	See note	See note	See note	See note	See note

**The charges in the above table are set by the Gambling Commission. Please visit their website for more details**

**Licences for which the fees are at the discretion of the Council:**

	Present 2022/23 £	Proposed 2023/24 £
<b><u>Private Hire/Hackney Carriage</u></b>		
Private Hire/Hackney Carriage Operators (5 years)		
- 1 vehicle	103.00	103.00
- 2-5 vehicles	200.00	200.00
- 6-10 vehicles	426.50	426.50
- 11-15 vehicles	722.00	722.00
- 16-20 vehicles	958.00	958.00
- 21 or more vehicles	1,372.00	1,372.00
Private Hire or Hackney Carriage Vehicle (1 year) (initial inclusive of refundable plate deposit of £40)	342.00	342.00
Private Hire or Hackney Carriage Vehicle (1 year) (renewal)	216.00	216.00
Private Hire or Hackney Carriage Vehicle (6 month) (renewal) over 5 years old	185.00	185.00
Private Hire or Hackney Carriage Driver Application (1 year)	149.00	149.00
Private Hire or Hackney Carriage Driver Application (3 year)	259.00	259.00
Private Hire or Hackney Carriage Driver Renewal (1 year)	114.00	114.00
Private Hire or Hackney Carriage Driver Renewal (3 year)	224.00	224.00
Private Hire or Hackney Carriage Driver Topography test or retest	53.00	53.00
Replacement of lost badge	31.50	31.50
Replacement of lost plate per plate	31.50	31.50
Transfers – Change of Operator details/ownership	53.00	53.00
Transfer – Change of details	53.00	53.00
Re-inspection of vehicle if examination failed or failed to keep appointment	53.00	53.00
<b><u>Miscellaneous</u></b>		
Establishments for Massage and Special Treatment/Sunbed/both for grant and renewal	187.50	187.50
Establishments for Massage and Special Treatment and Laser New	410.00	410.00
Establishments for Massage and Special Treatment	299.00	299.00

	Present 2022/23 £	Proposed 2023/24 £
and Laser Renewal		
Sex Establishment – Application	1,037.00	1,037.00
Sex Establishment – Grant	2,593.50	2,593.50
Sex Establishment – Transfer	1,037.50	1,037.50
Street and House-to-House Collections	No legal provision to make a charge	No legal provision to make a charge

## 2. Environmental Health Licences

(Licences and registrations are exempt from VAT - all other charges are VAT inclusive)

	Present 2022/23 £	Proposed 2023/24 £
<u>Animal Boarding Establishment</u>		
Only cats or only dogs < 40	264.00*	300.00*
Cats and Dogs < 40	300.00*	335.00*
For every additional 50 animals above 40	53.50*	75.00*
*plus veterinary or other advisers' fees		
<u>Dog Care</u>		
Dog Sitting (domestic 4 dogs max) Grant/Renewal (incl HOSTS)	187.00*	215.00*
Dog Sitting/Home Boarding – Providers / Franchisors	147.50*	180.00*
Dog Day Care/Creche Grant/Renewal	300.00*	335.00*
*plus veterinary or other advisers' fees		
<u>Dog Breeding Establishment</u>		
Domestic up to 5 breeding bitches		
• Grant	208.50*	375.00*
• Renewal	208.50*	275.00*
Domestic up to 6-12 breeding bitches		
• Grant	264.50*	425.00*
• Renewal	264.50*	375.00*
Commercial up to 10 breeding bitches		
• Grant	264.50*	475.00*
• Renewal	264.50*	425.00*
Commercial - Grant/Renewal for every additional 6 (or part thereof) breeding bitches above 10	36.50*	100.00*



	Present 2022/23 £	Proposed 2023/24 £
*plus veterinary or other advisers' fees		
<u>Pet Shop / Vending</u>		
Single Species - Grant/Renewal	264.50*	290.00*
Multiple Species - Grant/Renewal	310.00*	340.00*
*plus veterinary or other advisers' fees		
<u>Dangerous Wild Animals</u>		
Licence (2 years)	335.50*	800.00*
Licence – Reduced Fee, less than 20sq m handling Areas. Limited number of species.	n/a	400.00*
Amendment of species or new accommodation	335.50*	400.00*
Variation (number kept if can be contained in existing accommodation)	86.50*	100.00*
*plus veterinary or other advisers' fees		
<u>Riding Establishment</u>		
Grant/Renewal	264.50*	300.00*
Variation (number kept)	51.00*	75.00*
*plus veterinary or other advisers' fees		
<u>Zoo</u>		
Licence (4 years)	813.50*	2,000.00*
Renewal (6 years)	813.50*	3,000.00*
Zoo – New Primate Licence (maximum 2 animals of same type or in small domestic settings)	n/a	600.00*
Zoo – New Primate Licence (more than 2 animals, large or external enclosures)	n/a	900.00*
Zoo – Amendment	n/a	150.00*
*plus veterinary or other advisers' fees		
<u>Performing animals</u>		
Grant/Renewal (3 years)	264.50*	300.00*
Amendment - no additional visit required	86.00*	86.50*
*plus veterinary or other advisers' fees		
<u>Other Animal-Related</u>		
Combination of activities applied for at the same time	less 30% of lowest fee	less 30% of lowest fee
Animal Rerating Inspection	122.00*	122.00*
*plus veterinary or other advisers' fees		

	Present 2022/23 £	Proposed 2023/24 £
<u>Residential Caravan Site</u>		
New Licence	478.00 plus 8.00 per pitch	800.00 plus 15.00 per pitch
Transfer/Minor Amendments	166.00	200.00
Major Amendments	288.00	325.00
Annual fee	17.00 per pitch	17.00 per pitch
Deposit of site rules	128.00	175.00
Residential Caravan site – Application for Fit and Proper Person to be added to the register	278.00	325.00

### 3. Registrations

	Present 2022/23 £	Proposed 2023/24 £
<u>Acupuncture, Semi-permanent Skin Colouring, Tattooing, Cosmetic Piercing and Electrolysis</u>		
Person	132.00	140.00
Premises	157.50	175.00
Amendments to Registrations (e.g. name/address/replacement of certificate)	20.00	25.00
<u>Tattoo Hygiene</u>		
Rating Application	121.00	125.00
Rating Rescore	59.00	80.00

### 4. Miscellaneous

	Present 2022/23 £	Proposed 2023/24 £
<u>Food Hygiene</u>		
Food Condemnation Certificates * plus waste costs	107.00	150.00*
Food Export Certificates	122.00	180.00
Health and Safety Statements	120.00	120.00
Food Hygiene Course – individuals, level 2	61.00	61.00
Food Hygiene Course – individuals, level 3	101.50	101.50

	Present 2022/23 £	Proposed 2023/24 £
Food Hygiene Course – commercial customers on site, 8 candidates	305.00	305.00
Health and Safety Course Level 2	61.00	61.00
<u>Scrap Metal Dealers and Motor Salvage Operators</u>		
Site (3 year issue)	279.50	350.00
Collector (3 year issue)	100.00	150.00
Variation of Site Manager	46.00	75.00
Change of licence	100.00	200.00
<u>Contaminated Land Information</u>		
Full Report	122.00	122.00
Per pre-determined question	25.50	25.50
Extracts from Environmental Protection Act Part 1 Registers	1.00 per entry	1.00 per entry

#### 5. Private Water Supplies

	Present 2022/23 £	Proposed 2023/24 £
Risk Assessment (Maximum permitted charge £500)	25.00 per hour	25.00 per hour
Sampling (Maximum permitted charge £100)	25.00 per hour	25.00 per hour
Investigation in event of test failure (Maximum permitted charge £100)	25.00 per hour	25.00 per hour
Authorisation – application for temporary breach during remediation (Maximum permitted charge £100)	25.00 per hour	25.00 per hour
Analysis – Regulation 10 domestic supplies (Maximum permitted charge £25)	25.00 each	25.00 each
Analysis – Check Monitoring – Commercial Supplies (Maximum permitted charge £100)	Labour Cost Plus time	Labour Cost Plus time
Analysis – Audit Monitoring – Commercial Supplies (Maximum permitted charge £500)	Labour Cost Plus time	Labour Cost Plus time

**6. Environmental Permitting**

	Present 2022/23 £	Proposed 2023/24 £
In accordance with DEFRA Schedule		

**7. Houses in Multiple Occupation**

	Present 2022/23 £	Proposed 2023/24 £
Full licence fee/renewal	570.00	725.00
Reduced fee if landlord is making an application in respect of a second or subsequent HMO	457.00	665.00
Immigration Housing Certificate	115.00	150.00

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

### **BUSINESS PLANS AND FINANCIAL ESTIMATES 2023/24 - 2025/26 – HEALTH**

#### 1. Purpose of report

To consider proposals for business plans, detailed revenue budget estimates for 2023/24; capital programme for 2023/24 to 2025/26; and proposed fees and charges for 2023/24 in respect of the Council's priority areas.

#### 2. Recommendations

The Committee is asked to:

1. **RECOMMEND** that Cabinet approves the Health Business Plan.
2. **NOTE** the Liberty Leisure Limited Business Plan.
3. **RECOMMEND** that Cabinet recommends to Council that the following be approved:
  - a) The detailed revenue budget estimates for 2023/24 (base) including any revenue development submissions.
  - b) The capital programme for 2023/24 to 2025/26.

#### 3. 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 are brought together in one report so that the linkages between service priorities, spending proposals and targets are clear.

An extract of the proposed Health Business Plan is provided in appendix 1b. The extract includes relevant critical success indicators (CSI), key performance indicators (KPI) and key tasks and priorities for improvement (actions) for approval by Members. 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, an extract of the Liberty Leisure Business Plan (appendix 1c) recently agreed by the Liberty Leisure Board is also presented.

The revenue and capital budget proposals for the corporate priority and relevant service areas, are provided in appendices 2a to 2b.

4. Financial Implications

The comments of the Head of Finance Services were as follows:

Appendices 2a to 2b in this report outline the revenue and capital budget proposals for Health and associated service areas, together with the proposed fees and charges.

Following consideration by this Committee, a summary of the estimates, including any changes recommended, will be presented to Cabinet on 7 February 2023 for consideration and recommendation to Full Council on 1 March 2023.

5. Legal Implications

The comments from the Head of Legal Services were as follows:

There are no specific legal implications that arise from this report, as the suggested proposals are in accordance with relevant legislation, Council policy and procedures. The recommendation is within the Council's statutory and fiduciary powers.

6. Human Resources Implications

There were no comments from the Human Resources Manager.

7. Union Comments

There were no Unison comments in relation to this report.

8. Data Protection Compliance Implications

This report does not contain any OFFICIAL Sensitive information and there are no Data Protection issues in relation to this report.

9. Equality Impact Assessment

As there is no change to policy an equality impact assessment is not required.

10. 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 area of 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 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 accordingly in the budget papers.

In the Liberty Leisure Limited Business Plan, 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 has been incorporated into the revenue budgets for 2023/24 as a fixed fee (referred to as a Third Party Payment). Any variation against the fee paid for 2023/24 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 2023/24 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 this Committee to consider the 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 associated budget covering this priority area. 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, 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 are shown in appendices 2a and 2b.

The revenue budgets show the 2022/23 revised estimate as of December 2022 and the 2023/24 base estimate for the areas encompassed by the relevant business plans. The 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 2023/24 base figures in this report:

- a) Allowance for certain inflationary pressures including the pay award and cost of fuel. These allowances are guided by the best indications available at the time.
- b) The revenue effects of the 2023-26 capital programme including the cost of any new borrowing to support the capital programme.
- c) Any revenue developments.

The classification of expenditure shown in the revenue estimates is based on the CIPFA Standard Accounting Classification, which shows the following types of expenditure charged to each heading:

- Employee Expenses – salaries and wages; employer's national insurance and pensions contributions
- 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 and 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 1a

**FRAMEWORK FOR BUSINESS PLANNING**

The Council's Corporate Plan 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 have been updated 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:

**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*.

**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 **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.

## APPENDIX 1b

**HEALTH BUSINESS PLAN 2023–2026**Introduction

An extract of the proposed Health Business Plan is provided below includes the relevant critical success indicators (CSI), key performance indicators (KPI) and the key tasks and priorities for improvement (actions) that are required to be approved by this Committee.

In an attempt to streamline the reporting process, the extract does not include the regular information and data relating to:

- published strategy and policy documents supporting the delivery of priorities and objectives;
- service level objectives;
- contextual baseline service data;
- management performance indicators (MPI); and
- summary of key risks.

This information will be added to the extract below and included in the full Business Plan that will be published on the Council's website in advance of the financial year.

Background

The Business Plan details the projects and activity undertaken in support of the 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 the 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 regularly by General Management Team and reported to Members on a quarterly basis via Members Matters. Cabinet and Overview and Scrutiny Committee will also occasionally receive high level reports on progress against Corporate Plan priorities as required and as part of action planning, target setting and outturn reporting.

Business Plan – Performance Indicators and Key Tasks for Improvement

The critical success indicators (CSI), key performance indicators (KPI) and the key tasks and priorities for improvement (actions) are considered in detail below for approval.

