



Tuesday, 15 January 2019

Dear Sir/Madam

A meeting of the Leisure and Environment Committee will be held on Wednesday, 23 January 2019 in the New Council Chamber, Town Hall, Foster Avenue, Beeston NG9 1AB, commencing at 7.00 pm.

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

Yours faithfully

Chief Executive

To Councillors: J S Briggs

S J Carr

E Cubley

R H Darby

S Easom (Chair)

H G Khaled MBE

L A Lally

P J Owen

M E Plackett (Vice-Chair)

R S Robinson

## A G E N D A

### 1. APOLOGIES

To receive any apologies and notification of substitutes.

### 2. DECLARATIONS OF INTEREST

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

### 3. MINUTES

PAGES 1 - 4

To confirm as a correct record the minutes of the meeting held on 14 November 2018.

4. EVENTS IN PARKS PAGES 5 - 8  
  
To update Members on various large scale events on the Borough Parks and Recreation Grounds and to seek continued support for the events.
5. BROXTOWE PARKS STANDARD PAGES 9 - 14  
  
To update members on the outcome of the latest consultation and site assessments relating to the Broxtowe Parks Standard.
6. CLEAN AND GREEN PAGES 15 - 34  
  
To update Members on the progress of the 'Clean and Green' initiative.
7. PRIDE IN PARKS - PLAY AREA AND PARKS/OPEN SPACE IMPROVEMENTS PAGES 35 - 40  
  
To update members on the Pride in Parks initiative.
8. HICKINGS LANE RECREATION GROUND - FUNDING AWARD PAGES 41 - 42  
  
To advise the Committee of the success in securing additional funding for work at the Hickings Lane Recreation Ground play area in Stapleford.
9. BUSINESS PLANS AND FINANCIAL ESTIMATES 2019/20 - 2021/22 PAGES 43 - 138  
  
To consider proposals for business plans, detailed revenue budget estimates for 2019/20, capital programme for 2019/20 to 2021/22 and proposed fees and charges for 2019/20 in respect of the Council's priority areas.
10. WORK PROGRAMME PAGES 139 - 140  
  
To consider items for inclusion in the Work Programme for future meetings.

## **LEISURE AND ENVIRONMENT COMMITTEE**

**14 NOVEMBER 2018**

Present: Councillor S Easom, Chair

Councillors: J S Briggs  
S J Carr  
E Cubley  
R H Darby  
W J Longdon (substitute)  
J M Owen (substitute)  
P J Owen  
J C Patrick (substitute)  
M E Plackett

Apologies for absence were received from Councillor H G Khaled MBE, L A Lally and M Radulovic MBE.

### 21. MINUTES

The minutes of the meeting held on 26 September 2018 were confirmed and signed.

### 22. DECLARATIONS OF INTEREST

There were no declarations of interest.

### 23. GET ACTIVE STRATEGY

The Committee noted the new Get Active Strategy 2018-21 contained within the appendix to the report. The Strategy detailed Liberty Leisure Limited's approach for Broxtowe and the Managing Director of Liberty Leisure provided background information to the report and emphasised the necessity to try and get people to respond to change. It was stated that engagement in activities and increased attendance at leisure centres reduced loneliness and improved performance indicators.

Members discussed the Strategy and it was stated that the role of the Council was to provide facilities that people could and wanted to use.

### 24. GARDEN WASTE SUBSCRIPTION CHARGES FOR 2019/20

Approval was sought from Committee for the 2019/20 garden waste subscription fees as set out in the appendix to the report.

It was noted that the Council had over-performed in terms of the target that had been set and that the previous increase in charges had not deterred residents from subscribing.

Members debated whether or not the charges should be increased for 2019/20 and it was stated that a gentle, incremental increase in charges was considered to be preferable to maintaining the status quo and then opting to introduce a more substantial increase in future years.

**RESOLVED that:**

- 1. The price for the first bin for 2019/20 be increased to £33.**
- 2. The price for additional bins for 2019/20 be increased to £16.**
- 3. The resolution be recommended to the Finance and Resources Committee for approval.**

25. PERFORMANCE MANAGEMENT – REVIEW OF BUSINESS PLAN PROGRESS – LIBERTY LEISURE LIMITED

Members noted the progress against outcome targets identified in the Liberty Leisure Limited Business Plan. It was advised that direct debits had increased by 10% thus increasing income which would be reinvested in facilities.

The proposed use of fireworks at a town council Christmas light switch-on in the borough was discussed and it was suggested that the publicity material should include the time and duration of the fireworks display.

The Fast Track Entry System at Kimberley Leisure Centre was discussed and it was advised that this was only available in respect of part of the Centre and did not include swimming. It was advised that this was due to logistical difficulties because of the layout of the Centre.

Implementation of the Get Active Strategy and the recruitment into two vacant Sports Development posts was queried. It was advised that recruitment to the posts would be contained within existing budgets and that the arrangements for such recruitment were contained within the Service Agreement between Liberty Leisure and the Council. Notwithstanding this, it was stated that the Council's nominee on the Liberty Leisure Board should have the opportunity to share the Committee's views with the Board before decisions were made.

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

The Committee noted the progress made in achieving the Business Plan for Environment and the current Key Performance Indicators for 2018/19.

Progress on the Review of the Carbon Management Plan was queried further to the redundancy of the Energy Manager. The Interim Strategic Director

confirmed that a number of big ticket items had already been delivered for example photovoltaic cells installed at the Council Offices, LED lighting, reductions in employee mileage. It was noted that other items would be delivered as part of other work streams.

The recycling of plastics and the necessity for education on the issue to begin in schools was discussed. The Head of Environment confirmed that presentations were undertaken in schools as part of the Clean and Green approach. It was stated that the topic of single use plastics had been the subject of a previous committee report and that a further report would be brought back to Committee on the subject. In addition, the government was due to publish its new Waste and Resources Strategy.

27. WORK PROGRAMME

The Committee considered the Work Programme.

**RESOLVED that the Work Programme be approved.**

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## Report of the Interim Strategic Director

### EVENTS IN PARKS

#### 1. Purpose of report

To update Members on various large scale events on the Borough Parks and Recreation Grounds and to seek continued support for the events.

#### 2. Detail

The Council has for a long time, in some cases over 30 years, supported a variety of large scale events organised by clubs, organisations and associations on its Parks and Recreation Grounds. The major ones are detailed in the appendix. Such events attract large numbers of visitors to the parks and are very popular.

Whilst the costs associated with the events are contained within the Parks Revenue Budgets they do have an operational impact with staffing resources having to be moved from other works to assist with additional works associated with the events at times of peak horticultural workload.

#### 3. Financial implications

The approximate costs that are funded from the Parks Revenue Budget associated with each event are detailed in the appendix. Whilst this has traditionally been contained within the budget it is appropriate to make members aware of the costs and the staffing implications.

### Recommendation

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

- 1. The Council continues to support the events as detailed with any funding implications contained within the existing revenue budget.**
- 2. Delegated authority be given to the Head of Environment in consultation with the Chair and Vice Chair of the Leisure and Environment Committee to consider and approve where appropriate new events, within the existing revenue budget.**

### Background papers

Nil

## APPENDIX

Major Events on Parks and Recreation Grounds

EVENT	LOCATION	DATE	DESCRIPTION	PARKS FUNDING IMPLICATIONS	OPERATIONAL/STAFFING IMPLICATIONS
Charity Duck Race	Manor Farm Recreation Ground, Toton	1 January	A long standing event run by Age UK with sponsored plastic ducks on the River Erewash	Minimal	Organisers use the pavilion as their administrative base for the day.
Hemlock Happening	Bramcote Hills Park Bramcote	Early Saturday in June	Major event in the park managed by L Leisure and Bramcote and Stapleford Golden Jubilee Working Group	Minimal Litter and waste disposal £250	Possible additional grass cut in week prior to event
6 a side football tournament	Hall Park Eastwood	First Sat/Sun in July	Largest football tournament in Borough operating for over 30 years and attracting teams from all over East Midlands. Managed by Priory Celtic FC	Annual cost £4,500 plus loss of productivity on other jobs whilst work is undertaken	16 football pitches to mark out. Grass cutting and collection in week before event. Supply bins and clearing collected waste after event
Beeston Carnival	Broadgate Park Beeston	Early Saturday in July	Running for over 10 years this popular event comprises a full range of stalls, crafts and activities. Managed by Beeston Carnival team	Annual cost £200	Bins and cones to deliver and collect before and after event. Possible additional grass cut in week prior to event



EVENT	LOCATION	DATE	DESCRIPTION	PARKS FUNDING IMPLICATIONS	OPERATIONAL/STAFFING IMPLICATIONS
Toton Carnival	Manor Farm Recreation Ground	Late Saturday in July	Relatively new event that has increased in size and popularity each year. Various stalls, crafts and activities. Managed by Toton Community Group	Annual cost £400	Borough Council fund portaloo toilets. Possible additional grass cut in week prior to event
Stapleford Carnival	Ilkeston Road Recreation Ground	First Saturday in September	A long standing event that is now managed by Rotary Club of Beeston. Wide variety of display events, stalls and activities	Annual cost £800 includes additional costs for erecting football posts as a one off after the event	Borough Council fund portaloo toilets. Bins and cones to deliver before and after event. Possible additional grass cut in week prior to event

In addition to the events listed in the table L Leisure operate a programme of events across the Parks and Open Spaces over the summer months. There is no direct financial implication from the Parks Revenue Budget for these events.

Requests are however received for additional grass cutting in the week prior to the events which are accommodated where possible but do sometimes have staffing implications as routine works have to be rescheduled.

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## Report of the Interim Strategic Director

### **BROXTOWE PARKS STANDARD**

#### 1. Purpose of report

To update members on the outcome of the latest consultation and site assessments relating to the Broxtowe Parks Standard.

#### 2. Background and Detail

The Corporate Plan 2016-2020 has, as one of its priorities, to protect and enhance the environment for future generations. One of the targets associated with this priority is that 100% of parks and open spaces achieve the Broxtowe Parks Standard. This standard was agreed by Cabinet in 2014. Having a uniform standard across all the sites is seen as a fair and positive way of improving the quality and visitor experience of the parks and open spaces. Appendix 1 details the questions asked as part of this standard.

Since the standard was approved the sites have been assessed on a number of occasions and a report to this Committee in January 2018 identified 3 sites not achieving the standard. Appendix 2 details these sites together with the outcome of the consultation reassessments in summer 2018. In addition, the appendix lists the outcomes of consultation and site assessments of a further 25% of sites that previously met the standard to make sure they were still achieving the quality targets. Consultation took place during late summer/early autumn 2018 using an online questionnaire and 232 responses were received. Notices were placed on all the sites being assessed asking for responses. The questionnaire was also promoted on the Council's website and through 'Email Me'.

#### 3. Financial implications

No costings have been included in this report but it is proposed to include some of the issues identified in a future report to this committee which outlines funding proposals from the £125,000 allocated in the 2019/20 capital programme for improvements to play areas and parks/open spaces.

### **Recommendation**

**The Committee is asked to NOTE the report and the issues identified.**

#### Background papers

Nil

Site Assessment

1. How welcoming is the park?
2. How effective is signage?
3. Standard of cleanliness
4. How clean is the site in terms of dog fouling?
5. Accessibility
6. Standard of grass cutting
7. Standard of shrub beds/flower beds maintenance
8. Standard of the tree maintenance
9. Play facilities provided
10. Sports facilities provided
11. How are the issues with violence and anti-social behaviour dealt with?
12. Nature and wildlife management
13. Overall impression of the park/open space

Options

Very good/very well  
Good/Well  
Fair  
Poor/not very well  
Very poor/not at all  
Don't know/not applicable.

## APPENDIX 2

Sites failing to achieve the Broxtowe Parks Standard in 2017

To achieve the Broxtowe Parks Standard sites must score at least 85% of marks in the fair and above category and at least 45% of marks in the good and above category. Detailed below are the 3 sites not achieving the standard in 2017.

Less than 85% Fair and Above

Millfield Road Open Space, Kimberley	83%
Redbridge Drive Open Space, Nuthall	77%
Hickings Lane Recreation Ground, Stapleford	83%

Less than 45% Good and Above

Millfield Road Open Space, Kimberley	41%
Redbridge Drive Open Space, Nuthall	35%

Analysis of the 2018 Survey Work

In summer 2017 the three sites failing to achieve the Broxtowe Parks Standard were reassessed together with 13 other sites previously assessed as achieving the standard. These additional 13 sites were selected at random across the borough from the sites that had not been assessed in the last 3 years. These scores together with the previous assessments in 2017 are shown below. The scores are a combination of consultation responses and officer assessments.

Area	Name of site	Fair & Above 2017	Good & Above 2017	Fair & Above 2018	Good & Above 2018
Attenborough	Long Lane Recreation Ground	Not assessed	Not assessed	92% P	64% P
Beeston	Hetley Pearson Recreation Ground	Not assessed	Not assessed	90% P	67% P
Beeston	Weirfields Recreation Ground	Not assessed	Not assessed	98% P	74% P
Bramcote	Bramcote Hills Park	Not assessed	Not assessed	96% P	80% P
Chilwell	Chetwynd Road Recreation Ground	Not assessed	Not assessed	76% F	41% F
Eastwood	Coronation Park	Not assessed	Not assessed	86% P	55% P
Eastwood	Jubilee Park	Not assessed	Not assessed	85% P	46% P
Eastwood	Mansfield Road Recreation Ground	Not assessed	Not assessed	86% P	54% P
Kimberley	Knowle Park	Not assessed	Not assessed	83% F	38% F
Kimberley	Hall om Wong Open Space	Not assessed	Not assessed	85% P	57% P
Kimberley	Millfield Road Open Space*	83% F	41% F	91% P	33% F

Nuthall	Redbridge Drive*	77% F	35% F	93% P	54% P
Stapleford	Hemlockstone Open Space	Not assessed	Not assessed	86% P	45% P
Stapleford	Hickings Lane Recreation Ground*	83% F	51% P	86% P	54% P
Stapleford	Pasture Road Recreation Ground	Not assessed	Not assessed	79% F	47% P
Stapleford	Queen Elizabeth Park	Not assessed	Not assessed	87% P	51% P

F = Fail

P = Pass

\* = Sites failing to achieve the Broxtowe Parks Standard in 2017.

Based on this round of assessments there are 4 sites failing to achieve the Broxtowe Parks Standard.

#### Less than 85% Fair and Above

Chetwynd Road Recreation Ground, Chilwell	76%
Knowle Park, Kimberley	83%
Pasture Road Recreation Ground, Stapleford	79%

#### Less than 45% Good and Above

Chetwynd Road Recreation Ground, Chilwell	41%
Knowle Park, Kimberley	38%
Millfield Road Open Space, Kimberley	33%

#### Site Specific Comments on the 16 Sites Assessed

Attenborough: Long Lane Recreation Ground – mainly positive comments, praise for the play area improvements.

Beeston: Hetley Pearson Recreation Ground – positive comments on the cleanliness of the site. Few issues raised about anti-social behaviour.

Beeston: Weirfields Recreation Ground – very good scores in both categories reflecting well on the site. Few issues about litter, particularly in the summer when the site is very popular.

Bramcote: Bramcote Hills Park – again very good scores in both categories with lots of positive comments. Issues raised about the lack of toilets and potential for refreshment facilities.

Chilwell: Chetwynd Road Recreation Ground – an area failing to achieve the standard in both the Fair and Above and the Good and Above categories. Comments about issues with anti-social behaviour and dog fouling together with issues relating to the football area. New goals were erected in the autumn of 2018 so this should help to

address this and additional work will be undertaken with the Neighbourhood Wardens to try to address the other issues.

Eastwood: Coronation Park – the largest park in Eastwood which has seen significant investment in recent years. This is reflected in the scores.

Eastwood: Jubilee Park – works to improve the play area undertaken in summer 2018 and this together with favourable comments on maintenance have helped achieve the standard.

Eastwood: Mansfield Road Recreation Ground – a range of good scores only let down by the comments relating to the play area. The survey was however undertaken prior to the recent Pride in Parks play area improvements and future surveys will hopefully reflect these works.

Kimberley: Knowle Park – another site failing to achieve the standard on both the Fair and Above and the Good and Above categories. Issues with dog fouling, broken and missing equipment on the play area together with anti-social behaviour were the main concerns. Kimberley Town Council are looking at the possibility of improving this play area as part of the Pride in Parks initiative. Further works needed to address dog fouling and anti-social behaviour.

Kimberley: Hall om Wong Open Space – good scores in both categories. A range of comments on the tree works undertaken in 2017. Requests for provision of equipment for younger children in the play area. This is something that has been identified as a high priority in to Boroughs Play Strategy.

Kimberley: Millfield Road Open Space – the third site failing to achieve the standard. Whilst scoring well in the Fair and Above category the low score in the Good and Above range resulted in a fail. The works currently being undertaken to improve the play area and signage on the site will hopefully be reflected in the next round of surveys.

Nuthall: Redbridge Drive Open Space – this was one of the sites that failed to achieve the standard in 2017. However, following an upgrade of the play area and sports facilities, there has been a marked increase in the scores with high pass marks across both categories.

Stapleford: Hemlockstone Open Space – some reference to the work the Council is doing with the mountain bikes on the site and a few comments about litter but another site achieving the standard.

Stapleford: Hickings Lane Recreation Ground – a site that previously failed to achieve the standard but an increase in the scores this year has rectified this. The sports facilities score well but the children's play area attracted negative comments. The funding from the Pride in Parks initiative and WREN will address this later in the year.

Stapleford: Pasture Road Recreation Ground – a low score in the Fair and Above category resulted in the first fail for this site since the standard was introduced. The new paths were well received as was the standard of maintenance. Issues relating to the play area and anti-social behaviour were the main concerns. Opportunities to improve in these areas will be investigated.

Stapleford: Queen Elizabeth Park – good scores in both categories reflecting well on this popular park.



**Report of the Interim Strategic Director**

<b>CLEAN AND GREEN</b>
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1. Purpose of report

To update Members on the progress of the 'Clean and Green' initiative.

2. Background

On the 19 November 2018 Members approved the implementation of the Clean and Green initiative. The initiative identified a number of on-going activities which support the Council's key Priority to ensure that the environment in Broxtowe is protected and enhanced for future generations.

The report also contains the following appendices:

- Appendix 1 – "Clean and Green" logo
- Appendix 2 – provides an update on activities associated with the Clean and Green initiative
- Appendix 3 – the Community Clean Team Resources Pack
- Appendix 4 – Town Centre Barrow design.

3. Financial implications

Any financial implications of the Clean and Green initiative have been approved and are contained within budgets.

<b><u>Recommendation</u></b>
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<b>The Committee is asked to NOTE the Clean and Green activities which have taken place or are planned for the future.</b>
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Background papers

Nil

**APPENDIX 1**

**Clean and Green Logo**



**APPENDIX 2****1. Litter picking of the A610** – Linked to the corporate priority of reducing litter.

An application has been submitted to Nottinghamshire County Council for a litter pick on the 2 and 3 February. This has yet to be approved by Nottinghamshire County Council.

Items that could affect whether the application is approved include things such as other road works which are already planned within the requested period.

In addition to the above an internal monitoring system has been introduced to record the number of litter complaints received regarding the A52. At the time of writing there had been no complaints received.

**2. Weed Killing** - Linked to the corporate priority of making Broxtowe cleaner.

In accordance with the Nottinghamshire County Council agreement two Borough wide weed killing applications are undertaken each year. These are planned for April and September 2019

As part of the Clean and Green initiative an additional intermediary inspection will take place in July 2019 on high priority and difficult to reach areas. Where it is evident that weeds are growing additional spot treatments of these areas will be undertaken. It is anticipated that this work will be carried out over a two week period.

**3. Fly tipping** - Linked to the corporate priority of reducing fly tipping

A meeting with the Councils Neighbourhood Wardens, Legal Department and the Parking and CCTV/Security Manager has taken place to discuss what CCTV system would be most beneficial for the Council in terms of enforcing against fly tipping.

Information has also been requested from other district councils across Nottinghamshire on what CCTV systems they use to gather evidence for prosecuting fly tipping offences. Additionally, a CCTV information request has also been submitted to the Association for Public Service Excellence (APSE) to gather information on the different types of systems used. The experience and knowledge shared by the other parties will assist in making an informed choice of which CCTV system the Council should purchase.

Preventative fly tipping signage was erected on New Road and Narrow Road, Watnall in August 2018. The roads were identified as a fly tipping hot spot area with 27 fly tipping incidents being recorded between April and August 2018. Between September and December 2018 there has only been a further two incidents of fly tipping in that area which suggest the signs are having a positive effect. Further preventative signs are to be installed under the Clean

and Green Initiative on other hot spots areas, such as the entrance to the sewage works on the A610, by the end of March 2019.

With regards to improvements to the security of Parks and Open Spaces to reduce the number of fly tipping incidents barriers or lock shrouds have been fitted on 8 sites throughout the Borough. Additional infrastructure will be fitted to another 8 sites by the end of March 2019.

Five concrete stop blocks each weighing 2400kg have been purchased and are ready for redeployment when necessary in order to prevent access to areas and reduce fly tipping.

**4. Waste Days** - Linked to the corporate priority of reducing littering and fly tipping, increasing recycling and reducing residual waste

Up to five Waste Days are in the planning to take place in February/March 2019. The proposed sites currently being evaluated are:

Brinsley  
Eastwood (Greenhills Road area)  
Trowell  
Toton (Banks Road area)  
Stapleford (Town Centre Area)  
Bramcote Lowes Estate

These sites are being evaluated for their suitability in terms of resident access and the potential for the vehicle to either remain stationary or safely move around an area. Once the sites have been selected local publicity will take place to inform local residents of the event. Local Members will be informed accordingly.

