



Tuesday, 28 January 2020

Dear Sir/Madam

A meeting of the Policy and Performance Committee will be held on Wednesday, 5 February 2020 in the Council Chamber, Council Offices, 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 Legal Services at your earliest convenience.

Yours faithfully

Chief Executive

To Councillors:	S A Bagshaw	G Marshall
	S J Carr (Vice-Chair)	P J Owen
	M J Crow	M Radulovic MBE (Chair)
	S Easom	P D Simpson
	M Hannah	T Hallam
	R I Jackson	E Williamson
	E Kerry	

AGENDA

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)

The Committee is asked to confirm as a correct record the minutes of the meeting held on 4 December 2019.

4. TERMS OF REFERENCE FOR COMMITTEES (Pages 5 - 28)
To consider amendments to the terms of reference for committees and the consequent changes to the Council's Constitution.
5. PROPOSED REMOVAL OF PUBLIC PAYPHONES (Pages 29 - 32)
To consider a proposal from British Telecommunications to remove seven public payphones.
6. BEESTON SQUARE PROGRESS REPORT (Pages 33 - 38)
To update members on progress on The Square Phase 2 in Beeston.
7. CORPORATE PLAN 2020/24 (Pages 39 - 64)
To invite Councillors to consider and agree or amend a new corporate plan for the remaining period of the council's term of office.
8. REVIEW OF CORPORATE PLAN PROGRESS AND FINANCIAL PERFORMANCE (Pages 65 - 80)
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.
9. WORK PROGRAMME (Pages 81 - 82)
To consider items for inclusion in the Work Programme for future meetings.
10. 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 and 2 of Schedule 12A of the Act.

11. BEESTON TOWN CENTRE REDEVELOPMENT -
APPENDIX 2

(Pages 83 - 84)

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POLICY AND PERFORMANCE COMMITTEE

WEDNESDAY, 4 DECEMBER 2019

Present: Councillor M Radulovic MBE, Chair

Councillors: S A Bagshaw
B C Carr (substitute)
S J Carr
S Easom
D A Elliott (substitute)
L Fletcher (substitute)
T Hallam
R I Jackson
H G Khaled MBE (substitute)
G Marshall
D Pringle (substitute)
P D Simpson

Apologies for absence were received from Councillors, M J Crow, M Hannah, E Kerry, P J Owen and E Williamson.

29. DECLARATIONS OF INTEREST

There were no declarations of interest.

30. MINUTES

The minutes of the meeting held on 2 October 2019 were confirmed and signed as a correct record.

31. REVIEW OF CORPORATE PLAN PROGRESS AND FINANCIAL PERFORMANCE

The Committee noted the report and was updated on progress made. Town centre vacancies in the north of the borough were the main concern. It was confirmed that the Climate Change Motion applied to the entire borough of Broxtowe. The Chief Executive proposed the reconvening of the Environmental Task Group, with councillors leading on the initiative.

All departments were thanked for their efforts in keeping costs down throughout the council.

32. EQUALITY AND DIVERSITY ANNUAL REPORT 2018/19

Members noted the report and received an update of activity and outcomes in respect of the Council's equality and diversity work. As the Community Celebration Group was to be disbanded, Councillors expressed their gratitude and discussed ways to thank the group members. It was discussed how events could be organised in the future.

Employment ratios and pay equality were considered to be good as was the retention rate for disabled staff. Mental Health issues needed be incorporated more going forward, however and be embedded in all policies.

RESOLVED that the proposed Equalities Objectives and action plan for 2019/21 be approved.

33. BEESTON SQUARE PROGRESS REPORT

The Committee noted the report and was updated on The Square Phase 2 progress. A lease had been agreed and building would soon commence.

RESOLVED 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.

34. YOUTH ACTION PLAN

The council had previously engaged with the local Youth Council to produce a Youth action plan. A budget of £10,000 had been set aside for this purpose. Councillors considered the report and agreed that terms of reference would be established once it had been ascertained what young people wanted. Climate Change was considered to be a subject most would want to engage with.

RESOLVED that the Broxtowe Youth Action Plan be created.

35. CHILD POVERTY ACTION PLAN

The Committee noted the report and was informed that it was lack of income from parental employment that makes it hard to break free from poverty. Other contributing factors included long-term worklessness, low parental qualifications, parental ill health, family instability, family size and drug/alcohol dependency.

Councillors discussed disparities across the borough and ways in which the Council could help reduce the number of households in poverty. Since being established, Stapleford Food Project had organised youth clubs throughout the summer and collected clothing/school shoes to distribute. It was proposed that this be replicated in other areas. Job Clubs in all 4 towns would be held in 2020.

36. WORK PROGRAMME

RESOLVED that the Work Programme be approved.

37. EXCLUSION OF PUBLIC AND PRESS

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 and 3 of Schedule 12A of the Act.

38. BEESTON SQUARE PROGRESS REPORT

The confidential information was noted.

39. USE OF THE CHIEF EXECUTIVES URGENCY POWERS

The Committee noted the exercise of the Chief Executive's urgency powers.

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Report of the Chief Executive

TERMS OF REFERENCE FOR COMMITTEES

1. Purpose of report

To consider amendments to the terms of reference for committees and the consequent changes to the Council's Constitution.

2. Detail

Following the move to a committee system of governance each individual committee became a decision making body. The terms of reference, included in the appendix, for the committees are in need of review as part of the changes to responsibilities in addition to the formulation of new committees in May 2019.

Suggested additions are shown in bold and any deletions are struck-through. As the terms of reference are contained within the Constitution any amendments would necessitate a Full Council resolution.

Recommendation

The Committee is asked to CONSIDER the amendments to the Terms of Reference and RECOMMEND to Full Council accordingly.

Background papers

Nil

APPENDIX

Terms of Reference for Committees

Alcohol and Entertainments Licensing Committee

1. To determine responses on behalf of the Council to any government, local authority or other consultation on matters within the remit of the Committee.
2. All the functions of the licensing authority capable of being performed by a licensing committee established under section 6 Licensing Act 2003 and section 154 Gambling Act 2005, including (for the avoidance of doubt) the powers in section 212 Gambling Act 2005 (setting of fees).
3. The Committee may appoint Panels comprising of a proportionate combination of three or five members of the main Committee.
4. The panels are delegated all the functions capable of being exercised by a Sub-Committee.
5. To determine attendance of members at conferences.

Community Safety Committee

1. To develop, adopt and implement any other policy (other than those policy documents reserved to the full Council or within the remit of any committee) and without prejudice to the generality of the foregoing to develop, adopt and implement:
 - a) policies regarding transport, save those functions in respect of hackney carriage and private hire vehicles delegated to the Licensing and Appeals Committee.
 - b) policies in respect of stray dogs.
 - c) contaminated land strategy.
 - d) And other such strategies as the Committee may from time to time decide should be adopted
 - e) ASB Strategy
 - f) Community Safety policies
 - g) Safeguarding policies
 - h) LSP strategies and policies
 - i) Public protection strategies
 - j) Strategies and policies arising from the Anti-Social Behaviour, Crime and Policing Act 2014
 - k) Policies under the Scrap Metal Dealers Act 2013
2. To authorise applications for vehicle operator's licences required for the Council's business; to authorise objections to vehicle operator licence applications made by third parties.
3. To determine enforcement under the Sunday Trading Act 1994
4. To determine all issues relating to community safety and crime reduction.
5. To develop, monitor and implement the Sustainable Community Strategy and associated documents.
6. Consider ways of achieving reductions in ongoing financial commitments through a review of essential and desirable services and service levels.
7. Identify opportunities for future income generation and cost savings.
8. Examine further procurement and collaborative working opportunities with the private sector and other local authorities.
9. To determine responses on behalf of the Council to any government, local authority or other consultation on matters within the remit of the Committee.
10. To receive reports in relation to Nottinghamshire Police and Crime Panel.
11. To receive the minutes of the South Nottinghamshire Community Safety Partnership.

12. To provide strategic direction to any delivery body established by the Council to fulfil the purposes over which the Committee has responsibility.
13. To approve the letting of contracts to third parties where the value of the contract exceeds delegation limits as set out in procurement standing orders. (where within budget).
14. To determine attendance of members at conferences.

Environment and Climate Change Committee

1. To develop, adopt and implement any other policy (other than those policy documents reserved to the full Council or within the remit of any Committee) and without prejudice to the generality of the foregoing to develop, adopt and implement:
 - a) management and recycling arrangements and policies.
 - b) policies in respect of street cleansing and the removal of litter.
 - c) policies regarding energy.
 - d) **policies regarding air quality.**
 - e) **policies for car parking, allotments and cemeteries.**
 - f) Energy Conservation Strategy.
 - g) Waste Management Strategy.
2. To provide strategic direction to any delivery body established by the Council to fulfil the purposes over which the Committee has responsibility.
3. To approve the letting of contracts to third parties where the value of the contract exceeds delegation limits as set out in procurement standing orders. (where within budget).
4. To authorise applications for and amendments to waste transfer stations.
5. Functions under the Environmental Protection Act 1990.
6. To determine all issues relating to environmental improvements.
7. Identify opportunities for future income generation and cost savings.
8. Examine further procurement and collaborative working opportunities with the private sector and other local authorities.
9. To determine responses on behalf of the Council to any government, local authority or other consultation on matters within the remit of the committee
10. To consider ways of achieving reductions in ongoing financial commitments through a review of essential and desired services and service levels.
11. To lead on the development and implementation of the Climate Change Plan for Broxtowe Borough Council.
12. To take the Climate Change agenda forward and ensure that all departments are engaged in this process.
13. To lead on the Travel Plan.
14. To feed into the Nottinghamshire and Derbyshire Local Authority Energy Partnership, Nottinghamshire Climate Change Partnership and Broxtowe Borough Partnership.

15. To work in partnership with service providers to identify opportunities for the delivery of services, avoid duplication and maximise resources.
16. To determine attendance of members at conferences.

Finance and Resources Committee

1. To keep the Council's resources under review.
2. To consider and recommend to the Council the level of council house rents and the level of council tax.
3. To consider and recommend to the Council the overall capital programme and revenue budget.
 - a) To approve requests for supplementary capital and revenue estimates
 - b) To write off debts in excess of the current limit for delegation contained within Financial Regulations
 - c) To make loan repayments postponements
 - d) To determine the use of the Insurance Fund
 - e) To appoint the Council's bankers
 - f) To approve virement between budget heads above any limits prescribed in Financial Regulations
 - g) To approve the letting of contracts to third parties where the value of the contract exceeds delegation limits as set out in procurement standing orders.
4. To determine the means to attract external sources of funding into the Borough across the whole range of the Council's functions.
5. To make grants to individuals and bodies including those undertaking twinning visits and exchanges in accordance with the Council's approved policy.
6. To determine responses on behalf of the Council to any government, local authority or other consultation on matters within the remit of the Committee.
7. To determine and approve purchases of Information Technology equipment and assistance within the Budget Policy Framework.
8. Consider in detail those areas of the revenue budgets affecting the General Fund and Housing Revenue Account (HRA) which are judged to be of the highest risk and monitor the position of the Council in relation to those areas.
9. Examine in detail the proposals for budget savings and consider such plans as are deemed to be required to bring about those savings including the effects on employees and services.
10. Receive at regular intervals information as to revenue and capital budget monitoring.
11. Receive and respond to updates on government and external funding issues which have a direct effect on the budget position.
12. Receive regular updates on welfare benefit reforms and the effects on council tenants and council tax payers.

13. Monitor the effects of the countywide business rates pooling arrangement on the finances of the Council.
14. Identify opportunities for future income generation and cost savings.
15. To provide strategic direction to any delivery body established by the Council to fulfil the purposes over which the Committee has responsibility.
16. Functions conferred on the Council by part 4 of the Local Government and Public Involvement in Health Act 2007 in respect of the receipt of petitions and the institution, conduct and determination of a Community Governance Review.
17. To determine attendance of members at conferences.

Full Council

1. Under the provisions of the Local Government Act 2000 and, where applicable, Sections 101 and 102 of the Local Government Act 1972 and other relevant legislation, and in the manner set out in this scheme, Broxtowe Borough Council arranges for the discharge of all its functions by the Committees of by Officers under this Scheme (other than those matters detailed in paragraph 8.2 below):

EXECPT functions which the Council reserves to itself namely:

2. Consideration of reports by the Head of Paid Services under Section 4(5) of the Local Government and Housing Act 1989
3. The election of the Mayor of the Council under S.4 of the Local Government Act 2972
4. The appointment of the Deputy Mayor of the Council under S.5 of the Local Government Act 1972
5. The matters set out in section 67(2)(a), (b), (c) and (d) of the Local Government (Finance) Act 1992 being determination as to discounts or liability in prescribed cases and the setting of the Council Tax
6. Determination or variation of the Council's affordable borrowing limit under Section 3 of the Local Government Act 2003
7. Appointing and Discharging the Leader of the Council by resolution
8. Noting the appointment of the Leader and Deputy Leader of the Opposition and the Leader and Deputy Leader of any other political group;
9. Approval or adoption of amendment of the following policy documents:
10. The Council's Constitution including
 - Standing Orders
 - The Code of Conduct
 - Corporate Plan
 - Overall capital programme and revenue budget (including associated strategies)
 - Statement of Licensing Policy
 - Statement of Gambling Principles.
11. The making of byelaws.
12. The promotion or adoption of an Act of Parliament.
13. The receipt of petitions.

