

Joint Report of the Chief Executive, the Deputy Chief Executive, the Strategic Director and the Managing Director, Liberty Leisure Limited**BUSINESS PLANS AND FINANCIAL ESTIMATES 2021/22 - 2023/24****1. Purpose of report**

To consider proposals for business plans; detailed revenue budget estimates for 2021/22; capital programme for 2021/22 to 2023/24; and proposed fees and charges for 2021/22 in respect of the Council's priority areas.

2. Detail

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

Under the Constitution, financial and business planning is reported to the Committee which has primary responsibility for oversight of the relevant corporate priority areas and related services, in this case Leisure and Health.

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) and the proposed Bereavement Services Business Plan (appendix 1d) are 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.

Following consideration by the respective Committees, a summary of the estimates, including any changes recommended, will be presented to the Finance and Resources Committee on 11 February 2021 for consideration and recommendation to Full Council on 3 March 2021.

Recommendations

- 1. The Committee is asked to RESOLVE that the Health Business Plan, the Bereavement Services Business Plan be APPROVED.**
- 2. The Liberty Leisure Limited Business Plan be NOTED.**
- 3. The Committee is asked to RECOMMEND that the Finance and Resources Committee recommends to Council that the following be APPROVED:**
 - a) The detailed revenue budget estimates for 2021/22 (base) including any revenue development submissions.**
 - b) The capital programme for 2021/22 to 2023/24**
 - c) The fees and charges for 2021/22.**

Background Papers: Nil

APPENDIX 1**Introduction**

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

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

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

Within the Health Business Plan and the Bereavement Services Business Plan, 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 2021/22 as a fixed fee (referred to as a Third Party Payment). Any variation against the fee paid for 2021/22 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 2021/22 as further information and resources become available, thus ensuring that the service and financial planning framework is a fluid process.

Business planning

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

This report deals with the Health Business Plan and the Bereavement Services Business Plan and associated budgets covering these priority areas and with the Liberty Leisure Business Plan which supports the aims of the Council through the proposed delivery of leisure services. The Council's corporate objectives and aims, as included in the Corporate Plan, 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 2020/21 revised estimate as of December 2020 and the 2021/22 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 2021/22 base figures in this report:

- a) Allowance for certain inflationary pressures including the pay award and cost of utilities. These allowances are guided by the best indications available at the time.
- b) Anticipated additional income within the General Fund and the Housing Revenue Account (HRA) arising from the review of fees and charges.
- c) The revenue effects of the 2021/22 capital programme including the cost of any new borrowing to support the capital programme.
- d) Any revenue developments.

The classification of expenditure shown in the revenue estimates is based on the CIPFA Standard Accounting Classification. The following shows the type 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 updated priorities have been updated have been developed within the context of national, regional and countywide plans and priorities with the aim being to align these with our own aspirations wherever possible.

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

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

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

Ready for change: *innovation and readiness for change*

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

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

Transparent: *integrity and professional competence.*

Objectives

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

The priorities and objectives for **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 2021–2024Introduction

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 **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 quarterly by this Committee. The Policy and Performance Committee also receives a high level report of progress against Corporate Plan priorities on a quarterly basis.

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 2017/18	Achieved 2018/19	Achieved 2019/20	Target 2020/21	Target 2021/22	Future Years	Indicator Owner and Comments (incl. benchmarking)
Promote healthy and active life styles in every area of Broxtowe (He1)							
Inactive Adults in Broxtowe Borough % (LLLocal_G09)	23.7%*	18.4%**	19.5%	20%	20%	20%	Data from the annual Sport England 'Active Lives Survey' *Reported October 2018 **Reported October 2019
Air Quality – number of NO ₂ diffusion tube samples with annual mean reading at or below 40 micrograms m ⁻³ (ComS_090)	-	-	40 (100%)	40 (100%)	40 (100%)	40 (100%)	Chief Environmental Health Officer Annual figure
Come up with plans to renew our leisure facilities in Broxtowe Borough Council (He2)							
Linked to Key Tasks	-	-	-	-	-	-	This is a key task
Support people to live well with dementia and support those who are lonely or who have mental health problems (He3)							
Dementia friends trained (ComS_091)	n/a	74	90	80	90	90	Chief Communities Officer

Indicator Description (Pentana Code)	Achieved 2017/18	Achieved 2018/19	Achieved 2019/20	Target 2020/21	Target 2021/22	Future Years	Indicator Owner and Comments (incl. benchmarking)
Personal wellbeing score (Life Satisfaction) for the borough (out of 10) from Office of National Statistics (ComS_092)	7.1	7.8	7.9	8.0	8.1	8.1	Chief Communities Officer This data measures how satisfied people are with their life overall where "0" is not at all satisfied and "10" is completely satisfied

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 2017/18	Achieved 2018/19	Achieved 2019/20	Target 2020/21	Target 2021/22	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 – (%))	349 98%	204 97%	172 97%	- 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 target, just response rate.
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 – (%))	26 100%	32 91%	28 100%	- 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 target, just response rate.

