



29 November 2017

Dear Sir/Madam

A meeting of the Leisure and Environment Committee will be held on Thursday, 7 December 2017 in the New Council Chamber, Foster Avenue, Beeston, commencing at 7.00pm.

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: J S Briggs L A Lally
 S J Carr P J Owen
 E Cubley M E Plackett (Vice Chair)
 R H Darby C H Rice
 S Easom (Chair) R S Robinson

AGENDA

1. APOLOGIES FOR ABSENCE
2. DECLARATIONS OF INTEREST

Members are requested to declare the existence and nature of any disclosable pecuniary interest and/or other interest in any item on the agenda.

3. MINUTES PAGES 1 - 4

The Committee is asked to confirm as a correct record the minutes of the meeting held on 27 September 2017.

4. COLLIERS WOOD – ACTIVITY SPACE PAGE 5

To advise the Committee of success in receiving external funding towards the cost of creating an activity space at Colliers Wood based around two old mining winding wheels and an area for outdoor learning and to recommend that the Finance and Resources Committee agree the inclusion of this scheme in the 2017/18 capital programme.

5. PROPOSED CLOSURE OF ST PATRICK'S CHURCHYARD, NUTHALL FOR BURIALS PAGES 6 - 8

To consider future landscape and maintenance works together with the financial implications relating to the proposed closure of St Patrick's Churchyard, Nuthall for burials.

6. PLAY AREA AND PARKS/OPEN SPACE IMPROVEMENTS 2018/19 AND 2019/20 PAGES 9 - 10

To consider works to improve the play areas and parks/open spaces in the Borough during the financial years 2018/19 and 2019/20.

7. GARDEN WASTE SUBSCRIPTION CHARGES FOR 2018/19 PAGES 11 - 14

To seek approval for the 2018/19 subscription fees for the garden waste collection service.

8. UPDATE ON THE REFUSE RESCHEDULE PAGES 15 - 32

To update members on the progress of the refuse reschedule

9. PERFORMANCE MANAGEMENT – REVIEW OF BUSINESS PLAN PROGRESS – LIBERTY LEISURE LIMITED PAGES 33 - 40

To report progress against outcome targets identified in the Liberty Leisure Business Plan that provides continuity of projects and performance from the existing Council run Leisure and Cultural Services through to the formation of the Liberty Leisure

10. PERFORMANCE MANAGEMENT – REVIEW OF BUSINESS PLAN PROGRESS – ENVIRONMENT PAGES 41 - 46

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

11. WORK PROGRAMME PAGE 47

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

LEISURE AND ENVIRONMENT COMMITTEE

27 SEPTEMBER 2017

Present: S Easom, Chair

Councillors: J S Briggs
S J Carr
R H Darby
D A Elliott
L A Lally
J M Owen
P J Owen
C H Rice

Apologies for absence was received from Councillors R Darby, R Jackson, M Plackett and M Radulovic MBE.

11. MINUTES

The minutes of the meeting held on 14 June 2017 were confirmed and signed.

12. DECLARATIONS OF INTEREST

There were no declarations of interest.

13. MOUNTAIN BIKING IN HEMLOCKSTONE WOODS

The Committee received an update on the progress made in regards to managing mountain biking within Hemlockstone Local Nature Reserve. It was reported that the Council continued to work with voluntary mountain biking organisations to help safeguard the nature reserve. Furthermore, the Council had received no complaints in respect to mountain biking since the management options had been introduced.

RESOLVED to support the on-going use of the Hemlockstone Woods for mountain biking working in partnership with the users of the site to control the environmental impact.

14. PARKS AND OPEN SPACES IMPROVEMENTS 2017/18

The Committee was informed of the Section 106 parks and open spaces contribution from a developer to fund footpath improvement and fencing works at Hall Om Wong, Kimberley. The allocation was originally in the 2016/17 capital programme but had been carried forward to 2017/18. The

sum that had been received from the developer for these improvements had been confirmed as £15,550.

RESOLVED that 2017/18 capital programme allocation for parks and open spaces improvements from developer contributions be amended from £14,850 to £15,550 and be used for footpath improvement and fencing works at Hall Om Wong, Kimberley.

15. BRAMCOTE HILLS PARK – CATERING AND TOILET FACILITY

The Committee was informed of the progress made in respect of the proposal to create a catering and toilet facility at Bramcote Hills Park. The Committee raised concerns regarding the proposal to explore the opportunity to voluntary charge for the use of the car park. A recorded vote was requested in order to establish that the voluntary charge for the use of the car park should be removed from future consideration by Councillor S J Carr and seconded by Councillor R Robinson. The voting was as follows:

<u>For</u>	<u>Against</u>	<u>Abstention</u>
C H Rice	S J Carr	
P J Owen	R S Robinson	
J S Briggs	D A Elliot	
E Cubley		
M Brown		
J M Owen		

RESOLVED to make clear that charging for car parking should not be considered in the future.

16. PLAY STRATEGY 2017-2025

The Committee noted the Play Strategy 2017-2025. The Council, in conjunction with Groundwork Greater Nottingham, consulted local children at schools in Broxtowe to identify issues relating to existing play provision and priorities for improvement. The Strategy provides evidence, based on current and future needs, with priorities for play area improvements to ensure there was accessible and high quality play areas in the borough.

RESOLVED that the Play Strategy 2017-2025 be approved.

17. OUTCOME OF CONSULTATION EXERCISE AND CHARGES AND COLLECTION FREQUENCIES FOR WASTE PRODUCED FROM COMMERCIAL AND HOUSEHOLD (NON-DOMESTIC) PREMISES

The Committee was updated on the outcome of the consultation exercise undertaken in relation to changing the waste collection frequencies for places of religious worship. It was proposed to change the frequency of collection from weekly to fortnightly. To offset the change in frequency, it was

established that the provision of an additional residual bin would mitigate the impact. Cost savings and efficiencies would be generated through fuel savings and improved utilisation of resources. It was estimated that savings of up to £2,000 would be achieved.

RESOLVED that the collection frequencies and charging mechanisms for properties producing commercial and household waste (non-domestic) in accordance with Appendix 2 be approved.

18. UPDATE ON THE REFUSE RESCHEDULE

The Committee received an update on the refuse reschedule review. The purpose of the review was to develop rescheduled rounds that reflect optimised routing which would enable financial savings. It was noted that within the revised routes there was need to build sufficient capacity to enable the collection of bins from new builds as well as the adoption of modern working practices. It was reported that the Council was to undertake an extensive communication exercise in order to relay any changes to the refuse reschedule.

19. INTEGRATED MANAGEMENT SYSTEM

The Committee reviewed the option to further investigate an Integrated Management System for the Environment Division. It was noted that the current system was obsolete and no longer represents value for money. An updated system would integrate both the front and back office aspects of the refuse, grounds maintenance and street cleansing services.

RESOLVED that further investigations into an Integrated Management System be approved.

20. COLLECTION DEVELOPMENT POLICY 2017-2021 D H LAWRENCE BIRTHPLACE MUSEUM

The Committee noted the Collections Development Policy 2017-2021 for the D H Lawrence Birthplace Museum. It was reported that Broxtowe Borough Council was the owner of the D H Lawrence Birthplace Museum and Liberty Leisure was responsible for the management of the museum. Consequently, a policy about the development of collections, including acquisition and disposal of museum objects, must be a Broxtowe Borough Council policy. Acquisitions and disposals would be made by the Council on the advice of the D H Lawrence Birthplace Museum's professional museum staff and in accordance with the proposed policy.

RESOLVED that the adoption of the Collections Development Policy 2017–2021 for the D H Lawrence Birthplace Museum be approved.

21. PERFORMANCE MANAGEMENT – REVIEW OF BUSINESS PLAN PROGRESS – ENVIRONMENT

The Committee noted a report on the progress against outcome targets identified in the Environment Business Plan, Corporate Plan priorities and objectives for the Environment. The Committee raised concerns over the continuation of the Investors in the Environment. It was noted that the Council had been accredited by the Investors in the Environment, however did not have the resources to renew the accreditation. It was highlighted that by not renewing the accreditation the Council would not be able to use the Investors in the Environment logos but would retain the standard set by the organisation.