In addition to the above a further three Waste Days will take place during Easter week in April 2019. These events will be organised in conjunction with the Housing Department and will take place in the following areas:

Stapleford (Montrose Court area)  
Chilwell (Ribblesdale Court area)  
Eastwood (Princes Street area)

**5. Replacement litter bins** Linked to the corporate priority of reducing litter

The Clean and Green Campaign has committed to replacing 26 litter bins by the end of March 2019. The litter bins are located in high profile areas and where there is a significant amount passing traffic or foot fall, for example, main roads, twitchells, parks and bus stops.

The target has been exceeded with a total of 63 litter bins already being replaced around the Borough under the Clean and Green initiative. Bins have been replaced in areas such as Colliers Wood, Sherman Drive Open Space, and Hickings Lane Recreation Ground, the latter being publicised via a Clean and Green 'Email Me' message.

6. **Community Clean Teams Initiative** Linked to the corporate priority of reducing litter, reducing fly tipping, increasing recycling and composting and reducing residual waste

A Community Clean Team web page and 'resource pack' have been created. The resource pack is shown in appendix 3.

A total of ten Clean Team events have been taken place so far involving around 170 people. A further two events are planned before the end of the March 2019.

Since the launch of the scheme five individuals or groups not previously working with the Council have come forward of their own account wanting to take pride in their local area and be part of the Community Team project.

7. **Livery** Linked to the corporate priority of reducing litter and increasing recycling

Orders have been placed for the fleet livery of the Clean and Green logo. At the time of writing the report the stickers have not yet been received.

With regards the livery for the refuse fleet the designs are currently being finalised and will be placed on the vehicles by the end of March 2019.

Three Town centre barrows have been ordered and will be delivered in January 2019. The barrows will be given to the Town Centre Attendants. The Town Centre Attendant is a high profile role within the community and these employees will play a key role in promoting the wider message of Clean and Green. The graphics in appendix 4 shows the style of barrows which have been ordered.

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Broxtowe  
Borough  
COUNCIL

# Community Clean Team Resource Pack



# Introduction

Our Clean and Green Campaign launched in September as part of an initiative to make Broxtowe a cleaner place.

There will be lots taking place as part of the campaign to complement what we already do to keep Broxtowe clean and tidy.

We are also asking individuals, community groups, schools and businesses to take collective responsibility for keeping the Borough clean and tidy and encourage everyone to recycle more.

You can do this by setting up Community Clean Teams to organise events like litter picks or as an individual by doing your bit to keep the Borough tidy.

Thank you for wanting to help with the campaign. This pack has been designed to help you organise your own litter picks to do your bit.

It includes everything you need to organise your event, along with resources you can use online or in your local neighbourhood to help promote it.





# Litter pick guidelines

- ✓ Avoid direct contact with litter at all times – use the litterpickers provided and do not touch anything with your hands
- ✓ Be aware of your environment and do not put yourself at risk whilst picking litter – this is especially important near roads
- ✓ Do not pick when visibility is poor and only pick in daylight hours
- ✓ Rubbish bags should not be compressed using hands or feet as this can accidentally puncture the skin
- ✓ Do not pick up any items that cannot easily be identified or where they are clearly hazardous such as asbestos. Report it to Broxtowe Borough Council on 0115 917 7777
- ✓ Do not attempt to remove dead animals or animal faeces.
- ✓ Any needles or drug paraphernalia needs to be left alone and reported to Broxtowe Borough Council on 0115 917 7777
- ✓ Avoid contact with the body when carrying plastic bin bag. Carry tied bags above the knot.
- ✓ Do not attempt to pick up any large or potentially heavy items such as gas bottles or canisters
- ✓ Ensure any cuts or abrasions are clean and covered with a waterproof plaster
- ✓ Clean hands thoroughly before eating food or drinking
- ✓ Wear sturdy shoes or boots and weather appropriate clothing
- ✓ Always wear a high visibility vest, be aware of traffic at all times and stop picking to allow any vehicle to pass
- ✓ Stay clear of water
- ✓ Do not overfill bin bags
- ✓ Do not confront anyone you see littering

# What the Council can do to help

Once you have decided to do a litter pick we can help by lending you some equipment.

## Our litter picking kit includes:

- ✓ litterpickers
- ✓ high visibility vests
- ✓ refuse and/ or recycling bags
- ✓ stickers to affix on your full bags

If you are planning to borrow our equipment, you will have to sign an agreement on the day of collection to say you have read and will adhere to all our guidelines about making health and safety paramount.

All equipment hire is free of charge.

If the equipment gets damaged or lost, please report it as soon as possible or upon return.

The responsible person will have to organise for the kits to be picked up and returned to the Council Offices or Kimberley Depot within an agreed time frame.

We will also collect the waste and recycling that you pick up during your litter pick free of charge from an agreed collection point. Please ensure you put the stickers we will provide on the bag so we can identify your efforts.

**Please note that we only have a limited supply of equipment so the kit will be allocated on a first come, first served basis.**

# Organising your litter pick

To ensure your litter pick is as successful and safe as possible, please make sure you:

## Plan ahead

- Choose an area you want to clean up. If it is Council land then you need to get the permission to conduct the event.
- If it's privately owned land, please get permission from the landowner(s).
- Once you know where you would like to hold your litter pick, decide when you want to do it. If it is a one-off event then think about who you'd like to join in and when they might be available. If you would like to run regular litter picking activities then ask us if we know of other communities doing the same in your area.

## Tell people it's happening!

- We've included some communications resources later in this pack to help you promote your event.
- Make sure you tell everyone what's happening – friends, family, neighbours to see if they can drop by even for just 10 minutes and help you.
- If you let [press@broxtowe.gov.uk](mailto:press@broxtowe.gov.uk) know we can share your news on our website and social media channels.
- You can also share your event on our events calendar at **[www.broxtowe.gov.uk/wow](http://www.broxtowe.gov.uk/wow)**

## Health and Safety comes first

- The Council takes health and safety very seriously. Please think carefully about the location of your litter pick and ensure that all participants understand the need to act in a safe manner.
- Please refer to the Litter Pick Guidelines on Page 3 for more safety guidance.
- There is an example risk assessment form included later in this pack to help you.

## On the day

Please ask people to sign in. When you are ready please brief the group on:

- the Litter Pick Guidelines
- meeting points, break and finish times
- where to place the collected litter/recycling – consider using a map
- who the first aider is or what to do if an injury occurs
- let them know to use #cleangreenbroxtowe for sharing on social media
- thank them for joining
- exchange mobile phone numbers to ensure good communication links within the group

## Also check:

- everyone has appropriate clothing and footwear for the weather and terrain and was provided with a high visibility vest
- there is sufficient supervision for young/vulnerable volunteers
- always be considerate to wildlife and people using the area - do not disturb animals or damage plants
- do not remove “natural” rubbish like logs, stones and weeds



## Do make time for a photo

It is helpful for everyone to see pictures that show the scale of the problem and the effort and time people are taking to clean the Borough. Ensure you get permissions if using photos of people. Before and after photos are great for showing what has been achieved.

## Collection

After the event please ensure that the litter and recycling was collected at the agreed time from the agreed location. If not, please contact us at [refuse@broxtowe.gov.uk](mailto:refuse@broxtowe.gov.uk)

## Tell us how you got on...

- how many people joined in?
- how many bags of rubbish and recycling were collected?
- If you have a photo and the permissions for us to publish it please send it our way! (via email or social media).

## Useful Contacts

You can contact the Refuse Team, Monday to Thursday, 8.30am until 5.00pm or 8.30am until 4.30pm on Fridays on 0115 917 7777.

**If there is an emergency outside of these hours, you can contact 07768 775 245**



# Template Risk Assessment

You can use this template to carry out a risk assessment to ensure you keep safe during your litter pick.

## How to fill in the risk assessment

- Go through each hazard and decide how likely it is that it will be present at your litter pick
- If the hazard is high risk, record what measures you will put in place to minimise this risk and then re-assess the hazard.
- To help you, we've completed an example risk assessment

Site/Area:	
Name and contact details of the group leader carrying out the assessment:	
Signature:	Date:

Identification of hazards	Risk level				Control procedure to reduce risk	Risk level after implementation of control procedure			
	High	Med	Low	N/A		High	Med	Low	N/A
Containers, gas bottles or large cans									
Local environmental conditions									
Hazardous waste (drugs and sex waste)									
Sharp objects									
Heavy objects									
Dead animals									
Animal faeces									
Asbestos									
Proximity to road									
Other									

# Example Risk Assessment

Site/Area:	Dovecote Park, Beeston
Name and contact details of the group leader carrying out the assessment:	Broxtowe Cleansers
Signature:	Date: 1/9/2018

Identification of hazards	Risk level				Control procedure to reduce risk	Risk level after implementation of control procedure			
	High	Med	Low	N/A		High	Med	Low	N/A
Litter		x			Wear appropriate gloves, footwear and clothing. Only use arm lengths devices to pick up litter			x	
Containers, gas bottles or large cans	x				Visual inspection of area being litter picked. Do not collect and report to the Council			x	
Local environmental conditions		x			Wear appropriate clothing and footwear. Do not undertake if the conditions are not suitable			x	
Hazardous waste (drugs and sex waste)					Visual inspection of area being litter picked. Do not collect and report to the Council			x	
Sharp objects	x				Visual inspection of area being litter picked. Do not collect and report to the Council			x	
Heavy objects		x			Visual inspection of the item. Do not attempt to lift and seek assistance in lifting the item. Report to the council if assistance is needed		x		
Dead animals			x		Visual inspection of area being litter picked. Do not collect and report to the Council			x	
Animal faeces	x				Visual inspection of area being litter picked. Do not collect and report to the Council		x		
Asbestos	x				Visual inspection of area being litter picked. Do not collect and report to the Council	x			
Proximity to road	x				Wear appropriate high visibility clothing. Stay on the pavement and do not litterpick the kerb edge				
Other									



# Promoting your event

We have a range of ready-to-use materials to help you promote your event.

## Printable posters

It's quick and easy to put up a poster in your workplace, shop window or on a local noticeboard.

There are two versions – one which is ready to print and use and another which has space for your groups name, logo and web address.



Click to download the  
editable A4 poster (pdf)

## Social Media

These graphics can be used on your social media accounts in any posts about the event, along with the suggested messages.

- *Help us make a #cleangreenBroxtowe by joining our litter pick on [DATE, TIME, LOCATION]*
- *Join our Community Clean Team for litter pick today at [TIME, LOCATION] #cleangreenbroxtowe*
- *We've joined Broxtowe's Community Clean Team because we're passionate about making Broxtowe a cleaner place – get involved by contacting us on [CONTACT DETAILS] #cleangreenbroxtowe*
- *Thanks to all the volunteers in our Community Clean Team who helped us collect [ADD NUMBER OF BAGS, WEIGHT ETC] of rubbish at our litter pick at [LOCATION] #cleangreenbroxtowe*
- *Three cheers for our Community Clean Team superheroes who helped us at our litter pick on [DATE] at [LOCATION] #cleangreenbroxtowe*



Click to download the social  
media graphic (jpeg)



Click to download the  
newsletter banner (jpeg)

Don't forget to share details and images with the Council on @broxtowebc or [www.facebook.com/broxtoweboroughcouncil](https://www.facebook.com/broxtoweboroughcouncil)

Please use the hashtag #cleangreenbroxtowe



# Press Release

Hit the headlines – your clean up event is an excellent opportunity for you, your group or organisation to get some publicity. Approach the local press at least one week before the event. If they are unable to cover the event, why not send them a brief story and photograph afterwards.

This press release can be adapted to suit your organisation and sent to the local media. It can also be adapted for any newsletters or mailing lists you might have.

## **[[ORGANISATION]] JOINS BROXTOWE'S COMMUNITY CLEAN TEAM**

[[ORGANISATION]] are helping keep Broxtowe Borough clean and green, after joining the Council's Community Clean Team.

As members of the team, [[ORGANISATION]] will be encouraging local people to keep the Borough clean and tidy and to recycle more.

To get started, [[ORGANISATION]] are hosting a litter pick on [[DATE/TIME/LOCATION]] and are looking for volunteers to come along and get stuck in.

If you're interested in helping, please contact [[CONTACT NAME, NUMBER AND EMAIL]].

Broxtowe's Clean and Green Campaign is aimed at making Broxtowe a cleaner place and includes a range of initiatives from to complement the great work that already takes place to keep the borough clean and tidy.

If you're an individual, community group, school or business who would like to set up your own Community Clean Team, please visit [www.broxtowe.gov.uk/cleanandgreen](http://www.broxtowe.gov.uk/cleanandgreen) for more information about how to get started

Broxtowe Borough Council  
Foster Avenue, Beeston,  
Nottingham, NG9 1AB  
Tel: 0115 917 7777  
[www.broxtowe.gov.uk](http://www.broxtowe.gov.uk)



**Broxtowe**  
**Borough**  
COUNCIL

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[www.broxtowe.gov.uk/emailme](http://www.broxtowe.gov.uk/emailme)

APPENDIX 4

Town Centre Barrow Designs



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## Report of the Strategic Director

### **PRIDE IN PARKS - PLAY AREA AND PARKS/OPEN SPACE IMPROVEMENTS**

#### 1. Purpose of report

To update members on the Pride in Parks initiative.

#### 2. Background

The 2018/19 Capital Programme includes £250,000 for Play Area and Parks/Open Space Improvements. This funding has been allocated to undertake improvements to the Borough owned play areas that have been identified as high priority sites in the new Play Strategy. Funding has also been allocated to the Town and Parish Councils that maintain their own parks and outdoor recreational facilities to enable improvement and renovation works to be undertaken at these sites. This helps achieve "Fairness for All" with all residents across the Borough having the potential to access improved outdoor leisure/recreational facilities. Appendix 1 details the progress achieved to date.

#### 3. Financial implications

The £250,000 has been split with £125,000 allocated to the Borough Council and £125,000 allocated to the Town and Parish Councils.

### **Recommendation**

**Members are asked to NOTE the report.**

#### Background papers

Nil

## APPENDIX 1

## 1. Broxtowe Borough Council Sites

Year 1 2018/19 Schemes

SITE	DETAIL	UPDATE
Broadgate Park, Beeston	Successful bids for funding totalling £59,000	Works now complete and site open
Leyton Crescent Recreation Ground, Beeston	Successful bids for funding totalling £66,000	Works now complete and site open
Jubilee Park, Eastwood	General clean of equipment and surfacing	Works complete
Mansfield Road Recreation Ground Eastwood	This scheme at £26,000 was funded from a Section 106 allocation from the Rippon Homes Development at Peacock Drive, Eastwood	Works now complete and site open
Millfield Road Open Space, Kimberley	Works to increase the size of the play area and provide equipment for a wider age range.	Work in progress
Redbridge Drive Open Space, Nuthall	The first fully funded "Pride in Parks" play area	Works now complete and site open
Central Avenue Recreation Ground, Stapleford	General clean of equipment and surfacing	Works complete
Judson Avenue Open Space, Stapleford	Upgrade of small play area utilising £15,000 of external funding	Works complete and site open
Salcey Drive Open Space, Trowell	General clean of equipment and surfacing	Works complete

## **2. Allocation of funding for Town/Parish Council Sites**

There are six Town/Parish Councils that manage their own Parks/Recreation Grounds. These are detailed below:

### Awsworth Parish Council

- The Lane Recreation Ground
- Shilo Recreation Ground

### Brinsley Parish Council

- Brinsley Recreation Ground

### Greasley Parish Council

- Beauvale Park
- Greenhills Road Recreation Ground

### Kimberley Town Council

- Knowle Park
- The Stag Recreation Ground

### Nuthall Parish Council

- Basil Russell Playing Fields
- Temple Centre Recreation Ground

### Trowell Parish Council

- Trowell Parish Hall

As part of the funding review all 6 Town/Parish Councils were asked to consider their priorities for work over the next 2 financial years.

The Town/Parish Councils were advised by letter on 5 April 2018 of the amounts for the 2018/19 financial year together with guidance on the sort of schemes that the council would consider as favourable. These included:

- Play Area /Skate Park Improvements
- Improvements to outdoor sports /exercise facilities
- Footpath creation/surfacing
- Improvements to sports pavilions (but not Parish Halls)
- Habitat improvements
- Improvement for disabled access parking (but not full car park surfacing schemes)

Project Update

Awsorth – Successful application submitted to English Cricket Board for works to improve the cricket pavilion at The Lane Recreation Ground. The allocation from the Borough Council has been used as match funding towards this. The Parish Council have planning permission for the works and obtained 3 quotations. Contractor appointed. New play equipment installed at Shilo Recreation Ground. The Parish Council are proposing to use their 2019/20 allocation towards the completion of the cricket pavilion project and for pond and habitat improvement works at The Lane Recreation Ground.

Brinsley – works to improve play area and activity trail completed with official opening event on Saturday 26 January 2019.

Greasley – prices being obtained for a scheme to improve the play facilities at Beauvale Recreation Ground. This is likely to be a scheme that combines funding from the 2018/19 and 2019/20 allocations. Proposed start date March 2019.

Kimberley – works completed to improve the playing surface at Stag Recreation Ground Bowling Green. Consideration being given to improve the sports facilities at the Stag Recreation Ground and the play area at Knowle Park. These schemes are likely to be funded with allocations from the 2018/19 and 2019/20 capital programme.

Nuthall – Refurbishment of the play area at Basil Russell Playing Field complete with an opening ceremony on Saturday 5 January. New hand rails installed to the pavilion at this site.

Trowell – prices being obtained for improvements to the play facility at Trowell Parish Hall.

Summary

<b>Parish/Town Council</b>	<b>2018/19 Allocation</b>	<b>Funding Committed</b>	<b>Funding Spent</b>
Awsorth	£16,452.46	£16,452.46	£5,045.42
Brinsley	£17,983.77	£17,949.00	£17,949.00
Greasley	£28,546.58	Nil	Nil
Kimberley	£25,397.59	£7,367.00	Nil
Nuthall	£29,733.34	£29,733.34	£29,733.34
Trowell	£6,886.26	Nil	Nil
<b>Total</b>	<b>£125,000</b>	<b>£71,501.80</b>	<b>£52,727.76</b>



<b>Borough Council Site</b>	<b>2018/19 Allocation</b>	<b>Funding Committed</b>	<b>Funding Spent</b>
Broadgate Park	£5,600	£6,133	£6,133
Leyton Crescent	£41,100	£40,000	£40,000
Jubilee Park/Central Avenue/Salcey Drive	£3,300	£3,364	£3,364
Millfield Road	£22,200	£21,803	£15,292
Redbridge Drive	£52,800	£53,935	£53,935
<b>Totals</b>	<b>£125,000</b>	<b>£125,235</b>	<b>£118,724</b>

The schemes at Mansfield Road and Judson Avenue were funded from Section 106 and external funding.

#### 2019/20 Programme

A report detailing the proposed Pride in Parks schemes will be brought to this committee. This will include:

- An update on the scheme at Hickings Lane Recreation Ground to the value of £165,000.
- Details of the proposed scheme at King Georges Park Bramcote where a funding application for £50,000 has been submitted to WREN with a total scheme value of £120,000. A decision from WREN is expected in March.

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## Report of the Interim Strategic Director

### HICKINGS LANE RECREATION GROUND – FUNDING AWARD

#### 1. Purpose of report

To advise the Committee of the success in securing additional funding for work at the Hickings Lane Recreation Ground play area in Stapleford.

#### 2. Background

The play area at this site was identified as high priority for refurbishment in the new Play Strategy, requiring a full refurbishment with new surfacing and a mix of equipment for all ages.

A report to this Committee on 29 March 2018 resolved to allocate £100,000 to support external funding bids for schemes to the play facility at Hickings Lane Recreation Ground, Stapleford and King George's Park, Bramcote. In addition the Committee noted a £18,500 Section 106 allocation from the Whitely Mill site at Stapleford that had to be used at Hickings Lane Recreation Ground.

Using the £50,000 allocated for Hickings Lane and the £18,500 Section 106 money as match funding, a £93,500 bid was made in September 2018 to Waste Recycling Environmental (WREN) for the provision of new play and sports equipment. WREN is a not-for-profit organisation that awards grants for community projects from the Landfill Communities Fund. The Council has been advised that the bid has been successful.

Following consultation on site the replacement of the out-dated Multi Use Games Area (MUGA) was also identified as a high priority together with the play area. The proposed £50,000 bid to WREN was therefore increased to £93,500 to fund the replacement of this MUGA. The application was prepared working closely with Stapleford Town FC who are the main users of the Park and the Stapleford Community Group. Stapleford Town FC have also pledged £1,000 as a partner funding element towards the project. The other funding partner is United Living, the Council's Housing Modernisation Partner who have contributed £2,500.

#### 3. Financial implications

These are detailed in the appendix.

#### Recommendation

**The Committee is asked to RECOMMEND to the Finance and Resources Committee that:**

- 1. A scheme costing £165,500 be included in the 2019/20 capital programme for the provision of new play and sports facilities at Hickings Lane Recreation Ground, Stapleford with funding as set out in the appendix.**
- 2. An allocation of £8,550 be made in 2018/19 from revenue contingencies to meet the cost of the contributing third party payment to WREN.**

Background papers

Nil

## APPENDIX

Financial Implications

The draft capital programme 2019/20 to be presented for approval at Finance and Resources Committee on 14 February 2019 includes £100,000 for work at Hickings Lane Recreation Ground play area as set out in the report to the Leisure and Environment Committee on 28 March 2018. This anticipates that the cost will be met by £50,000 from WREN in association with £50,000 from the Council's own capital resources.