Indicator Description (Pentana Code)	Achieved 2017/18	Achieved 2018/19	Achieved 2019/20	Target 2020/21	Target 2021/22	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%	100%	100%	100%	100%	Chief Environmental Health Officer All undertaken in second half of year

KEY TASKS AND PRIORITIES FOR IMPROVEMENT 2021/23 – 2023/24 INCLUDING COMMERCIAL ACTIVITIES

Pentana Code	Description	Targeted Outcome	Partnership/ Procurement Arrangement	Officers Responsible/ Target Date	Budget Implications/ Efficiencies/Other comments
COMS 2124_04	Monitor and update Health and Older People Partnership Action Plan (NEW)	Improvement in the health and wellbeing (including mental health) of people in the borough, particularly older people	Agencies working as part of Broxtowe Partnership	Chief Communities Officer March 2022	Within existing budget
COMS 2124_05	Monitor and update Dementia Partnership Action Plan (NEW)	Improved awareness of issues surrounding dementia and better access to support for those with dementia and their carers / families	County Council / Voluntary Sector / Health	Chief Communities Officer March 2022	Within existing budget
COMS 2124_06	Monitor and update Child Poverty Action Plan (NEW)	Reduction of child poverty levels in the borough	Broxtowe BC Departments	Chief Communities Officer March 2022	Within existing budget
COMS 2124_07	Monitor and update Children and Young Persons Partnership Action Plan (NEW)	Improvement in the wellbeing of people in the borough, particularly children and young people	Agencies working as part of Broxtowe Partnership	Chief Communities Officer March 2022	Within existing budget

Pentana Code	Description	Targeted Outcome	Partnership/ Procurement Arrangement	Officers Responsible/ Target Date	Budget Implications/ Efficiencies/Other comments
COMS 2124_08	Monitor and Update Mental Health Action Plan	Improvements in the Mental Health and wellbeing of people In the Borough.	Agencies working as part of Broxtowe Partnership	Chief Communities Officer March 2022	Within existing budget
COMS 2124_03	Produce DEFRA Annual Air Quality Status Report (NEW)	Council has a fit for purpose Air Quality Status Report highlighting current status and potential actions.	Notts authorities	Chief Environmental Health Officer June 2021	Within existing budget
COMS(H) 2023)_01	Produce a new Leisure Facilities Strategy	To have a strategy that details maintaining the provision of 3 leisure facilities with a costed timetable to replace two of the existing facilities	Continuum Sports Consultants Liberty Leisure Limited	Deputy Chief Executive	Budget implications will be determined on completion of the Leisure Facilities strategy
LL1922_S01	Get Active Strategy	Reduce inactivity levels and increase the number of volunteers	Active Nottinghamshire Broxtowe Active School Partnership	Managing Director Start April 2019 End Dec 2022	Work will be contained within existing budgets Performance Indicator Targets monitoring progress of this task are set and managed by Liberty Leisure Limited
LL2023_G07	Explore the feasibility of providing a new Exercise Referral scheme.	Ensure that if a referral scheme is implemented that it will contribute to local health and physical activity targets and is sustainable	Primary Care Network ABL Active Notts	Managing Director Start Jan 2021 End Sept 2021	Identify if there is sufficient professional partner support to ensure a referral scheme is needed and will be utilised To determine the financial feasibility of implementing such a scheme.