RESOLVED that (ENV1620_8) reaccreditation for Investors in the Environment not be sought in the future.

22. PERFORMANCE MANAGEMENT – REVIEW OF BUSINESS PLAN PROGRESS – LIBERTY LEISURE

The Committee noted a report on the progress against outcome targets identified in the Liberty Leisure Business Plan that provides continuity of projects and performance from the existing Council run Leisure and Cultural Services through to the formation of Liberty Leisure. It was proposed that Liberty Leisure was to explore the option to offer various services, such as direct debit collection to external organisations. It was estimated that business could increase by 20% by offering these services to outside organisations.

23. WORK PROGRAMME

The Committee requested that a report containing a full review of Liberty Leisure services be provided at the next meeting.

RESOLVED that the work programme be approved.

Report of the Interim Strategic Director

COLLIERS WOOD – ACTIVITY SPACE1. Purpose of report

To advise the Committee of success in receiving external funding towards the cost of creating an activity space at Colliers Wood based around two old mining winding wheels and an area for outdoor learning and to recommend that the Finance and Resources Committee agree the inclusion of this scheme in the 2017/18 capital programme.

2. Background

The Friends of Colliers Wood Group has long aspired to install two segments of a pit shaft winding wheel at the Colliers Wood Local Nature Reserve. This would be both a prominent feature and reminder of the site's industrial heritage.

This potential addition is recognised in the Green Flag Management Plan for the site. The wheel segments were acquired by the Friends of Colliers Wood Group over a decade ago and have been kept in storage by a local firm (Caunton Engineering) who have agreed, at no cost, to refurbish them and install them once the plinths have been formed.

The estimated cost of creating the activity space as set out above is £13,800.

3. Financial implications

The Friends of Colliers Wood Group has been actively fundraising towards the project and, to date, has collected almost £3,700. Using this sum as match funding, along with an 'in kind' contribution of £6,000 from Caunton Engineering, the Council made a bid to Waste Recycling Environmental Ltd (WREN) for financial assistance. WREN is a not for profit organisation that awards grants to community projects from funds donated through the Landfill Communities Fund. The Council has been informed that its bid has been successful and that it is to receive £10,100 towards the cost of the scheme.

A condition of the award from WREN is that the Council will need to find 10.75% of this sum (£1,086) as a 'contributing third party payment' and this will come from the Open Spaces revenue budget.

Recommendation

The Committee is asked to RECOMMEND to the Finance and Resources Committee that a supplementary capital estimate of £13,800 be approved to create an activity space at Colliers Wood with funding of £3,700 from the Friends of Colliers Wood Group and £10,100 from WREN.

Background papers

Nil

Report of the Interim Strategic Director

**PROPOSED CLOSURE OF ST PATRICK'S CHURCHYARD,
NUTHALL FOR BURIALS**1. Purpose of report

To consider future landscape and maintenance works together with the financial implications relating to the proposed closure of St Patrick's Churchyard, Nuthall for burials.

2. Background

St Patrick's Churchyard at Nuthall is currently maintained by the church. However, there is no ground available for new burials and as such the church has applied to close the churchyard for new burials and requested that the Council takes over responsibility for maintenance. This is in accordance with the Local Government Act 1972 which states that where a churchyard has been closed the church may serve a written request on the Council to take over maintenance of the churchyard. This is in line with other closed churchyards in the borough which the Council currently maintains. Confirmation has been received from Secretary of State for Justice that this application has been upheld and burials should now be discontinued.

In the case of St Patrick's, the approach to dealing with this proposed transfer of responsibilities is detailed in the appendix.

As part of this approach the church would, as with other closed churchyards, retain responsibility for the on-going management and administration of any future interment of cremated remains or burials in existing graves.

3. Financial implications

It has been estimated that the additional cost to undertake the work included in the first phase of the transfer at the churchyard will be £7,600 per annum. It is proposed that this figure will be taken into account when preparing the 2018/19 revenue budgets.

Recommendation

The Committee is asked to RESOLVE that the phase 1 horticultural maintenance responsibilities for the closed churchyard at St Patrick's, Nuthall transfer to the Council be approved and that an allowance is made in the 2018/19 revenue budget to cover this.

Background papers

Nil

APPENDIX

Proposal for transfer of responsibilities.

The churchyard is divided into a series of distinct areas.

1. The immediate surrounds to the church. A combination of closely mown and collected grass areas together with shrub/flower beds. These are currently maintained by volunteers to a standard in excess of that at other Council maintained churchyards. The volunteers would continue to maintain these areas as they enhance the church as a popular venue for weddings and for regular church services. Similar enhanced maintenance by church volunteers takes place at other closed churchyards.
2. Low maintenance grasslands. A large area of the churchyard has been designated as a Blue Butterfly Grassland by the Nottinghamshire Wildlife Trust. As such it is maintained as an environmental habitat with 2 cuts per year. The church wish for this regime to continue when maintenance transfers to the Council. There will be a requirement to do some pruning work to lift tree crowns to allow better access and clear brambles but this has been allowed for in the costs.
3. An area with minimal intervention under the mature trees and around the back of the churchyard. Again the church has indicated that they wish the current regime to continue but with minor works as necessary to trim back vegetation. This again has been allowed for in the costs.

Areas 2 and 3 would form the first phase of the transfer with the Council taking over maintenance from 1 April 2018.

As part of the transfer of responsibilities with a closed churchyard the Borough Council are required to take over the trees, headstones and boundaries of the site, previously maintained by the church. In the case of St Patrick's the following issues have been identified:

Mature trees – there are a number of large trees on the site, all covered under the Nuthall Conservation Area. A number of these require remedial work. It is therefore proposed that the church undertake a survey of all the trees on the site and then carry out any necessary works prior to any transfer to the Borough Council.

Headstones – these again need checking for stability and any remedial works undertaking prior to a transfer. The church has been given the details of the Council's approved contractor for this type of work.

Boundary wall – the front boundary wall near one of the pedestrian entrances has a crack running through it and again this needs to be rectified prior to any transfer.

It is envisaged that these works will take at least 12 months to complete and therefore any transfer of these maintenance responsibilities is unlikely before 1 April 2019.

This approach helps reduce the immediate financial impact of the Council with the churchyard transferred on a phased basis at a standard where the Council does not have to invest immediately on potentially expensive remedial work.

Report of the Interim Strategic Director

**PLAY AREA AND PARKS/OPEN SPACE IMPROVEMENTS
2018/19 AND 2019/20**1. Purpose of report

To consider works to improve the play areas and parks/open spaces in the borough during the financial years 2018/19 and 2019/20.

2. Background

The Leisure and Environment Committee approved the Council's new Play Strategy 2017- 2025 on 27 September 2017. The strategy details a series of improvement works in the play areas and associated facilities that have been proposed following consultation with local children and the relevant town and parish councils.

In addition a report to the Leisure, Parks and Cemeteries Committee on 22 November 2016 detailed all the parks and open spaces in the borough together with a list of improvement works. It was resolved that this report should be used as the basis for allocating funding for parks and open space improvements and refurbishments.

It is recognised that the works proposed in the Play Strategy and those identified in the report of 22 November 2016 are at present not funded within the capital programme.

It is also recognised that whilst the Play Strategy and the report of 22 November 2016 detail a series of site specific projects, these priorities can alter over time depending on levels of usage, vandalism, equipment failure, etc. It is therefore proposed to consult further with the town and parish councils with regards to their priorities and then bring a report back to the Committee in early 2018 with more information about the proposed works on both Parish/Town Council sites and the Borough Council parks and open spaces.

3. Financial implications

Financial implications are provided in the appendix.

Recommendation

The Committee is asked to RECOMMEND to the Finance and Resources Committee that £250,000 be allocated in the 2018/19 capital programme and £250,000 in the 2019/20 capital programme for improvements to play areas and parks/open spaces.

Background papers

Nil

APPENDIX

Financial implications

The draft capital programme 2018/19 to 2020/21 (along with details of the availability of funding) will be considered by the Finance and Resources Committee on 15 February 2018 before going to full Council on 28 February 2018 for approval.