14. The appointment and dismissal of the Chief Executive, Monitoring Officer, Chief Financial Officer and other chief officers.
15. The adoption and amendment of the Councillor's allowance scheme.
16. Determining or delegation of any matter of function within the remit of the Council not delegated or performed elsewhere under this scheme.
17. Functions conferred on the Council by part 4 of the Local Government and Public Involvement in Health Act 2007 in respect of the receipt of petitions and the institution, conduct and determination of a Community Governance Review.
18. Appointment to outside bodies.
19. Establishing Joint Committees to perform functions that would fall to be performed by a Joint Committee of the Council and similar members or representative of some other authority or body.
20. Pay Policy.

Governance, Audit and Standards Committee

1. To determine responses on behalf of the Council to any government, local authority or other consultation on matters within the remit of the Committee.
2. The functions conferred in relation to standards of conduct by the Local Government Act 2000, the Localism Act 2011 and associated legislation.
3. Without prejudice to the generality of the foregoing:
 - a) promoting and maintaining high standards of conduct for all members and officers
 - b) preparing for adoption or revision by the Council policies and codes of conduct for members, co-opted members and officers
 - c) monitoring the operation of the codes of conduct
 - d) granting dispensations to members (including co-opted members) from requirements relating to interests set out in the Members' Code of Conduct
 - e) advising and training members, co-opted members and officers on matters relating to conduct
 - f) undertaking the same duties as detailed above in respect of parish or town Councils within the Council's area
 - g) considering, determining and dealing with matters referred by the Monitoring Officer
 - h) considering, determining and dealing with matters referred by the Chief Executive or Monitoring Officer under the Council's Whistleblowing Policy
 - i) monitoring the complaints made against the Council including those made via the Ombudsman service
 - j) assessing (and reviewing if appropriate) all complaints made in respect of breaches of the Members' Code of Conduct.
4. The Committee will:
 - a) Oversee the arrangements for the maintenance of the Council's internal control environment
 - b) Monitor and make recommendations regarding the Council's corporate governance arrangements including the appointment of the external auditor
 - c) Consider ways of achieving reductions in ongoing financial commitments through a review of essential and desirable services and service levels.
 - d) Identify opportunities for future income generation and cost savings.
 - e) Examine further procurement and collaborative working opportunities with the private sector and other local authorities.
5. Consider the Council's published financial accounts and associated documents, including the Annual Governance Statement, and give approval to them when satisfied;
6. Review the work of the internal audit section including the approval of an audit strategy and annual audit plans;
7. Consider significant issues arising from internal audit reviews, make recommendations accordingly and monitor management's response;

8. Receive reports from the Council's external auditors, the Council's internal auditor and from any inspection agencies and monitor action in response to any issues raised;
9. Oversee the effectiveness of the Council's risk management procedures, the control environment and associated fraud and anti-corruption arrangements including the approval of amendments to the strategic risk register and associated action plans;
10. Monitor and review the Council's business continuity arrangements;
11. Determine employment and health and safety policies;
12. The power to make payments or provide other benefits in cases of maladministration (section 92 Local Government Act 2000);
13. To receive reports directly from the Chief Internal Auditor as and when he/she thinks fit;
14. To receive reports directly from the Council's external auditors as and when appropriate.
15. The Committee may appoint Panels comprising of a proportionate combination of three or five members of the main Committee.
16. Consider in detail polling district boundaries for the Borough Council's administrative area and any necessary changes to ensure that:
 - a) electors have such reasonable facilities for voting as are practicable in the circumstances.
 - b) as far as is reasonable and practicable, that polling places are accessible to all electors, including those who are disabled, and when designating a polling place, have regard to the accessibility needs of disabled persons.
17. Consider polling places for the Borough Council's administrative area.
18. Consider the warding arrangements for Broxtowe to ensure electoral equality in all areas.
19. Consider the boundaries of parish councils in the Borough and warding arrangements in those areas, if appropriate.
20. Consider the names of Borough Council and parish council wards.
21. To determine attendance of members at conferences.

Housing Committee

1. To determine Council policy relating to sales of council houses.
2. To determine Council policy relating to council house rent collection.
3. To provide assistance to housing associations - Housing Association Act 1985 Part X.
4. To provide financial assistance for privately let housing accommodation - Local Government Act 1988 Part III.
5. To make payments to assist tenants to obtain other accommodation - Housing Act 1988 Section 129.
6. To declare renewal areas - Local Government and Housing Act 1989 Part VII.
7. Approval of discretionary renovation grants - Part VIII.
8. To determine the improvement programme of the Council housing stock.
9. To approve housing schemes.
10. To authorise proceedings for the repayment of renovation grants and interim payments and to accept waiver of repayment or a lesser sum.
11. To determine the policy to apply to the provision of funds for aids and adaptations to Council properties.
12. To develop, adopt and implement any other policy (other than those policy documents reserved to the full Council) and without prejudice to the generality of the foregoing to develop, adopt and implement:
 - a) The Homelessness Strategy
 - b) To determine policies for the management of all buildings and lands held for housing purposes.
 - c) To determine the policy for allocating Council housing stock.
 - d) And other such strategies as Council may from time to time decide should be adopted.
13. To determine responses on behalf of the Council to any government, local authority or other consultation on matters within the remit of the Committee.
14. Consider ways of achieving reductions in ongoing financial commitments through a review of essential and desirable services and service levels.
15. Identify opportunities for future income generation and cost savings.
16. The Housing Committee exercises all the Council's appellate functions from officer decisions in respect of discretionary housing payments as well as reviewing

the Council's expenditure on the Discretionary Housing Payments Fund and monitoring the Council's expenditure on aids and adaptations to council housing.

17. The Housing Committee will also be responsible for determining any applications for aids and adaptations to council housing above £10,000.
18. Specific functions are delegated to the Housing Sub-Committee ("Panel") as follows:
 19. The Sub-Committee (known as Panel) comprises any combination of three members of the main Committee.
 20. The Panel is delegated all the functions capable of being exercised by a Sub-Committee under 9.1 and 9.2.
 21. To receive the minutes of the Housing Performance Group.
 22. To receive the minutes of the Housing Payments Sub-Committee.
 23. To provide strategic direction to any delivery body established by the Council to fulfil the purposes over which the Committee has responsibility.
 24. To deal with matters delegated to any other Committee.
 25. To approve the letting of contracts to third parties where the value of the contract exceeds delegation limits as set out in procurement standing orders (where within budget).
 26. To determine attendance of members at conferences.

Jobs and Economy Committee

1. In association with the Planning Committee to propose matters of planning policy to the Council in accordance with Part II of the Town and Country Planning Act 1990.
2. To authorise the making of conservation areas.
3. To authorise supplementary planning documents, development briefs and other documents under the local development scheme.
4. To authorise directions under Article 4 Town and Country Planning (General Permitted Development) Order 1995.
5. To authorise the making of compulsory purchase orders and carry out all procedures relating thereto.
6. To perform the functions of the Council under the Planning and Compulsory Purchase Act 2004 capable of being exercised by a Committee.
7. To determine responses on behalf of the Council to any government, local authority or other consultation on matters within the remit of the Committee.
8. To develop, adopt and implement any other policy (other than those policy documents reserved to the full Council or within the remit of any committee) and without prejudice to the generality of the foregoing to develop, adopt and implement the Economic Development Strategy and other such strategies as the Committee may from time to time decide should be adopted.
9. To determine the means to attract external sources of funding into the Borough across the whole range of the Council's functions.
10. Identify opportunities for future income generation and cost savings.
11. Examine further procurement and collaborative working opportunities with the private sector and other local authorities.
12. The Committee will have responsibility for considering all matters relating to the Strategic Location for Growth and the wider area including the boundaries of the site, the retention of open space, the promotion of employment, integration with the proposed and existing infrastructure including road improvements, the tram and rail links and the suitable mix of development within the site.
13. The Committee will have authority to involve others in this process including site owners, the general public, the Nottingham City Council, the Nottinghamshire County Council, HS2 Limited and any other persons who may be able to assist in considering options for the site.
14. The Committee will have responsibility for considering all matters relating to the redevelopment of the Stapleford area focussing on the site of the former Police

Station together with other land in the area that is within the Council's ownership.

15. The Committee will be responsible for appropriate ways to progress the redevelopment, including consultation with the public and other stakeholders.
16. To provide strategic direction to any delivery body established by the Council to fulfil the purposes over which the Committee has responsibility.
17. To approve the letting of contracts to third parties where the value of the contract exceeds delegation limits as set out in procurement standing orders. (Where within budget).
18. To determine attendance of members at conferences.

Leisure and Health Committee

1. To determine policies to promote artistic, sporting and cultural activities within the Borough.
2. To develop, adopt and implement any other policy (other than those policy documents reserved to the full Council or within the remit of any Committee) and without prejudice to the generality of the foregoing to develop, adopt and implement:
 - a) policies for the management of all buildings and lands held leisure purposes including leisure centres and museums.
 - b) equalities strategy.
 - c) the Arts and Events and Leisure strategies.
 - d) ~~Policies for car parking, allotments and cemeteries~~
3. To organise and implement twinning and friendship activities.
4. ~~To receive the minutes of the Equalities Working Group.~~
5. To provide strategic direction to any delivery body established by the Council to fulfil the purposes over which the Committee has responsibility.
6. To approve the letting of contracts to third parties where the value of the contract exceeds delegation limits as set out in procurement standing orders. (where within budget).
7. To approve in principle events taking place in parks, open spaces and recreation grounds owned or managed by the Council.
8. Identify opportunities for future income generation and cost savings.
9. Examine further procurement and collaborative working opportunities with the private sector and other local authorities.
10. Review the Council's arrangements that each Council service area has in place to respond to individuals, who may have mental health issues and need to access Council services.
11. To determine attendance of members at conferences.

Licensing and Appeals Committee

1. To determine responses on behalf of the Council to any government, local authority or other consultation on matters within the remit of the Committee.
2. The functions of the Council relating to licensing and registration and the consideration and determination of appeals against the Council's decision across the full range of the Council's functions not otherwise provided for including hazardous substances consent, intentional homelessness, grievance and disciplinary appeals, excluding all those functions conferred on the Council or on a licensing committee by the Licensing Act 2003 and the Gambling Act 2005.
3. Without prejudice to the generality of the foregoing the consideration and determination of applications for licences permits and registration not otherwise delegated.
4. The enforcement of the functions of the Committee and the making and reviewing of policies concerning those functions, save for policies reserved for approval by full Council.
5. To make determinations in respect of the Scrap Metal Dealers Act 2013.
6. To determine attendance of members at conferences.

Personnel Committee

1. To develop adopt, implement and review the People Strategy and any other policy or strategy concerning human resources which has been adopted by this committee or by the Council.
2. To consider and deal with issues relating to the Council's establishment structure and employees, including approval of significant changes to local terms and conditions.
3. To receive and deal with minutes and recommendations from the Local Joint Consultative Committee.
4. Approval of establishment changes where both (i) the overall financial consequences are £5,000 per annum or above and (ii) where more than five employees are affected by such changes, subject to a maximum level of £25,000 and held within existing budgets (with the Chief Executive having delegated authority for minor establishment changes up to the value of £25,000 if held within existing departmental budgets).
5. To receive reports on post-entry training and development for employees including apprenticeships and to approve the Training and Development Policy.
6. Approval of the Health and Safety at Work Policy.
7. Approval of establishment changes which have estimated additional costs to the Council of over £25,000, subject to the approval of the Finance and Resources Committee if not held within existing departmental budgets.
8. To determine responses on behalf of the Council to any government, local authority or other consultation on matters within the remit of the committee.
9. To consider ways of achieving reductions in ongoing financial commitments through a review of essential and desired services and service levels.
10. To identify opportunities for future income generation and cost savings.
11. Determine the discretionary elements of both national and local conditions of service.
12. Consideration of the Draft Pay Policy before submission to Council.
13. Approval of the Job Evaluation Scheme and pay structure arising from it, subject to the approval of Finance and Resources Committee and Council as appropriate
14. Taking such action regarding the appointment, suspension or discipline of chief officers (with the exception of the Chief Executive) as may be performed by a committee (with the Chief Executive having delegated authority for appointments below this tier).

15. Taking such action regarding the dismissal of chief officers (excluding statutory Chief Officers).
16. Providing advice, views and recommendations to Council in respect of the dismissal of any statutory chief officer, subject to the Committee containing two Independent Persons when performing this function.
17. The functions of an Investigating and Disciplinary Committee under the JNC Conditions of Service Handbook for Chief Executives, 13 October 2016.
18. To determine attendance of members at conferences.

