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Tuesday, 24 September 2019

Dear Sir/Madam

A meeting of the Policy and Performance Committee will be held on Wednesday, 2 October 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: S A Bagshaw

S J Carr (Vice-Chair)

M J Crow M Radulovic MBE (Chair)

G Marshall

P J Owen

S Easom P D Simpson
M Hannah T Hallam
R I Jackson E Williamson

E Kerry

<u>A G E N D A</u>

1. <u>APOLOGIES</u>

2. DECLARATIONS OF INTEREST

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

3. MINUTES PAGES 1 - 4

The Committee is asked to confirm as a correct record the minutes of the meeting held on 3 July 2019.

4. REFERENCES

4.1 <u>Housing Committee</u>

18 September 2019 Housing Options Restructure

The confidential report is included at agenda item 12.

RECOMMENDED to the Policy and Performance Committee that:

- 1. The new Housing Options Team structure, including the posts of Housing Options Manager, Housing Options Officer and Domestic Abuse and Private Sector Coordinator be approved.
- 2. The deletion of the existing posts be approved.

5. <u>BEESTON TOWN CENTRE REDEVELOPMENT</u>

PAGES 5 - 6

To update members on progress on The Square Phase 2 in Beeston and to recommend continued delegation of key approvals to the Deputy Chief Executive.

6. <u>CUSTOMER SERVICES STRATEGY 2019-2021</u>

PAGES 7 - 20

To approve the Customer Services Strategy 2019 to 2021.

7. <u>LGA PEER REVIEW</u>

PAGES 21 - 26

To consider asking the LGA to undertake a peer review of Broxtowe Borough Council.

8. GREATER NOTTINGHAM GROWTH OPTIONS STUDY

PAGES 27 - 30

To gain Committee approval for Broxtowe Borough Council to act as lead authority in the procurement of a piece of vital evidence required on behalf of the Greater Nottingham Housing Market Area to progress the Aligned Core Strategy Review.

9. REVIEW OF CORPORATE PLAN PROGRESS AND FINANCIAL PERFORMANCE

PAGES 31 - 46

To report progress against outcome targets linked to Corporate Plan priorities and objectives and to provide an update as to the latest financial performance as measured against the budget.

10. WORK PROGRAMME

PAGES 47 - 48

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

11. EXCLUSION OF PUBLIC AND PRESS

The Committee is asked to RESOLVE that, under Section 100A of the Local Government Act, 1972, the public and press be excluded from the meeting for the following items of business on the grounds that they involve the likely disclosure of exempt information as defined in paragraphs 1, 2, and 3 of Schedule 12A of the Act.

12. REFERENCE - HOUSING OPTIONS RESTRUCTURE

PAGES 49 - 54

13. <u>BEESTON TOWN CENTRE REDEVELOPMENT</u>

PAGES 55 - 56



Agenda Item 3.

POLICY AND PERFORMANCE COMMITTEE WEDNESDAY, 3 JULY 2019

Present: Councillor M Radulovic MBE, Chair

Councillors: S J Carr (Vice-Chair)

M J Crow M Hannah R I Jackson E Kerry G Marshall P D Simpson

T A Cullen (substitute)
L Fletcher (substitute)

P M Roberts-Thomson (substitute)

H E Skinner (substitute)

Apologies for absence were received from Councillors S A Bagshaw, S Easom, D A Elliott and P J Owen.

1 MINUTES

The minutes of the meeting held on 6 February 2019 were approved as a correct record.

2 DECLARATIONS OF INTEREST

There were no declarations of interest.

3 REFERENCES

3.1 <u>LEISURE AND ENVIRONMENT COMMITTEE</u> 12 June 2019

Stapleford Town Football Club was formed in 2012 and used the Hickings Lane Recreation Ground as its main home ground. The club has grown significantly over the last few years and the use of the pitches has worked well for both the club and the Council.

RESOLVED that the Council, subject to agreeing Heads of Terms with Stapleford Town Football Club, grant a 25-year lease for pitch 3 at Hickings Lane Recreation Ground to Stapleford Town Football Club.

3.2 <u>LOCAL JOINT CONSULTATIVE COMMITTEE</u> 13 June 2019

The Attendance Management Policy underwent wholesale revision throughout June and July 2018 and a number of amendments were necessary following its implementation.

RESOLVED that the amendments to the Attendance Management Policy to the Conditions of Service for employees be approved.

4 <u>BEESTON TOWN CENTRE REDEVELOPMENT</u>

Members received an update on progress made with regard to The Square Phase 2 in Beeston.

RESOLVED to delegate to the Deputy Chief Executive, following consultation with the three group leaders, all key approvals including assessment of tender returns including qualitative criteria, and subsequent award of the main building contract, in consultation with the cross-party Project Board and subject to the overall project cost remaining within the financial limits already set or subsequently changed by the Finance and Resources Committee and/or Full Council as appropriate.

5 PROCUREMENT AND COMMISSIONING STRATEGY 2019-2024

The updated Procurement and Commissioning Strategy had been refreshed to ensure compliance with the Public Contracts Regulations 2015, internal governance procedures and current corporate requirements.

The Strategy, which covered the five-year period 2019 to 2024, set out the central role of the procurement function in supporting the Council in achieving compliance with the regulations, whilst maintaining an efficient and cost effective procurement and commissioning activity. Members suggested that consideration of the Living Wage be included within the Strategy in addition to borough wide engagement with local businesses.

RESOLVED that the Procurement and Commissioning Strategy 2019-2024 be approved and come into effect following the approval of revised Financial Regulations – Contract Standing Orders by Council.

6 <u>ADMINISTRATIVE SUPPORT - ESTABLISHMENT CHANGES</u>

Members considered a report which sought approval for changes to the establishment within the Licensing Section of the Public Protection Division of the Chief Executive's Department and to create an Administration Apprentice post within the Business Support Unit of the Interim Strategic Director's Department.

RESOLVED that:

1. The part-time post of Administration Officer (L57) in Licensing be deleted.

2. A full-time Administration Apprentice post in the Business Support Unit be established on a two-year contract.

7 FINANCE SERVICES - ESTABLISHMENT CHANGES

Members considered a report which sought approval to change the establishment within the Finance Services Division of the Deputy Chief Executive's Department to allow the creation of a Finance Apprentice post.

RESOLVED that the establishment of the Finance Services Division be amended such that:

- The post of Finance Assistant (F52) at Grade 3 working 19.5 hours per week be deleted.
- 2. A full time Finance Apprentice post at Grade 2 be established.

8 LEASEHOLD OFFICER

The Committee considered a request to approve a permanent increase in the hours of the Leasehold Officer (H123) from 18.5 hours per week to 25 hours per week.

RESOLVED that the increase in hours for the Leasehold Officer be approved.

9 REGULATION OF INVESTIGATORY POWERS ACT (RIPA) 2000

The Committee was informed that since July 2015 the Council had made no use of RIPA powers. This was due to the main reason for the powers' usage being in connection with Benefit Fraud, which was transferred back to the Department of Works and Pensions. The Policy and Guidance referred to the authorised officers and the senior responsible person. Following the restructure of the senior management team, approved by Council on 27 February 2019, the list of authorised officers needed to be reviewed.

RESOLVED that the Policy and Guidance be amended to include the additional authorised officers.

10 CORPORATE PLAN ANNUAL REVIEW

The election of a new Council provided an opportunity for the Council to reflect on how members would wish to review the current approach, consult and engage with local residents, businesses and stakeholders, and refresh the priorities and agenda for action for the next four years. Previously it had been thought useful to invite cross party discussion on this through a separate workshop to which all members of the Council would be invited.

Members suggested that it should be ensured that the consultation be conducted borough-wide and consist of an array of stakeholders and community groups through a series of roadshows which would be accessible to as many residents as possible.