## MEASURES OF PERFORMANCE AND SERVICE DATA (Extract)

## CRITICAL SUCCESS INDICATORS (CSI)

Priority leaders work corporately to **define** the **outcome objective** for each priority area and have **identified outcome indicator(s)** which will be **Critical Success Indicators**. There will be a maximum of two CSI for each corporate priority.

Indicator Description (Pentana Code)	Achieved 2019/20	Achieved 2020/21	Achieved 2021/22	Target 2022/23	Target 2023/24	Future Years	Indicator Owner and Comments (incl. benchmarking)
<b>Promote healthy and active life styles in every area of Broxtowe (He1)</b>							
Inactive Adults in Broxtowe Borough % (LLLocal_G09)	19.5%*	25.3%**	24.7%	20%	20%	20%	Data from the annual Sport England 'Active Lives Survey' *Reported October 2020 ** Reported November 2021
Air Quality – number of NO <sub>2</sub> diffusion tube samples with annual mean reading at or below 40 micrograms m <sup>-3</sup> (ComS_090)	40 (100%)	40 (100%)	40 (100%)	40 (100%)	45 (100%)	45 (100%)	Chief Environmental Health Officer Annual figure. Further tubes added in January 2022.
<b>Come up with plans to renew our leisure facilities in Broxtowe Borough Council (He2)</b>							
Linked to Key Tasks	-	-	-	-	-	-	This is a key task
<b>Support people to live well with dementia and support those who are lonely or who have mental health problems (He3)</b>							

Indicator Description ( <b>Pentana Code</b> )	Achieved 2019/20	Achieved 2020/21	Achieved 2021/22	Target 2022/23	Target 2023/24	Future Years	Indicator Owner and Comments (incl. benchmarking)
Dementia friends trained ( <b>ComS_091</b> )	90	0	10	90	90	90	<p>Chief Communities Officer</p> <p>Training of Dementia Friends in 2020/21 was suspended due to COVID-19. Officer deployed to other duties during the pandemic.</p> <p>Work is underway to enable staff and members to train as dementia friends through BLZ.</p>
Personal wellbeing score (Life Satisfaction) for the borough (out of 10) from Office of National Statistics ( <b>ComS_092</b> )	7.9	7.3	n/a	7.5	7.9	8.0	<p>Chief Communities Officer</p> <p>This data measures how satisfied people are with their life overall where “0” is not at all satisfied and “10” is completely satisfied.</p> <p>A drop in wellbeing was seen during the pandemic.</p> <p>Data not yet available for 2021/22.</p>

## KEY PERFORMANCE INDICATORS

Priority leaders 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 2019/20	Achieved 2020/21	Achieved 2021/22	Target 2022/23	Target 2023/24	Future Years	Indicator Owner and Comments (incl. benchmarking)
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 of) and (ComS_050 – (%))	172  97%	377  100%	238  93%	-  100%	-  100%	-  100%	Chief Environmental Health Officer Selection of 1, 3 and 5 days responses depending on risk to public health. Figures not set as a target, just response rate. Cases of COVID-19 linked to premises/work activities were recorded separately. Continued significant increase in food service requests including export certificates. Team still dealing with COVID response and backlog in food hygiene inspections.
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 of) and (ComS_051 – (%))	28  100%	17  100%	12  100%	-  100%	-  100%	-  100%	Chief Environmental Health Officer Investigated in relation to public health significance. Approach to responses aligned within the whole county. Figures not set as a target, just response rate. Cases of COVID-19 linked to premises/work activities were recorded separately.

Indicator Description (Pentana Code)	Achieved 2019/20	Achieved 2020/21	Achieved 2021/22	Target 2022/23	Target 2023/24	Future Years	Indicator Owner and Comments (incl. benchmarking)
Air Quality - Inspect authorised/ permitted polluting processes due for inspection in accordance with a pre- planned programme based on risk (ComS_055)	100%	100%	86%	100%	100%	100%	Chief Environmental Health Officer All undertaken in second half of year. In line with DEFRA guidance inspections and reviews were undertaken by written and remote means rather than on-site inspections. Onsite inspections will likely be re-instated in 2021-2022. 1 inspection delayed due to changes on site requiring inspection. Pollution saw continued increase in service requests and a vacant post due to difficulty in recruitment.

### KEY TASKS AND PRIORITIES FOR IMPROVEMENT 2023/24 – 2025/26 INCLUDING COMMERCIAL ACTIVITIES

Action (Pentana Code)	Targeted Outcome	Partnership / Procurement Arrangement	Officers Responsible / Target Date	Budget Implications / Efficiencies / Other comments
Monitor and update Health and Older People Partnership Action Plan COMS2124_04	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 (Health) 2023	Plan within existing resources and budgets Provision of free meeting rooms for smoking cessation clinics and BWP The plan draws in approx. £3,500 in grants and in kind contributions from partners

Action (Pentana Code)	Targeted Outcome	Partnership / Procurement Arrangement	Officers Responsible / Target Date	Budget Implications / Efficiencies / Other comments
Monitor and update Dementia Partnership Action Plan <b>COMS2225_01</b>	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 (Health) 2024	Within existing resources and budgets
Monitor and update Child Poverty Action Plan <b>COMS2124_06</b>	Reduction of child poverty levels in the Borough	Broxtowe BC Departments	Communities Officer (Children & Young People) 2024	Within existing departmental resources and budgets
Monitor and update Children and Young Persons Partnership Action Plan <b>COMS2225_02</b>	Improvement in the wellbeing of people in the borough, particularly children and young people	Agencies working as part of Broxtowe Partnership	Communities Officer (Children & Young People) 2024	Within existing resources and budgets The plan draws in approx. £4,000 in in kind contributions from partners
Monitor and Update Mental Health Action Plan <b>COMS2124_08</b>	Improvements in the Mental Health and wellbeing of people in the Borough.	Agencies working as part of Broxtowe Partnership	Communities Officer (Health) 2024	Within existing resources and budgets
Deliver Healthy Exercise and Food programmes during school holidays <b>COMS2225_03</b>	Ensuring children and young people eligible for free school meals are fed nutritional hot meals and have access to physical and creative activities during school holidays	Transform Training Eastwood Football Club Premier Pulp Friction YMCA	Chief Communities Officer Communities Officer (Children & Young People) Ongoing until further notice	10% of grant spend can be claimed as admin fee



Action (Pentana Code)	Targeted Outcome	Partnership / Procurement Arrangement	Officers Responsible / Target Date	Budget Implications / Efficiencies / Other comments
Work with Liberty Leisure Limited to develop and implement a Leisure Facility Strategy <b>BBC2022b</b>	Develop a financial model for identified new facilities  To have a strategy that details maintaining the provision of 3 leisure facilities with a costed timetable to replace two of the existing facilities	Leisure Consultants Liberty Leisure Ltd	BBC Deputy Chief Executive  LLeisure Managing Director June 2023	Budget implications will be determined on completion of the Leisure Facilities strategy
Continue to deliver the exercise referral scheme <b>LL2023_G08</b>	Provide a sustainable supported referral opportunity for people with medical needs who will benefit from exercise	Primary Care Network (PCN) Social Prescribers Public Health –ABL Community Health / Physio workers PICS respiratory services	LLeisure Managing Director Start: April 2022 End: March 2024	Sustainable referral scheme provided by Liberty Leisure Limited at zero net cost.
Develop and deliver the Culture and Events Strategy 2023-26 <b>CCCS2326_E01</b> (New)	Increase the number of local people accessing a cultural service.	Broxtowe Borough Council Parish Councils Hemlock Jubilee Committee	Communications, Cultural and Civic Services M'ger Cultural Services Manager April 2023 to March 2026	New strategy needs to be developed for 2023-2026 now Cultural Services has transferred back in house.

Action (Pentana Code)	Targeted Outcome	Partnership / Procurement Arrangement	Officers Responsible / Target Date	Budget Implications / Efficiencies / Other comments
Deliver Museum Strategy and Forward Plan CCCS2326_H01 (New)	Increase the number of local people accessing the museum	The D.H. Lawrence Society University of Nottingham Broxtowe Borough Council	Communications, Cultural and Civic Services Manager Cultural Services Manager April 2023 to March 2026	New forward plan needs to be developed now Cultural Services has transferred back in house.

## 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	2022/23 Budget £	2023/24 Budget £	2024/25 Budget £
<b>Budget Implications</b>				
Additional agency costs are likely to be incurred in the light of failures to recruit to senior EHO and Pollution officer posts. *Cost of £50,000 to £100,000 offset by vacancy in established posts	-	£50,000 to £100,000 *	-	-
<b>Efficiencies Generated</b>				
Non-cashable efficiencies are likely to be generated by increasing the use of the Capita licensing software system to reduce the need for manual inputs. These are not likely to be sufficient to require reductions in staffing.	-	-	-	-
<b>New business/increased income</b>				
Increases to charges in licensing and environmental health fees are difficult to justify in the light of the challenges businesses face relating to increases in fuel and energy costs	-	-	-	-
<b>Net Change in Revenue Budgets</b>	<b>Note</b>	<b>£50,000</b>		

\* Budget implications to be considered and confirmed once external grants and partner contributions are confirmed

## APPENDIX 1c

**LIBERTY LEISURE BUSINESS PLAN 2023–2026**Introduction

An extract of the proposed Liberty Leisure Business Plan is provided below includes the relevant critical success indicators (CSI), key performance indicators (KPI) and the key tasks and priorities for improvement (actions) that are required to be approved by this Committee.

In an attempt to streamline the reporting process, the extract does not include the regular information and data relating to:

- published strategy and policy documents supporting the delivery of priorities and objectives;
- service level objectives;
- contextual baseline service data;
- management performance indicators (MPI); and
- summary of key risks.

This information will be added to the extract below and included in the full Business Plan that will be published on the Council's website in advance of the financial year.

Background

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.

The 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 the Council in the Service Agreement and the original five-year Business Plan.

The priority of the company is to deliver an efficient service for the 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.

**Liberty Leisure Limited's values that contribute to the Council's 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 the Council'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

**Business Plan – Performance Indicators and Key Tasks for Improvement**

The critical success indicators (CSI), key performance indicators (KPI) and the key tasks and priorities for improvement (actions) are considered in detail below for approval.

## MEASURES OF PERFORMANCE AND SERVICE DATA (Extract)

Indicator Description (Pentana Code)	Achieved 2018/19	Achieved 2019/20	Achieved 2020/21	Achieved 2021/22	Target 2022/23	Target 2023/24	Target 2024/25	Indicator Owner and Comments (incl. benchmarking)
Total Attendances for Liberty Leisure Limited LLLocal_G02	1,743,511	1,685,140	237,626	913,122	Original 887,100 Revised 985,000	1,010,600	1,025,700	Managing Director 2023/24 attendance target is based on the 2022/23 revised target increased by 2.6% 2024/25 is a 1.5% increase on the 2023/24 target
Total number of members (fitness and swim school) LLLocal_G12	8,040	8,175	1,410	6,691	7,000 Revised 7,395	8,170	8,365	Managing Director Business Manager Targets taken from the annual sales forecast document using the revised figure of 7,395 as the base figure stated for April 2023
Total Number of Annual Direct Debits Collected LLLocal_G06	94,711	96,402	16,923	69,199	83,590	94,000	95,500	Managing Director Business Manager Fitness 52,100 direct debits for 2023/24 Swim 41,900 direct debits for 2023/24
Percentage of direct debits collected LLLocal_G13	98.2%	98.2%	97.8%	98.1%	98.4%	98.4%	98.4%	Managing Director Business Manager

Indicator Description (Pentana Code)	Achieved 2018/19	Achieved 2019/20	Achieved 2020/21	Achieved 2021/22	Target 2022/23	Target 2023/24	Target 2024/25	Indicator Owner and Comments (incl. benchmarking)
Total Income (excluding management fee) LLLocal_G05	£3.574m	£3.857m	£3.350m	£2.955m	£3.073m	£3.249m	£3.336m	Managing Director
Operating Expenditure (including central charges) LLLocal_G04	£4.236m	£4,593m	£4.118m	£3.466m	£3.915m	£3.754m	£3.890m	Managing Director Assumes that an agreement for the delivery of leisure at Kimberley Leisure Centre is implemented by 31 August 2022 Excludes capital depreciation and pension back pay adjustments
Management Fee from the Council to Liberty Leisure Ltd LLData_G05	£1,160,000	£1,030,000	£995,000	£850,000	£845,000 Leisure Centres £557,000 surplus Get Active £60,000 Events £130,000 Museum £98,000	£519,000 Leisure Centres £262,000 surplus Get Active £3,000 surplus Managing Director / Business Support £806,000 deficit	£519,000 Leisure Centres £271,000 surplus Get Active £13,000 surplus Managing Director / Business Support £824,000 deficit	Managing Director and Business Support includes: <ul style="list-style-type: none"> <li>• £240,000 Service charges paid to the council</li> <li>• £150,000 VAT</li> <li>• £63,000 Operating Licenses</li> <li>• £26,000 training, professional fees, subscriptions</li> <li>• £20,000 contingency</li> <li>• £16,000 Marketing</li> </ul>