Proposed financing arrangements for the draft capital programme (either borrowing, capital receipts, grants or revenue contributions) will be presented to the Finance and Resources Committee meeting on 15 February 2018.

Report of the Interim Strategic Director

GARDEN WASTE SUBSCRIPTION CHARGES FOR 2018/191. Purpose of report

To seek approval for the 2018/19 garden waste subscription fees.

2. Background

An income target of £591,000 was set for the 2017/18 subscription period. 19,158 properties have currently subscribed to the 2017/18 service (as of October 2017), so far generating an income of £621,000.

The Council increased the subscription fee for 2017/18 by £1 on the main subscription fee and £2 increase for each additional bin. The number of subscribers in 2017/18 has increased from those in 2016/17 suggesting that the service represents good value for money.

Outlined in the appendix are options relating to the charges for the garden waste collection service for 2018/19.

3. Financial implications

The financial implications of each option are shown in the appendix.

Recommendation

The Committee is asked to RESOLVE that:

- 1. The price for the first bin for 2018/19 be increased to £32.**
- 2. The price for additional bins for 2018/19 be increased to £14.**
- 3. The resolution be recommended to the Finance and Resources Committee for approval.**

Background papers

Nil

APPENDIX

Charges for 2018/191. Comparison of charges

1.1 The table below shows the charges for the kerbside garden waste collection service for all district councils within Nottinghamshire.

Local Authority	Initial bin price (2017/18)	Additional bin price (2017/18)	All year round service
Broxtowe Borough Council	£31	£12	Fortnightly March to November, monthly December through to February
Gedling Borough Council	£34	£13	No collections January and February
Rushcliffe Borough Council	£35	£20	No collections over the Christmas period
Newark and Sherwood (collections are split between Rushcliffe and Mansfield)	£30	£30	Yes
Mansfield District Council	£30	£15	Fortnightly March to November, monthly December through to February
Ashfield District Council	FOC		N/A
Bassetlaw District Council	Garden waste service not offered		N/A

1.2 Whilst the fee of £31 for the first bin is fairly consistent across the Nottinghamshire districts there is a significant difference in the prices charged for the use of additional bins. Broxtowe Borough Council currently charges £12 for each additional bin, which is the lowest in Nottinghamshire for those districts charging for the service.

1.3 By October 2017 1,990 subscribers have paid for the use of additional bins.

2. Charging mechanism

2.1 Residents can currently subscribe to the service in three ways:

- Online
- By telephone
- By using the kiosk (located in Beeston Council Offices)

2.2 Approximately 75% of Broxtowe subscribers use the online payment system. Online subscription is by far the cheapest and easiest payment method and equates to a cost of £0.09 per transaction.

3. Options for charges

3.1 Different proposed charges for 2018/19 are shown in the tables below. The figures used in the tables are based on 19,158 subscribers (the number as at October 2017).

3.2 The different options illustrate the projected income based on different prices for the first and additional bins.

		Projected income from first bins				
Number of bins	Number of subscribers	£31 (Current price)	£32 (Increase £1)	£33 (Increase £2)	£34 (Increase £3)	£35 (Increase £4)
1	19,158	£593,898	£613,056	£632,214	£651,372	£670,530
Potential additional income		0	£19,158	£38,316	£57,474	£76,632

		Projected income from additional bins				
Number of additional bins	Number of subscribers	£12 (current price)	£13 (Increase £1)	£14 (Increase £2)	£15 (Increase £3)	£16 (Increase £4)
1	1776	£21,312	£23,088	£24,864	£26,640	£28,416
2	155	£3,720	£4,030	£4,340	£4,650	£4,960
3	49	£1,764	£1,911	£2,058	£2,205	£2,352
4	3	£144	£156	£168	£180	£192
5	5	£300	£325	£350	£375	£400
6	1	£72	£78	£84	£90	£96
9	1	£108	£117	£126	£135	£144
Total		£27,420	£29,705	£31,990	£34,275	£36,560
Potential additional income		0	£2,285	£4,570	£6,855	£9,140

4. Risks

4.1 Increasing the price may increase the risk that customers do not re-subscribe. From the 2016/17 season approximately 2,000 customers did not re-subscribe

to the service in 2017/18. However, the number of new subscribers has meant that the overall total number of customers has increased by 442 (October 2017) from the previous year.

4.2 The fact that the service will also reduce to a monthly collection during the winter months does not appear to have deterred residents from subscribing.

5. Recommendations

5.1 The following charges are proposed:

- The price for the first bin is increased to £32.
- The price for additional bins is increased to £14.

5.2 It is envisaged that the small price increase on the first bin will have minimal effect on the customer base whilst at the same time generating additional income in the region of £19,158.

5.3 It is envisaged that the price increase for the additional bin will have minimal effect on the customer base and will generate additional income in the region of £4,570.

5.4 Analysis of the current year's subscription numbers suggests that these changes will not have any major effect on the customer base or the Council's recycling rate.

5.5 The price increases and changes in collection frequency will ensure that the provision of the garden waste collection service is in line with neighbouring authorities.

Report of the Interim Strategic Director

UPDATE ON THE REFUSE RESCHEDULE1. Purpose of report

To update members on the progress of the refuse reschedule.

2. Background

The revised collection rounds come into effect on 4 December 2017. A Refuse Reschedule update report was presented to the Leisure and Environment Committee on 27 September 2017.

This report outlines details of the Communications Plan setting out how the Council intends to communicate with residents regarding changes to the refuse and recycling service.

A brief overview of the project is contained in the appendix and the Communications Plan is circulated separately with the agenda.

3. Financial implications

As previously reported it is anticipated that the re-schedule will generate savings in the region of £50,000 per annum through a reduction in the vehicle fleet.

It is also anticipated that the optimised collection routes could provide fuel savings of up to £10,000 per annum.

The savings in running costs (fuel, maintenance etc) will be reflected in the 2017/18 outturn (past year) and in the 2018/19 revenue budget (full year).

The requirement for a reduced vehicle fleet following the introduction of the revised collection rounds will be reflected in the capital programme 2018/19 to 2020/21.

Recommendation

The Committee is asked to NOTE the report.

Background papers

Nil

APPENDIX 1

1. Refuse Reschedule Background

In September 2016 the Environment and Committee Safety Committee adopted the recommendation to review the waste collection service. The purpose of the review was to develop rescheduled rounds that reflected optimised routing leading to financial savings. The revised routes now have sufficient capacity to enable the collection of bins from new builds as well as the adoption of modern working practices.

2. Revised Rounds

As previously reported, 47 scheduled new rounds have been created based on a workload of approximately 1,150 properties per round. The new rounds will ensure that collection crews are legally compliant with regards to breaks and that collection weights for vehicles are balanced.

The new rounds will also allow the crews time to check and monitor contamination within the recycling bins. The rounds are also structured in zones to ensure collection efficiency and fuel savings.

3. Residents affected by the Reschedule

The review resulted in approximately 30% of properties having their bin collection day changed. To ensure a successful change over it is recognised that good communication is vital and a communications plan has been developed.

Areas affected by the changes are generally widespread throughout the borough.

4. Communication Strategy

The Communication Strategy is shown in Appendix 2. The strategy uses both traditional paper based communication techniques and modern media practices.

Information and extra collections have been arranged for all households waiting three days or more as a consequence of the reschedule.

5. Member Workshops

Two member workshops were delivered on 31 October 2017 and 1 November 2017. At the workshop members were given a detailed insight into the reschedule and how this may affect the residents in their wards.

A briefing package was produced and circulated to members.



Broxtowe
Borough
COUNCIL

REFUSE CHANGES 2017 - COMMUNICATIONS PLAN

1. Background

In September 2016 the Environment and Committee Safety Committee adopted the recommendation to review the waste collection service. The purpose of the review is to develop rescheduled rounds that reflect optimised routing which would enable financial savings. Within the revised routes there is sufficient capacity to enable the collection of bins from new builds as well as the adoption of modern working practices.

The subsequent revision of the rounds will result in there being changes to collection days and schedules.

2. Objectives

The objective of this document is to set out how any changes as a result of the reschedule will be communicated to our residents and members. A planned communication plan will allow us to:

- Ensure that residents are aware of the changes to bin collections
- Proactively manage any adverse publicity relating to the changes
- Ensure members and officers have a consistent message to share with residents.