RESOLVED that the refresh of the priorities and agenda for action of a corporate plan for 2020-2024, be conducted initially by a series of roadshows.

11 BUSINESS AND FINANCIAL PLANS - OUTTURN 2018/19

Members noted the progress made in achieving the Corporate Plan priorities and with regard to the financial position for 2018/19. Further information was requested in relation to grants to town and parish councils and figures regarding Eastwood Cash Office.

12 EXERCISE OF THE CHIEF EXECUTIVE'S URGENCY POWERS

Members noted the exercise of the Chief Executive's urgency powers in relation to:

- An offer of £650 in compensation plus £250 in decoration vouchers made to a tenant.
- The reduction of a burial fee.
- A compensation payment of £1,182.92 to a tenant due to water leaks.
- A virement to cover the cost of the purchase of 24 hand held devices for housing staff to use in connection with the capita software upgrade.
- A commitment of £7,500 to take advantage of DCLG funding available through a bid for a 'pocket park' for an environmental improvement scheme at Redwood Crescent.
- A rent incentive scheme for new clients of hard to let properties.

13 <u>WORK PROGRAMME</u>

RESOLVED that the Work Programme be approved.

14 <u>EXCLUSION OF PUBLIC AND PRESS</u>

RESOLVED that, under Section 100A of the Local Government Act, 1972, the public and press be excluded from the meeting for the following items of business on the grounds that they involved the likely disclosure of exempt information as defined in paragraphs 1, 2 and 3 of Schedule 12A of the Act.

15 <u>INSTALLATION OF AN ELECTRICITY CABLE THROUGH MANOR FARM RECREATION GROUND, TOTON</u>

RESOLVED that the installation of the cable in return for the payment of £10,000, which would be spent in the Toton area, be approved.

16 <u>VOLUNTARY REDUNDANCY</u>

RESOLVED that the voluntary redundancy of the Benefits Assessor post (F149) on 31 July 2019, be approved.

2 October 2019

Report of the Deputy Chief Executive

BEESTON TOWN CENTRE REDEVELOPMENT

1. Purpose of report

To update members on progress on The Square Phase 2 in Beeston and to recommend continued delegation of key approvals to the Deputy Chief Executive in order to maintain sufficient pace for a Christmas 2020 opening.

2. Background

Committee will recall that the Council has agreed to act directly as developer for a cinema and food and beverage development at the northern end of the site, with a residential development to the south, linked by public realm.

3. <u>Key updates</u> (further details are given in appendix 1 and in the exempt appendix 2)

The cross-party Project Board considered all of the following in detail at its meeting of 9 September 2019:

- The lease/operating deal with The Arc cinema should be completed by this meeting.
- The original sale of the residential element fell through and a different purchaser has now been agreed by the Project Board.
- Commercial discussions with restaurant/café bar operators are continuing.
- The Deputy Chief Executive, in consultation with the Project Board, has agreed to award the main building contract, subject to finalisation of the contract terms and cinema lease.

A number of risks remain to the delivery of the project.

4. Financial implications

Details are given in the exempt appendix 2.

Recommendations

The Committee is asked to:

- 1. NOTE the report and any further verbal updates provided.
- 2. RESOLVE to continue to delegate to the Deputy Chief Executive all key approvals, in consultation with the cross-party Project Board, and subject to the overall project cost remaining within the financial limits already set or subsequently changed by the Finance and Resources Committee and/or Full Council as appropriate.

Background papers

Nil

APPENDIX 1

Key Updates

- The lease with The Arc cinema should be agreed and exchanged by the time of this meeting.
- Sale of the residential element has been delayed due to some defects in the Council's legal title that are a legacy of acquisition and hand-back of land for the tram, and because the original agreed purchaser failed to make sufficient progress.
 When given a final deadline they only agreed to proceed on the basis of a significantly reduced offer.

Consequently the Deputy Chief Executive re-invited bids for the land, and the Project Board agreed to accept a bid from a different bidder at its meeting of 9 September 2019. The intention is to complete this new deal by Christmas 2019.

• The mid-range food and beverage retail market remains in the doldrums due to a combination of over-supply, under-patronage and aggressive price-cutting.

That said, a number of significant operators are very enthusiastic about Beeston as a location – albeit their ability to obtain board approval to proceed is prejudiced by the wider picture above. Our agents have reported that there is an increasing 'fire sale' market whereby fully-fitted premises of failed operators can be acquired by a competitor for much less than the cost of fitting out from new. To help address this, we are reviewing how we can increase Beeston's attractiveness to such operators within the financial envelope.

- The main building contract should be awarded to J.Tomlinson by the time of this
 meeting and construction works should commence later this month. The intention is
 still to complete the new development by Christmas 2020.
- A number of risks remain to the delivery of the project.

The main open risks identified on the risk register are:

Commercial Retail and Tenant

 Lack of interest in retail and restaurant opportunities, resulting in lower lease receipts and reputational impact.

Site conditions

- Unexpected below ground utilities found during construction works.
- Unexpected archaeological finds.

Late Client design change

- Design change by Client, or future operator.
- Changes instigated by the Utility companies.

Report of the Deputy Chief Executive

CUSTOMER SERVICES STRATEGY 2019-2021

1. Purpose of report

To approve the Customer Services Strategy 2019 to 2021.

2. Background

The new Customer Services Strategy 2019 to 2021, set out in the appendix, details the actions that will be taken to continue the development of Customer Services throughout the Council.

The strategy outlines the developments the Council will consider over the next three years. Although a significant amount of this is linked to the Customer Services Team, there will be a requirement for the whole Council to embrace the strategy and the developments it proposes.

The Customer Services Strategy has been developed in line with the current Corporate Plan, Communications Strategy and the Digital Strategy.

If approved, it is intended to launch the Customer Services Strategy during Customer Services Week commencing on 7 October 2019.

This Committee is responsible for developing and approving the Council's Customer Services Strategy. Updates on the Customer Services activity and action plan progress in delivery of the strategy will be provided to the Finance and Resources Committee at least once per annum.

Recommendation

The Committee is asked to RESOLVE that the Customer Services Strategy 2019-2021 be approved.

Background papers

Nil



Customer Services Strategy

2019-2021

Introduction

The way most people do business and communicate is changing rapidly. We use cash less and pay by card more, we go to the shops less and order things online more, we write letters less and use email more. Many of us contact organisations through social media now, rather than give them a call, email or visit in person. And, increasingly, we're doing all these things from just one device, be it a smartphone, laptop or tablet.

Broxtowe Borough Council, like other councils and central government, has made more and more of its services available over the internet, and this move to online will continue. Most people find it more convenient to get information or to access services in this way. For those who find this difficult, we will provide help to support the online transition. Where this isn't possible, we will continue to provide a support to customers to make all of our services inclusive.

The new ways of doing business also save us money, which is now more important than ever. We have far less to spend than we had a few years ago. Broxtowe has been very successful in maintaining front-line services while Government funding has been falling. We need to keep striving to make the most of every pound we get. Every time you access Council services online you are helping us save the money we need to maintain the public services on which thousands of people rely and enjoy every day.

This Customer Services Strategy has been developed in conjunction with the Council's Communication and Digital Strategy to enable a joint up working approach from all the Council's service, ensuring a better experience for all our customers. We will focus on ensuring our staff are fully trained, working smarter and develop our partnership working with other organisations, such as the Citizens Advice.

Scope

We want to put all of our customers at the heart of everything we do, reflecting their feedback in the design and delivery of services, and to provide appropriate support to those who need it ensuring that customer experiences are easy, effective and convenient.

Alignment to the Corporate Plan, Vision and Values

The Customer Services Strategy supports the Council's vision and Corporate Plan in assisting and developing services focused on achieving the Council's priorities and GREAT values, such as good quality housing, going the extra mile and valuing employees.