Pentana Code	Description	Targeted Outcome	Partnership/ Procurement Arrangement	Officers Responsible/ Target Date	Budget Implications/ Efficiencies/Other comments
LL2023_G08	Implement a new exercise referral scheme if pre planning and partnership feedback supports its feasibility	Contribute to the delivery of the Get Active strategy reducing inactivity levels in the Borough	Public Health Clinical Commissioning Group Active Notts	Managing Director Start Jan 2022 End Mar 2023	150 annual referrals would provide additional £27,000 of income per year would offset the costs of a full time referral officer post (grade 5)

LIBERTY LEISURE BUSINESS PLAN 2021–2024

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)

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 2017/18	Achieved 2018/19	Achieved 2019/20	Target 2020/21	Target 2021/22	Future Years	Indicator Owner and Comments (incl. benchmarking)
Increase the number of people who have active lifestyles (He1)							
Total Attendance for Liberty Leisure Limited (Value stated is the sum of the indicators listed as LLDATA_E03; LLDATA_H01; LLDATA_B01; LLDATA_K01; LLDATA_C01; LLDATA_S01) (Reported as LLLocal_G02)	1.710m	1.744m	1.603m	1.750m	1.058m	1.320m	Event & Museum Manager Leisure Centre Managers 2020-21 will be negatively affected by the pandemic 2021-22 is an estimate of 66% attendance in line with income predictions as the business begins to recover 2022-23 assumes BLC back to normal, CO still on partial opening and that KLC partially opens from April 2022
Inactive Adults in Broxtowe % (LLLLocal_G09)	23.7% Reported Oct 18	18.4% Reported Oct 19	19.5% Reported Oct 20	25%	22%	20%	Managing Director Increases pandemic related Figures obtained from the annual Sport England 'Active Lives Survey'

KEY PERFORMANCE INDICATORS

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

Indicator Description (Pentana Code)	Achieved 2017/18	Achieved 2018/19	Achieved 2019/20	Target 2020/21	Target 2021/22	Future Years	Indicator Owner and Comments (incl. benchmarking)
Total Number of Annual Direct Debits Collected (LLLocal_G06)	88,281	94,711	96,402	96,000	73,000	71,000	Business Manager 2021/22 assumes 33% growth in DDs from revised 2020/21 forecast of 55,000 2022/23 assumes 10% growth in swim school DDs however this is offset by a forecast loss of 56% DDs at KLC if future arrangements are evenings and weekends only
Total Income (excluding management fee) (LLLocal_G05)	£3.423m*	£3.574m	£3.638m	£3.866m	£2.468m	£2.755m	Managing Director All actual figures are taken from the general ledger (not final accounts); includes furlough and excludes appropriations.
Operating Expenditure (including central charges) (LLLocal_G04)	£4.396m	£4.236m	£4,593m	£4.735m	£3.830m	£3.965m	Managing Director All actual figures are taken from the general ledger (not final accounts); excludes capital depreciation and pension back-pay.

Indicator Description (Pentana Code)	Achieved 2017/18	Achieved 2018/19	Achieved 2019/20	Target 2020/21	Target 2021/22	Future Years	Indicator Owner and Comments (incl. benchmarking)
Management Fee from the Council to Liberty Leisure Ltd (LLLocal_G05)	£1.160m	£1.030m	£995,000	£850k	£1.362m	£1.210m	Managing Director Figures assume Events and Museum is merged with service reduction and that there are no further reductions in service beyond those made during 2020/21.
Subsidy per visit (The Council's subsidy based on the annual management fee paid to the company) (LLLocal_G06)	67.8p	59.1p	55.5p TBC	48.6p	£1.35	£1.17	Managing Director Subsidy per head assumes 64% of the 2019/20 attendance is achieved in 2021/22. For 2022/23, 72% of 2019/20 figure is assumed. However, the outcome of negotiations with EMET and KLC will impact on these assumptions
Subsidy per visit (Liberty Leisure Ltd subsidy based on operating incomes and expenditures) (LLLocal_G07)	58.1 pence	38.0 pence	57.8 pence	49.7 pence	£1.35	£1.17	Managing Director Subsidy per head assumes 64% of the 2019/20 attendance is achieved in 2021/22. For 2022/23, 72% of 2019/20 figure is assumed. However, the outcome of negotiations with EMET and KLC will impact on these assumptions
APSE Customer Satisfaction Survey (LLLocal_G08)	70%	80%	83%	N/A	80%	80%	Business Manager No customer survey was completed for 2020/21