Confirmation that WREN are now to provide funding of £93,500 towards work on the site in conjunction with the £18,500 section 106 funds and the £1,000 and £2,500 from Stapleford Town Council and United Living respectively has provided an opportunity to have an enhanced scheme costing a total of £165,500 to be funded as follows:

	£
WREN award	93,500
Broxtowe B.C. - Pride in Parks	50,000
Section 106 Funds	18,500
Stapleford Town FC	1,000
United Living	2,500
Total	165,500

There are no additional revenue implications from the proposed scheme as provision for the maintenance costs for the site are already included in the Stapleford Parks revenue budget.

A condition of the £93,500 award from WREN is that the Council will need to provide £10,050 in 2018/19 as a "contributing third party payment" to WREN. This is a standard clause with all WREN awards. United Living have confirmed they will contribute an additional £1,500 funding towards this cost leaving a shortfall of £8,550. There is no provision for this with the Stapleford Parks 2018/19 revenue budget. The cost can be met from 2018/19 revenue contingencies of which £12,000 is presently available.

**Joint Report of the Chief Executive, the Interim Deputy Chief Executive and the Interim Strategic Director**

**BUSINESS PLANS AND FINANCIAL ESTIMATES 2019/20 - 2021/22**

**1. Purpose of report**

To consider proposals for business plans, detailed revenue budget estimates for 2019/20, capital programme for 2019/20 to 2021/22 and proposed fees and charges for 2019/20 in respect of the Council's priority areas.

**2. Detail**

As part of the Council's performance management framework, the business and financial plans for the five corporate priority areas identified within the Corporate Plan 2016-2020 are brought together in one report, set out in appendix 1, so that the linkages between service priorities, spending proposals and targets are clear.

Under the Constitution, financial and business planning is reported to the Committee which has primary responsibility for oversight of the relevant corporate priority area and related services, in this case the Leisure and Environment Committee. 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 the Liberty Leisure Business Plan is presented to the Committee for consideration. This plan and the proposed Environment and Bereavement Services Business Plans are provided as separate attachments to this report. The revenue and capital budget proposals for the corporate priority and relevant service areas, together with the proposed fees and charges, are provided in appendices 2a to 2c.

Following consideration by each respective Committee, a summary of the estimates, including any changes recommended, will be presented to Finance and Resources Committee on 14 February 2019 for consideration and recommendation to Full Council on 6 March 2019.

**Recommendations**

- 1. The Committee is asked to RESOLVE that the Environment Business Plan and the Bereavement Services Business Plan be approved and to NOTE the Liberty Leisure Limited Business Plan.**
- 2. The Committee is asked to RECOMMEND that the Finance and Resources Committee recommends to Council that the following be approved:**
  - a) The detailed revenue budget estimates for 2019/20 (base) including any revenue development submissions.**
  - b) The capital programme for 2019/20 to 2021/22.**
  - c) The fees and charges for 2019/20.**

Background papers: Nil

**APPENDIX 1****Introduction**

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

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

This report considers the detail in respect of the business plans covering the priority area of Leisure and Environment. The financial consequences of the business plans, 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 plans.

Within the Environment Business Plan and the Bereavement Services Business Plan, attached to this report, 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, along with the financial impact in section 5 of the business plan.

In the Liberty Leisure Limited Business Plan, also attached to this report, 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 shown in part 5 of the business plan has been incorporated into the revenue budgets for 2019/20 as a fixed fee (referred to as a Third Party Payment). Any variation against the fee paid for 2019/20 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 also 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 2019/20 as further information and resources become available, thus ensuring that the service and financial planning framework is a fluid process.

**Business plans**

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

This report deals with the Environment Business Plan and Bereavement Services Business Plan, and associated budgets covering these priority areas, and with the Liberty Leisure Business Plan which supports the aims of the Council through the proposed delivery of leisure services. The Council's corporate objectives and aims, as included in the Corporate Plan 2016-2020, are shown at appendix 1a to provide the framework for consideration of the plans.

**Financial background**

The revenue and capital budget proposals for the corporate priority and support service areas, together with proposed fees and charges, are shown in appendices 2a to 2c.

The revenue budgets show the 2018/19 revised estimate as of December 2018 and the 2019/20 base estimate for the areas encompassed by the relevant business plans. The 2019/20 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 2019/20 base figures in this report:

- a) An allowance for certain inflationary pressures including the April 2019 pay award and cost of utilities. These allowances are guided by the best indications available at the time.
- b) Anticipated additional income arising from the review of fees and charges.

The following are not included in the 2019/20 base figures in this report:

- a) The revenue effects of the 2019/20 capital programme including the cost of any new borrowing to support the capital programme. The Finance and Resources Committee will consider the base budget including this item on 14 February 2019.
- b) Any revenue developments for 2019/20.

A classification of revenue expenditure is included at appendix 1b for the guidance of members.

## APPENDIX 1a

**FRAMEWORK FOR BUSINESS PLANNING**

The Council formally adopted the Corporate Plan 2016-2020 in March 2016. This 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 “**a great place where people enjoy living, working and spending leisure time**”.

**Priorities**

The Council's priorities have been updated within the context of national, regional and countywide plans aligning 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 **Housing** are ‘a good quality affordable home for all residents of Broxtowe’:

- Increase the rate of house building on brownfield sites
- Become an excellent housing provider
- Improve the quality and availability of the private rented stock to meet local housing need.

The priorities and objectives for **Business Growth** are ‘new and growing businesses providing more jobs for people in Broxtowe and improved town centres’:

- Increase the number of new business starting in Broxtowe
- Help our town centres to compete and attract more visitors



- Complete the regeneration of Beeston town centre and seek opportunities to regenerate town centres throughout Broxtowe

The priorities and objectives for **Environment** are 'The environment in Broxtowe will be protected and enhanced for future generations':

- Reduce litter and fly tipping to make Broxtowe cleaner
- Maintain and improve the green infrastructure of the Council
- Increase recycling, composting, renewable and energy efficiency projects as resources allow

The priorities and objectives for **Health** are 'People in Broxtowe enjoy longer, active and healthy lives:

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

The priorities and objectives for **Community Safety** are 'Broxtowe will be a place where people feel safe and secure in their communities':

- Reduce the amount of anti-social behaviour in Broxtowe
- Reduce domestic violence in Broxtowe

## APPENDIX 1b

**REVENUE BUDGET 2019/20****CLASSIFICATION OF EXPENDITURE**

The classification of expenditure shown in the revenue estimates is based on the CIPFA Standard Accounting Classification. The following statement shows the type of expenditure charged to each heading:

EMPLOYEE EXPENSES	Salaries and Wages National Insurance Pensions
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 & Domestic Supplies
TRANSPORT RELATED EXPENSES	Direct Transport Costs Recharge of Pooled Transport Costs Travelling Allowances
SUPPLIES AND SERVICES	Equipment, Furniture and Materials Clothing, Uniforms and Laundry Printing, Stationery and General Office Expenses Postages Telephones Insurances Grants and Subscriptions Miscellaneous Expenses
THIRD PARTY PAYMENTS	Other Local Authorities Private Contractors Charges from Trading Services
TRANSFER PAYMENTS	Housing and Council Tax Benefits
CENTRAL, DEPARTMENTAL AND TECHNICAL SUPPORT SERVICES	Administrative Buildings Expenses Central Departmental Support Departmental Administration
CAPITAL FINANCING COSTS	Operating Lease Charges Asset Register Charges

## APPENDIX 2a

Leisure and Environment Portfolio - Revenue Budgets		
Cost Centre	2018/19 Revised Budget (as at December 2018)	2019/20 Base Budget (as at December 2018)
Environmental Improvements	199,750	195,055
Community Facilities	42,250	39,829
Chilwell Community Centre	4,350	4,401
Montrose Court	1,850	1,700
Grants & Loans To Voluntary Organisation	177,300	178,591
Property Admin Services	0	0
Environment Services - Management	0	0
T&W - Environmental Maintenance (/Misc)	(45,200)	(155,000)
T&W - Capital Works	0	0
T&W - Estates	(16,000)	0
Vehicles Cost - Housing Repairs	0	0
Vehicles Cost - Gas Repairs	0	0
Vehicles Cost - Courier Service	0	0
Vehicles Cost - Car Parks	0	0
Vehicles Cost - Neighbourhood Wardens	0	0
Vehicles Cost - Estate Caretakers	0	0
Vehicles Cost - Mechanics Vans	0	0
Vehicles Cost - JCB	0	0
Vehicles Cost - Public Buildings	0	0
Refuse Collection	1,354,700	1,253,891
Recycling	112,350	114,068
Refuse Collection - Vehicles & Plant	11,400	0
Public Conveniences	111,850	116,348
Repairs & Maintenance - Kimberley	6,350	5,917
Grounds Maintenance - Kimberley	(57,350)	0
Grounds Maintenance - Kim - Vehicle Cost	0	0
Kimberley Admin Building	0	0
Stapleford - C.A.S.	(11,850)	(12,100)
Street Cleansing Vehicle Costs	0	0
Highways Sweeping	702,150	745,719
Abandoned Vehicles	800	806
Highways - Borough Services	174,200	152,856
Sign Shop	31,500	36,836
Hall Park	72,450	75,445

<b>Leisure and Environment Portfolio - Revenue Budgets</b>		
<b>Cost Centre</b>	<b>2018/19 Revised Budget (as at December 2018)</b>	<b>2019/20 Base Budget (as at December 2018)</b>
Cemeteries	125,050	103,691
Open Space	297,450	310,560
Tree Management	146,900	150,727
Nottingham Canal	29,250	32,686
Parks & Recreation Grounds Management	95,750	97,020
Allotments Management	0	0
Beeston Allotments	0	0
Beeston Parks	341,100	383,512
Stapleford Parks	161,000	162,336
Eastwood Parks	81,600	79,078
Kimberley Depot	0	0
Kimberley Stores	0	0
Mechanics - Kimberley Depot	0	0
Leisure Strategy and Management	1,488,800	1,370,258
	<b>5,639,750</b>	<b>5,439,913</b>
<b>Leisure and Environment Portfolio - Revenue Budgets</b>		
<b>Cost Centre</b>	<b>2018/19 Revised Budget (as at December 2018)</b>	<b>2019/20 Base Budget (as at December 2018)</b>
Employees	4,298,900	4,388,900
Premises	442,350	437,850
Transport	649,900	674,430
Supplies & Services	1,180,100	1,133,200
Transfer Payments	0	0
Third Party Payments	1,125,000	1,070,500
Central Support Recharges	4,168,100	3,988,482
Capital Charges	732,100	734,500
Income	(6,956,700)	(6,987,949)
Income - Benefits	0	0
	<b>5,639,750</b>	<b>5,439,913</b>

The change in the 2019/20 base budget for total net expenditure when compared with the 2018/19 revised estimate is primarily a consequence of the following items:

	Change (£)
<b>T&amp;W – Environmental Maintenance</b> - The 2018/19 revised estimate includes a recharge to this area of £106,800 for Grounds Maintenance costs. These are being charged to other areas from 2019/20 to more accurately reflect the nature of this activity.	(109,800)
<b>Refuse Collection</b> - The 2019/20 base budget includes an additional £42,000 for trade refuse income and £46,000 for glass recycling credits compared to the 2018/19 revised estimate. In addition, the 2019/20 base budget for employees (including agency staff costs) is £27,750 lower than the 2018/19 revised estimate.	(100,809)
<b>Highways Sweeping</b> - The 2019/20 base budget for employees (including agency staff costs) is £45,350 greater than the 2018/19 revised estimate. This reflects a move to charge employee costs directly to their area of activity where possible.	43,569
<b>Highways – Borough Services</b> - The 2019/20 base budget reflects a reduction of £13,100 in the budget for energy efficiency initiatives when compared to the 2018/19 revised estimate in line with reduced activity in this area following the compulsory redundancy of the Energy and Sustainability Manager approved by Policy and Performance Committee on 17 April 2018.	(21,344)
<b>Beeston Parks</b> - The 2019/20 base budget includes an increase of £36,051 in the recharge to this area of Grounds Maintenance costs. This is intended to more accurately reflect the nature of this activity.	42,412
<b>Leisure Strategy and Management</b> - The 2019/20 base budget reflects a reduction of £35,000 in the Liberty Leisure management fee when compared to the 2018/19 revised estimate. In addition, there is no allowance in the 2019/20 base budget for a recharge in respect of the Director of Housing, Leisure and Property Services following the deletion of this post by Policy and Performance Committee on 12 December 2018. A sum of £43,400 has been included for this in the 2018/19 revised estimate. Capital charges in 2019/20 are also projected to fall by £32,300 compared to 2018/19.	(118,542)

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## APPENDIX 2b

## LEISURE AND ENVIRONMENT CAPITAL PROGRAMME

No.	Scheme	Start	Finish	Estimated Total Cost				Net Revenue Costs in 2019/20	Full Years Revenue Effect of (6)	Net Effect of (5)
					2019/20	2020/21				
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)
	<u>BRAMCOTE LEISURE CENTRE</u>			£	£	£		£	£	£
1.	Main Pool Filter Media Replacement Works	Dec 19	Dec 19	13,000	13,000	0	0	0	0	0
	<b>SUBJECT TO BUDGET PRIORITISATION, SEE NARRATIVE</b>			13,000	13,000	0	0	0	0	0
2.	Refurbish Fitness Changing Rooms Works	July 19	Aug 19	30,000	30,000	0	0	0	0	0
	Capital Salaries			3,000	3,000	0	0	0	0	0
	<b>SUBJECT TO BUDGET PRIORITISATION, SEE NARRATIVE</b>			33,000	33,000	0	0	0	0	0
	Replacement of Teaching Pool Filter Works	Dec 19	Dec 19	22,000	22,000	0	0	(3,000)	0	0
	<b>SUBJECT TO BUDGET PRIORITISATION SEE NARRATIVE</b>			22,000	22,000	0	0	(3,000)	0	0
4.	Replacement of Combined Heat and Power Unit Works	Apr 19	Mar 20	140,000	140,000	0	0	0	0	0
				140,000	140,000	0	0	0	0	0
5.	Condition Survey – Any Urgent Works Required Works	Apr 19	Mar 20	45,000	45,000	0	0	0	0	0
	Capital Salaries			5,000	5,000	0	0	0	0	0
	<b>SUBJECT TO BUDGET PRIORITISATION SEE NARRATIVE</b>			50,000	50,000	0	0	0	0	0
	<b>Leisure and Environment Carried Forward</b>			<b>258,000</b>	<b>258,000</b>	<b>0</b>	<b>0</b>	<b>(3,000)</b>	<b>0</b>	<b>0</b>

## LEISURE AND ENVIRONMENT CAPITAL PROGRAMME

No.	Scheme	Start	Finish	Estimated Total Cost				Net Revenue Costs in 2019/20	Full Years Revenue Effect of (6)	Net Effect of (5)
					2019/20	2020/21				
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)
6.	<u>BRAMCOTE LEISURE CENTRE - CONTINUED</u> Replacement of Flat Roofs Works Capital Salaries <b>SUBJECT TO BUDGET PRIORITISATION SEE NARRATIVE</b>	Aug 19	Nov 19	140,000 14,000	140,000 14,000	0 0	0 0	0 0	0 0	0 0
7.	Replacement of Teaching Pool Windows Works <b>ACTIVELY SEEKING FUNDING</b> Replacement of Main Pool Windows Works <b>SUBJECT TO BUDGET PRIORITISATION SEE NARRATIVE</b>	Aug 19	Sept 19	154,000 20,000 20,000	154,000 20,000 20,000	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0
9.	Replacement Intruder Alarm Equipment <b>SUBJECT TO BUDGET PRIORITISATION SEE NARRATIVE</b>	April 19	April 19	80,000 80,000	80,000 80,000	0 0	0 0	0 0	0 0	0 0
10.	Replacement of Dance Studio Windows Works <b>SUBJECT TO BUDGET PRIORITISATION SEE NARRATIVE</b>	June 19	June 19	25,000 25,000	25,000 25,000	0 0	0 0	0 0	0 0	0 0
11.	Refurbishment of Pool Surrounds Works <b>SUBJECT TO BUDGET PRIORITISATION SEE NARRATIVE</b>	Dec 19	Dec 19	10,000 10,000	10,000 10,000	0 0	0 0	0 0	0 0	0 0
12.	Replacement of High Voltage Transformer Equipment <b>SUBJECT TO BUDGET PRIORITISATION SEE NARRATIVE</b>	Aug 19	Aug 19	50,000 50,000	50,000 50,000	0 0	0 0	0 0	0 0	0 0
				40,000	40,000	0	0	0	0	0



	TOTAL - BRAMCOTE LEISURE CENTRE									
				637,000	637,000	0	0	(3,000)	0	0
	<b>Leisure and Environment Carried Forward</b>			<b>637,000</b>	<b>637,000</b>	<b>0</b>	<b>0</b>	<b>(3,000)</b>	<b>0</b>	<b>0</b>

## LEISURE AND ENVIRONMENT CAPITAL PROGRAMME

No.	Scheme	Start	Finish	Estimated Total Cost				Net Revenue Costs in 2019/20	Full Years Revenue Effect of (6)	Net Effect of (5)
					2019/20	2020/21	2021/22			
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)
	<b>Leisure and Environment Brought Forward</b>			£ <b>637,000</b>	£ <b>637,000</b>	£ <b>0</b>	<b>0</b>	£ <b>(3,000)</b>	£ <b>0</b>	£ <b>0</b>
	<u>KIMBERLEY LEISURE CENTRE</u>									
13.	Electrical, Roof, Window and Drainage Works	Aug 19	Aug 19	22,000	22,000	0	0	0	0	0
	<b>SUBJECT TO BUDGET PRIORITISATION SEE NARRATIVE</b>			22,000	22,000	0	0	0	0	0
	New Full Size 3G Football Pitch and Car Parking Facilities	Sept 19	Mar 20	1,000,000	1,000,000	0	0	20,000	(23,000)	(23,000)
	Fees			50,000	50,000	0	0	0	0	0
	<b>SUBJECT TO BUDGET PRIORITISATION SEE NARRATIVE</b>			1,050,000	1,050,000	0	0	20,000	(23,000)	(23,000)
15.	PRAMA Studio Equipment	July 19	Aug 19	80,000	80,000	0	0	(4,350)	(13,850)	(13,850)
	<b>SUBJECT TO BUDGET PRIORITISATION SEE NARRATIVE</b>			80,000	80,000	0	0	(4,350)	(13,850)	(13,850)
16.	Replace Mobile Elevated Work Platform Equipment	Apr 19	Apr 19	8,000	8,000	0	0	0	0	0
	<b>SUBJECT TO BUDGET PRIORITISATION SEE NARRATIVE</b>			8,000	8,000	0	0	0	0	0
17.	Reconfigure Gyms and Studios Equipment	July 19	Aug 19	70,000	70,000	0	0	0	0	0

	<b>SUBJECT TO BUDGET PRIORITISATION SEE NARRATIVE</b>			70,000	70,000	0	0	0	0	0
	<b>Leisure and Environment Carried Forward</b>			<b>1,867,000</b>	<b>1,867,000</b>	<b>0</b>	<b>0</b>	<b>12,650</b>	<b>(36,850)</b>	<b>(36,850)</b>

## LEISURE AND ENVIRONMENT CAPITAL PROGRAMME

No.	Scheme	Start	Finish	Estimated Total Cost				Net Revenue Costs in 2019/20	Full Years Revenue Effect of (6)	Net Effect of (5)
					2019/20	2020/21	2021/22			
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)
	<b>Leisure and Environment Brought Forward</b>			£ <b>1,867,000</b>	£ <b>1,867,000</b>	£ <b>0</b>	<b>0</b>	£ <b>12,650</b>	£ <b>(36,850)</b>	£ <b>(36,850)</b>
	<u>KIMBERLEY LEISURE CENTRE- CONTINUED</u>									
	Replacement Pool Circulation and Shower Pumps Equipment <b>SUBJECT TO BUDGET PRIORITISATION SEE NARRATIVE</b>	Dec 19	Dec 19	12,000	12,000	0	0	0	0	0
				12,000	12,000	0	0	0	0	0
19.	Extension of Swim Changing Facilities Works Capital Salaries <b>SUBJECT TO BUDGET PRIORITISATION SEE NARRATIVE</b>	Apr 19	June19	300,000 30,000	300,000 30,000	0 0	0 0	0 0	0 0	0 0
				330,000	330,000	0	0	30,000	0	30,000
20.	Replacement of Suspended Ceilings and Floorings Equipment <b>SUBJECT TO BUDGET PRIORITISATION SEE NARRATIVE</b>	Dec 19	Dec 19	18,000	18,000	0	0	0	0	0
				18,000	18,000	0	0	0	0	0
21.	Repaint Car Park Lines and Customer Walkway Works	Apr 19	Apr 19	6,000	6,000	0		0	0	0

	SUBJECT TO BUDGET PRIORITISATION SEE NARRATIVE			6,000	6,000	0	0	0	0	0
	Leisure and Environment Carried Forward			2,233,000	2,233,000	0	0	42,650	(36,850)	(6,850)