3. Key dates

The revised collection rounds will become effective from week commencing 4 December 2017. The key dates between now and the implementation date are shown below:

Dates	Activities
Late October and November	Warning and informing
4 – 26 November	New calendars delivered
20 November – 3 December	Countdown to go live
4 December	New collections start
4 December – 17 December	Transitional arrangements in place Reactive communications to respond to queries and address common issues
18 December – 7 January 2018	Promotion of Christmas collection arrangements

4. Communication Techniques

A range of communications tactics will be used, including but not limited to:

- Calendars posted to every household (example in appendix 1)
- Letter for those residents whose changes will result in more than 16 days between collections
- Video shared on social media, web and Email Me service encouraging residents to check their calendars carefully for details on changes <http://bit.ly/binchanges2017>
- Updates to the website
- Programme of press releases around key dates – all press releases will be emailed to members so they can share the information and are aware of what is happening.
- Members to disseminate information to residents from the briefing pack and signpost. (FAQ sheet in appendix 2)
- Social media campaign using a series of infographics, as well as a Facebook advertising campaign (graphics shown in appendix 3)
- Email Me messages sent to subscribers of the Waste and Recycling and Latest News topics (approx. 7,000 subscribers each)
- Broxtowe Matters – distributed week commencing 31 October
- Contact Centre – see section 10.

5. Residents changing day residual and recycling (earlier collection day)

As shown in the table below there are approximately 5,000 properties that will have their collection day changed to a day which is earlier within the week. In terms of extra resources it is anticipated that there will be no need to allocate extra resources to help with the transition from the old collection day to the new collection day.

Zone	Day	moving back 1 day	moving back 2 days	moving back 3 days	moving back 4 days
1	Monday	1,648	289	1,380	
2	Tuesday				
3	Wednesday	850			
4	Thursday				
5	Friday				
6	Monday		42		191
7	Tuesday	203	238	127	
8	Wednesday				
9	Thursday				
10	Friday				

Total 2,701 569 1,507 191 **4,968**

To communicate these changes directly to the residents a day specific collection calendar, which includes information on the change of start time and the potential for collection day changes, will be delivered to the properties.

Within the first fortnight there may be a need to allocate extra resources on the operations side due to residents forgetting to put their bin out on the correct day or misunderstanding the information.

It is therefore important to plan and communicate these changes to the residents in order for there to be a smooth transition from their old collection day to their new collection day.

6. Residents changing day residual and recycling (later collection day)

As shown in the table below there are approximately 8,000 properties that will have their collection day changed to a day which is later within the week.

Zone	Day	Moving forward 1 day	moving forward 2 days	moving forward 3 days	moving forward 4 days
1	Monday				
2	Tuesday	1,910			
3	Wednesday	767	657		
4	Thursday	2,482	137		
5	Friday				
6	Monday				
7	Tuesday				
8	Wednesday	236			
9	Thursday	23		524	
10	Friday		742		395

Total	5,418	1,536	524	395	7,873
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1 to 2 days late

It is expected that those residents who are only moving back one day will be able to manage with the transition without needing any extra support. It is therefore planned not to put in any additional resources to cover the transition from the old collection day to new collection day.

To communicate these changes directly to the residents a day specific collection calendar, which includes information on the change of start time and the potential for collection day changes, will be delivered to the properties.

Should residents contact the Council indicating that they cannot manage during the transition from their old collection day to their new collection day they will be informed that an additional collection will be arranged.

3 to 4 days late

It is expected that those residents who are moving back three or four days will not be able to manage with the transition without needing extra support. It is therefore planned to put in any additional resources to cover the transition from the old collection day to new collection day.

A day specific calendar, together with a letter outlining how the transition from old collection day to the new collection day will be managed will be delivered.

7. Residents changing collection week

Around 3,000 properties will be changing weekly collections cycles. It is expected that these residents will not be able to manage with the transition without needing extra support. It is therefore planned to put in additional resources to cover the transition from the old collection day to the new collection day.

A day specific calendar, together with a letter outlining how the transition from the old collection day to the new collection day will be managed will be delivered.

8. Garden and glass

Between December and February the garden waste service reduces to a monthly collection. Residents are therefore expecting a change in collection cycle. As it is a paid subscription service where customers go longer than 4 weeks between collections due to the reschedule, additional collections will be undertaken. Residents will receive a letter informing them of the transition between collections.

Generally the amount of glass tonnage collected is low. Therefore whilst some residents may go over their 4 weekly collection cycle as a result of the reschedule, it is not planned to put in any additional resources for the glass collections. Residents can be provided with additional bags if requested.

9. Member workshops

Two member workshops have been arranged: 31 October and 1 November. At the workshop members will be informed of the changes and how this will affect the residents in their wards and a briefing pack will be provided.

10. Contact Centre and Office Staff

There are 16 staff in the Contact Centre who receive phone calls for a wide range of services including refuse. The refuse service has a de-queue of one. The Contact Centre should be the first port of call where resident complaints are handled and resolved.

It is anticipated that between December and January there will be a rise in the number of enquiries being made by the public. During this period the de-queue on the Contact Centre line will be increased from 1 to 5. This means that the sixth caller will then divert to staff at Kimberley Depot. The de-queue line goes to two people at the depot.

This may result in an increased wait times for residents or call abandonment but this can be monitored.

There are also five staff at the depot who will be able to assist with calls should there be a need.

11. 'When is my Bin Collection' – Website application

Currently residents can check their next refuse and recycling collection dates and download a collection calendar on the website. Bartec automatically interfaces with the website so residents can access this function.

The system will not allow residents to view their current and new collections dates simultaneously. However the system will be programmed so that the new collection dates are visible from 4 December.

There is currently an issue with linking the calendar to the collection round. ICT are in the process of trying to establish how the systems interface. Should this not have been resolved by 4 December this will result in residents not being able to download a collection calendar from the website.

12. Early start times

As part of the reschedule collections from w/c 4 December will commence at 6.30am. Residents will be informed of this via their new calendars and also as part of the communications activity detailed in the Communications Plan.

13. Communications Plan

A schedule showing the planned communications is shown in appendix 1. Press releases are shown in appendix 2.

14. FAQs

To assist with the refuse reschedule an FAQs sheet has been produced and is shown in appendix 3. This will be put on the website and also given to the staff who are taking the phone calls and dealing with calls on the subject.

15. Social Media messages

A series of Facebook and Twitter messages are schedule for the run up to the changes and during the changes. The messages are shown in appendix 4.

APPENDIX 1

N.B Frequent issues from customers to be logged in a central area accessible by the Waste and Recycling Team, Customer Services and Corporate Communications so that common problems can be addressed operationally and through communication to customers

TYPE	ACTION	RESPONSIBILITY	TARGET DATE	STATUS	DISTRIBUTION DATE
Calendars	<ul style="list-style-type: none"> Produce calendars which are clear and concise for customers to understand 	Paul Wolverson/ Emma Georgiou Sarah Yates to be included	Early October	Complete	Distributed from 4 November
Additional info letter	<ul style="list-style-type: none"> Letter for those most affected about how we will manage the changes 	Paul Wolverson/ Emma Georgiou Sarah Yates to be included	27 October	Complete	Distributed from 4 November
Graphics	<ul style="list-style-type: none"> Graphics created to promote the changes visually To be used on social media and in email me messages. To be made available for Members to share in their newsletters/blogs/social media 	Emma Georgiou/ John Griffiths/ Sarah Yates	By 27 October	Complete	From 23 October
Video	<ul style="list-style-type: none"> Short video created for use on social media/email me to encourage residents to look out for information 	Sarah Yates	By 16 October	Complete	From 23 October