Planning Committee

1. The functions of the Council relating to town and country planning and development control other where they are required to be exercised by full Council.
2. Without prejudice to the generality of the foregoing, the functions of the Council in the following areas:
3. In association with the Policy and Performance Committee to propose matters of planning policy to the Council in accordance with Part II of the Town and Country Planning Act 1990.
4. The determination of applications for planning permission listed building and conservation area consent, consent for the display of advertisements and all matters capable of being dealt with by a regulatory committee for development control and building control.
5. The power to enter into agreements regulating the development and use of land including s106 agreements.
6. The power to grant conservation area consent and hazardous substances consent.
7. The power to require the discontinuance of a use of land.
8. The power to serve a completion notice under Section 94(2) Town and Country Planning Act 1990.
9. The Council's powers in respect of tree preservation.
10. The Council's development control and building control enforcement powers.
11. The power to create, stop up and divert footpaths and bridleways.
12. The functions detailed in Schedules 1 and 2 to The Local Authorities (Functions and Responsibilities) (England) Regulations 2000 in respect of:
 - a. town and country planning and development control;
 - b. footpaths and bridleways and other public rights of way;
 - c. trees and hedgerows.
13. The functions of the Council under the Planning and Compulsory Purchase Act 2004 and in particular the functions relating to local development plan documents under sections 20 to 23 and 25, 26 and 28 of the Planning and Compulsory Purchase Act 2004.
14. Enforcing section 224 Town and Country Planning Act 1990 (control of advertisements).
15. To authorise the making of conservation areas.

16. To authorise directions under Article 4 Town and Country Planning (General Permitted Development) Order 1995.
17. To determine responses on behalf of the Council to any government, local authority or other consultation on matters within the remit of the Committee.
18. To determine attendance of members at conferences.

Policy and Performance Committee

1. To keep the Council's policies (including its Constitution) under review.
2. To approve and monitor progress on the Corporate Plan.
3. To propose changes to the Constitution and other policies approved or adopted by the Council.
4. Monitor the impact of significant external projects on the Council's services.
5. To determine responses on behalf of the Council to any government, local authority or other consultation on matters within the remit of the Committee.
6. To develop, adopt and implement any other policy (other than those policy documents reserved to the full Council or within the remit of any other committee) and without prejudice to the generality of the foregoing to develop, adopt and implement:
 - a. the Emergency Plan
 - b. the Information Technology Strategy
 - c. the Asset Management Strategy
 - d. the Capital Strategy
 - e. **the Sustainable Communities Strategy**
 - f. and other such strategies as Council may from time to time decide should be adopted.
7. To acquire, appropriate and dispose of land or property and of interests in or over land
8. To let, negotiate and settle leases and rents for Council owned land or property
9. To approve policies with regard to the Council's land, buildings and assets.
10. To authorise the making of compulsory purchase orders and carry out all procedures relating thereto.
11. Identify opportunities for future income generation and cost savings.
12. Examine further procurement and collaborative working opportunities with the private sector and other local authorities.
13. To receive reports in relation to the performance of the Council against Corporate Plan targets.
14. To provide strategic direction to any delivery body established by the Council to fulfil the purposes over which the Committee has responsibility.
- ~~15. Issues relating to the Council's structure and employees.~~

16. To receive and make determination in respect of performance.
17. To deal with matters not delegated to any other committee or reserved to Council, or where the committee cycle is such that a decision is required before the next meeting of the relevant service committee.
18. To approve the letting of contracts to third parties where the value of the contract exceeds delegation limits as set out in procurement standing orders. (Where within Budget).
19. To determine attendance of members at conferences.

Report of the Chief Executive

PROPOSED REMOVAL OF PUBLIC PAYPHONES1 Purpose of Report

To consider a proposal from British Telecommunications (BT) to remove 7 public payphones from the above locations across the borough. BT has placed consultation notices on the relevant payphones and the Council is consulting on three options:

- To agree to the removal.
- To adopt the call box for use by the local community; or
- To object to the removal

This report will set out the Council's initial recommendation based on the information provided and 2 public consultation periods which have now passed. Following this an agreed response will be submitted to BT.

2 Background

BT has indicated that overall use of payphones has declined by over 90 per cent in the last decade and the need to provide payphones for use in emergency situations is diminishing all the time, with at least 98 per cent of the UK having either 3G or 4G coverage. This is important because as long as there is network coverage, it's now possible to call the emergency services, even when there is no credit or no coverage from your own mobile provider.

3. Further information

Detailed information is included in the appendix.

Recommendation

The committee is asked to RESOLVE that an objection is raised to the proposed removal of 3 of the 7 payphones across the borough, being those on the Junction of Raglan Street and Nottingham Road (19/10228/ENQT), Carwood Road (19/10223/ENQT), and Lawrence Avenue/Tennyson Square, Awsworth (19/10226 ENQT) with a request being made to BT that these boxes are adopted by the Council.

Background papers

Nil

APPENDIXConsultation

The Council has undertaken an initial 21 day consultation period for each of the proposed payphone removals. This process has included posting a site notice outside each payphone and writing directly to the Local Councillors covering the area affected by each removal, as well as writing to the relevant Town/Parish Councils. BT has also placed consultation notices in each of the payphones to be removed.

A further 28 day consultation has also been carried out using the same methods identified above, notifying relevant parties what the Council's recommendation is with regards to each of the proposed payphone removals.

Recommendations**Junction of Raglan Street/Nottingham Road, Eastwood**

Over the last 12 months this payphone has been used to make 90 calls. Taking into account the built up location it is unlikely the site will be affected by mobile signal blackout issues in the future and the presence of local amenities and residential dwellings would likely facilitate swift action should there be emergencies in close proximity to the site in the future.

One objection to the removal of this payphone has been received from Eastwood Town Council, due to the ongoing use of the payphone. A response from Cllr M Brown has also suggested that the box is retained and put to use with a defibrillator in. Taking the built up location and limited use of the payphone into account it is considered that the Council should not raise any objection to the removal of this payphone, but should explore the possibility of adopting the phone box to have a defibrillator installed. It should however be noted that BT's standard policy is to only allow for the adoption of red heritage phone boxes, which this is not.

Eastwood Town Council and Councillor M Brown, as the prospective adoptees, have been written to by the Planning Department to notify them of the procedure for requesting the adoption of the phone box to house a defibrillator.

Church Street, Eastwood

Over the last 12 months this payphone has been used 4 times. One objection to the removal has been submitted by Eastwood Town Council due to its continued use by members of the public. However, taking into account the low usage over the last 12 months it is considered that the Council should not raise any objection to the removal of this payphone.

Carwood Road, Beeston

Over the last 12 months this payphone has been used 244 times. Councillor B Carr has expressed an interest in this payphone being adopted to store a defibrillator. Taking into account the built up location and close proximity of residential dwellings which would likely facilitate swift action should there be emergencies in close proximity to the site in the future, it is considered that the Council should recommend this payphone is adopted.

Councillor B Carr, as the prospective adoptee, has been written to by the Planning Department to notify her of the procedure for requesting the adoption of the phone box to house a defibrillator.

Corner of Lawrence Avenue/Tennyson Square, Awsworth

Over the last 12 months this payphone has been used to make 1 call. One objection in relation to the proposal from Awsworth Parish Council has been received.

The objection states that the removal of the payphone would result in the loss of a valued public facility and further notes that there is a public defibrillator close by and the access for which would need to be obtained via contacting 999 and the kiosk provides a ready means for this. The Parish Council also proposes that the condition of the kiosk should be improved and maintained to encourage its use and also recommends that its use be monitored for another 12 months.

It is considered that due to the built up location, it is unlikely the site will be affected by signal blackout issues in the future and the presence of local amenities and residential dwellings would likely facilitate swift action should there be emergencies in close proximity of the site in the future. It is also considered that the extremely low usage of 1 call over a 12 month period does not justify the retention of the telephone kiosk.

Whilst there is a public defibrillator close by, details have been passed to the Awsworth Parish Council notifying them of how they can apply to adopt the telephone box for the installation of a defibrillator.

Awsworth Lane, Cossall

Over the last 12 months this payphone has been used to make 2 calls. No objections have been received in relation to the removal of this payphone. Taking into account the low usage over the last 12 months it is considered that the Council should not raise any objection to the removal of this payphone.

Front of Festival Inn 2 Ilkeston Road, Trowell

Over the last 12 months this payphone has been used to make 9 calls. Taking into account the built up location, it is unlikely the site will be affected by signal blackout issues in the future and the presence of local amenities and residential dwellings would likely facilitate swift action should there be emergencies in close proximity of the site in the future.

No objections to the removal of this payphone have been received and taking the above into account it is therefore considered that the Council should not raise any objection to the removal of this payphone.

Corner of Pinfold Lane/Nottingham Road, Stapleford

Over the last 12 months this payphone has been used to make 1 call. Taking into account the built up location, it is unlikely the site will be affected by signal blackout issues in the future and the presence of local amenities and residential dwellings would likely facilitate swift action should there be emergencies in close proximity of the site in the future.

No objections have been received during the consultation or by Stapleford Town Council. It is therefore considered that the Council should not raise any objection to the removal of this payphone.

Conclusion

No objections have been raised to the removal of 3 payphones (Awworth Lane, Cossall, Festival Inn Kiosk, Ilkeston Road, Trowell and Pinfold lane, Stapleford) and therefore it is recommended that the Council does not object to the removal of these payphones. Whilst an objection to the removal of the payphone on Church Street, Eastwood has been raised the low usage of this phone box with 4 calls in the last 12 months suggests this is not an essential facility for the area and the removal of the phone box should not be objected to.

Interest has been shown by Local Councillors or Parish/Town Councils to adopt the remaining 3 payphones for defibrillators to be installed within them. Whilst the success of any applications for these to be adopted cannot be guaranteed, these Councillors and Parish/Town Councils have been notified of the procedure to follow.

Overall it is considered that taking into account the usage of the each of the payphones and the built up areas in which they are located that the Council should not raise an objection to any of the proposed payphone removals.

Report of the Deputy Chief Executive

BEESTON TOWN CENTRE REDEVELOPMENT1. Purpose of report

To update members on progress on The Square Phase 2 in Beeston.

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. Key Updates (some further details are given in the exempt appendix 2)

- Sale of the residential element of the site has been agreed with completion on 4 May 2020.
- Commercial discussions with restaurant/café bar operators are continuing.
- Bowmer & Kirkland have started construction work, including utility diversions.
- Practical completion is programmed for the end of October 2020.
- It is hoped that at least some of the units will be trading by Christmas 2020.

4. Financial implications

Policy and Performance Committee on 21 November 2017 delegated to the Interim Deputy Chief Executive responsibility for the financing of the Beeston Town Centre Development scheme.

Full financial implications were reported to Policy and Performance Committee on 3 July 2019 and then on to the Full Council of 17 July.

The overall project viability remains positive and the financing of it remains within the delegated powers of the Deputy Chief Executive. Further information on the environmental information will be given at the meeting.

Regular updates will be provided to this committee and to Finance & Resources Committee / Full Council as required. Further details of project governance are given in appendix 1.

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 & Resources Committee and/or Full Council as appropriate.**

Background papers

Nil

APPENDIX 1

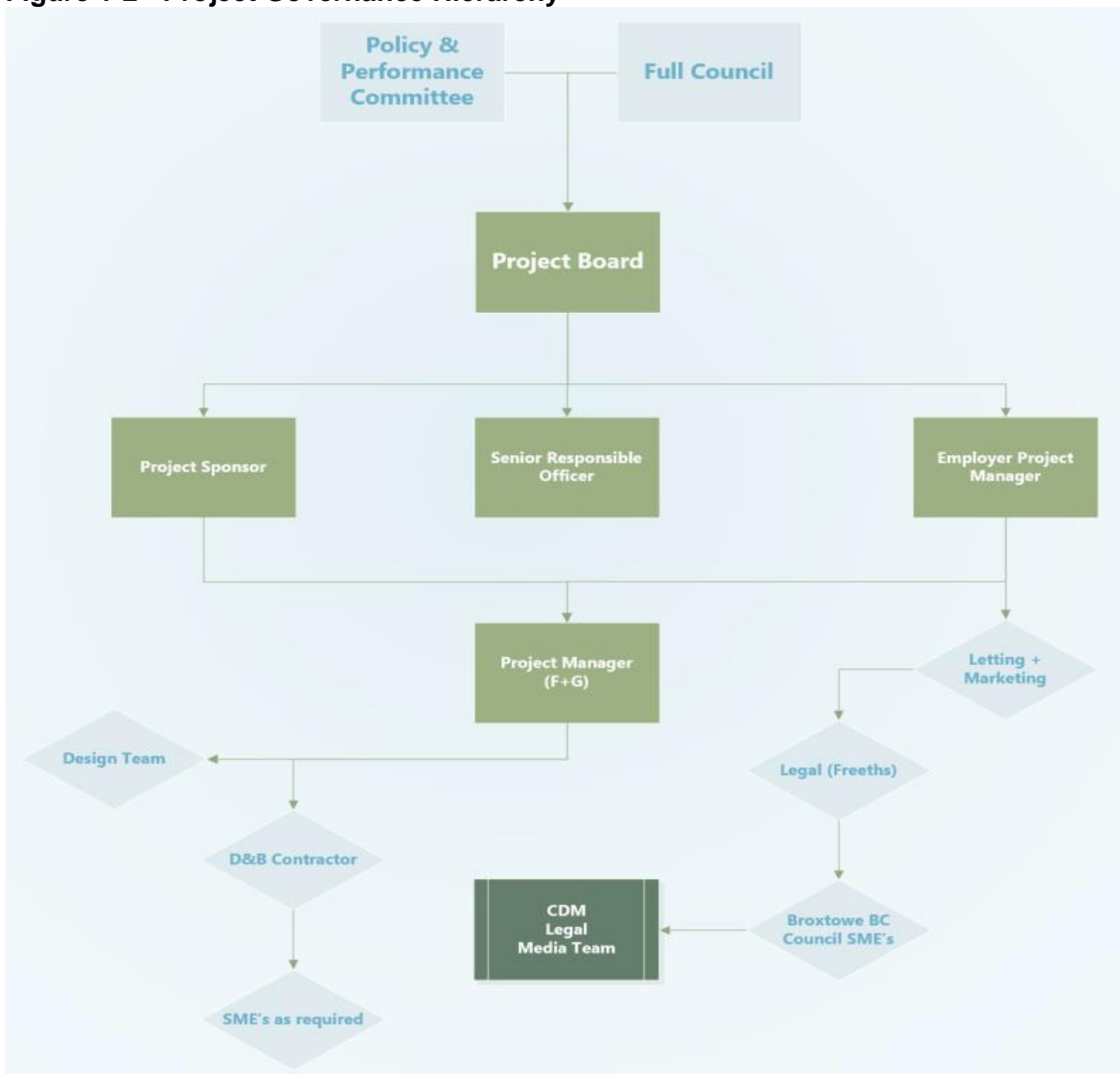
Project Governance (this is an extract from the Project Execution Plan)

2. Project Organisation Governance

2.1.1. A directory of the people who are to be involved with this project can be found at Appendix A. The directory will be updated on a regular basis and any changes in personnel should be notified immediately to Faithful+Gould together with changes in telephone numbers, address of office with responsibility for the project.