The Council's vision is:

"Broxtowe...a great place where people enjoy living, working and spending leisure time."

It's priorities are:

- 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.

It's GREAT values are:

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

Context

Local Context

- Broxtowe has over 110,000 residents*
- 20% aged 0 to 17*
- 62% aged 18 to 64*
- 18% aged 65 and over*
- Broxtowe Borough Council Digital Strategy
- Broxtowe Borough Council Communications and Engagement Strategy.
- Supporting the most vulnerable in the community.
- Use of Social Media as communication channel.
- Alignment with other Council Services, such as the Digital and Communications Strategy
- Consultation with the Council's Chief Officers and Heads of Service
- Consultation with the Disability Forum.

National Context

- Welfare Reforms including Universal Credit
- Austerity measures introduced by the Government and their impact on local authority services.
- The impact of digital technology customers now expect a 24/7 service.
- 87% of people spending almost a day a week online*
- 78% of people using smartphones, with 48% considering them the most important device to access the internet*

^{*} The Customer Services Strategy has been informed by national research conducted by OFCOM Communications Market Report 2 August 2018 and the Office for National Statistics 2011 census data.

Where we are now?

In 2007 Broxtowe Borough Council introduced a Customer Services department to ensure it met Customer's needs whilst providing a high quality and consistent service.

The results of the latest Budget Consultation showed that 74% of customers were satisfied or very satisfied with the service they received from the Council.

The Council is responsible for providing a wide variety of services. These services are all public focused and range from Housing though to Public Parks. All of these services are managed with the Customer in mind and ensure the best service is provided at all times.

In 2018/19:

- 118,000 phone calls were taken by the Customer Services Team
- **83%** of calls dealt with by the first person
- 13,000 emails received by the Customer Services Team
- **39,000** visits to the Council's Reception
- Access to the Citizen Advice (CAB) and Police teams within the Council Offices. Providing a Hub of services in one place.
- **505,086** visits to the Council's website.
- 437,117 online transactions a 77% increase in the last five financial years.
- **67,541** online and ATP payments a **128%** increase in the last five financial years.
- 11,890 Broxtowe Borough Council likes on Facebook
- **9,648** Broxtowe Borough Council twitter followers

Our Objectives

Positive customer experiences

Customers will feel positive about the customer service they have received from the Council.

Digital inclusion

Digital is the first choice of most customers, with support available for those who aren't online.

Investing in our team

Council employees understand what good customer service looks like and are focused on delivering excellence for our customers.

Positive customer experiences

Customers will feel positive about the customer service they have received from the Council.

The service will provide customers with confidence that they have had they have been listened to, had their request dealt with and been communicated with appropriately. There will be times that the outcome is not always to the Customers satisfaction but they should still feel that they were listened to and any decisions should be communicated appropriately.

Actions

- Establish new service standards so that Customers are clear about the service they will receive and what we expect from them. These service standards will be published on the Council's website and performance will be monitored.
- 2. Review feedback mechanisms and conduct regular surveys to benchmark performance and establish areas for improvement. We will provide clear "you said, we did" feedback.
- 3. Use performance data and the expertise of the Customer Services Team to develop customer profiles to establish the best ways to support them with their enquiries.
- 4. Develop a modern reception area, which allows customers to access the Council's services using different channels.
- 5. Continue our partnership working the CAB and Police in the Council Offices but also look at ways of even further partnership working to provide better customer services.
- 6. Provide a Modern Council with Modern Services. The Council will continually evaluate the development of new technology and opportunities to improve services.
- 7. Review the Council's current payment methods to ensure they meet the needs of our customers.
- 8. Continue to reduce the levels of abandonment rates when telephoning the Council.

Customer Service Standards

What our customers can expect

- Clear greeting explaining the department they have called and who they are talking to.
- Calls returned within one working day.
- A telephone interpreting service for people with disabilities or those who speak other languages.
- Clear written communications which follows the 'Communications For All Principles'

Focused – clear, concise and jargon free.

Open – communications should be factual, accurate, reflect the position of the council and be approved by relevant Senior Managers.

Relevant – Communicated to the right people, at the right time, in the right way and be informative and useful.

Accessible – easy to access through appropriate channels and in a variety of formats suitable for those with disabilities and inclusion needs.

Listening – provides opportunities for feedback and two-way conversations wherever appropriate.

Linked up – internal stakeholders and partners should hear about changes or issues before they reported by a third party or in the media.

- Accessible services.
- Waiting times are kept to a minimum.
- To be treated fairly and with respect.
- Requests resolved at the first point of contact in 80% of enquiries.

What we expect from our Customers

- Our staff to be treated politely and with respect.
- To provide us with the details we need to help resolve your enquiry
- To provide constructive feedback so we can continue to improve.
- To consider the use of digital methods with our support.

Digital Inclusion

Digital is the first choice of most customers, with support available for those who aren't online.

Working in line with the Council's Digital Strategy, taking advantage of technological improvements and on-going customer and organisational needs; making digital our customer's access channel of choice. Where digital is not an option for customers, the Council will support them through the process or keep other channels such as telephone or face to face accessible.

Actions

- Launch a new Customer Relationship Management System to Council's Contact Centre. The Development of this system will provide the Customer with greater facilities to self-serve but also receive an improved service when contacting the Council
- 2. Work with the Corporate Communications Team to review how social media enquiries are dealt with and how this can be improved in the future. The Council understands that Customers are using social media more frequently to interact with the Council.
- 3. Explore the use of additional software, such as instant messaging, customer portals and web chat to help make services more accessible. The aim is to provide those that can access services digitally are able to do so.
- 4. Promote digital first to customers and work with those who aren't online to ensure they are helped to do things digitally if they can and that their needs are still met if they can't.
- 5. We will provide support to those individuals that wish to use digital methods but do not have access by providing digital facilities at the Council Offices and trained staff to assist.
- Recognise that not all customers will have the resources available to them to interact with the Council digitally. Where this isn't possible then we will continue to provide telephone and face to face services.

Our Team

Council employees understand what good customer service looks like and are focused on delivering excellence for our customers.

Customer Services goes far beyond the output of the Customer Services Team and each phone call, email and face to face interaction with stakeholders has the ability to shape their perception of the Council and what it is trying to achieve. Employees are our biggest asset and creating clear, consistent and effective communications channels with them will have a positive impact on our external relationships and reputation.

Actions

- Establish a Customer Service development programme to ensure that employees have access to training and development opportunities. Continue to develop the Broxtowe Learning Zone training facilities with focus on Customer Services training courses.
- 2. Support team members gaining professional qualifications through organisations such as The Institute of Customer Services and The Institute of Revenues Rating and Valuation.
- 3. Develop a performance framework to ensure the Customer Services Team have clear targets to work to and promote a positive and proactive service.
- 4. Undertake monitoring of call handling and performance data, providing feedback through regular meetings with individuals in the team.
- 5. Become a member of the Institute of Customer Services and work with them to develop the service provided with the view to achieving the Institute's Excellence recognition.