Website	<ul style="list-style-type: none"> • Homepage promotion • Update recycling webpages • Update self-serve – options being looked at by Sean Clifton 	Emma Georgiou/ Web Team/ Sean Clifton	Prepared by 27 October	Complete	Information by 23 October Self-serve by 4 December for go live
Social Media	<ul style="list-style-type: none"> • Social Media messages drafted and scheduled in to cover key milestones • Social media monitoring throughout to enable reactive comms to address key issues 	Emma Georgiou/ Paul Wolverson/ Sarah Yates/ Richard Kish	Prepared by end September	Complete	From 23 October
Email Me Bulletins	<ul style="list-style-type: none"> • Series of 'Email Me' Bulletins with information about the changes • Reactive bulletins to address key issues and point people to FAQs • Thank you for your patience after transition period ends. 	Emma Georgiou/ Sarah Yates	Early October/ November	In progress	23 November 6 November 27 November 3 December 15 December
Press Releases	<ul style="list-style-type: none"> • Press releases drafted to introduce the changes and remind residents before go live. • Reactive press releases to address key issues as required. 	Emma Georgiou/ Paul Wolverson/ Sarah Yates	Prepared by 23 October	Complete	23 rd October 27 th November Then as required
Broxtowe Matters	<ul style="list-style-type: none"> • Article/graphics to be included in Broxtowe Matters 	Emma Georgiou/ Sarah Yates	End of September	Complete	Distributed w/c 30 October
Internal Emails	<ul style="list-style-type: none"> • Ensure Members and relevant Officers are informed of the changes and have access to the FAQ sheet to answer questions consistently with our promotional messages 	Paul Wolverson	Prepared by 27 October	Complete	October/ November

Members Workshop	<ul style="list-style-type: none"> Member workshop to explain of the forthcoming changes and how this will affect the areas in the wards: 31 October and 1st November 	Paul Wolverson/Emma Georgiou	Prepared by 27 October	Complete	31 October and 1 November
Member briefing pack	<ul style="list-style-type: none"> Produce briefing pack for Members including ready to using messaging 	Emma Georgiou/ Paul Wolverson/ Sarah Yates	By mid-October	Complete	31 October and 1 November
Face to Face	<ul style="list-style-type: none"> Verbal Information by frontline refuse crews to residents 	Paul Wolverson/John Dexter	Prepared by 31 October	Complete	October/ November
Contact Centre	<ul style="list-style-type: none"> Produce briefing pack for staff in the contact centre including ready to using messaging Contact Centre briefing sessions 	Paul Wolverson/ Emma Georgiou	Prepared by 31October	Complete	w/c 4 November
Facebook Advertising	<ul style="list-style-type: none"> Send out infographic and video to appear on residents of the Borough's timelines to the value of £250 	Sarah Yates/ Paul Wolverson	Prepared by 31 October	Complete	During w/c 6, 13 and 20 November

Appendix 2 – Press Releases

N.B Additional press releases can be issued to address FAQs during the transition period.

Initial press release – 23 October

BROXTOWE RESIDENTS URGED TO LOOK OUT FOR NEW BIN CALENDARS

CHANGES TO BIN COLLECTIONS in Broxtowe Borough will soon come in to effect and the Council is urging residents to keep an eye out for information about the changes, which will be coming through their letterboxes in the next few weeks.

New bin calendars will be sent to every household in the Borough in November ahead of the changes, which start on 4 December.

Residents should continue to use their existing calendars until 1 December.

Whilst not all residents will have a new collection day, some could see their collection day change by up to 4 days or see their black or green lidded bin collection week swap. Anyone affected will receive additional information in the post about how the Council will help them manage their waste during the transition weeks.

Residents are also reminded of the new bin collection start time of 6.30am, which also starts on 4th December.

“Changing bin collection rounds is never easy but it’s been a long time since we last reviewed them and the new arrangements will make them more efficient and take into account new homes which have been built or are due to be built in the Borough” said Shane Easom, Chair of the Leisure and Environment Committee.

“Please be patient with us over the coming weeks whilst we get the new arrangements in place. Our contact centre is likely to be very busy so if you can, check our website or your new calendar before calling. If you have neighbours who aren’t sure, then pass the information on to them to help us get the message to everyone.”

For more information, visit www.broxtowe.gov.uk/recycling, call 0115 917 7777 or email recycling@broxtowe.gov.uk

Reminder press release – 27 November

NEW BIN COLLECTIONS ON THE WAY FOR BROXTOWE RESIDENTS

BROXTOWE RESIDENTS are reminded that new bin collections come into effect next week and that they should check their new calendar for their collection day.

New bin calendars have been sent to every household ahead of the changes, which start on 4 December. Residents should continue to use their existing calendars until 1 December.

Whilst not all residents will have a new collection day, some could see their collection day change by up to 4 days or see their black or green lidded bin collection week swap. Anyone affected will receive additional information in the post about how the Council will help them manage their waste during the transition weeks.

Residents are also reminded of the new bin collection start time of 6.30am, which also starts on 4 December.

“We’ve put plans in place to manage the transition period, which we know will be difficult for the first couple of weeks. Residents who may have additional collections have been sent additional information about how we’re going to help them manage their waste during first two weeks” said Shane Easom, Chair of the Leisure and Environment Committee.

“Please be patient with us over the coming weeks whilst we get the new arrangements in place. Our contact centre is likely to be very busy so if you can, check our website or your new calendar before calling. If you have neighbours who aren’t sure, then pass the information on to them to help us get the message to everyone.”

“Changing bin collection rounds is never easy but it’s been a long time since we last reviewed them and the new arrangements will make them more efficient and take into account new homes which have been built or are due to be built in the Borough.”

For more information, visit www.broxtowe.gov.uk/recycling, call 0115 917 7777 or email recycling@broxtowe.gov.uk



Broxtowe
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Appendix 4 – Social Media Content

Social Media Graphics



From November look out for your new bin collection calendar

www.broxtowe.gov.uk/bincollections

This graphic features a cartoon man in a suit looking through a large orange telescope on the left. To the right, the text 'From November look out for your new bin collection calendar' is written in a pink, sans-serif font. Further right, there are images of a 'Waste and Recycling BIN COLLECTION INFORMATION' leaflet and a 'BinDay' calendar. At the bottom, a green banner contains the website URL 'www.broxtowe.gov.uk/bincollections' in white text.



Your bin collection day could be changing

Look out for further information

www.broxtowe.gov.uk/bincollections

This graphic shows four bins: 'GENERAL' (grey), 'RECYCLE' (green), 'GARDEN' (brown with 'GARDEN PAID' sticker), and 'GLASS' (red). Next to the glass bin are a white 'TEXTILE' bag and a yellow 'GLASS' bag. On the left, a small circular icon shows a man reading a leaflet. The text 'Your bin collection day could be changing' is in pink, and 'Look out for further information' is in a larger pink font. A green banner at the bottom contains the website URL 'www.broxtowe.gov.uk/bincollections' in white text.

“Changes to start time” and “Christmas collections” graphics will follow.

Video



Available to view at <http://bit.ly/binchanges2017>

Social Media Programme

Social media graphics/video/calendar images to be added to all messages.

Date	Facebook	Twitter
23/10	We're changing our bin collection rounds to make them more efficient – look out for information in the post to see if your bin day is changing www.broxtowe.gov.uk/recycling	Bin collection rounds are changing – look out for info in the post to see if your bin day is changing www.broxtowe.gov.uk/recycling
26/10	Is your bin collection day changing? Look out for info in the post about upcoming changes www.broxtowe.gov.uk/recycling	Is your bin collection day changing? Look out for info in the post about upcoming changes www.broxtowe.gov.uk/recycling
30/10	Our bin collections are changing and some of you will have a new collection day or week. Look out for info in the post about upcoming changes www.broxtowe.gov.uk/recycling	Our bin collections are changing and you may have a new collection day or week. Look out for info in the post www.broxtowe.gov.uk/recycling
2/11	We're changing our bin collection rounds to make them more efficient – look out for information in the post to see if your bin day is changing www.broxtowe.gov.uk/recycling	Bin collection rounds are changing – look out for info in the post to see if your bin day is changing www.broxtowe.gov.uk/recycling
7/11	Is your bin collection day changing? Look out for info in the post about upcoming changes www.broxtowe.gov.uk/recycling	Is your bin collection day changing? Look out for info in the post about upcoming changes www.broxtowe.gov.uk/recycling
9/11	Our bin collections are changing and some of you will have a new collection day or week. Look out for info in the post about upcoming changes www.broxtowe.gov.uk/recycling	Our bin collections are changing and you may have a new collection day or week. Look out for info in the post www.broxtowe.gov.uk/recycling
15/11	You may have received your new bin calendar – remember it doesn't come in effect until 4 th December so use your existing calendar until then www.broxtowe.gov.uk/recycling	New bin calendars don't come into effect until 4 th December so please use your existing one until then www.broxtowe.gov.uk/recycling
18/11	If your bin collection day is changing significantly, we'll be sending you info about how we're going to help you manage your waste during the transition www.broxtowe.gov.uk/recycling	Collection day changing significantly? We'll be sending info on how we will help during the transition www.broxtowe.gov.uk/recycling
20/11	New bin calendars don't come into effect until 4 th December so please use your existing one until then www.broxtowe.gov.uk/recycling	New bin calendars don't come into effect until 4 th December so please use your existing one until then www.broxtowe.gov.uk/recycling
25/11	Confused by your new bin collection arrangements? Visit our FAQ page www.broxtowe.gov.uk/recycling	Confused by your new bin collection arrangements? Visit our FAQ page at www.broxtowe.gov.uk/recycling