2.1.2. The Project Board will be advised by the Project Manager, Project Sponsor and the Employer’s Project Manager. These will all make regular site visits and attend project and contractor progress meetings not less frequently than monthly following contract award. The Project Board will be primarily accountable to the Policy & Performance Committee, with reference to Full Council on certain matters. These relationships are illustrated by Figure 1-2, below.

Figure 1-2 - Project Governance Hierarchy



Team Roles and Responsibilities

2.2.1. This section provides a guide to the key roles and responsibilities of the project team. Please note that table 2.1 is not a list of contractual duties and has been provided as an indication as to the general roles and responsibilities of each project team member. If any project team member is unclear of roles and responsibilities detailed within table 2.1 or are unable to complete these duties for any reason, they should contact Faithful+Gould immediately.

2.2.2. For a full list of contractual responsibilities for each project consultant please refer to the individual appointment documents.

Table 2-1 - Summary of Roles and Responsibilities

<u>Position</u>	<u>Roles and Responsibilities</u>
Project Board (Broxtowe BC)	<p>The Project Board is ultimately responsible for the delivery of the project. The Project Board provides leadership for the project, ensuring that the project delivers the required benefits and meets the success criteria.</p> <p>With the exception of the Employer Project Manager and Project Sponsor, the members of the project board are not directly involved in the delivery of the project.</p> <p>The Project Board will constantly monitor project progress towards successful delivery of the required benefits, providing the delivery team with the direction, decision making and external support required for the project team to deliver the project.</p> <p>The Project Board consists of:</p> <ul style="list-style-type: none"> ✦ Chief Executive ✦ Deputy Chief Executive ✦ Senior Responsible Officer and chair of board ✦ Leader of Council ✦ Deputy Leader of Council ✦ Leader of Opposition ✦ Project Sponsor ✦ Employer Project Manager ✦ Project Manager (advisory role only)

Senior Responsible Officer (SRO) (Broxtowe BC)	The Senior Responsible Officer (SRO) will chair the project board and delegate authority to incur expenditure up to the approved financial envelope.
Project Sponsor (Broxtowe BC)	The Project Sponsor is a representative of the Employer's organisation. The Project Board may delegate some Employer decision making authority to the Project Sponsor.
Employer Project Manager (Broxtowe BC)	The Employer project manager acts on behalf of the Project Sponsor and maintains the key communication.
Project Manager (F+G)	<p>The Project Manager acts on behalf of the Employer Project Manager to manage the project delivery team to produce: The right products (required benefits), to the required standard, on budget and on time.</p> <p>The Project Manager will oversee the implementation of appropriate Project Controls, as defined in this Project Management Plan.</p>
Position Project Controls (F+G)	<p>Roles and Responsibilities Project Control Roles will include some or all of:</p> <ul style="list-style-type: none">✦ Cost Management✦ Programme Management & Communication Management✦ Risk Management, Value Management✦ Health & Safety Management✦ Project Information Manager
Project Delivery	<p>Project Delivery will include:</p> <ul style="list-style-type: none">✦ Appointed Design & Build Contractor✦ Architectural design lead by Architect and Design Team Leader (and CDM Principal Designer)✦ Structural and civils design by Structural Engineer✦ Building Services by a Building Services Engineer ✦ Specialist designer (Acoustic, vibration, ecology)

Change Control Process**Beeston Town Centre Development Project - Design & Construction Stages****Change Control – Delegated Authorities****Summary of Process:**

Five Step Change Control Process

1. Identify potential change
2. Raise change request
3. Review change request
4. Approve change
5. Implement change

Delegated Authorities: Scope and Impact of Change	Reporting Responsibility	Decision by
Changes resulting in an increase to the approved financial authority for the whole project and/or exceed SRO delegated authority	Employer Project Manager / Project Sponsor/ SRO/ Broxtowe Project Board	Policy & Performance Committee / Finance Committee / Full Council
All changes with potential to affect operational matters	Employer Project Manager / Consultant Project Manager / Consultant Design Team / Project Sponsor	Broxtowe Project Board / SRO
Change to project brief Change to design or specification with financial and/or programme implications	Employer Project Manager / Consultant Project Manager / Consultant Design Team / Project Sponsor	Broxtowe Project Board / SRO
Design or specification change with no net financial or programme implications (unless within previously approved provisional sum)	Employer Project Manager / Consultant Project Manager / Consultant Design Team /	Project Sponsor

NOTE: A request for approval by the Project Board shall be made outside of scheduled meetings where a delay in obtaining approval would adversely impact on project cost and/or programme.

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Report of the Chief Executive

CORPORATE PLAN 2020-2024.1. Purpose of report

To invite Councillors to consider and agree or amend a new corporate plan for the remaining period of the council's term of office.

2. Detail

The Council conducted a Borough wide consultation exercise entitled "let's talk Broxtowe" which included five roadshows in different parts of the Borough, five employee workshops and an online consultation. The high level results of the exercise are included in the plan but Councillors can see the full detail of the consultation outcomes on the intranet by following this link xx.

The draft vision of the plan is "Broxtowe-a greener, safer healthier place where everyone prospers". The priorities are succinctly expressed

Housing: A good quality home for everyone

Environment: Protect the environment for the future

Business: Invest in our towns and our people

Health: Support people to live well

Community safety: A safe place for everyone

The plan can be read at appendix 1.

3. Financial implications

The financial implications arising from the objectives will be included in capital and revenue budgets in the next few years

4. Equality Impact Assessment

An equality impact assessment has been completed. The implications of the plan are positive especially in areas such as addressing health inequality; promoting inclusive economic growth and ensuring new housing meets the needs of all sections of the community.

Recommendation

The Committee is asked to CONSIDER the plan and amend it or RECOMMEND it to full council for adoption.

Background papers

Nil

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Broxtowe
Borough
COUNCIL

CORPORATE PLAN

2020 - 2024



A greener, safer, healthier Broxtowe
where everyone prospers



Colliers Wood
Photograph by Sandra Bailey local resident



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Councillor
Milan Radulovic MBE,
Leader of the Council



Councillor
Steve Carr,
Deputy Leader of the
Council



Ruth Hyde OBE,
Chief Executive

Introduction

Following the election of a new Council in May 2019, we embarked on a Borough-wide conversation with local people, local groups, employees and businesses to find out what people in our area thought it would be important for us to focus on in the next four-year Council term.

As part of this, we tested out some ideas. These ideas were resoundingly endorsed through the responses we received. In addition, we were delighted by the number of practical ideas that were put forward for consideration. More detail about the “Let’s Talk Broxtowe” consultation is included on page 4. We would like to thank everyone who took the trouble to fill in a survey or come in person to a roadshow event.

What was clear was that local people are passionate about their Borough – and, most importantly, want to get involved in protecting, improving and enhancing the area. For that reason we’ve taken care to feedback to you some of the ways in which we have taken your ideas on board, as well as what you can do to help us achieve our ambitions for Broxtowe.





Our promise to you

Accountability

We believe that we should be accountable for our activities and actions and a comprehensive governance system is in place to ensure that the Council is effectively regulated, conforms to good practice in its decision making and that our residents can challenge us and become engaged in democracy. You can find full details of our checks and balances at www.broxtowe.gov.uk/governance.

You can also read more details about how our objectives will be achieved and how we will measure progress by looking at our business plans at www.broxtowe.gov.uk/strategies.

If you would like to make a comment, complaint or compliment about a Council

service we would be happy to hear from you. Visit www.broxtowe.gov.uk/consultationsandfeedback for more information.

Customer Service Standards

What our customers can expect

- A 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'.
- Accessible services.

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

What we expect from 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.

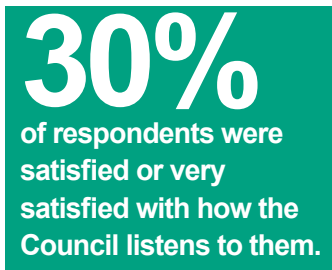
Developing the plan

We were keen to have a discussion with local people about what they thought was important and what we should focus our efforts and resources on in the coming years.

A total of how 527 surveys were completed. Of those, 304 were online and 223 were paper forms completed by people in our Reception or at one of our roadshow events.

These roadshows took place in five different locations in the Borough to engage directly with members of the public.

There were also five employee roadshows with ideas being generated fed into the process.



Most respondents were supportive of our five priorities.



You give me a roof over my head, the employees I have dealings with are always lovely and helpful

The three ideas which received the most support were:

1
Reduce anti-social behaviour (92%)



2
Support people to live well with dementia and support those who are lonely or have mental health problems (91%)



3
Increase recycling and composting (90%)



The most preferred way to **save money** was to **generate income from commercial activity**. The least preferred way was providing fewer Council services.

If you would like to read the full detail and evaluation of the **“Let’s Talk Broxtowe”** consultation exercise you can find this on our website at www.broxtowe.gov.uk

“

Improvements to the parks have made a big difference to me and my children.

”



Our achievements



Here are some of the things we have achieved during our last Corporate Plan.

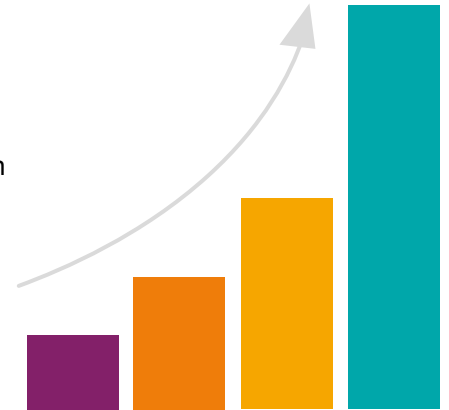
Housing

Increase the rate of house building on brownfield sites.

496 new homes built on brownfield sites since 2016, with planning permission granted for a further **1,321**.

Become an excellent housing provider.

93% tenant satisfaction on average, exceeding our targets and placing us in the upper quartile for House Mark. **Award** won for our Warmer Homes on Prescription Scheme.



Improve the quality and availability of private sector stock to meet local housing need.

£1.64 million spent on improving the homes of people with disabilities and 126 empty homes brought back in to use.

Community Safety

Reduce the amount of anti-social behaviour in Broxtowe.

4 Public Space Protection Orders to prevent vehicle nuisances, public access and irresponsible dog owners. Over 100 Community Protection Warnings and Notices have helped reduce anti-social behaviour, along with actions such as re-possession of properties and injunctions.

Reduce domestic violence in Broxtowe.

Accredited as part of the White Ribbon Campaign and facilitated free legal advice surgeries for victims of domestic violence and training about dealing with domestic abuse.

The White Ribbon campaign aims to end male violence against women, once and for all by working with men and boys to challenge cultures that lead to harassment, abuse and violence. The Council also raises awareness of domestic violence against men.



Health

Increase the number of people who have active lifestyles.

4,990,460 visits to our Leisure Centres, and **3,470** children currently booked on to swimming lessons as part of our leisure company, LLeisure. Bramcote Leisure Centre is the largest single site swim school in the East Midlands.

Reduce alcohol related harm in Broxtowe.

6 Public Space Protection Orders to prohibit alcohol fuelled anti-social behaviour and training sessions held to raise awareness of substance misuse.



Business Growth

Increase the number of new businesses starting in Broxtowe.