Indicator Description ( <a href="#">Pentana Code</a> )	Achieved 2018/19	Achieved 2019/20	Achieved 2020/21	Achieved 2021/22	Target 2022/23	Target 2023/24	Target 2024/25	Indicator Owner and Comments (incl. benchmarking)
Subsidy per visit all service areas <a href="#">LLLocal_G07</a>	58.1 pence	38.0 pence	57.8 pence	49.7 pence	86.0 pence	51.4 pence	49.8 pence	Managing Director Calculation based on Management fee received divided by forecast attendances 2023 onwards excludes Cultural Services

### KEY TASKS AND PRIORITIES FOR IMPROVEMENT 2022/23 – 2025/26 INCLUDING COMMERCIAL ACTIVITIES

Description ( <a href="#">Pentana Code</a> )	Targeted Outcome	Partnership/ Procurement Arrangement	Officer Responsible Target Date	Budget Implications/ Efficiencies/Other comments
Operate alternative leisure provision from the existing Kimberley Leisure Centre site <a href="#">LL2225_K01</a>	Continue to provide fitness and swim facilities for community use during the day and evenings	East Midlands Education Trust Kimberley School Broxtowe Borough Council	Managing Director Kimberley Operations Manager  Start: May 2022 End: April 2025	Kimberley only expenditure (excl. oncost) 2023/24 = £821,000 2024/25 = £850,000 Income 2023/24 = £838,000 2024/25 = £895,000 Attendance target 2023/34 = 285,000 The contract to operate at the site will be reviewed in November each year



Description (Pentana Code)	Targeted Outcome	Partnership/ Procurement Arrangement	Officer Responsible Target Date	Budget Implications/ Efficiencies/Other comments
Grow fitness memberships <a href="#">LL2326_G01a</a> (New)	To continue to recover income lost during the lockdowns by increasing direct debit collections from fitness and gym school membership	Les Mills (Virtual Classes) Innovatise (App development) Gym Sales (Membership prospecting) Primary Care Network (Health referral partner) Big Wave (Performance Analysis)	Managing Director Business Manager  Start: April 2021 End: August 2024	Total gym membership direct debits numbers (including Exercise Referral): ACTUAL April 2022 = 3,342; September 2022 = 3,875 TARGET 31 March 2023 = target of 4,160 (24.5% increase since April 2022) 31 March 2024 = target of 4,608 (being 10.8% increase for the year) The forecast represents 93.5% of the pre-pandemic gym direct debit membership
Grow Swim School memberships <a href="#">LL2326_01b</a> (New)	Complete a review with the aim of increasing the total number of people learning to swim and to improve the efficiencies in delivering the Swim School programme	Big Wave Active 4 Today	Managing Director Operations Managers Start: September 2022 End: March 2024	Swim School at Bramcote is operating at 108% of pre-pandemic figures and is considered to perform well with limited scope to improve. <u>Bramcote</u> ACTUAL April 2022 = 2,358; September 2022 = 2,379 TARGET April 2023 = 2,390; March 2024 = 2,400 <u>Kimberley</u> ACTUAL April 2022 = 984; September 2022 = 1,031 TARGET April 2023 = 1,070; March 2024 = 1,170

Description (Pentana Code)	Targeted Outcome	Partnership/ Procurement Arrangement	Officer Responsible Target Date	Budget Implications/ Efficiencies/Other comments
Continue to deliver the exercise referral scheme <a href="#">LL2023_G08</a>	Provide a sustainable supported referral opportunity for people with medical needs who will benefit from exercise	Primary Care Network (PCN) Social Prescribers Public Health – ABL Community Health / Physio workers PICS respiratory services	Managing Director Kimberley Operations Manager Start: April 2022 End: March 2024	Exercise Referral memberships are also included in the total gym memberships above: ACTUAL April 2022 = 181; September 2022 = 219 TARGET 1 April 2023 = 264 (up 45% since Apr '22) 31 March 2024 = 335 (up 26% for year)
Implement a first aid, NPLQ and Fitness Qualification training programme <a href="#">LL2023_G02</a>	LLL to provide a range of training opportunities such as First Aid to be sold commercially	NUCO NPLQ Active IQ	Managing Director Kimberley Operations Manager Start: April 2020 End: March 2024	Staffing costs are contained within an existing Duty Manager role. Proportion of existing DM role allocated £10,000 Course resources £4,000 Income target £29,000
Implement price changes <a href="#">LL2326_02</a> (New)	Increase the overall operational income to mitigate against expenditure increases resulting from the cost of living crisis	Board of Directors	Managing Director Start: April 2023 End: March 2024	Price changes implemented on 1 April 2023 will result in £100,000 of forecasted income and is included in the total income target

Description ( <a href="#">Pentana Code</a> )	Targeted Outcome	Partnership/ Procurement Arrangement	Officer Responsible Target Date	Budget Implications/ Efficiencies/Other comments
Implement a Direct Debit Bureau <a href="#">LL2326_03</a> (New)	To increase the total income surplus created by the company's operations	PayGate Gladstone LMS Broxtowe Borough Council	Managing Director Business Manager  Start: April 2023 End: March 2026	Expenditure 2023/24 = £8,190 (inc set up) Expenditure 2024/25 = £2,840 Expenditure 2025/26 = £2,840 Income 2023/24 = £7,620 Income 2024/25 = £14,340 Income 2025/26 = £20,340 It is expected that the additional work can be contained within the existing administrative resource. The balance for the first 3 years being a surplus of £28,430 It is expected that as incomes increase additional staff resource will be required

Description (Pentana Code)	Targeted Outcome	Partnership/ Procurement Arrangement	Officer Responsible Target Date	Budget Implications/ Efficiencies/Other comments
<p>With external support review a range of potential operating efficiencies</p> <p>LL2326_04 (New)</p>	<p>To identify achievable operating efficiencies to implemented</p>	<p>Active 4 Today Broxtowe Borough Council</p>	<p>Managing Director</p> <p>Start: November 2022 End: March 2024</p>	<p>Specific operational areas to be reviewed:</p> <p><u>Expenditure</u></p> <ol style="list-style-type: none"> <li>1. Staffing structures &amp; technology</li> <li>2. Identify specific operating costs and incomes e.g. Swim School</li> <li>3. Review staff contracts to ensure operational flexibility</li> <li>4. Review operating hours in relation to usage</li> <li>5. Review current charges paid to the council and services provided</li> <li>6. Review capital repairs and renewal programme</li> </ol> <p><u>Income</u></p> <ol style="list-style-type: none"> <li>1. Review the fitness and swim school membership and forecast changes between 2022/2026</li> <li>2. Review and provide business cases for alternative sources of income</li> <li>3. Review pricing and potential prices changes between 2022/2026</li> <li>4. Provide a medium term financial forecast 2023/26</li> </ol> <p>Other areas to be considered include:</p> <ol style="list-style-type: none"> <li>1. Utility costs</li> <li>2. Staffing pay increases</li> <li>3. Superannuation and triannual review</li> </ol>

Description ( <a href="#">Pentana Code</a> )	Targeted Outcome	Partnership/ Procurement Arrangement	Officer Responsible Target Date	Budget Implications/ Efficiencies/Other comments
Ongoing delivery of the Get Active Plan <a href="#">LL2225_S01</a>	Supporting partners who deliver services to support people with mental health conditions  Develop volunteer opportunities and a pathway into volunteering	BBC Communities Team Primary Care Network Active Nottinghamshire Middle Street Resource Centre Durban House Broxtowe Women's Project	Managing Director Kimberley Operations Manager  Start: April 2023 End: March 2024	Provide opportunities for potentially inactive people to become more active: <ul style="list-style-type: none"> <li>- Buggy and Wellbeing Walks</li> <li>- Work with Heya to enable Asian Women to be more active</li> <li>- Broxtowe Women's Project – improving leisure access</li> <li>- Support people with dementia to access leisure opportunities</li> <li>- Improving access to leisure opportunities for asylum seekers and refugees</li> <li>- With the NHS reduce inequalities for people with learning disabilities enabling more people to access health checks and leisure opportunities</li> <li>- Delivery of chair based exercise for older people at risk of falling</li> </ul>

## SUPPORTING BROXTOWE BOROUGH COUNCIL

Description (Pentana Code)	Targeted Outcome	Partnership/ Procurement Arrangement	Officers Responsible/ Target Date	Budget Implications/ Efficiencies/Other comments
Support Broxtowe Borough Council in the development of the Leisure Facilities Strategy <b>LL2225_G01</b>	LLL provide operational expertise to the council to ensure that any new facilities have an achievable business plan, that design and layout will meet customer expectation and enable efficiencies to be achieved	Broxtowe Borough Council	Managing Director / Business Manager  April 2022 to March 2024	Liberty Leisure Ltd will:  1. Support the council in developing a leisure facility strategy for the Borough 2. Provide operational expertise to enable the council to determine whether the facility mix proposed at any identified sites will provide the income required to support the development and the on-going revenue implications 3. In addition, LLL will use the facility mix proposed to scope out a draft activity programme for the new facility, which will reflect the diverse needs of the community
Replacement gym equipment <b>BBC2022c</b>	Provide the scope of equipment required, digital capabilities, meet with suppliers, site visits, support with procurement scoping. Redesign available gym space and work with the contractor to ensure installation is to specification/on time	BBC Procurement Officer  Liberty Leisure Ltd	BBC Deputy Chief Executive  June 2024 for 2024/25	The implementation of this action is delayed from December 2021.  £600k is the nominal figure included in the council's capital planning for this action. The figure will change due to the financial impact of Brexit, the future of Kimberley Leisure Centre and the timescale for implementing the leisure facility strategy

Description (Pentana Code)	Targeted Outcome	Partnership/ Procurement Arrangement	Officers Responsible/ Target Date	Budget Implications/ Efficiencies/Other comments
<p>In line with a finalised Leisure Facilities Strategy, review the existing Management Agreement between Broxtowe Borough Council and Liberty Leisure Limited</p> <p><b>BBC2022a</b></p>	<p>To have an updated agreement that accurately details the roles and responsibilities of Broxtowe Borough Council and Liberty Leisure Ltd in the provision of leisure in Broxtowe</p>	<p>BBC Legal Officer</p>	<p>BBC Client Officer BBC Deputy Chief Executive Managing Director</p> <p>September 2023</p>	<p>Currently the direct budget costs associated with potentially delivering changes to the existing management agreement are not known. Where possible these will be contained within existing budgets, however, until the extent of the work is known, the finance cannot be set out. Areas which will be explored further are:</p> <ul style="list-style-type: none"> <li>• Reviewing payment schedules</li> <li>• Updating the scope of the service</li> <li>• Potential reductions in the Management Fee</li> <li>• Agreeing a reserve policy</li> <li>• Exploring corporation tax liabilities</li> <li>• Managing Repairs and Renewals</li> <li>• Governance of the Company</li> </ul>

## LINK KEY TASKS AND PRIORITIES FOR IMPROVEMENT TO THE FINANCIAL BUDGETS

All known costs, savings and financial efficiencies (actuals and estimates) identified in the key actions above have been (or will be) incorporated in the annual and medium-term budget accordingly.

Revenue & Capital Budget Implications/ Efficiencies Generated 2023-24 (Pentana Code)	2023/24 Budget (£)	2024/25 Budget (£)
Operate alternative leisure provision from the existing Kimberley Leisure Centre site <a href="#">LL2225_K01</a>	Operating expenditure £821k Operating income (£838k) Balance £17k operating surplus	Operating expenditure £850k Operating income (£895k) Balance £45k operating surplus
Grow Fitness Memberships <a href="#">LL2326_G01a</a> (New)	Incomes by site Bramcote £748k Chilwell Olympia £86k Kimberley £411k  TOTAL £1,245,000	Incomes by site Bramcote £812k Chilwell Olympia £93.5k Kimberley £436k  TOTAL £1,341,500
Grow Swim School Memberships <a href="#">LL2326_01b</a> (New)	Total incomes by site Bramcote £665k Kimberley £333k TOTAL £998k	Total incomes by site Bramcote £680k Kimberley £341k TOTAL £1,021k
Continue to deliver the exercise referral scheme to grow Exercise Referral memberships <a href="#">LL2023_G08</a>	Additional Expenditure £13.6k Income £68.0k Balance £54.4k surplus	Additional Expenditure £14.3k Income £74.5k Balance £60.2k surplus



Revenue & Capital Budget Implications/ Efficiencies Generated 2023-24 (Pentana Code)	2023/24 Budget (£)	2024/25 Budget (£)
Implement a first aid, NPLQ and Fitness Qualification training programme <a href="#">LL2023_G02</a>	Reallocating existing staff resource £10k Additional Expenditure £4k Income £29k Balance £15k surplus	Reallocated existing staff resource £10.5k Additional Expenditure £6k Income £40k Balance £23.5k surplus
Implement price changes <a href="#">LL2326_02</a> (New)	Additional Income £100k	A 3% price increase is included within the overall income for 2024/25.
Implement a Direct Debit Bureau <a href="#">LL2326_03</a> (New)	Expenditure £8,190 Income £7,620 Balance Deficit £570	Expenditure £2,840 Income £14,340 Balance £11,500 surplus
With external support review a range of potential operating efficiencies <a href="#">LL2326_04</a> (New)	Service savings offsetting the additional charges identified by the council £15k	Potential efficiencies to be implemented to be identified through scoping process
Ongoing delivery of the Get Active Plan <a href="#">LL2225_S01</a>	All listed projects funded with no additional costs to existing revenue budgets	All listed projects funded with no additional costs to existing revenue budgets
Replacement gym equipment <a href="#">BBC2022c</a>	Expenditure £0	Expenditure £700k

**FORECASTED INCOME AND EXPENDITURE SUMMARY**

<b>Financial Element</b>	<b>2022/23 (Revised)</b>	<b>2023/24*</b>	<b>2024/25*</b>	<b>2025/26*</b>
Operating Expenditure	£3.834m	£3.808m	£3.938m	£4.105m
Operating & School Income	£3.016m	£3.244m	£3.363m	£3.504m
Operating Balance	£818k deficit before management fee	£563k deficit before management fee	£574k deficit before management fee	£601k deficit before management fee
Allocated Management Fee	£788k	£519k	£500k (Actual figure to be agreed)	£500k (Actual figure to be agreed)
End of year surplus / deficit	£30k deficit	£44k deficit	£75k deficit	£101k deficit

\*The revenue budgets for 2023/24 and 2024/25 assumes that the estimated superannuation back pay will be paid in a lump sum rather than in monthly payments as was the arrangements between 2020/23.