Action Plan

Action		Responsible	Target Date
1.	Develop and Publish Customer Service Standards	Head of Revenues, Benefits and Customer Services	October 2019
2.	Conduct regular Customer Service satisfaction surveys	Customer Services Team Leaders	September Annually
3.	Conduct regular 1-2-1 meetings with the Customer Services Team providing feedback on performance and identifying training needs.	Customer Services Team Leaders	Monthly
4.	Develop a modern reception area	Head of Revenues, Benefits and Customer Services	August 2020
5.	Investigate areas for further partnership working	Head of Revenues, Benefits and Customer Services	October 2020
6.	Implement a new Customer Relationship System	Head of Revenues, Benefits and Customer Services	November 2019
7.	Evaluate the potential use of additional software such as web chat.	Head of Revenues, Benefits and Customer Services	April 2020
8.	Promote digital first with support from Council staff.	Customer Services Officers and Assistants	April 2020
9.	Develop the Council's Broxtowe Learning Zone with additional Customer Service specific modules	Head of Revenues, Benefits and Customer Services	June 2020

10. Support staff in gaining professional qualifications.	Head of Revenues, Benefits and Customer Services	April Annually
11. Provide clear targets and communicate these with the team through 1-2-1 meetings	Customer Services Team Leaders	November 2019
Membership of the Institute of Customer Services with the aim of gaining the institutes excellent recognition	Head of Revenues, Benefits and Customer Services	April 2021
13. Review the Council's current payment methods	Head of Revenues, Benefits and Customer Services	April 2020
14. Take steps to reduce the levels of abandonment rates when telephoning the Council	Head of Revenues, Benefits and Customer Services	April 2020



Report of the Chief Executive

CORPORATE LGA PEER REVIEW

1. Purpose of report

To consider asking the LGA to undertake a peer review of Broxtowe Borough Council.

2. Detail.

It is more than five years since Broxtowe had a peer challenge. A peer challenge is a sector-led improvement offer to local authorities managed through the Local Government Association. The purpose of such a review is to generate external perspectives and insights to inform a future improvement journey. More details of what such a peer review might involve are set out in the appendix to this report.

The Council is currently undertaking a Corporate Plan consultation event with a view to arriving at a new Corporate Plan by December 2019. The proposed timing of the review (mid to late December or early January) by which time our budget plans for 2020/21would be well advanced, would work well if councillors are minded to agree to support the idea.

3. Financial implications

There are no direct costs associated with the review although expenses of the peer team may amount to a few thousand pounds as they have a three-day stay in the Borough, which will be funded from reserves.

Recommendation

The Committee is asked to RESOLVE to invite the LGA to conduct a peer challenge of Broxtowe Borough Council.

Background papers

Nil

APPENDIX



Corporate Peer Challenge for

Broxtowe Borough Council

The Local Government Association offers all Councils a free Corporate Peer Challenge (CPC). This tool is a core element of our sector-led improvement offer to local authorities. Managed and delivered by the sector on behalf of the sector, the process is designed to support councils to take responsibility for their own improvement. There is a sector expectations that councils will have a Corporate Peer Challenge every 4 or 5 years.

A 2014 Independent Evaluation of the CPC programme by Cardiff Business School of Cardiff University found that "It is clear that councils which participate in CPC value the experience and derive significant benefits from it."

They said that "the vast majority of respondents to our survey reported that CPC is

- helping to maintain the reputation of local government (89 per cent)
- is an effective way of ensuring continued improvement of the sector (84 per cent)
- providing a robust challenge to councils (83 per cent)"

Further they concluded that "every council which has received a peer challenge [would] recommend it to other authorities and almost all of the councils we studied said that they would value a second CPC within the next three years."

Importantly in a world where many councils have seen a significant slimming down of central teams, nearly all respondents to the Cardiff Business School survey (93 per cent) agreed that the challenge placed far less of a bureaucratic burden on their council than previous inspections; such as Comprehensive Area Assessment (CAA) and Comprehensive Performance Assessment (CPA).

The LGA have also surveyed CEOs and Leaders of Councils which have had a CPC during the past 12 months and the feedback shows:

- 100% of respondents would be likely to recommend having a CPC to other councils
- 93% said that the CPC had a positive impact on their council's performance
- 86% said that the CPC had a positive impact on the external reputation of their council

Scope and focus

The context within which any Council is operating is becoming increasingly testing in terms of demands and expectations; and in terms of the resources available. The Council would benefit from a (free) Corporate Peer Challenge (CPC) to validate its journey so far, to consider how well it has appraised its own situation and how well prepared and focussed it is for the opportunities and challenges ahead. Your CPC could consider 5 core components and high level questions:

- Understanding of the local place and priority setting: How well does the council
 understand its local context and place and how has that been used to inform a vision
 and set of priorities? Is that ambition clearly stated enough and something which
 resonates with people in the Borough? Are the Council's ambitions for growth, both in
 terms of economic growth and housing growth (and within that the supply of
 affordable housing) clear and realistic? What are the Council's ambitions on the
 environment and in responding to climate change.
- <u>Leadership of Place</u>: Does the council provide effective leadership of the District, within, but also beyond, the Council's boundaries and the wider place (such as Nottinghamshire, D2N2, The East Midlands) through its elected members, officers and constructive relationships and partnerships with external stakeholders?
- <u>Financial planning and viability</u>: Does the council have a financial plan in place to ensure long term sustainability and is there evidence that it is being implemented successfully? How aware is it of its costs compared to similar councils. Is the Council maximising appropriate sharing and "commercial" opportunities to contribute further to self sufficiency but more importantly to enable reinvestment in services?
- Organisational leadership and governance: Is there effective political and managerial leadership supported by good governance. Are decision-making arrangements fleet of foot, responsive to key challenges and opportunities and do they enable change and transformation to be successfully implemented? Are elected and officer roles clearly defined and relationships constructive? Is the way the Council operates its Committee system fit for purpose?
- Capacity to deliver: Is there sufficient corporate capacity and is it aligned with priorities? Does the council influence, enable and leverage external capacity to focus on agreed outcomes? For example how well are councillors carrying out their community leadership roles to build community capacity. Is the internal culture one where colleagues across the Council feel empowered and where good customer service is an outcome? Has the Council arrived at an effective way to manage performance?

Timing and process

There is never a perfect time for a Corporate Peer Challenge, but likewise there is never a bad time. They can benefit a Council at any time, at any point, as evidenced by the evaluation and feedback shown above. However a peer challenge does take around 3-4

months to set up and to secure time in peers' diaries. In your case it would seem particularly valuable to have a Peer Challenge in November or December 2019.

The CPC is a robust but constructive activity. It is intended as a tool for holding up a mirror to you. It is NOT an inspection to pass or fail. You are not given a "score." It is NOT a bureaucratic process, with only minimal work necessary beforehand.

There will be informal feedback to the Leader and CEO at the end of each day and before wider feedback. On the final day, feedback in the form of a presentation with slides on "strengths" and "areas to consider" and recommendations will be given to a wider group of your choosing. We will follow up with a letter summarising our findings and advice after approximately 6 weeks. We will agree the accuracy of the content of this letter with you.

Any particularly sensitive issues will be fed back to you face to face by the peers in a confidential way.

There are no direct costs to the Council of receiving a CPC.

Peer Team

For a District Council we propose that the peer team will spend 3 consecutive days on site.

Although there is flexibility around elements of this, we would suggest a peer team of:

- A Leader peer, ideally a Leader from a Council with a similar context to your Council (although not from the vicinity). In your case we could expect to source a District/Borough Council Leader. We will work with you and the LGA Labour Group Office to identify a potential councillor peer.
- Possibly one or two further member peers reflecting the current political numbers on the Council. We will work with you and the appropriate LGA Group Office to ensure the right choice is made
- A Chief Executive Officer, probably from a District/Borough Council and ideally reflecting an area with a similar context. Stroud was mentioned in conversation as an option.
- A senior officer peer, possibly with a background in the environment and/or climate change.
- A further senior officer peer, possibly an officer with a commercialism focus.
- An LGA Peer Challenge Manager,

There is flexibility around the 4th and 5th members of the team above and they could be from outside the sector. In terms of specific peers for any of the roles, you can suggest any

individuals or Councils you were particularly keen to be involved given their relevance and credibility; or we can come back to you with suggestions. We would want to ensure both the Council and the LGA were happy with the peers selected.

Mark Edgell, LGA, 2019



Report of the Chief Executive

GREATER	NOTTINGHAM	GROWTH	OPTIONS	STUDY				
PROCUREMENT								

1. Purpose of report

The purpose of the report is to gain Committee approval for Broxtowe Borough Council to act as lead authority in the procurement of a piece of vital evidence required on behalf of the Greater Nottingham Housing Market Area to progress the Aligned Core Strategy Review. The report also seeks the delegation for the Section 151 Officer to sign the tender contract on behalf of the Council.

