

**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.

## 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 (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)
Dementia friends trained (ComS_091)	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 (ComS_092)	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.

<b>Action (Pentana Code)</b>	<b>Targeted Outcome</b>	<b>Partnership / Procurement Arrangement</b>	<b>Officers Responsible / Target Date</b>	<b>Budget Implications / Efficiencies / Other comments</b>
Deliver Museum Strategy and Forward Plan <b>CCCS2326_H01</b> (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

**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 <a href="#">LLLocal_G02</a>	1,743,511	1,685,140	237,626	913,122	Original 887,100 <i>Revised</i> 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) <a href="#">LLLocal_G12</a>	8,040	8,175	1,410	6,691	7,000 <i>Revised</i> 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 <a href="#">LLLocal_G06</a>	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 <a href="#">LLLocal_G13</a>	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) <a href="#">LLLocal_G05</a>	£3.574m	£3.857m	£3.350m	£2.955m	£3.073m	£3.249m	£3.336m	Managing Director
Operating Expenditure (including central charges) <a href="#">LLLocal_G04</a>	£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 <a href="#">LLData_G05</a>	£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 (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)
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 (Pentana Code)	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 <a href="#">LL2326_04</a> (New)</p>	<p>To identify achievable operating efficiencies to implemented</p>	<p>Active 4 Today Broxtowe Borough Council</p>	<p>Managing Director  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 (Pentana Code)	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.