27/11	Don't forget – new bin collections start next week. Check your calendar for your collection day, it may have changed. Please make sure you bin is out by the new start time of 6.30am www.broxtowe.gov.uk/recycling	Don't forget – new bin collections start next week. Check your calendar and make sure your bin is out by 6.30am www.broxtowe.gov.uk/recycling
30/11	When new bin collections start next week, there's a new start time so please make sure you bin is out by 6.30am on your collection day www.broxtowe.gov.uk/recycling	New bin collections start next week, please make sure you bin is out by 6.30am on your collection day www.broxtowe.gov.uk/recycling
2/12	Don't forget – new bin collections start on Monday. Check your calendar for your collection day, it may have changed. Please make sure you bin is out by the new start time of 6.30am www.broxtowe.gov.uk/recycling	Don't forget – new bin collections start on Monday. Check your calendar and make sure your bin is out by 6.30am www.broxtowe.gov.uk/recycling
4/12	New bin collections start today – check your calendar carefully or online at www.broxtowe.gov.uk/bincollections	New bin collections start today – check your calendar carefully or online at www.broxtowe.gov.uk/bincollections
5/12	We're receiving lots of calls about changes to bin collection arrangements so you may not get through straight away – you can find your collection day by checking your calendar or online at www.broxtowe.gov.uk/bincollections	Not sure on your new bin collection? Find out when your next collection is at www.broxtowe.gov.uk/bincollections
6/12	Confused by your new bin collection arrangements? Visit our FAQ page at www.broxtowe.gov.uk/recycling and don't forget to pass the info on to your neighbours!	Confused by your new bin collection arrangements? Visit our FAQ page www.broxtowe.gov.uk/recycling and don't forget to pass the info on to your neighbours!
8/12	Confused by your new bin collection arrangements? Visit our FAQ page www.broxtowe.gov.uk/recycling and don't forget to pass the info on to your neighbours!	Confused by your new bin collection arrangements? FAQs at www.broxtowe.gov.uk/recycling . Please share with neighbours!
11/12	We're receiving lots of calls about changes to bin collection arrangements so you may not get through straight away – you can find your collection day by checking your calendar or online at www.broxtowe.gov.uk/bincollections	Not sure on your new bin collection? Find out when your next collection is at www.broxtowe.gov.uk/bincollections
15/12	We'd like to thank you for your patience whilst we've transitioning to the new bin collection rounds - you can check yours at www.broxtowe.gov.uk/bincollections (ADD SUITABLE THANK YOU IMAGE OR QUICK VIDEO WITH MEMBER OF STAFF)	We'd like to thank residents for their patience whilst we transition to the new bin collection rounds –check yours at www.broxtowe.gov.uk/bincollections (ADD SUITABLE THANK YOU IMAGE OR QUICK VIDEO WITH MEMBER OF STAFF)
17/12	Christmas collection messaging starts until 12 th January. Messages and graphics to be agreed.	January. Messages and graphics to be agreed.

Report of the Interim Managing Director Liberty Leisure Limited

**PERFORMANCE MANAGEMENT – REVIEW OF BUSINESS PLAN
PROGRESS – LIBERTY LEISURE LIMITED**1. Purpose of report

To report progress against outcome targets identified in the Liberty Leisure Limited Business Plan that provides continuity of projects and performance from the existing Council run Leisure and Cultural Services through to the formation of Liberty Leisure Limited.

2. Background

The Broxtowe Borough Council Corporate Plan 2016-2020 was approved by Cabinet on 9 February 2016. Business plans linked to the five corporate priority areas of Housing, Business Growth, Environment, Health and Community Safety were approved by the Overview and Scrutiny Committee on 1 and 3 February 2016.

The Council established a Local Authority Trading Company, Liberty Leisure Limited, on 1 October 2016 to deliver an efficient leisure and culture service. The company contributes to the Council's Corporate Plan 2016-2020 priorities and objectives relating to 'Health'.

3. Performance management

As part of the Council's performance management framework, each committee receives regular reports during the year which review progress against their respective business plans. This will include a detailed annual report where performance management and financial outturns are considered together following the year-end.

This quarterly report is intended to provide this Committee with an overview of progress towards Corporate Plan priorities from the perspective of the Liberty Leisure Limited Business Plan. It provides a summary of the progress made to date on key tasks and priorities for improvement in 2017/18 and the latest data relating to Key Performance Indicators (KPI). This summary is detailed in the appendix.

Recommendation

The Committee is asked to NOTE the progress made in achieving the Business Plan for Liberty Leisure Limited and the current Key Performance Indicators for 2017/18.

Background papers

Nil

APPENDIX

PERFORMANCE MANAGEMENT

1. Background - Corporate Plan

The Broxtowe Borough Council Corporate Plan for 2016-2020 was approved by Cabinet on 9 February 2016. It has been developed setting out the Council's priorities to achieve its vision to make "Broxtowe a great place where people enjoy living, working and spending leisure time." Over the next few years, the Council will focus on the priorities of Housing, Business Growth, Community Safety, Health and Environment.

The Council's Local Authority Trading Company, Liberty Leisure Limited is guided by the Service Agreement and its company strategies. These documents align the work of Liberty Leisure Limited with other local, regional and national plans to ensure the company's work contributes to wider objectives. These include the Council's Corporate Plan that prioritises local community needs and resources are directed toward the things they think are most important. These needs are aligned to ensure the ambitions set out in the Council's Corporate Plan are realistic and achievable.

2. Business Plans

The Liberty Leisure Limited Business Plan is reviewed and refreshed annually. This Committee approved the Liberty Leisure Business Plan 2017-2020 on 31 January 2017. The business plan links to the Council's corporate priority of Health that was approved by the Overview and Scrutiny Committee in February 2016. The Council's priority for Health is 'People in Broxtowe enjoy longer, active and healthy lives'. Its objectives are to:

- Increase the number of people who have active lifestyles (He1)
- Work with partners to improve the health of the local population (He2)
- Reduce alcohol related harm in Broxtowe (He3)

The Liberty Leisure Limited Business Plan details the projects and activities undertaken in support of the Corporate Plan 2016-2020 for each the Health priority area. The business plan covers a three-year period but will be revised and updated annually. A suite of milestones and Key Performance Indicators (KPIs) will be used to monitor progress against key tasks and targets. During the first full trading year of the company a thorough review of the performance monitoring will be undertaken to identify more relevant KPIs, to refine targets and to ensure reporting to the Council is relevant, consistent and manageable.






3. Performance Management









As part of the Council's performance management framework, the Leisure and Environment Committee receives regular reports of progress against respective business plans.

This report provides a summary of the progress made to date on key tasks and priorities for improvement in 2017/18 (as extracted from the Pentana Performance management system). It also provides the latest data relating to Key Performance Indicators (KPIs).