2. Detail

The full detail is included in the appendix. The main requirements for Committee approval are to allow for the prompt commissioning of this essential piece of work, and in doing this it will speed up the review process with numerous benefits regarding housing supply, infrastructure provision, maintaining control over development and maintaining partnership arrangements all of which also have financial benefits.

3. Financial implications

There are no additional costs associated with Broxtowe acting as lead authority to procure the study, other than officer time. Officers across the Greater Nottingham area are undertaking procurement on a rotational basis to share the burden of cost of officer time. The study itself will require Broxtowe to contribute towards the cost of the study, which will be met from the £40,300 in the 2019/20 General Fund revenue budget for Local Plan examination costs. However, this would happen irrespective of which council acts as lead procuring authority.

Recommendation

The Committee is asked to RESOLVE that:

- 1. Broxtowe Borough Council act as lead authority on behalf of the Greater Nottingham Councils in the procurement of a Greater Nottingham Growth Options Study.
- 2. The Section 151 Officer be given delegated authority to accept the tender and sign the tender contract on behalf of the Council once appointment is made.

Background papers

Nil

APPENDIX

The National Planning Policy Framework (paragraph 33) requires local authorities to review their Local Plan policies and spatial development strategies at least once every 5 years (taken from the adoption date of the Local Plan). Where this is not done policies which are used to determine planning applications will be deemed to be out-of-date and a presumption in favour of sustainable development applies which makes it more difficult for local planning authorities to refuse planning permission for development.

Part 1 of the Local Plan for Broxtowe is the Aligned Core Strategy (which was adopted in September 2014) and so the review of this planning policy document is required. Broxtowe worked in partnership with the councils within Greater Nottingham Housing Market Area (Erewash Borough Council, Gedling Borough Council, Nottingham City Council and Rushcliffe Borough Council) to develop the Aligned Core Strategy. The final plan was fully aligned between Broxtowe, Gelding and Nottingham. Rushcliffe and Erewash prepared separate plans but based on the same overarching strategy with near identical policies.

All of the councils have resolved to work together to review their Core Strategies in an attempt to re-align the Strategies for the area into a single document. This work is now underway and is currently focused on an ambitious timescale for evidence gathering and document production (shown in appendix 1) which was approved by the Joint Planning Advisory Board (JPAB) consisting of senior officers and members of each of the respective council.

The Growth Options study is a fundamental part of the evidence base required for the Aligned Core Strategy Review and the results of the study will be used by the Councils to determine to the strategy for future development within the area (including the distribution) up until 2038. Much of the subsequent work required for the Aligned Core Strategy Review cannot be undertaken until the result of this study are known and therefore it is essential that the procurement and tendering process is undertaken as swiftly as possible. It is also essential that this work is undertaken quickly so that the partnership of Councils working together does not break down.

It is important to note that if Broxtowe does not act as the procuring authority on behalf of the other Greater Nottingham Councils the study will still need to be undertaken and therefore the responsibility for procurement will pass to one of the other councils leading to a delay in the evidence gathering process.

The agreed budget for the work is around £75,000. All of the Councils will make an equal contribution (a fifth of the price); therefore Broxtowe's contribution will be around £15,000 (dependent on the result of the tender and the appointment). The brief for the tender has been prepared jointly by the Greater Nottingham Councils and will be awarded on an assessment of both price and quality.

Delegated approval for the Section 151 Officer to sign the contract for the award will mean that there is not a delay in getting the work undertaken. Delay for further committee approval is likely to lead to slippage of at least a month in the Aligned

Core Strategy Review timetable which will affect all of the Greater Nottingham Councils.



Joint report of the Chief Executive, Deputy Chief Executive and Interim Strategic Director

REVIEW OF CORPORATE PLAN PROGRESS AND FINANCIAL PERFORMANCE

1. Purpose of report

To report progress against outcome targets linked to Corporate Plan priorities and objectives and to provide an update as to the latest financial performance as measured against the budget.

2. Background

The Corporate Plan 2016-2020 was approved by Cabinet on 9 February 2016. Business Plans linked to the five corporate priority areas of Housing, Business Growth, Environment, Health and Community Safety are subsequently approved by Committees each year.

3. Performance management

As part of the Council's performance management framework and to meet the commitment to closely align financial and performance management, the Business Plans for the priority areas are considered alongside detailed revenue budget estimates, the capital programme and other financial information.

The relevant Committees receive regular reports during the year which review progress against their respective Business Plans, including a detailed annual report where performance management and financial outturns are considered together following the year-end.

This quarterly report is intended to provide this Committee with an overview of progress made towards Corporate Plan priorities and the latest data relating to Critical Success Indicators (CSI), identified as a means by which outcomes relating to corporate priorities and objectives can be measured. This summary is detailed in appendix 1.

4. Financial performance

A summary of the financial position as at 31 July 2019 with regard to the employee budgets, major income headings and progress against achieving the savings target set as part of the budget is included in appendix 2. A summary of the capital expenditure position to 31 July 2019 is also included.

Recommendation

The Committee is asked to NOTE the progress made in achieving the Corporate Plan priorities in addition to the financial position for 2019/20.

Background papers

Nil

APPENDIX 1

PERFORMANCE MANAGEMENT

1. <u>Background – Corporate Plan</u>

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

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

2. Business Plans

A series of Business Plans linked to the five corporate priority areas were approved by the Committees at meetings held in January and February 2019.

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

3. Performance Management

As part of the Council's performance management framework, the Policy and Performance Committee receives a high level report of progress against Corporate Plan priorities on a quarterly basis. The report provides a summary of the progress made to date towards achieving the corporate priorities and objectives. It also provides the latest data relating to Critical Success Indicators (CSI), which have been identified as a means by which outcomes relating to corporate priorities and objectives can be measured.

Further operational performance data, such as Key Performance Indicators (KPI) and Management Performance Indicators (MPI) are monitored by the respective Committee and/or General Management Team/Senior Management Team as appropriate. Similarly, the Business Plans for the support service areas (Bereavement Services, ICT and Business Transformation, Resources and Revenues, Benefits and Customer Services) are not being considered here at this stage.

Each of the five priorities is considered separately below:

1. HOUSING

The Council's priority for Housing is "A good quality affordable home for all residents of Broxtowe". Its objectives are to:

• Increase the rate of house building on brownfield sites (Ho1)

The Local Plan Part 2 is nearing its final stages with consultation undertaken on the modifications recommended by the Inspector. It is anticipated that the plan will be presented to full Council for adoption on 16 October 2019.

The Housing Committee approved a new House Building Delivery Plan on 5 June 2019. This plan sets out how the Council intends to deliver a minimum of 230 homes over 10 years on land which the Council owns, which is currently brownfield, underutilised or derelict land.

• <u>Become an excellent housing provider (Ho2)</u>

In 2018/19 Phase 1 of an upgrade to the Capita Open Housing system was successfully completed. The Repair Operatives have new devices that will improve how information on jobs is managed. Further modules are being added during 2019/20 that will bring improvements to services.

A new service, Tenancy Sustainment and Financial Inclusion, is now in place working to support the most vulnerable tenants. The team offers support and signposting to other agencies to help vulnerable tenants to remain in their homes. Elsewhere a dedicated Leasehold Officer has been appointed to provide services for the leaseholders across the Borough

The new Independent Living Service was launched in December 2018, following extensive consultation with all tenants affected by the changes. The Independent Living Co-ordinators have completed a thorough training programme for their new roles and are currently meeting with customers to complete an I-Plan which identifies the support required to maintain independence. Two Activities Co-ordinators are establishing a programme of activities in schemes across the Borough being delivered by themselves or partner organisations. These activities include walking groups, garden activities and games afternoons. This offers older people opportunities to socialise, improve their health and wellbeing, keep active and maintain their independence for longer. The activities have been well received by tenants, who are enjoying being physically and socially active.