KEY TASKS AND PRIORITIES FOR IMPROVEMENT 2021/23 – 2023/24 INCLUDING COMMERCIAL ACTIVITIES

Pentana Code	Description	Targeted Outcome	Partnership/ Procurement Arrangement	Officers Responsible/ Target Date	Budget Implications/ Efficiencies/Other comments
Business Development					
NEW	Grow fitness and swim school memberships	Recover income lost during the lockdowns to return the company's finances to pre pandemic levels	Technogym; Les Mills Innovatise Omnicore Gym Sales Primary Care Network	Leisure Centre Managers; Business Manager Start Apr 2021 End Mar 2024	Baseline, estimated direct debit collections for 2020/21 reduced from 8,000 per month to 4,200 Monthly target 2021/22 is 6,080
NEW	Utilise vacant shop space to increase restricted leisure centre capacities for spin classes	Provide sufficient spin classes to meet demand and improve the retention of fitness customers	Broxtowe Borough Council	Manager BLC Start Jan 2021 End Mar 2023	Minimal running costs £20k Built into growth in fitness memberships
LL2023_G07 <i>Amended detail and dates</i>	Explore the feasibility of providing a new Exercise Referral scheme.	Ensure that if a referral scheme is implemented that it will contribute to local health and physical activity targets and is sustainable	Primary Care Network ABL Active Notts	Managing Director Start Jan 2021 End Sept 2021	Identify if there is sufficient professional partner support to ensure a referral scheme is needed and will be utilised Determine the financial feasibility of implementing scheme.
LL2023_G08 <i>Amended detail and dates</i>	Implement a new exercise referral scheme if pre planning and partnership feedback supports its feasibility	Contribute to the delivery of the Get Active strategy reducing inactivity levels in the Borough	Public Health Clinical Commissioning Group Active Notts	Managing Director Start Jan 2022 End Mar 2023	150 annual referrals would provide additional £27,000 of income per year would offset the costs of a full time referral officer post (grade 5)

Pentana Code	Description	Targeted Outcome	Partnership/ Procurement Arrangement	Officers Responsible/ Target Date	Budget Implications/ Efficiencies/Other comments
LL2023_G02 <i>Amended details</i>	Increasing sales by delivering activities that are outside of the company's core business	Implement a corporate health programme. Increase First Aid training sales Review and improve the Corporate Membership package offered	Personal Trainers NUCO New College Nottm	Business Development Officer Start Apr 2020 End Mar 2023	Programme to be delivered within existing time of the business team. First aid trainer qualification costs contained within training budget Target addition surplus from forecast sales 2021/22 £9,000 2022/23 £11,000
NEW	Improve financial efficiency by reviewing the provision of services provided to the company by Broxtowe Borough Council	Improve financial efficiency in the provision of financial support. Identify opportunity to share financial savings in other services provided by the council to the company	Broxtowe Borough Council Haines Watts Accountants Civica Financials ICT/Payroll	Managing Director Start Apr 2021 End Mar 2022	£25,000 saving based on charges agreed for financial services in 2021/22. Savings on the actual £50,000 saving. Any potential efficiencies identified from other service providers to be considered as opportunities allow
NEW	Improve the functionality of the Liberty Leisure Ltd App	Book direct off a class timetable, intuitive bookings, QR code leisure cards, stream online classes	Innovatise Omnic	Business Manager	£4,500 plus £1,000 ongoing Direct savings £1,000 per year. Improve customer experience
LL1922_G04 <i>Amended target dates</i>	Set up Liberty Leisure Limited as a Direct Debit Bureau	Have the ability to collect direct debits for other organisations	Omnic Bottomline Ice Blue	Business Manager Start Apr 2021 End Mar 2022	Set up costs £14,200 Ongoing costs £2,500 Estimated income from one customer £10,000 in a full year

Pentana Code	Description	Targeted Outcome	Partnership/ Procurement Arrangement	Officers Responsible/ Target Date	Budget Implications/ Efficiencies/Other comments
LL2023_G03	Support people who have been made redundant from work to remain physically active	Provide a short term opportunity to keep people active and to provide a financial stepping stone for people to become members	Job Centre Plus	Business Manager Start Apr 2020 End Mar 2022	A number of details including the length of time that free use will be made available need to be determined before implementation
LL2023_G05	Review concessionary leisure card fees	Introduce an annual charge for the use of the concessionary leisure card	Broxtowe BC	Business Manager Start Apr 2021 End Mar 2022	Additional annual income of £4,000
LL2023_G06 <i>Amended target dates</i>	Develop and implement an intranet for the company	Improve communication across the Liberty Leisure Ltd team	Three65 Media	Business Manager Start Apr 2020 End Mar 2021	Initial order placed and work started before first lockdown. Further £2,000 will be required for identified additional functionality
D.H. Lawrence Birthplace Museum and Events					
LL2023_E01 <i>Amended target dates</i>	Complete a new Cultural Services Strategy	Provide an overview of how the museum and the events programme will be developed and delivered between 2021-2024	Arts Council England Broxtowe Borough Council	Cultural Services Manager Start Apr 2021 End Sept 2021	Develop a joined up approach to both service areas to help develop new ideas to increase community engagement. Subject to funding from BBC for an additional Events Officer
NEW	Reduce the costs of operating the DH Lawrence Birthplace Museum and Community Events	Merge the community events and museum teams. Reduce museum opening times and develop different event/activity opportunities	Broxtowe Borough Council Parish Councils Hemlock Jubilee Committee	Cultural Services Manager Start Apr 2021 End Sept 2021	Forecasted staffing costs of both services before the pandemic was £156,700. The operating events budget was £99,000 Staffing savings of £55,000 plus event operational savings £64,000 Potential savings for a full year £109,000