130 more businesses in Broxtowe than in 2016, as well as a new business start-up grant scheme and business hub.

Help our town centres to compete and attract more visitors.

29 businesses have received a free business health check to help them grow and free WiFi has agreed to be installed in 3 of our town centres.



Purchased the leasehold interest of Beeston Square in a **£7 million** deal, this brought in approximately **£650,000 of rental income** in 2017/18.

Developed a **£30 million** deal for mixed use and residential scheme for the remainder of The Square including food and drink outlets and secured a new cinema for the site.



Complete the regeneration of Beeston Town Centre and seek opportunities to regenerate town centres throughout Broxtowe.



Work with partners to improve the health of the local population.

18 takeaways signed up to the Healthy Options Takeaway Scheme, new clinics opened to help residents improve their health including stopping smoking and weight management and a Mental Health Working Group has been established.



Environment

Reducing litter and fly tipping to make Broxtowe cleaner.

10% decrease in fly tipping incidents, bucking local trends and launched our Clean and Green campaign which has seen **200** residents join Community Clean Teams so far.

Increase recycling, composting and energy renewables/efficiency projects as resources allow.

Over 19,600 residents recycling their garden waste and over **32,000** litres less diesel used by our refuse vehicles.



Maintain and improve the green infrastructure of Broxtowe.

91% of parks now meet our Broxtowe Parks Standard, with plans to improve other sites as part of our £500,000 Pride in Parks scheme – together with external funding, over £783,000 will be invested.

Challenges

These are some of the challenges we need to address. This sets some context for the choices which we need to make about where effort should be focused in the next four years.

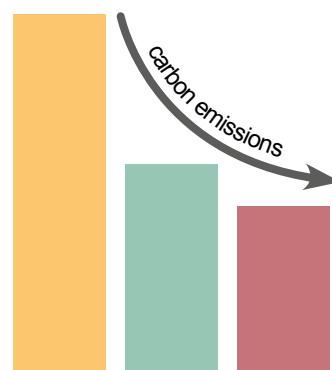
Housing

- There is a backlog of house building delivery which is required to meet the identified housing need in Broxtowe over the next 28 years.
- There are **over 1,990 people** on our housing waiting list and on average it takes 6 months for a family in Band 1 (top priority) housing need to be housed in a Council property.



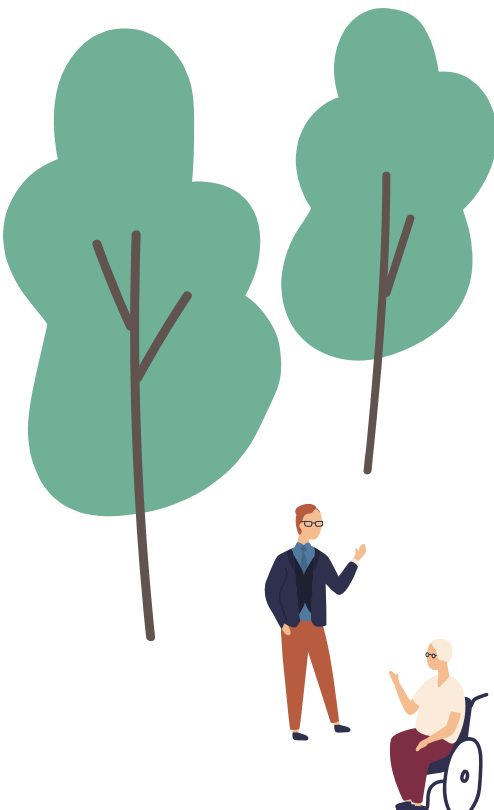
Environment

- We have committed to the task of reducing our carbon emissions to net zero by 2027.
- Our recycling and composting levels are **39%**, which is in the third quartile of performance.

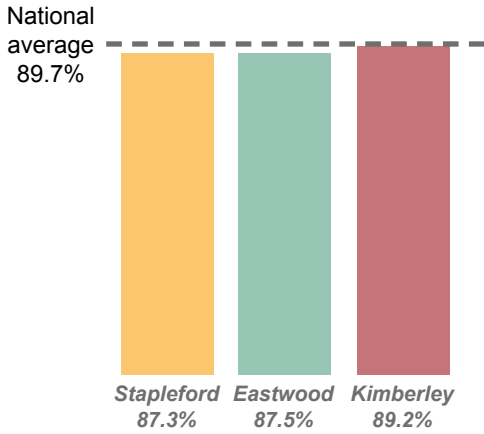


Community Safety

- Violence is a concern in Broxtowe, particularly knife crime and domestic violence. Encouragingly, knife crime in Nottinghamshire is beginning to decrease (by 2% from June 2018 to the end June 2019 compared with the previous 12 months), but we need to put continuing emphasis on partnership action to achieve better outcomes.
- Anti-social behaviour affects quality of life, including noise, litter, dog fouling, vandalism and criminal damage, drug taking, verbal abuse and intimidation.



Business Growth

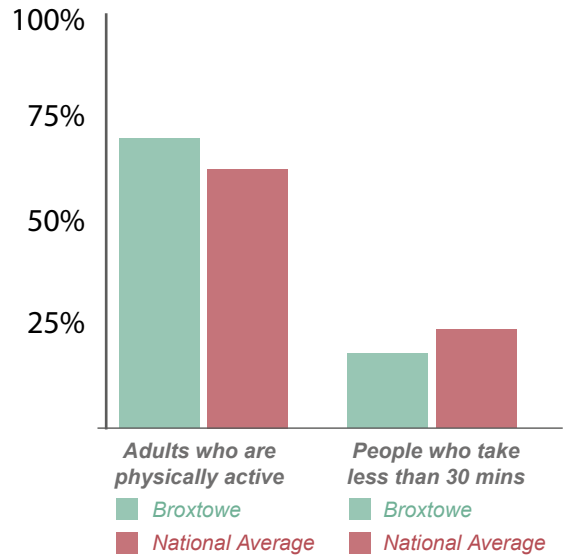


- Town centres are changing fast. Three of our town centres have occupancy rates below the **national average (89.7%)**. These are **Stapleford (87.3%)**, **Eastwood (87.5%)** and **Kimberley (89.2%)**.
- Broxtowe is a social mobility “cold spot”, ranking 284 out of 324 districts (where 1 is better performance). Social mobility is defined by the educational achievement of those from the poorest backgrounds and outcomes for adults including average income, availability of professional jobs and affordable housing.

Health

- Child poverty rates in Broxtowe vary considerably, but they are worst in Eastwood St Mary’s where they are as much as **34% for children under 16**.

- According to the Sport England “Active Lives” survey Broxtowe has high levels of adults who are physically active at **70.5% compared with a national figure of 63.2%**. There are also relatively low levels of people who take **less than 30 mins** of exercise a week (**18.4%**) compared with a **national figure of 24.8%**. However, if as a Borough we want to stay at the forefront of supporting people to keep active and independent, we must aim to continually improve activity rates, particularly in groups which are less likely to be included.



Challenges We Face

Funding

The Council has seen a **£2.1 million** reduction in the funding it receives from Government and no longer receives a revenue support grant from Government. There is a circa **£0.8 million** funding gap for 2020/21.



Our vision



**Broxtowe -
A greener, safer, healthier Broxtowe
where everyone prospers**

Our Values

Having a set of values determines how people in the organisation behave towards our residents, customers and business and towards each other.

Our employees are at the heart of the Council, living out our GREAT values and doing fantastic work every day to help us achieve this vision.



G R



A T

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 competency



Priorities and

Incorporating “Let’s Talk Broxtowe” consultation responses, we have decided that our priorities for the next four years will be:



Housing

A good quality home for everyone



Health

Support people to live well



Environment

Protect the environment for the future



Business Growth

Invest in our towns and our people



Community Safety

A safe place for everyone



Priorities and Objectives

This section of the plan outlines how we will achieve our priorities and objectives and how we will measure our progress. We also highlight the ideas you gave us which we are including in our plans.



AIM: *A good quality home for everyone*

HOW WE WILL ACHIEVE THIS

- 1 **Build more houses**, more quickly on under used or derelict land.
- 2 Invest to ensure our homes are **safe** and more **energy efficient**.
- 3 **Prevent homelessness** and help people to be financially secure and independent.

IN THE FIRST YEAR WE WILL . . .

- 1 Implement our **House Building Delivery Plan**.
- 2 Produce and implement an **Asset Management Plan** for our housing stock based on the findings of a stock condition survey.
- 3 Secure **more accommodation for homeless** people in Broxtowe.
- 4 **Prevent homelessness** through advice on housing options, partnerships and innovation.



WE'LL MEASURE AGAINST THESE TARGETS

Year 1	Year 4
<ul style="list-style-type: none"> • 23 new housing units delivered through our own new build programme. • 430 new homes completed in Broxtowe. 	<ul style="list-style-type: none"> • 92 housing units delivered through our own house building delivery plan. • Catch up the back log of housing under-provision to draw back in line with Core Strategy targets.
<ul style="list-style-type: none"> • Identify a baseline figure for CO₂ emissions through our housing stock. • Achieve a housing stock carbon emissions reduction of at least 300 tonnes of CO₂. 	<ul style="list-style-type: none"> • We will implement the target set in our new carbon management plan for carbon emissions reductions in the housing stock.
<ul style="list-style-type: none"> • Numbers of homeless people whose homelessness is prevented by us. • Numbers of homeless people not able to be housed in Broxtowe. 	<ul style="list-style-type: none"> • In the top 25% of authorities nationally for homeless prevention performance. • No homeless people having to be placed out of area.

YOUR IDEAS

You said	We will do
<p>Can accommodation above shops be brought back to use.</p>	<p>We are proposing to do this in Stapleford as part of the regeneration plan for the area.</p>
<p>More shared housing for younger people.</p>	<p>We will looking to incorporate this within our new House Building Delivery Plan through a community living network initiative.</p>
<p>Introduce better controls for houses in multiple occupation.</p>	<p>We are collecting evidence and will present reports to Councillors in the new year.</p>



Business Growth

AIM: *Invest in our towns and our people*

HOW WE WILL ACHIEVE THIS

- 1 Complete the **redevelopment of Beeston Town centre**.
- 2 Undertake **regeneration schemes** in Eastwood, Kimberley and Stapleford.
- 3 Support **skills development**, apprenticeships, training opportunities and wellbeing in our workforce.

IN THE FIRST YEAR WE WILL ...

- 1 Complete a **cinema** build in Beeston.
Sell land for residential development in Beeston Square.
Secure a **minimum of two tenants** for new food and beverage outlets in Beeston Square.
- 2 Develop and start to implement a **regeneration plan for Stapleford**.
Develop and start to implement a **regeneration plan for Eastwood**.
Develop and start to implement a **regeneration plan for Kimberley**.
- 3 Produce an **Organisational Development Strategy** for our workforce.

Achieve **gold status accreditation** under the Wellbeing at Work Programme.



WE'LL MEASURE AGAINST THESE TARGETS

Year 1	Year 4
<ul style="list-style-type: none"> • Cinema built. • Residential land sold. • Minimum of 2 tenants secured for food and beverage outlets at Beeston Square. 	<ul style="list-style-type: none"> • New development completed. • Beeston town centre project in operation, in line with business case projected outcomes. • Fully occupied
<ul style="list-style-type: none"> • Regeneration plan for Stapleford developed. Extensive consultation with the community and bid submitted as part of the £25million Town Deal Fund. • Regeneration plan for Eastwood developed, through extensive consultation with the community. • Regeneration plan for Kimberley commenced. and extensive consultation with community started. 	<ul style="list-style-type: none"> • External funding secured for Stapleford, Eastwood, Kimberley. • 100% projects in each regeneration plan delivered • Definable outcomes in terms of jobs. • Town centre vacancy rates all below national average.
<ul style="list-style-type: none"> • Employee satisfaction: establish baseline. • No. of apprentices employed. • Achieve silver accreditation under the Wellbeing At Work programme 	<ul style="list-style-type: none"> • We will increase employee satisfaction by 10% over baseline. • We will increase in employee skills. • We will increase in number of apprentices employed by the Council and through its contractors. • We will achieve gold accreditation under the Wellbeing At Work programme.

YOUR IDEAS

You said	We will do
Train people now for professional jobs linked to HS2.	We will implement this in partnership with other agencies.
Improve the A610 corridor.	We will develop plans and proposals and seek funding for this.
Introduce a programme to help older carers to get back to work.	Agreed. We will implement this.
Develop more business units.	Agreed. We will implement this.
Develop pop-up shops in empty shops.	Agreed. We will implement this on a pilot basis.
Consider introducing pet cremations.	We will investigate this possibility.
Introduce a Sunday antiques and bric-a-brac market.	Agreed. We will implement this.
Join the Co-operative Councils Innovation Network to get new ideas.	Agreed. We will implement this.

Priorities and Objectives



Environment

AIM: *Protect the environment for the future*

HOW WE WILL ACHIEVE THIS

- 1 Develop plans to **reduce our carbon emissions to zero** and start implementing them.
- 2 Invest in our **parks and open spaces**.
- 3 Increase **recycling and composting**.



IN THE FIRST YEAR WE WILL . . .