A Nottinghamshire countywide bid has been successful in securing funding from the recent bidding round for the **Rapid Rehousing Pathway**. The funding is a key part of the Council's approach to ensure that those who sleep rough, or are at risk of rough sleeping, rapidly get the support they need, from the streets through to sustained accommodation.

• Improve the quality and availability of the private sector housing stock to meet local housing need (Ho3)

During the last four years, the Council has invested £1.6m in improving private sector homes for disabled people. It has helped to bring 126 empty homes back into use.

Critical Success Indicators for Housing

Indicator Description	Code	Actual 2018/19	Target 2019/20	Q1 2019/20	Comments (incl. benchmarking)
Rent Collection: Rent collected as a proportion of the rent owed	BV66a	99.9%	99.0%	92.2%	The team is now fully staffed pending recruitment of a temporary Financial Inclusion Officer. The new 'RentSense' system went live June 2019.
Private sector vacant dwellings that are returned into occupation or demolished	HSLocal _11	34	25	6	On track to achieve target.
Overall satisfaction (Housing)	HSTOP _01	95.3%	87.0%	94.6%	266 satisfaction forms were received during Q1. These consisted of Repairs (235), Allocations (25), ASB (5), and Right-to-Buy (1).
HSTOP10_02 Gas Safety	HSTOP _02	99.9%	100%	99.9%	1,224 gas appliances were serviced in Q1. One service was completed outside of the target in May. Processes have been amended to ensure this does not reoccur.
Net additional homes provided	NI154	297	360	80	Part 2 Local Plan anticipated to be adopted in autumn 2019. The way monitoring housing completion has changed as a result of the housing delivery test requirements. The figures provided are consistent with this. Following adoption of the Part 2 Local Plan a large number of allocated sites will be available for housing to improve delivery.
Supply of ready to develop housing sites	NI159	72%	100%	78%	Adopting Part 2 Local Plan will fully address the five-year housing land supply shortage. Sites allocated are expected to come forward for development within two years of the adoption of the Plan. There is regular dialogue with developers, house builders and external funding providers to unlock the more difficult to develop sites and these efforts are already showing signs of success with the highest house building figures for 10 years achieved in 2017/18.

2. BUSINESS GROWTH

The Council's priority for Business Growth is 'New and growing businesses providing more jobs for people in Broxtowe and improved town centres'. Its objectives are to:

• Increase the number of new businesses starting in Broxtowe (BG1)

Plans are being developed to regenerate Stapleford following a meeting with local Councillors. The aim is to position the town to become a HS2 gateway town and to ensure the population are skilled and qualified to take advantage of high quality job opportunities which will come along with HS2. The plans will also improve the environment; help the town centre evolve and improve to adapt to the challenge of changing retail patterns. The Council is working towards offering additional housing and better community facilities.

In the last four years, 130 new businesses have been created in the Borough.

Businesses continue to be supported through the Council's provision of business health check sessions, held in conjunction with the D2N2 Growth Hub. On 30 April 2019 five businesses were supported. The business health check sessions offer support to established businesses looking to develop and move on to their next stage. Support has offered to businesses to help them through the Brexit transition process, using email updates and seminars available elsewhere in the N2 area.

Broxtowe business start-up grants were launched in October 2018 designed to assist businesses starting-up and creating at least one job which will be based within Broxtowe. The scheme has a maximum award of £1,000 grant with 12 full grants being available to businesses in this first round. There were 12 applications and nine successful bids in the first round, with a total of £8,914 spent on grants assisting businesses. The scheme has been successful and all monies have been spent for the first round. It was anticipated that the Jobs and Economy Committee will provide approval in September 2019 to continue this grant scheme.

• Help our town centres to compete and attract new visitors (BG2)

A bid to the Local Enterprise Partnership (LEP) funded town centres scheme is being prepared for £128,250. The funding would be used to create a business incubator hub from the old Police Station in Stapleford Town centre. The outcome sought is the creation of 15 jobs.

• <u>Complete the regeneration of Beeston Town centre and seek opportunities to regenerate town centres throughout Broxtowe (BG03)</u>

The regeneration of Beeston Square continues to progress with the arrangement with the chosen cinema operator being firmed up; the sale of the residential land progressing and the financing arrangements coming together.

Critical Success Indicators for Business Growth

Indicator Description	Code	Actual 2018/19	Target 2019/20	Q1 2019/20	Comments (incl. benchmarking)
Employment Land take up	ERLocal _02	4,257m ²	TBC	TBC	Data is collected annually. 2019/20 figures still to be confirmed.
Planning applications approved for employment development Class B1/B2/B8	ERLocal _03	16	TBC	TBC	2019/20 figures still to be confirmed.
Town Centre occupancy:					Targets based on average for year. Q1 values showed:
Beeston	TCLocal _01a	94.6%	93%	93.5%	Down from 95% Q1 2018/19
Kimberley	TCLocal _01b	92.3%	93%	91%	Down from 94% Q1 2018/19
Eastwood	TCLocal _01c	88.8%	93%	89%	Down from 91% Q1 2018/19
Stapleford	TCLocal	86.2%	93%	87%	Up from 86% Q1 2018/19
	_01d				National score for April to June 2019 = 89.7%
Planning applications approved for new retail and commercial floorspace within the town centres	TCLocal _05	8	TBC	TBC	2019/20 figure still to be confirmed. Target will be combined following adoption of the Part 2 Local Plan with amended town centre boundaries.

3. **ENVIRONMENT**

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

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

Housing officers and Refuse staff took part in waste day clean-ups in April 2019. The areas of the Matthews Estate in Stapleford; Princes Street in Eastwood and Ribblesdale Court in Chilwell were provided with a free bulky waste collection day. Just over 10 tonnes of rubbish was collected from the estates together with electrical goods. Many residents came out and not only got rid of their rubbish but also to help others, with a real sense of community spirit being evident.

Eastwood received a spring clean on 24 May 2019 as part of the Clean and Green Campaign. Members of Beauvale Trefoil Guild joined a Community Clean Team to clean up areas around the town centre, Mansfield Road, Greenhills Road, Nottingham Road and Wood Street. The group "enjoyed the experience and had a real sense of satisfaction doing it. It was a lovely evening, and we received quite a few compliments from the public who spoke to us whilst we were out and about." Since the Council launched its Clean and Green Campaign last October, more than 200 local residents have joined Community Clean Teams to help keep the Borough tidy.

A new Fly Posting Policy has been approved by Community Safety Committee, which highlights the fact that it is an illegal activity unless done in accordance with regulations governing the issue. The policy sets out the Council's approach to enforcement and gives guidance to charitable groups as to how advertising their local events can be done within the law.

• Maintain and improve the green infrastructure of the Broxtowe (En2)

As part of the Clean and Green campaign, a project was undertaken to improve the main pond in Collier's Wood. Thousands of goldfish were removed from the pond (the fish had bred having been illegally released into the wild). The project was to make the water in the pond clearer and support a more diverse range of native wildlife including newts, frogs, toads and dragonflies, as well as helping to establish native pond plants such as water lilies.

A funding bid was successful for Bramcote which provide park improvements thanks to grants from the WREN FCC Community Action Fund (£50,000) and the Council Pride in Parks Initiative (£70,000). Funding has been secured to help improve King George V Park and includes a new fenced play area and an outdoor fitness area together with access improvements.

The Play Area at Beauvale Park was refurbished in the spring. The Parish Council utilised their Pride in Parks Budget for both 2018/19 and 2019/20 to install new play equipment and safety surfacing.