## LEISURE AND ENVIRONMENT CAPITAL PROGRAMME

No.	Scheme	Start	Finish	Estimated Total Cost				Net Revenue Costs in 2019/20	Full Years Revenue Effect of (6)	Net Effect of (5)
					2019/20	2020/21	2021/22			
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)
				£	£	£		£	£	£
	<b>Leisure and Environment Brought Forward</b>			<b>2,233,000</b>	<b>2,233,000</b>	<b>0</b>	<b>0</b>	<b>42,650</b>	<b>(36,850)</b>	<b>(6,850)</b>
	<u>KIMBERLEY LEISURE CENTRE - CONTINUED</u>									
	Replacement of External Cladding Works	July 20	Aug 20	50,000	0	50,000	0	0	0	0
	Capital Salaries			8,500	0	8,500	0	0	0	0
	<b>SUBJECT TO BUDGET PRIORITISATION SEE NARRATIVE</b>			58,500	0	58,500	0	0	0	0
23.	Renewal of Swimming Pool Filters Equipment	Dec 20	Dec 20	20,000	0	20,000	0	0	0	0
	<b>SUBJECT TO BUDGET PRIORITISATION SEE NARRATIVE</b>			20,000	0	20,000	0	0	0	0
24.	Refurbishment of Pool Surrounds Equipment	Dec 20	Dec 20	50,000	0	50,000	0	15,000	0	0
	<b>SUBJECT TO BUDGET PRIORITISATION SEE NARRATIVE</b>			50,000	0	50,000	0	15,000	0	0
25.	Renew pH Controllers	Dec 20	Dec 20							

26.	Equipment <b>SUBJECT TO BUDGET PRIORITISATION SEE NARRATIVE</b>	Apr 20	Jun20	5,500	0	5,500	0	0	0	0
				5,500	0	5,500	0	0	0	0
	Extension of Sports Hall Store Room Works			20,000	0	20,000	0	0	0	0
	Capital Salaries			2,000	0	2,000	0	0	0	0
	<b>SUBJECT TO BUDGET PRIORITISATION SEE NARRATIVE</b>									
				22,000	0	22,000	0	0	0	0
Leisure and Environment Carried Forward				2,389,000	2,233,000	156,000	0	57,650	(36,850)	(6,850)

## LEISURE AND ENVIRONMENT CAPITAL PROGRAMME

No.	Scheme	Start	Finish	Estimated Total Cost				Net Revenue Costs in 2019/20	Full Years Revenue Effect of (6)	Net Effect of (5)
					2019/20	2020/21	2021/22			
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)
				£	£	£		£	£	£
	<b>Leisure and Environment Brought Forward</b>			<b>2,389,000</b>	<b>2,233,000</b>	<b>156,000</b>	<b>0</b>	<b>57,650</b>	<b>(36,850)</b>	<b>(6,850)</b>
	<u>KIMBERLEY LEISURE CENTRE - CONTINUED</u>									
27.	Renew External Building Lights	Aug 21	Aug 21	15,000	0	0	15,000	0	0	0
	Equipment			15,000	0	0	15,000	0	0	0
	<b>SUBJECT TO BUDGET PRIORITISATION SEE NARRATIVE</b>									
28.	Install Ramp to Gym Corridor	Aug 21	Aug 21	14,000	0	0	14,000	0	0	0
	Works			500	0	0	500	0	0	0
	Fees			14,500	0	0	14,500	0	0	0
	<b>SUBJECT TO BUDGET PRIORITISATION SEE NARRATIVE</b>									
29.	Replace Spin Bikes	Dec 21	Dec 21	25,000			25,000			
	Equipment									

30.	<b>SUBJECT TO BUDGET PRIORITISATION SEE NARRATIVE</b>	Aug 21	Aug 21	25,000	0	0	25,000	0	0	0
	Cleaning Equipment									
	Equipment			12,000	0	0	12,000	0	0	0
	<b>SUBJECT TO BUDGET PRIORITISATION SEE NARRATIVE</b>			12,000	0	0	12,000	0	0	0
	TOTAL - KIMBERLEY LEISURE CENTRE			1,818,500	1,596,000	156,000	66,500	0	0	0
	<b>Leisure and Environment Carried Forward</b>			<b>2,455,500</b>	<b>2,233,000</b>	<b>156,000</b>	<b>66,500</b>	<b>57,650</b>	<b>(36,850)</b>	<b>(6,850)</b>

## LEISURE AND ENVIRONMENT CAPITAL PROGRAMME

No.	Scheme	Start	Finish	Estimated Total Cost				Net Revenue Costs in 2019/20	Full Years Revenue Effect of (6)	Net Effect of (5)
					2019/20	2020/21				
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)
	<b>Leisure and Environment Brought Forward</b>			£ <b>2,455,500</b>	£ <b>2,233,000</b>	£ <b>156,000</b>	<b>66,500</b>	£ <b>57,650</b>	£ <b>(36,850)</b>	£ <b>(6,850)</b>
	<u>CHILWELL OLYMPIA</u>									
31.	Refurbishment of Male Changing Room	Apr 20	Sept 20							
	Works			40,000	0	40,000		0	0	0
	Equipment			32,000	0	32,000		0	0	0
	Plant			7,500	0	7,500		0	0	0
	<b>SUBJECT TO BUDGET PRIORITISATION SEE NARRATIVE</b>									
				79,500	0	79,500	0	0	0	0

32.	TOTAL - CHILWELL OLYMPIA	Dec 21	Jan 22	79,500	0	79,500	0	0	0	0
	Technogym (All sites)			600,000	0	0	600,000			
				600,000	0	0	600,000	0	0	0
	<b>Leisure and Environment Carried Forward</b>			<b>3,135,000</b>	<b>2,233,000</b>	<b>235,500</b>	<b>666,500</b>	<b>57,650</b>	<b>(36,850)</b>	<b>(6,850)</b>

## LEISURE AND ENVIRONMENT CAPITAL PROGRAMME

No.	Scheme	Start	Finish	Estimated Total Cost				Net Revenue Costs in 2019/20	Full Years Revenue Effect of (6)	Net Effect of (5)
					2019/20	2020/21	2021/22			
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)
	<b>Leisure and Environment Brought Forward</b>			£ <b>3,135,000</b>	£ <b>2,233,000</b>	£ <b>235,500</b>	£ <b>666,500</b>	£ <b>57,650</b>	£ <b>(36,850)</b>	£ <b>(6,850)</b>
33.	Parks and Open Spaces Improvements *	Jun 19	Mar 20							
	Works			462,500	352,500	55,000	55,000	0	0	0
	Capital Salaries			22,500	12,500	5,000	5,000	0	0	0
				485,000	365,000	60,000	60,000	0	0	0
34.	- Cemeteries/Closed Churchyards-Footpath Impts Works	Jun 19	Mar 22	82,500	27,500	27,500	27,500	0	0	0

	Capital Salaries <b>SUBJECT TO BUDGET PRIORITISATION SEE NARRATIVE</b>			7,500	2,500	2,500	2,500	0	0	0
				90,000	30,000	30,000	30,000	0	0	0
35.	Replacement Vehicles & Plant	Ongoing		2,218,500	765,000	738,500	715,000	0	0	0
36.	Asset Management - prog. mtce. Works	Ongoing		120,000	40,000	40,000	40,000	0	0	0
	Capital Salaries <b>SUBJECT TO BUDGET PRIORITISATION SEE NARRATIVE</b>			12,000	4,000	4,000	4,000	0	0	0
				132,000	44,000	44,000	44,000	0	0	0
	<b>Leisure and Environment Total</b>			<b>6,060,500</b>	<b>3,437,000</b>	<b>1,108,000</b>	<b>1,515,500</b>	<b>57,650</b>	<b>(36,850)</b>	<b>(6,850)</b>



**LEISURE AND ENVIRONMENT CAPITAL PROGRAMME 2019/20**Scheme  
Number1. Bramcote Leisure Centre – Main Pool Filter Media Replacement (£13,000)

The present main pool filter media was installed in 2009 and has reached the end of its recommended useful life. Continuing to use the present filter media could result in reduced filtering efficiency and poor water quality with resulting consequences in terms of health and safety. A significant deterioration in the quality of the water in the main pool could require the closure of the facility with an association loss of income.

This budget will provide for the installation of a new main pool filter media that should increase efficiency and enhance health and safety.

2. Bramcote Leisure Centre – Refurbishment of Fitness Gym Changing Rooms (£33,000)

The male and female changing rooms were designed and built over thirty years ago. The facilities do not meet the current levels of demand as they are now required to provide changing and showering facilities for either the fitness suite or one of the three fitness studios. This budget would provide additional changing facilities by utilising the space of the existing male and female changing rooms to create a mixed sex area with changing cubicles, showers and toilet facilities.

3. Bramcote Leisure Centre – Replacement of Teaching Pool Filter (£22,000)

The previous teaching pool filter was replaced over fifteen years ago and the present filter is being repaired on a regular basis. There is a requirement to replace the present filter with a more efficient model before a total failure is encountered.

This budget will provide for the replacement of the present teaching pool filter before it deteriorates further.

4. Bramcote Leisure Centre – Replacement of Combined Heat and Power Unit (£140,000)

The combined heat and power (CHP) unit generates heat which is used throughout the centre to heat the domestic hot water, provide space heating and heat the swimming pool. It also produces electricity which is used throughout the centre. The present CHP has been in operation for over 15 years and is operating in excess of its estimated useful life.

Given the significance of the CHP to the effective operation of the leisure centre, the Finance and Resources Committee on 12 July 2018 agreed to include a scheme in the 2018/19 capital programme for the replacement of the current CHP. Delaying the replacement of the CHP could have major consequences for the centre's net running costs and customer expectations should the present unit fail.

As reported to the Finance and Resources Committee on 13 December 2018, a tender exercise for a replacement CHP has commenced and the bids received will be evaluated and a contract awarded in due course. However, as it is not possible to undertake the work during the winter months due to the impact on the other boilers required to keep the centre functioning, the scheme will be undertaken in the summer of 2019. It has therefore been carried forward for inclusion in the 2019/20 capital programme.

5. Bramcote Leisure Centre – Any Urgent Works Required after Condition Survey (£50,000)

The Finance and Resources Committee on 12 July 2018 approved the inclusion of £30,000 in the 2018/19 capital programme for a detailed property condition survey at Bramcote Leisure Centre to assess the present and future expected maintenance needs to ensure that the site continues to meet the needs of users, the Council and other stakeholders. This would then inform the production of a Leisure Facilities Strategy at a future date.

A total of 13 tenders were received from those interested in undertaking the property condition survey. Although the cost of the core element of the survey will be less than the budget of £30,000, the budget for the condition survey was increased to £40,000 by the Finance and Resources Committee on 13 December 2018 to allow additional related work to be undertaken such as a CCTV drain survey, an underwater pool survey and concrete testing.

The inclusion of this additional £50,000 budget in the 2019/20 capital programme is to meet the cost of any urgent works that may be identified following the conclusion of the condition survey outlined above.

6. Bramcote Leisure Centre – Replacement of Flat Roofs (£154,000)

This budget is required because during wet weather, numerous leaks appear, either as dripping water or through damage to ceiling tiles. Should this not be addressed then there is a significant possibility that wet weather may require the closure of facilities and result in a reduction in the service provided to customers and the level of income received.

7. Bramcote Leisure Centre – Replacement of Teaching Pool Windows (£20,000)

The bottoms of these frames are rotten and worse than the Main Pool ones. This budget would enable these to be replaced and their hardwood construction would ensure they last for some years.

8. Bramcote Leisure Centre – Replacement of Main Pool Windows (£80,000)

A number of window frames are showing signs of decay. This budget would enable these to be replaced and their hardwood construction would ensure they last for some years.

9. Bramcote Leisure Centre – Replacement Intruder Alarm ( £25,000)

The current system is operational however servicing of the main control board is becoming increasingly difficult. This budget will enable the system to be replaced.

10. Bramcote Leisure Centre – Replacement of Dance Studio Windows (£10,000)

The window frames are aluminium and will last for many years. However they are single glazed and the opening windows do not function. Therefore the dance studio is cold in the winter and hot in the summer. This budget would enable the windows to be replaced.

11. Bramcote Leisure Centre – Refurbishment of Pool Surrounds (£50,000)

The tiled surrounds of both swimming pools have deteriorated significantly since being laid around 50 years ago and there are a number of areas that require remedial work. This budget would enable a non-slip coating specifically designed for wet surfaces to be applied to the existing tiled surface. This would both improve the general appearance of the facility and allow for easy maintenance.

12. Bramcote Leisure Centre- Replacement of High Voltage Transformer (£40,000)

The transformer converts the high voltage electricity supply into a voltage suitable for consumption on the leisure centre site. It has been in use for approximately fifty years and there is therefore a strong risk of failure. If the transformer were to fail then the leisure centre would not be able to open due to the lack of power. A temporary generator would cost around £6,000 per month. This budget therefore provides for the replacement of the present model with a modern, efficient model.

13. Kimberley Leisure Centre- Electrical, Roof, Window and Drainage Works (£22,000)

Following a condition survey commissioned by Kimberley School in 2017, there are a number of essential, high priority maintenance works required to preserve the structural and electrical integrity of the building. These include repairs to the flat roof, the renewal of drainage pipes, the replacement of some windows as well as the replacement of distribution boards and other associated electrical works and the installation of a new pool extraction fan. ,

This budget would enable these works to proceed and it is anticipated that Kimberley School will contribute up to 50% of the cost.

14. Kimberley Leisure Centre – New Full Size 3G Football Pitch and Car Parking Facilities (£1,050,000)

This scheme would see the removal of the oldest 3G 5-a-side football pitch at Kimberley Leisure Centre to enable the car park to be extended to provide additional car parking spaces for at least one hundred vehicles. A new full size 3G football pitch would then be built on the grass playing fields.

This links to the work that the Nottinghamshire Football Association have been undertaking across the county to review their Playing Pitch Strategy. They have been liaising with various partners including Priority Celtic Football Club who use Kimberley Leisure Centre as their home ground. The Nottinghamshire Football Association have indicated that they would be prepared to meet some or all of the cost of the new 3G 5-a-side football pitch depending upon how they view this when set against their other projects.

It is anticipated that expanding the availability of car parking space would significantly enhance the customer experience at the site in terms of ease of access and increase the number of attendances. At present, customer feedback shows that visitors to the leisure centre are extremely unhappy with the lack of parking facilities. Customers often have to park on neighbouring streets and this often results in complaints from residents.

The lack of spaces causes problems such as customers arriving late for classes, activities and bookings. Refunds are requested by customers who have paid in advance for an activity, then arrived by car and been unable to park anywhere. Many former customers have stated that they now go elsewhere for their leisure facilities because of these problems.

It is anticipated that the proposed scheme would require a contribution of £350,000 from the Council with the Nottinghamshire Football Association providing £650,000 and Liberty Leisure Limited contributing £50,000. This would need to be confirmed in due course once a formal procurement exercise has been undertaken and the exact nature of the cost of the scheme determined.

15. Kimberley Leisure Centre – PRAMA Studio (£80,000)

This budget would convert a disused changing room into a contemporary studio allowing for multi functional, circuit style exercise classes suitable for all age groups. It is anticipated that the capital scheme would result in net income of between £12,000 and £15,000 per annum and that the cost of the scheme would be covered in approximately seven years.

Liberty Leisure Limited have indicated that they would be prepared to contribute £40,000 towards the cost of the scheme with the other £40,000 to be met by the Council.

16. Kimberley Leisure Centre – Replace Mobile Elevated Work Platform (£8,000)

The mobile elevated work platform is used in the sports hall for all high level maintenance work such as cleaning and changing light bulbs and fittings. The present unit was purchased back in 2000 at a cost of £7,000 and is no longer considered to be fit for purpose.

This budget will enable a replacement mobile elevated work platform to be purchased that will meet the requirements of the centre.

17. Kimberley Leisure Centre – Reconfigure Gyms and Studios (£70,000)

This budget would enable the youth gym to be refurbished and replacement equipment to be installed.

Liberty Leisure Limited have indicated that they would be prepared to contribute £35,000 towards the cost of the scheme with the other £35,000 to be met by the Council.

18. Kimberley Leisure Centre – Replacement Pool Circulation & Shower Pumps (£12,000)

The main pool and teaching pool circulation pumps along with the male pool changing room shower pump have been in place since 2000 and are becoming increasingly expensive to maintain. The failure of the swimming pool circulation pumps would result in the closure of the pools. This budget would enable the pumps to be replaced with modern devices.

19. Kimberley Leisure Centre- Extension of Swim Changing Facilities (£330,000)

The existing changing rooms for the swimming pools at the Centre do not meet the needs or expectations of users and regular feedback is received concerning their poor quality.

The Centre has separate male and female swim changing rooms situated on either side of the pools. They are small and mainly allow for group changing only. There are two private cubicles in the female changing room and only one private cubicle in the male changing room. All other users must change as a group in view of others. The facilities only have one disabled accessible changing room and there are no family changing facilities at all.

There is an expectation among users that the facilities should allow for privacy when getting changed. Unfortunately, due to the size of the existing swim changing rooms there is insufficient space to retro-fit cubicles.

This budget would address the situation by combining the male swim changing room with the existing unused club changing room to create a “village style” cubicle oriented changing facility. It also includes a re-modelling of the female swim changing room.

20. Kimberley Leisure Centre – Replacement of Suspended Ceilings and Flooring (£18,000)

Most of the suspended ceilings and floor coverings throughout the leisure centre are considered to require replacing and this budget would provide for this. It would enhance both the appearance and level of safety of the leisure centre and raise user satisfaction.

21. Kimberley Leisure Centre- Repaint Car Park lines and Customer Walkways (£6,000)

The customer paths, family and disabled bays have all lost their colouring and this budget would enable renewal.

33. Parks & Open Spaces Improvements (£365,000)

This budget provides a programme of improvement works designed to enhance the fabric of parks and open spaces (including play areas) across both Borough and Parish Council facilities.

34. Cemeteries – Footpath and Roadway Improvements (£30,000)

In recent years there has been limited funding for the resurfacing of roads and footpaths at cemeteries and a number are in very poor condition. This proposal is intended to address, in part, the backlog that has arisen.

35. Replacement Vehicles and Plant (£765,000)

This budget provides for the replacement of various vehicles and items of plant in accordance with the Council's replacement programme.

36. Asset Management – Programmed Maintenance (£44,000)

This budget will enable some progress on the planned maintenance programme of the Council's public building stock to continue to reduce the maintenance backlog identified by building condition surveys in accordance with the Asset Management Plan and the changing requirements of service provision.

<b>ENVIRONMENT – REVIEW OF FEES, CHARGES AND ALLOWANCES</b>
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*All fees and charges are quoted exclusive of VAT, which will be added where applicable.*

### 1. Refuse Charges

#### Trade refuse charges for facilities

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

The increase of 3% in disposal charges reflect the likely change in landfill tax from £88.95 to £91.35 per tonne from 1 April 2019 and an increase in Nottinghamshire County Council's costs. The disposal element may need to be adjusted when the County Council notify this Council of actual disposal costs.

#### Current charges 2018/19

	<b><u>Bag</u></b>	<b><u>140L</u></b> <b><u>bin</u></b> <small>(wheeled)</small>	<b><u>240L</u></b> <b><u>bin</u></b> <small>(wheeled)</small>	<b><u>660L</u></b> <b><u>bin</u></b> <small>(wheeled)</small>	<b><u>820L</u></b> <b><u>bin</u></b> <small>(wheeled)</small>	<b><u>1100L</u></b> <b><u>bin</u></b> <small>(wheeled)</small>
	£	£	£	£	£	
Broxtowe BC Collection/Admin	1.23	2.46	3.81	7.33	8.27	10.13
Notts. CC Disposal Charge	1.52	3.02	4.72	12.89	15.78	21.38
<b><u>TOTAL</u></b>	<b>2.75</b>	<b>5.48</b>	<b>8.53</b>	<b>20.22</b>	<b>24.05</b>	<b>31.51</b>

#### Proposed charges 2019/20

	<b><u>Bag</u></b>	<b><u>140L</u></b> <b><u>bin</u></b> <small>(wheeled)</small>	<b><u>240L</u></b> <b><u>bin</u></b> <small>(wheeled)</small>	<b><u>660L</u></b> <b><u>bin</u></b> <small>(wheeled)</small>	<b><u>820L</u></b> <b><u>bin</u></b> <small>(wheeled)</small>	<b><u>1100L</u></b> <b><u>bin</u></b> <small>(wheeled)</small>
	£	£	£	£	£	
Broxtowe BC Collection/Admin	1.29	2.58	4.00	7.70	8.68	10.64
Notts. CC Disposal Charge	1.57	3.11	4.86	13.28	16.25	22.02
<b><u>TOTAL</u></b>	<b>2.86</b>	<b>5.69</b>	<b>8.86</b>	<b>20.98</b>	<b>24.93</b>	<b>32.66</b>

## LEISURE AND ENVIRONMENT COMMITTEE

	<u>Current Charge</u> <u>2018/19 (£)</u>	<u>Proposed</u> <u>Charge 2019/20</u> <u>(£)</u>
<u>Replacement/Additional Wheeled Bins</u> (Replacement when not through fair wear and tear, cost includes for delivery and future maintenance)		
240 litre wheeled bin	30.00	30.00
140 litre wheeled bin	26.00	26.00
<u>Special Collections</u>		
First item	20.00	20.00
Each additional item	7.00	7.00
Collection of a shed	100.00	100.00
<u><b>Collection of Garden Waste</b></u>		
Standard Annual Charge	32.00	33.00
Additional Bins	14.00	16.00
<u><b>Sponsorship of dog and litter bins</b></u>		
Per bin	25.00	25.00
A discount rate of ten for the price of nine is available		

The total estimated additional income on garden waste in 2019/20 is £24,000.



## 2. Parks and Recreation Grounds

### Charges for Facilities (Inclusive of VAT)

	Present Charge 2018/19		Proposed Charge 2019/20	
	Senior £	Concession £	Senior £	Concession £
1. <b>Football*</b>				
Senior Pitch	56.00	N/A	58.00	N/A
Junior 11-a-side pitch	N/A	33.60	N/A	35.00
9v9 football pitch	N/A	31.00	N/A	32.00
7v7 football pitch	N/A	29.00	N/A	30.00
5v5 if using changing facilities	N/A	24.00	N/A	25.00
Pit lane	N/A	24.00	N/A	25.00
2. <b>Cricket</b>				
Square inc. use of pavilion with showers	60.00	36.00	65.00	39.00
Service charge for facilities where Clubs are involved in management/maintenance				
• Bramcote Cricket Club (Club maintain square & pavilion)	35.00	N/A	40.00	N/A
• Manor Farm & Hetley Pearson Recreation Grounds (Clubs maintain squares)	37.50	N/A	42.50	N/A
• Eastwood Cricket Club (Club maintain pavilion)	40.00	N/A	45.00	N/A
Kwik Cricket	N/A	22.50	N/A	24.50

3.