- 1 Develop a new **Carbon Reduction Strategy**, **Green Futures programme** and **Air Quality Strategy**.
- 2 Develop and implement a new **Pride in Parks** programme including plans to create a **new country park or nature reserve** in Broxtowe.
- 3 Develop a new **Waste and Recycling Strategy** and action plan.

Increase recycling and composting rates.



WE'LL MEASURE AGAINST THESE TARGETS



Year 1	Year 4
<ul style="list-style-type: none"> Identify a new baseline measure of CO₂ emissions. Carbon Reduction Strategy prepared. Green Futures programme set up and outcome targets identified. 	<ul style="list-style-type: none"> Reduction of local authority CO₂ emissions by 10%. Achievement of outcomes identified in the carbon reduction strategy.
<ul style="list-style-type: none"> Implement Year 1 of our new Pride in Parks scheme. Develop a plan to identify a new country park or nature reserve and a fund-raising approach. 	<ul style="list-style-type: none"> 100% of parks meet Broxtowe's Parks Standard. Increased percentage of land covered by managed Local Nature Reserve.
<ul style="list-style-type: none"> New Waste and Recycling Strategy and action plan produced and begin to implement ideas. 40% recycling and composting rate. 	<ul style="list-style-type: none"> 44% recycling and composting rate.

YOUR IDEAS

You said	We will do
Make recycling messages clearer so people know what to recycle.	Agreed. We will implement this.
Reduce air pollution.	We will put fresh energy and emphasis on our plans to tackle air pollution and publicise them better.
Have more informal grass areas to reduce the cost of grass cutting and more wildlife friendly and meadow planting.	Agreed. We will implement this.
Introduce food waste recycling.	When we know what the national waste strategy proposals are we will review this and other increased recycling and composting ideas.
Introduce a borough-wide volunteer tree-planting programme and a scheme to look after the welfare of newly planted trees.	Agreed. We will implement this.



Health



AIM: *Support people to live well*

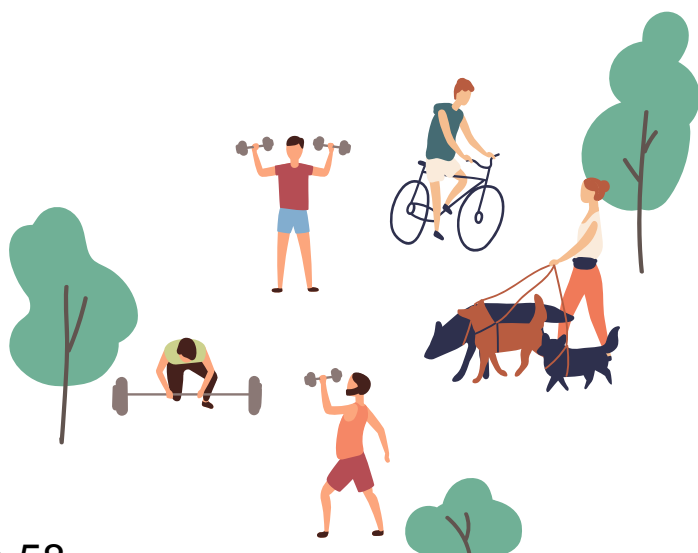
HOW WE WILL ACHIEVE THIS

- 1 Promote **active and healthy lifestyles** in every area of Broxtowe.
- 2 Come up with plans to **renew our leisure facilities** in Broxtowe.
- 3 **Support people** to live well with dementia and support those who are lonely or have mental health problems.

IN THE FIRST YEAR WE WILL . . .

- 1 Successful **completion of a pilot scheme** to promote active lifestyles for people with mental health problems.
- 2 Complete new **Leisure Facilities Strategy**.
- 3 Refresh and implement a new plan to **enable people with dementia** to live well in Broxtowe.

Develop and implement a new **Mental Health Action Plan** for Broxtowe.





WE'LL MEASURE AGAINST THESE TARGETS

Year 1	Year 4
<ul style="list-style-type: none"> • Increase the number of people with active lifestyles in the Active Lives survey by 1%. 	<ul style="list-style-type: none"> • Increase the number of people with active lifestyles in the Active Lives survey by 4%.
<ul style="list-style-type: none"> • Decisions made to address the need to renew leisure facilities and plans developed to tackle the challenge. 	<ul style="list-style-type: none"> • One new or refurbished leisure facility in Broxtowe • Target number of attendances at leisure facilities will be 1,765,000.
<ul style="list-style-type: none"> • 2 dementia friendly bungalows completed • 50 new Dementia Friends trained. • Dementia Action Plan refreshed and actions beginning to be implemented. 	<ul style="list-style-type: none"> • 100 new Dementia Friends trained. • Dementia Action Plan fully implemented.

YOUR IDEAS

You said	We will do
Establish more allotment schemes such as “dig in” at Stapleford.	We are intending to include this idea as part of our approach to improving mental health.
Review public toilet provision and introduce changing places / toilets.	We will review public toilet provision and put proposals to the relevant committee in year 1.
Ensure swimming lessons are inclusive of children with special needs.	Agreed. We will implement this.
Use parks and open spaces for more events – e.g. inflatable obstacle course, concerts, bank holiday markets.	Agreed. We will implement this.
Introduce volunteer gardeners.	Agreed. We will implement this.
Develop community led initiatives to address the needs of people with mental health issues ,loneliness, poverty.	Agreed. We will implement this.

Community Safety

AIM: *A safe place for everyone*

HOW WE WILL ACHIEVE THIS

- 1 Work with partners to **reduce knife crime**.
- 2 Work with partners to **reduce domestic violence** and support survivors.
- 3 **Reduce anti-social behaviour**.



IN THE FIRST YEAR WE WILL . . .

- 1 **We will work in partnership** with Police, Probation, the County Council, schools and voluntary agencies across Nottinghamshire to develop a local action plan to address this problem.
- 2 We will **employ additional resources** to develop new plans to ensure that our partnership efforts to **reduce domestic violence and support survivors** are fully adequate to address the problem
- 3 We will develop a cross authority and partnership action plan to **address anti-social behaviour** and develop a **youth action plan** with and for young people to address their needs.



Our homes, our people,
our problem.



WE'LL MEASURE AGAINST THESE TARGETS

Year 1	Year 4
<ul style="list-style-type: none"> • 10 local and voluntary groups engaged in local efforts to reduce knife crime. • Reducing trend of knife crime. • Purple Flag Action Plan in place and being implemented. 	<ul style="list-style-type: none"> • Reducing trend of knife crime in Broxtowe. • 76% people feel safe in Broxtowe. • Purple Flag Accreditation achieved for at least 1 of our town centres.
<ul style="list-style-type: none"> • New domestic violence action plan in place and being implemented. • White ribbon accreditation retained. 	<ul style="list-style-type: none"> • Domestic violence repeat victims reducing trend. • Retain white ribbon accreditation
<ul style="list-style-type: none"> • Reduce anti-social behaviour by 2%. • A minimum of 5 new diversion activities for young people funded. 	<ul style="list-style-type: none"> • We will reduce anti-social behaviour by 5%. • A minimum of 20 new diversion activities funded over 4 years



YOUR IDEAS

You said	We will do
Set up more initiatives and partnering with local groups to reduce knife crime.	We will do this as part of our Local Knife Crime Action Plan.
More activities for young people especially in Eastwood and Brinsley.	Agreed. We will implement this
Bring back the "family fun day" in Eastwood.	Agreed. We will implement this.

What you can do to help

Housing

- If you're living in a house that's too big for your needs think about renting out some room to someone who needs housing.
- If you're a tenant, get involved in activities like estate walkabouts and resident involvement groups to help us improve the service for you and your neighbours.
- If you're a developer to whom we've granted planning permission for housing, get on and deliver much needed housing for the community.



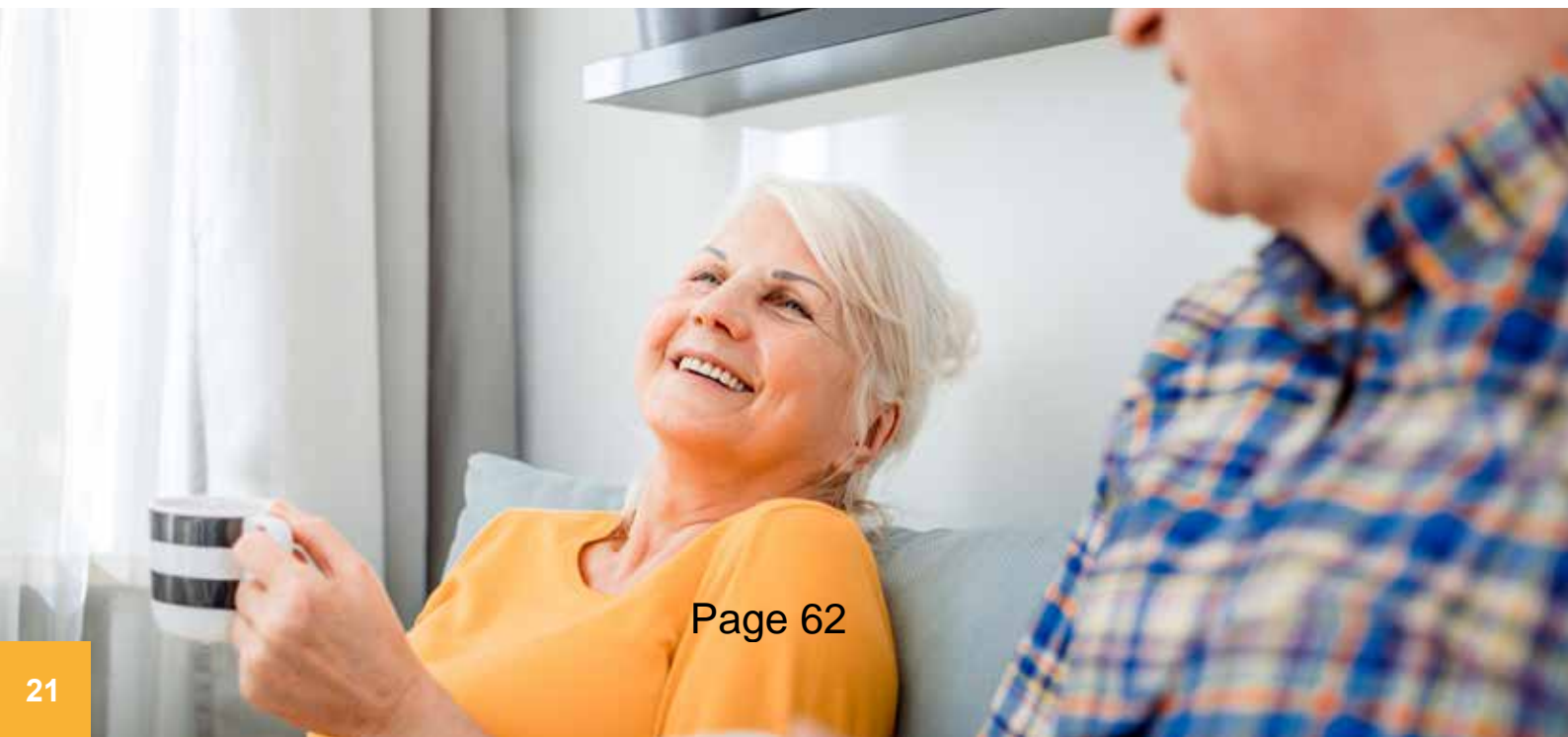
Business

- Support your local town centre by using the shops and facilities there.
- Keep learning! The higher skilled you are the better your chance of securing higher paid work.
- If you're a local business, provide opportunities for apprenticeship positions, training and work experience.