A new multi-use games area at Hickings Lane Recreation Ground in Stapleford was officially opened in May 2019 following the first phase of a £160,000 scheme as part of the Council's Pride in Parks scheme. The area has high rebound fencing and allows both football and basketball to be played. There is also a set of cricket stumps within the fencing to maximize the number of sports that can take place. New markings for the sports have been created on the tarmac surfacing and the area has been well received.

The total scheme, which includes a full refurbishment of the play area, was funded by the FCC Communities Foundation (£93,000), along with £67,000 from the Pride in Parks scheme. Stapleford Town Football Club also contributed £1,000 towards the project with the payment made to the Council at the opening event. The football club together with Stapleford Community Group provided valuable support to the funding application in helping to undertake local consultation work.

Overall the Council has invested £500,000 in parks and open spaces in the last two years. It has also worked in partnership with Parish and Town Councils, and the investment has levered in £283,000 of matched funds.

During the summer 2019, residents were invited to have their say on a selection of parks and open spaces in the Borough to help the Council ensure they meet the 'Broxtowe Standard'. Residents were asked to rate their chosen parks or open spaces on a number of areas including how welcoming they are, signage, cleanliness, access and facilities available. The results of the annual survey are used to prioritise improvements to enhance parks and open spaces.

• <u>Increase recycling, composting, renewable and energy efficiency projects</u> <u>as resources allow and reduce residual waste (En3)</u>

The number of garden waste subscriptions increased to 19,664 in 2018/19 (19,211 in 2017/18) which has exceeded the target for the year.

A number of schools are scheduled to be visited by the Refuse and Recycling Team in autumn 2019. These visits will allow engagement with the youngest residents on how they can get involved with recycling and make a difference not only to the community but the world they live in.

Following a successful trial of an electric van through Nottingham's ULEV scheme, the Council is now the proud owner of their first two electric vans. These are being used by the Garage Workshop as a first response breakdown vehicle and by Neighbourhood Wardens as a dog control vehicle. The scheme gave the Council the opportunity to ensure electric vehicles were an appropriate resource. The use of these vehicles supports the corporate objectives for Clean and Green. The Council is keen for the local vehicles in the community to be greener whilst making significant financial savings. The fuel cost for each vehicle has been reduced by an average of 13p per mile.

Critical Success Indicators for Environment

Indicator Description	Code	Actual 2018/19	Target 2019/20	Q1 2019/20	Comments (incl. benchmarking)
Cleanliness of the streets and open spaces within the Borough (levels of litter)	NI195a	96%	97%	ТВС	The surveys are undertaken three times a year so the results of the first survey will be reported in the quarter 2.
Number of fly tipping incidents removed	SSData _01	359	342	70	Data obtained annually. The quarterly data stated is an estimate.
Household waste recycled and composted	NI192	38.5%	40.2%	40.8%	Figure estimated as not all data is available. Accurate comparison with previous performance is not possible.

Indicator Description	Code	Actual 2018/19	Target 2019/20	Q1 2019/20	Comments (incl. benchmarking)
Parks achieving Broxtowe Parks Standard %	PSData _09	92%	98%	TBC	Surveys are currently being undertaken - Reports will be available in Q2 2019/20.
Energy consumption across all operational sites Total kWh gas/ electric ('000)	CPLocal _03	8,114	8,280	TBC	Data calculated annually

4. HEALTH

The Council's priority and objective for Health is 'People in Broxtowe enjoy longer, active and healthy lives'. Its objectives are to:

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

A number of projects to improve local people's health are being delivered or planned to be delivered through the health and older people's partnership within the Broxtowe partnership group. These include:

- Restarting the weekly "stop smoking" clinic at Beeston;
- "Making every contact count" session delivered to the partnership group by Everyone Health;
- The Council signing up to the wellbeing at work scheme and seeking accreditation under the scheme for its work;
- An application for £10,000 being made to support a food poverty initiative in Stapleford; and
- A social prescribing model for Greater Nottingham designed through the Nottingham ICS.

Liberty Leisure Limited had another successful year in 2018/19. Attendances increased by 11,000 from 2017/18, whilst the amount of management fee required from the Council decreased by £100,000 over the previous year.

Satisfaction with the leisure services offer increased to 80% compared to when it was last measured in 2016/17 (70%). This has been achieved by implementing a number of changes including:

- Upgrading dance studios at all three sites and delivering Les Mills Virtual Fitness, Personal Training and a new spinning studio
- Creating an exhibition space at the D H Lawrence Birthplace Museum along with a self-guided tour option

- Delivering ongoing customer service training for the staff at Liberty Leisure Limited
- Delivering a broader events programme including the addition of popup cinemas
- A fast track entry system to reduce queue times at Kimberley Leisure Centre
- Providing an online ticket platform to enable customers to book and pay for their events and one off activities online

Liberty Leisure Limited and the Council are working with Active Notts to build on work that has been done to encourage people to have active lifestyles in Broxtowe. Work has started on a project which recognises the benefits of exercise for people with mental health conditions.

• Work with partners to improve the health of the local population (He2)

Plans for the future include developing a directory of services that contribute towards improving young people's mental health and low level anxieties; circulating the "master your mind" guide to better mental health for young people to Broxtowe Youth Voice; and increasing knowledge about the barriers to exercise for people with a mental illness and to work with residents and health professionals to increase physical activity by removing or minimising these barriers.

• Reduce alcohol related harm in Broxtowe (He3)

Monthly data is being obtained from the Change-Grow-Live programme to monitor progress of this intervention towards improving the health of residents.

Critical Success Indicators for Health

Indicator Description	Code	Actual 2018/19	Target 2019/20	Q1 2019/20	Comments (incl. benchmarking)
Total Attendances for Leisure and Culture	LLDATA _E03 _H01 _B01 _K01 _C01 _S01	1,720k	1,700k	583K	Exceeding Q1 target and an increase of 4,860 on Q1 2018/19. Data from summer events will increase the July 2019.
Percentage of Inactive Adults in Broxtowe	LLLocal _G09	-	25.1	-	Data collected annually in October. 2016/17 = 26.1

5. COMMUNITY SAFETY

The Council's priority for Community Safety is that 'Broxtowe will be a place where people feel safe and secure in their communities'. Its objectives are:

• Reduce the amount of anti-social behaviour in Broxtowe (CS1)

Activities to address anti-social behaviour in Stapleford included:

- Areas where speeding habitually occurs were targeted for enforcement action.
- Installation of free Wi-Fi in Hickings Lane pavilion for an internet café providing a diversionary project for young people and to promote employment for young people.
- Delivery of constructions skills certification scheme through Hickings Lane hub is being investigated.
- The Housing and Environment divisions organised a clean-up day at Ilkeston Road Park.
- Regular estate inspections took place in the Montrose Ave/Melbourne Road area.
- Appropriate cases were referred to the "breaking the cycle programme"
 a hate crime project run in partnership with the Holocaust Centre.

In early summer 2019, the Communities Team delivered garden crime advisory leaflets and posters to local garden centres and DIY retailers. The information is published to encourage local residents to take some simple steps to ensure they protect themselves from garden crime. The current garden crime advisory leaflet can be found on the Council's website.

• Reduce domestic violence in Broxtowe (CS2)

A working group 'Make a Stand' has been established and has developed a plan to achieve the four commitments in the 'Make a Stand Pledge'. This will include reviewing and updating Housing policies and procedures, developing support for tenants and staff who may be affected by domestic abuse. Broxtowe Women's Project held an information session at Kimberley Depot, which focused on increasing awareness of what constitutes domestic abuse, the support networks are available to survivors.

The Stapleford Locality Action Plan 2018/19 achieved many positive outcomes in the year, including knife amnesties, awareness campaigns, and promotion of the White Ribbon Campaign. Events to promote services to male survivors of domestic violence were delivered by Equation. Victims of domestic violence were referred to Women's Aid Integrated Service and Broxtowe Women's project for support.