## APPENDIX 2a

**FINANCIAL ESTIMATES 2023/24 - 2025/26****LEISURE AND HEALTH – REVENUE BUDGETS**

Cost Centre	Revised Estimate 2022/23 £	Base Budget 2023/24 £
Community Facilities	37,030	51,450
Corporate Leisure	30,000	40,800
D H Lawrence Museum	0	98,550
Arts and Events	0	210,100
Chilwell Community Centre	4,810	4,050
Montrose Court	1,470	1,850
Grants & Loans To Voluntary Organisation	173,380	173,400
Hall Park	68,440	80,150
Bramcote Leisure Centre	(2,050)	(2,850)
Leisure Strategy and Management	1,215,650	678,650
	<b>1,528,730</b>	<b>1,336,150</b>

Classification	Revised Estimate 2022/23 £	Base Budget 2023/24 £
Employees	0	201,900
Premises	22,180	40,450
Transport	0	600
Supplies & Services	262,310	350,700
Third Party Payments	886,480	566,150
Corporate Recharges	70,210	105,050
Capital Charges	304,850	120,250
Income	(17,300)	(48,950)
	<b>1,528,730</b>	<b>1,336,150</b>

The main changes in the 2023/24 budget for total net expenditure when compared with the 2022/23 revised estimate is primarily a consequence of the following items:

Service Area	Change (£)
Hall Park – An increase in central support costs relating to grounds maintenance and environment, which are linked to pay and price inflation.	11,700
Community Facilities – An increase in central support costs, the majority being from Asset Management and Estates.	14,400
Leisure Strategy and Management – There is a saving of £363,000 on the Liberty Leisure Management Fee to £519,000 which includes the transfer of the Museum and the Arts and Events team back to the Council and a £100,000 saving identified as part of the Business Strategy. There is also a reduction in capital charges (£189,000) due to the downward revaluation of Bramcote Leisure Centre that took place in 2021/22.	(537,000)
D H Lawrence Museum – Transfer of the Museum from Liberty Leisure Limited back to the Council.	98,550
Arts and Events – Transfer of the Arts and Events service from Liberty Leisure Limited back to the Council.	210,000

### **Revenue Developments**

In addition, the following ongoing revenue development has been submitted. This has been provisionally added to the Special Events budget, pending approval.

#### **Corporate Communications - £10,000**

The King's Coronation marks an historic civic event in British history. It is important that the Council supports the local community to celebrate this occasion.

Full details of plans for the event are yet to be released by the Palace, other than the date being 6 May 2023. However, there will be a focus on social events, which supports the Council's aims to bring people together and presents an opportunity to provide activity to help reduce loneliness and isolation in some groups, as well as bring groups from all backgrounds together in the Borough.

## APPENDIX 2b

## LEISURE AND HEALTH CAPITAL PROGRAMME

No.	Scheme	Estimated Total Cost £	Budget 2023/24 £	Budget 2024/25 £	Budget 2025/26 £	Comments (also see narrative further below)
	<b>RESERVE ITEMS</b>					
1R	Replacement/Repair Flat Roofs	220,000	220,000	0	0	These schemes have been ordered by Liberty Leisure Limited by priority. Highest priority but not yet confirmed as a 'red-flag'
2R	Bramcote Leisure Centre (BLC) - Replacement Heating Valves	25,000	25,000	0	0	Higher priority but not yet confirmed as a 'red-flag'
3R	BLC - Main Pool Filter Media Replacement 1	25,000	25,000	0	0	Higher priority but not yet confirmed as a 'red-flag'
4R	BLC - Main Pool Filter Replacement 2	80,000	80,000	0	0	Medium priority not considered a 'red-flag'
5R	BLC - Main Pool Surrounds	100,000	100,000	0	0	Medium priority not considered a 'red-flag'
6R	BLC - Main Pool Window Replacement	150,000	150,000	0	0	Medium priority not considered a 'red-flag'
7R	BLC - Replacement Intruder Alarm	25,000	25,000	0	0	Medium priority not considered a 'red-flag'
8R	BLC - Replacement Building Management System	220,000	220,000	0	0	Medium priority not considered a 'red-flag'

No.	Scheme	Estimated Total Cost £	Budget 2023/24 £	Budget 2024/25 £	Budget 2025/26 £	Comments  (also see narrative further below)
	<b>RESERVE ITEMS</b>					
9R	BLC - Replacement CCTV System	18,000	18,000	0	0	Medium priority not considered a 'red-flag'
10R	BLC - Replacement Hot Water Storage Unit	22,000	22,000	0	0	Medium priority not considered a 'red-flag'
11R	BLC - Replacement Hot Water Pipework	750,000	750,000	0	0	Medium priority not considered a 'red-flag'
12R	BLC - Replacement HV Transformer	90,000	90,000	0	0	Medium priority not considered a 'red-flag'
13R	BLC - Replacement Circulation Pumps Main Pool	40,000	40,000	0	0	Medium priority not considered a 'red-flag'
14R	BLC - Replacement Teaching Pool Water Filter	30,000	30,000	0	0	Medium priority not considered a 'red-flag'
15R	BLC - Replacement Tiles	20,000	20,000	0	0	Higher priority but not yet confirmed as a 'red-flag'
16R	BLC - Rewire of Facility	550,000	550,000	0	0	Medium priority not considered a 'red-flag' includes Capital Salaries at £50k
17R	BLC - Teaching Pool Window Replacement	40,000	40,000	0	0	Medium priority not considered a 'red-flag'

**LEISURE AND HEALTH CAPITAL PROGRAMME 2023/24****LIBERTY LEISURE LIMITED****Reserve Items**1. Replacement/Repair Flat Roofs (£220,000 – Reserve Item)

A large percentage of leisure centres' flat roof space were identified as being in need of replacement in a building condition survey in 2002. The main areas identified were the swim changing area and ground floor roof. During normal rain various areas show signs of leaking however during excessive spells of heavy rain leaks are evident via visible water ingress.

2. Bramcote Leisure Centre (BLC) - Replacement Heating Valves (£25,000 Reserve)

Various service valves within the plant area at BLC need replacing as they either do not operate correctly or leak. These include heating to the main pool hall and domestic hot water services.

3. BLC - Main Pool Filter Media Replacement 1 (£25,000 Reserve Item)

The filter media was replaced in 2009 and the glass media has an extended working period up to 10 years. The media will be over its recommended working life by three years which will result in reduced filtering efficiency and could lead to poor water quality and potential health and safety issues.

4. BLC - Main Pool Filter Replacement 2 (£80,000 Reserve Item)

The main pool water filters are developing pin hole leaks within the structural metal. These are being welded through patching. The holes are indicative of the state and thickness of the metal structure. Eventually patching will not be an option.

5. BLC - Main Pool Surrounds (£100,000 Reserve Item)

The tiled surrounds of both pools have deteriorated considerably since being laid over 56 years ago. There are numerous areas where past patchwork has been undertaken following developments, which require further remedial work. The proposal is to 'recover' the existing tiled surface with a non-slip coating specifically designed for wet surfaces. The coating would improve the general appearance and allow for easy maintenance.

6. BLC - Main Pool Window Replacement (£150,000 Reserve Item)

The windows facing the A52 road have been in situ since the centre was built in 1964. Exposure to the elements has caused significant degradation to the timber frames and ongoing reactive maintenance is proving ineffective.

7. BLC - Replacement Intruder Alarm (£25,000 Reserve Item)

The intruder alarm is 22 years old and was identified within the building condition survey as in need of replacement. The intruder alarm provides security to the leisure centre and internal assets during closed periods.

8. BLC - Replacement Building Management System (£220,000 Reserve Item)

The existing BMS system is not repairable. Service parts are not available and the software operating the elements that are operational is based on Windows XP operating program.

9. BLC - Replacement Surveillance System (£18,000 Reserve Item)

The existing CCTV system has been assessed as not meeting current legislative standards.

10. BLC - Replacement Hot Water Storage Unit (£22,000 Reserve Item)

The remaining copper hot water calorifier generates and stores domestic hot water for the use around the centre's hot water taps and showers. The units have been in place since the centre was built 57 years ago. The unit are clad in two inches of insulation with an aluminium jacket. Significant signs of corrosion are present on the aluminium jacket to suggest that the copper tank is failing and seeping water.

11. BLC - Replacement Hot Water Pipework (£750,000 Reserve Item)

The existing cast iron hot water pipes are original from when the leisure centre was built. There are various leaks on joints. In the recent weeks a pin hole leak within a pipe has identified that the pipes have corroded internally. Should this pipe be indicative of all the pipework, ongoing leaks will appear. Eventually a catastrophic leak will force the heating to be shut down and closure of the site would be required.

12. BLC - Replacement HV Transformer (£90,000 Reserve Item)

The existing oil filled High Voltage (HV) transformer has been in use for over 56 years. The transformer is responsible for converting the high voltage electricity



supply into a voltage suitable for consumption on site. Studies have indicated that this type of transformer has a 50% chance of failure after 50 years.

13. BLC - Replacement Circulation Pumps Main Pool (£40,000 Reserve Item)

The existing pumps are used to provide filtration circulation for the main pool water. The pumps are the original cast iron pump casing and have been adapted over the years. Ongoing maintenance is becoming increasingly costly and difficult with only one local pump repair specialist willing to provide repair services.

14. BLC - Replacement Teaching Pool Water Filter (£30,000 Reserve Item)

The filter is a fibreglass bobbin wound structure which undertakes the fundamental role of filtering the pool water. The existing filter was replaced over 17 years ago due to weeping through the fibre glass structure. The existing filter is now showing signs of weeping which is currently being maintained through local fibreglass repairs. Replacement is required before total failure.

15. BLC - Replacement Tiles (£20,000 Reserve Item)

There are multiple areas within the swimming pool areas where tiles are cracked and or falling off walls. The tiling in the pool area is over 57 years old with various adaptations being made over the years although this work has caused ongoing problems with tiling.

16. BLC - Rewire of Facility (£550,000 Reserve Item)

Large amount of the fixed wiring dates back to the initial build of the facility. The required fixed wiring tests are undertaken and all identified urgent maintenance works are completed. The wiring does not meet current building regulation standards and should be replaced.

17. BLC - Teaching Pool Window Replacement (£40,000 Reserve Item)

Windows facing the A52 road have been in situ since the centre was built in 1964. Exposure to the elements has caused significant degradation to the timber frames. Ongoing reactive maintenance is proving ineffective.

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## Joint Report of the Deputy Chief Executive and the Executive Director

### **BUSINESS PLANS AND FINANCIAL ESTIMATES 2023/24 - 2025/26 – ENVIRONMENT AND CLIMATE CHANGE**

#### 1. Purpose of report

To consider proposals for business plans, detailed revenue budget estimates for 2023/24; capital programme for 2023/24 to 2025/26; and proposed fees and charges for 2023/24 in respect of the Council's priority areas.

#### 2. Recommendations

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

1. **Cabinet approves the Environment Business Plan and the Bereavement Services Business Plan.**
2. **Cabinet recommends to Council that the following be approved:**
  - a) **The detailed revenue budget estimates for 2023/24 (base)**
  - b) **The capital programme for 2023/24 to 2025/26**
  - c) **The fees and charges for 2023/24.**

#### 3. 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 are brought together in one report so that the linkages between service priorities, spending proposals and targets are clear.

An extract of the proposed Environment Business Plan is provided in appendix 1b. The extract includes relevant critical success indicators (CSI), key performance indicators (KPI) and key tasks and priorities for improvement (actions) for approval by Members.

It is also part of the remit of this 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, an extract of the proposed Bereavement Services Business Plan (appendix 1c) is also presented for consideration.

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.

4. Financial Implications

The comments of the Head of Finance Services were as follows:

Appendices 2a to 2c in this report outline the revenue and capital budget proposals for Environment and associated service areas, together with the proposed fees and charges.

Following consideration by this Committee, a summary of the estimates, including any changes recommended, will be presented to Cabinet on 7 February 2023 for consideration and recommendation to Full Council on 1 March 2023.