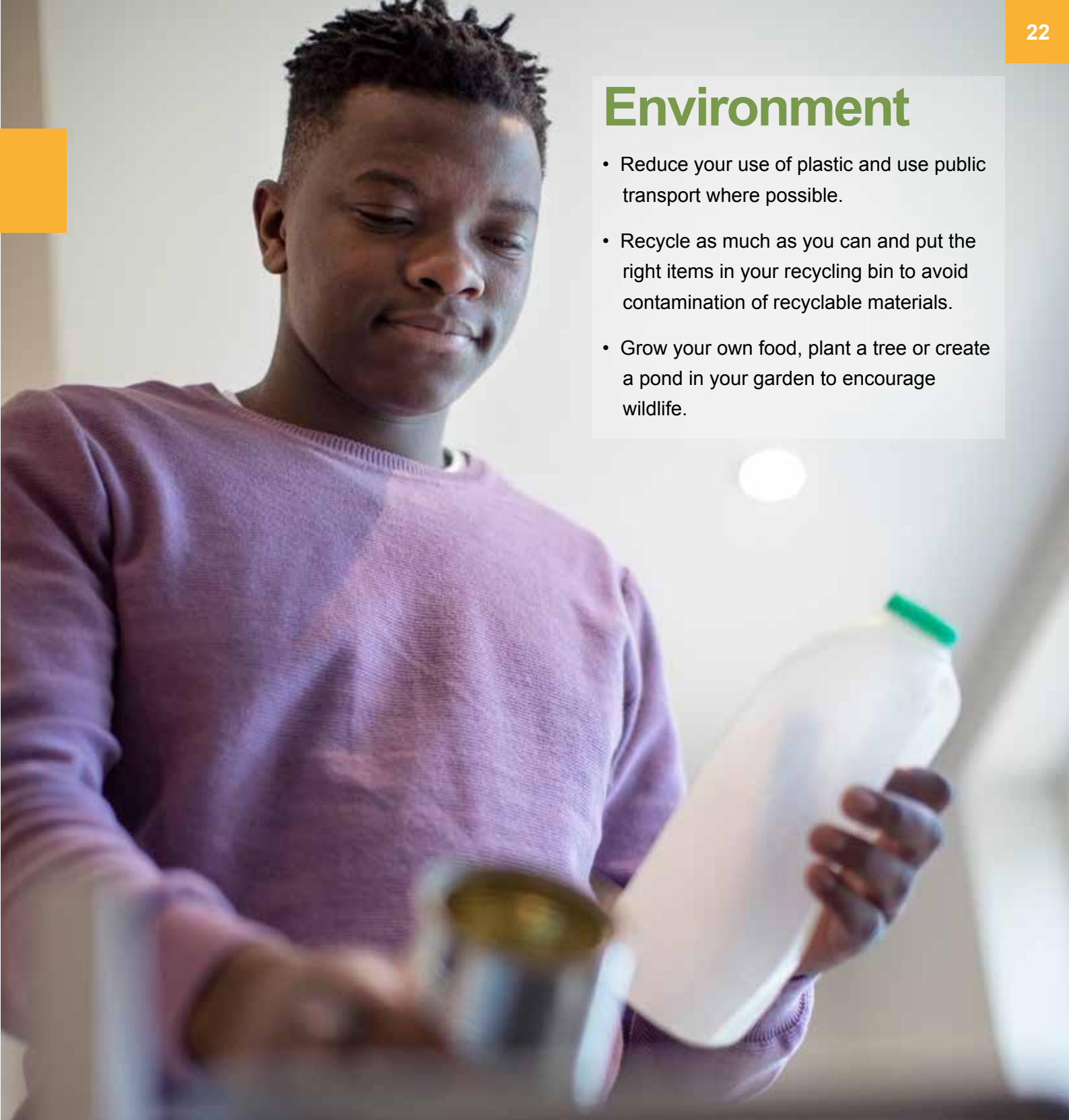
Health

- Take steps to promote your own health and wellbeing.
- Be social. A healthy community is one where people volunteer and there are thriving local groups and societies in Broxtowe you can join.
- Be active. Get out and about and enjoy the good quality environment we have in our Borough.



Environment

- Reduce your use of plastic and use public transport where possible.
- Recycle as much as you can and put the right items in your recycling bin to avoid contamination of recyclable materials.
- Grow your own food, plant a tree or create a pond in your garden to encourage wildlife.



Community safety

- Don't be a bystander – if you see criminal activity report it to the Police, if you would prefer to report a crime anonymously contact Crimestoppers.
- Get to know your neighbours and look out for them, especially if they are elderly or vulnerable.
- Don't mess with Broxtowe – clean up after your dog and don't drop litter.



Joint report of the Chief Executive, the Deputy Chief Executive and the 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 December 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 December 2019 is also included.

Recommendation

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

Background papers

Nil

APPENDIX 1

PERFORMANCE MANAGEMENT

1. Background – Corporate Plan

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

The current year's Business Plans 2019-22 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)*

Following a public examination by an Independent Planning Inspector, the Council's Part 2 Local Plan setting out site allocations and development management policies for the next nine years has been declared 'sound'. The Planning Inspector, Ms Helen Hockenhull, released her report on 7 October 2019. The report finds the Council's plan to be sound subject to the modifications discussed and put forward following the examination hearings and consulted on between May and July 2019. The Inspector has fully endorsed the Council's approach to the planning for the Borough including development allocations at Toton, Chetwynd Barracks, Bramcote, Stapleford, Awsworth, Eastwood, Kimberley and Brinsley. She also supported the approach to delivering the housing numbers, economic development including town centre enhancements and environmental protection policies for the remaining parts of the Borough. The plan was formally adopted at the full Council meeting in October.

In order to address housing needs, the Council has been given permission to consider buying back properties. This is open to all residents in the Borough.

Two further dementia friendly bungalows are to be constructed at Willoughby Street in Beeston once the procurement process has been completed. Plans are advancing to build on a large Council owned plot off Ilkeston Road. Also, plans to potentially build flats for ex-service personnel on underutilised garage land at Oakfield Road, Stapleford are being prepared.

- *Become an excellent housing provider (Ho2)*

New 'Introductory Tenancies' are having a positive impact on rent arrears. At the end of September 2019, there were 73 tenancies that have introductory tenancy status across General Needs Housing and Independent Living housing. There were 159 tenancies in total started over the same period. One of the key reasons to introduce introductory tenancies is to ensure that tenants comply with the terms of tenancy from the very start. A most common tenancy breach is non-payment of rent. Tenancy action is considered in accordance with the Introductory Tenancy procedure by the Income Collection Team, where the account is in arrears.

The Housing Committee approved a new Neighbourhood Strategy on 27 November 2019, its aims being to improve neighbourhoods whilst understanding that each neighbourhood is different; integrate housing services at a neighbourhood levels; work practically to intervene early; positively engage with communities and neighbourhoods; and work in and strengthen partnerships.

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

Research into Houses in Multiple Occupancy is being undertaken following concerns about increasing HMO levels to assess whether there is need for further regulation. The Jobs and Economy Committee will receive a report on the findings.

Critical Success Indicators for Housing

Indicator Description	Code	Actual 2018/19	Target 2019/20	Q3 2019/20	Comments (incl. benchmarking)
Rent Collection: Rent collected as a proportion of the rent owed	BV66a	99.9%	99.0%	97.8%	2018/19 quarter 3 = 94.9%, Collection increased by 1.4% from quarter 2 to quarter 3 2019/20 and is the highest percentage of rent collected in the last four years.
Private sector vacant dwellings that are returned into occupation or demolished	HSLocal_11	34	25	32	Achieved target for 2019/20. Total for 2019/20 is 12.
Overall satisfaction (Housing)	HSTOP_01	95.3%	87.0%	87.8%	616 satisfaction forms were received during Q3. These consisted of Repairs (553), Allocations (42), Income (20) and Right-to-Buy (1).
HSTOP10_02 Gas Safety	HSTOP_02	99.9%	100%	100%	Gas safety checks remain on track to achieve target. In quarter 3 1,037 gas appliances serviced.
Net additional homes provided	NI154	297	360	-	Part 2 Local Plan was adopted on 16 October 2019. The way of 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 number of allocated sites will be available for housing to improve delivery.

Indicator Description	Code	Actual 2018/19	Target 2019/20	Q3 2019/20	Comments (incl. benchmarking)
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)*

Stapleford is one 100 English towns that has been invited to bid for a share of the £25m investment from the 'Towns Fund'. This is an exciting opportunity that will help develop the town.

A bid to develop an industrial unit on the Mushroom Farm site in the north of the Borough has been prepared, which would provide valuable employment opportunities in the area.

In 2018/19 a grant was offered to new Broxtowe businesses to support initial start-up expenditure. These grants have been used to support nine businesses with a total of £8,914 spent or committed on grants assisting businesses so far.

The Beeston Business Hub has one empty space remaining. Following the success of this offering, an incubator hub is being set up in Stapleford with Local Enterprise Partnership funding.

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

Work is beginning on creating a stakeholder group to discuss ideas for the regeneration of Stapleford which might lead to the creation of a bid for funding. The group's terms of reference will be approved by the Jobs and Economy Committee. The prospectus for bidding is yet to be published.

Christmas lights switch on events helped to bring people into town centre shops. Liberty Leisure Limited organised these events and created experiences for visitors that were well received.

- Complete the regeneration of Beeston Town centre and seek opportunities to regenerate town centres throughout Broxtowe (BG03)

Work on the construction of Phase 2 of Beeston Square redevelopment began in October 2019 and is due for completion in late 2020. The work is being undertaken by the contractor, Bowmer and Kirkland – a reputable national firm with a good track record of success in undertaking major construction schemes. The mixed-use development forms the second part of the regeneration which will include an eight-screen cinema, 132 new homes and a range of food and beverage outlets. There is a great deal of momentum behind the development, which will revitalise Beeston's night-time economy and drive increased footfall to the town from the local and surrounding communities. With the announcement of The Arc Cinema as the cinema tenants earlier this year and positive ongoing talks with food and beverage outlets

Critical Success Indicators for Business Growth

Indicator Description	Code	Actual 2018/19	Target 2019/20	Q3 2019/20	Comments (incl. benchmarking)
Employment Land take up	ERLocal_02	4,257m ²	TBC	TBC	Data is collected annually.
Planning applications approved for employment development Class B1/B2/B8	ERLocal_03	TBC	TBC	TBC	20 applications approved in 2016/17
Town Centre occupancy:				Dec19	Targets based on average for year. Q3 values showed:
• Beeston	TCLocal_01a	94.6%	93%	94%	Stable from 93% Q3 2018/19
• Kimberley	TCLocal_01b	92.3%	93%	89%	Decrease from 91% Q3 2018/19
• Eastwood	TCLocal_01c	88.8%	93%	91%	Stable from 90% Q3 2018/19
• Stapleford	TCLocal_01d	86.2%	93%	88%	Stable from 89% Q3 2018/19 National score for July to Sept 2019 = 90% Interventions are being progressed in relation to Stapleford, Eastwood and Kimberley to improve town centre occupancy.
Planning applications approved for new retail and commercial floorspace within the town centres	TCLocal_05	TBC	TBC	TBC	Data collected annually. There have been no new units built in the town centres and no units have expanded. This is in line with emerging planning policy which proposes to amend and shrink town centre boundaries in some locations to increase long term viability.

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)*

The Environment Service carry out duty of care visits to ensure waste is being disposed of correctly. Officers also work with volunteer groups undertaking litter picks as part of the Clean and Green Campaign.

'World Clean-up Day' took place on 21 September 2019. This year members of the public and staff from Decathlon in Giltbrook took part in a litter pick along the Nottingham Canal.

On 24 September 2019, the 2nd Kimberley Brownies undertook a litter pick around Hall Om Wong area as part of the Clean and Green event.

- *Maintain and improve the green infrastructure of the Broxtowe (En2)*

A couple from Wollaton were given a £20,000 fine after being found guilty of offences under the Town and Country Planning Act. They were also ordered to pay £1,140 prosecution costs and a £260 victim surcharge. The matter spanned a number of years and involved various breaches of planning control, some of which had been resolved with retrospective planning permission and others by negotiation with the Council. Complaints were received by the Council as long ago as 2013 when the couple started to carry out works to their rear garden including erecting a number of outbuildings and creating a fish pond. Council officers visited the property on numerous occasions over the years in an attempt to resolve matters however, they continued to carry out work. The Council served an Enforcement Notice in August 2017 requiring the height of some pond walls to be reduced and a concrete area to be removed and replaced with grass reinstating the banks of a brook with native plant species. The Notice was ignored and the Council was left with no choice but to issue Court proceedings.

The final designs and costs for the improvement scheme at King George V Park Bramcote have now been approved and orders have been placed. The main contractor for the project is SPG Construction Ltd, a company who have previously worked on many of the Council's parks and open spaces. The total value of the project, which includes a new play area, outdoor fitness equipment and access improvements is £123,500 with funding from FCC Environment and the Council's Pride in Parks capital programme. Work started in October 2019 it is expected to be completed by Spring 2020.

The newly formed Park View Play Group at Inham Nook Recreation Ground, Chilwell were keen to highlight their facilities at the park. After approaching the Council, they were given permission to create a mural to brighten up a bare wall adjacent to their open air play space. This was created by local artist Rob Thornham from Breeze Artworks and has been very well received.

The play area at Sherman Drive play area Chilwell has reopened after, over £30,000, of improvements from the Council's Pride in Parks budget. Following consultation as part of the Broxtowe Play Strategy the need for more equipment for younger children and more accessible rubber surfacing was identified. These have been installed together with a new eye catching rope swing. The remaining equipment has been refurbished and painted to improve the overall quality and appearance of the play area.

A new young children's Play Area Knowle Park, Kimberley has been created. Despite the grey and wet weather local children were there to make use of the new area. The scheme costing £32,000 was funded with £25,500 from the Council's Pride in Parks budget, with Kimberley Town Council providing the balance of the money. The area is fenced and has a rubber surface with equipment specifically chosen for younger children following consultation as part of the Broxtowe Play Strategy. It complements the rest of the equipment on the Park which is for older children.

The opening of a new sports pavilion at The Lane Recreation Ground took place on 8 September 2019. The project had been funded by contributions from the Council's Pride in Parks Budget, a grant from the England and Wales Cricket Board and Awworth Parish Council.

The eight annual Duathlon took place at Collier's Wood, a popular Green Flag open space. The event attracted runners and cyclists from all over the region with a route that took in the paths of Colliers Wood and the surrounding Rights of Way and roads.

500 free fruit trees were given away to local people for planting in this current planting season.