Critical Success Indicators for Community Safety

Indicator Description	Code	Actual 2018/19	Target 2019/20	Q1 2019/20	Comments (incl. benchmarking)
Reduction in reported ASB cases in Broxtowe (Notts Police Strategic Analytical Unit)	ComS_ 011	2,011	2,126	549	Increased from 523 in Q1 2018/19
Reduction in ASB cases	ComS_ 012	480	-	125	Decreased from 145 in Q1 2018/19
reported in the borough to Environmental	ComS_ 014	40	-	4	Decreased from 17 in Q1 2018/19
Health, Communities and Housing	ComS_ 013	191	1	34	Decreased from 53 in Q1 2018/19
Repeat high risk domestic abuse cases referred to the Multi- Agency Risk Assessment Conference [% of all re-referrals	ComS_ 024	24%	13%	20%	In Q1 2019/20 35 cases to MARAC of which seven were repeat cases
Domestic Abuse in the Borough	ComS_ 025	834	550	-	Target reduced from 1,488 to reflect that only domestic crimes are recorded as opposed to domestic crimes and incidents. Data recorded six monthly.
Alcohol related referrals to Change-Grow-	ComS_ 085	103	-	20	Referrals - Some of the outcomes in Q1 will be from previous year's referrals.
Live with positive outcomes from Broxtowe	ComS_ 085a	94 (91.3%)	- (70%)	15 (75%)	Positive Outcomes - Target of 70% is based on mid year performance 2018/19.
Complete action assigned to the Council in various Partnership Action Plans to address inequality and improve the lives of people living/working in the Borough	LSP 1820	-	100%	12%	The value shows progress on completing the Partnership Action Plans for Health, Dementia, Children and Young People, Older People, and Child Poverty These plans cover a two year period starting in 2018.

APPENDIX 2

FINANCIAL PERFORMANCE

Employee Position

The summary position as at 31 July 2019 as regards to the employee budgets is as shown below:

Directorate	Budget to 31/07/2019 £	Actual to 31/07/2019 £	Variance £
Chief Executive's	858,650	861,629	2,979
Deputy Chief Executive's	1,046,800	1,073,833	27,033
Strategic Director's	1,574,183	1,449,831	(124,352)
General Fund - Total	3,479,633	3,385,293	(94,340)
Housing Revenue Account	1,254,383	1,171,985	(82,398)
Total	4,734,016	4,557,278	(176,738)

Any overtime worked in respect of July (paid in August) is not included.

The budget figures above exclude the vacancy rate target set for the General Fund when the 2019/20 budget was approved. This presently totals £330,890 for 2019/20. Whilst the table above shows that the Council is currently not meeting the General Fund vacancy rate target, this will continue to be carefully managed with a view to achieving the target by the end of the financial year.

The underspending to 31 July 2019 for the HRA will be offset by additional payments to sub-contractors to ensure that the delivery of services to tenants is maintained.

Non-employee Expenditure Budget Variations

The most significant variations on non-employee budgets to 31 July 2019 are:

Budget Heading	Approved Budget 2019/20 £	Actual Spend 31/07/19 £	Projected Outturn 2019/20 £	Projected Variance 2019/20 £	Comments
General Fund					
Miscellaneous – Third Party Payments	0	0	52,000	52,000	Projected cost to 30 September 2019 of the Interim Strategic Director seconded from Rushcliffe B.C. No invoice as yet received in respect of costs from April 2019.

Housing Revenue Account						

Income Budgets

The position to 31 July 2019 in respect of the most significant variable income budgets is as follows:

Income	Annual Budget 2019/20 £	Income to 31/07/2019 £	Latest Projection 2019/20 £	Projected Variance to Budget £
Planning Fees	(530,000)	(116,755)	(530,000)	0
Pre-Planning & History Fees	(25,000)	(7,965)	(25,000)	0
Industrial Units Rent	(176,655)	(191,218)	(176,655)	0
Craft Centre Complex Rents	(36,100)	(23,131)	(36,100)	0
Garden Waste Income	(680,000)	(686,743)	(680,000)	0
Sale of Glass	(38,000)	(11,181)	(38,000)	0
Sale of Wheeled Bins	(29,750)	(6,822)	(29,750)	0
Recycling Credits - Glass	(116,000)	(203)	(108,000)	8,000
Trade Refuse Income	(597,000)	(418,752)	(597,000)	0
Special Collections Income	(60,000)	(21,333)	(60,000)	0
Parking P&D Income	(176,500)	(72,254)	(176,500)	0
Off Street PCN Income	(95,000)	0	(95,000)	0
Cemeteries – Fees and Charges	(200,500)	(58,658)	(200,500)	0
Miscellaneous Legal Charges	(20,000)	(7,232)	(20,000)	0
Land charges Income	(102,000)	(25,445)	(102,000)	0
Licence Income	(148,175)	(51,020)	(148,175)	0
Interest on Investments	(392,710)	(116,136)	(350,000)	42,710
Beeston Square Rent	(759,600)	(391,904)	(700,000)	59,600
General Properties Rent	(58,000)	(15,695)	(58,000)	0
Total	(4,240,990)	(2,222,447)	(4,130,680)	110,310

Notes

i) Income in respect of glass recycling credits received from Nottinghamshire County Council in 2019/20 is assumed to be £9,000 per month based upon the credits for April and May 2019. The total received in 2018/19 was £101,613.

- ii) The 2019/20 budget for interest on investments assumed two interest rate increases during 2019/20 as was widely anticipated when the budget was set. This is not now expected to happen and the current expectation is that the next movement in interest rates is likely to be downwards.
- iii) The 2019/20 budget for income from the rent of properties in Beeston Square incorrectly double counted some income. The expected income for 2019/20 of £700,000 significantly exceeds the actual income of £653,732 received in 2018/19.

Capital Programme

Capital programme expenditure as at 31 July 2019 is summarised as follows:

	Approved Budget 2019/20 £	Actual Spend to 31/07/2019 £	Proportion of Budget Spent %
General Fund	7,536,750	1,268,584	16.8
Housing Revenue Account	7,104,000	1,873,754	26.4
TOTAL	14,640,750	3,142,338	21.5

The table includes all capital schemes brought forward from 2018/19, as previously approved, in addition to any other budget changes made up to 31 July 2019. No account has been taken of any invoices received but not yet paid or work that has taken place but where no invoices have, as yet, been received.

The General Fund capital programme excludes schemes totalling £2,438,400 for which the approval to proceed will be granted once a source of funding has been identified.

The most significant schemes with regards to spending to 31 July 2019 are:

Scheme	Approved Budget 2019/20 £	Actual Spend to 31/07/19 £	Comments
General Fund			
Replacement Vehicles and Plant	765,000	116,051	Orders have been raised for the items in the 2019/20 programme.
Beeston Square Phase2 (Net Compensation)	3,554,450	239,492	Legal agreements to be completed before construction phase commences.
Housing Revenue Account			
Central Heating Replacement	1,038,100	54,480	New EWI contract has commenced. Other work progressing as planned.
Modernisation Programme	1,563,000	772,840	Work progressing as planned.

2 October 2019

Report of the Interim Strategic Director

WORK PROGRAMME

1. <u>Purpose of report</u>

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

2. <u>Background</u>

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.

3. Work Programme

Date	Tasks
4 December 2019	 Review of Corporate Plan Progress and Financial Performance Youth Action Plan Child Poverty Action plan Beeston Square Progress Report Equality Annual Report New Corporate Plan for 2019/23
5 February 2020	 Review of Corporate Plan Progress and Financial Performance Review of Terms of Reference for Committees Beeston Square Progress Report

Recommendation

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

Background papers

Nil



Agenda Item 12.

Document is Restricted



Agenda Item 13.

Document is Restricted