5. Legal Implications

The comments from the Head of Legal Services were as follows:

There are no specific legal implications that arise from this report, as the suggested proposals are in accordance with relevant legislation, Council policy and procedures. The recommendation is within the Council's statutory and fiduciary powers.

6. Human Resources Implications

There were no comments from the Human Resources Manager.

7. Union Comments

There were no Unison comments in relation to this report.

8. Data Protection Compliance Implications

This report does not contain any OFFICIAL Sensitive information and there are no Data Protection issues in relation to this report.

9. Equality Impact Assessment

As there is no change to policy an equality impact assessment is not required.

10. 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 Plans covering the priority area of Environment and Bereavement Services. 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 business plans, 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 in the budget papers.

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 2023/24 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 this Committee to consider the 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 Environment Business Plan and the Bereavement Services Business Plan and associated budgets covering these priority areas. The Council's corporate objectives and aims, as included in the Corporate Plan, 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 2022/23 revised estimates and the 2023/24 base estimates for the areas encompassed by the relevant business plans. The 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 2023/24 base figures in this report:

- a) Allowance for certain inflationary pressures including the pay award and cost of energy and fuel. These allowances are guided by the best indications available at the time.
- b) Anticipated additional income arising from the review of fees and charges.
- c) The revenue effects of the Capital Programme including the cost of any new borrowing to support capital investment.
- d) Any revenue developments.

The classification of expenditure shown in the revenue estimates is based on the CIPFA Standard Accounting Classification, which shows the following types of expenditure charged to each heading:

- Employee Expenses – salaries and wages; employer's national insurance and pensions contributions
- 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 and 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 1a

**FRAMEWORK FOR BUSINESS PLANNING**

The Corporate Plan 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:

**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.*

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

- Develop plans to reduce our carbon emissions to net zero by 2027 and start implementing them
- Invest in our parks and open spaces
- Increase recycling and composting.

## APPENDIX 1b

**ENVIRONMENT BUSINESS PLAN 2023–2026**Introduction

An extract of the proposed Environment Business Plan is provided below that includes the relevant critical success indicators (CSI), key performance indicators (KPI) and the key tasks and priorities for improvement (actions) that are required to be approved by this Committee.

In an attempt to streamline the reporting process, the extract does not include the regular information and data relating to:

- published strategy and policy documents supporting the delivery of priorities and objectives;
- service level objectives;
- contextual baseline service data;
- management performance indicators (MPI); and
- summary of key risks.

This information will be added to the extracts below and included in the full Business Plan that will be published on the Council's website in advance of the financial year.

Background

The Business Plan detail the projects and activity undertaken in support of the Corporate Plan priority of **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 the 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 regularly by General Management Team and reported to Members on a quarterly basis via Members Matters. Cabinet and Overview and Scrutiny Committee will also occasionally receive high level reports on progress against Corporate Plan priorities as required and as part of action planning, target setting and outturn reporting.

Business Plan – Performance Indicators and Key Tasks for Improvement

The critical success indicators (CSI), key performance indicators (KPI) and the key tasks and priorities for improvement (actions) are considered in detail below for approval.



## MEASURES OF PERFORMANCE (Extract)

## 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 2019/20	Achieved 2020/21	Achieved 2021/22	Target 2022/23	Target 2023/24	Future Years	Indicator Owner and Comments (incl. benchmarking)
Household waste recycled and composted (NI192) (This includes all waste and recycling material collected from households in the borough. It excludes material collected from the household waste and recycling sites)	38.8%	39.3%	37.5%	42%	43%	+ 1% per annum	Waste and Climate Change Manager A recycling rate of 39% is projected for 2022/23 based on midyear data. The recycled percentage rate has not been as high as anticipated due to limited resident engagement. Waste being placed in the black bin remains above pre-COVID levels, whilst recycling has decreased (including garden waste which has been impacted by a dry summer). Recruitment for a Waste Engagement Officer has proved difficult and the post is currently being reviewed.
Annual Reduction in Broxtowe Borough Council own operation Carbon emissions (tCO <sub>2</sub> e) (CCGF_001) (New)	-	12%	3%	As described in refreshed Climate Change Strategy that is to be presented to Cabinet in March 2023			Waste & Climate Change Manager New Performance Indicator 2023/24 that will track progress towards achieving the aim to be Net Carbon Zero by 2027. Some of the utility data has been estimated for 2020/21.
Cut carbon emissions by 50% by 2026/27 based on a 2018/19 baseline (tCO <sub>2</sub> e) (CCGF_002) (New)	3,617	3,191	3,099	As described in refreshed Climate Change Strategy that is to be presented to Cabinet in March 2023			Waste & Climate Change Manager New Performance Indicator 2023/24. 2018/19 baseline = 3,704 tCO <sub>2</sub> e

Indicator Description (Pentana Code)	Achieved 2019/20	Achieved 2020/21	Achieved 2021/22	Target 2022/23	Target 2023/24	Future Years	Indicator Owner and Comments (incl. benchmarking)
Green Rewards: Tonnes of carbon emissions avoided through Green Rewards activities (tCO <sub>2</sub> e) (CCGF_003) (New)	-	-	47	100	110	110	Waste & Climate Change Manager New Performance Indicator 2023/24 The Green Rewards scheme
Parks achieving Broxtowe Parks Standard % (PSData_09)	96%	98%	98%	100%	100%	100%	Parks and Green Spaces Manager Sample sites assessed on an annual basis

### KEY PERFORMANCE INDICATORS (KPI)

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 2019/20	Achieved 2020/21	Achieved 2021/22	Target 2022/23	Target 2023/24	Future Years	Indicator Owner and Comments (incl. benchmarking)
Green Flags/Community Green Flags (PSLocal_02)	5	5	5	5	5	5	Parks and Green Spaces Manager Target is to maintain the number of Green Flags. Sites independently assessed on an annual basis

Indicator Description (Pentana Code)	Achieved 2019/20	Achieved 2020/21	Achieved 2021/22	Target 2022/23	Target 2023/24	Future Years	Indicator Owner and Comments (incl. benchmarking)
Garden Waste Subscriptions (WMDData_03b)	20,094	21,429	22,304	22,100	22,100	22,100	Waste and Climate Change Manager Currently garden waste subscriptions are slightly below target (21,793 as of mid Oct). Whilst numbers are expected to increase by the end of the season, it is anticipated that the target numbers may not achieve target. The reduction in subscription numbers could be due to the hot summer and the cost of living crisis.
Income generated by garden waste subscriptions (WMDData_03c)	£701k	£779k	£859k	£884k	£890k	£890k	Waste and Climate Change Manager The income for 2022/23 is slightly behind target due to lower subscription figures. The income target for 2023/24 is based on maintaining the current customer base, and a £1 increase for garden waste subscriptions.
Income generated through Trade Waste (WMDData_06)	£585k	£546k	£619k	£590k	£633k	£633k	Waste and Climate Change Manager In 2022/23 the numbers of trade customers have increased slightly and the income generated is likely to above target. Income projection for 2023/24 is based on maintaining customer base and an increase in the fees and charges.
External income generated through Environmental Services (WMDData_08)	£65k	£221k	£209k	£190k	£190k	£190k	Waste and Climate Change Manager Anticipated that income for 2022/23 will be achieved. The targets for 2023/234 onward are based on maintaining current income level and the assumption that the highway grass cutting contract will continue

Indicator Description (Pentana Code)	Achieved 2019/20	Achieved 2020/21	Achieved 2021/22	Target 2022/23	Target 2023/24	Future Years	Indicator Owner and Comments (incl. benchmarking)
Cleanliness of the streets and open spaces within the Borough (levels of litter) (NI 195a)	96%	96%	96%	97%	97%	97%	Waste and Climate Change Manager Target to maintain the level of cleanliness within the Borough
Levels of detritus on the public highway (NI195b)	96%	96%	95%	96%	96%	96%	Waste and Climate Change Manager Figures show 95% of streets met the acceptable level of standard in 2021/22. This is a slight decrease on the previous year and is due to staff shortages in Street Cleansing. Target is to maintain the high level of cleanliness
Tonnes of household waste recycled (BV82a(ii)) (this is all waste and recycling material collected from households. It excludes trade waste and material collected from the household waste and recycling sites)	8,006	8,792	8,188	8,707	8,707	8,707	Waste and Climate Change Manager It is anticipated that 8,000 tonnes of recyclables will be collected in 2022/23. Green recycling bin tonnages are down and contamination levels have been high. Target levels have not been adjusted. It is hoped that with the recruitment of Waste and Recycling employees, the recycling tonnage will increase to earlier levels
Tonnes of household waste composted (BV82b(ii))	7,778	8,421	7,308	9,000	9,000	9,000	Waste and Climate Change Manager It is anticipated that 8,400 tonnes will be collected in 2022/23. The tonnage collected is dependent upon weather conditions and have been affected by the long hot, dry summer. The targets from 2023/24 have not been adjusted.

Indicator Description ( <a href="#">Pentana Code</a> )	Achieved 2019/20	Achieved 2020/21	Achieved 2021/22	Target 2022/23	Target 2023/24	Future Years	Indicator Owner and Comments (incl. benchmarking)
Household waste collected per head (kg) ( <a href="#">BV84a</a> ) (this is all material classified as household waste and is collected by the Council, It includes litter waste, sweepings as well as waste and recycling from domestic properties. It excludes trade waste and material collected from the household waste and recycling sites)	361.38	385.58	361.00	373.38	354.00	347.00	Waste and Climate Change Manager  Based on half year figures the estimates for 2022/23 will be 361kg. Targets from 2023/24 represent a desire to achieve a reduction from estimated 2022/23 target and to then to continually reduce by 2% each year.
Residual Waste per household (kg) ( <a href="#">NI 191</a> ) (this includes all waste collected from black lidded bins as well as litter, clinical and bulky waste)	496.10	531.07	507.00	482.08	481.18	471.58	Waste and Climate Change Manager  Based on half year figures, the estimates for 2022/23 will be 491kg. Although tonnages are predicted to decrease slightly compared to 2021/22, the reduction is not as significant as forecasted. Targets from 2024/25 represent an aim to continually reduce by 2% each year.
Residual (black lidded bin) Waste per household (kg) ( <a href="#">WMDData_11</a> ) (this is waste collected from the black-lidded bin only)	-	509	486	466.22	466.48	457.16	Waste and Climate Change Manager  The indicator showing the amount of residual waste collected per household from the black lidded bins. Reducing the amount of residual waste collected is a priority. It is predicted for 2022/23, waste per household will be 476kg from the predicted 2022/23 figure. Targets from 2023/24 represent a desire to continually reduce by 2% each year

Indicator Description (Pentana Code)	Achieved 2019/20	Achieved 2020/21	Achieved 2021/22	Target 2022/23	Target 2023/24	Future Years	Indicator Owner and Comments (incl. benchmarking)
Reduce the number of fly tipping incidents (SSData_01)	267	188	247	247	162	146	Waste and Climate Change Manager  Current projection for 2022/23 is around 180 incidents. Targets for 2023/24 onwards are based on an annual 10% reduction from a baseline of 180 incidents from 2022/23.
Number of Clean and Green events undertaken (SSData_10)	23	29	20	25	35	35	Waste and Climate Change Manager  The community events under the Clean and Green initiative have proven to be very popular with individual, schools, workplaces. Groups are all getting involved to make the area where they live or work a better place. 37 events have taken place so far for 2022/23 (Oct 2022).
Number of Trees Planted (PSData_08)	2,102	3,114	3,357	2,850	3,500	3,500	Parks and Green Spaces Manager  Aim to increase on the previous year's figure and achieve 3,450 and carry this target forward for 2023/24 onwards in line Tree Planting Strand in Green Futures.
Number of electric vehicles (TRData_01)	-	2	8	9	10	Subject to suitability of vehicles available	Transport and Stores Manager  Target for 2022/23 has been exceeded as there are now 9 electric vehicles. All new vehicle procurement will be in line with the strategic actions from the Climate Change and Green Futures programme. Procurement of additional vehicles are subject to electric charging infrastructure development.