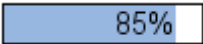









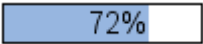
The Council and Liberty Leisure Limited monitor performance using the Pentana performance management system. Members have been provided with access to the system via a generic user name and password, enabling them to interrogate the system on a 'view only' basis. Members will be aware of the red, amber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







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


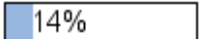

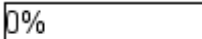

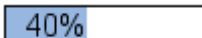


Action Status Key		
	Completed	The action/task has been completed
	In Progress	The action/task is in progress and is currently expected to meet the due date
	Warning	The action/task is approaching its due date (and/or one or more milestones is approaching or has passed its due date)
	Overdue	The action/task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

Key Performance Indicator and Trends Key			
	Alert		Improving
	Warning		No Change
	OK		Getting Worse
	Unknown		Data Only




























Liberty Leisure Limited Key Tasks and Priorities for Improvement 2017/18



















Status Icon	Action Code	Action Title	Action Description	Progress Bar	Due Date	Comments
	BPT1518_A01	Review current annual events programme	Implement a new borough wide programme of events		30-Sep-2018	Consultation on event programme is underway. Potential programme changes for 2018 are being considered and will be discussed wider before being implemented.
	BPT1518_G01	Review Financial Consequences of the Leisure Facilities Strategy	Review finances of moving from three Leisure Centres to two		18-Mar-2018	Facilities Strategy owner is Broxtowe Borough Council. Liberty Leisure Limited Board report presented to GMT for consideration.
	HE1620_B01	Refurbish Health Suite at Bramcote Leisure Centre	Refurbish Health Suite at Bramcote Leisure Centre		17-Sep-2017	Refurbishments completed. Initial problems with the Spa are being resolved by the contractors.
	HE1620_B02	Continue to operate efficiently at Bramcote Leisure Centre	Continue to operate efficiently at Bramcote Leisure Centre		31-Mar-2020	Following the extension of the on-going service maintenance contract the existing CHP unit will remain operational until 2020. Planning for the replacement of the CHP unit by 2020 will begin in 2018.
	LL1720_B01	Liberty Leisure Swim School	Improve the quality of the Liberty Leisure Swim School		31-Mar-2019	Swim England are reviewing their programme. Once this is completed the new information will be used to guide swim school changes.
	LL1720_C01	Squash Court Conversion	Create additional space to expand fitness classes and birthday party offering		31-Dec-2017	Second phase progressing to convert first floor to a Spinning Studio.

Status Icon	Action Code	Action Title	Action Description	Progress Bar	Due Date	Comments
	LL1720_G01	Review Gymnastics & Trampoline Programme	Increase attendances, surplus and income	<div style="width: 47%;"><div style="background-color: #4F81BD; height: 10px;"></div></div> 47%	31-Mar-2019	Existing programme and course stage criteria reviewed across all sites. 'Clarity Live' introduced to manage Gymnastics and Trampoline course at Chilwell Olympia and Kimberley Leisure Centre.
	LL1720_G02	Personal Training	Introduce a personal training service at Bramcote, Chilwell and Kimberley Leisure Centre	<div style="width: 30%;"><div style="background-color: #4F81BD; height: 10px;"></div></div> 30%	31-Mar-2019	Initial staff consultation complete. Draft operator's license agreed with Licensing. Further detail to be agreed with Human Resources.
	LL1720_G03	Improve Gym Membership Retention	Implement a digital customer journey and management tool	<div style="width: 40%;"><div style="background-color: #4F81BD; height: 10px;"></div></div> 40%	31-Mar-2018	Integration with Clarity, Prescribe and My Wellness applications is nearing completion. Body analysis staff training complete. New software to be launched to customers in January 2018.
	LL1720_G04	Liberty Leisure Operational Strategy	Develop an overarching strategy for Liberty Leisure to plan the development and deployment of staff, future use of technology, marketing and activity delivery	<div style="width: 14%;"><div style="background-color: #4F81BD; height: 10px;"></div></div> 14%	16-Mar-2018	Key strategic areas for development have been identified. Consultation with managers is underway.
	LL1720_G05	Review Central Support Function	Streamline back office functions and improve financial efficiencies	<div style="width: 20%;"><div style="background-color: #4F81BD; height: 10px;"></div></div> 20%	31-Mar-2020	Detail of estimated charges by service area and function agreed with service heads. Report is to be presented to GMT by the end of December 2017.
	LL1720_G06	Potential to grow business opportunities	Investigate potential to grow business opportunities beyond the existing scope of the service	<div style="width: 20%;"><div style="background-color: #4F81BD; height: 10px;"></div></div> 20%	31-Mar-2019	Mobile app and customer booking integrations are underway. New event options are being reviewed.

Status Icon	Action Code	Action Title	Action Description	Progress Bar	Due Date	Comments
	LL1720_K01	Fast Track Kiosk at Kimberley Leisure Centre	Reduce queuing times to improve the experience of members accessing the fitness facilities		31-Mar-2019	Fast track kiosk options are being investigated as the current system is out dated technology and costly to maintain. Access systems are being evaluated to improve control of customer access.
	HE1620_B03	Maintain fabric of Bramcote Leisure Centre	Maintain fabric of Bramcote Leisure Centre		31-Mar-2020	Currently all projects are within the capital program waiting confirmation funding.
	HE1620_K01	Maintain fabric of Kimberley Leisure Centre	Maintain fabric of Kimberley Leisure Centre		31-Mar-2020	Identified capital projects are to be reviewed as part of the Council's capital programme for 2018-19.
	BPT1417_K01	Maintain quality of child and youth fitness provision	Procure replacement equipment for Vibe Youth Gym at 5 year replacement point		31-Mar-2018	The replacement of equipment is not included in the capital programme for 2018-19.

Liberty Leisure Limited Key Performance Indicators 2017/18

Status Icon	PI Code & Short Name	2016/17	Q1 2017/18	Q2 2017/18	Current Target	Short Term Trend	Long Term Trend	Notes
	LLLocal_G02 TOTAL Attendance - Liberty Leisure (ALL)		409,728	420,722	834,850			New method of data collation shows overall attendances for Liberty Leisure.
	LLLocal_B01 Bramcote Leisure Centre - TOTAL Attendance	700,740	176,289	182,236	323,898			Overall attendance is up after some lower totals at the start of the year.
	LLLocal_C01 Chilwell Olympia - TOTAL Attendance	401,640	99,431	88,718	194,971			Figures slightly down mainly due to a reduced attendance in September. Attendance expected to follow targets for the rest of the year.
	LLLocal_E08 LL Events: Participants in Events Activities		4,525	39,297	16,650			Poor weather has impacted on event attendance this year. A new event 'Beeston-on-Sands' was well attended over the summer period.
	LLLocal_H01 Total Heritage Attendance	1,774	691	1,140	850			Attendances have increased from previous year due to membership of the Historic Houses Association.
	LLLocal_K01 Kimberley Leisure Centre - TOTAL Attendance	568,677	128,152	131,100	140,684			Reduction in primary schools swimming programme (day time) has resulted in fewer attendances.
	LLLocal_S01 Get Active : TOTAL Attendance	11,811	640	49	3,848			Data formula changed to calculate figures now done automatically.
	LLLocal_B02 Bramcote Leisure Centre : Subsidy per head per visit	-	-	-	-£0.13			Figure to be confirmed in November 2017 from APSE results.
	LLLocal_B03 Bramcote Leisure Centre : Operational Recovery Ratio	-	-	-	118%			Figure to be confirmed in November 2017 from APSE results.

Status Icon	PI Code & Short Name	2016/17	Q1 2017/18	Q2 2017/18	Current Target	Short Term Trend	Long Term Trend	Notes
	LLLocal_C02 Chilwell Olympia: Subsidy per head per visit	-	-	-	£0.18			Figure to be confirmed in November 2017 from APSE results.
	LLLocal_C03 Chilwell Olympia: Operational Recovery Ratio	-	-	-	85%			Figure to be confirmed in November 2017 from APSE results.
	LLLocal_K02 Kimberley Leisure Centre : Subsidy per head per visit	-	-	-	£0.26			Figure to be confirmed in November 2017 from APSE results.
	LLLocal_K03 Kimberley Leisure Centre : Operational Recovery Ratio	-	-	-	89%			Figure to be confirmed in November 2017 from APSE results.
	LLLocal_E01 LL Events : Subsidy per head per visit	£4.78	-	-	£6.25			Figure to be confirmed in November 2017 from APSE results.
	LLLocal_H02 Subsidy per head per visit	£100.46	-	-	£68.00			Figure to be confirmed in November 2017 from APSE results.