## **Bowls**

	Present Charge 2018/19		Proposed Charge 2019/20	
	Senior £	Concession £	Senior £	Concession £
Use of rink per hour per person.	4.10	2.45	4.30	2.60
Juniors (under 17) playing with a registered club member.	No charge		No Charge	
Season tickets. 50% reduction on bowls season ticket price after 1 August. (Use of rinks by season ticket holders restricted to 2 hours at any one time if others are waiting to play).	64.00	39.00	68.00	41.00
Competitions (singles, pairs, triples and fours)				
- Season ticket holders	No charge		No Charge	
- Visitors/non season ticket holders per person, per match	4.10	2.45	4.30	2.60
Match bookings – per rink per match.	9.25	N/A	9.75	N/A
New players playing with a registered club Member. First 5 hourly sessions at concession charge.	N/A	2.45	N/A	2.60

4.

## Tennis

	Present Charge 2018/19		Proposed Charge 2019/20	
	Senior £	Concession £	Senior £	Concession £
Grass court per person – per hour	3.70	2.25	3.80	2.30
Hard court per person – per hour *	2.00	1.20	2.00	1.20
Season ticket – Hard court only	38.00	23.00	38.00	23.00
(Use of courts by season ticket holders restricted to 2 hours at any one time if others are waiting to play).				
Club use – charge per court per hour				
Block booking fee summer period (or part of)	40.00	N/A	42.00	N/A
Block booking fee winter period (or part of)				
With attendant	74.00	N/A	77.00	N/A
Without attendant	37.00	N/A	39.00	N/A
Occasional use – per hour	7.00	N/A	7.50	N/A
Coaching – charge per person per hour	3.50	1.95	3.75	2.25
Matches – 3 Courts	52.00	32.00	56.00	34.00

**\* Tennis is free at King Georges Park, Inham Nook Recreation Ground and Manor Farm Recreation Ground.**

Concessionary rate is set at 60% for state pensionable age, under 18's and disabled in line with concessionary leisure card.

	Present Charge 2018/19		Proposed Charge 2019/20	
	Senior £	Concession £	Senior £	Concession £
5. <b>Hire of Pavilion</b>				
Charge per hour per site, sites with summer attendant (May – Sept)	13.50	N/A	14.50	N/A
Charge per hour other sites (All year round)	21.25	N/A	23.00	N/A
Official keyholders all year round per hour	11.50	N/A	12.00	N/A
Concession per hour (Play Groups/Charities)	6.00	N/A	6.25	N/A
6. <u>Hire of Parks/Recreation Grounds for Events</u>				
Fun fairs - up to 4 days	1200.00	N/A	1250.00	N/A
- each additional day	340.00	N/A	360.00	N/A
Cyclocross/orienteering/cross country	140.00	84.00	145.00	87.00
Events with mixed age categories will be charged at senior rate. There will be no charge for charity events/training events or events with less than 25 participants.				
Events with no entry charge for participants will be charged at the concessionary rate.				
Fun days/galas (non charity)	140.00	N/A	145.00	N/A
Major events charge per day minimum charge, actual rate by negotiation plus additional labour and admin. costs	420.00	N/A	440.00	N/A
7. <u>Fitness Training Organisations Using Parks</u>				
Rate per session				
Large/Medium organisation using one or more sites	8.00	N/A	8.50	N/A
Small organisation using one site only	4.80	N/A	£5.20	N/A

8. <u>Allotments</u>	Present Charge for 12 months (Effective 1 Jan 2019)		Proposed Charge for 12 months (Effective 1 Jan 2020)		Proposed Charge for 12 months (Effective 1 Jan 2021) #	
Per plot – standard plot size 250m <sup>2</sup>	33.00	16.50	34.00	16.50	35.00	17.50
Standard water charge per plot irrespective of size	19.00	N/A	20.00	N/A	21.00	N/A

#The 2021 proposed allotment charges have been included as advance notice must be given to allotment holders. This advance notice can be sent out with the invoice saving posting and printing costs. With different plot sizes the plot rented is charged pro rata. Plots below 125m<sup>2</sup> charged at 125m<sup>2</sup> rate.

New plot holders are charged £35 deposit. Returned if plot left in reasonable condition and key handed back at the end of the tenancy. The concessionary rate for allotments includes concessions for the state pensionable age, disabled and unemployed. A 50% discount plot rental rate applies when a plot is let from July onwards for the final six months of the year; this reduces to a nil charge when the plot is let from October for the final 3 months of the year. There is also no water charge from October for the final 3 months.

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## Cemeteries

Charges for facilities (including VAT where applicable)	Persons 18 Years and over		Persons 17 Years and under	
	2018/19 £	2019/20 £	2018/19 £	2019/20 £
<b><u>Administration Fees</u></b>				
Purchase right of burial, including register of deed. #	690.00	725.00	690.00	725.00
(All graves including vaults). Right to construct a vault.	715.00	750.00	715.00	750.00
<b><u>Interment Fees</u></b>				
(Both earth graves and vaults)				
4'6" (new and re-open)	710.00	745.00	NIL	NIL
6' (new and re-open)	770.00	810.00	NIL	NIL
8' (new and re-open)	850.00	895.00	NIL	NIL
10' (pre-purchased)*	1025.00	1075.00	NIL	NIL
<b><u>Cremated remains</u></b>				
Purchase plot, including register of deed.	215.00	225.00	215.00	225.00
Interment of cremated remains. ~	195.00	205.00	NIL	NIL
Scattering of cremated remains in Garden of Remembrance or on purchased grave space.	40.00	42.00	NIL	NIL
Exhumation of cremated remains.	195.00	204.00	NIL	NIL

\*Pre-purchased 10' graves are only available in certain sections of Beeston cemetery.

~Interment rate for 2 caskets at same time is 1.5 times the standard rate.

# A temporary grave marker will be provided free of charge on all graves which do not already have a wooden cross or other memorial, indicating the name of the deceased present on the grave.

To bring the charges in line with Bramcote Crematorium there is now no interment fee for persons 17 years and under. Previously this was 15 years and under.

Extra charge for Burials scheduled for after 14.00 on a normal working day, or who arrive after 14.30, or the coffin is committed to the grave after 14.30 will incur an extra charge of £175.00 (except when direct to a pre-excavated vault at Chilwell Cemetery Muslim section.)

Weekend and Bank Holiday Surcharge – To cover the associated costs of providing the service, there is an additional fee of £115 per weekend or Bank Holiday burial (only available for burial straight to a pre-excavated vault).

Restricted depth charge (single interment surcharge to partially cover loss of multiple burials) - £345, double for non-residents.

Non Residents will be Charged Double fees on Grave Space and Interments.



Charges for facilities (including VAT where applicable)	All Age Categories	
	2018/19 £	2019/20 £
<u>Memorials</u>		
Right to erect headstone with inscription.	195.00	205.00
Right to erect mall headstones with inscription (permitted only in areas with existing kerbstones only).	195.00	205.00
Right to erect kerbstones with inscription (permitted in areas with existing kerbstones only)	540.00	565.00
Right to erect cremated remains/grave plaque with inscription.	115.00	120.00
Right to additional inscription on all memorials	40.00	42.00
Vase with inscription up to 450mm in height.	65.00	68.00
<u>General</u>		
Service in chapel (Beeston Only)	95.00	95.00
Grave transfer fee(Basic)	40.00	40.00
Grave transfer fee(Complex)	65.00	65.00

## Notes

### 1. Human Tissues and Organs

Fees charged for the burial or scattering of remains held under the Human Tissue and Organ Act, released by hospitals, will be charged at the Councils discretion dependent on casket/coffin size and depth of the grave

### 2. Interment Fees - Incorrect Coffin Sizes

Additional 30% surcharge to Funeral Directors.

### 3. 10' Graves

Only existing pre-purchased graves to this depth will be allowed.

### 4. Grave Transfer Fees

To bring this in line with Bramcote Crematorium it is proposed that if the grave owner is alive and a submits a request then there is no charge.

### 5. Coffin Exhumation

The cost depends on the location, depth and soil conditions. It is based on cost of works plus 20% administration fee.



## BEREAVEMENT SERVICES BUSINESS PLAN 2019–2022

The Bereavement Services Business Plan details the projects and activity undertaken in support of the Broxtowe Corporate Plan 2016-2020 priorities. It also considers the equivalent corporate objectives of Erewash Borough Council.

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

The Business Plan covers a three-year period but will be revised and updated annually. Detailed scrutiny of Bereavement Services functions and performance, especially the Crematorium, is undertaken by the Bramcote Bereavement Services Joint Committee.

**The Council's Vision for Broxtowe is 'a great place where people enjoy living, working and spending leisure time'.**

**The Council's Values are:**

- **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**

**Broxtowe Borough Council's Priorities and Objectives are as follows:**

**Housing – A good quality affordable home for all residents of Broxtowe**

**Business Growth – New and growing businesses providing more jobs for people in Broxtowe and improved town centres**

**Environment – The environment in Broxtowe will be protected and enhanced for future generations**

**Health – People in Broxtowe enjoy longer, active and healthy lives**

**Community Safety – Broxtowe will be a place where people feel safe and secure in their communities**

**The Erewash Borough Council Vision is to put Erewash on the map – a first class Borough in which people have pride and where they choose to live, work and play.**

**Erewash's Priorities** are:

- A clean, safe and welcoming borough
- Improved access to services
- Delivering efficient and effective services that residents need
- Creating opportunities for economic growth and prosperity
- A well run efficient Council

## 1. PUBLISHED STRATEGY AND POLICY DOCUMENTS SUPPORTING THE DELIVERY OF PRIORITIES AND OBJECTIVES

Strategy/Policy Document	Purpose of Document	Renewal Date	Responsible Officer/Contact
Corporate Plan 2016-2020	The Council's overarching plan for its priorities, targets and objectives. The plan sets out priorities to achieve the vision to make "Broxtowe a great place where people enjoy living, working and spending leisure time" with focus on the priorities of Housing, Business Growth, Community Safety, Health and Environment.	April 2020	Chief Executive
Business Strategy 2019/20 to 2021/22	Deigned to ensure that the Council is: <ul style="list-style-type: none"> <li>• Lean and fit in its assets, systems and processes</li> <li>• Customer focused in all its activities</li> <li>• Commercially minded and financially viable</li> <li>• Making best use of technology.</li> </ul>	Updated annually	Deputy Chief Executive
Medium Term Financial Strategy 2019/20 to 2021/22	The Council's key financial planning document. In detailing the financial implications of the Corporate Plan, the MTFS provides a reference point for corporate decision-making and helps to ensure that the Council can optimise the balance between its financial resources and the delivery of its priorities. The MTFS informs the annual budget-setting process, ensuring that each year's budget is considered within the context of the Council's ongoing sustainability over the entirety of the planning period.	Updated annually	Deputy Chief Executive Head of Finance Services
Commercial Strategy 2017-2020	Promote and support a change in organisational culture towards a more business-like approach to the delivery of services. Overall, commercialism will enable departments to adopt a business-like approach with the focus firmly on delivering the best services possible for residents and businesses within the Borough whilst at the same time maximising income generation.	April 2020	Deputy Chief Executive Commercial Manager

Strategy/Policy Document	Purpose of Document	Renewal Date	Responsible Officer/Contact
Capital Strategy	An overarching summary document which encompasses all capital and treasury activity including the capital programme, financing planning, accounting policies and asset management.	Updated annually	Deputy Chief Executive Head of Finance Services
Cemetery Rules and Regulations (Broxtowe and Erewash)	Rules and regulations for the cemetery activity	No fixed date	Business and Projects Manager Erewash BC
ICCM Charter for the Bereaved	Sets standards for cemeteries and crematoria	Bi-annual	Bereavement Services Manager
Cremation (England and Wales) (Amendment) Regulations 2017	Legislative framework	No fixed date	Bereavement Services Manager
Bramcote Bereavement Services Joint Committee reports	Various reports, especially investment priorities	Quarterly	Head of Property Services

## 2. SERVICE LEVEL OBJECTIVES LINKED TO CORPORATE OBJECTIVES

Service Areas covered by this Plan	Service Objectives
<b>Bereavement Services</b>	
Bramcote Crematorium	Undertake cremations, scatterings, memorialisation, services of remembrance, open days and all associated administration and record-keeping on behalf of the Bramcote Bereavement Services Joint Committee (Broxtowe and Erewash Borough Councils)
Broxtowe and Erewash Cemeteries	Undertake cemetery bookings and all associated administration and record-keeping for both Broxtowe and Erewash Borough Councils, and deal with first level complaints, queries and site visit issues.
Broxtowe Cemeteries	Undertake cemetery inspections, attend burials and scatterings, and undertake memorial inspections for Broxtowe Borough Council.

### 3. MEASURES OF PERFORMANCE AND SERVICE DATA

#### Context – Baseline Service Data

Pentana Code	Service Data Description	Actual 2015/16	Actual 2016/17	Actual 2017/18	Comments including benchmarking data
BSDData_01	Cremations at Bramcote Crematorium	3,134	3,003	2,754	The opening of the new crematorium at Gedling is having the anticipated impact on cremation numbers at Bramcote (prediction was a reduction to 2,600)
BSDData_01a	Ashes scatterings at Bramcote Crematorium	979	926	821	The opening of the new crematorium at Gedling is having the anticipated impact on ash scattering numbers at Bramcote
BSDData_02a	Burials – Broxtowe cemeteries	93	131	102	
BSDData_02b	Ashes burials – Broxtowe cemeteries	112	102	127	
BSDData_03a	Burials – Erewash cemeteries	96	92	106	
BSDData_03b	Ashes burials – Erewash cemeteries	82	73	79	



## Performance Indicators

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

Indicator Description	Pentana Code	Achieved			Target			Indicator Owner and Comments (incl. benchmarking)
		2015/16	2016/17	2017/18	2018/19	2019/20	Future Years	
Key Performance Indicators (KPI)								
Net surplus/(cost) of bereavement service to Broxtowe *	BSLocal_06	£57k	(£11k)	£181k	£275k	£396k	£296k	P Adcock
Management Performance Indicators (MPI)								
Crematorium surplus revenue distribution to Broxtowe	BSLocal_06a	£324k	£400k	£280k	£400k	£500k	£400k	P Adcock
Net surplus/(cost) of Broxtowe cemeteries	BSLocal_06b	(£267k)	(£411k)	(£99k)	(£125k)	(£104k)	(£104k)	P Adcock

\*Does not take account of the net cost of welfare funerals

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

#### 4. KEY TASKS AND PRIORITIES FOR IMPROVEMENT 2019/20 – 2021/22 INCLUDING COMMERCIAL ACTIVITIES

Priority leaders are asked to consider potential **commercial activities** in their priority areas when setting the key tasks and priorities for 2019/20 to 2021/22. In doing so priority leaders should consider:

- In which service areas could new commercial activities be undertaken?
- How much additional income could be generated from the new commercial activities?
- Would additional resources (employees, equipment, systems etc.) be needed to undertake the new commercial activities? If yes, outline these with estimates of costs.
- How will these new commercial activities link into the Council's Medium Term Financial Strategy, Capital Programme, Business Strategy and Commercial Strategy?
- Will the new commercial activities affect existing Revenue and Capital budgets? If yes, then remember to include the net income or costs to Section 5 'Link Key Tasks and Priorities for Improvement to the Financial Budgets'.
- Please identify new '**commercial activities**' in the comments column.

Pentana Code	Description	Targeted Outcome	Partnership/ Procurement Arrangement	Officers Responsible/ Target Date	Budget Implications/ Efficiencies/Other comments
BS1417_06	Develop a strategy for the land behind the crematorium	Capital receipts, housing development, memorialisation, landscape buffer	In conjunction with adjacent landowners	Head of Property Services Sept 2019	Possible longer term capital receipt and/or income stream
BS1417_10	Complete memorial inspections in Broxtowe cemeteries	Memorial safety	External specialist	Business and Projects Manager Timescale is now March 2022 to finish all Borough cemeteries	Allocated £15,000 per year with additional £15,000 in 2017/18 to complete Kimberley and Stapleford. Budget proposal to increase to £20,000 in 2018/19 and continue at this level of funding

<b>Pentana Code</b>	<b>Description</b>	<b>Targeted Outcome</b>	<b>Partnership/ Procurement Arrangement</b>	<b>Officers Responsible/ Target Date</b>	<b>Budget Implications/ Efficiencies/Other comments</b>
BS1417_11	Complete essential remedial work to memorials in Broxtowe cemeteries	Memorial safety	External specialist	Business and Projects Manager Timescale is now March 2022 to finish all Borough cemeteries	Part of above
BS1417_12	Undertake memorial inspections in Broxtowe closed churchyards	Memorial safety	External specialist	Business and Projects Manager Projected start October 2021; completion by March 2023	Part of above
BS1417_13	Commence essential remedial work to memorials in Broxtowe closed churchyards	Memorial safety	External specialist	Business and Projects Manager March 2020 Projected start October 2021; completion by March 2023	Part of above
BS1620_01	Implement Crematorium works programme 2019-2022	As per the BBSJC reports	Variety of external contractors	Capital Works Manager Bereavement Services Manager March 2022	All fully funded via the approved medium term financial strategy

<b>Pentana Code</b>	<b>Description</b>	<b>Targeted Outcome</b>	<b>Partnership/ Procurement Arrangement</b>	<b>Officers Responsible/ Target Date</b>	<b>Budget Implications/ Efficiencies/Other comments</b>
BS1922_01	Achieve ICCM Silver Standard in Broxtowe Cemeteries via gap analysis and cost-effective addressing of gaps identified	Silver accreditation		<p>Grounds Maintenance and Arboricultural</p> <p>Business and Projects Manager</p> <p>Bereavement Services Manager</p> <p>March 2020</p>	Within existing resources

## 5. 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	2019/20 Budget £	2020/21 Budget £	2021/22 Budget £
<b>Budget Implications</b>				
Cemetery and Closed Churchyard memorial inspections and make safe	-	£20,000	£20,000	£20,000
<b>Efficiencies Generated</b>				
None	-	0	0	0
<b>New business/increased income</b>				
Sale/development of land behind the Crematorium	-	Commercially sensitive	Commercially sensitive	Commercially sensitive
<b>Net Change in Revenue Budgets</b>		<b>0</b>	<b>0</b>	<b>0</b>

## 6. SUMMARY OF KEY RISKS

*Priority leaders are to identify three strategic risks for the Business area and to determine whether these have been/or should be considered on the Council's Strategic Risk Register.*

Key Strategic Risk	Is this already covered by an existing Strategic Risk?	What action can be taken/is required to mitigate/minimise the risk or threat
1. Competition from new private crematorium at Gedling and proposed one in Rushcliffe	Yes – Risk 2. Failure to obtain adequate resources to achieve service objectives Risk 19. Lack of skills and/or capacity to meet increasing initiatives and expectations Risk 27. Failure to effectively communicate either externally or internally	Continuously improve Bramcote Bereavement Services, implement views of service users including Funeral Directors and officiants on how to improve service

*Also, the top five risks (strategic or operational) arising from the key tasks and priorities for improvement should be identified. Whilst, it will be expected that detailed risks will be considered as part of the project planning process for each key task, it is anticipated that there will be 'common themes' identified which should enable the key risks to be limited to the top five. An earlier example has been included for reference.*

Code	Key Task	Risk or Threat to Key Task	Covered by an existing Strategic Risk?	Action taken/required to mitigate/minimise the risk or threat
None				

## BEREAVEMENT SERVICES BUSINESS PLAN 2019–2022

The Bereavement Services Business Plan details the projects and activity undertaken in support of the Broxtowe Corporate Plan 2016-2020 priorities. It also considers the equivalent corporate objectives of Erewash Borough Council.

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

The Business Plan covers a three-year period but will be revised and updated annually. Detailed scrutiny of Bereavement Services functions and performance, especially the Crematorium, is undertaken by the Bramcote Bereavement Services Joint Committee.