## KEY TASKS AND PRIORITIES FOR IMPROVEMENT 2023/24 – 2025/26 INCLUDING COMMERCIAL ACTIVITIES

Action (Pentana Code)	Targeted Outcome	Partnership / Procurement Arrangement	Officers Responsible / Target Date	Budget Implications / Efficiencies / Other comments
Produce DEFRA Annual Air Quality Status Report 2022 <b>COMS2223_05</b>	Council has a fit for purpose Air Quality Status Report	Nottinghamshire authorities	Chief Environmental Health Officer June 2023	Within existing budgets
Implement the actions identified within the new Waste Strategy 2021-2025 <b>ENV2124_01</b>	Increase in the Council's recycling rate, reduced amount of residual waste and improved awareness of waste minimisation.  Strategy will consider the measures outlined in the Environment Act 2021	Working with other districts, Nottinghamshire County Council and external partners: WRAP, M.E.L Research	Waste and Climate Change Manager March 2025	Limited capital and revenue money available to implement new recycling schemes  Potential financial implications for use of external bodies
Implement the strategic actions of Recycling Strand within the Climate Change and Green Futures programme <b>ENV2124_02</b>	Increase in the Council's recycling rate and improved awareness of how to reduce waste	Working with other districts, Nottinghamshire County Council and external partners: WRAP, M.E.L Research	Waste and Climate Change Manager March 2025	Limited capital and revenue money available to implement new recycling schemes  Potential financial implications for use of external bodies
Implement Key Actions in Green Infrastructure Strategy <b>ENV1518_04</b>	Develop, improve and promote Green and Blue infrastructure in the Borough incorporating strategic actions in Climate Change/Green Futures programme	Notts Wildlife Trust/Friends Groups	Parks and Green Spaces Manager March 2024	Utilise capital and Section 106 funding together with bids for external funding

Action (Pentana Code)	Targeted Outcome	Partnership / Procurement Arrangement	Officers Responsible / Target Date	Budget Implications / Efficiencies / Other comments
Wildflower sowing and meadow management <b>ENV2124_03</b>	New wildflower areas created and grass managed as wildflower meadows.  New areas identified early in each year.	Friends Groups/ Notts Wildlife Trust	Parks and Green Spaces Manager March 2025	2022/23 New native flowers areas planted at Leyton Cres, Brinsley Headstocks and Inham Nook with the help of schools and friends groups.
Apply a strategic approach to tree management and planting <b>ENV1720_01</b>	Work with partners, land owners and other agencies to plant 2,000+ trees per year. Work with volunteers as part of the Clean and Green initiative to achieve this outcome.	Notts Wildlife Trust/ /Clean and Green Projects/ Friends Groups	Parks and Green Spaces Manager March 2024	2022/23 Further 69 trees planted and £28,900 secured in funding from the Urban Tree Challenge Fund. 2022/23 750 fruit trees given away as part of the free tree scheme.
Further develop sites with Local Nature Reserve status <b>GREEN0912_14</b>	Maintain existing 121 hectares of land identified as Local Nature Reserves. Investigate possible additional sites as opportunities arise through: <ul style="list-style-type: none"> <li>• New housing development</li> <li>• Acquisition of additional open space.</li> <li>• Increase/develop local pocket park nature sites</li> </ul>	Notts Wildlife Trust	Conservation and Green Spaces Manager March 2024	Management plans to be updated so the existing sites are properly maintained rather than increase the number of sites. New sites may have a potential revenue implication



Action (Pentana Code)	Targeted Outcome	Partnership / Procurement Arrangement	Officers Responsible / Target Date	Budget Implications / Efficiencies / Other comments
Improve Play areas and Parks and Open Spaces <b>ENV1821_03</b>	Play areas identified as Medium Priority sites (Years 2020-2024) in the Play Strategy 2017-2025 improved. Healthy Society, DDA Compliant	Parish/Town Councils, Local Sports Clubs, Community groups, Schools, Friends Groups	Parks and Green Spaces Manager March 2024	Continue to undertake Pride in Parks initiative utilising capital allocation in 2023/24
Implementation of the Clean and Green Initiative <b>ENV1922_01</b>	Implement a range of initiatives aimed at making Broxtowe a Cleaner and Greener place for residents and visitors to the Borough	Other Council Departments/ Friends Groups/ Members	Waste and Climate Change Manager Corporate Communications Manager March 2025	Funding implications for this initiative have been included in the budgetary process
Introduce new staff within the recycling section with the aim of educating our residents on recycling, reducing contamination and increasing the Council recycling rate <b>ENV2023_02</b>	Increase in the Council's recycling rate and improved awareness of how to reduce waste	Working with other District Councils, Nottinghamshire County Council and external partners	Waste and Climate Change Manager March 2024	Revenue implications relating to salaries and funds for undertaking promotional work
Identify areas of new Green Space for public use <b>ENV2023_03</b>	Increase the total area of publically accessible green space in Broxtowe	Working with housing developers, local land owners and community groups	Parks and Green Spaces Manager March 2024	Revenue implication of maintaining new open space. Potential Section 106 funding from housing developers. Volunteer time to maintain areas

Action (Pentana Code)	Targeted Outcome	Partnership / Procurement Arrangement	Officers Responsible / Target Date	Budget Implications / Efficiencies / Other comments
Implement actions deriving from the Government's 'Our Waste, Our Resource: A Strategy for England' <b>ENV2023_05</b>	Increase in the Council's recycling rate and increased awareness of climate change and waste and recycling issues	Working with other District Councils, Nottinghamshire County Council and external partners	Waste and Climate Change Manager March 2025	Limited capital and revenue money available to implement new recycling schemes
Implement the strategic actions of the Transport and Fuel Strand of the Climate Change and Green Futures programme <b>TR2124_01</b>	Reduce the Councils emissions from the fleet and make a positive contribution to the Councils commitment of becoming carbon neutral by 2027	All relevant internal and external stakeholders	Transport and Stores Manager March 2027	Limited capital funding available  Additional fuel costs will be incurred if a transition to bio diesel is deemed feasible.

## 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	2023/24 Budget £	2024/25 Budget £	2025/26 Budget £
<b>Budget Implications</b>				
Implement the strategic actions of the Transport and Fuel Strand of the Climate Change and Green Futures programme - increased HVO fuel costs (to be approved). - <i>Fuel market is currently volatile so cost could up increase or reduce against projected £170,000.</i>	TR2124_01	170,000*	170,000	170,000
<b>Efficiencies Generated</b>				
Reduction of 19% of total Council Carbon footprint. Costs of achieving the efficiencies are within the £170k above.	TR2124_01	-	-	-
<b>New business/increased income</b>				
Garden Waste	WMData_03c	(24,000)	-	-
Third Party Funding for Park Improvements - subject to outcome of funding bids	ENV1821_03	(30,000)*	(30,000)	(30,000)
Third Party Funding for Tree Improvement	ENV1720_01	(11,800)*	(11,800)	(6,520)
<b>Net Change in Revenue Budgets</b>		<b>NOTE*</b>		

\* Budget implications to be considered and confirmed once project business cases have been finalised.

## APPENDIX 1c

**BEREAVEMENT SERVICES BUSINESS PLAN 2023–2026**Introduction

An extract of the proposed Bereavement Business Plan is provided below includes the relevant critical success indicators (CSI), key performance indicators (KPI) and the key tasks and priorities for improvement (actions) that are required to be approved by this Committee.

In an attempt to streamline the reporting process, the extract does not include the regular information and data relating to:

- published strategy and policy documents supporting the delivery of priorities and objectives;
- service level objectives;
- contextual baseline service data;
- management performance indicators (MPI); and
- summary of key risks.

This information will be added to the extract below and included in the full Business Plan that will be published on the Council's website in advance of the financial year.

Background

The Business Plan details the projects and activity undertaken in support of the Corporate Plan priority of **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 the 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.

Business Plan – Performance Indicators and Key Tasks for Improvement

The critical success indicators (CSI), key performance indicators (KPI) and the key tasks and priorities for improvement (actions) are considered in detail below for approval.

## MEASURES OF PERFORMANCE (Extract)

## 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 2019/20	Achieved 2020/21	Achieved 2021/22	Target 2022/23	Target 2023/24	Future Years	Indicator Owner and Comments (incl. benchmarking)
Net surplus/(cost) of bereavement services to Broxtowe (BSLocal_06)	£364k	£196k	£196k	£265k	£265k	£300k	Head of Finance Services. Positive outturn in 2021/22 with additional revenues. Overall increases in employee and supplier costs in 2022/23 and 2023/24 only partially mitigated by proposed fee increases.

## KEY PERFORMANCE INDICATORS (KPI)

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 2019/20	Achieved 2020/21	Achieved 2021/22	Target 2022/23	Target 2023/24	Future Years	Indicator Owner and Comments (incl. benchmarking)
Crematorium surplus revenue distribution to Broxtowe (BSLocal_06a)	£500k	£300k	£400k	£400k	£400k	£350k	Head of Finance Services Current pay and price inflation pressures on potential surplus distributions in the medium-term

Indicator Description (Pentana Code)	Achieved 2019/20	Achieved 2020/21	Achieved 2021/22	Target 2022/23	Target 2023/24	Future Years	Indicator Owner and Comments (incl. benchmarking)
Net surplus/(cost) of Broxtowe cemeteries (BSLocal_06b)	(£136k)	(£104k)	(£51k)	(£104k)	(£140k)	(£140k)	Head of Finance Services  A slight reduction in costs achieved in 2021/22 due to income and changes to internal recharges.  An increase in employee and supplier costs in 2022/23 and 2023/24 are only partially mitigated by proposed fee increases.
Number of full adult cremations (18 plus years) This includes, Full Service, Committal Service, Direct Cremations, Hospital Bodies and Parts, Low Cost funeral (BSLocal_07)	2,546	2,808	2,478	2,450	2,601	2,731	Head of Environment/ Bereavement Services Manager  Ambition for 2023/24 onwards is to grow the number of services year on year by 5%, from a baseline figure of 2,478. To facilitate the growth a marketing strategy was adopted in September 2022 which identified measures and actions support business growth.  The 2021/22 figure previously reported as 2,506 but data has been reviewed.
ICCM Charter for the Bereaved Assessment Process for Burial and Crematorium award (BSLocal_08) (New)	Gold	Gold	Gold	Gold	Gold	Gold	Target is to maintain gold award standard

## KEY TASKS AND PRIORITIES FOR IMPROVEMENT 2023/24 – 2025/26 INCLUDING COMMERCIAL ACTIVITIES

Action (Pentana Code)	Targeted Outcome	Partnership / Procurement Arrangement	Officers Responsible / Target Date	Budget Implications / Efficiencies / Other comments
Implement Crematorium works programme to the infrastructure 2022- 2025 <b>BS2124_01</b>	As per the Bramcote Bereavement Services Joint Committee reports. The works programme identifies the planned maintenance to the infrastructure within the Crematorium.	Variety of external contractors	Capital Works Manager  Bereavement Services Manager  March 2025	All fully funded via the approved medium term financial strategy
Investigate potential to connect to main sewer within the new development at the land adjacent to the crematorium <b>BS2124_02</b>	Improved foul and surface water drainage system to reduce maintenance costs and the possibility of flooding	External Developers	Head of Asset Management and Development  March 2024	Funding implications to be considered as part of medium term financial strategy
Make Bramcote Crematorium the crematoria of choice within the local area <b>BS2124_04</b>	Fully implement the actions within the marketing strategy. Increase number of cremations and the income received.	External Parties  Internal Communication Department	Head of Environment  Bereavement Services Manager  March 2024	Funded from existing budgets

Action (Pentana Code)	Targeted Outcome	Partnership / Procurement Arrangement	Officers Responsible / Target Date	Budget Implications / Efficiencies / Other comments
Installation of new cremators at Bramcote Crematorium <b>BS2225_01</b>	Installation of new cremators following completion of the following project elements: 1. Creation of tender documentation 2. Tender and order process 3. Installation	External Specialist and developers	Head of Environment Head of Asset Management and Development Bereavement Services Manager March 2025	Funded from receipts from sale of surplus land or from Broxtowe Borough Council and Erewash Borough Council.  Efficiency saving on maintenance budget and energy consumption.
Woodland Burials <b>BS2225_02</b>	Provision of a woodland burial service within the Borough  Increase the number of trees in the Borough	External suppliers Internal Communication Department	Head of Environment Bereavement Services Manager March 2025	Increase in income through the provision of a service not currently provided.  Contribution towards the Council tree planting targets and carbon off setting implications.
Pet Cremations <b>BS2225_03</b>	Provision of a pet cremation service	External suppliers Internal Communication Department	Head of Environment Bereavement Services Manager March 2025	Increase in income through the provision of a service not currently provided.
Structure review <b>BS2225_04</b>	Creation of a structure which enables the services provided by Bereavement Services to grow.	Human Resources	Head of Environment Bereavement Services Manager March 2023	Create a structure that will facilitate the crematorium being able to grow as a business and improve service resilience.