Pentana Code	Description	Targeted Outcome	Partnership/ Procurement Arrangement	Officers Responsible/ Target Date	Budget Implications/ Efficiencies/Other comments
LL2023_E03	Reinterpret the content and the way the museums artefacts are presented	Refresh the museum to ensure that it continues to attract visitors	Museum Development East Midlands (MDEM) Heritage Lottery Fund	Cultural Services Manager / Museum Collections Officer Start Apr 2021 End Mar 2022	Increasing visits through return visits being encouraged and increased dwell time through new forms of interaction with the collection
Leisure Centres					
LL2023_G10 <i>Amended target dates</i>	Increase children's birthday party provision. Improve and expand existing party provision.	To increase the number of birthday parties delivered across Liberty Leisure Ltd each year	None	Business Development Officer Start Apr 2021 End Mar 2022	Increase surplus from the delivery of birthday parties by £5,200 in year one.
NEW	Re use partially developed space to add changing capacity for public and swim lessons at Kimberley Leisure Centre	To enable KLC to maximise its swimming income potential for 2021-22	None	KLC Manager Start Jan 2021 End Mar 2022	Expected swim income without development is £14,600 per month. Additional income and staff savings with the development is £6,550 per month. Cost of development is £36,300. Payback period 6 months from completion of the project. £41,400 surplus (post covid comparisons).
Get Active					
LL1922_S01 <i>Amended end date</i>	Implement the Get Active Strategy	Reduce inactivity levels and increase the number of volunteers	Primary Care Network Active Nottinghamshire Broxtowe Active School Partnership	Managing Director Start Apr 2019 End Dec 2022	Work will be contained within existing budgets Targets are detailed in company's performance data

Pentana Code	Description	Targeted Outcome	Partnership/ Procurement Arrangement	Officers Responsible/ Target Date	Budget Implications/ Efficiencies/Other comments
NEW	Develop new partnerships to increase utilisations of vacated space	Recover lost income following the lockdowns by generating new business utilising vacated spaces Development of targeted activity for vulnerable people activity at Chilwell Olympia	ABL Primary Care Network Notts County Council	Leisure Centre Managers Business Development Start Jan 2021 End March 2023	£10,000 additional income 2021/22 £20,000 additional income 2022/23
LL2023_S01 <i>Amended dates</i>	Formalising volunteering opportunities available through Liberty Leisure Limited	Improving the volunteer experience by introducing a new volunteer policy, online application package and personalised welcome. Increase the number of people volunteering through the company	Volunteer Action Bureau	Sports Development Officers Start Apr 2020 End Mar 2023	£3,000 is the identified annual cost of supporting volunteers through contributing to expenses incurred. This cost will be retained within the existing revenue budget
Broxtowe Borough Council & Liberty Leisure Ltd					
LL2023_C01 <i>Amended details and target dates</i>	Investigate potential partnership funding, planning potential and local support to develop a full size 3G football pitch at Chilwell Olympia	Increase attendance and income through football activities	Football Foundation Chilwell School Broxtowe Borough Council	Deputy Chief Executive / Leisure Facility Strategy working group Managing Director Start Apr 2022	Estimated additional surplus income from a new MUGA alone is £68,000 per year. Capital costs will be in excess of £750,000. It is likely that 50% of this cost would need to be found by the Council / School as partner funding. The local football facilities plan completed with the football foundation places this project on the local priority list. <i>This development depends on the outcome of the Council's Leisure Facilities strategy work</i>