**The Council's Vision for Broxtowe is 'a great place where people enjoy living, working and spending leisure time'.**

**The Council's Values are:**

- **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**

**Broxtowe Borough Council's Priorities and Objectives are as follows:**

**Housing – A good quality affordable home for all residents of Broxtowe**

**Business Growth – New and growing businesses providing more jobs for people in Broxtowe and improved town centres**

**Environment – The environment in Broxtowe will be protected and enhanced for future generations**

**Health – People in Broxtowe enjoy longer, active and healthy lives**

**Community Safety – Broxtowe will be a place where people feel safe and secure in their communities**

**The Erewash Borough Council Vision is to put Erewash on the map – a first class Borough in which people have pride and where they choose to live, work and play.**

**Erewash's Priorities** are:

- A clean, safe and welcoming borough
- Improved access to services
- Delivering efficient and effective services that residents need
- Creating opportunities for economic growth and prosperity
- A well run efficient Council



## 1. PUBLISHED STRATEGY AND POLICY DOCUMENTS SUPPORTING THE DELIVERY OF PRIORITIES AND OBJECTIVES

Strategy/Policy Document	Purpose of Document	Renewal Date	Responsible Officer/Contact
Corporate Plan 2016-2020	The Council's overarching plan for its priorities, targets and objectives. The plan sets out priorities to achieve the vision to make "Broxtowe a great place where people enjoy living, working and spending leisure time" with focus on the priorities of Housing, Business Growth, Community Safety, Health and Environment.	April 2020	Chief Executive
Business Strategy 2019/20 to 2021/22	Deigned to ensure that the Council is: <ul style="list-style-type: none"> <li>• Lean and fit in its assets, systems and processes</li> <li>• Customer focused in all its activities</li> <li>• Commercially minded and financially viable</li> <li>• Making best use of technology.</li> </ul>	Updated annually	Deputy Chief Executive
Medium Term Financial Strategy 2019/20 to 2021/22	The Council's key financial planning document. In detailing the financial implications of the Corporate Plan, the MTFS provides a reference point for corporate decision-making and helps to ensure that the Council can optimise the balance between its financial resources and the delivery of its priorities. The MTFS informs the annual budget-setting process, ensuring that each year's budget is considered within the context of the Council's ongoing sustainability over the entirety of the planning period.	Updated annually	Deputy Chief Executive Head of Finance Services
Commercial Strategy 2017-2020	Promote and support a change in organisational culture towards a more business-like approach to the delivery of services. Overall, commercialism will enable departments to adopt a business-like approach with the focus firmly on delivering the best services possible for residents and businesses within the Borough whilst at the same time maximising income generation.	April 2020	Deputy Chief Executive Commercial Manager

Strategy/Policy Document	Purpose of Document	Renewal Date	Responsible Officer/Contact
Capital Strategy	An overarching summary document which encompasses all capital and treasury activity including the capital programme, financing planning, accounting policies and asset management.	Updated annually	Deputy Chief Executive Head of Finance Services
Cemetery Rules and Regulations (Broxtowe and Erewash)	Rules and regulations for the cemetery activity	No fixed date	Business and Projects Manager Erewash BC
ICCM Charter for the Bereaved	Sets standards for cemeteries and crematoria	Bi-annual	Bereavement Services Manager
Cremation (England and Wales) (Amendment) Regulations 2017	Legislative framework	No fixed date	Bereavement Services Manager
Bramcote Bereavement Services Joint Committee reports	Various reports, especially investment priorities	Quarterly	Head of Property Services

## 2. SERVICE LEVEL OBJECTIVES LINKED TO CORPORATE OBJECTIVES

Service Areas covered by this Plan	Service Objectives
<b>Bereavement Services</b>	
Bramcote Crematorium	Undertake cremations, scatterings, memorialisation, services of remembrance, open days and all associated administration and record-keeping on behalf of the Bramcote Bereavement Services Joint Committee (Broxtowe and Erewash Borough Councils)
Broxtowe and Erewash Cemeteries	Undertake cemetery bookings and all associated administration and record-keeping for both Broxtowe and Erewash Borough Councils, and deal with first level complaints, queries and site visit issues.
Broxtowe Cemeteries	Undertake cemetery inspections, attend burials and scatterings, and undertake memorial inspections for Broxtowe Borough Council.

### 3. MEASURES OF PERFORMANCE AND SERVICE DATA

#### Context – Baseline Service Data

Pentana Code	Service Data Description	Actual 2015/16	Actual 2016/17	Actual 2017/18	Comments including benchmarking data
BSDData_01	Cremations at Bramcote Crematorium	3,134	3,003	2,754	The opening of the new crematorium at Gedling is having the anticipated impact on cremation numbers at Bramcote (prediction was a reduction to 2,600)
BSDData_01a	Ashes scatterings at Bramcote Crematorium	979	926	821	The opening of the new crematorium at Gedling is having the anticipated impact on ash scattering numbers at Bramcote
BSDData_02a	Burials – Broxtowe cemeteries	93	131	102	
BSDData_02b	Ashes burials – Broxtowe cemeteries	112	102	127	
BSDData_03a	Burials – Erewash cemeteries	96	92	106	
BSDData_03b	Ashes burials – Erewash cemeteries	82	73	79	

## Performance Indicators

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

Indicator Description	Pentana Code	Achieved			Target			Indicator Owner and Comments (incl. benchmarking)
		2015/16	2016/17	2017/18	2018/19	2019/20	Future Years	
Key Performance Indicators (KPI)								
Net surplus/(cost) of bereavement service to Broxtowe *	BSLocal_06	£57k	(£11k)	£181k	£275k	£396k	£296k	P Adcock
Management Performance Indicators (MPI)								
Crematorium surplus revenue distribution to Broxtowe	BSLocal_06a	£324k	£400k	£280k	£400k	£500k	£400k	P Adcock
Net surplus/(cost) of Broxtowe cemeteries	BSLocal_06b	(£267k)	(£411k)	(£99k)	(£125k)	(£104k)	(£104k)	P Adcock

\*Does not take account of the net cost of welfare funerals

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

#### 4. KEY TASKS AND PRIORITIES FOR IMPROVEMENT 2019/20 – 2021/22 INCLUDING COMMERCIAL ACTIVITIES

Priority leaders are asked to consider potential **commercial activities** in their priority areas when setting the key tasks and priorities for 2019/20 to 2021/22. In doing so priority leaders should consider:

- In which service areas could new commercial activities be undertaken?
- How much additional income could be generated from the new commercial activities?
- Would additional resources (employees, equipment, systems etc.) be needed to undertake the new commercial activities? If yes, outline these with estimates of costs.
- How will these new commercial activities link into the Council's Medium Term Financial Strategy, Capital Programme, Business Strategy and Commercial Strategy?
- Will the new commercial activities affect existing Revenue and Capital budgets? If yes, then remember to include the net income or costs to Section 5 'Link Key Tasks and Priorities for Improvement to the Financial Budgets'.
- Please identify new '**commercial activities**' in the comments column.

Pentana Code	Description	Targeted Outcome	Partnership/ Procurement Arrangement	Officers Responsible/ Target Date	Budget Implications/ Efficiencies/Other comments
BS1417_06	Develop a strategy for the land behind the crematorium	Capital receipts, housing development, memorialisation, landscape buffer	In conjunction with adjacent landowners	Head of Property Services Sept 2019	Possible longer term capital receipt and/or income stream
BS1417_10	Complete memorial inspections in Broxtowe cemeteries	Memorial safety	External specialist	Business and Projects Manager Timescale is now March 2022 to finish all Borough cemeteries	Allocated £15,000 per year with additional £15,000 in 2017/18 to complete Kimberley and Stapleford. Budget proposal to increase to £20,000 in 2018/19 and continue at this level of funding

<b>Pentana Code</b>	<b>Description</b>	<b>Targeted Outcome</b>	<b>Partnership/ Procurement Arrangement</b>	<b>Officers Responsible/ Target Date</b>	<b>Budget Implications/ Efficiencies/Other comments</b>
BS1417_11	Complete essential remedial work to memorials in Broxtowe cemeteries	Memorial safety	External specialist	Business and Projects Manager Timescale is now March 2022 to finish all Borough cemeteries	Part of above
BS1417_12	Undertake memorial inspections in Broxtowe closed churchyards	Memorial safety	External specialist	Business and Projects Manager Projected start October 2021; completion by March 2023	Part of above
BS1417_13	Commence essential remedial work to memorials in Broxtowe closed churchyards	Memorial safety	External specialist	Business and Projects Manager March 2020 Projected start October 2021; completion by March 2023	Part of above
BS1620_01	Implement Crematorium works programme 2019-2022	As per the BBSJC reports	Variety of external contractors	Capital Works Manager Bereavement Services Manager March 2022	All fully funded via the approved medium term financial strategy

<b>Pentana Code</b>	<b>Description</b>	<b>Targeted Outcome</b>	<b>Partnership/ Procurement Arrangement</b>	<b>Officers Responsible/ Target Date</b>	<b>Budget Implications/ Efficiencies/Other comments</b>
BS1922_01	Achieve ICCM Silver Standard in Broxtowe Cemeteries via gap analysis and cost-effective addressing of gaps identified	Silver accreditation		<p>Grounds Maintenance and Arboricultural</p> <p>Business and Projects Manager</p> <p>Bereavement Services Manager</p> <p>March 2020</p>	Within existing resources



## 5. 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	2019/20 Budget £	2020/21 Budget £	2021/22 Budget £
<b>Budget Implications</b>				
Cemetery and Closed Churchyard memorial inspections and make safe	-	£20,000	£20,000	£20,000
<b>Efficiencies Generated</b>				
None	-	0	0	0
<b>New business/increased income</b>				
Sale/development of land behind the Crematorium	-	Commercially sensitive	Commercially sensitive	Commercially sensitive
<b>Net Change in Revenue Budgets</b>		<b>0</b>	<b>0</b>	<b>0</b>

## 6. SUMMARY OF KEY RISKS

*Priority leaders are to identify three strategic risks for the Business area and to determine whether these have been/or should be considered on the Council's Strategic Risk Register.*

Key Strategic Risk	Is this already covered by an existing Strategic Risk?	What action can be taken/is required to mitigate/minimise the risk or threat
1. Competition from new private crematorium at Gedling and proposed one in Rushcliffe	Yes – Risk 2. Failure to obtain adequate resources to achieve service objectives Risk 19. Lack of skills and/or capacity to meet increasing initiatives and expectations Risk 27. Failure to effectively communicate either externally or internally	Continuously improve Bramcote Bereavement Services, implement views of service users including Funeral Directors and officiants on how to improve service

*Also, the top five risks (strategic or operational) arising from the key tasks and priorities for improvement should be identified. Whilst, it will be expected that detailed risks will be considered as part of the project planning process for each key task, it is anticipated that there will be 'common themes' identified which should enable the key risks to be limited to the top five. An earlier example has been included for reference.*

Code	Key Task	Risk or Threat to Key Task	Covered by an existing Strategic Risk?	Action taken/required to mitigate/minimise the risk or threat
None				

## LIBERTY LEISURE LIMITED BUSINESS PLAN 2019 – 2022

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.

This 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 Broxtowe Borough Council in the Service Agreement and the original five year Business Plan.

The priority of the company is to deliver an efficient service for Broxtowe Borough Council while continuing to make contributions to the Council's Corporate Plan 2016-2020 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// 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.

**The Council's Vision for Broxtowe is 'a great place where people enjoy living, working and spending leisure time'.**

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

## 1. PUBLISHED STRATEGY AND POLICY DOCUMENTS SUPPORTING THE DELIVERY OF PRIORITIES AND OBJECTIVES

Strategy/Policy Document	Purpose of Document	Renewal Date	Responsible Officer/Contact
Broxtowe Leisure Facilities Strategy - The future from 2015	The future of leisure facilities within the Borough of Broxtowe	March 2018	Broxtowe Borough Council
Liberty Leisure Limited Operational Strategy	To provide a clear pathway of how the company will develop its people, marketing and communications, quality of delivery and business.	March 2021	Managing Director
Corporate Plan 2016-2020	The Council's overarching plan for its priorities, targets and objectives. The plan sets out priorities to achieve the vision to make "Broxtowe a great place where people enjoy living, working and spending leisure time" with focus on the priorities of Housing, Business Growth, Community Safety, Health and Environment.	April 2020	Broxtowe Borough Council Chief Executive
Business Strategy 2019/20 to 2021/22	Deigned to ensure that the Council is: <ul style="list-style-type: none"> <li>• Lean and fit in its assets, systems and processes</li> <li>• Customer focused in all its activities</li> <li>• Commercially minded and financially viable</li> <li>• Making best use of technology.</li> </ul>	Updated annually	Broxtowe Borough Council Deputy Chief Executive
Medium Term Financial Strategy 2019/20 to 2021/22	The Council's key financial planning document. In detailing the financial implications of the Corporate Plan, the MTFS provides a reference point for corporate decision-making and helps to ensure that the Council can optimise the balance between its financial resources and the delivery of its priorities. The MTFS informs the annual budget-setting process, ensuring that each year's budget is considered within the context of the Council's ongoing sustainability over the entirety of the planning period.	Updated annually	Broxtowe Borough Council Deputy Chief Executive / Head of Finance Services

Strategy/Policy Document	Purpose of Document	Renewal Date	Responsible Officer/Contact
Commercial Strategy 2017-2020	Promote and support a change in organisational culture towards a more business-like approach to the delivery of services. Overall, commercialism will enable departments to adopt a business-like approach with the focus firmly on delivering the best services possible for residents and businesses within the Borough whilst at the same time maximising income generation.	April 2020	Broxtowe Borough Council Deputy Chief Executive/ Commercial Manager
Capital Strategy	An overarching summary document which encompasses all capital and treasury activity including the capital programme, financing planning, accounting policies and asset management.	Updated annually	Broxtowe Borough Council Deputy Chief Executive Head of Finance Services
Broxtowe Events Strategy 2015 and Beyond	Events strategy document providing a framework for delivering events	March 2019	Cultural Services Manager
Get Active Strategy (Previously Sports Strategy)	Providing the opportunity, motivation and support to enable people to be more active than ever before	March 2021	Managing Director
Nottinghamshire Joint Health and Wellbeing Strategy 2016 - 2020	Provides details of health initiatives and joint working arrangements to improve health and wellbeing	2020	Partner
Broxtowe Partnership Community Strategy 2010-2020 and associated action plans	Aims to address issues facing the Borough of Broxtowe and to improve quality of life for everyone in the Borough	2020	Chief Communities Officer
Joint Use Agreement	Provides legal framework for the management of the joint-use facilities in partnership with Notts County Council and school governing bodies	Continues in force until termination	Managing Director/Deputy Chief Executive

<b>Strategy/Policy Document</b>	<b>Purpose of Document</b>	<b>Renewal Date</b>	<b>Responsible Officer/Contact</b>
Equalities Action Plan	Sets out proposed action to promote equal opportunities	Updated annually	Human Resources
Equality and Diversity Policy	Sets out the legal, strategic and operational framework for the Council's equality and diversity work	April 2021	Human Resources

## 2. SERVICE LEVEL OBJECTIVES LINKED TO CORPORATE OBJECTIVES

**Increase the number of people who have active lifestyles (He1)**

Service Areas covered by this Plan	Service Objectives
<b>Liberty Leisure Limited</b>	
Vision	Leisure, Culture and Events at the heart of our community
Mission	To earn the lifelong loyalty of our customers through delivering first class leisure, culture and event services
Values	<ul style="list-style-type: none"> <li>• INNOVATION – constantly evolving our offering</li> <li>• CARE – caring for our community</li> <li>• INTEGRITY – always acting with integrity</li> <li>• SAFETY – provide safe and secure facilities and events</li> <li>• VALUE FOR MONEY – delivering value for all</li> <li>• EMPLOYEES – recognising our staff and ensuring a happy workplace for all</li> <li>• FUN – vibrant and diverse leisure, culture and events that enrich lives</li> </ul>
Guiding Principles	<ul style="list-style-type: none"> <li>• Deliver an excellent service</li> <li>• Increase participation in leisure and cultural services</li> <li>• Deliver significant efficiency savings, and provide financial certainty and sustainability</li> <li>• Increase community engagement in the services</li> <li>• Retain open and affordable access to all sectors of the community</li> <li>• Contribute to the shared outcomes of our partners</li> </ul>

Service Areas covered by this Plan	Service Objectives
Guiding Principles (continued)	<ul style="list-style-type: none"> <li>• Create a brand that stands for quality and consistency</li> <li>• Maximise opportunities that arise or are created to develop and grow the business</li> <li>• Be recognised by our employees as an excellent organisation to work for</li> <li>• Adopt the principles of best value and continuous improvement in all that we do</li> <li>• Work to sustain the environment</li> <li>• Support and help develop the local economy</li> </ul>
Main Service Activities	<ul style="list-style-type: none"> <li>• Bramcote Leisure Centre; Kimberley Leisure Centre; Chilwell Olympia</li> <li>• Get Active</li> <li>• Events</li> <li>• D.H. Lawrence Birthplace Museum</li> <li>• Business Development and Support</li> </ul>



### 3. MEASURES OF PERFORMANCE AND SERVICE DATA

#### Context – Baseline Service Data

Pentana Code	Service Data Description	Actual 2015/16	Actual 2016/17	Actual 2017/18	Comments including benchmarking data
LLLocal_G02	Total Attendances for Liberty Leisure	1,756,135	1,687,714	1,709,356	
LLLocal_G09	Percentage of Inactive Adults in Broxtowe	Not available	Not available	26.1%	Data from Sport England Active Lives Survey
LLLocal_G08	APSE Customer Satisfaction Survey	Not Available	70%	Not Available	Combining Liberty Leisure Limited sites creates a new Performance Indicator for 2017/18 onwards. Data will be added once confirmed by APSE.

## Critical Success Indicators (CSI)

Priority leaders should work corporately to **define** the **outcome objective** for each priority area and **identify an outcome indicator** or indicators which will be **Critical Success Indicators**. There will be a maximum of two CSI for each corporate priority.

Indicator Description	Pentana Code	Achieved			Target			Indicator Owner and Comments (incl. benchmarking)
		2015/16	2016/17	2017/18	2018/19	2019/20	Future Years	
Critical Success Indicators (CSI)								
Increase the number of people who have active lifestyles (He1)								
Total Attendance for Liberty Leisure Value stated is the sum of the indicators listed. Reported as LLLocal_G02	LLDATA_E03 LLDATA_H01 LLDATA_B01 LLDATA_K01 LLDATA_C01 LLDATA_S01	1.756m	1.688m	1.710m	1.700m	1.730m	1.740m	Event & Museum Manager Leisure Centre Managers
Inactive Adults in Broxtowe %	LLLocal_G09	Not available	Not available	26.1% Reported Oct 17	25.9%	25.5%	25.1%	Managing Director Figures obtained from the annual Sport England 'Active Lives Survey'.

## Performance Indicators

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

Indicator Description	Pentana Code	Achieved			Target			Indicator Owner and Comments (incl. benchmarking)
		2015/16	2016/17	2017/18	2018/19	2019/20	Future Years	
Key Performance Indicators (KPI)								
Liberty Leisure Limited								
Total Number of Annual Direct Debits Collected	LLLocal_G06	80,897	85,793	88,281	88,300	95,000	96,000	Business Manager
Total Income (excluding management fee)	LLData_G05	£3.122 (000)	£3.250 (000)*	£4.583 (800)	£3.487 (400)	£3.678 (000)	£3.680 (000)	Managing Director
Operating Expenditure (including central charges)	LLLocal_G04	£5.011 (300)	£4.500 (000)*	£4.396 (100)	£4.616 (400)	£4.673 (000)	£4.763 (000)	Managing Director
Management Fee from the Council to Liberty Leisure Ltd	LLLocal_G05	£1,888** (000)	£1.250** (000)	£1.160 (000)	£1.030 (000)	£995 (000)	£1.000 (000)	Managing Director
Subsidy per visit	LLLocal_G07	108 pence	74.0 pence*	58.9 pence	66.5 pence	57.5 pence	57.4 pence	Managing Director
APSE Customer Satisfaction Survey	LLLocal_G08	Not Available	Not Available	70%	71%	72%	73%	Business Manager

\* Based on an estimate of the accumulation of six-months Council operation and six-months Liberty Leisure Limited operation

\*\* Cost of service to Council, with 2016/17 including the management fee.

#### 4. KEY TASKS AND PRIORITIES FOR IMPROVEMENT 2019/20 – 2021/22 INCLUDING COMMERCIAL ACTIVITIES

Priority leaders are asked to consider potential **commercial activities** in their priority areas when setting the key tasks and priorities for 2019/20 to 2021/22. In doing so priority leaders should consider:

- In which service areas could new commercial activities be undertaken?
- How much additional income could be generated from the new commercial activities?
- Would additional resources (employees, equipment, systems etc.) be needed to undertake the new commercial activities? If yes, outline these with estimates of costs.
- How will these new commercial activities link into the Council's Medium Term Financial Strategy, Capital Programme, Business Strategy and Commercial Strategy?
- Will the new commercial activities affect existing Revenue and Capital budgets? If yes, then remember to include the net income or costs to Section 5 'Link Key Tasks and Priorities for Improvement to the Financial Budgets'.
- Please identify new '**commercial activities**' in the comments column.

Pentana Code	Description	Targeted Outcome	Partnership/ Procurement Arrangement	Officers Responsible/ Target Date	Budget Implications/ Efficiencies/Other comments
<b>Business Development</b>					
LL1720_G05	Review and where appropriate implement changes to central support functions	Streamline back office functions and improve financial efficiencies	Broxtowe Borough Council	Managing Director <b>Start</b> April 2017 <b>End</b> March 2020	Financial efficiencies will be identified through the review process of the support services
LL1922_G01 NEW	Implement a programme of digital developments to improve member retention increasing the number of direct debit fitness memberships	Increase the number of our members who are active each month.  Increase the total number of direct debits collected each year	Technogym Tanita Omnicco/Clarity Innovatise	Business Manager <b>Start</b> April 2018 <b>End</b> March 2020	Initial costs to be funded through existing revenue budgets.  The target for increasing Direct Debit collections is detailed in the company's Performance Indicators.

<b>Pentana Code</b>	<b>Description</b>	<b>Targeted Outcome</b>	<b>Partnership/ Procurement Arrangement</b>	<b>Officers Responsible/ Target Date</b>	<b>Budget Implications/ Efficiencies/Other comments</b>
LL1922_G02 NEW	Online joining and payments	To enable frictionless links from social media marketing to joining and paying Improve accuracy of data capture to assist with maintaining data security Improve administrative efficiency	Clarity Ice Blue Innovatise	Business Manager <b>Start</b> Jan 2019 <b>End</b> Sep 2019	Enables reallocating elements of business administration time to support the developing sales and retention work  Enables frictionless sales linking the company app, social media to bespoke landing pages to payment portal increasing the potential of sales from marketing campaigns
LL1922_G03 NEW	Events ticket platform	Reduce expenditure Potential additional income Support local clubs	365 Media	Business Manager <b>Start</b> Jan 2019 <b>End</b> Dec 2020	Save £1,500 in costs presently paid to existing online ticket platforms. Potential to generate future income through providing a service to external organisations. Also increase the ability to provide bespoke offers to targeted groups, for example, existing members to aid customer retention
LL1922_K01 NEW	Provide accredited in house First Aid at Work training for Liberty Leisure Limited employees	Deliver all of the first aid requirements for Liberty Leisure Limited staff	Royal Life Saving Society Nuco Broxtowe Borough Council	KLC Manager <b>Start</b> April 2018 <b>End</b> March 2021	£500 to be saved in the year 2018/19, £1,500 saved subsequent years.  2020/21 potential to generate sales from Broxtowe while providing Council with savings.  2021 onwards potential income from sales to external organisations.