## 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	2023/24 Budget £	2024/25 Budget £	2025/26 Budget £
<b>Budget Implications</b>				
Purchasing of a pet cremator and associated infrastructure (estimated)	<b>BS2225_03</b>	30,000*	-	-
Installation of new cremators at Bramcote Crematorium (estimated cost subject to tender). The cremators will be jointly and equally funded by Broxtowe and Erewash Borough Councils.	<b>BS2225_01</b>	1,500,000*	-	-
Increased fuel costs		45,000	-	-
<b>Efficiencies Generated</b>				
None		-	-	-
<b>New business/increased income</b>				
Make Bramcote Crematorium the crematoria of choice within local area Increase in income from 2023/24 is based on proposed 9% increase in fees and maintaining the target number of adult services.	<b>BS2124_04</b>	(100,000)*	-	-
Woodland Burials – income based on £1,500 per plot	<b>BS2225_02</b>	-	(3,000)	(6,000)
Pet Cremations	<b>BS2225_03</b>	-	(2,000)	(2,000)
<b>Net Change in Revenue Budgets</b>		<b>NOTE*</b>		

\* Budget implications to be considered and confirmed once project business cases have been finalised

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## APPENDIX 2a

**FINANCIAL ESTIMATES 2023/24 - 2025/26****ENVIRONMENT AND CLIMATE CHANGE – REVENUE BUDGETS**

Cost Centre	Revised Estimate 2022/23 £	Base Budget 2023/24 £
Environmental Improvements	183,060	188,450
Head of Service (Asset Management & Dev't)	0*	0*
Environment Services - Management	0*	0*
Highway Maintenance (NCC)	23,400	35,600
Capital Works	197,670	221,300
Estates	0*	0*
Vehicles Cost – Recharged to Services	0*	0*
Mechanics - Kimberley Depot	0*	0*
Refuse Collection	1,585,690	2,058,300
Recycling	143,880	168,100
Public Conveniences	124,590	148,400
Grounds Maintenance - Kimberley	0	0*
Kimberley Admin Building	0	0*
Stapleford - C.A.S.	0	(1,350)
Street Cleansing	760,600	875,900
Abandoned Vehicles	750	750
Neighbourhood Wardens	110,160	142,250
Highways - Borough Services	131,820	139,300
Sign Shop	43,070	49,750
Open Space	211,550	233,480
Tree Management	376,110	446,350
Nottingham Canal	107,560	121,900
Parks & Recreation Grounds Management	121,760	139,350
Beeston Parks	213,710	246,650
Stapleford Parks	122,170	155,950
Eastwood Parks	51,760	60,650
Kimberley Depot	85,980	0
Kimberley Stores	(480)	0*
Cemeteries	103,970	140,250
Allotments Management	0	0*
Beeston Allotments	0	0*
Car Parks - Surface	181,540	212,550
	<b>4,880,320</b>	<b>5,783,880</b>

\* These costs are fully recharged to the appropriate service/area cost centres.

Classification	Revised Estimate 2022/23 £	Base Budget 2023/24 £
Employees	5,078,790	5,660,150
Premises	599,770	657,000
Transport	958,890	1,349,100
Supplies & Services	1,351,170	1,482,900
Third Party Payments	1,150,590	1,299,650
Corporate Recharges	560,670	464,350
Capital Charges	486,800	607,900
Income	(5,306,360)	(5,737,170)
	<b>4,880,320</b>	<b>5,783,880</b>

The changes in the 2023/24 base budget for total net expenditure when compared with the 2022/23 revised estimate is primarily a consequence of the following items:

Service Area	Change (£)
Environmental Improvements – Small increase in cost of recharges along with a reduction in third party contributions.	5,390
Asset Management Strategy – Budget brought forward from 2021/22 to be utilised in 2022/23 not included in 2023/24 base.	(25,000)
Highway Maintenance (NCC) – The increase in budget is in relation to increases in Grounds Maintenance recharges, which is linked to pay and price inflation.	12,200
Capital Works – The increase in the establishment budget due to the impact of the pay awards, coupled with an increase in central support recharges, most notably from Asset Management and Estates, has been largely offset by an increase in the capital salaries recharge to the capital programme.	23,630
Recycling – The 2023/24 base budget contains an increase of £19,000 in relation to recharges (specifically from Environmental Services Management) due to increased costs in other areas. Publicity costs are also forecast to increase by around £4,000.	24,220
Grounds Maintenance (Kimberley) – All grounds maintenance costs are recharged in full to the applicable service/area cost centres.	-

Service Area	Change (£)
Public Conveniences – The base budget for employee expenses in 2023/24 is higher than the original estimate for 2022/23 due to the higher than anticipated pay award in 2022/23 and an assumed 5% pay award in 2023/24. There is also a 1% increase in Pension Fund primary contributions in 2023/24. Other increases include the rise in utility and energy costs.	23,810
<p>Refuse Collection –</p> <ul style="list-style-type: none"> <li>• Total employee and agency costs for 2023/24 are £52,000 higher than the revised budget due to the anticipated pay awards, overtime costs and increases in agency costs.</li> <li>• An increase of £316,000 is budgeted in relation to recharges associated with mechanics and transport costs due to rising pay and materials costs associated with those areas.</li> <li>• A net increase of £70,000 for corporate central support recharges due to increased costs in other areas, linked to pay.</li> <li>• Depreciation charges will increase by £84,000 in 2023/24.</li> <li>• The income target for Garden Waste Collection subscriptions has been increased by £30,000 in 2023/24 (from the original 2022/23 budget) in line with the approved Business Strategy.</li> <li>• Trade Waste Collection income is also expected to increase in 2023/24 by £37,000 (from the original 2022/23 budget) based on current levels of activity and proposed price increases.</li> <li>• A net increase of £37,000 in relation to other costs, including increases in disposal charges for trade refuse, along with increases in protective clothing costs and publicity costs.</li> </ul>	492,610
<p>Street Cleansing – There has been a £66,000 increase in relation to salary costs, overtime and agency costs. Pay budgets have been increased to fully reflect the agreed pay award in 2022/23 for each SCP in 2022/23 along with an assumed 5% pay award in 2023/24. There is also a 1% increase in Pension Fund primary contributions in 2023/24.</p> <p>There has also been an increase of £55,000 in relation to corporate recharges, mainly as a result of increases in transport charges, environment charges and depot recharges. This is linked to pay and price inflation cost pressures.</p>	120,300

Service Area	Change (£)
<p>Neighbourhood Wardens – The base budget for employee expenses in 2023/24 is £23,000 higher than the original estimate for 2022/23 due to the higher than anticipated pay award in 2022/23 and assumed 5% pay inflation in 2023/24. There is also a 1% increase in Pension Fund primary contributions in 2023/24.</p> <p>There is also a small increase in support charges, mainly linked to pay inflation, along with increases in transport and protective clothing costs.</p>	32,090
<p>Open Space – There has been a £24,000 increase in corporate recharges, primarily relating to grounds maintenance and environment maintenance. This is partially offset by a small increase in income in relation to bedding sponsorship income.</p>	21,930
<p>Nottingham Canal – An increase in corporate recharges relating to grounds maintenance.</p>	14,340
<p>Parks and Recreation Grounds Management – The 2023/24 base budget includes an increase of £18,000 in central support recharges which reflects the increased costs in other areas of the Environment service.</p>	17,590
<p>Tree Management –</p> <ul style="list-style-type: none"> <li>• The base budget for employee expenses in 2023/24 are higher than the original estimate for 2022/23 due to the higher than anticipated pay award in 2022/23 and an assumed 5% pay award in 2023/24. There is also a 1% increase in Pension Fund primary contributions in 2023/24.</li> <li>• A forecast £25,000 increase in the cost of contractors, mainly in relation to increased labour and fuel costs.</li> <li>• Other budget increases including direct utility and energy costs.</li> <li>• Capital depreciation charges increased by £11,000 in 2023/24.</li> <li>• Other corporate recharge increases of £24,000 mainly in relation to grounds maintenance and environment recharges.</li> </ul>	70,240
<p>Beeston Parks –</p> <ul style="list-style-type: none"> <li>• The 2023/24 budget includes an additional £19,000 for Grounds Maintenance recharges.</li> <li>• Capital depreciation charges and other corporate recharges have increased by £13,000 in the 2023/24 budget.</li> </ul>	32,940

Service Area	Change (£)
Stapleford Parks – Increases in the cost of materials and utility bills equate to £13,000. Corporate and central support charges have also increased by £21,000, specifically insurance and Grounds Maintenance recharges.	33,780
Eastwood Parks – This increase is reflected in higher utility costs and an increase in central recharges, specifically from Grounds Maintenance, which is mainly linked to pay inflation.	8,890
Kimberley Depot – This cost centre is normally recharged to zero as the net cost is recharged to other Environmental services. The original budget for 2022/23 included a balance that had not been recharged (this has been resolved in 2023/24). A further development has since been included in 2022/23 in relation to the fleet transition to biofuel (£42,000). This has been included in the 2023/24 base budget. This cost centre will recharge to zero at outturn with additional costs included in actual recharges.	(85,980)
Cemeteries – There is an increase in central recharges, specifically from Grounds Maintenance and Environment Management. This is mainly linked to pay inflation. There are further increases in costs of materials. Additional income is forecasted to be generated from activity and proposed fee increases.	36,280
Car Parks – The base budget for employee expenses in 2023/24 is £44,000 higher than the original estimate for 2022/23 due to the higher than anticipated pay award in 2022/23 and an assumed 5% pay award in 2023/24. There is also a 1% increase in Pension Fund primary contributions in 2023/24.  Other cost variations include grounds maintenance, street cleansing and central support charges (£8,000). These costs are partially offset by anticipated £16,500 increase in car park income (ticket and permits sales) and an increased partnership contribution from Rushcliffe Borough Council (£9,500).	31,010

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## APPENDIX 2b

## ENVIRONMENT AND CLIMATE CHANGE CAPITAL PROGRAMME

No.	Scheme	Estimated Total Cost £	Budget 2023/24 £	Budget 2024/25 £	Budget 2025/26 £	Comments (also see narrative further below)
1	Fleet and Plant Replacement Programme	2,480,000	928,000	722,000	830,000	
2	Coronation Park – Path Improvement	63,000	63,000	0	0	includes capital salaries of £3,000
3	Leyton Crescent – Path Improvement	38,000	38,000	0	0	includes capital salaries of £3,000
4	Eastwood Cemetery – Path Improvements	36,750	36,750	0	0	includes capital salaries of £1,750
5	Vehicle Wash Refurbishment	32,350	32,350	0	0	includes nominal capital salaries
6	The Quarry, Off Leamington Drive Chilwell – Maintenance	25,000	25,000	0	0	
7	Pride in Parks	105,000	105,000	0	0	includes capital salaries of £5,000
	<b>TOTAL</b>	<b>2,780,100</b>	<b>1,228,100</b>	<b>722,000</b>	<b>830,000</b>	
	<b>Reserve Items</b>					
R8	Hickings Lane Skate Park	253,000	253,000	0	0	Includes capital salaries of £3,000

**ENVIRONMENT AND CLIMATE CHANGE  
2023/24 CAPITAL PROGRAMME****1. Fleet and Plant Replacement Programme (£928,000)**

The service runs a rolling programme of vehicle and plant replacements in order to ensure the Council's vehicles and plant are fit for purpose. With the increase in prices on vehicles, the original capital plan submitted for 2023/24 to 2025/26 (as part of the 2022/23 budget process) is now insufficient to purchase the required vehicles at the end of the 12-year cycle. A new revised capital plan is required to account for the increased vehicle costs.

**2. Coronation Park – Path improvement (£63,000)**

Scheme to improve and repair approximately 800m of paths and surfaces on Coronation Park to avoid potential safety issues and improve accessibility.

**3. Leyton Crescent – Path improvement (£38,000)**

To create a new multi user link path the length of Leyton Crescent Recreation Ground that will link the Rylands Estates to the park.

**4. Eastwood Cemetery – Path Improvements (£36,750)**

Project to improve and repair paths and surfaces in the new section at Eastwood Cemetery which is a priority. It is some years since any significant surfacing has been done and the paths are becoming poor in places and a potential health and safety issue.

**5. Vehicle Wash Refurbishment (£32,350)**

Current vehicle wash at Kimberley Depot is degrading and could become a health and safety issue. There is cracking to the concrete, potholes and water spray from the wash area currently projects into the vehicle fuelling area when vehicles are being cleaned. Various repairs and improvements to rectify these issues.

**6. The Quarry, Off Leamington Drive Chilwell Maintenance (£25,000)**

Monitoring erosion on the land and remedial works to avoid damage to surrounding environment and properties.

**7. Pride in Parks (£105,000)**

The Council's Play Strategy 2017-2025 identifies very high, high, medium and lower priorities for improving children's play facilities. The very high and high priorities have been completed.

As part of the 2022/23 Capital Programme a budget of £105,000 was approved for this project in 2023/24, which included works at Banks Roads Open Space, Toton (£40,000 plus capital salaries) and Sandgate Open Space Bramcote, Queen Elizabeth Park, Stapleford (£60,000 plus capital salaries).

**Reserve Item****8. Hickings Lane Skate Park (£253,000 - Reserve Item)**

The ramps at Hickings Lane skate park were removed in July 2022 for health and safety reasons after it was independently assessed. The level of internal decay was deemed not economically viable to repair. Replacing the skate park with a safe, fit for purpose modern facility, will provide site users with a facility that is future proofed with low maintenance and revenue implications.

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## APPENDIX 2c

**ENVIRONMENT AND CLIMATE CHANGE – REVIEW OF FEES, CHARGES AND ALLOWANCES**

*All fees and charges are quoted exclusive of VAT (unless stated), which will be added where applicable.*

**Refuse Charges****Trade Refuse - Charges for Facilities**

The collection charges show a 5% increase which is in line with previous years.

The increase of 5% in disposal charges reflects a potential inflation related increase in the Nottinghamshire County Council charge. The disposal element may need to be adjusted when the County Council notify this Council of actual disposal costs.