Pentana Code	Description	Targeted Outcome	Partnership/ Procurement Arrangement	Officers Responsible/ Target Date	Budget Implications/ Efficiencies/Other comments
LL2023_G11 Amended dates	Installation of new fitness equipment at each of the leisure facility sites	Maintain existing fitness membership income Ensure equipment maintenance costs remain within existing revenue budgets	Procurement to be made available to all potential suppliers	Deputy Chief Executive Managing Director Start Jan 2022 End Jan 2023	Capital expenditure £600,000 Additional items include digital solutions to support customer use of the hardware, approximate costs £20k per year Extend the Global Support contract as an alternative to replacing the equipment. Move equipment replacement to Dec/Jan 2023. £30k estimated for Global Support, included in the capital programme. Target dates to be reviewed depending on the implementation of the council's Leisure Facility Strategy

APPENDIX 1D

BEREAVEMENT SERVICES BUSINESS PLAN 2021–2024

Introduction

An extract of the proposed Bereavement Services 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 Broxtowe Corporate Plan priorities. It also considers the equivalent corporate objectives of Erewash Borough Council.

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

The Business Plan covers a three-year period but will be revised and updated annually. Detailed scrutiny of the 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 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 2017/18	Achieved 2018/19	Achieved 2019/20	Target 2020/21	Target 2021/22	Future Years	Indicator Owner and Comments (incl. benchmarking)
Net surplus/(cost) of bereavement services to Broxtowe * (BSLocal_06)	£181k	£239k	£364k	£202k	£298k	£298k	Head of Finance Services

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 2017/18	Achieved 2018/19	Achieved 2019/20	Target 2020/21	Target 2021/22	Future Years	Indicator Owner and Comments (incl. benchmarking)
Crematorium surplus revenue distribution to Broxtowe (BSLocal_06a)	£280k	£400k	£500k	£300k	£300k	£400k	Head of Finance Services
Net surplus/(cost) of Broxtowe cemeteries (BSLocal_06b)	(£99k)	(£161k)	(£136k)	(£98k)	(£102k)	(102k)	Head of Finance Services

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

KEY TASKS AND PRIORITIES FOR IMPROVEMENT 2021/23 – 2023/24 INCLUDING COMMERCIAL ACTIVITIES

Pentana Code	Description	Targeted Outcome	Partnership/ Procurement Arrangement	Officers Responsible/ Target Date	Budget Implications/ Efficiencies/Other comments
BS1417_06	Sell and develop the land behind the crematorium	Capital receipts, housing development, landscape buffer, replacement cremators	In conjunction with adjacent landowners, tendered cremator replacement	Head of Property Services March 2022	Capital receipt
BS1417_11	Complete essential remedial work to memorials in Broxtowe cemeteries.	Memorial safety	External specialist	Parks and Green Spaces Manger Timescale March 2023 to finish all Borough cemeteries	Cemeteries at Kimberley, Stapleford and Beeston are complete. The next cemetery to be undertaken will be Chilwell in accordance with the initial priority assessment of all 5 cemeteries
BS1417_12	Undertake memorial inspections in Broxtowe closed churchyards	Memorial safety	External specialist	Parks and Green Spaces Manager Projected start April 2023; completion by March 2025	This work will follow the work in the Boroughs cemeteries
BS1417_13	Commence essential remedial work to memorials in Broxtowe closed churchyards	Memorial safety	External specialist	Parks and Green Spaces Manager Projected start October 2023; completion by March 2025	Part of above with any priority works undertaken as part of memorial safety programme of works in the cemeteries
BS1922_01	Implement Crematorium works programme 2021-2024	As per the BBSJC reports	Variety of external contractors	Capital Works Manager Bereavement Services Manager March 2024	All fully funded via the approved medium term financial strategy

Pentana Code	Description	Targeted Outcome	Partnership/ Procurement Arrangement	Officers Responsible/ Target Date	Budget Implications/ Efficiencies/Other comments
BSDP 2023_01	Complete memorial inspections in Broxtowe cemeteries	Memorial safety	External specialist	Parks and Green Spaces Manager Timescale March 2023 to finish all Borough cemeteries	
NEW	Investigate potential to connect to main sewer within the new development at the land adjacent to the crematorium	Improved foul and surface water drainage system to reduce maintenance costs and the possibility of flooding	External Developers	Head of Asset Management March 2024	Funding implications to be considered as part of medium term financial strategy
NEW	Upgrade of bereavement software	Improve management of the cemetery and crematorium services	External Parties	Head of Environment Bereavement Services Manager March 2022	Within existing budgets
NEW	Make Bramcote Crematorium the crematoria of choice within the local area	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