<b>Pentana Code</b>	<b>Description</b>	<b>Targeted Outcome</b>	<b>Partnership/ Procurement Arrangement</b>	<b>Officers Responsible/ Target Date</b>	<b>Budget Implications/ Efficiencies/Other comments</b>
LL1922_G04 NEW	Set up Liberty Leisure Limited as a Direct Debit Bureau	Have the ability to collect direct debits for other organisations	Clarity Bottomline	Business Manager <b>Start</b> April 2019 <b>End</b> March 2020	Set up costs contained within existing budget. Creates opportunity for future commercial development
LL1922_G05 NEW	Deliver the changes and actions detailed in the Liberty Leisure Limited operational strategies	Ensure that the company develops its people, marketing and communications, quality of delivery and business ideas	Broxtowe Borough Council Technogym UK Active Notts ASA Nottm City Apprenticeships	Managing Director Business Manager <b>Start</b> April 2019 <b>End</b> March 2022	Most actions from the strategies are contained within existing budgets.  Business development actions with significant additional spends are detailed separately within this document.
LL1922_G06 NEW	Investigate feasibility of commercial fitness space	Increase annual company surplus to reduce the management fee paid by Broxtowe Borough Council	Escape Fitness Technogym Pavi Gym	Managing Director Business Manager <b>Start</b> Sept 2019 <b>End</b> March 2020	Investigate options and potential through market demographics, market and industry research  Appropriate facility required
LL1922_G07 NEW	Implement annual charge to renew a junior leisure card	Increase income to improve the company's efficiency	None	Business Manager By May 2019	Act upon review and approval of the Board by implementing the price change
LL1922_G08 NEW	Review trade refuse supplier	Realise a financial efficiency	Compare existing prices in the market place	Managing Director By May 2019	From initial research potential to save £5,000 per year

Pentana Code	Description	Targeted Outcome	Partnership/ Procurement Arrangement	Officers Responsible/ Target Date	Budget Implications/ Efficiencies/Other comments
<b>D.H. Lawrence Birthplace Museum and Events</b>					
LL1922_E01 NEW	Museum and Self-Guided Tours	Increase visitors to the site and improve the efficiency of the service	Arts Council D.H. Lawrence Society	Cultural Services Manager <b>Start</b> Jan 2019 <b>End</b> June 2019	Decrease staff expenditure at the museum by £11,998.
LL1922_E02 NEW	Reinterpret the museum tours, add an additional programmed space, and target local people	Increase visitors to the museum	D.H. Lawrence Society Arts Council	Cultural Services Manager <b>Start</b> June 2019 <b>End</b> Dec 2019	Increase income by £1,500
LL1922_E03 NEW	Museum, Flexible working and community outreach	Increase service users and decrease the subsidy per head	Local Schools / Community Venues	Museums and Collections Officer <b>Start</b> Jan 2020 <b>End</b> March 2021	Efficiencies to fund outreach staffing to be found by opening the museum flexibly during identified times of the year and through annualising working hours.
LL1922_E04 NEW	Investigate commercial opportunities initially investigating open air cinemas, bonfire night and small indoor partnership opportunities	High quality, ticketed events reducing the subsidy to the event programme	Bertie Holland SA Atkin Smooth Radio	Cultural Services Manager <b>Start</b> April 2019 <b>End</b> March 2020	Investigations will inform the budget required for 2020 onwards.

Pentana Code	Description	Targeted Outcome	Partnership/ Procurement Arrangement	Officers Responsible/ Target Date	Budget Implications/ Efficiencies/Other comments
<b>Leisure Centres</b>					
LL1720_K01	Fast track entry system at Kimberley Leisure Centre	Reduce queuing times to improve the experience of members accessing the fitness facilities	Clarity	Business Manager / KLC Manager <b>Start</b> March 2017 <b>End</b> June 2019	£13,000 (£700 annual license and support charges)
LL1922_B01 NEW	Fast track entry system at Bramcote Leisure Centre	Reduce queuing times to improve the experience of users	Clarity	Business Manager / BLC Manager <b>Start</b> Sept 2019 <b>End</b> March 2020	£13,000 (£700 annual license and support charges)  Reduce the number of people accessing the facility without paying or recording their attendance
LL1821_B01	Treatment room	Additional sales through expanding personal training and additional external hirers of the new treatment room	Existing personal trainers	BLC Manager <b>Start</b> April 2018 <b>End</b> March 2020	£2,500 surplus income in year one  £5,000 surplus income in each subsequent year
LL1922_G09 NEW	Introduce Les Mills Virtual Group Exercise Classes	Attract new members while improving the retention of existing fitness members	Les Mills UK	KLC / BLC / CO Managers / Business Manager	£14,000 surplus income in year one  £21,800 surplus income in each subsequent year  Costs to develop space to be retained with existing budgets



Pentana Code	Description	Targeted Outcome	Partnership/ Procurement Arrangement	Officers Responsible/ Target Date	Budget Implications/ Efficiencies/Other comments
LL1922_C01 NEW	Multi-Functional Activity Room at Chilwell Olympia?	To create a multi-functional room, extending fitness opportunities while increasing opportunities for other activities including birthday parties and day time activities for older people	Chilwell School	CO Manager <b>Start</b> Sept 2019  <b>End</b> June 2020	£4,700 surplus income in year one with £6,700 surplus income in subsequent years.  Capital costs funded through company reserves £24,600 subject to approval by the Board. This will also support the Les Mills Virtual Class Development at CO
LL1922_K03 NEW	Creating a functional fitness space at Kimberley Leisure Centre	Improve retention of existing fitness members	Pavi Gym, Escape Fitness, other suppliers to be investigated	KLC Manager <b>Start</b> April 2020 <b>End</b> March 2021	Decision to implement will be taken depending on increases in car park capacity and following an assessment of the impact of the Les Mills development. Initial investigations, capital costs of £80,000 included as a 50:50 shared cost with BBC
LL1922_K04 NEW	Refurbish the iGym at Kimberley Leisure Centre	Retain existing junior fitness income.  Increase junior fitness memberships	Pavi Gym, other suppliers being investigated	<b>KLC Manager</b> <b>Start</b> April 2019 <b>End</b> March 2020	Existing income / Capital  £10,000 additional income/ surplus in year one; £12,000 income/surplus income in each subsequent year. Capital costs of £68,000 included in a capital application as a 50/50 shared cost with BBC

Pentana Code	Description	Targeted Outcome	Partnership/ Procurement Arrangement	Officers Responsible/ Target Date	Budget Implications/ Efficiencies/Other comments
LL1922_K05 NEW	Investigate potential partnership funding, planning potential and local support to develop additional car park space and full size 3G football pitch at Kimberley Leisure Centre	Increase attendance and income through football activities  Increase fitness memberships and income	Football Foundation  Kimberley School	Managing Director / KLC Manager  <b>Start</b> April 2020	Estimated additional surplus income from football alone is £32,000 per year. Additional income across centre activities is estimated at an additional £10,000  Capital costs will be in excess of £1 million and could be fully funded by the FA pending their assessment of strategic importance. Capital costs may also be shared.  This development depends on work with the Football Foundation.
<b>Get Active</b>					
LL1922_S01 NEW	Implement the Get Active Strategy	Reduce inactivity levels and increase the number of volunteers	Active Nottinghamshire  Broxtowe Active School Partnership	Managing Director  <b>Start</b> April 2019  <b>End</b> Dec 2021	Work will be contained within existing budgets  Targets are detailed in the company's Performance Indicators
LL1922_S02 NEW	Contribute to improving wellness & decreasing loneliness	Develop new social prescribing opportunities from health professionals to enable inactive and lonely people to be more active	Clinical Commissioning Group  Broxtowe Borough Council	Business Manager  <b>Start</b> Sept 2019  <b>End</b> March 2021	Work will be contained within existing budgets  Targets are detailed in the company's Performance Indicators

<b>Pentana Code</b>	<b>Description</b>	<b>Targeted Outcome</b>	<b>Partnership/ Procurement Arrangement</b>	<b>Officers Responsible/ Target Date</b>	<b>Budget Implications/ Efficiencies/Other comments</b>
LL1922_S03 NEW	Sports Events	Increase the number of sports events available targeting while generating efficiencies by working with community groups	Beeston AC parkrun Perfect Motion	Managing Director <b>Start</b> April 2019 <b>End</b> March 2021	Efficiency savings of £5,000 each year while maintaining existing levels of income

## 5. 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	2019/20 Budget £	2020/21 Budget £	2021/22 Budget £
<b>BUDGET IMPLICATIONS</b>				
Increased employee costs (assumes 2% pay award)		53,700	55,400	57,000
Reduced management fee received	LLData_G05	35,000	35,000	35,000
<b>BUSINESS DEVELOPMENT</b>				
Review and where appropriate implement changes to central support functions	LL1720_G05	7,000	3,500	3,500
Implement a programme of digital developments to improve member retention increasing the number of direct debit fitness memberships	LL1922_G01	(18,200)	*	*
Online joining and payments	LL1922_G02	0,000	0,000	0,000
Events ticket platform*	LL1922_G03	(1,500)	*	*
Provide accredited in house First Aid at Work training for Liberty Leisure Limited employees*	LL1922_K01	(500)	(1,500)*	(1,500)*
Set up Liberty Leisure Limited as a Direct Debit Bureau*	LL1922_G04	0,000	*	*

Revenue and Capital Budget Implications/Efficiencies Generated	Pentana Action Code	2019/20 Budget £	2020/21 Budget £	2021/22 Budget £
Deliver the changes and actions detailed in the Liberty Leisure Limited operational strategies	LL1922_G05	0,000	0,000	0,000
Implement annual charge to renew a junior leisure card	LL1922_G07	(16,300)	(16,300)	(16,300)
Review trade refuse supplier	LL1922_G08	(5,000)	(5,000)	(5,000)
Fitness provision outside of existing facilities		0,000	0,000	*
<b>D.H. LAWRENCE BIRTHPLACE MUSEUM AND EVENTS</b>				
Museum and Self-Guided Tours	LL1922_E01	(12,000)	(12,000)	(12,000)
Reinterpret the museum tours, add an additional programmed space, and target local people	LL1922_E02	0,000	(1,500)	(1,500)
Museum, Flexible working and community outreach	LL1922_E03	0,000	0,000	0,000
Investigate commercial opportunities initially investigating open air cinemas, bonfire night and small indoor partnership opportunities	LL1922_E04	0,000	*	*
<b>LEISURE CENTRES</b>				
Fast track entry system at Kimberley Leisure Centre	LL1720_K01	0,000	0,000	0,000
Fast track entry system at Bramcote Leisure Centre	LL1922_B01	0,000	0,000	0,000
Create an additional treatment room	LL1821_B01	(2,500)	(5,000)	(5,000)
Introduce Les Mills Virtual Group Exercise Classes	LL1922_G09	(14,000)	(21,800)	(24,000)

Revenue and Capital Budget Implications/Efficiencies Generated	Pentana Action Code	2019/20 Budget £	2020/21 Budget £	2021/22 Budget £
Multi-Functional Activity Room at Chilwell Olympia?	LL1922_C01	(5,000) 24,000	(6,700)	(7,500)
Functional Training Space Kimberley Leisure Centre	LL1922_K03		(6,500) 40,000 40,000	(10,000)
Refurbish the iGym at Kimberley Leisure Centre	LL1922_K04	(10,000)** 34,000 34,000	(12,000)	(15,000)
Car Park / 3G at Kimberley Leisure Centre	LL1922_K05	0,000	(24,000)	(26,000)
<u>GET ACTIVE</u>				
Implement the Get Active Strategy	LL1922_S01	0,000	0,000	0,000
Wellness & Loneliness	LL1922_S02	0,000	0,000	0,000
Sports Events	LL1922_S03	(10,000)	(10,000)	(10,000)
<b>TOTAL REVENUE IMPLICATIONS***</b>		000,000		
<b>TOTAL CAPITAL IMPLICATIONS LIBERTY LEISURE LIMITED</b>		58,000	40,000	
<b>TOTAL CAPITAL IMPLICATIONS BROXTOWE BOROUGH COUNCIL</b>		34,000	40,000	

\*These developments create a platform from which commercial opportunities will be explored

\*\* Existing income is £32,000 per year. This income is reducing and is at risk if a refurbishment is not undertaken

\*\*\*Set up/development costs that are contained within existing budgets are not included in these figures

## 6. SUMMARY OF KEY RISKS

Priority leaders are to identify three strategic risks for the Business area and to determine whether these have been/or should be considered on the Council's Strategic Risk Register.

Key Strategic Risk	Is this already covered by an existing Strategic Risk?	What action can be taken/is required to mitigate/minimise the risk or threat
1. Teckal Company	No	New strategic operational documents identifying a wide range of actions to develop the company
2. Lack of financial resources	Yes	As per strategic risk register
3. Leisure Facilities Strategy	Yes	As per strategic risk register

Also, the top five risks (strategic or operational) arising from the key tasks and priorities for improvement should be identified. Whilst, it will be expected that detailed risks will be considered as part of the project planning process for each key task, it is anticipated that there will be 'common themes' identified which should enable the key risks to be limited to the top five. An earlier example has been included for reference.

Code	Key Task	Risk or Threat to Key Task	Covered by an existing Strategic Risk?	Action taken/required to mitigate/minimise the risk or threat
LL1922_K04 NEW	Refurbish the iGym at Kimberley Leisure Centre	Improved customer retention and additional members are not realised.	Yes	Existing knowledge of what works for junior fitness and the probable income that can be derived.  Not completing the project puts existing income at risk.

Code	Key Task	Risk or Threat to Key Task	Covered by an existing Strategic Risk?	Action taken/required to mitigate/minimise the risk or threat
LL1922_G09 NEW	Introduce Les Mills Virtual Group Exercise Classes	Improved customer retention and additional members are not realised.	Yes	<p>Set up costs are contained within existing revenue budgets with the improvements having a wider benefit to existing customers.</p> <p>Les Mills is an international company utilising data from across the world to inform its Return on Investment (ROI) calculator. The ROI forms part of the business planning template with an additional risk factor being applied by the management team to mitigate underperformance.</p> <p>Les Mills will provide the team with support to ensure effective marketing in the lead up to the launch.</p> <p>Other users of Les Mills at Clowne and Watford have provided positive feedback on the impact of using Les Mills.</p>
LL1922_C01 NEW	Multi-Functional Activity Room at Chilwell Olympia?	<p>Reviewing the joint use agreement with Chilwell School. Or implementing a local agreement.</p> <p>Displacing existing customers.</p>	Yes	<p>Meeting with school, initial verbal agreement.</p> <p>Implement alternative improvements in conjunction with school requirements.</p> <p>Complete sufficient customer consultation.</p>



Code	Key Task	Risk or Threat to Key Task	Covered by an existing Strategic Risk?	Action taken/required to mitigate/minimise the risk or threat
LL1922_K03 NEW	Creating a functional fitness space at Kimberley Leisure Centre	Improved customer retention and additional members are not realised.	Yes	<p>The Les Mills Return on Investment calculator is used to estimate potential financial benefit from delivering the project.</p> <p>David Lloyd and a boutique gym in Manchester have been visited to understand how a functional fitness space will benefit the business. Similar facilities will be visited.</p> <p>Different providers of equipment will be researched.</p>
LL1922_S01 NEW	Implement the Get Active Strategy	<p>Levels of inactivity in Broxtowe are not improved.</p> <p>Measure of improvement is through the Sport England Active Lives Survey. There is some statistical variation in this measure.</p>	Yes	<p>Identifying an area with the greatest potential for improvement.</p> <p>Utilising expert knowledge to research and improve community engagement to gain trust and work with the community.</p>
LL1922_K05 NEW	Investigate potential partnership funding, planning potential and local support to develop additional car park space and full size 3G football pitch at Kimberley Leisure Centre	<p>No external funding is available from the FA.</p> <p>School do not approve the development.</p> <p>Planning permission not obtained</p>	Yes	No council or company money will be committed until partner arrangements are confirmed.

**List of Strategic Risks** (<https://intranet.broxtowe.gov.uk/media/2127/strategic-risk-register-as-at-august-2018.pdf>):

- Risk 1 - Failure to maintain effective corporate performance management
- Risk 2 - Failure to obtain adequate resources to achieve service objectives
- Risk 3 - Failure to deliver the HRA Business Plan
- Risk 4 - Failure of strategic leisure initiatives
- Risk 5 - Failure to complete the re-development of Beeston town centre
- Risk 6 - Not complying with domestic or European legislation
- Risk 7 - Failure of Financial Management and/or budgetary control
- Risk 8 - Failure to maximise collection of income due to the Council
- Risk 9 - Failure of key ICT systems
- Risk 10 - Failure to implement private sector element of Housing Strategy in accordance with Government and Council expectations
- Risk 11 - Failure to engage with partners and the community to implement Broxtowe's Sustainable Community Strategy 2010 – 2020
- Risk 12 - Failure to implement effective Crime & Disorder Reduction Strategy
- Risk 13 - Failure to provide housing in accordance with the LDF
- Risk 14 - Natural disaster or deliberate act, which affects major part of the Authority
- Risk 15 - Failure to mitigate the impact of the Government's welfare reform agenda
- Risk 16 - Failure to maximise opportunities and recognise the risks in shared services arrangements
- Risk 17 - Corporate and/or political leadership adversely impacting upon service delivery
- Risk 18 - High levels of sickness
- Risk 19 - Lack of skills and/or capacity to meet increasing initiatives and expectations.
- Risk 20 - Inability to attract or retain key individuals or groups of staff
- Risk 21 - Failure to fully utilise investment in ICT infrastructure
- Risk 22 - Processes or procedures not followed leading to ill informed decisions and/or abuse of Council facilities
- Risk 23 - Failure to comply with duty as a service provider and employer to groups such as children, the elderly, vulnerable adults etc.
- Risk 24 - Failure to ensure appropriate levels of data quality
- Risk 25 - Unauthorised access of data
- Risk 26 - High volumes of employee or client fraud
- Risk 27 - Failure to effectively communicate either externally or internally

## ENVIRONMENT BUSINESS PLAN 2019–2022

This Business Plan details the projects and activity undertaken in support of the Broxtowe Borough Council Corporate Plan 2016 – 2020 priority of **ENVIRONMENT**.

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

The Business Plan covers a three-year period but will be revised and updated annually. Detailed monitoring of progress against key tasks and outcome measures is undertaken quarterly by the Leisure and Environment Committee. The Policy and Performance Committee also receives a high level report of progress against Corporate Plan priorities on a quarterly basis.