Report of the Interim Strategic Director

**PERFORMANCE MANAGEMENT – REVIEW OF BUSINESS PLAN
PROGRESS – ENVIRONMENT**1. Purpose of report

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

2. Background

The Corporate Plan 2016-2020 was approved by Cabinet on 9 February 2016. Business plans linked to the five corporate priority areas of Housing, Business Growth, Environment, Health and Community Safety were approved by the Overview and Scrutiny Committee on 1 and 3 February 2016.

The business plans are reviewed and refreshed annually. The 2017-2020 Business Plans are submitted to the respective committees for approval. The Leisure and Environment Committee approved the Environment Business Plan 2017-2020 at a meeting on 31 January 2017.

3. Performance management

As part of the Council's performance management framework, each committee receives regular reports during the year which review progress against their respective business plans. This will include a detailed annual report where performance management and financial outturns are considered together following the year-end.

This quarterly report is intended to provide this Committee with an overview of progress towards Corporate Plan priorities from the perspective of the Environment business plan. It provides a summary of the progress made to date on key tasks and priorities for improvement in 2017/18 and the latest data relating to Key Performance Indicators (KPI). This summary is detailed in the appendix.

Recommendation

The Committee is asked to NOTE the progress made in achieving the Business Plan for Environment and the current Key Performance Indicators for 2017/18.

Background papers

Nil

APPENDIX

PERFORMANCE MANAGEMENT

1. Background - Corporate Plan

The Corporate Plan for 2016-2020 was approved by Cabinet on 9 February 2016. It has been developed setting out the Council's priorities to achieve its vision to make "Broxtowe a great place where people enjoy living, working and spending leisure time." Over the next few years, the Council will focus on the priorities of Housing, Business Growth, Community Safety, Health and Environment.

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

2. Business Plans

The business plans are linked to the five corporate priority areas, including Environment, and were approved by the respective committees at meetings held in January and February 2017.

The Council's priority for Environment is that 'The environment in Broxtowe will be protected and enhanced for future generations'. Its objectives are to:

- Reduce litter and fly tipping to make Broxtowe cleaner (En1)
- Maintain and improve the green infrastructure of Broxtowe (En2)
- Increase recycling, composting, renewables and energy efficiency projects as resources allow and reduce residual waste (En3)






The business plans detail the projects and activities undertaken in support of the Corporate Plan 2016-2020 for each priority area. These cover a three-year period but will be revised and updated annually. Detailed monitoring of progress against key tasks and outcome measures in the business plans is undertaken regularly by the relevant committee. This will include a detailed annual report where performance management and financial outturns are considered together following the year-end as part of the Council's commitment to closely align financial and performance management.









3. Performance Management

As part of the Council's performance management framework, the Leisure and Environment Committee receives regular reports of progress against the respective business plan. This report provides a summary of the progress made to date on key tasks and priorities for improvement in 2016/17 (as extracted from the Pentana Performance management system). It also provides the latest data relating to Key Performance Indicators (KPI).




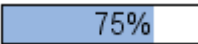

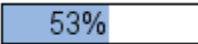

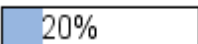


The Council monitors its performance using the Pentana Performance management system. Members have been provided with access to the system via a generic user name and password, enabling them to interrogate the system on a 'view only' basis. Members will be aware of the red, amber and green traffic light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

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




























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










Key Performance Indicator and Trends Key			
	Alert		Improving
	Warning		No Change
	OK		Getting Worse
	Unknown		Data Only

Environment Key Tasks and Priorities for Improvement 2017/18

Status Icon	Action Code	Action Title	Action Description	Progress Bar	Due Date	Comments
	ENV1316_06	Local measurable quality standard for parks and open spaces	Develop a new measurable quality standard for parks and open spaces in the Borough		31-Mar-2018	Work complete in 2016/17. Further consultation work with park users has been completed.
	GREEN0912_14	Further Develop sites with Local Nature Reserve status	Management Plans updated		31-Mar-2018	Work for 2017/18 is to prepare four Local Nature Reserve Management Plans, three of which are complete.
	ENV1620_02	Refuse Rescheduling	Refuse Rescheduling		04-Dec-2017	Systems are being updated with the revised rounds ahead of implementation on 4 December 2017. A Communication Strategy has been created, with calendars schedules for delivery in early November 2017.
	ENV1720_01	Strategic Tree Planting	Continue to apply a strategic approach to tree management and planting. Work with partners, land owners and other agencies.		31-Dec-2017	Schemes are being assessed. Trees ordered in October 2017. Planting will take place during National Tree Week in early December 2017.
	ENV1720_02	Review of Trade Waste Service	Establish the cost of providing a trade waste service		31-Mar-2018	A basic costing exercise has been undertaken. However a more accurate costing review will be undertaken once the revised trade waste rounds have been implemented and the crews have had the opportunity to become familiar with them. The revised rounds due to be implemented on 4 December 2017.

Environment Key Performance Indicators 2017/18

Icon	PI Code & Short Name	2016/17	Q1 2017/18	Q2 2017/18	Current Annual Target	Short Term Trend	Long Term Trend	Notes
	BV82a(ii) Tonnes of Household Waste Recycled	8992.54	2470.00	3972.00	8755.63			Estimated data as not all figures are available.
	BV82b(ii) Tonnes of household waste composted	7904.32	2258.00	3944.00	6738.36			Estimated data as not all figures are available.
	BV84a Household waste collected per head, in kilos	366.62	94.52	174.27	346.78			Estimated data as not all figures are available.
	NI 191 Residual household waste per household (Kgs)	486.62	118.77	235.84	465.37			Estimated data as not all figures are available.
	NI 195b Improved street and environmental cleanliness (levels of litter, detritus, graffiti and fly posting): Detritus	4%	-	4%	4%			The result is the first of three surveys for 2017/18.
	PSLocal_02 Number of Green Flags / Community Green Flags	5	-	-	5			Data collected annually.
	WMDData_03b Number of garden waste subscriptions	18,716	18,376	19,134	18,525			Subscriptions for the first of the year 2017/18 of which 758 were in quarter 2.
	WMDData_03c Income generated by Garden Waste Subscriptions	£581,640	£601,048	£619,981	£600,000			Achieved a greater level of income due to a higher level of resident participation than predicted.
	WMDData_06a Income generated through Trade Waste (0,00s)	£517,143	-	£529,663	£522,000			Current income based on the current customers remaining with us for the year.

Icon	PI Code & Short Name	2016/17	Q1 2017/18	Q2 2017/18	Current Annual Target	Short Term Trend	Long Term Trend	Notes
	WMDData_08 Income generated through Street Scene	£4,053	£1,320	£2,908	£4,000			On track to achieve target based on current trend.
	WMDData_10 Savings through re-use of bins	£4,267	£1,792	£2,380	£5,000			2017/18 target – 350 bins to be reused. 288 bins reused up to quarter 2.
	NI 185 % Estimated CO2 reduction from local authority operations	5.0%	-	-	2.0%			Data reported annually is not yet available for 2017/18. In 2017 report of CO2 emissions will be based on DECC GHG criteria.

Report of the Interim Strategic Director

WORK PROGRAMME1. Purpose of report

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

2. Background

Items which have already been suggested for inclusion in the Work Programme of future meetings are given below. Members are asked to consider any additional items that they may wish to see in the Programme.

24 January 2018	<ul style="list-style-type: none"> • Draft Committee Estimates 2018/19 and Draft business plans • Broxtowe Parks Standard: Annual Assessment • Online publication of cemetery data • Administrative Fees for Delivery of Bins • Liberty Leisure Performance Indicators
28 March 2018	<ul style="list-style-type: none"> • Air Quality Report • Liberty Leisure Performance Indicators • Play Area and Open Space Improvements

3. Dates of future meetings

The following additional dates for future meetings have been agreed:

- 24 January 2018
- 28 March 2018

(All meetings to start at 7.00 pm)

Recommendation

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

Background papers

Nil