Heroes who gave their lives in the First and Second World Wars were given a lasting legacy in Brinsley as part of a special tree planting on Remembrance Day, 11 November 2019. The event, to mark Armistice Day, saw 21 trees planted at Brinsley Recreation Ground in memory of the 21 servicemen from Brinsley who gave their lives during these conflicts. The Mayor of the Borough of Broxtowe and Chair of Brinsley Parish Council joined pupils from Brinsley Primary School at the event. The children also helped plant 1,000 bulbs in two drifts in front of the trees. The trees are upright growing species, planted in rows to give the impression of servicemen on parade. An information board was installed so that visitors to the park can learn more about who these men were.

The Friends of Watnall Green and Watnall Spinney worked in the Spinney on 29 December 2019 with the Practical Conservation Volunteers, managing vegetation and planting oak and hazel trees, along with a selection of native woodland bulbs.

In December, the Friends of Brinsley Headstocks worked in the woodland over the old pit tip, widening and lifting the vegetation along the path then planting bluebells, snowdrops, wild daffodils and wood anemone to create a woodland

spring flower walk. They also worked in the wildflower meadow, sowing native wildflower seed to add to the already diverse wild flora.

- Increase recycling, composting, renewable and energy efficiency projects as resources allow and reduce residual waste (En3)

A new Climate Change and Green Futures Programme for Broxtowe has begun. There are many strands to the programme including strategies for transport and fuel, water courses, tree planting, Housing Delivery, planning and use of technology to better deliver services

A recycling presentation was delivered on 18 September 2019 to the Women's Group in Attenborough. Over 45 people were educated on the need to recycle and how they can make a difference at both a local and global scale by making environmentally friendly choices in their everyday lives.

Educational work took place during National Recycling Week in September 2019. Working in partnership with Nottinghamshire County Council's Schools Waste Action Club (SWAC) Officer the recycling team visited Chetwynd Primary Academy to promote recycling and the Clean and Green initiative. It is intended to continue the partnership working with the SWAC Officer and build on the success of these presentations in order to engage with as many children in the Borough as possible on the topic of recycling.

Two diesel vans have been replaced with full electric vehicles, reducing greenhouse gas emissions by 1.6 tonnes per year. These vans will reduce the amount of greenhouse gasses produced by almost 70% when compared to the older vehicles, as well as reducing Nitrogen Oxide pollution. The vans will also help save over £1,000 a year in fuel and vehicle excise duty. This is stage one in our aim to decarbonise the Fleet Vehicles wherever possible.

All new vehicles and plant equipment will be assessed on their green target footprint and cost effectiveness before purchase to help protect our environment for the future and move us closer towards our target of being carbon neutral by 2027. The new electric vans are part of the Council's Green Futures campaign.

Progress has been made by using recycled materials in our parks and open spaces, and improving homes and buildings to make them more energy efficient but there's more work to be done. There will be a lot of work on Green Futures projects over the coming months and years is being undertaken to reduce our carbon footprint further.

Critical Success Indicators for Environment

Indicator Description	Code	Actual 2018/19	Target 2019/20	Q3 2019/20	Comments (incl. benchmarking)

Indicator Description	Code	Actual 2018/19	Target 2019/20	Q3 2019/20	Comments (incl. benchmarking)
Cleanliness of the streets and open spaces within the Borough (levels of litter)	NI195a	96%	97%	96%	Surveys are undertaken three times a year so the result is the first in 2019/20. An independent road cleanliness survey gave the council a 'Passing' Grade and is one of 194 authorities inspected by the government. 10% of roads in the Borough were surveyed.
Number of fly tipping incidents removed	SSData_01	359	342	34	Data obtained annually. The quarterly data stated is an estimate. Quarter 1 = 70, Quarter 2 = 57
Household waste recycled and composted	NI192	38.5%	40.2%	41.1%	Figure estimated as not all data is available. Accurate comparison with previous performance is not possible.
Parks achieving Broxtowe Parks Standard %	PSData_09	92%	98%	96%	2019/20 Report was submitted to Environment and Climate Change Committee on 3 February 2020.
Energy consumption across all operational sites Total kWh gas/ electric ('000)	CPLocal_03	8,114	8,280	-	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)

Work on the new Leisure Facilities Strategy looking at the future of the Council's Leisure Facilities and how it can renew them for future generations has begun.

The Moorgreen Duathlon returned in October 2019 providing opportunities for residents to test their fitness whilst enjoying the beautiful scenery.

According to the latest national Active Lives Survey Broxtowe is performing well against similar authorities (currently 70.5% compared with national average of 63.2% and inactivity rates of 18.4% compared with 24.8% nationally).

On Christmas Day morning, the Beeston Park Run Group organised a park run with a Christmas theme around the course. People were asked to come dressed as Santa or in other festive costumes. The event followed the

traditional park run course around the footpaths and park in the Beeston Rylands Area

- Work with partners to improve the health of the local population (He2)
- Reduce alcohol related harm in Broxtowe (He3)

Critical Success Indicators for Health

Indicator Description	Code	Actual 2018/19	Target 2019/20	Q3 2019/20	Comments (incl. benchmarking)
Total Attendances for Leisure and Culture	LLDATA _E03 _H01 _B01 _K01 _C01 _S01	1,720k	1,700k	421K	Q3 target showed a decrease of 20K compared to Q3 2018/19. Due to weather conditions some summer events were cancelled reducing the level of attendance.
Percentage of Inactive Adults in Broxtowe	LLLocal _G09	18.4%	25.1%	-	Data collected annually expected 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)

The Communities Team at Broxtowe Borough Council (BBC) along with George Spencer Academy planned a crime related project with staff and students at the Academy. The project was funded by BBC, Community Safety Team and delivered by Prison Me No Way (www.pmnw.co.uk).

The workshops, delivered by a recently released ex-prisoner, were received by 50 students at George Spencer Academy and they were given opportunity at the end of the workshop to ask questions. The presenter urged the students to reflect on actions and consequences and to consider that in some cases they only need to be present at the scene of a crime to be in receipt of a custodial sentence which can affect career prospects, travel opportunities and massively impact on family life. volunteers for Prison Me No Way going in to secondary schools and has told his story to nearly 3000 young people. The ex-prisoner is accompanied by an ex-prison officer who introduces the session. He volunteers for Prison No Way and has told his story to over 3,000 young people.

- Reduce domestic violence in Broxtowe (CS2)

A domestic violence conference took place on 2 September 2019 and was attended by a wide variety of the Council's partners. It provided a valuable opportunity for networking and enabled ideas and good practice to be exchanged.

A new domestic violence officer is to be located within the Housing section, subject to final approval by the Personnel Committee. This officer will ensure that our approaches to supporting people with domestic violence problems is effective and professional and that victims and survivors are connected to service provision from the voluntary sector. This will ensure that the action plan for domestic violence for which we gained White Ribbon accreditation continues to be maintained and developed moving forward.

A series of briefing sessions have taken place for employees to find out key facts about domestic abuse and how to spot the signs. A range of activities took place across the Borough around the 25 November 2019 to mark White Ribbon Day the International Day for the Elimination of Violence Against Women.

Critical Success Indicators for Community Safety

Indicator Description	Code	Actual 2018/19	Target 2019/20	Q3 2019/20	Comments (incl. benchmarking)
Reduction in reported ASB cases in Broxtowe (Notts Police Strategic Analytical Unit)	ComS_011	2,011	2,126	-	Decreased from 569 in Q2 2018/19 2019/20 Q1/Q2 = 1,086 2018/19 Q1/Q2 = 1,092
Reduction in ASB cases reported in the borough to Environmental Health, Communities and Housing	ComS_012	480	-	61	Decreased from 93 in Q3 2018/19
	ComS_014	40	-	2	Decrease from 3 in Q3 2018/19
	ComS_013	191	-	28	Decreased from 40 in Q3 2018/19
Repeat high risk domestic abuse cases referred to the Multi-Agency Risk Assessment Conference [% of all re-referrals]	ComS_024	24%	13%	X	In Q2 2019/20 30 cases to MARAC of which 5 were repeat cases
Domestic Abuse reported in the Borough	ComS_025	834	550	X	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-Live with positive outcomes from Broxtowe	ComS_085	103	-	29	Referrals - Some of the outcomes in quarter 3 will be from previous quarters referrals.

Indicator Description	Code	Actual 2018/19	Target 2019/20	Q3 2019/20	Comments (incl. benchmarking)
Alcohol related referrals to Change-Grow-Live with positive outcomes from Broxtowe	ComS_085a	94 (91.3%)	- (70%)	11 (70%)	Positive Outcomes - Target of 70% is based on mid-year performance 2018/19. The number of referrals is between 20-25 each quarter. Programme completion may take longer for some referees.
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%	62%	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 December 2019 as regards to the employee budgets is as shown below:

Directorate	Budget to 31/12/2019 £	Actual to 31/12/2019 £	Variance £
Chief Executive's	1,969,276	1,928,664	(40,612)
Deputy Chief Executive's	2,349,275	2,319,363	(29,912)
Strategic Director's	3,594,267	3,370,263	(224,004)
General Fund - Total	7,912,818	7,618,290	(294,528)
Housing Revenue Account	2,824,538	2,688,492	(136,046)
Total	10,737,356	10,306,782	(430,574)

Any overtime worked in respect of December (paid in January) 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 £328,257 for 2019/20. The table above shows that the Council is currently meeting the General Fund vacancy rate target. This will continue to be carefully managed with a view to ensuring that the target is achieved at the end of the financial year.

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

Income Budgets

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

Income	Annual Budget 2019/20 £	Income to 31/12/2019 £	Latest Projection 2019/20 £	Projected Variance to Budget £
Planning Fees	(530,000)	(322,866)	(530,000)	0
Pre-Planning & History Fees	(25,000)	(21,100)	(25,000)	0
Industrial Units Rent	(176,655)	(219,569)	(176,655)	0
Craft Centre Complex Rents	(36,100)	(43,234)	(36,100)	0
Garden Waste Income	(680,000)	(701,389)	(680,000)	0
Sale of Glass	(38,000)	(29,830)	(38,000)	0
Sale of Wheeled Bins	(29,750)	(23,405)	(29,750)	0
Recycling Credits - Glass	(116,000)	(64,472)	(112,200)	3,800
Trade Refuse Income	(597,000)	(585,182)	(597,000)	0
Special Collections Income	(60,000)	(48,722)	(60,000)	0
Parking P&D Income	(176,500)	(167,296)	(176,500)	0
Off Street PCN Income	(95,000)	0	(95,000)	0
Cemeteries – Fees and Charges	(200,500)	(142,027)	(200,500)	0
Miscellaneous Legal Charges	(20,000)	(12,888)	(20,000)	0
Land charges Income	(102,000)	(64,548)	(102,000)	0
Licence Income	(148,175)	(136,765)	(148,175)	0
Interest on Investments	(392,710)	(191,877)	(350,000)	42,710
Beeston Square Rent	(700,000)	(664,139)	(700,000)	0
General Properties Rent	(58,000)	(21,543)	(58,000)	0
Total	(4,181,390)	(3,460,852)	(4,134,880)	46,510

Notes

- i) Income in respect of glass recycling credits received from Nottinghamshire County Council in 2019/20 is assumed to be £9,350 per month based upon the credits for April to October 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.

Capital Programme

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

	Approved Budget 2019/20 £	Actual Spend to 31/12/2019 £	Proportion of Budget Spent %
General Fund	7,731,450	3,062,003	39.6
Housing Revenue Account	7,304,000	4,517,301	61.8
TOTAL	15,035,450	7,579,304	50.4

The table includes all capital schemes brought forward from 2018/19, as previously approved, in addition to any other budget changes including those approved by Finance and resources Committee on 9 January 2020. 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 most significant schemes with regards to spending to 31 December 2019 are:

Scheme	Approved Budget 2019/20 £	Actual Spend to 31/12/19 £	Comments
General Fund			
Disabled Facilities Grants	802,550	525,791	
Replacement Vehicles and Plant	765,000	555,756	Budget for 2019/20 fully committed.
Beeston Square Phase2 (Net Compensation)	3,554,450	786,275	Part of budget for construction covers the years 2020/21 and 2021/22.
Housing Revenue Account			
Central Heating Replacement	1,038,100	360,846	New electrical heating contract has been delayed. Tender process is now complete. Other work progressing as planned.
Modernisation Programme	1,563,000	1,417,669	Work progressing as planned.
Acquisition of Properties	1,133,000	373,345	3 purchase completed.

Report of the 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.

Date:	Task:
1 July 2020	<ul style="list-style-type: none"> • Beeston Square Progress Report • Peer review report • RIPA annual report • Health and Safety annual report
1 Oct 2020	<ul style="list-style-type: none"> • Beeston Square Progress Report • Shared services annual report • Customer services strategy • Communications Strategy review • Digital Strategy review
2 Dec 2020	<ul style="list-style-type: none"> • Review of Corporate Plan • Beeston Square Progress Report • Business Plans/financial estimates 2021/22-23/24 • ICT Strategy review
24 March 2021	<ul style="list-style-type: none"> • Beeston Square Progress Report • Equality annual report

<u>Recommendation</u>

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

Background papers

Nil

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