**Current Charges 2022/23**

	<u>Bag</u> £	<u>140L</u> <u>bin</u> (wheeled) £	<u>240L</u> <u>bin</u> (wheeled) £	<u>660L</u> <u>bin</u> (wheeled) £	<u>820L</u> <u>bin</u> (wheeled) £	<u>1100L</u> <u>bin</u> (wheeled) £
Broxtowe BC Collection/Admin	1.49	2.99	4.63	8.91	10.05	12.32
Notts. CC Disposal Charge	1.72	3.40	5.30	14.49	17.73	24.02
<b>TOTAL</b>	<b>3.21</b>	<b>6.39</b>	<b>9.93</b>	<b>23.40</b>	<b>27.78</b>	<b>36.34</b>

**Proposed Charges 2023/24**

	<u>Bag</u> £	<u>140L</u> <u>bin</u> (wheeled) £	<u>240L</u> <u>bin</u> (wheeled) £	<u>660L</u> <u>bin</u> (wheeled) £	<u>820L</u> <u>bin</u> (wheeled) £	<u>1100L</u> <u>bin</u> (wheeled) £
Broxtowe BC Collection/Admin	1.56	3.14	4.86	9.36	10.55	12.94
Notts. CC Disposal Charge	1.81	3.57	5.57	15.21	18.62	25.22
<b>TOTAL</b>	<b>3.37</b>	<b>6.71</b>	<b>10.43</b>	<b>24.57</b>	<b>29.17</b>	<b>38.16</b>

	Present charge 2022/23 £	Proposed charge 2023/24 £
<b>Domestic Refuse</b>		
140 litre wheeled bin	30.00	31.50
240 litre wheeled bin	34.00	35.70
Replace when not through fair wear and tear		
<b>Special Collections</b>	20.00	20.00
First Item	7.00	7.00
Each additional item	7.00	7.00
Collection of a shed	100.00	100.00
<b>Collection of Garden Waste</b>		
Standard Annual Charge	37.00	39.00
Additional Bins	23.00	24.00
Standard Annual Charge after 1 October	32.00	34.00
Additional Bins after 1 October	11.50	12.00
<b>Sponsorship of dog and litter bins</b>		
Per Bin (inc. VAT)	25.00	25.00
10 Bins (inc. VAT)	225.00	225.00
<b>Stray Dog Service</b>		
Stray dog returned to owner without kennelling	25.00	26.00
Administration	40.00	42.00
Kennelling (per day or part day) (ex VAT)	12.80	27.10
Vaccination (ex VAT)	40.00	42.00
Kennel cough vaccination (dog younger than 6 mths) (ex VAT)	5.00	5.30
Overnight in night kennel (ex VAT)	14.00	15.00
Worm treatment, if necessary (ex VAT)	7.50	7.90
Flea Treatment, if necessary (ex VAT)	6.50	6.80
<b>Football (including VAT)</b>		
Senior Pitch 11-a-side	61.50	64.60
Junior Pitch 11-a-side	37.00	38.90
9v9 football	34.00	35.70
7v7 football	31.75	33.30
5v5 if using changing facilities	26.00	27.30
Pit lane	26.00	27.30
17.5% discount on match fees if clubs mark their own pitches		
<b>Cricket (including VAT)</b>		
Square including use of pavilion with showers		

	Present charge 2022/23 £	Proposed charge 2023/24 £
Senior	70.00	73.50
Concession	42.00	44.10
Service charges for facilities where clubs are involved in management/maintenance		
Bramcote Cricket Club (square and pavilion)	43.50	45.70
Manor Farm & Hetley Pearson Recreation Grounds (square)	46.00	48.30
Eastwood Cricket Club (pavilion)	48.50	50.90
Kwik Cricket (concession only)	26.50	27.80
<b>Bowls</b> (including VAT)		
Rink per hour per person		
Senior	4.50	4.70
Concession	2.75	2.90
Junior (under 17) playing with a registered club member	Free	Free
Season tickets		
Senior	69.50	73.00
Concession	42.00	44.10
50% reduction of season ticket price after 1 August		
Use of rinks by season ticket holders is restricted to 2 hours at any one time if others are waiting to play		
Competitions (singles, pairs, triples and fours)		
Season ticket holder	Free	Free
Visitors/non season ticket holder per person, per match		
Senior	4.50	4.70
Concession	2.75	2.90
Match booking - per rink per match	10.50	11.00
New players playing with a registered club member. First 5 hourly sessions free of charge)	Free	Free
<b>Tennis</b> (including VAT)		
Grass Court per person per hour		
Senior	3.80	3.80
Concession	2.30	2.30
Hard Court per person per hour		
Senior	2.00	2.00
Concession	1.20	1.20

	Present charge 2022/23 £	Proposed charge 2023/24 £
Season ticket Hard Court only		
Senior	38.00	38.00
Concession	23.00	23.00
- use of courts by season ticket holders are restricted to 2 hours at any one time if others are waiting to play.		
Club use - charge per court per hour block booking fee summer period/or part of	44.00	44.00
Club use - charge per court per hour block booking fee winter period/or part of	80.00	80.00
Coaching - per person per hour		
Senior	4.00	4.00
Concession	2.40	2.40
Matches - 3 Courts		
Senior	58.00	58.00
Concession	35.00	35.00
Tennis is free at King Georges Park, Inham Nook Recreation		
Note: Any bookings which qualify as a "series of lets" are exempt from VAT, providing all conditions for exemption are met and the option to tax has not been exercised.		
<b>Hire of Pavilion</b> (including VAT)		
Charge per hour per site, sites with summer attendant (May-Sept)	16.00	16.80
Charge per hour other sites (All year round)	25.00	26.25
Official key holders all year round per hour	13.00	13.65
Concession per hour (play groups/charities)	6.75	7.00
<b>Hire of Parks/Recreation Grounds for Events</b> (incl. VAT)		
Fun fairs		
up to 4 days	1,350.00	1,420.00
each additional day	390.00	410.00
<b>Cycle cross/orienteering/cross country</b> (including VAT)		
Senior	155.00	163.00
Concession	95.00	100.00
Events with mixed age categories will be charged at the senior Rate. There will be no charge for charity events/training events or events with less than 25 participants. Events with no entry charge for participants will be charged at the concessionary rate		



	Present charge 2022/23 £	Proposed charge 2023/24 £
<b>Fun days/galas (non-charity)</b> (including VAT)	155.00	163.00
<b>Major Events</b> (including VAT) – charge per day minimum charge, actual rate by negotiation plus additional labour and admin costs	470.00	494.00
<b>Fitness Training Organisation Using Parks</b> (including VAT)		
Rate per session		
Large/Medium organisation using one or more sites	0.00	0.00
Small organisation using one site only	0.00	0.00

This Charge was removed for 2021/22 due to Covid and promoting outdoor Physical activity. Organisations must provide all necessary insurance and risk assessment documents.

### Allotments

	Present Charge for 12 months (Effective 01/01/23)		Proposed Charge for 12 months (Effective 01/01/24)		Proposed Charge for 12 months (Effective 01/01/25)	
	Full	Concession	Full	Concession	Full	Concession
Per plot – standard plot size 250m <sup>2</sup>	37.00	18.50	38.00	19.00	39.00	19.40
Water charge per plot 126m <sup>2</sup> and above	21.00	n/a	21.00	n/a	21.00	n/a
Water charge per plot 125m <sup>2</sup> and below	10.50	n/a	10.50	n/a	10.50	n/a

The 2025 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.

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 three months of the year. There is also no water charge from October for the final three months.

**Cemeteries**

Charges for facilities (including VAT where applicable)	Persons 18 Years and over		Persons 17 Years and under	
	2022/23 £	2023/24 £	2022/23 £	2023/24 £
<b><u>Administration Fees</u></b>				
Purchase right of burial, including register of deed. # (All graves including vaults).	765.00	804.00	765.00	804.00
Right to construct a vault.	790.00	830.00	790.00	830.00
<b><u>Interment Fees</u></b>				
(Both earth graves and vaults)				
4'6" (new and re-open)	785.00	825.00	Nil	Nil
6' (new and re-open)	850.00	893.00	Nil	Nil
8' (new and re-open)	940.00	987.00	Nil	Nil
10' (pre-purchased) *	1,130.00	1,187.00	Nil	Nil
<b><u>Cremated remains</u></b>				
Purchase plot, including register of deed.	235.00	247.00	235.00	247.00
Interment of cremated remains. ~ Rate for 2 caskets at the same time is 1.5 the standard rate.	215.00	226.00	Nil	Nil
Scattering of cremated remains in Garden of Remembrance or on purchased grave space.	44.00	46.00	Nil	Nil
Exhumation of cremated remains	215.00	226.00	Nil	Nil
Concrete Pre Excavated Burial Figure includes: Purchase right of burial including register of deed, interment fee for 6' grave, right to construct a vault fee and single interment surcharge. The persons under 17 charge does not include the interment fee in line with other burials.	2,760.00	2,898.00	1,910.00	2,006.00

\*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.

The definition of persons 17 years and under includes Stillborn (after 24 weeks gestation) and Non-Viable Foetus (pre 24 weeks gestation).

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 £189.00 (except when direct to a pre-excavated vault at Chilwell Cemetery.)

Weekend and Bank Holiday Surcharge – To cover the associated costs of providing the service, there is an additional fee of £126.00 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) - £373.00 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.

Unused and unwanted graves can be bought back by the deed holder at the current grave purchase fee minus a £50.00 administration charge

A charge for cancellation of a burial within 48 hours of the funeral will be applied. This will be the interment rate for the cancelled burial.

Late arrival of the funeral at the cemetery. A charge of £100.00 will be applied unless prior notice of the delay is provided.

Charges for facilities (including VAT where applicable)	All Ages 2022/23 £	All Ages 2023/24 £
<u>Memorials</u>		
Right to erect headstone with inscription	215.00	226.00
Right to erect small headstones with inscription (permitted only in areas with existing kerbstones only).	215.00	226.00
Right to erect kerbstones with inscription (permitted in areas with existing kerbstones only)	595.00	625.00
Right to erect cremated remains/grave plaque with inscription.	130.00	137.00
Right to additional inscription on all memorials	44.00	46.00
Vase with inscription up to 450mm in height.	72.00	76.00
<u>General</u>		
Service in chapel (Beeston Only)	100.00	150.00
Grave transfer fee(Basic)	40.00	42.00
Grave transfer fee(Complex)	65.00	68.00
Genealogy- cost for providing grave location map	10.00	11.00

### 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  
If the grave owner is alive and 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.

## Report of the Monitoring Officer

### SCRUTINY WORK PROGRAMME

#### 1. Purpose of report

The purpose of this report is to make Members aware of matters proposed for and undergoing scrutiny. This is in accordance with all of the Council's priorities.

#### 2. Recommendation

**The Committee is asked to CONSIDER the report and RESOLVE to agree subjects to be considered for review.**

#### 3. Detail

In addition to aligning with corporate priorities members may wish to consider the criteria for topic selection as:

- Issues identified by members as a key issue for the public
- Issue has a significant local impact
- Significant public dissatisfaction (e.g. through complaints)
- Issue raised by auditors
- New government guidance/legislation
- New evidence provided by external organisation
- Poor performance (e.g. evidence from performance indicators)
- High level budgetary commitment
- Pattern of budgetary overspending.

#### 4. The work programme for the next three meetings is as follows

23 February 2023	<ul style="list-style-type: none"> <li>• Consideration of a future work programme</li> </ul>
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#### Background papers

Nil

## APPENDIX

## 1. Topics under review:

Topic	Committee/Group	Start date	Proposed Cabinet submission
Cost of Living	Overview and Scrutiny Committee/Working Group	10/11/22	TBC
Missed Bin Collections	Overview and Scrutiny Committee/Working Group	16/12/22	TBC

## 2. Topics reserved for future consideration:

	Topic	Topic suggested by	Link to corporate priorities/values
1.	Broxtowe Lotto	Councillor S J Carr	A strong caring focus on the needs of all communities
2.	Disabled Facilities Grants	Councillor B C Carr	The Housing aim of a good quality home for everyone
3.	Review of Leisure Provision	Councillor S Easom	Continuous improvement and delivering value for money
4.	Environment Strategy	Overview and Scrutiny Committee	This links to all of the Council's Corporate Priorities.
5.	Child Poverty	Overview and Scrutiny Committee	A strong caring focus on the needs of all communities
6.	Budget Consultation	Overview and Scrutiny Committee	Continuous improvement and delivering value for money
7.	Houses In Multiple Occupation	Overview and Scrutiny Committee	The Housing aim of a good quality home for everyone
8.	Service Provided by the Duty Planning Team and Acknowledgment of Calls	Overview and Scrutiny Committee	Continuous improvement and delivering value for money

	Topic	Topic suggested by	Link to corporate priorities/values
9.	Agile Working	Overview and Scrutiny Committee/Working Group	Continuous improvement and delivering value for money

**3. Topics deferred:**

	Topic	Topic suggested by	Notes	Link to corporate priorities/values
1.	Housing Repairs Review	Councillor P J Owen	This topic has been deferred to allow for services to be reviewed. Committee to be updated at a future meeting from Head of Housing.	Continuous improvement and delivering value for money

**4. Topics suggested for Scrutiny since the last meeting:**

	Topic	Topic suggested by	Expected outcomes	Link to corporate priorities/values
1.	Homes for Life	Cabinet	To ensure that future house designs in the borough considered adaptations for the future needs of residents.	The Housing aim of a good quality home for everyone
2.	Mental Health and Neuro Diversity Challenges	Cabinet	To ensure that employees with mental health and Neuro Diversity challenges are supported.	The aim of continuous improvement

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