**The Council's Vision for Broxtowe is 'a great place where people enjoy living, working and spending leisure time'.**

**The Council's Values are:**

- **Going the extra mile: a strong, caring focus on the needs of communities**
- **Ready for change: innovation and readiness for change**
- **Employees: valuing our employees and enabling the active involvement of everyone**
- **Always improving: continuous improvement and delivering value for money**
- **Transparent: integrity and professional competence**

**The Council's Priorities and Objectives for ENVIRONMENT are 'The environment in Broxtowe will be protected and enhanced for future generations':**

- **Reduce litter and fly tipping to make Broxtowe cleaner**
- **Maintain and improve the green infrastructure of the Council**
- **Increase recycling, composting, renewable and energy efficiency projects as resources allow**

## 1. PUBLISHED STRATEGY AND POLICY DOCUMENTS SUPPORTING THE DELIVERY OF PRIORITIES AND OBJECTIVES

Strategy/Policy Document	Purpose of Document	Renewal Date	Responsible Officer/Contact
Corporate Plan 2016-2020	The Council's overarching plan for its priorities, targets and objectives. The plan sets out priorities to achieve the vision to make "Broxtowe a great place where people enjoy living, working and spending leisure time" with focus on the priorities of Housing, Business Growth, Community Safety, Health and Environment.	April 2020	Chief Executive
Business Strategy 2019/20 to 2021/22	Deigned to ensure that the Council is: <ul style="list-style-type: none"> <li>• Lean and fit in its assets, systems and processes</li> <li>• Customer focused in all its activities</li> <li>• Commercially minded and financially viable</li> <li>• Making best use of technology.</li> </ul>	Updated annually	Deputy Chief Executive
Medium Term Financial Strategy 2019/20 to 2021/22	The Council's key financial planning document. In detailing the financial implications of the Corporate Plan, the MTFS provides a reference point for corporate decision-making and helps to ensure that the Council can optimise the balance between its financial resources and the delivery of its priorities. The MTFS informs the annual budget-setting process, ensuring that each year's budget is considered within the context of the Council's ongoing sustainability over the entirety of the planning period.	Updated annually	Deputy Chief Executive Head of Finance Services
Commercial Strategy 2017-2020	Promote and support a change in organisational culture towards a more business-like approach to the delivery of services. Overall, commercialism will enable departments to adopt a business-like approach with the focus firmly on delivering the best services possible for residents and businesses within the Borough whilst at the same time maximising income generation.	April 2020	Deputy Chief Executive Commercial Manager

Strategy/Policy Document	Purpose of Document	Renewal Date	Responsible Officer/Contact
Capital Strategy	An overarching summary document which encompasses all capital and treasury activity including the capital programme, financing planning, accounting policies and asset management.	Updated annually	Deputy Chief Executive Head of Finance Services
Street Cleansing Service Standard	Provides local standards and targets for delivery of the service	Ongoing	Operations Manager
Green Infrastructure Strategy	Safeguards and enhances the core environmental Green Infrastructure networks within Broxtowe	2030	Business and Projects Manager
Management Policy for Trees in Council Ownership	Sets out the guidelines for managing trees to assist and influence arboriculture decisions in relation to pruning and removal of trees	Ongoing	Grounds Maintenance and Arboricultural Manager
Local Nature Reserves Site Management Plans	Strategic documents setting out the maintenance regimes and actions through the life of the plans	Various - Rolling five or 10 year plans	Parks and Open Spaces Officer
Broxtowe Parks Standard	Agreed standard for Management and Maintenance of Parks and large Open Spaces in the Borough	Ongoing	Business and Projects Manager
Playing Pitch Strategy 2016-2028	To identify priorities to enhance existing or provide new playing pitches and associated facilities	2028	Business and Projects Manager / Head of Neighbourhoods and Prosperity
Play Strategy 2017-2025	Shaping the future of children and young people's play throughout Broxtowe	2025	Business and Projects Manager

Strategy/Policy Document	Purpose of Document	Renewal Date	Responsible Officer/Contact
Recycling Service Standards	Provides standards and targets for the delivery of the service	Ongoing	Environment and Business Development Manager
Trade Waste Service Standards	Provides standards and targets for the delivery of the service	Ongoing	Environment and Business Development Manager
Domestic Waste Service Standards	Provides standards and targets for the delivery of the service	Ongoing	Operations Manager
Broxtowe Revised Waste Strategy	Provides a revised strategic framework for the management of municipal waste for the period from 2016-2020	2020	Environment and Business Development Manager
Bramcote Hills Park/ Colliers Wood Green Flag Management Plans	Establishes aims, objectives and targets to manage the sites to Green Flag standard.	Review rolling plans annually and in detail every five years	Business and Projects Manager
Tree Planting	Strategic approach to tree planting with annual targets for new trees	2023	Business and Projects Manager
Our Waste, Our Resource: A Strategy for England	Provides a strategic guidance for the management of waste within England	Review expected in 5 years	Environment and Business Development Manager

Strategy/Policy Document	Purpose of Document	Renewal Date	Responsible Officer/Contact
Single Use Plastic Use Action Plan	To identify measures to reduce the Council's use of 'single use plastic'.	On-going	Environment and Business Development Manager

## 2. SERVICE LEVEL OBJECTIVES LINKED TO CORPORATE OBJECTIVES

### Reduce litter and fly tipping to make Broxtowe cleaner (En1)

Service Areas covered by this Plan	Service Objectives
<b>Street Cleansing and Waste Education</b>	
Street Cleansing	Provide effective cleansing services which maintain public land in accordance with national standards and contribute to a safe and healthy community. Promote a cleaner borough. Implement actions from Clean and Green Initiative.
Waste Education	Promote responsible waste management. This includes education, awareness raising and enforcement through various activities and methods. Implement actions from Clean and Green Initiative.

## Maintain and improve the green infrastructure of the Council (En2)

Service Areas covered by this Plan	Service Objectives.
<b>Parks and Green Spaces</b>	
Public Green Spaces	<p>Manage, maintain and develop public green spaces (parks, open spaces, play areas and street scene areas).            Undertake the planting and maintenance of trees and landscaped areas on the Council's green spaces.            Implement actions from the Pride in Parks and Clean and Green Initiatives.</p>
Biodiversity, Local Nature Reserves, Woodlands	<p>Manage, maintain and develop local nature reserves and woodlands to ensure that they enhance the environment and contribute towards a safe and healthy community.</p> <p>To ensure that the selection of tree species in the borough is diverse and predominantly native. A range of non-natives will be included to ensure sustainability. This will mitigate the risks that a monoculture of trees can create with pest and diseases.</p> <p>Promote good biodiversity practice reflecting the Natural Environment and Rural Communities Act 2006 (Biodiversity Duty).</p> <p>Further develop a proactive approach to partnership working.</p>



**Increase recycling, composting, renewable and energy efficiency projects as resources allow (En3)**

Service Areas covered by this Plan	Service Objectives
<b>Environment</b>	
Waste Management	<p>Provide an effective collection service for domestic, garden and trade waste.</p> <p>Maintain and increase the facilities for residents to recycle their waste.</p> <p>Promote recycling and sustainability by educating the community on the benefits of recycling and waste minimisation and encourage a reduction of contamination.</p> <p>Engage through the Nottinghamshire Joint Waste Management Committee for the purpose of developing and implementing sustainable waste management policies, practices and development of shared services.</p>
Estates, Energy and Sustainability	<p>Reduce levels of energy use in the Council's buildings and social housing properties through raising awareness and installing energy efficient measures reducing CO<sub>2</sub> levels in Broxtowe.</p> <p>Promote energy saving and energy efficiency in the home, which reduces costs, fuel poverty, CO<sub>2</sub>, improves health and wellbeing for the wider public.</p>

### 3. MEASURES OF PERFORMANCE AND SERVICE DATA

#### Context – Baseline Service Data

Pentana Code	Service Data Description	Actual 2015/16	Actual 2016/17	Actual 2017/18	Comments including benchmarking data
WMData_01	Enquiries for bulky collections	1,442	1,703	1,694	The number of enquiries has reduced slightly from the previous year.
WMData_02	Enquiries for general refuse enquiries	22,232	16,929	20,920	Refuse collection rounds were changed in December 2017. The number of enquiries regarding missed bins from December through to March increased. Following the transition to the new rounds it is expected that enquiries will reduce in 2018/19 to the levels previously experienced.
WMData_03b	Garden waste subscriptions	17,782	18,716	19,211	Customer base is increasing year on year.
WMData_05	Duty of Care and Trade Waste visits undertaken	439	262	481	The number of inspections has increased in accordance with growing the trade waste service and ensuring businesses operate legally.
WMData_06	Trade waste enquiries	249	253	79	Customers can now contact the Trade Waste Service directly resulting in improved service for the customer as enquiries are resolved at first point of contact. A system is in development to record enquiries formally.
SSData_02	Abandoned vehicles removed and destroyed	14	40	28	The number of vehicles being removed has reduced
SSData_03	Litter/dog bins	1,150	1,168	1,210	Includes provision of 14 recycling bins
PSData_01	Play areas refurbished	2	1	2	Smithurst Road and Judson Avenue

<b>Pentana Code</b>	<b>Service Data Description</b>	<b>Actual 2015/16</b>	<b>Actual 2016/17</b>	<b>Actual 2017/18</b>	<b>Comments including benchmarking data</b>
PSData_02	New site specific management plans produced	2	2	1	In 2017/18 Colliers Wood Woodland Management Plan created
PSData_05	Total area of parks and open spaces (hectares)	236	236	236	There was no increase in the area of parks and open spaces in 2017/18 from land acquired from housing developers
PSData_06	Children's play areas	35	34	34	The reduction is the combination of the two play areas at Ilkeston Road into one larger area
PSData_07	Local Nature Reserves	15 sites 121 hectares	15	15	The total area of land managed as Local Nature Reserves exceeds the national target of 1 hectare per 1000 population set by Natural England
EMData_02	Total business mileage (vehicles)	231,769	198,886	167,871	Data excludes Liberty Leisure Ltd employees. Decrease of 16% from 2016/17
EMData_03a	Total litres of fuel used fleet (mileage)	640,078 miles	337,380 litres	298,352 litres	Fuel usage decreased by 12% from 2016/17 to 2017/18 with the reduced vehicle fleet and revised refuse rounds contributing towards this
EMData_08	Proportion of Households Fuel Poor in the Borough of Broxtowe	9.1% (2013/14)	11.9% (2014/15)	11.8% (2015/16)	Figures collected nationally by DECC, sub regional fuel poverty (Low Income High Cost definition), figures two years behind

## Critical Success Indicators (CSI)

Priority leaders should work corporately to **define the outcome objective** for each priority area and **identify an outcome indicator or indicators** which will be **Critical Success Indicators**. There will be a maximum of two CSI for each corporate priority.

Indicator Description	Pentana Code	Achieved			Target			Indicator Owner and Comments (incl. benchmarking)
		2015/16	2016/17	2017/18	2018/19	2019/20	Future Years	
Critical Success Indicators (CSI)								
Cleanliness of the streets and open spaces within the Borough (levels of litter)	NI195a	96%	96%	95%	97%	97%	97%	Environment and Business Development Manager
Reduce the number. of fly tipping incidents	SSData_01	479	399	344	414	342	307	Environment and Business Development Manager  Current projection for 2018/19 is around 380 incidents. Targets for 2019/20 onwards based on an annual 10% reduction from a baseline figure of 380
Parks achieving Broxtowe Parks Standard %	PSData_09	91%	96%	94%	98%	98%	100%	Business and Projects Manager  Sample sites assessed on an annual basis
Energy Consumption across all operational sites – Total kWh gas and electric ('000)	CPLocal_03	8,649	-	8,902	8,280	8,114		Head of Property Services

Indicator Description	Pentana Code	Achieved			Target			Indicator Owner and Comments (incl. benchmarking)
		2015/16	2016/17	2017/18	2018/19	2019/20	Future Years	
Household waste recycled and composted	NI192	40.40%	41.04%	38.82% (42.7%)	41% (43.8%)	39% (45.0%)	41%	<p>Environment and Business Development Manager</p> <p>Current projection for 2018/19 based on midyear data is a recycling rate of 39%. Despite minor changes the Council continues to be in the third quartile nationally for local authority recycling rates. Targets outlined in brackets are the stretched targets outlined in the Waste Strategy. There is no stretched target within the current waste strategy for 2020/21</p>

## Performance Indicators

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

Indicator Description	Pentana Code	Achieved			Target			Indicator Owner and Comments (incl. benchmarking)
		2015/16	2016/17	2017/18	2018/19	2019/20	Future Years	
Key Performance Indicators (KPI)								
Green Flags/Community Green Flags	PSLocal_02	5	5	5	5	5	5	Business and Projects Manager  Target is to maintain the number of Green Flags. Sites independently assessed on an annual basis
Garden Waste Subscriptions	WMData_03b	17,782	18,716	19,211	19,200	19,600	19,600	Environment and Business Development Manager  The customer base for 2018/19 is expected to be around 19,600. Customer base is expected to remain relatively stable year on year
Income generated by garden waste subscriptions	WMData_03c	£552k	£582k	£623k	£645k	£680k	£680k	Based on price increases in 2019/20 and maintained customer base

Indicator Description	Pentana Code	Achieved			Target			Indicator Owner and Comments (incl. benchmarking)
		2015/16	2016/17	2017/18	2018/19	2019/20	Future Years	
Income generated through Trade Waste	WMDData_06a	£475k	£517k	£550k	£555k	£597k	£597k	Environment and Business Development Manager  The projected income for 2018/19 will be £580K.  Budget for 2019/20 is based on proposed price increase and maintaining customer base. Budget for future years remains consistent with 2019/20 at this point.
External income generated through Environmental Services	WMDData_08	n/a	£4k	£17k	£38k	£38k	£38k	Environment and Business Development Manager  The income stream relates to all external income generated from the Environment Department
Levels of detritus on the public highway	NI195b	96%	96%	95%	96%	96%	96%	Environment and Business Development Manager  Figures show a total of 96% of streets met the acceptable level of standard.

Indicator Description	Pentana Code	Achieved			Target			Indicator Owner and Comments (incl. benchmarking)
		2015/16	2016/17	2017/18	2018/19	2019/20	Future Years	
Savings through reuse of bins	WMDData_10	n/a	£4k	£10k	£6k 428 bins	£12k 982 bins	£12k 982bins	Environment and Business Development Manager  491 bins have been reused in the first half of 2018/19 making a saving of £ 6,000. Projected 982 bins for the year and subsequent years
Tonnes of household waste recycled	BV82a(ii)	8,611	8,993	8,312	8,700	10,000	10,000	Environment and Business Development Manager  The target tonnages reflect the likely increase in the overall tonnage of recyclables collected in 2018/19
Tonnes of household waste composted	BV82b(ii)	7,359	7,904	6,782	7,000	7,000	7,000	Environment and Business Development Manager.  Predicted that 7000 tonnes will be collected in 2018/19. The tonnage collected dependent upon weather conditions
Household waste collected per head (kg)	BV84a	355.36	366.62	344.98	364	386	386	Environment and Business Development Manager  Half yearly figures suggest the 2018/19 total will be 386kg Targets for 2019/20 onwards represent a desire to plateau the increase



Indicator Description	Pentana Code	Achieved			Target			Indicator Owner and Comments (incl. benchmarking)
		2015/16	2016/17	2017/18	2018/19	2019/20	Future Years	
Residual Waste per household (kg)	NI191	461.41	486.62	476.81	482.00	512.00	512 .00	Environment and Business Development Manager  Half yearly figures suggest the total for 2018/19 will be 512kg The targets for 2019/20 onwards represent a desire to maintain the level of waste produced
<b>Management Performance Indicators (MPI)</b>								
Average play value score	PSLocal_01	28.21	28.75	29.85	30.00	31.00	32.00	Business and Projects Manager  This is a measure of the different elements that make up a play area using a national scoring system. With the Pride in Parks Initiative the figure is projected to increase
No. of Nature Reserves	PSData_07	15	15	15	15	15	15	Business and Projects Manager  No growth in numbers of reserves is projected. Management plans for existing sites are in the process of being updated and consolidated

#### 4. KEY TASKS AND PRIORITIES FOR IMPROVEMENT 2019/20 – 2021/22 INCLUDING COMMERCIAL ACTIVITIES

Priority leaders are asked to consider potential **commercial activities** in their priority areas when setting the key tasks and priorities for 2019/20 to 2021/22. In doing so priority leaders should consider:

- In which service areas could new commercial activities be undertaken?
- How much additional income could be generated from the new commercial activities?
- Would additional resources (employees, equipment, systems etc.) be needed to undertake the new commercial activities? If yes, outline these with estimates of costs.
- How will these new commercial activities link into the Council's Medium Term Financial Strategy, Capital Programme, Business Strategy and Commercial Strategy?
- Will the new commercial activities affect existing Revenue and Capital budgets? If yes, then remember to include the net income or costs to Section 5 'Link Key Tasks and Priorities for Improvement to the Financial Budgets'.
- Please identify new '**commercial activities**' in the comments column.

Pentana Code	Description	Targeted Outcome	Partnership/ Procurement Arrangement	Officers Responsible/ Target Date	Budget Implications/ Efficiencies/Other comments
ENV 1620_03	Implement the actions identified within the Waste Strategy	Increase in the Council's recycling rate and improved awareness of how to reduce waste	Working with other District Councils, Nottinghamshire County Council and external partners M.E.L Research WRAP	Environment and Business Development Manager March 2020	Limited capital and revenue money available to implement new recycling schemes Potential financial implications for use of external bodies
ENV 1620_04	Franchises and licensing within Parks and Open Spaces	Increased number of franchises and licensed facilities	Working with local suppliers and companies	Parks and Open Spaces Officer March 2020	Through licensing of sales of refreshments and sponsorship of floral displays

<b>Pentana Code</b>	<b>Description</b>	<b>Targeted Outcome</b>	<b>Partnership/ Procurement Arrangement</b>	<b>Officers Responsible/ Target Date</b>	<b>Budget Implications/ Efficiencies/Other comments</b>
ENV 1518_04	Approve Green Infrastructure Strategy and Implement Key Actions	Develop, improve and promote Green infrastructure in the Borough	PCV/Notts Wildlife Trust/Friends Groups/Broxtowe Wildlife Forum	Business and Projects Manager March 2022	Utilise capital and Section 106 funding together with bids for external funding
ENV1720_01	Apply a strategic approach to tree management and planting.	Work with partners, land owners and other agencies to plant 1,000 trees per year.	PCV/Notts Wildlife Trust/ /Community Action Teams/ Friends Groups	Business and Projects Manager December 2022	No budgetary implication
GREEN 0912_14	Further develop sites with Local Nature Reserve status	Maintain existing 121 hectares of land identified as Local Nature Reserves and investigate possible additional sites as opportunities arise with new housing development and the acquisition of additional open space	PCV/Notts Wildlife Trust	Parks and Open Spaces Officer March 2020	Management plans to be updated so the existing sites are properly maintained rather than increase the number of sites. New sites may have a potential revenue implication
ENV1821_03	Improve Play areas and Parks and Open Spaces	Play areas identified as High Priority sites in the Play Strategy 2017-2025 improved. Healthy Society , DDA Compliant	Parish/Town Councils, Local Sports Clubs, Community groups, Schools, Friends Groups	Business and Projects Manager March 2020	Undertake Pride in Parks initiative utilising £250k capital allocation in 2019/20

<b>Pentana Code</b>	<b>Description</b>	<b>Targeted Outcome</b>	<b>Partnership/ Procurement Arrangement</b>	<b>Officers Responsible/ Target Date</b>	<b>Budget Implications/ Efficiencies/Other comments</b>
ENV1922_01  NEW	Implementation of the Clean and Green Initiative	Implement a range of initiatives aimed at making Broxtowe a Cleaner and Greener place for residents and visitors to the Borough.	Other Council Departments/ Friends Groups/ Members	Environment and Business Development Manager  Communications and Marketing Officer  March 2020	Funding implications for 2019/20 have been included in the budgetary process
ENV1922_02  NEW	Management of Water Safety measures for Council owned water courses	Assess all the Council owned water courses throughout the Borough and install and maintain appropriate safety measures and signage where applicable	Nottinghamshire Fire Service/ Other Council Departments	Environmental Projects Officer  March 2020 and on going	Funding implications for 2019/20 have been included in the budgetary process
ENV1922_03  NEW	Evaluate and implement where applicable an integrated system for managing and monitoring work schedules for Environmental Services	To operate a system which will manage the work schedules of the frontline services	Working with other districts and external partners	Environment and Business Development Manager  March 2020	Indicative figures have been obtained though alternative options are being evaluated

## 5. 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	2019/20 Budget £	2020/21 Budget £	2021/22 Budget £
<b>Budget Implications</b>				
Implementation of an automated system for monitoring Hand Arm Vibration	ENV1922_03	-	25,000*	3000*
<b>Efficiencies Generated</b>				
Environmental Services reviews		(20,000)	(10,000)	(10,000)
<b>New business/increased income</b>				
Garden Waste (additional income above budget)	WMData_06a	(3,300)**	(3,300)**	(3,300)**
	-		-	-
<b>Net Change in Revenue Budgets</b>		<b>(23,300)</b>	<b>11,700</b>	<b>(10,300)</b>

\*Costs are an estimate

\*\*Currently 19,666 subscribers to the 2018/19 which is approximately 100 more than used to calculate base budget for 2019/20. £3,300 represents additional income from the 100 subscribers

## 6. SUMMARY OF KEY RISKS

Priority leaders are to identify three strategic risks for the Business area and to determine whether these have been/or should be considered on the Council's Strategic Risk Register.

Key Strategic Risk	Is this already covered by an existing Strategic Risk?	What action can be taken/is required to mitigate/minimise the risk or threat
1. Lack of skills and or capacity to meet increasing initiatives and expectations	Yes	Assess priorities, develop workforce planning and multi skilling, and manage expectations. Due diligence training has been provided to ensure the Services are legal and compliant
2. Ageing workforce and levels of sickness	Yes	Monthly monitoring of sickness, on-going work profile assessment. Consideration is being given to apprenticeships for succession planning
3. Failure to achieve recycling targets in a cost effective manner	Yes	Review ongoing initiatives, Monitor garden waste scheme, explore partnership opportunities

Also, the top five risks (strategic or operational) arising from the key tasks and priorities for improvement should be identified. Whilst, it will be expected that detailed risks will be considered as part of the project planning process for each key task, it is anticipated that there will be 'common themes' identified which should enable the key risks to be limited to the top five. An earlier example has been included for reference.

Code	Key Task	Risk or Threat to Key Task	Covered by an existing Strategic Risk?	Action taken/required to mitigate/minimise the risk or threat
ENV 1518_04	Implement Key Actions in Green Infrastructure Strategy	Insufficient Officer time – lack of resources	2 - Failure to obtain adequate resources to achieve service objectives	Programmed monitoring/planning

<b>Code</b>	<b>Key Task</b>	<b>Risk or Threat to Key Task</b>	<b>Covered by an existing Strategic Risk?</b>	<b>Action taken/required to mitigate/minimise the risk or threat</b>
ENV1620_03	Implement the actions identified within the Waste Strategy	Lack of funding and resources	21- Failure to achieve recycling targets in a cost effective manner	Promote recycling services, monitor costs and investigate different recycling initiatives, partnership working and funding.
ENV1922_01	Implementation and continuation of the Clean and Green Initiative	Insufficient Officer time, lack of resources, lack of funding	2 - Failure to obtain adequate resources to achieve service objectives	Programmed monitoring/planning
ENV1821_03	Improve Play areas and Parks and Open Spaces	Insufficient Officer time, lack of resources	2 - Failure to obtain adequate resources to achieve service objectives	Source external partnership funding

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## Report of the Interim Strategic Director

### **WORK PROGRAMME**

#### 1. Purpose of report

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

#### 2. Background

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

12 June 2019	<ul style="list-style-type: none"> <li>• Clean and Green Update</li> <li>• Pride in Parks Update</li> </ul>
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(All meetings to start at 7.00 pm)

### **Recommendation**

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

#### Background papers

Nil

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